

Focus on Opportunity and Growth as Trust Meets in Nain



The Trust and NGC leaders visited several sites during the Nain visit, including this duplex under construction by Nunatsiavut Construction Inc. for Newfoundland and Labrador Housing Corporation.

NGC News

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For the first time since the COVID-19 pandemic began nearly 18 months ago, all members of the Labrador Inuit Capital Strategy Trust (LICST) met face-to-face with NGC senior leaders. The meeting took place in late August in Nain.

The Trust and NGC senior leaders also met with the Inuit Community Government, NG's President, cabinet ministers, and senior officials, as well as a public meeting with residents. That was in addition to the regular Trust meeting, and meetings with the legal and accounting firms.

"The community meetings are important," says LICST Chair Garry

Best, who was confirmed as chair, after serving for more than a year as acting chair. "Community meetings provide the opportunity to meet with and talk to local leaders and Beneficiaries generally. The meeting in Nain reinforced our view

We are one of Nunatsiavut's largest employers outside government. We employ Beneficiaries. We are here for the long term.

that we need to spend more time in communities. We are committed to visiting Nunatsiavut as often as we can." *continued next page...*

In This Edition

Ten Mile Bay Cleanup Priority	3
President/CEO Message	5
NCI: Building a Roofing Division	7
TSI Crushing Operation	9
Annual Report Released	11
Q and A with Newest Trustee	12
Air Borealis Update	15



Focus on Opportunity and Growth cont'd

"We hope to complete the strategic plan by the end of this year," says Best. "It's an important document. One that will guide President Chris Webb and the NGC team as they move forward."

2020 PERFORMANCE

NGC and the Trust are coming off a year that while challenging because of the COVID-19 pandemic, produced a significant profit for the group. "We are a successful organization that employs local people and makes significant contributions to communities in Nunatsiavut," says Best. "Our core philosophy is to support Nunatsiavut communities and Beneficiaries through employment opportunities and economic spinoffs, including tax revenue that stays in Nunatsiavut. We are in it for the long term."

In 2020, the Trust made significant capital

He acknowledged complaints about the cost of air travel in Nunatsiavut. "Air Borealis has done well," he says. "We have to make sure it stays strong and at the same time, that we listen to the ridership and the people who use the airline the most."

FUTURE PROSPECTS PROMISING

There are several potential future developments that NGC hopes to be part of, either directly, or through its various partnerships. A new airstrip for Nain is one such possibility. Another is the now-closed tender for the North Warning system to operate a string of 47 early warning radar sites stretching across the arctic from Alaska to southern Labrador. "We have a close relationship with the four Inuit regions across the north through Pan Arctic Inuit Logistics (PAIL) and we are anxious to see if our bid is successful."



"We hire local people and they spend their money here in Nunatsiavut. The Trust and NGC have the buy-in that is necessary for our communities to grow and sustain themselves. We are from here and we will stay here."

