

Knowledge Network Corporation

2025/26 – 2027/28 Service Plan

March 2025



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Board Chair's Accountability Statement



The 2025/26 – 2027/28 Knowledge Network Corporation Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

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, which appears to read 'Satwinder Bains'.

Satwinder Bains
Board Chair, Knowledge Network Corporation
January 31, 2025

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Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how Knowledge Network Corporation will support the government's priorities and selected action items identified in the most recent [Knowledge Network Corporation mandate letter](#).

Purpose of the Organization and Alignment with Government Priorities

Knowledge Network, British Columbia's public educational broadcast and streaming service, provides viewers with a trusted source of free and commercial-free content that enriches minds, fosters understanding and contributes to a connected and more informed society.

Our work is anchored by our values: curious, committed, inclusive and accountable. Focused on serving and reflecting diverse BC audiences, Knowledge Network provides an important viewing alternative for people living in British Columbia. This includes educational content that fosters learning and emotional development for young children, as well as a curated selection of thought-provoking documentaries, dramas, arts and culture, travel, science, nature and performing arts programs for adult viewers.

In addition to serving viewers, Knowledge Network plays a key role in strengthening British Columbia's domestic production sector through:

- the commissioning of original B.C. documentaries which also enables independent producers to leverage funding from federally regulated production funds including the Canada Media Fund and Certified Independent Production Funds (CIPFs).
- the pre-licensing of original children's programming in partnership with other Canadian public broadcasters, which helps to sustain an industry sector that creates invaluable content for our children
- working independently and collectively with industry partners to achieve greater equity, diversity, inclusion and accessibility within the broadcast and production sectors

Knowledge Network is committed to doing our part to meaningfully advance truth and reconciliation, equity, diversity, inclusion and accessibility. The programming that we present impacts the way viewers see their lives, the lives of others and the world around them. The

diverse programs we commission from B.C. filmmakers in particular, help ensure our viewers see elements of their lives and those of their neighbours broadly reflected back on Knowledge Network. At a cultural level, these stories have a profound social impact, helping people to better see and understand one another. For communities whose voices have been historically excluded from mainstream media channels, the sharing of these stories provides validation and supports healing.

Operating Environment

Knowledge Network is federally licensed by the Canadian Radio-television and Telecommunications Commission (CRTC) and provincially mandated by the Province of British Columbia. Knowledge Network is also a registered charity with the Canada Revenue Agency. The organization engages 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.

Almost half of Knowledge Network's operating budget comes from viewer donations through the Annual Fund. Current economic conditions, including the high cost of living, have created a challenging environment for Canadian charities. With a decrease in purchasing power, people are less likely to donate. Monies raised through donations are having a lesser impact than they once did due to inflation and increased operating costs. The economic uncertainty has made it difficult to forecast donation revenue as reflected in performance measure targets.

The ongoing impact of digital disruption and realignment of business models across the screen sector has caused a notable global reduction in production spending starting in 2023. This has had severe impacts on the documentary and children's production sectors, in particular. Both genres are currently at risk in Canada as a result of reduced commissioning.¹ Regulatory changes related to the implementation of Canada's new *Online Streaming Act*, which are currently mid-stream, are also contributing to a climate of uncertainty throughout the sector. As business models shift, the viewer experience is impacted with many streaming services pivoting to ad-based models to boost revenue - while simultaneously hiking subscriber fees for those who want to continue viewing content without commercials. This context further underscores the public value of Knowledge Network as a free and commercial-free service of high-quality programming.

In 2025/26, Knowledge Network will implement a new three-year strategic plan that supports mandate commitments in today's rapidly evolving media landscape.

¹ [CMPA's Profile 2024 Production Report](#) shows that overall documentary production in 2023/24 decreased by 17.9% with significant drops in both television documentary and theatrical feature documentary. English-language documentary production (for television) dropped by 24.4%. English-language children's and youth television production fell by 47%.

Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

Performance Planning

Objectives and strategies have been updated compared to the 2024/25 Service Plan to reflect priorities in Knowledge Network Corporation's 2025-2028 Strategic Plan.

Goal 1: People living in British Columbia 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 its streaming service, to reach new, diverse viewers. We will work to attract more viewers through offering an improved experience and programming that resonates with diverse audiences living in British Columbia.

Objective 1.1: Serve and reflect diverse B.C. audiences

Viewers have access to more services, platforms and devices on which to watch content than ever before. Through programming choices, partnerships and investments in audience development, more people living in British Columbia will know about our service. We are focused on increasing reach with our core target demographic of adults 40+ with curious

minds, and children 2-8 and their caregivers to ensure they see stories that resonate with their lives and reflect their communities and interests.

Key Strategies

- Reflect the broad diversity of our audiences by further refining our programming choices.
- Attract and retain new and diverse audiences by investing in brand awareness and retention activities.
- Foster values-aligned strategic partnerships to extend our reach to relevant audiences and communities.
- Broaden discoverability by strategically expanding the platforms on which Knowledge Network is available, starting with Smart TVs².
- Expand qualitative audience insights to inform marketing and programming decisions.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[1a] Videos streamed on Knowledge.ca and related Apps	3,006,800 ³	3,008,800	3,010,800	3,012,800
[1b] Videos streamed on Knowledgekids.ca and related Apps	5,292,448 ⁴	5,000,000	5,000,000	5,000,000
[1c] Total Market Share on Television	4.5%	4.5%	4.5%	4.5%

Data source:

1a and 1b: Google Analytics 4. Tracks total videos played for a minimum of one minute across all websites and Apps in a fiscal year.

1c: Numeris 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). Note that Numeris panelists are concentrated in the Vancouver Extended Market area (Lower Mainland and parts of Vancouver Island) and therefore the numbers they provide give only a partial view of our BC viewers.

Discussion

Through audience development and increased brand awareness, more people living in British Columbia will know about Knowledge Network and find programs that resonate with their lives and reflect their communities and interests. New strategies will be implemented to support this goal, promoting the discoverability of Knowledge Network’s free and ad-free quality content offer on both our linear television broadcast and streaming platforms.

² Developing apps for selected Smart TVs (Samsung and LG models) will make Knowledge Network easier to find and watch. on popular streaming devices, where viewers already spend time watching content.

³ 2024/25 Service Plan target for Videos streamed on Knowledge.ca and related Apps is 3,090,000.

⁴ 2024/25 Service Plan target for Videos streamed on Knowledge Kids and related Apps is 6,795,000.

The number of videos streamed helps us to track the number of videos played on Knowledge Network websites and apps for children and adults. This measure demonstrates the audiences who are discovering and watching programs outside of the linear television service.

Compared to the 2024/25 Service Plan target, we forecast that we will fall 2.7% short of our target for videos streamed on Knowledge.ca and Apps. To address challenges in reaching audiences, funding was reallocated to boost marketing and promotion in 2024/25, and while limited, we anticipate that it will contribute to sustaining audience engagement in future years. This includes the creation of a new position, Director of Brand and Audience Engagement, to lead these efforts. Future targets for videos streamed on Knowledge.ca and Apps are slightly lower based on the 2024/25 forecast. While our forecast is lower than target, it is a 12.8% improvement over 2023/24 results.

Knowledge Kids provides a safe, free, and commercial free space with quality programming for young children. Compared to the 2024/25 Service Plan target, we forecast that we will fall 22 per cent short of our target for videos streamed on Knowledgekids.ca and Apps. This is due, in part, to difficulties in reaching new parents and caregivers in a fragmented market. Audience development remains a priority, however, and Knowledge Network is taking a multi-year, modest approach.

In addition, Knowledge Kids principally attracts children 2-6 years old who age out of that demographic quickly. While enhancing audience engagement strategies to reach new cohorts of pre-schoolers and their caregivers is a focus in the coming year, marketing and outreach resources remain constrained due to operational pressures.

