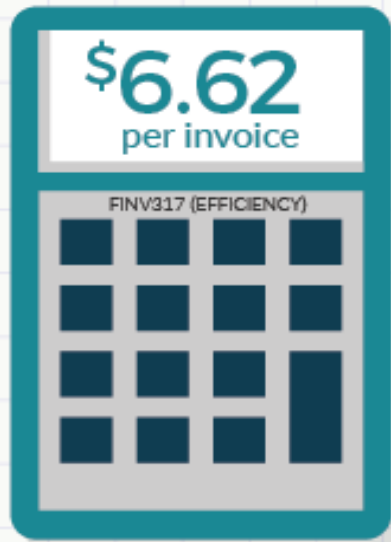


ACCOUNTS PAYABLE

SNAPSHOT MEDIAN FOR 2017

Processing an invoice costs:



70.4%
OF INVOICES ARE PAID
WITHIN 30 DAYS

EMPLOYEES PROCESS
12,847 INVOICES
PER YEAR

FINV325 (EFFICIENCY)

The text 'EMPLOYEES PROCESS' is in teal, '12,847' is in orange, and 'INVOICES PER YEAR' is in teal. Below it, 'FINV325 (EFFICIENCY)' is in teal.



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



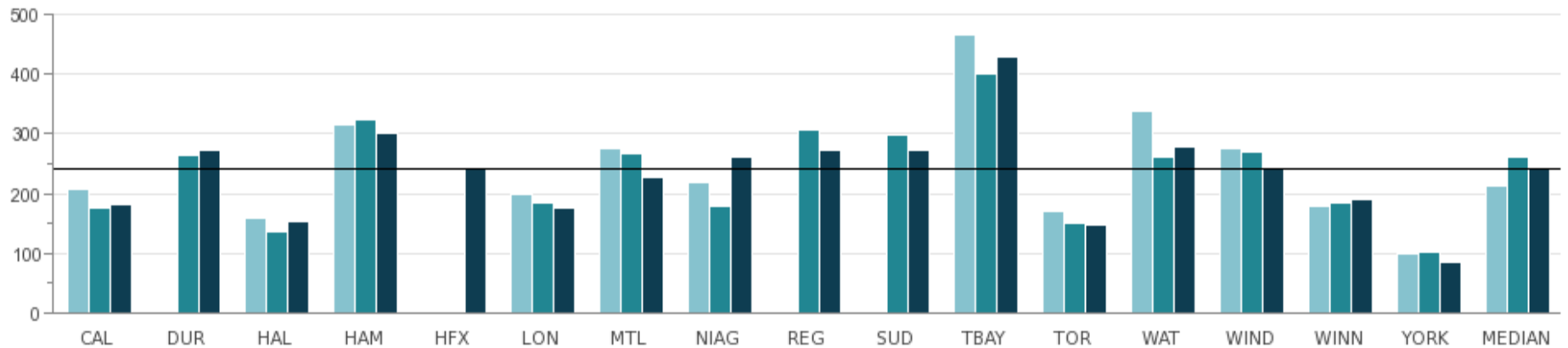
Processes & Systems
Differences in system generated vs. manually processed invoices, records management practices and the nature of the payment approval process



For a full description of influencing factors, please go to: www.mbnccanada.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 Accounts Payable. Invoices counted in this calculation include paper and electronic purchase orders, non-purchase orders, and P-card (purchasing or procurement card) payments.

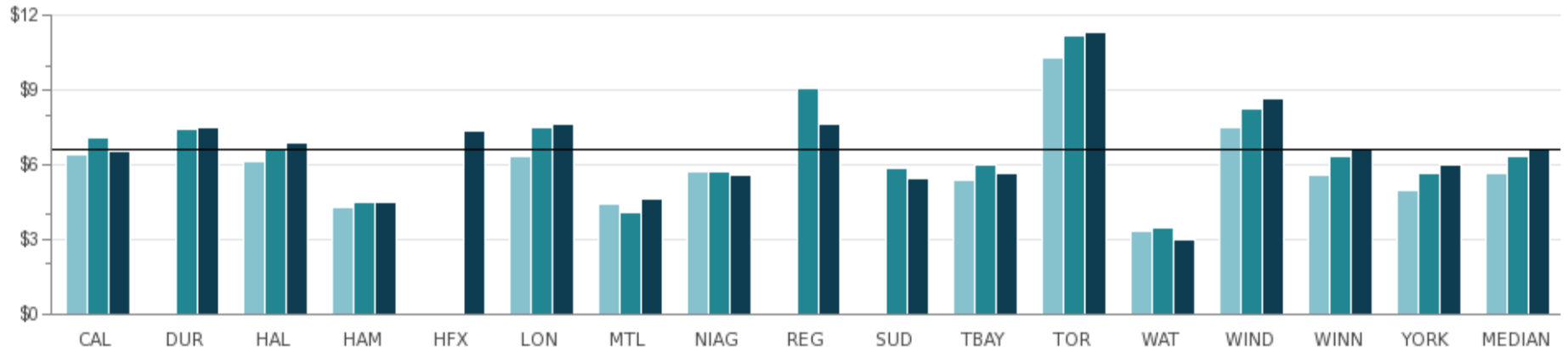


2015	206	N/A	160	315	N/A	200	275	218	N/A	N/A	468	171	337	276	178	100	212
2016	177	264	137	325	N/A	184	266	180	306	297	401	150	261	271	185	102	261
2017	181	273	152	301	240	175	228	262	272	274	430	146	278	243	189	84	242

Source: FINV230 (Service Level)

Fig. 1.2 Accounts Payable Operating Cost per Invoice Processed

This measure represents the operating cost directly associated with the processing of accounts payable invoices. Invoices counted in this calculation include paper and electronic purchase orders, non-purchase orders, and P-card (purchasing or procurement) payments.



