



Cultural Asset* Mapping as a Foundation for Developing a Grand Council Treaty #3-led Ecotourism Strategy.

Practicum submitted to the Faculty of Graduate and Postdoctoral Studies of
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MASTER OF NATURAL RESOURCES MANAGEMENT

by
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ABSTRACT

Learning about the existing assets and tourism activities present in Treaty #3 territory of the Anishinaabe Nation and considering their deep and meaningful understanding and relationship with the environment can help lay the foundation for developing a Grand Council Treaty #3-led Ecotourism Strategy. Identifying opportunities for the development and growth of ecotourism initiatives and strategies, may prevent the loss of the valuable Ancestral knowledge. Through a comprehensive website review, 52 tourism operators identified as “Indigenous-owned” were found and contacted via email, resulting in one group interview and 3 individual interviews. The results indicate that 15 of the Indigenous-owned tourism operators, including Metis-owned operators showed some interest in the project. The importance of enhancing cultural experiences, the creation of growth and development opportunities and the need of creating a communication network were also some of the key findings of this project. The recommendations made here include the promotion of a list and a map of the Indigenous-owned tourism operators in the territory, the creation of a communication network among the operators and with GCT#3, finding ways to involve youth in tourism and organise consultations with the communities. The key factor for the success in the development and implementation of the strategy is to achieve a high participation and involvement of the community.

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TABLE OF CONTENTS

Chapter 1. Introduction	7
Key Learnings	14
Chapter 2. Deliverable: Project Completion Report and Asset Map.....	20
Executive Summary	22
Project Description	25
Backgraound and Expectations	27
Methodology	29
Results	33
Analysis of Results	37
Asset Map	46
Recommendations	51
Other Recommendations	54
Appendices	55
Critical Reflection.....	67
My early assumptions	82
Project decisions	84
Monitoring and Controlling tools	85
What would I do differently?	86
Skills developed and knowledge acquired	88
Background Information Report	88
Appendix: Integrated Project Plan.....	77

LIST OF TABLES

Table 1. General Themes	34
Table 2. Contacted people	35
Table 3. Challenges	41
Table 4. Suggestions	44

LIST OF FIGURES

Chapter 1. Introduction	7
Figure 1. Anishinaabe Artwork. GCT3-3. 2026.	
Figure 1.1. UNWTO Report, 2019.	
Figure 1.2. Economic Impact of Travel and Tourism (WTTC, 2024).	
Figure 1.3. Treaty 3 Territory, (gct3.ca).	
Figure 1.4. Northern Ontario, (Ontario, 2026a) (Contributors to Wikimedia projects, 2025).	
Chapter 2. Deliverables. Project Completion Report and Asset Map	19
Executive Summary	22
Figure 2. Devil's Gap. Castañeda, A. 2025. Kenora, Ontario, CA	
Figure 2.1. Respect. 8 Grandfather Teachings from GCT3 8 Teachings-01, 2026.	
02 Background and Expectations	25
Figure 2.2. Love. 8 Grandfather Teachings from GCT3 8 Teachings-05. 2026.	
03 Methodology	29
Figure 3. Note. AdobeStock_167541429. From GCT3, 2026.	
Figure 3.1 Wisdom. 8 Grandfather Teachings from GCT3 8 Teachings-04. 2026.	
04 Results	33
Figure 4. Bravery. 8 Grandfather Teachings from GCT3 8 Teachings-02. 2026.	
05 Analysis of the report	37
Figure 5. Visual Representation of the Anishinaabe Worldview in regards to relations with Ninkeminaan (Mother Earth). Note. Territorial Planning Unit & Dannenman, 2022.	
Figure 5.1. Truth. 8 Grandfather Teachings from GCT3 8 Teachings-07. 2026.	

Continuation of List of Figures

Figure 5.2. Honesty. 8 Grandfather Teachings from GCT3 8 Teachings-03. 2026.

Figure 5.3. Note. AdobeStock_311954848. From GCT3 2026.

06 Asset Map 46

Figure 6. Benefits of asset mapping

Figure 6.1. Interactive Map. Ana Gabriela Castañeda Aguilera, 2026.

Figure 6.2. Cultural Asset Map. Ana Gabriela Castañeda Aguilera, 2026.

07 Recommendations 51

Figure 7. Humility. 8 Grandfather Teachings from GCT3 8 Teachings-06. 2026.

08 Appendices 55

Figure 8. Forgiveness. 8 Grandfather Teachings from GCT3 8 Teachings-08. 2026.

Figure 9. Anishinaabe Artwork. GCT3-8. 2026.

Critical Reflection 89

Figure 10. Anishinaabe Artwork. GCT3-9.png

References 56

Figure 11. Anishinaabe Artwork. GCT3-10.png

CHAPTER 1: INTRODUCTION

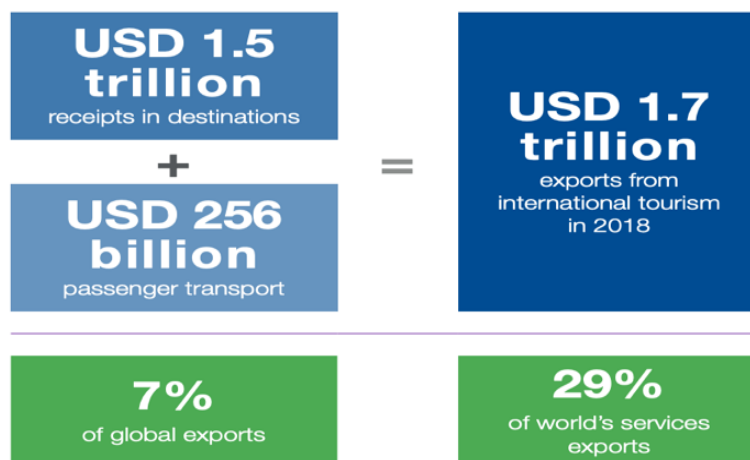


Figure 1. Anishinaabe Artwork. GCT3-3. 2026.

Tourism is an industry where entertainment, hospitality and travellers meet. Currently tourism exists within a model focused on growth, economic value and transactional relationship between visitors and hosts. This complex, unique and intangible product is highly dependable on the demand or desire for it. According to the 2019 Report of the United Nations World Tourism Organization (UN Tourism/formerly UNWTO), tourism is a global industry accounting for 7% of total international export industry (Figure 1.1).

Historically, tourism has been considered an important instrument for economic growth and development and as a means to increase the Gross Domestic Product (GDP), particularly among the economic systems focused mainly on growth. These systems have been ignoring the impact this activity has on the environment, and especially on the local communities. According to the Ontario Chamber of Commerce (OCC, 2025), “tourism and culture sectors in the Northwest Ontario region are key economic engines, driving GDP, employment and government revenue. These sectors generate \$62 billion GDP and supports over 595,000 jobs”.

Tourism generates USD 5 billion a day in exports



Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).
 Note: Export revenues from international tourism are composed of "travel" (receipts in destinations) and "passenger transport" receipts, both credit items in the Balance of Payments of countries.

Figure 1.1. UNWTO Report, 2019.

“Tourism is one of the biggest and fastest growing sectors in the global economy and has significant environmental, cultural, social and economic effects, both positive and negative” (GhulamRabbany et al., 2013, p. 117), therefore a proper management and an adequate strategic planning of the tourism sector could contribute to obtain predominantly positive effects.

In 2024, tourism represented 10% of the global economy (World Travel & Tourism Impact (WTTC) Economic Impact Research (EIR), n.d.-b). Figure 1.2 This sector supports the growth of countries and local communities (Staff, 2024). However, as mentioned before, tourism also brings negative effects which unfortunately have a greater impact in smaller communities if it's not carefully managed, such as environmental degradation, loss of identity, over-dependence on tourism, rising of prices (Jago, Fredline, & Deery, 2006), to mention a few. The environmental, social and economic crisis we are currently living through urge us to reconsider the ways we are managing the world resources and to look for friendlier alternatives to relate with our natural environment and everything around us.



Figure 1.2. Economic Impact of Travel and Tourism (WTTC, 2024).

It's important to acknowledge the harm human impact has caused to the environment in the last centuries, and the need to start looking for ways to stop the disconnection with the environment industrialized society has fostered. A call must be made to implement changes that promote rapprochement and reconnection with everything around us. We are witnesses of the change from an old socioeconomic model into innovative and beneficial cultural, economic and social systems (Wahl, 2016, p.76) and we need to take advantage of this. It is important that we begin to understand that we live in a world where everything is related, and "everything affects everything. We are relational beings, and when we care for others, we are caring for ourselves" (Wahl, 2016, p.37). If we understand this, then we acknowledge there are other ways different from those imposed by Western culture, grounded in nurturing and honoring the relationships that "promote the health and well-being of communities and individuals" (Corntassel, 2014). These holistic ways have been practiced by Indigenous peoples for centuries. Principles such as reciprocity, interdependence, respect and caretaking which although they may sound simple, carry a profound wisdom and maybe a friendly alternative that will help us fight the environmental crisis we are facing. The Anishinaabe people's philosophy of life holds a profound wisdom acquired over centuries in which they position themselves as an integrated part in the family of the Earth and not as "owners", everything is interconnected (Sarinara, 2020), (Borrows, 2025).

Manito Aki Inaakonigewin is the eco-centric law of the Anishinaabe Nation that considers the rights and responsibilities we all have as a collective for Mother Earth. It recognizes that humans and all things that live in our planet possess spirit and life (MAI Tool kit.pdf). Anishinaabe peoples in Treaty #3 territory have governed themselves according to the rules which had been given to them by the Great

Spirit- Manitou Innakonig'ewin, Chief Mawintoopinesse in 1873 stated: "He has given us rules that we should follow to govern us rightly" (Sarinara, 2020, p.1).

These foundational values and wisdom are what guide their actions where subsistence living is a "cultural, spiritual and social exchange that is intended to go on for generations" (Corntassel, 2014).

Anishinaabe peoples exercise sovereignty over their lands and retain the right to govern themselves.

Grand Council Treaty #3 as stewards of Treaty #3 Territory, since time immemorial, intends to fulfill the sacred responsibilities of caring for the natural spaces they love (Our Nation - Grand Council Treaty #3, 2025).

Treaty #3 Territory, figure 1.3 is in Northwest Ontario, often called Northwestern Ontario, figure 1.4.

This region is famous for its lakes, wildlife, and boreal forest. It consists of the districts of Kenora, Rainy River and Thunder Bay, where activities such as canoeing, fishing, camping, hiking and climbing are among the most common tourist attractions in the region ((Federal Economic Development Agency for Northern Ontario [FedNor], 2026). The aim of this project is to help Grand Council Treaty #3 lay the foundations for a future overall development plan for an Indigenous-led tourism strategy which could bring multiple benefits to the 28 communities present in the territory. It is also intended to shed some light on what the correct path should be to follow in the future for the implementation of said strategy considering all these principles and at the same time bringing together key actors interested in taking part on this strategy, instead of only focusing on economic growth.

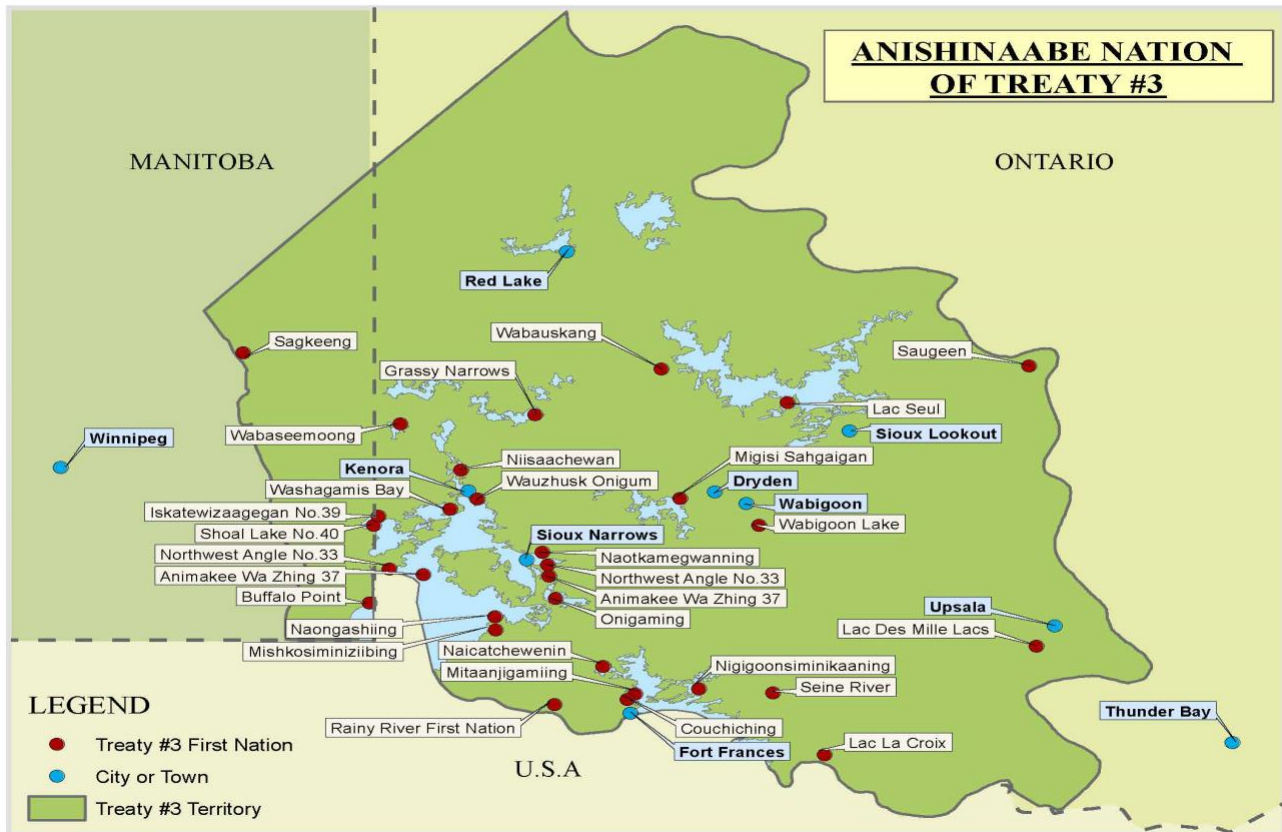


Figure 1.3 Treaty 3 Territory, (gct3.ca).

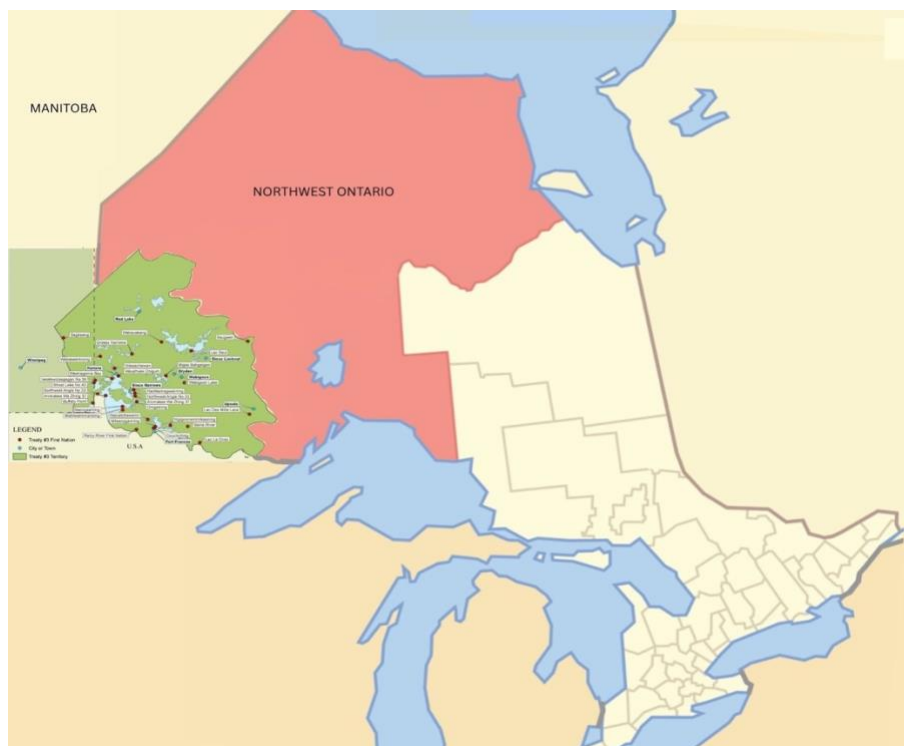


Fig. 1.4. Northern Ontario, (Ontario, 2026a) (Contributors to Wikimedia projects, 2025).

The project focused on two objectives:

Objective 1. To understand what Eco-Tourism means to the Anishinaabe Nation in Treaty #3 territory.

Objective 2. To identify existing tourism assets and potential opportunities for ecotourism already present within the Anishinaabe Nation in Treaty #3.

From the developing stages of the project, the inclusion and respect of the Anishinaabe's foundational values has been a key element. Understanding the communities' perception of tourism and ecotourism, their expectations, their existing assets and most importantly learning what the current situation of tourism is in the territory provided the necessary information to achieve these objectives.

To meet the project objectives, two project deliverables which complement each other were produced:

Research Project Deliverables:

- a) Written report.
- b) Asset map.

The written report reflects the information gathered through a series of activities designed to understand perceptions of ecotourism and tourism among the 28 First Nation communities in the territory. It reflects the tourism situation in the area, the actors already involved in tourism activities in Treaty #3 territory and the willingness of the communities to participate in an Indigenous led tourism strategy.

The asset map is a useful tool which complements the written report. It reflects the assets present in a community (Turin et al., 2019). Based on the information presented in the report, a visual map was created to show in a simplified fashion the findings of this project. This asset map shows the tourist sites, cultural and traditional activities already present in the area. Additionally, this asset map offers a list of people currently involved in tourism activities within the territory.

All the activities were carried out within the territory in agreement with Grand Council Treaty #3. The activities were approved by the partners Lucas King of the Territorial Planning Unit (TPU) and by Maria Montoya and Hayley Krolyk from the Economic Unit.

Lucas King from the TPU played an important role from the initial stages of the project, providing the guidelines for the project and a sense of the expectations of Grand Council Treaty #3 as well as offering suggestions and revisions until the final approval of the Project Charter.

From the creation of the promotion poster to the community outreach carried out by Maria Montoya together with Hayley Krolyk, the Economic Unit played an important role as partners throughout the project. Maria Montoya was also tasked with the promotion of the project in all the Grand Council Treaty #3 communication channels and help me facilitate the group interview. I also received guidance and feedback from them in addition to the review and approval of the deliverables of the project.

As the aim of this project is to understand the Anishinaabe Nation's perspective on ecotourism, the general situation of tourism and to identify the existing tourism assets within the territory, the pragmatic approach was considered the best approach since it places great importance on interactions, relatedness, and practical outcomes which aligns in many ways with Indigenous worldviews: "pragmatism as a worldview arises out of actions, situations and consequences rather

than antecedent conditions. Individual researchers are free to choose methods, techniques and procedures of research that best meet their needs and purposes” (Creswell & Creswell, 2017).

The project employed a qualitative approach which helps understand the perception individuals or groups have of social or human situations, collecting data in the participant’s environment (Creswell & Creswell, 2017).

The background information report found in [Appendix 6](#) page 46 of my Integrated Project Plan (IPP), highlights significant changes that the tourist interests and motivations have undergone in recent years. The “new” tourists tend to be more conscious of the impact humans are having on Earth, and are also willing to care for, save and rescue the natural and cultural treasures and at the same time leave some benefit to the host communities. This “new” type of tourists tends to be more aware of their environmental impact switching the focus of the tourism industry towards a willingness to learn about culture, traditions and environment.

The need to address all these changes in the tourism industry, has led to the creation of the term “Eco-cultural tourism” (Whitford & Ruhanen, 2016) which considers and includes important aspects such as the cultural richness of the communities, the responsible travelers, the willingness of the travelers to preserve and maintain the well-being of the host communities, the tourists’ interests in nature, traditions and culture. This may open possibilities for tourism to align with the idea First Nations have that people should live in harmony with the natural environment and everything in it (Natural Resources Canada, 2024). Thus, the ecological diversity and cultural richness of the Anishinaabe Nation in Treaty #3 territory have great potential to become an “eco-cultural” tourism destination.

Several ways to gather information and recruit participants to achieve the objectives of this project were implemented. A website review on Indigenous-owned tourism operators in Treaty #3 territory

was conducted as the first step to collect data. Informal conversations with Indigenous and non-Indigenous people involved in tourism in Treaty #3 territory helped me gather information regarding indigenous-led tourism operators and the situation of tourism in the area.

Lastly the recruitment of participants willing to be interviewed was made possible through the distribution of a poster containing the project's information, inviting people to participate and reaching out directly to all potential participants. The recruitment process lasted eight months, unfortunately only three individual interviews and one group interview were conducted.

The perception of the tourism situation within the territory, the challenges and needs faced by tourism operators, gaps in the tourism industry and ideas to improve tourism in Treaty #3 territory were among the topics addressed during the interviews. The interviews allowed participants the opportunity to share any relevant thoughts regarding their experience in tourism.

Based on the results obtained, a document offering several suggestions on the most feasible ways to move forward has also been included in this project.

Key Learnings

As discussed further in my critical reflections (Chapter 3), one of the most valuable lessons I took away from working on this project was learning to navigate the different organizational dynamics, expectations and working cultures. Learning to identify the different interests and approaches of the two institutions I was working with, the University of Manitoba and Grand Council Treaty #3, was an important challenge. It required several explanations and a couple of meetings with my advisor, the university and me to establish a common ground where the requirements made by the University were met while also building an understanding from the University of the different governance standards and ways of working employed by GCT#3 to allow me to continue with my work. This experience was a very valuable lesson in navigating and bridging institutional differences.

Learning to be flexible was another important lesson. There were unforeseen situations completely out of my control and for which I had to find the best way to proceed. It required me to adjust the project goals and my own interests and expectations to the reality I was facing to achieve the best results.

Lastly, having to learn new tools made my work easier and at the same time allowed me to present the results in a clearer and more practical way. By using these tools, I was able to communicate the project outcomes in a way that was more accessible to everyone.

You have now come to the end of Chapter 1 of this project, the Introduction which offered an overview of the practicum and at the same time intended to set the context in which the project was carried out to facilitate the reader's understanding of the project. Following Chapter One, you will come across Chapter Two, where you will find the deliverables of the project. In the Introduction

of Chapter I mentioned there were two deliverables, a written report and an asset map. However, since these two documents complement each other, I decided to integrate them into one single and clear document entitled “Project Completion Report.” This report presents a narrative that describes the findings and conclusions drawn from the data collected through the different activities described in the Integrated Project Plan (IPP).

The Critical Reflection Chapter follows the Deliverable Chapter. In that chapter I present my reflections on the execution of the project, what went well and what I would change, if I had the opportunity to do this project again or what will inform future projects I will undertake. You will read about my early assumptions, the decisions made throughout the implementation of the project along with knowledge I gained and skills I developed while working on the project.

The final component of this practicum document consists of the Integrated Project Plan (IPP), which is included as an appendix. The IPP is a comprehensive document covering detailed information, such as the scope, resource plans, risk management and budget summary of the project. The Background Information document is included within the IPP as [Appendix 6](#). This document reflects the understanding I gained of the topic as well as the necessary contextual and methodological and conceptual details needed to go forward with the execution of the project. The Project Charter found on p. 4 of the IPP offers a brief overview of the project, describing its objectives, deliverables, resources and responsibilities. It was a critical document as it represents the understanding reached between the partner and me of what would be produced as an outcome of the project.

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[nation/#:~:text=Grand%20Council%20Treaty%20%233%20is%2055%2C000%20sq.,total](https://gct3.ca/our-nation/#:~:text=Grand%20Council%20Treaty%20%233%20is%2055%2C000%20sq.,total%20population%20of%20approximately%2025%2C000)

[%20population%20of%20approximately%2025%2C000](https://gct3.ca/our-nation/#:~:text=Grand%20Council%20Treaty%20%233%20is%2055%2C000%20sq.,total%20population%20of%20approximately%2025%2C000)

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CHAPTER 2: DELIVERABLES

PROJECT COMPLETION REPORT AND ASSET MAP

Cultural Asset* Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.



Figure 2. Anishinaabe Artwork. GCT3-7. 2026.

ANA GABRIELA CASTAÑEDA AGUILERA

Winnipeg, 2026.

CONTENTS

01

PROJECT
DESCRIPTION

02

BACKGROUND
AND EXPECTATIONS

03

METHODOLOGY

04

RESULTS

05

ANALYSIS OF
RESULTS

06

ASSET MAP

07

RECOMMENDATIONS

08

APPENDICES



**GRAND COUNCIL
TREATY #3**
The GOVERNMENT of THE ANISHINABE NATION in TREATY #3



**GICHI OZHIBI'IGE OGAAMIC
ADMINISTRATIVE OFFICE**

EXECUTIVE SUMMARY

First Nations have a unique cosmovision about the environment and their relationship towards it. The idea that people should live in harmony with the natural environment and everything in it is among the most fundamental and widely held doctrines by the 28 Anishinaabe Nations in Treaty #3 who have been stewards of this land and since time immemorial, fulfilling sacred relationships and responsibilities that have taken care of the natural spaces we love Grand Council Treaty #3, MAI-Toolkit, 2023).

