

GEORGE DAVID MACAULEY

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Summary

George Macauley is a trained economist and lawyer. George has provided consulting services to the BC public sector and industry since 1991 in relation to justice transformation (strategic, economic), procurement (financial and process), oil and gas (economic), aboriginal affairs (federal/provincial cost sharing, land and resource, negotiation support), forests (economic, policy, GIS systems), gaming (economic) and general policy development. George has a long involvement with development of applications using Oracle (since 1990) and in financial/economic modeling.

Employment History

1991 - Present Self-Employed Consultant

- Under contract to the BC Ministry of Energy, Mines and Low Carbon Innovation developed a natural gas revenue forecasting model in MS Access with links to input and output modules in MS Excel. Tool projects production and revenue for each well in the province based on well attributes, past production, type curves, royalty and incentive programs, assumed future drilling activity (new wells) and production/delivery constraints. Model results support budget revenue projections and has been used in the assessment of a new royalty framework. (2012→)
- Under contract to the BC Ministry of Energy and Mines, prepared financial models and analyses relating to (i) projection of natural gas resource revenue, and (ii) implementation of a Net Profit Royalty system to incent onshore oil and gas exploration and development in BC. Supported analysis by Ministry staff to determine extent of ring fence based on natural gas reserves and economics using tools including Monte Carlo capabilities (with native Excel functionality), and discounted technical cost (levelized finding/development costs with specified industry after tax/royalty rate of return). (2008-2012)
- Under contract for BC Ministry of Energy and Mines, developed financial models (i) of *Mineral Tax Act* and other tax revenue for negotiating economic and community development agreements with First Nations, and (ii) in relation to sharing provincial mineral resource revenue with First Nations outside of treaty (2007-2016).
- Under contract to BC Ministry of Attorney General - Court Serves Branch (CSB), developed economic models to assist in assessing CSB key business areas:
 - **Courtroom Projection Model (CPM)** – to project court hours by courthouse, court level and disaggregated court class for local health areas (LHAs) and room types (courtrooms, conference and other rooms) based on demographic projection, criminal incident, police charge, Crown charge recommendation and CSB court activity data. Model results are key input into Ministry's Capital Asset Management Plan and other Ministry initiatives. (2014 →)

- **Sheriff Planning and Recruitment Model** – to project demand for sheriff services based on CPM-projected court hours, Staff Planning Tool analysis and projections of incremental requirements such as high security trials, and supply of sheriff services based on existing staff (after retirements and other departures), new hires (based on class size and frequency, after attrition) and over-time. (2017 →)
- **Court Administration (CA) Planning Model** – to project demand for CA (clerk) services based on CPM-projected court hours, Staff Planning Tool analysis and projections of incremental requirements and supply of court administration services based on existing staff (after retirements and other departures), new hires (based on class size and frequency, after attrition) and over-time. (2022 →)

Have analyzed (i) court resources required to meet clerk and sheriff requirements of the judiciary and potential structures for service commitments by the Ministry to the judiciary, (ii) in-court and out-of-court staffing models for court administration and sheriff resources and distribution of staffing impacts among court regions and courthouses, and (iii) cost avoidance impacts associated with Ministry initiatives (2010→).

- Under contract to Legal Aid BC developed (i) a financial/economic model for the provision of services by legal aid lawyers based on the Criminal and Family tariffs, and (ii) analyses describing lawyer caseloads in support of consideration of alternative lawyer staffing models. (2020→).
- Under contract to BC Ministry of Attorney General – Justice Services Branch (JSB), provided analysis of (i) civil court fees and the financial impact of revised Supreme Court Rules (in conjunction with CSB), (ii) economic impact of Child Protection Mediation program in relation to MAG and MCFD, (iii) policy issues related to forfeiture of assets as a result of criminal proceedings and the *Criminal Asset Management Act*, (iv) economic impacts of proposed *Family Compensation Act*, (v) business process model for proposed *Provincial Court Family Rules*, (vi) legal representation and legal aid population attributes, and (vii) impacts of other justice transformation initiatives,. (2006→).
- Under contract to BC Ministry of Attorney General – JSB and Civil Resolution Tribunal (CRT), provided analysis of (i) business case for creation of the CRT, (ii) ongoing activities of the CRT including its role with ICBC disputes, and (iii) impacts of tribunal transformation including budgetary transfers, cost implications and member compensation. (July 2006→).
- Under contract to BC Court of Appeal, provided interim and final review of results from Pilot Project Regarding Criminal Conviction/Acquittal Appeals (2012-2014).
- Under contract to Ministry of Justice, provided analysis to the Chief Justice of the Supreme Court in his review and setting of prescribed discount rates for the calculation of the present value of personal injury awards (2012-2014).
- With Cornerstone Planning Group, provided analysis to the Ministry of Justice and Lower Fraser Valley municipalities (Chilliwack, Abbotsford, Langley City, Langley District and Surrey) of projected demand for courtroom facilities in the Lower Fraser Valley (2013).
- Under contract to BC Legal Services Society, provided analysis of criminal and family tariff schedules for payment of lawyers and simplifying the structure (2009) and assessment of a number of justice transformation initiatives (2012-2017).
- Under contract to Legal Aid Alberta, provided analysis of criminal and family tariff schedules for payment of lawyers and simplifying the structure (2022).

