

TSI'S EMPLOYMENT NUMBERS RISE

Voisey's expansion creates demand for Trades and Labour



TSI provides site services at Voisey's Bay. Staff has increased by 30 percent since Vale announced the underground mine expansion in June 2018. Wayne Young photo.

Wyman Jacque hoped, and even guessed that the decision in June 2018 by Vale to proceed with its underground mine at Voisey's Bay would mean good things for Torngait Services Inc. (TSI) as the site services provider. But even he could not have figured TSI's staff complement would have ramped up this quickly. "We had 65 core staff on the Voisey's Bay site services contract [prior to the underground announcement]," says Jacque. "We have added 30 percent more staff in the past few months."

By the end of November, TSI had filled or was in the process of filling in excess of 30 positions at the Vale site. "The feeling is a sense of accomplishment and satisfaction," says Jacque. "My message for the younger generation of Nunatsiavut Beneficiaries is to get education and training." In the past few months, TSI has recruited labourers, heavy equipment

operators, heavy haul truck drivers, and is in the process of hiring a Training and Safety Supervisor. That's in addition to the seasonal jobs associated with duties such as hydro seeding, tree clearing, and cleaning up the steel containers which are also known as sea cans, that are used to deliver equipment and supplies to the mine.

SEASONAL JOBS CAN BE PATH TO FULL EMPLOYMENT

One of Jacque's favourite messages is that the Voisey's Bay underground mine represents a career opportunity for Beneficiaries. And the path to a career can begin with a seasonal job. He points to the recent hiring of three people who had worked on hydro seeding contracts for several years. "They did this seasonal work for a number of years and to now be able to tell them that we have steady work for you for the

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next three years, that gives us a good feeling," says Jacque. "These workers are from Hopedale, Rigolet, and Cartwright. The jobs are important to the people involved and to their communities."

PLAN TO HIRE TRAINING/SAFETY SUPERVISOR

One of the unique aspects of the Voisey's Bay agreement is in the area of training. Provision is made to give TSI employees who lack formal trades, the opportunity to move up to higher skilled jobs through classroom instruction and "seat time" on various pieces of equipment. Vale had been signing off on those skills so that people could advance, but TSI's increased employment numbers were making that more of a challenge. "With all the extra people going to the site, Vale advised they may not be able to complete the training and sign-off as they would normally do for TSI," said Jacque. "We proposed we would find our own trainer and

that individual would work alongside Vale's training staff. We are just starting to build the job description for a Training and Safety Supervisor."

Jacque sees the evolution of the training program at the mine site as another opportunity for Beneficiaries to advance in their careers. "There are always people who leave a job either because they want to retire or because they want to do something else. That opens up opportunities for other people," says Jacque. "We need to be ready to train our staff so that we can be part of that succession planning. A person in our crew today may not be a ship loader. But maybe if they show an interest and get the chance to do the training, they could move into a job like that."

MORE OPPORTUNITY AHEAD

TSI has built productive relationships with groups like Inuit Pathways and the Labrador Aboriginal Training Partner-

ship (LATP). Inuit Pathways assists in getting people training in the various trades while the LATP provides hands-on training experience and skills development. Jacque says those ties, in addition to TSI's relationship with Vale, will put TSI in a position to meet future demands for skilled and non-skilled labour. "Vale has asked me to put together a proposal for a maintenance crew at the mine site," says Jacque. "That could be 8 or 10 people. And even though we've grown a lot already this year, there may be even more demand for staff next year when mine expansion ramps up."

What's the message in this for Beneficiaries who want to find employment at Voisey's Bay? "This should inspire people," says Jacque. "The job opportunities. The chance to advance once you have a job. Take advantage of the opportunity to get some training."

MAKING A FUTURE IN NUNATSIAVUT

TSI'S JANICE WEBB FOCUSES ON BENEFICIARY RECRUITMENT AND TRAINING



Janice Webb is a Nunatsiavut Beneficiary and Human Resources Coordinator with Torngait Services Inc.

In a way, Janice Webb's career has come full circle. Now Human Resources Coordinator for Torngait Services Limited, she's encouraging qualified Beneficiaries to apply for jobs TSI has available under its site services contract with Vale at Voisey's Bay. "We give special consideration to Beneficiary applicants," she says. "If they have the training or work background and we know they can learn, we can hire them

and put them on with experienced staff." It's similar in some respects to her first job, Aboriginal Health Human Resources Initiative Coordinator with the Nunatsiavut Government. "In that job, I was encouraging aboriginal people to go into careers in the health-care field."

A Nunatsiavut Beneficiary born in Nain, Webb completed a three-year business management course specializing in Human Resources. After her first employment stint with the Nunatsiavut Government, she worked at NGC as a junior accountant. "That role gave me some knowledge that turned out to be a big help with HR roles," she says. Then it was on to work with Astaldi as HR Assistant on the Muskrat Falls project. "The assistant role was new," she says. "I had to set up all the processes, the filing, onboarding of employees. It was busy from the beginning." In time, she was promoted to HR Coordinator.

That work experience is now being utilized in her role at TSI. "I saw the TSI job ad in June," she says. "I always wanted to give back and work with Nunatsiavut Beneficiaries. I started in July and while the job has been chal-

lenging, it is also rewarding. It feels like the perfect fit."

The Voisey's Bay development is covered by an Impacts and Benefits Agreement (IBA) that is intended to manage both the impacts associated with the development and to maximize economic benefits for neighbouring Indigenous communities. "I make sure the IBA and collective agreements are

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adhered to," Webb says. "That means encouraging Beneficiaries to apply for positions and to ensure they get the training they need. It also means supporting our supervisors and administrators on site at Voisey's Bay."