Gary Best, Chair, LICST

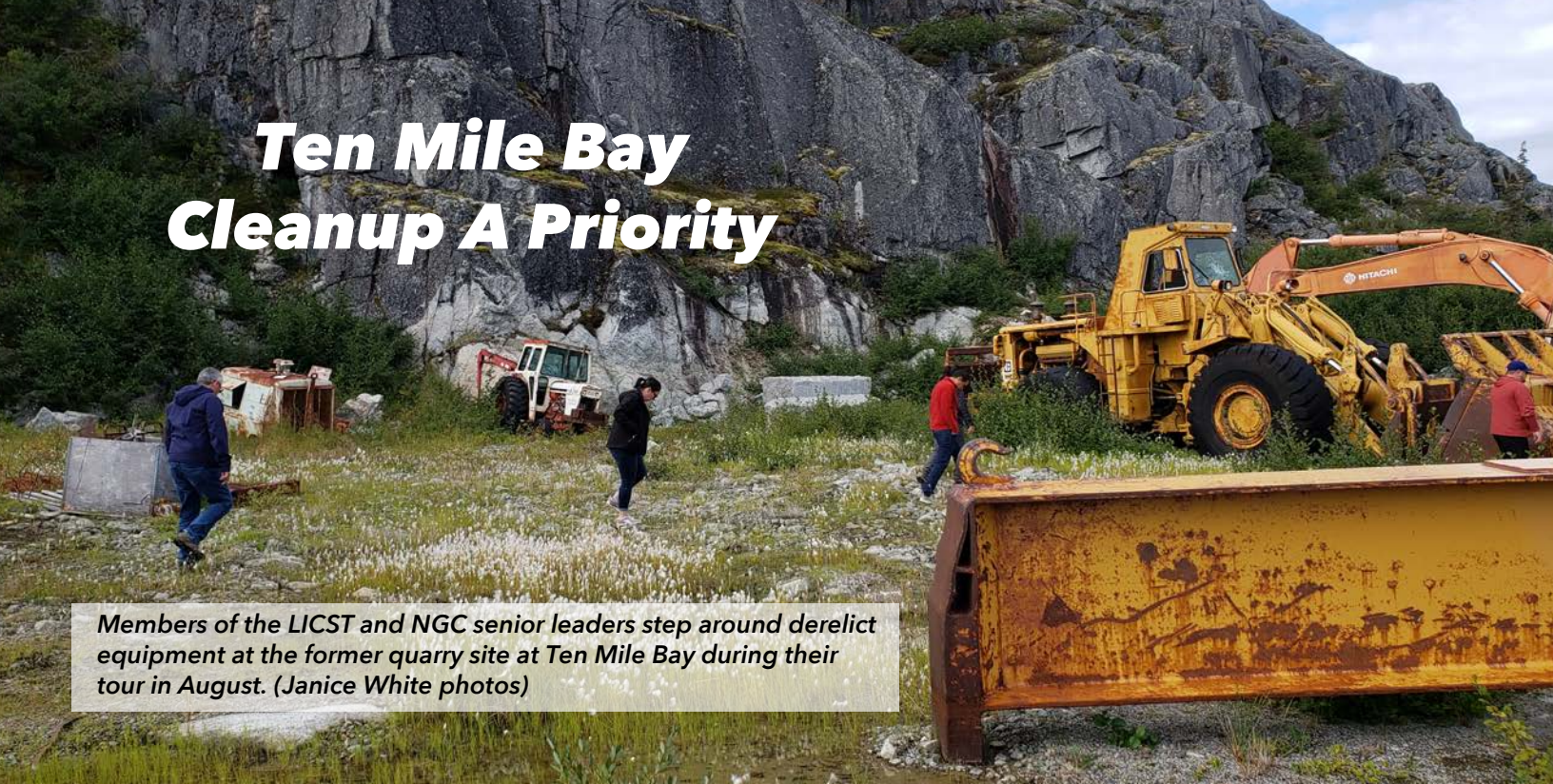
investments in two companies that have a large presence in Nunatsiavut - Nunatsiavut Marine Inc. (NMI) and Nunatsiavut Construction Inc. (NCI).

"We invested in a new stone crusher for NCI and that is making money for us," says Best. "On the marine side, we purchased sea cans and refrigeration facilities that will be placed in two communities this fall to ensure that landed goods are kept in good shape and out of the weather. Our plan is to have these facilities in all communities." Best also highlighted the performance of TSI in its continued provision of site services at the Vale mine and Air Borealis' continued growth. "TSI has been very successful and we will support them as they grow their business further."

Closer to home, there are opportunities on the construction and mining side. "The Nunatsiavut Government is considering a type of hostel/hotel for people from the coast who have to travel to Happy Valley-Goose Bay for medical services," says Best. "Memorial University needs space for its new campus. Our Town Centre site would be ideal for both of those facilities. This would also provide NCI the opportunity to expand its footprint in Upper Lake Melville."

Best also sees new opportunities at the Vale mine and hopes to continue to capitalize on the type of success that TSI has shown. "We are impressed by what TSI has been able to do. We want to stay in the mining game and be sure that we are in the position to take full advantage of those opportunities." 🏗️

Ten Mile Bay Cleanup A Priority



Members of the LICST and NGC senior leaders step around derelict equipment at the former quarry site at Ten Mile Bay during their tour in August. (Janice White photos)

It's been nearly 10 years since the drills were turned off for the last time at the Ten Mile Bay anorthosite (Labradorite) quarry on the west side of Paul Island, about 10 kilometres southwest of Nain. The workers are long gone and the site is silent, except for the winds that whistle through and the waves that lap the shore.



Derelict equipment and run-down buildings at the Ten Mile Bay site and are first on the list to be removed.

