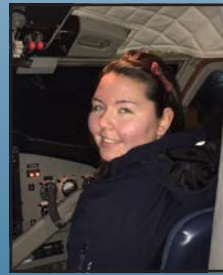




Spreading the warmth

1000 cords and counting. NGC delivers free firewood to north coast elders for 6th year. Page 3



At home in the air

NGC News profiles two Beneficiaries who made a career in aviation. Pages 5 & 8



Building the future

Nunatsiavut Construction's building division taps into a growing market. Page 4

NGC News

Vol. 1 No. 2 December 2016



Work got underway in early November on NCI's contract to rebuild the wharf at Englee on the northern peninsula. This is NCI's first construction project outside Labrador.

NCI Makes History

Company gets first contract on the island

In a first for Nunatsiavut Construction, the company has won a half-million dollar contract on the island to rebuild a wharf in the northern peninsula community of Englee. The news came on October 17, and it had NCI winning the bid over six competitors. "This was part of our plan from the start," said vice president of operations, Adam Brown, as he explained the strategy of going outside Labrador to bid on work. "This goes along with our plan to build capacity at NCI and with NGC's mission to build wealth in trust for Nunatsiavut beneficiaries."

It took an NGC team effort to get the bid to St. John's in time for closing on September 30. Once NCI completed the bid documents, the package was handed to an Air Labrador pilot who flew it to

St. John's. The pilot delivered the bid documents to Nunatsiavut Marine on Duckworth Street, and NMI's crewing officer Susan Gallant walked up the street to personally hand it over to Public Works and Services Canada. "It was a real team effort," says Brown. "And we are extremely proud that this is NCI's first federal job in Newfoundland."

Long-Term Benefit

The value to NCI could go well beyond the current contract at Englee. "We get to develop a track record with the federal government," says Brown. "They will see our work and that is important because the federal authorities have a rating system." Work on the project got underway in early November.

New Chief Financial Officer for NGC

Keith Harbin joined NGC in early October as Chief Financial Officer. Keith is a Chartered Professional Accountant (CPA, CGA), with extensive experience. Immediately prior to joining NGC, Keith was Manager of Operations with the Goose Bay Airport Corporation. Prior to that role, he held positions as a manager in Grant Thornton's Happy Valley-Goose Bay office, and before that, as chief financial officer with the Sheshatshiu Innu First Nation. Keith's experience in finance and accounting are strong assets for NGC.

Stevedoring Business Profitable Strong Future Potential

Nunatsiavut Marine's stevedoring business has a low profile, but the business of loading and unloading ships was a strong performer in 2016, largely because of the volume of material coming through the Port of Goose Bay for the Muskrat Falls project. "2016 has been our most successful year," says NGC's Chief Operating Officer, Peter Adams. "We've seen our highest revenue earnings so far from stevedoring. We've had increased employment at the dock."

Partnership working

The Goose Bay stevedoring operation is a partnership between Nunatsiavut Marine and Integrated Logistics. In 2016, Nunatsiavut Integrated Logistics handled all the unloading for international vessels arriving with material for the hydro project. That material included cargoes of fly ash for concrete production and huge spools of wire. Normally, Nunatsiavut Marine employs a port superintendent and six stevedores for its north coast ferry operations. But additional hiring was needed to handle the international cargo, bringing peak employment at the dock to between 10 and 12 people.

Future potential

Peter Adams expects 2017 to be the last busy year for shipments to Muskrat Falls, with the arrival of the transformers at Cartwright and other shipments at Goose Bay. Now, he's looking beyond 2017 and sees new opportunities. "We're hoping to leverage our relationship with Integrated Logistics into work at the Voisey's Bay mine, and potentially other work in Labrador and possibly into the north," says Adams. But it's not just those opportunities. "Labrador has tremendous oil and gas potential," he says. "It may be 10-15 years away, but oil and gas development will come to Labrador. And increased mineral exploration will likely create demand for our stevedoring services as well."



