



Apprenticeship in ACTION

RILEY ISBISTER

Riley Isbister is a graduate of the Saskatchewan Youth Apprenticeship (SYA) Program and a Journeyperson Carpenter.

Born in Prince Albert and raised in Saskatoon, Isbister first heard about the SYA program after Grade 10 at a career fair put on by the Saskatoon Industry Education Council (SIEC). They deliver the SYA program in the summer as part of their Summer Youth Internship Program, and he quickly signed up.

"It was an easy choice for me because I was already interested in working with my hands and being active," said Isbister.

"There was some homework involved in taking SYA, but looking back, it really wasn't that challenging."

It didn't take him long to appreciate the program benefits he would realize.

"I really like that SYA granted me the opportunity to experience my trade before fully committing to it. In addition, I really appreciated that there were incentives to complete the program. Completing SYA gave me a head start because I acquired 300 hours trade time credit, and my registration fee and first level of technical training tuition were both waived."

He said it also taught him what to expect on the worksite and how to be safe.

Now a Journeyperson Carpenter working in Regina, Isbister said he really enjoys seeing the fruits of his labour at the end of each day.

continued on page 3

WHAT'S INSIDE

- Riley Isbister1
- From the desk of Jeff Ritter 2
- Students Receive SYA Industry Scholarships..... 4
- Harmonization Update..... 5
- Harmonization: Consensus Reached 6
- Ryan Goodin Wins Gold at Skills!7
- Apprenticeship Awards - November 1, 2019..... 9
- BuildForce Stats9
- NewsBites 10
- Board of Directors.....11
- Thank you SYA Industry Scholarship Sponsors.....11



From the desk of JEFF RITTER



Greetings from the staff at the SATCC. We have had a busy summer so far, so I am just going to jump into the highlights.

To start off, the SATCC applied for, and received, funding from Employment and Social Development (ESDC) Canada to promote the Saskatchewan Youth Apprenticeship (SYA) Program. Over the summer and into the fall, you will notice a greater public presence of this program on social media channels, billboards, transit signs, restaurant posters and even television! We have been busy working to increase the number of youth participating in the program because we know the program is successful in introducing youth to the skilled trades at a much younger age. Take a look at Ricky, Nishell and the Outfit of the Day videos on our [Youtube channel](#) to see what I mean. We hope you like them as much as we do!

This brings me to Riley Isbister, the Carpenter featured on our cover. He talks about his experience in the SYA program, and how it helped him succeed in his journey, homework and all.

In June, we announced the names of 100 graduating high school students - in 72 Saskatchewan communities - who completed the SYA program and were awarded \$1,000 SYA Industry Scholarships - funded by many of our valuable apprenticeship industry partners. (See the growing list on page 10.) On behalf of these young people, I'd like to personally thank you for supporting this great program. The scholarship is a big boost, an incentive to encourage youth to continue pursuing a skilled trades career.

Another young man who will achieve a big boost in his career is Ryan Goodin from Regina. He is a highly skilled tradesperson who won two gold medals - one at Skills Canada Saskatchewan and one at Skills Canada National competitions! He can be justifiably proud of his achievement.

The Canadian Council of Directors of Apprenticeship is very pleased with the steady pace of harmonization of Red Seal trades across Canada. The recommendations are on target to be implemented by September 2020. Read more about it on pages five and six.

November 1, 2019 is the date for the next annual Apprenticeship Awards. Invitations have been emailed to all past corporations that have participated, but if you are new to this gala event, or did not receive your invitation, be sure to read page 9 and visit our [web page](#) for all the details. I hope many of you will be able to join us as we celebrate outstanding achievement in the skilled trades at the Conexus Arts Centre in Regina.

Finally, I encourage you to review the NewsBites on page 11. We are pleased to offer two new online courses this fall. One is the Sheet Metal Worker

Upgrading Course, and the other is the new Landscape Horticulturist apprenticeship training program we are partnering with through the University of Saskatchewan.

