Market Analysis
for a
Medical Innovation Campus
at the
MedStar Southern Maryland
Hospital Center or Surrounding Area

Clinton, Maryland

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Park and Planning Commission

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Executive Summary

MedStar Southern Maryland Hospital Center (SMHC) is situated on over 35 acres at the southeast corner of the intersection of Maryland Route 5 (Branch Avenue) and Surratts Road. The hospital and surrounding vicinity in Clinton is a key activity center for the region, serving patients from Prince George's, Charles, Calvert, and St. Mary's counties. In the 2013 *Approved Central Branch Corridor Revitalization Sector Plan*, the Maryland-National Capital Park and Planning Commission (M-NCPPC) recommended intensification of the MedStar site to accommodate hospital expansion as well as housing including senior housing, office space, open space, retail, and a hotel that is also transit supportive. In November 2024, the Prince George's County Planning Department, in conjunction with District 9 Council Member Sydney J. Harrison, held a work session introducing the concept of medical innovation districts and discussing the potential for one in this location. This work session included a review of national examples.

This analysis reviews the elements required for a successful medical innovation campus and lays out a path for achieving that vision in the Study Area surrounding MedStar SMHC.

Innovation Districts

In 2014, Bruce Katz and Julie Wagner at the Brookings Institution introduced the concept of the "innovation district." In **The Rise of Innovation Districts: A New Geography of Innovation in America**, Brookings identified the growing phenomenon of innovation districts and defined the districts as "geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators" as well as "physically compact, transit-accessible, and technically-wired communities."[1] Locating private company facilities proximate to research labs, universities, and other companies allows for easy collaboration and sharing of ideas as well as access to specialized equipment and support services. These innovation districts are most often urban with walkable environments that combine offices, housing, and retail. Public spaces provide opportunities for socializing and cross-collaboration. The research that Katz and Wagner performed made the Brookings Institution the leading authority on innovation districts. Wagner later co-founded the Global Institute on Innovation Districts and serves as its President.

Key factors that define and support life sciences innovation districts include:

- **Research institutions** that generate cutting-edge innovations and house scientists, engineers, physicians and other key professionals;
- **Specialized workforce** involving not just PhD scientists but also graduate students, technicians, and specialized support personnel;

[1] Katz, Bruce and Julie Wagner. "The Rise of Innovation Districts: A New Geography of Innovation in America." Brookings, May 2014, pg. 1. Accessed at https://www.brookings.edu/wp-content/uploads/2016/07/InnovationDistricts1.pdf

- **Clusters of similar life science companies** of different sizes and levels of maturity, ranging from start-ups to second-stage companies commercializing key innovations to mature companies that serve as mentors and collaborators;
- **Support networks**, including local regulatory agencies and attorneys specialized in regulatory approvals, intellectual property, and licensing; investors in early-stage companies; business incubators and accelerators; and specialized laboratory and other facilities;
- **Physical environments** that help to attract and retain key knowledge workers with live/work/play opportunities including key amenities such as restaurants; and
- **Accessibility** via walking, transit and driving.

Medical Innovation Campus Development

MedStar SMHC is a major activity generator and employer with 14,850 in-patients and 43,000 Emergency Department patients annually along with 1,450 associates and about 200 on-site medical staff. Building upon this base to achieve the vision of a medical innovation campus will require major sustained investments, including:

- Rezoning and planning to create a walkable environment with a mix of uses that will attract skilled knowledge workers to the site;
- Creation and multi-year funding of an Innovation Campus entity to secure key public and private-sector political and financial support and to guide the development;
- Relocation or creation of a major research center or institution to join MedStar SMHC in anchoring the development, possibly one that could take advantage of the surrounding agricultural base;
- Transit improvements to improve access to the site, currently being planned by the Maryland Department of Transportation under the Southern Maryland Rapid Transit (SMRT) initiative;
- Attraction of private developer and investor interest;
- Significant site improvements, including specialized laboratory facilities, to support the desired mixed-use environment;
- Creation of a supportive entrepreneurial ecosystem to provide specialized business assistance, access to funding, access to markets, and a robust network of collaborators (this can include an incubator, accelerator, and conference space);
- Expanding the base of private businesses pursuing innovation research and product development in the County;
- A focused workforce training effort to build a skilled labor force;
- A larger population base to support the desired amenities; and
- expansion of the potential development area to provide for more-developable sites with better proportions and to support additional development.

Achieving the community vision of a retail cluster based on healthy foods and sit-down dining would require a household base of roughly 26,000 households within a 10-minute drive time – an addition of more than 6,500 new households.

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Near-Term Use Potentials

This market analysis also considered opportunities to leverage the hospital's presence for near-term development of retail, specialized health and wellness services, offices, a workforce training center, skilled nursing centers, senior/assisted living, and housing in the next decade.

The Study Area benefits from a central location from which to serve Southern Maryland, the jobs and economic activity generated by Medstar SMHC, potential transit improvements, frontage along Route 5 and at least 41 acres of undeveloped land. The Southern Maryland Rapid Transit (SMRT) project is currently studying potential alignments for rapid transit service in the MD 5/US 301 corridor from the Branch Avenue Metro station to White Plains in Charles County. Each of the proposed alignments includes a stop at the MedStar SMHC. That enhanced transit would expand the market that could be served by the site.

Three major factors will influence the viability of alternative uses on the site:

1. Nearby Population: Limited nearby population base within a five-minute drive of the site (the typical drive consumers are willing to make for convenience retailing) is estimated by Esri at 3,049 residents in 1,129 households;
2. Competition: Competitive business clusters along Branch Avenue, include three key nodes – the Woodyard Road interchange to the north in Clinton, Brandywine Crossing to the south in Prince George's County, and the greater Waldorf area just south of the County border in Charles County; and
3. Access and Visibility: Access and visibility is currently constrained from Branch Avenue, which makes it more difficult to tap into the market represented by its 73,965 average daily trips.

