Title: Treaty #3 Food Hub Pilot Project
Due: November 20th, 2026

1.0 BACKGROUND

Treaty #3 Mandate:

Protecting the future of our people by ensuring the protection, preservation, and enhancement of Inherent and Treaty rights

This is achieved by advancing the exercise of:

- Inherent jurisdiction
- Sovereignty
- Nation-building and;
- Traditional Governance
- With the aim to preserve and build the Anishinaabe Nation's goal of self-determination.

We accomplish these goals with Treaty/territory wide approaches in cooperation with communities, Tribal Councils and organizations who work with the Anishinaabe in Treaty #3.

Within the Anishinaabe Nation in Treaty #3 our technical staff:

- Employ strategic approaches
- Develop capacity building plans to match self-government priorities
- Link political direction and programs through policy development and law making for a national system.
- Propose implementation options for the realization of a National Vision
- Promote new ways of doing business
- Provide policy and administrative support to the network of programs and services that operate in the Anishinaabe Nation
- Promote efficient, effective, transparent, and accountable Anishinaabe services
- Identify gaps and work to reduce gaps and overlap
- Act as a Secretariat to the National Assembly and Grand Council
- Provide administrative support to Chiefs committees

2.0 OUTLINE OF SERVICES

Grand Council Treaty #3 (GCT#3) is undertaking the Treaty #3 Food Hub Pilot Program to establish the foundation for the development of the first Regional Treaty #3 Food Hub. This project will explore how a food hub could improve the food systems in Treaty #3, increase access to locally and traditionally produce foods, support entrepreneurs, and create a long-term economic opportunity for all Treaty #3 communities.
The project will be community-driven, culturally grounded, and guided by Anishinaabe knowledge, values, and Manito Aki Inaakonigewin. It will engage Treaty #3 communities, Elders, Knowledge

Keepers, Chiefs, Economic Development Officers, harvesters, farmers and producers, youth, and other Treaty #3 community members to understand the current food system, identify and pursue opportunities, and develop a practical foundation to implement the Treaty #3.

The successful applicant will complete the project from November 2026 to November 2027, working closely with GCT#3 and Treaty #3 communities. Through community engagement, market research, and infrastructure assessment, the project will seek to accomplish the following:

1. Identify existing food programs, gardens, harvesting activities, agricultural initiatives, and local food projects in Treaty #3 territory.

2. Plan and facilitate four regional engagement sessions and three knowledge-sharing gatherings to identify community priorities, food supply priorities, and community readiness for a Regional Food Hub.

3. Collect and analyze information on food producers, existing agricultural activities in Treaty #3, traditional food systems, and current distribution routes.

4. Develop a complete regional food system assessment, such as identifying gaps in storage, processing, transportation, and distribution, and develop regional food system mapping per direction.

5. Develop a supply chain analysis that contains information such as transportation costs, distribution barriers, storage and processing requirements, seasonal food availability, traditional and non-traditional food systems mapping, and opportunities for regional partnerships and improved food distribution.

6. Conduct site visits to communities to evaluate potential sites for the Food Hub, based on land availability, infrastructure, accessibility, transportation, environmental sustainability, and climate resilience.

7. Develop a proposed governance model and assess ownership options, decision-making structures, leadership responsibilities, accountability, and community participation for a future Regional Treaty #3 Food Hub.

8. Prepare a comprehensive business plan and financial sustainability plan, including the proposed operational structure, staffing requirements, equipment needs, training requirements, food safety procedures, operational policies, and potential revenue streams.

9. Assess regional food demand, priority food products, potential customers, market opportunities, local procurement opportunities, and projected sales to evaluate the potential viability and sustainability of a Regional Food Hub.

10. Analyze relevant climate impacts, sustainable food practices, seasonal food systems, and opportunities to strengthen environmentally responsible and resilient food production, processing, storage, and distribution.

11. Develop preliminary facility concepts and assess space requirements for food processing, cold and dry storage, distribution, training, and community kitchen. Identify equipment

requirements, facility layout options, preliminary infrastructure cost estimates, and future capital investment needs.

