

# 2019 ANNUAL REPORT



Nunatsiavut Government Department of Lands and Natural Resources

Data: Nunatsiavut Government Department of Lands and Natural Resources (2020)

Projection: EPSG 26920 July 2020



**NUNATSIAVUT**

Nunaliginikmik amma Nunamiutani Ujaganik Imaniklu  
Lands and Natural Resources

Nunatsiavut

- Town
- Labrador Inuit Lands
- Labrador Inuit Settlement Area
- Schedule 12E
- The Zone
- Labrador

This is not an authoritative map of Nunatsiavut and has been prepared for illustrative purpose only. The authoritative maps of Nunatsiavut are contained in the Land Claims Agreement.

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Design © 2020

PHOTOS  
Cover: Kyle Ingram

# 2019 ANNUAL REPORT

## Labrador Inuit Capital Strategy Trust



## WHO WE ARE....

The Nunatsiavut Group of Companies (NGC) is a for-profit business enterprise operating in diverse fields as wholly-owned and joint venture partnerships throughout Labrador and the North. Our shareholders are the people of Nunatsiavut through the Labrador Inuit Capital Strategy Trust.

NGC'S 11 companies employ nearly 500 people, of whom 45% are Nunatsiavut Beneficiaries.

NGC's goal is to create wealth for the Beneficiaries of Nunatsiavut and to grow a generation of business leaders who will sustain themselves and their communities through sound business investment.

We are built on a foundation that respects and practices the culture and heritage of Nunatsiavut.

# Nunasiavut

Group of Companies



## Vale Partnerships



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# STATEMENT ON COVID-19 AND THE POTENTIAL IMPACT ON 2020 OPERATIONS

As 2019 came to a close, the world learned of an outbreak of the coronavirus in China. COVID-19 spread rapidly in the early months of 2020 and became a global pandemic. Countries, including Canada, closed their borders to international travel and most businesses were closed or impacted.

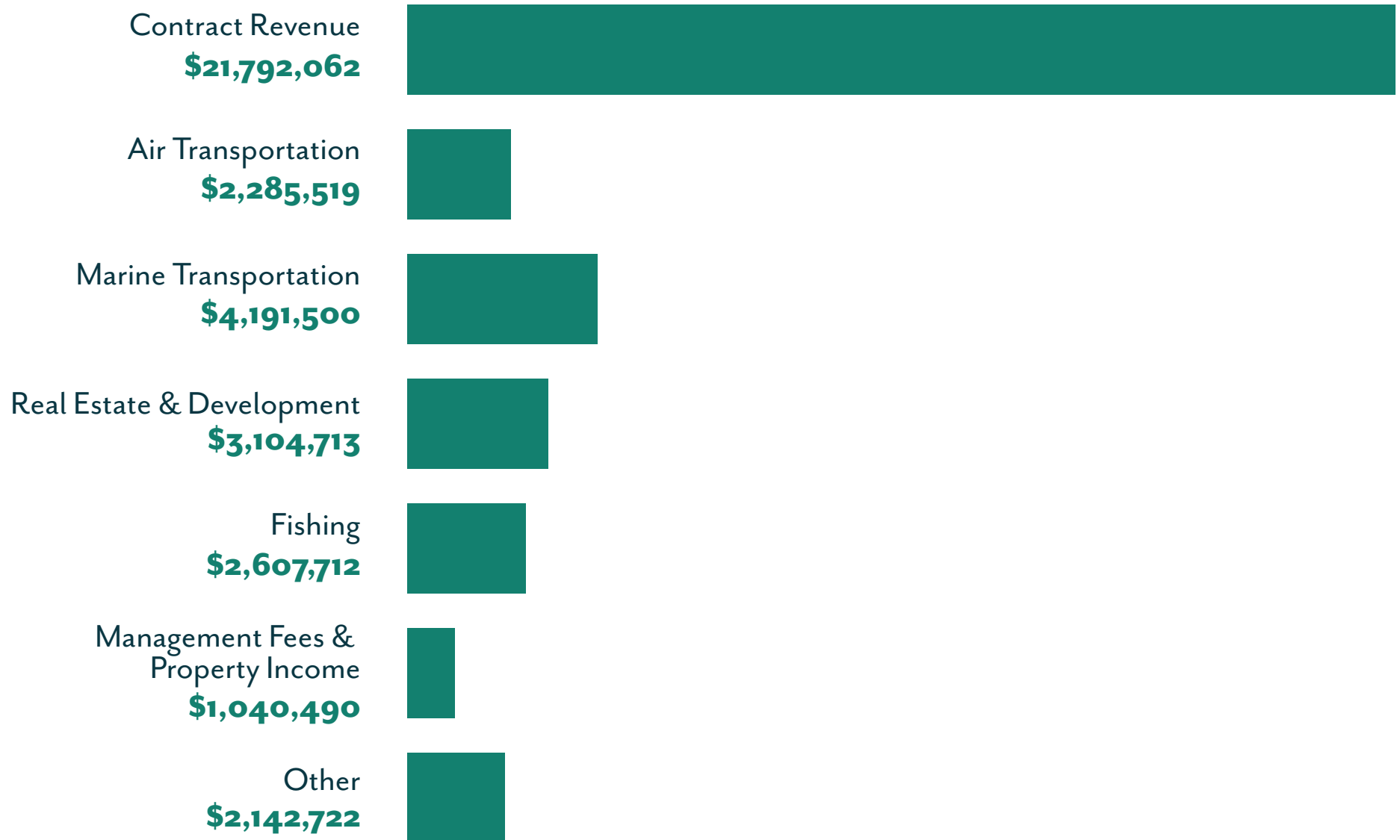
It is impossible to tell precisely how the operations of the Nunatsiavut Group of Companies will be impacted by COVID-19 in 2020. As a result, any forecasted or forward-looking statements for 2020 should be read with caution.

## 2019 FINANCIAL HIGHLIGHTS - EXPENSES



**LICST Consol \$41,156,130**

## 2019 FINANCIAL HIGHLIGHTS - REVENUE



**LICST Consol \$37,164,718**







## MESSAGE FROM THE CHAIR

The Nunatsiavut Group of Companies is in business to create economic and social value for Nunatsiavut and its Beneficiaries. More and more Beneficiaries are taking on leadership positions at NGC. We are promoting career opportunities to Nunatsiavut youth. We are forming partnerships, not merely to have our name on the company, but to be real partners so that Beneficiaries can learn the skills they will need to run our companies in the future. When we make a profit, we invest for the benefit of all of Nunatsiavut.

Our focus will always be on Nunatsiavut. But we are also a modern company that is mandated to pursue opportunities throughout Inuit Nunangat and across Canada. That is why NGC recently became a founding member of the Inuit Development Corporation Association, a group that will lobby the federal government and corporate interests to have a meaningful role in future northern development. Comprised of the Inuit economic development corporations, IDCA will ensure that Ottawa recognizes and involves our development corporations in the pursuit of responsible development in the north. As Canada turns its eyes toward the north, other countries, including Russia, China, and the United States are already planning to utilize the vast natural assets of the Arctic and its emerging transportation routes.

NGC's success here in Nunatsiavut provides us with the leadership, experience, and vision to become part of the bigger northern experience. NGC's senior leadership is Inuit from Nunatsiavut, as is the entire board. We will use the considerable skillsets that we have built here at home to create new opportunities for our Beneficiaries.

Even as we look for new opportunities outside our region, the core of who we are and what we do will continue to be anchored right here in Nunatsiavut. Our investment in north coast aviation. Our involvement in marine transportation to our communities. Our construction company that is building new capacity in Nunatsiavut. Our partnership in TSI that continues to grow and provide unprecedented opportunity for Beneficiaries to be employed at Vale and to continually develop their skills. Our Vale partnerships that were ready to roll when the mine expansion project got underway in 2018. And our collaboration with Air Borealis to tell Nunatsiavut's amazing cultural, historical, and tourism story at Torngat Mountains Base Camp.

