



*Kuvianamek Inovia
Merry Christmas*

TSI Secures Long-Term Vale Contract

NGC News

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A TSI employee loads fuel for tanks at the Vale millsite. (Matt Rich photo)

When negotiations concluded and the signatures were put to the Torngait Services Inc.-Vale agreement this fall, TSI had secured a deal to continue providing site services to the Vale mine site. That includes site services for the remainder of the mine expansion project and a five-year contract to continue providing site services for mine operations, from September 1 this year until August 31, 2027.

It was the successful conclusion of a negotiating process that began nearly a year-and-a-half ago, in the summer of 2021 for TSI's General Manager Wyman Jacque and his team.

"Vale has faith in the work we're doing at site," says Jacque. "That's compliments to our people who work there. We have demonstrated to Vale that we can do the work efficiently and safely."

THE DETAILS

It's best to see the contract in two phases. During the current mine expansion phase, TSI has extensive involvement and has employed up to

270 people. When that phase ends (it's projected until November 2023), TSI will enter the second phase and provide site services during operation of the underground mine.

"Significantly fewer people will be required to operate the mine than were on site during construction," says Jacque. "But TSI's permanent staff numbers will increase. Prior to expansion, we had 65 permanent staff on site. That will increase to at least 80 during the operating phase. And that will continue for at least five years."

NEW EMPLOYMENT OPPORTUNITIES

Several factors are expected to come into play to create new employment opportunities for Beneficiaries of the Labrador Inuit Land Claims Agreement. Some contract employees are expected to leave for other employment as the expansion phase ends. Other employees will be near retirement. And then, there's a minimum of 15 additional permanent jobs under the new five-year contract. It all adds up to new opportunities for Beneficiaries. *Continued next page...*

Long-Term Vale Contract cont'd...

A TSI air operations crew unloads luggage from a just-arrived flight at the Vale airstrip. (Matt Rich photo)

"TSI will need a minimum of 80 people to carry out our contract obligations once the underground mine goes into operation," says Jacque. "Beneficiaries who are currently working under contract could qualify to move into permanent positions. The key point is that they have to be qualified to move into those positions. One of the many benefits of our new contract with Vale is that it allows TSI to continue to offer training in jobs associated with the mine."

Under the Impact Benefits Agreement (IBA), qualified Beneficiaries have first call on jobs that open up.

"We are in a position to have our trainers provide training to Beneficiaries and have them prepared for jobs once the mine begins operating," says Jacque. "We are encouraging people to see this as a career path and to reach out to us."



The new contract provides additional opportunities for TSI, and by extension, to Beneficiaries.

"The contract opens up the opportunity for TSI to carry out special projects at the site in addition to our regular site services," says Jacque. "That may lead to other employment opportunities."

EMPLOYMENT SECURITY

The contract extension puts a firm footing under TSI's permanent staff on site. "It adds security to our employees," says Jacque. "It gives the current workforce several years of security beyond the expansion phase. And for people considering coming to work with TSI, that level of security will be attractive."



A TSI heavy equipment operator moves a litter fence for the landfill at the Vale mine site. (Matt Rich photo)

FOCUS ON EFFICIENCY

As site services provider for the past 17 years, TSI is in a unique position to contribute to efforts to optimize efficiency and productivity at the mine. "Vale holds monthly productivity meetings and we have agreed to attend and offer our input on ways of operating more efficiently," says Jacque. "We want the Voisey's Bay minesite to operate for many more years. We want to do our part to ensure that the operation is efficient. That helps make everyone's future secure." 🏠

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Message from President and CEO Chris Webb

As I write this column, NGC is concluding another busy, and successful year. We have just met with the Labrador Inuit Capital Strategy Trust and they have approved our budgets and business plans for 2023. We are determined to build on our success with our strong leadership team and dedicated and skilled staff. You will read a great deal about those successes in this newsletter.

TSI has just concluded a new 5-year contract to provide site support services to Vale.

NCI completed a significant work season throughout Labrador and onto the Northern Peninsula this year. Their recent winning of a contract to provide seniors' apartments in Nain and Hopedale underlines our commitment to be competitive in bidding tenders and responding to Requests for Proposals in Nunatsiavut.

NMI provides significant support as shoreside contractors for the coastal marine service. Our crews handled a near-record amount of freight and ensured that Nunatsiavut communities were supplied before navigation closed for the winter. Through Integrated Nunatsiavut Logistics, NMI again worked with our partners to deliver and remove materials and machinery in support of the underground mine at Voisey's Bay.

We were delighted to return with Air Borealis to successfully reopen the Base Camp operation for access to Torngat Mountains National Park. Plans are already underway for 2023 and we are working on further enhancing the experience for guests who come to this world class travel destination.



