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A photograph of a white Air Borealis Twin Otter aircraft on a tarmac. The aircraft has "AIRboreal" written on its side. The background shows a clear blue sky and a distant horizon.

NGC News

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Air Borealis operations are returning to normal as COVID-19 travel restrictions ease. (Air Borealis photo)

Regaining Altitude: Air Borealis Recovers from COVID-19 Impact

With passenger loads back to about 80-percent of normal, a strong cargo operation equal to 2019, and close to the full complement of staff, Air Borealis Director Travis Barbour could put up with the foggy weather that scrubbed days worth of flights along the north coast in late August. He knew there would be an improvement in weather conditions allowing the airline to put on the necessary flights to get people moving again.

Just a few short months ago, in mid-March, there was little certainty about anything. COVID-19 was taking hold and the airline industry was among the first sectors to feel the pinch. "We had one and two passengers flying," says Barbour. "We laid off about a third of our staff because the business wasn't there to sustain our regular operation."

Air Borealis acted quickly to protect public health and retain the confidence of its customer base. The airline cut capacity to 6 passengers and introduced alternate seating arrangements to promote physical distancing. The aircraft and passenger areas in the terminal were

frequently sanitized. Aircraft were deep-cleaned daily.

RECOVERY IN FULL SWING

As COVID-19 cases declined in the province and travel restrictions were loosened this summer, Air Borealis increased passenger capacity on its Twin Otters from 6 to 11. Masks became mandatory for all passengers and crew. People began to fly again and the airline recalled laid off employees. "I'm ecstatic about how we've recovered," says Barbour. "We started in March being very uncertain about what the rest of the year would be like. To see it recover to this level is very gratifying."

It isn't just the increase in scheduled passenger numbers. Relaxed travel restrictions allowed other business to resume to a more normal level. "Since the summer, there's been an upswing in charter flights," says Barbour. "We're doing more work with clients such as the federal government and Department of National Defense. We continued our work with DFO

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*This edition of **NGC News** may be read online at ngc-ng.ca and on **NGC's Facebook page**.*

Regaining Altitude

cont'd...



on monitoring compliance with the right whale preservation and recovery strategy. That work has taken place primarily in the Maritimes from Summerside, PEI and Yarmouth, Nova Scotia."

Sports fishers began to return to Labrador's salmon rivers. That was good news for Air Borealis' float season. Although traffic was only one third of the normal volume, it was a positive sign in a year with many challenges.

VALE OPERATIONS RESUME

Resumption of full operations at the Vale site at Voisey's Bay has also been a positive factor for Air Borealis. "We pick up workers from coastal stations and transport them to and from Voisey's Bay," says Barbour. "Air Borealis also undertakes some freighter traffic for the Vale site. So, all of that helps our business and assists in getting our operations back to this new normal."

SAFETY TOP PRIORITY

Maintaining safe operations is Air Borealis' top priority. That includes the usual attention to detail on the operations side and particular attention to public health measures that will protect both staff and passengers. "The newest measure is that anyone entering our buildings must wear a mask," says

Barbour. "Masks are still mandatory on the planes. We have hand sanitizers everywhere. We have a pre-boarding questionnaire that all passengers must complete. We do temperature screening for all of our passengers."

Temperature screening has also been extended to Air Borealis staff. Employees entering the company's hangars or other operations are screened daily for their temperature. "If their temperature is outside the norm, we will take it again," says Barbour. "If it still reads outside the norm, the employee has to go home and make a plan with their supervisor for next steps and eventual safe return to work."

The key to further normalizing operations at Air Borealis is for the province and the region to maintain the current low rate of COVID-19 transmission and infection. "We have had a tremendous improvement in our passenger volumes," says Barbour. "There are weeks now where the number of bookings compare favourably to the same period last year. That is good news for our company and for the people who work for us and those who depend on the service. And it means our communities are doing their part to keep everyone safe. We all have an interest in keeping COVID-19 under control." 🇩🇪



New partnership for Air Borealis

This summer, Air Borealis entered into a partnership with Custom Helicopters of Winnipeg to provide helicopter service in Labrador. Custom is owned by Exchange Income Corporation, the parent of Provincial Aerospace.

Custom Helicopters owns the A-Star B2 aircraft being used in Labrador (left) and provides the flight and maintenance crews. Eventually, the partnership hopes to staff the operation with local crews.

NUNATSIAVUT CONSTRUCTION



QUARRY
OPERATIONS

A significant part of Nunatsiavut Construction Inc.'s annual business is the production of blast rock and stone. The company's production of crushed stone provides vital support for construction projects in Nunatsiavut.

The crushing operation in Nain will produce about 30,000 cubic metres of quarry material in 2020, a combination of various grades of aggregate, and rock that will be crushed next year.

Below, left, the Nain quarry prior to a major blast in July. Right, the quarry after the blast which produced more than 9,000 cubic metres of stone.



