

## Winter Lifeline

**Air Borealis cargo service critical to north coast**



Photos: Philip Earle

**In winter, it could be a belt or some other urgently-needed snowmobile part. In summer, the priority sticker may get placed on a set of blades for an outboard motor. No matter the season, Air Borealis' cargo operation transports the whole range of goods necessary to keep north coast communities functioning. Food. The mail. General cargo. 4 million pounds of cargo transported in 2018.**

In late fall, when the last freight ship has sailed and north coast harbours are frozen, the nine Twin Otters in the Air Borealis fleet become the only link to Natuashish and the five Nunatsiavut communities. They also fly food and other supplies to the Vale mining operation at Voisey's Bay. The job of arranging all that cargo and planning the onward journey is in the hands of 25 people who work in cargo and on the ramp at Air Borealis in Goose Bay. They accept freight, process waybills, organize packages in separate sections for the various communities, deliver cargo to the ramp, and place it on the aircraft.

Paul Roberts has worked in cargo for 11 years. He's ground supervisor and was overseeing the cargo operation when we talked in mid-November. He and the other people in the cargo supply chain, from the administrative staff through to the warehouse and ramp employees to the pilots who fly the airplanes, have a single goal. Get the cargo to the people who need it as soon as possible.

"Our people are passionate about getting cargo moved to

the coast," says Roberts. "People here know that we are a lifeline for getting food and mail and everything else to the coast. It's not like in Goose Bay, where you might be able to go to four or five stores and get what you need."

### FOOD, MAIL, AND GENERAL CARGO

From freeze-up to the spring ice break-up, Air Borealis is the north coast's lifeline for perishable food such as dairy, vegetables, and fruit. Food is the priority for shipping. "One of the stores will call us in cargo and let us know that a community is out of bread or that they are low on milk," says Roberts. "We make that the priority for the next flight."

**"Our people are passionate about getting cargo moved to the coast...we are a lifeline."**

**Paul Roberts**

Many of the people who work here are from Labrador. They know how important it is to get those goods to the people there. The pilots know how important it is."

"Tuesday is dairy day as we plan the shipments to the coast," says Philip Earle, VP of Business Operations. "Mostly, dairy will be delivered that day or the next day at the latest. Thursday is the day for shipping vegetables so that stores can have those goods on the shelves for weekend shopping."

*continued next page...*

# Winter Lifeline cont'd

## PLANNING CRITICAL FOR MOVING CARGO

Air Borealis moves both passengers and freight. Some flights carry cargo only, but on combined cargo/passenger flights, employees have to calculate the amount of cargo that can be carried. The first employees arrive at 5 am and plan the load configuration for each aircraft that day. More passengers means less room for cargo. A light passenger load will allow additional cargo and mail to be loaded. A dedicated freighter will clear out a large section of the warehouse.

Some things don't change when it comes to figuring out how much cargo an aircraft can carry. After the weight of the aircraft and fuel are taken into account, the maximum available volume on any flight is about 3,500 pounds. On the second Friday in November, the airline was dealing with a passenger backlog after high winds and low visibility had prevented flights getting to the north coast. That left little available space on the flight for cargo. "We have a bit of space to move some first class mail," Roberts said. "If there's any additional room, we will move food."

## MANY MOVING PARTS IN CARGO

Philip Earle, Air Borealis VP of Business Development, describes the cargo operation as part of a big wheel. It has many moving parts and any number of events can intervene to throw that plan off. "Highway closures preventing freight from arriving at the warehouse in Goose Bay, weather in Goose Bay or on the coast, or mechanical

delays can all impact our schedule," he says. And it's not just those factors that have to be taken into account. The air temperature will drop to minus 30 and even minus 40. "Our crews have to be very aware of the sensitivity of some products to the cold," says Earle. "Bananas will freeze in 10 seconds if they're exposed to minus 20 temperatures."



*North coast cargo ready to be shipped.*

Paul Roberts and the crews who work with him find weather delays a frustrating part of the job. Several days of bad weather this summer kept flights grounded for about a week. "That was a challenging time and the first time I saw it that bad," he says. "People in north coast communities were running out of food. Baby formula." Sometimes, it's mail delivery that gets impacted. That happened in the winter of 2019, when a couple of communities went without mail for several days. "That is something we will watch very closely," says Earle. "We have to deliver the mail."

Paul Roberts understands how much coastal communities depend on the service. "I know people on the coast get frustrated sometimes. The people here are passionate about moving people and freight. They care." 📶



*Paul Roberts in the warehouse.*





# President and CEO Column

---

As I write this column, most of our operations are gearing down for 2019. We have had another busy year across the entire company, from aviation to marine to construction to support services.

When you see a truck in one of the communities with an NCI logo or an Air Borealis twin otter landing, you are seeing the Nunatsiavut Group of Companies at work. Those are the parts of our operation that everyone sees. But in these past few weeks, our leaders and their teams have also been working behind the scenes, finalizing this year's work program and preparing budgets and business plans for next year. They will build on the very solid performance that our companies had in 2019. That achievement could not happen without the dedication and hard work of the approximately 500 people who work within the Nunatsiavut Group of Companies.

As President and CEO, I am mindful of how valuable our employees are. Our group of companies invests considerable effort and resources into making safety a top priority as our employees go about their jobs. There's another part of safety that we should also be thinking about and discussing. And that's safety around our mental health.

Day-to-day, companies such as ours are focused on performance. Productivity. Efficiency. Each day, we ask our staff to work hard to deliver results. We also must be focused on the mental health of our leaders and employees. The work that we do and the demands we place on all employees produces stress. Recognizing that reality and acting constructively to address it, is a wise investment in both our employees and our organization.

