



The Nillik-Bird partnership is completing several projects in the early phase of the Vale underground mine. This photo shows the pier and footing installation for the Maintenance Warehouse. *Photo by Nathan Higgins*

Partnerships benefit NGC in first stages of Vale underground

Four NGC partnerships, including three with Innu Development Limited Partnership (IDL), are actively involved in the first stages of development of the Vale underground mine at Voisey's Bay. Two of the companies are already on-site, Integrated Nunatsiavut Logistics and Nillik.

Nillik-Bird Construction partnership

Work on the project started in early August. The contract includes drainage and ditching, and installation of water lines. Nillik and Bird will also construct a warehouse, surface and underground maintenance shops, and install fibre optic connections, temporary power, and grounding to those buildings. That job is expected to take four months to complete and will involve nearly 70 employees, including crane and grader operators, electricians, and truck drivers. At the end of July, 24 of the 57 crafts positions were held by Nunatsiavut Beneficiaries. They include trades helpers, heavy duty mechanic apprentices, operators, and truck drivers.

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Partnerships benefit NGC in first stages of Vale underground *cont'd*

Integrated Nunatsiavut Logistics (INL)

INL delivered the first shipment of equipment to the site by tug and barge on July 26. That sealift, and several subsequent ones, will allow the Nillik partnership to begin its work preparing the site for the hundreds of workers to start construction of the mine.



INTEGRATED LOGISTICS

Other partnerships

Innu Inuit Redpath is a partnership with Redpath, a mining contracting and engineering company that specializes in drilling and excavating shafts for underground mining. The partnership was successful in being named primary contractor for development of the mine. The company will construct tunnels and transport corridors for the mining equipment. Innu Inuit Redpath began advertising for senior leadership positions in early July, including for the positions of mine superintendent, project engineer, and lead development miner.



Another NGC-affiliated company to be awarded work is ACI Labrador, a partnership between ACI, NGC, and IDLP. The partnership will be involved in providing mine ventilation equipment, mine shaft heaters, and electrical control systems for heat distribution.



NGC pleased with work so far

NGC President and CEO Chris Webb said NGC had the partnerships in place more than a year ago and was able to mobilize quickly when Vale announced in early June that the underground project would proceed. "We put a lot of time, effort, and money into those relationships," said Webb. "We focused on trying to be part of key pieces of the underground development that are large in scale. These partnerships will create additional revenue and income for NGC and employment for Beneficiaries and other people living in Labrador."

Sarah Leo, Vice President of Corporate Development says "we went into partnerships that were beneficial to us as a company and as Inuit businesses. We were able to ensure that we get contracts so that Beneficiaries are hired in the companies. It is an exciting time."

"We want to build capacity and to be a strong player in the underground development," says Webb. "Training is a major part of that. NGC will work with our partnership companies and the Nunatsiavut Government to ensure we build a home-grown skilled workforce that can take advantage of the future opportunities."



One of the Nillik-Bird Construction projects involves installing a system of water lines and booster pumps for use underground at the Vale underground site.
Photo by Nathan Higgins

Vale/TSI training program prepares Beneficiaries for advancement



Employees must advance through classroom training before they get "seat time" training on various pieces of equipment at the mine site.
Photos by: Wayne Young, TSI

A program that provides training opportunities for Beneficiaries at the Voisey's Bay mine has put some workers on a path to higher skilled and better paying jobs. As of June 30, eleven employees who are classified at Level 3 were involved in training that could see them move up to Level 2. As an example, that would allow someone who now is qualified to operate a loader or backhoe to advance to operating equipment such as a grader or excavator. The program, which is sponsored by Vale and Torngait Services Inc., and provided for in the site agreement with United Steel Workers, allows employees to advance after completing classroom training, practical experience on the various pieces of equipment, and finally, demonstrating their competency to Vale staff.

TSI general manager Wyman Jacque says there is extra incentive for employees to want to be certified for higher skilled positions. "Besides the higher skill classification and better pay," he says, "the underground will run for at least 15 years after 2021. There is longevity and a good career in this operation." And there are opportunities, even years before the mine goes underground, with fill-ins for vacation relief and regular leave.

It's not just current employees who can benefit. TSI and Vale are planning community visits that will double as recruitment opportunities. Jacque is especially looking forward to the chance to speak with high school students who are making career training choices. "Two-thirds of TSI's 73 employees in Voisey's Bay are Beneficiaries, and half of them are from north coast communities," he says. "We want young people to see working at Voisey's Bay as a career opportunity. And we want them to think of getting involved in training that will prepare them to step into those careers."

TSI is planning to put more emphasis on future training, employee recruitment, and retention. The company has hired Janice Webb as Human Resources Coordinator. Raised in Nain and now living in Happy Valley - Goose Bay, Webb is a Beneficiary and has trained in Human Resources Management. Her most recent position was a four-year stint in human resources with Astaldi on the Muskrat Falls project. "We want people to see that they can have a rewarding career on the Voisey's Bay project," says Jacque. "The mine is a substantial economic driver in north coast communities and in the rest of Labrador. It is a place where someone can build a future."