Before the blast



After the blast

**NUNATSIAVUT
CONSTRUCTION**
cont'd...



On Top of the Mountain

Nunatsiavut Construction Inc.'s Caterpillar 336 Excavator sits atop 4000 cubic metres of gravel at the quarry in Nain. The product is used as road topping on gravel roads. How much is 4000 cubic metres of stone? It's enough to fill about 23,000 45-gallon drums or about 210,000 million 5-gallon buckets!



Despite a construction season that was threatened by the impact of the COVID-19 pandemic, Nunatsiavut Construction Inc. has made strong progress on its north coast projects this season. Still, there's no escaping the impact of the pandemic. Employment numbers in 2020 are about half of the level of recent years with about 35 employees on the payroll.

Apart from the crushing operation in Nain, most of the work this year involves construction and building repairs. That aligns with the company's strategic direction to focus on small buildings.

To the left are some of the projects underway this year.

1. Construction of a private home in Nain.
2. Accessibility improvements at the Sandbanks Building in Nain.
3. Completion of exterior work on one of four Nunatsiavut staff houses in Nain.
4. Roof repairs at Torngat Mountains Base Camp.

OTHER PROJECTS

NCI also completed work on the Interpretation Centre in Postville and the exterior of the Morhart Building in Nain, as well as repairs to the Little Bay Camp in Hopedale and the fence at the daycare centre in Makkovik.

Message from President and CEO Chris Webb



In the past few weeks, Nunatsiavut Group of Companies has been focused on returning to the "new normal" as we continue to work and function safely during the COVID-19 pandemic. We have been able to focus on running our businesses because our staff and the people in our communities have worked hard to stop transmission of the virus. And as public health officials remind us, we can continue to stay safe by practicing good hygiene, maintaining physical distancing, and wearing a mask.

Our companies have been diligent in putting those principles into practice. You've seen it if you've flown with Air Borealis, passed through the freight and ferry terminal at the Port of Goose Bay, if you've observed our NMI/NCI crews at work, or if you've gone to Cafe Illusuak at Nain. NGC has done what is necessary to keep our employees, the people we come in contact with through our businesses, and our communities safe. We must remain vigilant.

We're seeing a payoff for this attention to good public health. By the end of August, all of TSI's employees were back on the job at the Vale site. They provide vital support for both the existing mine and construction of the Vale underground mine.

Nunatsiavut Construction crews are at work on several projects on the north coast. NCI became proactive early in the pandemic to figure out how to have people work safely in close quarters. They continue to monitor their operations and keep the focus on operating safely.

Air Borealis has increased passenger capacity while maintaining a robust cleaning and sanitizing regimen. Passengers have been required to wear a mask since late spring. These important public health measures allow the airline to maintain an essential public service. Air Borealis also recognized that COVID-19 interfered with travel plans. In those uncertain early days, the company allowed people to change their travel plans without penalty.

WHAT'S AHEAD

As we move into fall, NGC remains firmly focused on maintaining our existing business and creating new opportunities. We are working with industry experts in a couple of areas and hope to have new partnerships created by late fall. Partnerships have proven to be an essential part of being successful in an extremely competitive business environment. We can point to several examples of this, our Vale partnerships, our involvement in Air Borealis, and our role as shoreside services provider for the north coast marine service.

NGC developed a scholarship program this year to support Nunatsiavut Beneficiaries attending post-secondary institutions. We have awarded our first scholarships to four brilliant women who are following their career dreams. You will meet them in this newsletter and read their words on what receiving this scholarship means to them. In this year's call for scholarship applications, we will ask applicants to tell us how their career plans will benefit Nunatsiavut, Labrador, and other Beneficiaries.

Our youth's dreams for Nunatsiavut are our dreams. NGC's vision is to be Inuit-led and to be a business leader in the north. We want you to know our story.

In October, we will report to the Assembly on our 2019 operations. We have recently published our annual report. It is now available online at ngc-ng.ca.

We have made great progress. And there is more to be done. We have the team, both in our leadership and among our staff, to continue to make great strides.

Chris



Back on Track

TSI has full crew at Vale site

Photo: Brandon McGrath

On June 18, Vale announced that it would begin returning to normal operations at the mine at Voisey's Bay. That ended a three-month shutdown brought about by the response to the COVID-19 pandemic. During those three months, production ceased and the mine was put in care and maintenance mode. As site services provider, Torngait Services Inc. (TSI) continued to provide services to help maintain the safety and stability of the site. TSI's general manager, Wyman Jacque, and his team, managed the site services response. Recently, Jacque discussed the events of the past few months with **NGC News**.

NGC News: We're at the start of September. What's the situation with TSI and your staffing levels at Vale right now?

Wyman Jacque: TSI is working with Vale to bring our operations back to full ramp up. Some areas ramped up more quickly than others. For the most part, we are now back to pre-care and maintenance employment numbers. We have had discussions with Vale about some additional work that may need to be completed and would further increase our staffing levels.

Think back to March when COVID-19 forced things to close down. What was that situation like for you and the team?

