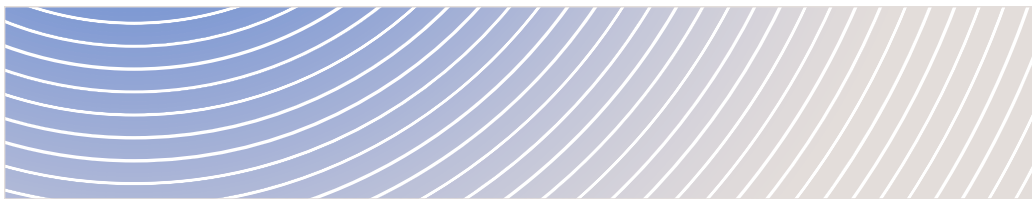


Indigenous Engagement and Partnership Plan



JOYCE LAKE DIRECT SHIPPING IRON ORE PROJECT

July 2026



Impact Assessment
Agency of Canada

Agence d'évaluation
d'impact du Canada

Canada



Table of Contents

1. Introduction	1
2. Description of the Proposed Project	2
3. Indigenous Peoples	4
3.1 Consultation List of Indigenous Groups	5
4. Engagement and Consultation Objectives and Methods	5
5. Engagement and Consultation Approach	6
6. Federal Agencies' Roles and Responsibilities	14
7. Participant Funding	14
8. How to Submit Comments	14
9. Contact Information	16



1. Introduction

The Indigenous Engagement and Partnership Plan (the IEPP) outlines opportunities and methods for meaningful consultation and engagement with potentially affected Indigenous Peoples throughout the impact assessment process for the **Joyce Lake Direct Shipping Iron Ore Project (the project)**. Consultation and engagement will be conducted in the spirit of reconciliation, the *United Nations Declaration on the Rights of Indigenous Peoples*, renewal of Nation-to-Nation, government to government and Crown-Inuit relations, and respect for the [Principles respecting the Government of Canada's relationship with Indigenous peoples](#). The Impact Assessment Agency of Canada (IAAC) commits to build and strengthen partnerships with Indigenous groups, including opportunities to collaborate and maximize Indigenous leadership in impact assessments.

IAAC uses a model of consultation and engagement with Indigenous Peoples that emphasizes collaboration and consensus-building¹. This model supports the Government of Canada's aim to secure free, prior, and informed consent throughout the impact assessment process for all decisions that affect Indigenous Peoples' rights and interests. The approach to achieving free, prior, and informed consent is based on ensuring meaningful and effective participation of Indigenous Peoples from the outset of an impact assessment process and will vary based on the project impacts and the interests of Indigenous Peoples in the vicinity of the project. This IEPP uses the term 'Indigenous groups' to refer to Indigenous Peoples who may wish to take part in an impact assessment. This term includes Indigenous Peoples connected by Nation, Band, geographical location, community roles, and other shared values and identities. Within the context of the impact assessment process, IAAC² encourages the active participation of potentially impacted Indigenous groups, Indigenous women, Elders, 2SLGBTQIA+, and youth, in a manner that best reflects their specific cultural protocols, needs, and interests.

The IEPP for this project assessment addresses:

- Crown consultation on the potential impacts of the project on the exercise of Aboriginal and treaty rights, commonly referred to as Indigenous rights, and accommodation, where appropriate;
- involvement with Indigenous groups regarding Indigenous Knowledge they may wish to contribute or apply when considering potential impacts, or any other cultural considerations and customs that should be taken into account in project decision-making;
- engagement with Indigenous groups that encourages the participation of different subgroups of the population, in particular women, Elders, 2SLGBTQIA+, and youth;

¹ More information on IAAC's approach to Indigenous participation in the impact assessment process is found on IAAC's website: [Indigenous Participation in Impact Assessment](#)

² The Government of Canada takes a "Whole of Government" approach to Crown consultation in the context of impact assessments to ensure that Indigenous groups are meaningfully consulted and involved in the assessment of designated projects that may adversely impact Indigenous groups and the exercise of their rights. As the Crown Consultation Coordinator, IAAC leads the Government of Canada's consultation team on impact assessments, by coordinating the participation of other federal authorities or lifecycle regulators as appropriate, enabling a 'one window' point of contact for Indigenous groups throughout the impact assessment process.