*The Northern Ranger steams into Rigolet on the first trip of the 2016 season.
Photo by Eldred Allen, Bird's Eye Inc.*

Nunatsiavut Marine Overcomes Challenges to Post Strong Year

Nunatsiavut Marine had more than its share of challenges in 2016, including a late start because of heavy sea ice and a shortened season due to provincial budget cuts. The Northern Ranger operated with reduced passenger capacity due to unforeseen issues with the launching devices for two of the lifeboats. Still, NMI managed its way through the challenges, while carrying thousands of passengers and delivering the season's supply of freight. "It's been another strong year, despite the setbacks" said President and CEO Captain Peter Adams. "We did a good job of managing our way through the issues we faced, and made sure we kept people aware of what was happening."

Support for community events

As operators of the Labrador Ferry Service, NMI directs the movements of the Northern Ranger and Astron, which essentially operate as the highway for the remote communities on the north coast of Labrador. The schedule is tight, and turnaround in the various ports is short. However, NMI adjusted the Northern Ranger's schedule this summer to accommodate important community events, including Come Home Year celebrations in Black Tickle and the Salmon Festival in Rigolet. "We put extra effort into ensuring we meet the needs of our community

partners," says Adams, "especially through trying to increase tourism as an economic driver for each of those communities."

2017 plans

Nunatsiavut Marine plans to build on its passenger improvement plan for the 2017 season, and to further respond to customer feedback. "Tourists would like more local dishes and healthier options in our cafeteria," says Adams. "We will try to meet those needs." NMI is also exploring improving on-board internet through satellite coverage.

2017 is the final year of NMI's two-year contract extension for the north coast service. Adams expects the contract will be extended for an additional year, while the provincial government finalizes details of a long-term plan to provide ferry service in the province. "We communicate regularly with (the province) to get a sense of how all of that will roll out. We are confident NMI will be operating the north coast ferry service well into the future."

*This edition of the newsletter
can also be found online at*
www.ngc-ng.ca

Warming North Coast Homes

Sixth year for NGC firewood project

The still of an early October morning was broken by the sound of a chainsaw near the dock in Goose Bay. Working next to a hulking pile of logs, NCI staff sawed 8-foot lengths to be packed inside sea containers and on wood trailers for the journey to the North Coast. The activity at the dock signalled this year's start to a project that NGC began six years ago, when it shipped firewood to north coast communities for free distribution to elders and others who had problems getting access to firewood. "I am very proud that our group of companies is once again able to provide wood to those in need," said Nunatsiavut Group of Companies CEO, Chris Webb, "given how difficult it is to get wood in the communities of Nain and Hopedale."

Since that first shipment, more than 1000 cords have been provided free-of-charge to help people heat their homes. This year, NGC is providing 150 cords to Nain and Hopedale, the two communities with the least access to a firewood supply. Nain will receive 90 cords of wood from NGC, and Hopedale will get 60 cords.

Joint NGC project

The firewood project brings together three units of the Nunatsiavut Group of Companies. The wood is shipped free through

the combined efforts of NGC, Nunatsiavut Construction, Nunatsiavut Marine, and the provincial government. "Not only is sending firewood to our communities important for our stakeholders," said NGC COO Peter Adams, "it also is an example of inter-company collaboration, where we have several companies involved in delivering on this program."

While Nunatsiavut Marine gets the wood into Nain and Hopedale, it's Adam Brown and Nunatsiavut Construction who prepare the wood. NCI hires contractors to retrieve the wood from the Muskrat Falls construction site, and transport it to Goose Bay for sawing and packing into sea containers and onto trailers. Brown estimates there are still 100,000 cords scattered on the ground in six huge piles on the north side of Muskrat Falls, with an equal amount on the south side. The wood was cut several years ago and some of it is starting to decay. Still, there's lots of quality wood to send north. "Once the wood is shipped, I notify the north coast communities," says Brown. When the wood arrives on the dock, the community turns out to distribute the wood. "It's a very worthwhile project," he says, "and one that NCI and the entire NGC operation is proud to support."