The quarry was a project of the Labrador Inuit Development Corporation (LIDC). LIDC is no longer in operation, but the need to remediate the quarry remains. Ten Mile Bay has not been returned to the pristine shape that it was before the first slabs of Labradorite were removed for display at a Quebec trade show in 1987. The site is strewn with derelict equipment, falling down buildings, rusted fuel containers, and debris from 20 years of operation. The question now is how to carry out a proper cleanup and remediation of the site.

LICST SETS CLEANUP AS A PRIORITY

The project preceded the Labrador Inuit Capital Strategy Trust and the Nunatsiavut Group of Companies. But Trust chair Garry Best says it's not a matter of who's watch Ten Mile Bay occurred on, the focus now must be on cleaning up the site. "The Trust and NGC care about the land and the people that we serve," Best says. "We take environmental stewardship seriously."



The Trust and NGC leaders at Ten Mile Bay during their visit to Nain in August.

The challenge with cleaning up Ten Mile Bay will be the cost, anticipated to be in the millions of dollars. "There's no question that as the successor to the LIDC, we must take the lead in coordinating and undertaking this work," says Best. "But this is a major job with a big price tag. Cleanup has to be a collaborative effort and it will require the best efforts of the Trust, NGC, the Nunatsiavut Government, and federal and provincial governments."

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FEASIBILITY STUDY BEING REVIEWED

The starting point for further discussion is a remediation plan that was commissioned by the Trust and NGC. NGC President and CEO Chris Webb will carry out discussions with Nunatsiavut Government officials to chart the path forward. "We look forward to those discussions and finding a solution that works for everyone," says Webb. "Until we begin cleanup, it's vital that people keep safety in mind and that they not visit the site unless they are authorized to do so."

The Trust and NGC care about the land and people that we serve. We take environmental stewardship seriously.

The Trust and senior NGC leaders toured the site on their recent visit to Nain. "Seeing the site for ourselves made it clear that there's an urgency to getting started on the cleanup," says Best. "The immediate part will be to remove all of the derelict equipment and structures. We will take appropriate action as soon as we can by working with the Nunatsiavut Government and appropriate officials."

Environmental site remediation isn't something new for the Trust and NGC. In 2019, they completed a multi-year cleanup of the former PostMill Lumber site. "With everyone pitching in, we can do the same at Ten Mile Bay," says Best. "And that will benefit Nunatsiavut and future Beneficiaries." 🛠️



The tour provided the Trust and NGC a clear sense of the work that needs to be done to remediate the site at Ten Mile Bay.

Message from President and CEO Chris Webb

One of the pleasures in my role as President and CEO of the Nunatsiavut Group of Companies is to get out and meet people face-to-face. Nunatsiavut Beneficiaries. Employees. Officials in the Nunatsiavut Government. Members of the Labrador Inuit Capital Strategy Trust.

In August, after 18 months of COVID-related isolation, I got to take part in many of those vital meetings when the Trust and NGC travelled to Nain. It was gratifying to get back to doing the things that we used to take for granted.

In late September, the Trust, along with NGC and our accounting firm, appeared before the Nunatsiavut Assembly in Hopedale. We had a great story to tell. Even with the challenges of operating during COVID, our group of companies and partnerships reported a profit of more than \$6 million in 2020. These are funds that flow back through the Trust to Nunatsiavut. We see more bright days ahead for the Trust and for Beneficiaries. During our meetings in Nain and in our appearance



LICST and NGC report on our 2020 operations to the Nunatsiavut Assembly in Hopedale on September 22. (Sarah Leo photo)

at the Assembly, we heard several good suggestions about ways that we can better serve the interests of Beneficiaries, while still adhering to our mission to be profitable and create wealth-in-trust for Nunatsiavut. We will take those ideas under careful consideration, and address them where it makes business sense.

Our success story in 2020 is your story too. Approximately 250 Beneficiaries work in our companies and partnerships. Through scholarships, and programs such as the youth



employment program that NGC took part in this summer and last, we want to encourage more young Beneficiaries to consider training for careers in our group of companies and our many partnerships.

The opportunities are many. In aviation. Marine services. Construction. Health and Safety. Administration. We want our youth and other Beneficiaries to know that it is possible to have a productive and satisfying career right here in Nunatsiavut with our own companies. We look forward to telling this story of opportunity when we resume the community and school visits that were such a vital part of our connection with Beneficiaries.