Supportable near-term uses for Study Area sites include:

- Up to 1,500 square feet of retail space outside the hospital complex but located as close as possible;
- A medical office building of 50,000 to 70,000 square feet associated with MedStar;
- An educational/workforce training facility of 2,000 to 50,000 square feet, possibly located within the medical office building or a stand-alone facility;
- A skilled nursing facility of 70 to 75 beds, possibly developed in conjunction with the existing Autumn Lake Healthcare at Bradford Oaks;
- A cottage or patio home community for seniors with up to 150 units;
- An independent living facility of 110 to 150 units;
- An assisted living facility of 70 to 100 units;
- 100 to 150 market-rate and affordable multi-family housing units; and/or
- 200 to 300 market-rate townhouses.

The ultimate near-term building program will depend on the amount of developable land, the configuration of development, when and where a new transit system and station might be located, and developer preferences for one land use type over another.

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I. Introduction

Southern Prince George's County is an emerging population center for the County with significant residential development occurring in the Brandywine area just south of the Study Area. The Metropolitan Washington Council of Governments' Round 10.0 Cooperative Forecasts show a 30.6-percent growth in the Branch Avenue corridor population from 2025 to 2045 with an increase of roughly 40,000 residents. Employment centers have been slower to develop, with the new development focusing primarily on serving area residents. The Branch Avenue corridor is a major commuting route with most area residents traveling out of the area for employment. Expanding economic activity in the local area could help to create local job opportunities and reduce the need to leave the County for employment.

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Building on that vision, M-NCPPC retained a consultant team led by Torti Gallas + Partners to develop a feasibility study for a Medical Innovation Campus, drawing inspiration from Innovation Districts in Cambridge, MA; Charlotte, NC; Winston-Salem, NC; Philadelphia, PA; Providence, RI; Raleigh-Durham, NC; Seattle, WA; Detroit, MI; St. Louis, MO; Rochester, MN; and Austin, TX.

This analysis reviews the elements required for a successful medical innovation campus and lays out a path for achieving that vision in the Study Area surrounding MedStar SMHC, beginning with an overview of innovation districts and a review of existing innovation districts in Maryland and Washington, DC.

Innovation Districts

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communities".[2] Locating private company facilities proximate to research labs, universities, medical facilities, and other companies allows for easy collaboration and sharing of ideas as well as access to specialized equipment and support services. These innovation districts are most often urban with walkable environments that combine offices, housing, and retail. Public spaces provide opportunities for socializing and cross-collaboration. The research that Katz and Wagner performed made the Brookings Institution the leading authority on innovation districts. Wagner later co-founded the Global Institute on Innovation Districts and serves as its President.

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Innovation districts typically develop over a period of decades through a formal, intentional process led by a research university or city or more informally as real estate developers make facilities available and individual companies make their location decisions.

Since the 2014 release of the Brookings research, at least 150 districts have emerged worldwide attempting to replicate the success. In a 10-year follow-on evaluation of these efforts, Bruce Katz and Julie Wagner confirmed the importance of innovation districts and observed that:

> "The imperative to innovate across multiple dimensions cannot be met in siloed labs or isolated research parks or by lone researchers or independent companies. Rather, it can only be addressed at scale in places where companies, researchers, universities, investors, skills providers and other supportive entities come together and leverage the physical proximity of talented workers, basic and applied R&D and next generation infrastructure."[3]

[2] Katz, Bruce and Julie Wagner. "The Rise of Innovation Districts: A New Geography of Innovation in America." Brookings, May 2014, pg. 1. Accessed at https://www.brookings.edu/wp-content/uploads/2016/07/InnovationDistricts1.pdf

[3] Katz, Bruce and Julie Wagner. "The Next Wave of Innovation Districts." The Global Institute on Innovation Districts, 2024, pg. 5. Accessed at: https://giid.org/articles/the-next-wave-of-innovation-districts/.

Based on their extensive evaluation of innovation districts and their performance, the Brookings team distilled advice for innovation district development into 12 principles:

> "1. The clustering of innovative sectors and research strengths is the backbone of innovation districts.
> 2. For innovation districts, convergence – the melding of disparate sectors and disciplines – is king.
> 3. Districts are supercharged by a diversity of institutions, companies, and start-ups.
> 4. Connectivity and proximity are the underpinnings of strong district ecosystems.
> 5. Innovation districts need a range of strategies – large and small moves, long-term and immediate.
> 6. Programming is paramount. Programming – a range of activities to grow skills, strengthen firms, and build networks – is the connective tissue of a district.
> 7. Social interactions between workers – essential to collaboration, learning, and inspiration – occur in concentrated 'hot spots.'
> 8. Make innovation visible and public.
> 9. Embed the values of diversity and inclusion in all visions, goals, and strategies.
> 10. Get ahead of affordability issues.
> 11. Innovative finance is fundamental to catalyzing growth.
> 12. Long-term success demands a collaborative approach to governance."[4]

[4] Wager, Julie, Scott Andes, Steve Davies, Nate Storring and Jennifer S. Vey. "12 Principles Guiding Innovation Districts." 2017, pp. 1-4. Accessed at https://www.brookings.edu/articles/12-principles-guiding-innovation-districts-2/.

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II. Life Sciences Industry in Maryland

The United States life sciences industry is a major economic engine and an important source of innovation. Historically, the industry has been concentrated in a small number of regions that possess the critical workforce, research, funding and support ecosystems. The three largest industry clusters for life science research and commercialization are Boston/Cambridge in Massachusetts and San Francisco and San Diego in California.[5] Seeded by innovations generated in world-class research universities and scientific institutions, the biotechnology industry in these locations attracted venture capital to support new businesses to commercialize innovations.

With a combination of federal, university and private researchers, the Greater Washington, DC, and Baltimore regional market has been identified by JLL as the United States' fourth largest life sciences cluster.[6] [7] The presence of the National Institutes of Health (NIH), the Food and Drug Administration (FDA), the National Science Foundation (NSF), and the National Institute of Standards & Technology (NIST) as well as major research universities have created a concentration of talent, funding, and regulatory activity. The federal government's 1990 Human Genome Project to map the human genome spawned Human Genome Sciences, a private company that assembled world-class scientists and laboratories in Shady Grove in 1992. That activity then generated additional activity and start-up companies that focused primarily on the I-270 corridor for proximity to NIH and the cluster of experienced researchers. The area developed particular expertise and capabilities in vaccines; the COVID-19 pandemic accelerated the industry's development locally.

