



# Expand, Advance, Transform, Preserve, Enrich Access to Knowledge in Action

Tracking Toward Strategic Objectives  
and Annual Report

**2021**

## TABLE OF CONTENTS

Message from the Chair	3
Message from the Executive Director	4
Statement on COVID-19	5
Our Programs	
Meeting Our Strategic Objectives	6
Transforming Scholarly Communications	
Developing and Fostering Partnerships	
Collaborative Advocacy	
Governance	7
Board of Directors	8
Finance and Audit Committee	9
Content Strategy Committee	10
Knowledge Base Entitlements Sub-Committee	11
Preservation and Access Committee	12
Heritage Content Priorities Task Group	13
Platform Technical Task Group	
Conference Planning Committee (2020)	14
ORCID-CA Consortium Governing Committee	15
DataCite Canada Consortium Governing Committee	
Canadian Persistent Identifier Advisory Committee	16
Summary Financial Statements	17

## MESSAGE FROM THE CHAIR

It is my pleasure to reflect on another extraordinary year of supporting access to knowledge for Canadians and the world through the work of the Canadian Research Knowledge Network. As Chair of the CRKN Board of Directors, I continue to be impressed by CRKN's commitment to transforming the research ecosystem through innovative projects, strategic collaborations, and advocating on behalf of members and stakeholders.

This was a landmark year for advances in licensing negotiations at CRKN. Supported by the Stakeholder Alignment Group and updated Licensing Principles, CRKN met bold negotiation objectives for the renewal of the Elsevier license and announced its first transformative open access agreement with SAGE. Such achievements reveal that even audacious and challenging goals can be met through persistence, a collaborative spirit, and a vision for an equitable and sustainable research ecosystem in Canada. I applaud these successes and look forward to another year of supporting CRKN's leading-edge content licensing program.

This year, CRKN also advanced its heritage program through the completion of the Heritage Content Priorities Task Group (HCPTG) Final Report. This report will be one of the key documents guiding the enhancement and expansion of the Canadiana collections and CRKN's heritage services, and I am impressed by the expertise and vision demonstrated within. I would also like to note the successful transfer to CRKN of the National Heritage Digitization Strategy (NHDS) Secretariat this year, a collaboration that will enable both CRKN and the NHDS to lay a strong foundation for national digitization projects in Canada. Once again, it is through the sharing of collective knowledge that great strides are made towards ambitious goals.

CRKN's Board of Directors, committees, and task groups continue to exceed expectations as they provide expert guidance towards the activities of CRKN. I would like to thank all my colleagues serving on these groups for their dedication and enthusiasm, especially during what has been a challenging year for many. The work of those who volunteer their time to the governance of CRKN does not go unnoticed and is critical to CRKN's success. I would also like to extend my appreciation to CRKN staff, who have carried out their duties tirelessly over the past year. Their professionalism and support are deeply valued.

As Canadians spent another year relying on digital access to research, education, and knowledge sharing, the importance of CRKN's work has become even more apparent. I have been pleased to observe how CRKN has anticipated these rapid changes while keeping the needs of members and stakeholders front of mind at all times. I look forward to working with you for another year of exceptional achievements.

Sincerely,

**Dr. Annette Trimbee**

President and Vice-Chancellor, MacEwan University  
Chair, CRKN Board of Directors



## MESSAGE FROM THE EXECUTIVE DIRECTOR

When we launched the updated CRKN strategy as part of the 2019-2024 strategic plan, we knew there would be shifts in the ways we innovate and meet our objectives. What we could not have predicted was the outbreak and effects of the COVID-19 pandemic. I have been continuously impressed and inspired by the ways that the CRKN Board, committees, task groups, staff, and members have persevered through these difficult circumstances with outstanding results.

Notable among these is CRKN's license negotiation results with Elsevier, achieving cost savings of US\$17.4M over three years for our members participating in the Elsevier ScienceDirect license. CRKN also announced its first transformative open access agreement this year with SAGE, leading to discounted and waived Article Processing Charges (APCs) for authors at participating CRKN institutions. The response from our community to these achievements was overwhelmingly positive, and I share in congratulating the Content Strategy Committee and our licensing team for their work. I am also grateful to the Stakeholder Alignment Group and our international colleagues for their assistance and insight in these negotiations.