On behalf of all us of here at the SATCC, have a wonderful, relaxing and safe summer. We'll catch up on the latest apprenticeship news in the fall.

A handwritten signature in black ink, appearing to read "Jeff Ritter". The signature is stylized and fluid.

Riley Isbister

continued...

"I really enjoy looking at a project I've built at the end of the day. I can appreciate the skills and talent it took to put it all together. While I do have to dress for the elements working outside, I enjoy staying active and solving on-the-job problems."

Isbister also noted that he appreciates the mentor/apprentice relationship which is a foundation of apprenticeship training.

"Ray was my mentor and he taught me the ins and the outs of the trade and he really helped me move forward in my career."

Isbister said the work in the trade can vary widely whether working with a small company, where he first began his apprenticeship, or a much bigger

"I really like that SYA granted me the opportunity to experience my trade before fully committing to it."

- Riley Isbister

company, like at Quorex Construction where he is a journeyman today.

Isbister continues to dream and set goals for himself hoping to be the superintendent of his own carpentry company one day.

"My advice to youth considering their careers is to explore the SYA Program and DO THE HOMEWORK....it's well worth the effort."



ONE HUNDRED STUDENTS RECEIVE SYA INDUSTRY SCHOLARSHIPS

One hundred graduating high school students from 72 communities across Saskatchewan received Saskatchewan Youth Apprenticeship (SYA) Industry Scholarships this year.

In order to be eligible for the scholarship, students must complete the SYA program and plan to embark on a career in the skilled trades. Activities range from completing practical and applied arts courses to interviewing a journey person to completing at least one day of on-the-job work experience.

The SYA Industry Scholarship program is unique. In order to redeem the \$1,000, students must demonstrate they're actively pursuing a career in the skilled trades within two years of graduation – either by completing a pre-employment program or by registering as an apprentice in Saskatchewan and successfully completing Level 1 technical training.

Tesa Sloan, who graduated from Cut Knife High School in June, plans to start a career as an Automotive Painter.

"I am honoured to receive a Saskatchewan Youth Apprenticeship Industry Scholarship," Sloan said. "I am

looking forward to working in the automotive painter trade, and everything else that accompanies it. This scholarship is exactly what I need to get on my feet and pursue my dream. A special thanks to all the people who supported me through the years."

Every year, educators co-ordinating SYA in their schools are invited to nominate at least one SYA graduate from their school. The SATCC also collects nominations from the Regina Industry Education Council, the Saskatoon Industry Education Council and the Regina Trades and Skills Centre. Since the scholarship launched in 2009, 56 industry sponsors have committed \$740,000 to the fund.

Students who complete SYA receive significant benefits. If SYA graduates register as apprentices within five years of graduation, their apprenticeship registration fee is waived, their Level 1 technical training tuition is waived and they receive 300 trade time hours. The SYA program has grown significantly over the last year.

At the end of 2017-18, there were more than 2,500 students enrolled. Currently, there are more than 3,300 students enrolled – an increase of 30 per cent.



Top Left: Alexander Hala (left) and Nolan Thackeray (right), Weyburn Comprehensive School. Alexander is interested in the Machinist trade, while Nolan is interested in the Welder trade.

Top Right: Emily Soderstrom, Grenfell High Community School, with Principal Dionne Sproat. Emily is interested in becoming an Automotive Service Technician.

Bottom Left: Mykel Biermann (left), Manor School, with his teacher. Mykel is interested in becoming a Powerline Technician.

Bottom Right: Riley Schick, Lumsden High School, with his teacher Lanna Abbott. Riley is interested in becoming an Automotive Service Technician.

SYA INDUSTRY SCHOLARSHIPS 2019



100 STUDENTS

Saskatchewan Youth Apprenticeship Industry Scholarships are awarded to graduating high school students who have completed the Saskatchewan Youth Apprenticeship Program and plan to pursue a career in the skilled trades.



\$1,000

Each student has two years to redeem the scholarship by completing a pre-employment program or by registering as an apprentice and successfully completing Level 1 training.