As we scale new heights, we remain humble. Business cycles can be unforgiving. We continue to have challenges in some parts of our operations. But we have the right leadership and vision to see us through. We are well positioned for the challenges and the opportunities that lie ahead.

**On March 31, 2020, Clint Davis resigned as Chair of the LICST to take on a position as President and CEO of Nunasi Corporation in Iqaluit. NGC thanks him for his substantial contribution to the group of companies over the past 11 years. We wish Clint well in his new position.**





## MESSAGE PRESIDENT AND CEO

2019 brought many accomplishments to the Nunatsiavut Group of Companies, several of them associated with the Vale underground mine expansion. NGC's decision several years ago to partner with nationally and internationally reputable companies in construction, mine development, and mine construction has made companies like Torngait Services Limited and Timmiak Construction Limited major players in the Vale project. Those investments have provided Nunatsiavut

Beneficiaries the opportunity to develop careers. Nuluak Fisheries made a substantial contribution again in 2019, we continued to build local capacity in construction, and we worked with new partners in marine transportation and in the operation of Base Camp.

There were also setbacks in 2019. Our investment seven years ago in Universal Helicopters took place just before the mineral exploration industry collapsed. In the time since, Universal has worked hard to retain market share in an increasingly competitive helicopter services industry, including making investments in operations in British Columbia and the United States. Our investment in Universal has not created the financial returns that we had all hoped. After much discussion, the decision was made in 2019 to write off LICST's investment in Universal Helicopters.

Despite this setback, we are seeing the benefit of our strategy to focus on building operations through a mix of sound investments. Investing smarter means keeping our eye on emerging opportunities. We remained committed to our Vale partnerships even as the underground expansion was put on hold in 2017 while Vale assessed its options in the midst of collapsing commodity prices. Our companies and their partners were ready when the mine expansion got back on track in 2018.

As 2019 ended, we began to hear about the COVID-19 virus in China and the concern that it would spread to other parts of the world. Our business world is interconnected and events in one place can have major impacts half a world away. So, while there will be more opportunities to bid for work on the Vale underground project in 2020, we must remain cautious because of the impact that COVID-19 could have on business activity across our entire group. At the same time, we remain committed to our goal of creating wealth for Nunatsiavut and providing careers for Nunatsiavut Beneficiaries.

NGC is committed to being Inuit-led and a business leader in the north. Four members of our senior leadership team are Beneficiaries. We have recruited and hired outstanding Beneficiaries for senior management and support positions. We have made strong progress toward becoming Inuit-led. But we know there is more work to be done. In 2020, we will focus our efforts on Nunatsiavut youth.

We will tell our youth about the opportunities that exist in their companies. We will encourage them to pursue post-secondary education. We want them to know that our companies support their effort at further education through our scholarship

programs. We will encourage them to become the next generation of Inuit business leaders.

As we encourage more Inuit youth to pursue their career dreams, we will work hard to enhance the skills of the people that we already employ. TSI has hired equipment trainers to train employees at the Vale site so they can learn new skills and improve their employment opportunities. Nunatsiavut Construction Inc. has identified skills gaps in its workforce and will offer training so that employees can improve their skills and take on more complex jobs. We are building strength into our companies and at the same time, building capacity in Nunatsiavut.

2019 was the first year of a 5-year contract to operate Torngat Mountains Base Camp. Air Borealis and NGC Solutions Inc. are collaborating to run this world-class facility. They have exciting plans for 2020 and beyond.

None of the work that we do would be possible without the pivotal role played by our 500-plus workforce, nearly half of whom are Beneficiaries. We appreciate the skill and determination that they bring to their job every day. NGC wants every worker to return safely to their families and loved ones at the end of their shift. We invest heavily to make sure that they have top-notch safety training and support. We are proud to say that in 2019, we did not have any lost time because of on-the-job injury.

NGC has been made stronger with its evolution to a for-profit business in 2011. We are focused on making the right decisions. It provides real careers for Nunatsiavut Beneficiaries. It allows NGC to give back to our communities. You will see in the Corporate Social Responsibility section of this report that we contributed in excess of \$300,000 worth of direct and indirect support to Nunatsiavut communities and organizations in 2019. We are proud of that and we will continue to work with our communities and local organizations in 2020.

As NGC moves into 2020, we are developing a strategy that will guide our organization for the next decade. We are recommitting ourselves to being Inuit-led and a business leader in the north.

NGC is a founding member of the Inuit Development Corporation Association. In July, the IDCA travelled to Greenland to investigate how Greenland Inuit carry out business. Pictured left to right, LICST Chair Clint Davis; Shelon Numchuk, Qikiqtaaluk Business Development Corporation; and Chris Webb, President and CEO of NGC.









# NUNATSIAVUT CONSTRUCTION INC. (NCI)

2019 represented significant progress toward profitability for NCI. The company increased its production efficiency and further completed its transition to undertaking smaller projects. Balanced against this improvement in its financial position, NCI again incurred costs associated with the cleanup of the former PostMill Lumber site. This multi-year project to remove debris and infrastructure from the site was completed in 2019. The cleanup was undertaken as part of NGC's commitment to Corporate Social Responsibility.

NCI's stone crushing operation was of particular importance in 2019. As well as providing crushed stone for its own projects and operations, NCI sold stone to private contractors, as well as to Nalcor, and the Torngat Regional Housing Authority. In late 2019, the company made additional investments in its crushing equipment to meet the projected significant demand for stone in Nain in 2020.

## HOME REPAIR PROGRAM

For the third consecutive year, NCI completed repairs for the Nunatsiavut Government under the government's Home Repair Program. NCI takes pride in being part of this vital program for Beneficiaries. In 2019, 22 homes were repaired. All but two of the projects were completed by year's end. The remaining two homes will be completed as soon as weather conditions permit in early 2020.

In 2019, NCI again completed home repairs for the Nunatsiavut Government (top) under its Home Repair Program. NCI's crews also completed work for private individuals. A duplex in Hopedale (bottom) was one such project.

PREVIOUS PAGE: Nunatsiavut Construction's stone crushing operation was a significant part of its business in 2019. Stone was crushed at its quarries in Nain (pictured) and Hopedale.



## BENEFICIARY EMPLOYMENT AND SKILLS DEVELOPMENT

NCI's vision is to have Beneficiaries leading, managing, and working in all parts of the organization. A key element in reaching that goal is to enhance productivity and efficiency. In 2019, NCI made major strides in that direction. Through strong oversight of its operations and effective supervision and mentorship on the ground, the company completed its projects with fewer employees than in 2018. However, the percentage of Beneficiary employees remained the same at 61% and Beneficiary wages increased as a percentage of all NCI wages. Investments in productivity and efficiency have positioned NCI as a strong competitor as it bids for new work. NCI will continue its efforts in this regard in 2020 with the hiring of a dedicated project manager.

Along with building and supporting physical infrastructure in Nunatsiavut, NCI also invests in skills development for its staff. Employees have added to their skill sets and that has allowed NCI to take on more complex jobs. The company now has the capacity to engage in more technical work, as employees become experienced in reading shop drawings, completing the required paperwork for clients, and working with change orders.

NCI will further advance its skill set by acting on a skills matrix assessment that it carried out in 2019. The assessment sought to identify gaps in NCI's skill set and to plan programming and training to fill those gaps.

## SAFETY AND THE ENVIRONMENT

Working safely and being environmentally responsible are key goals of the Nunatsiavut Group of Companies.

