

Knowledge Network Corporation

2023/24 – 2025/26 Service Plan

February 2023



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Or visit our website at

knowledge.ca

knowledgekids.ca

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Board Chair's Accountability Statement

The 2023/24 – 2025/26 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 January 31 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.

Signed on behalf of the Board by:

A handwritten signature in black ink that reads 'Satwinder Bains'.

Satwinder Bains
Board Chair, Knowledge Network Corporation
January 31, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how Knowledge Network will support the government's priorities and selected action items identified in the most recent [Knowledge Network Mandate Letter](#).

Actions include: 1) providing quality, freely available and commercial-free television and streaming services to British Columbians; 2) broadcasting 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; 3) collaborating with B.C.'s independent production sector to create original stories and leverage federal funding, and 4) collaborating 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.

Purpose of the Organization and Alignment with Government Priorities

Knowledge Network provides programs that educate, challenge and inspire. Our public mandate is supported through commercial-free programming that meets the diverse and evolving needs of viewers. This includes educational content that fosters learning for young children and their caregivers, as well as thought-provoking documentaries, dramas and performing arts programs that connect viewers to their province, Canada and the world.

Knowledge Network also supports independent B.C. filmmakers through commissioning and pre-licensing. Independently produced documentaries introduce viewers to new perspectives and viewpoints. Knowledge Network's investment in documentaries and children's programs produced by independent filmmakers leverages additional funding from federal and provincial, public and private sources.

Knowledge Network is committed to working independently and collectively with industry partners across Canada to achieve greater equity, diversity and inclusion within the broadcast and production sectors.

Operating Environment

Knowledge Network is federally licensed 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. We engage in fundraising activities through the Knowledge Partners program, which includes the Knowledge Endowment Fund. Knowledge Network is among the very few non-profit organizations in Canada that have received accreditation by Imagine Canada for demonstrating leadership, excellence and accountability in the charitable sector.

As a result of the global pandemic, the last three years saw people staying at home and relying on television and streaming media much more than is typical. During periods of isolation, programming on Knowledge Network brought comfort, education and intellectual stimulation to viewers coping with uncertainty and deprived of social connection; this, in turn, contributed to significant growth in viewership and donations. Now, with restrictions lifted, viewership and donations are moderating to more typical levels which are reflected in performance measure targets.

Bill C-11, the *Online Streaming Act*, is progressing through Parliament and, if passed, will result in significant changes to Canada's broadcast policy. We expect the CRTC to hold consultations in the next year with stakeholders that will inform new regulations. As a licensed broadcaster Knowledge Network will contribute to this discussion, and operate within a new regulatory framework, likely within the next two years.

Since July 2022, Knowledge Network has been in an interim period as the board of directors recruit a new President and CEO. In fiscal 2023/24, we can expect new leadership to revisit and refresh the mission of Knowledge Network to meet the changing needs of society in a rapidly evolving media landscape.

Performance Planning

Goal 1: British Columbians are informed and inspired by Knowledge Network's quality, commercial-free programming

While continuing to maintain a competitive public television service, Knowledge Network will invest in improving and expanding our streaming service, to reach new, diverse viewers. We will attract more viewing with an improved experience and additional programming that resonates with all British Columbians. This goal has been revised from previous Service Plans, and amalgamates Goals 1-3 from Service Plan 2022-2023.

Objective 1.1: Grow brand awareness among British Columbians.

Increasing awareness of Knowledge Network's brand will help build trust with British Columbians.

Key Strategies

- Increase investment in promoting priority programs through digital marketing campaigns.
- Reach new audiences by increasing marketing efforts for diverse programming through outreach and sponsorships.
- Better understand and respond to the diversity of our audiences through data collection, research and analysis.

Discussion

Shifts in viewing behavior driven by growth in streaming services are changing how programs are discovered and viewed. Knowing more about our current and potential audiences in B.C. will inform promotion and programming opportunities to engage new, diverse viewers. By connecting more frequently with current viewers and increasing marketing efforts to attract new viewers, our public service will be elevated in the minds of British Columbians.

An initial brand awareness survey was conducted in fall 2022. The results are being analyzed and will help inform future marketing efforts. Over the next year, measures of success that can be tracked and monitored over time will be developed.

Objective 1.2: Increase viewing by securing quality programming for live streaming and video on demand services.

Expanding high quality streaming content will encourage more viewing thereby improving engagement with audiences.

