Access to Knowledge in Action

Tracking Toward Strategic Objectives & Annual Report

2023

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MESSAGE FROM THE
CHAIR

Throughout my first year as Chair of the Board of Directors, I have had the pleasure of witnessing exciting new initiatives and innovative collaborations come to life at CRKN. As the Canadian knowledge sector rebounds from the disruptions of the pandemic with an invigorating drive to enable world-leading research and innovation, CRKN has an increasingly vital role to play.

Through CRKN's strong licensing negotiations, researchers at member institutions can access the journal articles and scholarly outputs that they need to strengthen their own research programs. And now, with new read and publish agreements, these researchers can also make their research available open access at no cost to the researcher, levelling the playing field and bringing our cutting-edge Canadian research to the global community. CRKN has also continued to invest in building a strong and vibrant Canadian publishing ecosystem, through partnerships with not-for-profit publishers to enable a strong open access future for Canadian publishing. As we begin to wrap up our current 2019-2024 strategic plan and prepare for the next, we are increasing our focus on open access advocacy, including sharing community-developed tools and building relationships with collaborators that represent the research community and its needs.

As part of our work to support researchers, CRKN has been leading the Canadian persistent identifier (PID) community. Working with our colleagues at institutions across Canada, we have begun developing a national PID strategy that will support the adoption and management of persistent identifiers in Canada. With PID strategies already developed in countries such as the United Kingdom and Australia, Canada has a clear opportunity to develop a set of principles and goals for PID use in Canada to reduce the administrative burden on researchers and enable an interconnected open access future.

Over the past year, CRKN's heritage activities have coalesced around Digital Collections of the Future, the ambitious project to evolve Canadiana into distributed digital infrastructure that supports access to Canada's rich and diverse cultural content. CRKN is delighted to be partnering with the University of Ottawa as the administrative lead institution for a Canada Foundation for Innovation (CFI) Innovation Fund proposal and has, over the past year, developed strong governance structures to support this project. By developing this critical infrastructure, CRKN will enable innovative and inclusive research that responds to our most urgent societal and technological challenges.

As I have seen throughout my first term as Chair, these immense projects could not have taken shape without the support of CRKN's member community. Bringing together 85 libraries, research institutions, and non-profit organizations under the same vision is no small feat, and CRKN has done so expertly, thanks to its skilled Board, committees, task groups, and staff. This spirit of cooperation on such a wide range of activities is also a testament to the leadership of CRKN's previous Chair, Dr. Annette Trimbee, who ably stewarded the organization through the last three years and set a precedent for excellence. By leveraging member library budgets collectively to support the needs of the research community and to transform scholarly communication, CRKN enables our institutions to truly accelerate Canadian research and innovation.

I look forward with eagerness to the achievements of the coming year at CRKN, and I am grateful for the opportunity to be a part of them.

Sincerely,

Daniel Jutras
Rector, Université de Montréal
Chair, CRKN Board of Directors

EXECUTIVE DIRECTOR

What a wonderful year of progress and partnership at CRKN! Once again, the hard work of our Board, committees, task groups, and staff have led to meaningful outcomes for our membership and the wider Canadian research ecosystem. I'm pleased to report on some of our most significant achievements of the past year.

The Content Strategy Committee, alongside our staff Licensing Team, negotiated a cost-neutral transformative agreement with Wiley that is expected to result in over 4,000 new Canadian authored articles to be published open access. We also focused our efforts on Canadian partnerships for open access, working with Canadian Science Publishing (CSP) to offer a transformative agreement removing barriers to publishing in fourteen CSP journals, and with University of Toronto Press for access to the Journal of City Climate Policy and Economy through the innovative Subscribe to Open model. Finally, we renewed our long-standing partnership with Érudit for an additional two years, preparing for the launch of a long-term partnership agreement planned for 2025.

