

# Master Plan for The City of Seat Pleasant:

*A Smart City of Excellence*

2018

SOM





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# Acknowledgements

## **Honorable Mayor Eugene W. Grant**

### **The City of Seat Pleasant City Council**

- Honorable Lamar Maxwell
- Honorable Hope Love
- Honorable Reveral L. Yeargin
- Honorable Charl M. Jones
- Honorable Gloria Sistrunk
- Honorable Shireka McCarthy
- Honorable Kelly Porter

### **The City of Seat Pleasant Leadership**

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- Jeannelle Wallace, Chief Operating Officer
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- Devan Martin, Chief of Police
- Dominique Brown, Director of Public Works
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### **The residents of The City of Seat Pleasant, including the ~80 who attended planning charrettes on April 25 and May 9**

### **Interested stakeholders, with particular thanks to Bradley Heard**







**1**

# **Introduction**

# Master Plan for The City of Seat Pleasant

## *A Smart City of Excellence*

Completed in August 2018, the Master Plan for the City of Seat Pleasant: *A Smart City of Excellence*, is a transformational investment for the City of Seat Pleasant. More than a conventional planning document, the Master Plan outlines for the City a vision for a smarter future and a roadmap for its new era. Shaped by the City of Seat Pleasant community, the plan creates the tools for the City of Seat Pleasant to elevate and accelerate its role as a leading city in the National Capital region, and to advance its agenda as a Smart City pioneering excellence and innovation. The Plan provides a long-range development vision and outlines the key projects and investments needed for the City of Seat Pleasant to grow and evolve. Most importantly, it seeks to paint an inspiring picture of the resulting physical environment that will support the Smart City.

While the Plan supports existing efforts created by Prince George's County, within which the City of Seat Pleasant is located, the Plan itself is the first ever specifically for the City of Seat Pleasant, a city of approximately 5,000 residents located just east of Washington, DC.

With a vision to elevate the City radically from its last 50 years of slow growth as a bedroom community, it builds upon the work the city has already pioneered in smart technological and governance innovation. It seeks to advance the goals of the City's 2017 Strategic Plan, and expands upon the City's Smart City investments around innovative new technologies.

Around these initiatives, the plan envisions a trend-setting future for the City that uses new development as a tool to respond to the aspirations and needs of an historic black community. It envisions the City of Seat Pleasant as a leader among small cities – in quality of life and in the quality of the City's physical environment. Among its strategies, it envisions greater residential density within The City of Seat Pleasant, diverse new mixed-use development, and improvements to the City's public realm. It envisions a new "cultural aesthetic" for the City, and radical improvements to the City's commercial centers. To implement this future, it documents a robust array of proposed strategies for accommodating, incentivizing, and leading this change.





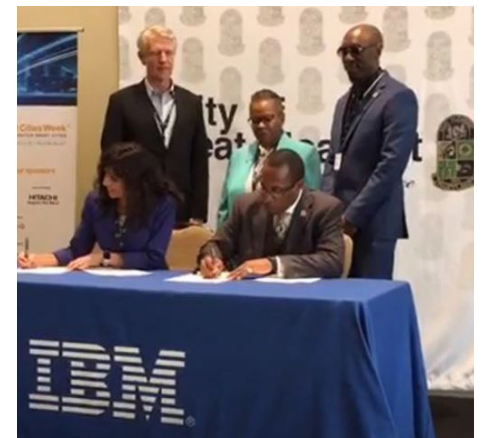
# Purpose of the Plan

## A Visionary Framework

The Master Plan establishes a high-level vision for the future of the City to supplement the City's existing initiatives. Through its visionary and far-reaching framework, its inspiration will guide Citywide policy decisions about physical and financial investments over the next several years. By painting a physical, visible, and concrete image of the City's future priorities, it is designed to promote transparency in government. Unlike planning documents of the past, the Plan is envisioned to be used not just by City leaders, but also by the public and the private sector as they seek to understand the City's direction. With it, residents can better understand how the City is working to meet their needs, and investors interested in doing business in the City can understand how they can become engaged there. Through the Master Plan, interested parties can understand where and how their planned investments can contribute toward a larger goal of delivering a solid return for the City's residents and businesses.

### **The plan endeavors to achieve several ends:**

- Conceptualizes ways that the physical form of the City can be a tool for improving its livability, safety, and governance
- Locates and accommodates the physical assets and social infrastructure needed to support the City's existing population
- Proposes ideas for strategic placemaking around the City's existing assets
- Identifies and prioritizes specific new development projects as opportunities for future investment
- Envisions a future for the City as a walkable, transit-oriented place that is attractive, authentic and memorable
- Provides an implementation roadmap for leveraging Smart City investments to better serve existing residents and attract new residents
- Communicates the opportunity for investors to make safe investments with high returns that are an integral part of the City of Seat Pleasant story



# Purpose of the Plan

## Implementing Our Strategic Priorities

In addition to its role as a visionary tool, the plan consolidates a large body of existing thinking into a single document. In particular, the Master Plan grows around seven key ideas from the City's Strategic Plan and eight site-specific initiatives from the Approved 2010 Subregion 4 Master Plan for Prince George's County:

### **The City of Seat Pleasant Strategic Plan Priorities:**

1. Increase economic development
2. Create a Smart City
3. Develop a stronger financial portfolio
4. Improve neighborhood infrastructure
5. Decrease all categories of crime
6. Provide workforce opportunities
7. Expand health awareness and cultural and leisure opportunities

### **Initiatives from the Approved 2010 Subregion 4 Master Plan:**

1. Capitalize on redevelopment opportunities on Martin Luther King Jr. Highway
2. Pedestrian-friendly, mixed-use development in the Addison Road–Seat Pleasant Metro Community Center
3. Increase residential density from low-to-medium to medium-to-high at select sites
4. Uniform code enforcement between the municipality and the County
5. Explore designation of “Old Seat Pleasant” as a historic district
6. Connect Eastern Avenue to Addison Road in terms of retail service to draw shoppers to the area
7. Preserve and strengthen neighborhood commercial serving uses
8. Preserve and conserve established neighborhoods

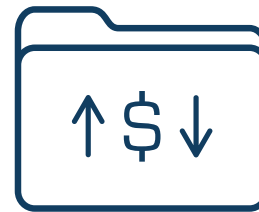
**Priorities from The City of Seat Pleasant Strategic Plan, 2017**



Increase economic development



Create a Smart City



Develop a stronger financial portfolio



Improve neighborhood infrastructure



Decrease all categories of crime



Provide workforce opportunities



Expand health awareness, culture and leisure opportunities

# The Goal

## A Leading Smart Community

The Master Plan envisions a future for the City of Seat Pleasant that is inspired by its past, but which is 21st-century-focused. Today and in the future, the City of Seat Pleasant will be a pioneer in high quality standards of living, a regional destination, a leading hub for black entrepreneurship, and a launching pad for regional investment. These investments reflect a vision for the City that is “Smart”, a theme around which the City of Seat Pleasant is already distinguishing itself.

Under the leadership of Honorable Mayor Eugene W. Grant, and with the cooperation and approval of the City Council, the City of Seat Pleasant is already pioneering its future as a Smart City. In 2016, the City self-designated as the first Smart City in the state of Maryland,

with the goal of growing in the smartest ways possible – by streamlining governance through technology, by leveraging sensors and cloud-based data, by providing municipal services that are “better, faster, and more personalized”, and by becoming the most connected city in America. At the core of the City’s approach is a belief in the power of interoperability and cohesion across urban domains. Through data-driven decision-making using advanced analytics, the City is improving its prospects by optimizing its use of resources and bringing residents closer to their government. Through the Master Plan, the City will expand its role as *A Smart City of Excellence* by incorporating seamless physical connectivity, and leveraging technology and innovation to grow more sustainable and to further improve residents’ quality of life.

# My Seat Pleasant



*A Smart City of Excellence*



Report



Issues



Neighbors



# The Goal

## Growing Around Our Smart Investments

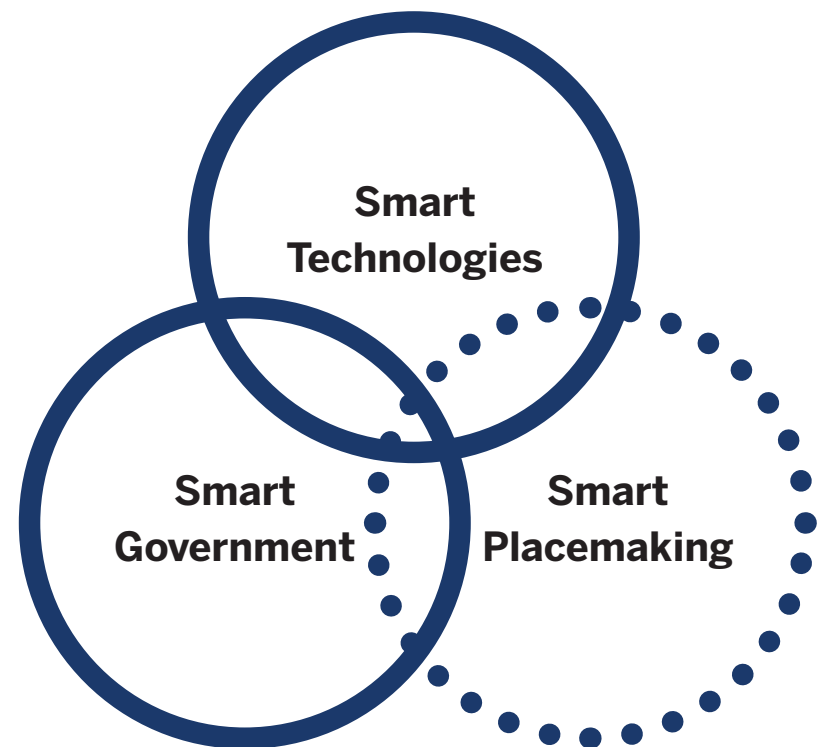
### Among the City's smart investments to date:

- **Connected Government Solutions (CGS) and Intelligent Operations Center (IOC):** The City of Seat Pleasant has secured a \$4.1 million loan from the U.S. Department of Agriculture towards the redevelopment of the City Hall and Public Works buildings into a central advanced analytics facility for city service management. The CGS will connect city departments with real-time information to facilitate cross-department decision making, coordination of events, communication, and collaboration.
- **Shared Services Hub:** The City of Seat Pleasant has a “shared services hub” that integrates the management of the City’s operational data through disparate sources and IoT sensors. Through the platform, the city shares data to generate insights for empirical, data-driven decision-making. With this platform, the City of Seat Pleasant provides digital management as regional service.
- **My Seat Pleasant App:** The City of Seat Pleasant established the “My Seat Pleasant” app, a public-facing mobile application providing direct benefits to residents, businesses, and City employees. This mobile application provides a host of features, including (but not limited to) service requests, a library of City codes, a City document library, a City directory, on-demand broadcast (push) notifications, garbage/recycling and snow removal schedules, City job listings, online payments, events and activities listings.
- **Innovation Village:** The City of Seat Pleasant is creating an “Innovation Village” to support the work of residents, innovators and entrepreneurs through residences and business support services within a single clustered campus. The vision for the Innovation Village is detailed as part of this plan.
- **Fiber Innovation and Citywide Wireless Internet:** The City of Seat Pleasant has committed to developing improved municipal area fiber connectivity and, as an outcome, the potential to implement free citywide wireless internet (WiFi) for all residents.



More than a project in technological experimentation, the City of Seat Pleasant's commitment to Smart growth is a commitment to civic innovation. The City of Seat Pleasant's leadership believes Smart Cities have the potential to solve fundamental human problems better than conventional cities, and that by becoming Smart, the city has an opportunity to break down the complexity of government, reduce bureaucracy, and expedite its ability to deploy big investments quickly and nimbly. Under the rubric of Smart, the City of Seat Pleasant will be able to deliver "big city" services while retaining a "small town" quality of life, thus facilitating growth in the City's infrastructure, competitiveness, and citizen engagement.

Reflecting the idea that a Smart City must be Smart across technology, government, and quality of life, the Master Plan is part of the City's Smart trajectory. Among its goals, it places the City's strategic Smart initiatives in place and time, and illustrates where and how these investments will be deployed to the community's benefit. In addition, the Master Plan expands the definition of what it means to be a Smart City to include becoming a Smart physical place for people and a regionally-connected leading destination where Smart is felt throughout the City's physical experience.



# The Goal

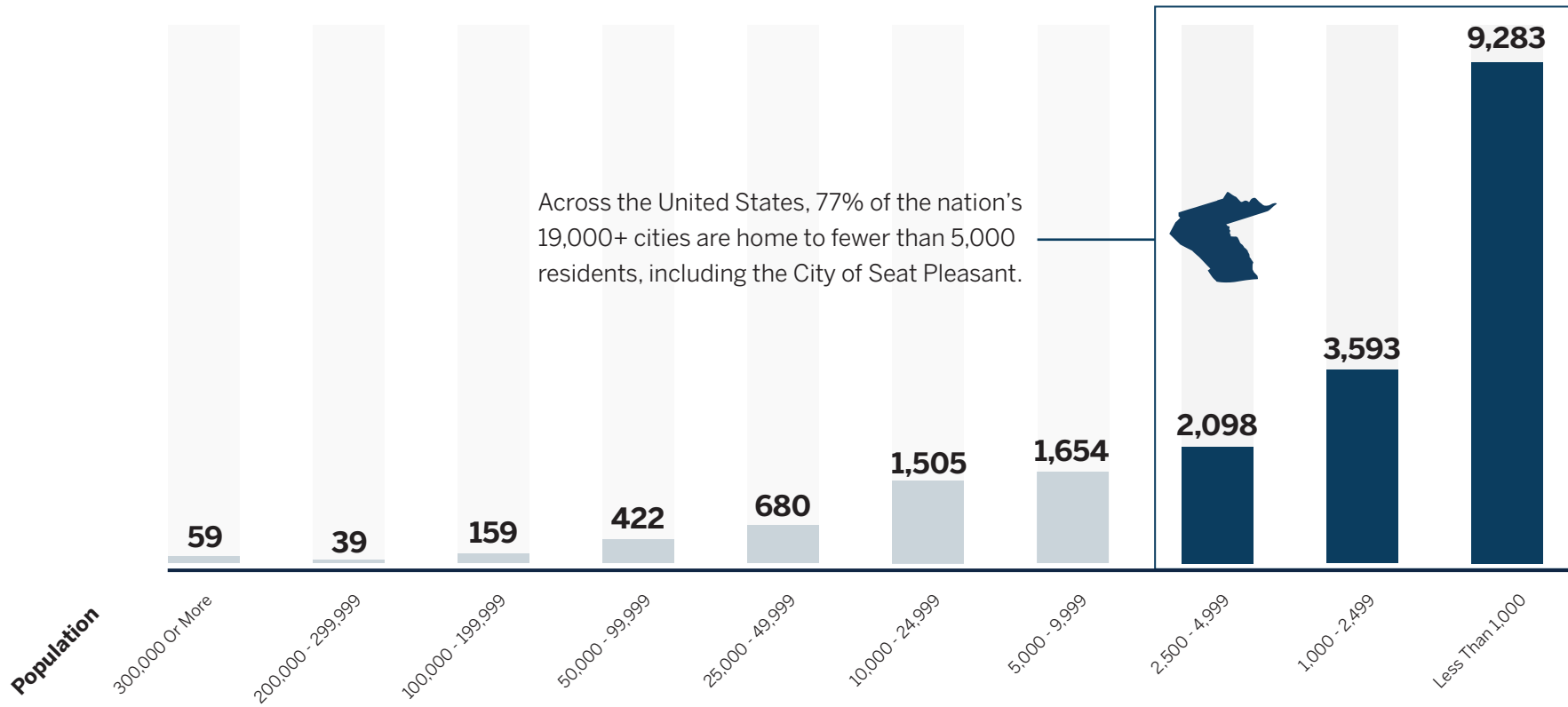
## Pioneer Among Small Cities

With a population of less than 5,000 residents, the City of Seat Pleasant's commitment to 21st century Smart leadership is unique among cities its size. While the City of Seat Pleasant's commitment to Smart improvements in security, safety, resiliency, social services and quality of life would be progressive for a large city, it is revolutionary for a small city. What makes the City of Seat Pleasant unique is its bold vision: more than a community of 5,000 residents, the City of Seat Pleasant is a pioneering place whose innovations are being felt around the country and whose interconnectedness with the global urban community belie its size.

While the City of Seat Pleasant is small, its challenges are representative of those facing many of the 27 cities in Prince George's County as well as those facing cities across the nation as a whole. Across the United States, 77% of the nation's 19,000+ cities are home to fewer than 5,000 residents. Cities this size share many challenges, and the City of Seat Pleasant is pioneering a model for addressing those challenges through efficient governance and smart growth that improves the quality of life for all of its citizens.

Not only does the City of Seat Pleasant envision becoming the first small municipality to embrace Smart City concepts for the benefit of its constituents, but its shared services model will allow neighboring communities to similarly benefit. By offering these services to cities throughout the county, the City of Seat Pleasant is at a competitive advantage, with a model for revenue growth through service-based subscriptions that can eventually scale across the country, the state, and even nationwide. Moreover, the City of Seat Pleasant's unique vision will extend to its business community in a true public private partnership of shared investment, collaborative information and the resulting shared benefits.

## Number of American Cities by Size of City



# Plan Process

## A Seven-Month Effort

The Master Plan was conducted over a seven-month process from February 2018-August 2018. That process was led by the City of Seat Pleasant, including Mayor Eugene W. Grant and Director of Economic Development, Weyimi Ayu. The City was supported by the consulting firm of Skidmore, Owings & Merrill (SOM), a national leader in architecture and master planning.