In addition, the range of streaming services available in Canada and market power/visibility of YouTube are contributing to increased fragmentation across all viewing demographics. The lack of discoverability measures in place for public broadcasters in the digital space, compared to traditional linear television, prevents viewers from easily finding Knowledge Network's service. This is having a direct impact on Knowledge Network streaming viewership for both children and adults. On linear television, Knowledge Network and other mandate driven Canadian services are given mandatory carriage on cable and direct to home satellite services, available in the most affordable programming package. Canada's new *Online Streaming Act* may include actions to support discoverability for Canadian programming but consultations to inform the new regulations will not be completed until later this year. Compared to the 2024/25 Service Plan, future targets for videos streamed on Knowledgekids.ca and Apps have been adjusted downward to reflect this uncertainty.

Total Market Share in primetime is an indicator of the proportion of individuals viewing Knowledge Network compared to the total number of individuals watching television during the evening period in our market. This performance measure is strongly influenced by the actions of other broadcasters in the same market. Measuring total share allows Knowledge Network to compare viewership with other Canadian broadcasters competing for audiences. Knowledge Network's market share of 4.5% places it within the top five most watched broadcasters among competitors in the market. Given our extremely modest programming and marketing budget future targets have not been adjusted. Knowledge Network will

continue to monitor audience behaviour, competitor behaviour and programming opportunities closely.

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 rights and represent diverse voices, cultures, and perspectives.

Objective 2.1: Strengthen BC's domestic production sector

In a time of significant destabilization and audience fragmentation across the screen sector, commissioning and pre-licensing a rich and diverse cross section of programming and connecting these stories with B.C. audiences will help to strengthen B.C.'s domestic production sector. Strategic partnerships, as well as concrete targets and metrics will further strengthen the sector by helping dismantle the historic and present-day barriers that have limited the full participation of equity deserving groups in creating original screen content.

Key Strategies

- Support B.C.'s domestic documentary sector and help address historical inequities by applying equity targets to the commissioning of first-window⁵, one-off⁶ documentaries.
- Support Indigenous narrative sovereignty by requiring director/writer roles on first-window commissioned Indigenous projects be filled by First Nations, Métis or Inuit persons.
- Collect data on ownership of the production companies, as well as members of the creative production teams we work with to a) assess representation across intersections of equity-deserving groups and b) inform work with industry organizations to support addressing gaps.
- Maximize opportunities for B.C. documentary and children's programming producers working with Knowledge Network to leverage funding from federally regulated production funds including the Canada Media Fund and Certified Independent Production Funds (CIPFs).
- Support growth and development of the B.C. domestic production sector through strategic collaborations with other industry organizations.

⁵ Knowledge Network supports the project early in the process, often during the development phase. Knowledge Network is involved creatively and has the exclusive broadcast rights in Canada.

⁶ One-off documentaries refer to a single documentary (e.g., 1 hour) as opposed to a series (e.g., 3-5 hours).

Performance Measures

New equity commissioning performance measures have been introduced for this goal as the previous performance measures were completed in 2024/25.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[2a] 25% of licence fees invested by Knowledge Network in first-window commissions of original one-off documentaries will be with projects led by majority-owned (min 51 per cent) BC independent Indigenous production companies (total commissions over six years).	N/A	Remain on track to reach 25% over six years	Remain on track to reach 25% over six years	Remain on track to reach 25% over six years
[2b] 50% of licence fees invested by Knowledge Network in first-window commissions of original one-off documentaries will be with projects led by majority-owned (min 51 per cent) BC independent BPOC (Black and People of Colour) production companies (total commissions over six years).	N/A	Remain on track to reach 50% over six years	Remain on track to reach 50% over six years	Remain on track to reach 50% over six years

Data source:

2a and 2b: Knowledge Network will commission a minimum of 2 original one-off documentaries annually or a minimum total of 12 projects over the 6-year time-period corresponding with the commitment period. Due to the long production timelines for one-off original projects (these typically cross fiscal years), a 6-year time-period provides the lead-time needed to appropriately plan for and meet the established targets.

