



## Medical Innovation Campus Public Work Session Analysis, Summary, and Findings



Prepared for:  
The Maryland-National Park and Planning Commission  
Prince George's County Planning Department

March 14, 2025



## Medical Innovation Campus Public Work Session

### Analysis, Summary, and Findings

#### Process

The Medical Innovation Campus Public Work Session took place on November 20, 2024, at the Southern Area Aquatics and Recreation Complex in Brandywine, MD. Based on Councilmanic District 9 Office, the estimated attendance of the entire meeting is 350. The public work session comprised two events. The first focused on Prince George's County Council District 9 and planning Subregions 5 and 6, and the second focused on the area surrounding the Southern Maryland Medical Center and a Medical Innovation Campus opportunity.

#### Subregions 5 and 6 in District 9

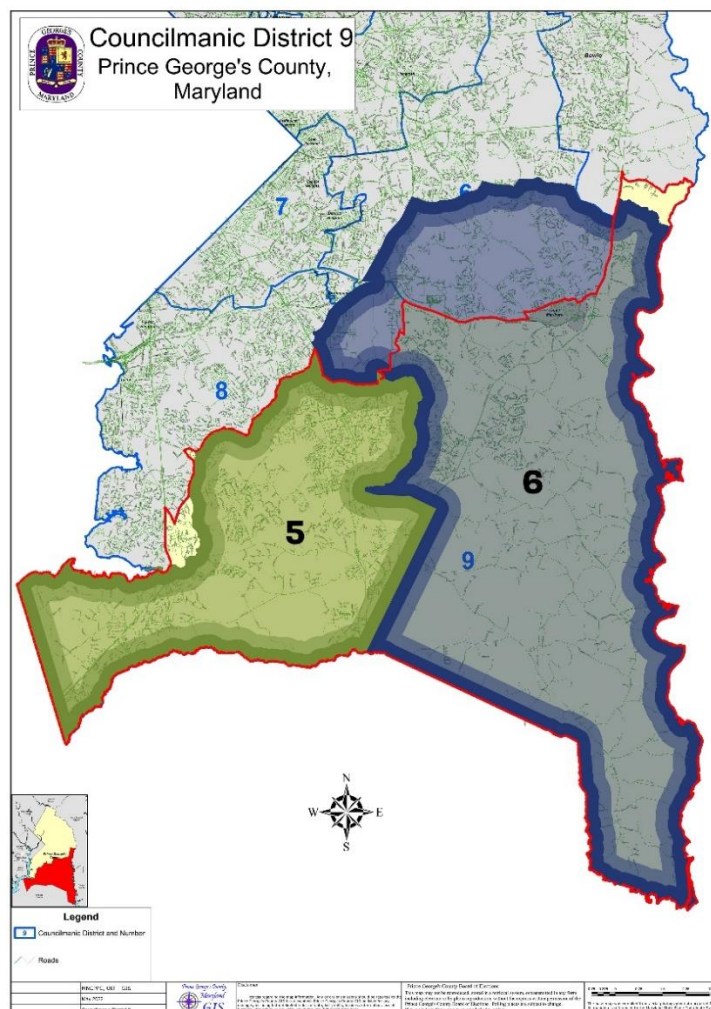


Figure 1 – Map of Council District 9 and Planning Subregions 5 and 6

Subregion 5 covers approximately 74 square miles in south and southwest Prince George's County, representing approximately 15 percent of the County's total land area. Communities in Subregion 5 include Accokeek, Brandywine, and Clinton/Tippett.

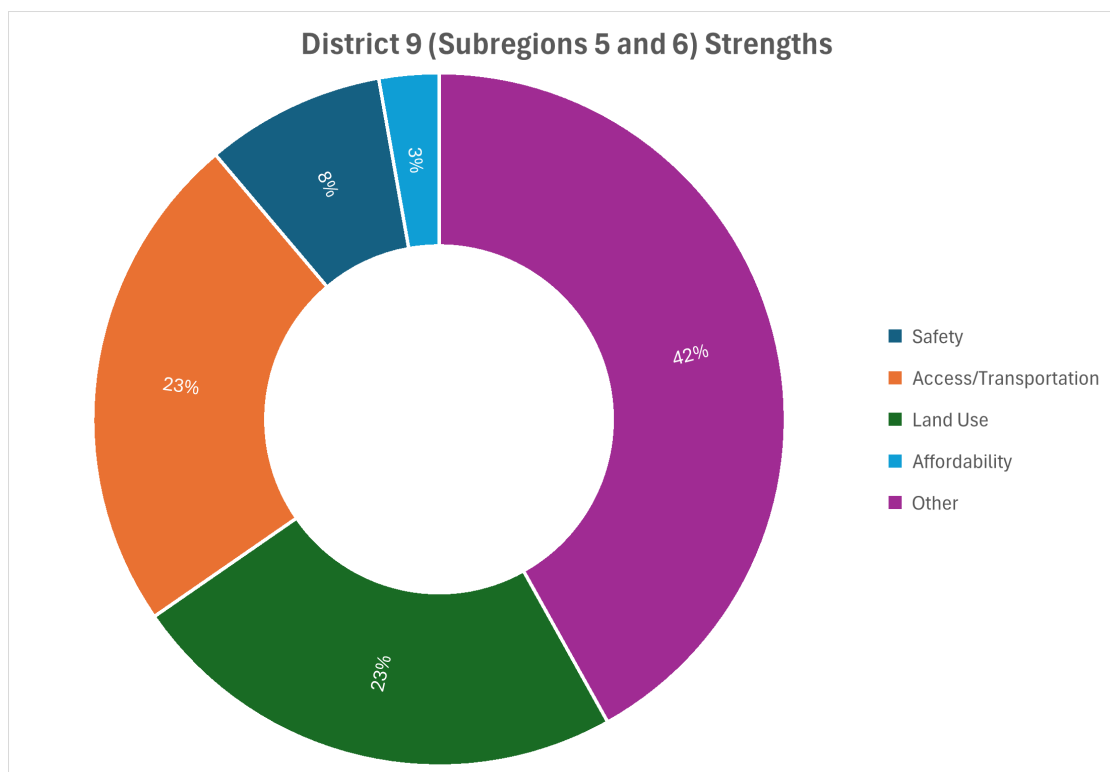
Subregion 6 is in the southeast portion of Prince George's County and is approximately 151 square miles, or 31 percent, of the land area of the county. Communities in Subregion 6 include Upper Marlboro, Eagle Harbor, Aquasco, Baden, Brock Hall, Croom, Marlboro Meadows, Marlton, Melwood, Perrywood, Rosaryville, and Villages of Marlborough.

### *Strengths*

The strengths listed in the chart and table below are based on written responses submitted by attendees during the community meeting and were grouped into four main categories: Safety; Access/Transportation; Land Use; and Affordability.

Respondents viewed Access/Transportation and Land Use (both at 23% of responses) as the two strengths of the combined subregions. Most respondents enjoy the rural nature of the area as well as the access to Washington, DC, and other places in the Washington metropolitan area.

However, 42% of respondents saw other, wide-ranging strengths, especially the subregions' diversity, as well as proximity to schools and community centers.



*Figure 2 - Strengths: Distribution of Comments*

Safety	Access/Transportation	Land Use	Affordability	Other
Relative safety	Access to DC, Northern VA, Annapolis	Well planned subdivisions	More bang for buck - housing	Community engagement outreach
Relative safety for minorities from police brutality	Close to DC	Community centers and parks	Availability of new homes at reasonable prices	No overcrowding
Fire department	Proximity to city	Open space, farmland	More space for the \$\$	Unspoiled landscapes and historic resources to save and improve on
Police department	Location to DC and Baltimore and NoVA	Space/land	When I built my home, I got impressively more for my dollar i.e., square feet	MedStar Hospital Center

Fire dept in neighborhood	Proximity to the city	Open space	Reasonable priced new housing	Stores employ local workers
Police engagement - great in my community	Location to Beltway	Agriculture		Medical facility - nearby
Emergency services	Location - Beltway/close enough to city	Open space		Neighbors - great
Fire house	Proximity to Washington, DC	Land mass		Recreational facilities - same
Great police dept	Proximity to DMV area with access to highways	Parks		Stores employ our young worker
Fire department	No toll roads	Land and acreage		The MedStar Hospital's quality care
The fire department is very good	Quiet, trails	Open space		The County Parks (Louise Cosca, etc.)
The police department is responsive	Highway access to deeper parts	Agriculture		National Harbor
Law enforcement	Proximity to the city and metro access	Development along Rt 4/Westphalia		Good diversity
Safety. Lower crime rates than other areas	Proximity to city yet comfortably/reasonably quiet	The rural areas and parks		Acreage for our home, (no HOA)
Safety	Closeness to metro area	Parks/SAARC		Neighborhood school
	Location to VA/DC	Community centers and parks		Medical
	Location to area facilities	Still has rural character		Act for senior
	Convenience to shopping, health care, affordable housing	Natural resource (land, river, hunting, Rosaryville Park)		Supermarkets are close
	Convenient to medical facilities	Rural atmosphere		Higher income, ostensibly, tax base