LEVEL III

Qualified to operate:

- Wheel loader (except Series 988)
- 420 Backhoe
- Cat D6 Bulldozer

LEVEL II

Qualified to operate:

- 325L Excavator
- 14H Motor grader
- Concentrate hauler
- Tell handler
- 777 Mine haulage tire loader (Series 988)
- Loadout hopper / conveyor



Trainers watch as an employee operates heavy equipment at the Vale site in Voisey's Bay. Employees must pass a competency test before moving up a level.
Photo by: Wayne Young, TSI

Universal Helicopters buys BC firm; invests in U.S.

Universal Helicopters concluded significant investments in early September that will give the company access to the large United States market and ownership of a helicopter services company in British Columbia. The company purchased 100 percent of Lakelse Air of Terrace, British Columbia and made an investment in South Coast Helicopters of Fullerton, California. The U.S. investment will provide Universal with a 49 percent ownership stake in South Coast, while the Canadian purchase makes Universal Canada's only coast-to-coast Indigenous-owned helicopter services company.



Lakelse Air is heavily involved in the resource industry in British Columbia, with extensive experience in forestry work, mining, and pipeline development.

The Lakelse purchase includes all of the company's assets, including its 12 aircraft. The company will operate as a separate unit with Universal providing leadership and strategic direction. The South Coast initiative is a straightforward investment with Universal as minority shareholder.

Universal is 40 percent owned by NGC through the Labrador Inuit Capital Strategy Trust and 40 percent by the Nunatsiavut Government's Tatsuajatoak Trust. The remaining 20 percent is owned by CAPE Fund, whose goal is to promote economic independence and entrepreneurship for Indigenous people through the ownership of successful businesses.

Universal President and CEO Shane Cyr says the negotiations were complex and took several months to complete. He says both deals will support Universal's growth strategy. "Both the South Coast and Lakelse deals give Universal access to large markets," says Cyr. "And they allow us to work across a broad swath of opportunities in mineral exploration, onshore oil and gas, powerline development, tourism, forestry and fire-fighting, and air ambulance services."

Indigenous Ownership Important in BC Market

With Universal's majority Indigenous ownership through the Nunatsiavut Group of Companies and Nunatsiavut's Tatsuajatoak Trust, these investments

create opportunities to partner with Indigenous groups in B.C. and other parts of Canada. Shane Cyr sees many potential benefits. "Lakelse already has some Indigenous partnerships. We want to take that to the next level where Indigenous groups become real partners with us," he says. "Indigenous business leaders have told us that they want to build wealth through ownership of assets and partnerships that work. As part of the Nunatsiavut Group of Companies, those goals align perfectly with Universal Helicopters' goal of building wealth for Beneficiaries."

"These two acquisitions support Universal Helicopters' growth strategy as it continues to differentiate itself in the market," said Clint Davis, chair of the Labrador Inuit Capital Strategy Trust. "As Canada's largest Indigenous-owned helicopter company, these transactions provide Universal with the capacity to build key relationships with other Indigenous communities in Canada and in the U.S."

US Market Access Significant

The investment in South Coast is significant because it provides access to the large U.S. market and its year-round demand for helicopter services. That is important for Universal since many of its aircraft are underutilized, especially during the winter. "The South Coast

investment gives us the opportunity to lease Universal aircraft to our partner during the slow season in Canada," says Cyr. "We want to set the stage where a large number of our aircraft are working for the full year."

Remains Committed to Traditional Markets

While the Lakelse and South Coast initiatives are outside Universal's traditional operating area of Newfoundland and Labrador and the Arctic, the company remains committed to serving the area where it has been a dominant force for more than 50 years. "We have developed and nurtured strong ties with our public and private sector clients in this region. We will continue to work hard to keep their trust and their business," Cyr says. "Our ownership is based in Labrador and committed to the development of this region. We have made these investments so that we can operate a stable and profitable business. That is good for our investors, and through them, it will build wealth for Nunatsiavut Beneficiaries."

South Coast Helicopters will continue to be run by the local U.S. management team, with Universal getting one of four seats on its Board of Advisors. Lakelse will be run by a combined Lakelse-Universal leadership team, with Cyr as head of the team.

NGC partners with tourism groups on north coast tour

A group arrived in Nain in mid-July on an Air Borealis flight and travelled down the north coast on the Northern Ranger, visiting communities and taking in the local experience through the lens of a tourist. The group was made up of people representing tourism promotion agencies, federal and provincial officials, Nunatsiavut Government officials, and Nunatsiavut Marine staff. "We were asking ourselves, what does the journey look like in the eyes of the visitor?" said Destination Labrador executive director Randy Letto. "What does the visitor experience when they get off the boat in a north coast community? What do they say about it?"

