

Annual Report to Nunatsiavut Assembly

Highlights include profitable 2018 and Beneficiary hiring

Janice White photos

NGC President and CEO Chris Webb and Labrador Inuit Capital Strategy Trust Chair Clint Davis brought good news when they appeared before the Nunatsiavut Assembly at its September 17 sitting in Hopedale. The Nunatsiavut Group of Companies reported \$1.7 million profit on revenue of \$31.485 million in 2018. Major contributors to NGC's financial performance were its turbot and shrimp quotas, the company's investment in Air Borealis, and its Vale underground partnerships.

"Things are looking very bright for NGC," Webb told the Assembly. "We are doing business in all of our communities. We pay good wages and benefits. We want

NGC to be the employer of choice in the region."

Becoming the employer of choice includes having more Beneficiaries at work on the vessels that catch NGC's fish quotas and more youth in training to work with NGC's partners, including Vale underground.

TSI, which partners with ATCO to provide site services at Voisey's Bay, operates a successful training program with Vale allowing Beneficiaries to move into higher skilled positions. TSI is currently negotiating with Vale to extend its site services contract for several more years. Beneficiaries make up more than 50 percent of TSI's employees.

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Annual Report to Assembly cont'd

LICST chair Clint Davis, NGC Chief Operating Officer Sarah Leo, and NGC President and CEO Chris Webb in Hopedale during the recent presentation of the annual report to the Nunatsiavut Assembly.

WEBB DEFENDS QBE PROCESS

The Assembly was told that there's even more potential for the Vale partnerships. "Some large contracts still have to be awarded," Webb said. "We hope to benefit from those." NGC and its partners benefit from the QBE (Qualified Business Entity) process, which was established as part of the Voisey's Bay Impact Benefits Agreement (IBA). QBE is a process that gives preference to Inuit and Innu businesses where they demonstrate their ability to do the work and are competitive on price.

Webb stated though that there has been some tough recent negotiating with Vale. "Vale has put Indigenous-owned companies to task on pricing," he said. "We do not gouge. We take the QBE process seriously. It's an open-book negotiation, so we share our financial information with Vale." NGC and the Innu partnership, Innu Development Partnership Limited, have involved their respective governments in discussions about Vale's approach. "Vale has received the message loud and clear about our concerns," said Webb. He thanked Nunatsiavut Lands and Natural Resources Minister Tony Andersen and deputy minister Jim Goudie for their support on the issue. "We're thankful that you are on our side," he said. "At the end of the day, Vale has to follow the IBA and the QBE process."

NGC CHALLENGED ON AIRLINE SERVICE

In his report to the Assembly on the various companies, Webb acknowledged the challenges that Air Borealis has faced in the past few months, and the significant impact on north coast residents. Representatives laid out concerns about delays of up to seven days in mail delivery, changes in the way freight charges are calculated, and medevac flights that have been cancelled because crews were past their allowed flying time.

Webb explained that several of those issues were the result of staff turnover, after some supervisors and logistics people moved to Vale and other employers. "Things have fallen through the cracks," he told the Assembly. "But that's not an excuse. We need a systematic approach to solving issues."

Chris Webb and NG's senior civil servant, Isabella Pain, sit on the airline's board of directors. Pain told the Assembly she's frustrated as well. "We have seen all of your emails

and we take them seriously," she said in response to people's complaints. "We are just as frustrated as you. We will keep trying to find ways to improve the service. "

Webb promised to bring the issues to the boardroom table. "We will make every effort at the next board meeting to address your issues," he said. "We want to make sure [Air Borealis] is providing the service that communities on the north coast need and require."

APPRECIATION FOR COMMUNITY INVOLVEMENT

NGC has a presence in all communities on the north coast and representatives thanked the company for helping out on a multitude of issues.

Nain AngajukKak Joe Dicker told the Assembly NGC and TSI have been instrumental in helping the community on several occasions. "For the past two years we have had a lot of issues with our water system," he said. "We called TSI and NGC in Goose Bay and got the parts quickly. We appreciate that." On another occasion, Nain needed access to some oils and materials that are considered to be dangerous goods. "We called NGC in Goose Bay and said 'can you help us out?'," he said. "We got the goods delivered to Nain quickly. Without your help, our piece of machinery would be down."

NGC Solutions took over running the gas station in Rigolet this summer after the private operator ceased operations. "Business has abandoned Rigolet," stated one Assembly member. As part of the deal to operate the station, NGC promised to keep the station going until November 1 when it hopes to have the winter supply of fuel in the tanks and a new operator in place. Currently, NGC is working with Kristy Sheppard and NG's Economic Development group to entice a new operator. "You won't see us leave anyone in a bind," said Webb, if NGC isn't able to get a new operator to come forward.