The MV Astron at the dock in Goose Bay with two trailers of firewood for the north coast.



A contractor cuts firewood into lengths for shipment to Nain and Hopedale.

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Nutrition North Review

Air Labrador took part in the review of the Nutrition North program this fall, the federal program that subsidizes shipping costs for perishable nutritious food for northern communities. The review takes place against a backdrop of complaints from northern residents that prices for necessities and fresh produce remain extremely high, despite the \$75 million paid out annually in subsidies. The Nunatsiavut communities of Nain, Makkovik, Hopedale, Rigolet, and Postville are all included in the program. The food subsidy ranges from \$1.30 a kilogram for Rigolet to \$2.50 a kilogram at Nain.

Air Labrador, which delivers food to Nunatsiavut communities under the plan, met with some of the review commissioners and staff. President and CEO Philip

Earle says there's an underlying suspicion in northern communities, that airlines, retailers, and others in the supply chain, make large profits from the program, while people in the north continue to pay extremely high prices for food.

Earle told the committee there must be a focus on transparency around the cost of getting food to the north, including airline costs and "the other costs that impact the price of food, such as hydro rates and retailers' overhead." Earle also says there's waste in the program, involving shipment of perishable goods that don't survive being handled in sub-zero temperatures. As an example, he says bananas ship poorly during the winter, and often arrive frozen and spoiled. Those suggestions may help improve the program, but

Earle says Ottawa bureaucrats also need to change their attitude. "People from Ottawa who run Nutrition North don't live in a northern community, and don't have to live with the high prices and the scarcity of fresh food," he said. "We need to have more input from the communities in the north."

About his and Air Labrador's involvement in the program's review, Earle stated "we want to try and influence the process for the betterment of the program and for the people in Nunatsiavut communities. We need a program where more of the money currently spent on food in Nunatsiavut communities stays in the consumer's pocket."

NGC Companies Team Up in Mining Project

Air Labrador and Universal Helicopters supported Aurora Energy and its team in the 2016 program year to further assess the Michelin uranium deposit, west of Postville. Aurora had 14 people in the field during a three-week period in September. The 800 soil samples collected near the Michelin Camp this year, as well as the 2500 samples collected last year, were sent to a lab for processing. Aurora has stated that the Michelin deposit is the cornerstone to its Labrador uranium prospects, and that the company will continue to target uranium resources within a 10-kilometre radius in a continuing exploration program. Air Labrador and Universal supported the program thorough the transportation of supplies and crew, and in the cleanup of old exploration sites.



An Air Labrador Twin Otter lands at Witch Doctor Lake, four kilometres from the 2016 Aurora exploration work site, to deliver groceries and supplies. Photo by Nick Baird



Universal Helicopters slings reusable equipment from one of Aurora's old camps at Jacques Lake to the Michelin camp. Photo by Gary Andersen

Construction and Renovations make for Busy Year for NCI

NCI's building construction division, newly formed in 2015, was kept busy in the recent season with renovations and new builds. More than 20 of the projects were completed in Nain, and included new home construction, renovations to private homes, as well as to the daycare, health services building, craft shop, and the church. Adam Brown, vice president of operations, says the construction division now accounts for nearly half of NCI's annual revenue. "We anticipate 2017 will continue this trend," he said, noting that a local construction division has had the effect of lengthening the season on the north coast. "Normally, we would be finished for the year by the end of October or mid-November," he says, "but it looks like we will get an extra month before the end of the year." The other positive is that with employees already in place, NCI can get started early in 2017. "We're looking at possibly starting in February," Brown said, "instead of May or June."

The construction division was also active in Hopedale, where its crew renovated seven homes. The largest project in the entire division is the Transition House in Hopedale. The \$1.1 million centre was on schedule to be turned over to the local Status of Women's Council in December. The facility will provide three bedrooms, two washrooms, a kitchen, living room, and children's play area, as well as other space for families in need. The Transition House will also provide space for the activities of the Status of Women's Council.