The life sciences industry supports thousands of well-paying jobs in multiple industries locally. Shown in Appendix Table A-1, Maryland employment in biotechnology research and development (R&D) totaled 12,700 jobs in 890 establishments in 2024, up 15 percent from 2020 levels. Another 3,400 workers were employed in manufacturing in-vitro diagnostic substances with another 1,900 working in pharmaceutical preparation manufacturing and 1,900 employed in manufacturing of other non-diagnostic biological products. Other life sciences R&D employment is reported within the research and development in the physical, engineering, and life sciences (except nanotechnology and biotechnology), which provided 22,200 jobs in Maryland in 2024. These employment counts compare to Maryland's total of 2.76 million non-agricultural wage and salary jobs in the third quarter of 2024. Annual wages averaged $151,400 in biotechnology R&D, $175,400 in pharmaceutical preparation manufacturing and $164,900 in biological product manufacturing as compared with Maryland's average annual wage of $79,000 in 2024.

Maryland's Life Sciences Directory maintained by the Maryland Department of Commerce identifies 1,845 firms involved in biotechnology, pharmaceuticals, medical technology, digital

[5] Jones Lang LaSalle IP, Inc. "2024 Life Sciences Real Estate Perspective and Cluster Analysis." 2024, p. 17. Accessed at https://www.jll.com/en-uk/insights/market-outlook/us-life-sciences
[6] Ibid., p. 18.
[7] Depending on the measurement tool and geographic definitions used, the Washington, DC, area life sciences cluster ranks between fourth and tenth in the U.S.

health, public or non-private organizations/medical facilities, professional services, investing, supplying and engineering, and specialized media, including 85 entities in Prince George's County, as shown in Appendix Table A-2.

Reflecting the importance of proximity to research institutions, Appendix Table A-3 shows that most of the County's life science companies are focused in College Park, Beltsville and Bowie. (See Appendix Table A-4 for the list of Prince George's County life science entities.)

Maryland and Washington, D.C. Innovation Districts

Maryland hosts a major life sciences cluster, with much of the industry clustered in the I-270 corridor in Montgomery and Frederick counties, and in Baltimore. Following are descriptions of the I-270 cluster of life sciences companies concentrated in Montgomery and Frederick counties as well as eight smaller, more focused innovation districts that demonstrate the industry's growth and locations within Maryland and the District of Columbia. Across the districts, there is a wide variation in anchor institutions, size, the mix of users, development style, and extent of specialized facilities.

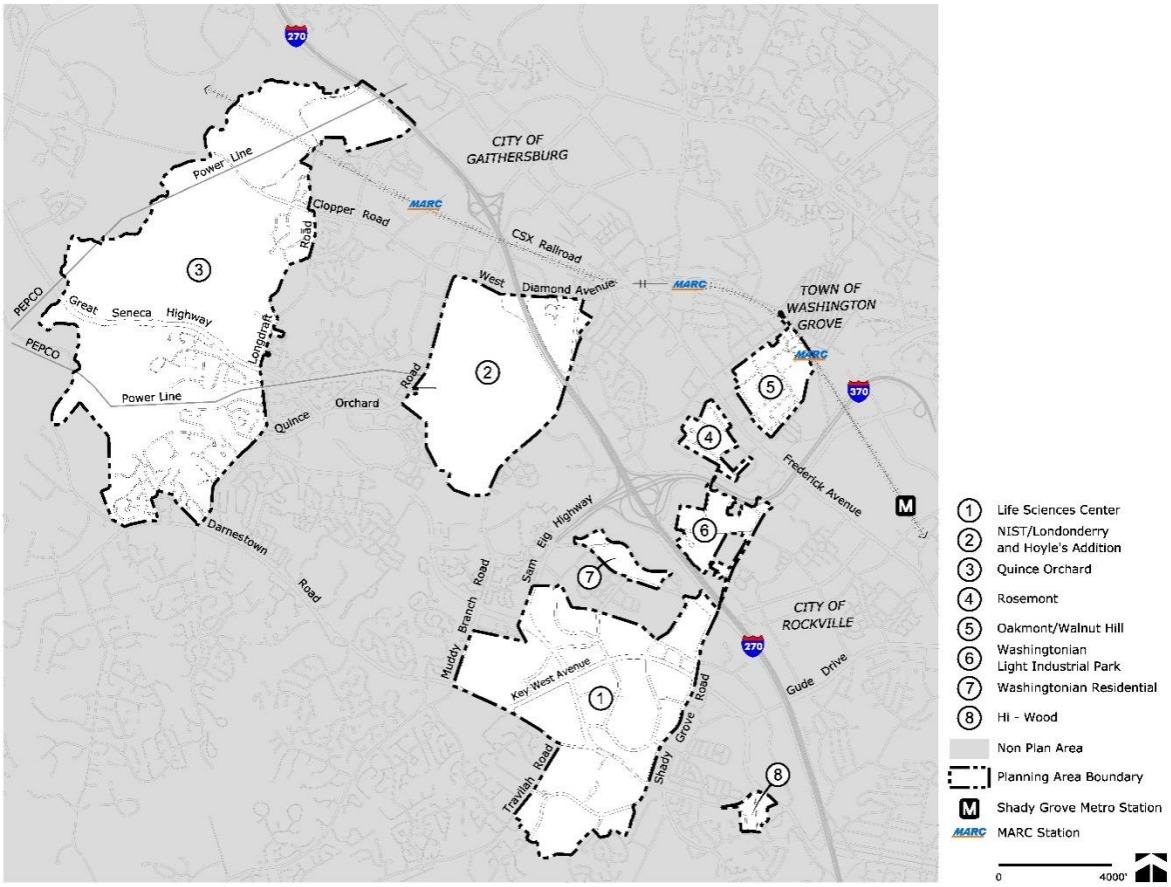
In addition to the I-270 Corridor, the profiled districts include:

- University of Maryland BioPark;
- Science + Technology Park at Johns Hopkins;
- Johns Hopkins Bayview Campus;
- bwtech@UMBC Research and Technology Park;
- Johns Hopkins Belward Campus;
- Pinkney Innovation Complex for Science and Technology at Montgomery College;
- Discovery District at University of Maryland, College Park; and
- Penn West Equity and Innovation District.

