



Financial policies

Borrowing management policy

1 Introduction

This policy has been established to ensure the prudent financial management for the issuance and management of Council debt.

The policy incorporates the requirements of the Local Government Amendment Act (No. 3) 1996 and should be read together with the Investment Management Policy. Together they form the Treasury Management Policy of the Council.

This policy is for the Christchurch City Council and includes the Christchurch City Council Sinking Fund Commissioners. The debt levels and liquid investments of Christchurch City Holdings Ltd (a 100% owned holding company) are taken into account for total debt levels and ratios only.

To determine the scope of this policy, the definition of terms used shall be that of the Local Government Amendment Act (No. 3) 1996 and Accounting Standards in force.

The Borrowing Management Policy will come into force on 1 July 1998.

Standard and Poor's has provided a joint credit rating for both the Council and Christchurch City Holdings Ltd. The rating is AA (Long Term) and A1 (Short Term). It is intended that these ratings be maintained as a minimum.

This policy assumes that the Consumer Price Index (CPI) remains in the range 0% - 3% per annum and interest rates in the range 6% - 10% per annum. If the New Zealand economy moves outside these parameters, this policy will be subject to revision.

2 Principles

The following principles underlie the policy:

- 2.1 Debt raised will be repaid over the economic life of assets funded to a maximum of 20 years to ensure inter-generational equity.
- 2.2 Interest costs are part of operating expenditure and will be funded from operating revenue.
- 2.3 The annual debt repayment provision will be funded from operating revenue.
- 2.4 Management of interest rate exposure consistent with the aim to:
 - have interest costs where possible at or below interest rates projected from time to time in the Council's Long Term Financial Strategy or the rates determined to be economically feasible for specific assets funded
 - hedge only for part or all of actual debt and not for speculative purposes
 - remain risk averse
 - maintain a mix of both fixed and floating rates, where appropriate, to maintain flexibility and advantage in case of interest change.
- 2.5 Debt will be used to fund capital expenditure as a residual source. Funds generated from depreciation will be applied to fund renewal and new capital expenditure with any surplus being applied towards the reduction of debt.
- 2.6 Debt financing is recognised as a component in the Council's Funding Policy to provide inter-generational equity which prevents costs being incurred by the current generation which are for the benefit of future generations.

3 Limits on Total Borrowing

- 3.1 The forecast interest rate payable on external debt intended to be raised by the Council in the ensuing year will be budgeted for and disclosed in the Annual Plan.
- 3.2 Total external debt as a percentage of total assets of the Council and Christchurch City Holdings Ltd shall be no more than 12%.
- 3.3 The total external debt of the Council and Christchurch City Holdings Ltd combined as a percentage of realisable assets (all assets excluding infra-structural and restricted assets) shall be no more than 33%.
- 3.4 Net interest paid on term debt by the Council and Christchurch City Holdings Ltd combined will not exceed 8% of the consolidated gross revenue provided interest rates do not rise above 8.5%.
- 3.5 The ratio of net external debt of the Council and Christchurch City Holdings Ltd combined to funds flow from operations shall not exceed five times, ie an ability to repay debt over five years (medium term) before net capital additions.

Note: Funds flow from operations is the net cash surplus of gross revenue over operating cash expenses (excludes depreciation).

4 Borrowing

- 4.1 All external debt of the Council including leases must be authorised by resolution of the Council.
- 4.2 The aggregate amount the Council determines as not being so significant as to require specific authorisation under Section 122Z (c) (ii) (A) is \$500,000.
- 4.3 Loans raised by the Council are to be secured by a charge on Rates revenue.
- 4.4 Except as noted in 4.6 below, new loans raised in any particular year are to be no greater than the amount disclosed in the Annual Plan for that year and applied only to capital projects and investments listed in the Annual Plan.
- 4.5 Borrowing will be applied to project funding after utilisation of other capital funding identified in the Annual Plan in accordance with the principle set out in 2.6 above.
- 4.6 All new loans required to fund expenditure which has arisen subsequent to the Annual Plan and Budget being confirmed shall require Council approval by a specific resolution of the Council stating the reasons why expenditure was not included in the Annual Plan.
- 4.7 Debt may be raised in either fixed or floating rate terms, and for short (ie up to one year) or long maturity terms.
- 4.8 The term of a loan must not be longer than the economic life of the capital assets it funds (as defined by the Council resolution) and in any event no more than 20 years. Where the loan funds are applied to several capital assets, the loan term may be up to 20 years.
- 4.9 A loan may be raised in several tranches for terms less than 20 years. Repayments at maturity of a tranche within the term of a loan may be refinanced without further Council resolution.
- 4.10 For new loans, the Council must consider the risks of borrowing including a sensitivity analysis to changing interest rates.
- 4.11 Revenue derived to meet depreciation charges will be applied for funding renewal works in the first instance, followed by new capital works and repayment of Council debt or to offset the need to raise debt to fund the current capital programme. Operating deficits will be funded from cash generated by depreciation funds.
- 4.12 Cash surpluses from any year will be applied to reduce the borrowing requirement of the subsequent year.
- 4.13 Subject to a Council resolution from time to time, the Funds Manager may raise loan funds by way of bank overdraft to cover short term cash short-falls limited to a maximum of \$1M. Borrowing under this clause is not subject to the constraints of clauses elsewhere in this policy. For the purposes of this clause the term "short-term" means for terms of less than one year.

