

Knowledge Network Corporation

2021/22 – 2023/24 Service Plan

April 2021



BRITISH
COLUMBIA'S

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Board Chair's Accountability Statement



The 2021/22 – 2023/24 Knowledge Network Corporation Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of March 2021 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Knowledge Network Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Knowledge Network Corporation's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink that reads 'Maurine Karagianis'.

Maurine Karagianis
Board Chair

Table of Contents

Board Chair’s Accountability Statement	3
Strategic Direction and Alignment with Government Priorities.....	5
Operating Environment.....	6
Performance Planning.....	7
Financial Plan.....	16
Financial Summary	16
Key Forecast Assumptions, Risks and Sensitivities	18
Management’s Perspective on the Financial Outlook	19
Appendix A: Additional Information.....	20

Strategic Direction and Alignment with Government Priorities

In 2021/22, British Columbians continue to face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and the Government of British Columbia. The government has identified five foundational principles that will inform each Crown agency's policies and programs and contribute to COVID recovery: putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and meeting our greenhouse gas commitments, and a strong, sustainable economy that works for everyone.

The purposes of British Columbia's public educational broadcaster, as identified in the [Knowledge Network Corporation Act](#), are to:

- Carry on the business of broadcasting and communications to provide unique, quality educational programming to British Columbians;
- Promote lifelong learning in British Columbia by providing quality educational programming;
- Inform and educate British Columbians about their province and about issues that are relevant to them;
- Provide British Columbians with a unique television experience; and,
- Collaborate with the independent television and web media productions sectors in British Columbia.

Our 2021/22 [Mandate Letter](#) will inform our actions for the coming year with four priorities:

- Provide quality, freely available and commercial-free television and streaming services to British Columbians.
- Broadcast programming that promotes equity, diversity, inclusion, and anti-racism, in addition to topics of relevance to British Columbians such as: literacy and early childhood development; history, arts and culture.
- Collaborate with BC's independent production sector to create original stories and leverage federal funding.
- Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

In addition, due to the impacts of the pandemic, Knowledge Network is extending its current Strategic Plan for 2021/22, which includes updates to its goals and strategies. The new goals and strategies from the Strategic Plan are reflected in this Service Plan.

Indigenous cultural diversity is reflected in Knowledge Network's programming strategies, in support of BC's *Declaration on the Rights of Indigenous Peoples Act* as well as the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Operating Environment

Knowledge Network is federally licenced by the Canadian Radio-television and Telecommunications Commission (CRTC) and provincially mandated by the Government of British Columbia. Knowledge Network is also a registered charity with the Canada Revenue Agency, engaging in fundraising activities through Knowledge Partners and the Knowledge Endowment Fund. Our Service Plan supports both our federal and provincial commitments and identifies the opportunities and risks we face moving forward.

In fall 2020, the Government of Canada introduced Bill C-10 which proposes to amend the *Broadcasting Act*. This would include ensuring stable funding to create Canadian stories, that the content made is available to Canadians and that traditional and online broadcasters can compete fairly. With a regulatory consultation process expected after Bill C-10 passes, it will likely be 2022/23 before we see the impacts of these measures.

With many British Columbians spending more time at home due to the global pandemic, Knowledge Network's viewership and donations have increased in sharp contrast to the experience of most of the charitable sector. Imagine Canada's Sector Monitor Study shows that 68 per cent of charities in Canada have seen a decline in donations since the onset of the pandemic¹. While Knowledge Network is forecasting moderate increases in donations over the next three years, future revenues may be impacted by the pace of economic recovery in British Columbia.

¹ Imagine Canada's Sector Monitor survey was conducted online by Imagine Canada between November 3 and December 4, 2020, surveying 1,089 leaders of charities.

Performance Planning

Knowledge Network values the relationship with the Ministry of Tourism, Arts, Culture and Sport, and regularly engages with and updates the Ministry on strategic priorities and new opportunities.

Note that due to the dynamic nature of commissioned and pre-licensed documentaries including timing of projects over multiple years, as well as Knowledge Network's Canada Media Fund allocation, targets can shift year-to-year. Where this has occurred, it is noted in footnotes and then clarified in the resulting discussion section.

