



Teaming up: NGC Solutions and Air Borealis to operate Torngats Base Camp

For the first time since Torngat Mountains National Park began offering excursion packages to tourists and researchers, the park's Base Camp will be operated on a long-term contract. NGC and Air Borealis were the successful bidders in response to a Request for Proposals to operate Base Camp until 2023.

Base Camp can accommodate up to 30 tourists and researchers each night through the six-week season that runs from mid-July to the end of August. From Base Camp, visitors explore the park and nearby areas, such as the abandoned community of Hebron and the Inuit burial grounds at Rose Island. Base camp is also the hub for the expansive cultural program that is offered to visitors.

Air Borealis and NGC will collaborate in the operation of Base Camp, with each having a unique role. Air Borealis will leverage its strengths as an airline to take reservations and hire the staff to

operate the facility. NGC will develop the cultural program, including creating a cultural activities plan to provide visitors with a comprehensive experience.

Sarah Leo, NGC Vice President of Corporate Development, says they will enhance the cultural experience by adding more traditional foods to the menu, as well as work with the Nunatsiavut Government and Parks Canada to coordinate youth groups and bring more Inuit to Base Camp.

"I'm excited that we are working with our partners at Air Borealis to operate Base Camp this year," says Leo. "The 5-year contract is quite important because it will give us time to build up the offerings at Base Camp and the opportunity to work with the Nunatsiavut Government to build infrastructure. It also gives us the chance to market base camp during the offseason."

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Teaming up to operate The Torngats *cont'd*

NGC operated Base Camp for several years prior to 2017. "With our experience operating Torngat Mountains Base Camp and the combined strengths of our companies coming to the table," said NGC President and CEO Chris Webb, "NGC is looking forward to working with Air Borealis and continuing a great partnership over these next five years. NGC is proud to be able to share the experience of our homeland and our traditions with the world."

Jim Lyall, Nunatsiavut Minister of Culture, Recreation and Tourism, stated, "this contract will support employment and allow the Nunatsiavut Government to explore options for long-term programming that will let more Labrador Inuit experience this beautiful piece of our homeland."

Air Borealis is one-third owned by NGC. The first 2019 visitors are expected to arrive on July 20.

In This Issue



**President/CEO
message**
3



**Air Borealis part of
medical flights
solution**
5



**Early start to North
Coast construction**
6



**Beneficiary Profile:
Allison Winters**
8



**TSI's employment
numbers grow**
10



**Trustee interview:
Garry Best**
11



**Sarah Leo back in
uniform as
Honorary Colonel**
16



**Safety and
teamwork key to
TSI Voisey's Bay
success**
18

President/ CEO Message



In the last week of June, I attended a series of meetings about some of our ongoing projects. Like most of the meetings I go to, someone opened with what is called a safety share. That's a safety message that's appropriate to the line of business or to the time of year. In this instance, it happened just days before school ended for the summer. The safety share was simple but a useful reminder. The kids are finished school for the summer and they will be out in force riding bikes, skateboards, and generally being carefree. Our job as adults is to be mindful of that as we drive our vehicles, operate equipment, and go about our daily jobs.

A moment like that at the start of a meeting or at the beginning of our day really does set the tone. It reminds us that no matter what our goal is that day, our primary job is to do it safely. We want to get home safely at the end of the day. And we want the same for everyone else that we encounter.

At this time of year, many of our operations are kicking off their season. Construction. Marine. Base Camp. It's a useful time to think about safety and how to do our jobs so that we come home at the end of our shift as we left for work. Healthy and safe.

The cost of not being safe is high. Lost lives. Broken bodies. Families with reduced or little income.

The benefits of practicing safety on the job are enormous, both for people in their personal lives and for their employers.

We can all do something to make our workplaces safer.

Assess your job site each day and review that day's workplan. Carry out daily safety checks on your tools and equipment. An ounce of prevention is truly worth a pound of cure.

Set the tone each day with a safety meeting. Remind each other that nothing is more important than being safe.

The goal is always the same. Do your job safely and you will do your job well. Get home safely at the end of the day.

All of our companies pay considerable attention to health and safety. We have focused on several of those safety initiatives in our newsletter, including in this edition. NCI is reviewing all its safety policies and procedures with a view to addressing any gaps that they identify. TSI successfully practices a collaborative approach with Vale at Voisey's Bay.

Being safe and keeping each other out of harm's way pays dividends well beyond earnings and profits. It gets ingrained in our work culture, and becomes not only an example for those of us who come to work each day, but for the people who will come to work with NGC in the future.

Keep safe. Help keep your co-worker safe. If you see something that threatens safety, report it immediately. We owe that to each other.

Working safely may get old, but so do those who practice it.

Author Unknown

Partnership successful in Vale accommodations bid

A partnership between NMI's INL (Integrated Nunatsiavut Logistics) and IDLP (Innu Development Limited Partnership with their partner, Labrador Catering) is the successful bidder for a temporary accommodations contract for the Vale underground site. And it's no ordinary solution that the team at INL came up with to house and feed 200 additional workers until permanent living spaces are put in place. They have signed a contract to lease a floating hotel, the **MV Bluefort**, a vessel owned by Bridgemans Services Group LP, a Vancouver-based company that specializes in providing accommodations to resource companies in order to complete projects in remote and otherwise inaccessible regions and locations.

VESSEL TO BE BASED AT VALE PORT FACILITY

The **Bluefort** arrived in the province in early July and will be based at Edward's Cove in Anaktalak Bay, Vale's port facility near the Voisey's Bay mine. The vessel was refitted in 2016 and is described by Bridgemans as "one of the most modern, efficient, and versatile Floatel solutions available in today's marketplace." The 141 metre long vessel has capacity for 250 passengers. 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.



