

Knowledge Network Corporation

2022/23 – 2024/25 Service Plan

February 2022



BRITISH
COLUMBIA'S

**Knowledge
Network:**

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Board Chair's Accountability Statement



The 2022/23 – 2024/25 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 February 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Knowledge Network Corporation 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

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how Knowledge Network will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Knowledge Network Mandate Letter](#).

Knowledge Network is British Columbia's public educational broadcaster. As identified in the [Knowledge Network Corporation Act](#), its purposes 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.

Strategies and performance measures in the 2022/23 Service Plan have been revised to support new priorities over the next three years. Where there are changes from the 2021/22 Service Plan, explanations have been provided in the Discussion section for each goal. Knowledge Network's current [Mandate Letter](#) will continue to inform its actions over the next three years with its 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 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.

Indigenous cultural sovereignty is reflected in Knowledge Network's programming strategies, in support of B.C.'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. This Service Plan supports both the Network's federal and provincial commitments and identifies the opportunities and risks we face moving forward.

The federal election in fall 2021 put on hold further debate on the modernization of the *Broadcasting Act*. New regulations are needed to ensure stable funding for the creation of Canadian stories, that the content made is available to Canadians and that traditional and online broadcasters can compete fairly. Currently, streaming services available in Canada do not contribute to the Canadian broadcast system. A modernized federal Act would ensure Canadian artists are supported as content is increasingly consumed on global streaming services. Heritage Canada will restart the process in 2022.

During the global pandemic Knowledge Network's financial support from viewers has increased in contrast to the experience of most of the charitable sector. Imagine Canada's Sector Monitor Survey from August 2021 shows that the pandemic continues to have a significant impact on most Canadian charities with only one in seven organizations operating as usual. While Knowledge Network is forecasting stability with donations over the next three years, future revenues may be impacted by the pace of economic recovery in B.C.

Performance Planning

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

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 clarified in the resulting discussion section.

Compared to our 2021/22 Service Plan, the Commission and Pre-License Knowledge Originals goal has been removed with strategies and performance measures moved under Goal 1 of the 2022/23 Service Plan. Strategies and performance measures have been updated from the 2021/22 Service Plan to reflect new priorities.

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 Primetime¹, and educational content that fosters learning for young children and their families.

Key Strategies

- Broaden relationships with rights holders and develop joint buying relationships with like-mandated broadcasters.
- Facilitate access to programs from key distributors by implementing a Digital Rights Management System.
- Commission documentary features and shorts from equity deserving producers²
- Introduce new data tracking measures for commissions, second windows and Canadian acquisitions produced by equity deserving storytellers.
- Strengthen staff training and professional development programs around equity, diversity, and inclusion, as well as other priority areas.

¹ Primetime refers to the evening broadcast period 6pm to midnight.

² Equity-deserving includes women, Black people, people of colour, LGBTQ2S+ and people with disabilities.

Knowledge Network Corporation

Performance Measures	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Direct Investment in Multi-Platform Content ¹	\$783,800 ⁵	\$2,200,000	\$2,300,000	\$2,350,000
1.1b Indirect Investment in Multi-Platform Content (CMF envelope, other CMF funding, Independent production funds, tax credits) ²	\$11,800,000	\$9,500,000	\$10,000,000	\$10,000,000
1.1c Commission 25 per cent of Knowledge Original documentary features and shorts from B.C. independent Indigenous production companies (total commissions, over three years). 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	N/A	In progress 3 Year Target	In progress 3 Year Target	25%
1.1d 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). 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+. ⁴	N/A	In progress 3 Year Target	In progress 3 Year Target	50%

Data Sources: Knowledge Network.

¹ 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.

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

³ Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement entered into with Indigenous independent producers (at least 51 per cent owned) measured over three years. Flexibility is required for these performance measures as there are many factors that determine if or when a project moves into production.

⁴ Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement entered into with equity deserving independent producers (at least 51 per cent owned) measured over three years. Flexibility is

required for these performance measures as there are many factors that determine if or when a project moves into production.

⁵The forecast is lower than target stated in the 2021/22 Service Plan as a result of decreased production activity due to the global pandemic.

Linking Performance Measure to Objective

1.1a Direct Investment in Multi-Platform Content reflects Knowledge Network's financial support for B.C. and Canadian stories that will expand content offerings.