Goals, strategies and performance measures have been updated from the 2020/21 Service Plan to reflect Knowledge Network's new strategic plan. While the performance measures have not changed, some have moved. Compared to the 2020/21 Service Plan, the performance measures for Goal 2 have moved to Goal 3 for better alignment. A new streaming platforms audience survey performance measure has been developed for Goal 2 to track streaming platform performance. Goal 3 is new and focuses on the discoverability by viewers of Knowledge Network's programs on streaming platforms.

Actuals from the previous year are included in the performance measures to provide context for the forecasts and targets. The exception is Goal 3 as it is a new performance measure and there is no historical data to provide.

Goal 1: Enhance the value of Knowledge Network's service to British Columbians

Objective 1.1: Strengthen programming to meet the diverse needs of viewers, through content that informs and inspires audiences during Primetime, and educational content that fosters learning for young children and their families.

Key Strategies

- Expand streaming rights for Knowledge prime-time television programs.
- Strengthen Knowledge primetime with more international documentaries and dramas.
- Expand number of children's streaming programs that encourage early learning concepts.
- Maintain programming relevance and importance to all British Columbians and promote offerings to broad and diverse audiences.

Performance Measures		2019/20 Actual	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
1.1a	Total Reach (People)					
	Knowledge Primetime/Overnight	2,887,000	2,800,000	2,800,000 ²	2,750,000 ²	2,750,000
1.1b	Total Share					
	Knowledge Primetime	4.6%	6.4%	4.5%	4.5%	4.5%

Data Source: Numeris Canada.

1.1a Unduplicated number (number of people exposed) of those viewing at least one minute of programming in the Vancouver Extended Market and Western Prairie Balance Market for Knowledge Primetime/Overnight (viewers 2+, 6pm to 4am) and Knowledge Kids (viewers 2+, 6am to 6pm, M-F; 6am to 12pm, Sat-Sun).

1.1b The proportion of individuals viewing a specific program or daypart compared to the total number of individuals watching TV during the same interval of time. Vancouver Extended Market for Knowledge Primetime (viewers 2+, 7pm to 11pm, M-S). Total share for Knowledge Kids is not included in this measure, as the growth opportunity for this demographic is not on television, but on our Knowledge Kids website and apps. The audience sample for this audience segment is also small, creating significant swings in market share from week to week.

Linking Performance Measure to Objective

- 1.1a Total Reach is an indicator of the relevance, quality and accessibility of Knowledge Network’s regularly scheduled broadcast service for adults and kids.
- 1.1b Total Share in primetime is an indicator of Knowledge Network’s proportion of individuals viewing Knowledge Network compared to the total number of individuals watching TV during the evening period.

Discussion

Knowledge Primetime includes documentary, factual and drama programming for adults, primarily targeting audiences 50+. While the majority of viewers in this demographic continue to watch our scheduled television service, we are seeing significant growth in viewership on our streaming services. Compared to our 2020/21 Service Plan, targets have been reduced for total reach on television and increased for streaming video targets, as noted in Goal 3. This reflects a shift in viewing behaviour driven by new streaming services that are changing how programming is viewed. Maintaining a strong television audience will continue to be an ongoing challenge.

Knowledge Kids primarily targets children 2-8 years of age and their parents and caregivers. Compared to the 2020/21 Service Plan, targets have been reduced for total reach on television, as children are consuming more content on streaming platforms. We anticipate moderate growth in viewership on Knowledge Kids streaming platforms, as noted in Goal 3 performance measures 3.1b and 2.1b. Future targets have been set accordingly. Knowledge Kids viewers aged 2-8 eventually age out of pre-school programming, and each year we look to attract the next cohort. Based on demographic cycles, gains and losses average out as viewers age into and out of pre-school programming.

² Changed from the previous 2020/21-2022/23 Service Plan targets. Please see discussion section for more information.

Our broadcast schedules include programs that reflect and support B.C.’s diversity, including perspectives and views. This will continue to be a priority for both Knowledge Kids and Knowledge Primetime programming.

Total share demonstrates Knowledge Network’s share of the total viewing audience. With people spending more time at home and watching programs during the pandemic, Knowledge Network has seen a significant increase in market share. By fall 2021, we anticipate viewing behaviours to return to pre- pandemic levels. Future targets have been set accordingly. Knowledge Network is regularly the 3rd or 4th most watched broadcaster in primetime in British Columbia. This performance measure is strongly impacted by the actions of other broadcasters in B.C.