The \$1.1 million Transition House in Hopedale. The new facility will provide safe accommodations for women and their children, as well as office and meeting space for the local Status of Women's Council.

NCI joins Atlantic Home Warranty Program

Consumers are already looking ahead to the 2017 construction season, with NCI being invited to bid on two new home construction tenders in Makkovik. The growing interest in new home construction prompted NCI to join the Atlantic Home Warranty Program. The program offers protection for buyers of new homes against defects in construction, and meets a pre-condition set by the chartered banks before they will consider approving a mortgage. "The Atlantic Home Warranty Program opens up a market for private residents," said Brown, "and it allows us to bid on projects for private home construction. We're now able to provide a service for people who are financed through a bank."

Universal Helicopters Investing in Safety and Productivity

In a move to ensure its aircraft can be in constant contact with staff on the ground, Universal Helicopters has invested in a new information technology program. The Skytrac EFB will automate everything from crew position to flight reports and customer invoicing. But it will go even further in enhancing Universal's safety program. Skytrac actually tracks engine and aircraft running time, and transmits this information through satellite technology back to the maintenance base, allowing Universal's engineering and maintenance staff to track engine cycles and part life. "The Skytrac EFB is an investment in Universal Helicopters," said UNHL President and CEO, Shane Cyr. "We began installing the program in our aircraft in

August, and expect to have the job completed by early 2017."

The EFB program automatically uploads aircraft data to a tablet computer on the aircraft, and, depending on where the aircraft is, the pilot either sends the data to head office via satellite or Wi-Fi connection. Cyr says the EFB program will have a transformative effect on how the company operates because of the way it shares information in real time. "This innovative technology will positively impact all aspects of our business from our safety program, pilots, maintenance engineers, administration, to finance. We also believe that the Skytrac EFB will produce cost savings in the long run."

Employee Profile: Darryl Hefler

Acting chief pilot/Training pilot
Universal Helicopters
Nunatsiavut Beneficiary

Darryl Hefler has had a ringside seat to the world of aviation from the time he was a little boy. His dad had a pilot's licence. Both his cousins were fixed-wing pilots. His first ride up the Labrador coast took place with a cousin when Darryl was 11 or 12. "I was fascinated with being in the air and able to fly," he says. "I wanted to fly as far back as I could remember. It was a passion."

Darryl turned his passion into action when he enrolled at Interlake Aviation School in Gimli, Manitoba in 1987. He flew fixed-wing aircraft for a few years, but grew restless for a new challenge in aviation. In 1994, seven years after getting his fixed-wing license, Darryl approached Universal Helicopters about training at their school in Goose Bay. He hasn't looked back. "Once I got into it, I felt I should have started with helicopters. Each day is different. It is a very unique thing."

The Highlights

Darryl's job has taken him across the country. It's a broad range of work, from flying contractors to remote worksites, fighting forest fires, taking part in wild-life capture, and flying medevacs. What makes for a good day at the controls of his aircraft? "When the end result is good," he says, "it means you've had a good day."

His favourite place to fly? "The Arctic is probably the most awe-inspiring," he says. "It's huge. Unbelievably so." In the summer of 2015, Darryl spent a week flying film star and environmentalist Leonardo DiCaprio and a film crew as they documented the depletion of the Arctic ice pack. "He's very passionate and true," he says of DiCaprio. "I didn't realize how passionate he was about the environment until I started working with him."

Flying as a Career

The decline in mineral and oil and gas exploration has taken a toll on the helicopter industry around the world. There are fewer flying jobs and lots of unemployed pilots. Darryl says there are many '100-hour pilots', those with just a few hours flying

time, far short of the 2000 hours required for most contracts. "I wouldn't want to discourage people from considering flying as a career," he says. "But this might not be the right time to consider taking out a loan and paying up to \$100,000 for helicopter training."