CRKN staff worked closely with the Preservation and Access Committee and stakeholders to add new user features to Canadiana and to expand the collections with two significant additions of member content — the McGill University Library Map collection, containing over 22,000 Canadian maps, and the University of Regina Student Publication collection. These projects, along with ongoing infrastructure development, are preparing us for our long-term goal of evolving Canadiana into world-leading infrastructure that brings together Canadian cultural and historical data into a single network to enable innovative research. We are working to support this development through an application to the Innovation Fund of the Canada Foundation for Innovation.

Underpinning much of our work, both in content licensing and in heritage infrastructure, is our support of persistent identifiers (PIDs). This year, we were fortunate to receive funding once again through the Digital Research Alliance of Canada to support the ORCID Canada and DataCite Canada consortia, and the development of a national PID strategy. We were also very pleased to welcome the Fonds de recherche du Québec to ORCID Canada this year as our newest consortium member and representative of government interest in PIDs and open scholarship.

As always, I thank our Board and committees for their dedicated oversight and guidance of CRKN's activities, which has made it the growing and vital organization it is today. My gratitude extends also to our staff, who provide the energy and insight that drive our objectives and who do the hard work of enacting our goals on behalf of our members. Finally, to the membership: thank you for your trust in CRKN, your willingness to support bold action, and your spirit of innovation and collaboration. It is an honour and a pleasure to serve such world-class institutions. As we begin another year of working together, I continue to be inspired by our shared achievements.

Sincerely,

Clare Appavoo
Executive Director
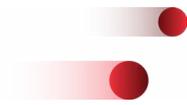
AT-A-GLANCE

Over **80** volunteer Board, committee, and task group members.

Supporting **79** academic libraries and **5** research institutions.

Managing licensing expenditures of **$129 million**.

Preserving digital documentary heritage in a Trustworthy Digital Repository with **4** nodes.

Providing access to **62 million** pages of digital documentary heritage.

In 2022-23, CRKN achieved:

11
renewed
licenses

2-year
extension to our long-
standing partnership
with Erudit

3
new open access
publishing
partnerships

In 2022, authors affiliated with CRKN member institutions
published 2,560 open access articles as a result of
our read-and-publish agreements:

646
with Cambridge
University Press

238
with Institute of
Physics Press

1676
with Sage

In 2022-23, the Canadian Persistent Identifier Community achieved:

28,359
new Canadian ORCID iDs

3
new ORCID-CA member institutions

10
new ORCID-CA member integrations

4,722
ORCID iDs connected to an ORCID-CA member integration

DataCite
CONSORTIUM LEAD

8
new DataCite Canada member institutions

51,023
DOIs registered in 2022
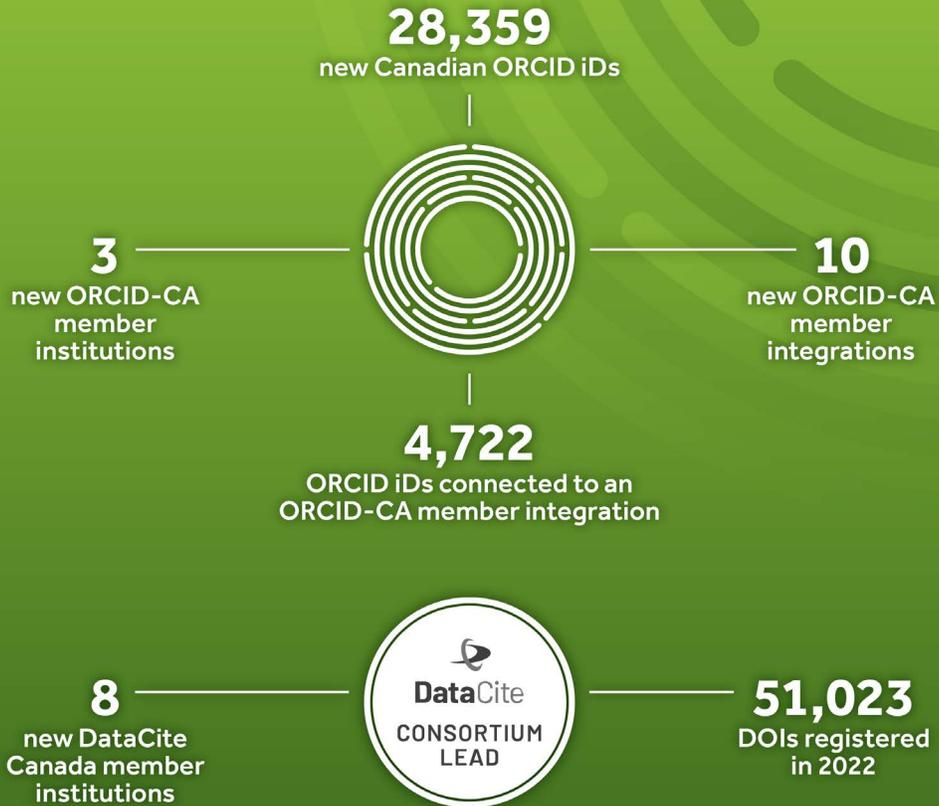
In 2022-23, CRKN added
571,818 pages of content to the Canadiana collections:

23,511
maps

18,461
newspaper issues

1,694
annual issues

183
Héritage reels

OUR PROGRAMS

Licensing and Negotiations
Working with librarians, researchers, administrators, funders, and publishers, CRKN undertakes large scale licensing of scholarly content for academic institutions in order to expand research capacity in Canada. Currently, CRKN negotiates and manages over 50 licenses on behalf of its member institutions.

Preservation and Heritage Collections
CRKN provides access to 62 million pages of Canadian documentary heritage through the Canadiana and Héritage collections and preserves this heritage through the Canadiana Trustworthy Digital Repository (TDR), ensuring its integrity and accessibility as technologies change over time. CRKN also provides digitization services to our member and stakeholder community, providing best-quality digital reproductions of materials that adhere to metadata and technology standards.

Persistent Identifiers
As CRKN works to advance access to knowledge, we believe that persistent identifiers (PIDs) are key to an efficient and interoperable research ecosystem. CRKN leads the ORCID Canada Consortium and co-manages the DataCite Canada Consortium with the Digital Research Alliance of Canada, providing critical support for these PIDs across the country. In addition, CRKN is currently leading in the development of a national PID strategy.

Financial Oversight and Sustainability
CRKN's professional finance staff, under the policy framework maintained by the Finance and Audit Committee (FAC), continue to administer over $129M in annual expenditures on behalf of member institutions. The FAC also reviews and supports CRKN's internal risk management framework and budget development and monitoring process. This includes recommending budget and fee models which support CRKN's ongoing sustainability, and projecting budget decisions out over a five-year horizon.

STRATEGIC OBJECTIVES

Transforming Scholarly Communications

Alongside our members, we are changing Canada's research landscape, with an ever-increasing focus on equitable, sustainable, and open access to knowledge. CRKN is committed to advancing Canada as a leader in the shift towards open scholarship.

Develop and Foster Partnerships

CRKN is proud to partner with a range of organizations both in Canada and abroad to share knowledge, support initiatives, and spark ideas. We believe that ambitious, wide-reaching goals can only be achieved through collaboration.

Collaborative Advocacy

We take pride in our role as a voice for Canadian academic libraries. Whether by offering opportunities for members to discuss critical issues or by improving infrastructure and tools for the broader research landscape, advocacy is a key component of CRKN's mission.