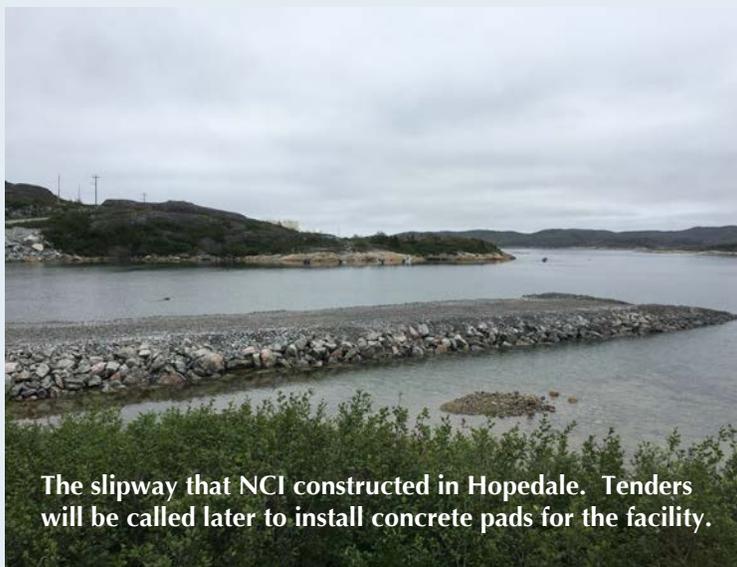
Joe Dicker also complimented NGC on the hiring of local people. "When you work well with the community government, it shows," he said. "It's businesses owned by Inuit, working for Inuit, and employing Inuit. This is what we should all be striving for." 

Big increase in stone production for NCI



Nunatsiavut Construction general manager Tom Lyall didn't figure that when the 2019 season started, he would need to crush a record amount of stone for projects on the north coast. He knew there was demand for about 15,000 tons for projects in Hopedale, to be used in sitework for NG's Health and Social Development building and in a marine slipway for local boat owners and fishers. But it was the demand for stone in Nain that surprised everyone. "Nain requires on average about 5,000 tones of crushed stone a year," says Lyall. "But this year we will produce four times as much, about 20,000 tons."

The biggest end-user for stone in Nain is Nalcor. The utility is constructing two new fuel tanks and moving another. Stone is also being produced for the new multiplex and for use in a subdivision development. "We're very pleased with the increase in production," says Lyall. "Overall, we're producing four times more stone on the coast this year than we anticipated." And he's already looking forward to 2020. "There will be more civil works improvement in Nain next year, so we will produce some extra stone this year to meet some of the anticipated demand for those projects."



The slipway that NCI constructed in Hopedale. Tenders will be called later to install concrete pads for the facility.



A crushed stone pile of about 10,000 tons in Hopedale. To get a sense of scale, the red crusher on the right is about 12 feet in height and 40 feet long. (Tom Lyall photos)

NG home repairs on track for fall completion

NCI crews have been working since late spring to complete repairs to 22 homes identified under the Nunatsiavut Government's Home Repair Program. NCI submitted the winning bid for the work last fall, and was able to order and ship in materials so that the work could begin early in this year's construction season.

The housing repair program is available to Beneficiaries in the five Nunatsiavut communities on the north coast. Rigolet is receiving the bulk of the funds under this year's program, with 10 homes under renovation.

NCI general manager Tom Lyall provided an update on the progress of the renovations at the end of August. The work in Hopedale was 60 percent complete at that time, while

Rigolet and Makkovik were about 50 percent complete. Crews had just started work on units in Postville and Nain.

"All of the work will be completed by late fall," says Lyall. "Again this year, the jobs are being completed by our workers who reside in Nunatsiavut."

NCI has developed a skilled workforce on the north coast. This allows the company to minimize travel and accommodations costs on projects and it ensures that the salary portion of project costs remains in local communities, thereby contributing to local economies.

This year is NCI's third consecutive year of involvement with the Home Repair Program.



NCI's 2019 work touches all Nunatsiavut communities

Nunatsiavut Construction has been working in all north coast communities this summer. NCI's work includes renovations under the Nunatsiavut Government's Home Repair Program, work tendered by Inuit Community Governments, and private contracts. NCI's team adds significantly to the region's infrastructure through these projects. Some of the projects that the team has undertaken in 2019 are shown below.

Postville Interpretation Centre



July 19, 2019



August 22, 2019

Progress on the Postville Interpretation centre from July 19 to August 22. In the photo at right: AngajukKak Glen Sheppard, Carpenter's Helper William Jacque, Carpenter Herbert Jacque, Labourer Terry Ford, Town Manager Shirley Goudie, Supervisor Fred Jacque.