Montgomery County Greater Seneca Science Corridor

The Greater Seneca Science Corridor Plan (adopted in 2010) centers on the Life Sciences Center (LSC) in Montgomery County, reimagining it as a walkable, fully integrated innovation district. It envisions a vibrant downtown anchored by life sciences and biotech, supported by high-quality development, active public spaces, and access to nature, enhancing both economic competitiveness and community well-being. The Plan divides the region into subzones with the LSC as its epicenter.

Map 1. Greater Seneca Science Corridor, Montgomery County, MD



LSC is a premier life sciences district with over 2.7 million square feet of occupied space anchored by federal agencies, global pharmaceutical companies, and cutting-edge biotech firms. The region in Montgomery County's thriving biotech ecosystem is home to over 350 companies pioneering gene and cell therapies, vaccines, and advanced manufacturing. With a local talent pool of over 25,000 scientists in Shady Grove alone, the region offers unparalleled access to research expertise**.** One of the region's first major private biosciences company, Human Genome Sciences, was founded in 1992 by a former NIH researcher. This massive undertaking to sequence the human genome aggregated talent and resources in the Life Sciences Center.

The Life Sciences Center now features some of the largest life sciences and federal research facilities in the region:

- **National Cancer Institute (NCI)** (574,614 SF) – part of the National Institute of Health, NCI is the federal government's lead agency for cancer research and training.
- **GSK** (460,000+ SF) – The company operates a global vaccines R&D center, housed in the former Human Genome Sciences buildings, which is relocating to Boston area. GSK operates a nearby major production site at Belward Campus Drive, focused on manufacturing Benlysta

(belimumab), a treatment for lupus. This manufacturing facility will remain in Montgomery County.
- **MilliporeSigma** (345,000+ SF) – consolidated hub for biosafety testing, cell bank manufacturing, and analytical development.
- **REGENXBIO** (174,449 SF) – gene therapy firm with a newly built Manufacturing Innovation Center.
- **MacroGenics** (132,000+ SF) – specializes in monoclonal antibody therapeutics, from development through commercialization.
- **AstraZeneca, Supernus Pharmaceuticals, Emergent BioSolutions –** All maintain major operational footprints supporting therapeutic development and public health delivery.

Complementing anchor institutions, a dynamic group of mid-sized firms continues to drive innovation:

- **AbelZeta Pharma and American Gene Technologies** – advancing gene editing and cell therapies;
- **Sanaria** – developing next-generation malaria vaccines; and
- **GlycoMimetics** – focused on glycobiology-based therapies that inhibit disease progression at the molecular level.

In a major expansion of research activity, Labs at Belward – a 1.6 million-square-foot life sciences campus by Trammell Crow Company and Johns Hopkins – is currently under construction, signaling continued momentum in the Greater Seneca area. Transit-oriented growth, including planned bus rapid transit (BRT) and the redevelopment of legacy office parks, is expected to unlock additional capacity and improve regional connectivity.

Announced in 2022 in a major partnership among the University of Maryland, College Park; University of Maryland, Baltimore; University of Maryland Medical System; and Montgomery County, a $200 million building is being constructed to house the University of Maryland Institute for Health Computing in Rockville to apply advanced computing to medicine, pharmaceuticals and health care.

Frederick County

Frederick County is a rising force in Maryland's life sciences ecosystem, with over 2.2 million square feet of occupied space, supporting a diverse range of life sciences tenants ranging from large-scale pharmaceutical and biotechnology manufacturing to federal health research and MedTech. The County has benefited from growth expanding from the I-270 corridor in Montgomery County and that associated with Fort Detrick, a U.S. Army facility that hosts the U.S. Army Medical Research and Development Command with the U.S. Army Medical Research Institute of Infectious Diseases.

Two major clusters – Riverside Technology Park (and nearby areas) and the I-270 Corridor – anchor Frederick's bioscience landscape with a growing set of outlying sites enhancing the County's reach.

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Riverside Technology Park Area

Located north of I-270, Riverside Technology Park area is home to a concentration of federal institutions and research-driven private biotech firms.

Key tenants include:

- **Frederick National Laboratory for Cancer Research of National Cancer Institute** (347,000 square feet)—the only U.S. national lab exclusively focused on biomedical research, operated by Leidos Biomedical Research;
- **Precision for Medicine** (41,000 square feet) – a global clinical research organization specializing in oncology and rare disease research; and
- **BioFactura** (35,000 square feet) – a growing biosimilars and biologics manufacturer supporting next-generation therapeutics.

I-270 Corridor

The I-270 corridor hosts some of the Washington/Baltimore region's most significant production and Contract Manufacturing Organizations (CDMO) operations, reflecting the area's strength in large-scale manufacturing and supply chain infrastructure. Major operations include:

- **AstraZeneca/MedImmune** (386,000 square feet) – a key biologics manufacturing hub for the company's global drug pipeline;
- **U.S. Department of Health & Human Services (HHS)** (194,000 square feet) – federal agency office for implementing national health security plans and public health research; and
- **Thermo Fisher Scientific** (192,000 square feet) – a major CDMO site providing cell therapy clinical trial support services.

Other Notable Sites

Frederick County's broader life sciences footprint is reinforced by several high-impact tenants operating outside the core clusters, including:

- **Kite Pharma (Gilead)** – a biomanufacturing facility that produces T-Cell therapies focused on curing cancer; and
- **Charles River Laboratories** – a leading provider of preclinical research and contract lab services supporting drug development pipelines.

Pipeline Development

One of Frederick County's greatest strengths is a cadre of private developers building lab space and specialized manufacturing facilities. Their willingness to develop such space indicates their faith in the life sciences sector and is critical to the County's ability to capitalize on the sector's growth. Frederick County's life sciences sector continues to scale up with several projects set to meet growing demand:

- Roughly 120,000 square feet of new R&D flex space is currently under construction near the I-270 corridor.
- Another 600,000 square feet of new facilities around Frederick and up to 1.8 million square feet of future development in the Riverside Technology Park area are planned, signaling long-term private-sector investment in life sciences infrastructure, advanced manufacturing, and federal partnerships.