CRKN GOVERNANCE

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┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Executive Director│  │ Board of Directors│  │   CRKN Members   │
└──────────────────┘  └──────────────────┘  └──────────────────┘

┌──────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│ Executive│ │CFI Application│ │Finance and   │ │Content       │ │Preservation  │ │Conference    │
│ Committee│ │Strategy Task │ │Audit         │ │Strategy      │ │and Access    │ │Planning      │
│          │ │Group         │ │Committee     │ │Committee     │ │Committee     │ │Committee     │
└──────────┘ └──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘

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             │Researcher│ │Heritage      │  │Knowledge Base│  │Canadiana     │  │Platform      │  │Canadiana     │
             │Council   │ │Infrastructure│  │Entitlements  │  │Content       │  │Technical     │  │Trustworthy   │
             │          │ │Business Plan │  │Sub-Committee │  │Sub-Committee │  │Sub-Committee │  │Digital       │
             │          │ │Task Group    │  │              │  │              │  │              │  │Repository    │
             └──────────┘ └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘  │Audit Group   │
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BOARD OF DIRECTORS

Top row (left to right): Dianne Keeping, Denis Cossette, Ken Hernden, Mark Robertson, Susan Brown, Bernard Bizimana
Bottom row (left to right): Camille Callison, Melissa Just, Daniel Jutras, Clare Appavoo, Maureen Clapperton
Not pictured: Denise LaFitte

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* indicates members of the Executive Committee

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Not pictured: Bernard Bizimana, Andrew Coward

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Not pictured: Nathalie Parent

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Library Systems
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Head of Collections and Content
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Director, Collections
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Directeur des collections
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Nathalie Parent
Bibliothécaire, Directrice du service
de gestion documentaire
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Joanne Smyth
Director, Collections Strategy
and Scholarly Communication
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Coordinator, Library Collections
MacEwan University

Weijing Yuan (Observer)
Head, Licensing and eResource Acquisitions
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Courtney Bremer, Chair
eResources Access Manager
University of Waterloo

Andrea Bee
Library Associate,
Electronic Resources and Metadata
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Collections Librarian
University of Prince Edward Island

Tracy Chalmers Kitagawa
Serials Cataloguing Assistant
University of Alberta

Allison Richardson
Electronic Resources Librarian
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Andrew Senior
Associate Librarian and Coordinator,
E-Resources and Serials
McGill University

R. Scott Shannon
eResources Administrator
University of New Brunswick

Wei Zhao
Senior Metadata Librarian
OCUL/Scholars Portal

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and Associate University Librarian*
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Dalhousie University

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Director of Planning
Inuit Heritage Trust

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University of Victoria

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Head, Metadata Strategies
University of Alberta

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Research Oversight and Analysis
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University of Waterloo

Lisa Miniaci
*Directrice, Direction de la conservation
et de la numérisation*
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Eric Schwab
Manager, Digitization & Preservation
Toronto Public Library

Johanna Smith
Director General, Public Services
Library and Archives Canada

Bronwen Sprout
Head, Digital Programs and Services
University of British Columbia

Cassandra Tavukciyan
Oral History Collections Specialist
Canadian War Museum

CANADIANA CONTENT SUB-COMMITTEE

Dana McFarland, Chair
Librarian & Coordinator for eResources
& Scholarly Communication
Vancouver Island University Library

Heather Dean
Associate Director, Special Collections,
Special Collections & University Archives
University of Victoria

Victoria Dickenson
Professor of Practice,
McGill Library and Collections
McGill University

Alison Harding-Hlady
Senior Cataloguing Librarian
Library and Archives Canada

Dan Mirau
Library and Heritage Consultant

Susanna Ng
Head of Interpretation
and Content Development
Chinatown Storytelling Centre

Rosa Pinto
Manager, Rare Books and Archives
Toronto Public Library

Julia Roberts
Associate Professor of History
University of Waterloo

Jonathan Scotland
Manuscript Editor,
Dictionary of Canadian Biography
University of Toronto

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Digital Preservation Librarian
University of Victoria

Stephen Marks
Digital Preservation Librarian
University of Toronto Libraries

Donald Moses
University Librarian
University of Prince Edward Island

Roslynn Ross
Director, Digital Preservation and Migration
Library and Archives Canada