The group used the Northern Ranger's southbound itinerary to structure the visit. Once they arrived in a port for the 90 minutes to two hours that the vessel is tied up, the group sampled local sights and attractions. "The first thing you notice is the incredible positive change that's happening in communities," says Letto. "There have been major investments in modern facilities that provide a platform for local people to tell and showcase their story. On the north coast, that story is steeped in the area's culture. It is the story of the Labrador Inuit."

Once the group got back on board the Northern Ranger, they discussed what they saw. They talked about how communities could make changes in the short term to attract tourism, and what they can do to create medium and long-term opportunities. "The investments have already been made in communities," said Letto. "There is the amazing Nunatsiavut Assembly building in Hopedale, the Illusuk Centre in Nain, the White Elephant Museum in Makkovik, Strathcona House and the Net Loft Museum in Rigolet, and the new community centre in Postville."

Nunatsiavut Marine's Susan Gallant, who was also part of the tour, said "there are so many opportunities in the communities to enhance the tourist experience and create some local economic spin off. And the cost of making

some of those changes will be quite low."

The experience on the Northern Ranger was equally impressive. "The service on board is in a good place," said Letto. "The staff is tourism-focused and attentive to visitor needs."

The group will recommend immediate changes that can enhance the tourism experience (create a sense of arrival and expectation for the visitor through signage that highlights local attractions, culture, and traditions) and for the medium- to long-term, outline programming opportunities that promote the people and culture of the north coast.

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The north coast tourism experience is enriched through a living display of culture and tradition. The renowned Nain Brass Band and Inuit throat singing are vital parts of that experience. All photos: Randy Letto, destinationlabrador.com



The Illusuk Centre in Nain is expected to open in late 2018. The Centre will house permanent exhibits, an audio-visual/performing arts theatre, café, gift shop, and several offices. It will also be a place where Inuit culture, language, traditions, stories and experiences will be shared and celebrated.

NGC partners with tourism groups on north coast tour *cont'd*



A group from Postville welcomes visitors with food and displays of crafts. The food for this group included local specialties such as smoked salmon, touts with lingonberry jam, and seal stir-fry.



The first contact most tourists have with north coast communities is their arrival at the dock. The tourism group will have suggestions on how to make that a meaningful experience for tourists and local groups.



A boardwalk leads to Strathcona House in Rigolet, a replica of the house built for Donald Smith. He managed the Labrador salmon and fur trade for the Hudson's Bay Company from his headquarters in Rigolet from the late 1840's to 1868. Smith later became Lord Strathcona. His house was said to be "the grandest in all of Labrador." Strathcona House is operated as a Cultural Interpretation Centre.



Joan Andersen oversees operation of the White Elephant Museum in Makkovik. Built in 1915 as part of the Moravian Mission, the building was converted to a museum in 1996. It contains more than 200 artifacts connected to the history of the Moravian mission and the community. In 2002, the building was officially designated as a Registered Heritage Structure by the Heritage Foundation of Newfoundland and Labrador.



The tourism group meets on board the Northern Ranger to discuss their experience in north coast communities. They will produce a report with recommendations to enhance the tourist experience.

Air Borealis in second year of operation

It's just over a year since Air Borealis took to the skies over Labrador and the Quebec North Shore. Air Borealis operates an all-Twin Otter fleet of 9 aircraft for its scheduled service. In its first six months of operation, the airline carried 14,000 passengers and transported 1.4 million pounds of cargo. It also flew 394 hours of medevac missions to Labrador communities.

Air Borealis is a partnership between the Nunatsiavut Group of Companies, the Innu Development Limited Partnership, and the operator, PAL Airlines.

Air Borealis, which is one-third owned by NGC, took over operation of the Torngat Mountains Base Camp this year. Again this year, the visitor cultural experience was enhanced through performance of Inuit Drum Dancers and throat singers, as well as alternative Indigenous artists. In addition, renowned Newfoundland-based musicians "The Once" performed at Base Camp for the week of August 11th to 18th.

Veteran tourism operator Stan Cook Jr. joined the Torngats as Camp Manager for 2018. Cook has delivered world-class adventure and eco-tourism experiences to guests from around the world for 25 years and is the recipient of numerous industry awards.

Another change this year was direct Dash 8 service from Goose Bay to the airstrip in Saglek, with in-flight service.

The Torngats Base Camp was open to visitors from August 4 to September 1.