VALE PARTNERSHIPS POSITIVE

Our Vale partnerships continue to play an important role in the development of the underground mine. Our relationships with world class mine development and engineering firms have had a very positive impact on our operations from an employment perspective, in terms of health and safety, and in adding to our financial success. We look forward to further strengthening those relationships as the project moves along.

CORPORATE SOCIAL RESPONSIBILITY

NGC is proud of our financial and business performance. We are equally proud of our work to assist Beneficiaries and their communities through measures such as the donation to food banks and woodbox programs. Our Corporate Social Responsibility mandate also includes ensuring the health and safety of our employees, protection of the environment, and being transparent and accountable.

As we approach the Christmas season, it's my wish on behalf of the NGC leadership, that our employees take the time to relax and enjoy time with loved ones. Good mental health involves having quality time away from the job. Be safe this holiday season. Merry Christmas and Happy New Year.

Chris

NGC Purchases Assets of ULM Firm



Trucks and other heavy equipment were among the assets purchased by NGC from Melville Trucking and Excavating. Left, a loader scoops sand into a truck for spreading on parking lots and roads that are part of NCI's snow clearing contracts. Right, trucks add to a sand pile that will be used during the winter. (Photos: D.J. Elliott, NCI)

Nunatsiavut Group of Companies made a major investment this fall when it reached an agreement to acquire the assets of Melville Trucking and Excavating. The assets include equipment, land, and buildings. NGC is leasing the assets until the purchase and sale is finalized.

Some of the assets, such as equipment and snow-clearing contracts will be assumed by NCI, while Nunak, NGC's real estate arm, will take over the land and buildings associated with the deal.

SNOWCLEARING MAJOR PART OF DEAL

As part of the deal, NGC assumed several snow clearing contracts. Since the arrangement began, NCI has acquired additional contracts to clear snow for local firms.

"We started out with about 13 contracts," says NCI's D.J. Elliott. "We now have about 20. We've hired six permanent full-time operators and a

mechanic. Of course, the amount of work depends on snowfall. But we've already been quite busy with the late fall snow."

ACQUISITION KEY ELEMENT OF YEAR-ROUND OPERATION

The acquisition is a pivotal part of NCI's strategy to become a year-round operation.

"Every company wants to be attractive to would-be employees," says Elliott. "The more work you can offer people, the more successful you can be in recruiting and retaining staff. Our winter staff will become our equipment operators in the summer and fall. We want to extend that concept throughout our organization, as far as it's possible. 2022 showed that we are moving in the right direction with respect to securing work for 12 months a year." 🏠

NCI Lands Major Project for 2023

Nunatsiavut Construction Inc. is the successful bidder for construction of seniors' apartment complexes in Hopedale and Nain. The work will begin in early 2023 with sitework and the installation of concrete foundations.

"We will start the project as soon as weather conditions allow it in early 2023," says NCI Construction Manager D.J. Elliott. "We're teaming up with NL Modular, a company that builds modular units. Those units will be shipped to Hopedale and Nain and our crews will assemble the units."

The tender calls for 11 apartment units in total, consisting of one 4-unit building in both Nain and Hopedale, as well as a 2-unit building in Nain and a single unit building in Hopedale.

"We have the excavating equipment on the ground on the coast to begin the work in the spring," says Elliott. "Our subcontractor will begin building the units in their climate-controlled facility this winter and make their delivery to the coast once navigation opens in 2023. We're excited to assist the Nunatsiavut Government to provide much-needed housing for seniors." 🏠

Adding Capacity at NCI

Senior Project Manager Focuses on Finding and Bidding New Work



Ryan Snow, NCI's Senior Project Manager, surveying the site of the Nunatsiavut Government's new Community Education Centre in Makkovik, on December 12. NCI was the successful bidder for Phase One of the project, which includes the sub-grade. Tenders for Phase Two, the actual building, are expected to be released in the spring. (Ryan Snow photos)

After overseeing more than 200 roadbuilding projects in the St. John's area in the past decade, and a couple of years in project management completing estimates for wharves and bridges all over the province, Ryan Snow has taken his civil engineering skills north as the Senior Project Manager with Nunatsiavut Construction Inc.

In that position, he works closely with Construction Manager D.J. Elliott, overseeing projects, stepping occasionally into a supervisory role, and looking for and estimating new work.

"NCI is moving more into heavy civil construction. That's in line with what I've been doing for a long time," Snow says. "My main job is to look for more work and to bid those jobs. You need to secure work in order to grow."

COST ESTIMATING KEY PART OF ROLE

Along with Elliott and the NCI team, Snow's role is to develop bids in the ultra competitive construction industry. A major part of developing winning bids is to understand the region where NCI works.

"I've been to Nunatsiavut a few times since I came on in mid-September," he says. "Part of it was to check on the jobs that we had there and to help get those closed out. But it was also an opportunity to get used to working there. To understand any hurdles that we might have in carrying out work. That's very important when it comes to forecasting costs as you prepare to bid on work. You must have good knowledge of the places where you plan to bid for work."

continued next page...