As I write this column, NGC is finalizing new partnerships for the Vale project. One of our projects will use wind energy to help displace diesel generation. Another will see us partner with a multinational company to provide oils and lubricants. And we have joined forces with an internationally-renowned company to provide Vale with drilling services.

In the Arctic, we are pursuing a bid to operate the North Warning System with our partners in other Inuit economic development corporations and with ATCO Structures and Logistics.

These are all promising opportunities. We look forward to continuing to share our story with you.

Chris

NMI adds mechanical shed to Goose Bay terminal

Nunatsiavut Marine Inc.'s mechanic at the Port of Goose Bay will have more comfort this fall during repairs and servicing of forklifts and other equipment. NMI invested in a mechanical shed so that work can take place inside a heated facility. Prior to construction of the shed, repairs and servicing took place outside. That became especially problematic as the weather turned colder.

By late September, electrical work was commencing to bring heat and light inside the building. The shed was erected by Nunatsiavut Construction Inc.



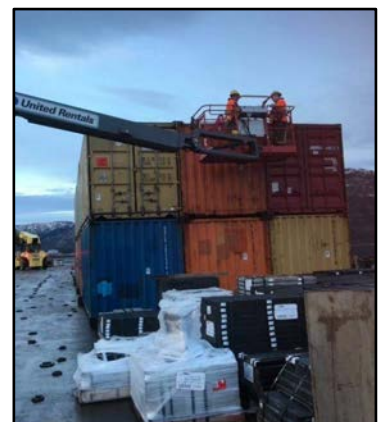
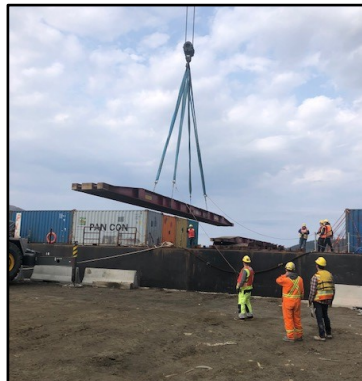
George Eldridge Photo

Integrated Nunatsiavut Logistics Continues Support of Vale Underground Project

Integrated Nunatsiavut Logistics (INL), a partnership between NGC and Integrated Logistics has landed five barges and two ships at Voisey's Bay this year, in the second year of its contract to deliver machinery and other material in support of the underground mining project. It's anticipated that one additional barge will arrive before the end of this season.

INL began its barge-lifts in 2019, bringing heavy machinery and equipment, precast concrete, and other material to the site.

The shipments this year began with trips in late June by two vessels from the Desgagnes shipping company. The remaining shipments were conducted by the barge *Nunavut Spirit*, a 400-foot long platform capable of carrying 14,000 metric tonnes.



Photos courtesy of Integrated Nunatsiavut Logistics

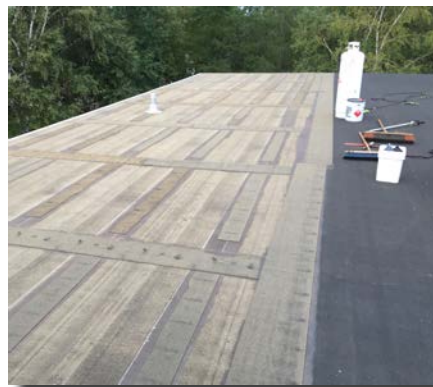
Building a Roofing Division at NCI

Tom Lyall can practically recite the numbers in his sleep. More than 30 roofing jobs completed this year. 4000 bundles of shingles shipped to the coast on 100 pallets. 400 rolls of membrane shipped out to complete jobs. 11 roofing jobs signed up so far for 2022.

As General Manager of Nunatsiavut Construction Inc. Lyall is looking ahead. "It will take time, exposure to new and challenging roofing jobs, and the experience that comes from that work," he says. "But we are well on the way to building a professional roofing division."

The Soprema roofing system is ideal for flat or low-sloped roofs and is a cold/heat applied series of roofing membranes. NCI roofers completed several Soprema jobs in the former Ministry of Transport section of Happy Valley-Goose Bay this summer. "We do three layers of water protection," says Lyall. "The first is a waterproof cover board that has the texture of sandpaper. Then we add a second layer that seals all the screws. We place a cap sheet over that."