12. Identify potential funding sources, partnerships, procurement relationships, and investment opportunities to support future Food Hub infrastructure, equipment, staffing, operations, and programming.

13. Develop recommendations for the next phase of the Food Hub development, including implementation priorities, governance and ownership considerations, infrastructure requirements, funding needs, operational planning, and community capacity-building needs.

14. Develop a research framework and collect baseline information on food production capacity, food access challenges, existing programs, and community assets. Prepare evaluation reports, recommendations for the next phase of development, and a final research summary that consolidates engagement findings, research, market analysis, governance and business planning, training outcomes, and infrastructure assessments.

3.0 FEES FOR SERVICE

Proponents shall propose hourly, daily, block and/or fixed fees as they deem appropriate. All fees and expenses must be clearly outlined in the proposal and supported by a detailed budget. The total professional fees for this project shall not exceed $150,000 in total. Proposals exceeding this amount may not be considered.

4.0 CONFLICT OF INTEREST

Firms/consultants submitting bid packages should be sensitive to the potential for conflicts of interest that may prevent their retention by Grand Council Treaty #3. All potential conflicts must be disclosed in any bid package. Whether a conflict of interest is sufficient to prevent retention of a proponent is in the sole discretion of Grand Council Treaty #3.

5.0 REQUIRED CONTENTS OF THE BID PACKAGE

- Detailed Project Proposal: Clearly outline a proposed approach to delivering the project, including:

    a. A comprehensive work plan outlining the proposed activities for community engagement, food system assessment, research, governance, business planning, capacity development, and infrastructure.
    b. Proposed methodologies for engagement with all 28 First Nations, including Elders, Knowledge Keepers, leaderships, EDOs, harvesters, producers, youth, and food entrepreneurs.
    c. An approach to assessing existing food systems, food assets, supply chains, regional food demand, market opportunities, and potential partnerships.
    d. Proposed methodology for evaluating potential Food Hub locations, developing governance and ownership models, preparing business and financial sustainability plans, and assessing infrastructure and operational requirements.
    e. A detailed project timeline with key milestones and deliverables

f. A clear and itemized project budget
g. Proposed approaches for monitoring, evaluation, and performance measurement, including how community feedback, environmental impacts, cultural considerations, and economic outcomes will be tracked over time
h. Proposed recommendations for advancing the Food Hub beyond the pilot project, including future infrastructure investments, funding opportunities, partnerships, governance, operational requirements, and implementation priorities.

- The name, address and contact person for the firm, along with a brief description of the firm's/consultants main areas of business and experience.
- The name(s) of the person(s) within the firm/consultant who propose to do the work, along with their curriculum vitae and a description of relevant experience.
- The names and telephone numbers of two clients who can provide references,.
- Disclosure of any potential conflicts of interest.
- Identification of any experience working with First Nations and/or First Nation organizations. Experience in Treaty #3 is preferred but not required.

6.0 SELECTION CRITERIA

The evaluation criteria may include, but not be limited to, the following (not in any order of importance)

- Assessment of responses to the RFP
- Assessment of the completeness of the RFP package
- Number, qualification/expertise and past experiences of the individuals who would be conducting the work for the contractor
- Knowledge/familiarity with working on behalf of a First Nation client
- Cost effectiveness of proposal
- Finalist interviews (if any) at the discretion of Grand Council Treaty #3
- Information obtained through references
- Lack of conflicts of interest

All packages submitted with the requirements will be reviewed and evaluated. Grand Council Treaty #3 reserves the right to select a bid based on written material only.

Firms responding to this RFP may be requested to provide additional information or address specific requirements not fully explored in their initial submissions.

Grand Council Treaty #3 reserves the right to reject any RFP submitted.

7.0 SUBMISSION INFORMATION

Firms/Consultants wishing to submit a bid package must prepare a package containing the required materials and send in electronic format on or before November 20th, 2026 to:

Maria Montoya
Strategy and Innovation Analyst
1-807-548-4214 ext. 727
Maria.Montoya@treaty3.ca