



CONSOLIDATED FUTURE-ORIENTED STATEMENT OF OPERATIONS

(Unaudited)

For the year ending March 31, 2027

Consolidated Future-Oriented Statement of Operations (*unaudited*)

For the year ending March 31

<i>(in thousands of dollars)</i>	Forecast results for 2026	Planned results for 2027
Expenses		
Property and Infrastructure	5,444,383	5,555,396
Payments and Accounting	1,263,674	1,312,189
Government-Wide Support	473,056	444,114
Purchase of Goods and Services	401,744	407,417
Internal Services	416,974	377,286
Procurement Ombud	6,056	4,661
Total expenses	8,005,887	8,101,063
Revenues		
Sales of goods and information products	2,059,052	2,070,391
Rentals	774,771	768,877
Services of a non-regulatory nature	435,187	455,267
Services of a regulatory nature	216,506	220,270
Other revenues	127,694	136,363
Revenue from Seized Property Proceeds Account	27,693	27,693
Revenues earned on behalf of Government	(157,912)	(157,912)
Total revenues	3,482,991	3,520,949
Net cost of operations before government funding and transfers	4,522,896	4,580,114

The accompanying notes form an integral part of this Consolidated Future-Oriented Statement of Operations

Notes to Consolidated Future-Oriented Statement of Operations (*Unaudited*)

For the year ending March 31

1. Methodology and significant assumptions

The Consolidated Future-Oriented Statement of Operations has been prepared based on government priorities and departmental plans as described in the 2026 to 2027 [Departmental Plan](#).

The information in the forecast results for fiscal year ending March 31, 2026, is based on actual results as at November 30, 2025, and on forecasts for the remainder of the fiscal year. Forecasts have been made for the planned results for fiscal year ending March 31, 2027.

The main assumptions underlying the forecasts are as follows:

- The Department's activities will remain substantially the same as in the previous year.
- Expenses and revenues, including the determination of amounts internal and external to the government, are based on experience and/or estimated business volume changes. The general historical pattern is expected to continue.
- Allowances are based mainly on historical experience and trends. The general historical pattern is expected to continue.

These assumptions are made as at November 30, 2025.

2. Variations and changes to the forecast financial information

Although every attempt has been made to forecast final results for the remainder of the fiscal year ending March 31, 2026 and for the fiscal year ending March 31, 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 Consolidated Future-Oriented Statement of Operations, Public Services and Procurement Canada (PSPC) 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 Consolidated Future-Oriented Statement of Operations and the historical consolidated statement of operations include:

- The timing and the amounts of acquisitions and disposals of tangible capital assets, which may affect gains, losses and amortization expense;
- The implementation of new collective agreements;
- Economic conditions, which may affect both the amount of revenue earned and the collectability of accounts receivable; 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, PSPC 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.

Notes to Consolidated Future-Oriented Statement of Operations (*unaudited*)

For the year ending March 31

3. Summary of significant accounting policies

The Consolidated Future-Oriented Statement of Operations has been prepared using the Government of Canada's accounting policies in effect for the fiscal year ending March 31, 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. Consolidation

This Consolidated Future-Oriented Statement of Operations includes the accounts of the four revolving funds listed below that the Deputy Minister of PSPC is accountable for (one of them being inactive). The three active revolving funds prepare a complete set of financial statements annually that are published in the Public Accounts of Canada. The accounts of these revolving funds have been consolidated with those of PSPC, and all intradepartmental balances and transactions have been eliminated.

The PSPC revolving funds are as follows:

- Real Property Services Revolving Fund
- Translation Bureau Revolving Fund
- Optional Services Revolving Fund
- Defence Production Revolving Fund (inactive)

B. Expenses

The department records expenses on an accrual basis of accounting.

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. Provisions to reflect changes in the value of assets or liabilities, such as environmental liabilities and asset retirement obligations, are also included in expenses.