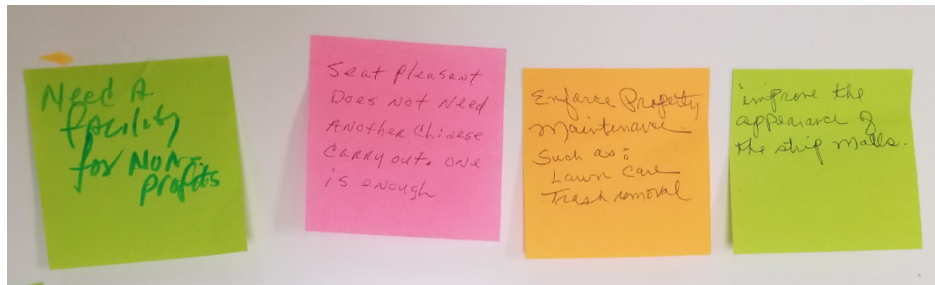
The plan's creation was carried out over several tasks, including:

- an exhaustive review of existing plans conducted by SOM
- analytical research, including historical and land use analysis
- demographic and market research

- a physical analysis of buildings, parks, and streetscapes, and
- Smart comparative analytics that evaluated the performance of the City of Seat Pleasant across several areas relative to over 40 comparable communities from Prince George's County and across the country.

In addition, the process included extensive stakeholder and community engagement, including presentations at the community ward meetings, two community-based charrette sessions – one during the day and one at night, meetings with City department heads, the Mayor, and a focus group of economic development leaders from around the region.









2

# The City of Seat Pleasant Today

# The City of Seat Pleasant

## Maryland's First Smart City

When the City of Seat Pleasant declared itself the first Smart City in the state of Maryland in 2016, it signaled a commitment to a new era for this small city in Prince George's County, Maryland, just east of the municipal boundary of Washington, DC. With a population of just under 5,000 residents and a land area of 0.73 square miles, the City of Seat Pleasant is one of the smallest communities in the Washington region. Fueled by a collaborative and communal energy and strong political leadership, the community today has also committed to being one of its most innovative.

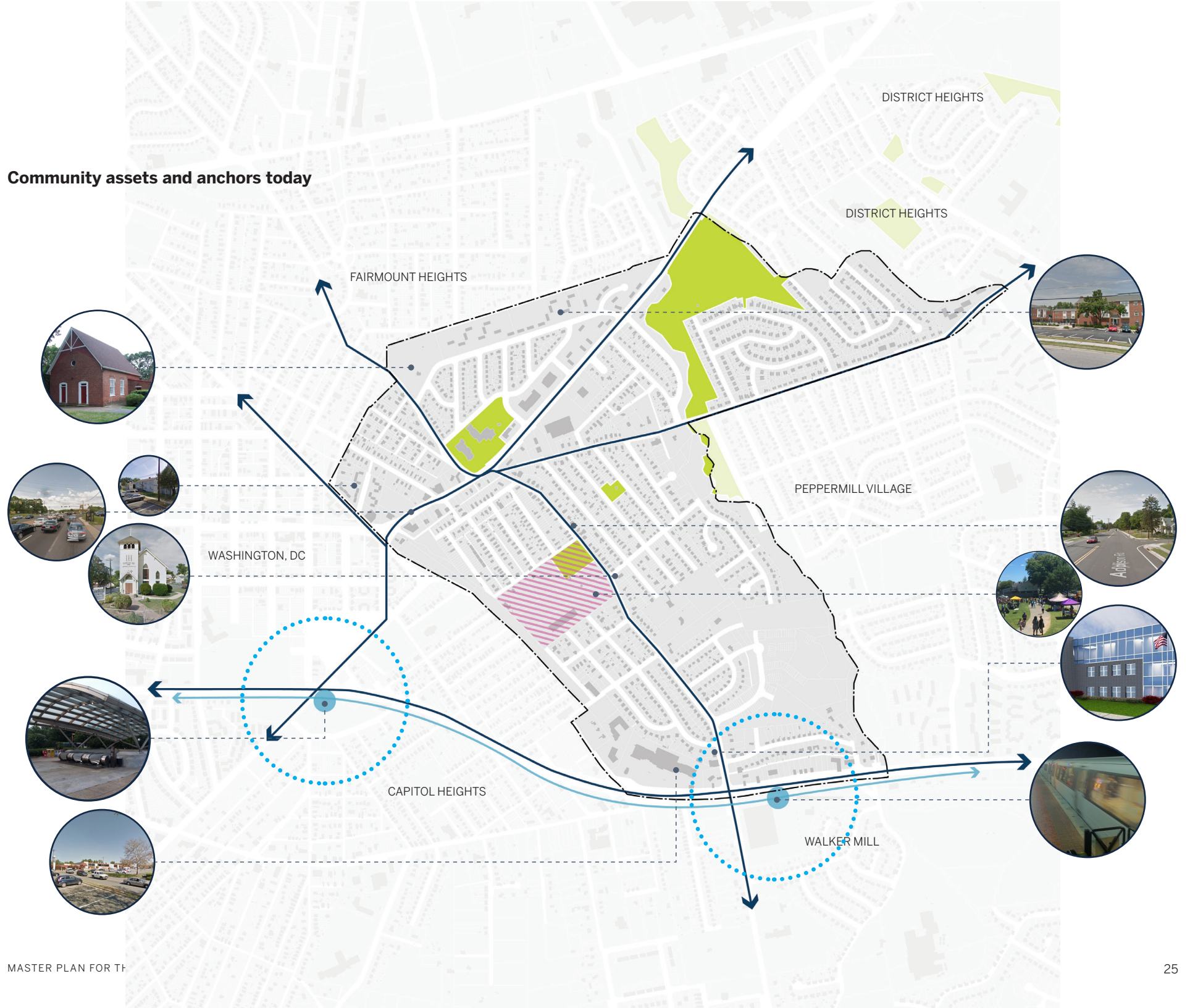
While the City of Seat Pleasant experiences many of the same challenges as surrounding communities, it benefits from a tremendous geographic location adjacent to two Metro lines, a tight-knit residential fabric, a deep shared spirit of community amongst residents, and an openness to change. Its small size gives it a nimbleness to enact significant projects, and its creative political leadership has put it in a position to make vital and transformational Smart investments to elevate relative to its peers cities.

In particular, its investment in Smart City operability is allowing it to advance in several areas:

- Improving efficiency in city codes and code enforcement,
- Monitoring pedestrian activity to improve road safety,
- Coordinating and managing event and emergency response efforts,
- Growing resiliency by enhancing sustainable and emergency energy provisioning as a backup to conventional electricity,
- Delivering services in a more sustainable fashion,
- Enhancing the efficiency of city operations, and
- Planning more intelligently for high-quality growth



**Community assets and anchors today**



# Our History

## A Legacy of Generational Reinvention

As the Washington, D.C. region grows in population and national prominence as a world-class city, the City of Seat Pleasant is charting its Smart generation as the next chapter in a century-and-a-half old story. For nearly 170 years, this small community just outside the eastern edge of the District of Columbia has been growing and evolving while building for itself a legacy as one of the great small communities of the Washington, D.C. region.

### Late 1800s:

#### Transit-Oriented Community

First inhabited around 1850, the area known as the City of Seat Pleasant owes its emergence as a community to the Chesapeake Beach Railway. Home to the railway's first station in Maryland, the City quickly evolved around the line from a single property to a subdivision of small farms, to a suburban community that became the terminus of the Columbia Railway line serving northeast Washington. Branded as the City of Seat Pleasant starting in the early 1900s, it became an incorporated town in 1931.



### 1900s:

#### Automobile Suburb

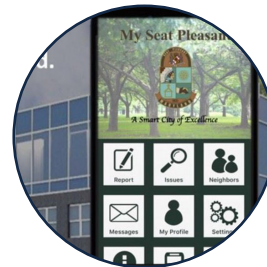
In the mid-20th century, after the demise of the railroad, the City of Seat Pleasant grew rapidly as an African-American suburb oriented around its two state highways, Maryland Route 704 (Martin Luther King Jr. Highway) and Maryland Route 214 (Central Avenue). It expanded from barely 1,500 residents in 1940 to over 7,000 in 1970, 2,000 more than it houses today. Over 70% of the homes in the community were built in this period.





**1980s-2016:  
Bedroom Community**

New investments in the 1980s and 1990s, including the development of the Addison Plaza Shopping Center and the opening of the Addison Road and Capitol Heights Metro stations, gave the City of Seat Pleasant new anchors, but the lack of a cohesive vision led to population loss and the perception of community decline.



**2016-present:**

*A Smart City of Excellence*

In 2016, the City of Seat Pleasant self-designated as the first Smart City in Maryland, with the goal of growing in the smartest ways possible and becoming the most connected city in America.

# Our Regional Context

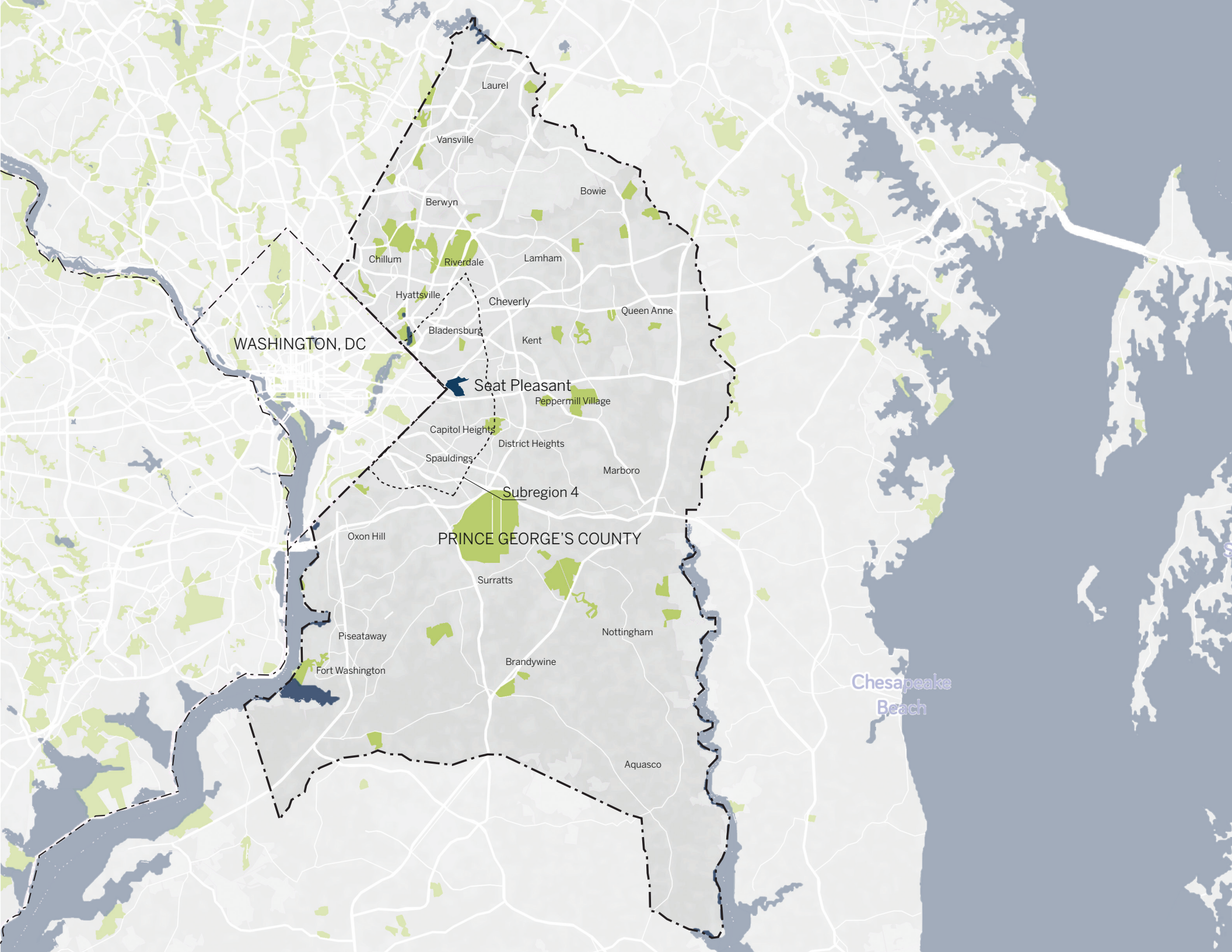
## Eastern Crossroads for the DC Region

Adjacent to Washington near the midpoint of Prince George's County, the City of Seat Pleasant is a true crossroads for the region.

Located within Prince George's County Planning Area 72, the City of Seat Pleasant's fiscal and land use planning is a collaborative exercise. With past planning as well as the community's zoning predominately shaped by county initiatives, most notably the **2010 Approved Subregion 4 Master Plan and Sectional Map Amendment**, future visioning for the county is beholden to support the goals of that plan as well as the County's 2014 zoning rewrite.

Beyond its formal constraints, the City of Seat Pleasant also exists within a community of towns that are best served by working collaboratively across multiple jurisdictions. In many respects the City of Seat Pleasant is similar to the nearby communities of Fairmount

Heights, Capitol Heights, District Heights, Cheverly, and Pepper Mill Village. Like these communities, the City of Seat Pleasant has struggled to grow, and continues to combat vacancy and is working to raise incomes. It also has fewer residents with college degrees than most surrounding communities, and more in poverty. Moving forward, however, it is working to envision strategies for making the most of its relationship with them, positioning itself as a leader in collaboration through projects like the Shared Services Hub.



WASHINGTON, DC

PRINCE GEORGE'S COUNTY

Seat Pleasant

Subregion 4

Laurel

Vansville

Berwyn

Bowie

Chillum

Riverdale

Lamham

Hyattsville

Cheverly

Queen Anne

Bladensburg

Kent

Peppermill Village

Capitol Heights

District Heights

Marboro

Spaldings

Oxon Hill

Surratts

Nottingham

Piseataway

Fort Washington

Brandywine

Aquasco

Chesapeake  
Beach

# Our Built Environment

## A Compact Residential Community

**Location:** The City of Seat Pleasant enjoys a prime location at the heart of Prince George's County, Maryland, just east of the Washington, DC boundary. It occupies 0.73 square miles.

**Roads:** The City of Seat Pleasant is well-served by arterial roads, including Central Ave, Martin Luther King, Jr. Highway, Addison Road, and Seat Pleasant Drive. Designed predominately to serve vehicular traffic, these roads are not pedestrian-friendly.

**Transit:** The community is also served by public rail transit, with two Blue line Metro stops nearby: Capitol Heights and Addison Road. About 3,000 riders get on or off each weekday at the Addison Road station and around 2,000 each day get on or off at Capitol Heights.

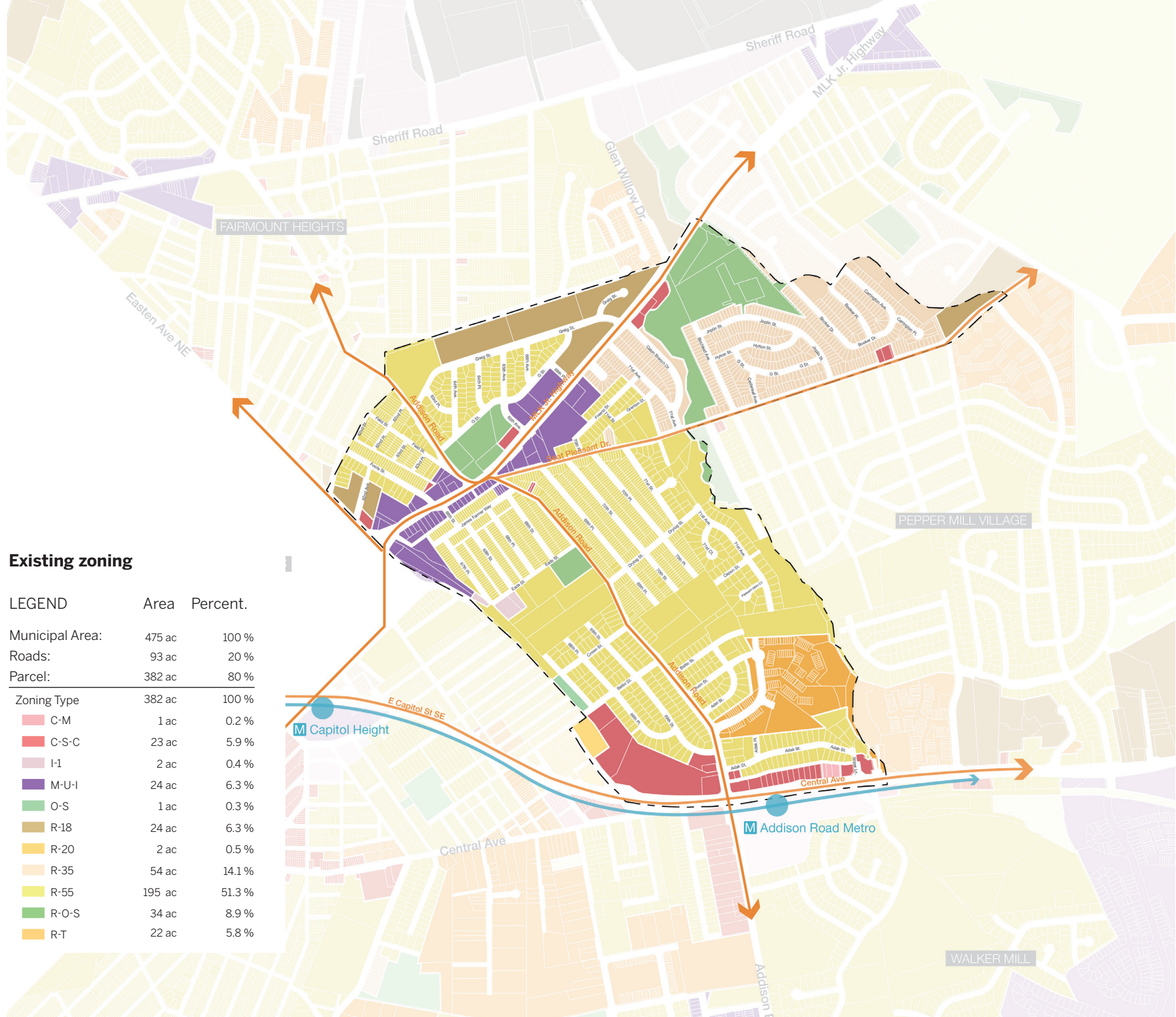
**Public Realm:** Despite a successful community activity center and centrally located Goodwin Park, the City of Seat Pleasant is lacking in strong sidewalks, neighborhood parks, or safe, informal gathering spaces.

**Land Uses:** The City of Seat Pleasant includes a mix of residential and commercial areas, though the community is predominately (81%) residential. 6% is zoned for retail, 7% for mixed-use development, and 6% for parks.

