

## Finance and management services

The Bureau of Finance and Management Services is responsible for all aspects of financial management and financial administration: financial planning and analysis; accounting, auditing and other financial services; management consulting services; computer system design, development and implementation; office automation; provision of an administrative publications service; control and supervision of the departmental printing and photocopy operations; and most recently, provision of a comprehensive advisory, control and reporting function for service contracts.

A prime function of the Bureau is to report on the budgetary operations of the Department. These are set out below.

### Budget

Departmental expenditures for the 1985-86 fiscal year totalled approximately \$785.0 million. This sum included operating and capital expenditures, grants and contributions and other transfer payments in connection with the Canadian Interests Abroad Program, the Grains and Oilseeds Program and the World Exhibitions Program.

Operating and maintenance expenditures of approximately \$554.4 million were incurred for the management and co-ordination of operations at headquarters and missions. They included salaries, wages and other personnel costs, rental of properties abroad, travel, communications and costs for the conduct of foreign operations.

Capital expenditures of approximately \$57.8 million included \$32.6 million for the purchase and replacement of vehicles, furnishings and equipment and \$25.2 million for the Long Range Capital Program (LRCP). The objective of this program is to stabilize rental costs through increased Crown ownership of office and living accommodation abroad.

Expenditures of approximately \$159.3 million for grants, contributions and transfer payments were largely non-discretionary and arose from Canada's membership in such international organizations as the United Nations, NATO, the OECD and the Commonwealth.

### Major budget expenditures by activity

(in millions of dollars)

<b>Canadian Interests Abroad Program</b>	
Foreign policy, priorities and co-ordination	19.0
International trade development	69.9
International economic, trade and aid policy	29.7
Political, legal and international security affairs	124.9
Social affairs and programs	32.8
Bilateral relations and operations	396.8
Passport (net revenue)	(0.7)
Operational support, human resource planning, and administration	98.5
<b>Sub-total</b>	<b>770.9</b>
<b>Grains and Oilseeds Program</b>	<b>8.8</b>
<b>World Exhibitions Program</b>	<b>5.3</b>
<b>TOTAL</b>	<b>785.0</b>

## Physical resources

The Physical Resources Bureau continues to have responsibility for providing all Crown-owned accommodation (through purchase or design and construction), all Crown-leased official residences and chanceries and certain leased staff quarters, as well as supporting matériel assets, interior design and maintenance services for the Department's overseas operations. The Bureau administers the Department's collection of Canadian works of art which are displayed at headquarters and at missions abroad. It is also responsible for the Department's Long Range Capital Program (LRCP) which is directed primarily at stabilizing rental costs through increased Crown ownership of office and living accommodation abroad.

The estimated value of the Department's real property inventory in 1985-86 was some \$1.25 billion. The Bureau's budget in 1985-86 totalled \$53.19 million, of which \$31.75 million was for construction and acquisition of real property under the LRCP. The value of matériel purchased for all departmental programs (at headquarters and missions) was \$42 million.

Progress continued on several major capital projects. The Embassy complex in Riyadh was completed and occupied; the major renovation program for Macdonald House in London, including a new official residence, was also completed, as was the Department's first Canadian Component (pre-engineered) chancery building in Bridgetown, Barbados. As the year closed, construction began on the showpiece embassy in Washington and designs were completed for major embassy projects in Beijing, Lagos, Cairo and Kinshasa. In addition, progress was made on the joint venture redevelopment of the embassy compound in Tokyo.

Property acquisitions included new official residences in Manila and Sao Paolo and staff quarters in Singapore. New chanceries were leased in Boston, Guatemala City, Hong Kong, and Kuala Lumpur, as well as an official residence in Washington for the Organization of American States (OAS) Mission. The Bureau also assisted in the acquisition and fit-up of a new trade annex in Beijing, China and a chancery for the new Consulate in Osaka, Japan.

Chancery renovation projects carried out in 1985-86 included both the United Nations and Consulate General chanceries in New York, as well as the chanceries in Dhaka, Manila, and Vatican City. A total of 17 surplus Crown-owned properties at various locations were sold during the year. Significant maintenance was completed on chanceries in Brasilia, Rome, Baghdad and Bucharest.

Bureau project planning through site visits and feasibility studies was undertaken for leasing or purchase-construction projects in Cleveland, San José (Costa Rica), Buenos Aires, Algiers, Hong Kong, Moscow, Vienna, Brussels and Bonn.

Administrative achievements during 1985-86 included the approval by the Treasury Board of chancery space standards, as well as the design and implementation of automated information and inventory systems for financial administration, real property and fine art.