I am committed to providing our employees the support they need to continue to be engaged with the work that we do. We all gain if our workplaces are safe places to discuss mental health and if our workplaces support our employees and their families. In 2020, we will collaborate with the appropriate agencies in our region to offer education to our staff about mental health and make sure that employees are aware of the resources available to them.

## OUR MISSION

Woven into the DNA of the Nunatsiavut Group of Companies is respect for the people we work with and those we work for. The people of Nunatsiavut have put their trust in NGC to provide economic opportunity to Beneficiaries and to pay profits back to the Labrador Inuit Capital Strategy Trust to sustain Nunatsiavut into the



future. Throughout the year, our companies have again contributed to communities through our Corporate Social Responsibility program. We have supported groups with travel to cultural, sports, and community events. The people who work in our construction division have lent a hand to people in our communities. We have scholarship programs to assist Beneficiaries as they make the journey through post-secondary education. NGC took over operation of the Rigolet gas station as we transition to a new private operator. We have completed the removal of all equipment and infrastructure from the former PostMill Lumber site.

We will soon celebrate Christmas. I am reminded about the true meaning of the season, to assist those who are less fortunate than ourselves and to be supportive of our families, friends, and others around us. As we celebrate the season, let's do it safely.

On behalf of the management and staff of the Nunatsiavut Group of Companies, I wish all of you a Merry Christmas and best wishes for a happy and healthy 2020.

Chris



## **NGC partnership with NG and Torngat Co-op on experimental fisheries a success**

*The Torngat I, a 33-foot vessel built for the Torngat Fisheries Co-operative, arrived in Nain in early September to begin the experimental fishery for scallop and whelk.*

The experimental fishery for scallop and whelk off Nain this year has been declared a success. Torngat Fish Producers Co-operative General Manager Keith Watts anticipates two or three harvesters from Nain will take part in a commercial fishery for scallop in 2020 while the Co-op continues its experimental scallop and whelk fishery. The Co-op is planning to begin the season with its newly-acquired vessel *Torngat I* fishing in the Rigolet/Double Mer area in June or July and then return to the Nain region for more experimental fishing.



**Boxes of scallops on the way to the plant for processing.**

"We have confirmed that the scallop beds previously fished from the early 1990's to 2006 are there and appear healthy," Watts says of the fishing effort this year in several areas around Nain. "From 1995 to 2006, there was a significant scallop fishery in the Nain area with upwards of 13 vessels ranging from 30-feet to 45-feet in length. Due to the lack of locally-owned vessels, harvesters leased vessels from Southern Labrador and Newfoundland until those harvesters were lured away by lucrative shellfish quotas in the south. We wanted to follow through this year to see if the scallop beds were commercially viable. They are."

### **PARTNERSHIP MADE FISHERY POSSIBLE**

The experimental fishery in 2019 was the result of all the major forces for economic development in Nunatsiavut

coming together. Besides the Co-op, the project was supported by the Nunatsiavut Group of Companies and the Nunatsiavut Government. "Chris Webb of NGC applied for support funding from the Atlantic Fisheries Fund (DFO)," says Watts. "We had the vessel specially-built for this fishery. The Co-op made that significant investment since the federal funding source can't be used



**The project produced 800 pounds of scallop meat.**

to fund vessels. It cost us considerably but it was worth the investment."

NGC President and CEO Chris Webb agrees. "We've all been talking about expanding the Nunatsiavut fishery beyond species such as char, snow crab, turbot, and shrimp," he says. "We asked, are there other species that we can commercially exploit? . The bottom line is that we have to get more out of the north coast fishery for the Beneficiaries of Nunatsiavut. We have to do a better job of working together. The experimental fishery is an excellent start."

*continued next page...*





## *Experimental fishery a success cont'd*

Because of a lack of financing available to fishers, there's a shortage of the type of vessel necessary to fish scallops on the north coast. That's where the new vessel came into play in 2019. The first step was to evaluate the scallop resource with this type of vessel. The next step will be two-fold: encouraging experienced Southern Labrador and Newfoundland harvesters to come north and fish in partnership with Nunatsiavut license holders, and then, assisting Nunatsiavut harvesters with acquiring suitable, affordable vessels to fish scallop, char, whelk, and any

other species in their area.

"We believe the stocks are healthy," says Watts. "We think individuals from southern areas will team up with Beneficiaries and fish scallop in the Nain area."

Watts is also encouraged by the abundance of whelk. "We know whelk is present adjacent to all the Nunatsiavut communities, so there is a possibility that fishery can also be developed commercially." 🏠

## Barge lifts for Vale keep INL busy



Gary Latimer, General Manager of Nunatsiavut Marine, figured on seven or eight barge lifts of material, supplies, and equipment to the Vale site at Voisey's Bay in 2019 for Integrated Nunatsiavut Logistics, a partnership between Nunatsiavut Marine and Integrated Logistics. By the time the season ended, the partnership had overseen 50 percent more lifts than that early season projection.

"INL had a very good summer with the successful completion of 12 barge lifts of cargo into Voisey's Bay for Vale," says Latimer. "Much of the credit for this successful season must go to Integrated Logistics, who took the lead on this project."

The barge lifts are in support of Vale's underground mine expansion at Voisey's Bay. Vale has stated construction of the nickel, copper, and cobalt mine is expected to be complete by 2022.

The barge lifts were completed with the assistance of McKeil Marine, the service provider for the barges.

***A crane lifts camp modules into place at Voisey's Bay. (Andrew Short photo)***



# 2019 a year of growth at TSI

**By Wyman Jacque, General Manager of Torngait Services Inc.**

What a year 2019 has been. TSI has seen substantial growth with the start of the Voisey's Bay Mine Expansion. This expansion is one of the few bright spots in the provincial economy.