The good news for a homeowner is that the job



Modular bitumen roofing involves cold application of three layers of waterproof protection. The photos show the progression from exposed roof through to the finished stage. (Tom Lyall photos)

The journey to building a roofing division began when NCI became a BP Canada certified roofer. Now the goal is to become a certified installer with Soprema, an international manufacturer that specializes in products for waterproofing, insulating, and soundproofing roofing systems. It's a 2-year program that Lyall says is demanding but will pay off for NCI, its work crews, and customers who choose NCI for this specialized work.

"We are part way through qualifying as a certified installer, with another year and a half to go," says Lyall. "Once that period is complete, Soprema will inspect the work we've done to make sure that our work is up to their standard."

comes with a 25-year warranty, and there's an extended warranty available for an extra 10 years. "It's excellent protection for the homeowner," says Lyall. "It surpasses the old pitch and gravel system that was used in flat and low-slope roofs. It allows homeowners to avoid the cost of building up their roof with a new truss system and asphalt shingles."

Lyall's goal is to have NCI fully certified as an installer by the end of next year and to have the roofing division fully established by the end of 2023. "The process takes time," he says. "But we are doing it the right way. People who use NCI for this work will get a top-notch job." 🛠️

Full-On Construction Season for NCI

Since the first shipment of building supplies went north in June, Nunatsiavut Construction Inc. employees have been busy swinging hammers, installing siding and windows, and building homes. The clients have been as varied as the work - Torngat Regional Housing Association (TRHA). Nunatsiavut Government. Newfoundland and Labrador Housing Corporation (NLHC). Private homeowners. On this page, some of the projects NCI has taken on in 2021.



NG Home Renovation Program
Rigolet



Private Home - Makkovik



TRHA Duplex - Nain



TRHA Duplex - Hopedale



Roofing Job
Happy Valley-Goose Bay



Exterior Renovation
Happy Valley-Goose Bay



Footings - NG Warehouse
Hopedale



NGC Corporate Office
Renovation



Inside the Vale Project

TSI's Stone Crushing Operation

Aerial view of the stone crushing operation at the Vale site. Photo provided by TSI.

The thousands of metres of stone excavated from underground passageways and the removal of tens of thousands of tons of other rock at the Vale mine site, eventually finds its way to the two Metso crushers operated by Torngait Services Inc. (TSI), as part of its site services arrangement with Vale. In 2020, the two massive machines crushed approximately 800-thousand tons of material into various sizes for use at various locations, from roadways, to the airstrip, to other parts of the mine.

TSI began crushing stone for Vale in 2005. Back then, the stone was mainly used for road maintenance. Of the 150-thousand tons crushed annually, about 100-thousand was used in winter road maintenance, another 50-thousand divided between the mine and summer road work. Occasionally, the crushing operation was required

to crush an additional 10-thousand tons for airstrip resurfacing.

PRODUCTION GROWS WITH UNDERGROUND

The start of the underground development, with kilometres of underground chambers being excavated, produced more stone than the existing crusher could handle. Vale purchased two new Metso units and a screener to separate the four different sizes of stone that the operation required, from 3/4 inch to 2-inch and all the way to 6-inch stone.

But there wasn't just increases in stone production and the associated machinery, employment at the site has grown from four employees to 36. In addition to operating the crusher and screener, TSI staff also supply the rock to the crusher using three haul trucks.

photos next page...

TSI Crushing Operation at Vale mine

TSI crushes rock to the specifications required by Vale, ranging from 3/4 to 2-inch, 2-inch, and 6-inch. The crushed stone is used for various purposes on the site, including road maintenance, airstrip re-topping, as foundations for parking lots, and backfill around foundations.

In some projects, such as in the foundation for a new building, all sizes of crushed stone are required, placed down in layers, and then compacted. 2-inch rock is used for traction on winter roads for large mine equipment, similar to how a municipality would use sand on their winter roads. 1-inch rock is used for underground roads. Both 1-and 2-inch stone could be used as a base under a pipeline, depending on the existing ground and the weight of machinery that might travel over it. Rock under 1-inch is used for regular road maintenance and re-topping the airstrip surface.



To keep up with the demand for additional rock crushing, Vale asked TSI to provide extra crew to supply rock to the crusher.



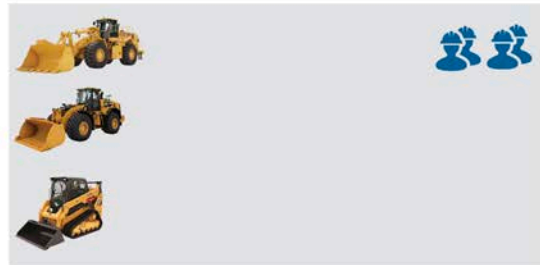
The crushing operation at Vale operates with 11 pieces of equipment and 36 employees.