- the general tools and processes for consulting and engaging with Indigenous groups at all stages of the impact assessment process, particularly during comment periods on key documents; and
- the specific tools and processes for consultation and engagement with Indigenous groups that have shown an interest in elements, or in leading elements, of the impact assessment.

In addition to IAAC's consultation described in this IEPP, proponents are required to engage the Indigenous groups specified in section 3.1. Should there be unique features not identified in this IEPP, community-specific consultation plans may be developed to describe those unique features of the impact assessment and consultation process pertaining to that group.

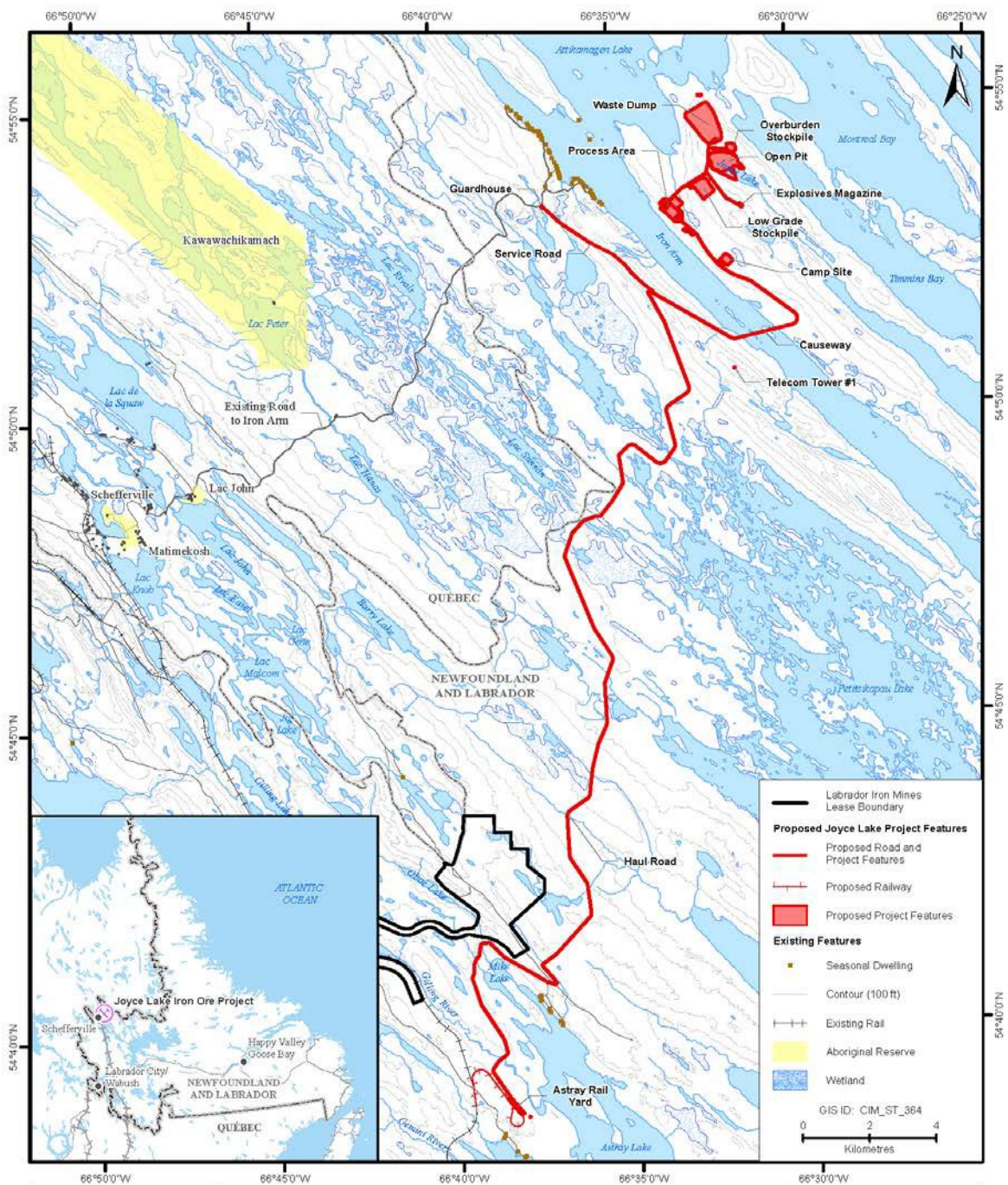
The IEPP is intended to be flexible and does not preclude IAAC from making changes to the approaches described in this Plan in order to accommodate changes that may occur during the assessment process.