**Housing:** With just under 5,000 residents, the City of Seat Pleasant today is home to a moderate residential density, about 30% less dense than its peak in 1970. Most residences are single-family homes (1,829 total), while a few apartment complexes (the Greig Street and Eastern Avenue Apartments) ring the edge of the community. The average home size is 1,872 square feet, smaller than the national average. 70 percent of homes were built between 1930 and 1960, and 69% of homes cost less than \$200,000, although current market trends are higher. 17% of properties are vacant.

**Commercial and Retail Development:** The City of Seat Pleasant is home to several clusters of strip retail development near its major intersections. Most of this development is set back from the street, surrounded by parking. As a result, while many of the City of Seat Pleasant's residential areas are aesthetically appealing, most of its commercial corridors are not.

**Civic Assets:** The City of Seat Pleasant is home to a few large civic community assets, including one elementary school, one high school, and an activity center. Two historic churches – the Episcopal Addison Chapel and the Mount Victory Baptist Church – are strong reminders of the town's storied history.



### Existing zoning

| LEGEND          | Area   | Percent. |
|-----------------|--------|----------|
| Municipal Area: | 475 ac | 100 %    |
| Roads:          | 93 ac  | 20 %     |
| Parcel:         | 382 ac | 80 %     |
| Zoning Type     | 382 ac | 100 %    |
| C-M             | 1 ac   | 0.2 %    |
| C-S-C           | 23 ac  | 5.9 %    |
| I-1             | 2 ac   | 0.4 %    |
| M-U-1           | 24 ac  | 6.3 %    |
| O-S             | 1 ac   | 0.3 %    |
| R-18            | 24 ac  | 6.3 %    |
| R-20            | 2 ac   | 0.5 %    |
| R-35            | 54 ac  | 14.1 %   |
| R-55            | 195 ac | 51.3 %   |
| R-O-S           | 34 ac  | 8.9 %    |
| R-T             | 22 ac  | 5.8 %    |

# Our Past Planning

## A Legacy of Visionary Ideas

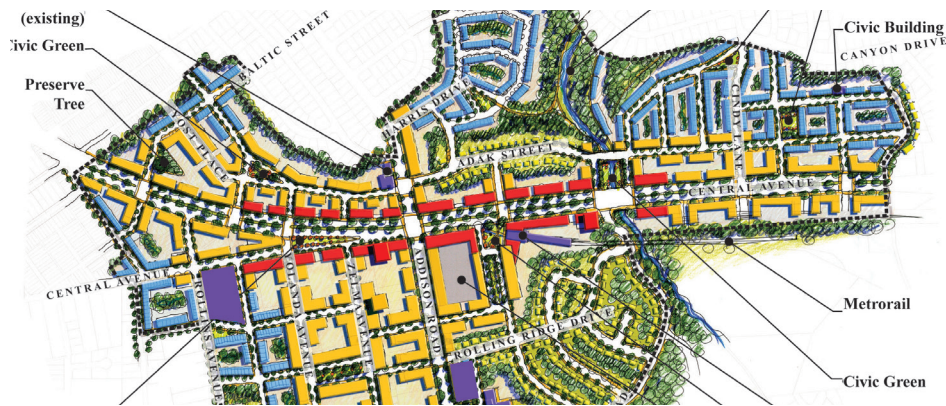
While the Master Plan is the first singular vision for the future of the City of Seat Pleasant ever created in the community's history, its development is built upon a wide array of existing planning efforts conducted by the City (CSP), Prince George's County (PGC), and the Maryland-National Capital Park and Planning Commission (MNCPPC).

Past planning has repeatedly emphasized similar themes: the need for enhanced dining experiences and specialty stores and opportunities to grow office space, the desire to attract space for government agencies and to grow the City of Seat Pleasant. Of the greatest significance, the PGC **2010 Approved Subregion 4 Master Plan and Sectional Map Amendment** envisioned a range of strategies for the City of Seat Pleasant including improved quality of life, mixed-use development, the focusing of new development around targeted nodes, the growth of private investment, and the protection of environmentally sensitive areas around the City of Seat Pleasant. The plan emphasized the Addison Road-Seat Pleasant corridor as a growth area in the region, with near-term opportunities for transit-oriented development. The 2010 plan also rezoned much of the strip retail in the area for higher uses, however the County Department of Permits, Inspection, and Enforcement (DPIE) has given permits to carryouts, gas stations, and convenience stores.

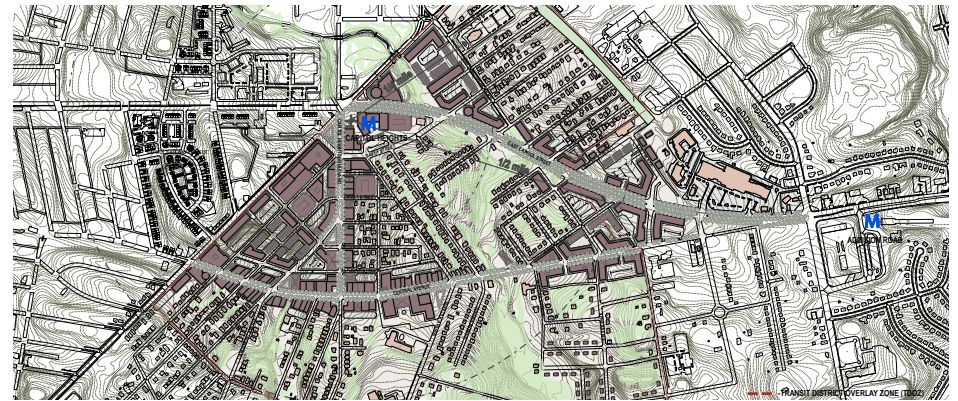
### **Past plans include:**

- City of Seat Pleasant Strategic Plan (City of Seat Pleasant, 2017)
- Sustainable Community Renewal Application for the Central Avenue-Metro Blue Line Corridor (PGC and MNCPPC, 2017)
- City of Seat Pleasant Introductory Report (CSP, 2017)
- City of Seat Pleasant Innovation Village Feasibility Study (Mount Royal Community Development Corporation, 2017)
- City of Seat Pleasant, Maryland Smart City Transition Research Report (Smart Research Solutions, 2017)
- Energizing the Smart City (Prof. Alfred Tat-Kei Ho, 2017)
- Seat Pleasant, MD Affordable Housing Analysis (CSP, 2017)
- Central Avenue TOD Mobility Study (MNCPPC, 2011)
- Approved Subregion 4 Master Plan and Sectional Map (PGC, 2010)
- Martin Luther King Highway Gateway Redevelopment Study (CSP)
- Seat Pleasant Community Profile (CSP)
- Approved Transit District Development Plan (MNCPPC, 2008)
- Addison Road / Seat Pleasant Metro Center Regulating Plan (National Capital Park and Planning Commission, 2010)
- Prince George's Plan 2035 (PGC, 2014)





**Addison Road-Seat Pleasant Metro Center Illustrative Plan**  
 Subregion 4 A Plan for the Heart of Prince George's, p. 138



**Capitol Heights Illustrative Development Concept Plan**  
 Approved Capital Heights TDDP and TDOZMA, p.10



**MLK Jr. Highway Study**  
 Kumase Development Group, Inc.

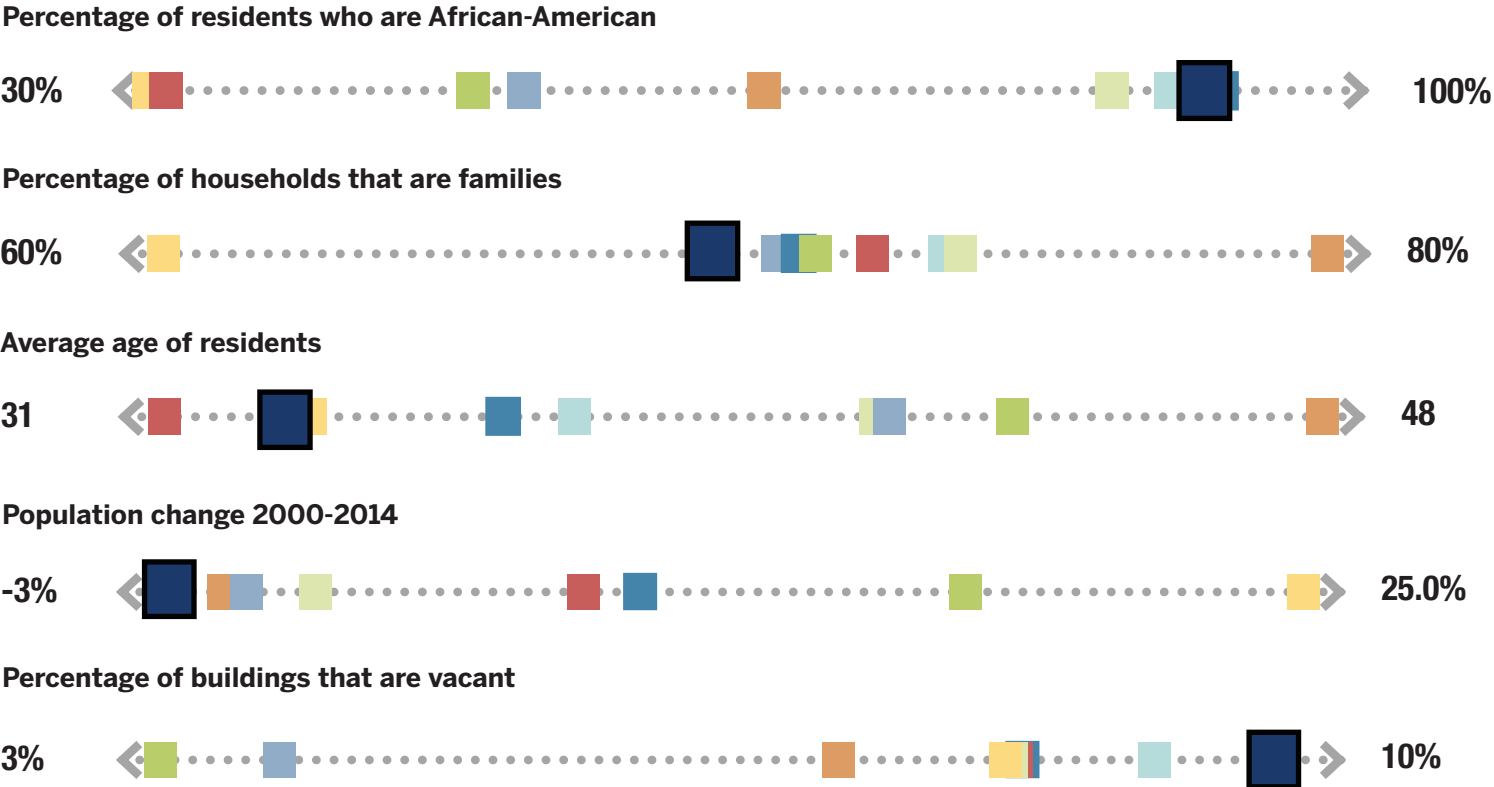


**Morgan Boulevard and Vicinity Study and Action Plan**  
 MNCPPC | AECOM, March 2018

# Our Regional Performance

## Smart Comparative Analytics

- The City of Seat Pleasant
- Riverdale Park
- Hyattsville
- Pepper Mill Village
- District Heights
- Bowie
- Capitol Heights
- Cheverly
- Fort Washington



- The City of Seat Pleasant
- Riverdale Park
- Hyattsville
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- Bowie
- Capitol Heights
- Cheverly
- Fort Washington

**Percentage of residents with a high school degree**



**Percentage of residents with a college degree**



**Average household income**



**Poverty rate**



**Percentage of residents that take Metro to work**



# Contemporary Assets + Challenges

## **Social and Demographic Assets and Challenges:**

- Like many communities in Prince George's County near the District line, the City of Seat Pleasant is small, predominately African-American, and multi-generational. Among its population, 91% of households are black and 38% of households have children under 18. 54% of residents are millennials or younger, and 36% are under age 25. 35% of households are led by single women.
- For four decades, the City of Seat Pleasant has lost population. Today, its population is homogeneous, with incomes and higher education levels below the regional average. Luckily, the tide appears to be turning as the City of Seat Pleasant has grown its population since 2010.
- Today, only 16% of residents have at least a bachelor's degree or higher.
- The City of Seat Pleasant and Prince George's County perform low in measures of health relative to the state of Maryland as a whole, including higher rates of diabetes, adult obesity, and alcoholism.

## **Physical Assets and Challenges:**

- The City of Seat Pleasant's excellent Metro and roadway connectivity to Washington are belied by its predominately suburban, auto orientation and its lack of jobs, retail and restaurant amenities in the immediate area. Few residents actually use the nearby transit, and most own their own cars.
- The City of Seat Pleasant is dogged by the perception it is an unsafe place. 24% of residents polled during the creation of the Master Plan rated "sense of safety" as their greatest day-to-day challenge living in the City of Seat Pleasant, though the City actually has only an average amount of crime for the State of Maryland, and its crime index has dropped by over half in the last 15 years. However, over the last 43 years, the City of Seat Pleasant has had twice as many traffic fatalities per capita as similar cities, though red light cameras have been installed to address this.
- The abundance of families in the community makes the City of Seat Pleasant's ability to support a family-friendly environment important, however just 50% of residents rate the City of Seat Pleasant a "good place for kids" today.
- Due to unappealing commercial development along the City of Seat Pleasant's main roads, over half (54%) of residents polled during the creation of the Master Plan said they do not think the City of Seat Pleasant is a beautiful city today.



# Contemporary Assets + Challenges

## **Economic Assets and Challenges:**

- Today, the City of Seat Pleasant affords moderate incomes, with median household earnings in the city of just over \$45,000. With 61% home ownership and 81% of residents with at least a high school diploma or equivalent, the City of Seat Pleasant has a stable economic base.
- With a predominately residential orientation, the City of Seat Pleasant's economy is highly dependent on the quality of its largest employers and its ability to attract outside capital. Today, the City of Seat Pleasant struggles from a lack of commerce. When polled, residents overwhelmingly communicated that they generally do not work or shop in the City of Seat Pleasant .
- One of the greatest economic challenges in the city today is the fact that the City of Seat Pleasant's retail base is not adequate for meeting the community's shopping or employment needs. Today the largest businesses include only a small handful of retail chains: CVS, Auto Zone, T-Mobile, McDonald's, Cricket Wireless, and Popeyes, among others. Only three percent of residents polled during the creation of the Master Plan said their favorite restaurant is in the City of Seat Pleasant, and only 22 percent said they do

most of their shopping locally. Spending is low within the zip code because the products available today aren't the right type, and the community suffers from economic leakage as a result. A greater density of commercial establishments is needed to tap into the \$1.8 billion of annual incomes within the 20743 zip code as a source of retail-related revenues and jobs. Demand does exist, and the City of Seat Pleasant has capacity, a major incentive for new development.

- To help it expand black entrepreneurship today, the City of Seat Pleasant has pursued policies to help support black business ownership, including its revolving loan fund and programs to support minority owned business certification. Of its minority-owned businesses today, hardly any own land within the City of Seat Pleasant, something the revolving loan fund looks to improve upon. City leadership has also established a Housing Trust Fund to provide affordable housing options for low-income to extremely low-income individuals who seek shelter within the City of Seat Pleasant. This fund will attract millennials who are seeking their first opportunity fresh out of college or the military and senior citizens that have served the community and are currently on fixed incomes. These funds represent the City of Seat Pleasant's first ever attempt to

provide small city public sector development tools to spur private sector lender participation as well as to stimulate private equity investors.

- Moving forward, the City of Seat Pleasant will need to continue to grow its tax base by expanding its economic base into new areas. In the future, the City of Seat Pleasant is prioritizing a new economy of high technology, instant communications, rapidly growing entrepreneurial companies, and an environment that values affordable livability.
- While the City of Seat Pleasant's electricity rates are competitive regionally, average monthly electricity bills are higher than the national average. High household utility costs and the city's resulting economic reliance on regional utility systems reflect a need for smarter and more sustainable strategies for managing waste, water, and energy within the City, including more energy-efficient construction and enhanced provisioning of home-grown energy.

### Key businesses in Seat Pleasant today







An aerial, semi-transparent view of a city planning model. The model shows a network of roads, green spaces, and building footprints. A prominent river or canal winds through the city. The entire scene is overlaid on a dark blue background.

3

# The City of Seat Pleasant Tomorrow

# Community Aspirations

## For a Stronger City of Seat Pleasant

The Master Plan was supported by a process of community engagement at the City's ward meetings as well as through two community charrettes held in April and May 2018. These charrettes together attracted nearly 80 attendees. Residents identified many priorities for the future of the City of Seat Pleasant. Terms like "family-friendly", "good schools", "low taxes", "grocery store", "affordable", and "live and shop in close proximity" were common themes. Others included:

### **Grow around our strengths...**

An overwhelming majority of residents voted to prioritize improvements near key intersections or community "hubs" rather than within the residential fabric of the community, which is generally viewed as successful today. Bolstering the idea that the City of Seat Pleasant does not need a wholesale remake, but rather would best benefit from targeted upgrades, residents expressed overwhelming support for the strength of their community today, voting 48-13 on behalf of "a strong sense of community" when asked to value it against a community that embraces "a strong sense of privacy".