Key Strategies

- Increase streaming-only content by leveraging relationships with programs rights holders.
- Facilitate access to programs from key distributors by implementing a Digital Rights Management System.
- Introduce new data tracking measures for commissions, second windows (i.e. commitments to a project in production behind a lead broadcaster) and Canadian acquisitions produced by equity deserving storytellers.
- Upgrade the operation of streaming platforms and improve the user experience.

Discussion

Knowledge Network's streaming platforms provide British Columbians with a free alternative to paid subscription and ad-supported media services. Acquiring program rights for streaming is becoming more competitive than acquiring program rights for television. Building on current program distributor relationships and introducing new security measures to protect digital rights will increase access to programming. Aggregating data on Canadian producers we acquire, commission and pre-license programs from will help ensure programming reflects the voices of diverse storytellers.

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1a] Videos streamed on Knowledge.ca and Apps ¹	3,072,838	3,080,000	3,090,000	3,100,000
[1b] Videos streamed on Knowledgekids.ca and Apps ¹	6,782,580	6,790,000	6,795,000	6,800,000
[1c] Total Market Share on Television ²	4.8%	4.5%	4.5%	4.5%

Data sources:

¹Google Analytics. Tracks total videos played for a minimum of one minute across all websites and Apps in a fiscal year.

²Numeris Canada. The proportion of individuals viewing a specific program or daypart compared to the total number of individuals watching television during the same interval time. Vancouver Extended market for primetime (viewers 2+, 6pm to 12am, Monday to Sunday).

Discussion

Videos streamed tracks the number of videos played on our websites and apps for children and adults. This measure demonstrates that audiences are discovering and watching programs outside of the linear television service. Compared to the 2022/23 Service Plan, targets for videos streamed on Knowledge.ca and Apps have increased slightly based on 2022/23 forecasts. Targets for videos streamed on Knowledgekids.ca and Apps have decreased based on 2022/23 forecasts. New streaming services launched over the last few years have contributed to increased competition for young viewers. Additionally, Knowledge Kids principally attracts children 2-6 years old who age out of that demographic quickly. Future targets reflect both of these factors.

Total Market Share in primetime is an indicator of Knowledge Network's proportion of individuals viewing Knowledge Network compared to the total number of individuals watching television during the evening period. This performance measure is strongly influenced by the actions of other broadcasters in our market. A target of 4.5 per cent typically places Knowledge Network within the top five most watched broadcasters among competitors in our market. Maintaining this market share, however, will be a challenge in an increasingly competitive broadcast environment. Knowledge Network will continue to monitor audience behaviour and preferences closely.

In 2022/23 we forecasted a slight increase in market share of 4.8 per cent over the target of 4.5 per cent; this is reflective of an uptick in viewership due to the pandemic. The future target reflects a more typical market share post-pandemic as viewership moderates. Total share for Knowledge Kids on television is not measured, as this demographic primarily watches programs online. In addition, the audience sample size for this segment is so small it creates significant swings in market share from week to week and therefore does not produce reliable data.

Goal 2: Diverse perspectives are elevated through the licensing of original B.C. documentaries

The independent production community is a key partner in the creation of original content. As a public broadcaster, Knowledge Network will continue to invest in B.C. documentaries that advance Indigenous sovereignty and represent diverse voices and perspectives, which is a new goal.

Objective 2.1: Ensure equitable access to documentary development and licensing opportunities for B.C.'s underrepresented producers.

Knowledge Network is committed to cultivating relationships with independent producers who are Indigenous, Black, people of colour, LGBTQ2+ and people with disabilities to increase opportunities for diverse original stories and perspectives, while respecting intersectionality.

Key Strategies

- Collaborate with B.C. independent, Indigenous, Black and people of colour owned production companies to commission/license original short and feature-length documentaries by investing in development of their projects.
- Respecting the Province's new Anti-Racism Data legislation, introduce new data tracking measures for self-identification of commissioned/licensed original short and feature-length documentaries from B.C.'s independent, Indigenous, Black, and people of colour owned production companies.

- Respecting both federal and provincial legislation, monitor and adapt best practices of national industry organizations on data collection, policies, practices, and processes to enhance equity within the broadcasting sector.