2. Description of the Proposed Project

Joyce Direct Iron Inc. (the proponent) is proposing the construction, operation and decommissioning of an open-pit iron ore mine located in Newfoundland and Labrador, approximately 20 kilometres northeast of Schefferville, Quebec (see Figure 1). As proposed, the mine would produce up to an estimated 2.5 million tons of ore per year over a life span of seven years. The project would consist of an open pit mine, dewatering of Joyce Lake, crushing and screening of ore (dry processing), waste rock disposal, support infrastructure, access and haulage roads, a causeway, and a rail loop to connect with an existing railway.

For more information on **the Joyce Lake Direct Shipping Iron Ore Project**, visit the Canadian Impact Assessment Registry at <https://iaac-aeic.gc.ca/050/evaluations/proj/80015>.

Figure 1 - Location of Joyce Lake Direct Shipping Iron Ore Project





3. Indigenous Peoples

IAAC identified the following list of Indigenous groups that may be potentially impacted by the project. This includes Indigenous groups where the project may adversely impact the exercise of rights of Indigenous Peoples as recognized and affirmed in section 35 of the *Constitution Act, 1982*, and Indigenous Peoples with rights or interests where an assessment of factors under section 22 of the *Impact Assessment Act* (the IAA) may be required.

The list of Indigenous groups identified may change as knowledge of the adverse effects within federal jurisdiction and potential impacts of the project is gained, or as the project design develops over the course of the impact assessment process. IAAC may modify the list based on additional information gathered during the impact assessment process.

Although the impact assessment process is not a rights-determination process, IAAC acknowledges that the content and extent of the duty to consult and, where appropriate, accommodate varies according to the nature of the rights (established or potential) and the severity of the project's potential impact on these rights.

The federal impact assessment process aims to create opportunities for individuals and communities that may be affected by a project to voice their concerns to inform project design, lead to better outcomes and assist with follow-up and monitoring. IAAC's aim is to achieve a respectful process that recognizes a wide range of perspectives and viewpoints. IAAC invites input from any group potentially impacted by the project and encourages their participation in the impact assessment process, while remaining committed to respecting Indigenous Peoples' cultures, values, and languages and the right to self-determination.

The Government of Canada is committed to renewing its relationship with Indigenous Peoples by implementing the *United Nations Declaration on the Rights of Indigenous People Act* and working with Modern Treaty Partners to implement Treaty obligations in a way that upholds the spirit and intent of Modern Treaties in accordance with *Canada's Collaborative Modern Treaty Implementation Policy*. IAAC is committed to undertaking all its work in a way that aligns with the objectives and spirit of the *United Nations Declaration on the Rights of Indigenous People*, and to ensuring that the rights of Indigenous Peoples are respected throughout federal impact assessments. IAAC is guided by an openness to Indigenous perspectives, a commitment to reconciliation and an aim to maximize Indigenous leadership in impact assessment. This involves cooperation, partnership and carrying out impact assessments in a manner that emphasizes the need to seek free, prior, and informed consent and support self-determination. IAAC is supporting this commitment through this IEPP.



3.1 Consultation List of Indigenous Groups

The Indigenous groups listed in Table 1 were consulted during the environmental assessment (EA) process, under the former *Canadian Environmental Assessment Act, 2012* (CEAA 2012), before the assessment was transitioned to an impact assessment under the IAA on December 17, 2025³. The Consultation List reflects Indigenous groups that IAAC understands to have a moderate to high likelihood of a potential adverse impact from the project on their Indigenous rights. IAAC may modify the list based on additional information gathered during the impact assessment process.