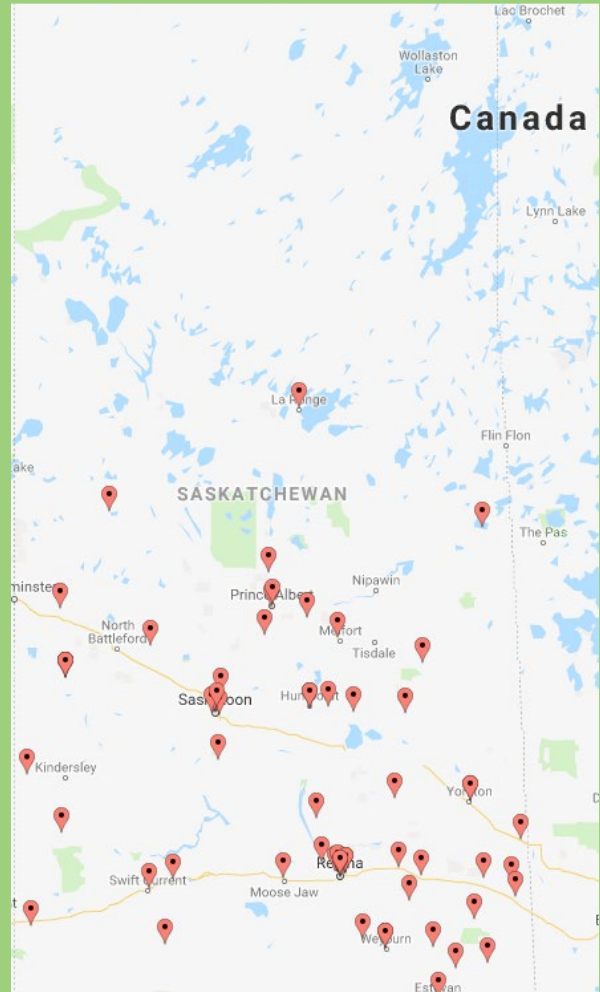
56 SPONSORS

SYA Industry Scholarships are funded by industry partners and the Government of Saskatchewan.



72 COMMUNITIES

Scholarship recipients reside in communities across Saskatchewan.



HARMONIZATION UPDATE



In the month of June, the Red Seal Occupational Standard Workshop was held for the Instrumentation and Control Technician trade in Gatineau, Quebec. Also during June, stakeholders and apprenticeship authorities from across the country met via webinar to discuss the Cook trade's Red Flag Action Report for the final curriculum sequencing.

Other updates include:

- The Partsperson Red Seal Occupational Standard was released for jurisdictional review.
- Initial preparations commenced for the upcoming Glazier Red Seal Occupational Standard workshop in October.

Looking ahead in 2019:

- The Red Seal Occupational Standard Workshop for Glazier is scheduled for October 20-25, 2019.
- The Red Seal Occupational Standard Workshop for Motorcycle Mechanic (not designated in Saskatchewan) is scheduled for December 1-5, 2019.
- The Red Seal Occupational Standard Workshop for Roofer is scheduled for January 19-24, 2020.

HARMONIZATION: CONSENSUS REACHED FOR 32 TRADES

“The Canadian Council of Directors of Apprenticeship (CCDA) would like to thank industry and training stakeholders for their contribution and support to the harmonization of apprenticeship training initiative. Since 2015, this initiative has been working with apprenticeship industry and training stakeholders from across the country to achieve consensus on substantive alignment across jurisdictions on the trade name, total training hours (on-the-job and in class), number of training levels and sequencing of technical training content.

The initiative was launched with the ambitious goal of harmonizing training for 30 trades covering 90 per cent of registered apprentices in participating jurisdictions by 2020. The CCDA is proud to announce that consensus has now been reached for 32 Red Seal trades. Implementation of the recommendations is on target for all of them to be implemented by September of 2020.