Adding Capacity at NCI cont'd...

Ryan Snow is NCI's Senior Project Manager. Key functions of his role are finding work and helping prepare tender bids.

Vital to costing jobs is to be relentless in looking for quotes on materials to be used in a job. That's a process Snow has practiced in more than a decade in the business.

"You have to keep sourcing quotes for the materials you need," he says. "You go back and forth with suppliers and ask for a better price. That's good business for NCI and it's a benefit to your client. They get the job done at the best possible price."

He cites the recent example for the seniors' apartments that NCI is providing for the Nunatsiavut Government in Nain and Hopedale.

"We were able to get a better price on rebar by asking. That's the sort of work that can allow us to put in a competitive bid.



Snow covers the future site of the Community Education Centre in Makkovik. NCI won the contract to prepare the site. The building contract will be let in 2023.

ALIGNING WITH STRATEGIC GOALS

The focus on developing competitive bids aligns with NCI's strategy to become a year-round operation, to utilize local crews, and to avoid the cost of fly-in and fly-out and providing accommodations. It all figures into being an employer of choice for Beneficiaries and others who live in coastal communities.

"You become more enticing as an employer when you have fulltime work," he says. "The sharper your estimating becomes, the better your chances of securing additional work."

A case in point is NCI's successful bid on the \$8-million contract to construct seniors' apartments in Nain and Hopedale. NCI won the bid over three other companies.

"We have partnered with NL Modular in Mount Pearl to do this work. They will build the units in their warehouse and transport them on 33 trailers to Nunatsiavut next summer. Our job is to prepare the sites, install water and sewer, and do the foundation work. We will get completed modules with installed plumbing and electrical. By doing the project this way, we won't be missing materials and waiting weeks or months for key components to arrive, factors that drive up costs. NL Modular will start building soon and NCI will do the groundwork when conditions allow in the spring. We have the equipment and local teams in place to do the work."

LOOKING TO THE FUTURE

A vital part of being successful in construction is to successfully bid on and complete current projects, while putting the systems in place to be successful in the future.

"Our team is building files and spreadsheets on all our bids and work," says Snow. "That will allow us to create a database of information over a period of time, information that we can all share at NCI. It will allow us to look back at projects in 2 or 3 years, and see what worked and what didn't. That sort of process will help us become even sharper in our bids and lead to more work." 📊



(Left to right) An NCI crew at work replacing the roof on a NL Hydro seven-unit residential building in Churchill Falls. Centre, a residential roofing job in Rigolet, part of the Nunatsiavut Government's Home Repair Program. Right, roof replacement on the NL Hydro plant at St. Anthony. (NCI photos)

Busy Year in Construction

The season's work stretched across Labrador, from all five communities in Nunatsiavut, to Happy Valley-Goose Bay, into Churchill Falls and Labrador City, down to L'anse au Loup, and across the Straits to St. Anthony.

"It's been a good year," says NCI Construction Manager D.J. Elliott. "As we came into late fall, projects that hadn't been wrapped up were in the final stages."

PRAISE FOR NCI EMPLOYEES

Every construction season brings its share of challenges, and 2022 was no different. Yet, NCI staff pressed on, through a difficult black fly season in Churchill Falls to the challenges associated with materials arriving on time.

"I'm pleased with the work everyone did to bring us to the finish line this year," says Elliott. "I'm especially pleased to see the work that our team on the north coast did in 2022. It's an all-coast labour team. It's gratifying to see the high quality of their work and especially good that some people are stepping up to become leaders on their work crews. That means good things for the future."

NGC Chief Operating Officer Sarah Leo was equally complimentary toward the teams in Nunatsiavut communities.

"I am so proud of them," she says. "They did an amazing job. People really stepped up and proved that we have the resources and skill to manage a big workload."

Leo says everyone benefits from having a strong local workforce.

"From a financial perspective for NCI, it means we're not spending money to fly people in and out. On the skills development side, we have talented people in our communities with the experience and skills to do the work. Everyone benefits."

D.J. Elliott agrees.

"We have good people in place, the type of people that we need to be successful," he says. "Construction is a very competitive business. We need to keep moving forward and continue to deliver high quality work. We are putting in competitive bids on tenders. In this business, it's pretty simple. You have to get the work and then produce for the client. We're doing that and that is a good thing for everyone." 🏠



The Home Repair Program includes interior work such as heating, kitchens, and bathrooms, as well as exterior work including roofing and siding. (NCI photos)

Successful Marine Season

New Investments Planned for 2023

Mission Accomplished



Empty shelves in the NMI warehouse at the Port of Goose Bay tell the story of a fourth successful season delivering all freight and cargo to coastal communities before season's end. (Photo: Gary Latimer)

The shelves that weeks ago were laden with food, snowmobiles, and other cargo, lie empty at the Nunatsiavut Marine warehouse at the Goose Bay dock. Completing its fourth year as shoreside contractor for the coastal marine service, Nunatsiavut Marine and its crews at Goose Bay and ports along the coast, successfully handled more than 15,000 tons of freight during the season. Its Customer Service Representatives helped more than 5,000 passengers and more than 1000 personal vehicles get to their destination.