Goal 2: Improve the streaming platform experience

Objective 2.1: Mirror the high-quality television experience by making technical and content improvements to enhance viewing on our websites and apps.

Key Strategies

- Optimize the performance of Knowledge Network’s eleven streaming platforms (websites, Apple, Android, Roku and Samsung apps).
- Build capacity to support the growth and maintenance of our streaming platforms.
- Reflect the evolution of the Luna, Chip & Inkie brand on all Knowledge Kids platforms.

Performance Measure	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
2.1a Streaming Video Performance Satisfaction	70%	75%	80%	85%

Data source: Survey on Knowledge.ca and Knowledge Apps.

2.1a Online survey to measure audience satisfaction with streaming video performance on Knowledge.ca and the Knowledge Apps. Conducted annually in February and March

Linking Performance Measure to Objective

2.1a To measure the quality and accessibility of Knowledge Network’s streaming platforms, direct feedback from viewers is required. A survey conducted annually will inform future maintenance and improvements.

Discussion

This performance measure is new for 2021/22. The forecast and targets are estimates as the survey was conducted in February and March 2021 with the results not available in time for this report. The final baseline data will be added to next year’s Service Plan. Knowledge Network is committed to ensuring viewers have a high-quality streaming experience on whatever platform they choose. Measuring streaming video performance annually will inform future improvements based on viewer feedback.

The new Knowledge Kids Original series currently in production brings a refreshed look and sound to characters Luna, Chip and Inkie. The evolution of the characters, including new branding elements from the series, will be integrated across all Knowledge Kids platforms over the next two years. This is a major initiative that will attract new generations of children, parents and caregivers to the Knowledge Kids family.

Goal 3: Increase viewership on Knowledge Network’s streaming platforms

Objective 3.1: Connect more frequently with the existing base of Knowledge streaming subscribers and market services to new users to ensure our service remains top of mind.

Key Strategies

- Increase the number of videos streamed by Knowledge Prime subscribers with personalized weekly promotional emails.
- Promote viewership of the new Luna, Chip and Inkie series to Canadian audiences outside B.C.³
- Attract Canadian audiences outside of B.C. through targeted promotional campaigns.
- Forecast the viewing preferences of Knowledge Prime subscribers through research and survey.
- Market and launch the *BC Documentary History Project* in 2021/22.
- Promote Knowledge Network services to all British Columbians and raise awareness of services.

³ The \$9.5 million project includes major investments from Knowledge Network, the Canada Media Fund and the Shaw Rocket Fund. Knowledge Network’s investment contribution is \$1.4 million.

Performance Measures		2019/20 Actual	2020/21 Forecast	2021/22 Target ⁴	2022/23 Target ³	2023/24 Target	
3.1a	Total Subscribers	Knowledge.ca and Knowledge Apps	129,829	200,000	240,000	250,000	260,000
3.1b	Total App Downloads	Knowledge Apps	44,366	85,000	120,000	140,000	160,000
		Knowledge Kids Apps	113,825	136,000	146,000	156,000	166,000
3.1c	Videos Streamed	Knowledge.ca and Knowledge Apps	1,927,221	2,750,000	2,800,000	2,850,000	2,900,000
		KnowledgeKids.ca and Knowledge Kids Apps	6,750,692	7,400,000	7,425,000	7,450,000	7,450,000

Data Sources:

3.1a Knowledge.ca website database. Tracks total users who complete registration for a Knowledge account (cumulative).

3.1b Google Play Console (Android), iTunes Connect (Apple), Samsung Smart TV Analytics and Roku Analytics. Tracks lifetime downloads (cumulative) for each fiscal year.

3.1c Google Analytics. Tracks total videos played across web and mobile platforms in a fiscal year.

Linking Performance Measure to Objective

- 3.1a Total Subscribers captures the number of total users of Knowledge Network’s streaming platforms.
- 3.1b Total App Downloads for the Knowledge and Knowledge Kids apps reflects the availability of our services on common platforms adopted by our audiences. It also demonstrates that audiences are successfully discovering the apps.
- 3.1c Videos Streamed tracks the number of videos played on web and mobile platforms for children and adults. This measure demonstrates that audiences are watching programs outside of the regularly scheduled television service.