CRKN's heritage program also reached a milestone this year with the completion of the Heritage Content Priorities Task Group (HCPTG) Final Report. This report was developed over 18 months of dedicated work by the HCPTG and will form the cornerstone of our plan to enhance and expand the Canadiana collections and CRKN's heritage services. As we begin implementing the recommendations of the report, I recognize that some of this work will be challenging given the narrow and, in some cases, harmful story of Canada's history contained within the collections. In maintaining a historical record that includes these harmful attitudes and viewpoints, we hope to preserve a record of the truth of our past so that meaningful reconciliation may come next. I would like to thank the HCPTG and the Preservation and Access Committee (PAC) for their support during this process and I look forward to continuing this work together.

CRKN also benefitted from new and continuing partnership opportunities this year. I would especially like to highlight the transfer of the National Heritage Digitization Strategy (NHDS) Secretariat to CRKN, which will provide new opportunities for CRKN and all those involved in the NHDS to strengthen digitization and preservation efforts across Canada. CRKN also broadened its involvement in the work around persistent identifiers (PIDs) by participating in a six-part webinar series on PIDs with the Canadian Association of Research Libraries (CARL), the Portage Network, and Research Data Canada in our role as community manager for the ORCID Canada Consortium and co-manager, with CARL, of the DataCite Canada Consortium.

In closing, CRKN's Board, committees, and task groups have once again provided exceptional leadership and support to the organization this year, and I am grateful to them for their dedication to our shared goal of advancing access to the world's knowledge. As always, I thank the CRKN team for their unwavering efforts to bring our most ambitious projects and initiatives to fruition. No matter their individual circumstances, everyone involved in CRKN's work has faced difficulties and uncertainty this year. I am encouraged by the resilience of our governance and staff in conducting their duties with characteristic skill and enthusiasm, and I join them in looking forward to a brighter future.

Sincerely,

**Clare Appavoo**  
Executive Director





## STATEMENT ON COVID-19

CRKN is fortunate to benefit from a flexible work arrangement, strong financial expertise, and resilient staff and committee members who have continued to keep our organization running smoothly. These traits were certainly highlighted throughout the COVID-19 pandemic.

Following the announcement of the first Ontario lockdown in March 2020, which affected the majority of CRKN staff, CRKN immediately moved into a remote work arrangement. With remote work already a feature of CRKN's office planning, staff were well-equipped to complete nearly all their duties from home. Despite the rapid transition to a new work environment and, for some, the challenges of working from home, the flow of CRKN business remained uninterrupted thanks to the flexibility and commitment of our team.

CRKN was also able to continue its governance activities uninterrupted. A pre-existing model of holding committee meetings via video teleconference, and the quick action of staff to convert the 2020 CRKN Conference and Meeting of the Members to a virtual model, meant that committee business and member voting could take place on schedule. We thank our Board, committee, and task group members for their unwavering support of CRKN during this uncertain year.

Meanwhile, CRKN prepared for the effects of the COVID-19 pandemic on member institutions. In collaboration with global consortia, information was shared with members in March 2020 on increases to the accessibility of vendor content. Foreseeing budget impacts on member institutions, CRKN targeted and achieved significant cost reductions and open access options for 2020 license renewals. Additionally, to provide support for member staff unable to complete their usual duties due to library closures, CRKN launched the CRKN Transcription Project. This pilot transcription crowdsourcing project provided engagement for member staff while enhancing discoverability for hundreds of pages of the Héritage collection.

Ultimately, financial sustainability was the backbone supporting this work. To prepare for the 2020-2021 financial year, the Finance and Audit Committee and staff developed two budgets – a COVID-19 budget taking into account current realities, and a budget forecasted for a typical financial year. With a widened perspective on budgetary possibilities, staff could make informed decisions on CRKN operations, and members and stakeholders could feel confident that CRKN had prepared for every possibility.

CRKN joins our community the world over in looking with hope towards a future after COVID-19. We are grateful to have weathered a global pandemic unscathed, and to be able to serve our membership confidently no matter the circumstance.

## 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

CRKN provides access to over 60 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.

### 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 \$140M 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.



## MEETING OUR STRATEGIC OBJECTIVES

### Transforming Scholarly Communications

The work of CRKN is integral to Canada's scholarly communications landscape. Over the past year, we negotiated cost savings and increased open access options for our members, and built the groundwork for future initiatives that will increase accessibility to scholarly and heritage content throughout Canada and the world.

### Developing and Fostering Partnerships

As a member organization, CRKN recognizes the importance of partnerships to achieve key goals. Over the past year, we strengthened our relationships with national and international organizations to enrich our network and build towards shared strategic objectives.

