



September 20, 2013

Councillor Matt Brown  
Chair, Audit Committee  
City of London  
300 Dufferin Avenue  
P.O. Box 5035  
London, Ontario N6A 4L9

Dear Councillor Brown:

**Re: PricewaterhouseCoopers LLP (PwC) Audit Services - Revenue**

Thank you to the City of London Audit Committee and London City Council for provision of the services of PricewaterhouseCoopers LLP (PwC) to the London Public Library (LPL) for the purposes of an audit of Library revenues. This correspondence is to give you an update on the process and to provide you with a copy of the audit report presented by PwC to the Library Board at its meeting of September 19<sup>th</sup>, 2013 (see attached).

The PwC audit examined LPL sources of revenue with the objectives of maximizing income from current revenue streams and seeking additional sources of operating funding to support LPL sustainability. The Library sought PwC expertise in helping to identify Library mission-related revenue generating options available in each of its revenue streams, along with their respective advantages and disadvantages, potential cost-benefit, and LPL's capacity to take on specific initiatives. LPL also sought advice in terms of establishing reasonable short and long-term targets for revenue growth.

The recommendations of PwC report were provided directly to the Library Board, as an autonomous body, for consideration and review and to take action on any recommendations subject to the governance and strategic direction of the Library. At its meeting last night, the Library Board approved the implementation of the PwC recommendations. The Library Board also approved recommendations that Library Administration brought forward to accompany the PwC report in order to support next steps. This means that that some recommendations will be implemented immediately and work can begin on the development of business plans for recommendations that are more complex. There was a recommendation that was in-camera that we are proceeding on at this time.

In sending this report to you, we acknowledge that this report will be a public document, i.e. published on the public agendas and will be considered at meetings open to the public.

We understand that later this year or early in 2014, you will give consideration to the second Library submission, along with other requests being submitted to the Audit Committee and City Council. Our second request as previously submitted to you, is support for a review that the Library will be undertaking with the objective of updating of the Central Library to ensure that this 11 year old facility which has over 1,000,000 visits a year, meets current, emerging and future community needs. We thank you in advance for your consideration of this request.

The Library Board and Administration would like to publicly thank and acknowledge Chirag Shah, Scott Gilfillan, Natalie Dowhanick and Jamaal John of PricewaterhouseCoopers for their hard work and collaborative, collegial approach. It was a great pleasure to work with them and we are very pleased with the audit they provided to the Library.

Again, thanks for the support provided to the London Public Library.

Sincerely,

A handwritten signature in cursive script, reading "Susanna Hubbard Krimmer".

Susanna Hubbard Krimmer  
CEO & Chief Librarian, London Public Library

cc: Josh Morgan, Library Board Chair  
Art Zuidema, City Manager  
Martin Hayward, Managing Director, Corporate Services & City Treasurer, Chief Financial Officer  
Mike Turner, Deputy City Treasurer  
Chirag Shah, Partner, PricewaterhouseCoopers LLP  
Scott Gilfillan, Senior Manager, PricewaterhouseCoopers LLP