Daniel Sifton
Coordinator,
Library Automation and Technical Services
Vancouver Island University

Brandon Weigel
Arca Project Manager and
BC Electronic Library Network Librarian
Simon Fraser University

Bridget Whittle
Digital Archives Librarian
McMaster University

Lee Wilson
Director, Research Data Management
Digital Research Alliance of Canada

CANADIANA TRUSTWORTHY DIGITAL REPOSITORY AUDIT GROUP

Marie Waltz (Chair)
*Head of Access Initiatives and
Special Projects*
Center for Research Libraries

Mark Jordan (Vice-Chair)
*Associate Dean of Libraries,
Digitization Strategy*
Simon Fraser University

Janet Bennett
Manager, Preservation
Library of Parliament

Lisa Goddard
*Associate University Librarian,
Advanced Research Services*
University of Victoria

Kenton Good
Head, Digital Preservation Services
University of Alberta

Grant Hurley
Digital Preservation Librarian
Scholars Portal

Beth Knazook
Project Manager, Research Data
Digital Repository of Ireland

Sarah Lake
Digital Preservation Librarian
Concordia University Library

Pascale Montmartin
*Chef de service des collections numériques
et de la conservation*
Bibliothèque et Archives nationales
du Québec

Tom Smyth
Manager, Digital Preservation
Library and Archives Canada

CONFERENCE PLANNING COMMITTEE

Cassandra Larose (Chair)
*Librarian, Scholarly Communication
and Learning Support*
Royal Roads University

Jean Blackburn
Collections Coordinator, Library Systems
Vancouver Island University

Émilie Fortin
*Bibliothécaire spécialiste en gestion
des données de la recherche et
préservation numérique*
Université Laval

Sarah Simpkin
*Associate University Librarian
(Academic Services)*
Carleton University

Top row (left to right): Susan Brown, Camille Callison, Stacy Allison-Cassin, Alyssa Arbuckle, Camie Augustus
Middle row (left to right): Jennifer Bain, Sabeen bin Zayyad, Dan Brown, Constance Crompton, Rebecca Dickson
Bottom row (left to right): Jeremy Heil, Kim Martin, Sheila Petty, Colleen Renihan, Jada Watson
Not pictured: Maxime Gohier, Jane Griffith

RESEARCHER COUNCIL

Susan Brown, Co-Chair
Professor and Canada Research Chair
in Collaborative Digital Scholarship
University of Guelph

Camille Callison, Co-Chair
University Librarian
University of the Fraser Valley

Stacy Allison-Cassin
Assistant Professor,
School of Information Management
Dalhousie University

Alyssa Arbuckle
Associate Director
Electronic Textual Cultures Lab,
University of Victoria

Camie Augustus
Professor
Vancouver Island University

Jennifer Bain
Associate Vice President Research
and Professor of Musicology
Dalhousie University

Sabeen bin Zayyad
Visiting Scholar
School of Architecture, Planning and
Landscape, University of Calgary

Dan Brown
Professor of Computer Science
Cheriton School of Computer Science,
University of Waterloo

Constance Crompton
Canada Research Chair in Digital Humanities
and Assistant Professor,
Department of Communication
University of Ottawa

Rebecca Dickson
Digital Preservation Coordinator
Council of Prairie and Pacific University
Libraries

Maxime Gohier
Professeur régulier
Université du Québec à Rimouski

Jane Griffith
Assistant Professor
School of Professional Communication,
Toronto Metropolitan University

RESEARCHER COUNCIL (CONTINUED)

Jeremy Heil
Digital and Private Records Archivist
Queen's University

Kim Martin
Assistant Professor of History
University of Guelph

Sheila Petty, FRSC
Professor of Media Studies
University of Regina

Colleen Renihan
Associate Professor &
Queen's National Scholar
Queen's University