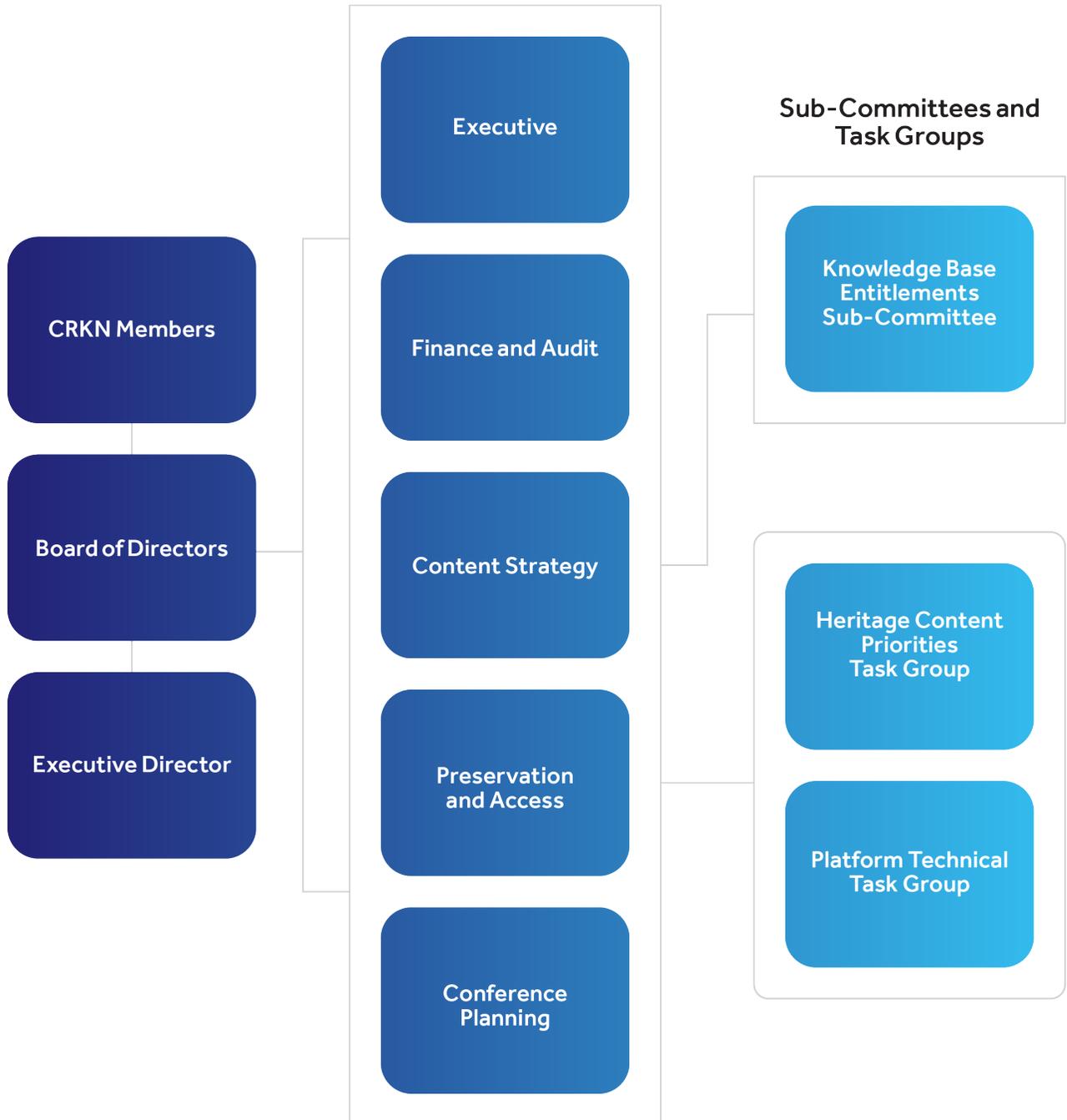
### Collaborative Advocacy

Over the past year, we continued our work advocating for our members and stakeholders. Using data to provide tangible benefits to our community and leveraging our platform to share their perspectives, we encouraged action locally and across the country.



# GOVERNANCE

## Standing Committees





## BOARD OF DIRECTORS

CRKN is governed by a volunteer Board of Directors consisting of 12 members (nine elected, three appointed) drawn from the CRKN membership.

CRKN's Board of Directors is designed to be responsive, adaptable, and representative of the membership, while providing the oversight and strategic vision necessary to lead CRKN's projects and initiatives.