University of Maryland BioPark

Anchored by the University of Maryland, Baltimore (UMB) and the University of Maryland Medical Center, UM BioPark fuses cutting-edge research with commercialization, forming one of the region's most successful university-linked ecosystems. The BioPark was founded by UMB with support from the City of Baltimore in 2003 on 14 acres of land assembled for redevelopment directly across Martin Luther King, Jr. Boulevard from the UMB campus. A non-profit research park corporation was created to avoid the delays and complications associated with development through the University's procurement processes. An on-going partnership with Wexford Science & Technology was created that provides the funding and expertise to develop state-of-the-art laboratory facilities that are then available for lease by companies and the University. Headquartered in the BioPark, Wexford is an international real estate company that "partners with universities, academic medical centers, and research companies to create vibrant, mixed-use communities."

The BioPark nurtures companies at every stage from nascent startups to global leaders. UMB's Proton Treatment Center and the Maryland Forensic Medical Center operate in independent buildings in the BioPark. Wexford has developed three research buildings with 600,000 square feet of space for UMB and private life science companies. The latest 250,000 square-foot addition, 4MLK, opened in January 2025 after a 10-year effort to assemble the site and eliminate barriers to development. The building includes a 16,000 square-foot civic lounge/assembly space open to the public and equipped with a coffee shop, comfortable seating and three conference rooms. It offers networking opportunities through a series of formal and informal events intended to foster collaboration and connections to the city. Additional first-floor space is set aside for restaurants with outdoor seating. Wexford has a Chief Community Officer, who facilitates relationships and interactions among tenants, UMB researchers, investors and support professionals.

The BioPark's backbone is an institutional support system. UMB located unique cutting-edge research operations in the BioPark. The NIH-funded UM-BILD accelerator offers early-stage companies funding, guidance, and access to biotech labs. UM Ventures supports startups with ready-to-use lab spaces and tools to develop medical devices. The BD Innovation Center, backed by a global medical tech firm, connects students, researchers, and startups with advanced diagnostic technologies.

Connect Labs by Wexford in 4MLK has 35,000 square feet of space, including built-out and equipped lab space designed for immediate occupancy. Its goal is to "help build velocity from discovery to marketplace." Wexford provides all the Standard Operating Procedures, hazardous

waste disposal, inspections, preventative maintenance, specialized supplies and expensive lab equipment, which is continually upgraded with new technology, freeing tenants to focus their time and funding on research. Tenants can lease one desk (hot desk or assigned), one lab bench, an office or office suite, and/or a dedicated lab. Tenants can purchase supplies at UMB rates. Spaces are flexible, so tenants can grow in place.

The BioPark hosts a vibrant mix of companies, academic institutions, and high-growth startups, each enriching the ecosystem in distinct ways. Its greatest success has come from Paragon Biosciences, a biologics contract development and manufacturing organization (CDMO) with expertise in gene therapy and next-generation vaccines, that was incubated from a small start-up formed by a UMB researcher in the BioPark in 2008 to an acquisition by Catalytic for $1.2 billion in 2019. It now occupies multiple buildings near Baltimore/Washington International Thurgood Marshall Airport and has 17,000 employees. Other tenants include:

- **Pharmaron** – drug discovery and development services;
- **Catalent** – drug development, delivery, and supply solutions as a global CDMO;
- **Baltimore City Community College** – training programs;
- **Illumina** – DNA sequencing and array-based technologies for genetic research;
- **Vita Therapeutics** – cell therapies for muscular dystrophy and degenerative diseases; and
- **IRAZÚ Bio** – partners with principal investigators to advance translational research and early-phase clinical trials.

Science + Technology Park at Johns Hopkins

Located in the heart of the East Baltimore academic and medical district, the Johns Hopkins Science + Technology Park is a 31-acre innovation hub developed as part of an 88-acre mixed-use redevelopment centered on the new 5.5-acre Eager Park. Located adjacent to the Johns Hopkins Medical Campus, the science park seeks to transform scientific discoveries into commercial solutions and public health advancements, fueling its global impact. Opened in 2006 as part of the larger East Baltimore Development Initiative, the Science Park was spearheaded by a partnership among Forest City[8], East Baltimore Development, Inc., Johns Hopkins Medicine and the City of Baltimore. It now encompasses three key facilities totaling over 515,000 square feet of specialized research and office space for John Hopkins, the Maryland Public Health Laboratory, and private life science companies. Upon completion the Science + Technology Park will provide over a million square feet of state-of-the-art office and lab facilities.

At the core of its innovation ecosystem is FastForward 1812, a 26,000 square-foot incubator providing shared and private wet labs to support biotech startups. It empowers ventures rooted in Johns Hopkins research and the wider Baltimore innovation community. Further, **Johns Hopkins Technology Ventures (JHTV)** plays a key commercialization role, offering intellectual property protection, licensing, startup support, and industry partnerships to support commercialization of JHU discoveries.

[8] Since replaced by Lillibridge Healthcare Services, Inc., part of Ventas Real Estate Investment Trust

The Science Park hosts a diverse mix of academic, commercial, and public-sector tenants:

- **Lieber Institute for Brain Development** – a leading neuroscience research center focused on developmental brain disorders;
- **Rapafusyn Pharmaceuticals** – a drug discovery company developing therapeutics;
- **JH Genomics** – advanced genomic research and services;
- **Elixirgen Therapeutics, Inc.** – a biotechnology company developing treatments for genetic diseases; and
- **MedRegen** – a regenerative medicine company advancing therapeutic solutions.

The park benefits from close-knit collaborations among clinical, academic, and industry players.

Johns Hopkins Bayview Campus

Spanning 130 historic acres in East Baltimore, the Johns Hopkins Bayview Campus is a leading center of integrated healthcare and research. As part of the Johns Hopkins Medicine ecosystem, the campus has transformed from a former city hospital complex into a nationally significant hub addressing aging, addiction, psychiatric, immunology, and neurological disorders through research and patient care.

