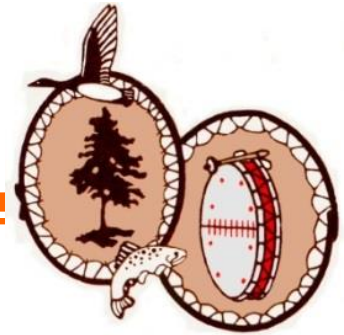


**Cree Nation Government
Department of Capital Works & Services**



**C4T25-28
Social Economy Round Table Reactivation**

Request for Professional Services
Terms of Reference

November 25, 2025

Table of Contents

INTRODUCTION	1
PART 1: GENERAL REQUIREMENTS	1
1. General Conditions	1
2. Compliance with Regulations and the Terms of Reference	1
3. Presentation of the Proposal	2
4. Work Team, Sub-trades and Consortiums	2
5. Selection of a Proponent	2
6. Ownership of the Documents and Confidentiality	3
7. Contract between the Cree Nation Government and the Proponent	3
8. Insurance	3
9. Payments	3
10. Selection Criteria	4
PART 2: PROJECT SCOPE	5
1. Background	Error! Bookmark not defined.
2. Project timeline	Error! Bookmark not defined.
3. Project deliverables description	Error! Bookmark not defined.

INTRODUCTION

The Cree Nation Government's Department of Capital Works and Services invites your firm to present a proposal for professional services in the field of contractual work for the following project:

- C4T25-28 Social Economy Round Table Reactivation.

PART 1: GENERAL REQUIREMENTS

1. GENERAL CONDITIONS

The only proposals that will be considered are those from proponents which will have been received by email as described below. All proponents are considered to have received and used the present document to prepare their proposal. These Terms of Reference will be part of the contract to be signed with the selected proponent.

Questions concerning the Terms of Reference should be addressed by email to procurement@cngov.ca.

The Cree Nation Government may, at its sole discretion, reject any and/or all proposals received.

Tenders must be delivered in a single combined electronic file to Procurement@cngov.ca

A Live Microsoft Office Teams stream will be available to attend the opening at 11:30AM on January 13th, 2026. The opening will be recorded and available for consultation afterwards. To participate in the livestream, please send an email to procurement@cngov.ca to request a link to join.

2. COMPLIANCE WITH REGULATIONS AND THE TERMS OF REFERENCE

The selected proponent's work must comply with all pertinent local, provincial and federal laws, by-laws and regulations.

If the proponent's proposal or work omits or contradicts any of the requirements of these Terms of Reference, the Terms of Reference will prevail unless a written notice is issued by the contact person of the Cree Nation Government.

In the case of a dispute, the documents shall be used with the following priority:

- a. Contract (if a formal contract is signed)
- b. Terms of Reference
- c. Proposal from the proponent
- d. Any appendices to the proponent's proposal

3. PRESENTATION OF THE PROPOSAL

To be considered for selection, a proposal must include:

- a. A statement of understanding of the work to be done and the confirmation that the work can be done as per schedule presented in “Part 2 – PROJECT TIMELINE”.
- b. A brief presentation of the key persons of the work team and of their specific qualification in relation of this project. This section must mention who will be the contact person and project manager for the firm.
- c. A brief presentation of the firm.
- d. An all-inclusive fixed price for professional services to complete all the proposed work. A detailed breakdown of fees and expenses (travel, printing, etc.) must also be included in the proposal. Details of costs should be presented in a matrix form and costs for each step must correspond to the descriptions included in the work plan.
- e. Hourly rates of all pertinent professionals that will be involved in the project (these rates will only be used if modifications to expand or reduce the scope are requested after the examination of the received proposals).

A proponent, because of his experience and local knowledge, may want to make suggestions for the scope of the required work. In such a case, the proponent must present a proposal which corresponds with the requirements of these Terms of Reference so that the proposal may be compared with those of other proponents. Additional suggestions to the scope, procedures or methodologies, and corresponding costs, may be included in an appendix.

Proposal must be presented in English. Supporting documents (i.e curriculum vitea) can be in French.

4. WORK TEAM, SUB-TRADES AND CONSORTIUMS

The Cree Nation Government expects that the professionals and technicians who will work and complete the mandate will be those mentioned in the proposal. Any change must be submitted in writing for the approval of the Cree Nation Government. The Cree Nation Government can accept or refuse this change.

If a proponent wishes to use other professionals or engage in a partnership with other professionals during the project, these must be presented in the proposal unless specifically requested by the Cree Nation Government.

A proponent who intends to form a consortium to present a proposal must advise the Cree Nation Government prior to sending their proposal. It is then the Cree Nation Government’s choice to accept or refuse the consortium.

5. SELECTION OF A PROPONENT

The selected proponent will be notified in writing by the Cree Nation Government within two months of the deadline to submit proposals. The proposal presented by the proponents is considered to

remain valid for a period of 90 days. If no mandate is awarded within this period, a proponent may retrieve his proposal if he wishes to do so.