Top row, left to right: Dr. Annette Trimbee, Gwen Bird, Dale Askey, Lesley Balcom, Guylaine Beaudry, Bernard Bizimana  
Bottom row, left to right: Vickery Bowles, Denis Cossette, Constance Crompton, Rebecca Graham, Melissa Just, Catherine Steeves

### MEMBERS

**Dr. Annette Trimbee**

Chair  
President and Vice-Chancellor  
MacEwan University

**Gwen Bird\***

Vice-Chair  
University Librarian  
Simon Fraser University

**Dale Askey**

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

**Lesley Balcom\***

Dean of Libraries  
University of New Brunswick

**Guylaine Beaudry**

University Librarian  
Concordia University

**Bernard Bizimana**

Directeur de la bibliothèque  
HEC Montréal

**Vickery Bowles**

City Librarian  
Toronto Public Library

**Denis Cossette\***

Chief Financial Officer  
Concordia University

**Constance Crompton**

Assistant Professor  
University of Ottawa

**Rebecca Graham**

University Librarian  
University of Guelph

**Melissa Just\***

Interim Provost and Vice-President  
Academic  
University of Saskatchewan

**Catherine Steeves\***

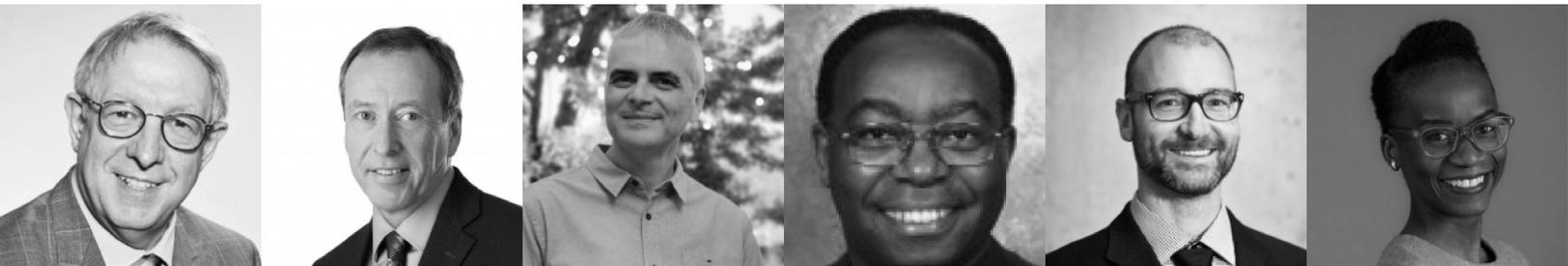
Vice-Provost and Chief Librarian  
Western University

\*Members of the Executive Committee



## FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee assists the Board in fulfilling its oversight responsibilities by monitoring and making recommendations respecting the sufficiency, transparency, and integrity of the organization's financial health and sustainability. The committee also monitors and reviews the effectiveness of CRKN internal controls, risk management activities, and the conduct of the independent audit process.



Left to right: Denis Cossette, Dale Amerud, Martin Bernier, Bernard Bizimana, Andrew Coward, Kemi Kufuor-Boakye

### MEMBERS

**Denis Cossette**

Chair  
Chief Financial Officer  
Concordia University

**Dale Amerud**

Strategic Business Advisor, Finance  
University of Saskatchewan

**Martin Bernier (from January 7, 2021)**

Chief Information Officer  
University of Ottawa

**Bernard Bizimana**

Directeur de la bibliothèque  
HEC Montréal

**Andrew Coward**

Treasurer  
University of Victoria

**Kemi Kufuor-Boakye**

Senior Financial Officer  
University of Alberta



## CONTENT STRATEGY COMMITTEE

The purpose of the Content Strategy Committee (CSC) is to make recommendations to the Board regarding the overall direction of the CRKN content program.



Top row, left to right: Guylaine Beaudry, Lisa O'Hara, Alison Ambi, Arnald Desrochers, Pamela Jacobs, Dianne Keeping  
Bottom row, left to right: Denise LaFitte, Todd Mundle, France Paul, Ian Robson, Harriet Rykse, Sandy Stift, Weijing Yuan

### MEMBERS

#### **Guylaine Beaudry**

Chair  
University Librarian  
Concordia University

#### **Lisa O'Hara**

Vice-Chair (from October 27, 2020)  
Vice-Provost (Libraries) and University  
Librarian  
University of Manitoba