The campus comprises more than 932,000 square feet of specialized research, clinical, faculties and administrative space. Key facilities include the Johns Hopkins Bayview Medical Center (269,000 square feet), serving as the primary hub for patient care and clinical research, Allergy and Clinical Immunology Center (163,000 square feet), a leader in immunologic disease research, and other specialized buildings. At the heart of Bayview's innovation ecosystem are federal research partnerships with the National Institute on Drug Abuse (NIDA) and the National Institute on Aging (NIA).

Bayview also serves as a launchpad for cutting-edge programs:

- **HEPIUS** (Holistic Electrical, ultrasonic and Physiological Interventions Unburdening those with Spinal cord injury) – a Medical Device Design Innovation Hub with a particular focus on design and fabrication of medical ultrasound devices to treat and diagnose spinal cord injuries;
- **The Gerotech Incubator** – part of the Human Aging Project that connects clinicians, engineers, and entrepreneurs to develop solutions for aging-related challenges; and
- **The Center for Innovative Medicine (CIM)** – a think tank/incubator to reimagine medicine through educational reform, clinical excellence, and community engagement.

The co-location of academic medicine, federal science programs, and clinical care enables rapid translation of discoveries into practice. However, the Bayview campus has attracted few private life sciences companies.

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bwtech@UMBC Research and Technology Park

Strategically situated between Baltimore and Washington, DC on the **University of Maryland, Baltimore County (UMBC) campus**, bwtech@UMBC is a research and technology park connecting academic research with commercial opportunity. With over 539,000 square feet of purpose-built space across multiple facilities, the park supports organizations at every stage from early-stage startups to established enterprises. Spanning 71 acres, bwtech@UMBC comprises two specialized campuses:

- **bwtech North** – focused on engineering, professional services, environmental research, and public sector innovation. With over 356,000 square feet of specialized space, it is home to established secure tech firms and the Cyber Incubator.
- **bwtech South** – focused on biotechnology, clean tech, and advanced materials. bwtech South offers over 182,000 square feet of space and houses the biotech incubator.

The park's robust innovation ecosystem includes:

- **Biotech Incubator@bwtech** – supporting 45+ startups in life sciences, clean tech and engineering;
- **Cyber Incubator & Cyber Cync** – backed by Northrop Grumman and serving early-stage cybersecurity firms;
- **GovTech Incubator** – for startups enhancing public sector efficiency;
- **Maryland New Ventures & SCALEUP Maryland** – 12-week accelerator programs for startup growth; and
- **New Lab Startup Program** – helping companies establish or renovate lab spaces in partnership with Avantor.

Major tenants include:

- **Audacious Inquiry** – a Health IT firm specializing in care coordination and health data interoperability;
- **Next Breath** – a contract services laboratory focused on inhalation and nasal drug product development;
- **Blue Wave Semiconductors** – a developer of advanced thin films/nanomaterials and semiconductor manufacturing tools; and
- **Cellomics Technology** – a developer of gene engineering tools and custom services for mammalian cells.

A model of university-driven economic impact, bwtech@UMBC continues to expand through new partnerships, a diverse tenant base, and tailored programs for entrepreneurial support.

Johns Hopkins Belward Campus

The newest addition to Montgomery County's thriving I-270 innovation corridor, the 1.6-million-square-foot Belward Campus is poised to become a major center for life sciences research and economic growth.

Anchored by The Labs at Belward, the first phase broke ground in June 2023 with three buildings totaling 757,000 square feet; completion is expected in 2025. The project is planned as a strategic extension of Johns Hopkins University's research enterprise – a collaboration among academia, industry, and entrepreneurs. The Labs at Belward will include a BSL-2 laboratory, supporting advanced research in biotechnology, genomics, and biomedical engineering. While final programming decisions are underway, the facility is expected to serve both academic and commercial partners, with potential for an incubator or accelerator.

The research campus is being developed around a retail pavilion along with a six-acre public park with athletic fields and other amenities. Trammell Crow, a major national developer, is spearheading the campus development.

Pinkney Innovation Complex for Science and Technology at Montgomery College

Located in Germantown, Maryland, the Pinkney Innovation Complex for Science and Technology at Montgomery College (PIC-MC) is a pioneering model of how community colleges can anchor regional innovation. PIC-MC blends education, healthcare, and industry to drive workforce development, research, and inclusive commercial growth.

Spanning 650,000 square feet, PIC-MC is home to a range of high-impact facilities:

- **Bioscience Education Center** (145,000 square feet) – advanced biotech labs and classrooms for biotechnology education;
- **Paul Peck Academic & Innovation Building** (75,000 square feet) – home to the Germantown Innovation Center and multiple biotech firms;
- **Hughes Network Systems Facility** (140,000 square feet) – an R&D site for satellite broadband technologies established by Hughes Network System;
- **Holy Cross Germantown Hospital** (237,000 square feet) – a full-service teaching hospital offering hands-on clinical training; and
- **Medical Office Building** (80,000 square feet) – outpatient specialty clinics and physician practices.

The Germantown Innovation Center, a life sciences incubator, offers wet labs, office space, and business support for early-stage biotech ventures, with a strong track record of firm retention. Innovation Works, an internal accelerator, funds campus-based projects that advance student success and equity.

Germantown Innovation Center's tenant mix includes:

- **Palisade Bio** – a biopharma firm developing novel therapeutics for patients living with autoimmune, inflammatory, and fibrotic diseases; and
- **Clinicmax, Inc.** – a clinical software solutions provider.

What sets PIC-MC apart is its integrated model, linking students directly with employers, labs, hospitals, and innovation centers. Businesses benefit from access to a skilled talent pipeline and campus resources, while students gain specialized training, mentorship and real-world experience.

Discovery District, University of Maryland, College Park

Anchored by the University of Maryland, College Park (UMD), the Discovery District is a 150-acre research park that integrates academic research, entrepreneurship, federal collaboration, and commercial development. It is a thriving ecosystem for quantum computing, cybersecurity, clean energy, and defense contracting; however, life science development is limited due to fact that the School of Medicine is located in Baltimore rather than College Park. As a core component of the Greater College Park Initiative, the District is part of a public-private investment of more than $2 billion in academic and economic investments aimed at revitalizing the community and advancing the region's knowledge economy. In the 2014 *Approved Plan Prince George's 2035 General Plan* (Plan 2035), the Innovation Corridor runs along US 1 (Baltimore Avenue) and MD 193 (Greenbelt Road) around College Park-U of MD and Greenbelt Metro Stations. This designation offers tax incentives and targeted infrastructure improvements to retain existing and new employers.