Services provided without charge by other government departments for employer contributions to health and dental insurance plans, legal services and worker's compensation are recorded as expenses at their estimated cost. Vacation pay and compensatory leave, as well as severance benefits are accrued and expenses are recorded as the benefits are earned by employees under their respective terms of employment.

PSPC administers the Payments in Lieu of Taxes (PILT) Program on behalf of all federal departments under the statutory authority of the *Payments in Lieu of Taxes Act*, which is disclosed under transfer payments in the Main Estimates. The Government of Canada voluntarily pays its fair share of the costs of local government, from which it is exempt, to municipalities and other taxation authorities having jurisdiction to levy and collect real property taxes in locations where federal lands and buildings are situated. The PILT issued by PSPC on behalf of other participating federal departments are recovered from them and recorded as transfer payments in the Public Accounts of Canada.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset. Amortization is recorded monthly starting on the first day of the month following the month the asset was put into service.

Notes to the Consolidated Future-Oriented Statement of Operations (*Unaudited*)

For the year ending March 31

3. Summary of significant accounting policies (continued)

C. Revenues

The department records revenues on an accrual basis of accounting as performance obligations are satisfied and collection is reasonably certain.

Services of a regulatory nature are mainly comprised of cost recovery for services provided to administer the *Public Service Superannuation Act* and for payment services provided by the Receiver General to other government departments. Revenues from regulatory fees are recognized in the accounts based on the services provided in the fiscal year.

Services of a non-regulatory nature are mainly comprised of special accommodation and real property services, real property project management services, translation services, as well as freight services, material transportation and travel procurement. They are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

All other revenue types are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

Revenues earned on behalf of Government of Canada are non-respendable and are not available to discharge PSPC's liabilities. While the Deputy Minister of PSPC is expected to maintain accounting control, the Deputy Minister has no authority regarding the disposition of non-respendable revenues. Therefore, those revenues are presented as a reduction to PSPC's gross revenues.

Notes to Consolidated Future-Oriented Statement of Operations (*unaudited*)

For the year ending March 31

4. Parliamentary authorities

PSPC is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to PSPC differs from financial reporting according to generally accepted accounting principles because authorities are based mainly on cash flow requirements. Items recognized in the Consolidated Future-Oriented Statement of Operations in one year may be funded through parliamentary authorities in prior, current, or future years. Accordingly, PSPC has a 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 requested authorities

<i>(in thousands of dollars)</i>	Forecast results for 2026	Planned results for 2027
Net cost of operations before government funding and transfers	4,522,896	4,580,114
Adjustments for items affecting net cost of operations but not affecting authorities:		
Amortization of tangible capital assets	(637,172)	(713,431)
Services provided without charge by other government departments	(143,532)	(132,304)
Decrease in vacation pay and compensatory leave	10,057	5,675
Decrease in employee future benefits	3,884	3,961
(Increase) decrease in environmental liabilities	(2,408)	4,321
Asset retirement obligations accretion expense	(11,488)	(11,488)
Refunds of previous years' expenditures	41,569	41,569
Net revenue from Seized Property Proceeds Account	2,058	2,058
Total for items affecting net cost of operations but not affecting authorities	(737,032)	(799,639)
Adjustments for items not affecting net cost of operations but affecting authorities:		
Acquisitions of tangible capital assets	2,390,903	1,992,707
Payments of lease obligations for tangible capital assets	153,454	150,925
Payments of obligation under Public Private Partnership	4,582	5,064
Total for items not affecting net cost of operations but affecting authorities	2,548,939	2,148,696
Requested authorities	6,334,803	5,929,171

Notes to the Consolidated Future-Oriented Statement of Operations (*Unaudited*)

For the year ending March 31

4. Parliamentary authorities (continued)

B. Authorities requested

<i>(in thousands of dollars)</i>	Forecast results for 2026	Planned results for 2027
Vote 1 - Operating expenditures	3,573,853	3,550,794
Vote 5 - Capital expenditures	2,548,939	2,148,696
Statutory amounts	212,011	229,681
Total authorities requested	6,334,803	5,929,171