1.1b 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.

1.1c Commissioning documentary features and shorts from B.C. independent Indigenous production companies and filmmakers will expand content offerings and advance Indigenous sovereignty.

1.1d Commissioning documentary features and shorts from B.C. equity deserving production companies and filmmakers will expand content offerings and advance equity, diversity, and inclusion.

Discussion

This goal now includes strategies and performance measures for commissioning and pre-licensing of Knowledge Originals, which was Goal 5 in the 2021/22 Service Plan. This change was made to align existing commissioning commitments with new organizational priorities around racial equity in 2022/23. The number of projects Knowledge Network commissions or pre-licenses varies significantly from year to year. It is dependent upon when projects have completed development and when they are ready to move forward into production. In 2021 Knowledge Network premiered the Knowledge Original documentary series *British Columbia: An Untold History*. This four-part documentary series focused on the many diverse and marginalized peoples and stories within B.C.

Knowledge Network obtains extended broadcast rights for programs commissioned due to our significant investment in the projects.

The 2021/22 forecast for Direct Investment in Multi-platform Content is lower than the target in our 2020/21 Service Plan due to documentary projects delayed due to the global pandemic.

Broadening relationships with rights holders and engaging in joint buying opportunities with like-mandated broadcasters may provide opportunities to increase broadcast rights for its streaming service.

Knowledge Network is committed to be a fully inclusive public broadcaster. Performance measures and targets have been established to support improved access for Indigenous and equity-deserving filmmakers over the next three years. An update will be provided annually on commissioned projects where commitments have been made on Knowledge Network's website to ensure transparency. Attracting a diverse workforce and fostering an inclusive environment is

a priority. Equity-deserving includes women, Black people, people of colour, LGBTQ2S+ and people with disabilities.

Knowledge Network has also made a multi-year commitment to partner with Indigenous, Black and people of colour documentary filmmakers through a development initiative that aligns with the Canada Media Fund's Pilot Program for Racialized Communities and Indigenous Program. Extended broadcast rights will be available for these programs that will also expand content choice on Knowledge Network's streaming service.

Performance measures to increase commissioned documentary features and shorts from equity deserving producers are new compared to the 2021/22 Service Plan. These performance measures were developed in collaboration with the Ministry of Tourism, Arts, Culture and Sport and engaged stakeholders. These performance measures were also reflected in [Knowledge Network's public statement on the independent equity audit of commissioned projects over the past seven years](#).

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

- Migrate streaming service and website infrastructure to the cloud.
- Expand functionality including search capability
- Improve the design of the streaming services
- Implement a quality assurance program.
- Prioritize better accessibility for viewers with disabilities, including visual impairment.

Performance Measures	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Streaming Video Performance Satisfaction ¹	88%	90%	90%	91%	92%
2.1b Hours of Described Video per broadcast week ²	N/A	0	4	8	12

Data source:

¹ Online survey on Knowledge.ca and Knowledge Apps to measure audience satisfaction with streaming video performance on Knowledge.ca and the Knowledge Apps. Survey conducted annually in February and March.

² Broadview broadcast scheduling software. CRTC will require a four -hour minimum starting in September 2022.

Linking Performance Measure to Objective

2.1a Measures the quality and accessibility of Knowledge Network’s streaming platforms through feedback from viewers. A survey conducted annually will inform future maintenance and improvements.

2.1b Provides a minimum of four hours per broadcast week of described video programming to increase accessibility for the visually impaired.

Discussion

Performance measures have been revised since last year. Knowledge Network is committed to ensuring viewers have a high-quality streaming experience across all of Knowledge Network’s platforms. To keep viewers coming back and watching more programming, streaming services need to ensure high performance. Performance satisfaction is a strong indicator that viewers can easily access and watch programming from Knowledge Network’s website and apps. Measuring streaming performance annually will inform future improvements based on viewer feedback.

Performance measures to increase accessibility on Knowledge Network’s streaming platforms are new compared to the 2021/22 Service Plan. These measures reflect the commitment in the January 2022 equity audit public statement to improve equity, diversity, and inclusion in Knowledge Network’s commissioning efforts. With the Province of B.C. passing the *Accessible*

British Columbia Act and the CRTC introducing new Accessibility Reporting Regulations, Knowledge Network continues to invest in accessibility of its streaming platforms.