"We are very happy about the way this season unfolded," says NMI General Manager Gary Latimer. "All the cargo that was delivered to our warehouse has been shipped to communities along the coast. Damage claims are quite low. After two years of COVID-related restrictions, things got back to normal. Our entire team did a great job."

The work didn't end with the last departure north in early December. NMI crew remained on to handle returning cargo, reefers, and empty containers.

"The reefers are kept at the coastal ports during the season to serve as temporary storage for frozen and perishable food," Latimer says. "We bring them back to Goose Bay in the fall for

needed maintenance and repairs so that they're in good shape for the next season."

OFFSEASON WILL BE BUSY

The service operator, Labrador Marine, has set June 11 as the start date for the 2023 season. The time between now and then will be busy for Latimer and his team.

"We will try again to purchase a 53-foot hybrid reefer that operates on diesel or electric. This is a vital piece of infrastructure for shipping and protecting fresh and frozen foods," he says. "We will also add another 53-foot dry van trailer for non-perishable goods. These work well when we have to deliver a large number of pallets to a single community. It's a really efficient way to make optimum use of space on the ship."

NMI will also buy a diesel forklift, and a shunt truck for moving trailers around the yard, and on and off the vessel. The company will start to replace its stock of 20-foot dry containers with the purchase of 15 new ones in 2023.

"After four years of providing shoreside services, we have a good idea of how to make the system more efficient," he says. "It's about getting people, their vehicles, and freight to and from the coast safely and in a timely manner. NMI is proud to play our role in making that happen." 🏠

INL Completes 4th Year of Barge Lifts for Underground Mine



Photos: Torngait Services Inc.

Integrated Nunatsiavut Logistics (INL), a partnership between NMI and Integrated Logistics, again supported the development of the Vale underground mine in 2022. Through a leasing arrangement with MacKeil Marine, INL delivered seven barge loads of equipment and material to Voisey's Bay, and removed cargo on the return trips. INL also brought in material by ship.

Stevedoring services are supplied to INL through an arrangement with Torngait Services Inc. (51% NGC ownership), which provides site services at the Vale site. INL has been carrying out barge lifting services for Vale since 2019.



INL delivers a range of material to the Vale site, including building supplies, wire and cables, containerized goods, and industrial and construction equipment.



View of Base Camp near Torngat Mountains National Park from the helicopter used to transport guests directly onto the site after their flight on Air Borealis. (Photo: Kyle Fraser, Custom Helicopters Inc.)

Base Camp Taking Bookings for 2023

With a successful return to Base Camp operations near Torngat Mountains National Park after a two-year break due to Covid-related travel restrictions, the operators are already seeing bookings for the 2023 season.

"We had 162 guests booked over seven weeks in 2022, our longest operating period ever," says Air Borealis Vice President Philip Earle. Air Borealis and NGC Solutions Inc. collaborate in the Base Camp operation.

"There were weeks when we were totally booked," he says. "It was very satisfying to come back to Base Camp with that kind of strength. There was just one week where poor weather impacted operations."

GUEST CHEF PROGRAM A HIT

Base Camp introduced a guest chef program in 2022, with five chefs completing a one-week tour, and one chef staying for two weeks. That

program was so successful that it will be continued next year. One of the chefs was Nain's own Trudy Metcalfe-Coe, a Beneficiary who now lives and works in Ottawa.

"The chefs enjoyed the opportunity to work in such a beautiful setting," says Earle. "And our patrons appreciated the guest chef concept."

BENEFICIARY EMPLOYMENT AND PARTICIPATION

Of the 27 people employed in the operation of Base Camp in 2022, 19 were Beneficiaries.

Inuit and traditional entertainment also played a key role in the camp's evening performance programs, and included the Inuit Drum Dancers from St. John's.

In 2022, all guests were flown into the area by Air Borealis and transported by helicopter to Base Camp. ✈

Labrador Mineral Exploration Rebound Buoy Air Borealis

Fixed-wing and helicopter services involved

Mineral exploration companies were active in Labrador this summer, another sign that exploration activity is enjoying a resurgence, and increasing annually since hitting a low point in 2016.

"This year we saw the highest level of activity since the days after the discovery of Voisey's Bay," says Air Borealis Vice President Philip Earle. "In some cases, companies are working previously staked claims. Some were new claims. Others were looking for rare earth elements."