Discussion

Knowledge Network is [committed to being an equitable and inclusive public broadcaster](#). We have made a multi-year commitment to partner with Indigenous, Black and people of colour documentary filmmakers through a documentary development initiative. Started in 2021, the initiative supports 2-3 producers annually through the development phase of their documentary projects with the goal of moving the projects into production in subsequent years. Extended broadcast rights will be secured for these programs that will also expand content choice on Knowledge Network's streaming service. We have also committed to targets on commissioning efforts, as reflected in our performance measures.

Through data collection and engagement with diverse industry organizations, we will assess and understand the challenges and gaps faced by underrepresented filmmakers. Industry groups across Canada recognize that data is one of the key tools to help achieve a more equitable and inclusive creative sector and are committed to working together to achieve this goal.

An [Equity, Diversity and Inclusion \(EDI\) Action Plan](#) has been developed to advance reconciliation and increase equity, diversity and inclusion in all areas of our organization. It includes both internally and externally focused goals as we strive to reflect diversity within our workforce and with audiences across British Columbia. In 2021, we introduced equity, diversity and inclusion training for all employees and will be continuing to increase competencies and build capacity moving forward.

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Direct Investment in Independent Multi-Platform Content ¹	N/A	\$2,200,000	\$2,250,000	\$2,300,000
[2b] Indirect Investment in Independent Multi-Platform Content ²	N/A	\$6,500,000	\$6,500,000	\$6,500,000
<p>[2c] Commission 25 per cent of Knowledge Original documentary features and shorts from B.C. independent Indigenous production companies (total commissions, over three years).</p> <p>Intersections of additional equity deserving groups will be applied across all of Knowledge Network's commissioning efforts to ensure representation of women, people with disabilities, and LGBTQ+.³</p>	N/A	<p>In progress</p> <p>3 Year Target</p>	<p>In progress</p> <p>3 Year Target</p>	25%
<p>[2d] Commission at least 50 per cent of Knowledge Original documentary features and shorts from independent, Black and People of Colour (BPOC) led production companies (total commissions, over three years).</p> <p>Intersections of additional equity deserving groups will be applied across all of Knowledge Network's commissioning efforts to ensure representation of women, people with disabilities, and LGBTQ+.³</p>	N/A	<p>In progress</p> <p>3 Year Target</p>	<p>In progress</p> <p>3 Year Target</p>	50%

Data sources:

¹Letters 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.

²Financing plans for projects where Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement have been issued in a fiscal year. Knowledge Network helps B.C. producers trigger funding from third-party funding sources including certified Canadian independent production funds, the Canada Media Fund (CMF), and federal and provincial tax credits.

³Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement entered into with independent producers in a fiscal year. Directors and Shareholders Self-Identification Declaration – requirement for all producers receiving development funds. Indicates 51 per cent ownership of Indigenous, Black and people of color B.C. based production companies.

Discussion

The performance measure Direct Investment in Multi-Platform Content reflects Knowledge Network's license fees for original B.C. documentaries. In fiscal 2021/22 and 2022/23 this measure also included license fees for seasons one and two of the Luna, Chip and Inkie children's series. These animated, multi-episode series have considerable budgets that impact this performance measure. Projects of this scale are not the norm. The number and scale of projects Knowledge Network commissions or pre-licenses varies from year to year. It is dependent on when projects have completed development and when they are ready to move forward into production.

Independent production financing is highly dependent on Knowledge Network's annual Canada Media Fund allocation which varies from year to year. It also requires funding from other public and private independent production funds, as well as federal and provincial tax credits. Together, these funding sources leveraged by Knowledge Network's broadcast license commitments are considered indirect investment.

This is a new goal created this year to highlight mandate commitments and Knowledge Network's Strategic Plan. Performance Measures under Goal 1 in its 2022/23 Service Plan have been moved under this year's Goal 2, as direct and indirect investment in multi-platform content continues to be a valuable marker of success.

Commissioning documentary features and shorts from B.C. independent Indigenous, Black and people of colour owned production companies will showcase diverse perspectives and points of view with British Columbians. This activity is measured over three years as the development phase of a documentary project can range from 6-12 months or longer before moving into production.

Goal 3: British Columbia's public educational broadcaster remains financially strong and sustainable

Knowledge Network's success is built on a foundation of support from viewer donations and the Government of British Columbia. With each passing year, Knowledge Network's programming and operations costs are increasingly dependent on the financial support of its charitable donors - Knowledge Partners. To provide the financial capacity to grow Knowledge's television and streaming services, we will focus on attracting diverse audiences and converting

new viewers to donors while continuing to actively steward our current donors. This goal aligns with Goal 4 from Service Plan 2022/23.

