

GENERAL REVENUE

VALUE STATEMENT

I expect to receive a bill that is timely, easy to understand and accurate, with options to pay in simple and convenient ways.

GENERAL REVENUE

What is this Service?

General Revenue refers to support services for receivables owed to the municipality by citizens, businesses and other agencies doing business with the municipality. The goal of general revenue services is to ensure the municipality collects revenue to which it is entitled in a timely, accurate, and efficient manner in order to assist the municipality in exercising prudent fiscal management.

Services May include:

- Cash receipts
- Local improvement billing
- Special assessment billing
- Processing bill payments and collections
- Monitoring the performance of accounts receivable

Influencing Factors:

- **Government Structure:** Different tiers of municipal government, i.e. single-tier or upper-tier, and the specific service each one offers will affect results.
- **Policy and Practices:** Collection practices, terms and handling of delinquencies, accounts receivable costs and related FTE (full-time equivalent) counts will differ between municipalities and their revenue streams.
- **Processes and Systems:** Type and quality of systems used to capture accounts receivables including uploads and automated billing.

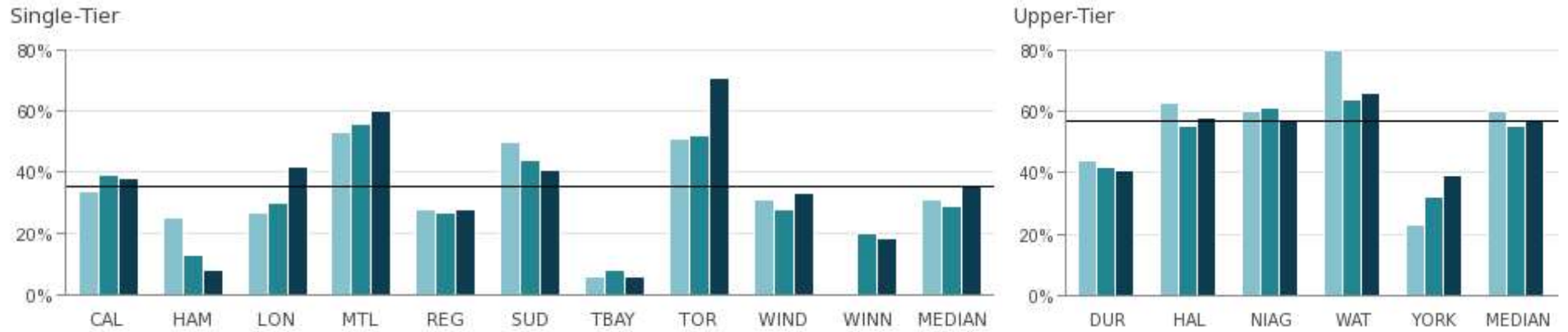
Extenuating Circumstances:

- **COVID-19 Pandemic:** Service levels across many departments in organizations were reduced, which resulted in a decrease in the number and amount of billing requests and payment advices received by the accounts receivable department. Process improvements and enhancements to payment options impacted operations and resulted in fluctuations in results between 2019 and 2020. In some municipalities, Council approved concessions on payments and interest resulted in an increase in collection timelines. In addition, there were delays in receiving and processing postal mail due to work from home policies and staff redeployment.

General Revenue

Figure 13.1 Total Percent of General Revenues Billed

The measure includes centralized, decentralized and outsourced billings. The results are impacted by revenue sources (user fees, grants), accounting practices and management policies regarding the billing process.



2018	34%	25%	27%	53%	28%	50%	6%	51%	31%	N/A	31%	44%	63%	60%	80%	23%	60%
2019	39%	13%	30%	56%	27%	44%	8%	52%	28%	20%	29%	42%	55%	61%	64%	32%	55%
2020	38%	8%	42%	60%	28%	41%	6%	71%	33%	18%	36%	41%	58%	57%	66%	39%	57%

Source: GREV210 (Service Level)

