



Mohawk Council of Kahnawà:ke

REQUEST FOR PROPOSAL

FOR

Construction Management Services

FOR

Kahnawà:ke Office Complex (KOC) - 2nd Floor Renovation

Proposal Submission Deadline: November 13th, 2026



REQUEST FOR PROPOSAL (RFP) - Construction Management Services

Kahnawà:ke Office Complex (KOC) - 2nd Floor Renovation

Project Location	Kahnawà:ke Office Complex, 2006 Old Malone Highway, Kahnawà:ke, Québec - Second Floor
Project Area	Approx. 888 m ² (9,557 sq. ft.) - two office suites (Justice Services/ADR and Finance)
RFP Issue Date	Friday, October 23, 2026
Confirmation of participation	Friday, October 30, 2026
Site Visit (recommended)	Thursday, October 29, 2026 at 10:00 AM - KOC main entrance
Final Date for Questions	Friday, November 6, 2026
Proposal Due Date	Friday, November 13, 2026 at 2:00 PM (Eastern Time)
Anticipated CM Award	November 2026
Anticipated Construction Start	Winter 2027, following trade tendering (to be confirmed)
Anticipated Completion date	Summer 2027, phased by suite (to be confirmed)
Owner Contact	Louie John Diabo, Project Manager - louie@diaboconsulting.com

1.0 INTRODUCTION

The Mohawk Council of Kahnawà:ke (MCK) is seeking proposals from qualified Construction Managers to provide preconstruction and construction management services for the renovation and fit-out of the second floor of the Kahnawà:ke Office Complex (KOC) in Kahnawà:ke, Québec.

This RFP is being issued to retain a Construction Manager capable of reviewing the current construction documents, recommending a trade packaging and tendering strategy, competitively procuring the trade contracts, and managing the demolition, interior fit-out, mechanical, electrical and fire protection work in an occupied building, in accordance with the issued contract documents, drawings, specifications and applicable requirements.

The Project will be delivered using a Construction Management approach under the CCDC 5B - 2010 Construction Management Contract for Services and Construction, as modified by MCK's Supplementary Conditions.

2.0 PROJECT OVERVIEW

The KOC is an existing multi-storey office building located at 2006 Old Malone Highway. The Project involves the demolition and complete fit-out of two office suites on the second floor, totalling approximately 888 m² (9,557 sq. ft.), for MCK's Justice Services/ADR and Finance units. The building remains in operation during construction, with tenants on the other floors and 24-hour security on site.

The work includes, in general terms:

- Selective demolition of interior partitions, doors, ceilings, flooring, millwork, window sills and existing building services within the two suites;
- New acoustic partitions, demountable and fixed glazed partitions, doors, frames and door hardware, including electrified hardware and card-reader access;
- Interior finishes, feature walls, millwork and casework, window shades and curtains;



- Full replacement of the second-floor sprinkler system, along with new HVAC distribution, terminal units, controls and balancing;
- Plumbing for new kitchenette and coffee-corner sinks, water chillers and water heaters;
- Lighting, power, telecommunications/data, fire alarm, security and emergency lighting systems;
- Painting of the second-floor common corridor, and ceiling demolition and reconstruction in the common corridor and at first-floor suites as required for mechanical and electrical work.

The design team consists of Provencher_Roy (Architecture, project no. 260050) and Pageau Morel et associés (Mechanical and Electrical, project no. 5820-000-000). Construction Documents at 70% were issued on September 4, 2026, and will be completed to 100% in coordination with the Construction Manager's preconstruction input. The regulatory basis for the Project is the Québec Construction Code; the Kahnawà:ke Fire Brigade will review the Project against NFPA 101 (Life Safety Code).

The following items are **not** part of this Project and are being addressed separately by MCK: public washroom renovations, loose office furniture, balcony rehabilitation and exterior envelope repairs, and exterior window replacement.

3.0 PROJECT GOVERNANCE AND AUTHORITY

3.1 Owner Authority

- MCK shall retain full decision-making authority for the Project.
- All major decisions, approvals, commitments, trade contract awards, and scope or cost changes require written MCK authorization.
- The Construction Manager shall not proceed with extra work or changes that may affect cost or schedule without prior written approval from the Project Manager.