Air Borealis is uniquely positioned to provide flying services to the industry, with its offering of both fixed-wing and helicopter services.

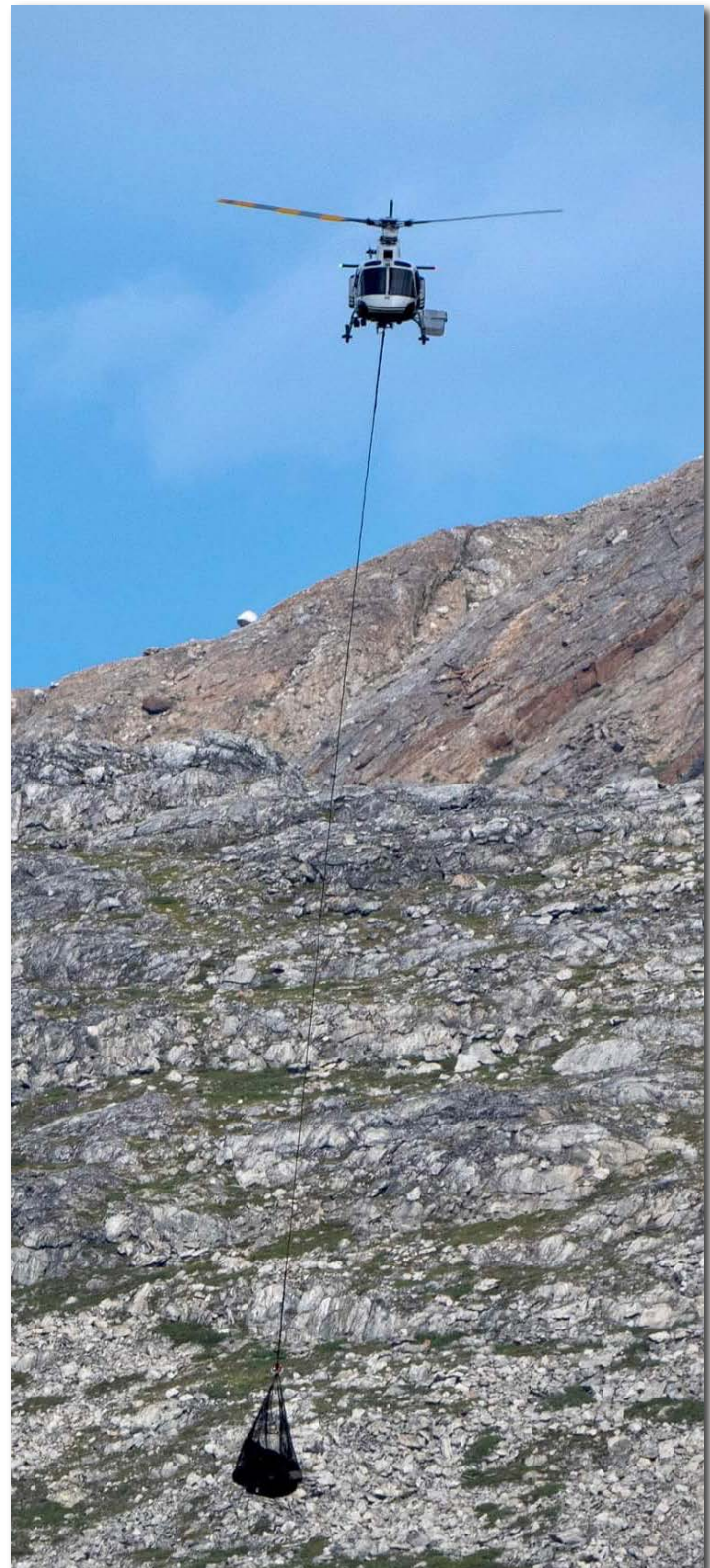
"We flew about 150 hours for exploration companies this summer on both floats and wheels," says Earle. "We also had significant hours of helicopter flying. Overall, this was a pretty good season for that part of the business." 🏠



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Custom Helicopters Inc., which operates aircraft in Labrador under a lease arrangement with Air Borealis, was heavily involved in a busy mineral exploration season throughout the region. (Photo: Kyle Fraser, Custom Helicopters Inc.)



Helping Feed Families and Keep Them Warm

NGC's \$50,200 Donation Big Help to Community Groups

The idea of doing something tangible to assist Nunatsiavut communities and local groups was hatched 10 years ago when NGC leaders acquired firewood from the Muskrat Falls area and transported it to Hopedale and Nain. As the supply of wood dwindled and the quality dropped, the executive and the Trust concluded that a cash donation to food banks, firewood programs, and community freezers would fill a much-needed void in all Nunatsiavut communities and for Beneficiaries in Upper Lake Melville.

In late October, NGC announced its latest annual donation to Inuit groups in the region, with \$50,200 to be divided based on population.