Missing from photo: Labourer Scott Sheppard, Carpenter Chad Rose.



Duplex - Hopedale



Home renovation - Makkovik



Quonset Hut for NG - Nain



Loading stone from Nain quarry



Home renovation - Rigolet

Weather a factor but landscape, northern lights, and polar bears wow Base Camp visitors

Photos: Air Borealis

Katie Mercer intended her trip to the Torngats Base Camp to last four days when she flew in to observe staff and general camp operations in late July. By the time she left 14 days later, the Air Borealis project manager had a good appreciation for a lingering low pressure system that kept fog pinned to the north coast for weeks. "It was a wall of fog," she says. "But staff and guests learned to cope."

Still, the lure of the Torngats triumphed. For most of the season, scores of guests arrived and departed on time. They experienced the abandoned Inuit community of Hebron and visited Rose Island, burial site of more than 100 Inuit. They took in the breathtaking beauty of North Arm in Saglek Fjord. Guests hiked the mountains and took zodiac tours along the park's bays and inlets.

INUIT CULTURAL PROGRAM A HIT

That was in addition to a jam-packed Inuit cultural experience that was provided for guests. "We had elders from Nunatsiavut sharing their culture and traditions," said Mercer. "Inuit throat singers were here for two weeks of the six-week season."

Another highlight of this summer's program was the visit by five youth and their co-ordinator from the Nunatsiavut Government's Youth Leadership program. The youth were in camp for 10 days working on their leadership skills through their involvement in activities on the land as well as interacting with the camp's guests. "The youth and elder programs were excellent," said Mercer. "And guests felt that way too."

Guests were treated to nightly displays of the northern lights. "The northern lights were high on everyone's bucket list," said Mercer. "Those displays, seeing polar bears, hiking in the park, the landscape. It was as if people got to check everything on their list."

PLANNING FOR 2020

The 2019 season ran from July 20 to August 31 and was the first in a five-year contract for the partners, NGC and Air Borealis. The partners are already in discussion with Parks

Canada and the Nunatsiavut Government to plan for future years. "We're looking at having more entertainment from the Labrador region next year," Mercer says. "And we will definitely look for more Inuit crafts and supplies to stock the giftshop. That was very popular with our guests."



Guests took part in traditional Inuit games and learned about Inuit culture from elders and youth.

One thing that's already in good shape for 2020 is the staff who made Base Camp run smoothly. "We saw how much our people and staff contributed. They were amazing. They went above and beyond."

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President and CEO Column

In mid-September, LICST and NGC appeared before the Nunatsiavut Assembly in Hopedale, outlining our accomplishments for the year just past. The annual presentation to the Assembly is part of our mandated accountability to Nunatsiavut Beneficiaries through their elected representatives. I was happy to report that our companies were profitable in 2018 and that we are making significant strides toward becoming Inuit-led. Four of our seven executive members are Beneficiaries and we have hired Beneficiaries for many of our senior supporting roles within the organization.

The annual appearance before the Assembly gives elected representatives the opportunity to question NGC and the Trustees on our operations. Representatives naturally had questions about our companies. They expressed concern about problems with mail delivery and the availability of medevac flights, the continued operation of the gas station at Rigolet, our possible future involvement in renewable energy projects for north coast communities, and plans to involve more Inuit in the fishery. We take all of those concerns seriously and will continue to strive to provide the service that people deserve.

The annual Assembly meeting also allows representatives the opportunity to tell us what we're doing right. NGC was complimented for assisting the Inuit Community Government of Nain with finding parts for the local water system and for expediting the shipment of oils and other materials to get machinery up and running. That is a perfect demonstration of our commitment to Nunatsiavut communities.

NGC is committed to working with other Inuit economic development corporations to ensure that Inuit across Canada become significant players in all development in their regions. To that end, NGC became a founding member this winter of the Inuit Development Corporation Association. The IDCA's purpose is to influence federal policy decisions relating to the north and to advocate for business opportunities. In early September, I travelled with LICST chair Clint Davis to Nuuk in Greenland to explore opportunities. The Danish Consulate set up meetings with a broad cross-section of Greenlandic industry, from fishing to aviation to shipping. We also had the opportunity to see how Inuit in Greenland conduct business.