3.2 Project Manager

- Diabo Consulting acts as Project Manager on behalf of MCK and will be the primary point of coordination for the Project.
- All formal requests, notices, change submissions, schedule concerns, and payment-related communications shall be coordinated through the Project Manager.

3.3 Professionals

- Provencher_Roy (Architecture) and Pageau Morel et associés (Mechanical/Electrical) are retained by MCK and are expected to continue through construction for submittal review, responses to RFIs, site instructions and field reviews.
- Only the Professionals may interpret or modify the contract documents, through addenda during tendering or site instructions during construction.

3.4 Construction Manager

- The successful Construction Manager shall be responsible for coordinating labour, materials, equipment, trade contractors, temporary works, construction insurance, site logistics, safety, quality, schedule, and construction execution within its scope.
- The Construction Manager remains fully responsible for the performance of its trade contractors and suppliers.
- The Construction Manager will ensure the use of local content (Mohawk Content), with a list of sub-contractors in good standing available at the Kahnawà:ke Labor Office (KLO).

4.0 PROJECT SCHEDULE

The construction start date and required completion dates will be confirmed by MCK prior to contract award or through an addendum. Proponents shall provide a detailed schedule with their proposal covering preconstruction, trade tendering, construction and closeout, and identifying the proposed duration, sequencing, major milestones, long-lead items, mobilization requirements, holiday-period constraints and anticipated completion dates.



The proposed schedule shall account for the occupied building, fire protection impairment and fire watch requirements, after-hours service shutdowns, and the sequencing of the two suites. MCK's current planning sequences the Justice Services/ADR suite ahead of the Finance suite; Proponents may recommend an alternative sequence where it improves cost, schedule or risk.

Project Milestone	Target
CM Contract Award	November 2026
Project Kick-off and Start of Preconstruction	Within 10 working days of award
CM Document Review, Budget Estimate and Tendering Strategy	Within 15 working days of kick-off
100% Construction Documents Issued	Late November / December 2026
Trade Tendering and Award	December 2026 - January 2027
Mobilization and Construction Start	Winter 2027
Substantial Completion	Summer 2027 (phased by suite)
Final Completion	To be proposed by the Construction Manager **

**** Note:** The anticipated completion date for the Justice/ADR suite is March 31, 2027. Given a winter construction start, MCK has concerns about achieving completion by the end of March. For example, the procurement lead time for interior doors can be 8 to 12 weeks. Proponents should address schedule risk and mitigation strategies in their proposal.

5.0 SCOPE OF SERVICES

The Construction Manager shall provide all preconstruction services, management, supervision, labour, materials, equipment, temporary works, trade contractors and related services required to complete the KOC 2nd Floor Renovation in accordance with the contract documents.

5.1 Preconstruction Services

- Review of the 70% and 100% Construction Documents for completeness, constructability, coordination between disciplines, and existing-condition risks.
- Preparation of a Construction Manager budget estimate, reconciled with the Professionals' cost estimate, with identified cost drivers, risks and value-engineering opportunities.
- Development of the trade packaging and tendering strategy (for example, demolition and base building, Justice Services/ADR suite and Finance suite) for review by MCK and the Professionals.
- Identification of long-lead items (such as doors and hardware, demountable partitions, air terminal units, sprinkler materials and electrical equipment) and a procurement plan.
- Development of site logistics, phasing and occupied-building plans, including material hoisting/elevator use, deliveries, waste removal and protection of common areas.
- Preparation of the construction fire safety plan and sprinkler impairment plan in coordination with the Professionals and the Kahnawà:ke Fire Brigade.
- Participation in an information session with local Indigenous contractors and workers, coordinated with the KLO, to promote trade opportunities on the Project.

5.2 Trade Procurement

- Competitive tendering of all trade packages, with a minimum of three (3) bids per package where the market allows, and active solicitation of qualified Kahnawà:ke and Indigenous contractors.
- Open-book bid analysis and written award recommendations for each package; no trade contract shall be awarded without MCK's written approval.



- Any trade or service proposed to be self-performed or not competitively procured shall be identified and justified; MCK may require that such work be competitively tendered.

