



REQUEST FOR PROPOSALS

**Iroquois Falls Airport Master  
Plan  
RFP# 2019-02-ED**

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Issued By:

Town of Iroquois Falls

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April 10<sup>th</sup>, 2019

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## 1. INTRODUCTION

### 1.1 Purpose

The purpose of this Request for Proposals (“RFP”) is to invite proposals from qualified service providers from which the Town of Iroquois Falls (the “Town”) can select a Proponent to provide an Airport Master Plan for the Iroquois Falls Municipal Airport (CNE4) (the “airport”) that will meet the objectives of the Town.

### 1.2 Airport Overview

The Iroquois Falls Municipal Airport (CNE4) is a Registered Aerodrome situated 8 kilometers west of the Town of Iroquois Falls and 62 kilometers east of Timmins. It is located on an elevated bench west and immediately adjacent to the Trans-Canada Highway 11. The catchment area for the airport is approximately 8,000 to 9,000 people. The airport has one 3,999 x 100’ paved runway (14/32) and two intersecting turf runways 2,930 x 100’ (18/36) and 2,555 x 100’ (07/25) respectively. Forested areas occur upon approach to runways 18/36, 07/25 and to the west of runway 14/32. A municipally owned facility, the area on which the airport operates is roughly 182 hectares.

The airport serves the towns of Iroquois Falls and Black River-Matheson in Northeastern Ontario. The airport is critical to medvac flights flown on behalf of the Ontario Ministry of Health. Private aircraft, the Air Cadets and military glider flights also utilize the airport. The closest major Canadian airport, Timmins, is forty-five minutes’ drive west.

The airport is a VFR and non-precision IFR facility. A night beacon provides visual identification and guidance. There are 2 lighted windsocks at either end of runway 14/32. Runway 14/32 is also equipped with an APAPI system at both ends providing visual vertical guidance to aircraft on final approach. The airport has a published VHF VOR approach, utilizing a Timmins-based navigation facility, providing non-precision guidance to 1,900 feet above sea level or approximately 900 feet above the airport's elevation. A low-powered NDB is also available for use at CNE4. The facility is listed as private and unmonitored in the Canada Flight Supplement. An approach procedure is not published to permit public use of this beacon that is located 3 nautical miles from the approach end of runway 32. There are no certified weather instruments at the airport therefore weather observations are not used in official aviation meteorological observations and reporting. There is a LWIS providing altimeter settings, wind speed and direction located in the Terminal Building however pilots flying IFR approaches to CNE4 must use Timmins Airport AWOS. CNE4 does not have any avgas fueling facilities. Finally, the Town is researching options to enhance the site and thus generate more airport traffic and market stimulation through technological upgrades.

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## 2. REQUIRED SERVICES

### 2.1 Scope of Services

The Town of Iroquois Falls seeks to develop an Airport Master Plan to guide future development of CNE4. The Master Plan should provide an overview of current and future airport operations, and provide guidance to the Town on how to develop the site.

The Airport Master Plan will provide a fundamental planning and vision document that will guide the growth of CNE4 over the next 20 years. It will ensure that short- and long-term growth satisfies both the local community and region particularly the continued facilitation of medvac flights. The scope of the Work for the Study shall include, but is not limited to the following elements, steps and tasks:

