



**VISION**

**ACTION**

**BAILLIE**



2017

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## TO MY FELLOW NOVA SCOTIANS,

Over the past four years, I have heard from many of you. I listened and I understand your priorities.

Nova Scotians are tired of governments with no vision. Governments that only focus on cuts. They are tired of paying more and making do with less. Nova Scotia is better than that. We can do better. You told me very clearly and I heard you, loud and clear.

This isn't **my** plan. This is **our** plan.

### **It's time for vision. It's time for action.**

We have an optimistic, pro-growth agenda that focuses on rebuilding our province, creating jobs and getting Nova Scotians back to work. We will:

- Create thousands of jobs by rebuilding our province's infrastructure.
- Recruit more doctors and invest in mental health care.
- Build an education system that puts kids first and supports our economic needs.
- Treat seniors with the respect they deserve.
- Make Nova Scotia greener and improve our economy at the same time.
- Stand up for Nova Scotia and get our fair share from Ottawa.
- Begin to get the cost of living down.
- Be accountable to Nova Scotians.

Our plan is ambitious. There is a lot of work to do. I am confident that Nova Scotians can get the job done. It's time to think big. Together, we can do this.

I believe in Nova Scotia's promise because I believe in Nova Scotians.



**Jamie Baillie**

Leader, Nova Scotia Progressive Conservative Party



# JAMIE BAILLIE

Recognized and known for his strong leadership in the business world and as a public servant, PC Party leader Jamie Baillie has a strong plan to rebuild Nova Scotia's economy and get us on the right track. He is a competent leader who will create more jobs and bring our sons and daughters home so Nova Scotia can grow. For five consecutive years, Jamie was recognized as one of Atlantic Canada's Top 50 CEOs. As CEO, Jamie led Credit Union Atlantic to steady growth and increased dividends for members. He is a member of Atlantic Business Magazine's Hall of Fame and in 2010 he was named a Fellow Chartered Accountant, the highest designation for that profession.

Before joining Credit Union Atlantic and making his mark on the business world, Jamie spent three years at the center of Nova Scotia's government, serving as Chief of Staff to Premier John Hamm. While working for Premier Hamm, Jamie was intimately involved in bringing about important improvements to the public education system and balancing budgets.

During that time, Jamie's negotiation skills and leadership were on display as he played a key role in winning Nova Scotia's \$830 million offshore agreement with Ottawa.

Jamie knows that hard work is the key to success. After moving to Halifax from his hometown of Truro to attend Dalhousie University, Jamie went on to become a CA, graduating from the Canadian Securities Institute. He completed the High Potential Leadership program at Harvard Business School and worked as a Senior Partner with Robertson Surette.

Jamie's leadership transcends business and government. He has been deeply involved in serving numerous charities and causes. In 2008 and 2009 he co-chaired the record-breaking United Way of Halifax Region campaign. He has served as Chair of the Board for Neptune Theatre and as a Director of the Halifax International Airport Authority. He served as a member of the Board of Governors at Dalhousie University and of the Junior Achievement Nova Scotia Business Hall of Fame and is a Past President of Prescott Group, a sheltered workshop for intellectually challenged adults.



## VISION

**Put thousands of Nova Scotians to work rebuilding our province's infrastructure.**

Creating jobs will be the top priority of a Jamie Baillie government.  
Our goal is to put **10,000 Nova Scotians to work rebuilding our province.**

We will invest in crumbling roads, bridges and buildings. **We will lower taxes for all job creators, instead of the old way of hand outs, grants and rebates for a select few.**

## ACTION

- The Rebuild Nova Scotia Fund will create thousands of jobs by repairing secondary roads and bridges, twinning our most dangerous highways, replacing the Victoria General Hospital, expanding high-speed internet, and investing more in community infrastructure.
- Our Earned Tax Relief for Job Creators will make Nova Scotia the most attractive place in Canada for businesses to grow and create more jobs.
- Our new film tax credit will revive our province's film industry, making Nova Scotia attractive to creative entrepreneurs again.
- We will create jobs and make our local communities grow again through royalty sharing and local resource development.

## THE REBUILD NOVA SCOTIA FUND

Over the next four years, a Progressive Conservative government will invest more in critical Nova Scotia infrastructure priorities. We'll create thousands of jobs in the process and maintain a balanced budget.