Objective 3.1: Increase efforts to convert viewers to donors and build on long-term support through legacy giving.

Cultivating relationships with viewers, whether online or in person, will encourage first-time giving as well as long-term and legacy giving.

Key Strategies

- Cultivate donor relationships to encourage future bequests and other planned gifts through personal contact by Knowledge Network's Development team.
- Increase online conversion efforts with live streaming and video on demand viewers through program driven email campaigns.
- Pilot a monthly donor conversion campaign.

Discussion

Knowledge Network relies strongly on the support of viewers, with over 40 per cent of our operating budget coming from viewer donations. By increasing the number of email conversion campaigns based on specific programs and viewer interests, we will expand donor acquisition through our online fundraising channel. As people become more comfortable connecting in person, there are opportunities to meet donors face to face and share information about Knowledge Network's Legacy Giving program.

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Knowledge Partner Donations ¹	\$5,900,000	\$5,800,000	\$5,800,000	\$5,800,000
[3b] Legacy Circle Donors ²	1017	1040	1060	1080

Data source: Blackbaud donor database

¹Tracks total Knowledge Partner donations received each fiscal year.

²Tracks total number of individuals who have notified us that they have left a gift to Knowledge Network in their will (cumulative).

Discussion

Knowledge Partner Donations performance measure reflects donations to the Annual Fund received from new, renewing and recovered donors in a fiscal year. During the global pandemic, Knowledge Network had record donations exceeding targets with people staying at home and watching more programs. With restrictions lifted, donations are moderating, returning to more typical levels. Compared to the 2022/23 Service Plan, the forecast for Knowledge Partner Donations is on target. Future targets have been reduced due to the anticipated impact of inflation on charitable giving and a potential recession in 2023.

Legacy Circle Donors performance measure reflects a commitment from donors to support the long- term sustainability of Knowledge Network through bequests. Gifts to the Knowledge Endowment Fund are an investment in the future of public broadcasting in British Columbia. The growth of donors who have made a commitment to leave a gift in their will is the best indicator for measuring progress in legacy giving. Per our fundraising policies, all bequests are directed to the Knowledge Endowment Fund unless otherwise indicated by the donor.

Financial Plan

Financial Summary

(Reported in \$000)	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Province of BC Operating Grant	6,611	6,611	6,611	6,611
Donations	5,900	5,800	5,800	5,800
Amortization of Deferred Contributions	144	144	144	144
Endowment Investment Income	800	900	900	900
Other Revenue and Production Funding ¹	5,276	3,057	25	25
Total Revenue	18,731	16,512	13,480	13,480
Expenses				
Programming and Presentation	8,651	5,899	2,642	2,642
Marketing and Philanthropy	2,463	2,458	2,635	2,635
Broadcast Platforms and Web Channels	2,648	2,207	2,353	2,353
Amortization of Broadcast Rights & Equipment	4,025	4,025	4,100	4,150
Administration:				
President's Office	276	513	331	331
Board of Directors	68	33	40	40
Finance	445	520	570	570
Facilities	320	320	320	320
Human Resources	222	210	235	235
Other	283	524	500	500
Total Expenses	19,400	16,707	13,726	13,776
Annual Surplus (Deficit) from Operations	(669)	(195)	(246)	(296)
Endowment Contributions Received (Restricted)	1,700	950	950	950

¹ Funding for the Luna, Chip and Inkie animated series and other minor income

Annual Surplus	1,031	755	704	654
Accumulated Surplus (Invested in Broadcast Rights & Capital Assets, Endowment Fund)	34,353	35,108	35,812	36,466
Total Liabilities	1,752	701	557	413
Capital Expenditures	3,127	3,200	3,200	3,200

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles

Key Forecast Assumptions, Risks and Sensitivities

Four key risks have been identified for 2023/24. The area of most concern is pressure on fundraising revenue due to the impact of inflation on charitable giving and a potential recession in 2023. Further risks and mitigation strategies are noted in the table below:

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
Revenue from Charitable Giving (high risk)	<p>Revenue from charitable giving is declining after a temporary surge in viewership and donations during the pandemic.</p> <p>Inflation is significantly impacting the cost of living, reducing the capacity of people to give to charities.</p> <p>Shrinking donor base due to fewer donors giving to charities in Canada.</p>	<p>Cultivate donor relationships to encourage future bequests and other planned gifts.</p> <p>Increase online conversion efforts with video on demand viewers.</p> <p>Pilot a monthly donor conversion campaign.</p>
Attracting and Retaining Talent (high risk)	<p>The global pandemic has impacted work environments with employee expectations changing.</p> <p>Increased competition and compensation for skilled labour, particularly in key areas including I.T. and Digital Media.</p>	<p>Encourage training and development opportunities as funding allows.</p> <p>Ensure a culturally safe and inclusive workplace.</p> <p>Expand recruitment efforts to increase diversity in our workforce.</p> <p>Engage in succession planning by identifying employees and preparing them for vacancies in the organization as others retire.</p>
Audience Growth on Streaming Platforms (medium risk)	<p>Competition for audiences from an increasing number of Canadian and international streaming services.</p>	<p>Grow brand awareness.</p> <p>Increase investment in promoting priority programs.</p> <p>Update and improve the user experience to retain viewers.</p> <p>Reach new audiences by increasing marketing efforts for diverse programming.</p>
Multi-platform Broadcast Rights (medium risk)	<p>Increased competition between online streaming services may reduce access to streaming rights.</p>	<p>Maintain a competitive television service to secure streaming rights. Strengthen relationships with rights holders.</p> <p>Facilitate access to programs from key distributors by implementing a Digital Rights Management System.</p>

Management's Perspective on Financial Outlook

Revenue from charitable giving is declining after a temporary surge in viewership and donations during the pandemic. While donations are returning to more typical levels, inflation is significantly impacting the cost of living thereby reducing the capacity of people to give to charities. Future targets for donations have been reduced due to the anticipated impact of inflation and a potential recession in 2023.

Knowledge Network has invested in Season 2 of Luna, Chip and Inkie: Adventure Rangers Go! The \$8 million project includes major investments from Knowledge Network, the Canada Media Fund, the Shaw Rocket Fund, and significant advances from our production partner. In 2023/24 we anticipate recognizing \$2.7 million of deferred contributions related to these external production funding sources. 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: Subsidiaries

Inactive Subsidiaries

- Knowledge West Communications Corporation

Appendix B: Mandate Letter from the Minister Responsible



Ref: 41996

April 19, 2021

Maurine Edna Karagianis
Chair, Board of Directors
Knowledge Network Corporation
4355 Mathissi Place
Burnaby, BC V5G 4S8

Dear Maurine Karagianis:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province 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 government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Knowledge Network Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Knowledge Network Corporation about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister responsible for Knowledge Network Corporation, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- 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 B.C.'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.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,





Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister of Tourism, Arts, Culture and Sport

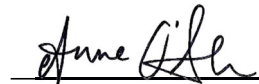
April 19, 2021

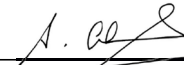
Date

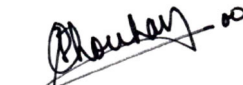
Enclosure



Maurine Edna Karagianis
Chair
Knowledge Network Corporation



Chamkaur Singh Cheema
Vice Chair
Knowledge Network Corporation

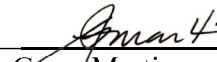

Anne O'Shea
Board Member
Knowledge Network Corporation

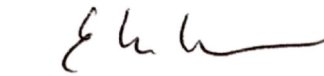

Sarf Ahmed
Board Member
Knowledge Network Corporation


Sukhvinder Chouhan
Board Member
Knowledge Network Corporation


Doreen Mary Manuel
Board Member
Knowledge Network Corporation


Marie Della Mattia
Board Member
Knowledge Network Corporation


Gerry Martin
Board Member
Knowledge Network Corporation


Eve Munro
Board Member
Knowledge Network Corporation

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Neilane Mayhew
Deputy Minister
Ministry of Tourism, Arts, Culture and Sport

Chamkaur Singh Cheema
Vice Chair
Knowledge Network Corporation

Anne O'Shea
Board Member
Knowledge Network Corporation

Sarf Ahmed
Board Member
Knowledge Network Corporation

Sukhvinder Chouhan
Board Member
Knowledge Network Corporation

Doreen Mary Manuel
Board Member
Knowledge Network Corporation

Marie Della Mattia
Board Member
Knowledge Network Corporation

pc: Gerry Martin
Board Member
Knowledge Network Corporation

Eve Munro
Board Member
Knowledge Network Corporation

Rudy Buttignol
Chief Executive Officer/President
Knowledge Network Corporation