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

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

Key Strategies

- Increase investment in promoting priority programs to:
 - Increase new and active subscribers.
 - Increase number of video streams watched for Knowledge Network and Knowledge Kids streaming services.
 - Grow brand awareness among British Columbians.
- Establish affiliate relationships with the Apple App Store, and aggregators Roku and Amazon Fire TV to improve promotion of Knowledge on these platforms
- Begin collecting race-based and other disaggregated data (e.g., age, gender, disability status) through voluntary online user profiles and work with industry partners to find data solutions for television to better understand viewership.

Performance Measures		2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Total Subscribers ¹	Knowledge.ca and Knowledge Apps	250,000	270,000	290,000	310,000
3.1b Videos Streamed ²	Knowledge.ca and Knowledge Apps	3,000,000	3,025,000	3,050,000	3,075,000
	KnowledgeKids.ca and Knowledge Kids Apps	7,000,400	7,425,000	7,450,000	7,450,000
3.1c Total Share ³	Knowledge Primetime	4.5%	4.5%	4.5%	4.5%

Data Sources:

¹ Knowledge.ca website database. Tracks total users who complete registration for a Knowledge account (cumulative).

² Google Analytics. Tracks total videos played across web and mobile platforms in a fiscal year.

³ Numeris Canada. 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+, 6pm to 12pm, 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 the 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

3.1a Total Subscribers captures the number of total users of Knowledge Network’s streaming platforms.

3.1b 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.

3.c 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

Performance measures have been revised since last year. Knowledge Network’s streaming platforms for children and adults provide British Columbians with a free alternative to paid subscription and ad-supported media services.

Compared to the 2021/22 Service Plan, viewership performance measures for television and streaming are now under one goal. Last year’s performance measures for total app downloads and total reach have been retired as they do not directly support new strategies.

The shift in viewing behaviour driven by new streaming services is changing how programming is viewed and measured. Total share continues to be an important television measure as it demonstrates Knowledge Network’s share of the total viewing audience. Streaming targets have been revised as they have exceeded targets set in the 2021/21 Service Plan. This reflects continued growth across streaming performance measures.

Increased viewership and subscribers on the Knowledge Network website and apps presents an opportunity to connect more frequently with viewers and encourage financial support through donations.

Maintaining a strong television audience will continue to be an ongoing challenge as viewing behaviour shifts as a result of new streaming services changing how programming is viewed.

Goal 4: Enlarge the donor base and the Endowment Fund

Objective 4.1: 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:

- Cultivate donor relationships to encourage future bequests and other planned gifts
- Explore opportunities for expanding our major gift program
- Pilot a donor acquisition campaign for viewers outside B.C.
- Promote the Endowment Fund through donor events throughout B.C.

Performance Measures	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Knowledge Partner Donations ¹	\$5,900,000	\$5,900,000	\$5,900,000	\$5,900,000
4.1b Legacy Circle Donors ²	985	1015	1045	1075

Data Sources: Blackbaud donor database.

¹Tracks total Knowledge Partner donations received each year.

²Tracks 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:

- 4.1a Knowledge Partner Donations performance measure reflects donations to the Annual Fund received from new, renewing and recovered donors in a fiscal year.
- 4.1b 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 who are spending more time at home due to the global pandemic. Viewers have shared how much they value Knowledge Network programming during this difficult time of isolation, with many showing their appreciation through charitable contributions. As a result, Knowledge Partner donation targets have been increased compared to the 2021/22 Service Plan. With recent growth in Knowledge Network’s donor base, we will focus on stewarding those donors to encourage continued support into the future.

This goal was listed as Goal 5 in the 2021/22 Service Plan. In this plan, Knowledge Network removed its previous Goal 4, combining strategies and performance measures for commissioning and pre-licensing of Knowledge Originals under Goal 1.

