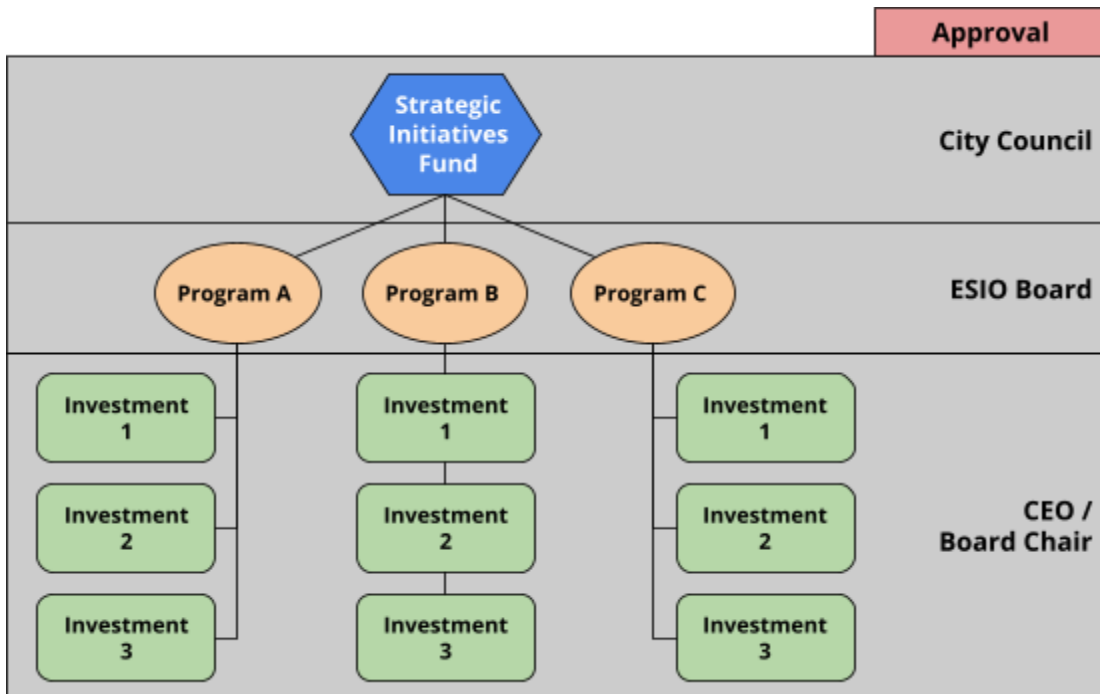




Policy Name:	Strategic Initiatives Fund Investment Policy		
Policy Number:	FM010	Policy Type:	Board
Original Approval:	September 2023	Review Cycle:	Annual
Last Approval:	April 2024	Last Review:	April 2024

1.0 Overview

The Strategic Initiatives Fund (SIF) is devoted to the creation of new or enhancing current creators of intellectual property in the Edmonton screen industries. The goal is to create a thriving environment by investing in screen entertainment initiatives that elevate local content creators whose work will have a broader impact on the Edmonton ecosystem, driving greater commercialization and sustainable business.



2.0 Criteria

SIF programs must fall into one of the following categories:

- Infrastructure (eg. sound stage, technology)
- Education (eg. PSI collaborations, micro-credential programs, production partnerships)
- Partnership funding (eg. development funding programs, production funding programs)

And address at least one of the following strategic priorities:

- Increase access to needed infrastructure and non-capital resources
- Increase the experience level and certification of the local talent base
- Increase access to capital for the local talent base

SIF programs will be a minimum of \$100,000 and must attract and utilize a minimum 1:1 ratio of matching investment (cash or in-kind) from other sources.

SIF programs are not required to generate financial returns for the ESIO.

SIF investments must align to one or more SIF programs.