Jada Watson
Assistant Professor of Digital Humanities,
School of Information Studies
University of Ottawa

CFI APPLICATION STRATEGY TASK GROUP

Guylaine Beaudry, Chair
Trenholme Dean of Libraries
McGill University

Dale Askey
Vice Provost (Library & Museums)
and Chief Librarian
University of Alberta

Susan Brown
Professor and Canada Research Chair
in Collaborative Digital Scholarship
University of Guelph

Camille Callison
University Librarian
University of the Fraser Valley

Talia Chung
University Librarian and Dean of Libraries
University of Ottawa

Constance Crompton
Assistant Professor and
Canada Research Chair
University of Ottawa

Ken Hernden
University Archivist and
Associate University Librarian
Queen's University

HERITAGE INFRASTRUCTURE BUSINESS PLAN TASK GROUP

Jordan Bass
Coordinator, Research Services
and Digital Strategies
University of Manitoba

Pascal Calarco
Librarian and VPO ARL/CARL
University of Windsor

Kate Davis
Interim Director, Scholars Portal
University of Toronto

Scott Goldstein
Coordinator, Web Services & Library Technology
McGill University

Alex Lee
Finance Manager
Simon Fraser University

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Michael Nason, Chair
Scholarly Communications and Publishing Librarian; Crossref and Metadata Liaison
University of New Brunswick;
Public Knowledge Project

Laura Bredahl
Bibliometrics and Research Impact Librarian
University of Waterloo

Mike Hendley
Manager, Business Systems Integrations
Ottawa Hospital Research Institute

Andrea Kosavic
Associate Dean, Digital Engagement and Strategy
York University

Alison Moore
Digital Scholarship Librarian
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Patricia Moore
Scholarly Communications & Research Engagement Librarian
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Mark Swartz
Copyright Manager
Queen's University

Jennifer Trower
Scholarly Communications Project Lead
Bank of Canada

Henry Guanwen Zhang
Senior Digital Preservation Specialist
University of Alberta

Julie Cardinal (Vice-Chair, CPIDAC)
Directrice, Soutien à la réussite, à la recherche et à l'enseignement
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Eugene Barsky, Chair
Head, Research Commons
University of British Columbia

Jason Hlady
Director, Research, Library and Data Centre Technologies
University of Saskatchewan

Reyna Jenkyns
Data Stewardship Manager
Ocean Networks Canada

Amber Leahey
Data and Geographic Information Systems Librarian, Scholars Portal
University of Toronto

Brandon Weigel
Arca Project Manager and BC Electronic Library Network Librarian
Simon Fraser University

Cyndie Found
Digital Initiatives Analyst
National Research Council

Mark Leggott (Chair, CPIDAC)
Director of International Relations
Digital Research Alliance of Canada

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Director of International Relations
Digital Research Alliance of Canada

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à la recherche et à l'enseignement
Université de Montréal

Clare Appavoo
Executive Director; Treasurer
CRKN; ORCID Board of Directors

Darren Boss
Senior Programmer/Analyst
Digital Research Alliance

Alexander Bourque-Viens
Senior Policy Advisor
Office of the Chief Science Advisor
of Canada

Jay Brodeur
Associate Director, Digital Scholarship
Services, McMaster University
Ontario Council of University Libraries

Liza Chan
Research Librarian, University of Alberta
Alberta Innovates

Trevor Davis
Executive Director, Research Operations,
Simon Fraser University
Canadian Association of Research
Administrators

Adam Eikenberry
Director, Architecture & Integration
Tri-Agency Grants Management
Solution Initiative

Matthieu Fortin
Directeur – Bureau de projets
Fonds de recherche du Québec

Jeremy Geelen
Senior Advisor
Canadian Institutes of Health Research

Lisa Goddard
Associate University Librarian,
Digital Scholarship & Strategy,
University of Victoria
Council of Prairie and
Pacific University Libraries