Safety is NCI's top priority. The company will carry out a health and safety recertification program for all employees prior to the 2020 season. In addition, NCI is proactively engaging in other safety-related initiatives. In 2019, the company's Health and Safety Officer completed the requirement to become an inspector for the company's fall protection equipment, such as harnesses that secure employees who work on heights. This allows NCI to certify its own fall protection equipment and avoid the cost and delays associated with having the equipment certified by an outside agency. At the project level, NCI carries out toolbox safety talks at the start of each workday, it holds safety presentations for staff, and puts off in-house safety courses.

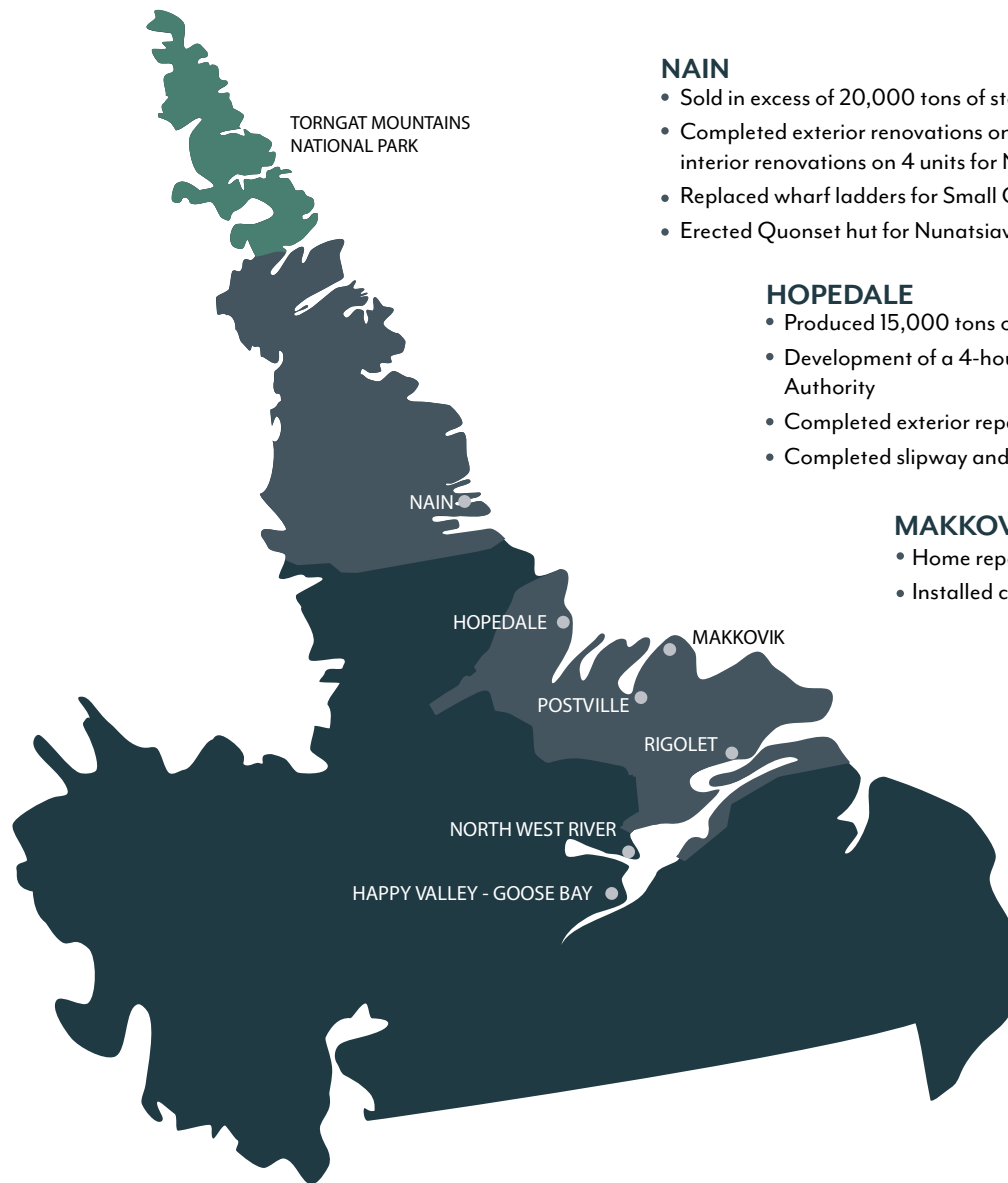
In all its operations, the Nunatsiavut Group of Companies is dedicated to protecting the environment. NCI is committed to ensuring that derelict equipment and materials are removed from Nunatsiavut communities for proper disposal. In 2019, the company removed an excavator from Nain. It will continue this work in 2020 when it transports another scrap piece of heavy equipment from the north coast.

NCI constructed a stone slipway for local boat owners and harvesters in Hopedale. Tenders will be called later to install concrete pads for the facility.





# PROJECTS UNDERTAKEN IN 2019



## NAIN

- Sold in excess of 20,000 tons of stone
- Completed exterior renovations on 7 housing units and interior renovations on 4 units for NLHC
- Replaced wharf ladders for Small Craft Harbours
- Erected Quonset hut for Nunatsiavut Government

## HOPEDALE

- Produced 15,000 tons of stone for a customer
- Development of a 4-housing lot site for Torngat Regional Housing Authority
- Completed exterior repairs on 7 housing units for NLHC
- Completed slipway and launch for Inuit Community Government

## MAKKOVIK

- Home repairs (5 homes)
- Installed communications pole for NL English School District

## POSTVILLE

- Completed cleanup to remove debris and infrastructure from the former PostMill Lumber site
- Home repairs (1 home)
- Substantially completed construction of the Interpretation Centre

## RIGOLET

- Completed renovation of Kirkina House
- Home repairs (10 homes)





# NUNATSIAVUT MARINE INC. (NMI)

Nunatsiavut Marine Inc. provided shoreside support for the north coast passenger and freight service in 2019. This included handling reservations and ticketing, and accepting, loading, and unloading freight at the Port of Goose Bay, the five Nunatsiavut communities, and Natuashish.

NMI and its partner, Labrador Marine Inc., worked through several challenges during the year to successfully deliver all freight and cargo by the end of the shipping season. Based on the experience in 2019, NMI plans to make some changes and improvements to improve shore-based efficiency for 2020.

## INTEGRATED NUNATSIAVUT LOGISTICS (INL)

Integrated Nunatsiavut Logistics is a 50-50 partnership between Nunatsiavut Marine Inc. and Integrated Logistics. The partnership was formally established in 2016 to provide port-based services in support of the Muskrat Falls project.

Since 2018, INL has provided barge lifts of equipment and supplies into Edwards Cove for the Vale underground mine expansion. 12 barge lifts were completed in 2019, an increase from four in 2018. The cargo included equipment, prefabricated materials, supplies, and vehicles.

INL also supported the Vale project by contracting the *MV Bluefort* to provide temporary accommodations for staff involved in the mine expansion. The vessel was onsite at Edwards Cove from early July to late October. INL partnered with Labrador Catering through Innu Development Limited Partnership to provide catering and staff.

INL looks forward to its continued support of the underground mine expansion project in 2020.

The *MV Bluefort* pulls away from the dock at Edwards Cove, Voisey's Bay, on October 24. The vessel served as a floating hotel, with accommodations for 200 workers involved in the Vale Mine Expansion. The vessel was leased for four months in a partnership between Integrated Nunatsiavut Logistics and Innu Development Limited Partnership.

PREVIOUS PAGE: A Nunatsiavut Marine Inc. crew loads containers filled with food and other supplies for north coast ports. In 2019, NMI provided shoreside support for the north and south Labrador passenger and freight service. (Photo: Dwayne Canning)



# NULUAK FISHERIES

Fish quotas, which include shrimp, Greenland halibut (turbot), and Atlantic halibut, are owned by the Labrador Inuit Capital Strategy Trust, and fished through partnerships with Nuluak Fisheries. Those quotas contributed close to \$2 million in royalties to the organization in 2019.