5 Repayment of Debt

- 5.1 Debt may be repaid by one or a combination of:
 - Annual Sinking Fund instalments where the Sinking Fund Commissioners hold the funds as a separate trust, for the Council, for the sole purpose of debt repayment of specific loans.
 - Annual Contributions to a Loan Repayment Reserve to be held by the Council for the sole purpose of applying at appropriate opportunities to repayment or reduction of loans.
 - Annual table repayment instalments providing for full repayment over the term of a loan being 20 years or less.
 - Repayment from revenue or other sources.

- 5.2 With the exception of table loans, a minimum of 3% of the aggregate of the initial external debt raised by the Council and Christchurch City Holdings Ltd, combined, shall be repaid annually in accordance with one or a combination of the options set out in 5.1 above. Initial Debt is defined as the original sum of any loan borrowed which has not been fully repaid.
- 5.3 The rate of 3% shall be reviewed from time to time to ensure that with accumulated interest earnings on invested funds that sufficient funds are available to repay each initial loan tranche at the end of 20 years. At all times 3% shall be a minimum.
- 5.4 Sinking Funds and Loan Repayment reserves may be applied to earlier repayment of loans in conjunction with refinancing of tranches. In such cases the annual contributions to sinking funds or loan repayment reserves shall be recalculated to ensure that sufficient funds will be on hand to ensure repayment of the balance within the 20 year time frame.
- 5.5 When the repayment provision for any specific loan has been fully funded, no further contributions will be required for that loan.
- 5.6 The Funds Manager, after consultation with the Director of Finance and the Company Secretary of Christchurch City Holdings Ltd, may select the specific debt to be repaid in any one year to optimise the mix of debt types retained within the group.
- 9.3 There shall be appropriate segregation of duties amongst staff involved in borrowing and investing of Council and Christchurch City Holdings Ltd funds and this shall be subject to audit review.
- 9.4 The Funds Manager shall maintain the register of charges and shall file with the Registrar of Companies a copy of the debt instrument from time to time.
- 9.5 Actions taken under the Borrowing Policy are to be reported to the Director of Finance weekly, and to the Strategy and Resources Committee at its next meeting (allowing time for the normal preparation and circulation of agendas). The actions requiring reporting are:
 - Debt Servicing Costs, both budgeted and actual
 - Interest Rate Views
 - Comment on Interest Rate Exposure Management
 - Debt Maturity Profiles and expected timing of Debt Raising
 - Total Debt Raised (including leases)
 - Hedging Contracts taken up since the last report
 - Hedging and Derivative Contracts in place at the time of the report

6 Interest Rate Exposure

- 6.1 The interest rate policy of the Council is to manage the exposure to adverse interest rates consistent with the need to have interest costs, where possible, at or below interest rates projected from time to time in the Council's Annual Plan or Long Term Financial Strategy or the rates determined to be economically feasible for specific assets funded.
- 6.2 The Funds Manager may implement an interest rate strategy with interest rates higher than that budgeted, where this is supported by an interest rate view and strategy formed under the procedures of 6.3 below.
- 6.3 The Council may have an exposure to both fixed and floating interest rates. It may have up to 100% of the debt in fixed rates and up to 65% in floating rates, maintained by either direct borrowing under these terms or by interest rate hedging.
- 6.4 The Funds Manager shall form a view on future interest rates based on independent professional advice. The Funds Manager in conjunction with the Director of Finance shall appoint a review team to assist on the formation of interest rate views and debt management strategy. The view shall be revised at least quarterly. Action to change an exposure shall be based on that view. The view shall be reported to the Strategy and Resources Committee quarterly.
- 6.5 The Funds Manager shall be authorised to enter into interest rate hedging contracts to avoid an exposure to adverse rates based on the interest rate view, but only to protect the actual debt and debt planned to be raised. Speculation is not permitted. All hedging contracts are to be reported to the Director of Finance on a weekly basis and to the Strategy and Resources Committee at its next meeting.
- 6.6 Hedging can only take place with counterparties who are credit rated 'A-' or better.