Grand Council Treaty #3 is guided by the principles set out in Manito Aki Inaakonigewin, of the Great Earth Law which states that the Anishinaabe Nation in Treaty #3 maintains rights to all lands and water in the territory throughout Northwestern Ontario and Southeastern Manitoba and serves as the administrator of this jurisdiction and the government of the Anishinaabe Nation in Treaty #3. In exercising its jurisdiction, the Anishinaabe Nation in



Figure 2. Devil's Gap. Castañeda, A. 2025. Kenora, Ontario, CA.

Treaty #3 expresses concern about those who engage in activities that have an impact on the relationship to the environment without adhering to the protocols and laws of the Anishinaabe Nation in Treaty #3 (Grand Council Treaty #3 n.d.).

Knowing and understanding the communities' expectations, and perceptions regarding cultural and eco-tourism as well as learning about the existing assets and tourism activities present in the territory will help identify opportunities for the development and growth of existing ecotourism initiatives and strategies.

The purpose of this project is to work with the Grand Council Treaty #3 (GCT #3) Territorial Planning Unit (TPU) and Economic Unit, who have the knowledge in relation to the existing assets such as infrastructure and ecotourist activities like fishing, hunting, or hiking trails that are present within the Anishinaabe Nation in Treaty #3. This knowledge will help gather information that can go into the GCT#3 tourism strategic planning process, which intends to provide cultural and eco-tourism opportunities to the communities present in Treaty #3 with the aim of informing visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3. This project acknowledges that Anishnaabe have a deep and meaningful understanding and relationship with the environment and can prevent the loss of the valuable Anishinaabe and Ancestral knowledge helping improve awareness in the care of our resources.

Two main activities which complement each other have been considered as the outcomes of this project: a written report, which will reflect the perceptions and expectations of the Anishinaabe Nation in Treaty #3 Territory following its laws and protocols, and an asset map which will show in a condensed form, the assets present in the territory. It will reflect the locations and activities currently involved in tourism, potential locations, and cultural/traditional activities for tourism.

An in-depth review was made where two risks were identified as the most significant ones: the poor engagement and trust building by previous research projects with some of the 28 First Nation communities present in the territory and insufficient information about tourism activities, people involved, and assets present in the territory. Since this project wants to ensure the best quality and the success of the project, a response plan has been considered not only for these risks but for some other identified risks that the project may encounter.

The quality standards required by the University of Manitoba (Human Ethics code) and the First Nations Ethic code were implemented to ensure the success of the project.

The development of this project from start to finish took one year approximately allowing enough time to develop all the activities stated in this project but at the same time considering that unforeseen events might arise.

The starting date planned for this project was January 2024, unfortunately and due to unforeseen circumstances, the starting date of the project was moved to February 2025.

The participation of all the community members, key actors, TPU and Economic Unit staff has been very important to achieve the goal of communication and collaboration to find the best potential opportunities for the Anishinaabe Nation in Treaty #3 in relation to tourism.



Figure 2.1. Respect. 8 Grandfather Teachings from GCT3 8 Teachings-01, 2026.

01

PROJECT DESCRIPTION

GOALS

The aim of this project is to help lay the foundations for a future overall strategic plan for opportunities in relation to eco-tourism/cultural tourism in Treaty #3. There are two objectives and two Project Outcomes that complement each other. Each Research Project Outcome consists of several activities that will help achieve the objectives of this project.

OBJECTIVES

Objective 1. To understand what Eco-Tourism means to the Anishinaabe Nation in Treaty #3.

Objective 2. To identify existing tourism assets and potential.

RESEARCH PROJECT OUTCOMES:

- a) Written report.
- b) Asset map.

A written report and an asset map which complement each other are the two outcomes of this project. Both reflect the information gathered through the various activities detailed in the project charter. The intention is to provide the foundations for a future overall strategic plan that explores opportunities in eco-tourism/cultural tourism in Treaty #3 territory.

The written report reflects the findings of a literature review, an online search and a series of talks and interviews conducted via Zoom and phone with members of the

community involved in tourism, whereby people shared their ideas regarding the current situation of tourism in Treaty #3 Territory.

The asset map is a visual representation of the written report and has been included in this report for practical purposes. It shows, in a condensed way, what is mentioned in the report, offering an overall picture of the tourism situation within Treaty #3 territory. This asset map aims to help the GCT#3 to identify the benefits each asset brings to the territory.

This report is divided into 8 sections:

- **Section 01.** Project Description.
- **Section 02.** Background and Expectations.
- **Section 03.** Methodology.
- **Section 04.** Results.
- **Section 05.** Analysis of the Results.
- **Section 06.** Asset Map.
- **Section 07.** Recommendations.
- **Section 08.** Appendices.

The Anishinaabe Worldview is rooted in spiritual, historical, emotional, and physical relationships with the environment and the life forms that it sustains IT.

ANISHINAABE WORLDVIEW, 2013 (Grand Council Treaty #3, MAI-Toolkit, 2023, p.20).

02

BACKGROUND AND EXPECTATIONS

The primary objective of this project is to provide the foundations for developing a future Treaty #3 Tourism Strategy. This strategy will be undertaken by GCT #3 and will be focusing on finding opportunities presented by eco-tourism and cultural tourism within Treaty #3, emphasizing sustainable practices and the celebration of Anishinaabe culture.

Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth are the 7 teachings that guide the daily behaviour of the Anishinaabe peoples, which allow individuals to live in a way that fosters harmony and balance with one another and with all other members of creation (Government of Canada; Crown-Indigenous Relations and Northern Affairs Canada, 2017). In Treaty #3 Anishinaabe Territory Elders added Forgiveness as the 8th Grandfather teaching unique to the Treaty #3 Anishinaabe Territory “recognizing that

in Anishinaabe culture everything comes in even numbers” and it reminds the importance to forgive and move forward (8 Grandfather Teachings - Treaty Three Police, 2026). Traditional lands within the region must be protected and respected in accordance with the laws and protocols of the Anishinaabe Nation in Treaty #3. Grand Council Treaty #3 serves as the administrator of this jurisdiction under the Manito Aki Inaakonigewin law, which states that is possible for development to occur with the least amount of uncertainty and conflict. However, is considered unlawful to proceed with developments within Treaty #3 without the authorization of the Treaty #3 communities and the government of the Anishinaabe Nation in Treaty #3 (Grand Council Treaty #3, MAI-Toolkit, 2023, p.28). For this reason, the findings of this project should reflect the perceptions and expectations of the

Anishinaabe Nation in Treaty #3, both in Ontario and Manitoba and at the same time follow its laws and protocols.

This project was carried out with the help of Grand Council Treaty #3 Territorial Planning Unit, Economic Unit and the members of the different communities present within the Nation.

Working with some members of the communities through a series of interviews within Treaty #3 brought insight to the project, helping to understand their perception of what ecotourism is, what their expectations are, what challenges they have faced, what other assets can be found within the Anishinaabe Nation in Treaty #3, and what is happening on this subject within the Nation.

The information gathered through this project helped achieve the two objectives and the two outcomes of the project, which shed some light on what the correct path should be to follow in the future for the development of a cultural-ecotourism strategy.

“Our knowledge of our animals is often expressed in the language of our ceremonies. Our knowledge has arisen out of our relationship to our lands and animals.”

ELDER CHARLIE FISHER’S PAPER (Grand Council Treaty #3 n.d.).



Figure 2.2. Love. 8 Grandfather Teachings from GCT3 8 Teachings-05. 2026.

03 METHODOLOGY



Figure 3. Note. AdobeStock_167541429. From GCT3, 2026.

The methodology is in accordance with the criteria established in the Ethics protocol [HE2024-0319](#), reviewed and approved by the ethics board of the University of Manitoba on 05/20/2025, see [Appendix 1](#).

The information in this project was collected through a series of interviews and informal conversations with people involved in tourism in different ways, as well as an internet search.

A data sharing agreement was also created and approved by GCT #3, see [Appendix 2](#).

Identification of tourism operators and sites in Treaty #3 territory.

The first step in this process consisted in conducting an internet search for Indigenous-owned tourism businesses within Treaty #3 territory. The participants must be Anishinaabe, over 18 years old, living in Treaty #3 territory and involved in some tourism activity.

The expectation was to recruit 10-12 participants to carry out said interviews.

Potential participants were identified through:

- 1) An internet search and scoping focused on terms such as "Indigenous tourism", "Indigenous ecotourism", "Indigenous tourism in Canada", "Indigenous owned business", "tourism operators". As the search deepened, more specific terms such as "Treaty #3 territory tourism" "ecotourism in Territory #3" "Indigenous tourism in territory #3" were used.
- 2) Reaching out to organizations such as Tourism Kenora, Indigenous Tourism Manitoba, BDC, Indigenous Tourism Ontario, Destination Ontario via email or phone calls.

Recruitment of participants:

Once the potential participants were identified, the second step was to contact them directly to verify if these businesses complied with the criteria established in the Ethics protocol mentioned above.

For those participants who met the criteria established in the Ethics protocol, the last step was to ask those tourism operators for an interview either in person or online to have an in depth conversation regarding their own experience within the tourism field, the tourism situation in their area, the challenges they have encountered, their needs as tourism operators and anything else they were willing to share of value for this project. A recruitment poster created by the Economic Unit/GCT#3 group offering an overview of the

project and extending an invitation to engage in the various project activities, including interviews, a group interview and the contact information was sent to them via email, see [Appendix 3](#).

At the same time, the Economic Unit/ GCT#3 carried out their own outreach efforts distributing the poster among potential Anishinaabe tourism operators within Treaty 3 territory.

A total of 52 individuals were contacted in this project, including tourism operators, tribal councils, Economic Development Officers (EDOs), First Nation tourism websites and other key stakeholders linked to the tourism sector.

Each potential participant received three to five emails. The first of these emails provided an overview of the project, which included the poster developed by the Economic Unit as an attachment.

Additionally, all potential participants received two to four follow-up emails. Once the participants agreed to take part in the project, an interview was scheduled.

The interviews were planned to last 40 to 60 minutes and the responses to the questions were recorded and saved in the Zoom Platform cloud and will be delivered to GCT#3 once the project is completed and removed from the Zoom platform as established in the Ethics protocol [HE2024-0319](#).

The interview guide and the participant consent form and were sent to the participants, see [Appendix 4](#) and [Appendix 5](#).

All the interviews were conducted via Zoom; hence the verbal consent was given as an option. After the interview compensation was offered to the participants as stated on the consent form.

Other considerations:

It is important to mention that informal conversations were held with different actors involved in tourism within Treaty #3 territory. Because these were informal conversations and with non-Indigenous people, they were not recorded. However, annotations and records of the people were made, and their comments were considered to write this report and develop the asset map since most of them provided relevant information for this project.



Figure 3.1. Wisdom. 8 Grandfather Teachings from GCT3 8 Teachings-04. 2026.

0 4

R E S U L T S

As mentioned in the previous section, a total of 52 outreach emails were sent out and 30 responses were received (Table 2). The responses received included: a) names of Indigenous tourism operators, b) clarifications of their Indigenous status, c) refusals to participate in the project and d) confirmations of participation.

As a result of this process, three individual interviews were scheduled and conducted:

Participant 1: Owner of a small fishing lodge in Eagle Lake.

Participant 2: Person in charge of Shoal Lake #39 fishing lodge.

Participant 3: Administration manager of Kay-Nah-Chi-Wah-Nung Manitou Mounds

As for the outreach carried out by the Economic Unit/GCT #3 group, one group interview was conducted, consisting of three participants:

Participant 1: Administration manager of Assabaska Park

Participant 2: Kenora City

Participant 3: Administration manager of Kay-Nah-Chi-Wah-Nung Manitou Mounds

During the interviews, the following themes emerged (Table 1):

- Growth/Development opportunities
- Challenges (Table 3)
- Cultural/Indigenous Experiences
- Suggestions (Table 4)

Table 1. General Themes.

Participant	Growth/Development opportunities	Challenges	Cultural Experiences	Suggestions
Group interview participant	X	X		X
Group interview participant	X	X		X
Individual interview participant	X	X	X	X
Individual interview participant		X	X	X
Group and individual interview participant	X	X	X	X

Note:

It was noted that many of the businesses that advertise themselves as Indigenous, are not in fact Indigenous, either because they were sold, and the information has not been updated or as some of the contacted people mentioned “because the word Indigenous attracts tourism”.



Figure 4. Bravery. 8 Grandfather Teachings from GCT3 8 Teachings-02. 2026.

Table 2. Indigenous Tourism operators in Treaty #3.

1	Organization	Email
2	Wabanoonkwe	wabanoonkwe@gmail.com
3	www.sunsettrailriders.ca	_exedirector@shooniyaa.org
4	traveltheheart.org	traveltheheart.org
5	Wabigoon Lake Ojibway Nation	EconomicDevelopment@wlon.ca
6	Dryden	aeuler@dryden.ca rnesbitt@dryden.ca generalinquiries@dryden.ca
7	Independent First Nations Alliance	gbinguis@ifna.ca mhoppe@ifna.ca reception@ifna.ca
8	Bimosa tribal council	scameron@bimose.ca reception@bimose.ca
9	City of Kenora.	bthomas@kenora.ca
10	Municipality of Red Lake	jonathan.edwards@redlake.ca
11	BDC	Allyson.McTaggart@bdc.ca
12	Big Grassy	edo@biggrassy.ca Big Grassy Andreas
13	Sioux Narrows Nestor Falls	hgropp@snnf.ca
14	Economic Development & Tourism	apele@kenora.ca
15	Nautical Coffee	jeremy@nauticalcoffee.ca
16	Sunset Country Adventures	info@sunsetcountryadventures.com
17	Sister Bear Designs	sisterbeardesigns@gmail.com
18	Nigigoonsiminikaaning First Nation	ea@nigig.ca
19	Eagle Lake First Nation	eaglereception@migisi.ca
20	Shoal Lake #39	info@shoallakelodge.ca / njsantiaguel@outlook.com fishshoallake@outlook.com
21	Northern Travel	jcapay@northernedgetravel.com
22		lnapish@kdsb.on.ca/ napish1822@gmail.com
23	Destination Ontario	visitorcare@destinationontario.com
24	M.S. Kenora	alubycaptain@gmail.com

Continuation of Table 2. Indigenous Tourism operators in Treaty #3.

25	Organization	Email	Y
26	Kenora Camping	info@kenoracamping.com	
27	Maninourapids	shauna.runesson@manitourapids.ca	Y
28	Mahkwa Lodge	info@mahkwa.com	
29		jfindlay@bell.net	
30	City of Kenora.	bthomas@kenora.ca	Y
31	Niiwin Wendaanimok	info@niiwinwendaanimok.com	
32	Heart of the continent	hocp@heartofthecontinent.org	
33	Rendevous hotel	snoonan@rendezvoushotel.com	
34	Silver Musie Lodge	silvermuskielodge@gmail.com	
35	Sunset country	info@visitsunsetcountry.com	
36	Devil's gap	devilsgap@bellnet.ca	
37	City of Kenora.	jnelson@kenora.ca	
38	Native American Adventures	nativeamericanadventures@gmail.com	
39	NOHFC	asknohfc@ontario.ca	
40	Copper River Inn	frontdesk@copperriverinn.com	
41	Advisory Services	facebook@advisoryservices.ca	
42		gkarchie@hotmail.com	
43	Advisory Services	rtabfsc@advisoryservices.ca	
44	UNFC	inquiry@unfc.org	
45		Jennifer.Myshrall@ontario.ca	
46	Indigenous Toursim Ontario	keshkawogon@indigenoustourismontario.ca evanderburgt@indigenoustourismo	
47	Minaki Yourt Adventures	minakiyurt@yahoo.com	
48	Whiteshell Petroforms	giizhigookwelodge@gmail.com	
49	Wild Rice Experience	wildriceexperience.com	
50	Rende vous hotel	snoonan@rendezvoushotel.com	
51	Alicia Kejick Creations	Instagram: aliciakejickcreations	
52	Indigenous Toursim Manitoba	holly@indigenoustourismmanitoba.ca	
53	Travel Manitoba	TWoikin@travelmanitoba.com	
54	IndigenousToursim.ca	breanna@indigenoustourism.ca	

05

ANALYSIS OF RESULTS

The findings of this project, which encompassed a bibliographical review, interviews and informal discussions revealed a significant scarcity of information regarding Anishinaabe tourism operators. This lack of information is evident not only on the websites and social media platforms such as Facebook or Instagram but also within tourism institutions.

In the same manner, this research revealed the fact that some tourism businesses promoting themselves as Indigenous are, in fact, not Indigenous, while others that are authentically Indigenous choose not to identify themselves as such. For instance, both Silver Muskie Lodge and Moose Horn Lodge, appear as verified Indigenous tourism businesses on the nativeexperiencesontario.ca website. However, upon contacting them to verify this information, the current owners clarified that they are not Indigenous, although the previous owners were.

"...like, I went to a lot of trade shows this winter to market, and a lot of the lodges that you see there are not very far from me, and I'd never heard of them, never seen anything about them, It's just a family, or a small business..."

Participant's response.

As for the area with the largest number of Anishinaabe tourism operators. It was found that the region with the highest tourism activity is the southern region of Treaty #3 territory. This finding is based on the operators advertised online and corroborated by insights gained from the interviews and phone conversations mentioned above.

On the other hand, a significant lack of tourism promotion in and outside Treaty 3 territory was verified. Most of the tourism operators advertised are large companies and very little information related to small tourism operators can be found. There is also a lack of knowledge about existing tourism assets within the territory as well as very little information related to them.

Additionally, the lack of connection among the various tourism operators located in the territory is also evident. This missing component is a critical factor to achieving effective outcomes in a comprehensive tourism strategy.

In understanding the concept of ecotourism, the participants' responses indicate that the Anishinaabe Nation does not distinguish between tourism and ecotourism. This perspective comes mainly from the unique cosmovision that First Nations have about the environment, as well as their relation and responsibility towards it:

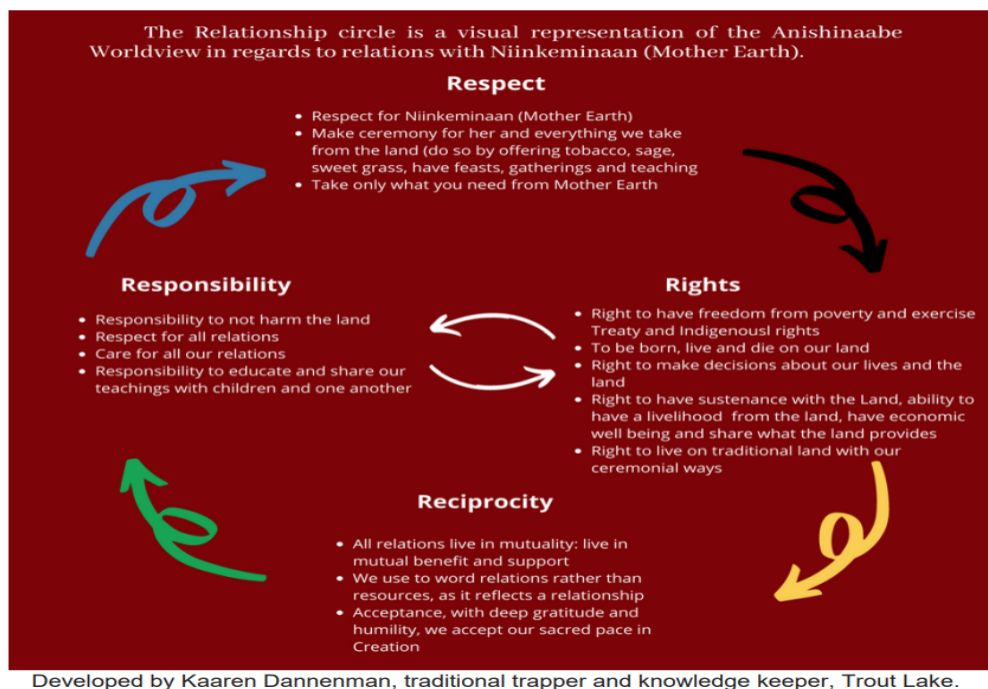


Figure 5. Visual Representation of the Anishinaabe Worldview in regards to relations with Ninkeminaan (Mother Earth). Territorial Planning Unit & Dannenman, 2022.

“Manito Aki Inakonigaawin law is an eco-centric law guided by Treaty #3 Communities in Treaty #3 Territory, that considers and acknowledges that it’s not only human beings that live on this land, but ALL things on Earth possess spirit and life. Manito Aki Inakonigaawin is based not only on rights- but also on the responsibilities we have as a collective to care for Mother Earth” (Territorial Planning Unit & Dannenman, 2022).

As Grieves et al 2014 mentions "the concept of ecotourism combines aspects of both sustainable nature tourism and cultural tourism but adds the requirements of social and economic benefits to local peoples" (Grieves et al., 2014). Since the tourism activities offered by the Anishinaabe tourism operators in Treaty #3 already have this component, it is not relevant to make the distinction in the tourism strategy. However, since by promoting a business as an ecotourism provider, the message that is being sent out to the potential visitors is to appreciate and understand the ecological and cultural aspect of the site they want to visit while minimizing the environmental impact, it would be important to include as part of the promotion strategy, the information regarding the 7 principles that guide the daily behavior of the Anishinaabe peoples (Crown-Indigenous Relations and Northern Affairs Canada, 2017a) which allow individuals to live in a way that fosters harmony and balance with one another and with all other members on Earth.

As noted in the Results section, the outreach process led to a total of three individual interviews and one group interview, from which four main themes emerged (Table 1):

- 1) Growth/Development opportunities
- 2) Challenges (Table 3)
- 3) Cultural/Indigenous Experiences
- 4) Suggestions (Table 4)

- 1) Growth/Development opportunities. Discussions around potential opportunities for international tourism growth in Treaty #3 territory were mentioned, especially considering the current political climate changes. The expansion of the current tourism activities was also discussed, considering the inclusion of activities such as fishing, hiking, bird and animal watching, cultural and nature experiences.

The potential for expanding a camping site to accommodate visitors which would increase the tourism in the area and the importance of finding collaboration opportunities with other operators and organizations to create a cohesive tourism strategy were also some of the challenges mentioned by the participants. In this regard, Notzke, 2024 mentions that connections and partnerships are key in the tourism industry. If the target market of a tourism enterprise is outside its territory, having the product promoted by a national or international tourism agency will help attract more tourists and at the same time will help the tourism enterprise gain experience that otherwise it would not have been able to get. Organizations such as Destination Ontario, a marketing organization for Ontario, states on its website that they “work collaboratively with tourism partners to benefit from shared content, joint partnerships and deliver a visitor-first approach to their marketing. Marketing the province to travellers domestically, across Canada and around the world” (destinationontario.com).

Other associations such as Ontario’s Sunset Country Travel Association focus mainly on fishing, hunting, paddling and wilderness adventures as stated on the company’s website. The association offers visitors tailored membership packages based on their business type and marketing goals (visitsunsetcountry.com).

“The more we work together the more tourists will get to the area and we'll get revenue and a chance to share the culture. It would be great”.

Participant's comment

- 2) Challenges. Participants mentioned several challenges regarding the situation of tourism in Treaty #3. The need for attracting tourists to the Treaty #3 territory was a concern raised by all participants. Poor or limited marketing of Indigenous tourism within and outside the territory was mentioned by all participants, as shown in Table 1.
- Poor infrastructure, limited funding options and a lack of network were mentioned by almost 80% of the participants.
- 50% of the interviewees raised a concern regarding shortages in labor and limited accommodation options. Concerns expressed by some participants relate especially to young people who don't have many financial responsibilities. As a result, work is not always seen as a necessity.
- Participants referred to some cases in which people would work for a couple of days a week and then take a break the rest of it making it difficult for employers to find employees from the reserve. This matter has been an ongoing challenge in the tourism industry especially due to the seasonal nature of employment, which often leads to low compensation and poor working conditions (Kravariti et al., 2021). Also, according to Ahmed (2025), labor shortages, lack of qualified workers, and a continuous effort to

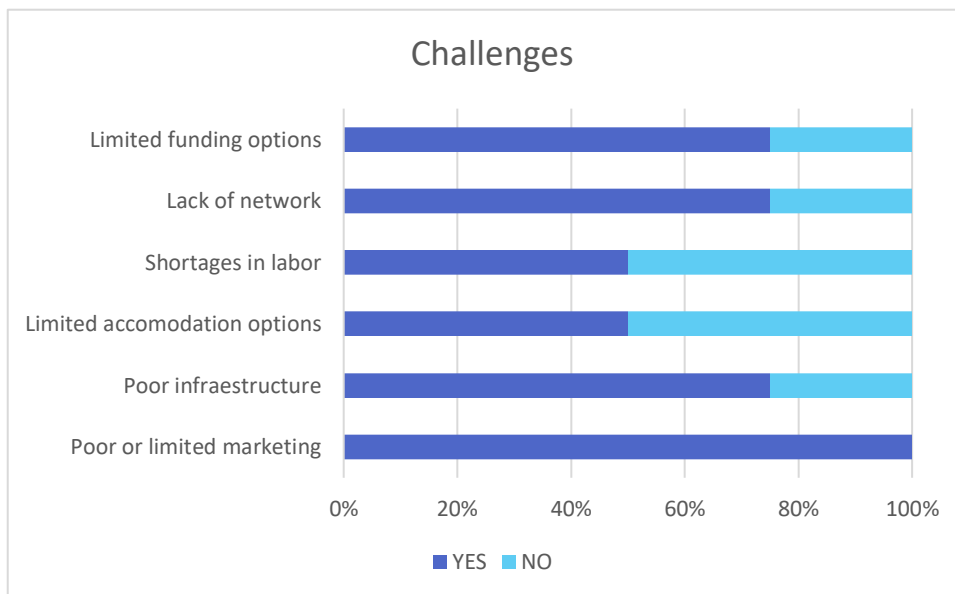
retain workers are among the most common challenges in the tourism industry. Hence the urgent need to provide training and other education programs and better working conditions is not particular to this area nor to Canada, unfortunately, it is a global concern.