Discussion

Knowledge Network’s streaming platforms for children and adults provide British Columbians with a free alternative to paid subscription and ad-supported media services. With many British Columbians spending more time at home due to the global pandemic, streaming viewership has increased significantly. Substantial growth in subscribers on the Knowledge Network website and apps presents an opportunity to connect more frequently with viewers and introduce them to new programs on the streaming services. The pandemic has provided an opportunity to shine the light on original B.C. productions through these platforms. Compared to our 2020/21 Service Plan, targets have been revised to reflect continued growth across performance measures.

⁴ Changed from the previous 2020/21-2022/23 Service Plan targets. Please see Discussion section for more information.

Goal 4: Commission and Pre-License Knowledge Originals

Objective 4.1: Invest in documentaries and children’s programs to leverage funding from federal and provincial public and private sources, support the development of local talent and create relevant content that resonates with all British Columbians.

Key Strategies

- Finance and produce the Knowledge Kids proprietary animated series featuring the Luna, Chip and Inkie branded characters.
- Invest in documentary shorts, features and series from B.C.’s independent filmmakers.
- Invest in documentaries by B.C.’s Indigenous independent filmmakers.
- Complete production of the *B.C. Documentary History Project* (four-hour series, digital historical reference timeline, 150 original and repackaged shorts).

Performance Measures	2019/20 Actual	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
4.1a Direct Investment in Multi-Platform Content ¹	\$1,264,020	\$2,213,797	\$2,000,000	\$2,100,000	\$2,200,000
4.1b Indirect Investment in Multi-Platform Content (CMF envelope, other CMF funding, Independent production funds, tax credits) ²	\$10,433,490	\$17,235,984 ⁴	\$9,000,000	\$9,500,000	\$10,000,000
4.1c B.C. Independent Production Budgets Supported by Knowledge Network ³	\$4,567,388 ⁵	\$27,892,439 ⁴	\$7,000,000	\$7,100,000	\$7,150,000

Data Sources:

4.1a Letters of Intent, short-form commission/lead agreement, or long form commission/lead agreement entered into with independent producers in a fiscal year. Knowledge Network directs funds from its budget for original content rights. This measure includes Knowledge Network investment in television and online original content for both children and adults. Targets may be adjusted due to the non-cyclical nature of content production in future reports.

4.1b Financing plans for projects where Knowledge Network has issued a Letter of Intent, short-form commission/lead agreement, or long form commission/lead agreement in a fiscal year. As a licensed broadcaster, Knowledge Network can help B.C. independent producers trigger funding for B.C. independent productions from third-party funding sources. Includes certified Canadian independent production funds, the Canada Media Fund (CMF), and federal and provincial tax credits. Based on Knowledge Network’s investment, funding is generated from independent production funds towards B.C. and Canadian projects.

4.1c Project budgets submitted by independent producers where Knowledge Network has issued Letters of Intent, short-form commission/lead agreements, or long form commission/lead agreements. It represents all contributions to independent production budgets, including those committed by Knowledge Network in a fiscal year (includes certified Canadian independent production funds, the Canada Media Fund and federal and provincial tax credits).

⁴ Reflects the \$9.5 million budget for the animated Luna, Chip and Inkie series. Projects of this scale are not the norm; targets for this measure will vary based on the non-cyclical nature of content production.

⁵ Compared to our 2020/21 Service Plan, the 2019/20 actual is lower than target as timelines were adjusted for some projects while others did not move forward.

Linking Performance Measures to Objectives:

4.1a Direct Investment in Multi-Platform Content reflects Knowledge Network’s financial support for B.C. and Canadian stories.

4.1b Indirect Investment in Multi-Platform Content demonstrates how Knowledge Network’s investment in B.C. and Canadian projects leverages funding for independent producers from Canadian independent production funds, the Canada Media Fund and federal and provincial tax credits.

4.1c B.C. Independent Production Budgets Supported by Knowledge Network represents all contributions to independent production budgets, including those committed by Knowledge Network in a fiscal year. It demonstrates the economic activity generated by independent production projects supported by Knowledge Network. Independent production budgets are comprised of funding from many sources, including domestic and international broadcasters, the Canada Media Fund, independent production funds and B.C. and Canada tax credits.

Discussion

The number of projects Knowledge Network commissions or pre-licenses varies significantly from year to year. It is dependent on when projects have completed development and when they are ready to move forward into production. With many documentary projects cancelled or delayed due to the global pandemic, Knowledge Network made a significant investment in a Knowledge Kids Original animated series featuring kids’ characters Luna, Chip and Inkie. The series is currently in production and will launch in spring 2022. The 2020/21 Forecasts have been updated to include this investment. Projects of this scale are not the norm, with future targets reflecting more typical original content investment.