BUILDING A STRONG NUNATSIAVUT ECONOMY

Beneficiary employment at Voisey's Bay has contributed significantly to building sustainable communities in Nunatsiavut. But Webb and TSI general manager Wyman Jacque believe there is more potential ahead. "As the mine expansion ramps up for the next two or three years, there will be openings in core services that we provide," says Jacque. "We're not sure how many more jobs there will be, but it underlines the importance of attracting Beneficiaries now."

Webb agrees that attracting Beneficiaries is a critical part of TSI's growth plan. "If we are to grow and really get the benefit from the IBA, we have to attract the best candidates. And we have to show that we have a top-level

training program." TSI is updating its management guide and it has just hired a new operations manager, who will focus on safety. "If TSI is to grow, we have to focus on things like safety plans. When we go looking for work, we have to be able to show clients that we have it all together."

STRONG RELATIONSHIP WITH VALE

A key part of the work at Voisey's Bay is maintaining a strong working relationship with Vale. That's a focus for both Webb and Jacque. "I work closely with Vale to confirm Beneficiary status of job applicants," says Webb. "I want to make sure that Beneficiaries have a fair chance at jobs." That also means looking toward the future with Vale as TSI's partner. "We are working with Vale's aboriginal superintendent and people on the site. We plan to go into north coast communities this winter to do a trade show. There will be a bit of a focus on students in high school and to show them career options with TSI. We also want other potential future employees in the community to see those

opportunities."

NOT STUCK IN THE OFFICE

Webb is fast becoming accustomed to the work and the staff onsite at Voisey's Bay. "I've been there for two weeks in total since I was hired late this summer," she says, including a one-week stint as backup for administration and another week for training. She will be back on the site again in December. That will bring her back to the Nain area. "Nain is where my heart is. I love to hunt and spend time at our cabin where my father's family grew up. We call it Webb's Bay!"

But her permanent base these days is Happy Valley-Goose Bay. "From here, I'm able to serve our Beneficiaries through training and employment opportunities. And through visiting the site, I've met people from all the different levels, from supervisors to labourers," she says. "I've received some good feedback. I'm working with our leaders to get the best candidates. We are all finding our balance. And we are recruiting qualified Beneficiaries."

NCI: PLANNING WILL BE KEY TO SUCCESSFUL 2019

Tom Lyall, NCI's general manager is constantly looking for ways to more efficiently manage construction on the north coast. He refuses to let the two biggest challenges stand in the way – the short shipping season and high costs. This fall, he addressed one of those challenges and started the process to tackle the second one.

In early November, NCI shipped \$200,000 worth of building materials to the north coast to be stored during the winter, and to be ready for an early start to the 2019 construction season. "In 2018, we were flying planeloads of lumber to communities," Lyall says, referring to ice conditions that delayed shipping of much needed building materials until late July. "This year, we decided we're not doing that anymore. We had to invest the money upfront to purchase the materials, but the benefits far outweigh the risks."

The second issue Lyall is determined to tackle is costs of materials. "The change in the freight and passenger service in 2019 means we can

no longer get better priced materials from the island," he says. And buying local in Goose Bay is not always the most cost-effective option. "The prices in Goose Bay are way too high. A sheet of drywall in Goose Bay is \$32. It's \$18 if we could ship it from Lewisporte. We needed 68 type specific smoke detectors for a project which are often on

sale at Canadian Tire for \$39.95. Those specific units are \$90 in Goose Bay."

In January, Lyall will take his siding and roofing requirements – nearly \$1 million worth of material for 2019 – and ask companies in New Brunswick and Quebec for quotes. "Our plan is to find better prices. We have to make this business as efficient as we can."



NCI has developed highly skilled construction crews in communities on the north coast. This crew in Rigolet stands next to a home renovation project that they completed in 2018.

NG'S HOME RENO PROJECT TOPS LIST FOR NCI IN 2019

On the heels of the successful completion of the 2017-18 Nunatsiavut Government home renovation project which saw NCI renovate 43 homes, the company will carry out 20 more renovations in 2019. Most of the work will take place in Rigolet, where 10 homes will be renovated, NCI will renovate four homes in each of Hopedale and Makkovik, and one home in each of Nain and Postville.

The repair work will be extensive with foundation and roof replacements, electrical, plumbing, and other exterior work such as replacement of siding, windows, and doors. "We plan to get an early start on those projects," says NCI general manager Tom Lyall. "We have shipped the bulk of the material and that's now being stored in communities. Once we get exact measurements over the winter, we will ship windows and doors by plane."

There are several other major projects on the books so far for 2019, bringing NCI's already booked work to \$2 million. Crews will complete a two-unit duplex in Hopedale, carry out an exterior facelift (windows, doors, siding, roofs, and decks) on three Newfoundland and Labrador Housing Corporation (NLHC) duplexes and a single unit in

Nain, and construct a new craft shop in Makkovik. Materials are in place to begin that project in the spring. NCI has also moved its primary crusher and other heavy equipment to Hopedale to crush stone for the 2019 season.

2018 WRAPPING UP

Much of NCI's work in 2018 was connected to housing. Besides the Nunatsiavut Government Home Renovation Project consisting of 43 homes, the company built a duplex for a private client in Hopedale and will have substantially completed work on NLHC units at Carpenter's Loop in Hopedale by December 31. A substantial renovation to the Kirkina House Women's Shelter in Rigolet will be completed before Christmas. This project will see an improved infrastructure in support of this important service provider.

NCI also beefed up its staff to assist with the many projects. A construction manager was hired this year and a junior technician or estimator will be hired to support that position. Another significant step in 2018 was the hiring of a health and safety coordinator. "This is a key position," says Lyall. "Safety is paramount in our business. Our safety program will be top-notch."



NCI is carrying out major renovations at Kirkina House Women's Shelter in Rigolet. Most of the work will be completed by Christmas.



NCI completed construction of one duplex in Hopedale in 2018 and is working on a second.