The PC jobs plan will grow the economy and create jobs by investing \$1 billion in roads, bridges and other public infrastructure. We will do this while anchoring the province's debt to GDP ratio at the current level.

We will work with the federal government and others so our new infrastructure investments are matched to boost the total of the Rebuild Nova Scotia Fund to \$2 billion.

## Jamie Baillie's priorities for the new ReBuild Nova Scotia Fund:

- Replace the Victoria General Hospital
- Double the budget for rural roads and repair secondary roads
- Twin 100-series highways
- Ensure high speed internet in rural Nova Scotia
- Fund environmental reclamation and community enhancement projects

# VISION

A Premier Nova Scotians Can Trust.

# ACTION

As Premier, Jamie Baillie will personally oversee the Rebuild Nova Scotia Fund.  
**He will be his own Infrastructure Minister.**

Too often, government projects go over budget and no one is held accountable. The Bluenose rebuild is proof of that. So is the Yarmouth ferry contract that spent our tax dollars to upgrade the ferry terminal in Portland, Maine.

A Progressive Conservative government will **automatically conduct an internal audit when a project goes more than 10 per cent over budget and make it public.** This is our No Boondoggle Guarantee.

We will **legislate a provincial school review program** that takes politics out of the process of opening and closing schools once and for all.

To further ensure government accountability, we will establish a **new Independent Office of the Commissioner of Ethics and Conflict of Interest** and make that person an officer of the House of Assembly.

## CUTTING RED TAPE

A Jamie Baillie government will reduce the paperwork burden on businesses to make it easier for job creators to hire workers.

We will set clear targets for red tape reduction with the goal of **cutting two existing regulations for every new one introduced**.

## EARNED TAX RELIEF FOR JOB CREATORS

**All job creators should be able to earn a tax break.** That's why we will make real tax relief available to all businesses that create new jobs in our province.

The Earned Tax Relief will provide an incentive for successful companies to invest more and create jobs in Nova Scotia. By creating new jobs, Nova Scotia businesses can **earn their way to a lower corporate tax rate** of ten percent. This lower rate would make Nova Scotia the most competitive place in Canada to create jobs.

We will **stop handing out grants and rebates to large corporations**, like the Royal Bank. Those rebates totalled over \$100 million under the McNeil government.

A Progressive Conservative government will also **increase the small business threshold** from \$350,000 to \$500,000. That means more businesses will pay less business tax.



## THE NEW ECONOMY

We will **give craft brewers a voice** in their own industry by ensuring they are represented on the Nova Scotia Liquor Corporation's Board of Directors.

Government should regulate gaming, not profit from it. We will appoint an expert panel to develop a **new, long-term gaming strategy that gets Nova Scotia out of the gambling business.**

## A FILM TAX CREDIT THAT WORKS

We will work closely with our film industry to **bring back a refundable Film Tax Credit** that makes Nova Scotia competitive again.

## RESPONSIBLE RESOURCE DEVELOPMENT

A Jamie Baillie government will create good jobs and keep young Nova Scotians here at home through sustainable development of our natural resources.

A Progressive Conservative government will also collaborate with municipalities and **share tax royalties from new, sustainable provincial resource development** with them.

We will increase exports and create jobs with a **provincial forest management plan that includes a 10-year, \$5 million investment in silviculture**. We will review the province's policy for cutting on Crown Land and provide strong oversight on environmental management. We will support our private woodlot owners, who are the backbone of the forestry industry.



## VISION

A health care system that's there when Nova Scotians need it.

## ACTION

- We will hire **more doctors and medical specialists, and reduce wait times**, by working with our doctors to get results.
- We will double the tuition relief program for doctors and nurse practitioners who commit to **practicing medicine in rural and underserved communities**.
- We will become a leader in mental health research and innovation by establishing the **Mental Health and Wellness Institute** at a Nova Scotia university.
- To better serve those with mental illness, we will **establish mental health crisis centres to divert patients from Emergency Rooms to more appropriate care**.
- We will expand access to **Mental Health Courts** across the province.
- A PC government will support Nova Scotians with mental illness through a **direct tax rebate for those who rely on a psychiatric service dog**.
- We will make sure **mental health services are available in all Nova Scotia schools**.

## BETTER HEALTH CARE

Too many Nova Scotians don't have a family doctor and have lost hope of finding one. We can deliver better care by reducing overhead and bureaucracy within the health system and investing that money in frontline services.

