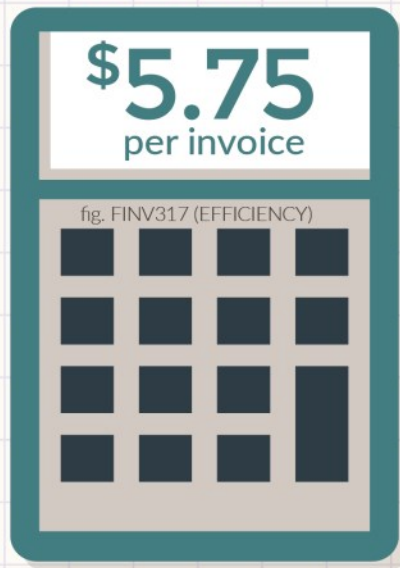


ACCOUNTS PAYABLE

SNAPSHOT MEDIAN FOR 2015

Processing an invoice costs:



**OF INVOICES ARE PAID
WITHIN 30 DAYS**

**EMPLOYEES PROCESS
13,467 INVOICES
PER YEAR**

fig. FINV325 (EFFICIENCY)

The text 'EMPLOYEES PROCESS' is in teal, '13,467 INVOICES' is in large orange font, and 'PER YEAR' is in teal. Below it, 'fig. FINV325 (EFFICIENCY)' is in small teal font.



KEEP IN MIND: Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



Organizational Form

Centralized vs. decentralized functions



Policy & Practices

Objectives on stretching payables differ



Processes & Systems

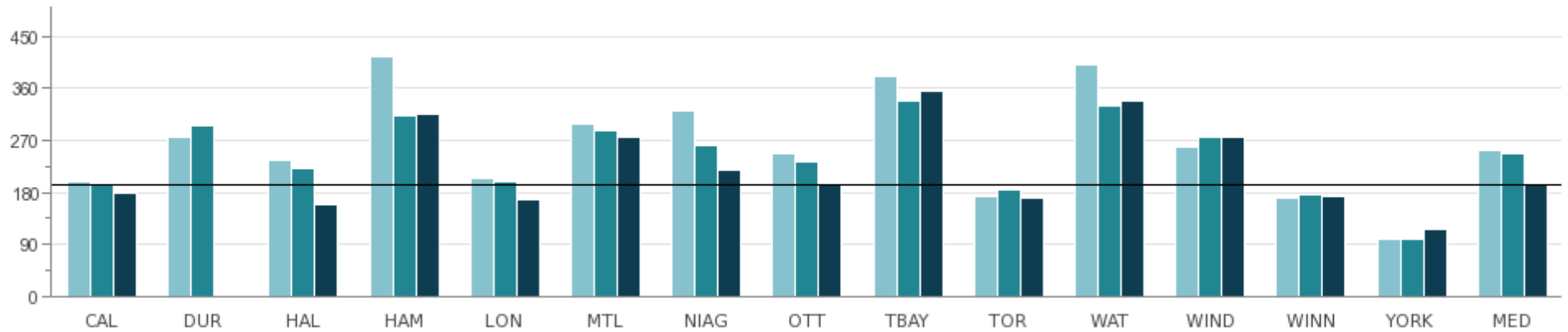
Differences in: system vs. manual invoices, records management; the nature of the payment approval process



For a full description of influencing factors, please go to: www.mbncanada.ca

Fig. 1.1 Total Number of Invoices Paid per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services

The measure represents how many invoices are paid in the reporting year per \$1,000,000 of municipal purchases (processed by the Accounts Payable division). Invoices counted in this calculation include paper and electronic purchase orders, non-purchase orders, and P-card (purchasing or procurement card) payments.