Air Borealis began its float plane season at the beginning of May, as soon as ice melted on Labrador lakes and ponds. The season has been a busy one, with charters underway for sports fishing and hunting and natural resource exploration. The season will continue until late September or early October. Photo: Air Borealis – Twitter



An Air Borealis flight passes over the Natashquan River on the Quebec North Shore. Air Borealis provides scheduled passenger service to several communities along the North Shore, in addition to its northern and south coast Labrador routes. Photo: Air Borealis – Twitter



An Air Borealis Twin Otter arrives at Torngat Mountains National Park in mid-July with supplies and staff to set up operations for the 2018 season. Photo: The Torngats – Twitter

2018 a busy year for Nunatsiavut Construction

Nunatsiavut Construction is carrying out projects in all five Nunatsiavut communities in 2018, adding and renovating vital infrastructure and continuing the cleanup at Post Mill Lumber in Postville. NCI had more than \$3 million worth of work booked by the end of July, and that may increase depending on the re-tendering of new contracts and the green light for a multi-unit apartment complex in Nain. By the 26th of July, the company had 63 employees on the payroll. 45 of them were Nunatsiavut Beneficiaries, accounting for just over 70 percent. The following is a list of the major projects the company has underway this year.

Pompey's Head Remote Wellness Centre

NCI completed the remaining work, including the plumbing contract. The project was turned over to the Nunatsiavut Government in August.

Post Mill Lumber

Two employees in Postville are continuing the work of cleaning up the former Post Mill Lumber site. In July, NCI loaded a tractor trailer float with equipment such as small tools, welders, and acetylene tanks. The material was shipped out on the Astron for safe disposal. The float was returned to

Postville to be filled several times this season. The cleanup will be concluded in 2019.

Nunatsiavut Government Home Renovation Project

NCI was awarded a contract in 2017 to renovate 46 homes in Nunatsiavut communities. Most of the work was completed by the end of March. However, several homes required more extensive repairs. NCI anticipates the work will be completed by the end of September.

Home Assessments

NCI was awarded a contract by the Nunatsiavut Government to carry out assessments on homes for the 2018-19 phases of the Nunatsiavut Government's Home Renovation Project. NCI is training its staff to carry out proper inspections so that in future, this skill set will be available on the north coast. NCI will bid on the 2018-19 tender.

Nain Fish Plant Roof

Repair of the roof was completed by the end of August.

Nain Women's Centre

NCI installed a fence around the complex. This completed the project.

Kirkina House, Rigolet

NCI will upgrade the interior of the women's shelter to make the building more accessible and secure. The basement will be converted to an efficiency unit. The work involves putting in electric heat, installation of new kitchen cabinets, and other modifications.

Hopedale Duplex Construction

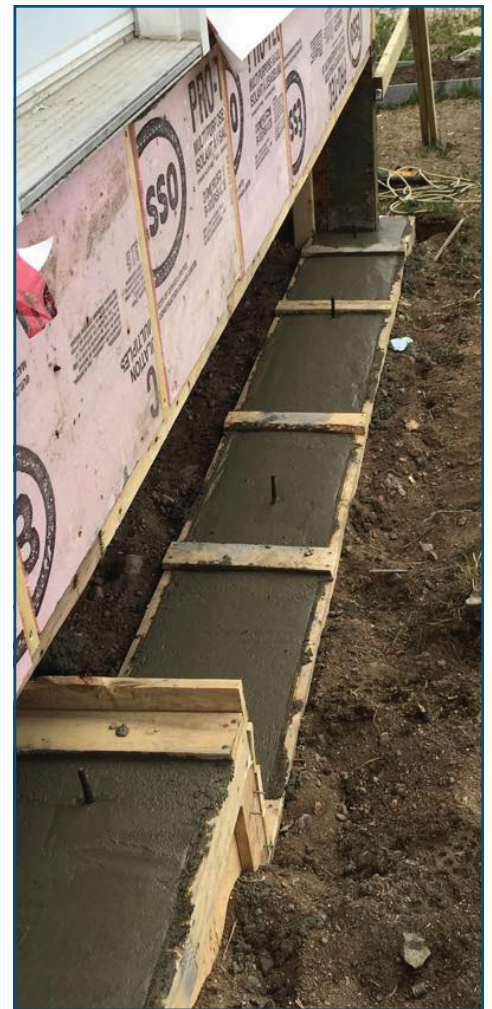
NCI has the contract to construct two new units. Work on one complex began on July 15. The second was due to start in early September once floor joists and roof trusses arrived.

Hopedale NLHC Contract

NCI will carry out an extensive face-lift on three NLHC-owned duplexes in the community and on an additional separate unit.



A completed home renovation job in Makkovik. NCI renovated 46 homes under its 2017-18 contract with the Nunatsiavut Government.



Some of the work undertaken by the NCI crew in Rigolet as part of the 2017-18 Home Renovation contract for the Nunatsiavut Government.

Beneficiary and business veteran in charge at NCI

In April of 2018, Beneficiary Tom Lyall became head of Nunatsiavut Construction. With nearly two decades of private business experience in residential, industrial, and commercial construction, Tom is the right leader as NCI focuses on construction. In this interview with NGC News, Tom discusses NCI and his vision for the future.