The next phase of trades that are currently in stages of consultation are Instrumentation and Control Technician, Partsperson, Glazier, Bricklayer, Roofer and Motorcycle Mechanic.

Work will continue to harmonize the remaining Red Seal trades, as their occupational standards are developed.

The CCDA is also looking forward to reviewing trades whose curriculum has been harmonized, to ensure that the training content stays current and continues to meet industry needs.”

Source: Red Seal Secretariat’s Red Seal e-Blast newsletter (July 22, 2019).

Phase and Implementation Target	Red Seal Trade Name	Hours of Training	Levels of Training
Phase 1 September 2016	Carpenter	7200	4
	Metal Fabricator (Fitter)	5400	3
	Welder	5400	3
	Ironworker (Generalist)	5400	3
	Ironworker (Reinforcing)	3600	2
	Ironworker (Structural/Ornamental)	5400	3
	Mobile Crane Operator*	5400	3
	Tower Crane Operator	3000	2
Phase 2 September 2017	Heavy Duty Equipment Technician	7200	4
	Truck and Transport Mechanic	7200	4
	Agricultural Equipment Technician	7200	4
	Construction Electrician	7200	4
	Industrial Electrician	7200	4
	Industrial Mechanic (Millwright)	7200	4
	Automotive Service Technician	7200	4
	Plumber	7200	4
	Steamfitter/Pipefitter	7200	4
Phase 3 September 2018	Boilermaker	5400	3
	Sprinkler Fitter (formerly: Sprinkler System Installer)	7200	4
	Concrete Finisher	3600	2
	Landscape Horticulturist	6000	4
	Sheet Metal Worker	7200	4
Phase 4 September 2019	Rig Technician	4860	3
	Refrigeration and Air Conditioning Mechanic	7200	4
	Insulator (Heat and Frost)	7200	4
	Machinist	7200	4
	Tool and Die Maker	7200	3
Phase 5 September 2020	Powerline Technician	7200	4
	Auto Body and Collision Technician (formerly: Motor Vehicle Body Repairer (Metal and Paint))	7200	4
	Automotive Refinishing Technician (formerly: Automotive Painter)	3600	2
	Hairstylist	3600	2
	Cook	5400	3

* The CCDA approved industry’s request to support only one Red Seal Mobile Crane Operator trade which incorporates hydraulic telescopic, hydraulically driven lattice boom and friction driven lattice boom cranes

RYAN GOODIN WINS GOLD AT SKILLS!

When the Olympics are on TV, many people take an interest in following their country, or a sport or perhaps an athlete. They get excited watching, and feel a sense of pride because they know the grit and determination it took to get there. In the same way, the Skills Canada Saskatchewan and National Competitions give young people the opportunity to demonstrate their incredible abilities in the skilled trades and technologies. Participating in these competitions takes hard work and dedication, and that is just what Ryan Goodin, a Construction Electrician from Regina, demonstrated to win two gold medals in the Industrial Control category, one at the Skills Canada Saskatchewan competition and one at Skills Canada Nationals!

Born and raised in the Queen City, Goodin attributes his strong work ethic to his mentor and biggest role model, his father, a Heavy Duty Equipment Technician.

"I worked in the power systems department at Finning Canada – the world's largest Caterpillar dealer - for a number of years, and then realized I was interested in the electrical distribution side," said Goodin. "I love this job because I get to travel to different sites across Saskatchewan, and each one can be so different. One day you are working at a potash mine, the next day you may be at a hospital, or even a small condo complex. There is a lot of variety. I really enjoy troubleshooting and the problem-solving aspects of the job."

While attending his Level 1 apprenticeship technical training, Goodin was approached by his instructors about entering the Skills Canada Saskatchewan competition.

"I was hesitant at first," Goodin admitted. "However, after thinking about it a few days, there was really no good reason not to enter the competition. I am thankful to Blake Gustilov and Claude Beurivage from Saskatchewan Polytechnic for their encouragement, and Devon Young for all the extra time he spent with me after school and on weekends helping me train for the competitions."