“...finding people to work on reserve is very difficult. We really only got 2 of our 7 employees from our reserve.”

“So, some of the challenges that we are seeing is labor shortages. To have consistent labor available to do the work that's required to house and take care of tourists.”

Participant's comment

Table 3. Challenges



- 3)** Cultural/Indigenous Experiences. As has been mentioned before, tourism can have negative and positive impacts. During the interviews, the participants shared some thoughts and ideas regarding this topic, especially their concerns about losing their cultural identity when tourism leads to economic displacement. The need to protect their cultural heritage, traditional practices, ancestral sites and natural areas and the declining interest among younger generations over traditional activities like fishing and traditional ceremonies were also mentioned by the participants. All these concerns align with the negative impacts tourism can have on a community mentioned in the literature and shared by most countries.

The tourism industry has evolved particularly after the COVID-19 pandemic shifting its focus from a profit-driven model to a more “regenerative” one where people, conservation of the environment, culture and Indigenous entrepreneurship are the focus (Becken & Kaur, 2021). In this context, participants shared valuable ideas such as the importance of relationship-building aspects of water and tourism, balancing tourism growth with cultural preservation, and the role of GCT #3 as culturally responsible in facilitating visitor engagement.

- 4)** Suggestions. Table 2 shows the suggestions that were mentioned by at least two of the participants interviewed.

Developing/creating a network, better promotion and collaboration with other operators/organizations were suggestions mentioned by almost 80% of the interviewees. Developing a tourism plan and training options were mentioned by 50% of the participants.

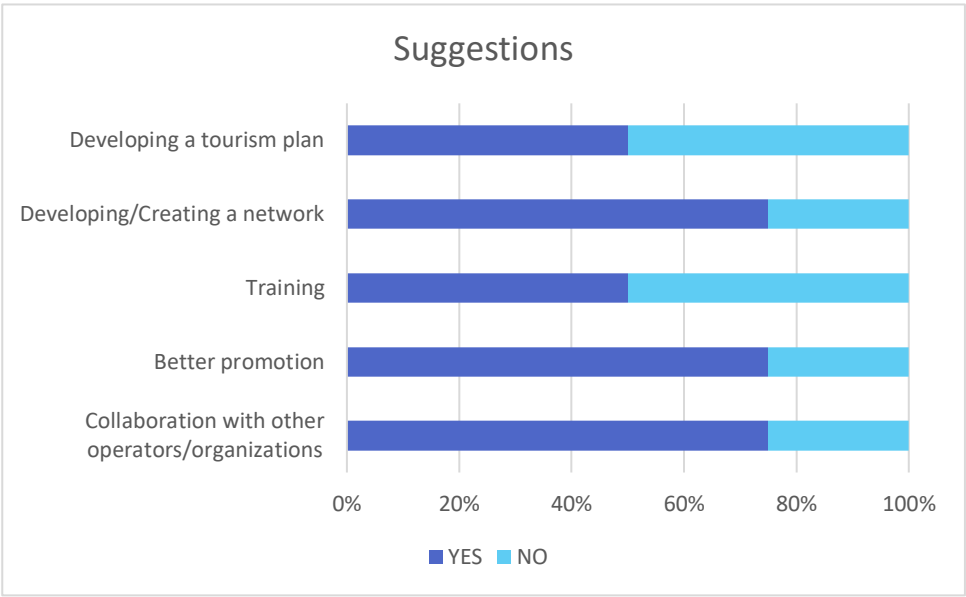
Other suggestions shared by the participants are:

- Developing tours focused on nature, including bird and animal watching opportunities.
- Creating culture camps with solar-powered tiny houses to accommodate visitors.
- Creating walkways as a low-cost tourism attraction.
- Developing a tourism and destination development plan.
- Finding ways to engage youth in cultural tourism activities.
- Creation of package deals involving boat trips and accommodations.
- Expanding the campsite which would increase tourism opportunities such as hiking, winter sports and guided tours.
- Exploring funding opportunities through GCT #3 to support tourism initiatives.



Figure 5.1. Truth. 8 Grandfather Teachings from GCT3 8 Teachings-07. 2026.

Table 4. Suggestions.



“But it is often, like, we're the forgotten corner down here, too. I mean, I think there's a few forgotten corners, but we are definitely down here in one of them.*

Yeah, so... That's why it'd be nice if there was, like, a network or something like that...”

Owner of a small fishing lodge in Treaty #3

*Southern part of the territory.



Figure 5.2. Honesty. 8 Grandfather Teachings from GCT3 8 Teachings-03. 2026.



Figure 5.3 Note. AdobeStock_311954848. From GCT3, 2026.

“And I, you know, I also want to share that we need a stronger network of support networks like this.

*Like, this is... this is creative of what
Grand Council's doing”.*

Participant's comment in relation of GCT #3 reaching out the tourism operators

06

ASSET MAP

As outlined at the beginning of this report, the development of an Asset map as a complement to the written report visually illustrates the results of this research, enabling us to focus on the benefits associated with each asset within the territory.

Asset maps are tools that help us recognize the strengths present in a community, identifying the different resources, such as knowledge, skills, key people, natural resources, institutions, needs as well as cultural resources such as cultural heritage sites, traditions, ceremonies and community-based cultural activities (Figure 6). Asset mapping helps in the evaluation, planning and management of those resources, playing an important role in the decision-making process on the best way forward to obtain the best results from our strategy. The importance of this tool in connecting all the assets leads to the strengthening and engagement of the community which in turn will be translated into the success of this strategy (McKnight et al., n.d.; National Center for Farmworker Health [NCFH], 2021; Ferguson & SHAPE, 2017; Lee & Gilmore, 2012).

In addition to what has already been mentioned, the benefit of using this type of tool for this project was the opportunity it provided to people to share their knowledge, ideas and challenges in such a way that the results and suggestions presented here are based in the information and contributions made by the community members living in Treaty #3 territory, especially tourism operators, and other people involved in tourism activities.

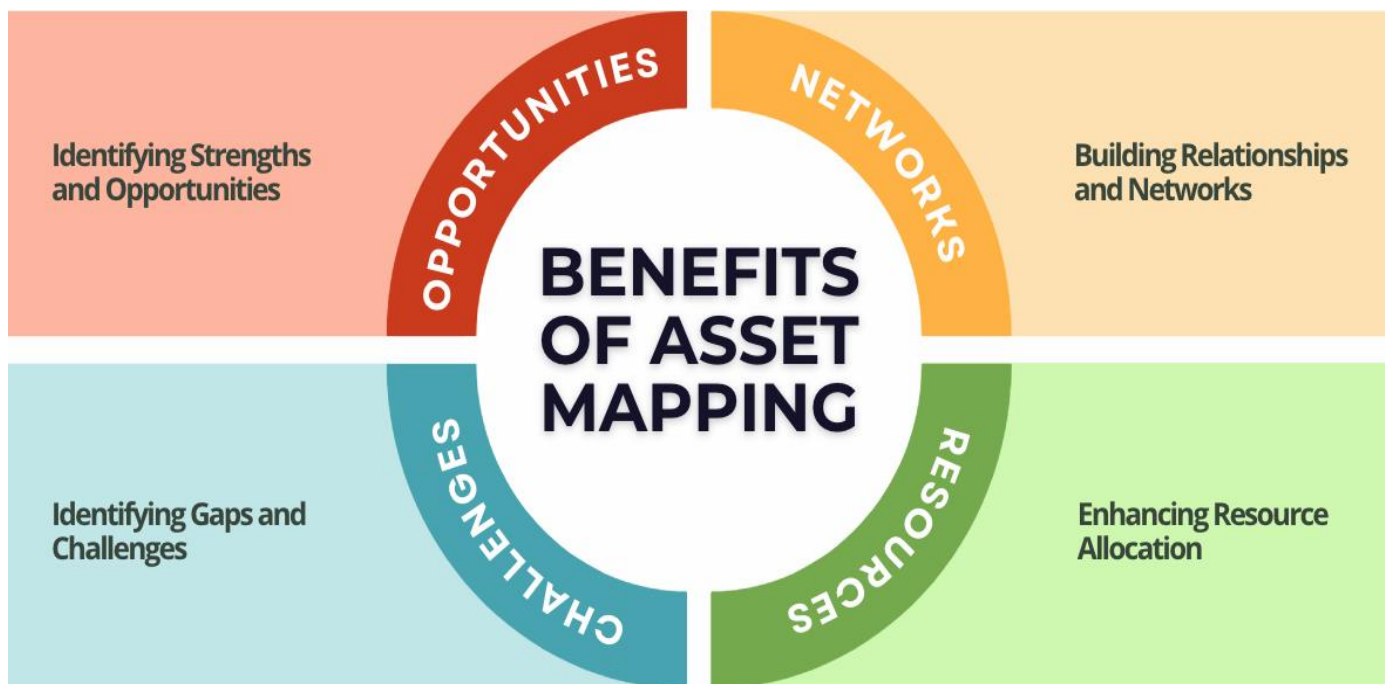


Figure 6. Benefits of asset mapping. Ana Gabriela Castañeda Aguilera, 2026.

Five main assets were identified and have been included in the asset map. It is expected that some of them will cross categories. The five assets are as follow:

1. **People.** Referred here as all those tourism operators already involved in tourism activities. This list includes all those Anishinaabe operators who were interviewed or contacted by phone or by email and who expressed some interest in being involved in the strategy.
2. **Natural Resources.** This asset includes all those resources found in nature. Treaty #3 territory has an extensive area of forests, lakes, rivers, water bodies, plants and wildlife.
3. **Cultural Heritage.** Traditions and Ceremonies. This asset contains all verified sites that identified themselves as Indigenous-owned and offer different cultural

and traditional experiences within the territory such as fishing, hunting, smudging, storytelling, language, beadwork and pow wows.

The Pow wow Trail from 2025 has been included here as an example of a cultural activity currently taking place in the territory which could be promoted as a potential Indigenous tourism experience. More information on this regard can be found in the Recommendations document.

- 4. Tourism Sites.** This asset shows a list of the currently considered tourism sites and that have greater exposure locally, nationally and even internationally. All these sites were corroborated as Anishinaabe owned and operated. The contact information is also included here.
- 5. Institutions.** GCT #3 and the 28 First Nation communities that conform the Treaty #3 territory are essential components for ensuring the success of the strategy. GCT #3 has been identified as the institution capable of serving as a connective network among all the interested actors. Therefore, it has been included as asset number 5.

While working on the identification of the assets, and as mentioned in Section 3 of this report, the absence of a vital component to achieve effective outcomes in a comprehensive tourism strategy was noted: a network able to connect effectively all the assets and at the same time help establish a strong and viable connection among all the tourism operators present in the territory and to GCT #3 and all those interested in taking part of this Indigenous led tourism strategy promoted/driven by GCT #3. Considering all the above, a few recommendations have been put forth. See Recommendations document.

All the places mentioned in Appendix D which are active and comply with all the requirements established in this project to be considered/included in this strategy are shown in the following map.

This map includes the 15 Indigenous tourism operators, including two Metis owned business: Moon Gate Guest House and Voyageur Wilderness, found in Appendix D of the Asset Map.

Indigenous owned Tourism operators in Treaty #3 Territory.

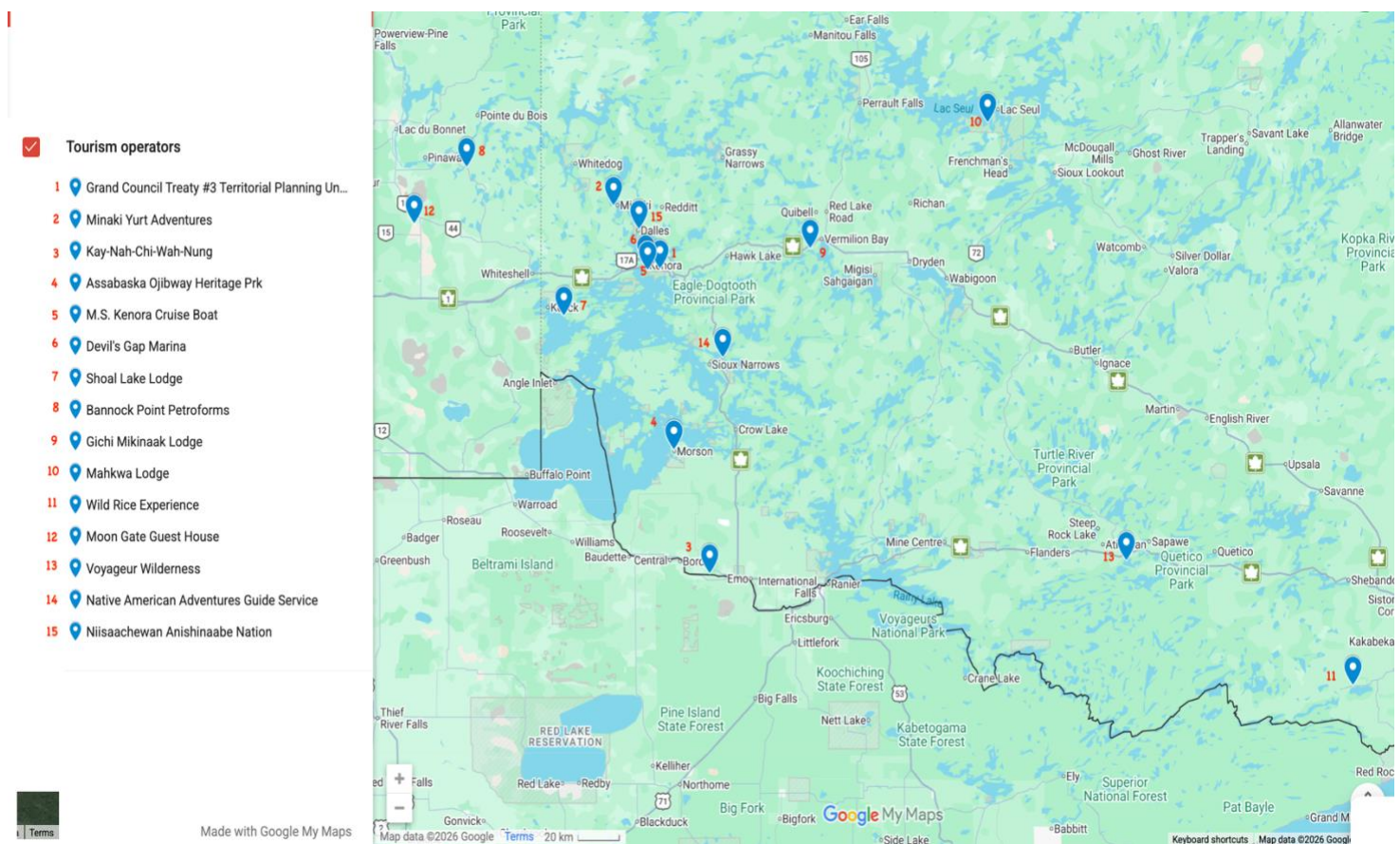


Figure 6.1. Interactive Map. Ana Gabriela Castañeda Aguilera, 2026.

An interactive map containing all the details for each of the tourism operators listed in this map can be found in the following link: [Tourism Sites in Treaty #3 territory map](#).

Asset Map. Grand Council Treaty #3 led Ecotourism Strategy.

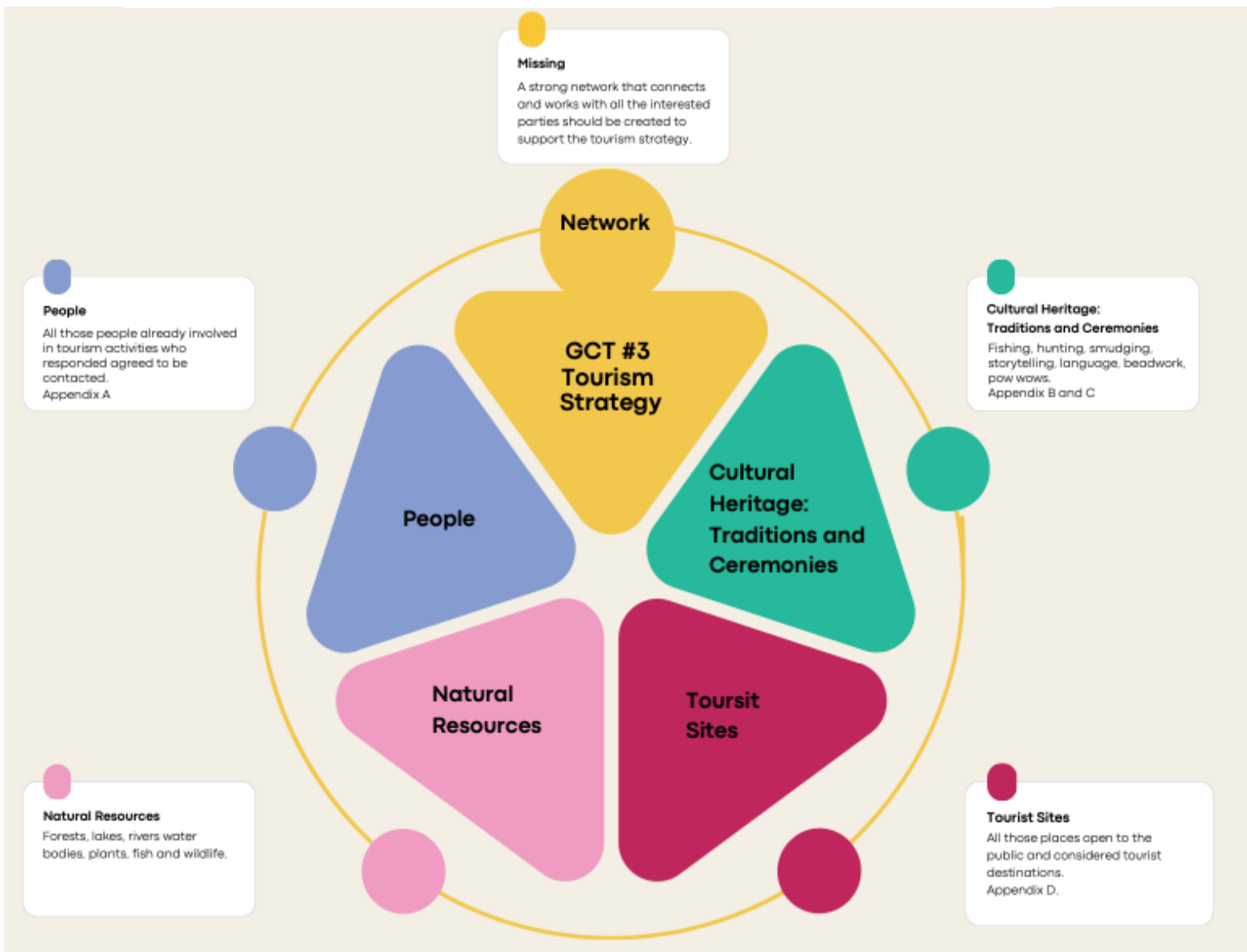


Figure 6.2. Cultural Asset Map. Ana Gabriela Castañeda Aguilera, 2026.

Asset Map Appendices:

[Appendix A-](#) People. This is a list of the people identified as Indigenous, who are already involved in tourism activities and who expressed some interest in being involved in the strategy.

[Appendix B-](#) Cultural Heritage. Traditions and Ceremonies. This is a list of sites that offer different cultural and traditional experiences within the territory.

[Appendix C-](#) Pow Wows Trail. Pow wows trail from 2025 has been included as part of the cultural activities already taking place within the territory.

[Appendix D-](#) Tourist Sites. This shows all the tourist places found and corroborated as Indigenous led.

RECOMMENDATIONS.

In addition to the two outcomes of the project, a Recommendations document has been included. This document offers various suggestions on a possible path to follow in the future for the development of a cultural-ecotourism strategy led by GCT#3.

As mentioned before, the lack of information related to the tourism field within Treaty #3 territory presented a major challenge for this project. The difficulty in contacting tourism operators and other people involved in any tourism activity also presented a great challenge. Overall, there is presently a lack of information regarding the current tourism situation within Treaty #3 territory.

Considering all that has been mentioned and after gathering and analyzing all the information, a couple of suggestions have been made. It is important to mention that there is a lot of work ahead and what is being proposed in this document are simple but necessary steps that constitute the essential building blocks for developing the Cultural-Ecotourism strategy.

The recommendations are as follows:

- 1. Create a communication/connection network between all assets.**

Once the assets present in the territory had been identified, the disconnection between them was evident, therefore, the idea of creating a communication network that links all the parts that need to be connected is recommended.

The only way to know in depth the situation of tourism in the territory is to have direct and close contact with each of the people already involved in this activity. The evident lack of connection makes it necessary to consider the creation of a network, which would allow GCT#3 not only to know the real and current situation of tourism in the

area, but also to learn the challenges that each operator faces, their needs and their plans. Most important of all, it would allow the GCT#3 to discover/find common ground between operators. Finding this common ground will encourage the promotion of joint work, from which all those involved would benefit, as mentioned by one of the participants "It would be good for us if there is more accommodation in the area so hopefully, [Assabaska](#) and [Manitou Mounds](#) ([Appendix A-](#) & [Appendix B of the](#) Cultural Asset map) can work together."

The importance of fostering joint work, lies in the fact that all the proposed and organized activities will come from the interested parties themselves, that is, a bottom-up strategy instead of being a bottom down strategy, which would allow the GCT#3 to offer different types of support based on its possibilities. Some of the interviewees mentioned that training workshops for tour guides, workshops for tourism operators where they could learn administrative, or accounting or advertising issues would be of great benefit to their businesses.

2. Promote a list and a map of the tourism operators in the territory.

As it has been mentioned, one of the main challenges encountered when starting this project was the difficulty of finding information about tourism operators present in Treaty #3 territory in one place.

An exhaustive information-gathering process was undertaken, which included an extensive search on the internet, conversations with people previously and currently involved in tourism and consulting other tourism operators in the area. The total number of Indigenous tourism operators that were identified was 15, 2 of them being Metis. Therefore, the promotion of a list and a map showing all the Indigenous tourism operators present in the territory, especially those who responded to the call of this project would benefit both the tourism operators themselves and potential visitors

since in addition to having all the tourist information related to Treaty #3 territory in one place, such information would be corroborated and endorsed by GCT#3.

This list and the map could be placed somewhere on the GCT#3 website itself or a dedicated website could be created in the future to promote tourism in Treaty #3 territory.

Here is an example of this: <https://destinationindigenous.ca/map/>

3. Pow wow trail.

Finally, the identification of the Pow wow trail 2025 was an important finding for me and an important asset currently taking place in the territory. Pow wows are ceremonies held by Indigenous Peoples to celebrate and honor their culture, traditions, beliefs, resilience and history. “They can act as a bridge to building relationships between Indigenous and non-Indigenous peoples fostering understanding and learning from one another” (*Powwow trails*. (n.d.).

Unfortunately, there is little information for such an important Indigenous/cultural tourism activity in the territory, which could be promoted more widely not only within Treaty #3 territory but at a provincial and national level as well. This activity can also be promoted on the GCT#3 website or in the dedicated website to promote tourism in Treaty #3 territory mentioned above.

It would be important to include relevant information for visitors such as:

What to expect during my visit? What can I find on the site? Should I dress somehow? Are pets allowed? Can I participate in the ceremony? Are all visitors welcome? What is allowed and what is not?

Several sites offer this information on their webpages such as:

<https://northernontario.travel/indigenous/essential-tips-first-pow-wow>

<https://destinationindigenous.ca/blog/pow-wow-101/>

An illustrative example of this idea has been included, see [Appendix 6](#).



Figure 7. Humility, 8 Grandfather Teachings from GCT3 8 Teachings-06. 2026.

OTHER RECOMMENDATIONS

4. Offer training workshops or programs related to tourism.

Training programs or workshops such as tour guide trainings, customer service trainings, marketing/social media for tourism and management of tourism business. It is possible that organizations such as Sunset Country DMO, the city or Kenora and various Indigenous tourism agencies may already facilitate such activities, in which case, GCT #3 could work together with these entities to implement training programs within Treaty #3 territory. Alternatively, GCT #3 could independently develop and deliver these programs utilizing its own resources. Activities such as these could open the door to people willing to get involve in the tourism strategy but feeling unsure on how to do it. Also, these activities could offer opportunities for the communities to engage with GCT#3.

5. Find ways to attract and involve young people in different tourist activities.

Younger generations have lost some of the valuable knowledge of their culture. Offering interesting activities, job opportunities like summer jobs, and other activities aimed at youth could be a way to help them reconnect with their own cultural practices, rediscover their culture and ensure the continuity of the tourism activities in the territory. Indigenous Communities can reclaim their identity through different approaches, including connection to the land and water, fostering intergenerational relationships and reconnecting to the language. Programs designed for youth such as Supporting Emerging Aboriginal Stewards (SEAS), On-The-Land Learning, and Intergenerational Connection are offered by Nature United (Nature United, n.d.). GCT #3 might consider collaborating with this or other organizations that offer similar programs for youth or they could use them as models to develop their own programs tailored to meet their specific needs.