It has been a little over a year since TSI began ramping up to assist Vale for the underground mine expansion. As site services provider, TSI plays a pivotal role in the operation of the mine site. Our employees grade roads, clear snow, offload and load boats and aircraft, maintain solid waste incineration, monitor the water and sewer treatment facility, deliver water and remove sewage, deliver freight, haul fuel, transport passengers, and much more. We are happy to play such a key role in this important northern Labrador economic development project.

At the beginning of the summer of 2018, TSI employed 71 people onsite and 5 staff offsite. As of September 30, 2019, TSI's employment numbers had more than doubled, with 157 employees onsite and 6 offsite. TSI has traditionally recruited for heavy equipment operators and labourers. However, with the expansion, short-term contracts, and internal movement amongst our employees, we have seen positions become available in new areas, including human resources, senior management, supervisory, occupational health and safety, equipment training, and planning. As TSI continues to expand the services we provide, more job opportunities will become available for NG beneficiaries.

**"We want to see more Beneficiaries employed by TSI...there will be more opportunities for employment."**

From a Nunatsiavut Beneficiary perspective, we have increased from 44 Beneficiaries employed to 73, and within the Nunatsiavut region, from 21 employees to 34. We want to see more Beneficiaries employed with TSI. When you consider the expansion that has already taken place and the fact that there is more to come, we know there will be additional opportunities for employment. We also know that there is more work to be done around training and employment. TSI is addressing this issue with the recent hiring of two equipment trainers, one of whom is a Nunatsiavut Beneficiary. Their mandate during the mine expansion is to train and sign off TSI employees, including Beneficiaries, on various pieces of equipment, so that those employees will be ready to assume long-term full-time positions that we expect to become available once underground mining starts in 2022. There will also be job opportunities onsite within our group of permanent employees. TSI's internal analysis shows that of our permanent group of 65 employees at Voisey's Bay, 27% will be eligible to retire in the next 5-7 years.

Growth has been good but it has also brought its share of challenges. A major one is recruiting Beneficiaries who may not yet have the required training for employment. In order to meet this challenge, TSI has embarked on a long-term strategy to provide training opportunities. With help from Vale and through discussions with the local USW union, which represents our employees, it is TSI's hope to have a Job Readiness Training Program (JRTP) in the near future. This program has already been implemented by Vale, and gives Beneficiaries the opportunity to be employed at the mine site for approximately nine months. During this time, JRTP candidates get a full sense of the many roles TSI employees perform at Voisey's Bay. Our hope is that those individuals will pursue a post-secondary career and come back to work at the Voisey's Bay mine site.

*continued next page...*



**TSI provides all site services for Vale at Voisey's Bay.**





## 2019 a year of growth at TSI cont'd

As we continue to move forward with supporting Vale at the site, we expect that an additional twenty permanent positions will be added to help with site-wide operations. During the next few months, it is TSI's goal to finalize the extension of our site services contract with Vale. It is also our hope to finalize negotiations on a new collective agreement with the United Steelworkers of Canada so that our employees can gain long-term stability and continue their exemplary service with us for many more years.

TSI will also attempt to expand its business footprint outside of Voisey's Bay. We plan to present at mining conferences to show how we can add value to future mining projects. We want to let the mining industry know that we have the capability and capacity to provide top-notch services.

TSI is an important employer in Nunatsiavut, and we are also giving back to Nunatsiavut communities in other ways. This year, TSI and its board of Directors embarked on a Donation Policy. This policy is comprised of two sections including an expanded scholarship/award program of \$1000.00 for each of the high schools in Nunatsiavut and Upper Lake Melville and a community investment program. This year's community funding was provided to the Department of Health and Social Development to assist with programming throughout Nunatsiavut. Details can be obtained by contacting TSI directly.

None of what we do would be possible without the continued dedication of our employees. I am extremely thankful for the work each of them undertakes every day at the site and in helping out in their communities. As we head into the Christmas season, and on behalf of TSI, our Board of Directors, management, and our employees, I would like to wish everyone a happy, prosperous, and safe holiday season and new year. 🙏



**Torngait Services Inc.**

**163**

**employees as of  
September 30, 2019**

**76**

**employees in 2018**

**73**

**Beneficiaries employed as  
of September 30, 2019**

**44**

**Beneficiaries employed in  
2018**

**34**

**employees from  
Nunatsiavut Region as of  
September 30, 2019**

**21**

**employees from  
Nunatsiavut Region in  
2018**





# Fulfilling the Dream for Inuit

## *Trustee interview with Natan Obed*

Natan Obed is the President of Inuit Tapiriit Kanatami, the national organization representing Inuit in Canada. He is originally from Nain and currently lives in Ottawa. In 2009, Natan was appointed as one of the five Trustees of the Labrador Inuit Capital Strategy Trust, the organization that oversees the Nunatsiavut Group of Companies. In this interview, he discusses his role with ITK and the Trust, and economic development in Nunatsiavut and across the north. Pictured with Prime Minister Justin Trudeau in Iqaluit in 2017 during the first Inuit-Crown Partnership meeting. (Photo: Adam Scotti, PMO)

### **NGC News: As President of ITK, what does your job entail?**

We represent Inuit nationally and I report to a Board of Directors made up of presidents of the four land claims regions. I've held the position for four years. In addition to working with the federal government on policy and legislation, we work on educating Canadians about Inuit and we create a space for Inuit unity. We communicate about Inuit priorities and realities. We also advocate and lobby behind the scenes with the prime minister and ministers about Inuit interests. Every day is different.