WJ: Vale entering care and maintenance was definitely a learning curve for all of us. At first, we were unsure how this would impact our operations, our employee staffing levels, and how long it would last. At the time, TSI had approximately 178 employees on the Vale site and we were told to reduce that to 49 positions. After the first month, care and maintenance was extended for another three months. This created a bit of anxiety for everyone. Employees were concerned about the impact on their income, their own safety, how and when they might get called back to the site.

However, the positive out of it was that during this downtime, Vale began to think about small projects that they could get done. We were happy to help. Vale is to be commended for their decision with respect to the protection of the employees working at the

Voisey's Bay Mine site and in measures they took to keep the virus from spreading to the north coast. This was especially important in that region where medical and health resources would be challenged if they had to deal with a COVID-19 outbreak.

What particular challenges did you face?

WJ: A major challenge was in communicating how our staff would be effected by a prolonged shutdown at site. We were helped by Vale's approach. They provided regular communication to their employees and we used that to forward to our employees via email. That provided our employees an opportunity to reach out to us and for TSI to address their questions promptly. We had some scheduling challenges as Vale started to ramp back up, especially as north coast employees were allowed back on site. But overall, over a period of a few weeks, we managed to get straightened away.

How do you feel TSI handled the transition to care and maintenance?

WJ: I think we handled the transition into and out of care and maintenance pretty well. There certainly was a learning curve, and we probably made a few mistakes. But you learn from those. Senior management on and off site communicated through daily conference calls. We subsequently discussed some of the challenges and ways to improve in the future. I'm sure all companies have had those conversations. *continued on next page.....*



Back on Track *cont'd...*

Photo: Simon Bonisteel

During that period, TSI focused on employees and their mental health. How do you feel about TSI's efforts to address staff and their concerns and issues?

WJ: TSI takes concerns around mental health very seriously. We communicated regularly about mental health and the various services our company provides to staff. If staff felt they needed help, we gave them ideas and options of what they could do to address those needs. TSI has an Employee Family Assistance Program which employees can avail of for counselling, coaching, and advice. Our main point was for people to stay safe. And that if they needed help, there was someone they could reach out to.

What has it been like getting everyone back on site and then readjusting to the routine of a busy worksite?

WJ: Vale has implemented several new rules that come into play prior to getting to site, while on site, and even while departing site. Those rules are for everyone's good and to ensure the safety of all workers. They have made changes to sanitizing, the amount of sanitizing that should take place, wearing of masks, changes in the operation of the cafeteria to limit the potential spread of virus, limited interactions on site, segregated groups in order to reduce the risk of full exposure if the virus got on site. Vale implemented pre-boarding checks before employees leave their home airport and they are looking at implementing testing at site. We have communicated those new processes to our employees. For the most part, employees have been very understanding of the changes and have taken it all in stride.

What's the status of programs like the regular training program and the Job Readiness Training Program?

WJ: Vale was very understanding of our view that in order for us to effectively help them during care and

maintenance, we would need to have some additional on-site training for our employees. That allowed us to bring our equipment trainers back to site early. Through that process, we got some of our employees trained on pieces of equipment they had not had a chance to get signed off on. We are now looking at our more junior employees and figuring out what training and sign-offs they need and how we can get that done during the mine expansion so that they are positioned for jobs when the underground mine opens.



Photo: Jeremy Diamond

TSI site services crew stand next to a vacuum truck. (TSI)

The Job Readiness Training Program (JRTP) is intended to expose successful applicants to the job site for an extended period of time. It would get them accustomed to working on the site and to the camp lifestyle including the two-week on and two-week off cycle. We have negotiated JRTP with the union, but given the current situation, including ramping up the job site and the limited bed space on site, it's not realistic to see that program start until 2021.

Is there anything else that you would like to add?

WJ: We ask people to stay safe during this period. COVID-19 will be with us for a while. The rules and processes in the workplace are the new normal. In order to keep everyone safe, we want people to embrace the new ways of working in order to limit the spread or the resurgence of the virus. 🙏

Unlocking the secrets of Strange Lake



In 2016, Nunatsiavut Group of Companies and Nunatsiavut Government partnered with several groups, including Memorial University geologist Dr. Derek Wilton, to assess the potential for Rare Earth Minerals at Strange Lake, about 150 kilometres west of Nain. Dr. Wilton presented the results of the group's work in Nain in February 2020. He has prepared this account of the project for NGC News. The above photo shows an aerial view of the trench in the Main Zone at Strange Lake. (Photos: Derek Wilton)

The Strange Lake Rare Earth Element (REE) deposit is located within Labrador Inuit Lands, right on the border between Labrador and Québec. The deposit occurs in the middle of a small (approximately 6 km in diameter), round, granite intrusion called the Strange Lake Granite. The deposit is roughly estimated to contain 66.25 million tonnes of ore with a grade of 0.82% REE (Kerr, 2013) in the 2 km long Main Zone. Although the detailed REE contents aren't presently known, it can be described as a world-class deposit of REE-bearing minerals.