### **Become a mixed-use, walkable destination...**

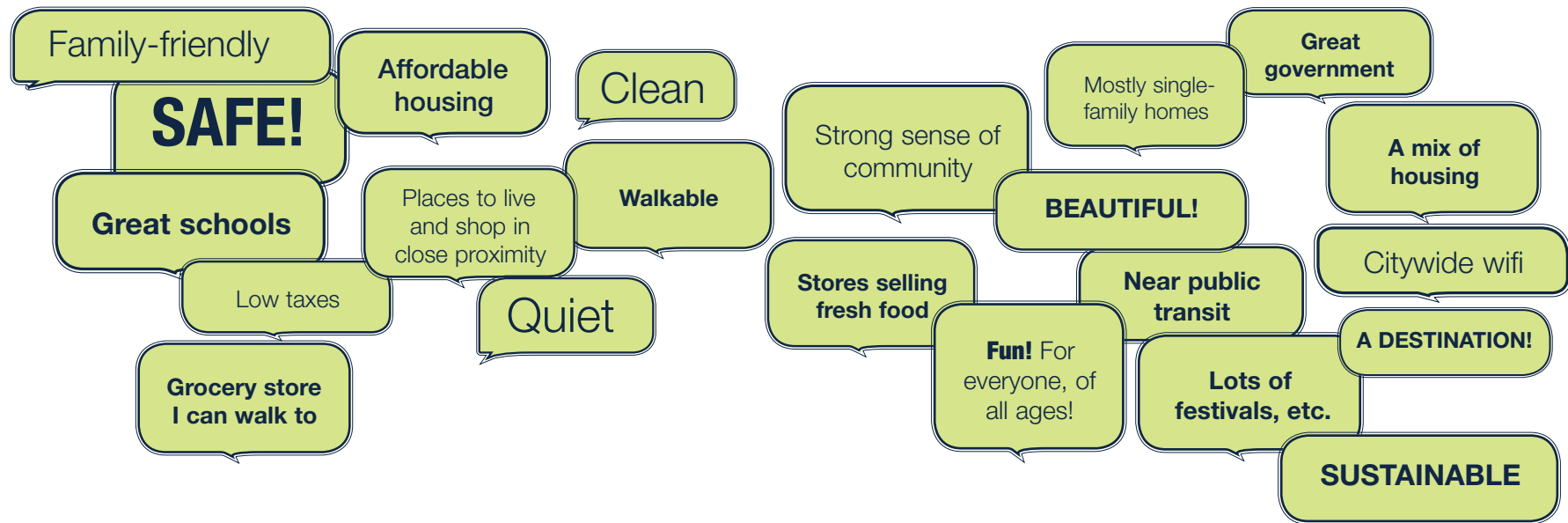
Residents communicated clear preferences for the future look and feel of the community – lots of public parks and green spaces, more locations with dense, mixed-use development with shops right along the sidewalks, and a preference for generally modern-looking buildings that convey the aesthetic of a Smart City. Walkability and access to Metro or bus also scored highly – attributes citizens felt the City does not adequately support today. In addition to its transportation importance, more residents rated "walking" their favorite recreational activity than any other.

### **Think big...**

The City of Seat Pleasant's residents are not averse to change. Residents communicated a strong embrace of the Smart City concept, and indicated support for policies and investments that can help the City of Seat Pleasant become a cutting edge "model" community. In terms of specific investments, they suggested a yearning for programs to help with home maintenance, a desire for lower taxes, and widespread interest in free Citywide Wifi and a free shuttle to the Metro.



**HIGHER PRIORITIES**



### **Grow a stronger smart identity...**

There was a general sentiment that the City of Seat Pleasant is great, but not differentiated enough in the Washington region, and a yearning that smart needs to be an idea felt intensively across the community's physical environment.

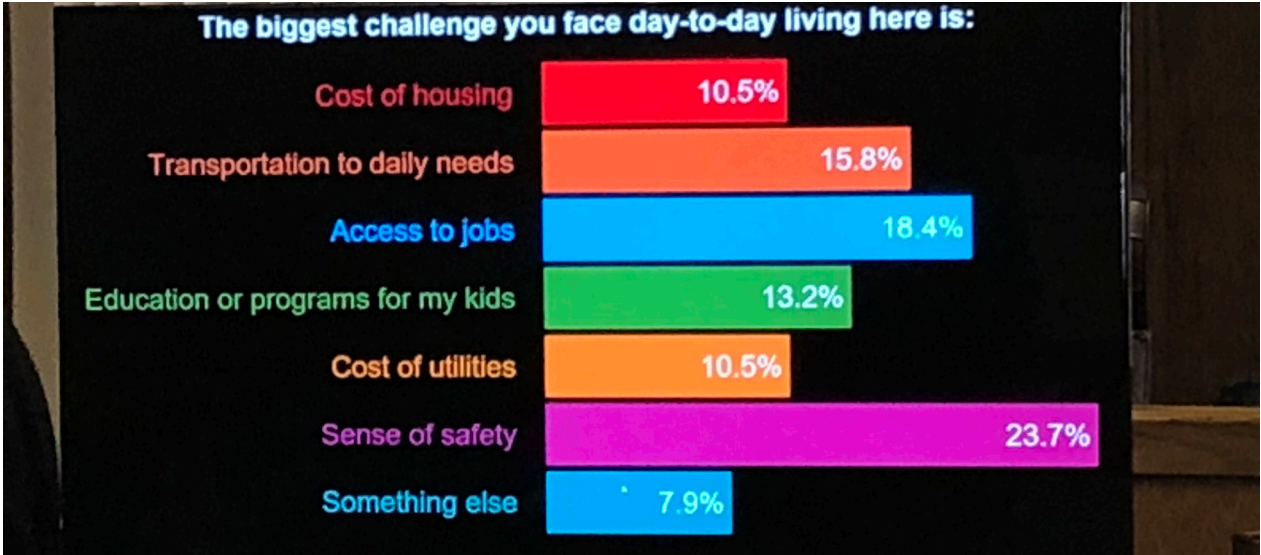
### **More shops and restaurants...**

Among the things most heard from attendees, residents indicated a need for more shops and restaurants. In particular, residents indicated a desire for a grocery store, restaurants, a movie theater, farmer's market, medical clinic, clothing store, and bar/brewery.

### **Family-friendly amenities...**

Other common themes included interest in stronger social infrastructural offerings for families and the elderly, including the need for more after school programming and home maintenance support.





# Prince George's Urbanist

Prince George's County, Maryland, needs more high-quality walkable and bikeable urban places, particularly around its 15 Metrorail stations. It also needs a more trustworthy, transparent, and responsible government. How can we encourage these things?

MONDAY, MAY 14, 2018

## Seat Pleasant Plans for a Smart and Excellent Future

The small-yet-spunky city of Seat Pleasant, Maryland, located on the District of Columbia border in central Prince George's County, touts itself as a "Smart City of Excellence." In keeping with that moniker, city officials are embarking on a master planning process designed to help determine how and where the city should grow and develop over the next generation.

The city recently hosted an impressive community charrette to give stakeholders an opportunity to weigh in with their views on Seat Pleasant's future. Approximately 60 people came out to the meeting held on May 9 at the Seat Pleasant Activity Center. About half of the attendees resided outside of the city limits—which isn't so surprising given the city's small population (4,700) and small land area (less than 0.75 square miles). There were a mix of older and younger stakeholders present, and everyone seemed invested and engaged in the process. Roger Weber, a senior urban planner in the Washington, DC, office of Skidmore, Owings & Merrill, facilitated the charrette.

Notably, this master planning process is being commissioned by the Seat Pleasant municipal government and not by the Maryland-National Capital Park and Planning Commission (MNCPPC), the bi-county state planning agency that operates in Prince George's and Montgomery counties. Unlike in other counties in Maryland, municipalities in these two counties do not possess independent planning and zoning authority, so official community plans must be developed by MNCPPC and approved by the relevant county council. Nevertheless some of these municipalities still choose to develop their own independent advisory plans, so that they may better help to shape the relevant MNCPPC community plan. Such "ground-up" planning is especially helpful for

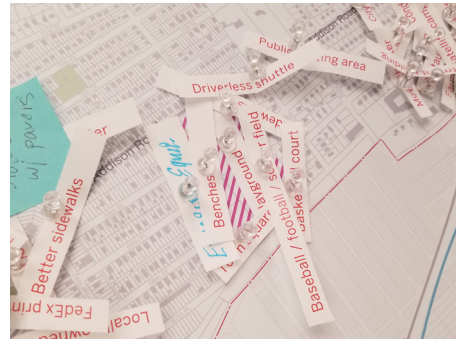
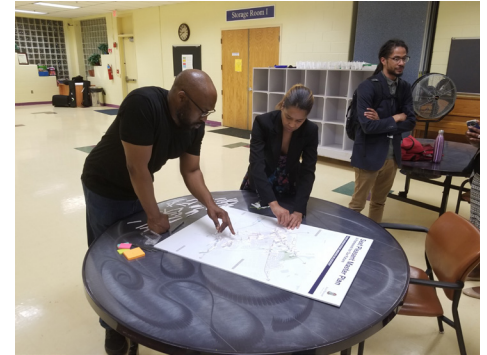
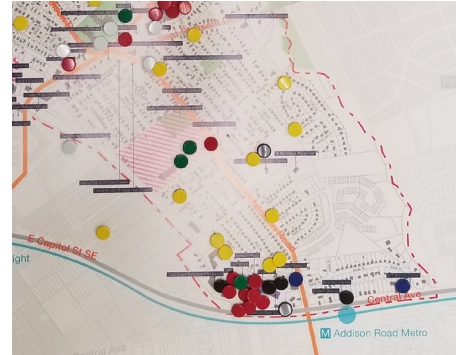
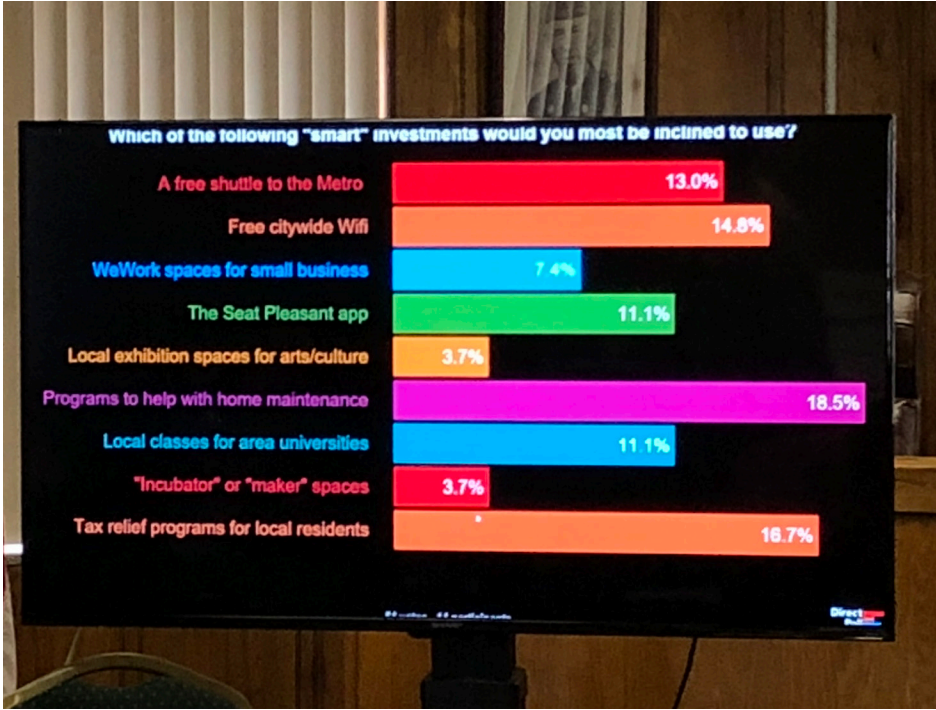
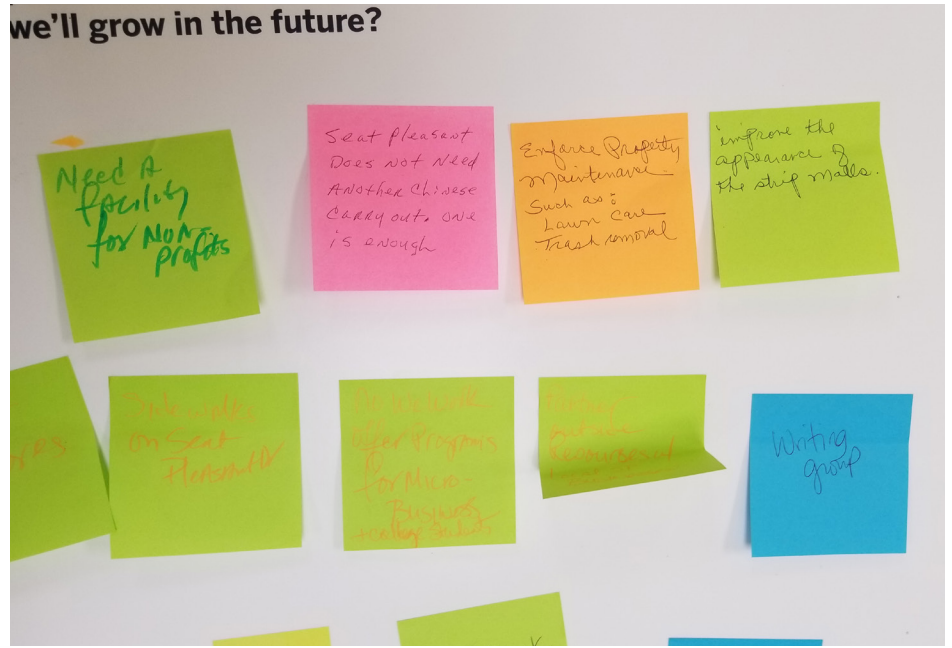
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 ► 2014 (7)  
 ► 2013 (10)  
 ► 2012 (2)

**ABOUT ME**  
 Bradley Heard  
 I'm an attorney and citizen activist who resides in the Capital Heights





# Market Opportunities

## To Help The City of Seat Pleasant Grow

The Master Plan's Economic Development Committee helped identify several areas where the market is positioned to foster overlap between what is needed within the community and what the real estate market can help provide today. Among their recommendations:

### **Leverage existing assets and strong City governance:**

The City of Seat Pleasant has tremendous existing assets: strong City facilities, streets with the potential to become more walkable, two Metro stations, and significant vacant housing stock which portends opportunity. Its potential is aided by City government that supports sustainable, smart growth. Visionary leadership is essential in economic development planning, and the City of Seat Pleasant's leadership is committed to stimulating necessary improvements. This culture of collaboration is unique.

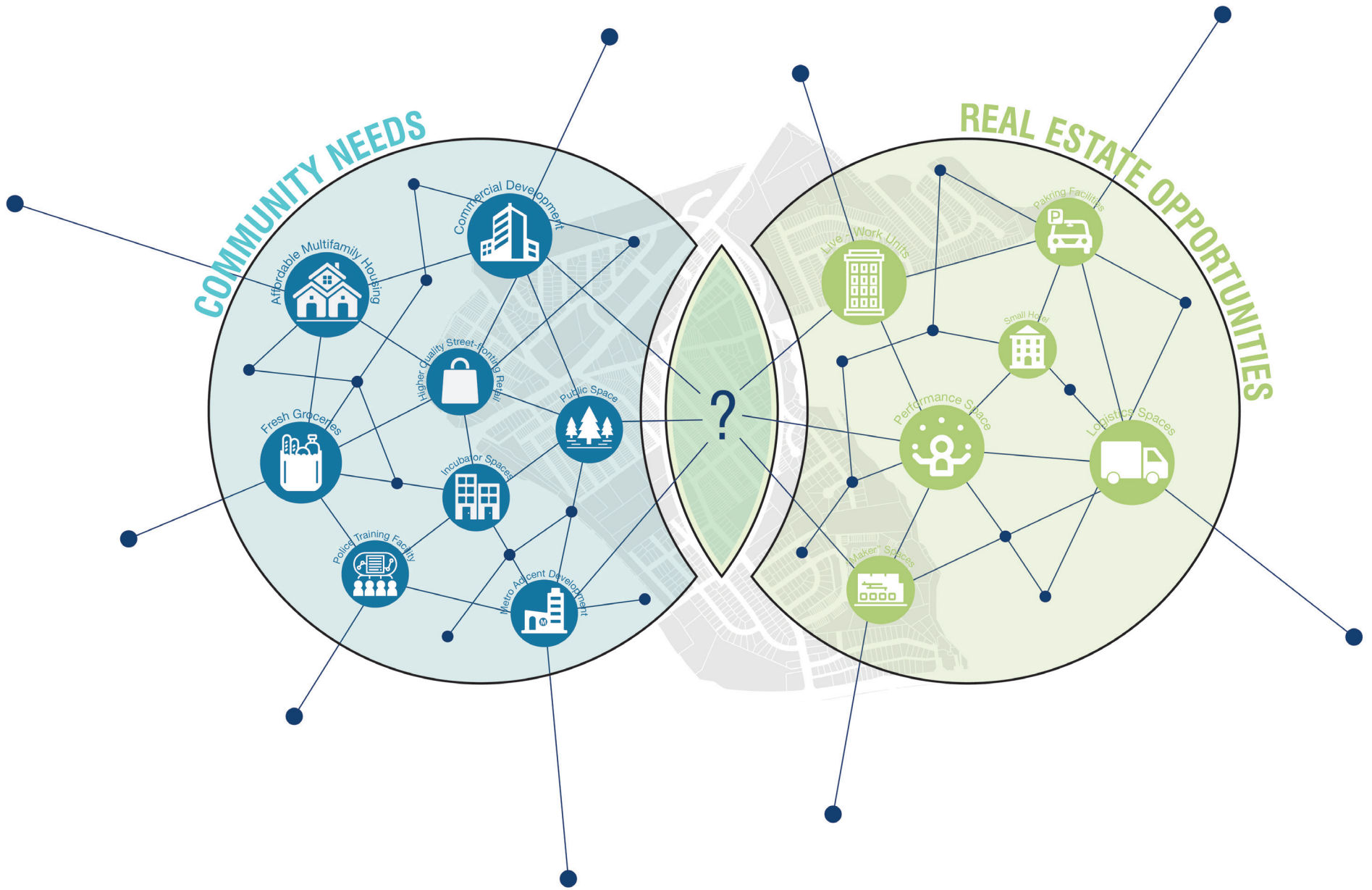
### **Identify overlaps between what's "needed" and what's "viable":**

The City of Seat Pleasant's strongest market is its existing population. To retain residents and reduce population loss, the City of Seat Pleasant must better offer a range of options for a mix of residents and become more family-friendly. Core amenities, including stores, hotels, restaurants and family-friendly destinations, are much in demand in the City of Seat Pleasant. To achieve these amenities, the City must work to grow the kinds of densities and community qualities that amenity providers seek. Identifying the overlaps between what is "needed" and what the real estate market is positioned to provide today is an essential first step.

### **Capture regional growth:**

In addition to better meeting the needs of its existing residents, the City of Seat Pleasant has the potential to harness rapid growth from Washington, D.C. Located inside the Beltway, its location gives it a major advantage. This ease of access makes it an appealing destination to a variety of types of potential new development. By growing in concert with the region, the City of Seat Pleasant has an opportunity to increase housing units and density, focus commercial and office development, and attract a more socioeconomically diverse population.