### **ITK is pursuing several strategies – from education to suicide prevention, research, housing and climate change. Can you talk about how these are all connected?**

We're advancing together. Having governance models in place is important and it allows Inuit to make the most of their lives and contribute to Inuit society. Our socio-economic status is a key area to help with self-determination. We're working to eliminate TB among Inuit by 2030 and to reduce the incidence of suicide and violence. Housing improvement and increased rates of education are all interrelated as we work to improve the well-being and socio-economic status of Inuit. We want to be in charge of our own destiny and in charge of self-government. We can teach our children and business leaders the things that we aspire to do. While there are barriers in our way, ITK helps identify those and deal with them.

### **How does economic development fit into the picture?**

The economic development interests that Inuit have in Canada are still developing. We have a longer way to go at the federal level through areas such as procurement and

Inuit-specific Requests for Proposals. Whether it's the fishery or major mining projects or capacity and grant and loan funding through federal arms, we do some policy work in those areas and allow a space where an interregional Inuit dialogue can take place. Often, we convene a space where the four Inuit regions can talk through challenges.

A lot of Inuit leaders have made a dent on economic development issues with the federal government. But we still have a long way to go. By contrast, Indigenous services such as non-insured health benefits or programs with Health Canada were built with specific Inuit considerations in mind. The space we occupy with economic development is perhaps where we were a generation ago with health and wellness. There is a huge opportunity to assert our rights.

### **The LICST oversees economic development for the NG and Nunatsiavut Beneficiaries. How does that oversight take place?**

I came on in 2009 during the early days within the Trust. That was a time of turnover and consideration of where we were going. The Labrador Inuit Development Corporation was very much in our minds. The transition to NGC had not happened in full force. Our current business lines were seen as possible places to invest.

I sit on the trust and I'm a Board member of NGC. The consideration is different in those two positions. In the Trust world, we're focused on the big picture of how to align our assets with the responsibility of what is expected of us in the Trust deed, and to follow and honour it. Within the group of companies, the focus is on the business lines and the opportunities we have and the decisions that we make to consider new opportunities or new business lines.

*continued next page...*



# Fulfilling the Dream for Inuit *cont'd*

**You have a national perspective on Inuit economic development from your role as president of ITK. How would you rate NGC's performance relative to other Inuit economic development corporations?**

I'm a bit biased. I think NGC is doing quite well. We're in a province and not a territory. The province does not have a robust sense of an Indigenous process for economic development. The Inuit population is quite small in relation to the population of Newfoundland and Labrador. I think NGC does quite well and punches above its weight.

Across Canada, business development is quite impressive. The merger of First Air and Canadian North, airlines owned by Inuit, is an example of that. We see huge business opportunities in Nunavut. The success of fishing and construction and hotel accommodation are proof that there are many ways to go about being successful. Nunatsiavut has struck a balance between opportunities at a higher level and then also working with communities and being flexible. An example is NGC's construction division where we are flexible enough to work with private individuals, the Nunatsiavut Government, and the provincial government.



***An area of prime focus for Inuit is to strike a more productive relationship with the federal government on economic development issues. Obed says lots of work needs to take place in areas such as procurement and Inuit-specific requests for proposals. (Adam Scotti)***

NGC is Inuit-led. That's something all economic development entities strive for. NGC's President and CEO Chris Webb is an Inuk. Clint Davis is also Inuk. He's chair of the board and chair of the trust. Those things are important.



***Natan in the Torngats during the Canada C3 project during the 150th Anniversary of Confederation in 2017. (Photo: Jackie Dives)***

**The focus with NGC is on owning profitable and sustainable businesses. Is that a natural progression from the days when the LIDC focused on providing employment and building skills and capacity?**

It's a necessary progression. There will always be opportunities for skill development or projects that don't necessarily make economic sense but make political sense. If the province or Nunatsiavut Government provide a subsidy to make a project more acceptable from a business perspective, we know that part of our DNA as NGC is to provide jobs and skills training. We don't have the ability to incur huge losses year over year. We have to make hard decisions when those business lines aren't profitable. It's important in this respect that the Trust is arms-length from the President and the government. It would be impossible for NGC to make those hard decisions if the board was comprised of cabinet ministers. It is an evolution. Moving forward will be a connection between the work NGC chooses and the social, economic, and health and well-being of Inuit and well-being in Nunatsiavut. We will pursue those areas which provide Inuit jobs and skills and result in the well-being of communities.

**We have seen more Beneficiaries move into executive and senior leadership roles with NGC. What message would you like that to send to Beneficiaries, both younger and older?**

A good example is our President and CEO Chris Webb. No matter where he does business, people know where he's from. That he has a connection with and empathy for Inuit that would be challenging if he wasn't Inuk. It takes a long time to get to these positions. Chris went to university and studied in a field that allows him to have success. He held many positions prior to coming into his current job. When you put your mind to a career and put the time in and are successful, that's really the type of people we are looking for. Hard-working and capable. There are all sorts of different careers that Inuit can think about doing.

*continued next page...*



## Job Complete

A partnership between NMI's INL (Integrated Nunatsiavut Logistics) and IDLP (Innu Development Limited Partnership) with their partner, Labrador Catering) successfully completed a contract with Vale in October to provide a floating hotel at the Voisey's Bay site. The *MV Bluefort* was leased this summer to provide temporary accommodations to workers involved in the mine expansion at Voisey's Bay.

The *Bluefort* was equipped with accommodations for 200 people and was outfitted with meeting rooms, medical treatment areas, lounges, a fitness centre, and dining areas.

The vessel arrived at Edwards Cove in July and completed its four-month stay on October 24.

