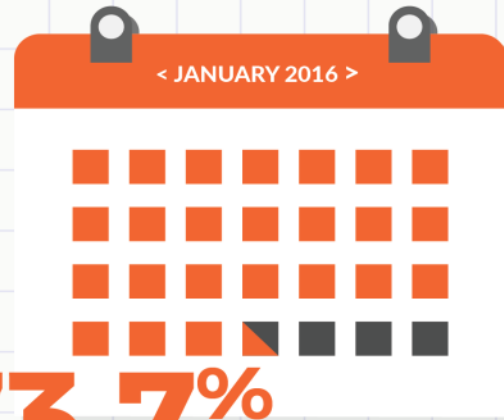
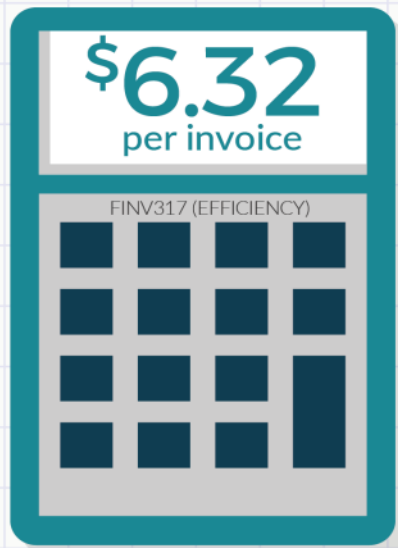


ACCOUNTS PAYABLE

SNAPSHOT MEDIANS FOR 2016

Processing an invoice costs:



OF INVOICES ARE PAID
WITHIN 30 DAYS

EMPLOYEES PROCESS
12,367 INVOICES
PER YEAR

FINV325 (EFFICIENCY)

Text indicating that employees process 12,367 invoices per year, with the code FINV325 (EFFICIENCY).



KEEP IN MIND: Influencing Factors

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

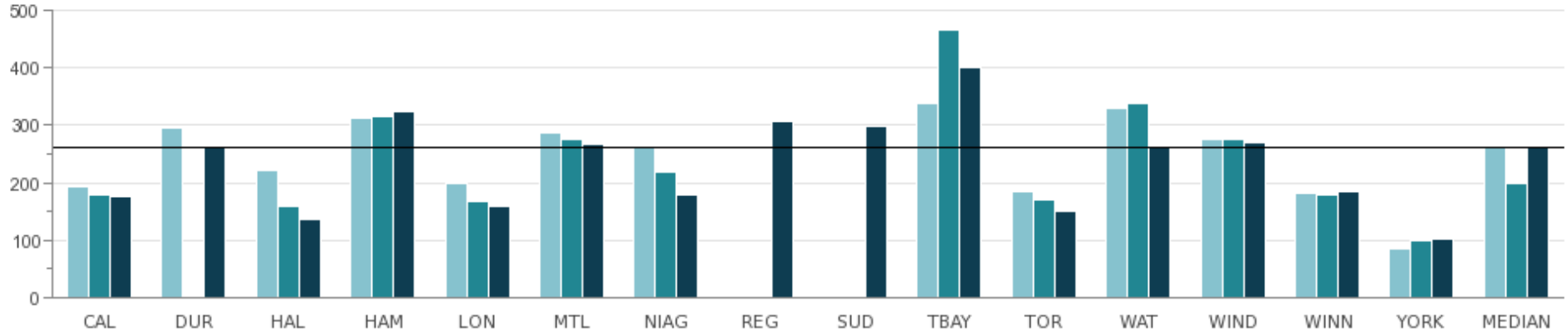
-  **Organizational Form**
Centralized vs. decentralized functions
-  **Policy & Practices**
Differences in business processes impact invoice processing and payment times
-  **Processes & Systems**
Differences in system generated vs. manually processed invoices, records management practices and the nature 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 Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services

The measure represents how many invoices are processed 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.