The MV Bluefort at sea. (Bridgemans Services website)

Nunatsiavut Marine Inc. General Manager Gary Latimer says the contract will run until the end of October of this year. "The **Bluefort** will provide much needed cabin accommodation to workers and staff," Latimer says, "until more permanent land-based camps are in place."

Integrated Nunatsiavut Logistics is a partnership between Nunatsiavut Group of Companies and Integrated Logistics, a St. John's-based company specializing in materials handling and marine transport support.

Shore-based staff in place NMI accepting north coast freight

Nunatsiavut Marine began accepting freight for transport to the north coast on June 24 as the company begins a new era as shore-side service provider for the region's freight and passenger service. NMI will provide reservation and ticketing services as well as freight-handling and wharfinger support to the operator, Labrador Marine.

The reservations service, based in Goose Bay, began accepting bookings on May 15.



NMI will handle all shore-based services for the Kamutik W, including reservations and ticketing. (GNL photo)



LOCATION AND HOURS OF OPERATION

Main Dock, Terrington Basin
Happy Valley – Goose Bay, NL

Reservations Office 1-855-896-2262
Sunday to Saturday 8 am to 8 pm

Freight Office 1-709-896-2284

Air Borealis part of medical flights solution

Effective July 1, Air Borealis has a dedicated aircraft to carry out medevac flights from northern Labrador communities, and that means no more cancellations of skedevac flights for people with appointments at the hospital in Happy Valley-Goose Bay. It's a big gain for patients from the north coast, who often missed medical appointments because emergency medical flights took priority.

Air Borealis vice-president of Business Development, Philip Earle, says the airline worked with Labrador-Grenfell Health to bring about the changes. "This will be a big benefit to people on the north coast," he says. "It wasn't unusual for patients with appointments to wait four or five hours at the terminal building as they waited for a plane to return from a medical emergency."

When those delays happened, people complained to Earle and Air Borealis. "While it's a service we operate for Labrador-Grenfell Health, we interact with the customers every day and we hear it when people are delayed getting to their appointments."

The skedevac flights operate three days a week and the routing is determined by Labrador-Grenfell, based on the appointments scheduled for a particular day. Earle is relieved that Air Borealis has been able to work with Labrador-Grenfell to find a solution. "We were able to demonstrate the number of medevacs that impacted skedevac flights and that it made business sense to have a separate plane for medical emergencies."



The interior of an Air Borealis medevac plane. As of July 1, the airline is operating a dedicated medevac aircraft, reducing cancellations and delays for people with scheduled medical appointments. (Photo Air Borealis)

NGC steps in to keep gas flowing in Rigolet

NGC has signed a contract with the Rigolet Inuit Community Government and the Nunatsiavut Government to operate the community's gas station until November 30. The deal was reached in mid-June and will see NGC operate the facility for 12 hours a week.

NGC Vice President of Corporate Development, Sarah Leo, was involved in the negotiations. "Our communities and their sustainability are important to NGC," she says. "Rigolet reached out because they needed someone to go in and keep the gas station in operation. We were in a position to help."

The gas station will be open three days a week, for 3.5 hours on each of Monday and Wednesday (Tuesday, when Monday is a holiday) and for 5 hours on Friday, with openings in the morning and afternoon. "We worked on the hours with the Community Council," says Leo. "The gas station is supplied with fuel now. We have talked with Woodward's and they will supply the station this summer and again in the fall to make sure there is a supply for winter."

The arrangement with NGC is temporary. The Community Government and NG will now seek a permanent operator.



The Rigolet gas station will be open three days a week for a total of 12 hours.

Gas station operating hours

MONDAY 1pm to 4:30pm

WEDNESDAY 1pm to 4:30pm

FRIDAY 8:30 am to 10am
1pm to 4:30pm



Early start for North Coast Projects

Henry Boase and Richard Abel at work on an NLHC project in Hopedale. NCI's decision to ship in building materials in the fall of 2018 got work off to an early start in coastal communities, meaning fewer projects will get carried over to next year.

You can hear the pride in Tom Lyall's voice as the NCI general manager lists off the projects that got underway weeks sooner than usual in the 2019 season. "The crew in Rigolet has been working now for two weeks," he said, as we talked on June 20. "The Nain crew has been working for two weeks and our staff in Hopedale have been working for three weeks."

In the fall of 2018, NCI decided to pre-order and ship building materials that would get the job started for work that had already been committed and awarded. Lyall ordered \$200,000 of siding, lumber, windows, doors, roofing, and other materials that would get projects started sooner in the season.

The north coast building season is short as it is because of weather. Add to that a compressed shipping season because of ice conditions, and there's even less time to carry out work. "In 2018, we received our first bit of material on the coast on the July 23 run of the boat," he says. "That means we have just eight or ten weeks of good weather to get projects started and completed. The shortened season usually means work gets carried over to the next season."

There are other benefits to getting work started sooner. It means more work for NCI's group of employees. "I'd like to think this helps us retain workers," says Lyall. "There are other opportunities for people to get work on the coast. We pay better than most and that helps as well."



Heavy ice conditions along the north coast lead to a late start in the 2018 shipping season. (Scott Chant photos)



Early start *cont'd*

Roofing tiles stored overwinter in Hopedale and ready for installation on NCI projects in the community.

That combination of factors has allowed NCI to build strong skill sets in north coast communities. "The overall number of Labrador employees in our workforce is outstanding," says Lyall. "We have just two outside workers on our staff right now. The rest are Beneficiaries and non-Beneficiaries from inside our communities. That's our end goal - to have our entire staff from within north coast communities."

The success of pre-shipping materials in late 2018 for this season leads Lyall to believe it's something that can be done every year. "We wouldn't stockpile materials for work that might happen," he says. "We would bring in material that's critical for start-up on work that's already contracted."