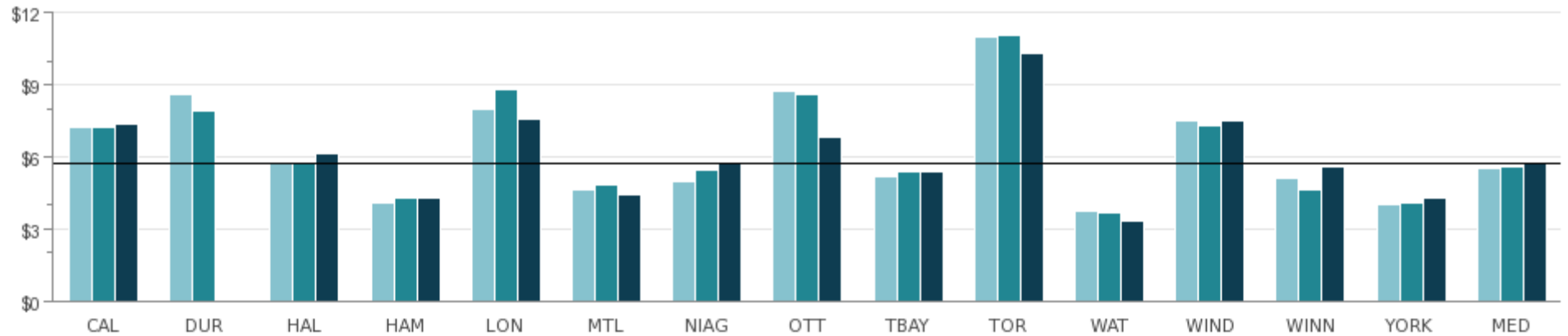


2013	198	277	235	416	204	298	321	248	381	173	402	259	169	100	254
2014	192	296	220	314	200	286	261	233	338	183	331	277	176	100	247
2015	180	N/A	160	315	168	275	218	192	355	171	337	276	173	115	192

Source: FINV230 (Service Level)

Fig. 1.2 Accounts Payable Operating Cost per Invoice Paid

The measure takes into account salaries, wages and employee benefits, materials, contracted services, rents and financial expenses, external transfers, inter-functional adjustments, the allocation of program support and inter-functional revenues.



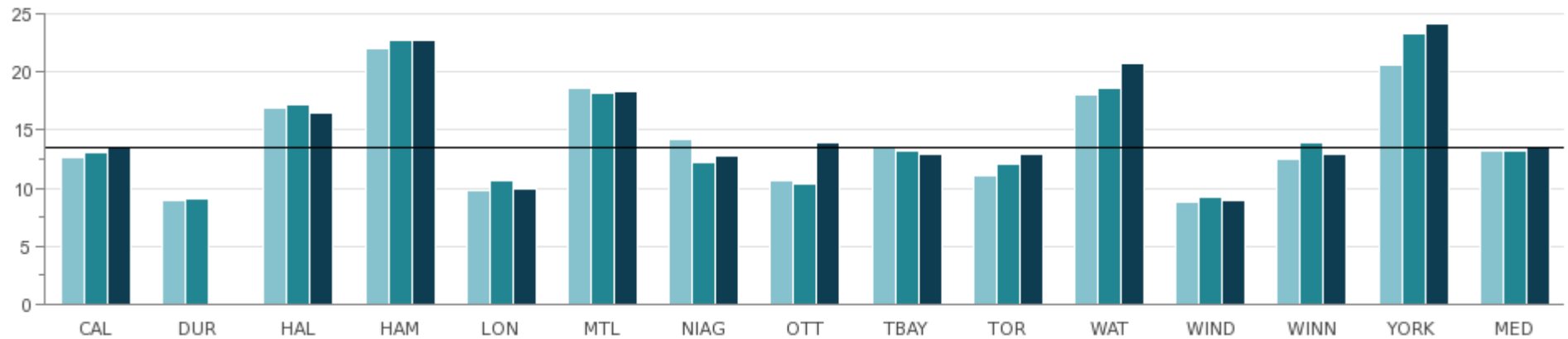
2013	\$7.23	\$8.59	\$5.77	\$4.10	\$7.97	\$4.62	\$4.98	\$8.71	\$5.21	\$11.01	\$3.77	\$7.52	\$5.10	\$4.00	\$5.49
2014	\$7.24	\$7.90	\$5.77	\$4.31	\$8.83	\$4.82	\$5.47	\$8.63	\$5.35	\$11.06	\$3.65	\$7.27	\$4.60	\$4.09	\$5.62
2015	\$7.35	N/A	\$6.11	\$4.26	\$7.60	\$4.44	\$5.75	\$6.80	\$5.36	\$10.32	\$3.34	\$7.52	\$5.56	\$4.32	\$5.75