Financial Plan Financial Summary³

(Reported in \$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Province of BC Operating Grant	6,611	6,611	6,611	6,611
Donations	5,900	5,900	5,900	5,900
Amortization of Deferred Contributions	143	161	161	161
Endowment Investment Income	350	500	500	500
Other Revenue and Production Funding ⁴	1,378	5,166	100	100
Total Revenue	14,382	18,338	13,272	13,272
Total Expenses				
Programming and Presentation	8,006	3,897	2,100	2,100
Marketing and Development	2,178	2,258	2,200	2,200
Broadcast Platforms and Web Channels	2,097	2,177	2,200	2,200
Amortization of Broadcast Rights & Equipment	4,158	4,025	4,100	4,150
General	31	50	50	50
Administration:				
President's Office	382	389	385	385
Board of Directors	33	33	35	35
Finance	453	461	460	460
Facilities	255	320	320	320
Human Resources	162	164	165	165
Other	126	617	757	707
Total Expenses	17,882	14,391	12,772	12,772
Annual Surplus (Deficit) from Operations	(3,500)	3,947	500	500
Endowment Contributions Received	4,500	950	950	950
Annual Surplus (<i>Invested in Broadcast Rights & Capital Assets, Endowment Fund</i>)	1,000	4,897	1,450	1,450
Accumulated Surplus	29,800	35,000	36,000	37,500
Total Liabilities	3,700	1,100	1,100	1,100
Capital Expenditures	3,550	3,127	3,200	3,200

³ Financial information prepared based on current Generally Accepted Accounting Principles.

⁴ Funding for the Luna, Chip and Inkie animated series and other minor income

Key Forecast Assumptions, Risks and Sensitivities

There are four primary risks that may have an impact on the service in 2022/23. 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.	Broaden relationships with rights holders and develop joint buying relationships with like-mandated broadcasters. Expand the programming team to increase curating capacity.
Streaming Platform Capacity (medium risk)	Increase in streaming audiences is placing demands on infrastructure. Audiences expect a high-quality streaming experience.	Migrate streaming service and website infrastructure to the cloud Prioritize better accessibility for viewers with disabilities, including visual impairment Expand functionality including search capability Improve the design of the streaming services Develop and implement a quality assurance program
Audience Growth on streaming platforms (medium risk)	Competition for audiences from an increasing number of streaming services.	Increase investment in promoting priority programs Establish affiliate relationships with the Apple app store, and aggregators Roku and Amazon Fire TV to improve promotion of Knowledge on their platforms

<p>Revenue from Charitable Giving (medium risk)</p>	<p>The global pandemic has impacted charitable giving, and in the coming years we may see a decline with a growing number of charities seeking support.</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>Explore opportunities for expanding our major gift program</p>
<p>Attracting and Retaining Talent (medium risk)</p>	<p>The global pandemic has impacted work environments with employee expectations changing</p> <p>Increased competition for new talent in key areas.</p>	<p>Increase flexibility and encourage development opportunities.</p> <p>Ensure a culturally safe and inclusive space.</p> <p>Increase diversity in our workforce.</p>

Management’s Perspective on the Financial Outlook

The continued financial support from Knowledge Partners during the global pandemic 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, the Shaw Rocket Fund, and significant advances from our production partner. In 2021/22, we anticipate recognizing \$3.9 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: 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.

Appendix B: Crown 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,

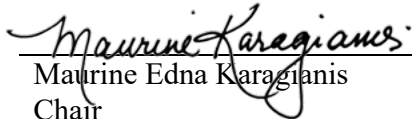



Melanie Mark
Hli Haykwhl Wii Xsgaak
Minister of Tourism, Arts, Culture and Sport

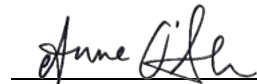
April 19, 2021

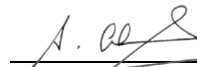
Date

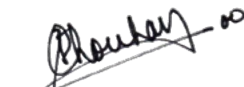
Enclosure

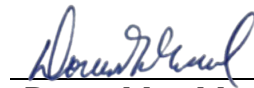

Maurine Edna Karagianis
Chair
Knowledge Network Corporation



Chamkaur Singh Cheema
Vice Chair
Knowledge Network Corporation

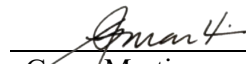

Anne O'Shea
Board Member
Knowledge Network Corporation



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
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pc: Gerry Martin
Board Member
Knowledge Network Corporation

Eve Munro
Board Member
Knowledge Network Corporation

Rudy Buttignol
Chief Executive Officer/President
Knowledge Network Corporation