IAAC will continue to consult with Indigenous groups listed in Table 1 throughout the impact assessment process to understand the concerns and potential impacts of the project on their ability to exercise Indigenous rights, as well as on their values and interests and, where appropriate, to accommodate the impacts. These consultations will comprise an integral part of the work that will support the assessment of the project.

Table 1: Federal Crown list of Indigenous Groups to be consulted by IAAC

Naskapi Nation of Kawawachikamach
Nation Innu Matimekush Lac-John
Innu Takuaihan Uashat mak Mani-Utenam
Innu Nation

4. Engagement and Consultation Objectives and Methods

The following is a list of objectives and methods identified by IAAC for consultation throughout the impact assessment process, with the aim of securing free, prior and informed consent for all decisions that affect Indigenous Peoples' rights and interests, should they wish to provide it. IAAC aims to utilize all the tools at our disposal to support and facilitate the participation of Indigenous groups in impact assessments in accordance with their own laws, customs, and processes and to take steps to remove barriers that IAAC's processes might cause.

- Prioritizing relationship building with Indigenous groups and communicating with Indigenous groups in an ongoing, open, and transparent manner, including taking advantage of opportunities to connect outside the assessment process.

³ The notice of transition to the *Impact Assessment Act* is posted to the Registry:



- Providing funding under the Participant Funding Program⁴ to support the participation of Indigenous groups in the impact assessment process.
- Providing clear and timely information to Indigenous groups on the impact assessment process and opportunities for collaboration.
- Providing individualized and/or group training on the impact assessment process and how to effectively participate in the process.
- Holding technical meetings with Indigenous groups and the proponent and/or federal authorities to support Indigenous groups' technical review of key impact assessment documents and participation throughout the impact assessment process, while considering timelines and capacity of Indigenous groups.
- Determining the approach for handling confidentiality of both written and oral information to prevent unauthorized disclosure of Indigenous knowledge and thereby promote the sharing of Indigenous knowledge.
- Offering to collaborate on the assessment of impacts on the exercise of Indigenous rights and interests.
- Establishing clear processes for identifying and designing accommodation measures, as applicable.

5. Engagement and Consultation Approach

IAAC commenced its engagement on the project in November 2012, when Indigenous groups were invited to provide comments on the Summary of the Project Description, and initiated consultation in January 2013 when IAAC determined that a federal environmental assessment (EA) under CEAA 2012 was required for the project.

In 2015 the proponent requested the EA be paused. The EA restarted in 2021, at which time IAAC re-engaged with Indigenous groups. Prior to the transition of the assessment from CEAA 2012 to the IAA, IAAC consulted Indigenous groups on key EA documents.

After IAAC determined the assessment of the project would transition to the IAA, IAAC provided the proponent with instructions on the information, including the draft Tailored Impact Statement, that will be required for the impact assessment. The deadline for the proponent to provide all relevant information or studies is November 3, 2027.

The table below provides a description of the steps in the impact assessment process and methods of engagement, including opportunities for collaboration between IAAC and Indigenous Peoples during the impact assessment process, as defined under the IAA. Indigenous groups listed in section 3.1 interested

⁴ More information on IAAC funding programs can be found on the IAAC website: <https://www.canada.ca/en/impact-assessment-agency/services/public-participation/funding-programs.html>



in consultation activities beyond those included in Table 2 are invited to develop a community-specific consultation plan with IAAC. Community-specific consultation plans are developed collaboratively and used to reflect specific commitments, activities, or opportunities, beyond those found in the IEPP, that guide IAAC's consultation with an individual Indigenous group on the project.

