WASHINGTON NAVY YARD SOUTHEAST CORNER MASTER PLAN

Introduction

- Following the CFA Commission presentation on November 16, 2023, a letter was issued requesting additional information and revisions to the Washington Navy Yard Southeast Corner Master Plan.
- The following presentation will provide the context for how the Southeast Corner Master Plan developed to respond to the Commissions requests.
 - Building Heights and Massing
 - Views Within and Through the Development
 - Character of the Riverfront
 - Public Green Space
 - Historic Resources
 - Project Benefits

Importance of Density to Fulfill the Goals of the Land Exchange

The development of the Washington Navy Yard Southeast Corner Master Plan is one part of a larger land exchange that also includes the SEFC E Parcels. Without both components, the Navy, the District and the community will not be able to realize the tremendous benefits the land exchange provides.

The Navy executed an MOU with the District and NCPC in April 2024, outlining the zoning conditions which are represented in the master plan.

The WNY Southeast Corner Master Plan received unanimous NCPC Commission approval in May 2024.

Background information on the NEPA and Section 106

- The Navy completed an Environmental Impact Statement (EIS) over the course of 2 years to analyze the environmental impacts of the land exchange and future development. The NEPA process concluded with a Record of Decision, signed in September 2023.
- Parallel to the EIS, the Navy consulted under Section 106 with several Consulting Parties including CFA, NCPC, National Park Service (NPS), DC State historic Preservation Officer (SHPO), Advisory Council on Historic Preservation (ACHP) and the DC Preservation League (DCPL). The Section 106 process concluded in July 2023 with an executed Programmatic Agreement (PA) which outlined the baseline development program/massing, and the future process for ongoing consultation.
- As stated in the Record of Decision, the Navy's Selected Alternative was Land Acquisition through Land Exchange, with construction of a relocated National Museum of the United States Navy on the E Parcels. This also included future private development on the Southeast Corner as a result of the land exchange.

Background Information on the Master Plan Process

- The initial site plan proposed over 2M square feet of development. Through the EIS and Section 106 processes, the plan was reduced by over 300k sq ft to reflect the feedback received from the Consulting Parties.
- Additionally, the site lacks basic infrastructure and over the last two years of a high interest rate environment, project costs have increased while rents have decreased, further impacting the viability of the project.
- Additional losses in density will affect the economic viability of the project due to the significant upfront infrastructure costs. It is therefore critical to maintain the remaining density in the Southeast Corner to deliver the project benefits including providing critical antiterrorism components to the Navy while also serving the public good.



Building Heights and Massing

"Finding that the nearest building comparable height along this part of the Anacostia waterfront is nearly a mile away, the Commission members raised concerns about allowing this height on the southeast parcels. They also noted that the grade of the site is being elevated roughly a story of flood protection, and that current building height regulations allow an additional twenty feet of occupiable penthouse structures; altogether, the proposed 130-foot height would result in a massing that is roughly 160 feet above the current riverwalk. They therefore requested the development of an alternative that incorporates lower building heights generally along the riverfront. In addition, they cited the importance of maintaining a full 75-foot setback at the riverfront, and they recommended against any upper-level projection of the new buildings into this setback."

- Building Height Context
- Comparable Building Heights along the Anacostia Waterfront
- Site Raise above grade for Flood Protection
- 75-foot setback at the riverfront and Upper-level projections

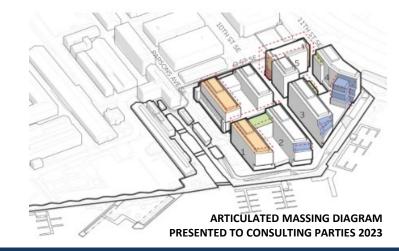
Building Height Context

The development of the site was adapted through the Section 106 consultation process and in collaboration with the Consulting Parties. Parties that provided feedback on the development included the CFA, NCPC, NPS, ACHP, DC SHPO, DC Department of Transportation and numerous individual members of the community.

- The Draft EIS analyzed up to 2M square feet of density to be built within the WNY Southeast Corner Master Plan. Each of the buildings in the plan was 130' in height.
- The height of the buildings follows the Height Act. The Zoning Administrator issued a determination in 2022 confirming that the building height measuring point for the site is on 11th Street SE.
- Over the course of the NEPA and Section 106 consultation processes, the Navy modified the development plans to reflect feedback from the Consulting Parties.
- That process resulted in a decrease of 300,000 sq ft of density throughout the site and reduced the building heights that face the WNY National Historic Landmark to 110'.
- The decrease in building heights facing the WNY National Historic Landmark from 130' to 110' is documented in the PA and the Southeast Corner Master Plan.

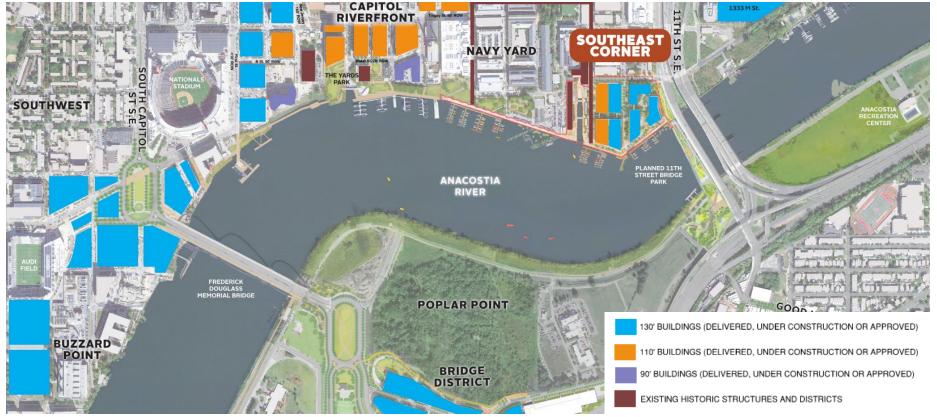


ORIGINAL MASSING, SUMMER 2021



Comparable Building Heights along the Anacostia Waterfront

Highlighted buildings are within a 1-mile radius of the Southeast Corner. The heights of buildings in the WNY Southeast Corner Master Plan are consistent with development patterns along other areas of the southeast waterfront.