EARLY TENDERING CRITICAL

That strategy has to work hand-in-hand with the issuing of public tenders, where timing is a critical factor in getting materials ordered and shipped in before north coast navigation closes for the season. "Since we can logically only bring in material that allows us to do the early start-up work, we need tenders awarded early to make that happen," says Lyall. "Tenders must be awarded by the end of September so that we can order materials and have them shipped in. Once the end of September passes, we've lost that window of opportunity. And then we're at the mercy of ice conditions in the next season."

NCI work crews will be busy late into the season in 2019. One major project is the renovation of more than 20 homes under the Nunatsiavut Government's Home Renovation Program. The company is also retrofitting several NLHC properties in Nain and Hopedale, building the new craft shop in Makkovik, and constructing duplexes for private owners.



Leonard Bennett and Karl Michelin put the finishing touches on Kirkina House in Rigolet with materials delivered last fall.



Building supplies at NCI's warehouse in Goose Bay await shipment to the North Coast.



A home renovation in Nain. NCI crews have strong skill sets and have developed a reputation for quality construction.

Beneficiary Profile: Allison Winters

Allison Winters at the wheel of a 40-ton haul truck at the Vale underground mine at Voisey's Bay. (Photos: Allison Winters)

If variety is the spice of life, Allison Winters has lots of it in her job at the Vale underground mine that is under development at Voisey's Bay. After our conversation on a Wednesday morning, she was heading to her job as an underground haul truck driver, bringing 40 tonnes of rock to the surface, and in the process, helping create the portals that will be the roadways into the various parts of the mine.

The day before we spoke, she did the underground firefighting course, mandatory training for people on the underground rescue team. A few days before that, Allison was monitoring gas levels underground and recharging and clearing the data off the gas monitors that employees must wear on their vest. The week previous, she job-shadowed mechanics, part of Vale's program to expose employees to the different facets of working in a mine.

THE EARLY YEARS

Allison grew up in Hopedale but spent time in Goose Bay during her high school years while her mother completed training in Early Childhood Education. She returned to Hopedale to finish high school. As she began to think of a career, one job appealed more than any other. "I wanted to become a heavy equipment operator at Voisey's Bay," she says. She completed the Aboriginal Bridging Program which helps people make the transition from high school to college. She attended college in Goose Bay and worked several jobs including as a ticket agent for Air Labrador. But her career dreams weren't being realized. "There was a training opportunity in Badger for heavy equipment operator and I went for it. I got my Class 8 license. I applied for a job at Voisey's Bay and got hired as a fuel truck driver."

That was five years ago in 2014. "I had my foot in the door with the job as fuel truck driver, but I wanted to move up," she says. "And being on site gave me opportunities to do what I wanted." She saw job ads for heavy equipment operators and started submitting applications. "I kept applying until they finally hired me. They hired me for training. I met everyone on site and they saw that I was a good worker. In 2015, I became a heavy equipment operator."

A TYPICAL DAY

Like everyone on the Voisey's Bay site, Allison is on a two-week, fly-in fly-out schedule. The flight from her home in Goose Bay lasts 50 minutes. If she's due on shift on arrival at Voisey's Bay, there's time to pick up her bag and check into her room. Then it's on to work. If it's a night shift, she turns in and gets some sleep.



"I wanted to become a heavy equipment operator. There was a training opportunity...and I went for it."

She's up early for a shift that runs from 6:30 am to 6:30 pm. First up is breakfast. "The food is amazing," she says. "This morning they served omelettes, bacon, ham, bologna, grilled cheese sandwiches, eggs, fruit. Anything you can imagine."

The first order of business once she arrives on the job is a safety meeting. "We talk about whether we had a safe day yesterday and the risks we could encounter today," she says. "We go through a five-point safety card and talk about which cardinal rule we will focus on today. An example is rule two – never tamper with a safety device." Then it's into the 40-ton Sandvik haul truck to wait for the signal that says it's safe to travel the now-single road into the mine to pick up a load of stone. She will make that trip a dozen or more times during her shift.

Allison Winters profile cont'd

THE FUTURE

Allison is a truck driver now, but her gaze is on the future. She wants to be part of the underground mining crew once production starts. "I want to be a drilling jumbo operator," she says. "That's the machine that drills holes in a pattern in the rock so that the loading crew can fill it with dynamite and blast rock to get at the ore." That's part one of Allison's future goals. The other is shift boss. "When I get all the experience I need, I would like to do that," she says. "You manage your crew and explain that days job. You do the various meetings. It's a job where you have to know a bit of everything."



Allison, second from left, with the crew on firefighting training at Voisey's Bay. Firefighting training is mandatory for all employees on the underground rescue team.

Allison is getting exposure and experience to all aspects of mining. A year ago, Vale sent Allison and several of her colleagues to Sudbury for an intensive four-week training session. "We went through all the steps of a typical mining day all spread out over four weeks. It helped me understand what's involved in underground mining."



Underground at the Vale mine at Voisey's Bay. Allison's job is to remove tonnes of rock and debris from the roads and portals that will lead to the ore body.

Allison is a Vale employee, but she's currently working with one of NGC's partnerships, Innu-Inuit Redpath. "They're the experts in mine development," she says. "They are training us for the underground operation."

WORK-LIFE BALANCE

The two weeks on-two weeks off schedule works perfectly for Allison. Family takes care of her six-year old daughter McKenna while she's working, and she has two uninterrupted weeks during her time off. "It's a really good arrangement," Allison says. "I get to work at home in Labrador in a good job that I love to do. And when I'm off, I get to spend time with my daughter."



Allison and her daughter McKenna. Being at work in Voisey's Bay means being away for two weeks from McKenna. But the two weeks home every month gives her continuous contact.

