

In 1964, after the appointment of Dr. Davidson, the character of this process began to change. In the "call letter" issued in that year, target figures were included for the first time. Departments at least had something to guide them. Most departments submitted proposals at levels within the prescribed limits and their estimates were approved without further consultation.

In 1965, the procedure again improved. The target figures were better designed and were based, to some extent at least, on long-range forecasts prepared by departments. As a result, the estimates procedure in the autumn was much easier to carry out.

In 1966, another important advance has been made. The Treasury Board is asking departments to expand the previous mid-year review of five-year forecasts into a more detailed and formalized Programme Review. Departments will be asked to put together, for each of their programmes, an outline of their requirements for the subsequent five-year period and to substantiate these programmes with a good deal of information of a cost/benefit nature. The Treasury Board will examine the departmental programmes against the existing government priorities and the expected financial situation for the five-year period.

In the second phase of the financial procedure, which will take place in the autumn, the main estimates, structured by responsibility centres, will be reviewed in the light of the programme planning that took place at the earlier stage. This is a very condensed summary of the process. Detailed information will be made available to departments in a letter that is going forward and also in statements and manuals that are under preparation. In brief, the Spring Review will be identified with programme development and the Fall Review with the actual estimates figures. The Spring Review will be of much greater importance than the Fall Review and will force departments to do a greater amount of long-range planning than heretofore. The Treasury Board will be pressing departmental officials much more vigorously in the future for "costed" plans and will not be content with a projection of past expenditures.