**Collaborate with surrounding communities:**

One of the challenges to revolutionary change in the City of Seat Pleasant is that many of the key catalysts to its growth are not within its boundaries, including nearby Metro stations. The City of Seat Pleasant will increase its development opportunities if it works alongside Capitol Heights and Fairmount Heights to collaborate on innovative projects.

**Invest in people of color:**

The City of Seat Pleasant has the ability to grow without gentrification by providing leadership opportunities and support for people of color and companies owned by people of color. The City is already pursuing programs to help preserve the City of Seat Pleasant's quality of life for those who already live there. Further investment in non-profit and micro-business education services and employment/workforce development are pathways to growth.

**Grow creative new land uses:**

The market offers the potential to support a number of potential new land use types that could be built today. The City of Seat Pleasant likely has the economy to support a mid-scale hotel near the Metro today, for example. Nearby communities are underserved by the hospitality industry.

**Improve housing diversity:**

The City of Seat Pleasant has a good mix of single-family homes affordable to moderate-income owners, but prices are rising. Not a lot of inventory is on the market, and few other types of housing are available. Greater housing density, including the provisioning of other types of housing, could improve the City of Seat Pleasant's demographic diversity and help it to become a smarter live-work-play community.

**Enhance density at key intersections:**

While many communities are averse to change, the City of Seat Pleasant is not. In fact, greater density in targeted locations, particularly near key intersections and at key nodes, such as the Addison Road Metro, will allow the market to begin capturing the inherent value of the City of Seat Pleasant community and enhance its overall look and feel.

**Attract strong anchor institutions:**

Anchor institutions are needed to support growth, as are improvements to the streetscape and public realm. Anchor institutions are key, as the City of Seat Pleasant needs to develop the attractors to lure credit-worthy tenants. In addition, the City of Seat Pleasant would benefit from new social infrastructural anchors. Dog parks, recreational centers, pop-up amenities, and a new school would all be strong examples.

**Align key investments:**

The need for change is multi-dimensional and will require many different kinds of stakeholders to align their visions. In particular, public investments in public realm improvements must be aligned with private investments in new development. Past projects like Addison Plaza were developed on the back of city support and resident buy-in.

**Target mission-based social capital:**

The City of Seat Pleasant's recent designation as an Opportunity Zone gives it the potential to attract more social-based mission capital.

**Showcase a cultural expression:**

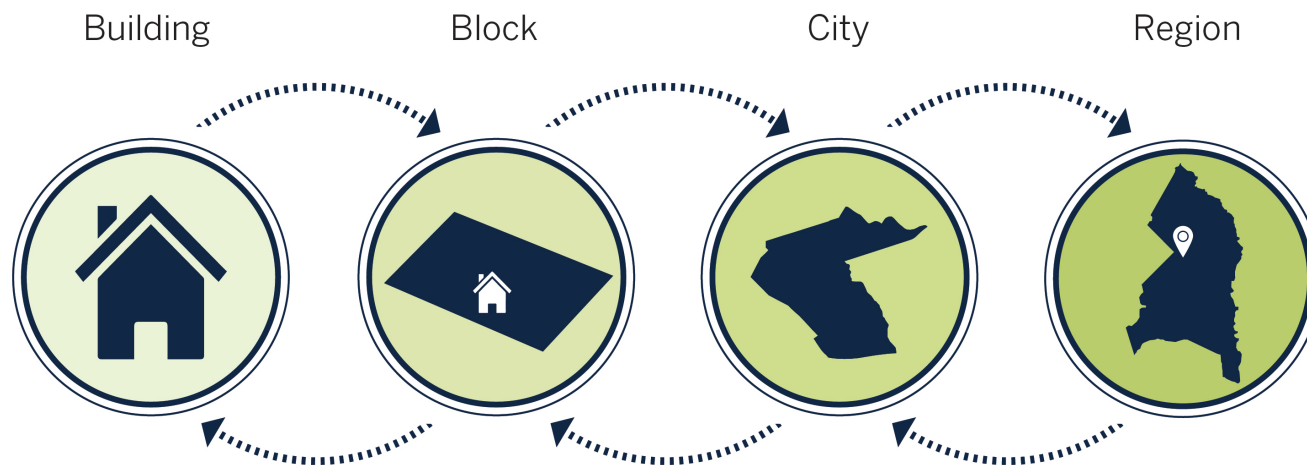
To showcase what Smart means for the rest of the country, the City of Seat Pleasant can pioneer a "cultural aesthetic" that exudes the qualities of being a historic, family-friendly community that's also on the cutting edge of smart innovation in all facets of daily life. This "cultural aesthetic" must not only suggest the look and feel of being a smart community, but those qualities must be pervasive in how citizens interact with the city, from how they interact with each other, to how they work, shop, and recreate, to how they engage with the environment, to how they get around, to how they use waste, water, and energy resources.

# Our Planning Vision

## For Smart Urban Development

Based on an understanding of the needs and opportunities to better capture the value that the City of Seat Pleasant has to offer, our vision is for a City of Seat Pleasant of the future that is fundamentally healthy, which embraces **a spirit of culture, tradition, and radical innovation, and which is a national leader in Smart development and healthy**

**living.** More than an ordinary community, the City of Seat Pleasant will think big, with goals on becoming the best small community in America – one that is thriving and **connected at all scales, from the building, to the block, to the City, to the region.** Principles of our vision are summarized over the following pages.



**LEADING SMART COMMUNITY REVITALIZATION EFFORTS**



**Michael Reese Hospital Redevelopment**  
Chicago, IL



**Canal Park**  
Washington, DC



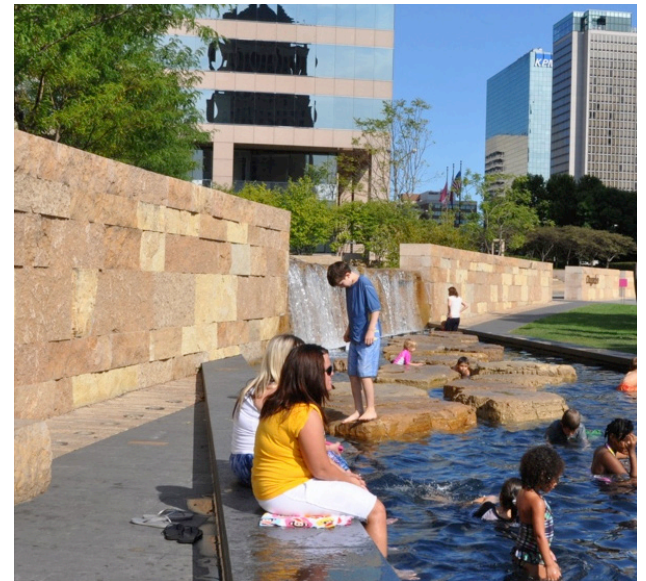
**Smart Growth**  
Detroit, MI



**Over-the-Rhine Neighborhood**  
Cincinnati, OH



**Detroit East Riverfront**  
Detroit, MI



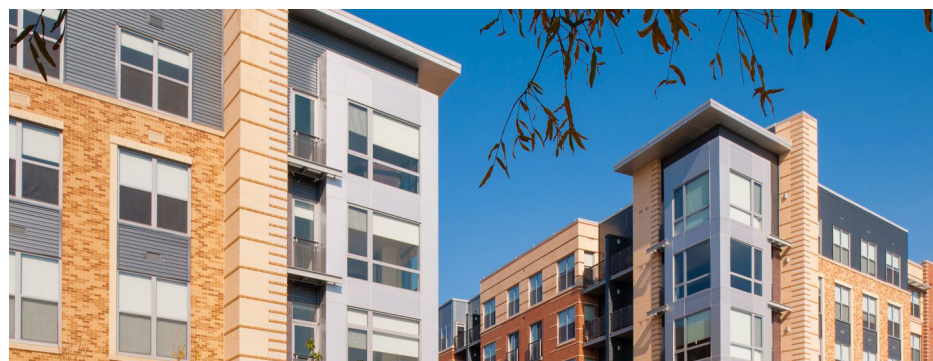
**CityGarden**  
St. Louis, MO

## A 75% increase in city population



In the City of Seat Pleasant, community growth is vital to ensuring sustainable change. Not only do denser communities perform better in most measurable aspects of community sustainability – they use less energy and produce less greenhouse gas per capita, they support more frequent transit service, reduce per capita infrastructure costs, and support greater walkability – but they are also essential to increasing the population base the City of Seat Pleasant needs to attract greater amenities and raise its land tax revenues. As part of the City’s continuing evolution, the plan envisions a 75% increase in total development and in overall City population. To be realized at key nodes throughout the 10 to 20 percent of the community that is not currently zoned residential, growth can happen simultaneously while preserving the character of existing neighborhoods. In fact, minimizing displacement and disruption to existing City residents is a key tenet of the City’s future growth vision.

## Diverse new housing options



The City of Seat Pleasant will accommodate over 1,000 new housing units, primarily modern, amenity-rich multifamily housing units attractive to millennials, senior citizens, and empty-nesters. The City of Seat Pleasant of the future will remain affordable, even as it grows, by incentivizing this housing to be affordable. By allowing greater density in new developments, the City can accommodate robust provisioning of housing deemed “affordable” to low-income residents as a percentage of new development. Ideally 30 percent or more of new housing units should be affordable. To ensure this happens, approvals and incentives for new development will be conditional on providing new, affordable housing.

## Amenities for live-work-thrive walkable living



To support this infusion of new housing, the City of Seat Pleasant will grow more conducive to the needs of young people, the elderly, and families by attracting more retail and amenities that are common in other neighborhoods within walking or biking distance of Metro: well-stocked grocery stores, sit-down restaurants, and other crucial neighborhood-serving retail, particularly healthy options. The City will support creative financing and marketing tools to support these amenities as part of a local smart network for supporting healthy resident living.

## A more networked, beautiful, and sustainable public realm



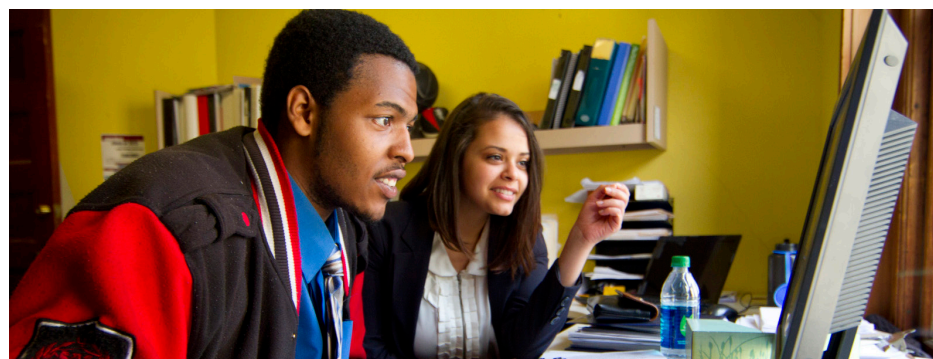
The City of Seat Pleasant will grow more beautiful by improving its public realm and growing an ethos of community responsibility and top-to-bottom sustainability. We will reduce eyesores in our community, improve the quality of street trees, make the codes simpler, reduce trash, become cleaner, and empower more resident love for the City. One approach to beauty is to improve the quality of the streets in the City of Seat Pleasant, which will require joint investment between the operators of the public realm as well as private homeowners. Public realm improvements can also help the City of Seat Pleasant grow health and safety throughout the community. Safe, well-lit, connected streets and pathways and stronger recreational and cultural facilities will improve the safety of the physical realm and improve the bonds of community. Tighter streets and more walkable retail centers will also help reduce loitering and encourage recreational walking.

## An anchor for countywide assets



The City of Seat Pleasant will be a destination known around the Washington region. Drawing upon regional institutions, it will be home to unique satellite assets benefitting more than just the residents who live here. Through cooperation and understanding regarding the needs of surrounding municipalities, the City of Seat Pleasant will leverage its superior connectivity to accommodate catalytic projects that benefit a larger area, as well as recreational events, cultural installations, and educational programs.

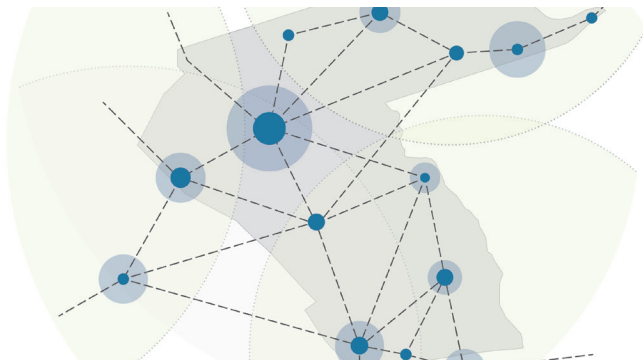
## A smart network to support education and employment



The City of Seat Pleasant is committed to creating opportunities for employment, stabilizing its economy, providing a path for growth and development, ensuring livable wages, and growing cutting-edge businesses. To do this, the City of Seat Pleasant will be a place where the future is “built” from within, rather than relocated or displaced. The City of Seat Pleasant must continue to be a hub of local black business ownership, black commerce, black creativity, and black entrepreneurship. It will support both its existing businesses while also locating the amenities to attract creative new ones. Key investments may include a nonprofit incubator workspace to support the growth and activity of nonprofit organizations, and strategic partnerships with organizations that can connect the City to regional resources.



## Pioneering digital connectivity



Cities of the future will be successful because they are connected, both physically within themselves and to surrounding communities, and digitally to the rest of the world. In the future City of Seat Pleasant, strong commercial spines will be walkable to the entire community through a robust network of safe, connected streets and paths. Convenient transportation options will be accessible at the touch of a button. World-class fiber connectivity will make the City of Seat Pleasant a regional destination better tied to outside communities. And free wireless internet will make the City a gateway to the world.

## Incremental steps toward successful change



Rather than trying to tackle everything at once, the City of Seat Pleasant will focus on what's achievable in the short-term before overinvesting in costly long-term projects. Realism about the City's short-term potential will require a commitment to interim uses and creativity about improvements to existing structures. Importantly, incremental change will require patience. While right now there are many types of development that would be welcome improvements, many of these kinds of developments are not the right kind of development for the City of Seat Pleasant in the long-term.

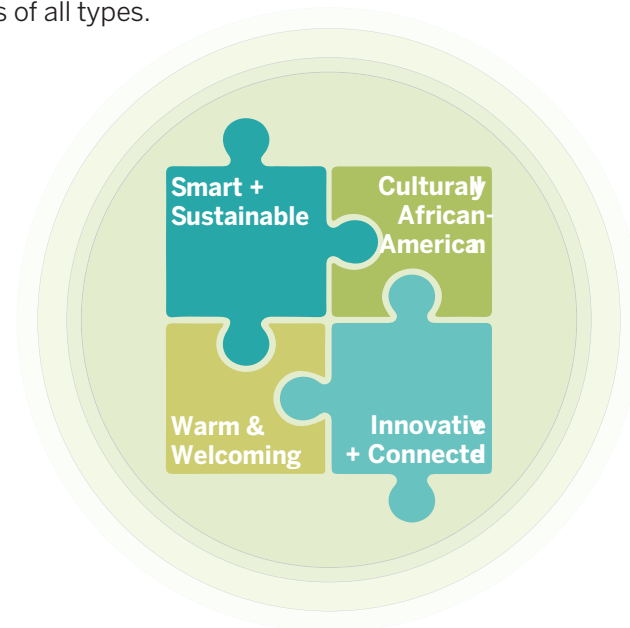
# Our Unique Cultural Aesthetic

## A Celebration of Smart Innovation + African-American Culture

As a leader among smart communities, the future City of Seat Pleasant will exude Smart qualities in its community look, feel, and experience. From individual houses to our most celebrated public spaces, the City of Seat Pleasant will reflect a cultural expression that embraces its primary character traits: its heritage as a strong, predominately African-American community and its role today as a leader in Smart, 21st-century innovation and sustainability. This expression should be attractive to both visitors and existing residents of all ages, and should be part of the City's strategy to attract more young people to live here. Through this cultural expression, the City of Seat Pleasant can communicate to the world that it is a dynamic and welcoming destination for residents, visitors, and jobs. The cultural expression should be captured in both the public and the private realm, in new development and in existing buildings, and will require a collaborative effort between community leaders, residents, private developers, and other stakeholders to achieve.

This future look and feel will capture the spirit of the black community, including a commitment to family, determination, hard work, and community, will reflect the area's local history, and will look "21st-century". Among its attributes, it will reflect local materials

such as brick and wood-frame structures and a color scheme that is predominately white and highlights natural materials. It will also reflect a safe, well-lit, and welcoming pedestrian experience, significant glass on building frontages, and abundant lighting and opportunities for multimedia displays as well as visibility into buildings. The City of Seat Pleasant's centers should be experienced as true destinations within the African-American community, and should also be welcoming to D.C. residents of all types.



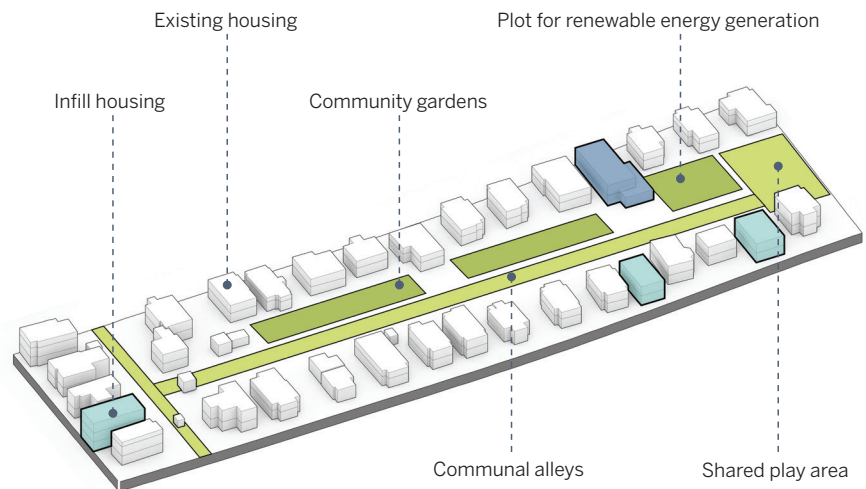
## Smart blocks

Rather than random collections of houses, residential blocks will be an organizing feature of the future City of Seat Pleasant cultural aesthetic. Each block should be experienced as a cohesive community in its own right, part of a larger district. Shared standards should promote high-quality maintenance, the use of similar materials, and high-quality upkeep for all structures. The City should explore the creation of a shared tool library for at-home repairs. Infill housing should be encouraged where there is vacancy today.