	Convenient to supermarkets, dept stores	Vibrant agricultural industry		Historical Value
	Access to high value markets for ag products	Public land owned by M-NCPPC for recreation		Human diversity and unity
	Direct to consumer access for fresh, healthy local foods	Opportunity for small farm development and connection to open space		Quiet in Brandywine
	Close to large markets, (DC, NoVA, Baltimore)	Parks		Programs and facilities for seniors
	Close to major highways	The parks are good		Borders Potomac and Patuxent rivers
	Easy access to Beltway	Still rural in many areas and need to be mindful to keep it		A large population
	Access to banking	For Brandywine, specifically, parks and recs		Many jobs
	Location	Still rural not overgrown		Financial institutions
	Access to DC - Metro	Accessible parks		Space for improvement
	Relative distance to other locations/cities	Availability of rural land		Financial institutions
	Table 1 Proximity to Costco, WF bank, gas Costco, CVS, MedStar, SAARC, elderly/senior citizens events, activities education/elder abuse, resources parks and recreation/outdoors, rivers, shores, fishing	Great for agriculture		Beauty
	Access to MedStar	Natural places		Quiet

	Travel accessibility to 301 and shopping along Crane Hwy, etc.	Nature areas		Community centers
	Accessibility/centrally-located to other areas	Beautiful parks		Financial facilities in area schools but overcrowded historical area
	Commute-ability	Suburb community/quiet residential community (at times)		Andrews Air Force Base
	Less traffic	Forests, trails, greenery		SAARC
	Less traffic (for now)	Rural		New communities and 50+ community
	Commutability to DC area	Its rural character - meaning open green space		Growing, building, caring
	Geographic location/close to capital	Environment of creeks, rivers and woods		We have space while other parts of county are running out
	Proximity to DC/NoVA and rural areas	Farms		Land mass
	Population -> Access to market	Green spaces		Development potential
	Uniquely positioned w/location between DC/Baltimore/Richmond VA	Land growth/availability		Farmers
	Excellent transportation routes to move products I-95/295/301/Rt 1/Rt 50	Rural areas for outdoor activities		Age of population
				SAARC stands out public health
				Flat land for biking in my community (TB)
				Schools nearby
				Nature aspect - potential science/climate/agriculture opportunities (contracts/research

				grants); community farming
				Nice homes
				PG County is rich in culture
				Provides a multitude of shopping
				Beautiful communities
				Diversity
				Nature trails
				MGM
				National Harbor
				Diversity
				Brandywine median household income \$150K
				Engaged community members
				Community centers/Activities
				Community oriented
				Historic interest and buildings
				Fresh(er) air and cooler in summer
				NONE
				Economic opportunities
				Great neighbor involvement
				Well maintained homes
				Skilled/educated community
				Diversity
				20 cities in PG
				500 square
				How is it zone
				Upper income
				New and beginning farmers



				Great ideas from urban ag producers
				Active ag land preservation program
				Growing ad venues

Figure 3 - Strengths: Categorization of Comments

### *Weaknesses*

The weaknesses listed in the chart and table below are based on written responses submitted by attendees during the community meeting and were grouped into four main categories: Lack of Transit Access; Lack of Retail/Entertainment; Overdevelopment; and Infrastructure.

While respondents were generally positive about living in the subregions, it is noted that respondents (27% of responses) cite a lack of retail/entertainment options. Most responses point to a lack of healthy food options and that the area either lacks entertainment options or there are questions about the quality of the entertainment options that are present. There were a number of responses about the lack of grocery stores and the area being a food desert.

Although respondents enjoy access to Washington, DC, and other locales, 23% of responses point to infrastructure as a weakness. There were many citations of traffic as a problem, as well as poorly maintained roads.

Other (38%) of responses were wide-ranging, but it is interesting to point out that, where some respondents saw either schools or proximity to schools as strengths, other respondents saw schools or a lack of schools as weaknesses. Weaknesses also stated included a lack of law enforcement or not enough police patrolling the area to cut down on crime.

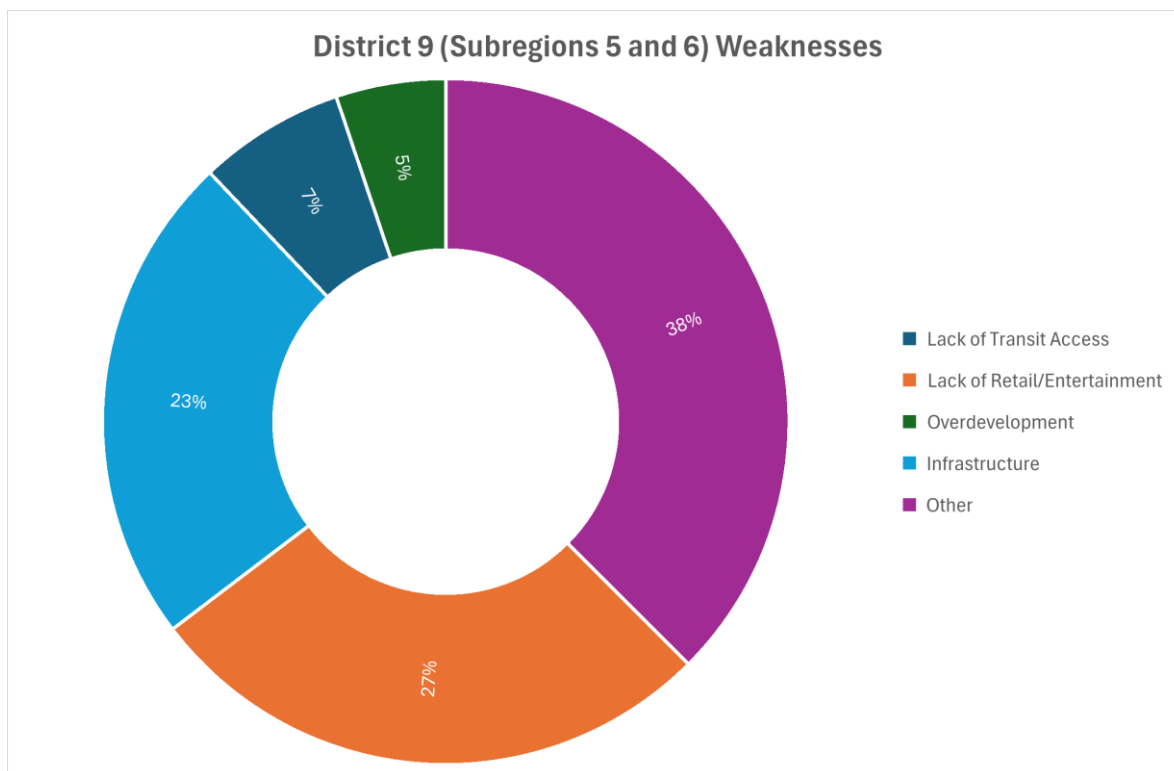


Figure 4 - Weaknesses: Distribution of Comments

<b>Lack of Transit Access</b>	<b>Lack of Retail/Entertainment</b>	<b>Overdevelopment</b>	<b>Infrastructure</b>	<b>Other</b>
Insufficient public transit	Lack of healthy food options	Too much housing development	Lack of green corridors/ parks and other spaces	High housing and land costs
Misuse of kiss & ride	Lack of third spaces	Building too many houses	Design well-lit streets, crosswalks and sidewalks to ensure pedestrian safety	Air quality
Public transportation	Retail options	Overdevelopment	Traffic	Toxic Industries
Transit	Fine Dining	Not so many condos	More bike, walker paths	Lack of schools
Transportation	Lack of healthy food options	Overdevelopment	Traffic	Lack of medical options
Traffic is terrible	Lack of entertainment	Development is out of control	Traffic	Lack of beautification
Walkable areas	Quality of entertainment	Single family homes	Transportation	Lack of schools
Walkable neighborhoods	Lack of healthy food options	Too much land that is zoned low density residential	Traffic/narrow roads	Affordable housing
Public transportation	Restaurants	Impending additional housing	Roads in poor repair	Hospital care
Public transportation	Healthy food stores	Becoming overgrown with development	Infrastructure	Rec facilities far apart
Public transportation	Hotels	Too many constructions around 20613	Improve trash clean up around RT5 and Woodyard Rad	Crime
Reliable transit options	Restaurants	Too much development	Infrastructure - water, sewer lines, poor state of roads	Youth activities
Transportation	grocery stores		Traffic	Crime
Lack of public transportation	Retail options		Infrastructure	Lack of youth