The northern shrimp quota is harvested by PiKalujak Fisheries, a partnership formed in March 1992 with Labrador Sea (2004) Inc. (LAB), and Ocean Prawns Canada Limited (OPC). The partnership, in which Nuluak Fisheries has a 50 percent ownership share, has shared nearly \$30 million in net profits since it was established more than 25 years ago. For the past several years, shrimp has contributed close to \$1 million annually to Nuluak Fisheries.

The fish quotas include 70-metric tons of Atlantic halibut which is placed for competitive bids on the open market in order to optimize price and financial return to Nuluak Fisheries. In 2019, the quota was harvested by PiKalujak Fisheries.

Nuluak Fisheries also has a one-third share in a turbot, Atlantic halibut, and cod quota through a one-third partnership in Dominion Trading Limited. The turbot quota (88.77 metric tons) and the Atlantic halibut quota (44.09 metric tons) were both harvested in 2019. However, due to the moratorium, the 1500 metric ton cod quota was not harvested.

LICST also has an 81,000-pound annual snow crab quota. This fishery is managed by the Nunatsiavut Government, which engages independent Nunatsiavut harvesters to carry out the fishery. Nuluak Fisheries does not receive any financial benefit from this quota.

In the wake of the spread of the Coronavirus (COVID-19) in late 2019, Nuluak Fisheries remains attentive to market world conditions, particularly China. China is the destination for much of Canada's turbot and halibut. Chinese market conditions and demand will have a significant impact on prices in 2020.

The MV Ocean Prawns lands its catch of shrimp at Harbour Grace. Nuluak Fisheries has a 50-percent share in a partnership with Labrador Sea (2004) and Ocean Prawns Canada Limited to harvest its shrimp quota.







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FOOD







## Advancing the Nunatsiavut Fishery

Nuluak Fisheries, along with the Nunatsiavut Government and the Torngat Fish Producers Co-operative, took a major step toward enhancing the Nunatsiavut fishery in 2019. The group was successful in securing \$100,000 in 2019 through the Atlantic Fisheries Fund (DFO) to begin an experimental fishery for scallops and whelk. The Co-operative funded the construction of the purpose-built 33-foot vessel *Torngat I*.

From the early 1990's to 2006, the waters around Nain sustained a flourishing scallop fishery. More than a dozen 30 to 45-foot vessels fished in this area during those years. The scallop fishery ceased when the vessels, which had been leased from harvesters in southern Labrador and Newfoundland, were lured away by lucrative southern shellfish quotas.

The goal of the experimental fishery in 2019 was to determine if the scallop beds remained commercially viable. Based on the catch results, the Co-operative has concluded that the resource is healthy and that it can support a viable commercial scallop fishery.

The 2019 experimental fishery was also directed at the whelk resource. It is well-known that whelk is abundant in waters adjacent to all Nunatsiavut communities. The challenge is to determine if the fishery can be developed commercially.

The 2019 experimental fishery proved two things. First, the purpose-built *Torngat I* is suitable for harvesting scallop and, second, that the scallop resource can support a commercially viable fishery. The experimental fishery will continue in 2020. The *Torngat I* will fish in the Rigolet/Double Mer area in early summer and then return to the waters around Nain.

## MOVING FORWARD

The next step is two-fold. First, the Co-operative will encourage experienced southern Labrador and Newfoundland harvesters to come north and fish in partnership with Nunatsiavut license holders. Second, the north coast partnership will assist Nunatsiavut harvesters with acquiring suitable, affordable vessels to fish scallop, char, whelk, and other species in the region.



# GOOSE BAY CAPITAL CORPORATION (GBCC)

Goose Bay Capital Corporation is a 310-acre residential and commercial development adjacent to Hamilton River Road in Happy Valley-Goose Bay. Phase I is a fully-serviced 26-acre development with two current occupants, Gear's Gain's fitness facility and the Wellness Centre.

The outlook for completing the development of Phase I is promising. During the last months of 2019, GBCC held positive discussions with several potential clients.

GBCC was established in 2012 by the Nunatsiavut Group of Companies to achieve its vision for the Town Centre development – a new, expansive, mixed-use community. Nunak Land Corporation owns 100% of GBCC and has taken a prudent approach to the development. The master plan for the Town Centre incorporates a phased approach, which will ensure that development advances at the pace dictated by economic growth in the area. As each phase is taken up by clients, work will proceed on the next phase. When fully developed, access to the subdivision will be provided by five intersections connected to major town roads.

The early stages of construction of the Labrador Wellness Centre in Happy Valley-Goose Bay. The Centre is being built at Town Centre, a 310-acre residential and commercial development owned by NGC. The Wellness Centre will be owned by the town and operated by the YMCA. (Photo: YMCA NL)

PREVIOUS PAGE TOP: The *Torngat* I was purpose-built for the experimental fishery.

PREVIOUS PAGE MIDDLE: The experimental fishery proved that the waters around Nain can again support a commercial scallop fishery.

PREVIOUS PAGE BOTTOM: Restarting the scallop fishery will also provide employment at the local fish plant.



# NGC SOLUTIONS INC.

NGC Solutions Inc. works with all of NGC's divisions to deliver logistical and procurement support to its customers and clients. 2019 was an active year for the operation.

NGC Solutions and Air Borealis completed the first year of a five-year contract to operate Base Camp at Torngat Mountains National Park. The two companies developed a strong working relationship and are focused on making Base Camp a sustainable operation by focusing on Inuit cultural content and experience. The operators have undertaken extensive consultations with the Nunatsiavut Government and Parks Canada to plan future programming for Base Camp.

In 2019, NGC Solutions was chosen as services provider for the Illusuak Centre Café. Some hiring was completed in late fall, kitchen supplies were delivered, and appliances installed. The café will open with a limited menu in early 2020 and hopes to ramp up to full operations by summer. NGC Solutions will also operate the Illusuak Centre gift shop, which will sell locally made crafts and souvenir items.

In July of 2019, the company began operation of the Rigolet gas station, after the previous contractor ceased operations. This is a vital community service and NGC will continue to operate the station while the Rigolet Inuit Community Government seeks a permanent operator.

In 2019, NGC Solutions Inc. and Air Borealis began a 5-year partnership to operate the Base Camp at Torngat Mountains National Park. the park.









# NUNAK LAND CORPORATION (NUNAK)

Nunak Land Corporation is a land-holding and commercial real estate company that offers commercial office and warehouse leasing in the Upper Lake Melville area, Nain, Hopedale, and Makkovik.

In 2019, Nunak successfully leased space in the Sandbanks Building in Nain to the Nunatsiavut Government's Department of Lands and Natural Resources. The space became vacant after Parks Canada moved its offices to the newly-opened Illusuak Centre.

Nunak Land Corporation is landlord to a variety of clients, with the Nunatsiavut Government leasing nearly half of the total space. Other tenants include the provincial and federal governments, public and private business services, such as banking, legal, dental care, environmental, construction services, and learning and research institutions.

Nunak also controls Goose Bay Capital Realty (GBCR) through its ownership in GBCC. GBCC owns eight housing units in two quadplexes in Happy Valley-Goose Bay. The two-and-three-bedroom units are rented to the Labrador Friendship Centre for supported and assisted living.