RARE EARTH ELEMENTS

REEs are a group of fifteen elements that have similar chemical behaviours; they are also not that "rare". They have become very important commodities for modern society. They are used to make super conductors, super magnets and, most importantly, they are used to make colour screens for smart phones, monitors, TVs, etc. In fact, the Canadian Institute of Mining has stated that REE are "indispensable components with no adequate substitutes in clean energy, high technology products." Most REE production comes from China (greater than 60%), which has also caused some concern relating to the supply chain. Hence, Strange Lake, as a relatively large, undeveloped deposit, has created some considerable interest as a potential REE source.

INTEREST IN STRANGE LAKE

Strange Lake was discovered in 1979 by geologists with the Iron Ore Company of Canada (IOC) in an area with basically no bedrock; they dug a small trench to expose the granite. IOC drilled 244 diamond drill holes on the Labrador side of the border and 129 on Québec side. At that time (1979-1987), IOC was not interested in REE minerals, though they knew such

minerals were there, but instead were focused on yttrium (Y), zirconium (Zr), niobium (Nb), and beryllium (Be). IOC geologists also discovered that some of the REE minerals at Strange Lake were very rare, and in fact some were unique in the world. Exploration work stopped on the deposit in 1987, and, aside from government and academic studies, no more development has been conducted since.

Government geologists, however, had found that during the last continental glaciation, glaciers had moved over the Strange Lake deposit and carried pieces of mineralized rock to the northeast towards Nain. Because the Strange Lake deposit was so small, and the glacier stream so intense, Strange Lake REE deposit became a "Text-Book Example" for till geochemical tracing.

In 2009, Quest Rare Earth Metals Inc. announced the discovery of a new REE-rich zone in the Québec portion of the Strange Lake granite. They named it the B-Zone. They undertook an extensive exploration program drilling 46,574 metres of core in 345 holes. They reported a preliminary economic assessment for the B-zone with an Indicated Mineral Resource of 278.13 million tonnes grading 0.93% Total Rare Earth Oxides.

A NEW LOOK AT STRANGE LAKE

In order to provide some new data on the Main Zone and to develop regional exploration tools that might be used on Inuit Lands, a project under the RDC GeoExplore (Academic) program was initiated in 2016. It involved Memorial University, NL Research & Development Corporation (RDC), Nunatsiavut Government, and Nunatsiavut Group of Companies. The total cost of the project was \$109,000 with 75% from RDC, and involved Harry Borlase and

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Unlocking the secrets of Strange Lake *cont'd*

Strange Lake granite with REE minerals (black) and pieces of older rocks.

later, Claude Sheppard, NG Directors of NonRenewable Resources, NG researcher Ernie Ford, NG Intern Mary Denniston, MSc. student Mikayla Miller, and two BSc. Students, Elizabeth Baird and Victoria Currie. The aim of the project was to evaluate the REE potential of the Main Zone using modern techniques that might then be used to evaluate mineral potential in other till-covered areas in Nunatsiavut. The rationale for the project was to provide capacity-building for NG to provide ancillary support to the mineral industry.

Our team used two techniques. One was satellite (World-View 3 Satellite) imaging to map the ground surface area from space. The second was the use of a Mineral Liberation Analyser-Scanning Electron Microscope (MLA-SEM). The MLA-SEM was used to

mining, and hence the MLA-SEM can identify which minerals can survive crushing in production and recovery. Determination of the REE potential of the Main Zone, however, needs much more study before development can be considered; further MLA-SEM analyses would greatly aid evaluation of economic potential.

Because of low mineral contents in the till samples, the satellite-based hyperspectral imaging didn't work. Essentially, the World-View 3 Satellite Sensor couldn't detect REE minerals from Strange Lake in till. The MLA-SEM examination of the tills, on the other hand, was successful and a variety of Strange Lake REE minerals were detected in till over the 30-kilometre length of the grid. Furthermore, a specific REE mineral from Strange Lake, gittinsite, was identified in the tills 150 km away near Nain. The Nain gittinsite data hinted that there might be other Strange Lake-like occurrences between Nain and Strange Lake.



Nunatsiavut Beneficiaries Ernie Ford and Mary Denniston taking samples for analysis.

analyse small sand-sized materials in 134 samples of crushed core that IOC collected in its field work. We also analysed 76 samples of till material that our group collected in a grid that was 2 to 5 kilometres wide by 30 kilometres long, to the northeast of the Main Zone, as well as from 150 kilometres away near Nain.

RESEARCH RESULTS

In the crushed core, the MLA-SEM identified 11 REE-bearing minerals accounting for a total of 1.8 to 18% of minerals in the samples. The MLA-SEM data seemed to not only provide better distinction of the change in rock types down through the drill holes when compared to assay data, but also aided in the mineral-based classification of ore body. The crushed core approximates the nature of processed ore from



Project leader Dr. Derek Wilton stands next to an erratic, rocks carried long distances by glaciers, and dropped.