Another consideration in choosing flying as a career is family. Helicopter pilots sometimes spend weeks away from home at a time. In the mid-1990's, with two children under two, Darryl opted to leave Universal and take a Monday to Friday job flying at Churchill Falls. "I missed the environment with Universal Helicopters," he said. "But I saw my two kids grow up. If you have a young family, that's something you have to consider."

Safety is a Core Value

In his current roles as acting chief pilot and company training pilot, Darryl supervises crews and ensures that their training and Transport Canada credentials are current. The goal is safety, both on the ground and in the air. "There is so much that can go wrong so fast," he says. "You have to have your ducks in a row before each flight and in the air."

Darryl uses his own crash in 2012 as a training tool. He was working near Wabush and had just lifted a 2300-pound tower section. The aircraft was about 200 feet off the ground and starting to turn downwind at low airspeed when the engine quit. People on the ground heard a bang and saw a puff of smoke. It was 9 seconds from the engine failure to hitting the ground. He came out of it with a broken hand and a lower back injury. But it could have been worse. "We sit and chat about these types of incidents," he says. "What we did. How the aircraft reacted. We give them the clues and experiences we've had so they will use it in their flying."

Despite his supervisory roles, Darryl is still in the air on a regular basis, flying customers to their jobs. He balances the demands of the job with the things he likes to do in his personal time. Family. Hanging out with his buddies. Walking. "I love the work and I love the job that I do," he says. "At the end of the day, when someone says 'thanks. Good job.' That makes it a good day."



Darryl at the controls. He's flown all over Canada, but says the Arctic is awe-inspiring. It's also a very challenging environment, with its glaciers and unpredictable wind conditions around the fjords.



Darryl Hefler and Leonardo DiCaprio in the Arctic, Summer 2015.

Fast Facts

Nunatsiavut Beneficiaries represented

59%

of employment by Nunatsiavut Construction Inc. in 2016.

NCI employed 43 people, of whom 24 were beneficiaries. In Nain, beneficiaries held 16 of the 19 positions on NCI projects.

25 Years and Counting for Santa to the Coast

The sounds of children's voices ring through the Universal Helicopters' hanger in Goose Bay. Their parents and other adults help direct the traffic about what gifts go in which package. These are Santa's elves at work, preparing for his trip to the north coast on December 17. When an Air Labrador Twin Otter flies to the North Pole early that morning to pick up Santa Claus, the gifts will be safely stowed on the aircraft. Several elves will be in their seats, ready to assist Santa as he meets the children in Hopedale, Postville, Makkovik, and Rigolet.

The first Santa to the Coast took place in 1991, when the Canadian military decided to make a pre-Christmas visit to children in north coast communities. Since then, Santa's visit has evolved into a homegrown Labrador effort, headed by the Happy Valley-Goose Bay Rotary Club, and supported by two NGC firms, Air Labrador and Universal Helicopters. Universal supplies its hanger as the staging point for the elves who prepare for Santa's visit. Air Labrador provides its Twin Otter to get Santa to coastal communities and back to the North Pole.

And what is it like when Santa's plane touches down in north coast communities? "Excitement," says Air Labrador President and CEO Philip Earle. "Just everything you have ever seen in the face of a child at Christmas. You see it in those communities." And it's extra special for the people at Air Labrador and Universal, since they are both majority-owned by Nunatsiavut Beneficiaries. "We want to be the companies that make Santa's trip to the Coast possible," says Earle. "We want to be the ones who make this happen in advance of Christmas Day."



Santa and his helpers pose for a photo before taking off to visit communities on the North coast.



At Nain, the biggest community on the north coast, Santa rides in a Christmas parade on his way to the community celebration at Jens Haven School.



Santa's helpers assemble gifts at the Staging Area, Universal Helicopters' hanger in Happy Valley Goose Bay. (All photos by Geoff Good-year, December 2015)



With several communities on his list, Santa must make the best use of time. Here he meets with children at the airport in Natuashish.