You were given a mandate when you were hired. What was that and how has NCI changed?

When I was hired at the start of 2017, my initial role was to take over managing control of the company and bring us better in line with today's industry standards. I was asked to assess the policies and procedures in place to protect the company, its employees, and our work. I was to oversee how we crewed for our various jobs. And to garner a firm understanding of our capabilities and our limitations.

Before I came, NCI was a one-stop shop. We had the knowledge, but not necessarily the capacity to do water and sewer, roads, subdivisions, quarrying, buildings – basically any job that was put our way. You can't be good at all of that. Part of what I did initially and continue to do, was define what we could do efficiently, effectively, and make money doing it. I was also asked to take a cold, hard look at what cost us money historically, and to start moving away from that.

We have decided that NCI's specialty at the moment is small buildings up to five thousand square feet. We build and renovate homes, we take on projects like the Women's Shelters in Nain and Hopedale. We still crush stone for use on the north coast and will continue to do so, but we don't crush \$1 million dollars' worth because someone may need it someday. Last fall, we blasted 32,000 tons of rock in Nain because there was a market for various sized stone in Nain. Our crusher is in the community this summer doing that work, but we did it based on a valid business case and that's how we plan to continue.

We're trying to isolate where all the inefficiencies are in NCI and where we have gaps that need to be filled. We are deciding what's needed to move forward as a bona fide construction

company. That means having the right people and the right skill sets in place. It also means having the right equipment to do the job and disposing of old equipment that no longer has any use or value to NCI.

You've been involved in nearly every major project in Labrador in the past two decades. How has that experience prepared you for this role?

It's opened my eyes as to the challenges in getting work completed on the coast. One example is the extreme logistics that you need to take into account when planning. You have to plan well to get the necessary materials, people, and equipment to the various worksites. I'm sure you have heard the old adage - "that's good enough for the coast." Well, not in my play book it's not.



I'm sure you have heard the old adage - "that's good enough for the coast." Well, not in my play book it's not.



NCI won't stand for a "that's good enough" attitude. I'm trying to foster and grow the professional aspects of doing work and completing projects that meet or exceed industry standards. Health and safety are top priority. Our goal is high-end work with emphasis on cost control and client satisfaction so that the NCI name comes to mean quality. It means we care. In my previous work, I was exposed to high-end project management experience, where everyone on the project knows what's expected. If your crews can envision the type of job you want done, it will be done well and successfully.



The biggest thing I've learned is to look after your employees, look after your crews. Train them. Give them the tools they need to do their work. If you invest in and protect your employees, you protect and build your company.

NCI has a lot of work on the books so far in 2018. What's your biggest challenge?

Coastal ice conditions meant a late start to the season and that has affected the transport of equipment and materials. We've had to get creative so that our crews could work on other parts of projects. For example, in mid-July we shipped a planeload of lumber to Hopedale so that our crew would not be standing idle as we waited for a shipment of materials by sea. We are looking at ways of addressing that issue long-term, by stocking an inventory of materials so that we can get going early in the season.

A second big challenge revolves around finding enough skilled tradespeople in our communities. We have a serious

story continued on next page...

Beneficiary and business veteran in charge at NCI *cont'd*

shortage of journeymen tradespeople. We've advertised for several positions but have had little luck. Our choice is to bring people in from outside or train local people for those positions. My focus is to train them.

What is NCI's main asset?

It's our people. They work in their communities, put in a good day's work, and go home to have supper with families each night. Without those people, NCI has no reason for being. It is a major source of pride for me to see our crews embrace their work and to be dedicated to doing it safely.

The biggest thing I noticed this year, and I see this in every picture of our crews and each time I visit a worksite, they are wearing full protective safety gear. It means our culture of safety is being rebuilt. It reinforces that everyone can go home safely at the end of the day. At the risk of singling out any one particular crew or community, but during my tour of our communities and jobsites during the mid-July heat-wave, it was refreshing and revitalizing to see that our crews were wearing full safety gear. That's dedication to their own health and to NCI's safety culture.

NCI is a year-round construction firm on the north coast. Are you there as fully as you would like to be?

By the end of this construction season, we will have a year-round physical presence in all communities except Postville. Our people will be able to drive into the warehouse or office space and show up for work.

We have just finalized a deal with the council in Rigolet to lease office space in the centre of the community. In Nain, we have three warehouse spaces and a fully functional office in one of the buildings. We have limited space in Makkovik, but we will have something in place by the end of the season. In Hopedale, we're restoring some power to the rock facility. We will have an office in that plant. A physical space gives us presence in the community. It's also a place to communicate with our crews. We've not had a lot of work in Postville, but we keep looking for opportunities.

What's your vision for NCI?