Would she recommend the Vale project to young Beneficiaries thinking about starting a career? "I would," she says. "If they like working with machinery and want a job in the mine, their job is pretty much guaranteed. The company will give them the training they need and they will have a good paying job for years to come."

Interested in a career with TSI?

A call or email to Torngait Services Inc. could get you started in a rewarding career

215 Hamilton River Road

P.O. Box 430, Station "B"

Happy Valley - Goose Bay, Labrador AOP 1E0

TELEPHONE: (709) 896 - 5431

EMAIL: jwebb@torngaitservices.com

TSI's employment numbers grow

More hiring likely



TSI general manager Wyman Jacque and his team in Happy Valley-Goose Bay and Voisey's Bay have been in intense recruitment mode since the Voisey's Bay Mine expansion was announced in June 2018. TSI was already the provider of site services at the mine. The expansion brought demands for additional temporary site services staff, including crusher operators, maintenance staff, and truck drivers. And there's probably more hiring ahead.

As this edition of **NGC News** was being prepared, TSI was in discussions with Vale to extend the site services contract to April 2022, when the underground mine is expected to be in operation. Vale has estimated employment at peak construction to be around 650. Having that many additional workers on site will require additional site services staff.

"We are in discussions with Vale about the scope of work during the construction phase," says Wyman Jacque. "We know that during construction there will be additional employees to bus to and from the airport and around the site. All those employees will create new demands on trash collection and sewage. We will have to do more water treatment. There will be more freight arriving at the dock. That extra work will create a demand for more staff. We're talking with Vale about how many more, where they will be positioned, and the skills mix that we will need."

PRESSURE ON RECRUITMENT

TSI's hiring practices conform to the requirements of the Voisey's Bay Impact Benefits Agreement. That means Indigenous Labradorians get the first chance at jobs, followed by adjacent residents of the Lake Melville area, southern Labrador, and then the rest of Labrador. Jacque says so far, TSI has been able to successfully recruit from within Labrador. "87 percent of our site services staff are from Labrador, or are living there, and more than

half of our staff is Indigenous," he says. "We have no problem finding labourers within Indigenous communities, but we seem to have exhausted the supply of skilled workers. Depending on how many additional people we have to hire and the skills that are required, we may have to go outside Labrador to the island."



TSI staff at Voisey's Bay where the company provides a full range of site services. The demand for employees has grown as the underground expansion proceeds. (Photos courtesy ATCO)

Despite that, Jacque wants to encourage anyone who sees a TSI job ad to get in touch. "If you see an ad and don't have all the training that's required, apply anyway," he says. "We will see if there's a way that we can consider a person's background and experience. We may be able to get that person some training on site. We may be able to put them on a list for future opportunities."

The TSI hiring team operates by a straightforward rule. Keep looking for the right employee. Jacque cites a recent example where TSI was recruiting for two exploration technicians at the Vale site. "We found one living in Rigolet. You just never know the skills that people have until you go looking."

Welcome Aboard!

In 2018, Beneficiary Garry Best was appointed to the Labrador Inuit Capital Strategy Trust. The Trust oversees the operations of the Nunatsiavut Group of Companies and reports annually to the Nunatsiavut Assembly. NGC News talked with Garry about his early life and career, and what he hopes to accomplish as a Trustee.

NGC News: You were appointed to the Trust a few months ago. What has the experience been like so far?

Garry Best: I was pretty humbled and honoured to have been asked to apply to become a Trustee. One of my first questions to myself was “do I have what it takes?” I was intrigued by the opportunity to give back to the area where I grew up. That feeling of belonging to Labrador has stayed with me. I have a deep sense of respect for the people of Nunatsiavut and for the mandate of LICST. Once I considered all of those things, I felt that I could contribute to this group. I am grateful and honoured that President Johannes Lampe had the confidence in me to have signed off on my appointment to The Trust.

You bring a lot of life and work experience to this role. But let's start with your early years and your growing up in Labrador.

I was born in Happy Valley in 1963. My family had moved from Mud Lake two years earlier, but we continued to spend holidays in that special place throughout my childhood. Although my dad was born in Mud Lake, our origins are in the Rigolet area.

Our first "settler" forefather, Robert Best, arrived in the late 1700's, and adopted a son, Adam, from the Palliser family around 1815. Adam grew up to have a winter quarters in

Double Mer in 1838, according to HBC records. His son Mark was born in Valleys Bight in 1852. With his children in later years, Adam fished salmon for the HBC in Mullins Cove, Turners Bight, and Pallisers Point until the late 1870's. Summer salmon fishing continued through to my dad's generation when his whole family would spend summers at Lester's Point with his parents and grandparents. In 1938,

"I was intrigued by the opportunity to give back to the area where I grew up."

Grandfather Michelin willed his fishing berth to my grandfather Best (his son-in-law) and my dad and his family continued to fish there for another 10 years or so. My early years in Labrador were heavily influenced by the stories of those that came much earlier.

I graduated high school in 1980, and spent two years working as a seaman on the oil tanker *Tana Woodward* out of Goose Bay and points North to Nain. This experience definitely influenced the path that my career would take.

continued on next page...

Welcome Aboard! cont'd

You were educated as an engineer and then went into the navy. How did that come about?

I applied and was accepted into Memorial University's engineering program. Once in, I reapplied under the Canadian Force's Regular Officer Training Program (ROTP). I was accepted into ROTP in 1984 and instead of the Royal Military College option, I chose to continue my degree program at Memorial in Naval Architecture. Shortly after graduating from Memorial University, I successfully completed Naval Constructor studies at the Royal Naval Engineering College in Manadon, England, and also received a post graduate diploma in Naval Architecture from the University College of London, England, in the early 1990's.

You had a lot of different roles in the navy. Tell us about that experience.