6. Organize regular consultations.

Organizing consultations on a regular basis with the communities, tourism operators and people interested in participating in the tourism strategy to find ways to collaborate, learn about their needs and challenges could open communication channels and strengthen relationships among the communities present in the territory which in time could lead to a successful collaboration and implementation of the strategy.

7. Final thoughts and limitations to consider:

Financial resources must not be overlooked as they are necessary, hence must be considered in the strategy. Most of the participants expressed the lack of financial resources as a barrier for the growth of their business as Indigenous operators. Organizations such as Signature Indigenous Tourism Experiences Stream (SITES), Indigenous Tourism Fund (ITF) and FedNor Funding offer funding opportunities to bridge this gap. Although GCT #3 does not offer many funding opportunities, it could provide guidance for Indigenous Tourism operators in the area on the appropriate ways to contact applicable organizations to request funding.

However, an effective communication and collaboration where all the stakeholders are continuously engaged, and providing authentic experiences while preserving and protecting the cultural integrity are some key elements needed for a successful implementation of the strategy (S. Gracy et. al, 2021, p. 195-196). Additionally, new generations are vital holders of culture, therefore encouraging youth leadership is a key component to ensure the sustainability of the culture.

08

APPENDICES.

1. [Ethics protocol HE2024-0319](#)
2. [Data sharing agreement](#)
3. [Recruitment poster](#)
4. [Interview Guide](#)
5. [Participant Consent form](#)
6. [Pow wow information poster](#)

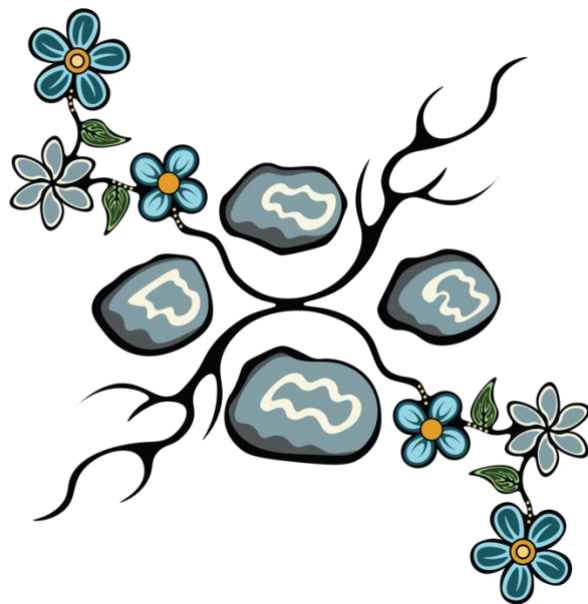


Figure 8. Forgiveness. 8 Grandfather Teachings from GCT3 8 Teachings-08, 2026.

APPENDIX 1. ETHICS PROTOCOL



Human Research Ethics - Fort Garry
66 Chancellors Circle
Winnipeg, MB R3T 2N2
humanethics@umanitoba.ca

PROTOCOL APPROVAL

Effective: February 28, 2025

Expiry: February 27, 2026

Principal Investigator:	Ana Gabriela Castaneda Aguilera
Advisor(s):	Iain Davidson-Hunt
Protocol Number:	HE2024-0319
Protocol Title:	<i>Cultural Asset Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.</i>

Liz Millward, Chair, REB2

Research Ethics Board 2 has reviewed and approved the above research. The Office of Human Research Ethics (OHRE) is constituted and operates in accordance with the current *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans- TCPS 2 (2022)*.

Please note the following important information about your protocol approval:

- i. Approval is granted for the research and purposes described in the protocol only.
- ii. Any changes to the protocol or research materials must be approved by the OHRE **before implementation**.
- iii. Any **deviations** to the research or **adverse events** must be reported to the OHRE immediately through an **REB Event**.
- iv. This approval is valid **for one year only**. A Renewal Request must be submitted and approved prior to the above expiry date.
- v. A **Protocol Closure** must be submitted to the OHRE when the research is complete or if the research is terminated.
- vi. The University of Manitoba may request to audit your research documentation to confirm compliance with this approved protocol, and with the UM *Ethics of Research Involving Humans* policies and procedures.

APPENDIX 2. DATA SHARING AGREEMENT

Docusign Envelope ID: 26D75F2C-0076-440F-9606-340458878CD4

DATA TRANSFER AGREEMENT

This Agreement is made by and among:

THE UNIVERSITY OF MANITOBA

With an address at:

The University of Manitoba
414 Administration Building
66 Chancellors Circle
Winnipeg, MB R3T 2N2
Attention: Kerrie Hayes, Director, Research Contracts
Tel: 204-474-9373
Email: researchcontracts@umanitoba.ca
(the "University of Manitoba")

On behalf of

Dr. Iain Davidson-Hunt (for student Ana Castaneda Aguilera)
("University of Manitoba Researcher")

and

GRAND COUNCIL TREATY #3 Representative Services

("Collaborator")

With an address at:
Grand Council Treaty #3
PO BOX 1720,
Kenora, ON P9N 3X7

Attention: Derrick Henderson, Acting Executive Director

University of Manitoba and COLLABORATOR are individually referred to as the "Party" or together as the "Parties".

The Parties will work together on the project entitled: **Cultural Asset* Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy** (the "Project"). The Project intends to develop a written report and an asset map that will help lay the foundation for developing a Cultural-Ecotourism strategy, which will be undertaken by Grand Council Treaty #3. The primary aim of the Project is to inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3.

TREATY #3 TOURISM STRATEGY

 CALL OUT TO ALL ANISHINAABE
TOURIST OPERATORS WITHIN THE
TREATY #3 TERRITORY

Interviews can be scheduled
In-Person or Online

GCT#3, in collaboration with the University of Manitoba are conducting a series of interviews to learn more about tourism businesses within Treaty #3 territory.

Join us to discuss key topics such as:

-  ***Future plans for your business***
-  ***The activities that attract visitors to your area***
-  ***The challenges you face as a tourism operator***

Your insights will help shape the future of tourism in Treaty #3. Be part of this important conversation!

 To participate, contact |Ana G. Castañeda A. At castane2@myumanitoba.ca



**GRAND COUNCIL
TREATY #3**
THE GOVERNMENT OF THE ANISHINAABE NATION IN TREATY #3



Participant Informed Consent Form

Study Title: *Cultural Asset Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.*

Student Principal Investigator: Ana Gabriela Castañeda Aguilera, master's student Natural Resources Institute, Clayton H. Riddell Faculty of Environment, Earth, and Resources (Email: castane2@myumanitoba.ca, Tel: (431)-277-2768.

Student Advisor: Professor Iain Davidson-Hunt (Email: iain.davidson-hunt@umanitoba.ca, Tel: (240)-474-8680).

Funder: Grand Council Treaty #3.

TPU- Zhaagimaa Waabo Territorial Planning Unit: Lucas King Director Phone: 807-548-4214 ext. 525 | Mobile: 807-464-5692 Email: lucas.king@treaty3.ca

Office Location: 2650 Highway 17 East, Kenora, ON Grand Council Treaty #3
PO BOX 1720, Kenora, ON P9N 3X7

EDO- Treaty #3 Investment Group Economic Grand Council Treaty #3: Maria Montoya Strategy and Innovation Analyst Phone: 807-548-4214 ext.727 | Mobile: 807-464-0713

Hailey Krolyk (*she/her*) Senior Strategy and Innovation Manager Phone: 807-548-4214 | Mobile: 807-464-071

Office Location: 315 Main St South, Kenora, ON

Conflicts of Interest and Undue Influence: None

This consent form, a copy of which has been given to you, is only part of the process of informed consent. If you want more details about something mentioned here, or information not included here, feel free to ask any of the people named above. Please take the time to read this document and any accompanying information carefully. It is very important that you understand:

- what is being asked of you,
- what the risks and benefits of participation are, and
- how the information you provide will be used and stored.

Purpose of the Study:

I am Ana Gabriela Castañeda Aguilera. I am a master's student at the University of Manitoba. You have been invited to participate in my research study about Tourism in Treaty #3 Territory. I am doing this research for a project under the supervision of Dr. Iain Davidson-Hunt.

Through this research study I am hoping to understand the communities' perception and expectations of Tourism within the Anishinaabe Nation. The goal is to identify the assets of the region and the tourist activities available, to decide what the appropriate course of action would be in the development of a cultural-ecotourism strategy.

Study Procedures:

Participants will be expected to take part in all or some of the following activities: individual interviews, group interviews and a workshop.

The interviews will be carried out either in your place of work or in the offices of the Economic Development Group. Only the participant (interviewee) and I will be present. A support person from GCT #3 will be present in the interview room if the participants feel comfortable with this arrangement.

It is important to remember that this activity is being undertaken willingly by you.

No recording or taking photos will be permitted.

Participants will be encouraged to respect the privacy and confidentiality of others by not sharing anything discussed during the activity outside of the designated space. However, once the activity is over, I will not have control over what participants choose to share. Everybody will be informed of this.

Individual Interviews: If you decide to take part in this activity, we will meet in person for a 30–40-minute individual interview. With your consent, I will audio record our meeting with my mobile phone or my personal computer. The recording will be transferred to my laptop and erased from other devices. I will ensure the data is encrypted before being transferred. UofM OneDrive will be used for secure storage and transfer of the data to the University.

If there are any physical documents, they will be kept secure and supervised all the time by me and will be stored in a locked cabinet located in my NRI office at the Sinnott Building, U of M.

Group interviews: If you decide to take part in this activity, we will meet in person for 90-120 minutes with 10-12 other people. The place of the meeting is still to be determined. With your consent, I will audio record the session with my mobile phone or laptop. The recording will be transferred to my laptop and erased from other devices. I will ensure the data is encrypted before being transferred. UofM OneDrive will be used for secure storage and transfer of the data to the University.

If there are any physical documents, they will be kept secure and supervised all the time by me and will be stored in a locked cabinet located in my NRI office at the Sinnott Building, U of M.

Study Risks:

It is important to acknowledge that participation in this research may raise awareness regarding the loss of certain elements of the participants' culture, traditions, natural resources, and land. Consequently, this awareness may lead to some degree of emotional discomfort. The following is a list of available and helpful resources for the participants in case emotional discomforts may rise as a result of discussing matters of sensitive nature:

-Waasegiizhig Nanaandawe'iyewigamig#(<https://www.wnhac.org/>)

-Minobimaadiziwin Strategy Grand Council

Treaty #3 P.O Box 1720 Kenora, ON P9A 3X7 Ph: (807)

548-4214 Fax: (807) 548-5041

treaty3healthcouncil.ca

(<https://gct3.ca/wp-content/uploads/2017/07/MINOdirectory-v2.pdf>)

-Hope for Wellness Helpline (<https://www.hopeforwellness.ca/>)

Study Benefits:

There are no direct benefits to you by participating in this study, but we hope to help the community find effective ways to work in the implementation of a cultural-ecotourism strategy and to create an effective network among all the Indigenous tourism operators.

Compensation:

Following the Economic Development group staff directions the compensation will be as follows: Individual Interviews: Participants will be asked to choose among three different types of gift cards \$50 value each: restaurant, grocery store and online shopping. The compensation will be delivered **at the end of** the interview.

Group interviews: Compensation received by the participants could include snacks and either an honorarium or \$30 or \$50 gift cards. In the case of gift cards and honorarium, these will be delivered **at the end** of the activity. The snacks will be available for the participants throughout the session.

Online participants will receive \$20 digital gift cards.

Participants will be allowed to keep their compensation even if they decide to withdraw from the research study.

We may collect additional personal information from you to record giving you an honorarium. If you will receive more than \$250 over the course of the study, we will ask for your social insurance number to send you a tax receipt. The researchers will keep this information separate from any research information. This information will be kept in

a secure location for 7 years in case the University of Manitoba has to account for the money during a financial audit.

Storage and Use of Data:

All the information you provide as part of this research study is confidential unless you choose to identify yourself and the information you share. For safety, your information will be kept on a UM-approved secure platform and erased from other devices. I will ensure the data is encrypted before being transferred. The recordings will be destroyed after December 2025.

If there are any physical documents, they will be kept secure and supervised all the time by the me and will be stored in a locked cabinet located in my office at the NRL at the Sinnott Building, U of M. The transcripts will be identifiable for participants who waive anonymity and anonymized for those who request anonymity. Participants who desire to keep their data confidential will be assured that their personal information will be coded to ensure its security. I shall closely comply with any limitations you impose on the usage of the content.

Data will be transferred to the GCT#3 archive in accordance with the data-sharing agreement. Your information will be anonymized if you choose not to be identified. However, you will be asked if you are willing to have your community listed and archived by Grand Council Treaty #3. Your information will be identifiable if you choose not to remain anonymous and agree to have your interview data archived by Grand Council Treaty #3.

We will have a file that links your name to your information using a code. We will keep the file with your name, contact information, and code separate from the research information you share with us. When we share the results of this research study, we will combine everybody's responses. This means no one will see your answers, name, or contact information. Only people on the

research team, that is my advisor and I will see your contact information and/or responses. We will destroy any information that identifies you (name, email address) by December 2025. At the end of this document, you will have a chance to tell us whether you will allow your information to be shared outside of the Grand Council Treaty #3 and/or the University of Manitoba. Your information may be shared with GCT #3 and made publicly available. The information is being shared as part of the research study as a requirement of the UM Faculty of Graduate Studies. It will not include your name or any information that could identify you.

Your participation in this research study is voluntary. You can choose to do only the activities and/or answer only the questions that you are comfortable with. You may withdraw from the study for any reason. You do not have to explain why. You will not be penalized in any way. You may withdraw from the research study at any point you decide to do so. All the information you provide as part of this research study is confidential **unless you choose to identify yourself** and the information you share. For safety, your information will still be kept on a UM-approved secure platform.

This data will be used for the following purposes:

1. To understand what tourism means to the Anishinaabe Nation in Treaty #3.
2. To identify existing activities and actors already involved in tourism as well as potential tourism assets.

The study results will be shared through:

1. The publication of the practicum project.
2. A written report of the results accompanied by an asset map which will be delivered to the GCT #3.

Questions or Concerns: A designated University of Manitoba auditor may check that this study is being done safely and properly. To do this, they may visit the study site or review the research records. We will tell you if someone outside the research team will be there while you are participating. If this makes you uncomfortable, please tell the Principal Investigator, who will ask the auditor to return at another time.

This research study has been reviewed and approved by a Research Ethics Board at the University of Manitoba.

Consent:

By signing this document, I have read the above information and have had the opportunity to ask and have answered any questions I may have.

I understand that:

- I will be taking part in a research study.
- I may freely leave the research study activities at any time.
- I do not waive my legal rights by participating in the study.
- The collected data in this research study will be submitted to Grand Council Treaty #3.

Please review the following statements. For each statement, please check if you agree or do not agree.

I agree to participate in this research study. ☐ YES ☐ NO

I agree to be audio-recorded in this research study. ☐ YES ☐ NO

I agree to be video recorded in this research study. ☐ YES ☐ NO

I agree to have (check one):

- ☐ a general descriptor used instead of my name when results are shared for this research study.
- ☐ my first name used when the results are shared for this study.
- ☐ my full name used when the results are shared for this study.
- ☐ a pseudonym (fake name) used when the results are shared for this study.

I would like my pseudonym to be _____

- ☐ my community listed when the results are shared for this research study.

I am aware that Grand Council Treaty #3 may request that all the data collected through this project be submitted to them.

I agree that the information I provided to this research this includes, transcripts and results, will be submitted to Grand Council Treaty #

☐ YES

☐ YES only if anonymized.

☐ YES only the results.

☐ NO

I agree to be contacted by a member of this research team for future phases related to this research study.

If yes, please provide an email address: _____

By agreeing to be contacted, you are not required to participate in any future phases.

Withdrawal:

If you wish to withdraw your name from this list, please contact Ana Gabriela Castañeda Aguilera or any personnel from the Economic Development group or TPU staff. Please note that for the **individual interviews**, the deadline to withdraw from the research study is November 30th, 2025. After this deadline, participants will be unable to withdraw from the research study, as the data analysis process will have anonymized the information and eliminated any identifiable links between individuals and their data.

In the case of the **group interviews** and the workshop participants, it is important to note that individual speakers cannot be identified. Therefore, participants who wish to withdraw from the study must do so before the completion of the group interview session. After the session has been completed it is not possible to guarantee confidentiality and /or remove the contributions of a participant who wishes to withdraw.

Name of Participant _____

Participant's Signature _____ Date _____

For oral consent:

I read and explained all the information in this consent form to the participant before receiving the participant's consent, and the participant had knowledge of its contents and appeared to understand it.

Name of Participant _____

PI's Signature _____ Date _____

Please provide an email address below if you would like to be sent a summary of the study results and/or my individual results. Email address: _____

A summary of the study will be available on the NRI/UofM webpage when the study has finished.

Notice Regarding Collection, Use, and Disclosure of Personal Information

Your personal information is being collected under the authority of The University of Manitoba Act. The University of Manitoba is committed to preserving your right to privacy. The information you provide will be used by the University to support our research. Your personal information will not be used or disclosed for other purposes, unless permitted by The Freedom of Information and Protection of Privacy Act or The Personal Health Information Act. If you have any questions about the collection of personal information: Ph: 204-474-9462 or Email: fippa@umanitoba.ca to such persons.

APPENDIX 4. INTERVIEW GUIDE

Interview Guide for the Grand Council Treaty #3 Anishinaabe Nation

Project: Cultural Asset Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.

Individual Interview Guide.

Estimated interview time: 30-40 minutes

PRE-INTERVIEW

Before the interview, you will be asked to confirm orally (recorded) / in writing your consent to the recording of the interview.

1. Introductions

Would you like to begin with a prayer?

2. Explanations of the interview process and goals of the research.

- This project intends to work with the communities through a series of individual interviews, groups interviews and a workshop within Treaty #3 Territory, to understand their perception and understanding of tourism and ecotourism. The project also intends to learn more about the community's expectations, what other assets can be found within the Anishinaabe Nation, and what is happening within the territory regarding tourism.
- The gathering of all this information will help me develop a written report and an asset map that will help lay the foundation for developing a Cultural-Ecotourism strategy, which will be undertaken by Grand Council Treaty #3. This information will also shed some light on what the correct path should be to follow in the future for the development of a cultural-ecotourism strategy.

3. Time for questions

4. Consent

5. At the end of the interview, participants will receive an email with an e- gift card as specified in the consent form.

INTERVIEW QUESTIONS

Sections 1 and 2 contain questions to identify your background and tourism involvement.

SECTION 1

Personal Information

- Can you tell me a little bit about yourself, about your business?
- How long have you been involved in the tourism industry?
- Would you like to share about where the idea for your business comes from? How did it start? What kind of services do you offer?
- Could you identify in the map where your business is located?

SECTION 2

Understanding of Tourism/Ecotourism

- Do you think the tourism industry has changed in the last years?
 - Yes No How?
- Do you think there are more tourists now?
 - Yes No Why?
- I will mention some tourist activities, could you tell me which one do you consider to be the most popular and which one the least popular?
 - Fishing
 - Hunting
 - Canoeing
 - Hiking/walking
 - Guided tours
 - Winter sports
 - Other
- Where would you say that the most part of the tourist activities take place or are present within Treaty #3 Territory? Show the map
- What are the characteristics that make them popular for tourism?
- Would you say that business such as Manitou Mounds, Kenora Boat Tours or Atikokan are tourism operators?
 - Yes No Why?
- In your opinion what are some characteristics that make them tourism operators
- Do you consider healing lodges and other cultural or traditional practices, tourism activities?
 - Yes Why? No Why not?
- Can you explain why they are/are not considered tourist activities?
- What would you say are the 3 most important characteristics/features that any business must have to be considered tourism operator?

- Would you say there is a difference between tourism and ecotourism?
 - Yes No Explain
- Thinking about your own business, do you see a difference between tourism and ecotourism?
 - Yes No Explain
- Is one better than the other?
 - Yes No Why ?

SECTION 3

Identifying types of tourists

- What type of tourists are the most frequent travelers?
 - Families
 - Groups of friends
 - Couples
 - Solo travelers
 - Other
- Are the travelers interested in learning about traditions and culture?
 - Yes No
- Are the travelers interested in nature?
 - Yes No
- Would you say that the tourists are responsible and respectful travelers?
 - Yes No
- Are most tourists, national travelers? (what province) International travelers? (what country)
- Do they interact with the people in the community?

SECTION 4

Identifying challenges, gaps and needs

- Could you share what are some of the challenges you see of being an independent Indigenous tourism operator?
- What are some of the benefits?
- Have you received any funds, grants or any other aid to help you improve or promote your business?
 - Yes What kind of help/aid? No
- Do you think there would be an advantage if you were associated to a bigger organization?
- Do you consider that Indigenous tourism is promoted enough?
- In your opinion, what is missing in the tourism industry in the territory?
- In your opinion, how can tourism be improved?

- Is there anything else you would like to add?

SECTION 5

Improving the Tourism industry in Treaty #3 Territory

- What are some changes you would like to see in the implementation of a tourism strategy?

- Would you like to add anything?

Pow Wow Trail 2026

What is a Pow Wow?

A Pow Wow is a vibrant cultural gathering deeply rooted in the traditions of various Indigenous communities across North America. It serves as a celebration of Indigenous heritage, spirituality, and unity, bringing together people from diverse backgrounds to honor their ancestors and connect with their cultural identity. Practiced by numerous Indigenous groups, including but not limited to the Plains, Woodland, and Pacific Coastal Nations, Pow Wows vary in style and purpose depending on the region and community.

Don'ts

- Don't: Take Photos and Videos Without Permission
- Don't: Record the Opening Prayer
- Don't: Imitate the Dancing
- Don't: Bring Alcohol or Drugs

Dos

- Do: Take in the Beauty of the Jingle Dress Dance
- Do: Learn about the Community
- Do: Ask Questions (Respectfully)
- Do: Support Local Vendors

Etiquette Essentials

Check the Door Policy

While most Pow Wow celebrations welcome the public with open arms, it's wise to confirm beforehand. Occasionally, some gatherings are private, reserved exclusively for members of the hosting nation or community. These events might not be publicly advertised, so a quick check can save you from any surprises.

Punctuality is Key

Respect the efforts of the organizing committee by arriving promptly. Being on time not only ensures you don't miss any significant moments but also helps maintain the event's smooth flow.

Reserved Seating for Dancers and Elders

Be mindful of seating arrangements in the arena, where benches are reserved for dancers and honoured guests such as elders. Dancers and dignitaries usually mark their spots with blankets, so avoid sitting on unclaimed blankets and respect designated seating areas.

<https://northernontario.travel/indigenous/essential-tips-first-pow-wow>
<https://destinationindigenous.ca/blog/pow-wow-101/>

ASSET MAP APPENDICES

Appendix A. People already involved in tourism activities and who expressed interest in being involved in the strategy.

Name	City	Community	Website	Main Point of Contact	Business Email	Primary Email	Phone Number	Contact Primary Phone	All Product/Service Offerings (My research)	Comments
Kay-Nah-Chi-Wah-Nung Historical Centre	Stratton	Rainy River First Nation	Manitou Mounds.com	Shauna Runesson	kncwn@manitourapids.ca	shauna.runesson@manitourapids.ca	807-483-1163	1-807-483-1163 ext 108	Offers interpretive tours and galleries, a collections space with over 16,000 artifacts, a gift shop that showcases artwork by local Indigenous artists, and a restaurant with a menu featuring traditional Anishinaabe ingredients.	Group and individual interview
Iskatewizaagan #39 Independent First Nation	Kejick	Iskatewizaagan #39 Independent First Nation (Shoal Lake #39)	www.shoallakelodge.ca	Noah Santiaguel	info@shoallakelodge.ca	njsantiaguel@outlook.com	(204) 619-4183	204 619 4183	Outdoor experience-Fishing lodge	Individual interview
Assabaska Ojibway Heritage Park	Morsong	Big Grassy River First Nation	assabaskapark.com biggrassy.ca	Andreas Runneson (EDO)	info@assabaskapark.com, assabaska@biggrassy.ca	edo@biggrassy.ca	807-488-1067	807-488-5614/5615/5904/5661/5393/5563 EXT 1005	Natural Park-Outdoor Experience-Camping and accommodations (cabins)	Group interview
Fishing Lodge	Eagle Lake	Eagle Lake First Nation		Louis Napish	lnapish@kdsb.on.ca	napish1822@gmail.com	807-220-0377	807-220-0377	Fishing Lodge	Individual interview
Whiteshell Petroforms	Seven Sisters Falls	Bald Eagle Clan	whiteshellpetroforms.com	Diane Maytwayasing	giizhigookwelodge@gmail.com	giizhigookwelodge@gmail.com	204-348-2031	204-348-2031	Outdoor Experience-Traditional-Cultural tourism-Guided tours and land-based learning of the stone formations from an Anishinaabe worldview in	Responded to my email. No interview

									the Heart of Turtle Island	
Minaki Yurt Adventures	Minaki	Fort Alexander (Presently Sagkeeng First Nation)	minaki.ca	Nadene McBride	minakiyurt@yahoo.com	minakiyurt@yahoo.com	807-466-1191	807-407-7331	Outdoor experience- Accommodations (Yurts) outdoor playground of the boreal forest. A 20 km trail system. Bike or boat rentals a wood fired Sauna and a pizza oven.	Responded to my email. No interview
Cultural and Healing Lodge (Ki'esh gitabaa ning) - Native American Adventures	Sioux Narrows	Naotkam egwanning First Nation (Formerly Whitefish Bay First Nation)	www.firstnationelders.com	Peter White	nativeamericanadventures@gmail.com	nativeamericanadventures@gmail.com	1-807-407-9000	1-807-407-9000	Outdoor experience- Guided tours- Pictographs, Traditional, Spiritual and Cultural Experiences, Workshops	Talked to him. Could not get an interview
Gichi-Mikinaak Lodge	Samantha Cameron	Niisaache wan Anishinaabe Nation	www.bimose.ca/introducing-gichi-mikinaak-lodge	Kenora	scameron@bimose.ca	reception@bimose.ca	1-807-468-5551	1-807-468-5551	Attended part of the group interview	Attended part of the group interview
M.S. Kenora	Allan Luby	Niisaache wan Anishinaabe Nation	www.mskkenora.com/	Kenora	marketing@mskenora.com sales@mskenora.com	alubycaptain@gmail.com	807-464-0080	807-464-0080	Responded to my email. Too busy so difficult to schedule an interview.	Responded to my email. Very difficult the schedule an interview

Appendix B. Cultural Heritage: Traditions and Ceremonies. Sites that offer different cultural experiences and traditions within the territory.

