

The second factor affecting the desirability of owning rather than renting is the availability of suitable space which could be rented for a reasonable rate in a desirable area of the city in which the post is located. Here the phrase "suitable space" applies to the size of rooms and their layout, the operating efficiency, the alterations required and the overall physical appearance of the property.

Security also plays an important role in assessing the desirability of owning rather than renting property. Ideally a chancery should not abut other buildings, and the sensitive zone should be located in an area of the chancery where it will not interfere with other functions. Inasmuch as it is impossible to attach a dollar value to something as intangible as security, there may be a temptation to use this factor as the sole means of justifying the acquisition of certain properties. Thus, considerable care needs to be exercised to avoid giving this factor any greater weight than its importance really merits.

The weight to be given to the public relations factor is based on the importance to the post of the sense of identity that goes with a separate chancery, the practice followed by other countries represented at the post, and the type of representation that the host country has in Canada.

The expiration date of an existing lease coupled with a lack of availability of alternative suitable space might, in some cases, have the effect of increasing the priority that a project would otherwise receive if the existing lease was not about to expire.

Conditions having an important bearing on the relative importance of the above factors can change substantially from year to year. We suggest, therefore that the priority list continue to be reviewed regularly and that each project continue to be analyzed separately and thoroughly on the basis of the factors relevant to that project before an acquisition is made.

PLANNING A PROJECT

Organization

The Property Management Division is presently divided into three sections, namely the Property Leasing and Maintenance, the Programme Planning and the Property Acquisition, all responsible to the Head of the Division. We believe this represents a logical organizational arrangement. At the same time, we believe that a more effective division of work could be made between the Programme Planning and the Property Acquisition Sections.