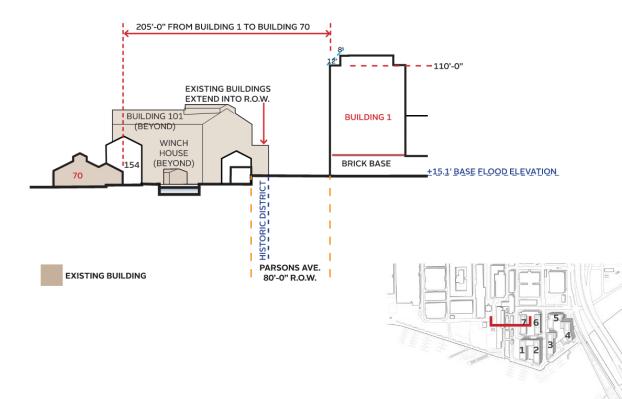


- The Commission requested information on the height of buildings along the Southeast waterfront.
- Parcels highlighted in blue represent buildings delivered, under construction or approved to be 130' in height with adjacent ROW widths of 110' or greater.
- Parcels highlighted in orange represent buildings delivered, under construction or approved to be 110' in height. These buildings are also adjacent to historic structures and on streets with 90' ROW widths.
- Parcels highlighted in purple represent buildings delivered, under construction or approved to be 90' in height. The height of these buildings is based on adjacent street widths with Parcel Q in the Yards on Water St. (70' ROW) and the DC Water Headquarters on Canal St. (80' ROW). The height of these buildings was restricted to below 110' because of the width of the adjacent ROW, not their location on the waterfront.
- Parcels highlighted in brown represent existing historic structures that are adjacent to new construction buildings.

Building Height Context and Historic Resource Precedents

Section through Parsons Avenue

- The distance between historic resources and new construction buildings in the SEFC, a relevant neighboring precedent, range from 70' to 100'. The building heights of these new construction buildings is 110' in height, excluding occupiable penthouse.
- In the Southeast Corner Master Plan, the distance between planned Building 7 and the historic Building 70, is 205', more than twice the distance as relevant precedents. The building height has been adjusted from 130' to 110', excluding the occupiable penthouse, based on feedback from the Consulting Parties.





BOILERMAKER SHOPS IN RELATION TO PARCEL D (110')



WASA PUMPING STATION IN RELATION TO PARCEL I (110')



BOILERMAKER SHOPS IN RELATION TO PARCEL 0 (110')



PARCEL M (110') IN RELATION TO FOUNDRY LOFTS (110')

Flood Protection

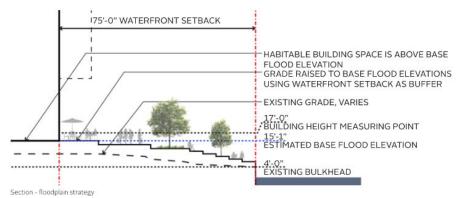
The WNY Southeast Corner Master Plan is located within both the 100 year and 500-year floodplains, and Tidal Buffer Zone. Portions of the site are regularly flooded and damaged to due to river, coastal and interior flooding.



Flood Protection

The WNY Southeast Corner Master Plan has been designed in coordination with DOEE and reflects proposed changes to the existing DC regulations that are being implemented in response to sea level rise.





STRUCTURE TYPE	REGULATIONS	DESIGN FLOOD ELEVATION	NOTES
GENERAL	CURRENT FLOOD HAZARD RULES	100-YEAR FLOOD ELEVATION +1.5 FEET	RESIDENTIAL STRUCTURES MUST BE ELEVATED, WHILE NONRESIDENTIAL STRUCTURES CAN BE ELEVATED OR DRY FLOODPROOFED.
GENERAL	CURRENT DC CONSTRUCTION CODES AND PROPOSED UPDATED FLOOD HAZARD RULES	WHICH EVER IS HIGHER OF: • 100-YEAR FLOOD ELEVATION OR • 500-YEAR FLOOD ELEVATION	RESIDENTIAL STRUCTURES MUST BE ELEVATED, WHILE NONRESIDENTIAL STRUCTURES CAN BE ELEVATED OR DRY FLOODPROOFED.
STRUCTURE LOCATED WITHIN THE TIDAL SHORELINE BUFFER	PROPOSED UPDATED FLOOD HAZARD RULES	500-YEAR FLOOD ELEVATION + 6 FEET* * EXACT NUMBER TBD, BASED ON 80-YEAR SEA RISE LEVELS	RESIDENTIAL STRUCTURES MUST BE ELEVATED, WHILE NONRESIDENTIAL STRUCTURES CAN BE ELEVATED OR DRY FLOODPROOFED.

Navy yard during the 1936 flood : Navy History and Heritage Command

Source: DC Department of Energy & Environment

Approaches to Flood Protection

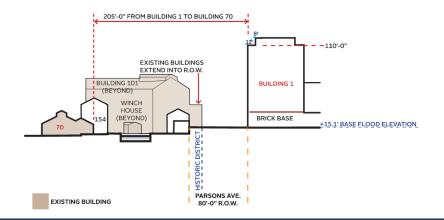
There are two main approaches to raise building sites out of floodplain in DC. The first is to elevate the entirety of the site out of the floodplain, creating a physical disconnection along the waterfront but reduced transition on the ground plane. This approach was utilized along the Potomac (the Wharf) and Anacostia rivers (Dock 79).



The WNY Southeast Corner Master Plan was designed to accommodate the second approach, which is to transition the elevation rise between the existing waterfront elevation and the building site. This approach meets the Design Goals in the PA "to enhance public access to and enjoyment of the site while improving the sense of historic connection between the water and the historic Naval installation and recalling something of the historic character of the military-industrial waterfront" and "to take advantage of the opportunity to reconnect the historic Navy Yard and the NHL zone to the river".

The site elevation will transition along the southern edge utilizing a gradual grade increase along the required 75' setback from the existing Anacostia Riverwalk.

Along the western edge the elevation will transition along the +200' distance between the historic district and the new construction buildings. The existing grade of the NHL will remain the same.