Discussion

Knowledge Network collaborates with a diverse range of B.C. creators to ensure our viewers see elements of their lives and those of their neighbours broadly reflected in our programming.

Progress is tracked through data collection measures for commissioned and acquired programs produced by Indigenous and racialized B.C. and Canadian producers which will inform programming decisions and facilitate transparent reporting. A lens of intersectionality will be applied across all of Knowledge Network’s commissioning efforts to ensure representation of women, gender diverse people, 2SLGBTQIA+ and people with disabilities.

Three -year equity commissioning performance measures were established in 2021 to support Indigenous and racialized producers. They are now concluded, and targets were successfully

met. Knowledge Network established new equity commissioning performance measures and targets in consultation with industry partners, specifically the Racial Equity Screen Office (RESO), DOC Northwest and the CMPA-BC. The new targets come into effect in 2025/26.

The new targets measure the total licence fees that Knowledge Network invests in first-window commissions of original one-off documentaries instead of the total number of projects. This approach is more transparent as levels of investment differ project to project.⁷

As they are high in cost, documentary series are generally only undertaken every 18 months to two years, which does not provide enough base to set licence fee targets. And due to the long production timelines for one-off original projects (these typically cross fiscal years), a 6-year period provides the lead time is required to appropriately plan for and meet the established targets.

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 operational costs are increasingly dependent on the financial support of its charitable donors, Knowledge Partners. To provide the financial capacity to sustain 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.

Objective 3.1: Sustain philanthropic revenue

Across the non-profit sector, charitable giving has declined post-pandemic in large part due to economic uncertainty and inflationary pressures. Building new audiences, focusing on long term retention efforts (including legacy giving) and undertaking new acquisition activities will help stabilize philanthropic revenue for the near term, so we can sustain current levels of operation.

Key Strategies

- Improve donor acquisition by leveraging Knowledge Network's new streaming platform.
- Improve donor acquisition from diverse communities through new outreach activities.
- Improve automation for more efficient fundraising processes to allow increased focus on serving and cultivating donors.
- Encourage retention and legacy giving through improved impact reporting.

⁷ To meet these targets, Knowledge Network will commission a minimum of two original one-off documentaries annually, or 12 projects over six-years, corresponding with the commitment period.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
[3a] Knowledge Partner Donations	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000
[3b] Legacy Circle Donors	1060	1080	1100	1120

Data source: Blackbaud donor database.

3a: Tracks total Knowledge Partner donations received each fiscal year.

3b: Tracks total number of individuals who have notified us that they have left a gift to Knowledge Network in their will (cumulative).

Discussion

The Knowledge Partner Donations performance measure reflects donations to the Annual Fund received from new, renewing and recovered donors in a fiscal year. Future targets remain at current levels as the high cost of living is creating a challenging environment for charities. In this context, maintaining a target of \$5.8 million annually for partner donations will be challenging. Strategies to sustain partner donation levels include reinforcing the importance of maintaining the donor base long term through relationship building and stewardship at a time when fewer Canadians are giving to charities. Programming may attract new viewers but converting those viewers to donors in the current social and economic environment is more challenging.

The Legacy Circle Donors performance measure reflects a commitment from donors to support the long-term sustainability of Knowledge Network through bequests to the Knowledge Endowment Fund. Gifts to the Knowledge Endowment Fund are restricted funds and contributions are held in perpetuity. Investment income from the Fund is reinvested in programming. The growth in the number of donors who have made a commitment to leave a gift in their will is the most meaningful indicator for measuring progress in legacy giving. As per Knowledge Network's fundraising policies, all bequests are directed to the Knowledge Endowment Fund, unless otherwise indicated by the donor.