Vale added two new Metso crushers and a Chieftain screener to handle the increased demand for crushed rock since the underground project began.

Equipment and Staff involved in Vale Crushing Operation

Before Expansion



Since Expansion



Source: Torngait Services Inc.



LICST Annual Report on NGC 2020 Activities Presented to Nunatsiavut Assembly

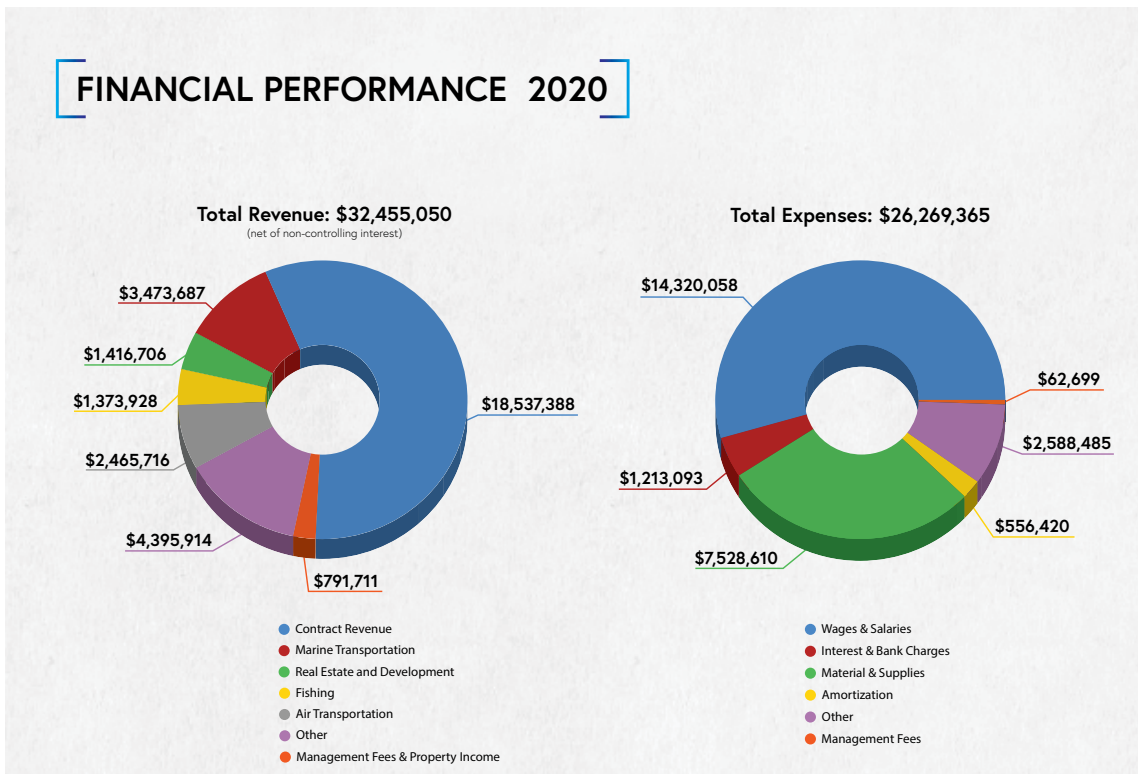
The LICST and NGC made their annual appearance before the Nunatsiavut Assembly on September 22, accompanied by their auditing firm, Deloitte. In contrast to their report for 2019 when the write-down of the Trust's investment in Universal Helicopters led to a loss, 2020 was the best year in NGC's history, with a profit of \$6.2 million.

LICST Chair Garry Best was accompanied by NGC President and CEO Chris Webb and Chief Operating Officer Sarah Leo. Paul Janes presented on behalf of Deloitte.

Webb praised the Trust for its leadership in 2020, as well as NGC's senior leaders and staff, the organization and its partners navigated the challenges posed by COVID-19. NGC is poised to continue the positive economic performance in 2021.

NGC is in the final stages of developing a new strategic plan that will guide its planning over the next 5 years.

The chart below is taken from the annual report and highlights key revenue and expenses for 2020.