*The MV Bluefort sails away from the Vale port facility at Edwards Cove in Anaktalak Bay on October 24. (Photo: Andrew Short)*

## Fulfilling the Dream for Inuit *cont'd*

### **When you look medium and long-term, what is your hope for social and economic development in Nunatsiavut?**

We have a land claim agreement and we have the Nunatsiavut Government in place. We have more and more educated Nunatsiavut Inuit. I hope that over the next generation, we can build a society and structure that will allow us to be Inuit on our own terms, and that means to be able to go anywhere in Canada or to lead at home. It also means having the political power to work with the federal government and the province to fix our infrastructure deficit. Having airstrips with the latest technology, a K-12 system that is top-notch, and Inuktitut taught through our education system as well as a second language system. The pride is here now since we have settled our land claims. We have to transition and take advantage so that vision becomes reality.

### **How does NGC fit into that vision?**

NGC can hopefully in the long term be a major employer of Nunatsiavut Inuit. NGC can be one of the main places where Nunatsiavut Inuit build experience in a career and where they can use that experience for anything else they want to do careerwise. I see that as a big exciting opportunity. Being an Inuit-led business leader in the north, I hope that will mean over time that we will get involved with more north-to-north business ventures between Inuit and Inuit regions. I am in touch with Inuit all over the country every day. It makes me feel proud and united that we want to do more things together. Over time, NGC can contribute to a more united Inuit north through business development. 🏠



# CORPORATE SOCIAL RESPONSIBILITY HIGHLIGHTS 2019

THE NUNATSIAVUT GROUP OF COMPANIES IS COMMITTED TO MEETING IMPORTANT SOCIAL RESPONSIBILITIES THROUGH ITS CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM. THE CSR PROGRAM IS BUILT ON SIX PILLARS, EXTENDING FROM ENVIRONMENTAL STEWARDSHIP TO MEETING THE HEALTH AND SAFETY NEEDS OF OUR EMPLOYEES AND CLIENTS, TO COMMUNITY INVOLVEMENT.



NGC took over operation of the Rigolet gas station in mid-June. The Nunatsiavut Government is developing a Request for Proposals to find a private operator.



Nunatsiavut Construction completed its multi-year project to remove all debris and infrastructure from the former PostMill Lumber site. At left, a workcrew demolishes the manufacturing plant. NCI invested substantial funds over several years to complete the work.



Each year, NGC and its member companies invest considerable resources to ensure the health and safety of our employees and our clients. The focus in 2019 included the hiring of two full-time safety advisors by TSI for the Voisey's Bay mine site to assist with TSI operations; NCI hired a Health and Safety Officer and provided training so that workers understand safe work practices that are consistent with government regulations and industry best-practices; NGC updated its Human Resources policies on harassment, drug and alcohol, and the environment.



NGC is committed to transparency and accountability. In September, NGC appeared before the Nunatsiavut Assembly to report on its operations. NGC also publishes an annual report and a newsletter.



Photo: Shane Morgan

NGC and its member companies assist sports teams and community groups with travel and other costs. NGC donated funds to buy team jerseys for the Labrador Club team which participated in a volleyball tournament in Clarenville in February.

# THE SKY'S THE LIMIT

*Finding and making a career in the Nunatsiavut Group of Companies*

Ordinary, everyday events are often the spark for a career choice. For Air Borealis first officer Kayla Torarak, it was the daily sight of Twin Otter aircraft landing in her home community of Hopedale. For Vale underground truck driver Allison Winters, it was the strong desire to work at Voisey's Bay. Dionne Winters of TSI started his career at Vale in 2008 in the "very strenuous and dirty job" of driller's helper. Today, he's certified to drive tandem trucks and front-end loaders at the site. He's also trained in water treatment and water distribution.

## REALIZING THE DREAM

All three have realized the dream that NGC President and CEO Chris Webb and his leadership team believe is within reach for Beneficiaries. "The Nunatsiavut Group of Companies has a broad reach with operations in aviation, marine, logistics, mine support and development, and administration," he says. "Anyone who is in high school and considering a career in Nunatsiavut should explore the options available within NGC and attend a college or other post-secondary school. We are Inuit-led and we want to be the employer of choice for Inuit."

## OPPORTUNITY IN NUNATSIAVUT

One of the prime opportunities within Nunatsiavut is the Vale mine at Voisey's Bay. Torngait Services Inc. General Manager Wyman Jacque and his team have recruited heavily for the past 16 months to fill Vale's request for additional site services employees to support the underground mine expansion. TSI's employment numbers more than doubled from 73 in 2018 to 163 by the end of September 2019. And TSI has been asked to find more. But Jacque is running into a problem. He has to go outside the Nunatsiavut Beneficiary area to find people with the skills that Vale requires. It's a challenge that Jacque sees as an opportunity for Beneficiaries.

"Taking the heavy equipment course is the key to getting hired by TSI," Jacque explains. "People who want to be employed with us need to get their Class 1 license with the airbrake endorsement. That allows them to operate tractor trailers and fuel trucks. That way, they can transport freight and equipment from the dock to the minesite. And they can deliver fuel. Vale used more than 30 million litres of fuel last year. Every three days, we have to deliver fuel to the diesel generating plant."

A heavy equipment trade also provides an entry point to other jobs, such as in the crushing operation. "We have a hard time finding people for jobs in crushing operations," says Jacque. "There isn't specific training for it. You end up in those roles because of your heavy equipment experience doing other jobs around crushing, such as being a loader operator, being the excavator operator who feeds stone to the crusher, and taking stone from the crusher. Once



**Kayla Torarak (L) has developed a career in aviation with Air Borealis. Allison Winters works with Innu-Inuit Redpath and Dionne Winters is employed by TSI.**

people build experience in these areas, they get shown how to operate the crusher." There aren't just employment opportunities at Voisey's Bay. Jobs also exist within Nunatsiavut communities. Tom Lyall of Nunatsiavut Construction employs more than 60 people each season in Nunatsiavut communities and says a job with NCI can become a career.