We will work with Dalhousie University, the Canadian Resident Matching Service (CaRMS), Doctors Nova Scotia, the College of Physicians and Surgeons, and the health authority to look at the path from graduation to practice-ready to make it easier for qualified physicians who studied abroad to work here at home.

We will double the tuition relief program for doctors and nurse practitioners willing to **practice in rural and underserved communities**.

We will invest **\$13.5 million in recruiting new doctors** to Nova Scotia. We will work with doctors to get this right.

We will rein in the Nova Scotia Health Authority by requiring real administrative savings and **invest those savings in frontline care**. We will ensure they **approve new doctors for communities who need them**.

We will reduce out-of-pocket medical costs paid by Nova Scotian cancer patients. A PC government will treat oral cancer drugs and hospital-administered cancer treatment equally, as other provinces have done.

We will respect local decision-making by **implementing site-based management at our regional hospitals**, replacing the bureaucratic zone system in place now.

## DOING MORE TO IMPROVE MENTAL HEALTH

We will establish **Mental Health Crisis Response Centres** to divert people undergoing a mental health crisis from Emergency Rooms to a facility, staffed by trained mental health professionals, to receive appropriate and informed treatment.

We will work with the federal government to **open a veteran-centred primary health care clinic** to help our veterans for whom emergency rooms and clinics may trigger operational stress disorders.

Our government will create a **\$250 direct tax rebate** for Nova Scotians who, through a medical diagnosis and treatment plan, rely on a psychiatric service dog.

A Jamie Baillie government will provide all **students with access to in-school mental health services**.

Mental illness affects one in five people, many of them young people. Our government will make Nova Scotia a leader in mental health research and innovation. We will create a **Mental Health and Wellness Institute** in concert with a Nova Scotia university and attract mental health experts.

## VISION

A quality education system that is the foundation of a strong economy.

## ACTION

- We will repeal the Liberal Bill 75 that imposes a contract on teachers, saving taxpayers millions in legal fees.
- We will immediately use the \$20 million set aside for classroom improvements to hire more Educational Assistants and set hard class caps.
- We listened to teachers. We will work with them to make needed classroom improvements in areas like discipline and an enforceable attendance policy.
- We will **end the “no fail” policy** once and for all and ensure students meet the expected outcomes to succeed.
- We will sign a new Memorandum of Understanding with our universities to **get tuition in Nova Scotia back down to the national average**.
- Our plan to put **vocational training back in schools** will let students choose to begin trades training earlier and graduate with a trades certificate.
- We will take money out of the boardrooms and put it in the classrooms by reviewing school board governance.
- A PC government will harness the knowledge and resources already in Nova Scotia by **requiring universities to focus on innovation and job creation**.

We all want the next generation of Nova Scotians to have to best chance to succeed. As Progressive Conservatives, we understand that a quality education system and a strong economy go hand-in-hand.

Our education system needs real action. That's why we will use the \$20 million the Liberals set aside for a committee and invest it directly in classrooms. We'll hire more Educational Assistants and put hard class caps in place.

We will work with teachers to improve learning conditions with an **enforceable attendance policy**, real discipline policy and by scrapping the “no fail” policy.

**Putting vocational training back in our schools** offers students more options for a prosperous future. Under our plan, students can choose to begin trades training earlier and graduate with a trades certificate. Holding a high school trades certificate will shorten the time and training required to complete certification at Nova Scotia Community College.

To support new and high-paying jobs, we will **require universities to focus on innovation and job creation opportunities**. A PC government will encourage more applied research on Nova Scotia's economic and social opportunities, job market needs and commercialization of research and intellectual property development.

A Progressive Conservative government will help young Nova Scotians stay in the province and find work by **replacing the Graduate Retention Rebate** that was cancelled by the Liberal government.

To make Nova Scotia an easier place to earn a quality education and to make our province more attractive to newcomers, we will enter into a new Memorandum of Understanding with our universities so we can **get tuition back down to the national average**.



## VISION

**A Jamie Baillie government will bring down the cost of living.**

Nova Scotians need a break. High taxes, high power rates, and ever-increasing prices make it impossible for too many hardworking families to get ahead.