#### **Alison Ambi**

Head, Collection Strategies  
Memorial University of Newfoundland

#### **Arnald Desrochers**

Chargé de projet – Achats en commun  
Bureau de coopération interuniversitaire

#### **Pamela Jacobs (until November 17, 2020)**

Research & Scholarship Librarian  
University of Guelph

#### **Dianne Keeping**

University Librarian  
Mount Allison University

#### **Denise LaFitte**

Associate University Librarian  
University of Alberta

#### **Todd Mundle (Vice-chair until October 27, 2020)**

University Librarian  
Kwantlen Polytechnic University

#### **France Paul**

Directrice de Services techniques -  
Acquisitions et traitement documentaire  
Université de Sherbrooke

#### **Ian Robson (from October 27, 2020)**

Head, Information Resources  
Queen's University

#### **Harriet Rykse**

Associate Chief Librarian  
Western University

#### **Sandy Stift**

Associate Dean  
MacEwan University

#### **Weijing Yuan**

Head, Licensing and eResource  
Acquisitions  
University of Toronto

## KNOWLEDGE BASE ENTITLEMENTS SUB-COMMITTEE

The Knowledge Base Entitlements Sub-Committee (KBESC) supports members in their holdings management activities, notably by overseeing the ongoing title list update process and maintaining accurate, definitive title lists for CRKN entitlements for licensed content. The Content Strategy Committee has oversight of the KBESC and an update on their activities is presented to the CSC at their monthly meetings.

### **Courtney Bremer**

Chair  
eResources Access Manager  
University of Waterloo

### **Melissa Belvadi**

Collections Librarian  
University of Prince Edward Island

### **Carolle Blais (until June 25, 2020)**

Bibliothécaire, Service des bibliothèques –  
Acquisition et traitement des ressources  
documentaires  
Université du Québec à Montréal

### **Tracy Chalmers Kitagawa (from September 21, 2020)**

Serials Cataloguing Assistant  
University of Alberta

### **Sue Fahey**

Head of Serials and Acquisitions  
Memorial University

### **Mandi Schwarz**

Library Assistant – Electronic Resources  
University of Northern British Columbia

### **Andrew Senior (from September 21, 2020)**

Associate Librarian and Coordinator,  
E-Resources and Serials  
McGill University

### **R. Scott Shannon**

Resources Administrator  
University of New Brunswick

### **Wei Zhao**

Senior Metadata Librarian  
OCUL/Scholars Portal



## PRESERVATION AND ACCESS COMMITTEE

The Preservation and Access Committee (PAC) assists the Board in its activities by reviewing and making recommendations regarding the development and management of the Canadiana collections, Trustworthy Digital Repository (TDR) platform, and the associated services and capabilities.



Top row, left to right: Rebecca Graham, Creighton Barrett, Catherine Cole, Paul Durand, Sharon Farnel  
Bottom row, left to right: Émilie Fortin, Mark Jordan, Ian Milligan, Eric Schwab, Cassandra Tavukciyan  
Absent: Dana McFarland, Johanna Smith

### MEMBERS

#### **Rebecca Graham**

Chair  
University Librarian  
University of Guelph

#### **Dana McFarland**

Vice-Chair  
eResources & Scholarly Communication  
Librarian  
Vancouver Island University

#### **Creighton Barrett (from January 6, 2021)**

Digital Archivist  
Dalhousie University

#### **Catherine Cole (from January 6, 2021)**

Principal Consultant  
Catherine C. Cole & Associates

#### **Paul Durand (until October 22, 2020)**

Supervisor, Military History Research  
Centre  
Canadian War Museum

#### **Sharon Farnel**

Head, Metadata Strategies  
University of Alberta

#### **Émilie Fortin**

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

#### **Mark Jordan**

Head of Library Systems  
Simon Fraser University

#### **Ian Milligan**

Associate Professor of History  
University of Waterloo

#### **Eric Schwab**

Manager, Digitization & Preservation  
Toronto Public Library

#### **Johanna Smith**

Director General, Public Services  
Library and Archives Canada

#### **Cassandra Tavukciyan (from January 6, 2021)**

Specialist, Digital Collections Management  
Canadian Museum of History

## HERITAGE CONTENT PRIORITIES TASK GROUP (COMPLETED OCTOBER 2020)

The Heritage Content Priorities Task Group reports to the Preservation and Access Committee. Its objectives are to develop principles and criteria that CRKN staff may use to evaluate and prioritize heritage content for digitization and preservation on the Canadiana TDR