In 1994, I sailed the Adriatic as part of NATO's blockade of Yugoslavia. Our goal was to keep weapons from reaching the warring factions in that region. I shifted to the west coast of Canada from 1995 to 2001.

My last couple of years in the navy were also eventful. I was appointed as a senior aide-de-camp to former Governor General Adrienne Clarkson. In 2002, I helped organize the Vice Regal tour of Labrador from the Straits to Rigolet, Hopedale, Nain, and Mud Lake. It was a special honour for me to accompany her on that trip.

When the time came for me to leave that appointment, she and I had several discussions about staying in the regular forces or pursuing a path that would allow me to incorporate my Aboriginal background. And that's where the idea came about to join the defence Aboriginal Advisory Group and eventually become its national chair. In that role, I advocated for the 5000 Aboriginal individuals who were part of the Canadian Rangers as well as service personnel of Aboriginal background. I was pleased to work with the Chief of National Defence to advocate for those in uniform.

You moved into the federal public service after the navy and worked on some important Indigenous files.

In 2006, I joined the Public Service of Canada and became National Director of First Nations Land Management at Indigenous and Northern Affairs Canada. I then became National Director of Infrastructure and also served on assignment in Winnipeg as Project Director to help relocate and rebuild four First Nation communities who were seriously impacted by the 2011 floods. I'm currently serving as the Regional Executive, Ontario Region, in the First Nation Inuit Health Branch.

How have those experiences prepared you for the role of a Trustee?

I have built up decades of experience collaborating with partners. Through that, you come to understand what works and what doesn't, and you become focused on the resources that you need to get things done. I have had several opportunities to be involved in strategic planning and in



In Mud Lake with their Excellencies, Governor General Adrienne Clarkson and her husband, John Ralston Saul.

guiding change. That was key in many jobs. I have had the honour and privilege of working with great people. I have worked in a management capacity since 1990. I currently work with 400 staff and a budget of nearly half a billion dollars. I feel confident that I can work with Chris Webb and his team at NGC by applying and sharing my knowledge and experience.

Trustees get perspective because they're removed from the day-to-day operations of the group of companies. How do you view NGC and its goal of becoming Inuit-led and sustainable?

The Nunatsiavut Group of Companies has to be able to serve the interests of Beneficiaries. It has to be led by and for us. We have to continue to build resiliency and internal capacity in our businesses. That is key. I am focused on improving the well-being of Nunatsiavut Beneficiaries now and into future. There are incredible opportunities for Nunatsiavut that have to yet be realized.

Welcome Aboard! cont'd

What do you hope to accomplish in your time as a Trustee?

I would like to work and build upon what's already there. It goes back to the essence of why there's a LICST. It's about promoting and sustaining employment, finding greater and more prosperous business opportunities.



Garry (centre) with his sons Clifton, Ryan, Adam, and Chris on the banks of the Churchill River in 2013.

Are there some final thoughts that you would like to share?

I have travelled the world. I have met with world leaders, kings and queens, presidents and prime ministers. In retrospect, I

have discovered that when you follow your heart and spirit, you will return to the place that grants you the most peace; for me, that place is, and always will be, Labrador. In all the years that I was in the Navy, on the Pacific, the Atlantic, or the Indian Ocean, nothing came close to the appreciation for its beauty that I feel when I return to Labrador - those memorable voyages on the *Tana Woodward* between Goose Bay and Nain, the passages along the coast, the overall splendour of our land. I may have left Labrador to pursue a career, but my heart still lives there, and I look forward to the day when I can return.



Garry saying goodbye to two of his sons before heading off on a naval mission to the Middle East, 1996.

Partners in Oklahoma



A Universal Helicopters aircraft on the ground in Enid, Oklahoma, while a South Coast aircraft gets set to land. (Kyle Ingram photo)

Universal and its Fullerton, California partner, South Coast helicopters, participated in onshore seismic work for oil and gas clients this winter in Oklahoma and Texas. Seismic work will continue this summer and into next year. This is a new line of work for Universal and it kept company aircraft flying at what is typically a slow time of year for the company. Universal purchased a 49-percent interest in South Coast in 2018. South Coast is also preparing for what is expected to be a busy fire-fighting season in California and the north west U.S.

Universal's British Columbia-based company, Lakelse Air has already been busy fighting forest fires. Lakelse has also been providing support to the Coast Guard in the Prince Rupert region.



First scholarship winners announced

NGC and TSI create scholarship programs for Nunatsiavut students

Two Nunatsiavut Beneficiary post-secondary students have become the first winners of NGC scholarships. Darren Montague, a student at Memorial University, will receive the scholarship in the Business category. Joshua Casey, enrolled at College of the North Atlantic, will receive the award for Construction Trades. The NGC scholarships, which will be awarded annually, were created this spring by NGC, along with a separate program by Torngait Services Inc.

NGC will award four scholarships of \$1250 each to students who've completed part of an accredited post-secondary program in each of business, marine, and construction trades. One scholarship is reserved for women studying in either of those fields. TSI is offering six \$1000 scholarships, directed toward high school students who will be attending a post-secondary school.

"Many of our long-term employees in both NGC and our related companies will be retiring within the next five years," says Chris Webb, president and CEO of NGC. "We will need people to replace them and we want to encourage students to train for the skills they need to take on those roles."

The decision to direct some scholarships at high school students and others at students already enrolled in post-secondary programs was a strategic one for NGC and TSI. "High school students are making up their mind about what to do after they graduate," said Webb. "We want them to know there are career choices within Nunatsiavut that they should consider. And for students with at least one semester or term of post-secondary education, we want to help them with the cost of their education, and at the same time, make them aware of opportunities with our companies."