**Nunak Land Corporation's Sandbanks Building in Nain, the new home of the Nunatsiavut Government's Department of Lands and Natural Resources. The building is part of Nunak's portfolio of commercial real estate.**

## NUNAK LAND CORPORATION PROPERTIES

### NAIN

- Morhart Building (*Academy Canada, Department of Justice, SmartIce*)
- Sandbanks Building (*NGC office and NG Department of Land and Natural Resources, BMO ATM services*)
- Service Road (*warehouse leased to NCI*)

### MAKKOVIK

- Willow Creek Building (*space leased to NG Department of Health and Community Services, Sikimuit, NGC*)
- Markland Building (*Property to be demolished and removed from site.*)

### HOPEDALE

- Stone Plant (*leased to NCI as warehouse space*)

### HAPPY VALLEY-GOOSE BAY

- Royal Street (*NGC administration building*)
- Corte Real (*leased to NCI as warehouse space*)
- 10 Toronto (*Property to be demolished in 2020 and removed from site*)



# TORNGAIT SERVICES INC. (TSI)

2019 was again a year of considerable growth for Torngait Services Inc., a partnership between NGC (51%) and ATCO Structures and Logistics (49%). Site services provider at the Voisey's Bay mine since 2005, TSI's employment numbers more than doubled from 71 at the end of September 2018 to 157 in the same period in 2019. By the end of 2019, TSI had approximately 180 employees on site, 90 on each two-week shift.

TSI supports the existing open pit mine at Voisey's Bay as well as the underground mine expansion, which began in 2018. The expansion created a demand for additional temporary site services staff, including crusher operators, maintenance staff, and truck drivers. The mine expansion also required the creation of positions in new areas, including human resources, senior management, supervisory, occupational health and safety, equipment training, and planning.

## ADDITIONAL OPPORTUNITIES FOR BENEFICIARIES

The overall growth in employment at the Vale site has produced increased job opportunities for Nunatsiavut Beneficiaries. From September 2018 to the same period in 2019, the number of Beneficiaries employed at the site increased from 44 to 73, and within the Nunatsiavut region, from 21 employees to 34.

It is anticipated that there will be additional employment opportunity in two areas, existing site services and in the underground mine. Within the existing site services area, slightly more than one-quarter of TSI's employees will be eligible for retirement in the next 5 to 7 years. In the underground mine, it is expected that Vale will require additional staff to assume long-term, full-time positions. In order to prepare Beneficiaries for these anticipated positions, TSI hired two equipment trainers in 2019. Their role during the mine expansion is to train and sign off TSI employees on various pieces of equipment, so that they will be qualified to assume positions once the underground mine goes into production.

## 2020 FORECAST

With the additional demand for employees, it is forecast that TSI will have in excess of 230 employees at the Vale site by the end of April 2020. TSI is also looking forward to extending its site services contract at Voisey's Bay until 2022. On the labour relations front, it is anticipated that TSI will be able to successfully conclude a collective bargaining agreement with its site services staff in early 2020.

TSI's strength is its employees. In early 2020, the company will hire a new operations manager to work closely with the staff at Vale. As part of its effort to advance the interests of Nunatsiavut, TSI will actively encourage Beneficiaries to offer themselves for further training at the site in order to advance their career prospects.

TSI is also looking toward the future to ensure that young Beneficiaries are given the opportunity to build a career at Voisey's Bay. In 2020, the company will implement a Job Readiness Training Program (J RTP). This program has already been implemented by Vale and gives Beneficiaries the opportunity to be employed at mine site for approximately nine months. During that period, J RTP candidates get a full sense of the many roles that TSI employees perform at Voisey's Bay. TSI's goal is to have those individuals attend a post-secondary institution and return to work at the Voisey's Bay mine site. TSI also offers scholarships to encourage youth to pursue a post-secondary education.

The Vale project is a vital part of TSI's operations. In order to grow and create even more opportunity for Beneficiaries and wealth for Nunatsiavut, TSI continues to explore additional business opportunity outside the Voisey's Bay mine site.

2020 will mark 25 years in business for TSI. This is an important achievement for the company and during the year, TSI will hold events to celebrate this significant milestone.

**NEXT PAGE:** Torngait Services Inc. has been site services provider at the Voisey's Bay site since 2005. By the end of 2019, TSI employed about 180 people on site. (PHOTO: ATCO)



## SITE SERVICES POSITIONS AT VOISEY'S BAY

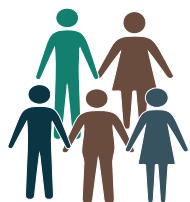
- Road maintenance, including grading, snow clearing, and dust control
- Loading and offloading aircraft and vessels
- Ore and fuel haulage
- Freight delivery
- Managing water and sewer services
- Transporting staff
- General labour



# TSI EMPLOYMENT AT VOISEY'S BAY (SITE SERVICES)



September 2018 71



September 2019 157



December 2019 180



April 2020

232  
(anticipated)



# TIMMIAK CONSTRUCTION LIMITED

Timmiak Construction Limited is a joint venture company owned 51% by NGC and 49% by Bird Heavy Civil Ltd. Timmiak (formerly Nillik Construction Limited) has been involved in the Vale underground expansion project since work commenced in 2018. Prior to 2018, Nillik held numerous contracts with Vale as part of ongoing operations in Voisey's Bay.

During 2019, Timmiak worked on three contracts at the Vale site, including a subcontract to place concrete, formwork, and rebar that will become raise bore collars for the tops of five shafts. Two of the shafts, known as Fresh Air Raises, will pump air into the mine, and two others, Return Air Raises, will remove air from the mine. A fifth shaft will provide an escape route to the surface for underground miners. Timmiak worked with an outside subcontractor to manage the fabrication of precast concrete.

The third contract involved completing site work that began in 2018. That contract was expanded into 2019 to include the rental of approximately 25 pieces of construction equipment to Vale for construction and operations. The equipment includes pickups, haulage trucks, loaders, excavators, and trailers.

## EMPLOYMENT NUMBERS

Timmiak has been a leader in following the hiring provisions set out by Vale under the Impact Benefits Agreement, with the first right of employment being offered to qualified Inuit and Innu, other Labrador Indigenous, local Labrador, and then employees from Newfoundland.

At peak operation in 2019, the company employed about 60 people, with approximately 60 percent being Indigenous and Labradorian. Timmiak's work has been regarded as meeting and exceeding the company's requirements.

Timmiak is hopeful that it will obtain additional work at the Vale site in 2020.



Timmiak Construction Limited employees construct a raise bore collar for the Vale underground mine. The collars will lead to shafts that allow fresh air to be pumped in and stale air to be pumped out. A fifth shaft will provide an escape route for underground miners. Photo: Timmiak Construction Limited





# UNIVERSAL HELICOPTERS

Universal Helicopters, 40% owned by Labrador Inuit Capital Strategy Trust, 40% by Nunatsiavut's Tasiujatsoak Trust, and 20% by CAPE Fund, again faced a challenging operating environment in 2019. The company acquired significant additional capacity in 2018 with the purchase of Lakelse Air of British Columbia and a 49% investment in South Coast Helicopters of Fullerton, California. However, a still-recovering mineral exploration industry and reduced demand for its forest fire fighting capability in British Columbia and the western United States, were negative factors for the company in 2019.

Universal Helicopters continued to serve the needs of longstanding clients, including the Government of Newfoundland and Labrador and the Polar Continental Shelf Program, which supports academic and government research in Canada's Arctic. As Canada's largest Indigenous-owned helicopter services company, Universal was proud to again partner with Indigenous-owned Capital Helicopters of the Yukon for the lease of two aircraft. Universal also successfully completed a winter heliskiing program in British Columbia and supported oil and gas seismic work in Oklahoma, Mississippi, Pennsylvania, and Louisiana.

**On May 26, 2020, Universal Helicopters ceased operations. The company cited a poor financial performance in 2019 and the impact of the COVID-19 pandemic.**

# AIR BOREALIS

Air Borealis LP made significant progress in 2019, its second full year in operation since being formed as a joint undertaking in 2017 by NGC Nunatsiavut LP, Innu Development Limited Partnership, and PAL Airlines. Each partner has a one-third interest in the company and two seats on the board of directors.