75-foot Setback at the Riverfront and Upper Level Projections

The development will offer a unique 75'-tiered setback enabling an excellent connection between the existing Riverwalk, the 11th Street Bridge Park, and the new development. This approach will separate out uses such as dining and biking into different tiers, allowing for a more comfortable dining and recreational experience. To *"introduce new design that provides recreational amenities while improving the historic character and connection to the NHL."* is a Design Goal in the PA.

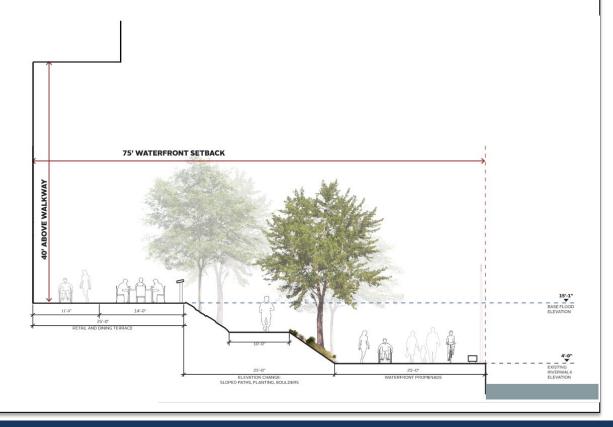


Setbacks at the Wharf have combined recreation and dining uses.



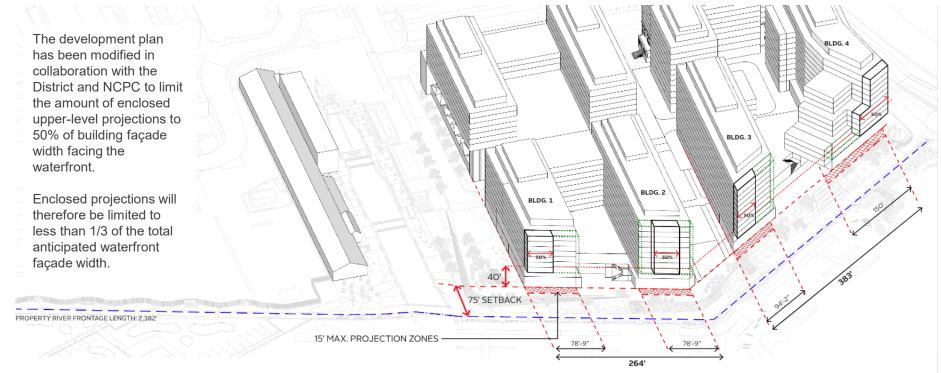
Representational Sections of Possible Tiered Setback

Refinement of the landscaping will be part of the ongoing consultation process for the individual building designs as outlined in the PA (15% and 35% design reviews for all buildings, plus a 65% design review for Buildings 1 and 7).



75-foot Setback at the Riverfront and Upper Level Projections

Representational Massing Describing the Possible Upper-Level Projection Zones– Refinement of location, size, materiality, and design of the projections will be part of the ongoing consultation process for the individual building designs as outlined in the PA (15% and 35% design reviews for all buildings, plus a 65% design review for Buildings 1 and 7).



BUILDING'S 1-2

Podium frontage length: 264'

Bldg 1 50% of facade width for enclosed projections: 39'-4" Bldg 2 50% of facade width for enclosed projections: 39'-4" Combined total length of enclosed projection width: 78'-9" Percentage of frontage length used for enclosed projections: 29%

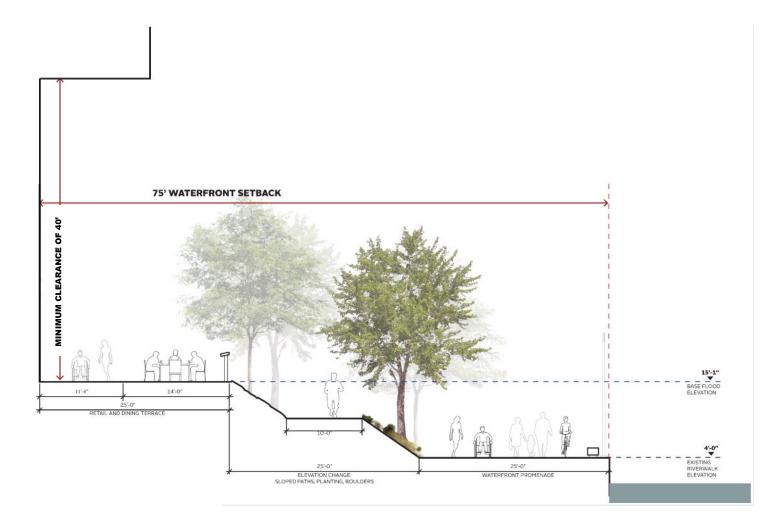
BUILDING'S 3-4

Podium frontage length: 383' Bldg 3 50% of facade width for enclosed projections: 47'-1" Bldg 4 50% of facade width for enclosed projections: 75' Combined total length of enclosed projection width: 122'-1" Percentage of frontage length used for enclosed projections: 32%

LEGEND

- Enclosed projections (enclosed projection width is equal to 50% of the width of the projection zone).
- 🔀 15' Maximum Projection Zone
- Volume of upper-level enclosed and unenclosed projections

75-foot Setback at the Riverfront and Upper-Level Projections



Representational Section of the Upper-Level Projection Zones

Views Within and Through the Development and Character of the Riverfront

"The Commission members asked for more studies of views that demonstrate the impact of the development, including from the Capitol Overlook of the 11th Street Bridge Park to the city's monumental core, as well as views to the Anacostia River from locations within the development and from the adjacent parts of the Navy Yard."

"Noting the 11-foot increase in elevation proposed within the 75-foot setback, the Commission members asked for more information about the potential design of this linear park, which they said requires punctuation with nodes of activity to be successful public space. They observed that ground-level restaurants within the outdoor service areas often require controlled access and should not extend into the 75-foot setback."

- Update on Bridge Park discussions
- Views within and through the Development
- Existing Condition of the Riverwalk
- Potential Design of the Linear Park
- Nodes of Activity Along the Riverwalk

11th Street Bridge Park

The project team has continued to collaborate with the Bridge Park team, and other stakeholders including NCPC, to address questions and provide additional analysis.