**Table 2: Indigenous engagement approaches and activities**

Steps related to the transition from CEAA 2012 to the IAA	
Objectives ✓ Ensure common awareness of the impact assessment process. ✓ Share information on the impact assessment process and on opportunities for participation and funding. ✓ Obtain feedback on the draft Indigenous Engagement and Partnership Plan (IEPP) and draft Tailored Impact Statement Guidelines (TISG)	
Activities	Participation/activities expected from Indigenous groups
• IAAC offers to meet (virtually) with Indigenous groups to support their understanding of the impact assessment process and to highlight opportunities in impact assessment. • IAAC responds to any inquiries by sending letters / emails informing Indigenous groups of the project, including the transition from CEAA 2012 to the IAA, and posts key documents on the Registry website. • IAAC seeks input from Indigenous groups on the draft TISG and the draft IEPP. • IAAC provides Indigenous groups with guidance on how to protect confidential information to improve trust and transparency in how Indigenous Knowledge is considered, protected, and woven into impact assessments.	• Indigenous groups will be invited to meet (virtually) with IAAC and comment on the draft TISG and draft IEPP.

**Phase - Impact Statement****Objectives**

- ✓ Increase Indigenous groups' awareness and understanding of the impact assessment process.
- ✓ Provide Indigenous groups funding to support their participation for the remainder of the impact assessment process.
- ✓ Encourage Indigenous groups to share Indigenous Knowledge and information with the proponent or IAAC to inform the development of the proponent's impact assessment documents (e.g. technical memos, Impact Statement, etc.).
- ✓ Notify Indigenous groups of key steps in the impact assessment process.
- ✓ Obtain comments / views on the proponent's impact assessment documents.
- ✓ Verify IAAC's understanding of the key issues identified by Indigenous groups
- ✓ Identify potential impacts on the exercise of Indigenous rights and avoidance, mitigation, or accommodation measures in collaboration with Indigenous groups.

Planned Activities	Participation/activities expected from Indigenous groups
• IAAC administers participant funding throughout the impact assessment process. • IAAC works with Indigenous groups to implement the IEPP. • IAAC shares information or provides training to Indigenous groups on the impact assessment process. • IAAC shares policy on the protection of confidential and sensitive information. • IAAC maintains a dialogue with Indigenous groups regarding the assessment of potential impacts on their rights and values. • IAAC works with interested Indigenous groups to develop and implement community-specific consultation plans.	• Indigenous groups apply for funding to support their participation in the remaining phases of the impact assessment process. • Indigenous groups provide input on ways they can participate in the assessment process to inform the drafting and implementation of community-specific consultation plans. • Indigenous groups work with IAAC, if interested, to establish a collaborative assessment of potential project impacts on Indigenous groups and the exercise of their rights and interests. • Indigenous groups share their comments on the project's potential impacts on the exercise of their rights and interests with the proponent or IAAC to inform the development of the proponent's impact assessment documents and to support IAAC's review of these documents. These comments may include Indigenous Knowledge where appropriate.



- | | |
|--|---|
| <ul style="list-style-type: none">• IAAC posts the proponent's impact assessment documents on the Registry website and sends notification emails to Indigenous groups.• IAAC works with Indigenous groups to develop partnership approaches, where appropriate, for the review of the proponent's impact assessment documents.• IAAC seeks the views of Indigenous groups on the project's potential impacts on the exercise of their rights and interests and discusses with Indigenous groups whether the proponent has adequately identified mitigation and/or accommodation measures, as appropriate, in its impact assessment documents.• IAAC invites Indigenous groups to share their comments on the project's effects; the avoidance, mitigation and compensation measures required; and the follow-up program.• IAAC, where appropriate, organizes meetings between federal authorities, Indigenous groups, and, if appropriate, the proponent, to discuss technical issues, inform the assessment of impacts on rights and interests and identify mitigation measures early.• If necessary, IAAC will request additional information from the proponent. | <ul style="list-style-type: none">• Indigenous groups work with the proponent or IAAC to gather relevant information about the project's adverse effects (direct and incidental) and discuss mitigation and/or accommodation measures, as appropriate, to address possible adverse effects with the proponent or IAAC to inform the proponent's impact assessment documents.• Indigenous groups submit comments to IAAC on the proponent's impact assessment documents, so that IAAC can determine whether it has all the studies and information required to proceed to the next phase of the assessment. |
|--|---|

**Phase – Impact Assessment****Objectives**

- ✓ Foster a common awareness of the impact assessment process.
- ✓ Develop and consult on IAAC's preliminary analysis and conclusions related to potential project impacts on Indigenous groups.
- ✓ Where there is interest, collaborate with Indigenous groups on the assessment of potential project impacts on their communities and the exercise of their rights and interests.
- ✓ Notify Indigenous groups of key stages in the process.
- ✓ Obtain comments / views on IAAC's draft Impact Assessment Report and draft potential conditions.