5.3 Construction Work

- Demolition: selective demolition of partitions, glazed partitions, ceilings, flooring, doors and frames, window sills, fireproofing and building services as shown, including waste sorting and disposal.
- Interior construction: acoustic gypsum partitions (slab-to-slab), demountable and fixed glazed partitions, window films, sprayed fireproofing repairs, fire stopping and blocking.
- Doors and hardware: wood, steel and glazed doors and frames, door hardware and electrified hardware with card readers, coordinated with MCK IT.
- Finishes: vinyl and carpet tile flooring, wall base, acoustic ceilings and gypsum ceilings, painting, ceramic backsplashes, felt and glass feature walls, and the ADR logo feature wall (allowance).
- Millwork and furnishings: casework, countertops, reception counter, built-in benches and shelving, roller shades and curtains.
- Plumbing: new sinks, water chillers, thermostatic mixing valves, water heaters, domestic water and sanitary piping, and connection to existing services.
- HVAC: duct distribution, air terminal units, diffusers and grilles, controls, duct cleaning of the existing system, and testing, adjusting and balancing.
- Fire protection: replacement of the second-floor sprinkler system and new portable fire extinguishers.
- Electrical and communications: lighting and controls, branch wiring, data and telephone cabling infrastructure, fire alarm devices, security and access control, and emergency lighting.

5.4 Occupied Building, Fire Safety and Security

- The second floor will be vacated during construction; the remainder of the KOC will remain occupied and in operation throughout the work.
- A 24-hour fire watch is required by the Kahnawà:ke Fire Brigade while the second-floor sprinkler and fire alarm systems are impaired. The Construction Manager shall plan, coordinate and document the fire watch with KOC building management and on-site security.
- Assign an impairment coordinator, and provide temporary smoke detection, additional portable extinguishers and an audible means of alerting personnel, as required by the fire safety plan.
- Maintain access to exit stairs and standpipe hose connections at all times; no construction work or storage is permitted that obstructs the means of egress.
- Normal working hours are Monday to Friday, 7:00 to 19:00. Work outside these hours and all service interruptions require forty-eight (48) hours' notice and MCK approval; shutdowns shall be carried out outside occupants' working hours.
- Use only the designated building elevator for workers and materials, with protection installed, and provide dust, noise and odour controls to protect occupied areas.
- All personnel assigned to the work are subject to MCK security requirements and site-access procedures.

5.5 Construction Manager Responsibilities

- Provide competent supervision and coordinate all trade contractors and suppliers.
- Ensure all contractors are covered by their respective workplace safety insurances (i.e. Mohawk Self Insurance), and that payments are made to MSI or CNESST.
- Maintain the current construction schedule and provide regular progress updates.
- Coordinate inspections, testing, balancing, commissioning, deficiencies and closeout requirements.
- Repair any damage to the building caused by construction activities.
- Provide proof of payment to all trade contractors.
- Provide record drawings, warranties, certificates, operation and maintenance information, and other closeout documentation required by the contract.



6.0 MEETINGS & REPORTING

The Construction Manager shall participate in regular project meetings with MCK, the Project Manager and the Professionals. The frequency of meetings may be adjusted by the Project Manager based on the stage and needs of the work.

- Prepare and distribute minutes of all construction meetings.
- Provide an updated construction schedule monthly and a three (3) week look-ahead schedule weekly.
- Provide monthly progress information including completed work, upcoming activities, risks, delays, procurement issues, and decisions required, along with monthly billing.
- Maintain and submit appropriate site records, daily report logs, fire watch logs, safety documentation, and photographs when requested.
- Promptly notify the Project Manager of conditions that may affect scope, budget, schedule, quality, safety, or building occupants prior to it becoming a change order request (i.e. contemplated change order).

7.0 HEALTH, SAFETY & ENVIRONMENTAL REQUIREMENTS

- The Construction Manager is the principal contractor responsible for site health and safety and shall comply with all applicable requirements and accepted industry practices, specifically the Kahnawà:ke Labor Office legislation and directives.
- Prior to mobilization, the Construction Manager shall provide the required health and safety plan, construction fire safety plan, emergency procedures, site-specific risk controls, and evidence of applicable insurance and licenses.
- The site safety plan must address the separation of the work area from occupied areas, protection of the public and building occupants, temporary washroom arrangements, parking, and safe storage of materials and equipment.
- Should suspected hazardous materials be encountered during demolition, the Construction Manager shall stop work in the affected area and immediately notify the Project Manager.
- Construction waste shall be sorted and disposed of in accordance with the specifications and the requirements of the Kahnawà:ke Environment Office.
- All incidents, property damage, environmental releases, or significant safety events shall be reported promptly to MCK and documented in writing.