Santa takes the time to understand each special request.

In the Community



The crew of the Northern Ranger handed out Halloween treats to children in Rigolet during the October 31 stop in the community. NMI Halloween helpers Eileen Saunders, Joan Hunt, and Sharon Cormier made sure the treats were ready for the big night.



Talk about shock treatment! Happy Valley-Goose Bay's annual Polar Bear Dip took place on November 19. NMI sponsored the warm-up by opening its ticket office and providing hot beverages and snacks.

Executive Interview with Peter Adams, Chief Operating Officer, NGC

NGC News: *As COO, you are responsible for the overall operational success of NGC. What does that mean day-to-day?*

Peter Adams: Under the COO, we have grouped NGC's operating divisions as marine, construction, and real estate. The Torngats operation also fell under my responsibility in 2016. Operational success means many things. Financial success is important, but so too is meeting our commitments under our Corporate Social Responsibility Policy and safety metrics. It's still a new position, and I'm sure the position will evolve. I'm here to provide support to the executives responsible for each division, to make sure that not only are they financially successful, but that they are successful in all metrics in the business lines.

NGC News: *You are also still the President and CEO of Nunatsiavut Marine. How will you manage both jobs?*

Adams: NMI has a very strong management team which is very self-sufficient. As CEO, my primary responsibility is to provide strategic direction and lend support to senior managers within the organization. We've had three solid years of working together as a team. The strategic direction is clear. I'm there to lend some functional support to the team such as budgeting and some minor day-to-day decisions that need to take place.

NGC News: *Getting back to ensuring the operational success of NGC, what are your top priorities?*

Adams: The absolute top priority is to instill a safety culture in all our entities. We are centered in the transportation and construction industries. We provide transportation for the public and construct homes and buildings for people. Safety is a broad term that also incorporates environmental stewardship and security. Safety culture also rolls into a culture of quality and efficiency. Companies that have a robust safety culture also provide top quality and efficient operations. A company with a strong safety culture is a successful entity which, I believe, leads to financial success.

NGC News: *NGC is still a relatively young organization. Where is it in terms of its goal to become an Inuit-led business leader in the north?*

Adams: We are making some strides. Chris Webb was just appointed earlier this year as CEO for the group of companies. I believe that's a huge milestone for our organization. Our board of directors is the Labrador Inuit Capital Strategy Trust. They, of course, are Nunatsiavut Beneficiaries. From a strategic standpoint, we haven't completely met the goal of being Inuit-led, however, I think we are moving in the right direction. There is still a lot of work to be done to build more Inuit capacity within the management group throughout all the NGC entities. I believe we have a reasonably strong number of Inuit employees. But they tend to be in the front-line and non-management positions. We need to mentor people already in our employ to allow them to grow into management positions. We also need to find Beneficiaries who have gone out into the world and have had some success, and entice them to bring their skills and expertise to bear for NGC.

NGC News: *What work needs to be done to achieve that goal?*

Adams: We need to build a strong relationship with educational organizations in the province such as Memorial University, Marine Institute, and College of the North Atlantic, so that we can become more aware of Nunatsiavut Beneficiaries and which programs they are enrolled in. We need to reach out to these students to provide them with the support they need to get through their programming in hopes they will come and work with us. We also need to work with the Nunatsiavut Government to determine what their strategies are for educating Beneficiaries, and then align the skills and competencies we will need in our group of companies to make sure the investments that the Nunatsiavut Government is making in education and training for Beneficiaries will be rewarded with employment within the Nunatsiavut Group of Companies

NGC News: *How would you like to see NGC five years from now?*

Adams: More Nunatsiavut Beneficiaries within our management team and at the senior and executive level.

NGC News: *You're not a Nunatsiavut Beneficiary, what would that mean for you?*

Adams: My goal is the same as NGC's, and that is, to work toward 100% Inuit employment. Someday I hope to mentor my replacement, with that person being a Nunatsiavut Beneficiary.



