

CONFIDENTIAL

## **NOVA SCOTIA COMMUNITY COLLEGE (NSCC) FOUNDATION**

### **INVESTMENT POLICY**

#### **1.0 NSCC FOUNDATION MISSION**

- 1.1 Mission: To raise funds to support student bursaries, scholarships, emergency funding and other strategic priorities as determined by the Board of Governors.

#### **2.0 GOALS OF THE POLICY**

- 2.1 The goals of this policy are:

- (i) To maximize investment returns of the endowment funds, consistent with accepted risk tolerance levels supporting consistent annual cash flow requirements.
- (ii) To preserve in real dollar terms the capital of endowment assets.
- (iii) To at least earn the expected required rate of return as per the Endowment and Management Spending policy (3.5% net of inflation and fees) over a four year rolling period for the portfolio to accommodate the Foundation's annual income disbursement. Additional investment returns above this level are also necessary to cover investment management fees and the annual rate of inflation.

#### **3.0 RESPONSIBILITIES/ACCOUNTABILITIES:**

- 3.1 The Board has the responsibility to oversee the management and financial reporting processes of the Foundation while satisfying itself that the resulting information reasonably reflects the organization's financial position.
- 3.2 The AF&I Committee acts in a financial advisory capacity to propose recommendations to the Board regarding the:
- Annual development and revisions to this policy including formulation of investment philosophy and asset mix strategy
  - Monitoring of investment performance quarterly to ensure expectations are met
  - Monitoring of the investment manager at least annually and recommending the appointment of a new investment manager as required
- 3.3 The Foundation's Management Team is responsible for preparing financial reports, ensuring the effectiveness and efficiency of financial processes and developing effective internal controls.

3.4 More detailed roles and responsibilities are outlined in the Endowment Management and Spending Policy for reference.

#### **4.0 PERMITTED INVESTMENTS**

4.1 In investing Foundation capital, an investment manager must exercise the care, skill, diligence and judgment that a prudent investor would exercise in making investments. Permitted investment and prudent investor is referenced from the *Trustee Act* (Nova Scotia).

4.2 Fund investments include:

- Cash investments (T-bills, commercial paper and bankers acceptances) will be rated no lower than R-1 low or its equivalent, or will be in no bond rated below BBB or its equivalent by the DBRS. No more than 10% of the cash component may be invested in paper of a single issuer.
- The credit quality of the fixed income portion of the portfolio must have an average credit quality of BBB or better. No more than 25% of the overall fixed income allocation may be invested in instruments with a credit quality less than BBB.
- All equity investments (Canadian, US and foreign) will be in companies which trade on a recognized major exchange. At no time can shares in a single company represent more than 5% of the overall portfolio based on market value.
- Alternative investments such as real estate, infrastructure and hedge strategies are currently not employed in the Foundation investment strategies but may be considered in the future.

#### **5.0 RETURN AND RISK OBJECTIVES**

5.1 The pooled endowment fund must be constructed in such a manner as to target the long term desired outcome of the Foundation as indicated in section 2.0.

5.2 The Foundation's pooled endowment fund return objective is to generate a comparable return to a similar composite benchmark based on the following; 5% FTSE TMX Canada 91 day T-bill Index, 35% FTSE Canada Bond Universe, 30% TSX and 30% MSCI World-ex Canada.

5.3 Diversification amongst asset classes is provided through the asset allocation guidelines in section 6.0. Diversification within each asset class is provided by limiting the percentage of the market value of Foundation assets invested in a single issuer noted in section 4.2.

5.4 In maintaining acceptable risk levels, the pooled endowment fund can assume a medium to medium low investment risk in a balanced portfolio.

## 6.0 ASSET ALLOCATION

6.1 The investment manager must consider the following criteria in planning the investment of Foundation assets, in addition to any others that are relevant to the circumstances:

- (a) General economic conditions
- (b) Possible effects of inflation or deflation
- (c) Impact of each investment or course of action to the overall Foundation portfolio
- (d) Expected total return from income and the appreciation of capital
- (e) Investment fee structure
- (e) Liquidity needs, regularity of income and preservation or appreciation of capital

6.2 Target asset mix and ranges to meet investment goals are as follows:

<b>Asset Class</b>	<b>Target Asset Mix</b>	<b>Minimum</b>	<b>Maximum</b>
Money Market	5%	0%	10%
Canadian Bonds	35%	30%	75%
Diversified Equities			
Canada	30%	15%	40%
US	20%	10%	30%
Foreign (non-US)	10%	0%	20%
Total Diversified Equities	60%	25%	70%
Alternative Investments	0%	0%	15%

## 7.0 MONITORING AND REPORTING

7.1 On a quarterly basis, the investment manager will provide the following written reports:

- Portfolio Summary
- Performance Review (as compared to benchmark)
- Portfolio Structure
- Reinvested Income Distribution
- Portfolio Valuation
- Transaction Statement
- Investment Commentary