Air Borealis continued to service north coast communities with daily passenger and cargo service in 2019. In addition to regularly scheduled service, the airline has contracts with Canada Post to deliver mail to the region and with Labrador-Grenfell Health to provide medevac flights and scheduled travel for coastal residents to attend medical appointments.

## VALE CONTRACT

In 2019, Air Borealis renewed its contract with Vale for an additional two-and-a-half years. The airline transports staff and cargo to and from the mine at Voisey's Bay. Under the contract renewal, service frequency has been increased from three to five days a week. With the underground mine expansion underway, Air Borealis has more flights and is carrying more passengers and cargo to the mine than previously.

## OTTER CREEK FACILITY

Otter Creek near Goose Bay is the airline's terminal facility for transporting guests to Labrador fishing lodges. Air Borealis operates a Twin Otter in float configuration at the facility during the outfitting season, which runs from June 1 to October 1. In 2019, the airline made significant capital improvements to the Otter Creek facility to more closely match the style and comfort that guests are accustomed to receiving at the region's fishing lodges.

## MEDEVAC SERVICES


On May 1, 2019, Air Borealis inaugurated a dedicated medevac aircraft to serve air ambulance needs for Labrador Grenfell-Health. This initiative vastly improved medical air transport for coastal residents. Prior to the establishment of a dedicated medevac, a single aircraft provided both air ambulance and scheduled medical transport. Medevacs had priority call on the aircraft and diverting the plane for

this purpose caused delays and inconvenience for coastal residents with medical appointments to attend. The dedicated medevac aircraft is exclusively available for air ambulance 24 hours a day, 7 days a week, 365 days of the year.

## BASE CAMP

In 2019, Air Borealis and NGC Solutions Inc. collaborated on the first year of a five-year contract to operate the Torngat Mountains Base Camp. Despite a short 4-week season and a significant stretch of poor weather which impacted flights, the season was a success. Base Camp employed Nunatsiavut Beneficiaries in several positions, including as bear guards, cooks, cleaners, and hosts. The five-year contract with the Nunatsiavut Government and Parks Canada allows Air Borealis and NGC to do long-term planning, including the implementation of a year-round reservations system.

Base Camp also continues to receive international media acclaim. *Trips to Discover*, a web-based travel platform, recently profiled Torngat Mountains National Park as one of the world's top nine locations for polar bear viewing. This website reaches 1.6 million viewers monthly and over 20 million website visitors annually.

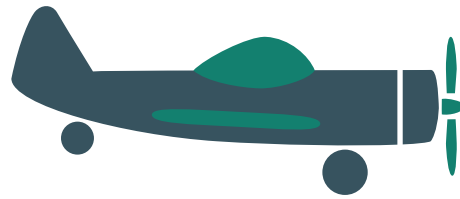


Air Borealis Twin Otters at the airport in Goose Bay, ready to begin delivering passengers, food, and supplies to the north coast. The airline is the only transportation link to north coast communities from the time the marine season ends in December and resumes again in mid-June. (Photo: Philip Earle)

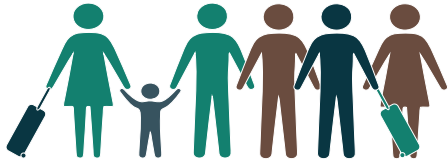








**Fleet: 9 Twin Otter aircraft**  
**Flew more than 10,000 hours in 2019**



**Carried**  
**26,000 passengers**

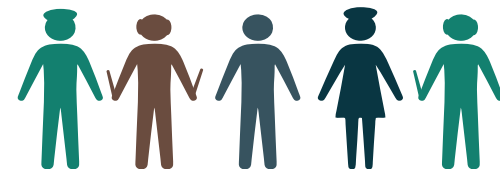
## **2019 AIR BOREALIS OPERATIONS**



**Transported**  
**4.25 million**  
**pounds of cargo**



**Flew in excess of**  
**150 medevac flights**



**140 employees**

# PAN ARCTIC INUIT LOGISTICS (PAIL)

Pan Arctic Inuit Logistics (PAIL) is a partnership that is 100 percent owned by Inuit economic business corporations in the four Inuit land claims settlement regions of Canada. In 2019, PAIL's ownership structure was adjusted from seven shareholders with varying shares, to six shareholders, with equal shares. As a result of this adjustment, NGC's ownership share has changed from 18 percent to 16.66 percent.

In association with ATCO Structures and Logistics Limited, PAIL is a partner in the joint venture Nasittuq Corporation. Nasittuq provides site support services, program management, and administrative support to the Canadian military at CFS Alert. CFS Alert is a military station located in Nunavut on the northeastern tip of Ellesmere Island, approximately 817 km from the North Pole. The nearest settlement is the Inuit community of Grise Fiord, about 725 km to the south.

PAIL is committed to initiating and developing economic opportunities in order to promote financial self-sufficiency of Inuit and their communities. One of PAIL's major objectives at CFS Alert is to encourage the training and hiring of Inuit.

PAIL's partners have discussed new business opportunities for delivering services across the north, including utilizing environmentally friendly solar and wind power to replace diesel generation. Other opportunities arise from the federal government's commitment to achieve high-speed internet access for all Canadians by 2030 and through enhanced economic development that would arise from the opening up of the Canadian Northwest Passage to regular commercial vessel traffic.



Canadian Armed Forces personnel upload equipment at Canadian Forces Base Alert, Nunavut during Operation BOXTOP on September 28, 2016. Photo: Cpl Ryan Moulton, 8 Wing Imaging. Pan Arctic Inuit Logistics, of which NGC is part owner, partners with ATCO Structures and Logistics Limited to provide site services at CFS Alert. © All rights reserved. (Title of Crown copyright protected work) reproduced with the permission of DND/CAF (2020)



# NGC FOUNDING MEMBER OF NATIONAL INUIT BUSINESS GROUP

The Nunatsiavut Group of Companies is a founding member of a national organization whose goal is to promote business development in Inuit regions of Canada. The Inuit Development Corporation Association (IDCA) is made up of six development corporations in Nunatsiavut and across the Arctic.

Business interest in the Arctic is increasing as leaders focus on new and emerging opportunities linked to the region's resources and its strategic location. It is anticipated that over the next several years, the federal government will implement significant policy decisions and make strategic investments in the region. Between them, the founding members of the IDCA carry out approximately \$500 million in business each year. Their leaders want to ensure that the voice of Inuit business is part of future federal policy discussions and that Inuit business avail of future opportunities in the Inuit homeland, Inuit Nunangat.

## NEW MEANING FOR NORTHERN PARTNERSHIPS

IDCA chair Patrick Gruben has spelled out the type of partnerships that Inuit development corporations desire. He has stated that Inuit are past the point of being silent partners with Ottawa, and that Inuit have the experience, business capacity, and expertise to take the lead and control projects that are being undertaken in the Arctic.

## LEARNING FROM GREENLAND INUIT

In September 2019, an IDCA delegation traveled to Greenland to learn how Greenland Inuit conduct their business operations. The visit was arranged by the Danish Consulate in Canada and included LICST Chair Clint Davis and NGC President and CEO Chris Webb. Over several days, the group met with representatives of fishing companies, aviation groups, and others who play key roles in the Greenland economy.

## GOALS FOR IDCA

At its founding meeting in November 2018, the IDCA committed itself to three goals:

- To identify national issues of policy and procedure that impact or could impact the member Inuit Development Corporations
- To inform and influence federal government policy and programs (e.g. procurement) in partnership with other Inuit organizations
- To advocate for business opportunities for the Inuit Development Corporation Association members

In early 2020, IDCA's members will meet to discuss future strategy. The group will decide matters such as the organization's mission and vision and how to effectively interact with federal policy makers.