Ellie Griffith
Assistant Vice President, Research
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Susan Haigh
Executive Director
Canadian Association of Research Libraries

Guy Harding
Senior Project Manager
Canada Foundation for Innovation

Michael Lam
Chief Data Officer
Natural Sciences and Engineering
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Ariadne Legendre
Senior Data Analyst
Social Sciences and Humanities
Research Council

James MacGregor
Manager, Research Infrastructure
and Development
CRKN

Jamie MacKenzie
Director, Scholarly Technologies,
University of New Brunswick
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Tanja Niemann
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Coalition Publica

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Lindsay Sill
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Canadian University Council of CIOs

Kevin Stranack
Director of Operations
Public Knowledge Project

Tom Vitez
Senior Director, Applications
CANARIE

Wei Zhao
Metadata Librarian
Scholars Portal

Summary financial statements of Canadian Research Knowledge Network

March 31, 2023

Deloitte.

Independent Auditor's Report on the Summary Financial Statements

To the Members of
Canadian Research Knowledge Network

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2023, and the summary statements of revenue and expenses for the year then ended, and related notes, are derived from the audited financial statements of Canadian Research Knowledge Network ("CRKN") for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, on the basis described in Note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the CRKN audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

In our report dated July 11, 2023, we expressed an unmodified audit opinion on those audited financial statements.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in Note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements.*

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 22, 2023

Canadian Research Knowledge Network
Summary statement of financial position
As at March 31, 2023

	Notes	2023 $	2022 $
Assets			
Current assets			
Cash		18,065,906	37,457,111
Government remittances receivable		49,724	835,482
License and operation fees receivable		3,227,374	12,236,952
Prepaid licenses		106,029,237	90,061,407
Other prepaid expenses		149,348	135,959
		127,521,589	140,726,911
Capital assets		244,955	242,385
		127,766,544	140,969,296
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities		15,269,785	44,968,014
Government remittances payable		210,545	647,483
Deferred revenue for license fees	3	106,586,396	90,506,633
Other deferred revenue	4	1,151,309	1,203,041
		123,218,035	137,325,171
Commitments	6		
Net assets			
Invested in capital assets		244,955	242,385
Internally restricted	5	1,873,000	1,776,000
Unrestricted		2,430,554	1,625,740
		4,548,509	3,644,125
		127,766,544	140,969,296

The accompanying notes are an integral part of the summary financial statements.

On behalf of the Board of Directors

_____ , Director

_____ , Director

Canadian Research Knowledge Network

Summary statement of revenue and expenses
Year ended March 31, 2023

	Notes	Budget 2023 $	2023 $	2022 $
Revenue				
License fees		122,758,980	128,535,226	126,127,485
HCAP fees		1,524,997	1,583,652	1,460,687
Membership fees		1,485,737	1,491,891	1,461,531
Interest		185,000	842,744	208,433
Digitization		30,000	87,187	17,222
Other		357,600	740,965	220,605
		126,342,314	133,281,665	129,495,963
Expenses				
License fees	3	122,758,980	128,535,226	126,127,485
Salaries and benefits		2,709,902	2,594,374	2,398,363
Professional fees		510,690	337,262	249,887
Insurance		9,384	6,358	7,330
Administration		853,599	610,204	566,219
Telecommunications		22,344	24,678	23,454
Meetings and conferences		118,561	54,099	2,669
Meals, travel and accommodations		21,040	56,597	6,819
Amortization of capital assets		118,590	158,483	163,569
		127,123,090	132,377,281	129,545,795
Excess (deficiency) of revenue over expenses		(780,776)	904,384	(49,832)

The accompanying notes are an integral part of the summary financial statements.

1. **Basis of presentation**

    The summary financial statements are derived from the complete set of financial statements of Canadian Research Knowledge Network ("CRKN") and they meet the recognition and measurement principles of Canadian accounting standards for not-for-profit organizations. A listing of the significant accounting policies is described in the full statements, including financial instruments, revenue recognition, capital assets, and the use of estimates.