7 Liquidity Policy

- 7.1 The debt maturity profile shall be maintained such that no more than 35% of the relevant debt matures in any one year. The relevant debt is the total external debt for the Council and Christchurch City Holdings Ltd combined but excludes any leases, table loans, and floating rate short term loan issues.
- 7.2 Where possible, maturity dates should be spread throughout the year.
- 7.3 Derivatives may be entered into to lock in the cost of and availability of known future borrowings in advance of physical borrowings.

8 Credit Exposure

- 8.1 Hedging can only take place with counterparties who are credit rated 'A-' or better.
- 8.2 Funds should be raised from brokers or major institutions where the risk of settlement default is minimised.
- 8.3 Loan raising should be managed so that the impact of settlement default will not adversely effect the Council.

9 Management of the Borrowing Policies

- 9.1 All external debt must be authorised by the Council.
- 9.2 Authority is delegated to the Funds Manager to raise external debt funds and to enter into hedging contracts on terms he may determine within the limits and guidelines of this policy statement. The day-to-day management and actions may be undertaken by the Funds Accountant, but the responsibility for overview lies with the Funds Manager.

Investment policy

1 Introduction

This policy has been established to ensure prudent financial management of Council investments.

The policy incorporates the requirements of the Local Government Amendment Act (No. 3) 1996 and should be read together with the Borrowing Management Policy. Together they form the Treasury Management Policy of the Council.

The policy is for the Christchurch City Council and includes the Christchurch City Council Sinking Fund Commissioners. Investments held by subsidiaries are excluded.

To determine the scope of this policy, the definition of terms used shall be that of the Local Government Amendment Act (No. 3) 1996 and Accounting Standards in force.

The Investment Management Policy will come into force on 1 July 1998.

2 Principles

The following principles underlie the policy:

- 2.1 Investments fall into several categories each of which are held for a specific purpose of the Council. Each category utilises one or more investment types.
- 2.2 Each investment type has its own characteristics and investment criteria.
- 2.3 Investments shall be managed to maximise the return to the Council consistent with the purpose of the investment and risk avoidance.
- 2.4 Investments made under delegated authority are limited to the policy criteria. Any investments made outside of the policy require specific resolution of the Council.
- 2.5 Interest rate exposure and yields on financial investments are to be managed according to practices outlined in this policy. Hedging, if used, is to cover only the protection of the actual physical investment. The intention of the policy is to be risk averse.
- 2.6 The Council shall maintain a prudent mix of investments.

3 The Purpose of Investment categories Subject to the Policy

The Council's investments are made for several purposes and fall broadly into five categories because of the different characteristics of purpose.

3.1 General Funds Investments

- 3.1.1 These investments funds are held for the general use of the Council in the form of financial investments for the purpose of providing general finance. They are invested on a commercial basis to produce a financial return pending utilisation as funding for the Council in its ordinary course of business.
- 3.1.2 General Funds may be invested in the following investment types:
 - Cash and short term bank deposits
 - Stocks and bonds
 - Loans to community organisations
 - Loans to individuals
 - Loans to Council subsidiary companies including LATEs
 - Real estate being held for market return purposes only

3.2 Equity Investments in Subsidiary Companies

- The Council holds equity investments in a range of subsidiary companies for a mix of the following purposes:

- Providing a rate of return on the investment to be used for general revenue purposes.
- Ensuring that ownership of essential infrastructural facilities with monopoly characteristics remain in community ownership.
- Separating trading activities or services from the ordinary operations of the Council in the interest of transparency, efficiency and competitiveness of pricing.
- These investments are made up of:
 - A majority interest in major utility trading enterprises through a 100% interest in Christchurch City Holdings Limited - see Schedule 1.
 - 100% interest in LATEs which have been established primarily to provide service delivery to the Council on a commercial basis - see Schedule 2.
 - Significant interest in trading enterprises primarily for income purposes but recognised as being of benefit to the local economy - see Schedule 3.