Collaborating with independent, Indigenous filmmakers to create original stories is a priority. With two projects currently in development, more opportunities will be identified in the coming year. The B.C. Documentary History Project, comprising the commissioned and repackaged *150 Stories that Shape British Columbia*, the four-part documentary series *British Columbia: A History* and companion digital timeline, is launching throughout 2021. The documentary series, premiering in fall, highlights many of the less known stories that have shaped the history of our province with a focus on Indigenous, Black, South Asian, Japanese, Chinese and women’s perspectives.

The Royal B.C. Museum supported this initiative and worked closely with Knowledge Network and Screen Siren Productions to ensure B.C. archives from their collection were included in the series and timeline. Knowledge Network is grateful for their participation.

Goal 5: Enlarge the donor base and the Endowment Fund

Objective 5.1: Increase efforts to convert new viewers to donors and build on legacy and major gift giving to expand program offerings now and in the future.

Key Strategies

- Attract new donors with a fundraising campaign that celebrates Knowledge Network’s 40th anniversary in 2021.
- Pilot a donor acquisition campaign for viewers outside B.C.
- Cultivate and convert viewers to donors by leveraging email capabilities (e.g. specific campaigns, newsletters).
- Explore opportunities for top level donations.
- Promote the endowment fund through donor events throughout B.C. (when large gatherings are permitted).

Performance Measures	2019/20 Actual	2020/21 Forecast	2021/22 Target ⁵	2022/23 Target ⁴	2023/24 Target
5.1a Knowledge Partner Donations	\$5,140,000	\$5,325,000	\$5,375,000	\$5,375,000	\$5,358,000
5.1b Legacy Circle Donors	872	935	985	1035	1085

Data Sources: Blackbaud donor database.

5.1a Tracks total Knowledge Partner donations received each year.

5.1b Tracks total number of individuals who have notified us that they have left a gift to Knowledge Network in their will (cumulative).

Linking Performance Measures to Objectives:

- 5.1a Knowledge Partner Donations performance measure reflects donations to the Annual Fund received from new, renewing and recovered donors in a fiscal year.
- 5.1b Legacy Circle Donors performance measure reflects a commitment from donors to support the long-term sustainability of Knowledge Network through bequests.

Discussion

Knowledge Network has provided a vital public service for British Columbians spending more time at home due to the global pandemic. Viewers have shared how much they value our programming during this difficult time of isolation, with many showing their appreciation through charitable contributions. As a result, Knowledge Partner donation targets for 2021/22 and 2022/23 have been revised compared to our 2020/21 Service Plan. While we anticipate viewing behaviours returning to pre-pandemic levels in fall 2021, strategies to further attract new

⁵ Changed from the previous 2020/21-2022/23 Service Plan targets. Please see Discussion section for more information.

donors and ensure current donors continue to see value in supporting the network should result in moderate donation increases in the coming years.

Gifts to the Knowledge Endowment Fund are an investment in the future of public broadcasting in British Columbia. Due to the nature of endowment revenue, it is difficult to predict the annual pace of growth. However, growth of donors who have made a commitment to leave a gift is a good indicator for measuring growth in legacy giving. Legacy Circle Partners are donors who have made a provision in their will to leave a bequest to Knowledge Network.

Financial Plan

Financial Summary⁶

(Reported in \$000)	2020/21 Forecast	2021/22 Budget	2022/23 Plan	2023/24 Plan
Total Revenue				
Province of B.C. Operating Grant	6,611	6,611	6,611	6,611
Donations and Sponsorships	5,325	5,375	5,375	5,358
Amortization of Deferred Contributions	161	161	161	161
Endowment Investment Income	275	350	350	350
Other Revenue and Production Funding ⁷	2,248	5,759	1,695	-
Total Revenue	14,620	18,256	14,192	12,480
Total Expenses				
Programming and Presentation ⁸	4,149	7,696	3,567	1,895
Marketing and Development	2,110	2,166	2,170	2,175
Broadcast Platforms and Web Channels	2,116	2,122	2,130	2,135
Amortization of Broadcast Rights & Equipment	4,195	4,300	4,400	4,400
General	54	50	50	50
Administration:				
President's Office	354	381	385	385
Board of Directors	33	33	35	35
Finance	432	447	450	450
Facilities	304	285	270	270
Human Resources	130	160	165	165
Other Expenses ⁹	93	366	320	270
Total Expenses	13,970	18,006	13,942	12,230

⁶ Financial information prepared based on current Generally Accepted Accounting Principles.