"We typically have a need for people in carpentry, heavy equipment, and rock crushing," he says. "NCI also employs people in safety, administrative support, project management, and other areas. Working at NCI can be a career. People can have a 20 to 25-year career opportunity at NCI." The skill set within NCI has grown in the past couple of years and Lyall says that allows the company to take on more complex jobs. "We now have the capacity to do more technical work," he says. "People are getting experience in reading shop drawings, doing all the necessary paper work, and working with change orders."

But he still has problems finding some skill sets locally, such as journeymen carpenters, supervisors, and foremen. "We need people in those positions and they often can't be found on the north coast," he says.

*continued next page...*



# THE SKY'S THE LIMIT cont'd

## EDUCATION A NECESSITY FOR MOST JOBS


In order to get into many of the careers at TSI and NCI, people have to be willing to invest some time in getting an education, something Wyman Jacque describes as short-term pain for long-term gain.

"This spring we went into the school at Rigolet and talked to students about careers in our companies," he says. "I told them about four labourer jobs that we advertised. 214 people applied. The message I gave them is that those four people who got the labourers' jobs might not have to go to school to qualify for that job. But the other 210 will have to. It's like winning the lottery for the four who got the jobs. But not for the others."

Tom Lyall says there are good career opportunities for journeymen carpenters and other trades, something that will build permanent capacity on the north coast. "We already see the value of local people working in their own community and contributing by building much-needed local infrastructure," he says. "People can have a career in Nunatsiavut. The money they earn stays in the community. We pay good wages. Their taxes go to the Nunatsiavut

Government which then circulates that money through services and other programs."

## FUTURE OPPORTUNITY

Chris Webb is dreaming of an NGC that is larger than it is now, possibly playing a bigger role in the provincial economy through future oil and gas development off Labrador, in developments across the Arctic, and right at home in Labrador. "The service contract for CFB Goose Bay will be up for bids in two years," he says. "We are working to expand the Nunatsiavut fishery. Through the Inuit Development Corporation Association, we are exploring opportunities across the Arctic, including making a concentrated effort to bid the North Warning contract, the expansion of broadband, and green energy projects as communities attempt to get off diesel generation." He also sees opportunities close to home as the Vale mine goes underground. "Once all of these underground mining systems are installed, people will be required to maintain the installed systems in areas such as diesel mechanics and electrical engineering. A young person in Nunatsiavut will have lots of opportunity. We are creating lasting job and career opportunities in Nunatsiavut communities." 

## Scholarships

NGC and its affiliated companies have several scholarships that are available to Beneficiaries who enter post-secondary programs.



NGC awards four scholarships annually of \$1250 each. One award is reserved for students enrolled in business, one for construction/mining trades, one for marine, and one is reserved for female candidates.

Applicants must be a Beneficiary of the LILCA and enrolled full-time in a post-secondary, professional development, or college program. In addition, applicants must have completed a block or year of training.

Apply through the NGC website at [ngc-ng.ca](http://ngc-ng.ca). Under the "In Our Community Tab, find Scholarship Application.



TSI awards six \$1000 scholarships for one high school student from each of Nain, Makkovik, Hopedale, Postville, Rigolet, and Upper Lake Melville. Applicants must be a Beneficiary of the LILCA.

Apply through your school principal.

### PiKalujak Fisheries Ltd.

Four \$1250 awards annually, two each in the fall and winter semester, for students attending the Marine Institute. First preference will be given to students who are Beneficiaries of the LILCA.

Apply through the Marine Institute.



Bird Heavy Civil Construction awards a \$1500 scholarship annually to an Inuit student to encourage pursuit of a post-secondary education. Applications are accepted from students already attending a post-secondary institution or from Grade 12 students intending to attend post-secondary.

**Application deadline:** May 31

Contact: Bird Heavy Civil Ltd.  
95 O'Leary Avenue  
St. John's, NL. A1B 2C7  
Phone: (709) 726-9095

**Attn: Boyd Humby**



# Being proactive pays off for NCI

*Planning, productivity, and safety culture benefit*

After crushing 20,000 tons of stone in Nain this summer, NCI general manager Tom Lyall knew that NCI's crusher would need a new set of jaw plates. But should the two dining room table-sized plates be bought and installed this year or in 2020? Discussions with some clients in Nain sealed the deal. Those clients will require as much stone in 2020 as they purchased this year. The plates would be ordered and delivered in 2019 and installed for the start of the 2020 season.

"We had to consider that if we waited until next year, shipping might be delayed or some other event could interfere with getting the plates delivered to Nain," says Lyall. "I knew we have a market for as much stone as we sold this year. We will always be reacting to a certain degree when it comes to making decisions. But 80 percent of our work has to be proactive. And that's the type of thinking that prompted us to acquire the plates now."

The jaw crusher plates are just one example of acting now rather than waiting for events to force a decision. "Historically, we have been a reactive company," says Lyall. "We would wait for something to happen, and then act. But NCI is out there talking to the major players in the north coast construction environment. I know that if there's a certain amount of work on the coast in a given year, we can estimate our needs for equipment and labour. And we can make arrangements well ahead of time rather than being caught in a time squeeze."