The conclusions of these meetings were:

- The current viewshed from the Capitol Hill Overlook to the U.S. Capitol Dome is blocked or limited due to existing heritage trees in the Washington Navy Yard.
- The viewshed along the 11th Street Bridge to the monumental core is not a protected viewshed in the L'Enfant Plan.
- Views of the monumental core and other landmarks will remain visible from sections of the 11th Street Bridge Park including the main public amphitheater.
- The Navy, Redbrick and the 11th Street Bridge Park teams have worked together to identify future areas of collaboration to enhance the physical connection points between the projects, engage the public and expand on future programming and events.
- This team collaboration is already underway and will expand as the site plan and design continues to develop.

Following team collaboration, the 11th Street Bridge Park and Building Bridges Across the River submitted a letter of support for the WNY Southeast Corner Master Plan to both the NCPC and CFA Commissions



VIEW FROM THE APPROXIMATE LOCATION AND ELEVATION OF THE FUTURE CAPITOL OVERLOOK



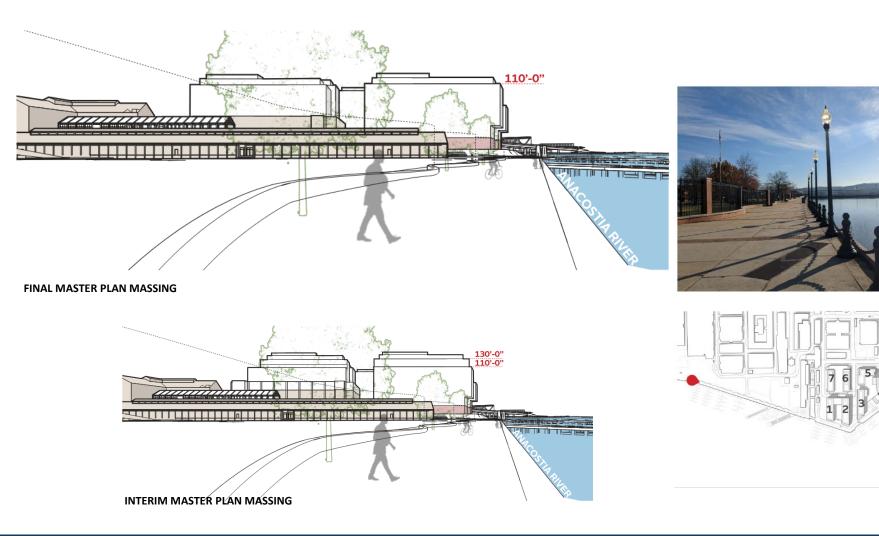
Southeast Corner proposed open space

Anacostia Riverwalk Trail

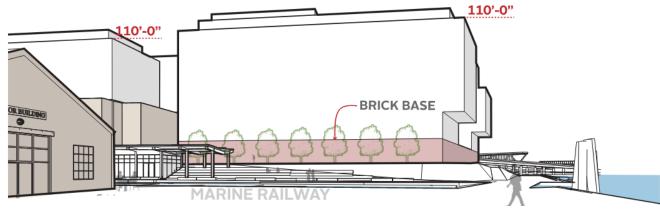


Collaboration opportunity

Views Within and Through the Development: Looking East on the Riverwalk

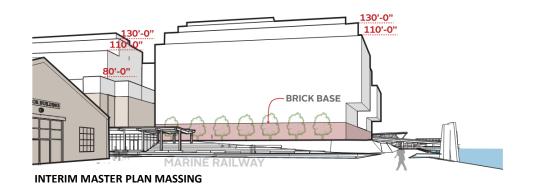


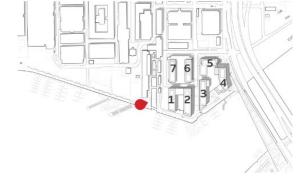
Views Within and Through the Development: Looking East on the Riverwalk



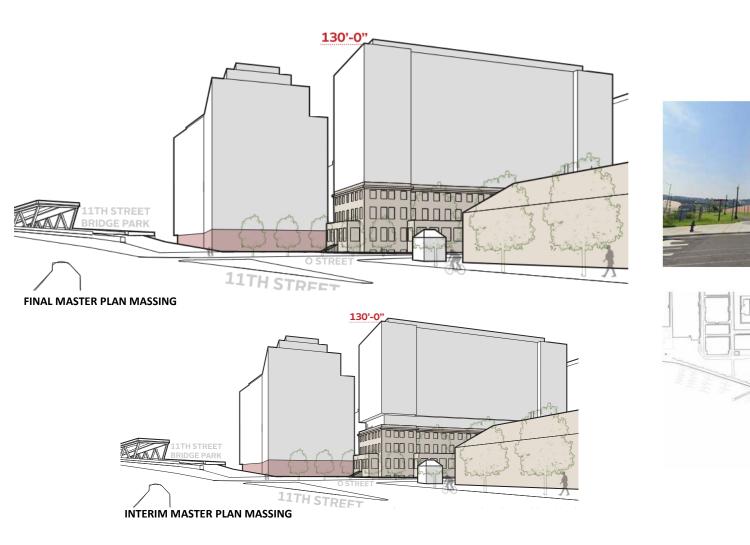


FINAL MASTER PLAN MASSING





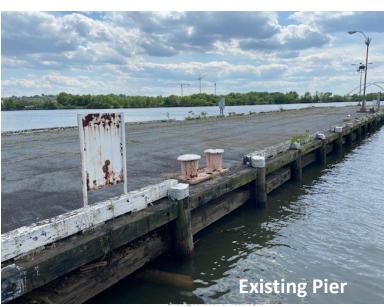
Views Within and Through the Development: Looking South from 11th Street

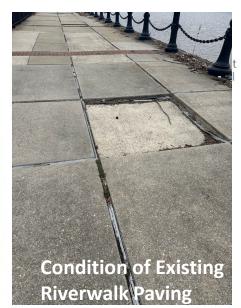


Character of the Riverfront – Existing Conditions

The existing Riverwalk is in a state of disrepair. The development of the WNY Southeast Corner Master Plan will include the expansion of the Riverwalk, new paving, landscape zones and new lighting and safety features, allowing for an increase in public access.