Name	City	Community	Website	Business Email	Phone Number	All Product/Service Offerings (My research)
Kay-Nah-Chi-Wah-Nung Historical Centre	Stratton	Rainy River First Nation	manitoumounds.com	kncwn@manitourapids.ca	807-483-1163	Offers interpretive tours and galleries, a collections space with over 16,000 artifacts, a gift shop that showcases artwork by local Indigenous artists, trails, and a restaurant with a menu featuring traditional Anishinaabe ingredients.
Iskatewizaagegan #39 Independent First Nation	Kejick	Iskatewizaagegan #39 Independent First Nation (Shoal Lake #39)	shoallakelodge.ca	fishshoallake@outlook.com	(204) 619-4183	Outdoor Experience: Fishing lodge
Cultural and Healing Lodge (Ki'eshgitabaaning) -Native American Adventures	Sioux Narrows	Naotkamegwaning First Nation (Formerly Whitefish Bay First Nation)	firstnationelders.com & FB: facebook.com/nativeamericanadventures.co.m	nativeamericanadventures@gmail.com	107-407-9000	Outdoor Experience: Guided tours-Pictographs, Traditional, Spiritual and Cultural Experiences, Workshops
Whiteshell Petroforms	Seven Sisters Falls	Bald Eagle Clan	whiteshellpetroforms.com/	giizhigookwelodge@gmail.com	204-348-2031	Outdoor Experience: Traditional-Cultural tourism, Guided tours and land-based learning of the stone formations from an Anishinaabe worldview in the Heart of Turtle Island
Assabaska Ojibway Heritage Park	Morson	Big Grassy River First Nation	assabaskapark.com biggrassy.ca	info@assabaskapark.com	(807)488-1067	Natural Park-Outdoor Experience: Camping and accommodations (cabins)
Fishing Lodge	Eagle Lake	Eagle Lake First Nation		napish1822@gmail.com	807-220-0377	Outdoor Experience: Fishing lodge
Gichi-Mikinaak Lodge	Kenora	Niisaachewan Anishinaabe Nation	bimose.ca/introducing-gichi-mikinaak-lodge	reception@bimose.ca	1-807-468-5551	Culturally safe space. Learning center
Mahkwa Lodge	Hudson	Lac Seul First Nation	mahkwa.com/	info@mahkwa.com	807-582-3443	Outdoor experience- Boat and motor rental, fishing, guide service, food service and accommodations (cabins)
Anishinaabe Wild Rice Experience	Whitefish Lake	Ojibiwee	wildriceexperience.com/	rhonda.leclair@mail.com		Outdoor experience-Offers hands-on, educational activities to preserve and share the Anishinaabe traditions of harvesting and processing wild rice.

Metis owned						
Moongate	Whitemouth	Metis	moongateguesthouse.ca	moongateguesthouse@gmail.com	204-348-2473	Outdoor experience- accommodations, ceremonies (smudge and sharing circles), guided walks, native plant walks, spa

Appendix C: Cultural Heritage: Traditions and Ceremonies. Pow Wow Trail 2025

Pow wow Trail 2025 (From GCT #3 Facebook page)

Dryden High School (may)

McIntosh 5th Annual

Abinoojii Family Services – Wauzhushk Onigum

Fort Frances High School

Beaver Brae Secondary School

Northwest Angle 33 First Nations (Dogpaw)

Mitaanjigamiing First Nation

Rainiy River (Manitou Rapids) First Nation

Red Lake Keesic Beach

Indigenous Peoples Day-Dryden Recreation Complex

Indigenous Peoples Day- KCA Youth and Family Wellness Camp

Lac des Mille Lacs first Nation

Couchiching First Nation

Ojibways of Onigaming First Nation

Naotkamegwanning First Nation

Seine River First Nation

Wauzhushk Onigum Nation

Naicatchewenin First Nation

Niisaachewan Anishinaabe Nation

Weechi-it-te-win Family Services-Nanicost Grounds

Migisi Sahgaigan (Eagle Lake) First Nation

Sagkeeng First Nation

Iskatewizaagegan #39 Independent First Nation

Mishkosiminiziibiing (Big Grassy) First Nation

Asubpeeschoseewagong First Nation

Lac Seul First Nation

Naongashiing (Big Island) First Nation

Gakijiwanong Anishinaabe Nation

Wabaseemoong Independent First Nation

Washagamis Bay First Nation

Wabigoon Lake Ojibway Nation

Nigigoonsiminikaaning First Nation

Ogimaawabiitong KCA-Wauzhushk Onigum

Orange Shirt Day GCT3-Copper Park Dryden (Sept)

Appendix D: Tourist Sites. List of all the tourist places I could find and corroborate are indigenous led.

Name	City	Community	Website	Business Email	Phone Number	All Product/Service Offerings (My research)
Kay-Nah-Chi-Wah-Nung Historical Centre	Stratton	Rainy River First Nation	manitoumounds.com	kncwn@manitourapids.ca	807-483-1163	Offers interpretive tours and galleries, a collections space with over 16,000 artifacts, a gift shop that showcases artwork by local Indigenous artists, trails, and a restaurant with a menu featuring traditional Anishinaabe ingredients.
Iskatewizaagegan #39 Independent First Nation	Kejick	Iskatewizaagegan #39 Independent First Nation (Shoal Lake #39)	www.shoallakelodge.ca (Before https://shoallakelodge.net)	fishshoallake@outlook.com info@shoallakelodge.ca	(807)-464-1615	Outdoor Experience: Fishing lodge
Assabaska Ojibway Heritage Park	Morson	Big Grassy River First Nation	assabaskapark.com biggrassy.ca	info@assabaskapark.com	(807)488-1067	Natural Park-Outdoor Experience: Camping and accommodations (cabins)
Fishing Lodge	Eagle Lake	Eagle Lake First Nation		napish1822@gmail.com	807-220-0377	Outdoor Experience: Fishing lodge
Mahkwa Lodge	Hudson	Lac Seul First Nation	https://mahkwa.com/	info@mahkwa.com	807-582-3443	Outdoor experience- Boat and motor rental, fishing, guide service, food service and accommodations (cabins)
Cultural and Healing Lodge (Ki'eshgitaabaaniing) -Native American Adventures	Sioux Narrows	Naotkamegwanning First Nation (Formerly Whitefish Bay First Nation)	https://firstnationelders.com/ & FB: https://www.facebook.com/nativeamericanadventures.co.m	nativeamericanadventures@gmail.com	1-807-407-9000	Outdoor Experience: Guided Tours-Pictographs, Traditional, Spiritual and Cultural Experiences, Workshops
Minaki Yurt Adventures	Minaki	Fort Alexander (Presently Sagkeeng First Nation)	http://minaki.ca/home.html	minakiyurt@yahoo.com	807-466-1191	Outdoor Experience: Accommodations (Yurts) outdoor playground of the boreal forest. A 20 km trail system. Bike or boat rentals a wood fired Sauna and a pizza oven.
Whiteshell Petroforms	Seven Sisters Falls	Bald Eagle Clan	https://whiteshellpetroforms.com/	giizhigookwelodge@gmail.com	204-348-2031	Outdoor Experience: Traditional-Cultural Tourism-Guided tours and land-based learning of the stone formations from an Anishinaabe worldview in the Heart of Turtle Island
Devils Gap Marina	Kenora	Anishinabe of Wauzhushk Onigum Nation	https://www.devilsgapmarina.ca/	devilsgap@bellnet.ca	807-548-2120	Outdoor Experience: Marina, Docking, Convenience store, Gas Station and on-site boat launch

M.S. Kenora	Kenora	Niisaachewan Anishinaabe Nation	https://www.mskenora.com/	marketing@mskenora.com	807-464-0080	Outdoor Experience: Daily cruise trips, Food Service, Attractions
Gichi-Mikinaak Lodge	Kenora	Niisaachewan Anishinaabe Nation	https://www.bimose.ca/introducing-gichi-mikinaak-lodge	reception@bimose.ca	1-807-468-5551	Culturally safe space-Learning center.
Anishinaabe Wild Rice Experience	Whitefish Lake	Ojibiwee	https://www.wildriceexperience.com/	rhonda.leclair@mail.com		Outdoor experience-Offers hands-on, educational activities to preserve and share the Anishinaabe traditions of harvesting and processing wild rice.
Teepee Accommodations	Dalles	First Nations	Niisaachewan Anishinaabe Nation	https://www.niisaachewan.ca/		Accommodation, Outdoor Experience
Metis owned						
Moongate	White mouth	Metis	https://moongateguesthouse.ca	moongateguesthouse@gmail.com	204-348-2473	Outdoor experience-accommodations, ceremonies (smudge and sharing circles), guided walks, native plant walks, spa
Indigenous Metis & Voyageur heritage	Voyager Island	Metis	https://vwp.ca/	vwp@vwp.ca	1-807-597-2450	Outdoor experience-backcountry canoe & lodge packages, outfitting and rentals, accommodations (rooms and cabins)

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[Grand Council Treaty #3. \(2026\). Bravery. 8 Grandfather Teachings. GTC3 8 Teachings-02. Bank images.](#)

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Figure 9. Anishinaabe Artwork. GCT3-8. 2026.

CRITICAL REFLECTION

It was until I finished writing the Critical Reflection that I was fully aware and thankful for the lessons I had learned during my time at the Natural Resource Institute (NRI) and during the time I spent working on my project.

One of the aspects I valued the most was the option that we as graduate students have, to choose between a thesis, or a practicum stream. Having this opportunity gives each student the freedom to decide according to their own personal interests and at the same time acknowledges that the future goal for each student may be different. As a practical person, the practicum stream provided a hands-on experience where I was able to apply what I had learned throughout my time at the NRI in a real-world scenario.

Since I started my time at the NRI, I was interested in learning the way rural communities or First Nations in Canada handle their affairs, especially because most of my work experience as a biologist involved working with rural communities in the northeast of Mexico, which have a very particular way of handling their affairs. This means of managing things is very different than the way the government or private organizations do. After sharing this personal interest with my advisor Dr. Iain Davidson-Hunt, who has worked with Grand Council Treaty #3 (GCT #3) for many years, the opportunity of working on project for Treaty #3 came up. The aim of the project was to develop the foundations for Eco Tourism in Treaty #3 by engaging Treaty #3 communities and membership.

My early assumptions.

Looking back now I realize I overlooked the fact that there are many types of organizations out here and each one has different systems and completely different ways of managing things. They also have completely different expectations, working policies, goals and even different styles of managing relationships.

It was until I submitted my Ethics protocol that I realised this oversight was going to cause an important delaying of my project. In the end, the Ethics approval took more than six months. This was the first and one of the most challenging things I faced during the execution of my project.

The most valuable lesson I took from this was the importance of learning how to navigate both systems in a way that I could provide what was necessary for each one but at the same time it would allow me to respect the goals of my project to ensure the results I was aiming for.

When the Ethics protocol was approved and I finally started executing my project, I was faced with the fact that two of the four assumptions established in my Integrated Project Plan were not going to happen:

- 1) key actors and community members will agree to be interviewed to gather enough information about their perceptions, expectations, and existing tourism, eco-tourism, and cultural tourism assets currently present within the territory
- 2) key actors, community members, women and youth are expected to attend the workshops session/s planned related to the project.

Reflecting back, I realize I was wrong assuming people were going to care as much as I did for the project and even though some people who showed genuine interest in the project, the reality is that we all have busy lives, we all have our own interests, and priorities, and this project was only my priority. Therefore, a deeper understanding of the situation and the relationship between Grand Council Treaty #3 and the communities present in the territory would have been important. Perhaps having this deeper understanding would have helped me design a different outreach strategy. Rather than doing a continuous effort of trying to engage as many tourism operators as possible, I could have focused all my efforts and energy on working and trying to build a stronger relationship with the tourism operators that showed interest from the beginning. This change in strategy might have resulted in a different outcome, a more favorable one perhaps.

Another important lesson I learned from this is that everyone has their own pace, and it is important to acknowledge and respect that. While the western way of doing things may often seem fast-paced, the Indigenous ways of doing things can frequently be characterized by a slower pace. It is vital to find that middle ground that respects and integrates these diverse approaches. This illustrates the importance of gaining a deeper understanding of the community one intends to engage with.

The last lesson I learned was the importance of always having a risk management plan in place. As the project unfolded, it became evident that the plan for holding a workshop and having the participation of women and youth was not going to be possible. At this point the communication

with the Economic Unit was key to finding alternative ways that could help me carry on with the project. This made me realize how important this piece is in a project management plan. It's a good thing If everything turns out the way it has been planned but in case it doesn't having an risk management plan in place can save you time, energy, resources and ensure you keep moving forward in your work.

Project decisions

A main decision during the execution of the project was to stop expecting to gather information from the 28 communities present in the territory and focus my attention on the people who showed some interest. This change in focus allowed me to dedicate my time and energy to those who could provide me with the information I needed to develop the deliverables of the project. From the beginning of the project, I had a special interest in the possibility of conducting a workshop that could provide a space where everyone involved or interested in tourism could have the opportunity to engage in conversations and find ways to move forward with this strategy. Unfortunately, after the poor response from the communities and some conversations with the EDO group the decision of not moving forward with the workshop was made. Lastly, I was not collecting as much data regarding the tourism situation in the territory as I had expected. I was aware that it could take longer than I had anticipated, therefore I was faced with the decision to determine when would be appropriate to stop waiting for responses and begin working with the information gathered up to that moment.

Even though I was aware that once I started working on my project, things will not necessarily go the way I had planned, it was a different experience to be faced with having to make all those changes and decisions and realizing the impact these were going to have on my work.

Monitoring and Controlling tools.

This project aimed to help lay the foundations for a future overall strategic plan for opportunities in relation to eco-tourism/cultural tourism in Treaty #3. There were two objectives and two project deliverables that complemented each other. Each deliverable consisted of several activities that helped achieve the objectives of this project.

Overall, the objectives of the project along with the deliverables were achieved and the data collected provided the necessary information regarding the tourism situation in Treaty #3 territory which allowed me to offer suggestions to GCT #3 on the next steps to follow in the tourism strategy. All this was made possible especially through the development and use of specific tools learned in the Project Management course.

Tools that worked well

During the Project Management course taught by Dr. Iain Davidson-Hunt and Professor Sheldon McLeod we learned to develop different tools to help us monitor and control the different stages of a project. Some of these tools were useful resources during the developing stages of my project giving me a more comprehensive understanding of my topic, helping me think about possible challenges I could encounter along the way and about feasible solutions. Thinking about the

scope, the assumptions, the risks as well as creating a budget summary and a Gantt chart provided me with a good overview of the project and helped me create a realistic and achievable Integrated Project Plan.

There were other useful tools during the execution of the project. The Promotion Plan for example, the Managing Relationships and the Quality Management tools guided me during the outreach phase of the project. However, I believe that having close communication with the partner is a key component to achieving good results. In my case, I was in constant communication with the EDO group, which had a significant impact on my project given that they have experience working with the communities in Treaty #3 territory, and they know well the territory and the people thus were able to provide valuable support and insight.

Tools that needed more adjustment

On the other hand, the Project Schedule was a useful tool during the planning phase, providing an overview and a timeline for all the activities within the project. However, there were several factors that impacted the Project Schedule. As I mentioned in “My early assumptions” section, the delay of the project due to the Ethics protocol approval caused a ripple effect impacting the time planned for the interviews which were originally scheduled to happen during the tourism low season, October to December, pushing them back to the high season, July and August. This change in the schedule also affected the development of the deliverables and the completion date of the project. It is important to note that all the changes were discussed and approved with the project partner.

What would I do differently?

Now that I am almost at the end of my project, I can say that I feel happy with the findings I was able to achieve. However, there is always space for improvement. Thinking about this question, there are a couple of things I would do differently:

1. When I first started working on the project, I was not fully aware of the situation among the communities within Treaty #3 territory. I began my work based only on what I had read about it and a couple of meetings with people from GCT #3.

If I were to do this all over again, I would include in the Project Schedule time to explore the territory and judge personally by my own experience the situation and possibilities in the territory. I would also dedicate more time to review with the partner the most feasible dates and activities.

2. I would extend the time dedicated to the outreach activities. I have learned now that time is conceived differently by some of the communities within Treaty #3 territory. It is important not only to respect this but to consider it when it comes to the planning of the project, since this can affect the timeline.

3. I would also modify the outreach activities. Having a deeper understanding of the context, where the project will be executed, would help me plan and adapt the activities accordingly which hopefully would translate into a greater response, hence more data collected. One example could be to focus more on personal visits rather than emails.

4. Lastly, I came to realize that a project such as this, in a context where relationships are fragile and the building of trust is key, time plays an important role and there is only so much that can be done in such a short time. Therefore, this deeper understanding I have mentioned before,

of the context and the situation of the community where the work will be carried out is very important when planning the activities and considering a timeline.

Skills developed and knowledge acquired.

As I mentioned in the previous section, I acquired most of the required knowledge during the Project Management course. But learning the theory and even working on a “project” to learn to implement the theory it is not the same as working on a real project.

Putting into practice what I learned was scary and exciting at the same time. It was difficult to ground my own ideas and the ideas that had arisen from conversations with my advisor and the partner. I had to limit the scope of my research and be realistic about what could be achieved in the timeline given.

I had to learn about customs and practices of the Anishinaabe Nation in Treaty #3 territory. I also learned practical tools that facilitated my work and helped me present the results with more clarity and precision.

I would say that my project advanced situations that although acknowledged in some way, had not been properly addressed. The lack of connections among the 28 communities within the territory and with Grand Council Treaty #3, a lack of interest and engagement from the communities, poor visibility and advertising are some of the aspects that this project brought forward are essential to be considered for the successful implementation of the strategy.

Background Information Report.

In preparation for this project and at the suggestion of my advisor, I took the course Tourism and the Environment offered by Dr. Michael Campbell which provided me with a better understanding of the complexity of tourism and its main sectors. This course also introduced me to different tourism concepts such as nature tourism, sustainable tourism and ecotourism.

I began reading more about Indigenous and cultural tourism since this was more related to the topic of my project. The more I read about it and learned about the case studies in different parts of the world, the more interested I became, and more interesting concepts kept emerging.

I found “Regenerative tourism” the most interesting one. As I see it, it takes the “good” parts of ecotourism, sustainable tourism and tourism innovations encompassing them in one concept. This type of tourism seeks to improve the well-being of the host communities and the environment through the implementation of innovative tourist practices and ecological processes (Bellato et al., 2023). I, personally see a lot of potential here. Places such as Treaty #3 territory have a lot to offer and being able to build something around regenerative tourism in a place like this, could be a successful project achieving the desire of GCT #3 “to showcase the beautiful environment in the Treaty #3 Territory and share culture and traditional practices as appropriate with visitors while generating sustainable employment and economic opportunities for the Anishinaabe Nation in Treaty #3.” (GCT #3).



Figure 10. Anishinaabe Artwork. GCT3-9.png

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Figure 11. GCT3-10.png

**Cultural Asset* Mapping as a Foundation for Developing
a Grand Council Treaty #3 led Ecotourism Strategy.**

An Integrated Project Plan proposal submitted to the Faculty of Graduate and
Postdoctoral Studies of
The University of Manitoba
in fulfilment of the requirements of the degree of

MASTER OF NATURAL RESOURCES MANAGEMENT

by

Ana Gabriela Castañeda Aguilera

Clayton H. Riddell Faculty of Environment, Earth, and Resources
Natural Resources Institute
University of Manitoba
JUNE 2024

Contents

Executive Summary	2
Project Charter	4
Project Scope	8
Project Schedule	10
Resource Plans	14
Managing Relationships	14
Risk Management	16
Quality Management	17
Budget Summary	19
Change Management	20

Appendices:

[Background Information](#)

- 1.1 Sequence Diagram-Milestones
- 1.2 Work Breakdown Structure-WBS
- 1.3 Work Package
- 2. Resource Needs
- 3. Managing Relationships
- 4. Managing Risks

[Project Concept](#)

Cultural Asset* Mapping as a Foundation for Developing a Council Treaty #3 led Ecotourism Strategy.

Executive Summary

First Nations have a unique cosmovision about the environment and their relationship towards it. The idea that people should live in harmony with the natural environment and everything in it is among the most fundamental and widely held doctrines (Government of Canada, 2017) by the 28 Anishinaabe Nations in Treaty #3 who “since time immemorial, Indigenous Peoples have served as the stewards of the land and thus carry vital wisdom shared through traditional teachings from one generation to the next. This wisdom, rooted in deep reverence for nature and interconnectedness, offers invaluable insights into living in harmony with Mother Earth and each other.” (Canada, 2024).

Grand Council Treaty #3 is guided by the principles set out in Manito Aki Inakonigaawin, or the Great Earth Law which states that the Anishinaabe Nation in Treaty #3 maintains rights to all lands and water in the territory throughout Northwestern Ontario and Southeastern Manitoba (Our Nation - Grand Council Treaty #3, 2025) and serves as the administrator of this jurisdiction and the government of the Anishinaabe Nation. In exercising its jurisdiction, the Anishinaabe Nation in Treaty #3 expresses concern about those who engage in activities that have an impact on the relationship to the environment without adhering to the protocols and laws of the Anishinaabe Nation in Treaty #3 (Our Nation - Grand Council Treaty #3, 2025).

Knowing and understanding the communities’ expectations, and perceptions regarding cultural and eco-tourism as well as learning about the existing assets and tourism activities present in the territory will help identify opportunities for the development and growth of existing ecotourism initiatives and strategies.

The purpose of my project is to work with the Grand Council Treaty #3 TPU, who have the knowledge in relation to the existing assets such as infrastructure and ecotourist activities like fishing, hunting, or hiking trails that are present within the Anishinaabe Nation. This knowledge will help me gather information that can go into the GCT#3 tourism strategic planning process, which intends to provide cultural and eco-tourism opportunities to the communities present in Treaty #3 with the aim of informing visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in the territory. This project acknowledges that First Nations have a deep and meaningful understanding and relationship with the environment and

can prevent the loss of the valuable Indigenous and Ancestral knowledge helping improve awareness in the care of our resources.

Two main activities which complement each other have been considered as the outcomes of this project: a written report, which will reflect the perceptions and expectations of the Anishinaabe Nation in Treaty #3 Territory following its laws and protocols, and an asset map which will show in a condensed form, the most important sites of interest, cultural and traditional activities. It will reflect the locations and activities currently involved in tourism, potential locations, and cultural/traditional activities for tourism.

An in-depth review of the risks has been made where two risks have been identified as the most significant ones: the poor engagement and trust building by previous research projects with some of the 28 First Nation communities present in the territory and insufficient information about tourism activities, people involved, and assets present in the territory. Since I want to ensure the best quality and the success of the project, a response plan has been considered not only for these risks but for some other identified risks that the project may encounter.

The quality standards required by the University of Manitoba (Human Ethics code) and the First Nations Ethic code are being reviewed and implemented to ensure the success of the project.

The development of this project from start to finish will take one year, allowing enough time to develop all the activities stated in this project but at the same time considering that unforeseen events might arise.

The starting date for this project was January 2024, with December 2024 as the expected finish date. Once the project's start date is confirmed, these dates will be updated accordingly.

The participation of all the community members, key actors and TPU staff is very important to achieve the goal of communication and collaboration to find the best potential opportunities for the Anishinaabe Nation in Treaty #3 in relation to tourism.

* A positive feature that gives you advantage and has value, such as a [possession](https://dictionary.cambridge.org/dictionary/english/asset) or [property](https://dictionary.cambridge.org/dictionary/english/asset), that is [owned](https://dictionary.cambridge.org/dictionary/english/asset) by a [person](https://dictionary.cambridge.org/dictionary/english/asset), [business](https://dictionary.cambridge.org/dictionary/english/asset), or [organization](https://dictionary.cambridge.org/dictionary/english/asset). <https://dictionary.cambridge.org/dictionary/english/asset>

PROJECT CHARTER

General Information:

This project intends to develop a written report and an asset map that will help lay the foundation for developing a Cultural-Ecotourism strategy, which will be undertaken by Grand Council Treaty #3. The primary aim of this plan is to inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3.

Working with communities through a series of interviews and workshops within Treaty #3 will provide valuable insight into the project, helping to understand their perception of what ecotourism entails (King, L personal communication 2024), their expectations, and the existing assets such as infrastructure, ecotourist activities like fishing, hunting, or hiking trails that are present within the Anishinaabe Nation. This engagement will also provide an understanding of what is currently happening on this subject within the territory, with the aim of identifying opportunities for the development and growth of existing ecotourism initiatives.