Of course, NGC has been taking advantage of opportunities closer to home. Our partnerships at the Vale underground expansion at Voisey's Bay have brought about significant opportunities for both NGC and its



partners. We are justly proud of the number of Beneficiaries working for companies such as TSI, Timmiak, Innu Inuit Redpath, and our other partners. Beneficiaries are not just earning a paycheque. They are also building skills that will provide additional opportunities for themselves and their families. A prime example is Dionne Winters of Hopedale whose story is profiled in this newsletter. Dionne has been a TSI employee since 2008 and through his own initiative and the TSI-Vale training program, he has made major progress in building a career at Vale. There are many more stories like his that our companies are proud to be part of.

NGC and its various companies, including management and all of our employees, are working hard today while preparing for the future. We are developing a strategic plan for the next five to ten years. The goal of that plan is to become an even stronger organization and to develop new business opportunities in a very competitive landscape.

NGC will soon begin its second decade. We have much to be proud of and much to look forward to. As Clint Davis, the chair of the LICST wrote in our recently-released annual report, "our business performance in 2018 supports our vision of being a profitable and sustainable Inuit economic development corporation." That vision guides our decisions, both day-to-day and in our long-term planning.

Nain student wins Bird Heavy Civil scholarship

Nain graduating student Matmatil Angnatok has been awarded a \$1500 Bird Heavy Civil scholarship. Matmatil graduated from Jens Haven Memorial School in Nain in June of 2019. She has been accepted into the Industrial Mechanic-Millwright Program at CNA in Corner Brook.

Bird is a partner with NGC through Timmiak Construction on the Vale underground project. The company's heavy civil division sponsors three scholarships annually to encourage Indigenous students to pursue post-secondary education.

Applications are accepted from students in a post-secondary program or those in Grade 12 planning to attend a post-secondary institution. There are three scholarships in total, one each reserved for Inuit, Metis, and First Nations applicants.

There are several requirements in order to be considered. Students must submit an application to Bird, provide two character references, be accepted or enrolled in an upcoming technical or trade program, and agree to an interview with the selection committee. Interested individuals should get in touch with Bird Heavy Civil at the contacts below.



NGC Chief Operating Officer Sarah Leo presents the scholarship cheque to Jens Haven graduate Matmatil Angnatok.

To inquire about the scholarship, contact:

Bird Heavy Civil Ltd.

95 O'Leary Avenue

St. John's, NL A1B 2C7

Phone: (709) 726-9095

Attn: Boyd Humby

NMI runs north coast shoreside marine operations



NMI shoreside crew load the Kamutik W for the first north coast run in July. NMI is contracted to run all shoreside services including loading and unloading, reservations, and ticketing. The operator for the service is Labrador Marine. (Dwayne Canning photos)

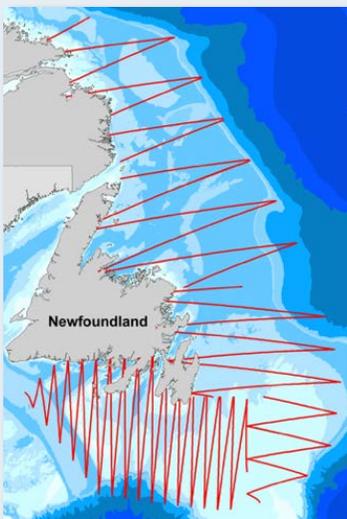
Air Borealis key part of DFO Right Whale Survey



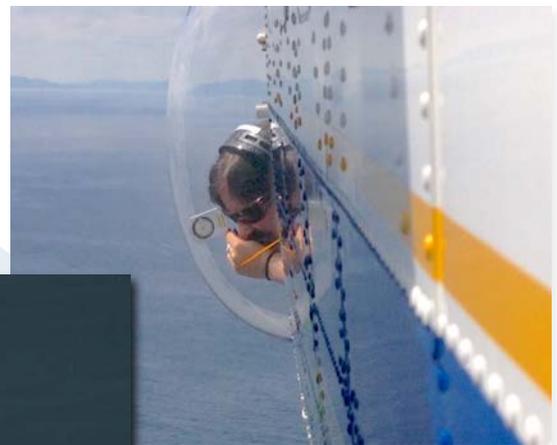
An Air Borealis Twin Otter refuels in Stephenville. The airline flew 740 right whale survey hours in 2018 and has flown 298 hours so far in 2019. (DFO photo)

An Air Borealis Twin Otter flies over the ocean, anywhere from the Gulf of St. Lawrence to the waters off Newfoundland and Labrador, at 800 feet in altitude and at 100 knots an hour. Inside the aircraft, several Department of Fisheries and Oceans observers keep watch for a mammal that's second in body mass only to the famed blue whale. There's good reason to keep watch. There are just an estimated 411 right whales remaining in the world. Fishing gear entanglement and collisions with ship traffic pose constant dangers to the whales.