3.3 Property Held for Investment Purposes

- Investment properties are defined as being held for market return purposes and having no operational function.
- The decision to hold or dispose of investment property is driven by the performance of this investment compared with similar properties in the market.

3.4 Investment of Reserve Funds including Trust Funds

3.4.1 These reserve and trust funds for this purpose have the following characteristics:

- The Council has resolved to set aside funds for a specific defined future purpose.
- Normally held in long term financial investments.
- The Council has defined a minimum holding of reserve funds, currently set at \$5M to provide a first source of funding available in the case of an emergency arising from a natural disaster.
- Estimates are prepared each year of the value of each separate reserve funds including revenue projections.
- These funds are available for appropriation in the Annual Plan to finance expenditure incurred on the purpose of the fund.
- The investments which make up the Reserve Funds can be held in common with General Funds investments with the earnings apportioned to each separate fund.

3.4.2 Reserve and trust funds may be invested in the following investment types:

- Short term bank deposits
- Stocks and bonds
- Loans to Council subsidiary companies
- Loans to individuals
- Loans to community organisations
- Shares in publicly listed companies

3.5 Sinking Fund Investments

- 3.5.1 These funds are held by the Commissioners appointed by the Council on trust for the repayment of Council loans in accordance with the Council's Borrowing Management Policy.
- 3.5.2 Sinking Funds may be invested in the following types of investment:
 - Cash and Short Term Bank Deposits
 - Stocks and Bonds
- 3.5.3 Management of Sinking Fund investments shall be subject to the procedures outlined in Sections 5 and 6 of this policy.

4 Types of investments

The Council holds the following investments (by type):

- 4.1 Short term bank deposits
- 4.2 Stocks and bonds issued by Government, SOEs, Local Authorities and Rated Corporates
- 4.3 Loans to Council subsidiary companies
- 4.4 Loans to individuals
- 4.5 Loans to community organisations
- 4.6 Shares in (listed) public companies
- 4.7 Shares in subsidiaries
- 4.8 Real estate

5 Outline of Procedures for Management of Each Type of Investment

5.1 General Issues

- Each type of investment shall be prudently managed having regard to the purpose for which the investment was made and the needs of the Council.
- Delegated authority to act on all investments in accordance with this policy, (except Real Estate and investments in LATEs), is granted jointly and severally to any one of the Director of Finance, Financial Policy and Systems Manager, Funds and Planning Manager, Funds Accountant, and Accounting Services Manager etc. The primary responsibility lies with the Funds Manager.
- The Funds Manager will report to the Strategy and Resources Committee quarterly on the performance results of the investment portfolio excluding shares in subsidiary companies and returns on real estate which will be reported separately as detailed elsewhere in this policy.

5.2 Short Term Liquid Investments

Investment of this type will be managed and reported on the following basis:

- The objective is to minimise the holding whilst having regard to liquidity needs and investment return.
- Invested in authorised bank instruments in accordance with the criteria outlined in Section 6 of this policy.
- Compliance with the policy rules on acquisition, and disposal, control, and the settlement process instruments in accordance with the criteria outlined in Section 6 of this policy.
- Interest Rate risk management has an objective to maximise yield based on the interest rate view formed by the Funds Manager as outlined in Section 5.3 of this policy.
- The maturity profile of investments will be based on needs driven more by the liquidity needs of the Council derived by the forecasted daily liquidity needs.
- A weekly report shall be made to Reporting required to the Director of Finance showing a weekly position and income results, and to the Strategy and Resources Committee, a quarterly position and income result.

5.3 Long Term Financial Investments of Authorised Stocks and Bonds

- The objective is to maximise the holding whilst having regard to liquidity needs and investment return subject to the size of funds available for investment and the maturity profile matched to the expected need for liquid funds.
- To minimise credit risk, the investments with any one issuer are subject to the limits as defined in Section 6 of this policy.
- The Funds Manager will form a view of interest rates based on professional advice. This view together with the yield and maturity profile of the investments will form the basis of determining action required. In addition, the Funds Manager is authorised to use hedging instruments to change the interest rate exposure and to change the financial impact of the terms of the investment asset.
- The Council will seek to maximise yields either by primary investment or incidental arrangement.
- The procedures on acquisition, disposal, and the settlement process is set out in Section 6 of this policy.
- A weekly report shall be made to the Director of Finance showing a weekly position and income results, and to the Strategy and Resources Committee, a quarterly position and income result.