⁷ Funding for the Luna, Chip and Inkie animated series and other minor income.

⁸ Includes payments to production company for Luna, Chip and Inkie animated series.

⁹ Contingency for strategic priorities.

Knowledge Network Corporation

Annual Surplus from Operations	650¹⁰	250	250	250
Endowment Contributions Received (held in trust) ¹¹	1,300	950	950	950
Annual Surplus (invested in Broadcast Rights & Capital Assets, Endowment Fund)	1,950	1,200	1,200	1,200
Accumulated Surplus	25,296	26,496	27,696	28,896
Total Liabilities	1,355	1,469	1,583	1,697
Capital Expenditures	4,392	3,603	3,574	3,574

¹⁰ Represents increase in donations as well as net income from the Endowment Fund.

¹¹ Endowment Fund contributions are held in trust and not treated as operating revenue.

Key Forecast Assumptions, Risks and Sensitivities

There are four primary risks that may have an impact on our service in 2021/22. Key strategies have been developed to manage these risks over the next three years.

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
Multi-platform Broadcast Rights (high risk)	The growth in online streaming services is creating increased competition for programs and their multi-platform rights, increasing costs and decreasing availability of content.	Pursue opportunities to increase investment for: <ul style="list-style-type: none"> • Original programming to ensure extended streaming rights. • International pre-license titles to ensure extended streaming rights. • Schedule acquisitions to ensure extended streaming rights.
Audience Behaviour Knowledge Primetime (medium risk) Knowledge Kids (high risk)	Migration of viewers away from scheduled television to streaming platforms. Significant growth in PVR use (personal video recorder) increases consumption of programs by viewers of scheduled television.	Invest in building streaming platforms and improving performance. Promote content to capture audiences migrating from scheduled television. Invest in more programs and evolve new scheduling strategies.
Discoverability of Knowledge Network streaming platforms (medium risk)	Competition for audiences from an increasing number of streaming services.	Create personalized weekly promotional emails to Knowledge Prime subscribers. Market and launch the BC Documentary History Project in 2021/22.
Revenue from Charitable Giving (medium risk)	Charitable giving in Canada continues to decline with a growing number of charities seeking support. Shrinking donor base due to fewer donors giving to charities in Canada.	Build the legacy giving program to secure a greater number of bequests. Increase investment in donor acquisition to offset attrition of the donor base. Engage in prospect research to increase the number and size of major gifts.

Management's Perspective on the Financial Outlook

The financial support from Knowledge Partners during this challenging time reinforces the value our programming service brings to viewers. Additional funds generated from their support has been directed in part towards the production of the Knowledge Kids Luna, Chip and Inkie animated series. The \$9.5 million project includes major investments from Knowledge Network, the Canada Media Fund and the Shaw Rocket Fund. Knowledge Network's investment contribution is \$1.4 million. Distribution and sales plans are in development for international markets.

As more of the population is vaccinated in 2021 and COVID-19 restrictions are eased, we anticipate viewership and donations returning to pre-pandemic levels, as reflected in donation targets over the next three years, with moderate increases reflected. The pace of economic recovery in British Columbia post-pandemic may also impact charitable giving in the coming years.

Amortization expenses are expected to increase over the next three years due to increased investment in original programming. We are required to capitalize our investment in programming, with amortization of broadcast rights typically spread out over four to six years.

Appendix A: Additional Information

Corporate Governance

Knowledge Network is governed by a Board of Directors that is responsible to the Minister of Tourism, Arts, Culture and Sport. The Ministry is responsible for policy direction while the Board is responsible for operational policy and setting the strategic direction of the organization. The President and CEO is responsible for the day-to-day leadership and management of Knowledge Network. Please [click here](#) for more information on Knowledge Network's corporate governance.

Organizational Overview

British Columbia's Knowledge Network is a viewer-supported public broadcaster. Our mission is to provide all British Columbians with a trusted alternative for the commercial-free exploration of life, connecting them to the world through television and streaming platforms. Please [click here](#) to learn more about Knowledge Network.