While blocks should remain primarily residential, one or two parcels per block can be devoted to shared block-level amenities. Within this block “hub”, communities should individually commit to communal features such as shared block gardens, safe play spaces for children, or renewable energy generation projects such as solar panels whose generated energy can be shared amongst the block-level community.

The City of Seat Pleasant should, where possible, introduce live-work permissibility in which residents can live in the same buildings in which

they work. Homes where small businesses exist on the ground floor with residences above are both more affordable to small business owners and also are the backbone of many small communities.



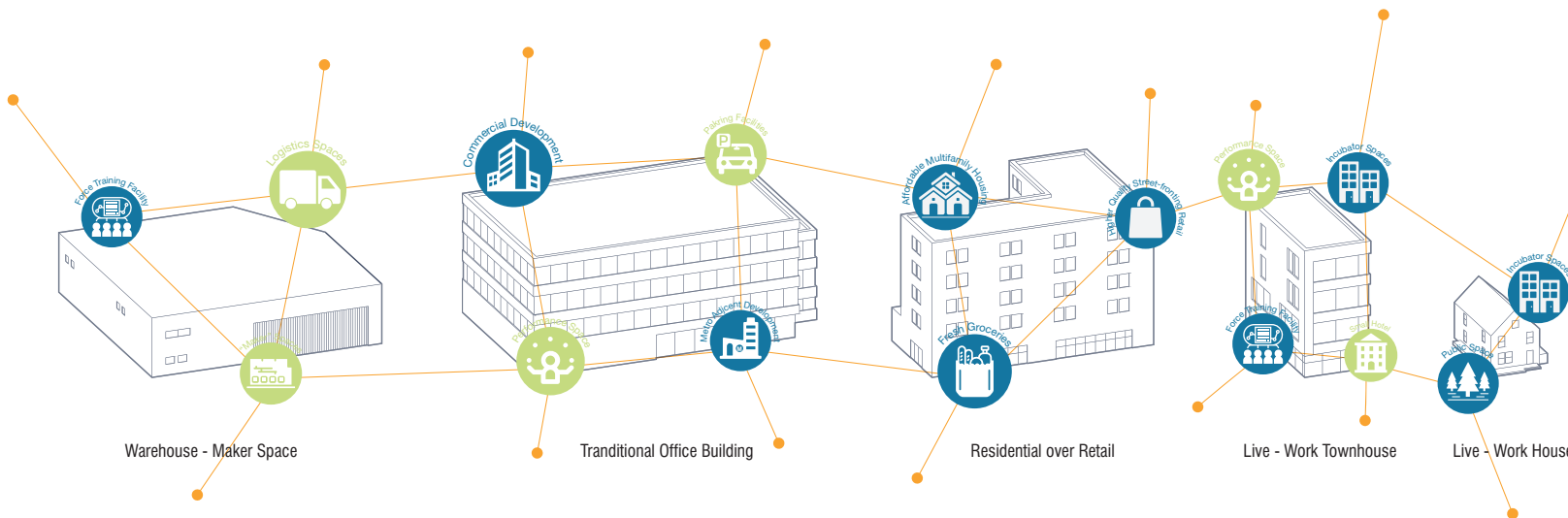
**The City of Seat Pleasant smart residential block**

## Smart centers

Rather than a disparate collection of small buildings and independent businesses, our mixed-use community centers in the future will be networks of interdependent buildings, with retail proximate to the residents who use it, workspaces co-located with the residences of the people who work in them, parking that is shared between developments whose primary uses are at different times of day, and interconnected

infrastructure for energy, water, and waste management. These buildings will also share fiber access and wireless internet. They will be organized around walkable main streets and easy pedestrian crossings.

Our centers will incorporate a range of new building types that do not exist in the City of Seat Pleasant today. Encouraged in the future are a range of spaces: traditional office buildings, residential over retail, live-work townhouses, and warehouse and maker spaces. Buildings



should be organized in ways that prioritize pedestrians' experience, directly fronting the sidewalk, with welcoming entrances for retail uses. While all buildings should be tailor-developed in consultation with City leadership, in general, for street-fronting buildings at major centers, ground-floor retail space may be topped by residential or office space above. At intersections of major roads, buildings should be no less than two to five stories. Where possible, common structured parking decks should be prioritized rather than surface parking. For buildings that do not have structured parking, parking should be located in the rear. Stacked townhomes or triplex apartments homes should be used to buffer development from surrounding detached residences, and iconic designs and technologically smart installations or "moments" should be incorporated at "axis" points in community centers.

Buildings should embody a generally modern look and feel, reflecting warm and identifiable materials. Buildings should be of high-quality construction, prioritizing glass on their front edge. Low-quality materials like concrete block and stucco are discouraged. High quality construction materials should be unified in their colors, reflecting an aesthetic that is primarily white and contemporary, with structural materials celebrated. Brick can be used as an accentuating material.

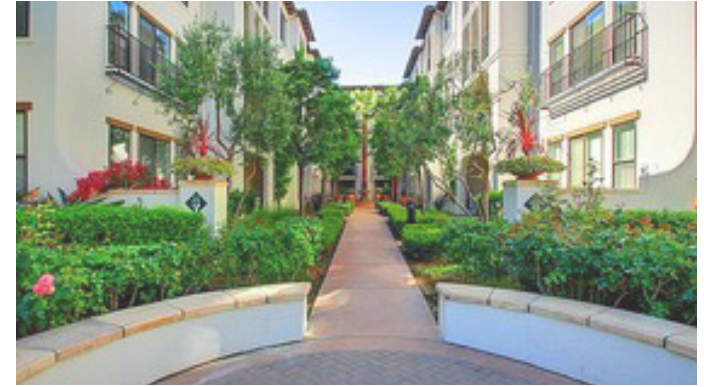
Quality of sustainable construction should be evaluated against the LEED standards for buildings and neighborhood development, with the goal of achieving attributes consistent with LEED Platinum for Neighborhood Development.

As centers evolve, it is encouraged that in some areas temporary improvements may be necessary before wholesale new development can occur. In large parking lots, for instance, farmer's markets or temporary art installations can improve the experience of empty space.

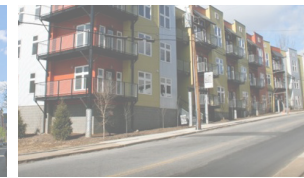
The streetscape public realm should clearly orient pedestrians where they want to go. Streetscapes should be appropriately scaled to mitigate the negative experiences of high-speed vehicular traffic, and streetscapes should be designed to promote safety and ease of walking. High-quality materials should be used in the sidewalks and should carry through intersections to help orient pedestrians and slow down cars. Street trees are encouraged. Between buildings, alleys should be minimized, except where they are necessary to provide pedestrian connectivity through to uses behind. Alleys should be well-lit and developed to the same high quality as the streetscapes they adjoin.

Examples of Smart Development

Most Encouraged



Less Encouraged



# Smart City of Tomorrow

## The Future City of Seat Pleasant

### Features of the Future Smart City:

**Smart Urban Centers**, featuring walkable streets, compact, mixed-use development and vibrant, livable retail and commercial cores

**An Innovation Incubator Network**, featuring live-work housing, business incubator and maker spaces, job training facilities, gallery spaces and spaces for remote classes, unique retail and restaurants, and a local hotel

**Net Zero Energy Smart Transit**, featuring autonomous vehicle and ride sharing staging, a net-zero energy smart shuttle,

**Citywide and Regional CGS Connectivity**, featuring real-time access to municipal services and seamless governmental coordination

**Block-level amenities**, including block-level renewable energy generation, community farming, and shared block amenities

**Green infrastructure**, including a robust parks network that celebrates natural trails and creeks







Regional CGS Connectivity

Regional CGS Connectivity

Regional CGS Connectivity

Green Infrastructure

Regional CGS Connectivity

Innovation Incubator Network

Block-level Renewable Energy Generation

Regional CGS Connectivity

Regional CGS Connectivity

Seat Pleasant Connected Government Solutions Center

Community Farming

Block-level Renewable Energy Generation

Live-work Corridor

Zero Energy Smart Transit

Green Infrastructure

Block-level community amenities

Hotel

Net-Zero Energy S

Addison Plaza Retail Hub

Regional CGS Connectivity





4

# The Future Plan

# Our Plan

## For Smart Urban Placemaking

The future City of Seat Pleasant will grow Smart by retaining its existing residential character and complementing it with strong, recognizable, and walkable new urban centers, connected transportation networks, and a strong sense of place that is a platform for smart investment.

- The Plan recommends preserving the fabric that defines the City of Seat Pleasant today, including most of its single-family homes
- The Plan is anchored by the development of three new centers, which will incrementally replace existing low-quality development in those locations: the Downtown Crossroads and Martin Luther King Jr. Gateway; Transit-Oriented Development around Addison Plaza; and a new Innovation Village
- The Plan envisions significant increases in density in these centers – enough to accommodate a 75 percent increase in total development
- The Plan envisions a robust network of interconnected open spaces – of varied uses and types, as well as a thriving network of safe, pedestrian-friendly streetscapes
- The Plan envisions the redevelopment of aging apartment properties that do not have intrinsic architectural or historic qualities
- The Plan envisions a looping clean energy transit network that will connect all of the City of Seat Pleasant’s centers with nearby Metro stations
- The Plan prioritizes Smart development that enhances quality of life, innovates for the future, and leverages technology for better outcomes for residents



FAIRMOUNT HEIGHTS

CARMODY HILLS

NORTHEAST BOUNDARY

CAPITOL HEIGHTS



250 500 1000 ft

Illustrative plan view of the future Seat Pleasant

Addison Rd

Greig St

Martin Luther King Jr Hwy

Seat Pleasant Dr

Eastern Ave NE

Martin Luther King Jr Hwy

Seat Pleasant Dr

Southern Ave NE

Central Ave

Johnson Rd

Central Ave

# 9 Physical Investments

## To Realize a Smart City

- 1 Preserve, celebrate, and enhance our existing residential fabric
- 2 Create a great community crossroads and iconic MLK district gateway
- 3 Redevelop Addison Plaza - and grow around the Addison Road Metro
- 4 Develop the Innovation Village and new City Hall
- 5 Envision an interconnected network of sustainable community open spaces
- 6 Re-think Addison Road as a live-work corridor
- 7 Redevelop the apartment complexes along Greig Street
- 8 Create a transportation loop connecting the City of Seat Pleasant to Metro
- 9 Collaborate with our neighbors for shared sustainability and seamless connectivity





Aerial massing rendering  
of the future Seat Pleasant

# Investment #1

## Preserve, celebrate, and enhance our existing residential fabric

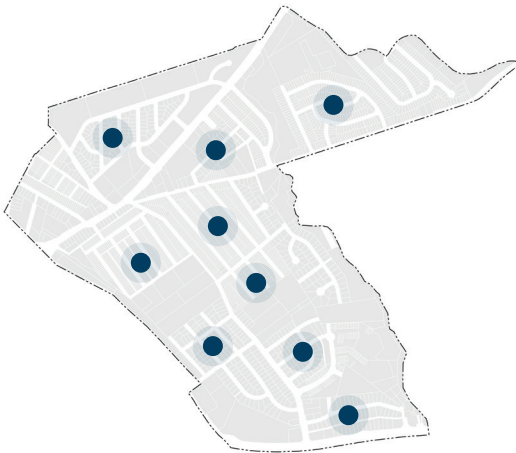
The City of Seat Pleasant will **preserve and enhance areas of the community that today are devoted to single-family housing**. These areas comprise some of the City of Seat Pleasant's strongest residential fabric and are home to most of its residents.

### Key strategies include:

- Support programs for existing residents to remain in their homes
- Reduce vacancy through programs like the Affordable Housing Trust Fund and SmartBuy
- Support home maintenance through the My Seat Pleasant app and a tool lending library
- Enhance security measures in residential areas
- Enhance community standards for unity in the design and upkeep of housing
- Plan for sidewalk and street tree improvements
- Permit "live-work" uses within residential neighborhoods, to allow home businesses to flourish
- Connect disconnected streets, and better link streets to trails
- Create block "hubs" – vacant lots that can be devoted to shared neighborhood resources, such as gardens, play spaces, or renewable energy generation
- Grow all blocks as Smart blocks through the CGS

### Smart Technologies to explore:

- Passive building design with optimal orientation
- SmartBlock residential designs with spaces for local farming and energy generation
- Predictive maintenance technologies
- Modular building construction







Photograph of residential street  
in The City of Seat Pleasant today

# Investment #2

## Create a great community crossroads and an iconic district gateway

The **entrance to the City of Seat Pleasant from the Martin Luther King Jr. Highway** from the District will be an iconic new **Gateway into Maryland**. The street will be re-branded as our new Main Street, and will include a range of amenities, including an iconic art gallery, brewery/bar with outdoor seating, a dry cleaner/tailor; drug store; coffee shop; bank; live-work units; small office buildings; and restaurants.

Shortly up the road, the **Addison Road-Seat Pleasant Drive–Martin Luther King Jr. Highway intersection** will be the new **Community Crossroads Town Square for Seat Pleasant**, anchored by mixed-use retail fronting the street corners, as well as the Seat Pleasant Community Center and Elementary School.



Existing conditions



Possible future concept



Massing rendering of the new Downtown Crossroads, looking north along Martin Luther King Jr. Highway

**Key strategies include:**

**Martin Luther King Jr. Gateway**

- Improve the streetscaping along Eastern Avenue
- Improve the streetscaping along Martin Luther King Jr. Highway, and consider traffic calming features and on-street parking
- Adaptively reuse or redevelop structures abutting the intersection of Eastern Avenue and Martin Luther King Jr. Highway
- Develop the parcels at the intersection of Eastern Avenue and Martin Luther King Jr. Highway for mixed-use development, including a bar/ brewery, gallery space, and housing
- Develop shared parking between development parcels
- Incorporate public art and exhibition spaces
- Create sculptural gateway elements at community entrances

**Addison Road and Seat Pleasant Drive**

- Redevelop the frontage sites around the Elementary School and Community Center into mixed-use development
- Repurpose the existing strip retail and shopping center sites for new, multi-story mixed-use development with street-fronting retail
- Infill surface parking lots with new development, and relocate parking to shared areas behind new development

- In the short-term, infill existing large surface parking areas with temporary uses, such as farmer's markets and art exhibitions
- Improve sidewalk treatments, traffic calming, and crosswalks at the intersection of Martin Luther King Jr. Highway, Addison Road, and Seat Pleasant Drive
- Incorporate a small "town square" with benches, sculptures, and unique material treatments
- Provide well-lit pedestrian cut-throughs with access to the Elementary School and Community Center
- Implement sustainable improvements to water runoff and drainage

**Smart Technologies to explore:**

- Compact City design
- Building clustering around centralized utilities
- SmartScape technologies and touchscreen wayfinding
- Parking information on the Seat Pleasant app
- Solar-powered waste receptacles
- Green roofs and rooftop farming
- Electric vehicle charging stations and autonomous vehicle staging
- Shared e-marketing
- Short-term stay programs like Airbnb

**PRECEDENT CASE STUDY: H Street, Washington, DC**



Housing and infill development: Newly constructed property at 1402 H Street NE, Washington, DC



Mixed uses, including commercial spaces, bars, restaurants, and the restored Atlas Performing Arts center enhance the nightlife



Temporary placemaking events celebrating local cultural heritage: Annual DC H Street Festival

**PRECEDENT CASE STUDY: Harvard Square, Cambridge, Mass.**



Street furniture and improved streetscape



A mix of businesses and the restored 1912 subway headhouse

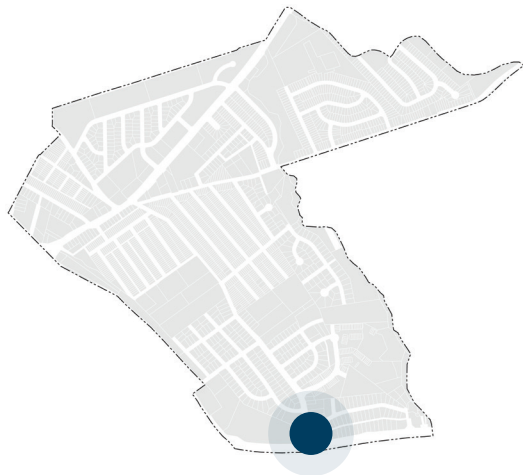


Human-scale open space and inviting street furniture

# Investment #3

## Redevelop Addison Plaza - and grow around the Addison Road Metro

The 77,000-square foot Addison Plaza shopping center has long anchored the City of Seat Pleasant's shopping needs on the site of what was once the terminus of the streetcar line that first connected the community to Washington. In the future, Addison Plaza will be re-envisioned as **a pedestrian-friendly mixed-use hub** that is a destination for shopping, small office spaces, a hotel, and other uses. Developed with high-quality mid-rise architecture, new Plaza development will feature residential-over-retail buildings and will anchor the City of Seat Pleasant with transit-oriented development. It will include a plaza at the corner of Central Avenue and Addison Road, where a welcoming orientation will help direct visitors and reduce the perception that Central Avenue is a barrier. The redevelopment of Addison Plaza will better connect it into the community with easy pedestrian linkages to the Martin Luther King Jr. Gateway and Innovation Village.