8.0 PRICING STRUCTURE

Proponents shall complete and sign the Proposal Price Form provided in Appendix A. Pricing shall clearly separate preconstruction and construction services so that there is no ambiguity should the Contract be suspended, reduced or severed. Proponents shall provide:

- A. Preconstruction Services - fixed fee;
- B. Construction Management Fee - expressed as a percentage of the Cost of the Work, including the fee applicable to approved changes;
- C. General Conditions - expressed as a monthly rate, with the proposed duration and a breakdown of all included items (staff, site office, temporary services, etc.);
- D. General Requirements - lump sum, with a breakdown of all included items (temporary protection, hoisting, cleaning, waste containers, etc.);
- E. 24-hour Fire Watch - as a separate unit rate (per hour and per week). MCK will confirm whether the fire watch is carried in the Construction Manager's contract or provided by MCK;
- F. Hourly rates for all proposed staff;
- G. The Proponent's estimate of the Cost of the Work, based on the 70% Construction Documents, used to compare fees for evaluation purposes.



MCK is tax exempt. Proponents shall not include GST or QST in the tendered amount unless specifically directed otherwise by MCK. This will extend to all materials, whether the contractor had to pay tax on materials received or not.

Proponents shall clearly identify assumptions, exclusions, proposed alternates, allowances, and any items that may affect the final contract value. Any proposed exclusions must be clearly stated in the proposal.

9.0 EVALUATION CRITERIA

Proposals will be evaluated on a total of 100 points. MCK is not obligated to accept the lowest-priced proposal and may select the proposal that, in its judgment, provides the best overall value and meets the requirements of the Project.

Factors	Weight
Firm Experience and Project Team	25
Mohawk Content and Experience Working in Kahnawà:ke	20
Methodology	20
Budget	35
Total Score	100

9.1 Firm Experience and Project Team - 25 Points

The evaluation will consider the firm's demonstrated experience delivering comparable interior fit-out and renovation projects in occupied buildings under a construction management model, the qualifications of the proposed key personnel, experience with fire protection impairments and phased work, health and safety performance, and successful completion of projects of similar size and complexity.

9.2 Mohawk Content and Experience Working in Kahnawà:ke - 20 Points

The evaluation will consider the proponent's understanding of working in Kahnawà:ke and/or Indigenous communities; demonstrated cultural awareness and respect; experience engaging with Indigenous clients, businesses, workers, or communities; and the proposed approach to local participation in trade packages, respectful communication, and community impacts during construction.

9.3 Methodology - 20 Points

The evaluation will consider the proponent's understanding of the Work and its proposed approach to preconstruction, trade packaging and tendering, scheduling and phasing, occupied-building logistics, fire watch and impairment management, safety, quality control, cost control, risk management, and management of trade contractors and changes.

9.4 Budget - 35 Points

The evaluation will consider the preconstruction fee, construction management fee, general conditions and general requirements, completeness and transparency of pricing, identified assumptions and exclusions, competitiveness of rates, and overall value to MCK. The lowest price will not automatically receive the contract award.

10.0 SUBMISSION REQUIREMENTS

Proponents shall submit a complete proposal containing sufficient information for MCK to evaluate the proposal against the criteria in Section 9.0. At minimum, the submission shall include:

- Cover letter identifying the legal name of the firm, primary contact, address, telephone number, and email address, signed by an individual authorized to bind the firm.
- Firm Experience: description of relevant comparable projects (client, location, project value, scope, completion date, and the firm's role), with no fewer than three (3) references.



- Project Team: proposed key personnel and roles (Construction Manager/Project Manager, Estimator, Superintendent), with CVs.
- Culture and Heritage: description of Indigenous/First Nations experience, cultural awareness, community-engagement approach, and proposed approach to local Indigenous participation in trade packages.
- Methodology: work plan describing the preconstruction approach, proposed trade packaging and tendering strategy, sequencing, occupied-building logistics, fire safety and fire watch approach, safety, quality control, risk management, and coordination.
- Schedule identifying preconstruction, trade tendering, mobilization, major milestones, substantial completion, and final completion.
- Appendix A Proposal Price Form, completed and signed by the Proponent.
- List of trades proposed to be self-performed, if any.
- Proof of applicable licenses (including RBQ, where applicable) and liability insurance of not less than \$2,000,000, or such higher amount as required by the final contract documents.
- Proof of MSI (and application of the Kahnawà:ke Fair Wage Agreement) and/or CNESST.
- Any other documentation required by the drawings, specifications, addenda, or tender forms.