Overall, the project indicated that MLA-SEM analysis of tills might be successful in defining the location of ore bodies obscured/hidden by till elsewhere in Labrador, for instance on Labrador Inuit Lands. As such, the technique might provide a valuable tool for the quick (or first-pass) regional assessment of mineral potential. The MLA-SEM can also provide detailed information on ore minerals from specific deposits that might aid in determination of economic potential. The project also indicated the mutual benefits of collaboration between MUN, NG, NGC and the NL government. 🏠

ALL SYSTEMS ARE GO Cafe gets food service license



Photos: Sarah Leo

The Cafe Illusuak in the Illusuak Cultural Centre took a major step forward in August when Service NL granted a food service license, paving the way for the Cafe to offer meal service in addition to its

beverage and snack offerings. "We want to offer a lunch service, such as soup and sandwich meals," says Sarah Leo, who oversees Nunatsiavut Solutions Inc., the Cafe operator. "I'm working with our manager and staff to plan the way forward. It's an exciting time for the Cafe, given that we reopened on June 26 after being closed for more than three months because of COVID-19."

It hasn't taken long for the Cafe to hit its stride. It recently catered its first wedding and offerings like its homemade bread are often sold as soon as it comes from the oven.

"The Cafe is already a social destination for people in Nain."

The Illusuak Cultural Centre is a must-see destination for people inside and outside the region. "People have been really supportive and the takeout service has proven to be popular," says Leo. "The Cafe is already a social destination for people in Nain. We expect it to become the same for visitors."

Measures are in place to allow the cafe to operate safely during COVID-19. Anyone entering the Cafe must wear a mask. If the order is for takeout, the customer must wear the mask the entire time inside the Cafe. If they are eating in, they can only remove the mask to eat or drink. The mask must be worn again once they are ready to leave the Cafe. People aren't permitted to move from table to table. Public seating is limited to allow for physical distancing.

"We all have a responsibility to help keep ourselves, our friends, and communities safe," says Leo. "These public health measures are intended to do that."



The Cafe Illusuak offers eat-in and takeout service and has become a popular destination.

The Cafe is open Monday to Friday, from 8:30 am until 4 pm. Nunatsiavut Solutions Inc. also operates the Centre's gift shop with a large selection of Nunatsiavut arts and crafts. A recent shipment of Nain T-shirts proved to be popular and sold out quickly.



Photo: Nancy Winters

New hirings, awards program, and scholarships

by Russell Banzet, NGC Human Resources Manager

As we all work at returning to a new normal during the COVID-19 pandemic, our organization can be proud of the longer term work that we've done to make the organization stronger.

One of the things I'm particularly proud of is a new awards program to recognize continuous service in the Nunatsiavut Group of Companies. The Service Awards and Recognition Program will start with five years of continuous service and continue at 5-year intervals. It's a way to recognize the contribution that people make to NGC and also a way to express our gratitude. We want people to stay with NGC long-term and to develop as our companies evolve.

On a practical level, we have filled vital positions that will increase the strength of our operations. Nunatsiavut Construction Inc. hired a Construction Project Manager with considerable experience in the construction business and recruited a Beneficiary to become their new Administrative Clerk.

Nunatsiavut Marine will get an earlier start on hiring key positions for the shore-based service that they provide under contract for the north coast passenger and freight service. We will begin hiring people for freight handling, customer service, and other operational roles in February. This will allow NMI to provide necessary training and it will give potential

employees certainty about their employment prospects for 2021. Our hope also is that Beneficiaries will see this as an opportunity to obtain solid employment.

The Nunatsiavut Group of Companies is encouraging Beneficiaries to pursue their career dreams through our scholarship program. In this newsletter, we introduce you to the four post-

secondary students who were successful in applying for scholarships in the past academic year. The \$1250 award is an important investment in the future of Nunatsiavut Beneficiaries and in Nunatsiavut itself.

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As our companies resume their regular operations, we continue to focus on safety for employees and the people that we come in contact with through our jobs.



One of my personal goals is to experience as much of our province as possible. When travel restrictions were eased in early July, I had the opportunity to visit St. John's. I had already visited our beautiful communities of Nain, Postville, and Rigolet in Nunatsiavut before COVID-19. I plan to see more of the region in the coming months.

New hirings, awards program, and scholarships *cont'd...*

One of the revisions that we will make to the scholarship requirement in the coming year is to ask each applicant to write a letter explaining how they plan to use their education to give back to Nunatsiavut communities and other Beneficiaries. Full details of the scholarship program will be available on our website at ngc-ng.ca later this fall.

As our companies resume their regular operations, we continue to focus on the safety of employees and the people that we come in contact with through our jobs. In addition to our regular job safety programs, our companies are being vigilant in following public health guidelines around the COVID-19 pandemic. In

late August, we took steps to implement the requirement that it is mandatory to wear non-medical face masks in indoor public spaces. If you have the need to visit one of our workplaces, please keep this in mind and follow the public health advice outlined on the signage in all of our locations.