7.2 On a monthly basis, the investment manager will provide the following written reports:

- Portfolio Summary
- Performance Review

- 7.3 The investment manager will meet with the AF&I Committee in-person on a regular basis (at least bi-annually) to provide commentary and presentation of:
- an economic outlook and summary of portfolio strategy including successes and failures of each asset class
  - forward-looking investment views and plans considering the Foundation's position
  - any necessary changes in the fund's investment strategy, including changes in the status of the firm and its personnel
  - an explanation of investment performance in comparison to the Foundation's mission and return objectives
- 7.4 Each quarter, the AF&I Committee will evaluate the pooled endowment fund performance based on the benchmark portfolio outlined in section 5.2, fund objectives, strategy, long-term expected risk, returns and other qualitative factors that may impact the ability to achieve desired investment goals.
- 7.5 Annually, the AF&I Committee will evaluate the Investment Manager's performance based on the four year rolling average returns as compared to the funds objectives, investment performance, and meeting reporting requirements.
- 7.6 The Investment Manager will meet with the Board during the Foundation's AGM.

## **8.0 CONFLICT OF INTEREST**

- 8.1 A conflict of interest, whether actual or perceived, is defined for the purpose of this policy as any event in which the Board, an employee of the Foundation, any Manager or delegate, the custodian, or any person directly related to any of the foregoing, knowingly permits his/her interest to conflict with his or her duties or powers relating to the investment of the endowment assets or to any other matter relating to the Endowment Fund which may benefit materially from the knowledge of and participation in an investment decision.
- 8.2 Any actual or perceived conflict of interest shall immediately be disclosed in writing to the AF&I Committee. The AF&I Committee will then determine whether the conflict of interest exists and, if determined that it does exist, will take all necessary and appropriate measure to remedy the situation. All disclosures pertaining to a conflict of interest will be recorded in the AF&I Committee minutes.

## **9.0 VOTING RIGHTS**

- 9.1 The responsibility of exercising and directing voting rights acquired through Foundation investments are delegated to the investment manager who will at all times act in the best interest of the Foundation.
- 9.2 The Board reserves the right to direct voting decisions of the investment manager, if it is deems such action to be in the best interest of the Endowment Fund.

## 10.0 POLICY REVIEW

- 10.1 Policy review will occur every year in order to assess the expectations and outcomes of this policy and ensure investments are maximizing returns to achieve the best benefit to donors and to NSCC's strategic priorities.

## 11.0 DEFINITIONS

**AF&I Committee:** Refers to the Foundation's Audit, Finance, and Investment Committee; an advisory sub-committee of the Foundation's Board.

**AGM:** Foundation Board's annual general meeting

**Board:** Refers to the Foundation's Board of Directors.

**Capital:** The original donation(s) to capital of an endowment and any additional appreciation from inflation with the intent of being held in perpetuity.

**DBRS:** Dominion Bond Rating Service. A globally recognized provider of timely credit rating opinions that offer insight and transparency across a broad range of financial institutions, corporate entities and government bodies and various structured finance product groups.

**Endowment:** A restricted donation made to the Foundation by a donor in which the principal value is invested. A portion of the earned income from the investment supports a specified purpose as defined by the donor through a formal gift agreement.

**Foundation:** Refers to the NSCC Foundation.

**Foundation Management Team:** Refers to the Executive Director, Senior Development Officer, and Manager, Donor Care.

**FTSE Canada Bond Universe index:** provides benchmark performance standards for Canadian fixed income investments.

**Investment earnings:** The realized gains, unrealized gains and interest income earned or received from the pooled endowment fund in a specified period of time.

**Investment risk:** The probability of occurrence of losses relative to the expected return on any particular investment due to the unpredictability of market direction.

**Investment manager:** Refers to the appointed investment manager who manages the endowment on behalf of the Foundation.

**Investment management fees:** All direct expenses incurred to properly manage, control, and report on the investment activities of the endowment, including investor relations expenses and administration costs.

**Market value:** The current value of the pooled endowment fund, including capital and market stabilization (net investment earnings) and cash available for disbursement.

**MSCI World ex Canada index:** Morgan Stanley Capital International stock market index, which includes thousands of world stocks excluding Canadian equities under various categories used as a benchmark to measure portfolio performance.

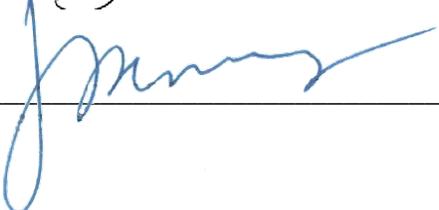
**NSCC:** Refers to the Nova Scotia Community College.

**Pooled endowment fund:** Allows multiple donor endowments to invest in the same pool of assets. Funds are invested as a single pool in order to optimize net return and diversification of risk. The pooled endowment fund includes all individual endowment funds reported on a pro-rata basis.

**TSX index:** comprised of stocks of the largest companies on the Toronto Stock Exchange

**APPROVED BY THE FOUNDATION BOARD OF DIRECTORS**

  
\_\_\_\_\_ **Chair of Board of Directors**

  
\_\_\_\_\_ **Chair of Audit, Finance & Investment**

**Date:** March 2015

**Date of next review:** June 2016