## ACTION

A Progressive Conservative government will give families some much needed relief:

- We will **cut taxes to get the cost of living down** for thousands of Nova Scotians, starting with the Nova Scotians who need it the most.
- We will **freeze the Seniors' Pharmacare cost-share ratio** so governments can't make seniors pay more than their fair share.
- Under a Progressive Conservative government, there will **be no tolls on our roads and highways**.
- Nova Scotians already pay too many taxes. A Progressive Conservative government **will not impose a carbon tax**.
- We will make life more affordable by **raising the Basic Personal Amount** by up to \$3,000 for people with incomes below \$75,000. This one move will cut taxes for 500,000 Nova Scotians.

## VISION

A Justice System Survivors of Sexual Assault and Abuse Can Count On.

## ACTION

- A Jamie Baillie government will require post-secondary institutions to develop **comprehensive sexual violence policies**.
- A PC government will pass the **Dignity for Victims of Sexual Violence Act** that enables survivors to access legal representation.
- We will **require provincial court judges to complete comprehensive and ongoing education in sexual assault law**.
- We will keep communities safer by **restoring the Liberal cut to the Boots on the Street Program**.

Too many victims of sexual crimes have lost confidence in Nova Scotia's legal system. We must act to ensure the legal system is fair and responsive to survivors of sexual violence.

A Jamie Baillie government will protect post-secondary students by requiring colleges and universities to develop sexual violence prevention policies and provide supports for students affected by sexual violence.

We will pass the **Dignity for Victims of Sexual Violence Act** that ensures survivors of sexual violence are treated with respect by the legal system and enshrines the opportunity of survivors to access legal representation if they are unable to afford it.

A PC government will begin to restore confidence in the system by requiring provincial court judges to complete comprehensive and ongoing education about sexual assault laws.

## VISION

Dignity and Respect for Our Seniors.

## ACTION

- We will treat seniors with the respect they deserve and introduce the **Seniors' Bill of Rights that keeps couples in care together and makes quality meals the law.**
- We will freeze the Seniors' Pharmacare cost-share ratio so **governments can't make seniors pay more than their fair share.**
- We will offer free fishing licenses to seniors.
- To assist low-income seniors to continue living in their homes with dignity, **we will help cover the cost of repair projects.**
- We will enact the **Safer Homes Act** to make sure housing authorities make repairs to homes in a timely manner.

Nova Scotian seniors built our province. But after all their contributions, seniors are not getting the respect or support they deserve from the McNeil Liberals.

Millions of dollars of Liberal cuts to nursing homes mean many seniors are eating on less than \$5 per day. That just isn't right. We will immediately reverse the cuts.

We will **enshrine in law the Seniors' Bill of Rights** to affirm our commitment to the health and well-being of Nova Scotians living in long-term care facilities, now and in the future. This new law will confirm our commitment to provide quality care and accommodation that is safe, comfortable and supports a high quality of life for seniors in nursing homes.

Seniors should never be asked to pay more than their fair share. A PC government will **freeze the Seniors' Pharmacare cost-share ratio** to ensure no future government will download additional costs to our seniors.

We will increase funding for programs to help seniors repair and stay in their own homes by \$4.5 million.

To encourage active lifestyles and the opportunity to enjoy our province's natural beauty with friends and other family members, **we will offer free fishing licenses to seniors.**



## VISION

A Green and Prosperous Nova Scotia.

## ACTION

- Progressive Conservative government will renew our commitment to a clean environment by **modernizing and extending the Environmental Goals and Sustainable Prosperity Act**.
- We will **pass a Clean Air Act** and set enforceable standards for emissions.
- We will create jobs and invest in making Nova Scotia greener by launching the **Environmental Reclamation and Community Enhancement Fund**.
- We know a healthy environment can be a big boost for our tourism industry, so we will **establish an Eco-Tourism Task Force**.

Nova Scotia is known for its beautiful natural attractions and its pristine shoreline. That reputation is critical to tourism and other businesses that employ thousands of Nova Scotians. More importantly, our environment impacts the daily lives of all Nova Scotians.

We will pass a **Clean Air Act** to set enforceable standards for emission control and **hold polluters responsible for noncompliance**.

Progressive Conservatives understand that a healthy environment contributes to a healthy economy and to our long-term prosperity. We will launch the Environmental Reclamation and Community Enhancement Fund to clean up polluted areas.