COVID-19 has impacted all of our lives. It has become a constant in the media that we all consume. This constant focus can impact our mental health. I want all employees to know that NGC is here to help. I am available at (709) 899-0795 for confidential discussions. You may also call NL Mental Health and Addiction Services at (709) 729-3089. 🏠



**NGC is pleased to welcome new employees
to the group.**

Beneficiary **Pamela Ford** has joined Nunatsiavut Construction Inc. as Administrative Clerk.

Perry Tulk is Nunatsiavut Construction Inc.'s new Construction Project Manager.

Beneficiary **Susan Maggo** has joined the food service team at Cafe Illusuak as backfill Customer Service Attendant.

NGC Scholarship Winners

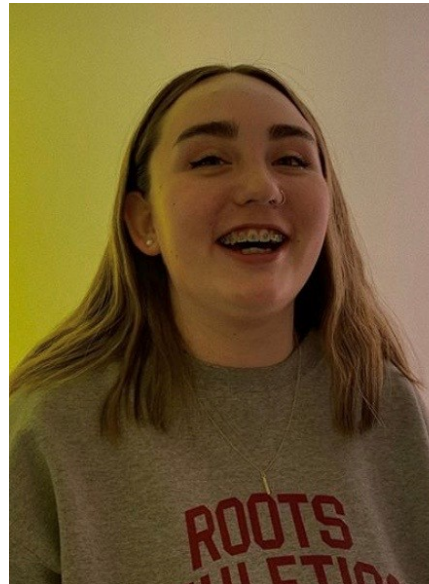
The Nunatsiavut Group of Companies supports Beneficiaries enrolled in post-secondary education and professional development programs. NGC awards four annual scholarships of \$1250. We are proud to announce this year's winners.

Full details of the NGC Scholarship program can be found on our website at ngc-ng.ca



"...this scholarship will assist me in pursuing my passion in biology. Without financial burden, I am able to put 100% of my efforts into my education."

Abeni Flynn
North Bay, Ontario
Bachelor of Science



"...I would like to say how grateful I am to receive this scholarship. It serves as great motivation to continue to work hard but also to take a moment to remember that you are doing better than you think you are."

Emilie Broomfield
Postville, Nunatsiavut
Bachelor of Science



"I was very excited to hear the news that I was selected...I am able to come that much closer to my goal of providing rehabilitation services to positively impact the quality of life of others, make their health journeys easier, and ultimately support and give back to the members of my community."

Jordan Brown
Happy Valley-Goose Bay
Bachelor of Science



"...I look forward to coming back to Labrador to give back to my community once I begin my career as a nurse. I would like to thank you for your confidence and willingness to help me achieve my goals."

Jenna Turner
Happy Valley-Goose Bay
Bachelor of Nursing



NGC staff mark Nunavut Day on July 9. From left to right, Eileen Saunders, Russell Banzet, Sevilla Hope, Janice White, and Chris Webb.

Flag with a story

When staff at the NGC office in Happy Valley-Goose Bay decided to celebrate Nunavut Day on July 9, one of the staff members had a special keepsake to display. Human Resources Manager Russell Banzet had previously worked in Baker Lake, Nunavut. One of his volunteer activities was as a member of the local fire department. Each year on Nunavut Day, the Baker Lake Fire Department takes part in a celebration parade.

The Nunavut flag was proudly displayed on the fire truck

in the 2018 parade. When Russell announced that he was leaving Baker Lake for employment with the Nunatsiavut Group of Companies, the department presented him with the flag, complete with signatures of his fire department colleagues and others in the community. "The flag has a lot of sentimental value," says Banzet. "I have many good memories of Baker Lake and the flag is a constant reminder of those times and of the incredible people that I met and worked with."



Short history of Nunavut

The territory of Nunavut came into being on April 1, 1999. A referendum was held 17 years previous in 1982 on whether to divide the territory from the Northwest Territories. 56.8% of those who voted supported division. The NWT Assembly accepted the result and the federal government concurred, if certain conditions were met, including that land claims were settled and that the concept of a new territory would continue to be supported by the people. The first Nunavut Day was celebrated on April 1, 2000. However, in the following year, the holiday was moved to July 9. It was felt that July 9 held more significance since it was on that date that the Nunavut Land Claims Agreement was signed in 1993.

Interim Chair appointed for LICST



Nunatsiavut Beneficiary Garry Best, who joined the board of the Labrador Inuit Capital Strategy Trust (LICST) in 2019, has been appointed as the Trust's interim chair. He replaces Clint Davis, who left the Trust in March to become Chairman and CEO of Nunasi Corporation in Iqaluit.

Garry is Regional Executive Officer, Ontario, First Nations and Inuit Health Branch, Indigenous Services Canada. He's had leadership roles in Canada's military, and since 2006, has held various roles in the federal government.

The LICST oversees the operations of the Nunatsiavut Group of Companies. The other members of the Trust are Isabella Pain, Kristy Sheppard, and Natan Obed. There is one vacancy.