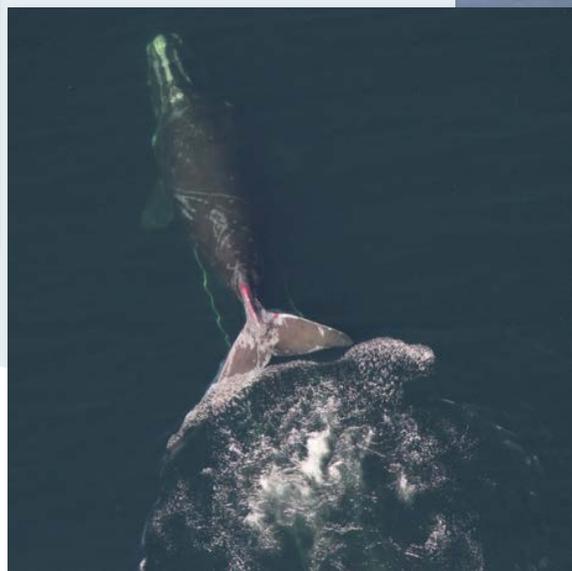
It's believed more than half of the worldwide right whale population foraged for food and gathered in the southern Gulf of St. Lawrence in 2017 and 2018. DFO keeps track through an aerial surveillance program. DFO states that during the summer season, at least a quarter of the Gulf population remains unaccounted for. To address this, DFO extended the aerial surveillance survey in 2018 to other areas that could be part of the whales' summer range. DFO states that 12 right whales were killed in the Gulf of St. Lawrence in 2017, none in 2018, and eight so far in 2019.



Areas where DFO planned right whale aerial surveillance in 2019. (Source: DFO)



DFO observer taking a reading from the specially-installed bubble window in the Twin Otter. (DFO)



The right whale known as "Kleenex" ensnared in fishing gear. (Photo: H. Mark DFO)

Northern development corporations visit Greenland



The recently-formed Inuit Development Corporation Association (IDCA) traveled to Nuuk, Greenland in early September to check out opportunities and to learn how Greenland Inuit carry out their business operations. The trip was arranged by the Danish Consulate. NGC President and CEO Chris Webb and Labrador Inuit Capital Strategy Trust chair Clint Davis attended, as well as economic development leaders from across the north. Over several days, the group meet with representatives of fishing companies, aviation groups, and others involved in key aspects of the Greenland economy.



IDCA delegation in meetings with Greenland businesses.



Nuuk, the capital of Greenland. Population: 17,635 (2017)



IDCA delegation in Nuuk, Greenland.

(L-R: LICST Chair Clint Davis; Sheldon Nimchuk, Qikiqtaaluk Business Dev't. Corp; Chris Webb, NGC President and CEO.



Building a career with TSI

Beneficiary Dionne Winters succeeding at Vale

Nunatsiavut Beneficiary Dionne Winters has worked for TSI at the Voisey's Bay site since 2008. His progress speaks to his determination to succeed and it underlines the value of TSI and Vale's training program. Dionne has completed training in water treatment and is ready to write his qualifying exams in waste water treatment. (Wayne Young photos)

NGC News: How did you first come to work at Voisey's Bay?

I was hired full-time permanent in 2008. First off, I was a driller helper. That job involved common core drilling for core sampling. It was very strenuous and dirty. There was an opening for a job with TSI, I applied and got it.

What was your first job?

It was a level 5 job with the site service crew. It's a labour job. In the first three years, I was helping out with cargo and passenger flights, garbage incineration, anything that needed to be done.

You've moved on to other roles since then. How did that happen?

There's 5 different steps or levels at TSI. If you're interested in moving up and gaining new skills, they have a training program here to help you. A qualified heavy equipment operator brings you into the field. They show you the rights and wrongs. After so many hours, you get qualified or certified. With every step that you move up, you get higher pay.

You've also trained for other positions?

The company tracks your hours on the various pieces of equipment. They provided me with a letter so that I could

sign up for training. I wrote the tests for class 8 and 9 heavy equipment. Class 9 is for equipment with airbrakes like tandem trucks and 8 is for traction engines, like front-end loaders.

You seem to be very persistent.

I like to think that, yes. We had some training in the water and sewer system here on site. After a year in training, you can go to the island and do seminars and write tests for that. I have two under my belt. I did the Class 1 water treatment seminar in Deer Lake and the Class 1 water distribution course in Gander. Mainly though, my job is heavy equipment operator where I'm relief for senior staff. There's a lot of opportunity here and the company will support you.

How do you feel about how your career has progressed?

It's very rewarding. It makes me proud to know where I started and where I am today.

What would you say to other people who would like to advance in their career at the mine site?