That's an easy one! It's creating sustainable long-term and year-round employment for our staff. We are

building a good name in our communities with the quality of our people and the quality of our work. People see our staff driving around to jobs in NCI trucks with the logo on the side. This is their company doing their work. We want to continue to build on that so that we are part of the community. We are here long-term, not just for the season.

We are trying to foster growth by hiring as many local people as possible. We will always need assistance from external resources, such as journeymen electricians, plumbers, and finish carpenters. But eventually, we will have our own people qualified to work on their projects in their communities.



If you invest in and protect your employees, you protect and build your company.



As a Beneficiary, how do you feel about NCI's progress?

I'm extremely proud and happy to see that we are growing capacity within communities. We are giving Beneficiaries the opportunity to provide for their families, to live in their communities, to work in their communities, to give back to their communities, and to build the infrastructure that our communities need.

My grandmother was Inuit from Adlavik Islands near Makkovik. Her family settled in Island Harbour and later moved to Birch Island in Happy Valley when the military base was being built. This job brings me back to my roots. The Labrador Inuit Development Corporation gave me my first high-paying job when I was 17. The Nunatsiavut Government paid for my education and the education of my children. It is time to give back. It makes me proud to be part of this organization. I am extremely honoured and thankful for the opportunity to give a little something back.



The Nain Transition House was built by an all-Nain labour team, evidence of the skill set being developed at NCI. The project superintendent was Russ Petten.

TSI helps with dust control in Nain



TSI Superintendent Wayne Young (right) presents a hat and t-shirt to Ben Saimat in appreciation for the assistance he provided Nain town employees in applying calcium chloride to control dust on town roads.

It began with a phone conversation between the Nain town manager Benigna Ittulak and NGC President and CEO Chris Webb in the spring of 2017. Nain was looking for a solution to the annual road dust problem that arises when the snow disappears and the gravel roads dry out in late spring, and lasts until the first snowfall. The dust covers everything from people's homes, to cars, to clothes drying outside. Webb suggested they get in touch with TSI, whose site services team treats the road dust at the Vale mine in Voisey's Bay.

The town manager was put in touch with the site services supervisor at Voisey's Bay, Wayne Young. It just happened that the staff member in charge of dust control was Nain resident and Beneficiary Ben Saimat. The process involves grading the road, applying water, and then laying down a calcium chloride powder. The powder works by soaking up moisture and keeping it in the road. This prevents the small dust particles from getting airborne.

Ben agreed to train town employees on his next turnaround. That happened on July 5 of this year, and a day later, the town applied the calcium chloride. Ben checked on the crew as they worked and approved of the work they did.

The effect was immediate. Town manager Benigna Ittulak told TSI the impact was evident as soon as the calcium chloride was applied. She wrote: "It certainly increases the quality of life for the residents of Nain when we don't live in a dust cloud."

TSI general manager Wyman Jacque thanked his crew for their eagerness to help out. He says it's an example of how north coast communities can leverage the skills of people in NGC-affiliated companies to improve everyone's quality of life.

NGC fish operations get new name

NGC's overall fishing operations, which have informally been referred to as Fish Co, are about to get a new name. The Labrador Inuit Capital Strategy Trust recently approved Nuluak, which is an Inuit word meaning deep waters. That is a fitting name for NGC's fishing operations, since most of the fishing activity takes place in deep waters off northern Labrador and into the Davis Strait.

NGC Happy Valley-Goose Bay staff assist with cleanup

Staff from NGC's Happy Valley-Goose Bay office joined in a 15-minute community cleanup on May 30. It was part of a town challenge to involve businesses, government organizations, community groups, and residents to pick up litter. The NGC crew removed five large bags and two small bags of litter from around the NGC building and in the vacant lot across the street.



Assisting in the cleanup from left to right, Hayward Broomfield, Robyn Webb, Eileen Saunders, Joan Hunt, and Lisa French.

Beneficiary achieves 4th-class marine engineer designation

It was Monday morning in mid-July. The Northern Ranger had just arrived in Goose Bay from Cartwright and Black Tickle. The stopover would allow the crew to load cargo for north coast ports and to take on passengers for the journey north. Newly-minted 4th-class engineer Carson Jacque was up bright and early. Everyone was happy that the Ranger was back on schedule after two weeks of slow going due to lingering coastal ice, growlers, and bergy bits that at times kept the vessel operating only during daylight hours.

EARLY LIFE

Carson grew up in the north coast community of Postville. His dad, Clifford, was a carpenter and responsible for building many of the houses and other infrastructure in the community. "He pretty well built all of Postville," Carson says. After years of working alongside his father, it looked like Carson would follow in his path. He was hired as a journeyman carpenter and was one of the people who helped build the new Innu community of Natuashish in 2002. Carson later assisted in the construction of both the temporary and permanent housing units at the mine in Voisey's Bay.