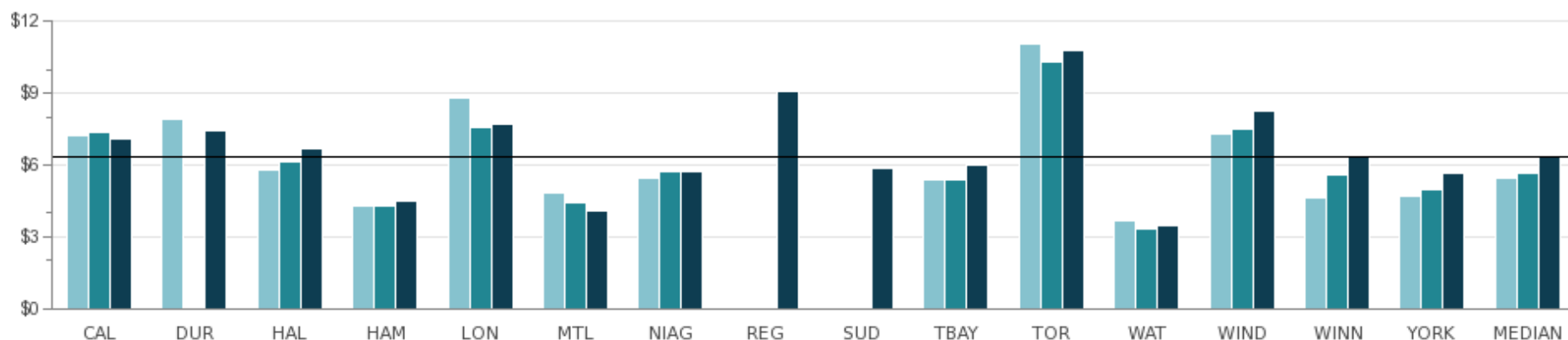


2014	192	296	220	314	200	286	261	N/A	N/A	338	183	331	277	182	86	261
2015	180	N/A	160	315	168	275	218	N/A	N/A	468	171	337	276	178	100	199
2016	177	264	137	324	160	266	180	306	297	401	150	261	271	185	102	261

Source: FINV230 (Service Level)

Fig. 1.2 Accounts Payable Operating Cost per Invoice Processed

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.