    For the year ended March 31, 2023, CRKN estimates that $25,584 of its receivables ($25,584 in 2022) are likely uncollectible and has provided for that amount on its financial statements. The impairment results from an exceptional circumstance at one member institution and management is confident that it does not reflect a material change in the riskiness of CRKN's operating environments.

2. **Nature of activities**

    The Canadian Research Knowledge Network ("CRKN") was incorporated on April 1, 2004, under the *Canada Corporations Act*, and continued on November 8, 2013, under the *Canada Not-for-Profit Corporations Act*.

    CRKN's mission is to advance interconnected, sustainable access to the world's research and to Canada's documentary heritage content.

    For CRKN member organizations and the diverse communities they serve, the organization empowers researchers, educators, and society with greater access to the world's research and Canada's preserved documentary heritage, now and for future generations.

3. **Deferred revenue for license fees**

    Deferred revenue relates to amounts received or receivable from members for license fees for future fiscal years. CRKN matches its license revenue and corresponding license expenses monthly to the period to which the license pertains:

	License fees $	Other $	2023 Total $	2022 Total $
Balance, beginning of year	90,385,549	121,084	90,506,633	94,056,941
Contributions received during the year	143,950,754	664,235	144,614,989	122,736,274
Contributions recognized as revenue	(128,307,067)	(228,159)	(128,535,226)	(126,286,581)
Balance, end of year	106,029,236	557,160	106,586,396	90,506,633

4. **Deferred revenue for the Heritage program**

    Other deferred revenue relates to amounts received or receivable from members to support Heritage Programs and from clients for hosting fees for future fiscal years.

    On October 20, 2017, the CRKN membership endorsed a business plan to integrate the operations of CRKN and Canadiana.org, including a three-year minimum commitment by members to redirect their existing expenditures on canadiana.org activities to the Heritage Content Access and Preservation fee ("HCAP").

    On October 22, 2020, the CRKN membership endorsed an extension of the HCAP fee for a further three years until 2024.

4. Deferred revenue for the Heritage program (continued)

	HCAP fee amounts	Hosting	**2023** Total	2022 Total
	$	$	$	$
Balance, beginning of year	1,198,041	5,000	1,203,041	1,070,701
Contributions received	1,530,170	9,000	1,539,170	1,602,943
Contributions recognized as revenue	(1,583,652)	(7,250)	(1,590,902)	(1,470,603)
Balance, end of year	1,144,559	6,750	1,151,309	1,203,041

5. Capital management

CRKN manages its capital to ensure that there are sufficient financial resources in place to deliver on the priorities set by the Board of Directors. CRKN does not have any short-term or long-term debt.

CRKN follows a budget monitoring and modification policy to routinely and systematically evaluate financial results to budget and, as required, inform the Finance and Audit Committee and Board of deviations.

CRKN also employs a net assets policy to govern management of net assets and to ensure responsible stewardship of organizational equity on behalf of members. In particular, the policy specifies a minimum and maximum limit to unrestricted net assets, and formally restricts net assets equivalent to 40% of its operation budget each year. For the year ended March 31, 2023, the Board of Directors approved the transfer of $17,000 from internally restricted to unrestricted net assets ($25,000 to internally restricted in 2022) to comply with the net assets policy and ensure sufficient funds for operational contingencies.

6. Commitments

CRKN has commitments for the rental of office equipment through to June 2025 in the amount of $27,657.

During the year, CRKN received an estimated $144,000 ($144,000 in 2022) in consideration from a member in the form of free office rent. These offsetting amounts are shown on the statement of revenue and expenses as other revenue and as administration expenses, respectively.

At March 31, 2023, CRKN has a commitment for the purchase of US$84,655,759 through the use of forward contracts to settle license obligations on behalf of its membership.