NCI EMPLOYMENT, JANUARY TO OCTOBER 2018

COMMUNITY / PROVINCE	BENEFICIARY	NON - BENEFICIARY
Nain	18	1
Hopedale	19	
Postville	2	2
Makkovik	5	
Rigolet	9	1
Happy Valley - Goose Bay	6	8
Mud Lake	1	
Newfoundland / Labrador		9
Nova Scotia		1
TOTAL	60	22

NCI FREIGHT SHIPMENTS, 2018 (POUNDS)

Marine	1,926,804
Air	24,115
Charter	9,384
Total	1,960,303

POSTMILL CLEANUP NEAR COMPLETION

After making good progress, NGC will complete the cleanup of old equipment and machinery from the former PostMill Lumber site at Postville in 2019. "All of the infrastructure will be removed by 2019," says NCI general manager Tom Lyall. "We have to remove an old dump truck chassis, an excavator, some metal, a couple of generators, and two bulk fuel storage tanks." NCI moved a couple pieces of their heavy equipment from Nain to Postville this fall in preparation for an early start next spring. A crew will be sent in next summer to dismantle the old excavator and other equipment and ship it out with the remainder of the material currently stored on the site in Postville.



NCI removed several tons of equipment from the PostMill Lumber site in 2018 and transported it to Goose Bay for proper disposal.



NCI will complete the cleanup of equipment and machinery at the PostMill Lumber site in 2019.

PRESIDENT/CEO MESSAGE



As we come to the end of 2018 and begin to think of the year ahead, it's a good time to reflect. The year just ending has been a good one for NGC and its various companies. After several difficult years, we reported a profit in 2017. 2018 has built on that accomplishment. We are prepared to embrace the many opportunities that surround us. Our committed staff has worked hard to deliver all of our services and to do it safely. All of our companies and their leaders believe a good job is also a safe job.

NGC is committed to running profitable and sustainable businesses, to be Inuit-led, and to be a business leader in the North. We are proud to be developing a new generation of Beneficiary leaders. NGC has formed partnerships that will bring value to the people of Nunatsiavut and to all Beneficiaries.

As NGC focuses on becoming business leaders in the North, we are mindful of our social responsibility. It is appropriate in this season of giving that we continue to contribute to our communities. Since 2011, NGC has recovered, prepared, and shipped firewood to the communities of Hopedale and Nain. The stands of fallen trees that were the source of this annual program are no longer suitable for harvesting. This year we took the cash value of the annual wood contribution - \$40,000 - and distributed the money to communities to use in ways that benefit those who need help most. Some communities have chosen to use the money as part of their community food assistance program, while others will purchase firewood for those in need. We are honoured to help.

In the new year, we will announce a scholarship program to assist young Beneficiaries on their journey to further

education. We can think of no better way to express faith in the future than to invest in the next generation.

We are also mindful that there are prime opportunities on our doorstep that will strengthen our communities and the families who live there. Two years ago, we formed partnerships with companies in the mining sector to take advantage of new opportunities at Voisey's Bay. The decision by Vale this year to proceed with their underground mine has already resulted in several contracts and an increased demand for skilled labour. And I am pleased to say that many of those new hires are Beneficiaries. Our company, Torngait Services, is to be commended for supporting a training program that allows Beneficiaries to move into highly skilled positions.

Our group of companies had a very active year. Universal Helicopters became Canada's only coast-to-coast Indigenous-owned helicopter services company. Universal's leadership sees great opportunities in British Columbia and the north, and through their recent investment in the United States. Nunatsiavut Construction has developed a highly-skilled workforce. Nunatsiavut Marine has provided years of exceptional service to the north coast. Starting in 2019, will provide ticketing and freight-handling services for the new freight and passenger service. Air Borealis is focused on continuous improvement as provider of the north coast lifeline from late fall to early summer. NGC has made a proposal to partner with Air Borealis to operate Base Camp at Torngat Mountains National Park for the next five years.

All of our companies are rooted in this region. Our goals are to be profitable, provide sustainable jobs, and create wealth in trust for Nunatsiavut Beneficiaries. We are accountable to the people of Nunatsiavut and to the government. In May, our leaders visited communities to explain our businesses and to get feedback. In September, we presented to the Nunatsiavut Assembly and answered questions about our operations.

The Nunatsiavut Group of Companies employs nearly 500 people in its operations. On behalf of all of our employees, I want to wish you and yours a Merry Christmas and a safe, happy, and healthy 2019.

-Chris

NEW NAME, LOGOS FOR NGC COMPANIES

One NGC company has a new name and two others have new logos as NGC completes the branding of all of its units. The NGC-Bird Heavy Civil Limited partnership formerly known as Nillik, has been renamed Timmiak Construction Limited. The logo will remain the same. NGC VP of Corporate Development Sarah Leo says the name change is more appropriate for the company. Timmiak is currently at work preparing the earthworks and foundational work with Bird at the Vale underground site at Voisey's Bay.

The branding of NGC's companies has been completed with new logos for the fishing company Nuluak and the realty company, Nunak. Nuluak's logo highlights the importance of shrimp and crab in NGC's quota holdings. The Nunak logo presents the profile of single-level, smaller buildings which make up most of the company's real estate portfolio. The spruce tree silhouettes reinforce that the company is Labrador-based. The NGC connection in both logos is reflected in the shades of blue and green.



PLANNING AND LOGISTICAL SUPPORT NECESSARY FOR NORTHERN BUSINESS SUCCESS

Gary Latimer of Nunatsiavut Marine and Philip Earle of Air Borealis brought some straightforward advice recently to St. John's business leaders who want to create business opportunities in the north.-plan ahead and focus on logistical support. Both leaders are deeply involved in transportation in the north. They presented to a session on transportation and logistics at the St. John's Board of Trade on October 23.

