



Strategic Plan

2017 to 2022

Board approved – June 2017

Revised and Board approved: February 2018

PREAMBLE

In July 2016 Vestcor Corp. was formed as an independent private not-for-profit company under the Vestcor Act of the New Brunswick Legislature. It **provides, through one or more subsidiary corporations, pension and benefits administration, investment management and advisory services and related services to the Members and to any other person, pension fund, trust fund, endowment fund or similar funds.**

Under the Vestcor Act, the N.B. Investment Management Corporation was continued as Vestcor Investment Management Corporation (VIMC) on October 1, 2016 and ownership of the company was transferred from the Province of New Brunswick to Vestcor Corp.

Also on October 1, 2016, Vestcor Pension Services Corporation (VPSC) was created as the other operating subsidiary of Vestcor Corp. The net assets and operations of the Pension and Employees Benefits Division of the Province of New Brunswick's Department of Human Resources were transferred to VPSC under a General Conveyance Agreement with the Province. VIMC and VPSC were each governed by an independent Board of Directors composed of the same group of individuals. The Board and management teams of each company jointly met in March 2017 to conduct a strategic planning session for each company, and determined that it was best to immediately focus on integrating each of these operating companies, as envisioned under the Vestcor Act. Subsequently VIMC and VPSC were both amalgamated into Vestcor Inc. on January 1, 2018

The following strategic plan has subsequently been developed to provide direction in regard to this integration, while also continuing to guide the successful service delivery to our public sector clients and support the continued growth of our business.

VESTCOR VISION

We are the public sector's provider of choice for integrated investment and benefit administration services.

Vestcor is recognized for applying “industry best practices” by our clients and peers.

The company is:

- Recognized by stakeholders as having strong governance practices and a long-term strategic vision, as well as a not-for-profit model that is recognized to be aligned with their best interests.
- Driven by a long serving team of highly skilled professionals working within a culture of innovation and risk management.
- Valued by plan members and employer groups by providing industry leading pension and employee benefit administration services.
- Well known for being able to support client Trustees in meeting their target benefit pension plan investment policy, risk management, and administration challenges.
- Acknowledged as being able to develop investment strategies that exceed each clients' long-term risk and return objectives.
- Valued as a provider of consistent value added returns, net of expenses, for clients through a diverse range of investment strategies.
- Viewed as an employer of choice by recent graduates and experienced professionals.
- Seen as maintaining strong relationships and ongoing communication with key stakeholders.

VESTCOR VALUES

PRUDENCE – we develop and implement appropriate service strategies that are focused on client objectives and risk management guidelines.

ACCOUNTABILITY – we act in the best interests of our clients and use the highest standards of, financial reporting, compliance, auditing and key performance target measurement.

TEAMWORK – we develop and sustain a learning culture of engaged employees who share expertise through clear roles and coordinated activity that is fully aligned with achieving our clients' goals.

TRANSPARENCY – we produce clear and timely communications to all stakeholders on operations, strategies and results.

INTEGRITY – we ensure honesty in all corporate undertakings guided by a strong Code of Ethics and Business Conduct.

INNOVATION – we continue to provide a broad range of innovative well researched investment management and service delivery strategies.

VESTCOR MISSION

To provide innovative, cost effective, and prudent investment and benefit administration services that address the needs of public sector funds.

Key Goals:

1. To advance Vestcor's governance, management and organizational effectiveness.

Objective 1

Implement an *integrated* governance process that meets the evolving best practices for independent professional service firms.

Objective 2

Develop, support and advance the Vestcor leadership team's capabilities in meeting the organization's operational *integration* and evolving business challenges.

Objective 3

Meet best practices in independent external audit and governance monitoring processes.

Objective 4

Advance a system of effective internal controls over pension & benefits delivery, investment management, and financial reporting processes.

Objective 5

Update and monitor an *integrated* Enterprise Risk Management Framework, including a series of specific corporate risk appetite guidelines.

Objective 6

Enhance Vestcor client communication strategies and capabilities.

VESTCOR MISSION

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Key Goals:

2. To meet our client’s pension and benefit administration needs through effective practices and prudent service advancements.

Objective 1

Advance client need assessments, relationship monitoring, and additional service provision capabilities.

Objective 2

Align service delivery processing times to meet client needs.

Objective 3

Provide best in class Trustee Board facilitation, support and service coordination (i.e. “Outsourced Pension Board CEO”).

Objective 4

Enhance both member and employer education to provide better overall member understanding and engagement.

Objective 5

Improve plan member and employee communication service and content engagement platforms.

Objective 6

Assist pension client groups with analysis and action plan development with respect to future CPP enhancements integration.

VESTCOR MISSION

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Key Goals:

- 3. To meet our clients' specific long-term investment objectives through prudent advice and well executed risk managed investment strategies.**

Objective 1

Provide prudent investment strategy and policy development advice that results in clients successfully exceeding their long-term risk, return and other fiduciary objectives. (i.e. Outsourced Chief Investment Officer)

Objective 2

Exceed targeted long-term net relative value added returns through active investment management strategies.

Objective 3

Sustain investment product innovation through the development and review of alternative investment approaches and strategies.

Objective 4

Remain an investment management industry cost effectiveness leader.

Objective 5

Support clients in monitoring and managing their investment and operational risks.

VESTCOR MISSION

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Key Goals:

4. To maintain, develop, and attract a highly skilled and experienced team of professionals.

Objective 1

Develop and coordinate an *integrated* Human Resources Strategic Plan and process, including a comprehensive management succession plan.

Objective 2

Provide an annual human resources plan that addresses any perceived gaps between our current human resources capabilities versus our future Human Resources Strategic Plan requirements and potential risks.

Objective 3

Continue to develop and maintain a series of strategic recruiting and professional development relationships.

Objective 4

Maintain compensation and benefits programs that are competitive within the Atlantic Canada professional services marketplace and / or industry specific sectors where required.

VESTCOR MISSION

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Key Goals:

5. To strengthen and expand client and other stakeholder communications and relationships.

Objective 1

Develop and implement an *integrated* Vestcor brand and Corporate Communications Plan that provides effective and transparent information about Vestcor to our stakeholders.

Objective 2

Consistently report timely results in relation to specific client performance objectives, and proactively address any issues or concerns that may arise over time.

Objective 3

Continue our dialogue with government and related agencies, with respect to our capabilities in the provision of investment management and pension delivery services to other public sector pension funds.

Objective 4

Promote our capabilities as a valuable resource to government, public policy influencers, regulators or supervisory authorities, and other interest groups with respect to our pension plan strategy, investment, and risk management experience and capabilities.

VESTCOR MISSION

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Key Goals:

6. To support effective and efficient information technology, data management, and client reporting solutions.

Objective 1

Develop and coordinate an *integrated* Information Technology Strategic Plan and implementation process.

Objective 2

Pursue *integrated* IT Governance best practices.

Objective 3

Continue to promote and monitor information and communication security.

Objective 4

Efficiently transition internal VPSC system architecture from PNB infrastructure.

Objective 5

Develop and implement an efficient *integrated* Vestcor client focused website platform.

Objective 6

Evaluate business process efficiency through cost effective technology solutions.

Objective 7

Provide and maintain reliable and redundant system infrastructure and protocols to minimize service disruptions.