Two existing historic piers in disrepair will also be renovated following additional consultation.



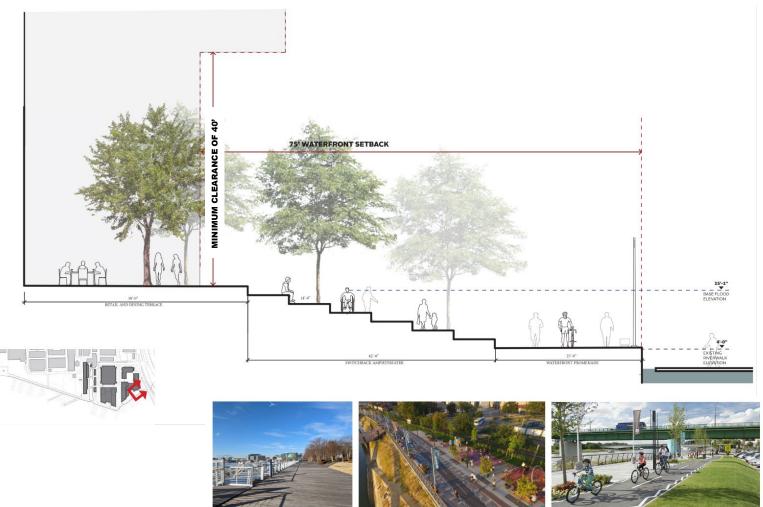




Existing riverwalk looking east towards the 11th street bridge

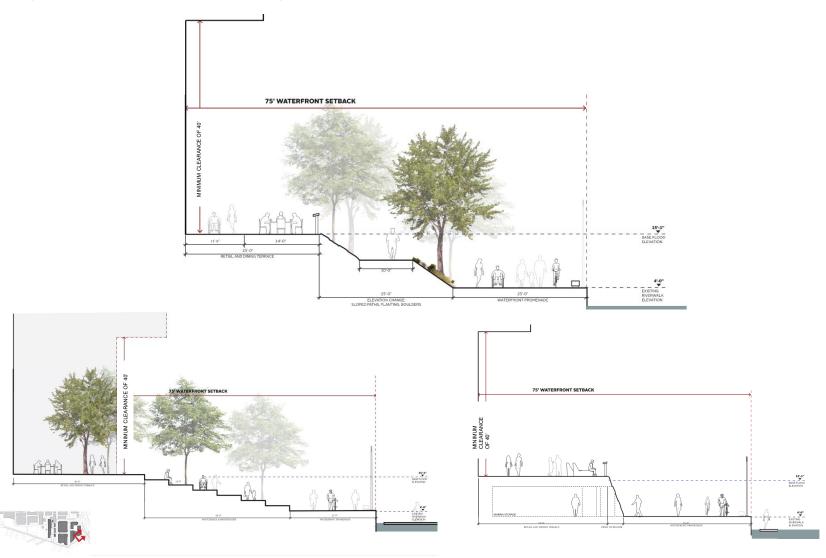
Potential Design of the Linear Park

The linear park will be designed to meet Design Goals within the PA including *"to create new amenities that integrate into and enhance the Waterfront Zone"* and *"to maintain and enhance public access wherever possible".*



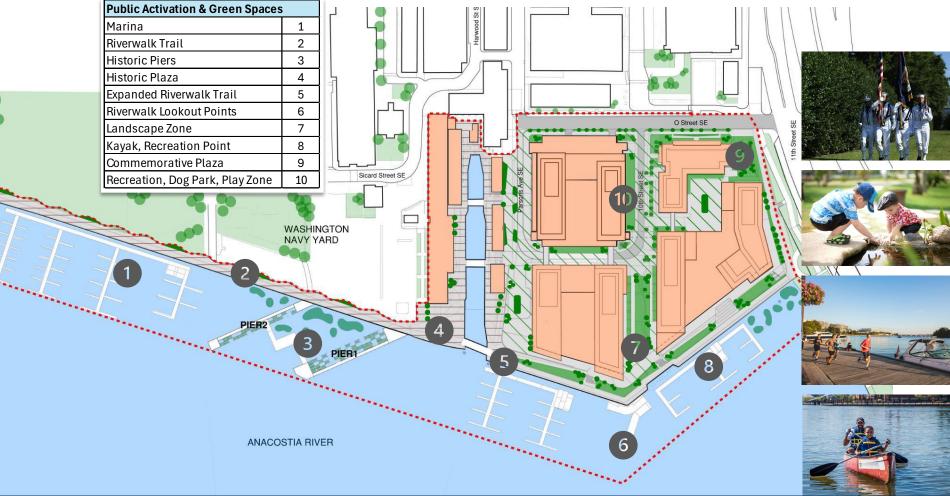
Potential Design of the Linear Park

Summary of potential conditions along the Riverwalk.



Nodes of Future Activity Along the Riverwalk

There will be a variety of activity nodes in the WNY Southeast Corner Master Plan including areas for recreation, a marina, waterfront lookout points, spaces for Naval heritage commemoration and landscaping zones which will enhance the activation between Yards Park and the 11th Street Bridge Park.



Public Green Space

"The Commission members commented that the large development, proposed to be more than 2 million square feet, should include substantial, publicly accessible green space; they asked for more clarification in the plans regarding which areas are already public (such as the riverwalk), how much of the open space would be paved versus planted, and what landscaped areas (such as residential amenity areas above the service plinths) would be publicly accessible or privately controlled. They emphasized the importance of accessible connections through the site to the waterfront."

- Publicly Accessible Green Space
- Areas Paved vs. Planted
- Accessible Connections Through the Site to the Waterfront (current connection vs. potential connection)

Areas Paved vs. Planted

The WNY Southeast Corner Master Plan will incorporate landscaping within the more than 5.5 acres of public space, specifically on the corner of 11th Street and O Street, the main entrance to the project. There will also be concentrations of planting space integrated into public access routes along the waterfront, and within and along the streetscapes. Amenity spaces above the service plinths are not included in the 5.5 acres of public space. Materials selections are subject to design review.