I had to work my way up from the bottom, by starting as a labourer. My advice, get a trade before coming here. If not, you could be a labourer for rest of your life. If you show interest and the company has confidence in you, you will move forward.

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Building a career with TSI cont'd



ATCO photo

Safety is a major focus on the job site.

It is. You practice safety every day on the job and you bring these work methods home. When I'm working around the house, and I'm doing something like shingling, I make sure that I set up proper scaffolding. You check the oil in your vehicle. You try to be safe in everything you do.



Dionne is trained in providing Clean and Safe Drinking Water to the Voisey's Bay work site. This includes testing and ensuring that all water delivery systems are working to specification, and that water quality meets and exceeds the Canadian Safe Water Drinking Standards.

You commute to work from your home in Hopedale. What are the benefits of being able to live in your home community?

I like a small community setting. I know everybody. I love going off on the land. There are four of us in our family, and every time I go, they go. I already have my char fishing

done. I will try to do some cod fishing on my next turn-around. And goose hunting season opens in the first week of September. We have always harvested the animals that we need to have a supply of country food. Partridge, char, salmon, and seal.

It's two weeks in on the job, and two weeks at home. It must take an understanding family to manage that?

My wife is very understanding. We have a daughter, Gracie, who's 13 years old. She's an outdoors type. And our youngest is 15 months old. Working here brings a lot of rewards. You do get a vacation home every two weeks. And we go down south every spring. Not too many people in this region can do that.

But there are sacrifices too. It's hard leaving your family every two weeks. You worry if there's enough wood to burn while you're away. In winter, you worry when there's a blizzard. You miss birthdays, Christmas, anniversaries, the first day of school.

Your family is at home. But you have some relatives here at Voisey's Bay.

My father and father-in-law work here and they have nearly the same schedule as I do. And my brother works here too. This is a very good place to work. From the first day I came here, the people have been friendly and welcoming.

When I finish speaking with you, what job will you be doing?

I don't know what I will be doing today. One minute, I can be on the loader. And then on the semi-dump or hauling stone on the tandem. Or I could be on the truck sucking up sump water. It could be handling the flights or operating the tractor. We do a bit of everything here. 🛠️

Strengthening the Nunatsiavut economy

An interview with Trustee
Kristy Sheppard



Kristy Sheppard speaking to a cruise ship passenger in Rigolet in 2018. Kristy is the Nunatsiavut Government's Director of Economic Development and one of five Trustees of the Labrador Inuit Capital Strategy Trust. The Trust was established in 2006 and provides independent oversight of the Nunatsiavut Government's business interests held by the Nunatsiavut Group of Companies. This is the second in our series of interviews with Trustees. Kristy talks about her many roles, the forces that have shaped her career, and her connection to the land. (Photos submitted)

NGC News: You're the Nunatsiavut Government's Director of Economic Development, you are a LICST Trustee, and you are involved with organizations such as SmartICE. That sounds like quite a heavy load!

We have been fortunate to maximize this role. We've become a board member of Economic Developers Association of NL (EDANL). We are moving into new environments to further our goals. Labrador Inuit can leverage our presence and knowledge in that realm. We have been pretty deliberate to make sure we are represented in the arenas where we need to be.

What are the benefits from that kind of involvement in other organizations?

We are in a position to provide a regional perspective to the larger provincial perspective, which is often more representative of the island part of the province. We are the first Indigenous group on the board of EDANL. We want to make sure our clout is evident in organizations like that. We are also trying to get more of a profile in similar organizations. We have become a board member of the MUN Faculty of Business Administration. And we are heavily linked with three other Inuit regions of Canada and with groups from Vale, tourism, and SmartICE. We want to be sure that people in those organizations understand the Nunatsiavut perspective in a way that influences policy and programming.

Tell us a bit about yourself.

I grew up in Rigolet, and I'm very proud to live and work

here. I did a BA at Acadia. My husband and I worked for a while in Ottawa with Inuit Tapiriit Kanatami and that was very foundational from a career respect. Then we came back to Rigolet. The position of Director of Tourism with the Nunatsiavut Government became available and although it wasn't in my area of studies, I applied for it and was successful. It was a great leap of faith on the part of the Government. While working in that job, I completed a Masters degree in Tourism Management from Royal Roads University in BC. I moved to my current role in 2016.



Kristy Sheppard and other participants at the 2017 Governor General's Leadership conference listen as Governor-General David Johnston addresses the group.

In 2017, I was selected for the Governor General's Leadership conference, where 250 up-and-coming leaders are chosen for professional development. That was extremely personally and professionally rewarding. I was the only one in our group from Labrador and the only Indigenous representative for the province. You solidify an understanding of who you are in an environment where you are unknown. It gave me a lot of confidence.