The District features more than 2 million square feet of developed space, with special emphasis on flex and office space but also including hotel, retail, and residential uses. Up to 800,000 square feet of new construction is expected in coming years.

The backbone of the ecosystem is a robust support infrastructure for entrepreneurs and researchers:

- **Maryland Energy Innovation Center** accelerates early-stage clean energy technologies.
- **MTech Ventures** incubates technology-based innovations commercialized at the university.
- **The Dingman Center** equips students with entrepreneurial skills within an inclusive community.
- **Startup Shell** provides workspace and resources for student entrepreneurs.
- **UM Ventures** protects intellectual property and builds partnerships with industry and government.
- **Discovery Fund,** created by the University, provides up to $1 million annually to support innovative companies and startups with up to $1 million. The fund is initially focused on building a network of quantum computing businesses.

The Discovery District is home to a dynamic mix of tenants spanning technology, defense, cybersecurity, and biotech, including but not limited to:

- **IonQ** – a NYSE-listed quantum computing company spun out of UMD which went public with a $2 billion market valuation;
- **Raytheon** – a major defense contractor and industrial corporation;
- **Loccioni** – an international measurement and testing systems company;
- **Cybrary, BlueVoyant, INKY Technology** – cybersecurity companies; and

- **Medcura** – a medical device company focused on advanced wound care.

Multiple university inter-disciplinary research centers and institutes have been developed in the District along with space for such federal agencies as Center for Food Safety and Applied Nutrition (CFSAN), National Oceanic and Atmospheric Administration (NOAA), and the Applied Research for the Intelligence and Security Community.

Strategically located between Washington, D.C. and Baltimore and within 10 miles of key federal labs, embassies, and policy centers, the Discovery District offers excellent access to government, talent, and research networks.

Penn West Equity and Innovation District

The Golden Triangle Business Improvement District (BID) is pursuing development of an innovation district in Washington's Downtown and West End business districts to take advantage of the presence of the George Washington University (GW). The district is intended to focus on medical technology (medtech), government technology (govtech), financial technology (fintech) and educational technology (edtech), as well as social innovation and digital engagement.

One of its first efforts, launched in April 2024, is the Washington, DC Global Soft Landing Initiative in collaboration with the Washington DC Economic Partnership, the Office of the Deputy Mayor for Planning and Economic Development, the Golden Triangle BID, GW and Build Fellowship by Open Avenues. This initiative is focused on attracting and supporting international companies and entrepreneurs coming to Washington, DC. Anchored by the Studio by Tishman Speyer coworking space, the district offers flexible real estate options with discounted rents to take advantage of the district's extensive blocks of vacant office space as well as proximity to the World Bank, International Monetary Fund, the European Union and other international institutions. GW operates a U.S. Market Discovery Program specifically focused on assisting international startups.

The GW x Penn West Global Build Fellowship provides visa solutions for international entrepreneurs and companies locating in the District of Columbia.

GW's innovation ecosystem includes the Office of Innovation and Entrepreneurship (OIE) that has supported GW students and faculty in starting over 350 companies and raising over $1 billion in financing. The OIE offers mentors, events, networks, experiential opportunities and an annual venture competition.

M06, an interdisciplinary makerspace associated with GW Engineering, provides free tools, tech and consultation in support of student entrepreneurs as does the GW Innovation + Entrepreneurship Lab. I-Corps supports faculty and graduate student entrepreneurs. The GW Innovation Center at the School of Engineering and Applied Science serves students focused on social impact and design.

In addition to GW's research, healthcare facilities, tech and entrepreneurship programs, the Penn West Equity and Innovation District touts its outstanding accessibility with four Metro lines, networking potentials, support businesses and the city's urban life. The programmatic activities are supplemented by major streetscape improvements and new park enhancements to enhance the district's public spaces.

Summary

These profiles of innovation clusters and districts highlight key elements for success:

- Major research institution with cutting-edge research, faculty and graduate students;
- Critical mass of research and skilled workers;
- Entrepreneurial support network;
- Investment in facilities and equipment; and
- Physical environment that encourages collaboration.

Successful development of medical innovation districts takes sustained public leadership and significant investment. The following matrix summarizes the features of the 10 innovation clusters and districts profiled for Maryland and Washington.

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Table 1. Characteristics of Innovation Districts and Clusters				
Key Characteristic	**Greater Seneca Science Corridor**	**Frederick County**	**University of Maryland BioPark**	**Science + Technology Park at Johns Hopkins**
Location	Montgomery Co., MD	Frederick County, MD	Baltimore, MD	Baltimore, MD
Opening Year	N/A	N/A	2003	2006
Partners	Universities at Shady Grove, UM	Trammell Crow	UM, Baltimore	Forest City Enterprises
		Matan Companies	Wexford Science & Technology	East Baltimore Development, Inc.
	Adventist Healthcare Shady Grove Medical Center		City of Baltimore	Johns Hopkins Medicine
	John Hopkins University, Belward Campus			City of Baltimore
Anchor Institutions	National Cancer Institute	Fort Detrick	UM Baltimore Schools of Medicine, Graduate Studies, Dentistry, Pharmacy, Nursing, Social Work and Law	Johns Hopkins University
		Frederick National Laboratory, National Cancer Institute		
	GSK			Hopkins Hospital
	AstraZeneca			Maryland Public Health Laboratory
	Universities at Shady Grove, UM	Frederick Innovative Technology Center, Inc.	UM Medical System	Lieber Institute for Brain Development
Urban/Suburban	Suburban	Suburban	Urban	Urban
Industry Focus	Bioscience R&D	Bioscience R&D, Manufacturing	Biosciences	Bioscience R&D
Acreage	4,360	N/A	14	88
Square Feet Core Area	2,750,000+	2,300,000	650,000	515,000
Private Business Presence	Extensive	Extensive	Significant	Limited
Incubator/Accelerator	Yes	Yes	Yes	Yes
Speculative Lab Space	Yes	Yes	Yes	Yes
Access to Equity Financing	N/A	Yes	Yes	Yes
Public Spaces	N/A	N/A	Plaza	Eager Park-5.5 Acre