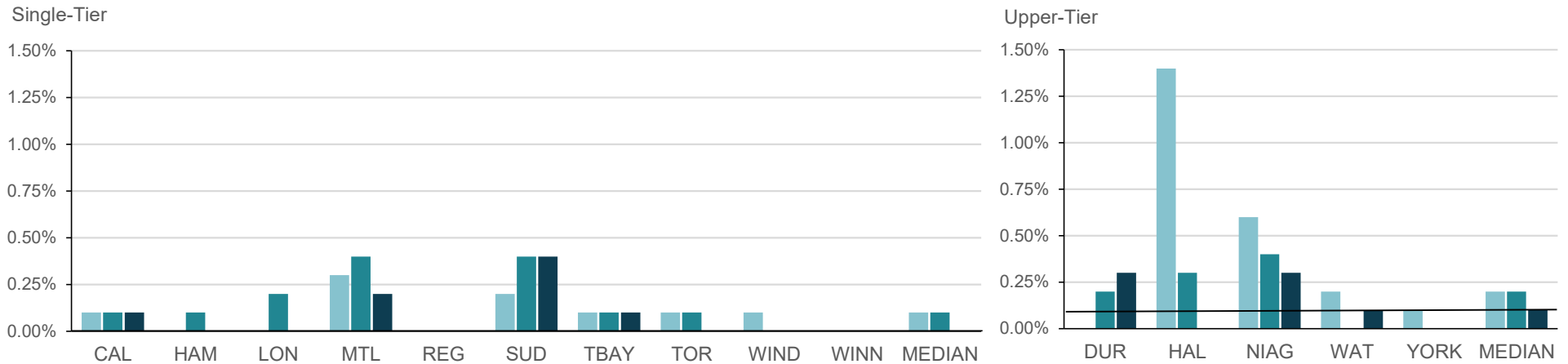
Durham, Niagara and York: Social Housing is included in the annual consolidated financial statements.

Winnipeg: This is the second year that Winnipeg is reporting on this measure.

General Revenue

Figure 13.2 Bad Debt Write-off as a Percent of Billed Revenue

This measure represents the percentage of receivables that were written off during the year.



2018	0.1%	0.0%	0.0%	0.3%	0.0%	0.2%	0.1%	0.1%	0.1%	N/A	0.1%	0.0%	1.4%	0.6%	0.2%	0.1%	0.2%
2019	0.1%	0.1%	0.2%	0.4%	0.0%	0.4%	0.1%	0.1%	0.0%	0.0%	0.1%	0.2%	0.3%	0.4%	0.0%	0.0%	0.2%
2020	0.1%	0.0%	0.0%	0.2%	0.0%	0.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.3%	0.1%	0.0%	0.1%

Source: GREV325 (Efficiency)

Halton: Unanticipated settlement in Public Works and defaulted payment plans in Children's Services resulted in higher dollar write-off values in 2018.

Sudbury: There were more write-offs of accounts in 2019, over \$80,000 associated with Long-Term Care accounts.

Windsor: Under normal circumstances, write-offs should be minimal. Write-offs in 2018 were increased due to the cleaning of old uncollectable receivables.

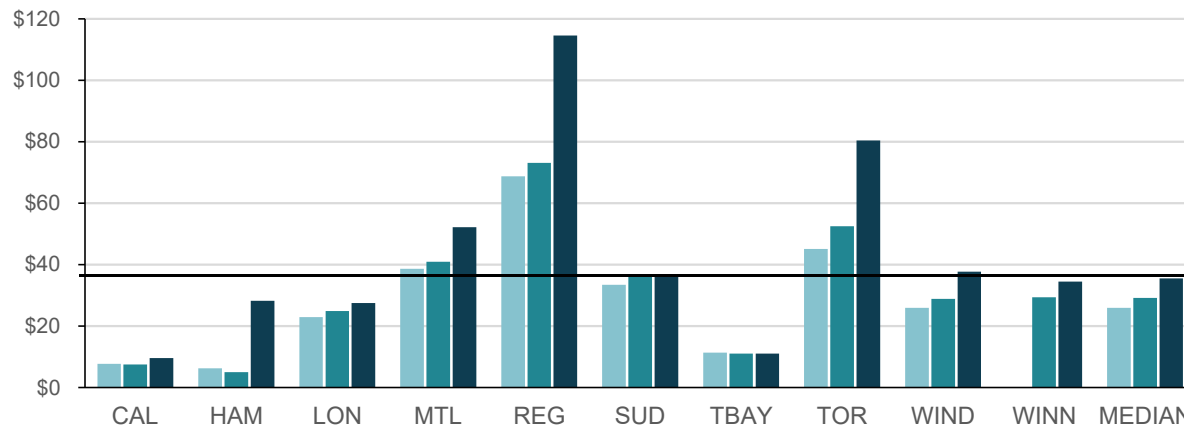
Winnipeg: This is second year that Winnipeg is reporting on this measure.