The money was an early Christmas gift for the groups which all rely on donations to make purchases, and volunteers to deliver programs that provide food and firewood to people in need. The volunteer-run TaKuaKautik Food Bank in Nain supplies an average of 80 families with a monthly food basket, and up to 140 families.

"Food costs are so high," says chair Brenda Jararuse. "Many people can't do bulk orders and bring in a winter's supply of food in the fall. They are living day-by-day. They need the food bank."

All of which makes any donation important.

"We appreciate any help that we can get. Help from people in the community who can assist us, physical space to actually run the foodbank because we operate in a very small location and have limited storage, and donations that allow us to purchase additional food."

DONATION MADE EARLIER THAN USUAL

NGC's donation has usually been made in early December. But during this year's appearance before the Nunatsiavut Assembly, Hopedale AngajukKâk Marjorie Flowers asked NGC President and CEO Chris Webb if the donation could be advanced to allow groups to make orders for food in time to have it delivered before the marine shipping season closed. NGC obliged.

"We were delighted to get the money to groups earlier," said Webb. "We know that every contribution to assist people is appreciated in these challenging economic times."

These funds are a big help to Beneficiaries facing food security challenges and to those who have problems accessing firewood.

Chris Webb, NGC President and CEO



Hopedale decided to use its \$10,600 to purchase firewood. The firewood will be purchased locally from people who have a surplus supply of wood.

"This will help about 70 families with their heating needs this winter," says AngajukKâk Flowers. "It will assist a range of people, including older people, those who burn wood and have no transportation to get their own supply, low income people, and single parents. This donation is a big help, especially with oil and electricity being so expensive. There are a lot of people who will appreciate this." **Continued next page...**



Helping Feed Families and Keep Them Warm cont'd...

BIG HELP FOR FOOD INSECURE FAMILIES

Nain's TaKuaKautik Food Bank opens on the last Thursday evening of each month and provides a basket of food that would cost approximately \$250 each if those in need had to purchase the food at the local store.

"We've actually had to buy food from local stores for the past two or three months," says Jararuse. "When you consider that a jar of spaghetti sauce or a tin of beef stew costs \$8 or \$9, and a tin of powdered baby formula can cost up to \$42, it's very difficult for people to get the food they need."

Again this fall, the food bank made a bulk food order to bring in stock before the end of the marine shipping season. The most recent order to the Co-op in Happy Valley-Goose Bay reflected what's been happening all over the country. Food costs have skyrocketed.

"Our latest order was a lot more expensive than the one we made last year," Jararuse says. "We had funding from the Nunatsiavut Government for the past couple of years for COVID relief. That was a big support. But that program has ended. We are grateful for NGC's support in helping keep our food bank open." 🙏



The shelves at Nain's TaKuaKautik Food Bank need refilling after the monthly Thursday evening distribution of food baskets. The Food Bank relies on donations and a small, but dedicated volunteer staff, to stay in operation. Donations such as the one from NGC allow staff to purchase staples for 80 to 140 families, depending on the need. (Photos: Brenda Jararuse)



NGC's contribution is divided among communities and groups based on population.

TaKuaKutik - Nain Food Bank	\$20,100
Hopedale Inuit Community Government	\$10,600
Makkovik Pantry/Woodbox Committee	\$ 6,600
St. Timothy's Food Bank (Rigolet)	\$ 5,600
Postville Food Bank Committee	\$ 3,100
NunaKatiget Inuit Community Corporation (Happy Valley-Goose Bay/Mud Lake)	\$ 3,100
Sivunivut Inuit Community Corporation (North West River)	\$ 1,100



So long, paper!

NCI adopts cloud-based storage and retrieval system for safety documents

Supervisors' bulky binders will be replaced by a cloud-based, document sharing system, allowing information to be accessed by computer.

The days of supervisors at Nunatsiavut Construction toting two 8-pound binders filled with safety information, rules and regulations, and health and safety forms will soon be a thing of the past. NGC will replace the bulky and cumbersome paper-based process with a cloud-based system in the first quarter of 2023, allowing supervisors to access the information through their computers.

Roxanne Fisher, NGC's Health and Safety Advisor, says the change will be a welcome one.

"Currently, each supervisor for a jobsite receives the two heavy binders, which are full of documents and required paperwork for safety reporting," she says. "The binders are kept at the site office. Anytime there's a need to consult them or fill out a form, they have to flip through to find the right section. It's bad for time management. It's slow and cumbersome."

INFORMATION AT THEIR FINGERTIPS

During the next few months, that information will be uploaded to a cloud-based sharing system.

"The information that supervisors need will be at their fingertips. It won't matter if they're travelling or doing a site tour, any information they need will be available," she says. "They will be able to look up standards, legislation, or the safety manual on their computer rather than leafing through hundreds of pages of documents."

The new system will also contain employee training records.