### **Dan Mirau**

Chair  
Library Director  
Concordia University of Edmonton

### **Jordan Bass**

Coordinator, Research Services and Digital Strategies  
University of Manitoba

### **Melanie Brown**

Manager, Strategic Initiatives  
Library and Archives Canada

### **Loren Fantin**

Executive Director  
Our Digital World

### **Danny Letourneau**

Chef de la bibliothèque livres rares et collections spéciales  
Université de Montréal

### **Gabrielle Prefontaine**

Dean of Libraries  
University of Winnipeg

### **Kathryn Rose**

Humanities Research Liaison Librarian  
Memorial University Libraries

### **Eric Schwab**

Manager, Preservation and Digitization  
Toronto Public Library

## PLATFORM TECHNICAL TASK GROUP

The Platform Technical Task Group reports to the Preservation and Access Committee. It meets two to three times a year to provide technical insights and recommendations relating to CRKN's digital preservation and access activities

### **Mark Jordan**

Chair  
Associate Dean of Libraries, Digital Strategy  
Simon Fraser University

### **Erin Johnson**

Metadata Management Librarian  
Western University

### **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**

Coordinator  
BC Electronic Library

### **Lee Wilson**

Service Manager  
Portage/ACENET



## CONFERENCE PLANNING COMMITTEE (2020)

The Conference Planning Committee (CPC) provides leadership to develop, plan, and implement all programming aspects of the annual CRKN conference.



Left to right: Todd Mundle, Paul Durand, Lindsey MacCallum, Jaclyn McLean, Brianne Selman  
Absent: Joanne Smyth

### MEMBERS

**Todd Mundle**

Chair  
University Librarian  
Kwantlen Polytechnic University

**Paul Durand**

Supervisor, Military History Research  
Centre  
Canadian War Museum

**Lindsey MacCallum**

Scholarly Communications Librarian  
Mount Saint Vincent University

**Jaclyn McLean**

Electronic Resources Librarian  
University of Saskatchewan

**Brianne Selman**

Scholarly Communications Librarian  
University of Winnipeg

**Joanne Smyth**

Liaison Librarian for History and Political  
Science  
University of New Brunswick, Fredericton

## ORCID-CA CONSORTIUM GOVERNING COMMITTEE

The ORCID-CA Consortium Governing Committee provides governance and operational oversight for the Consortium in order for it to operate effectively and sustainably into the future.

### **Michael Nason**

Chair (from February 17, 2021)  
Scholarly Communications and Publishing  
Librarian; Crossref and Metadata Liaison  
University of New Brunswick;  
Public Knowledge Project (PKP)

### **Guy Bilodeau**

Directeur, Soutien à la recherche  
Université Laval

### **Laura Bredahl (from December 18, 2020)**

Bibliometrics and Research Impact  
Librarian  
University of Waterloo

### **Thane Chambers**

Research Impact Librarian  
University of Alberta

### **Robert Chen (until December 18, 2020)**

Research Impact Specialist  
University Health Network

### **Inba Kehoe**

Head Copyright and Scholarly  
Communication  
University of Victoria

### **Lisa Goddard (CPIDAC Chair)**

Associate University Librarian  
Digital Scholarship & Strategy  
University of Victoria

### **Andrea Kosavic**

Associate Dean, Digital Engagement and  
Strategy  
York University

### **Courtney Matthews (until December 18, 2020)**

Head, Open Scholarship Services  
Queen's University

### **Patricia Moore**

Scholarly Communications & Research  
Engagement Librarian  
Carleton University

### **Stephanie Orfano (until December 18, 2020)**

Head, Scholarly Communications and  
Copyright Office  
University of Toronto

### **William Roy (from December 18, 2020)**

Open Scholarship Services Librarian  
Queen's University

### **Jennifer Trower (from December 18, 2020)**

Scholarly Communications Project Lead  
Bank of Canada

## DATA CITE CANADA CONSORTIUM GOVERNING COMMITTEE

The DataCite Canada Consortium, managed by CRKN and the New Digital Research Infrastructure Organization (NDRIO) Portage Network, is a collective of organizations and institutions minting DOIs in Canada through DataCite that has been formed to ensure maximum cost effectiveness and consortial strength in this activity.

### **Eugene Barsky**

Chair  
Head of the Research Commons  
University of British Columbia

### **Jason Hlady**

Associate Director of Research and Library  
Technology  
University of Saskatchewan

### **Reyna Jenkyns**

Data Stewardship Manager  
Oceans Networks Canada

### **Amber Leahey**

Data and GIS Librarian  
Scholars Portal

### **Brandon Weigel**

Manager; Coordinator  
British Columbia Electronic Library  
Network;  
Arca collaborative digital repository

### **Jack Young**

Digital Projects Librarian  
McMaster Health Sciences Library

# CANADIAN PERSISTENT IDENTIFIER ADVISORY COMMITTEE

The Canadian Persistent Identifier Advisory Committee (CPIDAC) acts in the interests of the Canadian scholarly community to provide expertise and advice to the DataCite Canada Consortium Governing Committee and the ORCID-CA Governing Committee on leveraging maximum benefits through national adoption and use of those persistent identifiers (PIDs).