Catharyn Andersen onboard as a Trustee



Catharyn Andersen was appointed to the Labrador Inuit Capital Strategy Trust (LICST) in February and is one of five Trustees who oversee the operations of the Nunatsiavut Group of Companies. A Nunatsiavut Beneficiary from Makkovik, Catharyn was recently appointed Memorial University's first Vice-President (Indigenous). She talked with **NGC News** about the Trust and the importance of her new role at Memorial University. (Janice White photos)

NGC News: We're talking just after the Trust held its August meetings in Nain. How was that experience?

Catharyn Andersen: It was fantastic on so many levels. One, being in the community of Nain and meeting there, and seeing people face-to-face. We met with the Nain Inuit Community Government, NG, and some of the executive. We were able to visit NGC sites and meet some staff. We took a trip to the former quarry at Ten Mile Bay. Willie and Margie Fox brought us there in the *Inuttatik*, the boat that used to ferry workers in the days when the quarry was on the go. They recently purchased the boat and we used their services to bring us over.

It was the first time I've been involved in face-to-face meetings as part of the Trust. Nothing can replace

face-to-face where you get to meet people. We had a great turnout for a community meet-and-greet at the Illusuak Cultural Centre. It gave us the chance to introduce ourselves and talk about NGC and our lines of business, and to hear from people with their questions. It hit home about how important it is to get out and be in community.

You were appointed to the Trust in February. Has there been a learning curve?

Absolutely and I'm still on that learning curve. There is so much to learn about the Trust itself and I'm happy that we had parts of our meeting where we talked about the history of the Trust and the companies. I'm learning more about the organization but I know there's a whole lot more to learn and become familiar with.

continued ...

Q and A with Newest Trustee cont'd...

The Trust plays a significant role for Nunatsiavut Beneficiaries and their business interests. But the Trust and its businesses must co-exist with local Nunatsiavut business.

We keep both parts in mind. The Trust is there to build wealth-in-trust for Beneficiaries. NGC really gives back to the community, not just with employment but also in the training to get to that employment. We also realize that in business, we are in competition with others. We don't want to be taking business away from small Nunatsiavut businesses. NGC is able to compete for larger scaled projects as an Inuit company that values employing Beneficiaries and creating wealth-in-trust.

You've found a stimulating and engaging career outside Nunatsiavut, but you're still deeply involved in Indigenous issues. You have recently been appointed Memorial's first Vice-President (Indigenous.) Tell us about your journey to the point where you took on that role.



Catharyn, foreground, and Trustees tour a Nunatsiavut Construction Inc. site in Nain.

I was interested in furthering my education from a young age. I went to university for one year and then took a year off and got a job as Land Claims secretary with the Labrador Inuit Association for a year. It was so interesting to be involved at that level and see the work that was happening to prepare for land claims negotiations. When I went to university, I focused on Linguistics and came back to Nunatsiavut as language program coordinator at the Torngâsok Cultural Centre in Nain, with a focus

on language revitalization and stabilization. I returned to university to get my masters and then was director of the Cultural Centre for 5 years. I went back to school to do an MBA with the goal to come back to Nain though I ended up staying in St. John's and worked with DFO (Small Craft Harbours).

Then the job as Special Advisor to the President on Indigenous Affairs at Memorial came up. I applied and was offered the position. The special advisor's position was an opportunity to bring things together that I was really passionate about. It provided the opportunity to continue working with Indigenous people throughout the province.

In that role, you led the development of Memorial University's Framework for Indigenization. Talk about that process and why the Framework is important.

I worked with an incredible group of people who are with the President's Advisory Committee on Indigenous Affairs. Before we started, we discussed key principles and values that we wanted to follow in our work. One was engaging with Indigenous communities. We didn't want to draft a framework and then consult. It was about making sure we went out and listened before we put pen to paper. We held 26 events in 26 communities. We wanted to hear the experiences that Indigenous people had with MUN, their dreams and hopes for themselves or their children, what they wanted to see at the university. We wrote a report about what we heard and then built a strategy around that. We then held consultations within the University and to make sure it aligned with the frameworks that existed within MUN.

The framework sets out four strategic directions, and they are around leadership and partnership, teaching and learning, research, and student success. As VP, it really helps guide me in the work that needs to happen. It's a very comprehensive document and as we move forward over several years, it will help us assess our progress and the work that needs to be done. *continued ...*

Q and A with Newest Trustee cont'd...

