



**March 1999**  
**Letter to Members of the CPP Investment Board**

Dear:

I would like to take this opportunity, on behalf of all Members of the Pension Investment Association of Canada, to add my congratulations on your appointment to the Investment Board of the Canada Pension Plan. As you may be aware, PIAC has been very supportive of the initiative to invest the assets of the Plan in a diversified investment portfolio. Our experience is that at least 85% of all pension payment are funded by investment income and, over the years, investment in diversified portfolios has enabled pension funds to keep the pension promise.

The Members of PIAC are public and private pension funds, each with assets of \$200 million or more and, collectively, responsible for over \$400 billion in assets for more than 8 million plan beneficiaries. Representatives of Member funds are experienced investment professionals who understand the challenges that you and your colleagues face in the supervision of the investment of assets in the Canada Pension Plan. PIAC is prepared to make this experience available to the Investment Board if you believe that it would be helpful.

We wish you every success in your endeavours.

Sincerely,

Douglas G. Pearce,  
Chairman