5.4 Loans to Individuals, and to Community Organisations

- These are subject to authorisation by the Council (or Committee if delegated) either on a one-off basis or by class (for example the drainage conversion loans).
- The funding source will be nominated in each case, mainly Reserve Funds, to avoid the need for Rate funding.
- Interest rate to be charged is set by the Council as either a policy decision or on a case by case basis. In the absence of specific instruction, then at no less than the Council's estimated cost of borrowing plus a margin (1% minimum) for administration and risk.
- The Funds Manager is to prepare loan documentation as required based on legal advice as to form and procedure.
- Security of Loans will generally be a charge on the borrower's land unless specified as being unsecured (as in the case with some community organisations) in which case such other security as the Council or Funds Manager may determine as being appropriate for this class of loan.

- Loan Guarantees shall be obtained if directed by the Council or if in the opinion of the Funds Manager it is considered to be prudent for a loan of this type.

5.5 Investments in LATEs and Subsidiaries

- Investment in shares in subsidiary companies will be made on the authorisation of the Council only after the receipt of professional advice on valuation and acquisition procedures.
- The Council will not involve itself directly in the management of its subsidiary companies. Management services may be contracted by the companies from Council staff.
- Each company which is defined as a LATE in the Local Government Act will be required to prepare annually a Statement of Corporate Intent annually which sets out the activities and strategic direction of each company and to report in accordance with the reporting requirements for LATEs in the Local Government Act.
- Christchurch City Holdings Limited is an investment monitoring company established by the Council to hold its significant trading enterprises on behalf of the Council. The Board will comprise a mix of Councillors and external directors with a majority of Councillors.
- Regular monitoring will be carried out by Christchurch City Holdings Limited (CCHL) of the ownership options, business strategy and operating plans, capital structure and risk management affecting the CCHL subsidiaries and other subsidiaries where the shareholding is held directly by the Council.
- Investment performance of subsidiary companies will be assessed in comparison to the performance of other similar companies in the same industry.
- The CCHL Board will report at least six times a year to the Council's Strategy and Resources Committee on the issues arising from its monitoring role. Ad hoc briefing sessions and seminars for Councillors will also be arranged.
- The Council is responsible for the approval of Statements of Corporate Intent and the appointment of directors for all subsidiaries held directly by the Council and directly by CCHL.
- Directors of all subsidiary companies will be selected according to the policy established by the Council in June 1996.
- Ownership of shares in subsidiaries will be transferred to CCHL when a subsidiary has an established viable record of financial performance and it is Council policy to retain the investment in the long term.

5.6 Shares in Listed Public Companies

- Specific authorisation is required by the Council to invest in listed equities.
- There is to be an annual review by a broker to assess price, total value and hold or sell advice.
- Trading is authorised to rationalise a holding and on the advice of a broker. Normally taking up cash issues, sale of rights etc will be subject to advice. Low value settlements may be actioned by the Funds Manager without further authority.

5.7 Real Estate Held for Investment Purposes

- Acquisition or sale decisions on investment property shall be made by the Council.
- The properties should be managed in accordance with professional property management principles for the administration and maintaining of properties.
- The Property Manager will maintain accurate records for all individual investment properties including income and expenditure which will then be used for measuring performance of the investment.
- Management principles will be in accordance with prudent commercial terms and conditions effective in the market from time to time.
- The Manager will ensure compliance with all relevant statutes.
- The decision to hold or dispose of investment property is driven by the performance of a specific investment compared with similar properties in the market.
- The Property Manager is to report to the Council on a six monthly basis on the performance of all investment property.

6 Assessment and Management of Risks by Type of Investment

6.1 Authorised Bank Instruments

The Council may invest in any registered bank in New Zealand subject to the following:

- The bank remains the primary debtor throughout the term of the investment.
- Investments will only be in banks with a credit rating of A- or better.
- A maximum of 20% of the total investments (of short term deposits and the long term stocks and bonds) may be invested with any one bank except where the total bank investments are less than \$5M, then the investments may be made with at least two banks.
- Any instrument issued by the bank may be taken up.
- Deposits may include foreign currency or forward rate agreements or other instruments to meet Council commitments in overseas currencies.