## MEMBERS OF IDCA

**Nunatsiavut Group of Companies**  
**Inuvialuit Development Corporation**  
**Makivik Corporation**  
**Kitikmeot Corporation**  
**Sakku Investments Corporation**  
**Qikiqtaaluk Corporation**

# CORPORATE SOCIAL RESPONSIBILITY

The Nunatsiavut Group of Companies is committed to fulfilling important social responsibilities inside its companies and to Nunatsiavut Beneficiaries. These commitments are outlined in NGC's Corporate Social Responsibility (CSR) program.

In 2019, NGC and its affiliated companies again donated in excess of \$300,000 in cash and in-kind contributions to Nunatsiavut Beneficiaries, groups, and communities through the CSR program. NGC also invested substantial resources to promote the health and safety of its employees, to enhance protection of the environment, to reflect Inuit culture, and to practice transparency and ethical behaviour in all its operations.

## STEWARDING A SENSITIVE ENVIRONMENT

### NCI:

- Completed cleanup of infrastructure and debris at Postmill Lumber site
- Committed to removing and properly disposing of all derelict equipment arising out of historic and current operations in Nunatsiavut communities

## PROTECTING HEALTH AND SAFETY

### NCI:

- Completed training programs, including working safely, following industry standards, and meeting and surpassing regulatory guidelines
- Hired health and safety officer
- Gained certification to inspect NCI's fall protection equipment
- Maintained industry-certified COR status in health and safety

### TSI:

- Hired two full-time safety advisors at Voisey's Bay to assist with TSI operations and TSI portion of Voisey's Bay mine

### NGC:

- Updated Human Resources policies on harassment, drug and alcohol use, and environmental protection
- Produced posters on these policies and displayed them in workplaces wholly owned by NGC
- Developing plan to collaborate with appropriate agencies to promote and enhance employee mental health

## SUPPORTING EMPLOYMENT

### TSI:

- Supported training opportunities to enhance career advancement for Beneficiaries at Vale
- Developing a Job Readiness Training Program to expose Beneficiaries to employment opportunities at Vale

### NGC:

- Reviewed Beneficiary employment levels
- Worked to create awareness so that Beneficiaries will see NGC as an employer of choice
- Continued to promote the hiring of qualified Beneficiaries for executive and management positions

## SUPPORTING LOCAL ECONOMIES THROUGH PROFITABLE OPERATIONS

### NCI:

- Donated bulk fuel tanks to Postville Inuit Community Government

### TSI:

- A sponsor of 2nd annual Gussie Bennett Ball Hockey Tournament (Nain)
- Introduced six \$1,000 scholarships for high school students (one for each Nunatsiavut community and one for Upper Lake Melville region)



### **NGC:**

- Assumed operation of Rigolet gas station, including overseeing insurance and regulatory requirements to prepare for transfer to a private operator
- Introduced four \$1,250 scholarships to support Beneficiaries enrolled in post-secondary and professional development studies
- Donated seafood to Upper Lake Melville food bank – 20/5kg boxes of shrimp to Max Winters Community Freezer

### **Air Borealis:**

- Assisted local groups to attend community, sports, and cultural events
- Awards a \$1,000 annual scholarship to a Nunatsiavut Beneficiary. The award is renewable for up to 3 additional years.

### **UH:**

- Helped support Inuit communities through participation in annual Gros Morne moose hunt

### **PiKalujak Fisheries:**

- Awards four \$1,250 scholarships annually to students of the Marine Institute, with first preference given to Nunatsiavut Beneficiaries

### **Bird Heavy Civil Construction:**

- Awards a \$1,500 annual scholarship to encourage post-secondary education

## **REFLECTING OUR INUIT CULTURE**

- Provided Inuit cultural experience to guests at Base Camp through storytelling, dance, music, and other means
- Founding partner of IDCA to promote Inuit business opportunities in Inuit Nunangat
- Provided financial support for the Arctic Inspiration Prize, which rewards multidisciplinary teams who make concrete contributions for the benefit of the Canadian Arctic, its Peoples, and Canada as a whole

## **ACTING ETHICALLY AND WITH TRANSPARENCY**

### **NGC:**

- NGC President and CEO and chair of LICST appeared before the Nunatsiavut Assembly to report on 2018 operations
- Attended quarterly meetings of LICST to report on operations and present plans and budgets
- Published annual report
- Published three newsletters detailing NGC operations, including profiles of Beneficiaries
- Participated in community meetings to discuss operations



NGC practices social responsibility within its business lines. This includes environmental stewardship, investments in health and safety, practicing accountability and transparency, investing in training to improve workers' skills, and using profits to benefit community organizations and to promote Inuit culture.

#### PHOTOS:

1. Nunatsiavut Construction completed the removal of debris and infrastructure from the former PostMill Lumber site in 2019. NCI invested substantial funds over several years to complete the work.

2. NCI's investments have helped develop critical construction skill sets in all north coast communities. Henry Boase and Richard Abel at work on an NLHC project for NCI in Hopedale, summer 2019.

3. Air Borealis assisted the Nain Huskies Volleyball team to attend the provincials in Gander.

4. NGC meets with the Labrador Inuit Capital Strategy Trust in December 2019. NGC is accountable to Nunatsiavut Beneficiaries through its annual report to the Assembly and quarterly meetings with the Trust.

5. NGC Solutions Inc. and Air Borealis have a 5-year contract to operate Torngat Mountains Base Camp. A key component of the visitor experience is the showcasing of Inuit cultural content and tradition.

6. NGC and its affiliated companies provide scholarships to Beneficiaries. Sarah Leo, NGC Chief Operating Officer presents the Bird Heavy Civil Scholarship of \$1500 to Matmatil Angnatok of Jens Haven Memorial School in Nain prior to Matmatil's departure for CNA's Industrial Mechanic-Millwright Program in Corner Brook.



# Nunatsiavut Group of Companies/Affiliates

## Employee Gross Wages (excluding benefits) - December 2019

		NG BENEFICIARY		NON-NG BENEFICIARY			% BY COMPANY	
Company	Total # of Employees	Employees	Wages	Employees	Wages	Total Wages	NG Beneficiary	Non-NG Beneficiary
NMI	50	16	296,337	34	1,034,326	1,330,663	22.3%	77.7%
NCI	57	42	800,274	15	557,662	1,357,936	58.9%	41.1%
NGC	11	6	626,370	5	446,928	1,073,298	58.4%	41.6%
NLC	7	7	67,594	0	0	67,594	100.0%	0.0%
NSI	3	3	9,157	0	0	9,157	100.0%	0.0%
Total	128	74	1,799,732	54	2,038,916	\$ 3,838,648	46.9%	53.1%
							100.0%	

# Nunatsiavut Group of Companies/Affiliates NG Beneficiaries and Employee Gross Wages by Community, January - December 2019

	WAGES						
Company	Total Wages	Nain	Hopedale	Postville	Makkovik	Rigolet	Other Communities
NMI	296,337	-	18,543	17,911	23,710	19,519	216,654
NCI	880,274	316,759	56,769	43,186	83,970	156,536	143,054
NGC	626,370	165,175	-	-	-	-	461,195
NLC	67,594	48,465	-	-	19,129	-	-
NGC-NMI	-	-	-	-	-	-	-
NSI	9,157	1,659	-	-	-	7,498	-
<b>Total</b>	<b>1,799,732</b>	<b>532,057</b>	<b>75,312</b>	<b>61,097</b>	<b>126,809</b>	<b>183,553</b>	<b>820,903</b>





### CHRIS WEBB

*President and CEO, Nunatsiavut Group of Companies*

Chris brings 20 years of business experience to his role, including more than 13 years at senior level positions. He has been a key leader developing numerous short and long-term business strategic plans, instrumental in several business mergers and acquisitions, and business reorganization, while maintaining quality and service excellence. He currently sits on 19 boards, of which he Chairs half. The boards cover a variety of business industries.