- Under contract to Procurement Services Branch of Ministry of Citizens' Services (MCS), acted as Process Monitor for the Workplace Evolving Services and Technologies (WEST) JSRFP process for the BC Health Authorities (2017-2018).
- Under contract to Real Property Division of MCS, acted as Fairness Advisor for the Facility Management Procurement project in its procurement process, including an RFI, RFQ and NRFP (2015-2019).
- Under contract to Procurement Services Branch acted as Procurement and Fairness Advisor for the procurement of employment and skills training services led by the Ministry of Jobs, Tourism and Skills Training (2015-2016).
- Under contract to Strategic Acquisitions and Technology Procurement (SATP), acted as Fairness Monitor for the Liquor Distribution Branch warehouse project which reached the final stages of an NRFP process in selecting a private operator (2012).
- Under contract to SATP, acted as Fairness Monitor for the acquisition of strategic telecommunication services for the Province and broader public service through an NRFP process (2009).
- Under contract to the BC Ministry of Housing and Social Development (and its predecessor MEIA), participated as an advisor in the evaluation of responses to RFPs for (i) BC Employment Program, (ii) Community Assistance Program, (iii) Employment Program for Persons with Disabilities, and (iv) Bridging (2006-2008).
- Under contract to the BC Purchasing Commission and SATP as a qualified supplier (2001-2005):
 - Participated in three major alternative service delivery (ASD) processes as process monitor to advise the Province on compliance with stated process. Projects included:
 - Revenue Management Project (SATP-027) - BC Ministry of Provincial Revenue
 - Health Benefit Operations (SATP-029)
 - Workplace (Desktop) Support Services (SATP-042).
 - Worked with Ministries of Human Resources and Attorney General in the preparation and evaluation of RFPs and RFQs.
- Under contract to Accommodation and Real Estate Services, acted in a fairness capacity in the procurement of design/build services for construction of a women's correctional center expansion (2008-2009).
- Under contract to the BC Buildings Corporation (BCBC), acted as Fairness Monitor for the Property Management Outsourcing Project RFP in the selection (RFQ, RFP) a private sector entity to provide property/ project management and other services then provided by BCBC. (2003).
- Under contract to BC Information, Science and Technology Agency, acted as financial advisor in evaluating RFP proposals for the external operation of government MVS/VM, OpenVMS and Voice services. (1997)
- Under contract to NEBC Resource Municipalities Coalition, prepared analysis and models of impact of natural gas and other resource development on regional economics. (2014-2016).

- Under contract to Northern Rockies Regional Municipality (NRRM), prepared analysis of impact of natural gas development on BC and regional economics. Analysis was inputted into business case report by NRRM with Urban Systems Ltd. supporting negotiation of infrastructure funding agreement between NRRM and the Province (2011).
- Under contract to a major energy developer, assisted in refining processes for applying for and tracking required government approvals. (2011)
- Under contract to the BC Offshore Oil and Gas Team, worked with Dr. Campbell Watkins to develop financial model and analyses relating to fiscal regimes to incent offshore oil and gas development in BC. Models included existing royalty mechanisms in Canada and the US, variants of net profit royalty, enhanced taxation and rent sharing (with rental capital) with development of tools including Monte Carlo capabilities (with native Excel functionality) to assess risk/benefit sharing among industry and levels of government. (2003-2005)
- Under contract to Pacific Carbon Trust, assisted in (i) designing procurement processes, and (ii) evaluating specific proposals and acquisition of greenhouse gas offsets to meet the carbon neutrality requirements of the BC government (2008-2010).
- Under contract to a major Canadian petroleum company, developed submissions (report and spreadsheets) to Alberta DOE for the application of the Oil Sands Royalty system to company projects (2008-09).
- Under contract to Geoscience BC, prepared analysis of the effectiveness of the QUEST and QUEST-West geophysical and geochemical projects in encouraging mineral exploration and mining activity in British Columbia (2010).
- Under contract to the BC Ministry of Forests, participated as a team member (with Philip Halkett, Hugh Gordon, Howard Saunders) in the review of the forest industry in Port Alberni (April 2007).
- Under contract to the BC Ministry of Forests, participated as a team member in evaluating Expressions of Interest (Wood Products) for the use of Mountain Pine Beetle damaged surplus timber volumes and advising on tenure opportunities (Summer 2004).
- Under contract to the BC Ministry of Finance, BC Ministry of Aboriginal Relations and Reconciliation (and predecessors) assisted the provincial negotiation team in negotiating and implementing the Canada/B.C. MOU for sharing costs of settling land claims with First Nations (1993-2009). With Heron Systems, developed a province-wide data set of cost sharing information (CIP2) by (i) applying netdowns to TSA/TFL spatial and attribute information, and (ii) calculating cost sharing values (2002-2003). Worked with Ministry of Agriculture and Lands and Vivid Solutions Inc. in development of automated tools to calculate cost sharing values (2008-2009).
- Under contract to the BC Ministry of Forests and Range prepared financial models and analysis in relation to accommodation obligations and sharing provincial stumpage revenue with First Nations outside of treaty (2003, 2008-2009).
- Under contract to the BC Ministry of Finance and Corporate Relations, assigned to the provincial Nisga'a Negotiation Team to act as Ministry representative on the team and provide economic and financial advice. Involved primarily in land and resource assessment, taxation, fiscal framework, and general costing exercises (1992-1996).