Air Borealis is moving over 3 million pounds of cargo annually. Philip Earle told the group that weather and the supply chain are two of the biggest variables facing shippers. "A mining company, for example, may not be able to find some of the supplies it needs in Happy Valley-Goose Bay," he said. "If you don't plan for it and you have to source those supplies in St. John's or Montreal, it can lead to delays and unexpected expense."

Gary Latimer oversaw the shipment of more than 12,000 tons of cargo through Nunatsiavut Marine in 2017. That's about 24 million pounds! Weather is a significant variable for shipping,



Gary Latimer, GM Nunatsiavut Marine.

but so are ice conditions which can limit the season in both summer and late fall. "We have a short shipping season on the marine side," Latimer said. "Ice determines the start and the end of the shipping season."

Latimer and Earle said big resource projects in Labrador place a heavy burden on transportation systems, taxing the capacity to deliver. Latimer explained that it is essential to plan and



Philip Earle, Air Borealis VP Business Development

involve people up front, everyone from transportation providers, logistics support, and shippers.

"It's no use to wait until the end of October and hope to get 16 containers of material into Nain," he told the group. "It won't happen. Make shipping a critical path in your project. Know and understand the capability of your shippers."

"END OF A GOOD RUN"

NMI CHANGES ROLES ON NORTH COAST MARINE SERVICE

Nunatsiavut Marine will not operate the north coast marine service in 2019, but many of its roles will stay the same. The people in the reservations office who handle ticketing, those who load the vessel in Goose Bay, and the wharfingers who look after freight and cargo in north coast communities, will be familiar NMI faces. The deal announced in September by the provincial government awarded the Labrador coastal service contract to Labrador Marine/Woodward Group. NMI was approached by Labrador Marine to form a working partnership to continue to provide the shore-based support services. "For most of our shore-side employees in reservations, ticketing, and cargo, it will be a seamless transition," says NMI general manager Gary Latimer. "The main change is that we will have to hire more freight handlers in Goose Bay since this is where the vessel will be operating from and loaded every week."

SOME DETAILS TO BE WORKED OUT

NMI will meet with Labrador Marine owner Woodward's early in the new year to develop the details of how the shore-side service will operate in 2019. The broad strokes are known. The new vessel will complete a round-trip from Goose Bay every seven days. The vessel's passenger capacity is 140, 10 more than the Northern Ranger. Its freight capacity is greater than that of the Northern Ranger and Astron combined. The new vessel is also roll-on roll-off for freight and cargo and will also transport personal vehicles. Freight will be delivered more frequently with the weekly service and Latimer says that will be a huge benefit as far as deliveries of fresh fruit and vegetables are concerned.

While the 2019 schedule hasn't been set, the new service will likely provide for longer stays in each port. Latimer says that will be a benefit for north coast communities that are developing a tourism industry.

NORTHERN RANGER UNDER NMI CONTROL UNTIL MARCH

NMI's contract with the province continues until March 31, 2019. During that time, the company will continue to have control of the Northern Ranger. "We will maintain security on the ship when she lays up for the season," says Latimer. "We will maintain an engineer and an engine room attendant on the vessel to keep it warm and secure." NMI will close its St. John's office at the end of January and after that, close up its facility in Lewisporte. "It's the end of a good run," says Latimer of NMI's operation of the North coast service for the past eight years. "For NMI, this service was always about serving the people and communities of the North coast. We plan to continue that approach as we begin our new role as shore-side operator."



The Northern Ranger converted to freight-only mode in mid-November in order to complete deliveries to the north coast before freeze-up. George Eldridge photo.



Building supplies get loaded on to the Astron at Lewisporte in early November as the north coast shipping season winds down. Dwayne Canning photo.



Eva Obed (left) and Darlene Holwell of the Nain Brass Band pose with Captain Scott Chant during the Northern Ranger's last passenger stop in Nain on November 19. (Darlene Holwell photo)

HEAVY LIFTING

NGC PARTNERSHIP MAJOR PLAYER IN STAGING FOR VALE UNDERGROUND

NGC, through its involvement with the Integrated Nunatsiavut Logistics (INL) partnership, has been a key player this year in getting huge volumes of heavy equipment and other required materials to Voisey's Bay for the Vale underground mine. "This year, we shipped four barge loads of equipment and there's potential for more in the future," says NMI general manager Gary Latimer, who also serves on INL's board. "This year was an opportunity to show Vale what our capabilities are as a partnership and to demonstrate what we can bring to the table with our partner, McKeil Marine.

And if those four barge loads are an indication, INL can literally bring a lot to Voisey's Bay. The barge Nuna-vut Spirit is 405 feet long and 105 feet wide. Latimer was in Quebec City during the fourth loading from October 29 to October 31. "The barge arrived one hour before the tide rose. In the next hour-and-a-half, the loading crew ran on 28 pieces of equipment, including trucks, dump trucks, loaders, and underground vehicles. That was a small part of what they loaded. There was a crane on site for 12 hours a day continuously lifting containers, pallets, and lumber." The barge has a capacity of 14,000 tones. That's more tonnage on one trip than the Northern Ranger and Astron have ever delivered in a single season to the north coast.

MORE POTENTIAL AHEAD

The isolated location of Voisey's Bay will require tens of thousands of tonnes of additional shipping to the underground mine site during construction. Latimer hopes this year's success bodes well for INL and its relationship with Vale. "As the mine continues to go underground, there will be a tremendous demand for building materials and mine equipment. They will require pre-cast concrete and pre-fabricated metal structures such as stairways, escapes, and mine rescue containers," Latimer says. "There is lots of work and we want to do it."

And NGC is happy about its partnership with McKeil. "It has worked out well between us. McKeil supplied the

tugs and barges and they have all the equipment that's required to do work like this," said Latimer.



Port workers in Quebec City load a grader onto the barge Nuna-vut Spirit in Quebec City in late October. This was the final of four barge loads of equipment and material for the underground mine at Voisey's Bay. Gary Latimer photo.