Better access to public transpiration	Restaurants		Better roads	Air quality
Little mass transit outside beltway	Healthy dining		Road undeveloped	Food insecurity
	Not enough good shopping options		Infrastructure	Air quality
	Organic food markets		Slow repairs with any construction on roads	What is the plan for school growth with increase in population
	high end department stores		Transportation	More police
	Fast food #23 in Country		Traffic on 301	Police response time
	Restaurants		Roads	Tax
	Entertainment like live music venues		Traffic is too heavy in the area	Police dept's far
	High end restaurants		Roads - taxes vs what we get	Aircraft noise
	Plant based food/restaurants		Too many people w/out proper road infrastructure	High tax
	Grocery stores		Roads widening in bad shape	more affordable housing
	Quality of entertainment		Better streets	lack of medical facility (urgent)
	Retail spaces		Need roads/highways to accommodate new communities	Parking at multi-family spots
	Healthy food options		Roadway improvements	Public schools
	Quality of entertainment options		Not enough lighting on the roads	Lack of political will
	Too many fast food restaurants		Infrastructure	Schools



	Lack of hotels, restaurants + grocery stores		Route 5 traffic jam	safety
	Lack of safe shopping		Traffic	Clean parks/routes/bike/run
	Food deserts		Road infrastructure	Lack of schools
	Fast food saturation		Street lights	Lack of youth activities
	Food deserts		Traffic challenges on Routes 301 and 5	Lack of youth activities
	Low quality shopping		Speed bumps in neighborhoods	Lack of doctors
	No decent restaurants/fast food only		Traffic calming	Police (non patrol/Rt 5 speeding)
	No real shopping for goods and food		Poor roads	Crime/drugs/violence
	No real commercial recruitment		Traffic	Cheap housing
	Retail options		Traffic	Lack of quality medical
	Food deserts		Traffic	Poor schools
	Farm to table distribution		Lack of lighting	Too much crime
	Fast food abound - need vegetarian eater, etc.		Roads need to be improved	Too much garbage/litter
	No fresh vegetable markets		Too much traffic	Medical lack facilities
	Lack of diverse food + shopping options		Lack of walkability - trails	Overcrowded schools
	Fine dining		Trash on roads	Overcrowded schools
	Distance of nice shopping centers		Bad roads	Crime
	More hotels		No speed limit or red light cameras	Limited police
	Retail establishments		Walkability	Recreation for kids

	Better quality food stores		Traffic	No public landscaping program plans
	Quality restaurants, entertainment		Road upkeep	School building
	No retail		Infrastructure	Parks
	No grocery stores		Traffic congestion	More medical facilities
	Food deserts		Too much development before infrastructure	Parks
	Quality and diverse retail			High taxes
	No fine dining			Healthcare
	Too many convenience stores			Air quality
	Food deserts			Lack of strategic planning
	No upscale grocery stores			Political will
	Healthy food choices			Property taxes
	More malls			301 noises, dust, environment affect quality of life
	Small retail			Poor recycling program
	Not enough good restaurants			Taxes
				Better/innovative modern hospital facilities
				Public safety
				affordable housing
				Clean energy
				Litter
				Lack of vision from leadership
				Litter
				Tree overgrowth
				Removing trees
				Lack of natural areas

				Trees need trimming
				Crime
				Too many power plants
				Superfund site
				Brandywine should incorporate
				Lack of ambulance services and police
				Grass cutting
				Crime
				Affordable land/housing access
				Commercial kitchens
				Trash
				Lack of enforcement of laws on repeat offenders
				Disconnect with government agencies
				Taxes

Figure 5 - Weaknesses: Categorization of Comments

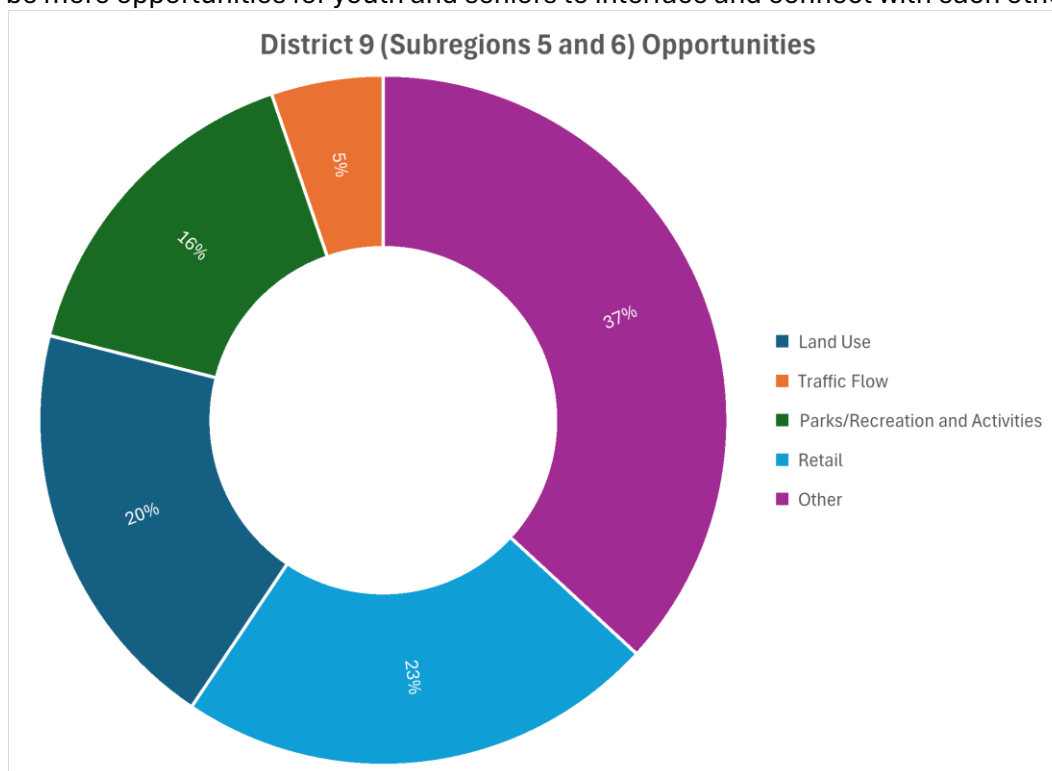
### *Opportunities*

The opportunities listed in the chart and table below are based on written responses submitted by attendees during the community meeting and were grouped into four main categories: Land Use; Traffic Flow; Parks/Recreation and Activities; and Retail.

Whereas some respondents saw a lack of retail as a weakness, other respondents saw an opportunity in retail (23% of respondents). Many of the responses reflect a desire to see not just more retail, but better, updated, and higher quality retail options, including farmers markets and opportunities for families to enjoy entertainment together.

Also, where land use was seen as a strength, it is also seen as an opportunity. 20% of responses discussed land use opportunities including moving more towards agricultural tourism and providing more access to land for more farms. However, there is also a noticeable group of responses that advocate for mixed-use options.

Of the Other responses (37%), there seems to be a desire to have more jobs and activities for youth, as well as there to be more opportunities for youth and seniors to interface and connect with each other.



