

At the present moment, program planning is carried out by one officer in the Division. In the course of his work, he obtains establishment forecasts from all government departments and agencies wishing accommodation in the proposed chancery. These forecasts are used to determine the approximate space required and the cost of the space based on an average construction cost of \$40.00 per square foot for the building and the estimated cost of the land. The project priority is then determined on the basis of an analysis of the factors described previously, and the project is included in the five-year program review under the appropriate year.

After the five-year program has been approved in principle by the Treasury Board, the project becomes the responsibility of the Property Acquisition Section. Staff of this Section again contact the departments and agencies sharing chancery space with the Department of External Affairs, and confirm their establishment forecasts or obtains new ones where their needs have changed. Property Acquisition staff then proceed to work out a detailed space schedule. We believe greater continuity and more effective coordination of this work would be provided if it were all carried out by the staff of the same section.

Another organizational problem centres around the fact that it is sometimes necessary for an officer in the Property Acquisition Section to drop a project which is in the planning stage and go abroad to deal with problems associated with the construction or acquisition of another property. The project that has been dropped is either postponed or passed on to another officer who has to determine its status and familiarize himself with it before being able to proceed with the work. To remedy this situation, we recommend that all planning, up to and including the preparation of the detailed space schedule, be done by a group of people who would not have to travel. This could be achieved by transferring officers from the Property Acquisition Section to the Program Planning Section.

Space Requirements

At this point we would like to comment on the determination of chancery space requirements as indicated on the detailed space schedule. The actual establishment at each post is plotted on a graph for each year from 1960 to 1968, as well as the planned establishment for the next five years (up to the fiscal year 1972/73). Projections are then made for the following ten years (up to 1982/83), at a growth rate of 2% to 7% depending on the location of the post, its past growth rate and other factors known to the Property Management Division. Space requirements for the new chancery are then derived from these projections and provide for the post's needs 15 years from the planning stage or 10 to 12 years from the anticipated date of occupancy.