## ACTION ON CLIMATE CHANGE

As Progressive Conservatives, we're proud to have passed the Environmental Goals and Sustainable Prosperity Act (EGSPA). It was ground-breaking legislation that set our province on the path to a greener, more successful future. Now, we must build on that success. A Jamie Baillie government will modernize EGSPA and set new targets for the next 30 years.

These actions will have a more positive impact on our environment than any form of Liberal carbon tax. We oppose Liberal carbon taxes that make life more expensive for Nova Scotians and don't protect our environment.



## VISION

A Premier Who Demands Our Fair Share.

## ACTION

- We will stand up for Nova Scotians and fight for **fair healthcare funding** from Ottawa.
- Under a Progressive Conservative government, there will be **no new tolls on our roads and highways**.
- A Progressive Conservative government will replace Stephen McNeil's ferry deal with one taxpayers can afford. We support and will institute a sustainable ferry service, without service interruption.
- We will **recognize out-of-province credentials for spouses of Canadian military personnel** living in Nova Scotia.
- A Jamie Baillie government will protect shipbuilding jobs.

Last year, Stephen McNeil accepted a bad healthcare deal from Ottawa. This doesn't make any sense when our aging population means health costs are rising. It simply isn't fair.

A Progressive Conservative government will work with other provinces to get our fair share from Ottawa. We believe provinces that have higher healthcare costs because of aging populations should be treated fairly by Ottawa.

We will work for fair post-secondary education funding from the federal government. Nova Scotia's federal funding should be based on the number of students we educate and the number of seniors we care for.

## CANADIAN NAVAL SHIPS – MADE IN NOVA SCOTIA

There are growing concerns about the federal Liberal government's commitment to replace the Royal Canadian Navy's warships. Nova Scotia needs answers to avoid delays in the project that could result in significant layoffs and damage to our economy.

**We will not accept delays that mean skilled Nova Scotia workers could be laid off and leave the province to find work.**

## WORKING WITH OTTAWA TO WELCOME NEWCOMERS

Nova Scotia needs more people to boost our population and increase the province's economic potential. We will work with local businesses to **expand the Provincial Nominee Program** and partner with Ottawa to increase the number of skilled immigrants coming to our province.

## STANDING WITH OVER-TAXED MOTORISTS

Nova Scotians already pay too much tax. **We will not allow new tolls to be added on Nova Scotia roads and highways.**



## STANDING UP FOR VETERANS & OUR MILITARY FAMILIES

To help military families who are posted in Nova Scotia settle quickly, a Progressive Conservative government will **recognize out-of-province credentials for the spouses of Canadian military personnel.**

## A BETTER FERRY DEAL FOR NOVA SCOTIA

We will make strategic investments that are the result of smart negotiations. We will transition to a more sustainable plan for a Yarmouth ferry service.

## A PERSONAL NOTE FROM JAMIE BAILLIE:

Nova Scotians are tired of voting for politicians who make lots of promises, only to see those promises broken once they get into office. Premier Dexter and the NDP promised not to raise our taxes, only to increase the HST to 15 per cent once they got in. Nova Scotians eventually kicked them out of office.

Premier McNeil personally promised to lower our power rates, enhance the film industry and provide a family doctor to every Nova Scotian. He broke all those promises – and more. Now, Nova Scotians are on the verge of rejecting the McNeil government.

This platform contains the long-term plan that I believe Nova Scotia needs to finally move ahead. To be effective, I know we also need strong accountability measures. That means a Premier who answers to you, the people of Nova Scotia.

To back up what we say, a new Progressive Conservative government will put in place strong accountability measures that you can count on to get the job done.

### Things like:

- Fixed election dates within our first six months in office.
- A complete review and public report by the Auditor General of the province's books, six months before the election. Never again will a new government say they didn't know the state of the books.
- Increase the per vote funding parties receive by 50 per cent for votes cast for women, African Nova Scotians and Indigenous candidates.
- Independent costing of party platforms.
- An annual review of government promises with annual public reporting on whether they have been kept or broken.

Vision, a plan of action, and strong accountability measures will finally get us moving forward. I am very optimistic about our future. I hope you will join us in making it all happen.