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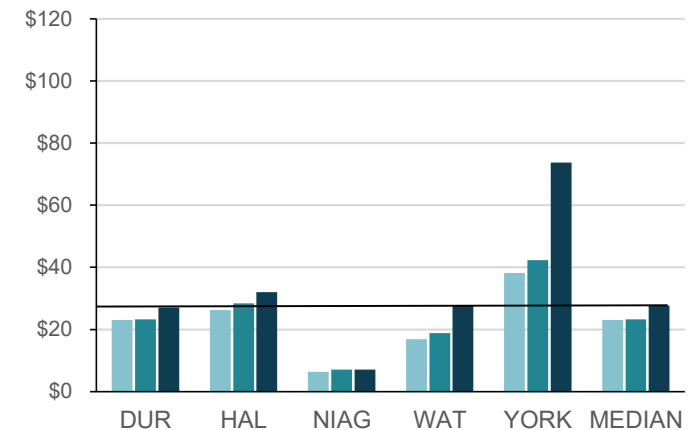
Figure 13.3 Operating Cost of Accounts Receivable Function per Invoice

This measure reports the operating costs including centralized, decentralized and outsourced costs relating to accounts receivable.

Single-Tier



Upper-Tier



2018	\$7.73	\$6.26	\$22.91	\$38.70	\$68.77	\$33.43	\$11.33	\$45.17	\$25.96	N/A	\$25.96	\$23.07	\$26.23	\$6.35	\$16.88	\$38.21	\$23.07
2019	\$7.50	\$5.05	\$24.91	\$40.93	\$73.10	\$36.24	\$11.07	\$52.53	\$28.88	\$29.44	\$29.16	\$23.30	\$28.43	\$7.06	\$18.81	\$42.28	\$23.30
2020	\$9.59	\$28.21	\$27.47	\$52.15	\$114.54	\$36.46	\$11.05	\$80.40	\$37.76	\$34.54	\$35.50	\$27.12	\$32.03	\$7.08	\$27.69	\$73.78	\$27.69

Source: GREV310 (Efficiency)

Winnipeg: This is the second year that Winnipeg is reporting on this measure.

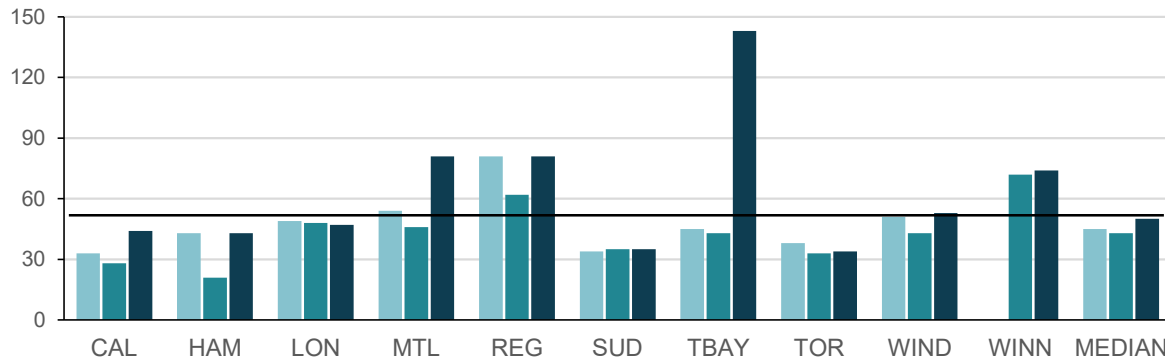
York: A significant reduction in the number of invoices is driving the increased costs per invoice in 2020.

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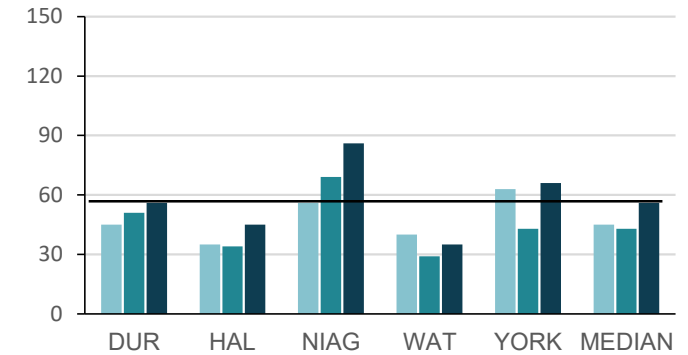
Figure 13.4 Average Collection Period (Days)

This measure identifies the average number of days it takes to collect receivables.

Single-Tier



Upper-Tier



2018	33	43	49	54	81	34	45	38	51	N/A	45	45	35	56	40	63	45
2019	28	21	48	46	62	35	43	33	43	72	43	51	34	69	29	43	43
2020	44	43	47	81	81	35	143	34	53	74	50	56	45	86	35	66	56

Source: GREV335 (Efficiency)

Hamilton: The change in 2019 was due to issues associated with transition to Legend systems, i.e., the inability to retroactively gather collection data.

Regina and Windsor: Decrease in 2019 due to increased collection efforts.

Winnipeg: This is the second year that Winnipeg is reporting on this measure.