The barge arrived in Voisey's Bay early in November with 14,000 tons of equipment and material.

UNIVERSAL HELICOPTERS ASSISTS WITH NG MOOSE HUNT



Parks Canada staff, representatives from Nunatsiavut, and local volunteer hunters pose for a photo during the not-for-profit hunt in Gros Morne National Park in late October. Parks Canada photos.

Universal Helicopters again assisted with the Nunatsiavut Government moose hunt in Gros Morne National Park in 2018, helping with the removal of 30 moose carcasses from the park's back country. NG has been awarded non-profit licenses since 2013 to hunt moose as part of a plan to protect and restore Gros Morne's ecosystems. Under the program, moose are harvested and shipped to Nunatsiavut communities as part of NG's Ulapitsaijet (People Helping People) initiative. That's a Community Freezer Program that provides moose meat and country food to communities in Nunatsiavut.

The park has been reducing the number of moose licenses on an annual basis as the resident moose population reaches a sustainable level. There were 850 licenses available this year, down from 950 the year previous. The number of not-for-profit licenses decreased proportionately. Parks Canada anticipates the hunt will result in the removal of 400 moose this year. It says this will allow abundant food

for the remaining animals. The moose population will be able to reproduce at healthy rates and at a level that can support healthy regrowth of the forest.



A Universal Helicopters' aircraft lifts a moose carcass from the back country in Gros Morne National Park as part of the not-for-profit hunt.

SPONSORSHIP AND DONATIONS POLICY

The Nunatsiavut Group of Companies has a Sponsorship and Donations Policy that guides our organization in its support of Nunatsiavut beneficiaries. Our support is focused on four main areas:

- Activities geared toward children and elders
- Programs that contribute to the preservation of Inuit culture
- Committees focused on the overall well-being of our communities
- Earth-friendly causes

All applicants must complete an application. The donations policy and application form can be found on NGC's website at ngc-ng.ca under the heading "In Our Community."

NGC HIGHLIGHTS 2018



The \$25 million Wellness Centre became NGC's second client at NGC's Town Centre development in Happy Valley-Goose Bay. The 326-acre commercial and residential development will attract a mix of clients that will result in long-term benefit to NGC and the town.



Beneficiary Wyman Jacque became general manager of Torngait Services Inc. in February. Beneficiaries are in an increasing number of leadership and other senior positions at Nunatsiavut Group of Companies, evidence of NGC's progress toward becoming an Inuit-led business leader in the north.



In September, Universal Helicopters, which is 40 percent owned by NGC and 40 percent by Nunatsiavut's Tasiujatsoak Trust, purchased BC-based Lakelse Air and invested in California-based South Coast Helicopters. Universal is now Canada's only Indigenous-owned coast-to-coast helicopters services company. The new investments will open up lucrative new opportunities for the company.

NGC HIGHLIGHTS 2018



NGC leaders met with Beneficiaries in community meetings in late May to discuss operations and to answer questions. The meetings are one element of NGC's commitment to transparency and accountability. The annual report, the yearly report to the Nunatsiavut Assembly, and this newsletter are other elements that underline our commitment to keep Beneficiaries informed of our operations.



NCI completed the Transition House in Nain this year. Apart from the job superintendent, the entire crew was comprised of local labour. This is evidence of NCI's development of strong skill sets in north coast communities.



NCI completed the 2017-18 Nunatsiavut Government home renovation program, completed the assessments for the 2018-19 program, and was awarded the contract to complete that work.

NORTHERN VISION



Clint Davis wears many hats. The Happy Valley-Goose Bay raised Inuk not only chairs the Labrador Inuit Capital Strategy Trust, he also runs his own business, North35 Capital Partners. "The name North35 tells people who we are," says Davis, who is CEO and Managing Partner. "We are from the North and 35 refers to the Inuit homeland 'Inuit Nunangat', whose land, water, and ice represent 35 percent of Canada's mass."

North35 began as an organization that worked with Indigenous governments and economic development corporations to achieve growth and value. That included helping find business partners and providing other strategic advice; raising capital for big projects and increasing awareness of Indigenous business; and negotiating deals and structuring transactions. North35 continues to carry out those roles, but Davis sees another opportunity. And that is to address the infrastructure gap across Canada's north.

INFRASTRUCTURE TRUST FUND

It's been estimated that the north requires \$10 to \$15 billion worth of investment in areas such as schools, government buildings, roads, water and water treatment, broadband, and power transmission. Davis has put an advisory team in place to raise a fund that will address some of those needs through public-private partnerships. "The fund would invest in long-term projects. We hope to have the fund in place by the summer of 2019." He believes the long-term infrastructure needs in the north are understated and likely to be more than double the official estimates and in the order of \$25 to \$30 billion. "That's a lot of opportunity for investors," he says. "And it also represents a solution for many of the challenges that people face on a daily basis in the north."

His team includes an executive who's overseen more than \$1 billion in capital projects, a former deputy minister responsible for infrastructure in Ontario, and a lawyer specializing in infrastructure financing.

A UNIFIED VOICE FOR INUIT BUSINESS

Davis was a driving force behind formation of the Inuit Development Corporation Association, which was launched on November 28th in Ottawa. The association will be a unified voice for Inuit development corporations in their discussions with Ottawa on issues such as procurement. It will also be a platform for the Inuit development corporations to meet regularly and explore opportunities to work together. "This is about the chance to build scale for some of our businesses," says Davis. "We believe there are opportunities for development corporations to work together on business opportunities without involving business partners from the south. And this will lead to the creation of more Inuit businesses that will operate and compete in markets in the south."