An asset map and a written report which complement each other will be the two outcomes of this project. The information gathered through the various activities will reflect the perceptions and expectations of the Anishinaabe Nation in Treaty #3 following its laws and protocols. Moreover, this project will help to lay the foundations for a future overall strategic plan for opportunities in relation to eco-tourism/cultural tourism in Treaty #3. It will also shed some light on what the correct path should be to follow in the future for the implementation of said cultural-ecotourism strategy.

Justification/Need:

First Nations have a unique cosmovision about the environment, their relation, and their responsibility towards it. The idea that people should live in harmony with the natural environment and everything in it is among the most fundamental and widely held doctrines (Government of Canada, 2017). “Sustainable cultural tourism is the integrated management of cultural heritage and tourism activities in conjunction with the local community, creating social, environmental and economic benefits for all stakeholders in order to achieve tangible and intangible cultural heritage conservation and sustainable tourism development” (European Commission, 2019), hence a sustainable approach is being considered. First Nations have a rich and valuable cultural heritage, an asset that can and must be the foundation for a future Indigenous-led Ecotourism Strategy.

All lands and waters in the Treaty #3 territory are in the jurisdiction of the Anishinaabe Nation in Treaty #3. Grand Council Treaty #3 serves as the administrator of this jurisdiction and the government of the Anishinaabe Nation. In exercising its jurisdiction, the Anishinaabe Nation in Treaty #3 expresses concern about those who engage in activities that have an impact on the relationship to the environment without adhering to the protocols and laws of the Anishinaabe Nation in Treaty #3 (Our Nation - Grand Council Treaty #3, 2025).

Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth are the principles that guide the daily behavior of the Anishinaabe peoples. In Treaty #3 Anishinaabe Territory Elders added Forgiveness as the 8th Grandfather teaching unique to the Treaty #3 Anishinaabe Territory “recognizing that in Anishinaabe culture everything comes in even numbers” (8 Grandfather Teachings - Treaty Three Police, 2026). These principles allow individuals to live in a way that fosters harmony and balance with one another and with all other members of creation (Government of Canada, 2017). Traditional lands within the region must be protected and respected in accordance with the laws and protocols of the Anishinaabe Nation in Treaty #3. For this reason, a cultural asset mapping approach can shed light on what the correct path to follow should be in the future for the development of an ecotourism strategy, making sure it reflects the perceptions and expectations of the Anishinaabe Nation in Treaty #3, and at the same time follows its laws and protocols.

Objectives and Research Project Outcomes:

The aim of this project is to help lay the foundations for a future overall strategic plan for opportunities in relation to eco-tourism/cultural tourism in Treaty #3. There are two objectives and two Project Outcomes that complement each other. Each Research Project Outcome consists of several activities that will help achieve the objectives of this project.

Objective 1. To understand what Eco-Tourism means to the Anishinaabe Nation in Treaty #3.

Objective 2. To identify existing tourism assets and potential opportunities for ecotourism already present within the Anishinaabe Nation in Treaty #3.

Research Project Outcomes:

- a) **Written report.**
- b) **Asset map.**

The necessary information will be gathered through a series of activities such as internet research, surveys, interviews, workshops, and site visits, which will help create the asset map and the written report mentioned above as the two Outcomes of this project.

Each of these activities carries specific requirements:

- Written report: This report will reflect the understanding of ecotourism and the willingness to participate in a tourism project of the 28 First Nation communities in the territory. It will identify people and organizations involved in tourism and possible ways to work together, as well as some key places and cultural/traditional activities that represent an interest for the community. The requirements for this deliverable are the following:
 1. Provides background information on the existing tourism activities and enterprises in Treaty #3.
 2. Should help identify and provide contact information for people and/or organizations working on tourism activities from all 28 First Nation communities present in the territory.
 3. Needs to capture and reflect the ideas, thoughts, feelings, and perceptions of the 28 First Nation communities present in the territory.
 4. Identifies people and/or organizations interested in getting involved in a tourism project.
 5. Needs to identify and provide information on funding and grant opportunities for individuals with innovative ideas for ecotourism projects.
 6. Should identify people in the community who can provide relevant information related to sites of interest and cultural or traditional activities.
 7. Needs to include representatives from the 28 First Nation communities present in the territory.
 8. Needs to identify and include people and organizations involved in any kind of tourist activity.
 9. Needs to bring people already involved in tourist activities together.
 10. Participants need to feel confident and heard.
 11. The report must be reviewed by the GCT #3 partner to indicate if some information should be excluded from the public report.
 12. Collected data will meet OCAP principles.

- Asset map: All the information gathered through the above-mentioned activities, will be represented in a map -in a condensed form-. It will show the most important sites of interest, cultural and traditional activities. It will reflect the locations and activities currently involved in tourism, potential locations, and cultural/traditional activities for tourism in different seasons. Lastly, it will show who is already working and who is interested in participating in a tourism project. The requirements for this deliverable are the following:

1. Identifies relevant information related to the project.
2. Selects potentially relevant information regarding understanding what ecotourism means for the Anishinaabe people in Treaty #3
3. Reflects information about existing activities and actors already involved in tourism.
4. Identifies potential tourism assets.
5. Identifies people interested in participating in a tourism project in the future.
6. Reflects all the information mentioned above in a clear and understandable way.
7. The map must be reviewed by GCT #3 partner to indicate if some information should be excluded from public map.
8. Collected data will meet OCAP principles.

The information gathered through all these activities will provide some clarity on the best way to proceed in a future ecotourism strategy.

Roles and Responsibilities:

Ana G. Castañeda Aguilera (Project Manager) planning and coordinating the project, contacting, and assuring collaboration of all parties, and preparing questionnaires.

GCT #3 Contacts:

Lucas King (contact person) from TPU engagement with Grand Council Treaty #3.

Jordan Benoit – TPU Policy Manager: Jordan.benoit@treaty3.ca

Amanda Henry – TPU Senior Administrative assistant: Amanda.henry@treaty3.ca

Ellen Andrews- TPU Communication Specialist: ellen.andrews@treaty3.ca

Iain Davidson-Hunt (Advisor) Review the planning and coordination of the project and provide feedback and advice.

Readiness for Next Steps:

The integrated project plan will be developed after consultation with the above-mentioned contacts, to determine the expectations, review the planning and coordination of the project, and assure the collaboration of all parties.

Charter Changes:

Attendees	Change Approved/Date	Reason for Change	Change Made Date

PROJECT SCOPE

Scope Overview:

The present project has been developed based on the desire to help the Grand Council Treaty #3 in their willingness to achieve a better understanding of the potential opportunities in relation to eco-tourism or cultural tourism in Treaty #3. An important step to achieve this is to understand what the communities present in the territory conceive as Ecotourism.

For this reason, the involvement of the communities and the support of the GCT #3 TPU throughout the whole project is a key component of the process; in this regard, a series of interviews and workshops with key actors and other community members will be held. The focus of these activities is to provide an overview of what is currently happening in this subject within the territory, with the aim of identifying opportunities for the development and growth of existing tourism activities.

This information will help lay the foundation for developing a cultural-ecotourism strategy which will be undertaken by Grand Council Treaty #3 with the aim to inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3.

Some exclusions and constraints have been identified and will be addressed in the corresponding sections.

Being aware that unforeseen events may occur which can alter the schedule of the project, constraints and scope management have been acknowledged and are explained more broadly below.

Exclusions from Scope:

There are two main purposes this project intends to achieve; one is to help GCT#3 gather information and understanding about the current activities involved in tourism and the second is to understand the communities' idea of what ecotourism entails, with the intention to find effective ways to work together in the implementation of a cultural-ecotourism strategy which will communicate the knowledge they have about the natural resources management and their responsibility towards it, reflective of their cosmovision. As several aspects and means of achieving this purpose have been discussed, it is of importance to clarify the exclusions of this project.

- The contact information of key actors and relevant community members are provided by the GCT#3 TPU; therefore, the project manager has no control over the target audience of these interviews and workshops.
- The information regarding sites of interest, trails, and tourist activities relevant for GTC#3 will be provided by the TPU staff complementing the information obtained through my own research.
- The logistics and organization of interviews and workshops will be supported by the TPU staff, the project manager will accommodate those within the dates and activities provided by the TPU.
- Suggestions on how to proceed, work and how to involve the relevant communities and actors present in Treaty #3 will be made but the implementation of report deliverables is outside the scope of this project.

Assumptions:

- Key actors and community members will agree to be interviewed to gather enough information about their perceptions, expectations, and existing tourism, eco-tourism, and cultural tourism assets currently present within the territory.
- Key actors, community members, women and youth are expected to attend the workshops session/s planned related to the project.

- Specific information on existing assets such as infrastructure and ecotourist activities relevant to GCT #3 will be provided by the TPU.
- GCT#3 will review and approve the final draft of the two project outcomes which will be used to create the cultural-ecotourism strategy.

Constraints:

The constraints identified as potentially altering the outcomes of this project are:

1. The coordination of the parties involved.
 - The starting date of the project.
 - Scheduling the visits and interviews.
 - Accommodating most activities and workshop session/s into the GCT #3 activities and schedule.
 - Translation and interpretation might be needed.
2. The access to the information needed.
 - Having a contact person to provide the information I will need.

Acceptance Criteria:

The criteria shown below will contribute to measuring the success of the project:

1. Ideas, perceptions, and expectations from the communities present in the territory were reflected.
2. Existing tourism activities, sites of interest, cultural and traditional activities, people, and organizations already involved in the tourism industry were identified.
3. Community members interested in tourism and people already involved in tourism activities were brought together through a workshop session to share what ecotourism means to them and to discuss potential opportunities and ideas for cultural-ecotourism projects, this includes members from Women's Council, Youth Council, Men's Council, 2SLGBTQQA+ and Men's Council.
4. The Asset Map and the Written report presented was approved by the GCT#3

Scope Management:

Up to this moment, there are no indications that significant changes might be made, but it is wise and realistic to bear in mind the possibility of slight changes could arise. If any change request should arise, the involved parties will meet and review the change request and the project charter to reflect on what this means to each party and decide what the next steps will be.

However, the following considerations must be made to evaluate the feasibility of said changes:

1. Proposed changes must be suggested as soon as possible to be evaluated.
2. The project manager is responsible for handling daily minor changes that don't impact the project's outcome.
3. Only changes that threaten to affect the outcome of the project will be considered. These changes will be evaluated by the parties involved and if all parties agree the changes will be the best way to proceed, then they will be made. Major changes and changes that affect the project will be recorded and reflected in the appropriate section.

PROJECT SCHEDULE

The purpose of the project schedule is to provide a comprehensive overview of the project by detailing its timeline, associated activities, dependencies, and team members. It is an important tool which helps track project progress and describes all the major components and high-level specifics of the project to make sure the project is successfully completed on time. The project schedule will be available for consultation by all the members of the project, but it will primarily be utilized by the project manager to ensure that the project is progressing as planned.

The project schedule is made up of the Work Breakdown Structure, the Activity List, the calculation of the Critical Path which is included in the Gantt chart. The Managing Relationships chart and Milestones are also registered in said document.

An average time of 30 hours per week has been considered to carry out the activities throughout the project. Although most of the project is planned to be carried out during weekdays, weekend activities and tasks are also being considered, since the work with the community could involve working at different times and days.

The project was considered to start on January 2024, and finish by January 2025. Once the start date of the project has been determined, these dates will be adjusted.

The detailed Project Schedule including the Sequence Diagram-Milestones, the Work Breakdown Structure and the Work Package can be found in Appendix [1.1](#), [1.2](#) and [1.3](#).

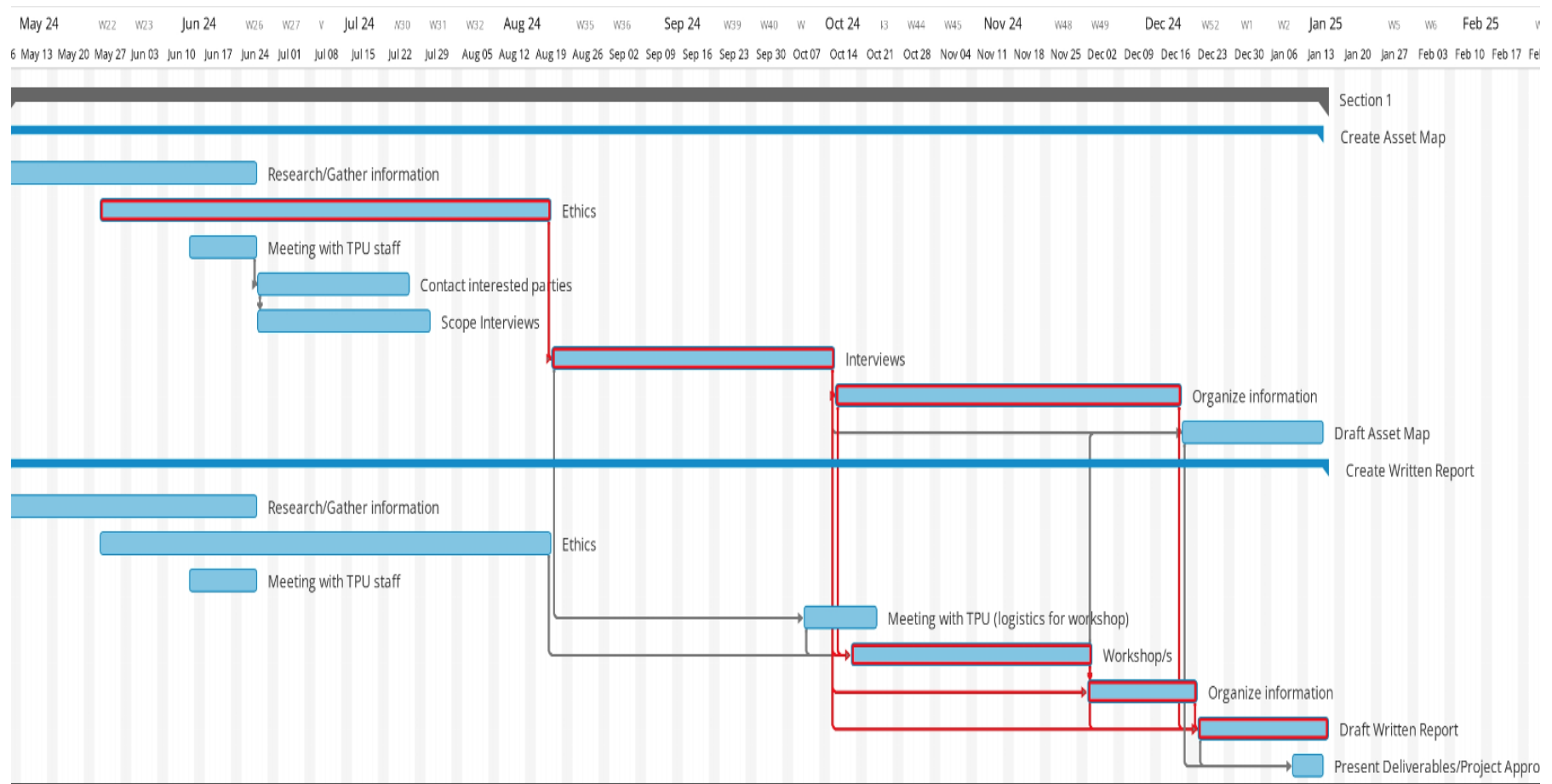
The duration of each of the tasks is variable and although tasks may be added or altered, significant changes must be approved by all the members involved in the project and recorded in the Change Management Plan and Change Log. The project manager is responsible for most of the tasks (see [Appendix 3. MANAGING RELATIONSHIPS](#)), except for a few activities already identified, these exceptions are registered in the Project Scope (Exclusions from Scope).

The activity list with dependencies and the proposed start and end date of each activity is shown in Table 1. The status of each planned activity will also be included on this chart. Table 2 shows the critical path tasks, which are the activities that must not be altered to ensure the completion of the project on time.

Table 1. ACTIVITY LIST-DEPENDENCIES

Search tasks...		SUB	ASSIGNEE ▾	TAGS ▾	EH ▾	AH ▾	EC ▾	AC ▾	START ▾	WD ▾	CD	DUE ▾	PR ▾	RI ▾	DPD	STATUS ▾	% ▾	+ ▾
Section 1		3			-	-	-	-	10/May	180d	252d	16/Jan	-	-			0%	
✓ Create Asset Map			Unassigned		-	-	-	-	10/May	179d	251d	15/Jan	-	-		Not started	0%	
2	✓ Research/Gather information		Unassigned		-	-	-	-	10/May	34d	48d	26/Jun	-	-		Not started	0%	
3	✓ Ethics		Unassigned		-	-	-	-	28/May	62d	86d	21/Aug	-	-		Not started	0%	
4	✓ Meeting with TPU staff		Unassigned		-	-	-	-	14/Jun	9d	13d	26/Jun	-	-		Not started	0%	
5	✓ Contact interested parties		Unassigned		-	-	-	-	27/Jun	21d	29d	25/Jul	-	-	4	Not started	0%	
6	✓ Scope Interviews		Unassigned		-	-	-	-	27/Jun	23d	33d	29/Jul	-	-	5	Not started	0%	
7	✓ Interviews		Unassigned		-	-	-	-	22/Aug	38d	54d	14/Oct	-	-	3	Not started	0%	
8	✓ Organize information		Unassigned		-	-	-	-	15/Oct	48d	66d	19/Dec	-	-	7	Not started	0%	
9	✓ Draft Asset Map		Unassigned		-	-	-	-	20/Dec	19d	27d	15/Jan	-	-	7, 15, 8, 16	Not started	0%	
✓ Create Written Report			Unassigned		-	-	-	-	10/May	180d	252d	16/Jan	-	-		Not started	0%	
11	✓ Research/Gather information		Unassigned		-	-	-	-	10/May	34d	48d	26/Jun	-	-		Not started	0%	
12	✓ Ethics		Unassigned		-	-	-	-	28/May	62d	86d	21/Aug	-	-		Not started	0%	
13	✓ Meeting with TPU staff		Unassigned		-	-	-	-	14/Jun	9d	13d	26/Jun	-	-		Not started	0%	
14	✓ Meeting with TPU (logistics for workshop)		Unassigned		-	-	-	-	09/Oct	10d	14d	22/Oct	-	-	7	Not started	0%	
15	✓ Workshop/s		Unassigned		-	-	-	-	18/Oct	32d	46d	02/Dec	-	-	12, 14, 7, 8	Not started	0%	
16	✓ Organize information		Unassigned		-	-	-	-	02/Dec	15d	21d	22/Dec	-	-	7, 15	Not started	0%	
17	✓ Draft Written Report		Unassigned		-	-	-	-	23/Dec	19d	25d	16/Jan	-	-	7, 15, 8, 16	Not started	0%	
18	✓ Present Deliverables/Project Approval		Unassigned		-	-	-	-	10/Jan	4d	6d	15/Jan	-	-	9, 17	Not started	0%	

Table 2. GANTT CHART-CRITICAL PATH



RESOURCE PLANS

Several resources and skills will be needed to successfully complete the Project. A summary of the resources needed as well as the skills and knowledge necessary for the successful completion of this Project can be found here, whereas the detailed list for each of these components can be found in [Appendix: 2. RESOURCE NEEDS ASSESSMENTS & PLANS](#)

Skills and Knowledge (Table 1 and Table 2)

In this section the skills and knowledge required to develop the Written report and the Asset Map as well as the activities to gather the necessary information will be provided predominantly by the team members of the project and the partner: Ana G. Castañeda A. (Project Manager), Lucas King (TPU/GCT#3) and Iain Davidson-Hunt (Advisor).

Materials, Supplies, Equipment (Table 3)

The resources I will need to be able to complete the Project can be divided in three categories:

1. Personal resources such as computer, phone, internet, car.
2. Information:
 - Contact information of potential participants, people already involved in tourism, members of the different councils representing the 28 communities present in the territory and other key actors.
 - Sites of interest and cultural traditions.
 - Local and other tourism organizations present in the territory.
3. Other:
 - Venue for the workshop and or interviews

MANAGING RELATIONSHIPS -Planning Elements

The communication among all the involved parties is a crucial aspect to ensure the success of the project, on top of that, TPU GCT#3 must be involved in all the important decisions concerning the project as their opinions and approval of some documents will be needed, and I want to make sure the thoughts and concerns of the members of the community are reflected.

The document Managing Relationships-Planning Elements shows in detail all the interested parties that must be engaged in the project as well as those who will help to achieve the goals of the project to ensure its successful completion. Said information can be found in the

[Appendix: 3. MANAGING RELATIONSHIPS](#). In summary, Appendix 3 shows the Internal Interested parties which are key elements to the project and decision makers at different levels: TPU GCT#3 and Iain Davidson-Hunt, [Appendix 3. MANAGING RELATIONSHIPS](#) (Table 1). The External Interested parties, also shown in this document, are important components to the project as well but with less degree of involvement and can be found in the [Appendix 3. MANAGING RELATIONSHIPS \(Table 2\)](#).

Considering factors such as type of organization, better way to approach, successful engagement, reason and goal of communication, different means of communication have been considered: email, phone, videoconference and in person meetings, are some of the mechanisms to be used, more details can be found in the [Appendix 3. MANAGING RELATIONSHIPS \(Table 3\)](#).

Promotion Plan

A Promotion Plan has been created to communicate the importance of the community's participation in the different activities planned in this project and at the same time to provide an opportunity for the community, and other key actors to become interested in getting involved in future opportunities the project may open. This promotion plan can help to:

- Find new ways of collaboration and understanding to merge western and traditional knowledge to better manage tourism.
- Build interest in participation, to increase the awareness in the current tourism sector, and at the same time invite people to join the conversation.

Tourism organizations present in the territory, members of the different councils, community members and people involved in tourist activities are the intended Audiences the plan expects to reach through different communication vehicles such as social media (Facebook, Instagram), emails, phone calls and visits.

Some of the Key Messages of this Promotion Plan are presented below:

1. The critical state of our natural resources requires a change in human behavior. We need to “learn to live in harmony with the natural environment,” a fundamental teaching among First Nations.
2. The Anishinaabe Nation in Treaty #3 Territory possesses existing assets and potential opportunities for a future Indigenous-led Cultural-Ecotourism Strategy.
3. First Nations' communities present in Treaty #3 territory have a strong responsibility and connection to their resources which must be shared with the visitors.

The detailed Promotion plan can be found in the [Appendix 3. MANAGING RELATIONSHIPS \(Table 4\) PRODUCT/SERVICE PROMOTION PLAN.](#)

RISK MANAGEMENT

As we know, every project comes with its own risks, therefore it is of great importance to evaluate, identify and score the relevant areas of risks to which this project is exposed. The identified risks have been assessed and registered following Heldman's text Heldman, K (2003). The probability and impact have been evaluated and registered as well. Full details can be found in the [Appendix: 4. MANAGING RISKS.](#)

Below is a table showing the 5 highest potential risks for this project. For each identified risk a Response Strategy and Response Details have been developed.

Risk	Response Strategy	Response Details
Difficult in coordinating times and obtaining the required information from TPU GCT#3	Avoid	Go to Quality Plan Management
Not getting Council Members and TPU staff consensus on: - type of tourism to promote	Accept	• Decide with TPU how to proceed. • Study the possibility of including both perspectives/suggestions/ideas.
Council and community members not being too open in sharing their thoughts, expectations, ideas, (Difficulty in gaining their trust)	Avoid	Go to Quality Plan Management
Interviews: - taking too much time	Avoid	• Additional meetings with TPU to brainstorm on ideas. • Seek additional help to find about all the existing asset and tourism activities that already exist
		• It will be important to build a good relation with the

Poor attendance to the workshop sessions	Avoid	community member to gain their trust
	Mitigate	● Explain as soon as possible the benefits of opening this opportunity to invite all the parties to participate ● Perhaps a meeting could be arranged between TPU staff, and some members of the different communities present in the territory to start the engagement process and mutual understanding

QUALITY MANAGEMENT PLAN

To ensure the quality of the project, the following steps have been taken:

1. The Quality Standards, Regulations and Commitments have been carefully examined and applied.
2. The Most Significant Risks to Quality have been identified.
3. A Quality Management Procedure has been developed.
4. The Roles and Responsibilities have been identified.

1. Quality Standards, Regulations and Commitments:

The quality standards and regulations that apply to this project are those established by the University of Manitoba under the Research Quality Management that can be found on:

<https://umanitoba.ca/research/orec/qa/rqm.html>

The Supplementary regulations for the master's degree in Natural Resources Management:

https://umanitoba.ca/institutes/natural_resources/nri_suppmp.htm

And the First Nations Ethic Code:

chrome-

extension://efaidnbmnnnibpcajpcglclefindmkaj/https://umanitoba.ca/student/indigenous/media/Pamphlet_02a.pdf

Ethics and ethics approval:

https://ethics.gc.ca/eng/tcps2-eptc2_2018_chapter9-chapitre9.html

<https://umanitoba.ca/research/opportunities-support/ethics-compliance/ethics/fort-garry>

2. Most Significant Risks to Quality:

The following list shows the most significant risks to quality and success of the project:

1. Poor engagement and trust building with some of the 28 First Nation communities present in the territory (community members not being too open in sharing their thoughts, expectations, ideas, etc. Difficulty in gaining their trust).
2. Not enough information about tourism activities, people involved, and assets present in the territory.
3. Difficulty among the parties in agreeing about the best potential tourist activities.
4. Poor translation/interpretation quality for the workshop/interviews/report/map.