Wyman Jacque, general manager of TSI, says his company's focus on high school students just beginning post-secondary education in any field is an investment in the future. "The idea

for the scholarship was for TSI to give back to the communities," says Jacque. "We also realize the mine site is not for everyone, thus the criteria for the type of education is left open so students could go into accounting, human resources, or other careers that they might choose."



Prior to the TSI scholarship program being established, the company presented one \$500 award. The 2018 recipient was Nunatsiavut Beneficiary Nathan Smith, shown here receiving congratulations from TSI general manager Wyman Jacque at Mealy Mountain Collegiate in December 2018.

TSI's scholarship will be awarded by the schools and schools will have flexibility in determining criteria. "The schools know the students and they may want to consider things like school leadership and community involvement," says Jacque. "The school is in the best position to figure out how students rate in those areas."

Like the NGC scholarship, TSI's is directed toward students in post-secondary programs. Says Jacque, "the school may announce scholarship winners before the end of the school year, but the money will be paid out once the student is registered and is attending a post-secondary program."

NGC Scholarship

Four awards of \$1250 each for students in business, construction trades, and mining. One award will be reserved for women.

Student must be a Beneficiary of the LILCA and enrolled in an accredited post-secondary, professional development, or college program.

Must be a full-time student and have completed a year or block of training.

How to apply: Go to NGC's website at ngc-ng.ca and under the 'In Our Community' tab, find Scholarship Application.

TSI Scholarship

Six awards of \$1000 each for one high school student from each of Nain, Makkovik, Hopedale, Postville, Rigolet, and Upper Lake Melville, who have begun a post-secondary program.

Student must be a Beneficiary of the LILCA.

How to apply: Apply through your school principal.



Safety is Job 1 at NCI

NCI's staff work with potentially dangerous equipment every day. Power tools. Saws. Heavy machinery. Staying safe is not just a slogan at NCI. It's a state of mind. And one that general manager Tom Lyall and Safety Officer Steve Downey work hard to instill in everyone who goes to work for the company.

"Safety is paramount," says Lyall. "We aim for ZERO HARM to our employees, infrastructure, environment, and the general public by providing effective training, reporting, and monitoring tools."

Downey was hired to ensure that all of NCI's safety policies and procedures reflect best practices in the construction industry and to take corrective action where gaps exist. "Steve is assessing what we're doing as far as safety is concerned and in July, we plan to roll out a safety program with all the tools and equipment to stay safe," says Lyall. "If we need retraining in certain areas, we will do that."

"My job is to ensure that everyone works safely," Downey says. "We have a great safety culture at NCI. I want to make sure people work in the healthiest and safest way possible."

Downey worked in mine safety prior to coming to NCI. He has an Occupational Health and Safety Program under his belt and is certified under the National Construction Safety Officer Program. As Downey reviews NCI's existing policies and procedures, he's tailoring a safety program that will work for NCI. "The goal is to meet the twin challenges of working with a

seasonal work force where people aren't on the job continuously and communicating with staff who are dispersed in several communities along the coast."

He's already identified some areas to address. "We need to work on documenting what we do in relation to safety every day," he says. "Things like paper work that show we've done toolbox talks, safety meetings, and hazard and risk assessments." That work is important in order to retain NCI's COR status. COR is a program focused on reducing injuries, costs associated with lost-time accidents, and increasing profitability. COR members are audited on a regular basis to ensure compliance.



Steve Downey is NCI's Safety Officer and is reviewing the company's safety policies and procedures.

"I am passionate about safety," says Downey. "People who work for NCI can expect a 100 percent effort from me to make sure they are safe at work and that they get home safely to their families at night." Tom Lyall agrees and adds, "we are constantly reviewing and enhancing our policies and procedures to ensure our goal of ZERO HARM is met – anything less is unacceptable."



Active season for rock crushing

By the time the 2019 construction season closes, NCI will have produced at least 30,000 tons of crushed stone for a variety of clients on the north coast, including for its own use. Currently, the company plans to crush 10,000 tons of stone in Hopedale and 20,000 tons in Nain. "Our clients include Nain Inuit Community Government, Nunatsiavut Government, Nalcor, and Budgell's," says general manager Tom Lyall. "We will use stone as we need it for our own projects." NCI has the only rock crusher on the north coast.

NCI loads crushed stone for a client in Nain.



Back in Uniform

NGC VP Corporate Development Sarah Leo signs on as Honorary Colonel of Combat Support Squadron 444, CFB Goose Bay with outgoing Hon. Col. Ron Sparkes (R) and Major Ryan Snider. (Photo: Master Corporal Krista Blizzard)

Nearly 15 years after taking off her Canadian Forces uniform for what she figured was the last time, NGC VP of Corporate Development Sarah Leo was back in uniform, this time in a flight suit representing 444 Squadron Goose Bay.

As Leo prepared for the swearing-in ceremony at CFB Goose Bay on June 21, familiar thoughts about the Forces life re-emerged. "I was excited about putting my boots back on," she says. "There's a particular pattern that you use to tie them up. I remembered it but I second-guessed myself and had to Google it!" It turned out she was right about how to tie the laces. 21 years of tying the boots every day in postings that took her from Ottawa to Calgary to Edmonton to Comox, and two overseas tours in Yugoslavia and the Balkans would do that.

HONORARY COLONEL ROLE

The first honorary colonel was appointed to the Canadian army in 1895. The role is still the same - maintain the history and traditions of the unit, assist in the relationship between the squadron and the community, including helping military families adjust to living in a new community. The Honorary Colonel is also expected to pass along local knowledge and advice to the leadership of the squadron.

The role was traditionally given to men, but an increasing number of women have been appointed in recent years. That

fact, and the appointment of an Indigenous honorary colonel, was especially poignant for Leo. "It is really significant that an Indigenous female was appointed on National Indigenous Day," says Leo. "That is a great thing and it made the day very special."