Planned Activities	Participation/activities expected from Indigenous groups
• IAAC administers participant funding throughout the impact assessment process. • IAAC works with Indigenous groups to implement the IEPP and any community-specific consultation plan, where applicable. • IAAC works collaboratively with interested Indigenous groups on completing the assessment of impacts on the exercise of their rights and interests. • IAAC consults Indigenous groups on proposed conditions and accommodation measures (as applicable) relating to potential adverse impacts on the exercise of their rights and interests. • IAAC invites Indigenous groups to submit written comments on the draft Impact Assessment Report and draft potential conditions. Comments will assist in finalizing IAAC's recommendation to Minister of Environment, Climate Change and Nature. • IAAC sends information describing, in detail, how comments received from Indigenous groups have been considered in the Impact Assessment Report.	• Indigenous groups collaborate on or validate IAAC's preliminary analysis and conclusions related to potential project impacts on Indigenous groups and on the exercise of their rights or interests. • Indigenous groups may provide written, oral, or multimedia submissions to IAAC. • Indigenous groups may invite IAAC to hold an engagement session in their community. Indigenous groups and IAAC can work together to ensure the session incorporates cultural considerations and is inclusive for community members. • Indigenous groups present their points of view to IAAC on the adequacy of the consultation throughout the impact assessment process. • Indigenous groups submit comments on IAAC's draft Impact Assessment Report and draft potential conditions. • Indigenous groups may choose to make their own independent submissions directly to the Minister, to help inform the federal decision-making process.



- IAAC submits the Impact Assessment Report, and potential conditions, and the Consultation Report including information about whether Indigenous groups provide their consent for the project, to the Minister or Governor in Council to inform federal decision making.

Phase – Decision**Objectives**

- ✓ Inform the proponent, Indigenous groups, and the public about the Decision Statement issued by the Minister (or Governor in Council).
- ✓ Increase awareness and understanding of the **Decision Statement**, including reasons for the Minister's decision or the Governor in Council's determination, and the conditions, where applicable.

Planned Activities

- IAAC posts the Decision Statement on the Registry website, including the reasons for the public interest determination and conditions, where applicable.
- IAAC maintains dialogue with Indigenous groups, informing them of the Minister's Decision Statement and about next steps post-impact assessment decision.

Participation/activities expected from Indigenous groups

- Indigenous groups are informed of the Minister's decision and next steps.

**Phase – After the Decision****Objectives** (if project approved)

- ✓ Post information relating to follow-up and monitoring activities to the Registry website including information or any document(s) provided by a proponent to comply with a condition set out in the Decision Statement.
- ✓ If amendments to the Decision Statement are required due to changes to the project, obtain comments on these amendments, and post the final amended Decision Statement and reasons for the amendment to the Registry.

Planned Activities	Participation/activities expected from Indigenous groups
• IAAC facilitates the transfer of the federal Crown consultation file to federal authorities, for post-decision regulatory approvals. • IAAC posts the results of monitoring and surveillance activities on the Registry website. • IAAC undertakes compliance and enforcement activities and posts the results on the Registry website. • IAAC consults on possible amendments to the Decision Statement, should an amendment be required. • Where appropriate, IAAC posts a notice of decision on the amendment to the Decision Statement, together with the reasons for the decision.	• Indigenous groups participate in any follow-up and monitoring programs included in the Decision Statement. • Indigenous groups submit comments to IAAC on potential amendments to the Decision Statement, should an amendment be required. • Indigenous groups can contact postdecision@iaac-aeic.gc.ca with questions and comments regarding IAAC's compliance and enforcement program and policies, or if an Indigenous group has reason to believe that there has been a contravention of the IAA.



6. Federal Agencies' Roles and Responsibilities

The Permitting Plan issued at the end of the Planning Phase describes the permits and authorizations that may be required for the project to proceed.