*Figure 6 - Opportunities: Distribution of Comments*



<b>Land Use</b>	<b>Traffic Flow</b>	<b>Parks/Recreation and Activities</b>	<b>Retail</b>	<b>Other</b>
Land access for farmers	Multimodal transportation	Connect trails and bike paths	Better retail	Resources for locally grown and sourced food
Agricultural Tourism	Better traffic flow	More trails and bike ability, walkability	Farmers markets	Connect farmers with local community neighborhoods
Set limits on urban sprawl	Better traffic flow	Outdoor parks	Family opportunities for entertainment	Better education
Agricultural Tourism	More public transportation/train	Updated parks and rec	Updated retail	Public art
Space for farming	Rapid transportation system	More fitness centers	Family entertainment	Historic Preservation
Shared housing	Traffic flow	Updated parks + rec	Farm to table restaurants	history and museums
Auxiliary housing	Improving roadways and traffic	Recreational Activities	Healthy food options	Job opportunities
Stop building houses		Parks for walking, biking	Fine dining	Senior housing
Mixed use		Greenery	Luxury hotel	Seniors and youth working together
Slow down residential development until infrastructure in place to support		Parks and rec	More retail space for more jobs	Seniors and youth working together
Develop 301 for commercial/industrial development		Sustainable life styles	Improved food quality options	More medical
Land to expand available		More parks, trees, conservation of trees, forests, rivers, waterways	Attract a Mom's, Sprouts or other organic foods	Brewery opportunities for farmers
Land for expanding		Stop clearing woods, trees to build mass housing	Retail spaces/malls	Creation of real life situations and opportunities for the youth
Small scale housing		Walking trails	Fresh food-access	Family entertainment

Mixed use		Preserve trees	High quality dining	Family activities
Opportunity for various types of housing		More opportunities for teens + young adults for safe recreation	Organic grocery store	Senior + youth connection programs
Keep farm land		More adult classes	Increase commercial tax base	Need more youth activity
Better planning decisions that reflect what residents want, not the developers		SAARC needs more classes	More retail	Better communication with law enforcement
Rezoning that make sense		More classes	Better eateries	Better hospitals
Less housing		Network of trails between parks along river & Cedarville	Better retail	Number of additional doctor and medical facilities
Space that other areas do not have to grow		Sporting facilities	Costco	Ag center
Exponential growth			Banks	Better schools
Agricultural Tourism			Better places on the high end to eat and have fun time with family/friends	Safer neighborhoods
Urban/rural farming development areas			Trader joes	Heritage tourism
Suburban			Home builders develop master plan with commercial businesses	Code enforcement
Agricultural Tourism			More attractions & activates people want to visit	More affordable senior housing
			Entertainment districts	Transit

			More farmer markets	Trees that don't drop leaves
			Farmers markets	Better schools
			Farm to table restaurants	Rapid transit system
				Model for innovation
				Communal developments
				Affordable homeownership
				Employment
				Incentives for farms
				Loans for farming
				Work with environmental research organization to bring in \$ for the use of land
				Plot rentals for gardening
				Create health reports that provide info on county's performance
				More sidewalks
				No paid parking at national harbor
				Hire/train more police officers
				Green businesses
				Better roads
				Crime and safety
				medical facilities
				Energy use

Figure 7 - Opportunities: Categorization of Comments

### Threats

The threats listed in the chart and table below are based on written responses submitted by attendees during the community meeting and were grouped into four main categories: Traffic, Crime, Overdevelopment, and Taxes.

On the topic of overdevelopment (16% of responses), the main concern is the possibility of too much development, and therefore too many people coming to the area, without more consideration given to stresses on infrastructure and public facilities, including roads and schools. Also, there is concern about new development built on green space/greenfields. Crime (13% of responses) was considered a threat; however, the responses about crime did not concentrate on specific issues concerning crime.

The Other category for Threats (58% of respondents) was the widest ranging category across the entire SWOT analysis for Subregions 5 and 6. Despite this wide range of other threats, the most plentiful “other” threat was a concern over infrastructure development. Respondents report that there is either a lack of infrastructure like roads and for water systems that are suitable for newer and planned development, or there is inattention to infrastructure altogether.

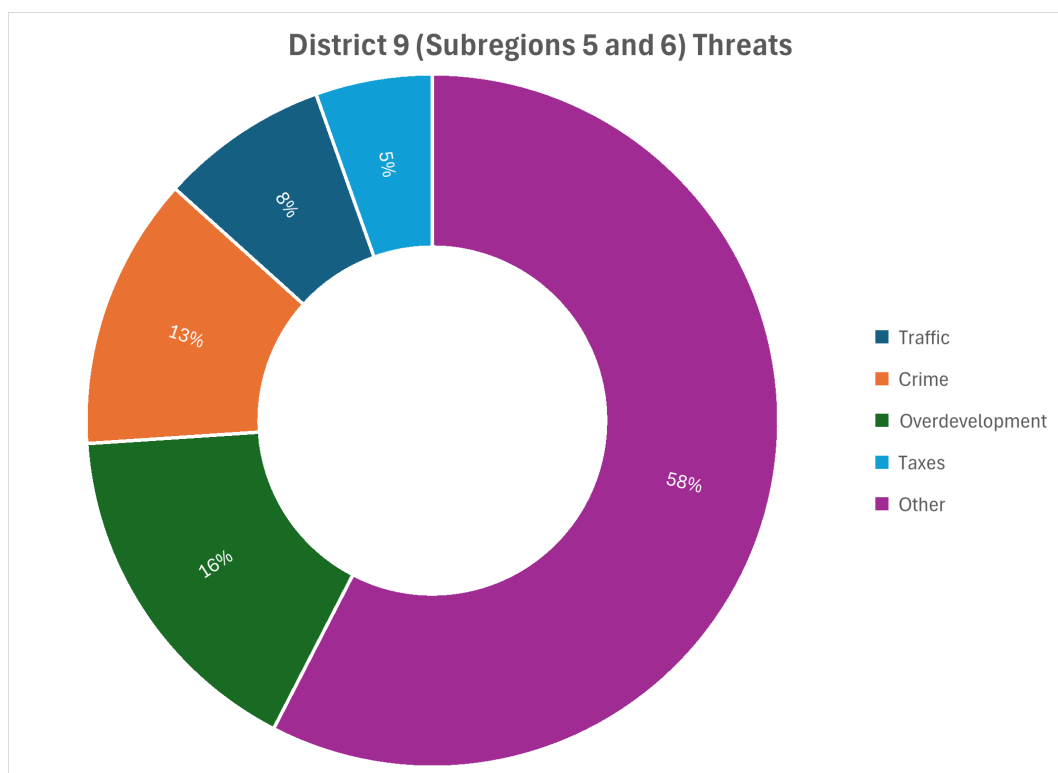


Figure 8 - Threats: Distribution of Comments



<b>Traffic</b>	<b>Crime</b>	<b>Overdevelopment</b>	<b>Taxes</b>	<b>Other</b>
Noise pollution	Crime	Influx of residents to concentrated area	Missing tax base	M-NCPPC approval of threatening development i.e., fast food establishment
Reliance on cars	Crime	Overdevelopment in green spaces	Taxes	Retail in other counties
Traffic	Crime/safety	Overdevelopment	Higher taxes	Entertainment in other counties
Traffic	Crime (high) would negatively	Overdevelopment	Increased residential tax base	PFAs - contamination of farmland from biosolids and more
Poor consideration of traffic patterns related to construction	Crime	Development negative impact on soil and water, woodlands	Inability to increase commercial tax base	Data centers
The roads are not keeping up with growth	Crime	Too many houses without improving infrastructure	Taxes	Landfills
Traffic and speed on 210	Juvenile crime and law enforcement courts	Overcrowding schools due to new home construction	Increasing property taxes for seniors can lead to displacement for our most vulnerable population	Rubble fills
Heavy traffic/jams, trucks, narrow one way Hwy Rt 5 Jams, 301 noises, pollution	Low income housing leading to crime, etc.	Growth has negative impact on road network	Increased taxes to support county initiatives	Fossil fueled power plants
Overly crowded hwys, streets, roads	Gangs/drugs	Traffic due to increase in new home construction	High taxing	Toxic industries
Traffic (210)	Crime	Overcrowding		DRMO superfund
Traffic congestion to medical facilities,	Judges that are too relaxed on crime	Overdevelopment		Surrounding communities with better living

restaurants, and shopping				
Traffic	Crime	Overdevelopment		Too few medical facilities (urgent care)
More traffic	Limited police	Overdevelopment		Low income housing
	Crime	More housing		Inattention to infrastructure (roads, water)
	Crime	Overdevelopment		Lacking adequate infrastructure before planning new development (roads/water)
	Crime	Destruction of green space for money		Juveniles - out of control
	Crime	PGC is jamming 20613 with thousands of mass housing on Mattawoman Drive		County Council making text amendments to existing zoning regulations
	Crime/drugs	Overpopulation, degradation of environment. Stop Stop		Development that does not serve the community
	"Trafficking"	Overpopulation/development		County budget impacted with state budget deficit forecast
	Crime	Continuing to build new housing communities w/o considering impacts to schools and other resources		Piscataway wastewater treatment plant
	Low policing	Oversaturation of homes and neighborhoods		"Townhouses"
		Too many townhomes - population increase, roads can't accommodate the traffic		Lack of enforcement
		Too much development		Parking problems

