

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

<i>(in dollars)</i>	Forecast results 2020–21	Planned results 2021–22
<b>Expenses</b>		
Common public service learning	76,487,234	67,587,285
Internal Services	25,495,744	22,529,095
<b>Total expenses</b>	<b>101,982,978</b>	<b>90,116,380</b>
<b>Revenues</b>		
Sales of services	12,536,478	6,723,332
<b>Total revenues</b>	<b>12,536,478</b>	<b>6,723,332</b>
<b>Net cost of operations before government funding and transfers</b>	<b>89,446,500</b>	<b>83,393,048</b>

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 2020–21 is based on actual results as at November 30, 2020, and on forecasts for the remainder of the fiscal year. Forecasts have been made for the planned results for fiscal year 2021–22.

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.
- Expenses and revenues, including the determination of amounts internal and external to the government, are based on past experience. The general historical pattern is expected to continue.

These assumptions are made as at November 30, 2020.

### 2. Variations and changes to the forecast financial information

Although every attempt has been made to forecast final results for the remainder of 2020–21 and for 2021–22, 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 2020–21, 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.

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 2020–21	Planned results 2021–22
<b>Net cost of operations before government funding and transfers</b>	89,446,500	83,393,048
Adjustments for items affecting net cost of operations but not affecting authorities:		
Revenues	12,536,478	6,723,332
Services provided without charge by other government departments	(13,818,032)	(13,236,827)
Decrease in employee future benefits	523,082	290,256
Amortization of tangible capital assets	(2,247,076)	(3,306,483)
Increase in vacation pay and compensatory leave	(371,463)	(190,291)
Total items affecting net cost of operations but not affecting authorities	(3,377,011)	(9,720,013)
Adjustments for items not affecting net cost of operations but affecting authorities:		
Acquisition of tangible capital assets	5,185,661	4,881,523
Total adjustments for items not affecting net cost of operations but affecting authorities	5,185,661	4,881,523
<b>Requested authorities forecasted to be used</b>	<b>91,255,150</b>	<b>78,554,558</b>

## b. Authorities requested

<i>(in dollars)</i>	Forecast results 2020–21	Planned results 2021–22
<b>Authorities requested</b>		
Vote 1 – Program expenditures	70,105,063	63,006,675
Total authorities requested	70,105,063	63,006,675
<b>Statutory authorities</b>		
Spending of revenues pursuant to subsection 18(2) of the <i>Canada School of Public Service Act</i> *	12,536,478	6,723,332
Contributions to employee benefits plan	8,613,609	8,824,551
Total statutory authorities to be used	21,150,087	15,547,883
<b>Requested authorities forecasted to be used</b>	<b>91,255,150</b>	<b>78,554,558</b>

\* 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*.