Nunatsiavut Group of Companies is a founding member of the new organization. "The executive leadership of Inuit

development corporations, including NGC, have a lot of experience in business and they know how partnerships and joint ventures work," Davis says. "They have been responsible for creating successful business enterprises and have brought new skills and expertise into northern communities and regions. Creating a formal organization for development corporations will ensure that that knowledge and experience gets shared with others."

NGC AN EXAMPLE TO LEARN FROM

Economic development corporations across the north can learn important lessons from organizations such as the Nunatsiavut Group of Companies. "NGC is a mature organization and it's been through several business cycles," says Davis. "There's been growth and there have been challenges that require the various businesses to pivot and adjust. When you go through these cycles, you gain knowledge and experience. You begin to understand what works. And transferring that kind of knowledge can help others make better decisions."

'NORTH-FOCUSED' CAREER

Most of Clint's career has been focused on the north and northern business. The continuous line has been his involvement with the Labrador Inuit Capital Strategy Trust, which was formed in 2006. He has been National Director of Aboriginal Banking with BMO, President and CEO of the Canadian Council for Aboriginal Business, a chamber of commerce for Indigenous business, and VP Indigenous Banking with TD. There remain challenges in creating successful businesses in the north. But there are many bright spots, including the new generation of northerners who are poised to become the region's leaders. "We are seeing a wave of young people in trades and technology programs and in colleges and universities," he says. "This bodes well for the future of business in the north."

NGC SPONSORSHIPS IN 2018



VP Corporate Development Sarah Leo presents NGC's sponsorship contribution to Conrad Jenkins from Team 94 in the 2018 Cain's Quest. Cain's Quest took place in March and passed through several north coast communities on the way to the finish line in western Labrador.



NGC and Air Borealis were major sponsors of the 38th Nain Heritage Dog Team Race that took place on March 17. Perry Voisey from Makkovik won first place and the \$2018 prize donated by Air Borealis. Buddy Morgan-Winters from Makkovik won the second-place prize of \$1500 donated by NGC. Gerard White photos.

NGC REPORTS TO ASSEMBLY ON IMPROVED 2017 PERFORMANCE

NGC President and CEO Chris Webb reported a vastly improved financial performance when he reported to the Nunatsiavut Assembly on NGC's 2017 operations on September 19. NGC recorded a \$4.6 million surplus in 2017, compared to a \$9 million loss the year previous. Chris was joined by Isabella Pain of the Labrador Inuit Capital Strategy Trust and NGC VP Corporate Development Sarah Leo, NGC Chief Financial Officer Keith Harbin, and NCI general manager Tom Lyall. Paul Janes of Deloitte, NGC's accounting firm, was also present.

NGC is required to present annually to the Assembly on its operations for the previous year. Weather prevented an in-person presentation in 2016, but the LICST and the NGC executive value the face-to-face meeting with members of the Assembly. As well as the formal presentation, NGC leaders got to discuss issues of concern directly with Nunatsiavut leaders.



As part of its accountability to the people of Nunatsiavut, NGC presents an annual report to the Nunatsiavut Assembly.

NGC 2017 HIGHLIGHTS

- NEARLY 500 EMPLOYEES
- 45% INUIT EMPLOYMENT
- MORE BENEFICIARIES IN MANAGEMENT POSITIONS
- SUCCESSFUL FISHING OPERATIONS
- INVESTMENT IN AIR BOREALIS PAYING OFF
- TSI TRAINING PROGRAM AT VOISEY'S BAY
- NCI BUILDING LOCAL SKILLSETS
- VALE UNDERGROUND PARTNERSHIPS



NGC President and CEO Chris Webb presents to the Assembly on NGC's operations in 2017.

story continued on next page...



Trustees Isabella Pain and Kristy Sheppard (front) pose in front of the Nunatsiavut Assembly in Hopedale with (left to right, back row) NGC CFO Keith Harbin, President and CEO Chris Webb, VP Corporate Development Sarah Leo, and NCI General Manager Tom Lyall on September 19.

NGC AND LICST TOOK PART IN A QUESTION AND ANSWER SESSION WITH ASSEMBLY MEMBERS AFTER THE PRESENTATION. BELOW IS A SUMMARY OF SOME OF THE QUESTIONS AND ANSWERS.

WITH NGC NO LONGER BEING THE OPERATOR OF THE NORTH COAST FREIGHT AND PASSENGER SERVICE AFTER THIS SEASON, WHAT BECOMES OF THE PEOPLE WHO HELD SHORE-BASED JOBS WITH NUNATSIAVUT MARINE?

Answer: Nunatsiavut Marine will run the shore-based operation, including ticketing and freight handling. All current shore-based employees will retain their positions.

SOME OF THE DOCKING AND WHARF FACILITIES ON THE NORTH COAST ARE IN POOR SHAPE AND A SAFETY CONCERN. WHAT IS BEING DONE TO ADDRESS THIS?

Answer: The wharf and port facilities will continue to be owned by the Government of Newfoundland and Labrador. NGC has made representation on several occasions, and will continue to do so, to impress on the province the need for infrastructure improvement to enhance safety and create an efficient work environment on and near community wharves.

A COMMUNITY WENT WITHOUT FIRST CLASS MAIL SERVICE FOR SEVEN CONSECUTIVE DAYS LAST WINTER. IS THERE AN EXPLANATION?

Answer: We understand the reasons why this happened. A number of factors came into play with people being off sick and a holiday coming at the start of the week. But still, such a situation is not acceptable. Mail should have been given priority. NGC has two seats on the Air Borealis Board of Directors (Chris Webb and Isabella Pain). We have asked that the airline provide us with a daily report about freight and mail movement. We also want people in communities to let us know when there is an issue so that we can get on it right away and get it fixed.

WHAT IS YOUR PLAN TO HAVE MORE BENEFICIARIES WORK AT NGC AND ITS COMPANIES?