1. Perform a site analysis including a review of ground access, runway, taxiways, aprons, Airport Terminal Building (ATB) and services, hangars, vehicle and aircraft parking, air navigation infrastructure, utilities and services, airport maintenance buildings, emergency response services, noise management, environmental planning, security and land use. The relationship of the Airport Master Plan with the Official Plan (OP) and adjacent land use planning should also be considered.
2. The primary strategic direction of the Airport Master Plan will be to manage and operate the airport in a safe, secure and efficient manner. The Consultant should consider regional context, community role, commercial revenue and economic drivers to achieve ongoing financial viability. Reference must be made to the 2017 Town of Iroquois Falls Economic Development Strategic Plan.
3. Design an Airport Master Plan that will provide guidance for airport development over 20years. The plan's objective is to ensure infrastructure and services will support medvac, future commercial services and private aviation activities at the airport. The Airport Master plan will include a short, medium, and long-term Land Use Plan with respect to Zoning and a plan for runways, taxiways, apron, the ATB, hangars, vehicle and aircraft parking, air navigation, utilities and services, airport hangars, fire support, noise management, environmental planning, airport security and airport access. This phase must be initiated by forecasting aviation activity to determine demand over the lifespan of the Master Plan.
4. Consult with Nav Canada, Transport Canada, COPA, air carriers, airport stakeholders and others as appropriate to ensure that the recommended design will meet current and anticipated regulations (CAR Part III - TP 312 5th edition, etc.) and demand. **PUBLIC CONSULTATION WILL BE REQUIRED.** Reference must be made to the Town of Iroquois Falls 2006 Business Plan for CNE4.
5. Submit a draft Final Report for review including
  - a. Ten Year Capital Budget/Financial Plan
  - b. Infrastructure Preliminary Design to CAR Part III - Aerodromes, Airports and Heliports specifications TP 312 5th edition (automated fueling station incl. apron extension, electrical and lighting, AWOS - supply and install, aircraft movements instrumentation, ODALs if and as required, NDB decommissioning, etc.)
  - c. Land Use Plan
  - d. Development Plan (**See 8. SUPPLEMENTAL INFORMATION**)
  - e. Revenue / Marketing Plan
6. Submit a Final Report to the Town.

7. Present the Final Report to Town Council in person.

The operational assessment will include review of current staffing levels and future requirements, and oversight, operational plans and required service level delivery.

## 2.2 Specific Contract Requirements

If a contract is awarded, the successful Proponent will be expected to enter into an agreement with the Town which will be reviewed prior to award.

## 2.3 Resources

The Preferred Proponent will need to provide all necessary permits, personnel, training, supervision, insurance and anything else needed to perform the Services in accordance with the Contract.

# 3. INSTRUCTIONS FOR PROPONENTS

## 3.1 Anticipated Timeline

The Town of Iroquois Falls anticipates the following RFP schedule:

Date of Issue of RFP #2019-02	April 10 <sup>th</sup> , 2019
Closing Date and Time	May 10 <sup>th</sup> , 2019 – 3 pm EST
Anticipated Notice of Award	June 28 <sup>th</sup> , 2019

Late proposals, submitted after the Closing Date and Time will not be considered.

*\*\*Proponents may submit inquiries/questions to clarify the RFP requirements. All inquiries/questions shall be addressed to the Town Representative referenced in **Section 3.6** who will respond to all inquiries **via the email contact** that each Proponent submitted when picking up their RFP Documents package.*

## 3.2 Proposal Submission Instructions

Proposals must be received at Iroquois Falls Town Hall via mail, courier or in person to the Town’s Representative at the address outlined in **Section 3.6** on or before the Closing Date and Time as outlined in **Section 3.1**.

Submissions are to be clearly marked as “**RFP #2019-02-ED CNE4 Airport Master Plan.**”

Submission by email or fax **will not** be accepted.

The Town assumes no responsibility for lost, misdirected or late submissions.

## 3.3 Number of Copies

Proponents should submit two (2) hardcopies of their Proposal.

## 3.4 Amendments or Withdrawals to Proposals

Proposals may be revised by written amendment, delivered to the Town’s Representative as outlined in **Section 3.2** and **Section 3.6** at any time before the Closing Date and Time. Telephone calls or emails amending or withdrawing Proposals **will not** be accepted.

### 3.5 Proponents' Meeting

A Proponents' meeting will NOT be held for this RFP. Any inquiries should be submitted in writing to the Town's Representative named in **Section 3.6**.

### 3.6 Inquiries

All inquiries related to this RFP either technical or commercial in nature shall be made in writing and directed to the Town's Representative named below by April 25<sup>th</sup>, 2019. Information obtained from any person or source other than the person named below cannot be relied upon.