What is the importance of the Vice-President (Indigenous) position?

It helps guide the way for the university. The University was never built for Indigenous ways. Universities are inherently colonial institutions. The position is there to make sure there's space for Indigenous ways of doing and being. Recently, the University appointed Violet Ford (formerly of Makkovik and the first Indigenous woman to become a lawyer in the province) as Associate VP of Indigenous Research. And the University is moving forward with hiring a cluster of five new tenure track Indigenous faculty. All of those things are guided by the Framework.

Education and economic development are vital parts of a society's progress. How do you see those two facets come together in Nunatsiavut?

Education and economic development are interconnected. The Nunatsiavut Government has been doing incredible work for decades in this area. One of its departments is Education and Economic Development, and they've assisted students in achieving their education goals. And with so much economic development happening in Nunatsiavut, there are and will be more job and career opportunities for Beneficiaries. Education helps people take advantage of those opportunities.

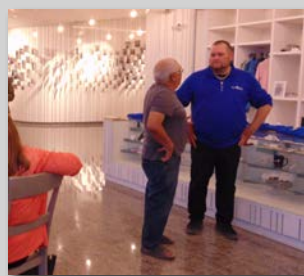


Trustees at the Illusuak Cultural Centre in Nain. Left to right: Natan Obed, Isabella Pain, Kristy Sheppard, Catharyn Andersen, and chair Garry Best.

What would you like to say to Beneficiaries – young and older – about the potential of Nunatsiavut?

I stand on the shoulders of a lot of people who came before me. They did the groundwork and that allows us to do this work today. We can see that there are huge opportunities to continue to work in Nunatsiavut and bringing these business opportunities also allows for greater employment. Let's work to make sure we are ready to seize those opportunities. We have young people with so many ideas and strong opinions. They are ready to get involved and be the leaders of today and tomorrow. 🇩🇪

NGC and LICST hold Open House at Illusuak Cultural Centre



During their meetings in Nain, the LICST and NGC senior leaders held a community open house at the Illusuak Cultural Centre. The event was well attended. It was an opportunity for the Trust and NGC to provide an update on NGC's activities and to answer questions. The Trust and NGC regard events such as this one as a vital part of their accountability and transparency mandate. As public health conditions allow, NGC plans to resume its community and school visits.



Spread the Word!

Since this spring, Air Borealis' Cargo Tracker has allowed shippers and customers to track their shipment's progress from the moment it's checked in at an Air Borealis counter until it's placed on an aircraft and arrives at its destination.

Travis Barbour of Air Borealis says there's been good uptake on the system but he also sees room for even greater use.

"It's as simple as telling someone who's shipping a package to you to be sure to keep a copy of the waybill number and to send that number along to you," he says. "That way, you can go online yourself or have someone check the whereabouts of the shipment. "It's a really easy system to use. And the best part is that you can always know where your package is."



Flying School to Return in 2022

The flight school partnership between Air Borealis and MFC Training which brought flight training to Goose Bay Airport in 2021, is returning for a second season in 2022. "We're excited to see the school return," says Air Borealis Director Travis Barbour. "We were encouraged by the interest in the school this year and hope more students, especially from here in Labrador, will enroll in 2022."

15 students enrolled in 2021, surpassing the expectation of 10 students. "Air Borealis is expanding its footprint with the addition of a new aircraft in October and that underlines some of the future opportunities for pilots," says Barbour. "We would be delighted if some of the students in local flight training could one day be flying for Air Borealis."

Air Borealis adding 10th Twin Otter to Fleet

Air Borealis is growing its fleet in October, with the addition of its tenth Twin Otter aircraft. Air Borealis Director Travis Barbour says the extra aircraft will benefit the airline and its customer base. "The extra plane will allow us to recover quicker from weather delays and that will benefit our cargo and passenger operations," he says. "It will also allow the airline to capture more growth as the demand for air service increases."



Air Borealis update cont'd...



Float and Charter Business Recover in 2021

After enduring a challenging 2020 float season that was defined by people staying close to home due to the COVID-19 pandemic, Air Borealis saw a rebound in activity in 2021. "As travel restrictions loosened, more people took part in fishing trips," says Travis Barbour. "We also saw an increase in mineral exploration and other charters. That increase in activity is good news for the company."

View of the north coast, enroute from Goose Bay to Nain. August 2021. (Janice White photo)



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