Sarah poses with NGC President and CEO Chris Webb and executive assistant Janice White.

A large number of supporters attended the event, including colleagues from NGC. Nunatsiavut President Johannes Lampe added his congratulations in a statement. "I want to extend congratulations to Ms. Leo on being the first Indigenous woman ever appointed to this prestigious position," he said. "We look forward to working with her in building a stronger relationship between the Nunatsiavut Government and the Canadian Forces." The appointment is for three years.



CH-146 Griffons arrive at CFB Goose Bay for an exercise, August 2017. (Photo LS Brad Upshall, 12 Wing Imaging Services)

About 444 Combat Support Squadron

Equipped with three CH-146 Griffon helicopters, 444 Squadron's primary mission is to provide rapid response to local emergencies during flight operations and military exercises taking place at 5 Wing. It also provides range support and assistance to civil authorities. Like most Canadian Armed Forces aircraft, the Griffons may also be utilized for search and rescue missions.

Two new clients for Nain office space



Sandbanks Building in Nain, new location for NG's Department of Lands and Natural Resources. (Sarah Leo Photo)

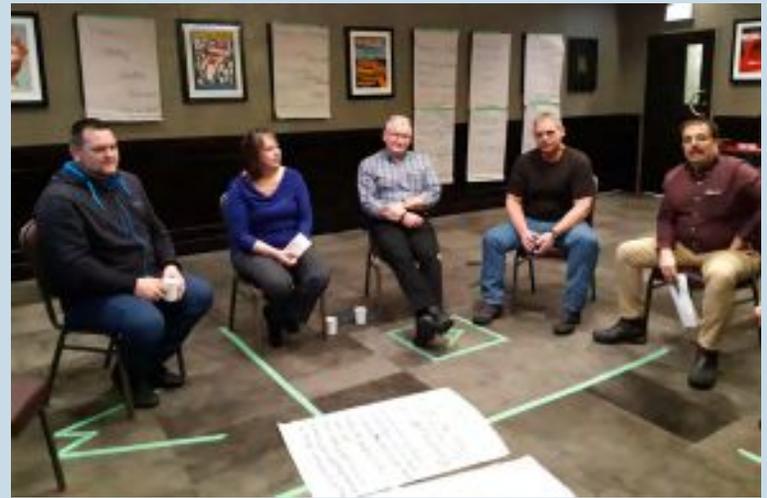
Nunak, NGC's land-holding and commercial real estate company, has successfully leased office space in Nain to two clients. The Nunatsiavut Government has taken 2500 square feet of space in the Sandbanks Building for its Department of Lands and Natural Resources. That space became vacant when Parks Canada moved to the Illusuak Cultural Centre.

SmartICE, which leverages technology to help northern communities adapt to climate change, has leased 600 square feet. SmartICE is using Nain as a production centre to manufacture its SmartBuoy technology. The buoys are used to measure ice thickness to ensure safe passage for people in northern communities.

NGC Executive Team Training



NGC Executive team at a leadership training conference in March. (Left) Trainer Michael Samson of INSPIRE CANADA, Gary Latimer, General Manager Nunatsiavut Marine; Shane Cyr, President and CEO, Universal Helicopters; Sarah Leo, NGC Vice President Corporate Development; Chris Webb, NGC President and CEO; Wyman Jacque, General Manager TSI; Keith Harbin, CFO, NGC; and Tom Lyall, General Manager, Nunatsiavut Construction. At right, executive team members participate in the training session. (Photo Janice White)



The NGC Executive Team participated in leadership training with Michael Samson of INSPIRE CANADA over the course of 2 sessions in January and March. Corporate Development is one of the pillars of the new 2019-2023 NGC Strategic Plan.

Several members of the executive team are relatively new to their roles, and still learning how to work with each other. The

leadership training has enhanced their effectiveness and provided additional skills to move the various business lines toward success.

The training and learning has focused on communication, effective teamwork, effective management, and conflict resolution. A final session in this series will take place in July.



Safety and teamwork key to TSI's Voisey's Bay success

TSI staff operate heavy equipment at the Voisey's Bay mine site. (Photos courtesy ATCO)

There's little hesitation for Torngait Services Inc. Operations Manager Kitura Pittman when she's asked about the key to the relationship between TSI and Vale. "Everything we do at Voisey's Bay is in support of Vale and the mining project," she says. "TSI is a company where it's not just one person who makes this company successful. From the General Manager to the labourers, it takes everyone to make it work. It's a smooth-running operation."

Pittman's hiring as TSI Operations Manager in November brought her career full circle. A geologist, she began working in Labrador in 2004 as part of the Voisey's Bay Nickel Company exploration team. After that, she worked in the environmental field of geology on the Goose Bay Air Base remediation project. In her new role, Pittman travels to the Voisey's Bay site once a month to meet with supervisors and staff and to connect with officials from Vale.

TSI'S ROLE AT VOISEY'S BAY

Even before Pittman's and any other flight lands at Voisey's Bay, TSI site services is involved. "The team has made sure the airstrip is in excellent shape, that it's been cleared of snow in winter or that it's been graded in summertime," she says. "They marshal the plane in and unload it. They bus people to their accommodations."

Once on the site, TSI's crews perform other vital roles. "They operate the heavy haul trucks in support of the mining operation. They take ore to the crusher where it's concentrated and they haul it back to the port. They tie up the vessel that arrives with supplies and they load ore onto the ship for transport to Vale's smelter in Argentina. The crew maintains the road and water and sewer systems. TSI has crane operators on site and we have a carpenter who works closely with Vale on the accommodations complexes. Recently, we obtained a short-term contract for the crushing operation."