3.0 Outcomes and Measurements

The strategy aims to create the following key outcomes:

- Increased number of producers of screen entertainment content in Edmonton
- Increased visibility and experience of producers of screen entertainment content in Edmonton
- Activation of third-party funding

Success will be measured by:

- Third-party funds activated by SIF investments and applied to Edmonton projects or initiatives
- Number of Edmonton creators assisted, either financially or in-kind, by SIF investments
- Number of individuals with qualifications, credits, or credentials provided through programs or initiatives funded by SIF investments

4.0 Related Policies

FM006 Delegation of Authority Policy

AP006 Conflict of Interest

HR006 Whistleblower Policy

AP003 Ethical Fundraising

AP002 Privacy Policy

BD010 Communications and External Relations Policy

FM002 Investment Policy

Board and Committee Terms of Reference

Appendix A: Roles and Responsibilities

Activity	Responsibilities	Board Chair	Board	GOV	AFC	CER	SIC	CEO
PLAN DEVELOPMENT								
Strategic Plan	<p>All:</p> <ul style="list-style-type: none"> ESIO is fulfilling our mandate for operations and SIF 							Develop
			Review	Review	Review	Review	Review	Recommend
			Review	Recommend				
			Approve					
Business Plan (Including SIF activities and budget)	<p>Board:</p> <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan Resources are available to meet commitments <p>AFC:</p> <ul style="list-style-type: none"> Annual program allocations are reasonable to achieve outcomes Financial resources are available to meet commitments <p>SIC:</p> <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan Program objectives are reasonable Annual program allocations are reasonable to achieve outcomes Resources are available to meet commitments 							Develop
			Review	Review	Review	Review	Review	Recommend
			Review	Recommend				
			Approve					
SIF Programs (new and amendments)	<p>Board:</p> <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan Programs meet the spending restrictions as outlined in the funding agreement Financial resources are available to meet commitments - SIF and Ops <p>SIC:</p> <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan Program objectives are reasonable <p>AFC:</p> <ul style="list-style-type: none"> Programs meet the spending restrictions as outlined in the funding agreement Financial resources are available to meet 							Develop
			Review	Review	Review	Review	Review	Recommend
			Review	Recommend				
			Approve					

Appendix A: Roles and Responsibilities

Activity	Responsibilities	Board Chair	Board	GOV	AFC	CER	SIC	CEO
	commitments - SIF and Ops CEO: <ul style="list-style-type: none"> Engage with stakeholders gain insights identify programs that may be desirable identify potential issues 							
SIF Agreements (incoming funding)	<ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan and SIF resources are available to meet requirements of funding Funding partner is appropriate 		Review					Approve Recommend
PROGRAM ADMIN								
New Investments - value exceeding \$50,000	Board Chair: <ul style="list-style-type: none"> investments are fulfilling Strategic Plan and SIF program objectives Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan for managing is in place To consult with SIC to ensure the above, as required 	Approve						Recommend
New Investments - value \$50,000 or less	CEO: <ul style="list-style-type: none"> Investments are fulfilling Strategic Plan and SIF program objectives Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan for managing is in place 							Approve
Financial Amendments - existing or amended value exceeding \$50,000	Board Chair: <ul style="list-style-type: none"> investments are fulfilling Strategic Plan and SIF program objectives Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan for managing is in place To consult with SIC to ensure the above, as required 	Approve						Recommend
Financial	CEO:							Approve

Appendix A: Roles and Responsibilities

Activity	Responsibilities	Board Chair	Board	GOV	AFC	CER	SIC	CEO
Amendments - existing or amended value \$50,000 or less	<ul style="list-style-type: none"> Investments are fulfilling Strategic Plan and SIF program objectives Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan for managing is in place 							
Non-financial Amendments	CEO: <ul style="list-style-type: none"> Investments are fulfilling Strategic Plan and SIF program objectives Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan for managing is in place 							Develop Approve
Individual Payments value exceeding \$50,000	Board Chair/CEO: <ul style="list-style-type: none"> Contractual requirements met 	Approve (or one other authorized Board member)						Approve Recommend
Individual Payments value under \$50,000	CEO: <ul style="list-style-type: none"> Contractual requirements met 							Approve (plus one other signing authority)
SIF Program Communications and Marketing Plan	CER: <ul style="list-style-type: none"> Advise CEO on communications and marketing of program 					Review		Develop Approve
Approved SIF Programs Operations	CEO <ul style="list-style-type: none"> Potential investments are fulfilling Strategic Plan and SIF program objectives Application process is fair Assessment process is consistent and minimizes opportunity for bias Due diligence performed is appropriate Potential/actual conflicts and risks are identified and plan to manage is in place Funding advances are made at the appropriate time Status of investments is tracked Appropriate documentation is maintained Potential issues are identified and 							Develop Approve Administer Monitor