**NCI crew at work on a quonset hut in Nain, summer 2019.**

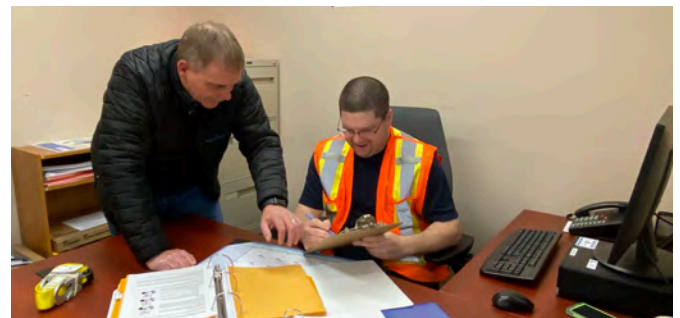
## BENEFITS FOR SAFETY

NCI Safety Officer Steve Downey believes in preparing his crews to work safely, something he's been doing at NCI since landing there in the spring. "Most companies are more reactive in safety matters than proactive," he says. "NCI

wants to go in the other direction. We're proactive with everything beginning with tool box safety talks before the start of each workday. We have safety presentations. And we put off in-house safety courses."

Downey takes the safety message directly to NCI's employees and he's seen the benefit. "I've been to Nain three times this season and to Hopedale once," he says. "There has been a huge positive difference in the approach to safety from my first visit to the last one. The most important things are that people are aware of the hazards they might face on the job on a given day and they are doing all the required documentation that's necessary in a properly functioning safety management system."

In October, Downey qualified as an inspector for NCI's fall protection equipment such as harnesses that are used to secure workers when they're working on heights. "I'm qualified now to certify all our fall protection equipment, rather than having to send it out for certification."



**With the 2019 season coming to a close, NCI general manager Tom Lyall and Safety Officer Steve Downey discuss plans for next season.**

## PLANNING FOR SUCCESS

Tom Lyall believes that being proactive is a necessary precondition for success in business. "If I know that I have to crush so many tons of rock next year or that I will need certain types of equipment, I have to be addressing those issues now by putting plans in place. Otherwise, I risk failure."

Steve Downey will spend much of the winter making safety plans and developing policies to fill gaps that might exist. "I'm working on a training matrix to see what skills people have and where they might benefit from training," he says. "And I'll be developing more safety presentations to make sure that when our employees return to work after a few months off, that safety is uppermost in their minds."





# Illusuak Cultural Centre Opens

*Nunatsiavut President Johannes Lampe (centre) cuts the sealskin ribbon to officially open the Illusuak Cultural Centre in Nain. Holding the ribbon are Jim Lyall, Nunatsiavut Minister of Language, Culture, and Tourism and Charlotte Woolfrey, AngajukKat for Rigolet. (Bert Pomeroy photos)*

With a swift cut of the ulu, Nunatsiavut President Johannes Lampe opened a new chapter in the history of Labrador Inuit with the official opening of the \$18- million Illusuak Cultural Centre in Nain on November 21. A large crowd of local residents, members of the Nunatsiavut Assembly, and visitors looked on, as Lampe spoke of how the Centre will preserve and protect Inuit culture, language, tradition, and stories.

"The promise of Nunatsiavut lies in the the revitalization of our identity," said President Lampe. "By understanding where we came from and how we survived as a people, Labrador Inuit and the rest of the world will have a better appreciation of who we are as individuals and as a culture, continuing to evolve in a modern society."

**...a living room that will give Inuit of all generations a place to**

*Johannes Lampe  
President of Nunatsiavut*

The word "Illusuak" translates as "sod house", and is meant to be a centrepiece for Inuit, a place that Lampe referred to as "a living room" where Inuit can gather "to strengthen their connection to the community and with each other."

The plan for the Illusuak Centre was conceived in 2010. World-renowned, Newfoundland-born architect Todd Saunders designed the facility and Toronto-based firm Blue Rhino Design won the design-build contract for the exhibit gallery. NGC's Timmiak Construction Limited (formerly Nillik) teamed up with Bird Construction to build the

Centre. NGC will continue to have a role at the Centre, having been awarded the contract to provide cafe services to the facility's patrons.



*A large map of Nunatsiavut drew lots of interest.*



*Janice White photo*

*Gilbert Hay's carving Flower People, donated to the Illusuak Cultural Centre by the Nunatsiavut Group of Companies. The carving had been purchased in 1991 by NGC's predecessor, the Labrador Inuit Development Corporation.*

**More Illusuak Centre coverage on next two pages ➡**

# ILLUSUAK



The opening of the Illusuak Cultural Centre on November 21 drew a large crowd, all eager to experience this showcase of Inuit culture and history. At top, Rigolet artist Inez Shiwak's *Sealskin Poppies*, part of the "Our Service to Canada" panel. Top right, the Story Nest. This replica of an igloo is designed as a quiet place to reflect and share stories. Middle, artifacts from Nunatsiavut and bottom right, 300 images of Nunatsiavut residents past and present greet people as they enter the Centre. This wall was designed in response to the community's request that "when we walk in, we want to see ourselves." Photos by Janice White of NGC.



# CULTURAL CENTRE



The Centre provides a tour of Inuit history and culture through the eyes of Nunatsiavut Beneficiaries and artists. Above, a striking example of Chesley Flowers' caribou carvings. Above left, one wall of the Centre provides a tour of Nunatsiavut communities through their impressive artistic talent. The centrepiece is a kayak constructed by Nic Ittutlak for the Moravian Mission Bicentennial in 1971. Middle and bottom left, the spring and winter seasons of Nunatsiavut are depicted through storyboards and artifacts. The exhibits are part of "Roots and Identity" and explore day-to-day life in Nunatsiavut and what it means to be Inuit.

## New Director at Air Borealis

When Travis Barbour was appointed Director of Air Borealis in September and put in charge of the airline's operations, it was a natural move. Barbour, who was previously the controller at Air Borealis, has spent his career in aviation with the PAL Group of Companies since graduating from Memorial University with a commerce degree in 2010.