		Too much development could impact health and safety, qualities of life		Climate change
		Residential communities constantly building without any infrastructure		Unchecked immigration
		Inappropriate development not in touch with our strengths		Lack of services
		Overdevelopment		Quality of land, can it be developed? (Accokeek)
				Education on agriculture and culinary skills (lack thereof) that inhibits the ability to make calculated choices on diet and health needs
				Infrastructure not keeping up with
				Activities of outsiders i.e., Charles County and DC
				Fire chief
				Illegal immigrants
				Loss of farms
				Loss of volunteers
				Subways
				Mass transit
				Vape shops
				Cannabis store
				Liquor stores should be required to be none

				Wine and spirits
				HOAs good and bad
				Very expensive
				Pollution from Andrews?
				Power plants
				Cannabis dispensary
				Poor development
				Pollution - airplanes in DCA, PFAs/PFOs (???)
				New development (???) wells (???) older wells
				Inflexibility
				Allowing the people who only want a rural character and farm land to dominate the conversation
				Civic Association Meeting, 3rd Wednesday, 7:00, Brandywine Elementary
				Safety
				Building without concern of roadway safety
				Thoughtless building
				Pricing of newly built housing
				Change in political landscape that affects residents in this area
				Bond rating
				Pricing people out

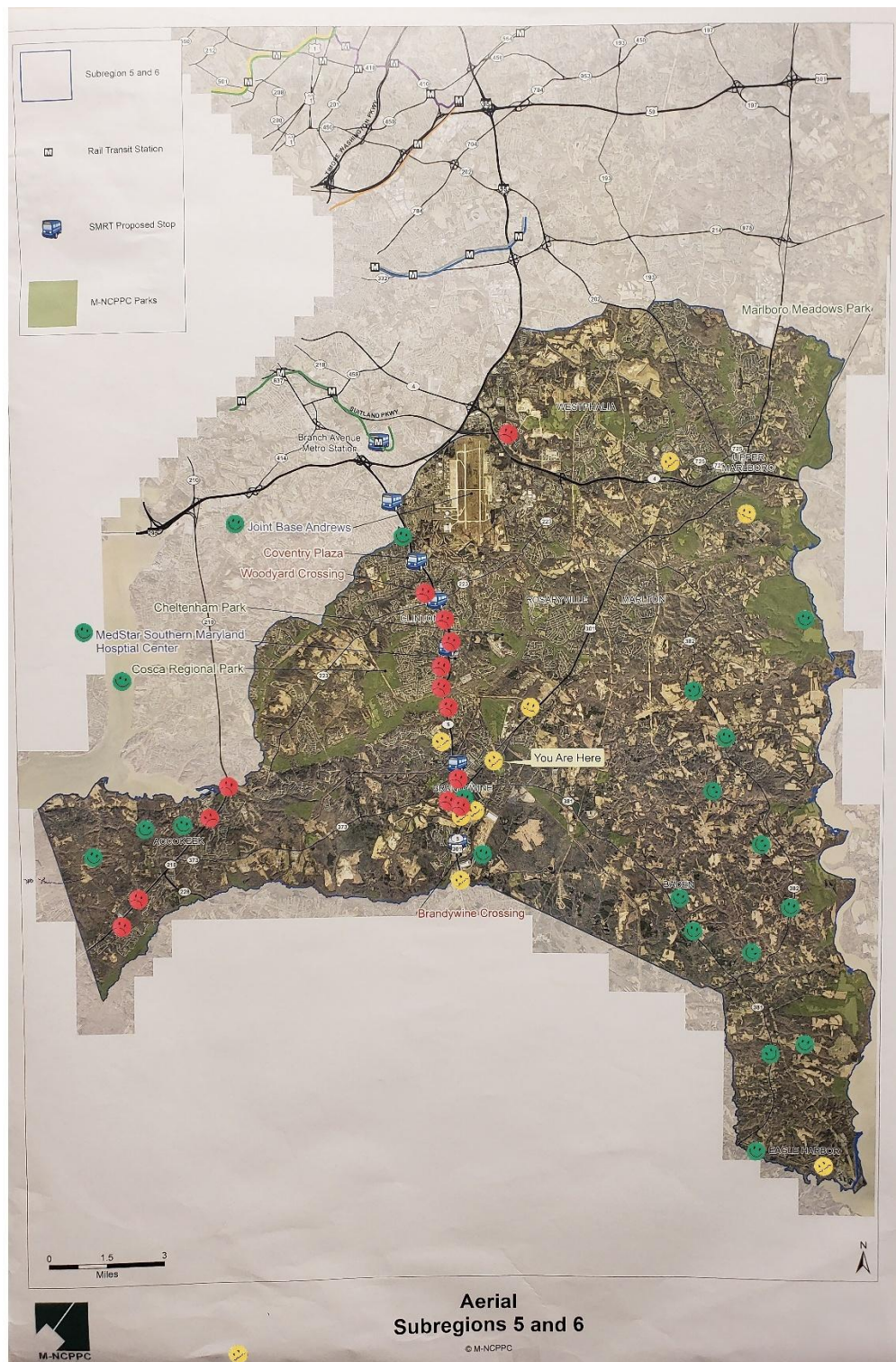


				Juveniles racing motorcycle up and down disturb quietude, peaceful life at Brandywine Heights Rd, elderly, 60 years residents/complaints
				Air pollution
				Water supply
				Being able to acquire medical appointments
				(No readily available doctors to transfer to!) - Keep doctors in Montgomery County
				HOAs with predatory practices
				Speeding/racing
				Lack of community involvement for restaurant suggestions
				Better control/designation for weed smokers are needed
				Any data centers need to bring clean energy
				Need schools, public safety before more development
				Lack of infrastructure -

				schools, police, roads
				Speeding
				Manufacturing plants/construction plants/areas
				Poor health of residents
				Pollution
				Everything that doesn't correct the weaknesses
				All county roads
				Bosses
				Poor lighting
				Affordability
				Education
				Access to healthy dining
				Life expectancy much lower than other countries
				Way too much fast food!
				Strain on infrastructure
				Lack of education of DEPT
				Increased property values making land and housing unaffordable
				"What about mix use"
				Infrastructure development
				Air quality
				Too many fast food restaurants
				The complexity and cost of obtaining permits

				Farmland in the developing tier: how do we preserve that land and developers can offer so much more than any other option
				Too much red tape (???) acres of privately owned land
				Ag preservation program needs to revamped to accept more parcels - increase the \$/acre, decrease the parcel size
				Lack of agricultural product processing opportunities

*Figure 9 - Threats: Categorization of Comments*



*Figure 10 - Composite Map of District 9 / Subregions 5 and 6 SWOT Mapping Exercise*