Nunatsiavut Marine sells barge

Nunatsiavut Marine has sold its last remaining marine asset, with the conclusion of the sale of the barge, the *Kaligak*. The *Kaligak* is a 1000-ton barge and was part of Nunatsiavut Marine fleet for more than a decade.

NGC decided in 2015 to dispose of its marine assets. The 800 horsepower tug *Kaliutik* was sold in 2016 and the 500-ton barge *Sappatak* was sold a year later.

The *Kaligak* was purchased more than a decade ago by the Labrador Inuit Development Corporation to transport Labradorite from its quarry at Ten Mile Bay. When the quarry closed, the barge was used in chartering operations.



The 1000-ton Kaligak transporting construction equipment and other material along the north Labrador coast. (File picture)

Smooth Sailing on Coastal Service



Photo: George Eldridge

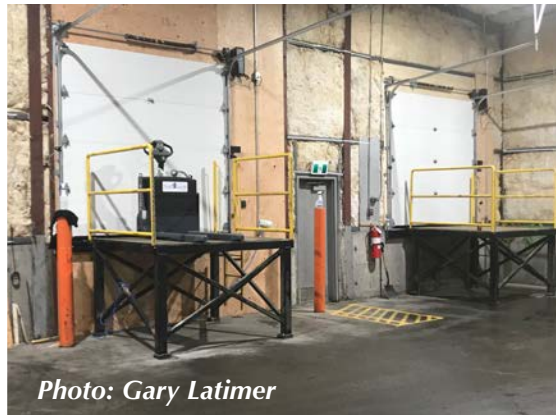


Photo: Gary Latimer



Photo: Gary Latimer

New shelving, a double truck bay, and a new freight checker shed have helped improve efficiency of the freight service.

Freight volume for the north coast service is picking up at the terminal in the Port of Goose Bay. But for NMI General Manager Gary Latimer, that's no cause for concern.

"We put several changes in place this year to improve freight handling and to reduce delivery delays," he says. "We have taken steps to protect the freight that's delivered to the terminal and we are getting freight out on time to the coast."

During the offseason, shelving racks were installed in the terminal to allow for stacking. Latimer says that has worked out well. "We still have sections for each community," he says. "But with the shelving units, we have more storage space and freight is not as compacted."

Another improvement last winter was the decision to heat the entire terminal, rather than just the small section that previously had heat. "That will help us

avoid a big problem that we had last year," he says, "especially when the cold weather arrives. During weather delays in 2019, the heated section would be filled with freight and the overflow would go into the unheated section. That led to freezing and spoilage. We also added two loading bays this year so that trucks can offload their cargo inside. That work used to take place outside, and in bad weather it led to freight being damaged."

Several measures put in place this season were intended to protect against the transmission of COVID-19. In order to reduce congestion inside the terminal, only one truck can be unloaded at a time. For passengers, there are restrictions on the number of people permitted inside the terminal. "That has led to some complaints," says Latimer. "But most people understand. NMI continues to help provide this essential service to the north coast while at the same time, protect public health." 🇩🇪

Partnership wins 2-Year Vale Barge Lift Contract

Integrated Nunatsiavut Logistics (INL), a 50-50 partnership between NGC and Integrated Logistics, won a 2-year contract this year to transport equipment and material to the Vale site at Voisey's Bay. By early September, INL had completed four barge lifts. "We had the first barge lift in June," says Gary Latimer. "We expect three or four more before the 2020 shipping season ends." The partnership completed about a dozen barge lifts for Vale in 2019.



An INL barge arrives at Voisey's Bay with equipment for the mining operation. (Photos: INL Stevedores)

2019 Jârimi Kaujitsiutik



Nunatsiavut
Group of Companies

Labradorimi Inuit
Pannaigutingata kenaujakkuvinga

2019 ANNUAL REPORT



Nunatsiavut
Group of Companies

Labrador Inuit Capital Strategy Trust

2019 LICST Annual Report released

The Labrador Inuit Capital Strategy Trust, which oversees operations of the Nunatsiavut Group of Companies (NGC), has released its 2019 annual report. The report covers the operations of the 11 companies that made up NGC in 2019.

The financial challenges surrounding operation of Universal Helicopters negatively impacted NGC's bottom line. As a result of those challenges, NGC decided to write off its investment in Universal. That placed the group of companies in a deficit for the year.

With the Universal investment written off, and the decision to close down the company's operations in May of this year, NGC is positioned to improve its finances in 2020. While it is not possible yet to understand the impact of the COVID-19 pandemic on NGC's operations, its investments in the Vale partnerships and other areas, hold significant medium and long-term promise.

The annual report is available online at ngc-ng.ca.

10-Year Service Awards

Two senior members of the NGC team were recently recognized with 10-year service awards. President and CEO Chris Webb and Senior Accountant Lisa French were presented with their certificates in July. Congratulations to both for achieving this milestone!