Goodin competed in the Skills Canada Saskatchewan competitions in Saskatoon on April 12, 2019 and took his performance as seriously as any athlete, or tradesperson for that matter.

"I spent a lot of time practicing and writing code at home and in the evenings while traveling for work," confessed Goodin. "Coding was something that was fairly new to me and required a lot of time, but it is a critical component of the Skills competitions."

"Coding involves reading a set of instructions on how someone wants a certain process to work."

"In order to prepare myself, I looked up the past four years of competitions and wrote the PLC (programmable

logic controller) codes for those projects to get more comfortable with it. This year's competition was to update the artillery firing system aboard the Canadian Naval Frigates. We had to design the automatic reloading and firing of their five inch MK 45 onboard gun."

"The biggest challenge I faced in the competitions though was to be able to complete the project in the allowed time."

His determination and practice paid off when he brought gold home! This achievement entitled him to move to the next level of competition – Skills Canada Nationals in Halifax May 28-29, 2019. Goodin kept his perspective knowing that the provincial competition was a trial run for the National Skills Canada competition.

At nationals, Goodin's hard work and dedication continued to pay off. According to Colin Phippard, Executive Director for Skills Canada Saskatchewan, not only did Goodin win in his category, but his marks were almost 30 per cent higher than his next closest competitor! He competed against eight other competitors from across the country – Alberta, Ontario, New Brunswick, British Columbia, Newfoundland, Quebec, Prince Edward Island, and Nova Scotia.



Goodin also won the best in region award for Saskatchewan!

Phippard described what he saw at the competitions. "Goodin was a gracious and modest man who was kind and warm to all the other competitors and the rest of Team Saskatchewan," he said. "He embodies what is really great about Saskatchewan, highly skilled, but calm and kind – very Saskatchewan."

From Goodin's perspective, "It was a once in a lifetime experience. There is nothing quite like it. I would recommend to anybody to step outside their comfort zone and try something new. It's a great experience and looks good on the resume!"

While Goodin is now too old to qualify to compete in the World Skills Competitions, he plans to keep working on self-development and learning new things. What advice does the gold medal winner have for the next generation planning their career and possibly getting excited about competing in the Skills competitions one day?

"The trades are an excellent and rewarding career path. Find something that you enjoy doing. Don't be afraid to step outside your comfort zone, try something new and challenge yourself."

Great advice from a gold medalist.



Team Saskatchewan



APPRENTICESHIP AWARDS - NOVEMBER 1, 2019

Invitations were emailed for the 19th annual Apprenticeship Awards dinner and presentation to honour outstanding achievement in the skilled trades for 2018-19. The event will be held in the Convention Hall at the Conexus Arts Centre in Regina on Friday, November 1, 2019.

You are invited to purchase a corporate sponsorship or individual tickets. **The deadline to purchase is Wednesday, October 9, 2019.** [Visit the Apprenticeship Awards web page](#) for all the details and forms.

In addition, nominations are being accepted for the two Outstanding Employer Awards, and the Outstanding Instructor Award, until September 13, 2019.

APPRENTICESHIP AWARDS SPONSOR BENEFITS - 2019



EVENT PARTNER - \$4,000

Award ceremony participation, promotion on official SATCC social media channels, logo on front cover of program, logo and link on website, event signage, news release recognition, memento, display, table sign and eight banquet tickets. (Two event partners max)



PLATINUM - \$2,500

Promotion on official SATCC social media channels, logo on outside back cover of program, logo and link on website, event signage, memento, display, table sign and eight banquet tickets.



GOLD - \$1,250

Promotion on official SATCC social media channels, logo on program inside front cover, logo and link on website, event signage, table sign and eight banquet tickets.



SILVER - \$750

Logo on program inside back cover, logo and link on website, event signage, table sign and four banquet tickets.



TABLE - \$400

Logo and link on website, table sign and eight banquet tickets.



PROGRAM - \$200

Logo on program, logo and link on website and two banquet tickets.