A Beneficiary of the Labrador Inuit Land Claims Agreement, Chris has a Bachelor of Commerce Degree with a major in Human Resources Management and Industrial Relations from Saint Mary's University in Halifax, Nova Scotia. In addition, he obtained an Executive Leadership Development Program Certificate that is offered jointly through Queens and Cornell Universities. Chris is also a full-time hockey dad and volunteer coach. He resides in Happy Valley-Goose Bay, Labrador, with his wife Robin and son Eric.



### SARAH LEO

*Chief Operating Officer, Nunatsiavut Group of Companies*

As NGC's Chief Operating Officer, Sarah works with the heads of the fully-owned companies and partnerships and oversees the day-to-day operations of those entities. She cultivates and manages NGC's relationships with its key stakeholders, including Beneficiaries, all levels of government, and industry.

A Nunatsiavut Beneficiary, Sarah served as AnggajukKuk (Mayor) of Nain Inuit Community Government from 2006-2010. From 2012 to 2016, she was President of Nunatsiavut. Prior to coming to NGC, Sarah was Aboriginal Affairs Superintendent at Vale for the Voisey's Bay mine. She joined NGC in August 2017 as Vice President of Corporate Development.

Sarah's knowledge of Nunatsiavut and its people, and her close familiarity with the role that NGC and its companies play in the region, are tremendous assets as NGC continues on its path to be Inuit-led business leaders in the North. Sarah is intimately familiar with the Labrador Inuit Land Claims Agreement, and as COO, she works with the Executive Team to ensure that all NGC businesses are aligned to leverage the opportunities presented through the Land Claims Agreement.



### WYMAN JACQUE

*General Manager, Torngait Services Inc.*

Wyman has more than 25 years' experience in financial accounting and senior management positions in the public and private sector. He is a graduate of the Business Management Accounting Program at the Cabot Institute of Applied Arts and Technology (now known as CNA).

Most recently, Wyman was Town Manager of Happy Valley-Goose Bay. Prior to that role, he was deputy minister of Finance, Human Resources, and Technology in the Nunatsiavut Government. A Nunatsiavut Beneficiary, Wyman was also part of the group of Nunatsiavut Government officials who established the Labrador Inuit Capital Strategy Trust.

In his role as general manager of Torngait Services Inc., Wyman oversees NGC's partnership with ATCO and the operation of the site services agreement with Vale at Voisey's Bay. He also leads TSI's business opportunities initiatives, including oversight of the company's extensive recruitment and training programs.



### **TOM LYALL**

*General Manager, Nunatsiavut Construction*

Tom Lyall is a Nunatsiavut Beneficiary who joined NCI after a distinguished career in private business. As a consultant, Tom had more than 18 years' experience in Industrial, Commercial and Residential Construction Projects.

He has extensive Business Management experience and credentials in Construction Administration, Project Management, and Program Development for a diverse group of Labrador-based projects. In his role of General Manager of NCI, Tom oversees all of the organization's activities.



### **GARY LATIMER**

*General Manager, Nunatsiavut Marine Incorporated*

As General Manager of NMI, Gary oversees the day-to-day operation of the company, and as a member of the NGC executive team, the long-term strategy, goals and direction for NMI. Gary also sits on the board of Integrated Nunatsiavut Logistics, a partnership with Integrated Logistics to primarily provide barge lifting services to the Vale project at Voisey's Bay.

Gary is a graduate of the Canadian Coast Guard College in Sydney, Nova Scotia. He joined NMI in June 2014 as Fleet Manager, and previously worked with Irving Shipbuilding and Marine Atlantic Inc.



### **SHANE CYR**

*President and CEO, Universal Helicopters*

Shane has worked in helicopter aviation since 1996 and joined Universal Helicopters in 2015. He has worked throughout Canada, Taiwan, Peru, Brazil, and Australia with clients in both onshore and the offshore helicopter services markets. He currently serves on the Board of Directors of Universal Helicopters and HAC (Helicopter Association of Canada). Starting out as a ground operations worker in the helicopter logging industry of British Columbia, Shane has worked through the ranks and held positions of increasing responsibility throughout his career. He has more than 17 years of management experience. Shane holds a Bachelor's degree from Vancouver Island University and a Masters of Business Administration from The University of Sydney in Australia.





### CLINT DAVIS

*Chair of Labrador Inuit Capital Strategy Trust*

Clint grew up in Happy Valley - Goose Bay. A Nunatsiavut Beneficiary, Clint has a Bachelor of Business Administration from Acadia University, a Bachelor of Laws from Dalhousie University, and a Master's degree in Public Administration from Harvard University.

Clint is the CEO of North35 Capital Partners, an Inuit-owned advisory firm that provides services to Indigenous Governments and development corporations.

Clint has a diverse professional background in Indigenous business development, including past President and CEO of the Canadian Association of Aboriginal Business, National Director of Banking for BMO, and most recently, VP, Indigenous Banking at TD.



### ISABELLA PAIN

Isabella is a Nunatsiavut Beneficiary who was born and raised in Nain, Nunatsiavut. She graduated from Memorial University with a Bachelor of Arts degree (Political Science), and a minor in Business.

In 2000, she was appointed as the co-chief negotiator of the Nunatsiavut land claims negotiation team. A year later, she became the chief negotiator of the Impact and Benefits Agreement (IBA) with Voisey's Bay Nickel Company (VBNC). Isabella became Aboriginal Affairs Superintendent for VBNC in 2004 and was part of the team responsible for ensuring that the Inuit and Innu IBAs were properly implemented.

In that same year, Isabella was honoured as one of Canada's "Top 40 Under 40." The awards program identifies young achievers in Canadian business who are visionaries and innovators, and who are already giving back to their communities.

Isabella began working for the Nunatsiavut Government in 2009. Her current roles are Deputy Minister of the Nunatsiavut Secretariat, Secretary of Executive Council, and senior negotiator.



### NATAN OBED

Natan Obed is the President of Inuit Tapiriit Kanatami, the national organization representing Inuit in Canada. A Nunatsiavut Beneficiary, he is originally from Nain, Nunatsiavut, and currently lives in Ottawa. He has a degree in English and American Studies from Tufts University.

For 10 years, he lived in Iqaluit, Nunavut and worked as the director of social and cultural development for Nunavut Tunngavik Inc., which represents the rights of Nunavut Inuit. He has devoted his entire professional career to working with Inuit representational organizations to improve the wellbeing of Inuit in Canada.



### **KRISTY SHEPPARD**

Kristy is a Nunatsiavut Beneficiary who resides in Rigolet. She has a Bachelor of Arts in Sociology from Acadia University, and a Master of Arts in Tourism Management from Royal Roads University.

Kristy is a senior manager with the Nunatsiavut Government. Her career spans more than a decade and has been focused on community development. As Nunatsiavut's first Director of Tourism, she helped establish the region as a tourism destination. Kristy has recently transitioned into the role of Director of Economic Development. At the Governor General's Canadian Leadership Conference in June 2017, she was recognized as one of 250 up-and-coming leaders in Canada.

Kristy is an active member with industry organizations, including SmartICE and the Atlantic Aboriginal Economic Development Integrated Research Program.



### **GARRY BEST**

Garry Best is a Nunatsiavut Beneficiary who grew up and was educated in Happy Valley-Goose Bay. Garry is a graduate of Memorial University's Engineering program, served for 23 years as an officer in the Royal Canadian Navy, and is currently Regional Executive Officer, Ontario, First Nations and Inuit Health Branch, Indigenous Services Canada.

Garry has had leadership roles in Canada's military, and since 2006, he has held various roles in the federal government. His successful involvement in several First Nations programs, including the rebuilding and relocation of Manitoba First Nations impacted by the 2011 flood and the First Nations Infrastructure and Housing Programs, testify to his strong leadership and management skills.