Green space within the NHL will be limited in accordance with Design Goals in the Programmatic Agreement to "maintain the vernacular. industrial character of the historic landscape through maximum retention of historic fabric and, in cases where historic fabric remains but is deteriorated beyond repair placement in kind. When historic fabric is no longer existing or the historic material is unknown, and when new elements are introduced traditional industrial materials such as brick, wood, concrete, stone, metal glass and other appropriate materials will be used." Within the NHL, "trees and landscape beds will be used sparingly to preserve the character of historic industrial use."



Publicly Accessible Green Space

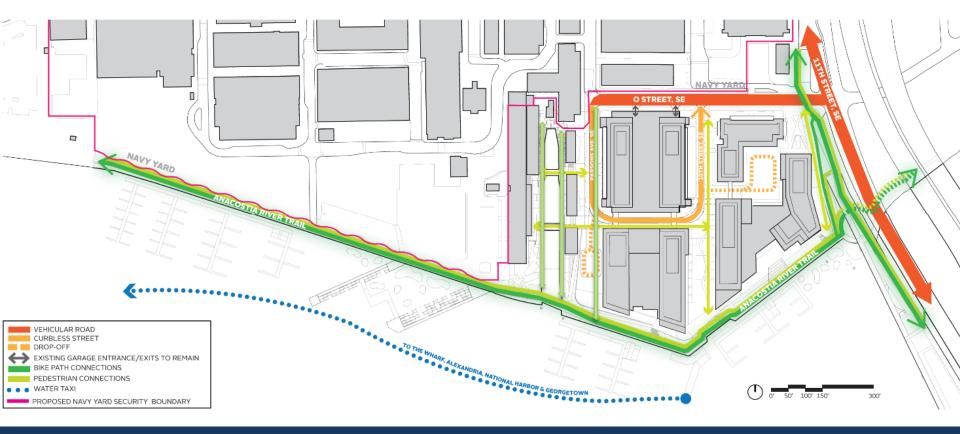
As stipulated in the PA, trees and landscape beds will be used sparingly to preserve the character of historic industrial use. Landscape beds and trees that are compatible with the historic setting in terms of design, number and other details will be incorporated into the design and will be part of the ongoing consultation and Design Review process established for each building within the WNY Southeast Corner Master Plan.



Accessible Connections Through the Site

A significant portion of the WNY Southeast Corner Master Plan is currently inaccessible to the public and located within the secured perimeter of the Washington Navy Yard. Following the development of the WNY Southeast Corner Master Plan, the site will be publicly accessible through upgrades to existing connection points along the waterfront and new pedestrian and vehicular access points along 11th Street. The Riverwalk will be open to the public and maintained as part of the overall development.

The ROWs on Parsons Avenue and 10th Street, important visual connections between the WNY and the city grid, will be maintained.



Historic Piers

The two historic piers require significant structural repairs and are not currently safe for public use. As consultation continues, the piers, floating walkways and land accessible walkways may be introduced for consideration by the Consulting Parties.



Historic Resources

"In support of preserving the existing landmark and contributing historic structures that were part of the Navy Yard, the Commission members requested development of an option for Building 166 that maintains its entire historic H-shaped footprint and perimeter walls."

- Building 166 Site Studies
- Building 166 Massing Studies

Building 166

Building 166 was constructed in 1918 as the Seaman Gunners' School. It doubled in size with the addition of the southern wing and connector volume which was added in 1940-1941. The interior of Building 166 has been heavily altered with very little historic fabric remaining.





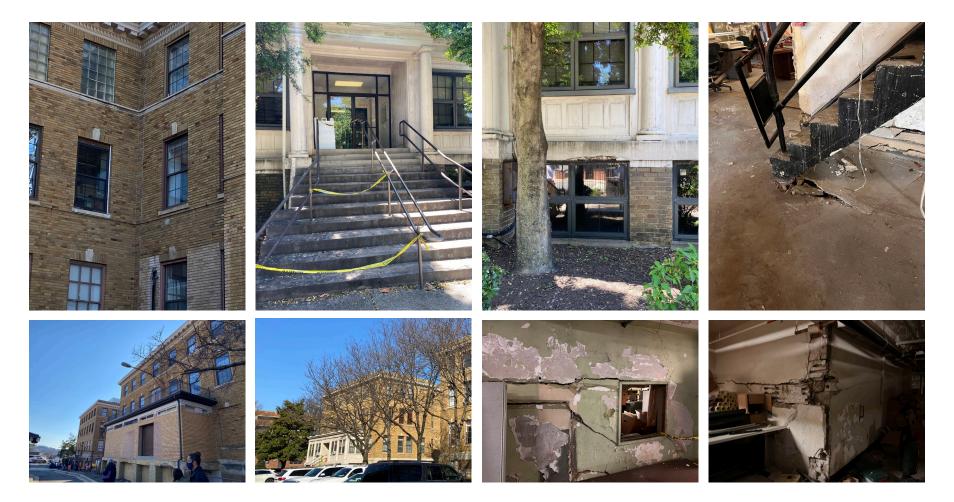


NORTH PORCH OF B166

- B166 is not structurally sound and has experienced significant settling over time. Portions of the building are closed off to staff and deteriorating in such a way that they are not habitable. Specifically, the footers are not deep enough and are set in fill that has shifted over time. The footers under the west end of the original building are displaced.
- Making B166 habitable would require extensive structural alterations that are cost prohibitive.
- Working with the Consulting Parties, the Navy provided reports and studies describing its current condition as well as analysis on what parts of the building are feasible to retain.