**Town's Representative:** Bill Greenway, Economic Development Officer

**Contract Representative Address:**

Town of Iroquois Falls  
230 Main Street, Box 100  
Iroquois Falls, ON P0K 1E0

**Telephone:** 705-232-5700 extension 241

**Email:** [ecdev@iroquoisfalls.com](mailto:ecdev@iroquoisfalls.com)

The Town of Iroquois Falls will respond to all reasonable inquiries by May 3<sup>rd</sup>, 2019 but reserves the right not to respond. Proponents finding discrepancies or omissions in the RFP should contact the Town's Representative immediately.

### 3.7 Addenda

The Town reserves the right to modify the RFP at any time prior to the RFP Closing Date & Time, at its sole discretion, by issuing one or more addenda setting out additions to, deletions from or alterations to the RFP. These addenda will become part of this RFP.

It is the Proponent's responsibility to check their email for these addenda. By delivery of the Proposal, a Proponent is deemed to have received, accepted and understood the entire RFP, including all addenda.

Written addenda are the only means of varying, clarifying or otherwise changing any of the information contained in this RFP. It is the sole responsibility of the Proponent to thoroughly examine these documents and satisfy itself as to the full requirements of this RFP.

All inquiries shall be addressed to the Town Representative referenced in **Section 3.6** who will respond to all inquiries *via the email contact* that each Proponent submitted when picking up their RFP Documents package.

Upon submitting a Proposal, Proponents will be deemed to have received notice of all addenda, and deemed to have considered the information inclusion in the Proposal submitted. The Town, its agents and employer shall not be responsible for any information given by way of oral or verbal communication.

### 3.8 Work Location & Conditions

The Proponent is fully responsible for obtaining all information for the preparation of their Proposal and for the execution of the Services. Without limiting the generality of the foregoing, the Proponent shall satisfy himself of any special risks, contingencies, regulations, safety requirements and other circumstances which may be encountered. No verbal agreements or conversation with any officer, agent or employee of the Town, either before or after the execution of the Agreement, shall effect or modify any of the terms or obligations herein contained.

### 3.9 Opening of Proposals

The Town of Iroquois Falls will open Proposals in private.

### 3.10 Signature

Proposals will be signed by a person authorized to sign on behalf of the Proponent and have the authority to bind statements made in the Proposal. If the Proponent is a partnership or joint venture, then the name of the partnership or joint venture and the name and signature of each partner or joint venture should be included.

## 4. PROPOSAL FORM AND CONTENT

### 4.1 Package

Proposals should be submitted in a sealed package, marked clearly with the Proponent's name, title of the project and RFP reference number "**RFP #2019-02-ED CNE4 Airport Master Plan**".

### 4.2 Form of Proposal

Proposals shall be bound and be submitted in the following format:

- 1) **Covering letter** stating the official and operating names of the Proponent, indicating your understanding of the requirements of the proposal and signed by a person having authority to enter into agreements for your company or organization.
- 2) **A page or section with the following information:**
  - a) Official Company/Organization Name;
  - b) Physical & Mailing Address;
  - c) Telephone and cell numbers;
  - d) Email address;
  - c) Number of years in Business; and
  - d) Primary contact person.
- 3) A page with **at least three ( 3 ) references** from locations where similar services have been provided as well as dates – provide project, name, address, telephone and email contacts.
- 4) Full master plan proposal including total price including **all** disbursements, **all** expenses and **all** wages related to producing the master plan. All applicable taxes should be included but broken out of the total price.

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## 5. EVALUATION CRITERIA

### 5.1 Evaluation

All proposals received will be initially evaluated to determine the degree to which each proposal meets the mandatory requirements of this RFP. Proposals that are noncompliant with the mandatory requirements may be subject to disqualification without further evaluation. Proponents are urged to ensure their proposal addresses all mandatory elements of this RFP.

### 5.2 Evaluation Criteria

The lowest or any Proposal will not necessarily be accepted. The Town has the right to accept the Proposal, in whole or in part, which, in its unfettered discretion, it deems most advantageous, and the right to reject any and all Proposals in each case without giving any notice and without liability to any Proponent(s).