Federal authorities identified in the Permitting Plan as well as those with additional expert advice will engage as needed with IAAC, the proponent, Indigenous groups, and other parties to clarify information requirements related to its specialist or expert information and knowledge. Throughout the impact assessment process, federal authorities may also review and analyze the proponent's Impact Statement and/or other IA documents; support and participate in IAAC's Crown consultation activities; and support IAAC and Indigenous groups in understanding, assessing, and addressing impacts on the exercise of Indigenous rights. The Permitting Plan can be viewed on the Registry website (<https://iaac-aeic.gc.ca/050/evaluations/proj/80015>).

IAAC, on behalf of the Government of Canada, will lead Crown consultations for the impact assessment and will form the federal review team described above. IAAC has collaborated and will continue to collaborate with all federal authorities and to use their expertise at all stages of the impact assessment.

7. Participant Funding

In addition to funding made available for the Planning Phase, funding is also available to support Indigenous groups to participate throughout the remainder of the impact assessment process. This participant funding will be made available to Indigenous groups listed in section 3.1, to support them commenting on the proponent's Impact Statement and/or other IA documents, as well as the draft version of IAAC's Impact Assessment Report and potential conditions.

For information about the activities that are eligible for funding or how to apply for funding, please see the Participant Funding Program National Program Guidelines at the following page: <https://www.canada.ca/en/impact-assessment-agency/services/public-participation-impact-assessments/funding-programs/participant-funding-program.html>

8. How to Submit Comments

IAAC invites Indigenous groups to share comments and information with IAAC at any time during the impact assessment process. IAAC is open to receiving comments and information through a variety of means, including verbally or in writing. Indigenous groups are invited to submit



comments by contacting the project team at joycelakeironoremine-minedefeferjoycelake@iaac-aeic.gc.ca or through the Impact Assessment Registry website: <https://iaac-aeic.gc.ca/050/evaluations/proj/80015?culture=en-CA> by clicking «Submit a Comment». Attachments can also be uploaded using this function. IAAC assigns consultation advisors to each project who are the primary point of contact for Indigenous groups regarding consultation and engagement activities.

If you encounter any difficulties with the submission process, please contact IAAC using the contact information below.

Comments and other documents received by IAAC will form part of the project file and will be posted on the Registry website, with the exception of comments or documents deemed confidential or subject to a non-disclosure clause. [IAAC's Submission Policy](#) determines what information can be shared publicly and what information should remain private. For more information on how we protect your privacy, please refer to [IAAC's Privacy Notice](#). If you do not want your comment to be posted on the Registry website, please contact IAAC before submitting your comment.

Indigenous Knowledge shared in confidence is protected from disclosure under section 119 of the IAA, except if written consent is provided, or if the information is publicly available⁵. In addition, Indigenous Knowledge shared in confidence could be shared with certain parties if disclosure is necessary for procedural fairness and natural justice or for use in legal proceedings. This ensures that interested persons have a fair opportunity to participate in processes that would likely affect their interests, and that they have access to all necessary information and evidence relied on by the decision-maker.

Should you wish to provide any comments or documents that contain confidential or sensitive information that should be protected from release to the public, please contact the project team (contact below) before submitting the information. This will ensure that your submission is handled appropriately. Note, IAAC must consult with you prior to disclosing Indigenous Knowledge shared in confidence under an exception.

A summary of comments received during the impact assessment process will also be added to IAAC's Impact Assessment Report.

⁵ More information on IAAC's approach to protecting Indigenous Knowledge can be found on IAAC's website at the following link: [Protecting Confidential Indigenous Knowledge under the Impact Assessment Act](#)



9. Contact Information

If you have questions or need information, please contact the IAAC office responsible for coordinating the Impact Assessment process for this project:

Joyce Lake Direct Shipping Iron Ore Project
Impact Assessment Agency of Canada
Newfoundland and Labrador Satellite Office, Atlantic Region
901-10 Barter's Hill
St. John's, NL A1C 6M1
Email: joycelakeironoremine-minedeferjoycelake@iaac-aeic.gc.ca