TEAMWORK VITAL TO SUCCESS

On every trip into Voisey's Bay, Kitura meets with site superintendent Wayne Young and supervisor/planner Daniel Clancey. "I discuss what issues they're facing. I update them on what we're doing in Goose Bay in terms of the contract with Vale. I want to know if there's anything we can do to help." She also meets with administrative assistant Sandra Lyall and workers on both the morning and evening shifts. "I attend the safety meetings they hold prior to starting their shift," she says. "I get to hear and respond to any concerns and questions that they have. I've found that the safety meetings are the best place to interact with staff. I get good feedback, mostly in terms of training and upcoming opportunities."

SAFETY IS TOP PRIORITY

The TSI team works closely with Vale to ensure that employees do their job safely. That has led to a sterling safety record. In April, Vale was awarded the prestigious John T. Ryan Safety Award for the safest Select Mine (which includes open pit mining) in Canada in 2018, for more than 1 million of hours without a lost-time injury. "They held a celebratory dinner while I was there on my last visit," says Pittman. "Vale managers made it a point of including all workers, including TSI's."

Attention to safety is a constant at Voisey's Bay. "It goes back to a worker's orientation to the site," says Pittman. "No worker, whether TSI, Vale, or exploration, are ever to walk past or ignore an unsafe act." As the workforce expands to accommodate the underground mine, increased resources are being devoted to safety. "We are in the process of hiring two safety advisors just for our staff on site. We have been COR certified since 2009, which recognizes a proactive workplace health and safety culture and a focus on reducing risks and costs associated with workplace incidents. We are gearing up for a COR audit in 2019."



RELATIONSHIP WITH VALE

As the underground project proceeds, Vale has required a larger site services staff to support the expansion. "Our goal is to provide service to Vale in a timely and effective manner," says Pittman. "The key to our relationship with Vale has been open and transparent communication. Vale supervisors can come to us at anytime with an issue. We want to provide the best possible service to have issues addressed."

TSI's people on the ground at Voisey's Bay, Wayne Young and Daniel Clancey, are the day-to-day link with Vale. "They are extremely diligent in managing staff on site and ensuring the client is happy," says Pittman. "They make the operation run smoothly. They make my job easier." Another key part of the relationship with Vale is making sure TSI can recruit qualified staff to meet the increased demand for support services at Voisey's Bay, a job that's been made easier with the Muskrat Falls project winding down and a larger pool of Labrador candidates available for hire.

"Janice Webb and Barb Stickley in Human Resources put job postings out and select candidates in accordance with the Impact Benefits Agreement. Barb and Janice are the people that potential workers deal with one-on-one," says Pittman. "Then we review the candidates. It's really a group effort."

That group effort extends to payroll where Donna Chambers makes sure people get paid and that their questions about pay and benefits are resolved. Julieanne Kean in the St. John's office handles accounting, including invoicing.

General manager Wyman Jacque oversees TSI's operations. "Wyman is very good at dealing with the clients," says Pittman. "He is very open and transparent. If there's anything that I need to support the site, whether it's additional training for supervisors on site or here in Goose Bay, Wyman will make sure that I get it."

BEYOND SITE SERVICES

As of June 2019, TSI's only contract is for site services at Voisey's Bay. But the company is actively searching for new

opportunities to expand their business footprint. And that role is also part of Kitura Pittman's job as operations manager. "It's part of my daily activities to look for new opportunities," she says. "I touch base with potential partners in different fields. Labrador has huge untapped potential in terms of mineral content and there are vast areas that have not even been explored."

Besides potential future mine developments, there is also ongoing opportunity as the Vale underground mine develops. "We've aligned with a few companies and bid on types of work at Voisey's Bay currently outside our wheelhouse and our present capacity. The goal is to gain new experience and expertise through new partnerships, and in time, TSI will be able to do much of that work on its own."

That's an area that excites general manager Wyman Jacque. "With Kitura's background in exploration and knowledge of minerals, she is a great asset for us when future expansion in mining takes place in Labrador," he says. "TSI wants to be positioned to provide site services to other companies. We realize that today the opportunities in northern Labrador are limited, however, we feel confident there will be other mining operations in this region in the future."



TSI provides sites services at Voisey's Bay, including loading and unloading at the dock.

Sarah Leo named NGC's Chief Operating Officer



NGC's President and CEO Chris Webb has announced the appointment of Sarah Leo as NGC's Chief Operating Officer. She will be responsible for working with the heads of NGC's fully-owned companies and partnerships. "Sarah will oversee the day-to-day operations of those entities," says Webb. "She will continue to create and manage NGC's relationships with key stakeholders, including with Beneficiaries, all levels of government, and industry."

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

"Sarah brings a depth of experience to NGC," says Webb. "Her knowledge of Nunatsiavut and its people, and of the role that NGC and its companies play in the region, will be tremendous assets as we continue on our path to be Inuit-led business leaders in the North. Sarah is intimately familiar with the Labrador Inuit Land Claims Agreement. In her new role with NGC, she will work with the Executive Team to ensure that all of our businesses are aligned to leverage the opportunities presented through the Land Claims Agreement."

Sarah will work out of NGC's offices on Sandbanks Road in Nain.

Annual Report to be published soon



Two of NGC's core values are accountability and transparency. Within the next few weeks, we will publish our annual report which will provide an account of our operations in 2018. It will be available on our website at ngc-ng.ca.

NGC also holds annual community public meetings to explain our operations and to answer questions. We publish a newsletter several times a year and we have a Facebook page. The newsletter is available on our website.



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

Tel: (709) 896-8505
Fax: (709) 896-5834
info@ngc-ng.ca
www.ngc-ng.ca

The Nunatsiavut Group of Companies is for-profit business enterprises 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. Our 11 companies employ nearly 500 people, of whom 45% are Nunatsiavut Beneficiaries.