## **Lisa Goddard (Chair)**

Associate University Librarian,  
Digital Scholarship & Strategy  
University of Victoria  
Council of Prairie and Pacific University  
Libraries (COPPUL)

## **Clare Appavoo**

Executive Director  
CRKN

## **John Barnett (until February 17, 2021)**

Executive Director  
Ontario Council of University Libraries  
(OCUL)

## **Darren Boss**

Senior Programmer/Analyst  
Compute Canada

## **Alexandre Bourque-Viens**

Senior Policy Advisor  
Office of the Chief Science Advisor of  
Canada

## **Caroline Boutin**

Director, Business Architecture  
Tri-agency grants management initiative  
(TGMS)  
Canadian Institutes of Health Research  
(CIHR)

## **Julie Cardinal**

Directrice, Traitement documentaire et  
métadonnées, Université de Montréal  
Bureau de coopération interuniversitaire  
(BCI)

## **Trevor Davis**

Executive Director, Research Operations,  
Simon Fraser University  
Canadian Association of Research  
Administrators (CARA)

## **Adam Eikenberry**

Director, Architecture & Integration, TGMS  
Canadian Institutes of Health Research  
(CIHR)

## **Mathieu Fortin**

Directeur – Bureau de projets  
Fonds de Recherche du Québec (FRQ)

## **Susan Haigh**

Executive Director  
Canadian Association of Research Libraries  
(CARL)

## **Bartek Kawula**

Information Architect  
Scholars Portal

## **Michael Lam**

Chief Data Officer  
Natural Sciences and Engineering Research  
Council (NSERC)

## **Ariadne Legendre**

Senior Data Analyst  
Social Sciences and Humanities Research  
Council (SSHRC)

## **Mark Leggott**

Executive Director; Director of International  
Relations  
Research Data Canada (RDC); CANARIE

## **James MacGregor**

Interim Managing Director  
Public Knowledge Project (PKP)

## **Jamie MacKenzie**

Director, Scholarly Technologies,  
University of New Brunswick  
The Council of Atlantic University Libraries  
(CAUL)

## **Émilie Paquin**

Director of Research and Strategic  
Development, Érudit  
Coalition Publica

## **Marc Rousseau (until December 8, 2020)**

Chief Software Architect  
Compute Canada

## **Sorin Seruna**

Manager, Corporate Planning and  
Reporting  
Natural Sciences and Engineering Research  
Council (NSERC)

## **Derek Trevorrow**

Business Architect  
Natural Sciences and Engineering Research  
Council of Canada (NSERC) / Social  
Sciences and Humanities Research Council  
of Canada (SSHRC)

## **Tom Vitez**

Senior Director, Applications  
CANARIE

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# Summary financial statements of Canadian Research Knowledge Network

March 31, 2021

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Independent Auditor's Report on the Summary Financial Statements	1
Summary statement of financial position	2
Summary statement of revenue and expenses	3
Notes to the summary financial statements	4-5

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## 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, 2021, 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, 2021.

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 June 25, 2021, 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  
Ottawa, Ontario  
June 25, 2021

**Canadian Research Knowledge Network**  
**Summary statement of financial position**  
As at March 31, 2021

	Notes	2021 \$	2020 \$
<b>Assets</b>			
Current assets			
Cash and cash equivalents		<b>34,209,182</b>	20,657,286
Government remittances receivable		—	1,317,901
License and operation fees receivable		<b>36,669,226</b>	22,810,739
Prepaid licenses		<b>93,640,729</b>	104,946,436
Other prepaid expenses		<b>125,015</b>	203,245
		<b>164,644,152</b>	149,935,607
Capital assets			
		<b>320,491</b>	462,771
		<b>164,964,643</b>	150,398,378
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities		<b>61,725,927</b>	39,869,916
Government remittances payable		<b>4,417,117</b>	497,365
Deferred revenue for license fees	3	<b>94,056,941</b>	105,329,207
Other deferred revenue	4	<b>1,070,701</b>	1,075,445
		<b>161,270,686</b>	146,771,933
Commitments			
	6		
<b>Net assets</b>			
Invested in capital assets		<b>320,491</b>	462,771
Internally restricted	5	<b>1,721,000</b>	1,678,000
Unrestricted		<b>1,652,466</b>	1,485,674
		<b>3,693,957</b>	3,626,445
		<b>164,964,643</b>	150,398,378