6.2 Authorised Stock or Bond Investments

The Council may invest in any fixed term stock or bond issued in New Zealand subject to the following:

- 100% of funds invested where the stock is issued by the New Zealand Government or State Owned Enterprise guaranteed by the Government.
- Where the stock is issued by a Local Authority and is rate secured, 100% of funds may be invested but subject to a maximum 20% any one issuer.
- Where the bonds are issued by any company in New Zealand with a long term credit rating (Standard and Poor's) of A- or better subject to a maximum 20% any one issuer.

6.3 For the Purchase, Sale, and Settlement of Bank Deposits, Stock and Bonds and Listed Public Company Shares

The Funds Manager and Funds Accountant and in their absence others listed in clause 5.1 have full authority to deal in these investments subject to the procedures outlined below and policy detailed elsewhere:

6.3.1 Making Investments:

- Bank deposits investments are normally made after three quotes are received.
- The Council is not bound to take the highest bid, nor shift funds from one bank to another where reasonable grounds exist to make an alternative decision (eg to maintain a spread of deposits between banks).
- Investments in stock issued under a tender shall be made with the advice of a broker.
- Investments in stock by direct purchase shall be made on the advice of a broker.
- Settlement to be made by cheque or by direct debit.
- A division of duties is to be maintained to provide for checks on the prudent handling of investment funds.

6.3.2 Recording of investments:

- Investments made are to be recorded in separate balance sheet asset accounts.
- A division of duties is to be maintained to provide for checks on the prudent handling of investment funds.
- Daily records of cash monitoring and investment decisions shall be maintained.
- Accrued income on a yield to maturity basis is to be calculated and actioned monthly.

6.3.3 Income Recognition:

Income is to be recognised on a yield to maturity basis, with the purchase yield used for capital values. Accrued income is based on the coupon rate. This is applicable as the Council:

- Normally selects an investment to match a maturity profile based in the main on an expected need for funds
- Would not normally sell the investments unless there is an earlier need for funds
- Would not wish short term variation in market interest rates to change the income flows over time from the same investment.

6.3.4 Withdrawal or sale of bank deposits, bonds, and listed equity investments:

- The proceeds are to be credited to the asset account on the balance sheet with appropriate income recognition.

- Funds are either reinvested or they form part of the liquidity of the Council. In either case the full value is recognised in the equity of the Council. Capital gains or losses are recognised as income and disposed of along with all other income as per the Annual Plan.
- Revenue from any investment is dealt with under the Annual Plan along with all other revenues.

6.4 Purchase, Sale and Settlement of Real Estate Investments

- All acquisitions and disposal decisions are to be made by the Council on advice of the Property Manager.
- The property disposal procedures approved by the Council from time to time shall be used for investment property disposals.
- Sale and purchase contracts in the normal form will be used.
- Investment properties are to be recorded as assets in the financial records and have similar treatment to other assets.

6.5 Purchase, Sale and Settlement of Subsidiary Company Late Investments

- In general terms it is the intention of the Council that a majority ownership in these investments will be retained in the long term.
- Any decision to dispose of shares in a subsidiary which would reduce the Council's shareholding to less than 50% will be made only after public consultation as set out in the Local Government Act.
- Where existing assets of the Council are transferred to a new LATE, an Establishment Unit will assess all the options and recommend the methodology, value and other matters according to the established procedure set out in the Local Government Act.
- External professional advice will be sought before making any decision to acquire or dispose of any shareholding in any of the subsidiary company investments.

Appendix 1

EQUITY INVESTMENTS OF COUNCIL IN SUBSIDIARY COMPANIES

SCHEDULE 1

A majority interest in major utility trading enterprises through a 100% interest in Christchurch City Holdings Limited

Southpower Limited	87.625%
Christchurch International Airport Limited	75%
Lyttelton Port Company Limited	65.63%
Christchurch Transport Limited	100%

SCHEDULE 2

100% interest in LATEs which have been established primarily to provide service delivery to the Council on a commercial basis

Canroad Construction Limited	100%
Christchurch City Facilities Limited	100%
Windsor Central Limited	100%
Travis Finance Limited and Subsidiaries	100%

SCHEDULE 3

Significant interest in trading enterprises primarily for income purposes but recognised as being of benefit to the local economy

Selwyn Plantation Board Limited	39.32%
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