## Medical Innovation Campus Study Area

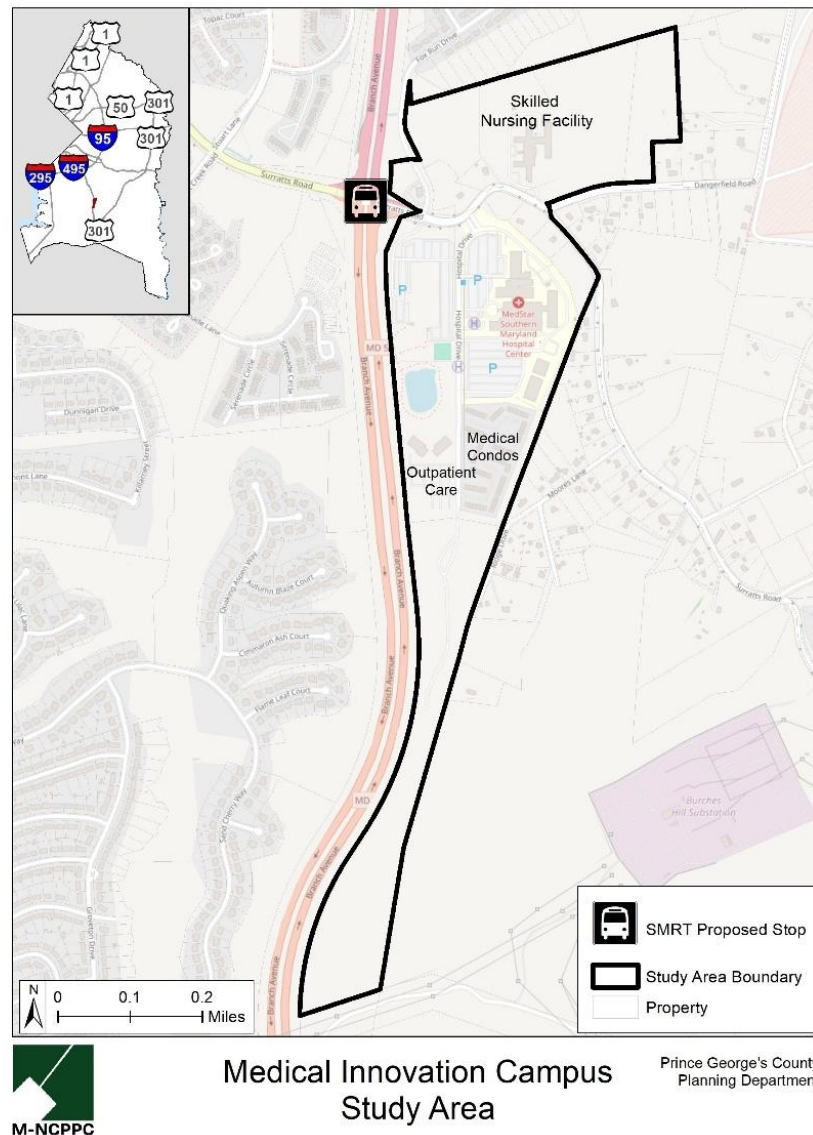


Figure 11 – Medical Innovation Campus Study Area

### Presentation

Erik Aulestia, Principal with Torti Gallas and Partners, gave a presentation introducing the attendees to the roles that Hospitals can play as anchor institutions, economic drivers, and development catalysts, as well as the concept of Innovation Districts. Examples of potential amenities, placemaking opportunities, and infill housing typologies were described with precedent images.



### *Strengths, Weaknesses, Opportunities, and Threats (SWOT)*

The second element of the community meeting was a facilitated Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment for the MedStar Southern Maryland Hospital site and the surrounding area. This included a discussion about a Medical Innovation Campus opportunity. M-NCPPC and consultant team facilitators walked through the tables, answering questions, explaining the process, and offering guidance. Each table was also asked to write their consensus answer for each of the categories on a sticky note and post it to boards at the front of the room. In addition to the written exercise, attendees were also asked to mark Strengths, Weaknesses, Opportunities, Threats on an aerial map with colored dots.

Following the meeting, the submitted feedback sheets were scanned and transcribed along with the sticky note pads and maps. Responses were analyzed and sorted into affinity categories to determine overarching themes and patterns.

### **Summary and Conclusions**

**Strengths:** The site has two main strengths: its location and land development potential. The location is seen as particularly strong because of proximity to the existing MedStar hospital and easy access to the surrounding area. Despite some traffic-related concerns, its location next to Branch Ave/Route 5 and a future SMRT station contributed to the strength of the location. Half of the respondents highlighted the convenient location near the MedStar hospital as a major advantage. Just slightly fewer people emphasized the availability of land suitable for future development. Particular strengths cited are: available vacant land, the potential for expansion, and surrounding natural resources that can support growth.

**Weaknesses:** The primary weaknesses found include existing traffic and infrastructure issues and existing limited hospital and medical services. Most comments focused on traffic congestion, inadequate pedestrian and bicycle infrastructure, and limited access points. Concerns were also raised about the need for hospital renovations, limited medical services, long waiting times, and a shortage of skilled medical staff.

**Opportunities:** Enthusiastic responses pointed to opportunities for more amenities and placemaking, such as new dining options, green spaces, and diverse uses onsite. Healthcare service improvements and working with local food systems were also seen as potential opportunities. Economic development and job creation, along with transportation improvements and expanded housing options, were highlighted as significant possibilities.

**Threats:** The main threats revolve around traffic and infrastructure pressures from new development, potentially leading to overdevelopment, and negatively affecting quality of life. Concerns about gentrification, unaffordable housing, and various other issues like crime and financing were also noted as potential threats.

## Key Takeaways

Based on the responses provided by attendees, several conclusions can be drawn:

**Strategic Location and Potential for Growth:** The site is strategically located near a major hospital, which is perceived as a significant advantage for development. The availability of land presents opportunities for expansion and growth, making it an asset for future projects.

**Need for Infrastructure Improvement:** There are significant challenges related to traffic congestion and inadequate infrastructure, including for pedestrians and cyclists. Addressing these issues could enhance accessibility and efficiency, making the site more attractive for development and solving existing traffic issues.

**Healthcare and Economic Development Opportunities:** There is a strong potential for enhancing healthcare facilities and services, which could include renovations, expanding medical staff, and expanding medical services. Additionally, there are opportunities for economic growth through job creation, new amenities, and placemaking initiatives, which could improve the overall appeal of the site.

**Risk of Overdevelopment and Gentrification:** The potential for overdevelopment poses a threat, as it could negatively impact the quality of life by increasing traffic and infrastructure strain. Furthermore, gentrification could lead to unaffordable housing and disrupt community dynamics, which must be carefully managed.

**Balanced Approach Needed:** To maximize benefits while mitigating risks, a balanced approach that addresses infrastructure needs, promotes sustainable development, and considers community concerns is essential for leveraging the strengths and opportunities of the site effectively.

Details on the individual SWOT categories and an illustration of how responses have been categorized are found below.



## Strengths, Weakness, Opportunities, and Threats Analysis

### Strengths

The strengths listed in the chart and table below are based on written responses submitted by attendees during the community meeting and grouped into two main categories: Location and Access; and Land and Development Potential. Among respondents, there was clear agreement (50% of responses) that the location was a strength of the site. Multiple attendees described the site as convenient, a great location, and noted that proximity to the existing MedStar hospital offered advantages for the site. The second major category (representing 45% of responses) commented on the suitability and availability of land for future development. Multiple commenters called out vacant land available, space for expansion, and existing natural resources to support future residents, workers, and visitors to the site.

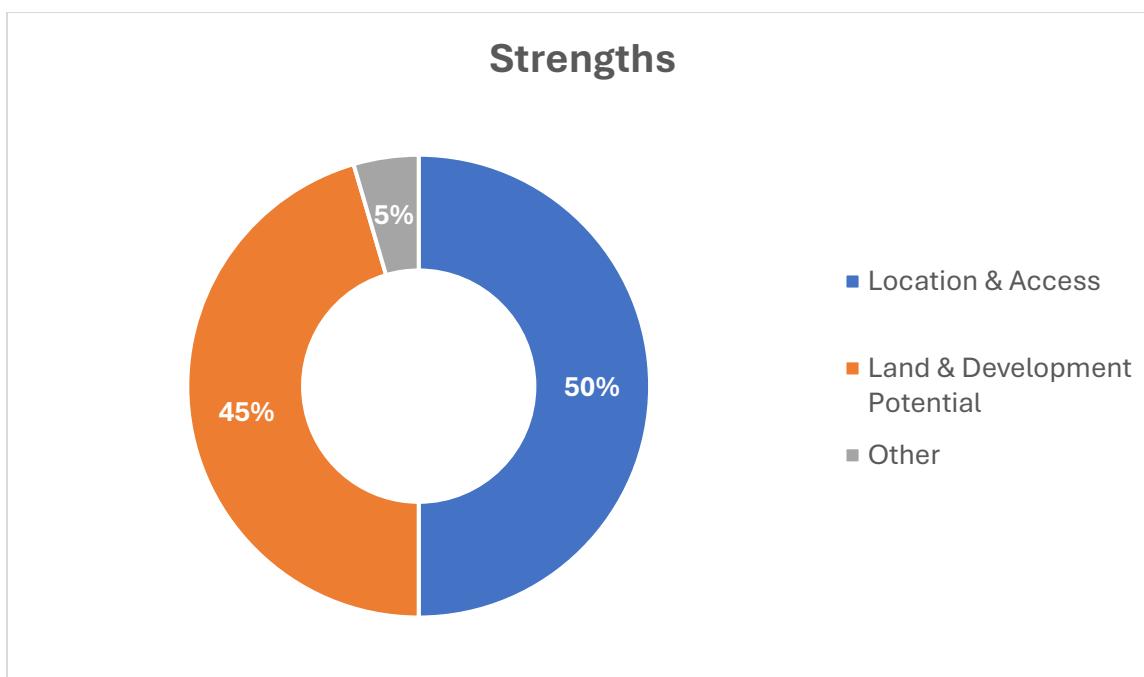


Figure 12 – Strengths: Distribution of Comments

<b>Location &amp; Access</b>	<b>Land &amp; Development Potential</b>	<b>Other</b>
Location	Still has natural resources, opportunities for pocket parks and natural reserve areas	“None”
Great location	Hospital already in place	
Convenient location	Lots of space	
Proximity	Plenty of land for development	
Proximity of hospital	Availability of land to build additional medical facilities, skilled nursing, rehab	
Easy access from local area	Space for expanding jobs	
Ease of access	More rural, open spaces	
Proximity of MedStar	Available space	
Access	Expansion opportunity (north)	
Plenty of parking	Adequate space for development	
Medical attention accessibility		

*Figure 13 – Strengths: Categorization of Comments*

## Weaknesses

The weaknesses listed in the chart and table below are based on written responses submitted by attendees during the community meeting and show an interesting counterpoint to the site's strengths, the top two largest categories of weaknesses involved traffic and infrastructure and the existing hospital and services.