Existing conditions



Possible future concept



Massing rendering of the Addison Road Plaza from above the Metro station, looking across Central Avenue toward Addison Plaza

**Key strategies include:**

- Redevelop the existing Addison Plaza strip retail and small commercial development into a new, walkable mixed-use, transit-oriented town center
- Develop a welcoming plaza featuring local art, smart sustainability installations, and high-quality ground surface and landscaping materials at the corner of Addison Road and Central Avenue
- Incorporate diverse retail and community amenities, organized in small buildings fronting a central pedestrian alley or square
- Potential retail and community amenities may include a public library, a post office, a dry cleaner/tailor, a drug store/grocery store, coffee shop, bank, copying/shipping store, urban small-format general merchandise store, community-oriented health club or recreation center, urgent care center, day care/early education/Head Start center, multiplex movie theater, professional office suites, spaces for meetings/exhibitions, fast-casual restaurants, and art/performing arts spaces
- Over the long-term, develop structured parking in place of surface parking, to be located behind retail, with the potential ability to convert some parking to future development in the future
- Incorporate a mid-price service hotel near the corner, aligned with Metro or the new plaza

- Incorporate infill office/commercial development or townhouses adjacent to new mixed-use development
- Link pedestrian paths to connect new development to Central Avenue and surrounding residential blocks
- Link a central pedestrian spine through the development to connect to the existing landscaped path that connects Innovation Village and the Martin Luther King Jr. Gateway

**Smart Technologies to explore:**

- Mixed-use zoning accommodating shared retail spaces
- Car and bike sharing programs
- Live transit time displays
- Adaptive street lighting paired with traffic controls
- Pedestrian data collection
- Smart parking with large, clear, and adjustable signage
- Parking information on the Seat Pleasant app
- Solar-powered waste receptacles
- Green roofs and rooftop farming
- Electric vehicle charging stations and autonomous vehicle staging
- Shared e-marketing
- Short-term stay programs like Airbnb



**PRECEDENT CASE STUDIES:**



Market Common Clarendon development in Arlington County, Virginia



Rockville Town Square development in Montgomery County, Maryland



Storrs Center development in Mansfield, Connecticut



Fruitvale Transit Village, Oakland, California



Largo Town Center, Prince George's County, Maryland

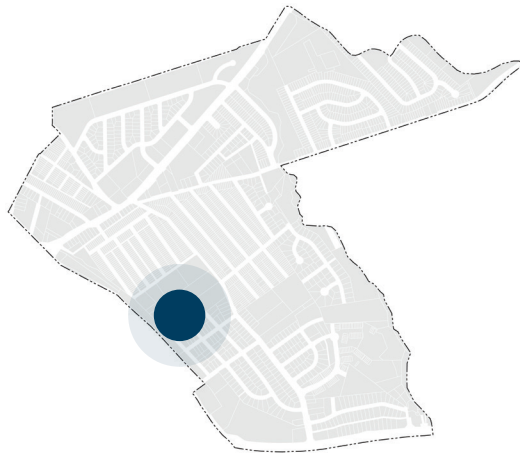


Edgewood/Candler Station MARTA Project, Atlanta, Georgia

# Investment #4

## Develop the Innovation Village and a new City Hall

Different from a conventional urban center, the City of Seat Pleasant's 15-acre Innovation Village will be **a place that provides the resources and infrastructure for the creation and commercialization of new ideas**, while also supporting job training and sub-baccalaureate education for local residents. The Innovation Village will leverage residual space around Goodwin Park for a variety of new uses that will support job growth and tech- and maker-based entrepreneurship, as well as live-work lifestyles for innovators and entrepreneurs. It will also include the City of Seat Pleasant's **new City Hall**. Innovation Village will be an accelerator for co-working spaces for small and nonprofit businesses, and will be a hub for centralized resources such as training rooms, 3D printers, and high-tech fiber access.



Existing conditions



New City Hall



Massing rendering of the new  
Innovation Village at Goodwin Park

**Key strategies include:**

- Cluster compact new development for co-dependent uses to support live-work lifestyles. These may include:
  - Commercial buildings
  - Residences
  - A recreation center
  - A health and wellness center
  - Parking areas
  - Maker spaces
  - A new City Hall adjacent to Addison Road
- Promote architecture and design that supports a range of floor plates and activities
- Preserve and build around vital outdoor playfields in Goodwin Park
- Retain the look and feel of the City of Seat Pleasant's grid of streets with pedestrian-centric areas for interaction, collaboration, and the sharing of ideas
- Connect to the rest of the City of Seat Pleasant along Addison Road, and also along the pathway that currently connects the Martin Luther King Jr. Gateway and Addison Plaza

- Repurpose this path as "Maker Alley", a connector along which quiet maker spaces can exist with access to nature
- Explore the potential for renewable energy generation as part of Innovation Village
- As it is possible, link resources with Innovation Villages across the east coast, in particular the I-95 Innovation Corridor

**Smart Technologies to explore:**

- Building clustering around shared utilities
- Automated building lighting and dimming
- Remote governance and education technologies
- Sensor-based activity monitoring
- Community farming
- Recreation amenity tracking on the Seat Pleasant app
- Fiber and data infrastructure to support cloud manufacturing, long-range data storage, and tech entrepreneurship
- WeWork and other shared workspace programs
- 3D printing and maker resources

**PRECEDENT CASE STUDIES: Incubator Spaces**



Inclusive Innovation Incubator (In3) at 2301 Georgia Ave., Washington, DC



Incubator office space at 1372 Peachtree St, Atlanta, Georgia



Coworking space at 1875 Connecticut Ave, NW, Washington, DC



Cove Coworking space at Capitol Hill, Washington, DC



Incubator Office space at 750 Lexington Ave, New York, New York



Coworking space at 1430 Walnut Street, Philadelphia, Pennsylvania

# Investment #5

## Envision an interconnected network of sustainable community open spaces

Key to being a healthy community is supporting **an interconnected network of public spaces that encourage recreation**. While the City of Seat Pleasant today supports one major park – Goodwin Park – the City of the future will include large athletic fields as well as more intimate public spaces that can be used by everybody. This will help grow a culture where outdoor interactions with friends and neighbors are part of the everyday experience. Where possible, open space should serve a functional role, absorbing and replenishing groundwater runoff with shared amenities like urban farms and composting areas.

### Smart Technologies to explore:

- Adoptive ownership for underutilized spaces
- Motion-based lighting and automated shading
- Renewable energy generation
- Real-time police database monitoring



Existing conditions



Possible future concept

Playfields within the community

FAIRMOUNT HEIGHTS

Interconnected streetscapes

Boundary Stone Park

NORTHEAST BOUNDARY

"Maker Alley" trail

Links to the Central Avenue connector trail

CAPITOL HEIGHTS

Greig St

Martin Luther King Jr Hwy

Seat Pleasant Dr

Martin Luther King Jr Hwy

Seat Pleasant Dr

Southern Ave NE

Central Ave

Arson Rd

Central Ave

CARMODY HILLS

Cabin Branch Creek



## OPEN SPACE ELEMENTS



### **Distributed recreation spaces:**

Large open spaces, including sports fields and basketball courts, are currently clustered in the Goodwin Park area. These spaces should be distributed more widely throughout the community to encourage walkability to these amenities. Possible locations include near the Greig Street apartments or near the East Corner Boundary Stone of Washington, D.C.

### **Central public spaces:**

Central public spaces should be located near mixed-use hubs, and should be recognizable and iconic gathering spaces for all of the City of Seat Pleasant.

### **Small parks:**

Within most blocks, one to two parcels should be programmed as a small open space for passive neighborhood recreation, including children's play areas and block-level activities.





**Interconnected paths:**

Current paths, such as the “Maker Alley” pathway between the Martin Luther King Jr. Gateway and Addison Plaza, and the Cabin Branch Creek, should be enhanced with expanded accessibility. These paths will connect to the Central Avenue Connector trail.



**Boundary Stone Park:**

Efforts should be made to celebrate the area around the eastern boundary stone for the District of Columbia, and to better connect it with existing paths in the City of Seat Pleasant.



**Streetscape improvements:**

Throughout the community, streetscape enhancements along major roads should prioritize pedestrian comfort. Stronger use of materials, buffering, and street trees, as well as the alignment of small passive recreation spaces alongside, will transform the experience of the City of Seat Pleasant’s public realm.

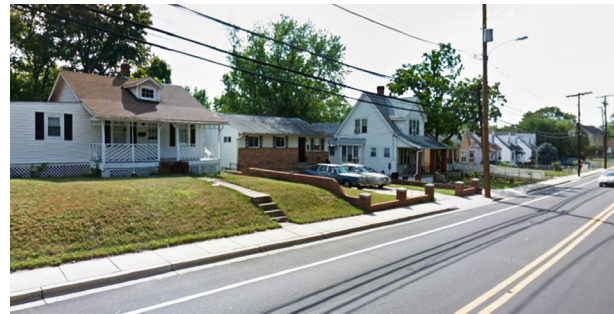
# Investment #6

## Re-think Addison Road as a live-work corridor

Connecting the City of Seat Pleasant's three major centers – the Community Crossroads and Martin Luther King Jr. Gateway, Innovation Village, and Addison Plaza, Addison Road is perhaps the City of Seat Pleasant's most important spine. Along this route, **streetscaping improvements** should be coupled with the exploration of opportunities to **accommodate enhanced live-work development**, including allowing existing single-family homes to also accommodate home businesses.

### Smart Technologies to explore:

- Real-time traffic monitoring
- Real-time police database monitoring
- Adaptive street lighting paired with traffic controls
- Micro-unit apartments and modular construction



Existing conditions



Possible future concept

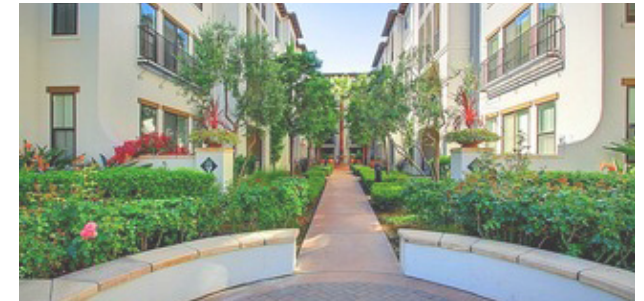
# Investment #7

## Redevelop the apartment complexes near Greig Street

Over time, the City should look to redevelop the apartments along its northern edge. While these apartments serve the City of Seat Pleasant today, in the future they should be re-envisioned as **modern, multi-generational residential developments** that include recreational open spaces.

### Smart Technologies to explore:

- Building clustering around centralized utilities
- Optimal building orientation and construction performance
- Micro-unit apartments, modular construction, and live-work units
- Cloud-based repair and cleaning programs



**Above:** Existing conditions  
**Right:** Future aspiration

# Investment #8

## Create a transportation loop connecting the City of Seat Pleasant to Metro

Part of being a Smart City is maximizing accessibility for all residents. The City should develop **expanded accommodations for ride sharing and 21st-century mobility systems** near all centers, prioritize pedestrian accessibility, and create expanded connectivity with its nearby Metro stations. The City should strive to develop **a localized transit loop** to connect the Addison Road Metro, Capitol Heights Metro, the new Martin Luther King Jr. Gateway, Innovation Village, and Addison Plaza. The new transportation should be accessible on-demand, and should be powered by clean energy systems. One example of this is the Olli shuttle, a sustainable driverless shuttle system powered by IBM,.

### Smart Technologies to explore:

- Autonomous, electric, and shared vehicles and vehicle staging
- Real-time tracking apps
- Single-app coordinated transit
- Smart traffic management



**Above and right:** Olli Shuttle concept



# Investment #9

## Collaborate with our neighbors for shared sustainability and seamless connectivity

The City should work collaboratively with surrounding cities such as Capitol Heights and Fairmount Heights to establish seamless connectivity in digital accessibility, waste, water, and energy use optimization. Regional projects like the Central Avenue connector trail and the revitalization of areas around the Addison Road and Capitol Heights Metro stations, and efforts to grow a stronger public realm around the District's eastern boundary stone, can be a foundation for growing a shared identity. In addition, the three cities should explore opportunities to grow efficiencies around projects like establishing a local "green bank", smart parking monitoring and enforcement, waste-to-compost programs, and a shared approach to provisioning large social infrastructure projects.

### Additional Smart Technologies to explore:

- Coordinated policing, including coordinated surveillance, OLED crime lights, and integrated control
- Shared network infrastructure
- E-voting, governance, subscriptions, and delivery of municipal services





An aerial photograph of a city at night, showing illuminated buildings and streets. The image is overlaid with a semi-transparent blue filter. The city layout includes a grid of streets, a winding river or canal, and various building footprints. The lighting is a mix of warm yellow and white from the city lights, and the blue overlay is a deep, dark blue.

5

# Strategic Implementation

# Accommodating Growth

## Capacity for Future Development

While growing 75 percent more population and development in the City of Seat Pleasant may seem like an ambitious goal, the vast majority of this new development could be accommodated within the illustrated concepts for new center development at Downtown Crossroads and the Martin Luther King Jr. Gateway, the new Transit-Oriented Development at Addison Plaza, and the new Innovation Village, without affecting the

fundamental character of existing residential neighborhoods beyond infilling existing vacant parcels with new housing. While the concepts in this plan are illustrative and not actual designs, the chart below lists illustrated capacities for new development within these areas. Actual development potential is contingent on future zoning in these areas, which should be considered as the plan is adopted.

### Concept Development Program

|   | Approximate parcel area<br>(square feet) | Existing                                 |                             | Envisioned                               |                             | New Development               |                                |
|---|--|--|-----------------------------|--|-----------------------------|-------------------------------|--------------------------------|
|   |  | Gross floor area<br>(GFA in square feet) | Typical<br>building heights | Gross floor area<br>(GFA in square feet) | Typical<br>building heights | Total development<br>increase | Percentage of<br>future growth |
| Downtown Crossroads and<br>Martin Luther King Jr. Gateway | 1,130,000                                | 180,000                                  | 1 story                     | 900,000                                  | 3 to 5 stories              | 720,000                       | 26%                            |
| Transit-Oriented Development at<br>Addison Plaza          | 913,000                                  | 185,000                                  | 1 story                     | 1,300,000                                | 2 to 7 stories              | 1,115,000                     | 40%                            |
| Innovation Village  | 735,000                                  | 40,000                                   | Vacant /<br>undeveloped     | 500,000                                  | 1 to 5 stories              | 460,000                       | 17%                            |
| Apartments at Greig Street                                | 837,000                                  | 240,000                                  | 3 stories                   | 330,000                                  | 3 stories                   | 90,000                        | 3%                             |
| Other development (including<br>Addison Road Corridor)    | 13,298,800                               | 2,955,000                                | 1 to 2 stories              | 3,335,000                                | 1 to 2 stories              | 380,000                       | 14%                            |
| <b>City of Seat Pleasant</b>                              | <b>16,913,800</b>                        | <b>3,600,000</b>                         | <b>1 to 2 stories</b>       | <b>6,365,000</b>                         | <b>1 to 7 stories</b>       | <b>2,765,000</b>              | <b>100%</b>                    |





Apartments at Greig Street

FAIRMOUNT HEIGHTS

Downtown Crossroads and MLK Gateway

Addison Road Corridor

NORTHEAST BOUNDARY

Innovation Village

CARMODY HILLS

**Illustration of Preferred Future Land Use**

- Mixed Use
- Residential
- Retail
- Office

Transit-Oriented Development at Addison Plaza

CAPITOL HEIGHTS

# Facilitating Change

## Strategies for Implementation

Implementing the Master Plan's recommendations will be a collaborative process that requires coordination between the public and private sectors, as well as community buy-in around a cohesive vision for the future that is greater than the sum of its individual parts. To realize change will take a combination of approaches that prioritize high-impact, low-cost moves but which also plan ahead for big and necessary investments. For the City of Seat Pleasant, the most important aspect of realizing change will be formalizing a commitment to adhering to a smart, transformational vision, never settling for second-best.

Investments in the future can best be understood within a framework at three scales: **accommodating change**, **incentivizing change**, and **leading change**.



## Accommodating change

These are changes in a city's regulatory structure to ensure that policies are aligned with desired outcomes. In the City of Seat Pleasant, visionary leadership is already creating a policy environment that accommodates high-quality improvements from the private sector. Among the policies that should be considered in support of the Master Plan's goals:

### 1. Pursue a minor amendment to the Approved 2010 Subregion 4 Master Plan

The Master Plan for the City of Seat Pleasant supports many of the goals of Prince George's County's Approved 2010 Subregion 4 Master Plan, particularly its commitment to safeguarding public health and welfare. Because the plan does not propose any major transportation analysis or modeling, any revised water or sewer classifications, or any further analysis of adequate public facilities, the minor amendment process may be a way to affirm the Master Plan as an official County document. This process may be initiated by Resolution of the District Council, or by the Planning Board, upon approval by resolution of the District Council.

### 2. Explore zoning improvements

Based on the outcomes of the Master Plan, the City of Seat Pleasant should work with Prince George's County to explore zoning modifications based on the Plan's recommendations. These may include:

- Preserving or making modest enhancements to the residential zoning classifications for the more than 80 percent of the City of Seat Pleasant currently zoned for residential development.
- Prioritizing walkable, mixed-use, context-sensitive development zoning classifications for each of the three major centers considered in the plan. In particular, for areas along Martin Luther King Jr. Highway and at the proposed Downtown Crossroads, the Neighborhood Activity Center (NAC) zoning should be explored,

while for the Addison Plaza area near the Addison Road Metro station, Local Transit-Oriented (LTO) zoning should be explored.

- In all cases, the viability of creating unique new zoning classifications or overlay districts that mimic the intensity and use standards depicted in the plan should be explored.
- Zoning options should be explored for accommodating "live-work" housing with small shops or maker spaces as part of the residence, in all areas, particularly along Addison Road.
- Efforts should be taken to ensure zoning can accommodate future densities that are greater than those allowed today, and that all future zoning modifications reflect the realities of the real estate market.
- In all cases, zoning changes should be definitive, not vague.

### 3. Create design guidelines

As resources allow, the City should support the creation of design guidelines for both residential neighborhoods and for the new centers. These design guidelines should depict physical standards and preferences for development that is consistent with the cultural aesthetic depicted in the Master Plan.

### 4. Other policy moves to accommodate change:

- Ensure the approvals process for new development is expeditious and development-friendly, but also that it includes adequate opportunity for the City to review projects to confirm they adhere with the Master Plan vision.
- Eliminate all cross-jurisdictional hurdles.
- Simplify all codes to improve clarity and to reduce the time that must be spent on enforcing violations.

## Incentivizing change

Beyond accommodating change, the City of Seat Pleasant can facilitate improvement through incentives for new investment. Among the most essential moves to incentivize change:

### 1. Celebrate the Master Plan vision

Private investors and developers are eager to invest in places where they know their investment will be a part of a larger vision that also incorporates other high-quality projects. Historically, communities with clear visions see greater returns as measured in the quality of life for their residents, the health and prosperity of their neighborhoods, fiscal returns for their city, and financial returns for developers. By celebrating this shared vision for the future, the City of Seat Pleasant can help incentivize new projects to locate within the City.