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

On behalf of the Board of Directors



Director

Dr. Annette Trimbee, Chair of the Board



Director

Mr. Denis Cossette, Treasurer

**Canadian Research Knowledge Network**  
**Summary statement of revenue and expenses**  
Year ended March 31, 2021

Notes	<b>Budget 2021 \$</b>	<b>2021 \$</b>	<b>2020 \$</b>
	<b>(Unaudited)</b>		
<b>Revenue</b>			
License fees	<b>130,000,000</b>	<b>143,083,913</b>	130,790,142
HCAP fees	<b>1,422,844</b>	<b>1,422,880</b>	1,426,727
Operation fees	<b>1,414,900</b>	<b>1,416,766</b>	1,377,837
Interest	<b>325,000</b>	<b>198,484</b>	456,656
Digitization	<b>180,000</b>	<b>17,625</b>	266,961
Other	<b>201,200</b>	<b>214,215</b>	347,268
	<b>133,543,944</b>	<b>146,353,883</b>	134,665,591
<b>Expenses</b>			
License fees	<b>130,000,000</b>	<b>143,083,913</b>	130,790,142
Salaries and benefits	<b>2,222,048</b>	<b>2,233,250</b>	2,263,763
Professional fees	<b>409,000</b>	<b>257,238</b>	291,990
Insurance	<b>9,036</b>	<b>6,434</b>	9,554
Administration	<b>631,867</b>	<b>449,702</b>	528,214
Telecommunications	<b>39,000</b>	<b>26,793</b>	33,092
Meetings and conferences	<b>311,345</b>	<b>10,201</b>	229,133
Meals, travel and accommodations	<b>212,368</b>	<b>1,105</b>	112,079
Amortization of capital assets	<b>215,747</b>	<b>217,735</b>	214,062
	<b>134,050,411</b>	<b>146,286,371</b>	134,472,029
<b>Excess (deficiency) of revenue over expenses</b>	<b>(506,467)</b>	<b>67,512</b>	193,562

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

**Canadian Research Knowledge Network**  
**Notes to the summary financial statements**  
 March 31, 2021

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**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, 2021, CRKN estimates that \$25,584 of its receivables (Nil in 2020) 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:

	<b>Licence fees</b>	<b>Others</b>	<b>2021 Total</b>	2020 Total
	\$	\$	\$	\$
Balance, beginning of year	<b>105,157,714</b>	<b>169,493</b>	<b>105,327,207</b>	97,841,717
Contributions received	<b>131,842,193</b>	<b>123,445</b>	<b>131,965,638</b>	138,404,714
Contributions recognized as revenue	<b>(143,083,913)</b>	<b>(151,991)</b>	<b>(143,235,904)</b>	(130,917,224)
Balance, end of year	<b>93,915,994</b>	<b>140,947</b>	<b>94,056,941</b>	105,329,207

#### **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").

CRKN billed its membership \$1,423,032 in December 2020 (\$1,422,844 in January 2020) for the third year of the HCAP fee commitment ending December 31, 2021.

On October 22, 2020, the CRKN membership endorsed an extension of the HCAP fee for a further three years until 2024. CRKN will invoice members for the 2022 calendar year in December 2021.

#### **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, 2021, the Board of Directors approved the transfer of \$37,000 from internally restricted to unrestricted net assets (\$50,000 to internally restricted in 2020) to comply with the net assets policy and ensure sufficient funds for operational contingencies.

#### **6. Commitments**

CRKN has commitments for the rental of space through to March 31, 2022, and for the rental of office equipment through to June 2025. Minimum lease payments for the rental period are \$115,432 and \$46,121, respectively.

During the year, CRKN received an estimated \$144,000 in considerations from members in the form of office rent. These offsetting amounts are shown on the statement of revenue and expenses as other revenue and as administration, respectively.

At March 31, 2021, CRKN has a commitment for the purchase of US\$37,194,546 through the use of forward contracts to settle license obligations on behalf of its membership.

#### **7. COVID-19**

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic, which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. In accordance with Public Health Ontario's directives, CRKN offices were closed and staff instructed to work from home beginning March 16, 2020. The duration and impact of COVID-19 are unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and condition of CRKN in future periods.