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Strengthening the Nunatsiavut Economy cont'd

The Nunatsiavut Government delegation at the Diversification and Opportunities Business Summit in Happy Valley-Goose Bay, February 2019. (L to R:) Molly Shiwak, Melvina Williams, Tiffany Flowers, Kristy Sheppard, and Tim McNeill, deputy minister of Education and Economic Development.

You and your husband are raising your family in Rigolet.

That was always our goal. We have two children. Reid is six years old and in Grade 1 and Ella is four. We are really proud to be able to raise our children in Rigolet. They are part of the cultural elements that come from community and land-based activity. They've taken part in activities like



Kristy with Reid in 2014 in an amauti, a traditional Inuit coat made of modern materials. At right, posing with Ella in their kamiik, traditional Inuit boots made of sealskin.

salmon fishing, egging, and cleaning birds. And we are close to family. They can walk down the footpath from our house and visit both sets of grandparents.

You've held positions in tourism development and now economic development. That seems to blend well with your role as a Trustee. Can you talk about that?

When I came onto the Trust, that was a very intimidating

prospect. There were legendary figures here, like Isabella Pain, Clint Davis, Natan Obed, and James Igloliorte. The environment was very welcoming. The inherent discussion always goes back to how a decision will impact the region and the Beneficiaries. Will it do that immediately or long-term? Being here and living in the community, if I go to the grocery store, I will be held to account. People will ask me 'why isn't the boat on time?'



What is a Trustee's role?

As a Trustee, we ensure that the direction of the NGC company lines meets the needs of Beneficiaries, in terms of service; whether things are working the way they should; whether the companies are making a profit. We forecast into the future, always with the perspective of how we can improve in the long-term. Our goal is to try and better our communities.

NGC was formally established in 2012 as a for-profit organization. How has the group of companies contributed to Nunatsiavut?

There's the obvious increase in local employment and in the number of companies. Our responsiveness to communities has gone up. We are there for the communities. Although the airline and the marine contract have changed drastically, we are still involved in both.

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Strengthening the Nunatsiavut Economy cont'd



Kristy cleaning a salmon at the family summer cabin at Tickle Island, 14 kilometres from Rigolet.

We have expanded to provide services for our region. Nunatsiavut Construction has won contracts to do home repairs. They're utilizing local talent and they are building skills capacity in the communities. You can't get more grounded and more local than that. NGC has expanded to ensure profitability of other company lines. Admittedly, in its shift to 'for-profit,' some of NGC's decisions have been difficult. Overall, though, it's amazing to see our successes and to bring attention to them so that everyone can see them.

NGC's mission is to be Inuit-led and to be business leaders in the North. Can you reflect on the progress that's being made in that direction?

We have taken on business lines that directly impact our development. Service delivery – marine and air. Industrial development at Voisey's Bay. We have been proactive in preparing for underground development. NGC has morphed from being an organization with Inuit vision to one that is Inuit-led with that vision. Our CEO, Chris Webb, is a Beneficiary. Our Chief Operating Officer, Sarah Leo, is a Beneficiary. We have hired Beneficiaries to lead the charge in the various companies. That's a huge marker of being a business leader in the north. The understanding of culture and the desire to improve our communities. All of those pieces are inherent in who we are.

Let's talk more about your current role as Director of Economic Development for Nunatsiavut. Can you discuss the region's economic potential and how that potential could be harnessed to improve people's lives?

We are in position where there's a lot of focus on reconciliation. In economic development, diversification of our economy and Voisey's Bay development will continue into the future. There's a new national park being developed in this area and a new marine protected area in Nunatsiavut. There are huge opportunities with both of

those. From employment relating to protection and research, to sharing general knowledge and traditional knowledge. There are huge opportunities.

And then there's individual business development to meet local demand. Things like providing grocery store services, hotel, technical, and service-based businesses. By taking a proactive role, we are seeing more Inuit businesses. Food security and housing are important issues in Nunatsiavut. We have to fund business-based solutions that address those issues and provide employment. That will create a dynamic economic system in our communities.



Kristy takes part in the shotgun round at Tikiaksaugusik, the spring cultural festival held in Rigolet in 2019.

How do you see the future of economic development in Nunatsiavut?

We want our communities to improve. Our skill set is high. We are in a great position to mobilize that to create economic development. I'm glad to have a small role in that through my job, as a Trustee, and through other roles. We have to harness all of our strengths by listening to community needs, and then figure out how to mobilize that into business and community function that will lead to our success at NGC and through the entire Nunatsiavut region. 🇩🇪

CUT HERE IN
EMERGENCY



AIRborealis

Reaching Higher

NGC News first profiled Kayla Torarak in December 2016. At that time, she was a first officer with Air Labrador. With the establishment of Air Borealis in June 2017, Kayla moved over to the first officer's seat with that company. She's now training to move up to the captain's seat. We recently talked to find out more about how her career is progressing.