### 2. Create the tools to attract new development

The City of Seat Pleasant should explore the continued development of programs to help attract new development to the city. The recent inclusion of the City of Seat Pleasant among Maryland's Opportunity Zone communities is an example of this type of incentive. While enhanced zoning may itself help attract new development, additional opportunities may include land banking and public-sector land sales or a commitment to provide accompanying investment in the public realm, such as new sidewalks, lighting, and other kinds of streetscape maintenance.

### 3. Explore zoning incentives & tax abatements for smart development

The City of Seat Pleasant can ensure new development is smart by exploring opportunities, either by itself or with County support, to incentivize positive impacts consistent with those prioritized in the Master Plan. Examples include density bonuses or tax abatements for developers who provide higher-density housing than is currently permitted in identified centers, or whose buildings perform at a high level in terms of energy or environmental performance. Also part of this process, the City of Seat Pleasant should enhance requirements for community input as part of all large projects.

### 4. Create tools to grow local

Programs such as the Maryland SmartBuy program, the Affordable Housing Trust Fund, and others should be designed to help existing residents stay in the City of Seat Pleasant, and to help minority and small businesses choose to and be able to own a business within the city limits, provided that those homes and businesses are incorporated in ways that reflect the goals and aspirations of the Master Plan.

### 5. Create tools for at-home community enhancement

Within neighborhoods, fortification of the block-level community cohesion is a way to ensure more consistent upkeep of homes. The creation of programs like a tool lending library and maintenance features already included in the My Seat Pleasant app are strong examples.

## Leading change

While accommodating and incentivizing change are the easiest and least resource-intensive ways to facilitate change, the City of Seat Pleasant should also explore opportunities to lead change through active involvement in the development process. Examples include:

### 1. Improve the quality of the public realm

Working with appropriate local, county, and state authorities, the City of Seat Pleasant should seek to immediately target a program of public realm and streetscape improvements along key corridors and at centers, coordinated with zoning enhancements and the development of design standards for the private realm.

### 2. Complete the road and trail network

Where appropriate, the City of Seat Pleasant should explore opportunities to connect disconnected roads and trails. Key opportunities to do this exist for the trail connecting the Martin Luther King Jr. Gateway and Addison Plaza, and along various streets throughout the community's residential fabric.

### 3. Acquire land and prepare for resale to developers

To spark development at the proposed centers, the City of Seat Pleasant likely will need to take a lead role in getting those projects off the ground. Some initial steps include:

- Acquire and assemble properties necessary for redevelopment in the Downtown Crossroads, Addison Plaza, and Innovation Village areas, and ensure future land use regulations are supportive of their cohesive redevelopment, consistent with the Master Plan. Where necessary, authorize the acquisition of property by way of land banking.

- Create a plan for ensuring the creation of shared public infrastructure improvements, including parking.
- Develop a Response Action Plan (RAP) that meets Maryland Department of the Environment (MDE) requirements for land cleanup.
- Given that most of the area near Addison Plaza is currently a brownfield, assemble the affected properties first and then carry out a Voluntary Cleanup Program (VCP).

### 4. Explore creative development approaches

The City of Seat Pleasant should explore Tax-Increment Financing (TIF) districts, Master Developer or Community Development Corporation (CDC) designation for the Downtown Crossroads, Addison Plaza, and Innovation Village areas. TIFs will allow the City to issue non-recourse bonds to help finance catalytic public improvements. Alternatively, a Master Developer or CDC could give the city the ability to provide long-term coordinated guidance and help shepherd development amongst multiple private entities. Typically, setting up a CDC in Maryland requires several steps, including assembling a steering committee, defining the needs and mission of the CDC, providing an open forum for residents, drafting bylaws, and filing with the State Department of Assessments and Taxation (SDAT). This process should be explored as a potential option, as holistic public development is discouraged due to the scale and risk involved in any large-scale redevelopment. As an alternative, the issuance of a developer RFP is a viable solution. Nonprofit approaches may also be possible.

# Smart Implementation Matrix

## Increase economic development

### Strategic Plan Goals

- Enhance CGS infrastructure
- Identify areas for annexation
- Improve investment portfolio by pursuing funding for housing, educational trust funds

### The City Today

- The City of Seat Pleasant is primarily residential, and is growing slowly
- The City supports only limited retail, and only 3% of residents say their favorite restaurant is within City limits
- The City has good sidewalks in residential areas
- The City has excellent proximity to Metro
- The City is home to an elementary school
- The City is developing smart service technologies to provide better services to residents
- The City supports many programs to reduce vacant housing and help existing residents stay in the City of Seat Pleasant

### The City Tomorrow

- The City of Seat Pleasant is zoned to support the development of centers as well as more diverse housing options, including live-work spaces
- The City is targeting infill densification in key centers
- The City is collaborating with nearby communities on strategic regional initiatives
- The City is attracting increased mixed-use retail in high-quality spaces with strong street frontages
- The City supports a more walkable public realm in its centers
- The City is growing a commercial development pipeline
- The City is attracting more regional attention as well as regional events
- The City is developing guidelines to implement qualities of its "cultural aesthetic"
- The City has hosted open houses for developers and local businesses to introduce them to the Master Plan and orient them with policies, programs, and opportunities in the City

### Seat Pleasant - Long-Term

- The City of Seat Pleasant has grown by 75%, with most new development concentrated in its centers
- Vacancy is near zero
- Over 90% of residents say their favorite restaurant is within City limits
- The City is home to a grocery store, restaurants, a movie theater, farmer's market, medical clinic, clothing store, bar/brewery, art gallery, day care, and a gym, and regional retail anchors
- The City remains a predominately residential community
- The City includes local exhibition spaces for arts and culture
- New development is high-quality, adhering to high-quality design and sustainability standards
- The City includes expanded block-level infrastructure, management and block-level branding
- The City's public realm is beautiful and attractive to entrepreneurs and millennials
- The City is home to a 3-star hotel
- The City is a destination for regional tourism

# Create a Smart City

## Strategic Plan Goals

- Improve citizen outreach and communication to increase participation by 20%
- Implement a multi-lingual electronic newsletter by March 2018
- Provide free WiFi to City residents and businesses by June 2019
- Create a MySeatPleasant app by September 2017
- Ensure that public facilities and services comply with the Americans with Disabilities Act (ADA) by June 2017

## The City Today

- Homes have access to citywide Smart City technologies
- Blocks are efficiently monitored and maintained through CGS monitoring
- The City has committed to expanding ADA access
- The City has developed the Seat Pleasant app, and maintenance requests can be submitted through it
- The City has committed to expanded citizen outreach and communication
- The City offers a shuttle for residents to get around

## The City Tomorrow

- Citywide Wifi access provides all homes access to greater opportunity
- Block-level coordinators are responsible for ensuring citizens are informed about key local issues
- The City is a leader in ADA access
- 90% of citizen-government interface can happen through the My Seat Pleasant app, including outreach and communication on planning efforts
- The City's shuttle is a smart, clean energy vehicle
- The City supports autonomous vehicle, ride-sourcing and ride-sharing locations
- The City has assembled a Master Plan implementation coordinator, that has reviewed and catalogged its recommendations, and is directing implementation of its Smart City strategies

## Seat Pleasant - Long-Term

- The My Seat Pleasant app and other City online tools are expanded to include job and educational resources
- The City is becoming energy neutral, and has reduced its greenhouse gas emissions, its waste, and supports greater transit
- Each block contains a "hub" with Wifi access via laptops, shared tools, study spaces for youth, and block-level recreational amenities
- Blocks are growing denser with infill on vacant lots and with multi-family housing and duplex housing where appropriate.
- The City is 100% committed to clean-energy, autonomous car-sharing as its primary mode of private transportation
- City shuttle service is expanded to include access to outside residents
- The City has implemented a Master Plan that conforms to "smart growth" thinking, with retail-fronting streets, discernible centers, and Citywide and block-level amenities
- The City is seamlessly connected
- The City offers innovative resources coordinated with other cities
- The City is a "cutting edge" model community

# Develop a stronger financial portfolio

## Strategic Plan Goals

- Implement the NetSuite accounting system with Real Time Data by July 1, 2017
- Increase City revenues by \$600,000 through grants and other revenue sources by July 1, 2018
- Implement Phase 1 of Budgeting for Outcomes by July 1, 2017 resulting in reduction of time in the payment of accounts receivable and payable and auditing services

## The City Today

- The City of Seat Pleasant benefits from low personal cost of living
- The City is growing block-level grant funding
- The City has committed to smart City finances
- The City has implemented NetSuite accounting
- The City is growing via outcome-based budgeting, grant funding, and technical assistance

## The City Tomorrow

- The City of Seat Pleasant remains affordable thanks to creative programming and housing incentives
- The City supports services to work from home
- The City receives more grant funding per capita than any other small city
- The City is achieving positive development momentum and rising property values
- The City has attracted new smart development, anchor retail tenants, grocery stores and restaurants, and commercial development
- The City has negotiated key changes to county-level policy based on its own Master Plan

## Seat Pleasant - Long-Term

- The City of Seat Pleasant supports high personal incomes for long-term residents as well as new ones
- The City offers residents the ability to live without a car
- Blocks in the City of Seat Pleasant have used vacant land for value-additive amenities like gardens and local renewable energy generation
- The City has achieved net-positive retail leakage (more residents shopping here from elsewhere than leaving here to shop elsewhere)
- The City is achieving continuous demand for new development, and is densifying commercial, retail, and residential intensity at its centers
- The City is supporting financial tools for black entrepreneurship, including live-work units, owned entrepreneurship spaces
- The City is leveraging increased development demand to provide financial support to existing residents to stay in their homes
- The City is achieving growth physically aligned with its highest land-tax revenue areas



# Improve neighborhood infrastructure

## Strategic Plan Goals

- Obtain LEED Certification for the Intelligent Operations Center and Public Works by December 31, 2019
- Conduct study to identify cost effective strategies to provide trash services in-house with Smart City technology by June 30, 2018
- Increase alternative power sources (e.g., solar, wind, geo-thermal, micro-grid) by 5% by December 31, 2019
- Educate residents of the City of Seat Pleasant and surrounding communities using Smart technologies by June 30, 2019

## The City Today

- 46% of residents think the City of Seat Pleasant is a “beautiful place”
- Maintenance requests can be submitted through the My Seat Pleasant app
- Blocks contain adequate street parking
- The City supports services like snow removal, tree maintenance, etc.
- The City has committed to growing renewable energy
- The City has committed that the new City Hall will be LEED certified
- The City has committed to growing in-house trash services
- The City has implemented the Citywide Smart application for maintenance

## The City Tomorrow

- City monitoring of utility consumption is optimizing energy performance
- Blocks contain adequate street parking
- All blocks are interconnected, with limited “dead ends” and more connectivity to area trails
- Demand for snow removal, tree maintenance, etc. is automatically anticipated through smart monitoring throughout the City
- The City has committed to growing renewable energy on every block
- The City has begun exploring LEED guidelines for all new development
- The City has in-house trash services
- The City has expanded the role of the Citywide Smart application for maintenance
- The City has conducted a Citywide Tree Maintenance Master Plan to ensure appropriate tree typologies line every street
- The City has created design guidelines for all new development, and is implementing its “cultural aesthetic”
- City app-based platforms include a database for home maintenance and repairs

## Seat Pleasant - Long-Term

- 100% of residents think the City is a “beautiful” place
- Houses are encouraged to include solar panels and other renewable energy
- The city implements a Universal design-based building code
- Some street parking may be eliminated based on driving trends and the prioritization of autonomous ride-sharing
- Blocks contain improved streetscape infrastructure encouraging Smart naturalized stormwater management
- Block “hubs” contain locations for renewable energy generation
- The City has grown street trees and landscaping on key central streets
- The City has introduced street calming techniques and material changes at key intersections and along key streets to slow traffic and enhance the pedestrian experience
- The City is providing higher-level services at reduced cost
- Seat Pleasant is leveraging “Smart Data” access as a business analytics tool for new entrepreneurs

# Decrease all categories of crime

## Strategic Plan Goals

- Identify and decrease the largest three crime categories by 10% by March 31, 2019

## The City Today

- The City of Seat Pleasant supports on-demand emergency access and instant connectivity between citizens and government through the My Seat Pleasant app
- The City is implementing a neighborhood watch program
- The City's police force monitors and prevents crime across the City
- The City has achieved significant decreases in crime, and is continuing to improve crime prevention
- The City still suffers from higher-than-average loitering and road fatalities
- The City relies on regional services for emergency management
- 50% of residents say the City is "a good place for kids"

## The City Tomorrow

- The City of Seat Pleasant's crime rate continues to fall, and the City is lauded across the region as one of the safest communities in Prince George's County
- Design and development at the block promotes "eyes on the street" with significant pedestrian activity and consistent lighting and activity
- The City's police force is leveraging CGS capabilities and, as a result, is recognized among the best in the nation
- Through smart technologies, the City's police force is better coordinated with surrounding jurisdictions
- The City has reduced road fatalities by slowing traffic at key intersections and along key arterials by improving the quality of the pedestrian realm

## Seat Pleasant - Long-Term

- The City of Seat Pleasant's crime is near zero thanks to smart monitoring and physical improvements
- The City supports on-demand emergency access and instant connectivity between citizens and government through the My Seat Pleasant app
- The City supports connectivity between all streets with limited to no dead ends
- 100% of residents rate the City as a "good place for kids", and 0% list "sense of safety" as a primary day-to-day concern
- Sensor-based smart street lighting is used as a tool for fighting crime
- The City has zero road fatalities, and continues to embrace "vision zero" transportation principles
- Improved and better-lit public realm and high-quality retail environment support safer and more walkable pedestrian realm 18-hours a day
- The City is a hub for regional emergency management

# Provide workforce opportunities

## Strategic Plan Goals

- Identify and implement local training for citizens by July 1, 2018. [Trades, green jobs, Lincoln Institute, Mobile Joes, PGCC, hospitality, IT, analysts, etc.]
- Establish and promote entrepreneurship education, including business competency and financial literacy by June 30, 2019
- Create a directory of employers and identify job creation opportunities that link with economic development and City initiatives (e.g., renovation of houses, seasonal and summer jobs, partnerships with developers and contractors) by June 30, 2019

## The City Today

- The City of Seat Pleasant supports strong home environments with strong positive influences
- The City of Seat Pleasant is a very interconnected community
- Some blocks support localized day care centers
- The City is home to an elementary school within our boundaries and a high school just outside the City limits
- Only 50% of residents say the City of Seat Pleasant is “a good place for kids”
- The Seat Pleasant Activity Center is home to many after-school and youth programs
- The City has hosted a forum for improving the quality of education in the community
- The City has committed to supporting a range of skills-training, home renovation, entrepreneurship, and other workforce activities
- The City hosts regional youth camps, job fairs, and other activities
- The City supports programs and incentives to support black business ownership within the community

## The City Tomorrow

- Citywide free WiFi supports at-home learning capabilities
- The City of Seat Pleasant supports strategic partnerships with leading workforce development organizations around the country
- Digital technology allows the formation of shared study groups for teens and block-level volunteering activities
- The City digitally supports workforce training programs, entrepreneurship education programs, and a job resources directory
- The City supports home renovation, seasonal and summer job programs, skills training, volunteer programs, and work exposure programs for youth
- Block-level programming and educational enrichment opportunities are coordinated digitally
- The City is establishing nonprofit incubator space and maker spaces, and developing Innovation Village
- The City is developing enhanced programming to support entrepreneurs

## Seat Pleasant - Long-Term

- The City is home to more black-owned businesses per capita than any other community in Maryland
- Live-work opportunities create the conditions for “innovation from your bedroom”
- The City is home to a regionally recognized community of black entrepreneurs
- The City supports classes taught by area universities locally, as well as other digital programming
- Safer, more walkable streets support the ability for young people to walk to school
- The City is home to workforce training centers that include laptop access, free WiFi, and other resources, as well as entrepreneurship centers such as WeWork
- The City is home to an Innovation Village featuring abundant live-work maker spaces
- The City supports high-quality retail and commercial assets that employ City residents
- The City includes spaces for regionally-focused youth camps, job fairs, activities, and college fairs, as well as remote classrooms

# Expand health awareness and cultural and leisure activities

## Strategic Plan Goals

- Promote and educate community and staff on alternative eating and physical activity through Ward meetings and community events by September 30, 2017
- Promote more leisure activities by increasing the Walk to Fitness to three times per year by June 30, 2019
- Plan and host cultural events by September 2018

## The City Today

- Many homes are large enough to support large families and recreational spaces, including backyards
- The City of Seat Pleasant supports some block-level playgrounds
- The City has committed to supporting and growing programs like "Walk to Fitness"
- The City supports community events like Seat Pleasant day
- The City is home to a Planet Fitness and a CVS pharmacy and store
- The City is home to large centralized parks and open spaces, including sports fields and basketball courts
- The Seat Pleasant Activity Center supports a range of amenities for people of all ages

## The City Tomorrow

- Citywide free WiFi supports online access to medical resources
- The City connects to regional hiking and bicycle infrastructure including the Central Avenue connector
- The City has committed to growing walkability for all residents
- The City is home to large parks and open spaces, distributed throughout the community
- The City has expanded bike lanes on major streets
- The City is leveraging CGS technologies to monitor community health
- The City has expanded programming for youth and seniors
- The City hosts a farmer's and makers' market as an interim use in parking lots
- The City provides enhanced services to the elderly, and more after school programs
- The City is promoting public art as a tool to improve the aesthetic of strip mall development and the public realm along key arterials

## Seat Pleasant - Long-Term

- A mix of housing types is supplemented by block-level recreational assets, including pocket parks and connections to nature
- Apartment complexes are redeveloped to include more recreational space
- Vacant lots can be used for urban farming
- Streets are better connected to the Cabin Branch trail
- The City is a regional leader in resident health performance
- The City is home to spaces for regional recreational and cultural events
- The City supports a range of "green" buildings and housing, as well as container- and micro-unit housing
- Retail, gallery, and maker spaces are designed so as to create public frontages for major installations
- Improved sidewalk and public realm materials and street trees are improving walkability citywide, connecting residents to central assets
- The City includes additional clinic facilities, including counseling resources
- Retail across the City is high-quality and healthy, providing access to a range of restaurant types, amenity spaces, and well-lit public spaces







