



February 1, 2017

Ref #: 105536

Nini Baird, Board Chair  
Knowledge Network Corporation  
4355 Mathissi Place  
Burnaby, BC V5G 4S8

Dear Nini Baird:

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2017/18 fiscal year.

On behalf of the Province of British Columbia, thank you for your leadership and the contributions made by Knowledge Network Corporation over the past year and congratulations on the efforts made towards curating and broadcasting programming on emergency preparedness and progress towards developing the documentary series on international trade and globalization through the lens of the Vancouver International Airport.

B.C.'s Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of B.C.

It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery<sup>1</sup> of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

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Government provided the following mandate direction to Knowledge Network Corporation under the Knowledge Act:

- 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 production sectors in British Columbia.

To achieve this mandate, the Knowledge Network Corporation is directed to take the following strategic actions:

- Broadcast programming covering topics of interest to British Columbians such as: economic diversification with a particular focus on the growing technology sector in BC; jobs and skills; Asian trade and cultural awareness; First Nations communities and cultural awareness; health care sustainability including seniors' demographic shifts; early learning initiatives; emergency preparedness; and the environment, including climate change.
- Expand the KNC website, Knowledge.ca, through the addition of curated arts and information content from trusted Canadian and international sources.
- In the final year of a three year plan, self-finance the replacement of aging digital broadcast infrastructure.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging issues which may affect the business of Knowledge Network Corporation and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, [PSO Accountability Summary](#).

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website, and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,



Amrik Virk  
Minister

cc: Honourable Christy Clark  
Premier

Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Sarf Ahmed  
Associate Deputy Minister  
Ministry of Technology, Innovations and Citizens' Services

Nini Baird  
Board Chair  
Knowledge Network Corporation

Chamkaur Singh Cheema  
Board Member  
Knowledge Network Corporation

Wendy Heshka  
Board Member  
Knowledge Network Corporation

D. Anthony Knox  
Board Member  
Knowledge Network Corporation

Janis E. Lindsay  
Board Member  
Knowledge Network Corporation

Debbie C. MacMillan  
Board Member  
Knowledge Network Corporation

Anne McMullin  
Board Member  
Knowledge Network Corporation

Sheila Orr  
Board Member  
Knowledge Network Corporation

Stacy Jacqueline Shields  
Board Member  
Knowledge Network Corporation

Eric G. Watt  
Board Member  
Knowledge Network Corporation

Gerry Martin  
Board Member  
Knowledge Network Corporation

Rudy Buttignol  
Chief Executive Officer  
Knowledge Network Corporation

## B.C. Taxpayer Accountability Principles

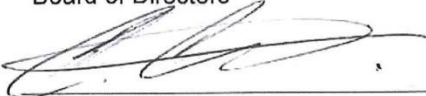
Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| <b>1 Cost Consciousness (Efficiency)</b> | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| <b>2 Accountability</b>                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| <b>3 Appropriate Compensation</b>        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| <b>6 Integrity</b>                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |

Knowledge Network Corporation Board of Directors:

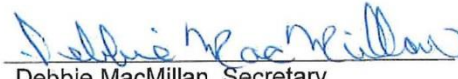
  
Nini Baird, C.M., Chair  
Knowledge Network Corporation  
Board of Directors

  
Wendy Heshka, Vice Chair  
Knowledge Network Corporation  
Board of Directors

  
Chamkaur Cheema, Director  
Knowledge Network Corporation  
Board of Directors


  
Tony Knox, Director  
Knowledge Network Corporation  
Board of Directors

  
Jan Lindsay, Director  
Knowledge Network Corporation  
Board of Directors

  
Debbie MacMillan, Secretary  
Knowledge Network Corporation  
Board of Directors

  
Anne McMullin, Director  
Knowledge Network Corporation  
Board of Directors

  
Sheila Orr, Director  
Knowledge Network Corporation  
Board of Directors

  
Stacy Shields, Director  
Knowledge Network Corporation  
Board of Directors

  
Eric Watt, Director  
Knowledge Network Corporation  
Board of Directors

December 1, 2016

Date

  
Gerry Martin, Director  
Knowledge Network Corporation  
Board of Directors