Answer: Our strategy is to take as many resumes as we can. We have relationships with many companies where people can get training in some jobs. Not everyone can have the skills for every job. And our partners know that. The next time we visit communities we will have a trade show format, where people can come in and drop off their resume. On our community visits in May, we specifically targeted high school students. We wanted them to know about NGC and the opportunities available in our companies. We had excellent turnout and we were pleased about how engaged they were. They understood about our companies. Some companies touch their communities on a daily basis and some on a weekly basis.

DO YOU HAVE POSITIONS FOR APPRENTICES?

Answer: We do have positions for apprentices, from engineering to apprentices in construction. From a carpenters' perspective, we do have a number of Red Seal carpenters who can take those apprentices under their wing and get them their hours.

WHAT WILL BECOME OF THE INFRASTRUCTURE IN POSTVILLE THAT WAS PART OF THE POST MILL LUMBER OPERATION?

Answer: NGC has removed nearly all of its old equipment from the site. The remaining couple of pieces will be taken out next year. That leaves the building and the road. NGC will work with the Nunatsiavut Government or any organization that is interested in taking over the building. As for the road, we will not be responsible for maintaining it after we have cleaned up the site.

BENEFICIARY PROFILE:

Janice White



The outdoors is a big part of Janice and her family's life.

Janice White settles in for a conference call between NGC's senior leaders. She's in Happy Valley -Goose Bay with President and CEO Chris Webb and TSI general manager Wyman Jacque. Sarah Leo, NGC's VP of Corporate Development joins in by phone from Nain and NMI's general manager Gary Latimer is on the phone from St. John's. It's been a whirlwind since Janice started in September as Executive Assistant to Chris Webb. "When I applied for the job, I knew only some of what NGC

did," she explains. "I knew it was 100% Inuit-owned and that it was about giving back to Nunatsiavut. As I've seen more of the company and its operations, I have begun to learn so much more about the various companies and upcoming business ventures. Before I joined NGC, I didn't realize how much it was involved in."

Her daily routine includes attending meetings and making sure there's follow-up on the actions the leaders intend to take. She coordinates sched-

ules and plans travel. And she's currently working on a service award program to recognize NGC employees.

JANICE'S JOURNEY TO NGC

Janice left Happy Valley -Goose Bay after high school to attend university in St. John's. Somewhere between high school and university, she began to develop a deeper sense of her Inuk culture, and a desire to reconnect. Part of it may have been watching friends she had grown up with in Happy Valley -Goose Bay deal with student loans. "As a Beneficiary, I had the privilege of receiving support for my education. I knew I was lucky. And in the back of my mind, I thought that if I got the chance, I would like to work with Nunatsiavut somehow, and felt that would be a good way to give back and reconnect."

Janice's mother was an Inuk from Nain who raised her family in Happy Valley -Goose Bay. Her mom didn't teach her to speak Inuktitut because she was concerned people would make fun of Janice. But University awakened Janice's desire to connect with her culture. "I began to learn more about Inuit culture and I did an introductory course so that I could learn some Inuktitut words."

Trained as a teacher, Janice spent five years in the classroom teaching science to junior and senior high school students in North West River, Sheshatshiu, and Happy Valley -Goose Bay. Things had changed since her childhood. The Inuit and Innu children that she taught knew a lot about their culture. Then came a career move. "I moved into community education and engagement in the healthcare system. I worked all across Labrador and in all the Indigenous communities. It kept me wanting to learn more about my culture."

THE MOVE TO NGC

In the summer of 2018, she saw an ad for the executive assistant position at NGC. "I was looking around for a new



Janice relaxes away from her busy work and family life by doing crafts such as these crocheted hats.

opportunity after a decade in health-care. I was doing the same thing for many years and I wanted a change. A challenge. I wanted to continue to use my skills, but in a different place."

The NGC job was the right opportunity and it stoked the dream she had developed years before at the start of her university career. "I had always been interested in working with the Nunatsiavut Government or one of the other Nunatsiavut organizations. It spoke to my desire to get back to my roots."

The job at NGC spoke to Janice's strengths. "I was attracted to the job because it required coordinating and facilitation skills," she says. "Those were strengths that I had. The focus here at NGC is business rather than health. That was the challenge I wanted."

VISION FOR NGC

The key components of NGC's vision are "Inuit-led" and "business leader in the North." It's a vision that Janice shares. "We have a growing number of leaders and employees who are Beneficiaries," she says. "My hope and dream is that the vast majority of employees be Inuit or Beneficiaries, and that we have them at all levels."

That vision aligns perfectly with the one she practiced in her previous job

of health promotion. "We always talked in health about the social determinants of health, that just having a hospital wouldn't make people healthy," she explained. "Good health is connected with early childhood development, education, and employment. This company is assisting in the attainment of good health by providing good jobs and encouraging people to reach their education and training goals. In that way, NGC is a substantial factor in helping better the health and stability of the population."

IMPORTANCE OF FAMILY

Janice has the support of a close family. Her husband and two sons enjoy all that the Upper Lake Melville area offers. "We like the outdoors. We go camping in the summer and spend lots of time at our cabin in the winter." Snowmobiling and snowshoeing are two favourite winter activities. But she's also not afraid to take on other challenges. In September, she finished her third 10-kilometre Trap Line race. In the quieter moments, she enjoys crocheting.

But it's the cabin that she's looking forward to, now that the cold weather has arrived. "We take our snowmobile on a trailer up the Churchill Falls road and ride into the cabin. We get on the groomed trail and the ride is very special. It is so calm and peaceful."



Snowshoeing is a favourite pastime during family trips to the cabin.

AIR BOREALIS EMPLOYEE RECOGNIZED FOR OUTSTANDING PERFORMANCE



Amanda Combden receiving the Circle of Excellence Award in November.