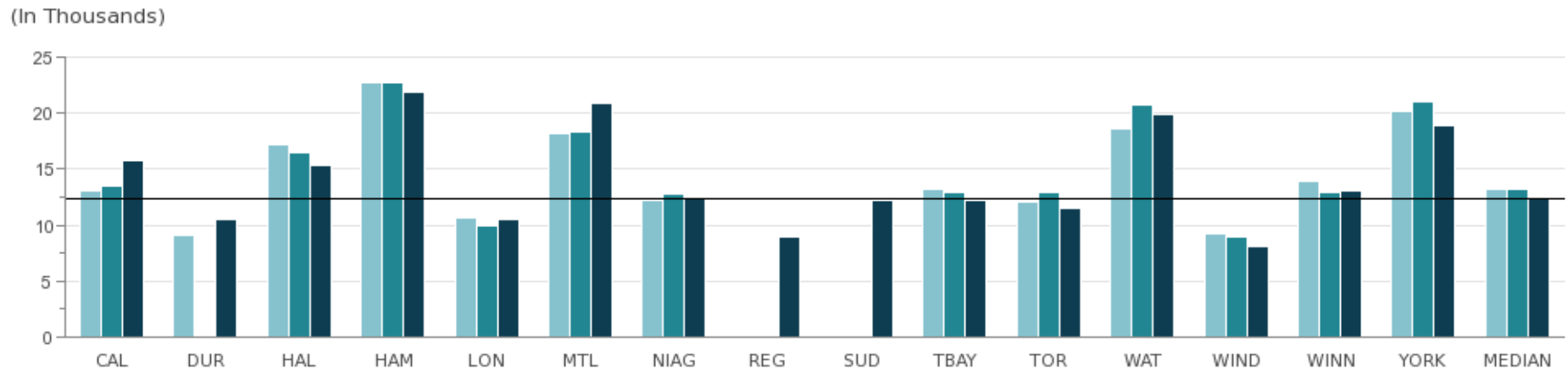


2014	\$7.24	\$7.90	\$5.77	\$4.31	\$8.83	\$4.82	\$5.47	N/A	N/A	\$5.35	\$11.06	\$3.65	\$7.27	\$4.60	\$4.73	\$5.47
2015	\$7.35	N/A	\$6.11	\$4.26	\$7.60	\$4.44	\$5.75	N/A	N/A	\$5.36	\$10.32	\$3.34	\$7.52	\$5.56	\$4.96	\$5.66
2016	\$7.08	\$7.46	\$6.66	\$4.51	\$7.70	\$4.09	\$5.75	\$9.09	\$5.85	\$6.02	\$10.78	\$3.46	\$8.25	\$6.32	\$5.65	\$6.32

Source: FINV317 (Efficiency)

Fig. 1.3 Number of Invoices Processed 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.

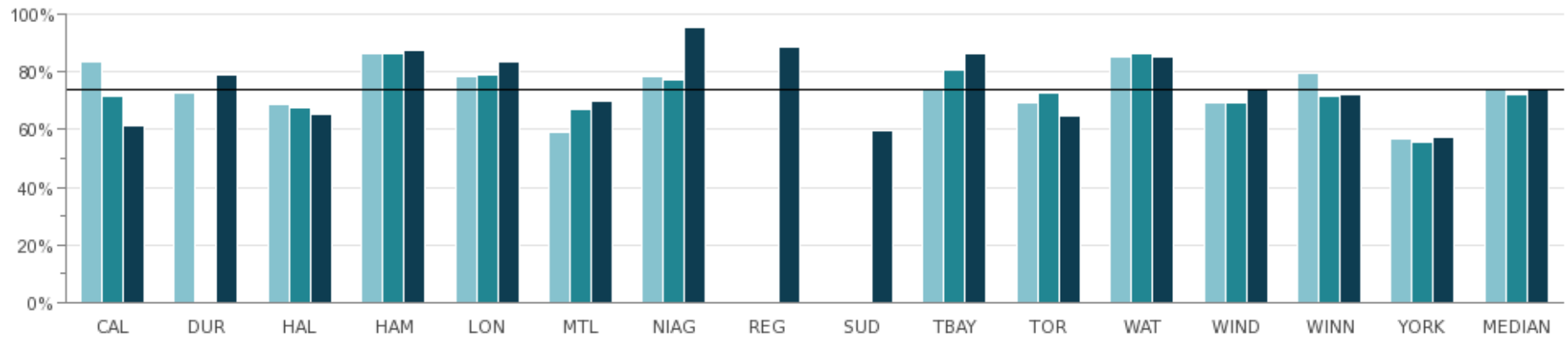


2014	13,129	9,013	17,242	22,705	10,693	18,158	12,152	N/A	N/A	13,253	12,108	18,572	9,178	13,913	20,220	13,253
2015	13,467	N/A	16,433	22,694	9,872	18,313	12,779	N/A	N/A	12,948	12,939	20,828	9,004	12,926	21,067	13,208
2016	15,808	10,474	15,311	21,871	10,464	20,934	12,367	8,968	12,217	12,196	11,533	19,962	8,102	13,107	18,862	12,367

Source: FINV325 (Efficiency)

Fig. 1.4 Percent of Invoices Paid Within 30 Days

This measure represents the proportion of invoices paid within 30 days between the invoice date and cheque date.



2014	83.7%	72.7%	69.0%	86.4%	78.7%	59.2%	78.6%	N/A	N/A	73.8%	69.1%	85.6%	69.2%	79.5%	57.0%	73.8%
2015	71.5%	N/A	67.9%	86.5%	79.1%	66.9%	77.2%	N/A	N/A	81.0%	72.9%	86.5%	69.2%	71.8%	55.6%	72.4%
2016	61.5%	79.1%	65.5%	87.6%	83.8%	69.8%	95.8%	88.9%	59.6%	86.4%	64.7%	85.4%	73.7%	72.1%	57.2%	73.7%

Source: FINV410 (Customer Service)