Source: FINV317 (Efficiency)

Fig. 1.3 Number of Invoices Paid per Accounts Payable FTE

The measure represents the number of invoices processed by each accounts payable staff member. The types of invoices included are paper and electronic purchase orders, non-purchase orders, and P-card (purchasing card or procurement card) payments.

(In Thousands)

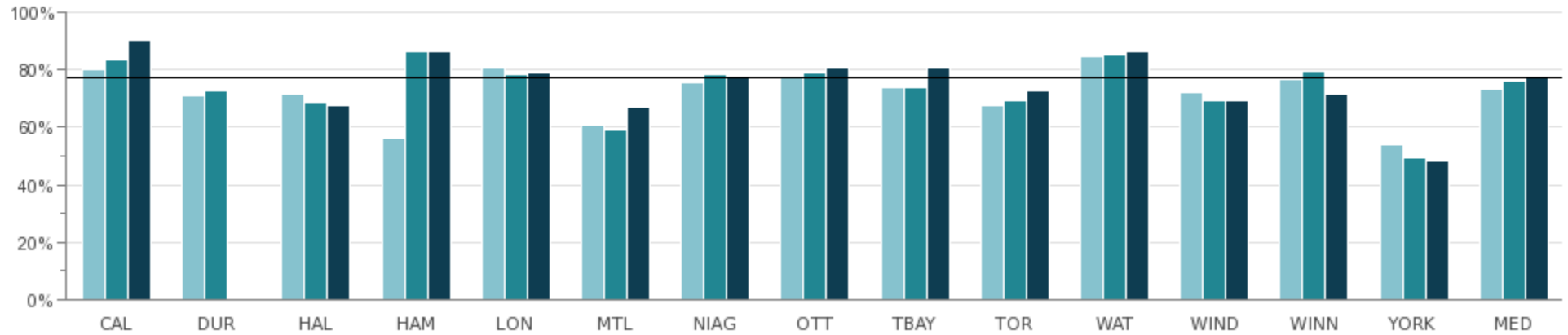


2013	12,666	8,950	16,884	22,073	9,765	18,609	14,210	10,599	13,626	11,045	18,079	8,746	12,481	20,552	13,146
2014	13,129	9,013	17,242	22,705	10,693	18,158	12,152	10,362	13,253	12,108	18,572	9,178	13,913	23,400	13,191
2015	13,467	N/A	16,433	22,694	9,872	18,313	12,779	13,950	12,948	12,939	20,828	9,004	12,926	24,212	13,467

Source: FINV325 (Efficiency)

Fig. 1.4 Percent of Invoices Paid Within 30 Days

This measure represents the proportion of invoices paid within a certain number of days between the invoice date and cheque date.



2013	80.0%	71.3%	71.4%	56.1%	80.6%	61.0%	75.5%	78.0%	73.9%	67.7%	84.9%	72.3%	76.6%	53.7%	73.1%
2014	83.7%	72.7%	69.0%	86.4%	78.7%	59.2%	78.6%	79.0%	73.8%	69.1%	85.6%	69.2%	79.5%	49.3%	76.2%
2015	90.4%	N/A	67.9%	86.5%	79.1%	66.9%	77.2%	80.6%	81.0%	72.9%	86.5%	69.2%	71.8%	48.4%	77.2%

Source: FINV410 (Customer Service)