Financial Plan

Financial Summary

Reported in \$000	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Revenues				
Province of BC Operating Grant	6,611	6,611	6,611	6,611
Donations	5,800	5,800	5,800	5,800
Amortization of Deferred Contributions	144	144	207	395 ¹
Other Revenue and Production Funding	337 ²	65	65	65
Endowment Investment Income	950	1,000	1,050	1,100
Total Revenue	13,842	13,620	13,733	13,971
Expenses				
Curation and Presentation	2,801	3,040	3,040	3,040
Marketing and Philanthropy	2,532	2,617	2,617	2,617
Broadcast Platforms and Streaming Channels	3,093	2,550	2,550	2,550
Amortization of Broadcast Rights & Equipment	3,948	3,935	3,998	4,186
Administration:				
President's Office	273	290	290	290
Board of Directors	35	35	35	35
Finance	533	513	513	513
Facilities	320	320	320	320
Human Resources	251	203	203	203
Other	245	293	293	293
Total Expenses	14,031	13,796	13,859	14,047
Annual Surplus (Deficit) from Operations	(189)	(176)	(126)	(76)
Endowment Contributions Received (Restricted)	1,600	950	950	950
Annual Surplus	1,411	774	824	874
Accumulated Surplus (Invested in Broadcast Rights & Capital Assets, Endowment Fund)	41,535	42,309	43,133	44,007

Reported in \$000	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Total Liabilities	4,200	4,200	4,200	4,200
Capital Expenditures (Broadcast Rights)³	4,730	5,082	3,500	3,000
Total Debt	0	0	0	0

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

¹ Between 2024 and 2028, Knowledge Network will receive \$2.25 million through a partnership with Creative BC to support three documentary series from mid-career to senior B.C. producers. Knowledge Network will defer this amount and begin to recognize deferred contributions and amortization expense related to these projects from 2026 to 2035. This adheres to the standard six-year licence term for Knowledge Network commissions.

² In 2024/25, Knowledge Network received \$154K to support the creation of an animated short film about BC soccer star Christine Sinclair in preparation for FIFA World Cup 2026 TM.

³ This represents the cash spent to acquire primarily broadcast rights and some equipment.

Key Forecast Assumptions, Risks and Sensitivities

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
Revenue from Charitable Giving (high risk)	<p>Almost half of the operating budget comes from viewer donations through the Annual Fund.</p> <p>Revenue from charitable giving is declining after a temporary surge in viewership and donations during the pandemic.</p> <p>The cost of living is 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>Improve donor acquisition by leveraging Knowledge Network’s new streaming platform.</p> <p>Improve donor acquisition from diverse communities through new outreach activities.</p> <p>Improve automation for more efficient fundraising processes to allow increased focus on serving and cultivating donors.</p> <p>Encourage retention and legacy giving through improved impact reporting.</p>
Attracting and Retaining Talent (high risk)	<p>Increased competition and compensation for skilled labour.</p> <p>The high cost of living is impacting staff retention as they look for opportunities with higher salaries or look to relocate in less costly communities.</p> <p>Succession planning is challenging in a small organization with few opportunities to bring in additional</p>	<p>Encourage training and development opportunities as funding allows.</p> <p>Implement new policies, procedures and ongoing workforce training to ensure a diverse, culturally safe and inclusive workspace.</p> <p>Develop succession plans for key positions to support seamless transitions and preserve institutional knowledge.</p>

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
	<p>people to prepare for retirements or advance current employees.</p>	
<p>Audience Growth on Streaming Platforms (high risk)</p>	<p>Audience fragmentation caused by the sheer number of streaming options available to Canadians.</p> <p>Discoverability by audiences is more challenging in the streaming environment than the linear television environment.</p>	<p>Attract and retain new and diverse audiences by investing in brand awareness and retention activities.</p> <p>Foster values-aligned strategic partnerships to extend our reach to relevant audiences and communities.</p> <p>Broaden discoverability by strategically expanding the platforms on which Knowledge Network is available, starting with Smart TVs⁸.</p>
<p>Increasing Independent Production Costs (high risk)</p>	<p>With production costs and budgets increasing, the license fees we provide producers have increased.</p> <p>Knowledge Network is finding it challenging to keep pace with rising programming costs for both documentary and children’s programs.</p>	<p>Reduce commissioning to a minimum of two original one-off documentaries annually.</p> <p>Maximize opportunities for BC documentary and children’s programming producers working with Knowledge Network to leverage federal and federally regulated production funds.</p> <p>Increase program-related spending from Endowment Income.</p>