- Under contract to BC Ministry of Small Business and Revenue, with Peter Adams (Victoria Consulting Network), reviewed alternative assessment approaches to resolve property assessment appeals for taxpayers designated for the Ports Property Tax Act (PPTA). Reviewed confidential lease information and developed a model for property assessment for major industrial (Class 4) taxpayers designated for the PPTA, which has been implemented by BC Assessment. (2006).
- Under contract to the BC Ministry of Forests, (i) assisted in revising evaluation criteria and methodology for awarding Small Business Forest Enterprise Program bid proposal timber tenures based on provincial objectives (employment, revenue, income, community stability, etc.), (ii) prepared report informing Ministry views on forest tenures in connection with First Nations and the treaty process, and (iii) prepared discussion paper on Ministry views on treaty mandate issues.
- Under contract to the BC Ministry of Government Services and BC Ministry of Employment and Investment, participated in the design and result interpretation of polls and surveys for reports prepared by PricewaterhouseCoopers of the commercial bingo and horse racing industries. Analyzed the potential impacts of large-scale casinos, new gaming and existing gaming expansions across the province. Worked in association with KPMG to prepare economic analysis of potential gaming expansions using the BC Input-Output Model, and with Coopers & Lybrand to assess responses to RFP proposing expansions to existing gaming establishments.

- 2016→ Software Development**
Developing an Excel-based version of a computerized corporate information system for use by trained legal professionals in a small firm setting.
- 1999 – 2003 GIS Software Development**
With Heron Systems, developed a GIS viewer and related processes to integrate spatial and attribute information (land title, assessment, cadastral).
- 1989 – 1996 Legal Software Development**
Developed a computerized corporate information system (maintaining company records in a law firm's corporate records department and generating associated documents) in the Oracle relational database management system. Versions were developed using the APL programming language, adapted to the Oracle RDBMS using C programming language input, transaction, and document generation routines.
- Mar 1988 - Aug 1989 McCarthy Tétrault – Associate**
Member of the Securities Group in the Vancouver office of McCarthy Tétrault (previously McCarthy & McCarthy and Shrum, Liddle & Heberton), a national law firm. Also responsible for the Corporate Records Department.
- Sept 1987 - Feb 1988 British Columbia Securities Commission – Secondment**
Seconded to the Commission for six months, spending four months with the Corporate Finance group vetting prospectuses and public offering documents, and two months with the Orders and Exemptions group reviewing and drafting orders exempting compliance with certain aspects of the British Columbia Securities Act and related regulations and policies.
- August 1986 - August 1987 Shrum, Liddle & Heberton - Articling Student**
Completed legal articles and was kept on as an associate and seconded to the British Columbia Securities Commission.

- May-July 1986** **BC Ministry of Energy, Mines and Petroleum Resources – Contract**
May-Aug 1985 Undertook discrete tasks including (i) refining the modeling of energy
May-Aug 1984 consumption in key industries, (ii) maintaining and enhancing energy supply
and consumption data, (iii) evaluating and reviewing gas export models,
(iv) preparing project cash flow analysis, and (v) assisting in preparing an
energy demand forecast.
- Jan 1981 –** **BC Ministry of Energy, Mines and Petroleum Resources – Senior**
Aug 1983 **Economist**
Responsible for coordinating energy demand forecasting group including
(i) preparation of periodic energy demand forecasts, (ii) designing, specifying
and estimating an econometric energy demand forecasting model,
(iii) sectoral analysis of energy consumption particularly by major industrial
consumers, (iv) designing and implementing the deliverability/supply tracking
model for the **Govier Natural Gas Surplus Inquiry**, (v) reviewing and
evaluating natural gas export models and forecasts, (vi) project evaluation
(including the Vancouver Island Pipeline project), and (vii) the development
of energy consumption and pricing information.
- June 1979 -** **Central Statistics Bureau (now BCStats) - Research Officer**
Jan 1981 Member of a team of researchers designing, specifying, and estimating an
econometric model of the British Columbia economy.

Post-Secondary Education

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| Sept 1983 - April 1986 | U. of Victoria - Faculty of Law | - Granted LLB. |
| Sept 1978 - May 1979 | U. of Western Ontario - Economics Dept. | - Granted M.A. |
| Sept 1974 - April 1978 | U. of Victoria - Economics Department | - Granted B.A. (Hons) |

Major Awards

- Social Sciences and Humanities Research Council Special MA Scholarship
British Columbia Law Foundation Entrance Scholarship

References

Available upon request.