The awards are part of a newly-introduced program at Nunatsiavut Group of Companies. In his column on page 11, Human Resources Manager Russell Banzet explains that the awards program recognizes continuous service across the organization.



Base Camp Cleanup



For a week in mid-August, Base Camp (Kangidluasuak) at Torngat Mountains National Park, was a beehive of activity. More than a dozen people, representing Nunatsiavut Government, Parks Canada, Nunatsiavut Group of Companies, Air Borealis, and Oceans North, converged on the camp to carry out maintenance and a long overdue cleanup. (Photos: Oceans North)

The target of the cleanup was about 600 empty fuel drums, barrels of waste oil, and an assortment of other materials, including metals, plastics, and propane cylinders. The material had accumulated over several years, the result of there being no large fuel tanks to support the park and its operations. That changed in 2019 when the park utilized large storage tanks for Jet A, diesel, and gasoline. It was decided last year to clean up several years worth of 45-gallon drums, other fuel containers, and refuse.

"We committed our support to the Nunatsiavut Government to assist with the cleanup," says Sid Pain, Arctic Projects Director of Oceans North. "Despite COVID-19 being a challenge this year, the partners developed a safe and effective strategy to get the work done."

The new storage tanks eliminate the need to transport fuel to Base Camp in 45-gallon drums and other small containers. The fuel containers and other waste products will be transported to Goose Bay and handed over to Enviro Safe Fuels for proper cleaning and disposal. Oceans North is covering the cost of that part of the operation.

SITE MAINTENANCE

This year's project wasn't just about cleaning up disused fuel containers. NGC and Air Borealis,

partners in the running of Base Camp, carried out much-needed maintenance. Beneficiary Nathan Kennedy, who was part of the maintenance team in 2019, assisted the team in repairing platforms and steps for the meeting tents and other facilities on site.

continued on next page....



BEFORE



AFTER

Base Camp Cleanup

cont'd...



(Above left) Members from Parks Canada and Oceans North assisted NGC/Air Borealis in the repair of platforms at Base Camp. (Above right) NG Deputy Minister of Language, Culture, and Tourism, Belinda Webb, is assisted by Ephraim Merkuratsuk as the teams complete the work at Base Camp. (Photos: Sarah Leo)

"It was an amazing time to be there," says NGC's Chief Operating Officer Sarah Leo, who was on site for the week. "Everyone worked as a team. While we were building the platforms, members of other teams pitched in. When it was time to move the drums, everyone worked together. People went all out to get the work completed. It was real teamwork."



Tom Lane (foreground) and Derrick Pottle from Oceans North install a bear fence at Base Camp. (Photo: Oceans North)

That teamwork extended to getting people to the site. Air Borealis provided a charter aircraft to fly some of the team into Base Camp to carry out this year's activities. "There was a lot of good work done at Base Camp," says Air Borealis Director Travis Barbour. "This is important for the operation as we move forward. We were delighted to play such a role."

As partners in the operation of Base Camp, NGC and Air Borealis, along with Parks Canada and Nunatsiavut Government, regard 2020 as a time to take stock. "We developed a better view of the things that we might need to change to improve Base Camp," says Sarah Leo. "We were able to focus on repairs and maintenance, and also talk about improving the guest experience and staff conditions. It was vital to have the time to invest so that we could all collaborate."

Belinda Webb, Nunatsiavut's deputy minister of Language, Culture, and Tourism, was also at Base Camp for the week. "While COVID-19 has impacted a lot of things negatively this year," she said, "this created an opportunity for the Nunatsiavut Government and its partners to concentrate on the cleanup. The before and after pictures show the impact of our efforts. What a difference."



Joe Webb, Derrick Pottle, and Tom Lane of Oceans North collect scrap metal from the beach area near Base Camp. The metal and empty fuel drums were loaded onto Joey Angnatok's boat *What's Happening* for transport to Nain and then on to Goose Bay for safe disposal. (Photo: Oceans North)

"This could not have happened without so much help and support from several groups," says Webb, "including from the crew of *What's Happening*, Oceans North staff, Nunatsiavut Group of Companies, Air Borealis, Parks Canada, *Safe Passage* marine crew, EnviroSAFE, Nunatsiavut Construction Inc., and Base Camp staff and bear guards."

"This project has helped to reduce the environmental footprint of Base Camp," says Sid Pain, "and it has improved the optics for those that are privileged to experience this amazing land." 🇩🇪



Base Camp Cleanup and Maintenance Crew

The cleanup and maintenance crew pose for a photo next to some of the fuel drums and other refuse removed from the area around Base Camp.

Front row, from left to right: Gary Baikie (Parks Canada), Matt Heist (kneeling), Belinda Webb, Tom Lane, Sarah Leo, Joe Webb, Sid Pain, Edward Flowers, and Leo Angnatok ,

Second row: Ama Fox, Willie Fox, Ryan Merkuratsuk, and Derrick Pottle.

On the boat: Nathan Kennedy and Joey Angnatok.



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