

BRITISH  
COLUMBIA'S

**Knowledge  
Network:**

## **Strategic Plan 2025/26 - 2027/28**

Knowledge Network respectfully acknowledges that we work and broadcast from the unceded traditional territories of the Coast Salish Nations of Sḵwxwú7mesh (Squamish), səl' ilwətaʔɪ (Tsleil-Waututh), and xwməθkwəy' əm (Musqueam). We broadcast across the unceded homelands of 36 First Nation language and cultural groups which represents over 200 distinct First Nations in British Columbia. As part of our commitment to truth and reconciliation and in recognition of the silencing of Indigenous voices over many generations, measurable targets for the work we commission from independent Indigenous-owned production companies have been established and included in our [2025/26-2027/28 Service Plan](#).



## **Knowledge Network Strategic Plan 2025/26 - 2027/28**

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 (see Appendix 1). Focused on serving and reflecting diverse BC audiences, rather than driving advertising revenue, Knowledge Network provides an important viewing alternative for British Columbians. 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.

Mandated by the Government of British Columbia as the province's public educational broadcaster and federally licensed by the Canadian Radio-television and Telecommunications Commission (CRTC), Knowledge Network is also a registered charity and is proud to be one of the few non-profit organizations in Canada that have received accreditation by Imagine Canada for demonstrating leadership, excellence and accountability in the charitable sector. The ongoing support Knowledge receives from a significant base of donor-viewers, even in a challenging economy, is a testament to our public value.

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

- the commissioning of original BC documentaries which also enables independent producers to leverage federal and federally regulated production funds
- 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 BC 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.

This is a challenging time for the screen sector, both domestically and globally. Technological changes in combination with Artificial Intelligence, the spread of disinformation, and audience fragmentation are all causing ongoing disruption in business models and changes to the viewer experience.



The ongoing impact of digital disruption and realignment of business models across the screen sectors 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 considered to be currently at risk in Canada as a result of reduced commissioning. 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 and the consumer experience is being diminished 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.

Within the broader industry context described above, the focus of Knowledge Network's new strategic plan is on strengthening and diversifying our content offering to enhance the service we provide our viewers; fully leveraging our unique role in the broadcast ecosystem and collaborating with industry partners to strengthen BC's domestic production sector (documentary and children's animation specifically); promoting the discoverability of our free and ad-free quality content offer on both our traditional broadcast and streaming platforms; sustaining philanthropic revenue; leveraging technology to enhance quality, efficiency and security; ensuring an equitable and safe workplace; and supporting our people and culture as the foundation for everything that we do.



## **GOAL 1 - Serve and reflect diverse BC 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, Knowledge Network will ensure that more people living in British Columbia 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 Objectives:**

- 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 TVs<sup>1</sup>.
- Expand qualitative audience insights to inform marketing and programming decisions.

## **GOAL 2 - 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 BC audiences will help to strengthen BC's domestic production sector. Strategic partnerships, 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 Objectives:**

- Support BC's domestic documentary sector and help address historical inequities by applying equity targets to the commissioning of first-window, one-off<sup>2</sup> documentaries.

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<sup>1</sup> 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.

<sup>2</sup> One-off documentaries refer to a single documentary as opposed to a series. One-off documentaries make up the majority of Knowledge Network's annual commissioning activity and allocation of licencing fees. Due to higher costs, documentary series are generally only undertaken every 18 months to 2 years, which does not provide a large enough base to set licence fee targets. Separate equity targets will be established for unique opportunities such as the Stories (Un)told commissioning project in partnership with Creative BC. A minimum of 2 of the 3 projects from this initiative will be with BC Indigenous and BPOC majority-owned production companies.



- 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 production companies and creative teams to a) assess representation across intersections of equity-deserving groups and b) inform work with industry organizations to support addressing gaps.
- Maximize opportunities for BC documentary and children's programming producers working with Knowledge Network to leverage federal and federally regulated production funds.
- Support growth and development of the BC domestic production sector through strategic collaborations with other industry organizations.

### **GOAL 3 - Sustain philanthropic revenue**

Across the non-profit sector, charitable giving has declined post-pandemic in large part due to economic uncertainty. 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 to ensure we can sustain current levels of operation.

#### **Key Objectives:**

- 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.

### **GOAL 4 - Leverage technology to enhance quality, efficiency and security**

The rapid evolution of technology brings with it increased risks and opportunities along with ever expanding ways for viewers to consume content. Knowledge Network will improve technology alignment on its platforms to increase efficiency, enhance security, facilitate accessibility and provide an excellent viewing experience for audiences.

**Key Objectives:**

- Prioritize upgrades and improvements to broadcast and streaming platforms based on an integrated technology architecture plan.
- Strengthen cyber security practices and policies.
- Enhance accessibility features across all platforms.

**GOAL 5 - Supporting people and culture**

People and culture are the foundation of everything we do at Knowledge Network. Improving workflow documentation will strengthen knowledge transfer through any staffing changes as well as enhance efficiency overall. Supporting our talent, cultivating a diverse workforce and promoting an inclusive, equitable and culturally safe working environment will anchor our future sustainability.

**Key Objectives:**

- Embed our new corporate values - curious, committed, inclusive and accountable - into our culture.
- Further integrate equity, diversity, inclusion and accessibility (EDIA) practices throughout the organization.
- Develop succession plans for key positions to support seamless transitions and preserve institutional knowledge.
- Optimize and document organizational workflows to support collaboration and enhance productivity.



## Appendix 1

### **KNOWLEDGE NETWORK PURPOSE & VALUES**

#### **OUR PURPOSE**

Knowledge Network provides British Columbians with trusted, free and commercial-free content that enriches minds, fosters understanding and contributes to a connected and more informed society.

#### **OUR VALUES**

##### **CURIOUS**

We are open-minded and actively engage with new ideas to foster understanding, acceptance, continuous learning and growth.

##### **INCLUSIVE**

We curate programming that reflects the experiences and interests of our diverse BC viewers. We ensure equitable commissioning practices, and we foster a diverse workforce and culturally safe workplace.

##### **COMMITTED**

We are dedicated to providing quality and care in all aspects of our work and relationships.

##### **ACCOUNTABLE**

We are transparent, we act with integrity, and we live our values, thereby earning the trust of our community, including our viewers, our donors, our storytellers and our staff.