Kayla Torarak wanted to fly from the time she saw Twin Otters land at the airport in her hometown of Hopedale. After graduating high school in 2009, she attended flight training school in Ontario. Three years later, she was hired as a flight dispatcher at Air Labrador.

Shortly after, Kayla graduated to the cockpit as first officer and she's been flying from Goose Bay to airports in northern Labrador ever since.

EYE SET ON BECOMING CAPTAIN

Since late spring of this year, she's been putting in time and working toward her goal of becoming a captain. Part of that process is the captain's side flight test, where, under the supervision of a captain, a first officer gets to sit in the Twin Otter captain's seat to demonstrate their flying skills. Kayla took that test in May of this year and passed. Typically, she would have accumulated additional hours of flying time in the captain's seat since then, with a supervisory captain sitting in the first officer's seat. But this summer's flying weather along the coast put a crimp in those plans. "The poor weather this summer has been harsh. It's backed up a lot of flights," says Kayla. "That in turn affected my training as a captain-in-training."

The weather is key to a captain-in-training getting additional time in the captain's seat. "There are different limits at every airport for every approach," Kayla says. "And then, as a new captain, they put in additional limits for you. That's because they want you to get experienced flying in good weather before you try flying in poorer weather. The foggy weather this summer has limited flying in general, and that's made it harder for me to get much experience. As

a result, I have just six hours captain's flying so far."

Still, none of that has affected Kayla's determination to make captain. "Since I've been doing captain training, flying actually feels even more magical. Just to know that I will be the person in charge of the aircraft someday, that I will be the captain, that feels unbelievable."

BACK TO REGULAR FLYING

The weather along the north coast improved during August and that allowed Air Borealis to get back to its regular flying routine. "We generally do all types of flying," says Kayla, "cargo, passenger, charter, and medevac flights. The two things I haven't done this summer are the right whale survey flights that we do for DFO in the Gulf of St. Lawrence and the flights to Base Camp at Torngat Mountains."

One thing Kayla finds time for besides her own flying career is inspiring others to get involved in the profession. She's helped a few women from Nunatsiavut with their Nunatsiavut Government funding reviews and some have gone for training. "The government funds students to attend a school in Ontario and some get homesick and drop out. I know it's hard. It was for me as well. But it is worth it." This summer she took part in Elevate Aviation, a national program that encourages young women to consider an aviation career. "They came to hear about a typical day as a pilot and to check out Twin Otters. For most, it was the first time they had been in a Twin Otter. I'd like to see more women in aviation because I would like to see more people in aviation generally. It's an exciting and rewarding career that more people should consider."

"Just to know that I'll be the one in charge of the aircraft someday, that I will be the captain, I find that unbelievable."

Annual Report released

The annual report of the Labrador Inuit Capital Strategy Trust (LICST), which reports on the operations of the Nunatsiavut Group of Companies, has been released. It reports a profit for the company's operations in 2018.

The companies had revenue of \$31,485,123 and expenses of \$29,571,724. Salaries and benefits made up nearly half of the expenses, at \$14,310,080.

The annual report also details the significant contributions that the companies make under NGC's Corporate Social Responsibility program.

The report can be viewed online at ngc-ng.ca.



NCI completes Kirkina House project in Rigolet



NCI completed a major renovation this summer on Kirkina House in Rigolet. The women's shelter was in need of major repair and renovation and NCI won the tender in 2018 to complete the work.

The job consisted of major interior structural renovations and repairs. NCI upgraded the interior of the shelter to make the building more accessible and secure. The basement was converted to an efficiency unit. The work also involved conversion to electric heat, installation of new kitchen cabinets, and other modifications.

NCI general manager Tom Lyall says the project was completed on-time and on-budget with an all-Rigolet crew.

Floatel at Voisey's site until October 31



Photos: Andrew Short

A partnership between NMI's INL (Integrated Nunatsiavut Logistics) and IDLP (Innu Development Limited Partnership with their partner, Labrador Catering) that brought the floating hotel ship **MV Bluefort** to Voisey's Bay this summer, will continue until the end of October. The vessel provides temporary accommodations for close to 200 people working on the Vale underground project.

The vessel is based at Edward's Cove in Anaktalak Bay, Vale's port facility near the Voisey's Bay mine. Besides sleeping and dining areas, the vessel has amenities such as a fitness facility, medical treatment and hospital facilities, meeting rooms, management offices, and a 200-seat briefing theatre.