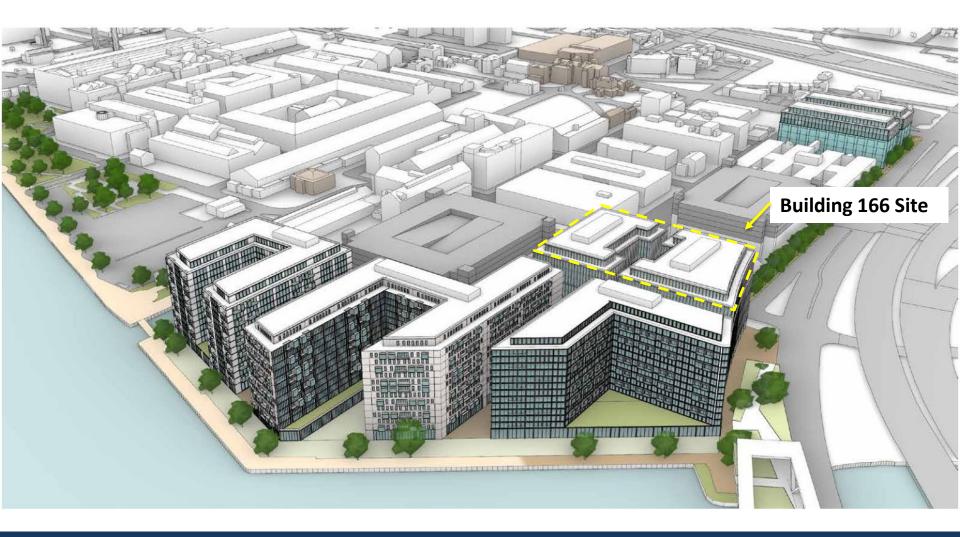
Building 166 Current Conditions

The building is in a state of disrepair. Portions of the building are uninhabitable with significant visible structural damage.



Building 166

Original Massing Presented, Summer 2021 represented the entirety of B166 removed due to the significant costs associated with renovating the deteriorated building.



Summary of the Evolution of Building 166

The development plan was modified to incorporate feedback from the Consulting Parties. The consultation concluded that the preferred path forward for Building 166 was to utilize the existing portions of the 1918 façade and rebuild significant historic elements in a new construction building.



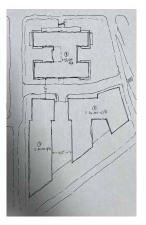
ORIGINAL MASSING, SUMMER 2021 VIEW NORTH

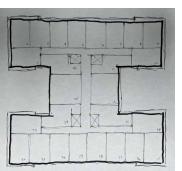


APRIL 2023 MASSINGS – RETAIN H-SHAPED BUILDING MASS VIEW NORTH



MAY 2023 MASSINGS – RETAIN NORTHERN FAÇADE VIEW NORTH





THE TEAM ALSO STUDIED MASSINGS PROVIDED BY CFA STAFF WHICH WERE CONSIDERED DURING THE CONSULTATION PROCESS



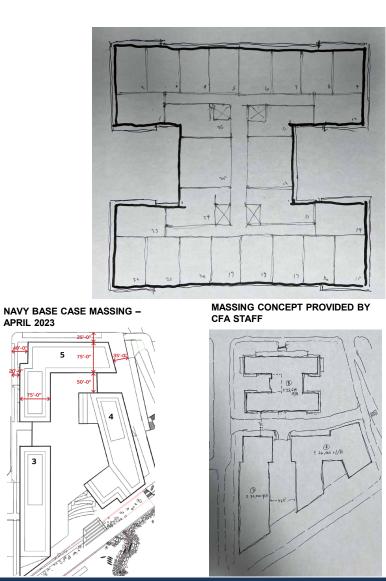
APRIL 2023 MASSINGS – RETAIN H-SHAPED BUILDING MASSING, VIEW SOUTH

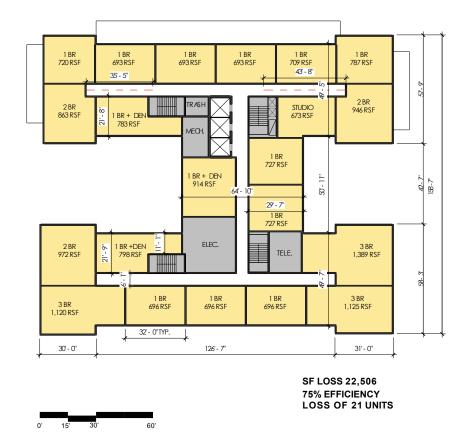


MAY 2023 MASSINGS – RETAIN NORTHERN FAÇADE VIEW SOUTH

Incorporation of a H-Shaped Building

Interior layout studies of the H-Shaped building resulted in a building plan that was inefficient.

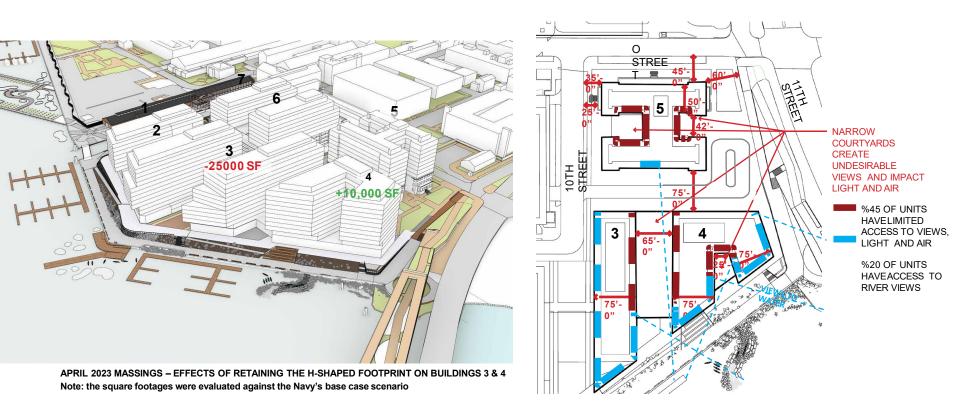




A layout provided by CFA staff was modified to study the potential unit layouts of an H-shaped residential building. The initial loss of gross square footage was 22,500 from the Navy's base case scenario.

Incorporation of a H-Shaped Building (con't)

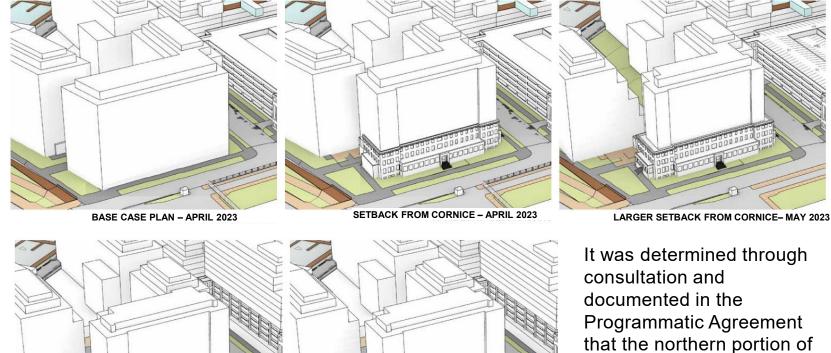
Consultation also included an evaluation on retaining the entire H-shaped footprint and perimeter walls.