"Workers tend not to carry their training certificates for fear of misplacing them. We keep copies of them at head office. If health and safety officials need to see them, we send a paper copy. That won't be necessary with the new system. The training certificates will be loaded onto the cloud

and supervisors will be able to access them from their computer. That is a huge improvement."

IMPROVED COMMUNICATION

In areas with internet, computers will be updated in real time, as new information is placed into the system. For sites with no internet, supervisors will download new information before they leave the site office. Fisher believes the entire process will improve communication.

"Let's say I send out an email on a safety message that supervisors and their staff should discuss at the daily toolbox meeting before they start work for the day. Right now, I email that to them. They have to print it, and that might mean going to the local library or some other place that has a printer. Once they include that message in their talk, they have to sign it and send it back to head office. The new system will allow the supervisor to sign the document electronically. It will be efficient. It will allow quick and easy communication."

ADVANTAGE FOR SAFETY AUDITS

NCI has met the rigorous standards for COR status (Certificate of Recognition) for the past decade. COR is a safety compliance program that's backed up with regular independent audits of a company's safety processes and procedures. Up to now, that's required all safety-related activities to be documented. On paper.

"Once we get this system up and running, paper will be a thing of the past," says Fisher. "Safety auditors won't have to sort through twelve months worth of paper documentation. They will access our documents electronically. The same is true if provincial Health and Safety officials turn up and request information at a jobsite. The information will be readily available. The new system will save time on the jobsite and it is more environmentally-friendly than using paper." 📱

The NGC Service Awards were instituted in 2021 to recognize employee contributions to the wholly owned companies. The awards begin with 5 years of service and continue at 5-year intervals. NGC congratulates the five 2022 recipients and thanks them for their service and commitment.

2022 Service Awards



10-Year Award



Dwayne Canning
NMI Operations Manager, Goose Bay

5-Year Award



Sarah Leo
NGC Chief Operating Officer, Nain

5-Year Award



George Eldridge
NMI Port Manager, Goose Bay

5-Year Award



Darrell Voisey
NMI Wharfinger, Makkovik

5-Year Award



Manasse Pijogge
NCI Labourer, Nain

2022 in Human Resources

Setting the Stage for More Success

By Janice Webb, NGC Human Resources Manager

2022 was a year of significant advancement for the Nunatsiavut Group of Companies. We built on our recent successes and put the pieces in place to continue progress and growth into the future. These developments took place within NGC itself, where we added new resources to support the organization, and in NGC Nunatsiavut Construction Inc. (NCI).

ADDING CAPACITY

"Adding capacity" is a term that gets used frequently in business. But what is it in the context of NGC and our various companies?

It's simply about adding resources to fill strategic needs in the organization. In the medium and long term, these resources position NGC for more success.

In June, we hired Erin Everard as our Business Analyst. This is a new position at NGC. Erin plays a crucial role in assessing business opportunities and providing expert advice to our CEO and the Labrador Inuit Capital Strategy Trust.

NGC had also identified significant gaps in supporting the organization's Health and Safety goals and in the recruitment and retention of staff.

During the year, we hired Roxanne Fisher as Health and Safety Advisor. Roxanne provides support to NGC and to our growing workforce. On the Human Resources side, Barbara Stickley joined NGC and is mandated to focus on employee recruitment and retention. This is an important role, given the tight labour market.

One of NCI's strategic goals is to become a year-

round operation, providing as much fulltime employment as possible. In July, we hired D.J. Elliott as Construction Manager. In September, we brought Ryan Snow onboard at NCI as Senior Project Manager. Ryan will support D.J. in his position and also focus on bidding for new work, a key part of becoming a 12-month operation.

LOOKING TOWARD THE FUTURE

In order to become an Inuit-led business leader in the north and to be the employer of choice for Beneficiaries, we must plan for the future. NGC is extremely proud of Beneficiaries who have taken leadership roles in various parts of the organization. But, there is more to do. In order to achieve our strategic goals, we must identify and develop even more high potential employees. My role as Human Resources Manager is to find the gaps and obstacles that might get in our way, and to work with staff to develop solutions to help ensure the future success of NGC and its employees.

NGC is a dynamic organization with significant potential for even more progress. The capacity that we added in 2022 will help bring about new opportunities for both NGC and our employees in 2023 and the years ahead.

ENJOY THE HOLIDAY SEASON

I encourage employees to spend time with their families and loved ones as they take a well-earned break for Christmas and the New Year. Taking the time to relax is an important part of overall health.

Thank you for your impressive work in 2022. We look forward to seeing you in 2023, a year that is already promising to be a busy one. 🙏



"No Two Days Are the Same"

Barbara Stickley, NGC's HR Coordinator

Barbara Stickley has many roles in her recently hired position at NGC. But it's the impact of what she does as Human Resources Coordinator that that is especially meaningful.