Your truly,



**Jamie Baillie**

Leader, Nova Scotia Progressive Conservative Party

## PLATFORM COSTING

	COST OVER 4 YEAR MANDATE
<b>TRUST AND ACCOUNTABILITY</b>	
Automatic internal audit when projects go over budget	(Savings)
Establish Independent Office of the Commissioner of Ethics and Conflict of Interest	\$600,000
Negotiate affordable deal for Yarmouth ferry	(Savings)
Increased voter subsidy for women and elected minorities	\$920,000
End corporate welfare	(Savings)
<b>A QUALITY EDUCATION SYSTEM – THE FOUNDATION OF A STRONG ECONOMY</b>	
Legislate provincial school review program	Existing funds
Improve classroom conditions- discipline and attendance	-
More educational assistants	Existing funds
Hard class caps	Existing funds
Put vocational training back in schools	\$32.5m
Require universities to focus on innovation and job creation	-
Make sure mental health services are available in Nova Scotia schools	\$14m
Repeal bill 75	-
End "no fail" policy	-
Bring tuition down to the national average by signing a new MOU with universities	-
Replace the Graduate Retention Rebate	\$27m

## PLATFORM COSTING CONT'D

	COST OVER 4 YEAR MANDATE
<b>LOWER TAXES FOR NOVA SCOTIA FAMILIES AND SMALL BUSINESSES</b>	
Reduce red tape – Cut two regulations for every one introduced	Existing funds
Earned Tax Relief for Job Creators	Revenue Neutral
Increase Basic Personal Income tax credit	\$276.7m
Oppose a carbon tax	-
Increase small business tax threshold	\$55.6m
<b>NEW ECONOMY</b>	
Put representatives from craft beer and wine on NSLC board	-
Bring back a refundable film tax credit	\$124m
Share tax royalties from new provincial resource development with municipalities	n/a
Develop a provincial forest management plan	\$4m
Invest in Nova Scotia silviculture	\$2m
Recognize out-of-province credentials for the spouses of Canadian military personnel	-
Expand the Provincial Nominee Program	-
<b>A HEALTHY ENVIRONMENT</b>	
Modernize the Environmental Goals and Sustainable Prosperity Act	-
Eco-Tourism Task Force	\$1m
Hold polluters to account by creating a Clean Air Act	-

## PLATFORM COSTING CONT'D

	COST OVER 4 YEAR MANDATE
<b>A HEALTH CARE SYSTEM THAT'S THERE WHEN NOVA SCOTIANS NEED IT</b>	
Hire more doctors and specialists	\$13.5m
Expand the tuition relief program for doctors	\$6m
Invest in nurse practitioners	\$3m
Expert panel to develop long-term gambling strategy	\$4m
Establish the first Mental Health and Wellness Institute at a Nova Scotia university	\$8m
Establish mental health crisis centres	\$8m
Expand the use of Mental Health Courts	\$9.6m
Cut health care administration by 2% and reinvest in frontline health care	\$6m
Tax rebate for those requiring psychiatric service dogs for medical diagnoses	\$100,000
Funding for at-home cancer medication	\$7.2m
Create a veteran-centred primary health care clinic	\$7m
<b>JUSTICE FOR SURVIVORS OF SEXUAL ASSAULT AND ABUSE</b>	
Reverse Liberal cut to Boots to the Street program	\$6m
Ongoing education in sexual assault law for provincial court judges	-
Pass Dignity for Victims of Sexual Violence Act	-
Require post-secondary institutions to develop sexual assault policies and supports	-

## PLATFORM COSTING CONT'D

	COST OVER 4 YEAR MANDATE
<b>DIGNITY AND RESPECT FOR OUR SENIORS</b>	
Seniors' Bill of Rights	-
Free fishing licenses for seniors	\$200,000
Enact the Safer Homes Act	-
Reverse Liberal cuts to long-term care	\$32.8m
Home repairs for low-income seniors	\$4.5m
Freeze seniors pharmacare	Existing funds

## PC PLATFORM (\$ IN MILLIONS)

	COST OVER 4 YEAR MANDATE			
	2017 – 2018	2018 – 2019	2019 – 2020	2020 – 2021
Provincial Surplus (Deficit)	25.9	35.6	46.6	60.8
Adjust: Current Government Commitments	80.2	144.6	134.1	121.1
PC Platform Investments	106.1	180.2	180.7	181.9
PC Surplus (Deficit)	0	0	0	0
Debt Ratio	36.6%	36.6%	36.6%	36.6%



**VISION**

**ACTION**

**BAILLIE**



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