3. Quality Management Procedures:

1. Poor engagement and trust building with some of the 28 First Nation communities present in the territory (community members not being too open in sharing their thoughts, expectations, ideas, etc. Difficulty in gaining their trust).
 - I. Learn as much as possible what GCT#3 expectations are from this project.
 - II. Engage with community members as much as possible.
 - III. Attend/get involved in activities organized by the communities when invited.
 - IV. Meet with some, perhaps the most active council members, to get feedback on what it is expected from me or what could be helpful to gain their trust.
2. Not enough information about tourism activities, people involved, and assets present in the territory.
 - I. Obtain as much information as possible from TPU staff and other resources (web search, tourism organizations present in the territory, other First Nations' tourism organizations)
 - II. Meet with TPU GCT#3 to get feedback on the steps to follow regarding the lack of information.
3. Difficulty among the parties in agreeing about the best potential tourist activities.
 - I. Meet with TPU GCT#3 to get feedback on ways to present the information to obtain the results I am looking for.
 - II. Present the information according to TPU GCT#3 suggestions.

- III. Include translation?
 - IV. Open the possibility of extra workshops sessions to explore more about the theme.
4. Poor translation/interpretation quality for the workshop/interviews/report/map.
- I. Obtain an estimate (time and money required) of a professional translator.
 - II. Have translations revised from at least 2 more sources (perhaps someone from the community)
 - III. Have a workshop with the Councils members to get feedback on the quality of the translation (I want to make sure the translation is accurate).

4. Roles and Responsibilities:

- The Project Manager is responsible for the project which entails the elaboration of the written report and the asset map. It is also her responsibility to ensure the information presented reflects the understanding and perception of the different communities present in Treaty #3 and to include all the relevant actors in all the important decisions regarding the project.
- The advisor is responsible for providing me with the contact information/opportunity to meet with GCT#3 and some key persons that could help me to engage with the community and to review the materials produced by me and provide feedback to ensure the materials meet the requirements. He will also analyse and give advice when necessary to ensure the process is going in the correct direction.
- The partner, GTC #3 is responsible for providing the information I require to gather the information which will help me carry out the necessary activities to achieve the objectives and project outcomes. At the same time, it will be their responsibility to support me in the organization and logistics for said activities.

BUDGET SUMMARY

The information you will find here is related to the costs considered necessary to develop the project.

The skills and knowledge required to develop the project will be provided predominantly by the team members of the project and the partner. The main costs that have been considered for the

project are as follows: travel and accommodation, materials and equipment, student fees/stipend, honoraria, administration, and other expenses such as meeting expenses. The total amount for the project has been estimated in \$40000 approximately (Figure 1).

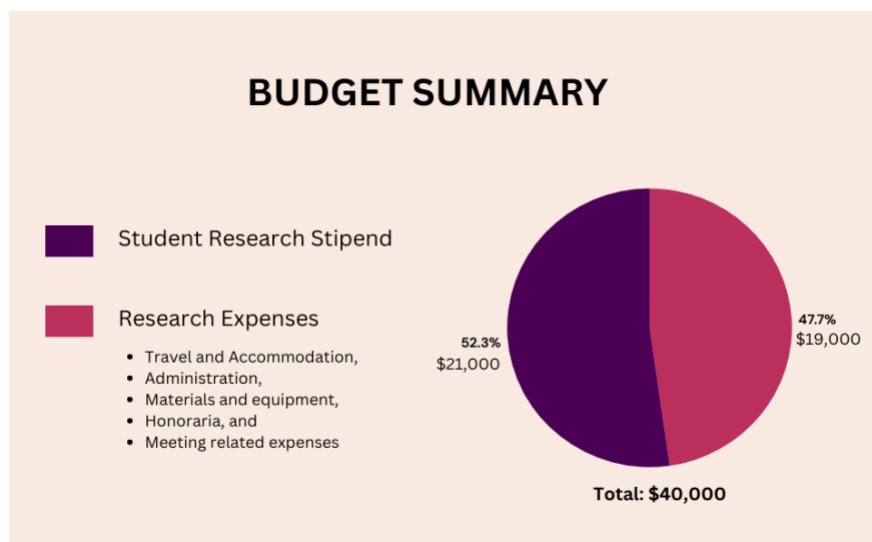


Figure 1. Budget summary

CHANGE MANAGEMENT

In the Risk Management section, I identified the main possible risks this project could face, but realistically there is a big possibility I may face some unexpected changes, for this reason I have created a Change Management Plan which will help me deal in case said changes arise to ensure the successful competition of the project.

For the Identified risks, the Risk Management document found in the Appendix 4. MANAGING RISKS offers the detailed information on how these risks will be handled.

For the risks that could compromise the quality of the project, go to the section Quality Management Plan p.14 on this document which explains in detail how these will be dealt with.

For unexpected changes the following procedures will be followed:

- The suggested change will have to be evaluated deeply considering the following aspects:
 - a. Where the suggestion for the change is coming from?
 - b. Why is the change being suggested?
 - c. How will the change impact the objectives/outcomes of the project in a substantial manner?
 - d. Is there a different way to address the issue being presented?

Before it is decided that the change must be made or if it is something being imposed on us then the following will proceed:

- 1) A meeting to discuss all the above aspects must be held with all the parties involved (Project Manager, Advisor and Partner) to decide if the change must be made or if there are other ways to address the issue.
- 2) The Project Manager with the help of the Advisor and/or the Partner will brainstorm on an implementation plan for the change.
- 3) The Internal Parties must be contacted immediately.
- 4) If necessary, the External Parties will be informed with in a timely fashion.
- 5) The change must be documented and reflected in the correspondent sections (Project Charter, Project Scope, Budget, Change Management).
- 6) The change will also be registered in the Change log document stating who requested the change, the process, the suggestions, the consequences, and the final decision.

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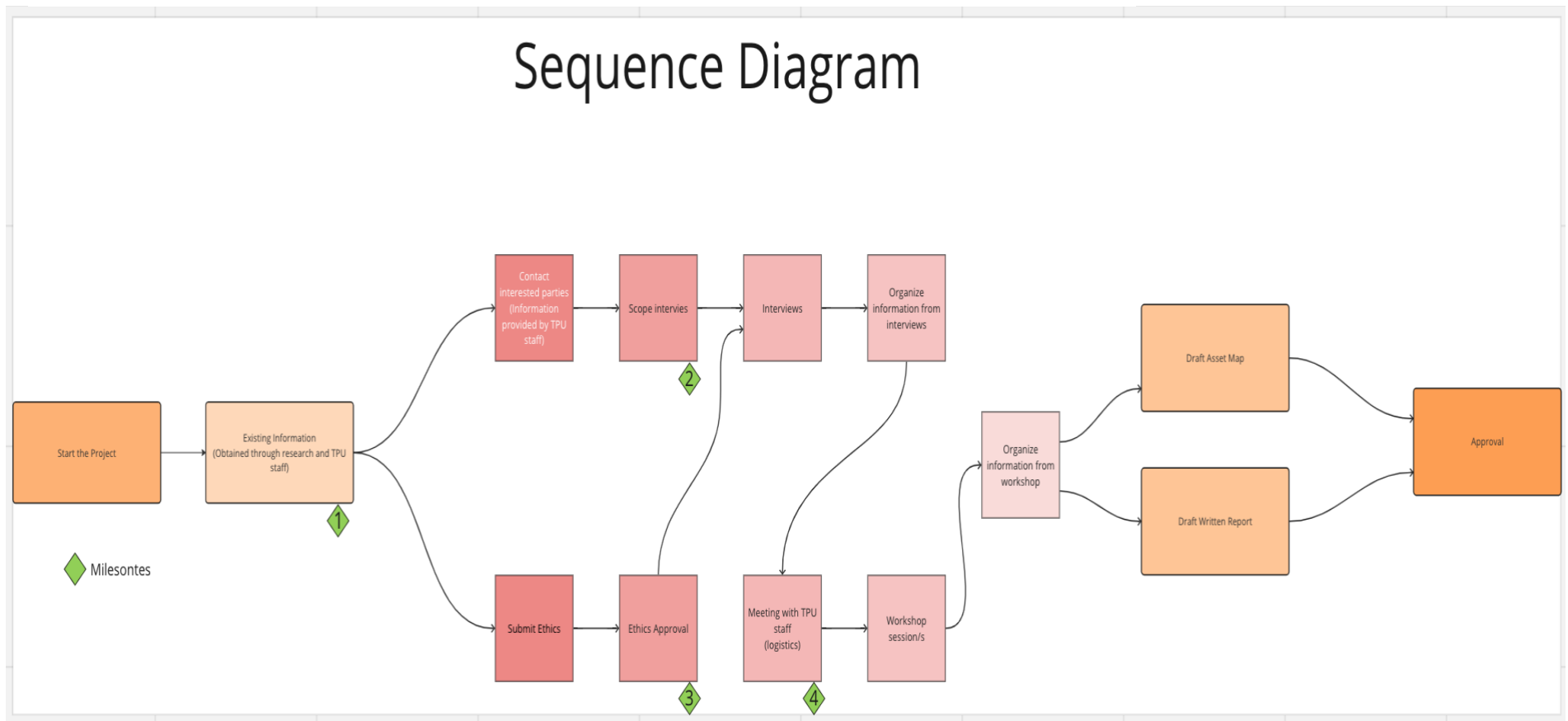
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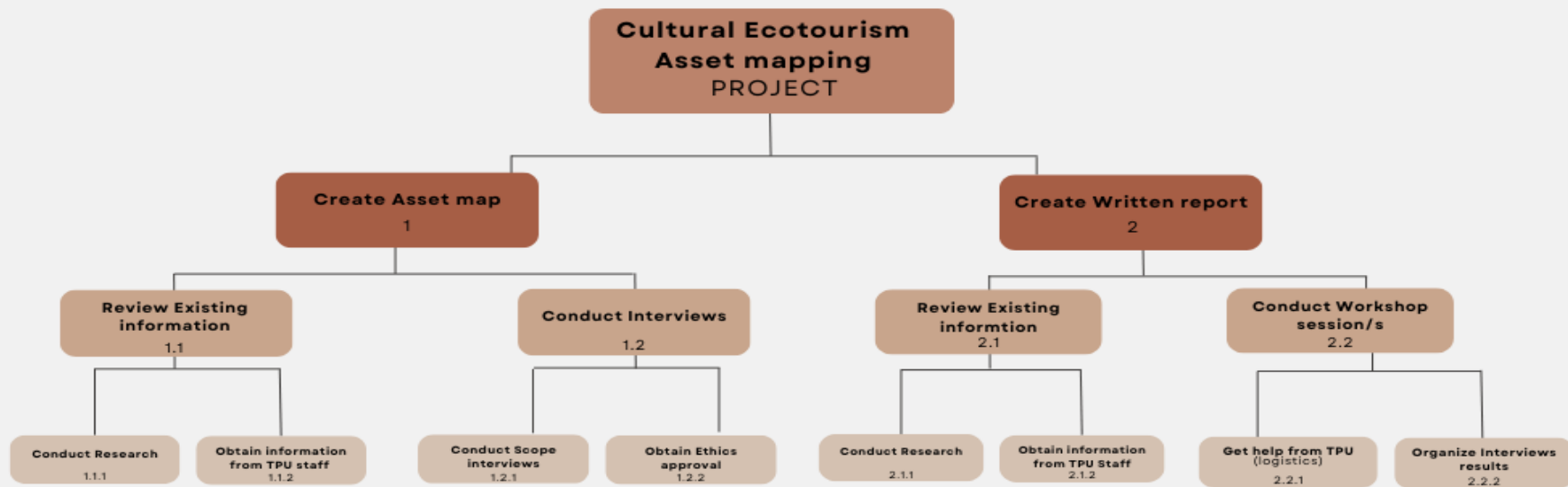
Appendices

Appendix 1.1 SEQUENCE DIAGRAM-MILESTONES



Appendix 1.2 WORK BREAKDOWNSTRUCTURE

WORK BREAKDWON STRUCTURE



Appendix 1.3 WORK PACKAGE

WBS No.	Deliverable	Work Package	Est'd. Duration	Date Initiated	Date Complete	Actual Duration	Comments
1	Asset Map						
1.1		Review Existing information	48 days	May 10 June 14	June 26		
1.1.1		Conduct Research					
1.1.2		Obtain information from TPU staff	13 days	June 14	June 26		*Milestone 1
1.2		Conduct Interviews	54 days	August 22	Oct 14		
1.2.1		Conduct Scope Interviews	33 days	June 27	29 July		*Milestone 2
1.2.2		Obtain Ethics approval	86 days	May 28	21 August		*Milestone 3
2	Written Report						
2.1		Review Existing information	48 days	May 10 June 14	June 26		
2.1.1		Conduct Research					
2.1.2		Obtain information from TPU staff	13 days	June 14	June 26		
2.2		Conduct Workshops session/s	46 days	Oct 18	Dec 02		
2.2.1		Get Help from TPU (logistics	14 days	Oct 9	Oct 22		*Milestone 4
2.2.2		Organize Interview results	21 days	Dec 02	Dec 22		

Appendix 2. PROJECT RESOURCE NEEDS ASSESSMENTS & PLANS

General Information:

Project Name: Cultural Asset* Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.

Sponsor/Partner Name: TPU, Grand Council Treaty #3.

Project Manager Name: Ana Gabriela Castañeda Aguilera

Resource (Skills & Knowledge) Needs Acquisition Plan:

The skills and knowledge required to develop the Workshop will be provided predominantly by the team members of the project and the partner.

Table 1. Resource (Skills & Knowledge) Needs Assessment:

Activity / Task	Quantity	Skill / Knowledge Requirement	Team Member (Name)	Contract (Name/Company)	Approximate Cost (\$/Time)
Meeting with TPU staff	1	Schedule meeting to: • Gather information about people, community, and council members who they want me to contact and/or might be interested in the project. • Gather information about sites of interest. • Gather information about tourist and cultural activities	Ana G-TPU staff		

		already happening in Treaty #3 Territory			
Contact interested parties	?	Information provided by TPU. • Talk about the project to possible interested community members, council members, people involved in tourism activities	Ana G		
Scope interviews	?	Information provided by TPU. • Explain the project in more detail. • Find out about the communities' interest and knowledge about ecotourism and tourism activities.	Ana G		
Interviews	?	Gather/Record information	Ana G		
Meeting with TPU (Logistics)	1	• Planning/organizing workshop session/s • List of participants/Invitations • Decide venue and date	TPU staff Ana G. Iain?		
Workshop	?	Gather/Record/Corroborate information gathered through the interviews.	Ana G./TPU		

Table 2. cont. Skills & Knowledge Inventory of Team / Partner / Volunteers:

Person	Job Title	Skills/Training	Years	Education
Ana G. Castañeda A.	Project Manager (student)	• Communication skills • Teaching • Organizational skills • Computer skills • Interpersonal skills • Multicultural experience	15 15 10 More than 15 20 More than 10	Bachelor's degree in biology Certified Teacher Currently enrolled in Master's pf Natural Resource Management
TPU/GCT#3 • Lucas King (TPU Director) • Jordan Benoit (TPU Policy Manager) • Amanda Henry (PTU Senior Administrative assistant) • Ellen Andrews (TPU Communications specialist)	Partner	• Represent the needs and aspirations of Anishinaabe Nation in Treaty #3 Territory • Provides important information about possible interested parties, community and council members, people already involved in tourist activities, (list of participants to the workshop). • Provides important information about sites of interests, cultural and tourist activities.		

		Other relevant information such as respectful honoraria for the knowledge Keeper, Elder, protocols)		
Iain Davidson-Hunt	Advisor	Advisor Professional Planner		- Ph.D. Natural Resource and Environmental Management, University of Manitoba - Master of Natural Resources Management, University of Manitoba - B.Sc. (Hons) Agriculture, Crop Science Major, University of Guelph - Professional Planner

Resource Needs (Materials, Supplies & Equipment) and Procurement Plan:

The primary expense associated with the project is the cost of conducting trips to Treaty #3 territory, including expenses for gas and accommodation, in addition to honoraria for knowledge keepers and elders:

- Transportation for meetings with TPU staff will be necessary.
- Transportation to carry out the interviews and the workshop session/s.
 - The cost will be either bus tickets or gas in case I decide to drive my car. I am considering scheduling 2 meetings with the TPU staff in their own offices, so no cost is being considered for the venue:
 1. one meeting to review and gather the information I need to start contacting key people, and
 2. one more meeting with 2 purposes:
 - to present the workshop plan and decide the target audience for the workshop/s
 - to arrange the logistics for the workshop session/s (review the list of participants and review the invitation).

- The venue for the workshop will be decided with the TPU staff; this could be a place they provide, or a rental space and the details will be confirmed/decided with the TPU staff.

Table 3. Resource Needs (Materials, Supplies & Equipment) Assessment:

Activity / Task	Quantity	Materials/Supplies/Equipment	Available/Procure	Approximate Cost (\$/Time)
Meeting with TPU staff	2 (may be more if needed)	Phone Computer Venue Gas/Car or Bus tickets	✓ ✓ ✓ ✓	\$0 \$0 \$0 \$?
Contact interested parties.		Information gathered, Computer	✓ ✓	\$0 \$0
Scope interviews		Phone Computer Venue? Gas/car or Bus tickets	✓ ✓ ✓ ✓	\$0 \$0 \$0 \$?
Interviews		Gathered information. Venue?	Procure Procure	\$0 \$?
Meeting with TPU (Logistics)		Phone Computer Venue? Gas/car or Bus tickets	✓ ✓ ✓ ✓	\$0 \$0 \$0 \$?
Workshop session/s	?	Phone Computer Venue? Gas/car or Bus tickets List of participants	✓ ✓ ✓ ✓ ✓	\$0 \$0 \$0 \$? \$?

Appendix 3. MANAGING RELATIONSHIPS-PLANNING ELEMENTS

Table 1. INTERNAL INTERESTED PARTY REGISTER

Name or Office	Nature of Interest	Type of Engagement Needed
GCT #3 TPU	As a partner, GCT #3 TPU is interested in knowing and understanding the communities' expectations, and perceptions regarding cultural tourism and eco-tourism as well as learning about the existing assets and tourism activities present in the territory. They are interested in preserving their traditions and rising awareness of the impact of the relationships to the environment if they are not adherent to the protocols and laws of the Anishinaabe Nation in Treaty #3. They hope this plan will help them inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3.	Regular communication is very important, hence regular emails with TPU staff will be needed to follow up on the different tasks and needs from both sides to ensure the process is going as planned. In person and/or online meetings will be held when necessary to find about their thoughts on the way the process is going, to help with the logistics for the interviews and workshops session/s and to clarify some aspects if necessary.
Iain Davidson-Hunt	As the advisor, he has an interest working with First Nations peoples. He is also interested in environmental management issues. His knowledge about the practicum process and the First Nation's culture plays an important role in this project as a guide to successfully achieve the goal of this project.	He will need to share with me contact information about GCT3# TPU and the materials he finds useful for me to use. I will communicate with him regularly via email or in person, when necessary, I will make sure to have him updated with reports informing how the process is going or to contact him when doubts arise.

Table 2. EXTERNAL INTERESTED PARTY REGISTER

Interested Party	Why they Care	What they Seek from Us	What we Seek from Them	Implications for Managing the Relationships
People involved in tourism activities in Treaty #3 Territory	A successful outcome of this project would be important for people involved in tourism activities because it can open new opportunities of collaboration and support. It can provide valuable and updated information regarding tourism.	Information about tourism activities and sites of interest present in the territory. More detailed information to explain the goal of the project and to have an opportunity to expose their concerns. Create an opportunity to approach council members in a different context.	Participation on the interviews and interest in attending the workshops session/s. Honest input about their understanding of what eco-tourism is, what their expectations are and what suggestions they may have, all these would benefit the project. Be open to dialogue. Learn more about their concerns and thoughts regarding tourism.	Scope interviews could help establish a connection and build trust for future interviews and other activities. Keep them informed and updated about the upcoming activities. Be open and available to answer questions and hear their concerns.
Community members interested in tourism	They could be interested in having a closer look into the project and the opportunities it may bring to the community.	Updated information about the tourism activities and sites of interest present in their territory. To provide a clear explanation about the project and the opportunities it may offer to the community.	Participation in the interviews and workshop session/s. Clarification on their understanding of what eco-tourism entails. Learn about their expectations regarding tourism.	Contact community members suggested by TPU staff (via email and/or visits) Maybe some advertising could be done (Facebook, posters)
Private companies involved in tourism present in Treaty #3 Territory	The outcomes of this project can contribute to a better understanding about tourism practices which can be implemented by these	Information about tourism activities and sites of interest in Treaty #3 Territory. Possible approach to Council and community members to learn more about their	Participate in the interviews and workshop session/s. Their comments on how to find ways to collaborate with GCT3# TPU regarding tourism.	Contact key persons from different companies and keep them informed via email.

	companies with the help of FN's peoples. The information provided by the project can be used by companies already involved in tourism activities within the territory and can open an opportunity to start a conversation about new ways of collaboration with FN's communities.	tourism understanding and expectations. Learn about the interests of GCT3#, council and community members and their willingness to collaborate.	Learn about their current tourism activities.	
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Table 3. MANAGING RELATIONSHIPS-MECHANISMS OF ENGAGEMENT

Interested Party	Purposes	Mechanisms of engagement	Timing	Responsibility
Council members (Women's Council, Men's Council, Youth Executive Council, Elder's council 2SLGBTQQIA+ Council)	-Insights on their understanding of ecotourism, their expectations and concerns -Help in learning about their traditions regarding the sharing of knowledge, cultural practices, touristic sites. -Participation in interviews and workshop session/s -Access to the community	Phone calls and visits to council members will be needed to establish a connection and build trust for future interviews and other activities. Visits to interview some members will be needed to have access to the information needed for the project. Formal invitation to attend the workshop session/s. According to First Nations' customs, face to face communication is very important and this is how it should be done.	-Phone calls will be made when needed -Meeting to carry out the scope interviews and interviews. -In person visit to extend an invitation to attend the workshop session/s.	Project manager with the help of the TPU staff.
TPU Staff	-Access to the community (First Nations communities and Councils) -Advice/guidance -Approval of plans, deliverables, requirements -Information, documents	-Emails and WhatsApp, since these are the most convenient ways of communication -In person meetings, when possible, to clarify, discuss or work on specific issues -Zoom, when in person meetings are not possible	Weekly When needed	Project manager
People involved in tourism activities in Treaty #3 Territory	-Participation in the interview process -Attendance to workshop session/s	Initial visits/scope interviews with key persons suggested by the TPU staff	As soon as I have enough information to contact them. Monthly emails	Project manager

	-Honest input about tourism activities present in the territory -Help in learning about their understanding of ecotourism	Afterwards, keep them engaged through emails or sporadic visits with different pieces of information regarding the project.	When needed	
Community members interested in tourism	-Help in learning about their understanding of tourism and ecotourism - Help in learning about their interest on the project and clarifying doubts and/or concerns so they feel comfortable in participating -Participation in the interview process and their attendance to the workshop session/s -Create an opportunity for dialogue and collaboration	Initial visits/scope interviews with contact key persons appointed or suggested by TPU staff. Emails to -keep them engaged (bulletin with updates) -Address questions, concerns, or suggestions	Once the project has started As soon as I can get an appointment. Monthly	Project manager
Private companies involved in tourism present in Treaty #3 Territory	-Information about their current tourist activities -To provide an opportunity to get involved in the project activities -Participation in the interview process	An initial meeting with the point person to explain about the project. Emails would be the most convenient way to send	Once the project has started As soon as I can get an appointment.	Project manager

	-Assistance to the workshop session/s -Hear/learn about their expectations and concerns regarding collaborations with GCT3#. -Create an opportunity for dialogue and collaboration -Hear about their comments on how the private sector could be more engaged/interested in these types of opportunities	information or a bulletin with information about the project	Monthly	
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PRODUCT/SERVICE PROMOTION PLAN

Table 4.

What is the overall Goal of the Project? To inform visitors to Treaty #3 Territory about the sacred bond between the land and the experiences of the Anishinaabe Nation through the development of a Cultural-Ecotourism Strategy.
Why the Promotion Plan is Needed – What is it intended to achieve? A promotion plan is needed to build interest on the project, to increase participation and awareness in the current tourism situation, and at the same time to invite people to join the conversation
Intended Audience(s) People involved in tourism activities in Treaty #3 Territory Community members interested in tourism. Private companies involved in tourism present in Treaty #3 Territory Council members
Key Messages 4. The critical state of our natural resources requires a change in human behavior. We need to learn to live in harmony with the natural environment, a fundamental teaching among First Nations. 5. The Anishinaabe Nation in Treaty #3 Territory, possess existing assets and potential opportunities for a future Indigenous-led Cultural-Ecotourism Strategy. 6. First Nations' communities present in Treaty #3 territory have a strong responsibility and connection to their resources which must be shared with the visitors. 7. The importance of clarifying what Cultural-Ecotourism is, can lead to the creation of a more suitable tourism strategy for the communities in Treaty #3 Territory. 8. The presentation of an asset map accompanied by a written report during a workshop session, will offer a unique opportunity to learn and discuss about the tourism opportunities present in the territory and the best way forward.

Suggested Communication Vehicles with reasons for choices

-In person meetings. This type of communication will be useful in case I need to provide more detail information about a specific activity or to answer questions the community members may have.

- First Nations peoples value this type of communication, it is important to acknowledge this if we are going to be working with them.
- First time meetings with the different parties I want to engage with, would show interest and give me the opportunity to better explain the project.

