

# Request for Proposal (RFP)

## Review of CNA Membership Structure, Dues, and Best Practices

June 2026

### I. Introduction

The Canadian Nuclear Association (CNA) is a federal not-for-profit membership corporation with 190+ Voting and Affiliate Members. The CNA's Membership Structure and Dues last underwent significant updates over a decade ago. Since then, both the number and diversity of organizations within the Canadian nuclear sector have increased substantially. The CNA is now looking to evolve its Membership Structure, Dues, and practices to accurately reflect this growth and change in the nuclear industry.

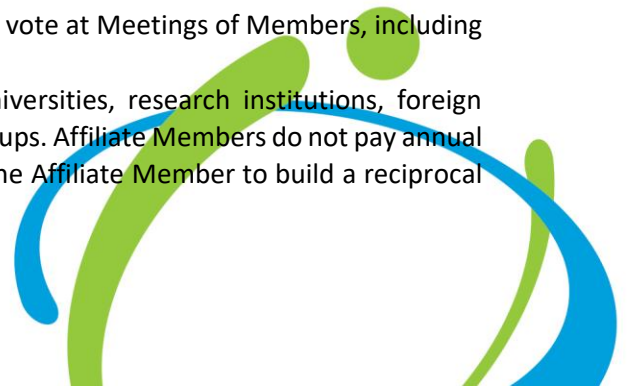
To undertake this work, the CNA is seeking a consultant with expertise in associations management, as well as an understanding of the Canadian nuclear and/or energy sector and working knowledge in Indigenous relations. The consultant will be required to conduct a thorough review of the CNA's current Membership Structure and Dues, identify gaps in the sectors represented, and provide recommendations on both how the Membership is categorized and how Membership Dues are calculated and allocated. The consultant will also be asked to provide recommendations for best practices in key areas pertaining to Membership policies, management, and acceptance.

### II. Background

The CNA has been the national voice of the Canadian nuclear industry since 1960. Working with our Members and all communities of interest, the CNA promotes the industry nationally and internationally, works with governments on policies affecting the sector, and endeavours to increase awareness and understanding of the value nuclear technology brings to the environment, economy, and daily lives of Canadians. George Christidis is the President & Chief Executive Officer of the CNA and leads a team of ~16 full-time employees, plus various part-time contractors and consultants. CNA Members are organizations only – they cannot be individuals. At the time of releasing this RFP, the CNA has 137 Voting Members and 55 Affiliate Members, which are listed at <https://cna.ca/about-cna/members/>.

The CNA has **two Classes** of Membership: Voting and Affiliate.

- **Voting Members** are typically private sector, government, or labour organizations that belong to one of six Industry Categories. Voting Members pay membership dues. They can nominate company representatives for election to available seats on the CNA Board of Directors. The designated official at a Voting Member organization can vote at Meetings of Members, including the AGM.
- **Affiliate Members** are other industry associations, universities, research institutions, foreign nuclear organizations, and municipal and community groups. Affiliate Members do not pay annual membership dues; instead, the CNA collaborates with the Affiliate Member to build a reciprocal



relationship with mutual benefits, which can, but does not always, include the creation of an MoU. Affiliate Members cannot nominate company representatives for election to available seats on the CNA Board of Directors. They do not have eligibility to vote at meetings of members (except as provided under the Canada Not-for-profit Corporations Act).

The CNA Membership Value Proposition is inclusive of both the CNA's work and Membership services. The CNA's advocacy, regulatory affairs, communications, and events work drives long-term value for CNA Members and the industry as a whole. Membership services, such as the CNA's Daily News Briefing, are more visible and direct benefits. The same Membership services are generally delivered to all CNA Voting and Affiliate Members regardless of their Dues Tier (except for voting rights and Board nominations, as outlined above).

### III. Scope

The purpose of this review is to produce a report with a detailed analysis of the CNA's current Membership Structure and Dues with robust recommendations for updating them to reflect the current (and future) state of the industry. The report should also capture recommendations for best practices on Membership policies, management, and acceptance in key areas.

The goals and objectives of the work are as follows:

#### **1. A modernized and fit-for-purpose membership structure**

A membership framework that clearly reflects the diversity, complexity, and evolving needs of Canada's nuclear sector, ensuring categories remain relevant, equitable, and aligned with the strategic direction of the Canadian Nuclear Association.

#### **2. Stronger sector representation and broader industry engagement**

A clearer understanding of gaps in current membership representation, with actionable pathways to expand engagement across the nuclear value chain, including emerging technologies, new market entrants, as well as Indigenous and women-led organizations.

#### **3. A sustainable and equitable dues model**

A dues structure that is transparent, scalable, and aligned with member value, organizational sustainability, and market realities, supporting long-term growth and retention.

#### **4. Improved membership governance and operational consistency**

Clearer policies, practices, and acceptance frameworks that strengthen membership administration, improve decision-making consistency, and support a stronger member experience.

Note: The consultant will be guided by the CNA Membership and CNA Governance teams.



## IV. Project Deliverables and Timeline

The project is anticipated to start on August 4th, 2026, with the final report to be submitted to the CNA no later than December 15th, 2026. The CNA requests that the consultant propose a schedule of activities that will cover the different phases of the work within this timeframe. The consultant should outline the activities they intend to undertake in each phase in the schedule of activities.

Key deliverables include:

- A **first interim review report** covering desktop research and analyses, as well as preliminary recommendations.
- A **second interim report** with findings from stakeholder interviews to confirm the findings from the first report and to include the unique perspectives of the stakeholder groups.
- A **concise final report** covering the items outlined in the Scope with a full set of recommendations.
  - The final report should include a chart or example of an updated Membership Dues Sheet.
- An **executive summary** that can be used by the CNA to inform relevant stakeholders.

## V. Budget and Resources

The CNA's budget for this project is \$50,000 CAD, excluding taxes. The CNA requests that the consultant provide a detailed budget, broken down by project phase, key tasks, and deliverables.

## VI. Consultant Profile

The CNA is seeking a consultant(s) with the following qualifications:

- Strong expertise in associations management and best practices
- An understanding of the Canadian nuclear and/or energy sectors, within both domestic and global contexts
- Working knowledge of Indigenous relations
- The consultant will work remotely but must be eligible to work in Canada

## VII. Proposal Requirements

In the proposal, provide a project strategy and implementation plan that addresses the requirements as described above, including:

- A detailed, itemized budget
- Invoicing expectations
- Project schedule with an outline of phases and activities
- A list of proposed deliverables that the CNA would receive upon completion of the review
- Description of the consultant's experience, and clear indications of roles and assignments to different components of the work where there is more than one consultant involved



- Two relevant references; the CNA will not contact the reference without having informed the consultant of its intention to do so
- At least one project example that demonstrates the consultant's experience completing similar work
- Name, address, phone number, and e-mail address of the primary contact for the project
- Any additional information the consultant feels may be relevant to the CNA's decision-making process

### VIII. Submission Details

Proposals will be accepted up until June 26th, 2026 at 5:00pm EDT. Proposals should be submitted to the CNA directly to [membership@cna.ca](mailto:membership@cna.ca). The contract will be awarded the week of July 20th, 2026.

Any questions on this RFP should be directed to Julie McNamara, VP Membership and Events at [mcnamaraj@cna.ca](mailto:mcnamaraj@cna.ca). We will not be booking calls with proponents before proposals are submitted. We will gather questions up until June 17th, 2026, at 5:00pm EDT and send all answers together in an FAQ no later than 5:00pm EDT on June 19th, 2026.