Contact:
306.787.5284
satccawards@gov.sk.ca
www.saskapprenticeship.ca



19TH ANNUAL APPRENTICESHIP AWARDS

Celebrating outstanding achievements within Saskatchewan's apprenticeship system

NOVEMBER 1, 2019

CONEXUS ARTS CENTRE
200A LAKESHORE DRIVE, REGINA SK
TICKETS - \$50 EACH

THE PROGRAM:

Social Hour: 5:30 PM
Dinner: 6:30 PM
Awards Presentation: 7:30 PM

RSVP by October 9, 2019

Contact: Audrey Wolf-Kaminski
Phone: (306) 787-5284
Email: satccawards@gov.sk.ca



BUILDFORCE STATS

[BuildForce* Saskatchewan](#) released the Construction Employment Forecast for 2019-28. The forecast is for modest employment growth in Saskatchewan's construction industry from 2019 to 2028. The bulk of this growth is anticipated to occur in the latter half of the scenario period.

Total estimated employment for direct trades and occupations in this sector was 42,100 in 2019. This total rises by 3.1 per cent (1,300) by 2028 for a total of 43,400. Although this forecast level of growth appears marginal overall, there are two important facts about the forecast for 2028 that suggest considerable opportunities for new entrants:

- The average age of the construction workforce in this province will be 41; and
- Fully 20 per cent of the current workforce (9,400 workers) will have entered retirement by that date.

A portion of the new entrants to the construction industry will require apprenticeship and certification. The demand for apprenticeship from the provincial construction industry should be relatively stable from 2019 to 2023 with growth anticipated from 2024 to 2028.

**BuildForce assesses market conditions for 34 construction trades and occupations using a ranking system that combines measures of the change in employment, unemployment, net immobility, and adjustments based on industry input. The rankings reflect residential and non-residential market conditions unique to Saskatchewan based on current and proposed construction activity. In addition, assumptions on provincial economic and population growth, new entrants to the labour force, and migration patterns (interprovincial and international) are built into the forecast scenario and included in the ranking assessment.*

NEWS BITES

at the SATCC

ONLINE SHEET METAL WORKER UPGRADING COURSE – COMING OCTOBER 2019

The SATCC and Saskatchewan Polytechnic are pleased to offer an Upgrading course for apprentices in the Sheet Metal Worker (SMW) trade beginning in October 2019.

The eight-week course is based on the latest Red Seal Occupational Standard and will be delivered online through Saskatchewan Polytechnic. It will be continuous intake.

Clients requiring upgrading will be informed of the course availability and how to register. For more information, see the [SMW designated trade page](#).

ONLINE LANDSCAPE HORTICULTURIST APPRENTICESHIP TRAINING

Landscape Horticulturist technical training is available in Saskatchewan through the University of Saskatchewan's Prairie Horticulture Certificate program. Training will be available beginning in the fall of 2019.

For all the details, visit <https://saskapprenticeship.ca/landscape-horticulturist-apprenticeship-technical-training-available-soon-in-saskatchewan/>

SYA MEDIA CAMPAIGN

Be on the lookout for a lot more advertising for the Saskatchewan Youth Apprenticeship (SYA) program over the summer and into the fall! The SATCC has received funding from Employment and Social Development Canada (Government of Canada) to increase awareness of the SYA program.

Ads will appear in a variety of spots: social media (Facebook; Instagram; Snapchat); online; TV; cinema; billboards; transit; and more.

All of the new ads feature SYA graduates.

NATIONALLY

2019 SUPPORTING WOMEN IN TRADES (SWIT) CONFERENCE

More than 300 participants gathered June 17-18, 2019 in Vancouver to highlight current initiatives and share promising practices that support women's participation in skilled trades careers.

Hosted by the Canadian Apprenticeship Forum (CAF), the SWIT 2019 keynote speaker was Meghan Agosta, a three-time Olympic gold medalist as a member of Canada's Women's National Hockey Team and a constable with the Vancouver Police Department.