Amanda Combden, Manager of Commercial Operations at Air Borealis, has been recognized for her outstanding performance. The Circle of Excellence Award is presented by Exchange Income Corporation (EIC) to employees in its subsidiary companies. PAL Airlines is a subsidiary of EIC and a partner with NGC and Innu Development Limited Partnership in Air Borealis. She was presented with the award in November.

Combden began working in the airline industry in 2005 when she became a Customer Service Representative for Innu Mikun in Goose Bay. She was later

promoted to Counter Supervisor and then Charter Coordinator. Four years ago, she became Executive Assistant to the Managing Director. She took on her current position in the fall of 2018.

PAL Airlines cites Combden's strong administrative and operational skills and says she has been instrumental in the early success of Air Borealis. The airline calls her "a strong indigenous employee who is always looking to learn, grow, and develop as a leader." She has been identified by the Board of Directors as an Indigenous Management Trainee.

NGC ASSISTS FOODBANKS WITH MAJOR DONATION

Nunatsiavut Group of Companies has made cash donations to foodbanks in the five Nunatsiavut communities, as a way of helping address food insecurity in the region. NGC's leaders began thinking about a community program at least two years ago as a result of concerns about sustaining the supply of wood for its annual wood project. That project annually delivered \$40,000 worth of firewood free of charge to those in need in Hopedale and Nain, two communities with limited access to a good wood supply. The wood was harvested from tree falls associated with the Muskrat Falls project. But in the past couple of years, it had become increasingly difficult to obtain a decent supply. "We had people comment last year that the wood was dirty and that it was chewing up chains on saws, and it didn't burn well," said VP Corporate Development Sarah Leo. "Any wood that is good to burn cannot be easily accessed by the equipment."

The wood project was part of NGC's Corporate Social Responsibility program. The annual contribution aligned with the program's goals. "While the wood project isn't

feasible anymore, NGC still wanted to follow through with a meaningful project for this year," said Leo. "We have decided to donate the cash value of the wood program and provide it directly to foodbanks in Nunatsiavut. In communities where food insecurity isn't as high, some of the money will be used to support small wood projects."

The donation amounts were distributed based on population percentage.

COMMUNITY	ORGANIZATION
Nain	TaKuatik Food Bank
Hopedale	Food Bank Hopedale Inuit Community Government
Makkovik	Makkovik Pantry and Woodbox
Rigolet	St. Timothy's Foodbank
Postville	Food Bank Postville Inuit Community Government

NGC DONATES SCULPTURE TO ILLUSUAK CENTRE

The Nunatsiavut Group of Companies will mark the official opening of the Illusuak Cultural Centre in Nain with the donation of a carving by renowned Inuit artist Gilbert Hay. "Flower People" was carved by Gilbert and purchased by NGC's predecessor, the Labrador Inuit Development Corporation in 1991. Gilbert was born in North West River in 1951 and was raised in Nain. A biography on michnunatsiavut.org, which celebrates Nunatsiavut artists as "distinct within the world of Canadian and circumpolar Inuit art", describes Gilbert Hay in the following words:

He is a prolific artist, who works primarily in carving, print-making and drawing. His highly coveted works are made out of a variety of materials including whalebone, serpentine, and soapstone. Hay is largely self-taught, and motivated by Inuit carving traditions, and a curiosity for exploring new directions and possibilities in art.

In making the donation, NGC President and CEO Chris Webb said it's appropriate that Gilbert Hay's sculpture be returned to a place that was such an important place in the artists's life.



Gilbert Hay's 1991 carving "Flower People" has been presented by NGC to the Illusuak Cultural Centre in Nain.

NGC TO UNVEIL SCHOLARSHIP PROGRAM EARLY 2019

Nunatsiavut Group of Companies will announce details of a scholarship program for Beneficiaries of the Labrador Inuit Land Claims Agreement in early 2019. The program will be directed toward students enrolled in post-secondary studies. The deadline for applications will be spring 2019. Updates, including criteria and dates will be posted on NGC's website at www.ngc-ng.ca.

NGC understands the critical importance of education in growing Nunatsiavut and in providing opportunities to assist Beneficiaries in the pursuit of their goals and careers. "These students and youth are the future of Nunatsiavut," said NGC President and CEO Chris Webb. "NGC is pleased to be able to contribute in this way to help them achieve their goals and become our future leaders, managers and professionals."

NGC SUPPORTS BALL HOCKEY TOURNAMENT IN HONOUR OF TEEN TB VICTIM

Two NGC-affiliated companies quickly jumped in to support a ball hockey tournament held in Nain from November 23-25 in honour of Gussie Bennett, a 14-year old boy who passed away in March of this year after contracting tuberculosis. The tournament was organized by William Flowers, Gussie's former minor hockey coach. Flowers told CBC the boy's passing affected a lot of people in Nain and he felt a ball hockey tournament would be a proper way to honour

his memory. He said Gussie was always at the arena, either helping out or playing goal for teams that were short a player.

Nunatsiavut Construction sponsored one team and Torngait Services Inc. provided trophies for the event. Gussie's death was especially felt at TSI as his father Jimmy Bennett works with the company. NGC VP Sarah Leo presented the trophies to the participating teams.



Gussie Bennett's family hold tournament banners during the tournament's opening night. From left, his sister Filpa Suarak and his mother Katie Suarak. Gussie's father Jimmy Bennett holds the banner on the right with Gussie's sister Willie Suarak. To the right is Gussie's brother, Sonny Bennett.



Keryn Andersen (right) of the Nunatsiavut Construction-sponsored Team Gussie, presents a team t-shirt to Katie Suarak, Gussie's mother.



Winners of the youth division, Team Gracie, pose with their trophy accompanied by the Suarak-Bennett family. Tournament organizer Edward Flowers stands on the right. NGC VP Sarah Leo (back) presented the trophies to the winning teams on behalf of Torngait Services Inc.



Winners of the adult division, Bad Back and Broken Bones with their trophy. The Suarak-Bennett family joined the team for the presentation.