The Town shall evaluate Proposals based on the best value. The Town recognizes that **“best value”** is the essential part of purchasing a product and/or service and therefore the Town may prefer a Proposal with a higher bid price, if it offers greater value and better serves the Town’s interests, as determined by the Town, over a bid with a low bid price. The Town’s decision shall be final.

Proposals will be assessed against the following criteria when making the purchasing decision and assessing best buy, which are not intended to be exhaustive and are not ranked in order of preference or priority:

- Understanding and Methodology (criteria weighting 20%)
- Experience at Airports of similar size and complexity (criteria weighting 30%)
- Project examples of the Consultant and sub-consultants (criteria weighting 10%)
- Availability to complete the project within the timelines (criteria weighting 10%)
- Monetary amount of the proposal. (criteria weighting 30%)

Proposals must meet the following requirements:

- Proposal written in English
- Explanation of Proponent's Experience - list of completed or current work comparable to the Project including references;
- Explanation of Consultants' Experience - name(s) and brief description of previous experience of the sub-consultant(s);
- Cost Proposal - details cost proposals in Canadian Dollars, inclusive of all costs, expenses and charges, but exclusive of taxes.
- Work plan with methodology.
- Time table / schedule.
- Example of a recent project.

\*Preference will be given to Proponents who meet the following criteria:



- a) qualified proponents with regional experience and knowledge

The Town will compare all proposals to determine the strength and ability of each Proponent to carry out the Services in accordance with the Town’s objectives as outlined in **Section 2.1**

The Town will apply the criteria on a comparative basis, evaluating the Proposals in comparison to each other. The Proposal that offers the greatest value overall will be judged as most advantageous.

The Town retains the additional right, in its sole discretion, to waive irregularities in the Proposals, whether of a minor or a major nature.

Proposals that contain qualifying conditions or otherwise fail to conform to these instructions to Proponents may be rejected.

The Town reserves the right, at its discretion, to negotiate with any Proponent it believes has the most advantageous Proposal or with any other Proponent(s) concurrently. In no event will the Town be required to offer any modified terms to any other Proponent prior to entering into a contract with the successful Proponent, and the Town shall incur no liability to any Proponent(s) as a result of such negotiations or modifications.

The Town will not be responsible for any costs incurred by the Proponents in preparing a response.

The Town reserves the right to not proceed past the RFP stage.

### **5.3 Additional Information**

The Town may request clarification or additional information from a Proponent and may consider such clarifications or additional information in evaluating the Proposal.

Subsequent to the submissions for proposals, interviews may be conducted with a short list of Proponents, however there is no obligation to receive any further information, whether written or oral, from any Proponent.

The Town will not be obligated in any manner to any Proponent whatsoever until a written contract has been duly executed.

### **5.4 Negotiation of Award & Acceptance**

This is a Request for Proposals and not a call for tenders or request for binding offers. No contractual obligations will arise between the Town and any Proponent until and unless the Town and a Proponent enter into a formal, written contract for the Proponent to undertake the Services contemplated by this RFP. The Town intends to award a Proponent who submits a Proposal which, in the sole opinion of the Town, represents the best overall value to the Town.

After Proposals have been evaluated according to the Evaluation Criteria in **Section 5.2**, a Recommendation of Award will be brought to Town Council for approval.

The successful Proponent will be contacted with a notice of award.

Any resultant award will be made by means of a contract incorporating the Town's Terms and Conditions. The RFP and completed Form of Proposal will be incorporated by reference in the contract which will, together with the Terms and Conditions, for the contract between the Town and the successful Proponent.

## **6. RFP GENERAL CONDITIONS**

### **6.1 No Obligation**

This RFP is not a tender and as such, does not commit the Town in any way to select a Preferred Proponent or to proceed to negotiations for a Contract. The Town of Iroquois Falls reserves the right to, at any time, reject all Proposals and terminate this RFP process.