Chelsea Coupal, Director of Communications and Marketing; Samantha Kitzul, SYA Program Assistant; and Karen Zunti, Commission Board member; attended on behalf of the SATCC.

The SATCC also supported the conference by sponsoring a tradeswoman. This sponsorship helped offset the cost of registration, travel and accommodation for someone who did not have the financial resources to participate.

THANK YOU TO OUR LATEST SYA SCHOLARSHIP SPONSOR

CODC Construction Opportunities Development Council Inc.

Become a sponsor! Email chelsea.coupal@gov.sk.ca



BOARD OF DIRECTORS

As of December 2018

**Commission Board Chairperson -
Drew Tiefenbach**

**Commission Board Vice-Chairperson -
Jeff Sweet**

Agriculture, Tourism & Service Sector

**Jesse Tiefenbach - Employer
Karen Zunti - Employee**

Construction Sector

**Jeff Sweet - Employee
Wayne Worrall - Employee
Dion Malakoff - Employee
Mike Berkes - Employer
Ian Knibbs - Employer
Drew Tiefenbach - Employer**

Production and Maintenance Sector

**Aaron R. Laughlin - Employee
Brian Marshall - Employer**

Motive Repair Sector

**Ryan Cunningham - Employee
Bryan Leier - Employer**

Other

**Wayne Stadnyk - Persons with Disabilities
Leonard Manitoken - First Nations
Brett Vandale - Métis
Jessica Baldwin - Women in Trades
Brent Dubray - Northern Saskatchewan
Drew Tiefenbach - Saskatchewan Polytechnic
Darcy Smycniuk - Ministry of Immigration and Career
Training
Maria Chow - Ministry of Education**

Thank you SYA Industry Scholarship Sponsors

The sponsors of the SYA Industry Scholarship provide many opportunities for Saskatchewan youth. We recognize our donors below.

Allan Construction
AIM Electric Ltd.
Alliance Energy
All-Rite Plumbing and Heating Ltd.
Breck Construction
CAF-FCA Conference
Canada West Equipment Dealers Association
Canadian Welding Association - Regina Branch
Christie Mechanical Ltd.
CLR Construction Labour Relations of Saskatchewan Inc.
CODC Construction Opportunities Development Council Inc.
CoJay's Heavy Truck Repair Ltd.
EECOL Electric
Ensign Energy Service Inc.
General Contractors Association of Saskatchewan Inc.
GESCAN Division of Sonepar Canada Inc.
Graham Construction and Engineering Inc.
Great Plains Mechanical Ltd.
Highlander Crane Ltd.
Hipperson Construction
Husky Energy Inc.
Industrial Parts & Equipment Ltd.
Iron Workers, Local 771
K+S Potash Canada GP
Korpan Tractor and Parts
Loraas Disposal Services Ltd.
Merit Contractors Association Inc.
Moose Jaw Construction Association
Mosaic Canada ULC
Nutrien
Pagnotta Industries Inc.
PCL Construction Management Inc.
Peak Mechanical Partnership
Prairie Arctic Trades Training Centre
Prince Albert Construction Association
Pro-Western Mechanical Ltd.
Reliance Comfort Limited Partnership
RNF Ventures Ltd.
Saskatchewan Construction Association
Saskatchewan Construction Safety Association
Saskatchewan Indian Gaming Authority
Saskatchewan Indian Institute of Technologies
Saskatchewan Provincial Building & Construction Trades Council
Sheet Metal Workers Local 296 Saskatchewan
South Country Equipment
Synergy Electric Corp.
Tarpon Energy Services Ltd.
Techmation Electric & Controls Ltd.
The Taylor Automotive Group
Thyssen Mining Construction of Canada Ltd.
United Association of Plumbers & Pipefitters Local #179
Wallace Construction Specialties Ltd.
Westmoreland Coal Company - Poplar River Mine
Westridge Construction Ltd.
W. Hunter Electric (2005) Ltd.
Wright Construction Western Inc.
Yara Belle Plaine Inc.