Appendix A: Roles and Responsibilities

Activity	Responsibilities	Board Chair	Board	GOV	AFC	CER	SIC	CEO
	<ul style="list-style-type: none"> communicated to Board/Committees Announce recipients publicly 							
REPORTING								
Strategic Plan	All: <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan 		Monitor	Monitor	Monitor	Monitor	Monitor	Report
Business Plan	All: <ul style="list-style-type: none"> Work and outcomes are aligned to the Strategic Plan 		Monitor	Monitor	Monitor	Monitor	Monitor	Report
SIF Programs (outcomes and allocations)	All: <ul style="list-style-type: none"> Other potential issues are identified and reported as necessary Board: <ul style="list-style-type: none"> Programs are subscribed and meeting outcomes Financial resources are available to meet commitments - SIF and Ops SIC: <ul style="list-style-type: none"> Programs are subscribed and meeting outcomes AFC: <ul style="list-style-type: none"> Potential for investment impairment has been assessed Financial transactions are appropriately allocated to SIF Financial resources are available to meet commitments - SIF and Ops CER: <ul style="list-style-type: none"> Programs are subscribed 		Monitor		Monitor	Monitor	Monitor	Report
Financial Audit	All: <ul style="list-style-type: none"> SIF is fairly presented in accordance with applicable principles and financial reporting standards 							Develop (with auditor) Recommend
Reporting to funders	All:			Review				Develop

Appendix A: Roles and Responsibilities

Activity	Responsibilities	Board Chair	Board	GOV	AFC	CER	SIC	CEO
	<ul style="list-style-type: none">• Conditions and requirements outlined in agreements are met							

Appendix B: Scrutiny Level Matrix

Activity	Active <i>involved in the approval process, has the ability to stop the approval</i>	Passive <i>access to info, cannot stop the approval</i>
Business planning for SIF	ESIO Staff; CEO; Strategic Initiatives Committee; Audit and Finance Committee; Board	
SIF Programs	ESIO Staff; CEO; Strategic Initiatives Committee; Audit and Finance Committee; Board	Community; Auditors; Funders
SIF Investments - new (value exceeding \$50,000)	ESIO Staff; CEO; Board Chair	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Community; Auditors; Funders
SIF Investments - new (\$50,000 or less)	ESIO Staff; CEO	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Community; Auditors; Funders
SIF Investments - financial amendments (existing or amended value exceeding \$50,000)	ESIO Staff; CEO; Board Chair	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Auditors; Funders
SIF Investments - financial amendments (existing or amended value \$50,000 or less)	ESIO Staff; CEO; Strategic Initiatives Committee;	Audit and Finance Committee; Community and External Relations Committee; Board; Auditors; Funders
SIF investments - non-financial admendments	ESIO Staff; CEO	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Auditors; Funders
Payments exceeding \$50,000	Director of Finance & Operations; CEO; Board Chair (or one other Board signing authority)	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Auditors; Funders

Appendix B: Scrutiny Level Matrix

Payments less than \$50,000	Director of Finance & Operations; CEO	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Board; Auditors; Funders
Funding agreements	ESIO Staff; CEO; Board; Board Chair	Strategic Initiatives Committee; Audit and Finance Committee; Community and External Relations Committee; Auditors
SIF financial allocations and information disclosure are accurate	Director of Finance & Operations; CEO; Audit and Finance Committee; Auditors	Board; Community; Funders