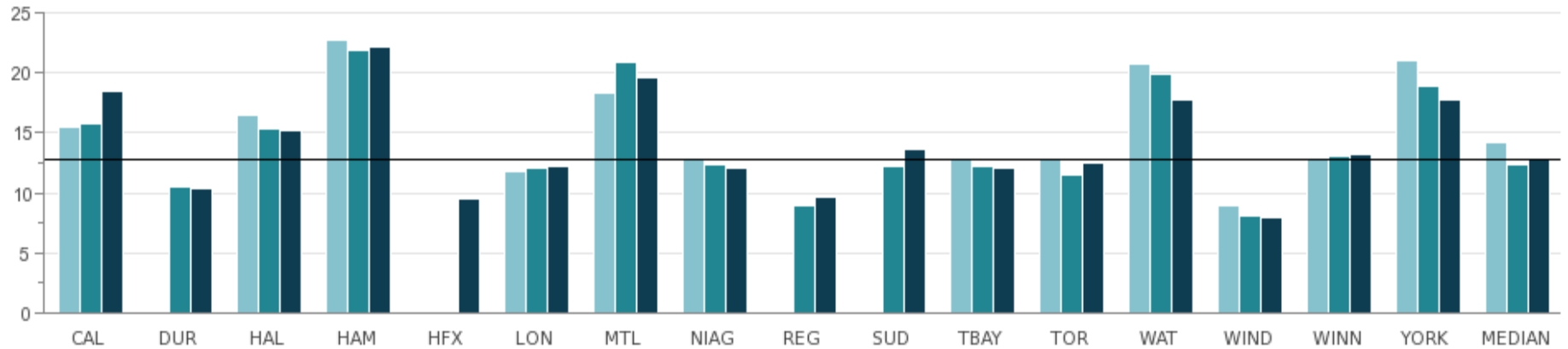
2015	\$6.42	N/A	\$6.11	\$4.26	N/A	\$6.37	\$4.44	\$5.75	N/A	N/A	\$5.36	\$10.32	\$3.34	\$7.52	\$5.56	\$4.96	\$5.66
2016	\$7.08	\$7.46	\$6.66	\$4.51	N/A	\$7.50	\$4.09	\$5.75	\$9.09	\$5.85	\$6.02	\$11.20	\$3.46	\$8.25	\$6.32	\$5.65	\$6.32
2017	\$6.56	\$7.52	\$6.87	\$4.50	\$7.37	\$7.63	\$4.62	\$5.58	\$7.65	\$5.43	\$5.66	\$11.32	\$2.96	\$8.66	\$6.68	\$5.98	\$6.62

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.

(In Thousands)

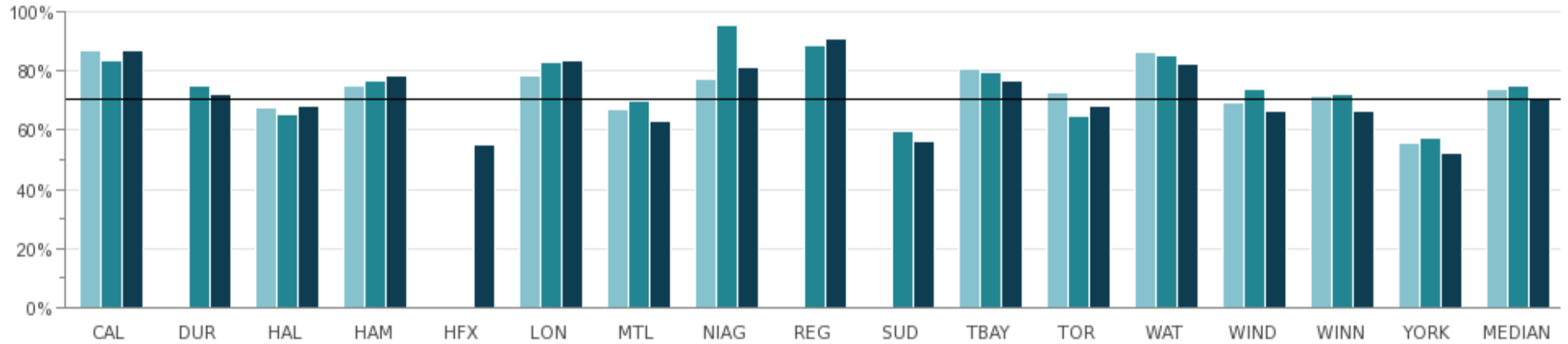


2015	15,420	N/A	16,433	22,694	N/A	11,775	18,313	12,779	N/A	N/A	12,948	12,939	20,828	9,004	12,926	21,067	14,184
2016	15,808	10,474	15,311	21,871	N/A	12,003	20,934	12,367	8,968	12,217	12,196	11,533	19,962	8,102	13,107	18,862	12,367
2017	18,515	10,429	15,139	22,193	9,502	12,208	19,622	12,034	9,653	13,682	12,019	12,542	17,721	7,888	13,151	17,722	12,847

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 payment date.



2015	86.9%	N/A	67.9%	75.1%	N/A	78.7%	66.9%	77.2%	N/A	N/A	81.0%	72.9%	86.5%	69.2%	71.8%	55.6%	74.0%
2016	83.5%	75.3%	65.5%	76.7%	N/A	83.0%	69.8%	95.8%	88.9%	59.6%	79.7%	64.7%	85.4%	73.7%	72.1%	57.2%	75.3%
2017	87.3%	72.4%	68.2%	78.5%	55.0%	83.9%	63.2%	81.5%	91.2%	56.4%	77.0%	68.4%	82.5%	66.7%	66.3%	52.2%	70.4%

Source: FINV410 (Customer Service)