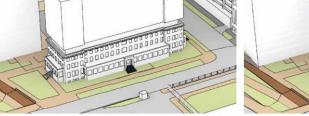


Building 166 was originally designed as an office building. Retaining the H-Shaped building footprint and adapting it for residential use resulted in a decrease in the building's efficiency, negative impacts to units' access to views, light and air, and a decrease in the gross square footage of the project, all of which severely effected the economic viability of the project.

Building 166 Setback Analysis

The Consulting Parties provided feedback on how the existing facades would interact with the new construction building including an examination on the setback from the retained base.



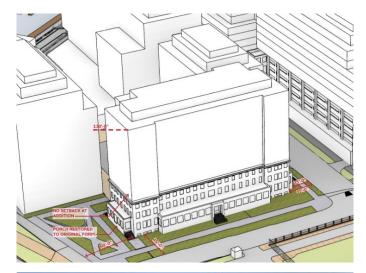


ONE LEVEL SETBACK B166 - MAY 2023

FINAL PREFERRED MASSING WITH NO SETBACK- MAY 2023 B166 would be retained and incorporated into a new construction building.

Building 166

The preferred massing of Building 166 documented in the Programmatic Agreement includes no setback from the original 1918 facade and the increased setbacks on 10th Street and 11th Street.





The Design Criteria in the Programmatic Agreement includes:

- Existing masonry on the retained facades may be cleaned, then repaired and repointed as necessary in a manner consistent with the Secretary's Standards and NPS guidelines.
- Wood features, such as the cornice, on the retained facades, will be repaired in accordance with the Secretary's Standards rather than removed and replaced.
- The original wood porches on the east, north and west elevations of the north wind will be reconstructed based on physical historic photographic evidence and using in-kind (i.e. wood) materials.
- Windows will be replaced with new windows matching the sash and pane configuration of the original windows based on historic photographic evidence.
- Doors will be replaced with new doors that match the leaf, panel and pane configuration of the original doors based on historic photographic evidence.
- New construction connected to Building 166 will be designed in order to showcase rather that obscure the massing, shape and height of the building.

The new construction building will be reviewed by the Consulting Parties at the 15%, 35% and 65% design levels.



Project Benefits

Local, Regional and National Benefits

- **National Security:** The relocation of the U.S. Navy Museum to outside of the WNY, will improve the AT posture of adjacent facilities and support mission critical activities within the WNY.
- **New U.S. Navy Museum:** The creation of a new international architectural showpiece in the \$500M U.S. Navy Museum will be a major regional economic driver, attracting +1M new visitors annually and provide state-of-the-art venues for the expansion of the museum's programming focused on the celebration and commemoration of Naval heritage and education.
- Increase Access to the Navy Museum: The museum's current location within the secured perimeter is not only a security concern but also hampers the public's access to the artifacts and museum programming. The museum's new facility outside of the secured perimeter will provide the public with greater opportunities to engage, including finally providing spaces to host military and defense conferences, veteran reunions, promotion celebrations, Naval education series and research seminars all of which will draw tourism from around the county and world to DC.
- **Housing:** The project will deliver up to 1,700 new multifamily rental and for sale housing units, within the Lower Anacostia Waterfront and Near Southwest Zone on land that has not contained housing for more than 100 years. New housing will be set aside as subsidized affordable housing dedicated for use by District residents and disabled veterans per the MOU with the District and NCPC.
- **Retail and Historic Resources:** Over 80k sq ft of community serving retail including the adaptive reuse of a National Historic Landmark that is currently inaccessible, into a 35k curated food and cultural market.
- **Open Space:** There will be over 5 acres of open space and parks created on land that now predominantly consists of surface parking lots surrounded by fencing. The open space will include a 75' wide waterfront promenade, well more than double the size of what is there now, which will provide greater recreation and activation opportunities along the Anacostia River's edge.

Local, Regional and National Benefits (con't)

- **Waterfront Improvements:** Improvements to the Anacostia Riverwalk Trail, which is currently in disrepair, will strengthen the connection of public spaces along the Anacostia riverfront and enhance pedestrian and bike connections, further allowing the trail to be used as a transportation alternative.
- **Synergies with Other District Investments:** The 11th Street Bridge Park, which lands at the base of the project, is set to transform the waterfront into a major attraction. The District has the opportunity, much like NYC had with the High Line Park, to support projects that will lead to significant economic impacts over a faster period. Without the Land Exchange, the northern landing point of the Bridge Park will be a brick wall, not a project that can amplify and support the investment made in the Bridge Park by the District.
- **Taxes:** This project will result in an infusion of over \$48M in new annual taxes from income (\$36M) and real estate and sales taxes (\$12M) to the District from a site that currently contributes \$0.
- Net Carbon Zero: The project will pursue Net Carbon Zero certifications, creating a first-of-its-kind sustainable development that will promote human health and well-being and mitigate the impact of climate change, goals that are shared by the District. The project's pioneering use of mass timber as a green building alternative will also showcase the District's commitment to sustainability, putting it on par with other global innovators like the Netherlands, Germany, and Canada.
- **Jobs:** The project will employ over 6,000 people during construction and over 400 new permanent full-time jobs upon completion. Because mass timber construction has been limited in this region, the project will have the opportunity to train workers in this new, highly skilled, method of construction, providing more opportunities for economic growth in the future.
- **Investment:** The financial impact of the project is significant and represents a combined \$1.5B \$2B economic investment in Ward 8 over the next decade. The impact of the project will go beyond ward boundaries by modeling how underutilized Federal land can be repurposed into a public economic engine for the betterment of all.
- Ongoing Collaboration: The project team is committed to ongoing collaboration with the public as the as the design process for the project continues and looks forward to incorporating public feedback into the development plan.