Comments relating to traffic and infrastructure were the clear majority. Respondents specifically mentioned traffic congestion, the intersection of Route 5 and Surratts Rd, lacking pedestrian and bicycle infrastructure, and that the existing traffic pattern only had one way in and one way out of the site.

Comments relating to the existing hospital and medical services were the next largest group of responses. Residents reported limited medical services available and long wait times dissuading people from seeking medical care. MedStar Southern Maryland Hospital completed a renovation and expansion in 2021, but residents expressed the need for more renovations in their responses.

A lack of skilled workers and medical staff was also mentioned as a weakness of the project.

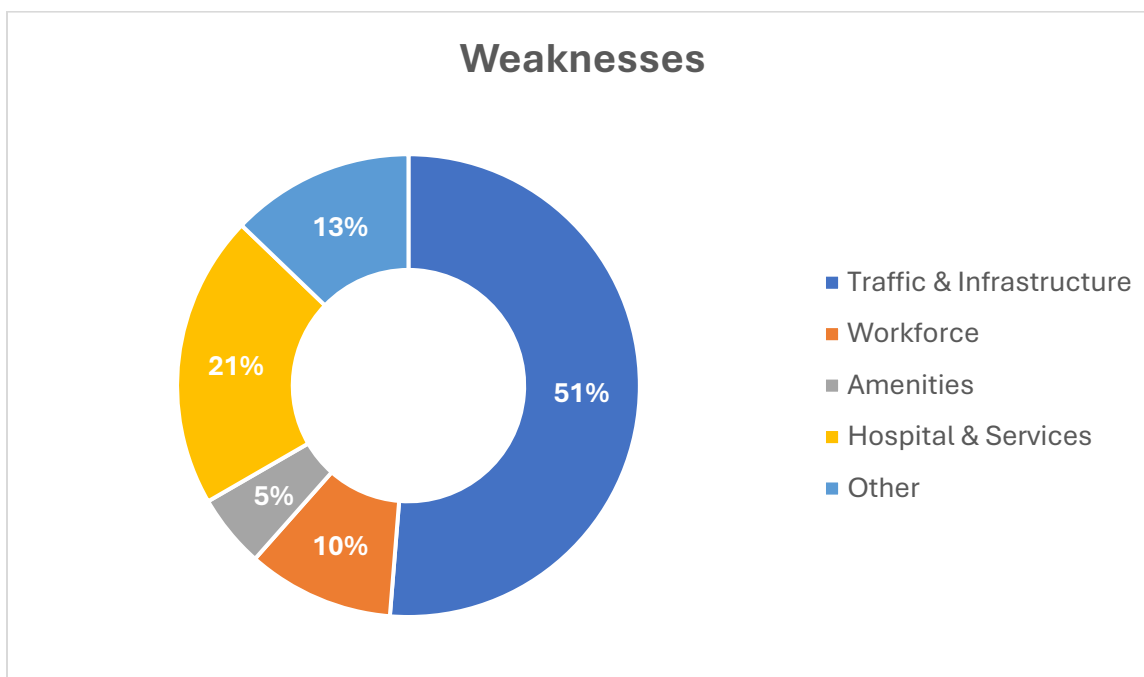


Figure 14 – Weaknesses: Distribution of Comments

<b>Traffic &amp; Infrastructure</b>	<b>Workforce</b>	<b>Lack of Amenities</b>	<b>Existing Hospital and Services</b>	<b>Other</b>
More traffic	Local employee base of non-skilled workers	Day care	Hospital access and wait times	Lack of farm access to land
Traffic congestion	Workforce	Too little recreational facilities for young people	People hesitating to seek medical help because of time involved in being seen	Do what you can with what you have
One way in, one way out	Staffing		Interior facilities	Dead space
Traffic	Not enough medical staff and/or hospitals to serve the residents		Need additional hospitals and medical specialties in closer proximity to population; only 1 hospital at present	Pick up trash
Bad traffic, too much density building			Hospital needs to be renovated with bathrooms in patient	I'm frustrated, I want to see reality
Route 5 and Surratts Rd			Health disparities	
Traffic			Geriatrics medicine for seniors	
Any expansion increases traffic			Limited services at hospital	
"One way in – one way out" is current traffic problem				
Entrance/exit – one way in, one way out				
Traffic				
Traffic congestion				
Lack of public transportation				
Traffic lights extend				
Lack of infrastructure for the density for the future				

Presently there are no sidewalks, bike paths, etc. between Village of Brandywine and MedStar or Timothy Branch development and SAARC				
Infrastructure				
Lacking/failing infrastructure				
Infrastructure				
Community over-crowdedness				

*Figure 15 – Weaknesses: Categorization of Comments*

## Opportunities

The opportunities listed in the chart and table below are based on written responses submitted by attendees during the community meeting and received the most responses, with many respondents seeming enthusiastic about future possibilities. The largest category of responses, roughly 30%, were related to additional amenities and placemaking opportunities. Residents envisioned new dining and food options, green spaces and gathering spots, community-building opportunities, and a diverse mix of uses on site.

Healthcare and healthy living was one of the second-most common categories of responses (21%). In addition to improvements to the hospital and expansion of on-site outpatient services, there were multiple suggestions for unique opportunities to integrate with surrounding farmland and food systems to provide and promote healthy food-based commerce and education.

Tied as the second-most common category of responses were those related to economic development and job creation. Finally, improvements to transportation, expanded housing options, and “others” were in the third tier of responses, represent 10% of responses each.