Captain Peter Adams was appointed Chief Operating Officer (COO) in the fall of 2016. Peter remains President and CEO of Nunatsiavut Marine, a position he's held since 2013. He's a Master Mariner, with experience on Royal Caribbean International cruise lines and Marine Atlantic.

Employee Profile: Kayla Torarak

First officer – Air Labrador
Hometown: Hopedale
Nunatsiavut Beneficiary

Kayla Torarak recalls her first day flying solo at the Tyendinga Airport near Belleville, Ontario in the fall of 2009. “It was nerve-racking,” she said of her first solo flight, which involved “a little circuit around the airport.” During her three years at First Nations Technical Institute (FNTI), Kayla would get lots of practice taking off and landing from the airport’s four runways. The ultimate test was flying solo on a 300 nautical mile flight to Timmins, with a fellow student in an accompanying airplane.

Fast-forward through three years of school, and Kayla had become a licensed commercial pilot who was eligible to be certified as a flight dispatcher. Air Labrador, an airline owned 51% by Nunatsiavut Beneficiaries, was hiring, and Kayla spent the next year dispatching flights. She got to know the pilots and the routes they flew, the importance of understanding local weather conditions, and how the company operated. A year later, she was promoted to first officer, or to the ‘right seat’, next to the Captain.

A typical day

Kayla’s day starts at 5:30 am when the alarm goes off. A quick shower and breakfast, and it’s off to report for the day at 6:30. Depending on the flight that day, she will check out the passenger or cargo load, do a visual inspection of the aircraft, and make sure it’s been fueled. It’s around 7 am now, and time to talk with the captain about the day’s flight plan and the weather enroute. Around 7:10, the Air Labrador Twin Otter taxis from the hanger to the airport terminal. It’s time to welcome passengers onboard for the 30-minute flight to Rigolet, the first stop on an along-the-coast journey that will have them stop in communities on the way north to Nain. Then it’s back to Goose Bay, and just before 1 pm, weather permitting, they will fly directly back to Nain and stop in communities on their southbound trip. “I like flying a lot,” Kayla says, “looking at the landscape. You see great sunrises and sunsets. You look at the ocean and see whales jumping. You see flocks of geese.”

Community atmosphere

Air Labrador is a tight-knit community. “It’s good to work for a company that knows what people want and need,” says Kayla. That close connection to north coast communities means “helping out where you can. If a community needs to get people somewhere to a funeral or some other important event, we will help them do that. We help out with getting people to sports meets and tournaments.” People along the coast also know Kayla’s story as the first female fixed-wing pilot from Nunatsiavut to fly with Air Labrador. “They are very proud. They are always posting on Facebook saying they were glad to be on my flight.”

Kayla’s schedule means spending many nights away from home. When she’s back in Goose Bay, she relaxes by watching movies and going out for dinner. She’s also giving back to others from Nunatsiavut. Kayla is in regular contact with a student from Makkovik who entered FNTI’s aviation program in the fall of 2016. “I talk to her online when she has questions. Sometimes, she’s homesick. I try to be there for her, to help her out and guide her.” Kayla dreams one day of being a captain at Air Labrador. “Imagine, I could be the captain and she could be first officer. That would be awesome.”



Kayla in the right seat of an Air Labrador Twin Otter. She dreams one day of becoming captain.



Kayla stands next to a Cessna 172 at the FNTI Aviation school. This is the airplane she piloted on her first solo flight.

Fast Fact

NGC and its affiliated companies provided more than \$200,000 worth of support to Beneficiaries, communities, and groups in Nunatsiavut in 2015. The support included travel sponsorship, free firewood for elders and others in need, wildlife protection, assistance with community projects, and environmental cleanup.

The contributions are made under NGC’s Corporate Social Responsibility policy. The Policy is centered around six key values:

- Stewarding a sensitive environment
- Protecting health and safety
- Supporting employment
- Supporting local economies through profitable operations
- Reflecting our Inuit culture
- Acting ethically and with transparency