"You make a difference in a person's life when you make a job offer to them," she says. "And you want to recruit the most qualified people with the right set of skills and personality to fit into the organization. The job is very satisfying."

It's been busy since she came on staff in September after a career in administrative roles, including Procurement Administrative Assistant with Astaldi on the Muskrat Falls project, and, most recently, Human Resources Assistant at Torngait Services Inc. (TSI).

"Time has gone so fast," she says. "This is a new role to assist Janice Webb, the HR Manager. Hiring is an involved process. You develop job descriptions, post vacancies, conduct interviews, check references, and get job offers out to people. I am really enjoying it. It's challenging and no two days are the same."

Another major undertaking that Stickley is involved with is organizing HR documentation.

"This involves the setup and maintenance of employee and recruitment files, in both hard copy and electronically. Having a central location for personnel and recruitment files keeps things organized and secure."

LABOUR MARKET CHANGING

Major projects in Labrador, such as Muskrat Falls and Voisey's Bay underground expansion, have created a tight labour market for the past decade. But Stickley sees a change happening.

"Of course, Muskrat Falls is finished and the expansion project at Voisey's Bay is coming to an end," she says. "We're beginning to see more people applying for jobs where they didn't before. And because I've been working in this market for several years, I know many of the people applying for employment. You get to know the people and their work ethic."

OUTDOORS PERSON

When she's not at work, Barbara Stickley is likely to be outside, taking advantage of the seasons.

"I love being outdoors," she says. "In the summer, I tend a small veggie garden and my greenhouse. I love flowers. During the winter, my husband and I do a lot of snowmobiling. And every chance we get, we go ice fishing or snowshoeing."

And then there's family.

"We have a daughter here in Happy Valley-Goose Bay and she has two small boys who keep me busy. And we have a daughter in Wabush, so we make trips to visit them. Between work, family, and the outdoors, it's a busy and very satisfying life." 🏡

Sarah Leo Represents Canada's Inuit at National Remembrance Day Ceremony

By Sarah Leo

Inuit Tapiriit Kanatami (the organization that represents all Inuit in Canada) reached out to me to lay a wreath on behalf of Canada's Inuit. It was an honour to represent all Inuit at this solemn ceremony.

I had previously attended Remembrance Day ceremonies at the National War Memorial as a serving member of the Canadian Armed Forces. The November 11 ceremony is a vivid and poignant reminder of the sacrifices soldiers make in their service to Canada.

The ceremony stood out in other ways too. The face of the veteran has changed. There are fewer veterans from World War Two and previous wars. We now have veterans who served in Bosnia, Afghanistan, and other areas where Canada made commitments to help keep the peace. Some of the veterans marching on parade this year were my contemporaries from the years I served.

I was impressed that this ceremony is so meaningful to the large numbers of ordinary Canadians who take the time to attend. It was especially gratifying to see so many young people paying tribute to our veterans.



NGC's Chief Operating Officer Sarah Leo at the National War Memorial in Ottawa on November 11. (All photos: Inuit Tapiriit Kanatami)



Sarah Leo lays a wreath on behalf of all Canadian Inuit at the Remembrance Day Ceremony in Ottawa on November 11.



Governor-General Mary Simon, Canada's first Indigenous person to hold the office, with her husband, Whit Fraser.

NGC Takes Part in Career Fair for ULM High School Students

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Town Centre HAPPY VALLEY - GOOSE BAY



NGC's Janice White (Executive Assistant), Barbara Stickley (Human Resources Coordinator), and Janice Webb (Human Resources Manager), at the NGC booth during this fall's career fair for high school students. The fair took place at Mealy Mountain Collegiate in Happy Valley-Goose Bay. (NGC photo)

Dozens of grade 10, 11, and 12 students from three schools in Upper Lake Melville, took part in a career fair at Mealy Mountain Collegiate in Happy Valley-Goose Bay on October 11. It was the first such event since the onset of the COVID pandemic in March 2020.

Mealy Mountain College took part, as well as Lake Melville School in North West River and Sheshatshui Innu School.

NGC profiled career and job opportunities with its 100%-owned companies, as well as those with partners Air Borealis and Torngait Services Inc., and its mining partners.

Students were exposed to a broad range of opportunities, including post-secondary education at Memorial University and College of the North Atlantic, and career possibilities in healthcare with Labrador-Grenfell Health and trades with Trades NL.

With pandemic travel and other restrictions lifted, NGC plans to resume its in-school and community visits. Details will be announced on NGC's social media pages and communicated to schools and communities.



Halloween Fun!

The staff at NGC head office may be past the Trick-or-Treat stage, but they still found ways to celebrate Halloween. One of the events was a door decorating contest at the office.



Right, the staff pose in front of the winning door, decorated by Eileen Saunders. (L-R) Erin Everard, Janice White, Sevilla Hope, and Lisa French.