### **6.2 Proponent's Expenses**

Proponents are solely responsible for any expenses in preparing and submitting Proposals and for any meetings, negotiations or discussions with the Town or its representatives and consultants, relating to, or arising from, this RFP.

### **6.3 No Claims**

The Town and its representatives, agents, consultants and advisors will not be liable to any Proponent for any claims or compensation, whether for costs, expenses, losses or damages, or loss of anticipated profits, or any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP, including the event the Town accepts a non-compliant Proposal or otherwise breaches the terms of this RFP. By submitting a Proposal, each Proponent shall be deemed to have agreed that it has no claim for loss of profits, or losses, damages or any other claims of whatsoever kind.

### **6.4 Conflict of Interest**

Proponents should disclose any potential conflicts of interest and existing business relationships they may have with the Town. The Town may reject a Proposal from any Proponent that the Town judges would be in a conflict of interest if the Proponent is awarded a Final Contract.

### **6.5 Solicitation of Council Members and Town Staff**

Proponents and their agents will not contact any member of Town Council with respect to this RFP at any time prior to the award of a Contract or the termination of this RFP. The Town may reject the Proposal of any Proponent that makes such contact.

### **6.6 Confidentiality**

All submissions become the property of the Town and will not be returned to the Proponent. All submissions will be held in confidence by the Town unless otherwise required by law.

The Town of Iroquois Falls is bound by the *Freedom of Information and Protection of Privacy Act of Ontario* and Proposals are subject to the disclosure requirements of the Act.

## 7. DEFINITIONS

In this RFP, the following terms will have the meaning set out below:

- a) “Town” means the Town of Iroquois Falls;
- b) “Town website” means [www.iroquoisfalls.com](http://www.iroquoisfalls.com) ;
- c) “Closing Date and Time” has the meaning set out in **Section 3.1**;
- d) “Contract or Agreement” shall mean the Agreement made by mutual agreement between the Town and the Successful Proponent”;
- e) "Contractor" shall mean and include the party or parties of the first part as named in the Contract Agreement. The individual, firm, co-partnership, corporation, subcontractors, and his, their, or its heirs, executors, administrators, successors and assigns, or the lawful agent of any such individual, firm, partnership, or corporation or his, their, or its surety under the Contract, constituting one of the principals to the Contract and undertaking to perform the work herein specified. Where any pronoun is used referring to the work "Contractor", it shall mean the Contractor, as defined above.
- f) “Final Contract” means a formal written contract between the Town of Iroquois Falls and the Preferred Proponent to undertake the Services based on this RFP and following negotiations;
- g) “Preferred Proponent” means the Proponent selected to enter into negotiations for a Final Contract;
- h) “Proponent” means an entity that submits a Proposal;
- i) “Proposal” means a proposal submitted in response to this RFP in the form set out in **Section 4**;
- j) “RFP” means this Request for Proposals;
- k) “Services” has the meaning set out in **Section 2**; and
- l) “Term of Services” has the meaning set out in **Section 2.7**, which is to be finalized in Final Contract negotiations.

## 8. SUPPLEMENTAL INFORMATION

The Iroquois Falls Municipal Airport (CNE4) is under-utilized and heavily in need of capital upgrades to ensure its technology is up-to-date and able to attract pilots flying sophisticated GPS equipped aircraft into a certified precision IFR approach-equipped airport. Air movements to CNE4 consist mainly of medvac flights flown on behalf of the Ministry of Health. In addition to private aircraft, CNE4 also hosts glider flights from the Canadian Armed Forces and an Air Cadet Squadron using the grass runways, its field and facilities. Airport improvements have been identified in our Economic Development Strategic Plan.

Air traffic levels over the last 3 years illustrate a gradual decline in embarkation and debarkation activity. There were 324 movements in 2016; 308 in 2017 (approximately 5% decline from 2016) and 220 in 2018 (approximately a 29% decline from 2017). Fundamentally and fortunately there exists the recognition that CNE4 can serve as an economic driver and become an asset rather than a liability. Given the proper level of investment and marketing the airport could play a great role in furthering future sustainable economic and tourism development initiatives. In order to reach the level of consistency and technology required to attract new private or even scheduled flights, cargo flights and bring back medvac flights, considerable upgrades in maintenance and service standards will be necessary.