Carson admits he's determined, and once he sets a goal, he carries it through. That's how he came to train for a commercial pilot's license. As a child on the coast, he saw airplanes nearly every day. From fall freeze-up to spring thaw, the airplane was the highway to and from the north coast. It was how people travelled and how they received fresh fruit and vegetables and perishable groceries. Carson enrolled in flight training and got his commercial pilot's license. He enjoyed the work and the thrill of flying. By then, however, he was married with a family and couldn't see how he could make a sustainable living on a pilot's income.

CHANGING CAREERS

Along the way, Carson had trained as a diesel mechanic and that got him his



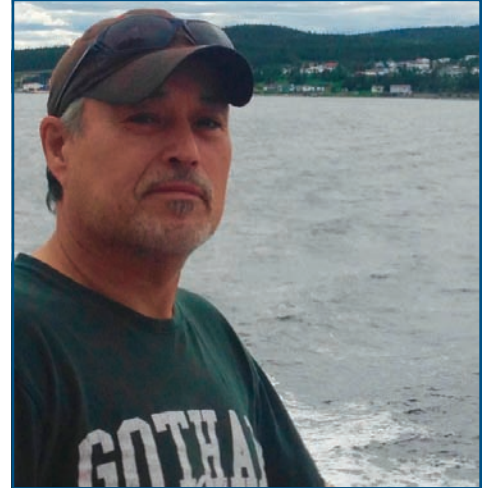
Carson Jacque in the engine room of the Northern Ranger repairing a valve during winter 2018 refit in Lewisporte. Dwayne Canning photo

first marine job, as an oiler on the Sir Robert Bond, a former Marine Atlantic rail car ferry. Before the Trans Labrador Highway opened to the south coast in 2010, the Bond transported passengers and freight from Lewisporte to Cartwright and Goose Bay. A year later, Carson went to work on the Ranger. Six years on, he's still there. "Marine is a wonderful career," he says. "We will always need shipping. And you can make a good living at it. I love it."

MOVING UPWARD

Carson had his diesel mechanic's certificate, but he didn't have any marine-specific training. He was determined to rectify that. Once he had accumulated 1079 days of marine service, he was eligible to study for the starting level of a marine engineer's classification, the 4th-class certificate. He completed the study, and in the past year, wrote and passed two required Transport Canada exams - General Engineering Knowledge and Engineering Knowledge of Motor Vessels. He also successfully completed the required oral exam. "When I started in marine six years ago, I had this in mind," he says of going after the engineering certification. "Once I put more time in, I'll go for the 3rd class, then 2nd, and then chief engineer designations."

OPPORTUNITY TO TRAVEL HOME



Carson off-duty, on a recent stop in his home community of Postville.

Carson makes his home at Summerford on New World Island, near Twillingate, where his wife works at the hospital. His daughter is in high school and active in Sea Cadets. It's a great place to raise a family, but Carson longs for the shipping season to open so he can travel to the coast and during his off-time, visit friends and relatives. "When we arrive in Rigolet at about 7:30, I'll probably walk up to the store and say hello to some old friends. I knew pretty well everyone on the coast," he says. "At other times, when I'm off watch, I like to stand on deck on watch the coast go by. I miss Labrador."

TIME TO GET BACK TO WORK

It will soon be time for the Ranger to depart Goose Bay for Rigolet and ports north. Carson, who's been told he's the first Beneficiary to become a 4th-class marine engineer, will be in the engine room, starting up the main engine and putting the thrusters on so the Ranger can push off from the dock. His only regret is that when the vessel reaches Postville, his dad, who passed away in 2008, won't be there on the wharf to say hello and congratulations.

Northern Highway

From spring breakup until the first ice forms in late fall, the Northern Ranger and Astron transport vital supplies to north and south coast Labrador communities. Merchants resupply their stores, companies such as NCI bring in building supplies and other construction materials, and local residents receive goods that can't be flown in. The Ranger also provides passenger service between all the ports that it serves.

Ice conditions this year delayed the start of the season by about 10 days compared to 2017. In the first week, the Ranger transited only by daylight hours, and this impacted the schedule. However, by the end of the second week, ice conditions had improved considerably and the service was back on schedule. The photos on the next two pages show the ice conditions in the first week, and arrival and offloading at Nain on the first two trips.



Captain Scott Chant is master of the Northern Ranger.



*Beneficiary Amos Fox from Makkovik is a steward on the Northern Ranger. Stewards are the vessel's frontline employees and passengers' main contact for anything they need while they sail with NMI. Their duties include cleaning the passenger cabins and the ship's main passenger areas, as well as working in the galley and cafeteria. They also control passenger access to the ship at the gangway while the ship is docked in port. Stewards wear many hats and are very hardworking. **Northern Ranger and staff photos: Hamlin Lampe***



Iceberg at entrance to Makkovik. All ice photos: Captain Scott Chant



Northern Highway *cont'd*



NCG employee Tommy Okkuatsiak assists in the movement of cargo on the dock at Nain. In 2017, NMI transported 12,122 tons of cargo and 6090 passengers.