As Director of Air Borealis, Barbour is responsible for the company's 150 employees as well as passenger and cargo service between Goose Bay and the five communities in Nunatsiavut and the Innu community of Natuashish. "For more than half the year, Air Borealis is the only way to get passengers and cargo in and out of north coast communities," he says. "We are the lifeline to the north coast from late fall until June when navigation reopens."

Barbour has experienced both the challenge and the reward of operating an airline on the north coast. "Moving people and cargo on time becomes increasingly challenging when poor weather conditions stretch into multiple days," he says. "It is rewarding for our employees when we get people to their appointments and meetings and we get packages and other cargo delivered on time."



**Travis Barbour**  
*Director, Air Borealis*

The glue that holds all of this together is Air Borealis' dedicated staff in Goose Bay and coastal communities. "We have an amazing, hard-working staff. Along with flying the plane, our pilots assist the ground crew with loading and unloading the aircraft. Our agents manage both the passenger check-in and cargo pick-up and delivery processes. Everyone in this company does multiple jobs. They are all crucial to making Air Borealis work."

## Human Resources Manager appointed at NGC

This time last year, Russell Banzet owned a skidoo, an ATV, and a dirt bike. With just a few kilometres of roads to drive on, those machines were the most practical way to get around Baker Lake, Nunavut, where he worked for Quilliq Energy Corporation. In November, he relocated to Happy Valley-Goose Bay and his new job as Human Resources Manager for Nunatsiavut Group of Companies.

What are the major differences between the far north and Upper Lake Melville? "There's more fresh produce here at a lower price," he says. "It's nice to go for an extended drive. I can stop at Tim Horton's. And I like the 24-hour gym."

But it's not just those conveniences that have impressed Banzet, who grew up and attended university in Victoria, BC. "Similar to my experience in Baker Lake, the people here are very friendly and helpful," he says. And even though he's been in Labrador for just a few weeks, he's already had the opportunity to travel in Nunatsiavut. "I went to Nain to do some job interviews. It's a beautiful community. While I was there, they held the opening of the Illusuak Cultural Centre. That is an amazing place to visit."

### SETTING PRIORITIES AT NGC

Since starting the new job, Banzet has been involved in typical Human Resources duties such as writing postings for jobs and interviewing candidates. But he's also developing plans to work toward longer term goals such as increasing Inuit employment within NGC. "I'm writing a report now on Inuit employment levels in our group of companies," he says. "We will take part in trade shows and career fairs to create awareness for Beneficiaries interested

in employment opportunities and for students in high school who are thinking about a career. Our goal is to solidify the image of NGC as an employer of choice for Nunatsiavut Beneficiaries." With several years of HR



**Russell Banzet with Nain's Mt. Sophie in the background.**

leadership experience, Banzet plans to be a bridge between Beneficiaries and their career plans. "I want to talk to them about education opportunities and apprenticeships that we can offer. I want them to know that once they get their foot in the door at NGC, it can lead to a career, and not just a job. We're competing with lots of good companies for employees in Labrador. I want to help give NGC an edge."

As for himself, Banzet is working on a Master of Industrial Relations from Queen's University. At Baker Lake, he acquired his Class 3 drivers' license, which qualified him to drive a firetruck with the volunteer fire department. What opportunities await in Happy Valley-Goose Bay? "At some point, I'll see what volunteer opportunities there are," he says. "And then I'll see what I can do."



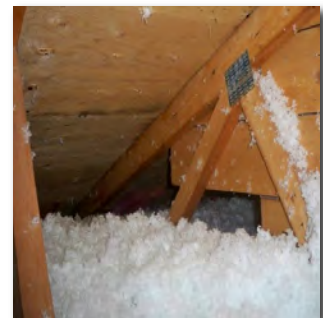
# 2019 IN PICTURES

An Air Borealis twin otter readies for takeoff from Nain as the *Kamutik W* arrives. NGC is a one-third owner in Air Borealis and provides shore-based services for Labrador Marine's freight and passenger service. The Nunatsiavut Group of Companies has extensive business interests, involving full ownership, partnerships, and contracted services. (Chris Webb photo)



## Home Renovations

Nunatsiavut Construction crews again completed home renovations under the Nunatsiavut Government's Home Renovations Program. 20 homes were renovated in 2019, with projects involving door, window, and roof replacement as well as installation of siding and insulation. Applications close in December for the 2020 program.



## NMI shore-side services

Nunatsiavut Marine provided shore-side services under contract to Labrador Marine for the Labrador coastal freight and passenger service. This involved reservations, ticketing, freight acceptance, and loading/unloading.



## Installation of wharf ladders

NCI replaced wharf ladders in Nain as part of a contract for Small Craft Harbours and the Nain Harbour Authority.

# 2019 IN PICTURES



Kyle Ingram photo

## Universal Helicopters in the Torngats

Universal Helicopters again supported NGC and Air Borealis activities at Base Camp in Torngat Mountains National Park. Universal also assisted Parks Canada with work on its radio transmission towers in the park. The company continued its support of scientific work in the Arctic under the Polar Continental Shelf Program. Besides its operations in Newfoundland and Labrador, the company owns Lakelse Air of British Columbia and is a 49-percent partner in South Coast Helicopters in California.



***NGC News is a publication of the Nunatsiavut Group of Companies.***

2-6 Royal Street  
P O Box 1000, Stn B  
Happy Valley-Goose Bay, NL  
A0P 1E0

Tel: (709) 896-8505  
Fax: (709) 896-5834  
[info@ngc-ng.ca](mailto:info@ngc-ng.ca)  
[www.ngc-ng.ca](http://www.ngc-ng.ca)