It should be noted that we have been told that medvac flight service aren't flying into Iroquois Falls Municipal Airport due to pilot's discretion. Before we embark on the particulars of why the airport is used by some and not others it is important to understand that NAV CANADA does not require an airport to be registered, nor does it require a certified GPS approach for a medical flight to arrive or depart any given airport. The decision to land, or not, is strictly that of the pilot, at the time of approach to CNE4. LNAV approaches are the most basic of RNAV approaches and as such they usually have the highest altitude minimums. They require no special avionics except an IFR (Instrument Flight Rules) certified installed GPS receiver.

Arguably the single most important investment that CNE4 can make to have medvac flights land here and to attract more scheduled and cargo traffic is having aviation fuel readily available. It is definitely one of the reasons we are losing are medvac flights and is definitely another method of attracting additional traffic into Iroquois Falls. Flights being diverted that would normally fly into Cochrane or Timmins where fuel is readily available. In order to attract scheduled service into our airport, not only will fuel be required but it will be essential. Flight schools, aviation repair services, cargo and passenger flights all required fuel to make their operation seamless and viable. Additionally fuel sales are the biggest single revenue producer for any airport. And the more revenue generated means the more employment created. Other benefits include:

- Continued air ambulance serving AGH (Anson General Hospital) and BMH (Bingham Memorial Hospital)
- Cost savings to CDSSCAB (Cochrane District Social Services Administration Board) up to \$160,000/year by not having to maintain two or more ground ambulances to service air priority patients
- Public benefit including the ability to attract new residents due to enhanced ambulatory services
- Aging population and the ability to serve them quickly and efficiently with an air ambulance
- Fits within the Northern Ontario Growth Plan (NOHFC Priority Economic Sectors-Transportation, aviation, and aerospace;)
- Commercial Retail Expansion
  - possibility of a potential new business model delivering food to Attawapiskat, Kashechewan, Fort Albany
- MNRF – Fire Bombers - expansion from the current Cochrane base in times of overload to the airport there

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- 2 Individual Hangers for businesses with an expansion possible
  - Glider for Air Cadets and/or military use
  - Flying Clubs could be attracted to a more functional airport
  - Aviation repair facility could be attracted with an expansion of commercial/industrial space
  - Touch and go flight school where airspace is too crowded to attract such an operation

The overall purpose of an Airport Master Plan is to provide the framework to guide future airport development that will meet existing and future aviation demand in a safe and cost-effective manner. The master plan further considers environmental, socioeconomic and community development factors, as well as other modes of transportation and other airports. The master plan will meet the following objectives:

- Document the issues that the proposed development will address.
  - Illustrate the whys and what can be done to immediately mitigate the loss of the air ambulance flights
- Justify the proposed development through the technical, economic, and environmental investigation of concepts and alternatives.
  - Job Creation - full and part time, direct, indirect and induced - quantified and qualified over 20 years
  - Number and type of businesses created over 20 years
  - Lease or rental of existing hangars over 20 years
- Provide an effective CAD presentation of the layout of the airport and anticipated land uses near the airport.
  - What business(es) could be attracted to CNE4 given a certain level of investment
- Establish a realistic schedule for the implementation of the development proposed in the plan, particularly a short-term capital improvement program.
- Propose an achievable financial plan to support the implementation schedule.
- Provide sufficient project definition and detail for subsequent environmental evaluations that may be required before the project is approved.
- Present a plan that adequately addresses the issues and satisfies local, provincial, and Federal regulations [Transport Canada's Aerodromes Standards and Recommended Practices (TP 312) 5th Edition (Revised 07/2015)].
- Document policies and future aeronautical demand to support municipal deliberations on spending, debt, land-use controls, and other policies necessary to preserve the integrity of the airport and its surroundings
- Set the stage and establish the framework for a continuing planning process. Such a process should monitor key conditions and permit changes in plan recommendations as required.