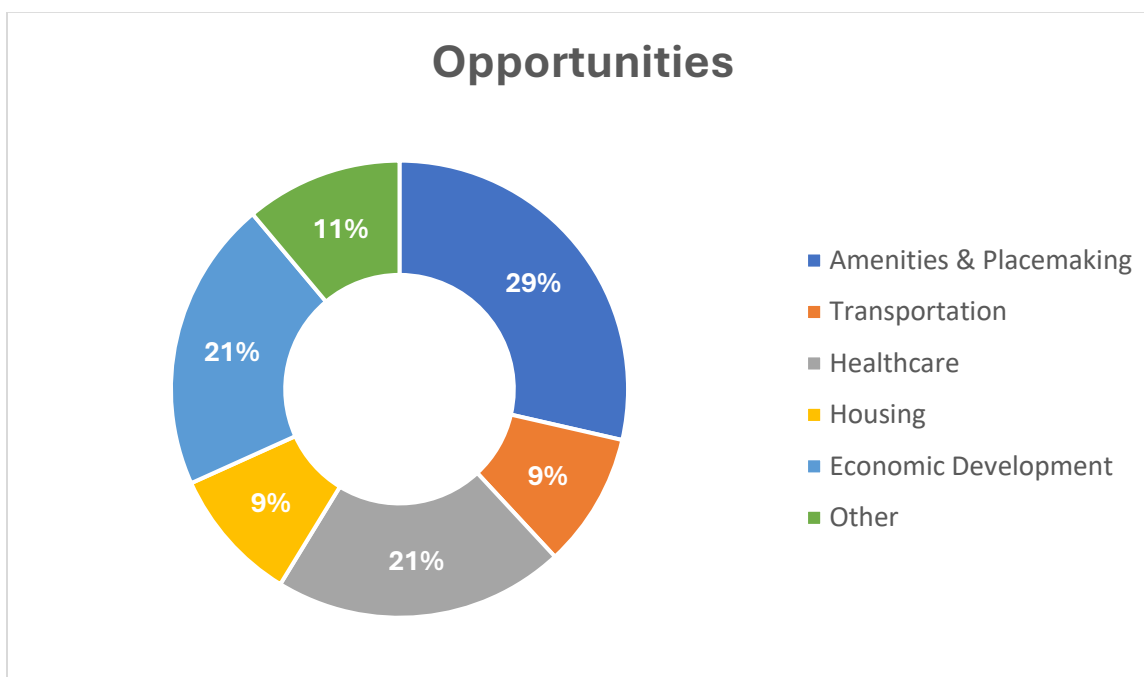


Figure 16 – Opportunities: Distribution of Comments

<b>Amenities &amp; Placemaking</b>	<b>Transportation</b>	<b>Healthcare</b>	<b>Housing</b>	<b>Economic Development</b>	<b>Other</b>
Central dining locations	Overpass onto Surratts Rd	Financial investment into health system sponsored cooking classes to promote healthy diets	Affordable (smaller) and mixed use > yards and single home spaces	Trajectory Changing	Implement existing plans: Brandywine Improvement for Streets and Sidewalks 2020, Revitalization and Preservation Plan 2012
Couty fair	Better roads	“Food is medicine” program with hub at hospital	Multi-generation housing	More upscale building	Please consider seniors and those who will have to live through the change
Better food options	Better transit	Local food aggregator and distribution hub	Assisted living	More career opportunities	Energy innovation
More field sports	Expansion opportunity (don’t expand w/out overpass or bypass on Branch Ave)	Medical innovation and research campus	Independent living	More jobs	Renewable energy
Third spaces	Overpass at hospital	Additional medical facilities	Hospital workers training and housing	Jobs	Have workers connect with communities, e.g., rental property; hospitals with local schools
Outdoor areas, community gardens	Infrastructure/overpass	Integration of assisted living facilities with medical center and schools for workforce training.	Intergenerational	Attract nurses who drive to Montgomery County or DC to work	Love the idea. This would lead to a positive impact in the southern region
Hospital garden – farm to table		Outpatient services close by		The change needed to make PG County a	Creativity



				place of enjoyable living. Preferred place to live.	
Health and wellness focused spaces		Urgent care facilities		Better employees	
Food hall/Market		Connecting students to the hospital for education opportunity		More employment	
Recreation facility on campus		Employ more medical staff to meet the needs of the residents		More diverse tax base	
Parks		Improved access to high-tech doctors		Retain and attract younger residents	
Green spaces		Increase value of hospital experience for patients and family		More jobs	
Diverse businesses and restaurants		Innovation		Employment opportunities in the county	
Walkable communities					
Collaborative community buildings spaces					
Community building					
Mixed-use facility					
Mixed-use facility					

Figure 17 – Opportunities: Categorization of Comments

## Threats

The threats listed in the chart and table below are based on written responses submitted by attendees during the community meeting and represents the largest category of comments identified. They identified traffic and infrastructure challenges as threats to the success of the Medical Innovation Campus. Respondents said development would bring new traffic and congestion and would overload existing infrastructure capacity. The planned SMRT station at MD 5 (Branch Ave) and Surratts Rd may alleviate some of these concerns, but residents are still concerned with increased traffic. This may suggest the need for more outreach and communication about existing plans.

The second identifiable category of threats involve specific elements of development. Some residents expressed concerns about over-development, changing the character and quality of life, too much multifamily, and poor planning contributing to the decline of the area. Additionally, others were concerned that new development would contribute to gentrification and unaffordable housing.

A collection of unrelated and distinct threats were also reported by attendees, including things such as crime, litter, bad weather, and lack of financing to pay for development.

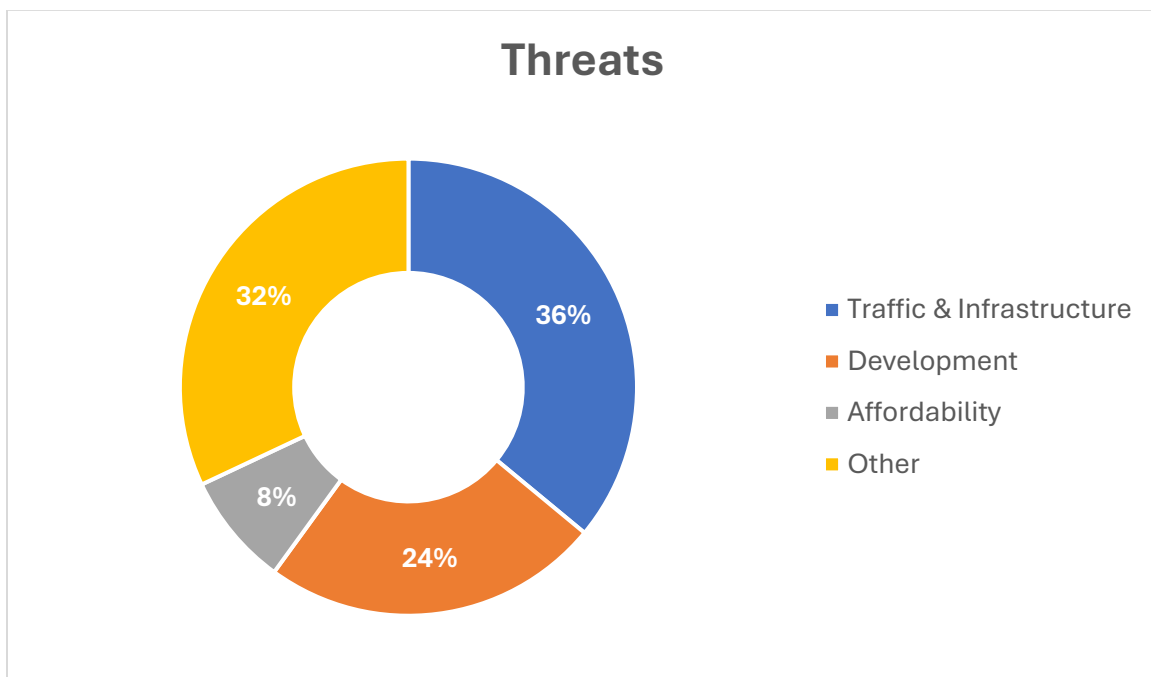


Figure 18 – Threats: Distribution of Comments

<b>Traffic and Infrastructure</b>	<b>Development</b>	<b>Affordability</b>	<b>Other</b>
Increase in motor traffic	Over development	Gentrification/Displacing lower SES ( <i>socio-economic status</i> ) without easy access	Bringing multiple economic levels together
Too much traffic	Too much density building affect our quality of life	Pricing points for housing (affordable)	Crime
Truck traffic	More development		Trust between old and new
Clogged infrastructure	Apartments		Lack of financing
Traffic congestion	Poor advance planning		Who pays? Transfer of wealth
Infrastructure – proper parking, proper access	Lack of space innovation		Litter
More congestion getting to the area, poor access for drivers			Weather
Why build there when need infrastructure improvements around. Traffic			Poor air quality
Other counties using hospital center increasing traffic (what is the benefit for locals?)			

Figure 19 – Categorization of Comments

## Mapping Strengths, Weakness, Opportunities, and Threats

Each table was given an aerial map delineating the Medical Innovation Campus study area and a collection of green, yellow, and red dots to geographically identify the site's Strengths and Opportunities (green), Weaknesses (yellow), and Threats (red).

Most of the comments were clustered in the northern portion of the site. Multiple people consider the intersection of Branch Ave and Surratts Rd to be a weakness and threat to the success of the project.

The Hospital and its surroundings were another focus area. The entrance to the hospital and the hospital itself were both identified as weaknesses. Hospital Dr was marked as a threat.

One green dot and two red dots are located on the land surrounding Autumn Lake Healthcare – a short-term rehab and long-term skilled-care nursing home. It is difficult to draw specific conclusions from their placement.

Additionally, two dots were placed outside the study area boundary.

A composite map of dots and comments is on the following page.



Figure 20 – Composite Map of MedStar Hospital & Vicinity SWOT Mapping Exercise

### A Note on Responses and Analysis

Sixty-four attendees submitted worksheets containing their SWOT analyses and comments. Of the 64 submitted worksheets, 3% of the District 9 pages were left blank and 56% of Medical Innovation Campus were left blank.

Best efforts were made to accurately transcribe the notes, but in some cases handwriting and/or respondent intent was difficult to interpret. In a few cases, inferences made by the consultant team was used to discard or reclassify answers that were clearly not a response to the question asked.

### Next Steps

The findings from this report will be used to inform the Medical Innovation Campus Feasibility Study to begin in April 2025 with completion in December 2025. The Feasibility study will build off the initial concepts shared during the November 20, 2024, meeting and further developing a vision for an urbanized medical innovation campus where housing, retail, recreation, education, research, healthcare, and healthy living converge. The study when complete will include conceptual representations of the medical innovation campus (maps, buildings, landscaping amenities and circulation patterns), as well as analysis and recommendations.

As the project progresses, a Market Analysis will be conducted, and public engagement activities will take place. Additional interim reports will also be made available. For updates, meeting notices, future reports, and to participate in online surveys please visit frequently the project webpage :

<https://www.pgplanning.org/projects/medical-innovation-campus-feasibility-study>