

Canada School of Public Service
 Future-Oriented Statement of Operations (unaudited)
 for the year ending March 31

<i>(in dollars)</i>	Forecast results 2025-2026	Planned results 2026-2027
Expenses		
Common public service learning	97,687,306	76,198,957
Internal Services	32,562,435	25,399,652
Total expenses	130,249,741	101,598,609
Revenues		
Sales of services	30,365,565	11,130,872
Total revenues	30,365,565	11,130,872
Net cost of operations before government funding and transfers	99,884,176	90,467,737

The accompanying notes form an integral part of the Future-Oriented Statement of Operations.

Notes to the Future-Oriented Statement of Operations (unaudited)

1. Methodology and significant assumptions

The Future-Oriented Statement of Operations has been prepared based on government priorities and departmental plans as described in the Departmental Plan.

The information in the forecast results for fiscal year 2025-2026 is based on actual results as at December 11, 2025, and on forecasts for the remainder of the fiscal year. Forecasts have been made for the planned results for fiscal year 2026-2027.

The main assumptions underlying the forecasts are as follows:

- The Canada School of Public Service's (the School) activities will remain substantially the same as in the previous year; and
- Expenses and revenues, including the determination of amounts internal and external to the government, are based on experience. The general historical pattern is expected to continue.

These assumptions are made as at December 11, 2025.

2. Variations and changes to the forecast financial information

Although every attempt has been made to forecast final results for the remainder of 2025-2026 and for 2026-2027, actual results achieved for both years are likely to differ from the forecast information presented, and this variation could be material.

In preparing this Future-Oriented Statement of Operations, the School has made estimates and assumptions about the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances, and are continually evaluated.

Factors that could lead to material differences between the Future-Oriented Statement of Operations and the historical statement of operations include:

- the timing and the amount of acquisitions and disposals of equipment, which may affect gains, losses and amortization expense;
- the implementation of new collective agreements; and
- other changes to the operating budget, such as new initiatives or technical adjustments later in the fiscal year.

After the Departmental Plan is tabled in Parliament, the School will not be updating the forecasts for any changes in financial resources made in ensuing supplementary estimates. Variances will be explained in the Departmental Results Report.

3. Summary of significant accounting policies

The Future-Oriented Statement of Operations has been prepared using the Government of Canada's accounting policies in effect for fiscal year 2025-2026, and is based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

a. Expenses

Expenses are generally recorded when goods are received or services are rendered and include expenses related to personnel, professional and special services, repair and maintenance, utilities, materials and supplies, as well as amortization of tangible capital assets and intangible assets.

Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment.

Services provided without charge by other government departments for accommodation, employer contributions to health and dental insurance plans, and workers' compensation are recorded as operating expenses at their carrying value.

b. Revenues

Revenues are recognized in the period the event giving rise to the revenues occurred.

4. Parliamentary authorities

The School is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to the School differs from financial reporting according to generally accepted accounting principles because authorities are based mainly on cash flow requirements. Items recognized in the Future-Oriented Statement of Operations in one year may be funded through parliamentary authorities in prior, current or future years. Accordingly, the School has different net cost of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

a. Reconciliation of net cost of operations to authorities requested

<i>(in dollars)</i>	Forecast results 2025-2026	Planned results 2026-2027
Net cost of operations before government funding and transfers	99,884,176	90,467,737
Adjustment for items affecting net cost of operations but not affecting authorities:		
Revenues	30,365,565	11,130,872
Services provided without charge by other government departments	(13,890,458)	(13,527,844)
Decrease in employee future benefits	218,812	151,278
Amortization of tangible capital assets	(1,877,878)	(2,175,875)
Amortization of intangible assets	(7,500)	(7,500)
Decrease in vacation pay and compensatory leave	296,505	327,245
Total items affecting net cost of operations but not affecting authorities	15,105,046	(4,101,824)
Adjustment for items not affecting net cost of operations but affecting authorities:		
Acquisition of tangible capital assets	2,010,204	1,681,896
Purchased of intangible assets	7,500	7,500
Total items not affecting net cost of operations but affecting authorities	17,122,750	(2,412,429)
Requested authorities forecasted to be used	117,006,926	88,055,308

b. Authorities requested

<i>(in dollars)</i>	Forecast results for 2025-2026	Planned results for 2026-2027
Authorities requested		
Vote 1 – Program expenditures	76,490,772	66,678,116
Spending of revenues pursuant to subsection 18(2) of the <i>Canada School of Public Service Act</i> *	23,055,706	6,630,872
Spending of revenues pursuant to subsection 29.1(1) of the <i>Federal administration Act</i>	7,309,859	4,500,000
Contributions to employee benefits plan	10,150,589	10,246,320
Total authorities requested	117,006,926	88,055,308

* These amounts include spendable revenue brought forward from the previous fiscal year under the provisions of section 18(2) of the *Canada School of Public Service Act*.