¹ Developing apps for selected Smart TVs (Samsung and LG models) will make Knowledge Network easier to find and watch on popular streaming devices, where viewers already spend time watching content.

Management's Perspective on Financial Outlook

Financial pressures from increased operational and programming costs have become a significant concern for Knowledge Network. Almost half of Knowledge Network's operating budget comes from viewer donations. It is becoming more challenging to meet our \$5.8 million annual donation target as the high cost of living means people are less likely to donate to charities. Donation rates are being closely monitored. Salary and benefits costs will exceed \$6.1 million in 2025/26.

Knowledge Network is forecasting \$950,000 in Endowment Fund contributions from donors in 2025/26. As restricted funds, these contributions are held in perpetuity.

The organization is also forecasting \$1,000,000 in Endowment Investment Income. This amount will be invested in programming, freeing up monies to be redirected towards operations. It will not result in a net increase in spend on programming, but it will allow Knowledge Network to maintain current levels of investment. While this enabled Knowledge Network to avoid an annual deficit, it diminishes Knowledge Network's ability to increase investment in original programming that unlocks production financing for producers. Knowledge Network plays a unique role by leveraging significant federal investment that enables B.C. to get its fair share of federal funding to support B.C. stories and storytellers.

Appendix A: Subsidiaries and Operating Segments

Inactive Subsidiaries

- Knowledge West Communications Corporation

Appendix B: Mandate Letter from the Minister Responsible



June 6, 2023

Satwinder Bains
Chair, Board of Directors
Knowledge Network Corporation
4355 Mathissi Place
Burnaby, BC V5G 4S8

Dear Satwinder Bains:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members, and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations—including Crowns, Health Authorities, and Post Secondary Institution Boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, and climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as the Minister responsible for Knowledge Network, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

.../2

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines, and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with Government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments, and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy, and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

Each board member is asked to sign this letter to acknowledge this direction from Government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Lana Popham
Minister of Tourism, Arts, Culture and Sport
Date: June 6, 2023

cc: Honourable David Eby, KC
Premier

Shannon Salter
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

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

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

cc: Sukhvinder Chouhan
Vice Chair
Knowledge Network Corporation

Sarf Ahmed
Board Member
Knowledge Network Corporation

Doreen Manuel
Board Member
Knowledge Network Corporation

Eve Munro
Board Member
Knowledge Network Corporation

Anne O'Shea
Board Member
Knowledge Network Corporation

Selwyn Jacob
Board Member
Knowledge Network Corporation

Michelle van Beusekom
President and Chief Executive Officer
Knowledge Network Corporation



Satwinder Bains
Chair
Knowledge Network Corporation
Date: June 9, 2023



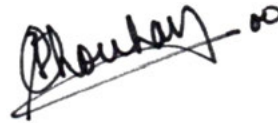
Sarf Ahmed
Director
Knowledge Network Corporation
Date: June 9, 2023



Eve Munro
Director
Knowledge Network Corporation
Date: June 9, 2023



Selwyn Jacob
Director
Knowledge Network Corporation
Date: June 9, 2023



Sukhvinder Chouhan
Vice Chair
Knowledge Network Corporation
Date: June 9, 2023



Doreen Manuel
Director
Knowledge Network Corporation
Date: June 9, 2023



Anne O'Shea
Director
Knowledge Network Corporation
Date: June 9, 2023