11.0 QUESTIONS & PROPOSAL SUBMISSION

All questions regarding this RFP shall be submitted in writing to the Project Manager before the final date for questions identified on Page 2. Responses that affect the tender requirements will be issued to all proponents by addendum. Proponents are strongly encouraged to attend the site visit.

Proposals shall be submitted electronically in PDF format before the proposal due date and time identified on Page 2. Late proposals may be rejected. The proposal subject line should clearly identify the project as: "KOC 2nd Floor Renovation - Construction Management Proposal".

All proposals and tender correspondence shall be directed to:

Louie John Diabo
Project Manager
Diabo Consulting, on behalf of the Mohawk Council of Kahnawà:ke
louie@diaboconsulting.com
(514) 831-3192

12.0 MCK RIGHTS AND CONDITIONS

- MCK reserves the right to reject any or all proposals and the lowest-priced proposal will not necessarily be accepted.
- MCK is not obligated to share bid price results with participants.
- MCK may request clarifications, additional information, interviews, or negotiations with one or more proponents.
- MCK may amend or cancel this RFP at any time prior to contract award.
- All costs incurred by proponents in preparing and submitting a proposal are the responsibility of the proponent.
- No contractual obligation exists until a written contract, or purchase order has been approved and issued by MCK.
- The successful Construction Manager shall comply with the final contract documents, drawings, specifications, addenda, and applicable MCK requirements.
- By submitting a proposal, the Proponent agrees to «Appendix 7 - Client's Supplementary Conditions» and to «Schedule A - Kahnawà:ke Communal Arbitration Procedure» provided in appendices.



13.0 TENDER DOCUMENTS AND APPENDICES

The following documents form part of this RFP. The 70% documents are issued for the Construction Manager's review and preconstruction services, and are not for construction.

Reference	Document
Appendix A	Proposal Price Form (attached)
Appendix 1	Architecture Plans - Construction Documents 70% (Provencher_Roy, September 4, 2026)
Appendix 2	Architecture Specifications - Construction Documents 70% (Provencher_Roy, September 4, 2026)
Appendix 3	Mechanical Drawings - 70% For Comments (Pageau Morel)
Appendix 4	Electrical Drawings - 70% For Comments (Pageau Morel)
Appendix 5	Electromechanical Specifications - 70% For Comments (Pageau Morel, September 4, 2026)
Appendix 6	CCDC 5B - 2010 Construction Management Contract for Services and Construction
Appendix 7	Client's Supplementary Conditions
Schedule A	Kahnawà:ke Communal Arbitration Procedure



APPENDIX A - PROPOSAL PRICE FORM

KOC 2nd Floor Renovation - Construction Management Services (all amounts exclude GST/QST)

Item	Description	Amount
A	Preconstruction Services (fixed fee)	\$
B	Construction Management Fee (% of the Cost of the Work)	%
B.1	Fee on approved changes (% of change value)	%
C	General Conditions - monthly rate	\$ / month
C.1	Proposed construction duration (months)	months
C.2	Total General Conditions (C x C.1)	\$
D	General Requirements (lump sum, breakdown attached)	\$
E	24-hour Fire Watch - unit rate (separate price)	\$ / hour
E.1	24-hour Fire Watch - weekly rate (separate price)	\$ / week
G	Proponent's estimate of the Cost of the Work (70% documents)	\$
H	Construction Management Fee in dollars (B x G)	\$
	Total for evaluation (A + C.2 + D + H)	\$

F. Hourly rates for proposed staff

Role	Hourly Rate
Project Director / Construction Manager	\$ / hour
Project Manager	\$ / hour
Estimator	\$ / hour
Superintendent	\$ / hour
Project Coordinator / Administration	\$ / hour

Breakdowns of General Conditions and General Requirements, assumptions, exclusions and allowances shall be attached to this form.

Legal name of Proponent	
Authorized signatory (name and title)	
Signature	
Date	

END OF REQUEST FOR PROPOSAL