-Emails. In many cases email is the most effective and practical way to communicate. This type of communication will be used to provide a more detailed information about the activities that will take place in a specific time and place, such as the workshop. This type of communication will also help me keep a record of the parties I contacted.

-Phone calls. With First Nations, this could be an alternative form of communication. This type of communication will be used in case email communication fails, and it will serve the same purpose as the email communication mentioned above.

-Bulletin. This form of communication would be an effective form of communicating the updates regarding the project as well as a possible way of advertising. A monthly bulletin can be created which contains updates regarding the project, future activities, and contact information in the case of questions and/or clarifications. This can be sent to all of those who show an interest in receiving it.

-Facebook and Instagram. Social media is a very successful way to advertise a product or service. For this project, social media will be a good resource to invite community members to participate in the project, to advertise the activities, to post updates about the project and to offer an open way to communicate and ask questions about the project.

Timing in relation to project stage or activities

Regarding the promotion plan, this would be required to start once some of the most relevant pieces of information have been gathered and the approval of the GCT#3 TPU to advertise and share the information has been granted. As for the communication part, it has been stated in the tables above.

The logistics for the interviews will start once the ethics have been approved.

The logistics for the workshop session/s should start with sufficient time to comply with the schedule.

Other:

Appendix 4. MANAGING RISKS

I listed all the possible risks this project may encounter. The assigned values for Impact and Probability are the ones suggested by Heldman on Chapter 7, Tables 7.3 and 7.4.

PROBABILITY AND IMPACT MATRIX

Risk Description	Probability	Impact	Risk Score
TPU GCT#3 might not have enough and/or updated information	.20	.60	.12
Difficult in coordinating times and obtaining the required information from TPU GCT#3	.60	.60	.36
Not getting Council Members and TPU GCT #3 consensus on:			
-key actors should be contacted	.20	.60	.12
-type of tourism to promote	.40	.80	.32
-tourist, cultural activities, and sites of interest to promote	.20	.80	.16
Poor engagement and trust building. Council and community members not being too open in sharing their thoughts, expectations, ideas (Difficulty in gaining their trust)	.40	.80	.32
Interviews:			
-taking too much time	.60	.60	.36
-difficult in scheduling	.40	.40	.16
-interviewees being too far apart	.40	.60	.24
Difficult in scheduling the workshop session/s	.40	.40	.16
Not enough interest from Council and community members in working or getting involved in the project	.40	.60	.24
Poor attendance to the workshop session/s	.40	.80	.32
Essential translation/interpretation services for the workshop/interviews/ cannot be obtained	.20	.60	.12
An increased in the number of workshops sessions	.40	.40	.16
Delays on the dates due to multiple factors: sickness, COVID-19, holidays, etc.	.40	.40	.16
Sharing information outside the community	.20	.80	.16

The risks with the higher scores from the probability and impact Matrix are shown in the following table.

RISK REGISTER

Risk	Respond Plan created	Location of Response Plan	Risk Owner	Risk Status
Difficult in coordinating times and obtaining the required information from TPU GCT#3	Y	Quality Response Plan	Project Manager	Pending
Not getting Council Members and TPU staff consensus on: - type of tourism to promote	Y	Quality Response Plan	Project Manager	Pending
Poor engagement and trust building. Council and community members not being too open in sharing their thoughts, expectations, ideas, (Difficulty in gaining their trust)	Y	Risk Response Plan	Project Manager	Pending
Interviews: - taking too much time	Y	Risk Response Plan	Project Manager	Pending
Poor attendance to the workshop sessions	Y	Risk Response Plan	Project Manager	Pending

This table shows the response plans for each of the major risks I have identified.

RISK RESPONSE PLAN

Risk	Response Strategy	Response Details
Difficult in coordinating times and obtaining the required information from TPU GCT#3	Avoid	Go to Quality Plan Management
Not getting Council Members and TPU staff consensus on: - type of tourism to promote	Avoid and escalate	Go to Quality Plan Management
Poor engagement and trust building. Council and community members not being too open in sharing their thoughts, expectations, ideas, (Difficulty in gaining their trust)	Avoid	Go to Quality Plan Management
Interviews: - taking too much time	Avoid	● Meet with women
Poor attendance to the workshop sessions	Avoid and Mitigate	● It will be important to build a good relation with Council, community members and people involved in tourism activities to gain their trust ● Explain as soon as possible the objective of this project and the opportunities and benefits it may bring to the community as well as the importance of the involvement of the community. ● With the help of the TPU staff, promote the workshop sessions in advance.

PROJECT CONCEPT

General Information:

Project Name: Cultural Asset Mapping towards an Indigenous-led Ecotourism Strategy

Sponsor/Partner Name: Grand Council Treaty #3/ Territorial Planning Unit GCT#3

Date: May 2023

Justification/Need:

First Nations have a unique cosmovision about the environment, their relation, and their responsibility towards it. The idea that people should live in harmony with the natural environment and everything in it is among the most fundamental and widely held doctrines (Government of Canada, 2017). “Sustainable cultural tourism is the integrated management of cultural heritage and tourism activities in conjunction with the local community, creating social, environmental and economic benefits for all stakeholders in order to achieve tangible and intangible cultural heritage conservation and sustainable tourism development” (European Commission, 2019). First Nations have a very rich and valuable cultural heritage an asset which can and must be the foundation for a future Indigenous-led Ecotourism Strategy.

All lands and waters in the Treaty #3 territory remain legally subject to Grand Council Treaty #3, which serves as the Anishinaabe Nation's governing body. In exercising its jurisdiction, the Grand Council expresses concern about those who engage in commercial activities that can harm the environment or obstruct the customs of certain individuals or groups of Anishinaabe Nation members (Our Nation - Grand Council Treaty #3, 2025)3.

Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth are the principles that guide the daily behavior of the Anishinaabe peoples. In Treaty #3 Anishinaabe Territory Elders added Forgiveness as the 8th Grandfather teaching unique to the Treaty #3 Anishinaabe Territory “recognizing that in Anishinaabe culture everything comes in even numbers” (8 Grandfather Teachings - Treaty Three Police, 2026). These principles allow individuals to live in a way that fosters harmony and balance with one another and with all other members of creation (Government of Canada, 2017). Traditional lands within the region must be protected and respected in accordance with Grand Council Treaty #3.

Working with the communities within Treaty #3 is essential to understand their perception and understanding of what ecotourism is (King, L personal communication 2024), what are their expectations, what other assets can be found within the Anishinaabe Nation and most

importantly, what is happening on this subject. For this reason, a cultural asset mapping can bring some light to what the correct path should be to follow in the future for the developing of an ecotourism strategy.

Project Description:

Treaty #3 territory is located on 55,000 sq. in Northwestern Ontario. The territory is made up of vast amounts of lakes and expansive lands along the Boreal Forest, in which the Anishinaabe in Treaty #3 have lived since time immemorial. Anishinaabe ancestors have many historic paths and routes that are integral to the history of the Nation which include:

- Channie Wenjack path
- Hudson's Bay trading routes
- Rock paintings
- Historic fishing routes
- Sacred sites (rock paintings, gathering locations, past settlements)⁴

The main goal of the project will be to develop a cultural asset mapping which will provide important background information for the future development of an Indigenous-led Ecotourism Strategy.

This cultural asset mapping will be based on the information collected from different sources and examples around the world which could add valuable insight to this project as well as with working with community members to find out their understanding and perception of ecotourism. Working with the community will also help in learning about similar activities that might be happening within the Treaty #3 Territory, members of the community who might have some valuable knowledge in the area or might be interested in getting involved in the project.

It is also expected to provide a space/opportunity among all the interested parties, to start a conversation towards the steps to follow to start developing an Indigenous-Led Ecotourism Strategy which will help visitors to better understand their relationship to the land as well as the experiences and knowledge systems of the Anishinaabe Nation as described in Treaty #3 ensuring their protection and respect and at the same time offering an opportunity with economic potential to provide an authentic experience in the Treaty #3 Territory.

Resource and Cost Estimates:

The resources needed are shown below:

1. Presentation/overall explanation of the project, objectives, and deciding how to proceed:
 - a) Transportation and Accommodation:

- Visit(s) to Kenora to meet with Elders and Knowledge Keepers for introductions, to present an overall of the project, to explain the objective, gather information, and plan how to proceed and future meetings.
 - Explain what will be needed from them (support, information, orientation)
Costs are still unknown, the number of in-person meetings is to be decided.
2. To gather information:
- a) Internet
 - b) Laptop
 - Student's own.
3. To work with the community:
- a) Contact information of participants
 - b) Facilitate meetings
 - Contact information of members of the community who will be interested in participating or can provide useful information for the project.
 - b) Transportation and Accommodation:
 - Visits to the community to gain insight into:
 - What assets can be found in the community?
 - What similar activities are happening within Treaty #3 Territory?
 - What current activities and places could be included in an Ecotourism project?
 - What does ecotourism mean to the community, what are their expectations and how much are they willing to participate?

Costs are still unknown (must decide how to proceed: interviews, focus groups, workshops as well as number of visits).
 - c) Laptop
 - Student's own.
 - d) Location
 - Depending on the method (workshops, focus groups, or interviews) a location might be needed.
The cost is unknown. Perhaps the community can provide the space.
 - d) Video camera and microphone
The cost is unknown until the method has been decided.
4. To develop and present the first draft of the Cultural Asset Map to GCT#3, Elders and Knowledge Keepers
- a) Information gathered from the community, feedback from GCT#3, Elders, and Knowledge Keepers.
 - b) Transportation, Location and Accommodation
 - Meet with GCT#3, Elders and Knowledge Keepers to present the draft.

Costs will depend on the length of my stay. Can the community provide the location for the meeting?

5. To present the final draft

b) Transportation, Location and Accommodation

- A meeting to present the final draft of the Cultural Asset Mapping project, will be required.

Costs will depend on the number of visits or the length of my stay. Can the community provide the location for the meeting?

Timeframe:

The project must be completed by

Planning Estimates:

- Project concept/Early meetings for planning/budgeting -Summer 2023
- First meeting with GCT#3's Elders and Knowledge keepers for support/exchange expectations and needs -End of Summer 2023
- Start collecting information: -Summer-End of Summer 2023
 - Online searching of other indigenous led ecotourism projects
 - Cultural assets within Treaty #3 Territory
- First visits to GCT#3 Elders and knowledge Keepers to present the information gathered and start working with the community to start gathering information:
 - Receive feedback from the information gathered.
 - Community: - "What is ecotourism? /perceptions/expectations"
 - -Cultural assets, people involved in ecotourism projects
- Data and information management and analysis
- Meeting(s) with GCT#3's Elders and Knowledge keepers to present the first asset mapping draft.
- Organizing information work on the suggestions, including feedback to present the final draft.
- Presentation of the final draft of the project to GCT#3's Elders and Knowledge keepers.

How are your organization's other activities Impacted?

This project will need the support and guidance of the GCT#3, TPU, Elders and Knowledge keepers.

Time and locations for meetings will be needed.

There is a possibility of requiring a translator to ensure the quality and veracity of the information gathered.

Readiness for Next Steps:

Essential Contacts:

- GCT#3 Director, Territorial Planning Unit
- GCT#3's Elders and Knowledge keepers
- Identification of important contacts within the community

Other Resource Needs or Supports:

- Translator?
- If there is a person within the GCT#3 in charge of the development of this project, it would be essential to meet with this person as soon as possible and to work very close to ensure the correct understanding and success of the project.

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BACKGROUND INFORMATION

Cultural Asset Mapping as a Foundation for Developing a Grand Council Treaty #3 led Ecotourism Strategy.

In recent years, tourism has been considered a way to improve the economy and living conditions of underprivileged communities. In most cases, this economic benefit goes mainly to the tourism business companies and a small part remains in the host communities. However, if the tourist activities are not managed correctly, they can pose several dangers not only for said communities but for the environment as well.

Even though tourism has been described as the “bad wolf” of modern times due to its exploitation and unsustainable practices (Wallace & Russell, 2004), tourism can offer the possibility of being used in favour of underprivileged communities, as a way of empowerment and development for these communities.

The tourism industry has shown one of the fastest growth rates in the world (Smith, 1978; Urry, 1990; Graburn, 1995; MacCannell, 1999; Chambers, 2000 as cited in Wallace & Russell, 2004). Over the last few years, the interests and motivations of tourists have undergone a significant change. Today’s tourists are more conscious of their impact on the environment and are actively seeking ways to learn and experience indigenous culture in a closer way. This sense of responsibility has resulted in a growing demand for creating responsible travel options. All this has switched the tourism industry at the global level, where consciousness and willingness to learn and experience the traditions, history and culture of indigenous peoples is the focus (Ruhanen & Whitford, 2019).

Concepts such as Indigenous Tourism, Cultural Tourism, and Ecotourism share many characteristics making them hard to distinguish from one another. As a result, some authors have suggested the possibility of combining some of these terms, to create concepts such as “Cultural Indigenous Tourism” or “Eco-cultural Tourism” (Ruhanen & Whitford, 2019).

In indigenous tourism, the attention is centred on knowing and learning the way of living of indigenous peoples and their surrounding environment. This change in the tourist's profile, where the Western culture acknowledges that the most genuine values and respect for life are held by the indigenous culture, has led to an increase in this type of tourism since the 1980s (Butler & Hinch, 1996 as cited in Pereiro, 2016).

The art, traditions, rituals, and culture of indigenous peoples are being reconstructed and revived to promote and advertise tourism in certain communities or regions. Similarly, the recognition by UNESCO of certain peoples, practices and traditions is being used to the same end. In this respect, indigenous tourism, also referred to as “indigenous cultural tourism”, can play an important role in helping preserve, rediscover, reconnect, revitalize, and promote the culture, heritage and traditions of Indigenous Peoples, and at the same time it offers great potential to achieve a social, economic and political change which can help in the development and empowerment of indigenous communities (Ruhanen & Whitford 2019; Graci et al., 2021). This type of rebuilding or recovering their culture can also be used by Indigenous People as a forum for their demands to be heard and distributed (Bazán & De La Maza Cabrera, 2019). Since “indigenous” is associated with “authentic”, then indigenous tourism can help revive the traditions among youth and this can strongly lead to the preservation of the culture (Bazán, & De La Maza, 2019). However, we cannot ignore the fact that this contemporary trend can lead to the exploitation and erosion of the culture of indigenous peoples, and in many cases, it can ultimately lead to their dispossession (Bazán & De La Maza, 2019; Ruhanen & Whitford, 2019; Graci et al., 2021).

This “new” type of tourist tends to be more conscious of the impact humans are having on Earth, and is also willing to care for, save and rescue the natural and cultural treasures and at the same

time leave some benefit to the host community. A definition for this type of tourism could be what the Ecotourism Society defines as ecotourism, “responsible tourism that travels to nature, preserving and maintaining the well-being of the host communities, appreciating nature and cultural traditions present in such areas”, hence we could say that ecotourism can easily be defined as a sub-branch of indigenous cultural tourism (Fennell, 2002).

The cultural richness and the diversity of First Nations communities present in Treaty #3 territory, combined with the ecological diversity found here, if managed adequately, make this territory a great potential tourist destination with the possibility of “improving and transforming their socio-ecological systems, elevating the well-being of the host communities and their environment” (Bellato et al., 2023). Different activities and workshops based on their cultural and natural setting could be developed and offered by the community as a start-up (Duxbury et al., 2021).

Regenerative tourism is an interesting concept I would like to mention and perhaps would be worth considering, it “aims to improve and transform socio-ecological systems where tourism practices are happening” (Bellato et al., 2023). This concept has come up from the indigenous perspectives as well as from Western science, and it is aligned with the idea First Nations have that people should live in harmony with the natural environment and everything in it (Government of Canada 2017). The purpose of regenerative tourism is “to promote tourist innovations integrating these tourism practices to the host communities and to the ecological processes which elevate the human and non-human well-being” (Bellato et al., 2023). First Nations have a very rich and valuable cultural heritage which must be cared for, so a regenerative tourism approach within the eco-cultural tourism offers a great opportunity to develop this Indigenous-led tourist strategy that reflects the understanding and perception of what ecotourism entails, their expectations, and the existing assets such as infrastructure and ecotourism activities.

Methodology

This project intends to develop an Indigenous-led Eco-cultural Strategy primarily to inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3. The two outcomes of this project, a written report and an asset map will help lay the foundation for developing said strategy, which will be undertaken by Grand Council Treaty #3.

As a brief introduction to the methodology, I plan to develop an asset map which can be defined as “an inventory of features of an area that have value, alongside their networks, links and patterns of usage” (Creative City Network of Canada. 2010). The asset mapping is a useful tool to identify the natural and cultural assets present in a community; it can sometimes help discover unknown potential resources present within the territory. Drawing from this method will help me focus on the community’s strengths and needs to better develop an Eco-cultural Tourism Strategy (Turin et al., 2019).

There are 6 main steps to the asset mapping process (Fig. 1), which may be adapted to meet the needs and objective of each project. The final step is mentioned as an optional step which can be omitted if it is considered not necessary to be implemented (Turin et al., 2019).

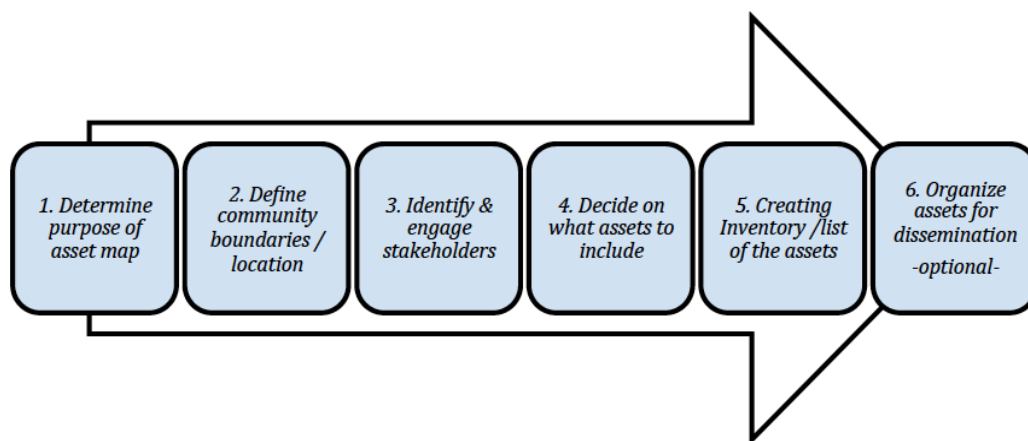


Fig 1. Asset Mapping steps (Turin et al., 2019)

Once the assets are methodically found, documented, categorized, and examined, the results will be used to help in the planning of my strategy, helping to determine which assets should be developed or maintained through management (Turin et al., 2019).

Working with the communities within Treaty #3 will help me understand what their expectations are, what other assets can be found within the Anishinaabe Nation and most importantly, what is happening on this subject.

The written report will reflect the communities' understanding of ecotourism, their need and perspectives. It will compound the information gathered through different research methods: internet search, institutional outreach and local interviews and workshop identifying people and organizations involved in tourism, sites of interest and cultural activities and traditions present in the community. Once approved by GCT #3 it will be included in the proposed tourism strategy in this project.

Throughout the project it will be essential to keep the community involved. Since I don't share the community's background, I consider of vital importance the engagement of the community helping me particularly to be aware and acknowledge their cultural values.

My goal is to ensure their voices are heard, as their input and feedback will be one of the key aspects for the success of the future implementation of the strategy.

My project is divided in three parts: 1) the gathering and review of information, which I will obtain mostly from two sources, through an internet search of the tourist activities that are taking place in Treaty #3 Territory and through the information provided by the TPU staff, 2) interviewing different members of the community interested in tourist activities or already involved in a tourist activity within the territory. The interviews are planned to be 20-30 minutes long, depending on the participant's openness to share their knowledge on the subject. This is a type of exploratory semi-structured interview with the purpose of gathering information about a

specific topic (Cassell, 2015). And 3) a workshop with various members of the community and all of those who are related to tourism activities within the territory to review the information gathered through the interviews and explore the possibilities that might be present in the territory from the community's perspective. Since the workshops will be developed and organized with the help of the TPU staff, the specific details are still to be determined. However, I have considered two possibilities: a) Workshops organized by portfolios and b) Opportunistic Workshops.

*Examples of the interview questions can be found at the end of these section.

I will use a Qualitative approach since this is "an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem" (Creswell & Creswell, 2018). This approach will provide me with the necessary information about the ideas and thoughts from the community members, helping me understand what Ecotourism means to the Anishinaabe Nation.

The pragmatic approach which I will use, could be simple defined as "the use of more than one qualitative approach with another" (Frost et al. 2010 as cited in Clarke & Visser, 2018). This approach is a logical and useful one that may address a certain study topic and offer the researcher several advantages (Becker 1996; Burr 2003; Onwuegbuzie and Leech 2005; Cohen, Manion, and Morrison 2011; Robson 2011; Savin-Baden and Howell Major 2013 as cited in Clarke & Visser, 2018) such as the value and significance in gathering data and then making inferences from it (Cherryholmes 1992; Teddlie 2005; Robson 2011 as cited in Clarke & Visser, 2018). In addition, pragmatism emphasizes adaptability and practicality over truth, using what functions and coming up with cautious solutions (Johnson and Onwuegbuzie 2004; Wahyuni 2012 as cited in Clarke & Visser, 2018) and not being concerned with finding agreement or truth but rather improving "holistic understanding" (Coyle 2010 as cited in Clarke & Visser, 2018). Since I will be working within Treaty #3 Territory, a case study will be the most appropriate research design for this project and my research method will be in the form of semi-structured interviews (Creswell & Creswell, 2018), which will be the means to collect data that I will later

analyse and organize with two objectives: the creation of the asset map and to provide me with the material for the workshop session/s I plan to carry out with the help of the TPU staff.

As mentioned previously, the interviews will be conducted among different people and groups interested in or involved in tourist activities within the territory to learn their expectations and to understand the perception they hold concerning what ecotourism entails. These interviews will be conducted face to face (Cassell, 2015), whenever possible and they will help me identify existing assets such as infrastructure and ecotourist activities like fishing, hunting, and hiking trails that are present within the Anishinaabe Nation. As I mentioned before, these workshops will help me to be aware and acknowledge the Anishinaabe Nation's cultural values and at the same time it will give the opportunity to the community to share their perspective and explore the possibilities that might be present in their territory.

The asset map will show in a condensed way all the information gathered through the interviews and visits, reflecting the current tourism activities and interest sites that could provide potential opportunities for tourism in the territory. The written report accompanying the map will reflect the perspectives, ideas, expectations, and willingness to participate and get involved in tourism activities of the 28 communities in the territory.

To carry out this plan, the project will draw from the knowledge present in the communities within Treaty #3 Territory. This engagement will also provide an understanding of what is currently happening within the territory, to identify opportunities for development and growth, rather than creating new ones. Participant observation will help me gain the community's trust and understanding of their processes.

Grand Council Treaty #3 is 55,000 sq. miles spanning from west of Thunder Bay to north of Sioux Lookout, along the international border, to the province of Manitoba. It is made up of 28 First Nation communities, with a total population of approximately 25,000 (gct3.ca).

In exercising its jurisdiction, the Anishinaabe Nation in Treaty #3 expresses concern about those who engage in activities that have an impact on the relationship to the environment without adhering to the protocols and laws of the Anishinaabe Nation in Treaty #3.

It is important to notice that Indigenous cultural tourism, has great potential to benefit communities, if it is well-managed but we must be careful to encourage “indigenous people to develop tourism products on the assumption that all visitors have a strong interest in their culture,” doing so would be “unconscionable and irresponsible” (Notzke, 2004) hence the importance of considering current status of tourism in the territory. Regarding environmental and sociocultural aspects, tourism can help in funding the conservation and preservation of the traditions, culture, and heritage of indigenous peoples, as well as the natural resources surrounding their communities (Fennell, 2002). Examples such as the “Routes that Count” project in city of Faro, Portugal where walking trails open to families to explore, observe and interact has brought “renewed attention to the city as a place of learning and a place of discovery”. In this same tone, communities that are isolated or with aging population and where the traditions have been disappearing, could benefit from tourism to help them rediscover their ancestral traditions and customs (Duxbury et al., 2021).

Simultaneously this process will also help me identify the potential actors involved in tourism activities in the area and possible ways to work together considering the needs and expectations of the communities that constitute the Anishinaabe Nation in Treaty #3.

Ultimately, once all relevant data has been thoroughly processed and the two project outcomes have been developed, they will be presented to GCT #3 for consideration. The intention is to use this information to gain valuable insights into the optimal path for the development of the indigenous led eco-cultural tourism strategy which will inform visitors about the sacred bond between the land and the experiences of the Anishinaabe Nation in Treaty #3.

*Examples of Interview questions:

Example of scoping interviews:

1. Is there any kind of tourism activities happening in the area?
2. What are some of the most active tourism industries in the area?
3. Do you know of some touristic sites in the area?
4. Is there a specific area in the territory that you consider the most touristic place?
Where?

Examples of exploratory semi-structured questions:

1. What are some of the most common touristic activities present in the territory?
 - Fishing
 - Hunting
 - Hiking
 - Learning about culture/traditions
 - Canoeing
 - Winter sports: Skiing, snowboarding
 - Experience nature
 - Other
2. What are the 5 most visited sites by tourists?
3. Do you know what Ecotourism is?
4. Do you consider ecotourism to be beneficial to the community? Why? Why not?
5. Are you involved in any tourist activity within the territory? How?
 - As a participant/tourist
 - As an entrepreneur
 - As an employee of a touristic business

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