6. OWNERSHIP OF THE DOCUMENTS AND CONFIDENTIALITY

A proponent may borrow documents from the Cree Nation Government or from other entities to complete its mandate. In such cases, these documents remain the property of the original owner and must be returned before the end of the mandate.

All information gathered from the Cree Nation Government remains confidential and cannot be used for purposes other than to complete the mandate.

Documents produced at the end of the mandate are the property of the Cree Nation Government and may not be distributed or duplicated without a written approval from the Cree Nation Government.

7. CONTRACT BETWEEN THE CREE NATION GOVERNMENT AND THE PROPONENT

The Cree Nation Government may wish to sign a contract with the selected proponent for this mandate. If such is the case, the Cree Nation Government will propose a contract form.

However, the selected proponent may initiate work once a written notice or a purchase order is issued. If no specific contract is signed, the written notice or purchase order to award the mandate, the Terms of Reference and the proponent's proposal are considered to be the contract between the Cree Nation Government and the proponent.

8. INSURANCE

For the duration of the services, the selected proponent must maintain civil and professional liability insurance issued by a qualified recognized insurer.

9. PAYMENTS

Progressive payments will be made for the duration of the project. Invoices must be presented taking into account the progression of the project. No holdbacks will be made on progressive or final payment unless, in the opinion of the Cree Nation Government and advisors, the selected proponent has not met all of its contractual obligations.

Invoices must be sent to the attention of Mrs. Peggy Petawabano, Social Economy Advisor of the Cree Nation Government, and, if acceptable, they will be paid within 45 days after they are approved. A short progression report should be included or sent at the time of invoicing to give precisions on the work completed.

No change to the project scope entitles the proponent to additional fees unless a written agreement is issued prior to the moment these fees were engaged.

10. SELECTION CRITERIA

Proposals submitted in response to this request will be examined by a Selection Committee.

Examination will be based on the following criteria for each specific lot:

No.	Description	Maximum Points
1.	<ul style="list-style-type: none">Qualifications, relevant work experience and availability	30
2.	<ul style="list-style-type: none">Appropriateness of the approach and work process	15
3.	<ul style="list-style-type: none">Appropriateness of the budget for this project's purpose and scope	15
4.	<ul style="list-style-type: none">Proven ability to work with Indigenous groups, governments, and non-profit organizations	40
TOTAL		100

Once the examination is completed, the Selection Committee will make a recommendation to the Director of Capital Works and Services of the Cree Nation Government. The Selection Committee has no obligation to justify its decision other than to the Director of Capital Works and Services of the Cree Nation Government.

PART 2: PROJECT SCOPE

Introduction

The Cree Nation Government Department of Commerce and Industry (DCI) is seeking a qualified individual or organization (“Contractor”) to provide professional coordination and strategic support services to assist the Social Economy Advisor in reactivating the Cree Social Economy Regional Table. This initiative is part of the Cree Nation Government’s commitment to strengthening the social economy in Cree communities across the Nord-du-Québec region.

The Regional Table was originally created under the Specific Agreement (2010–2015) between the Ministère des Affaires municipales, des Régions et de l’Occupation du territoire, the Cree Regional Authority (now Cree Nation Government), and key Cree organizations. It served as a consultative committee responsible for approving actions to develop and consolidate the social economy and support social economy enterprises in Cree communities.

Statement of the Need

The Social Economy Advisor is seeking support to reactivate the Regional Table, renew its mandate, and re-engage stakeholders to ensure the Table continues to serve its purpose effectively.

The Contractor will be required to:

- Provide high-level support to the Social Economy Advisor to guide the reactivation process.
- Review past CSERT documentation and activities.
- Coordinate outreach to former and potential new members.
- Organize and facilitate meetings, including preparing agendas, materials, and meeting notes.
- Support the development of a renewed Terms of Reference and governance structure.
- Assist in drafting a work plan and strategic priorities for the Regional Table.
- Collaborate with DCI staff and other Cree Nation Government departments as needed.
- Prepare memos, presentations, and summary reports related to the Regional Table.
- Establish a reporting system to provide regular updates to DCI and CNG leadership.

Evaluation will be based on:

- Experience working with Indigenous organizations and communities.
- Knowledge of social economy principles and governance.
- Proven ability to facilitate stakeholder engagement and collaborative planning.
- Strong communication and professional writing skills.
- Experience in project coordination and strategic planning.
- Ability to work independently and collaboratively.
- Willingness and ability to travel to Cree communities if required.

Proposal

The proposal must include:

- **Letter of interest**
- **Curriculum Vitae or organizational profile**
- **Examples of past projects completed and references**
- **Proposed work plan**

- **Proposed timeline including number of hours and rate**
- **Duration of the contract from February 2, 2026, to May 1, 2026**

Selection

The Cree Nation Government is not obligated to accept either the lowest or any of the received proposals. It reserves the right to grant the contract altogether or partially, if it considers it relevant.

The selected service provider will be required to sign a service agreement provided by the Cree Nation Government.

We thank you for your consideration of this project and look forward to your proposal.