Bergy bits and growlers slowed the *Ranger* on its first trip north. The ice field was about 20 miles wide and 100 miles long, and stretched from near Makkovik to north of Nain.



Northern *Ranger* arrives at Nain on July 12 on its second trip to northern Labrador.

President and CEO's Column

We were delighted to hear in early June that Vale was moving forward with plans to develop its underground mine at Voisey's Bay. The known nickel, copper, and cobalt deposits in the Eastern Deeps and Reid Brook will extend the life of the mine by 15 years to 2034.

NGC has been preparing for this day since the underground expansion plans were first announced in 2015. We worked with national and world leaders in mine engineering and development to form partnerships so that our group of companies and Nunatsiavut Beneficiaries would benefit from the development. As you will read in this edition of the newsletter, four of those partnerships, Nillik, Integrated Nunatsiavut Logistics, Innu Inuit Redpath, and ACI Labrador have secured contracts for some of the early work. Those deals will bring substantial benefits to NGC and Nunatsiavut communities. We also have partnerships in place to bid on future contracts.

Several of our partnerships involve the Innu Development Limited Partnership (IDL). By working together, our organizations can maximize benefits for the people and communities of our region. Our working relationship with the Innu is strong and productive. We are also partners in the ownership of Air Borealis and look forward to doing more business with IDLP.

Much of the work in developing the Voisey's Bay underground mine is specialized. NGC recognizes that people in our region lack some of the necessary skill sets to take full advantage of the opportunities that will be available in this phase of the project as well as when the mine goes underground. Torngait Services Inc. is actively promoting new training opportunities for existing employees of its site services contract and Voisey's Bay.

Recently, NGC was proud to be part of a \$23.6 million federal-provincial announcement that will train hundreds of Indigenous people for work at the underground mine under the Labrador Aboriginal Training Partnership. A

key part of the recent announcement was an underground mining training simulator that will assist potential employees to visualize the experience. The simulator will be permanently attached to the CNA campus in Happy Valley-Goose Bay.

The Nunatsiavut Group of Companies has been active on other fronts as well. On the construction front, Nunatsiavut Construction's focus on smaller scale construction will see us building and adding to infrastructure in all of our communities in 2018. NCI has built a strong workforce with a broad range of construction skills, which is a permanent addition to the capacity of Nunatsiavut communities.

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**By working together,
our organizations can
maximize benefits for the
people and communities
of our region.**

Universal Helicopters recently concluded two deals that will strengthen its position in the market. The British Columbia and U.S. transactions give the company access to vibrant and year-round opportunities. The company's leadership is also actively seeking partnerships with Indigenous groups.

Nunatsiavut Marine will continue to be involved in the north coast passenger and freight service by providing shore-based services to the new operator, Labrador Marine.

Air Borealis operated the Torngait Mountains Base Camp this year. NGC assisted by handing over documentation, equipment, and knowledge that we gained from operating Base Camp for several years. The Nunatsiavut Government recently released a Request for Proposals to operate the Base Camp and



Research Station for the next five years. NGC is assessing the RFP in preparation for making a bid.

NGC is working to keep you informed of our many ventures. In late May, several of our business leaders visited Nunatsiavut communities for public meetings. We have redesigned our website and you will soon see our annual report for 2017. We have added a third newsletter to better keep you up to date on our current activities. I look forward to continuing the conversation with you.

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**NGC's leadership
continues to look for
additional opportunities
to grow outside our region,
including with Indigenous
groups in the north and in
western Canada.**

NGC leaders visit Nunatsiavut communities

NGC's senior leadership team held public meetings in all five Nunatsiavut communities during the week of May 28. The team updated residents on NGC's current activities and discussed future plans. They also responded to concerns residents had about the various business lines.

Highlights of the week-long trip were sessions at four of the region's schools. NGC VP of Corporate Development, Sarah Leo, said students were especially interested to hear what NGC has to offer in terms of future career opportunities. Students shared their plans for post-secondary education, and Leo says that was especially gratifying.

"It's exciting to see the plans that all these young people have for their future," she said. "Students had a good idea of what NGC does and it is really important to connect with them as they start making training and career choices."



(Left to right) Universal Helicopters' Pilot Barry Guthrie, Nunatsiavut Construction General Manager Tom Lyall, NGC President and CEO Chris Webb, Nunatsiavut Marine General Manager Gary Latimer, and NGC Chief Financial Officer Keith Harbin. Photo by Sarah Leo, NGC VP Corporate Development.



(Left to right) NGC President and CEO Chris Webb, NMI General Manager Gary Latimer, CFO Keith Harbin, and NCI General Manager Tom Lyall in a discussion with participants during the community meeting at Makkovik.