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Table 1. Characteristics of Innovation Districts and Clusters (Continued)				
Key Characteristic	**Johns Hopkins Bayview Campus**	**bwtech@UMBC Research & Technology Park**	**Johns Hopkins Belward Campus**	**Pinkney Innovation Campus**
Location	Baltimore, MD	Catonsville, MD	Rockville, MD	Germantown, MD
Opening Year	1984	1989	2025	2008/2015
Partners	Johns Hopkins University	UM, Baltimore County	Trammell Crow	Montgomery College
		Northrop Grumman	Johns Hopkins University	Biohealth Innovation, Inc.
		Maryland Department of Commerce		Flexnode
				Montgomery County
				Hughes Network Systems
Anchor Institutions	Johns Hopkins Medicine	UMBC	Johns Hopkins University	Montgomery College
	National Institute of Aging	U.S. Geological Survey	Universities at Shady Grove, UM	Holy Cross Germantown Hospital
	National Institute of Drug Abuse			
			National Cancer Institute	National Institute of Standards & Technology
			Shady Grove Adventist Hospital	
Urban/Suburban	Urban	Suburban	Suburban	Suburban
Industry Focus	Clinical services	Bioscience R&D	TBD	Clinical Services
	Academic research	Engineering & Advanced Manufacturing		Biosciences
				Engineering & Advanced Manufacturing
		Environmental Monitoring		
Acreage	130	71	107	
Square Feet Core Area	900,000+	525,000	1,600,000	677,000
Private Business Presence	Minimal	Significant	TBD	Limited
Incubator/Accelerator	Yes	Yes	TBD	Yes
Speculative Lab Space	No	Yes	Yes	Yes
Access to Equity Financing	No	Yes	TBD	Yes
Public Spaces	10-acre urban park	Campus Walkway	6-acre public park	N/A

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Table 1. Characteristics of Innovation Districts and Clusters (Continued)		
Key Characteristic	**Penn West Equity and Innovation Center**	**Discovery District**
Location	Washington, DC	College Park, MD
Opening Year	2024	2006/2017
Partners		
	DC Economic Partnership,	UM, College Park
	Golden Triangle BID	Corporate Office Properties Trust (COPT)
	The George Washington University	
		Terrapin Development Company
	Deputy Mayor for Planning and Economic Development	IonQ
Anchor Institutions	The George Washington University	UMD
		Center for Food Safety and Applied Nutrition (CFSAN), NOAA
		Capital One, Adobe, and Raytheon
		University Research Centers: ARLIS, ESSIC, JIFSAN, NFLC, and START
Urban/Suburban	Urban	Suburban
Industry Focus	Technology for medicine, government, finance and education	Quantum computing, cybersecurity, clean energy, defense
Acreage	Approx. 200	150
Square Feet Core Area	N/A	2,000,000+*
Private Business Presence	Limited	Significant
Incubator/Accelerator	Yes	Yes
Speculative Lab Space	No	Yes
Access to Equity Financing	Yes	Yes
Public Spaces	N/A	N/A

Note: *Includes Retail, Hospitality

Source: Partners for Economic Solutions, 2025.

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III. Study Area Context

Located in the heart of the Branch Avenue (Maryland Route 5) corridor, the potential for the proposed medical innovation campus will be influenced by the nature of surrounding development.

The corridor extends from the District of Columbia boundary on the north past the Capital Beltway (I-495), Joint Base Andrews, Clinton and Brandywine in Prince George's County and then into Charles and St. Mary's counties through Waldorf, Leonardtown, St. Mary's, and Point Lookout State Park on the south. Within Prince George's County, the corridor presents a mix of urban, suburban, and rural areas. Metro's Green Line has its terminus at the Branch Avenue station just inside the Capital Beltway (I-495) in an older part of the County. Much of the northern half of the corridor is lined with strip commercial uses. On the southern end, Brandywine has been largely rural, but it is now evolving into a suburban/rural mix with the introduction of new residential subdivisions and retail facilities and extension of water and sewer service. Population densities range from 4,700 people per square mile inside the Beltway to 450 people per square mile in Brandywine.

The limited transit service available in the corridor has forced most commuters into single-occupant vehicles, creating major congestion issues at times. In response to the congestion issues and residents' need for additional transit service, the Maryland Transit Administration is currently studying the potential for a Southern Maryland Rapid Transit (SMRT) line (either light rail or bus rapid transit) extending from the Branch Avenue Metro station down Branch Avenue and U.S. 301 to White Plains in Charles County. Alternative alignments are being evaluated, but each includes a stop at Surratts Road.

Study Area's Market Context

The proposed site for the Medical Innovation Campus on Surratts Road includes MedStar's Southern Maryland Hospital Center (SMHC) or in close proximity to this area. Sitting at the top of a hill, the Study Area as now delineated includes approximately 138 acres, of which 67 acres are owned by MedStar, including 41 vacant acres not planned for MedStar development.

Due to meeting a significant healthcare need in this area of the County, MedStar and its SMHC are pursuing a strategy of distributed care whereby the acute care hospitals become increasingly focused on providing tertiary care, the highest level of medical treatment for complex cases. The hospital is in a continuous cycle of facility, equipment and care upgrades to expand the range of advanced care services. Since acquisition by MedStar in 2012, SMHC has seen $160 million in investment to modernize and upgrade its facilities and capabilities. More basic services are being moved out of the hospital itself and distributed throughout the region in outpatient surgical centers and medical office buildings, making services more accessible to patients. The emphasis of these outpatient centers is on preventive care to minimize the need for tertiary care. Patients

enter the system through their personal physicians, nursing homes and/or the Emergency Department with transport by personal car, ambulance or helicopter. SMHC patients that need specialized advanced care are transported by helicopter to other MedStar centers.

MedStar SMHC's operations focus on providing the best possible care for its patients and members of the community. While research is imbedded in SMHC's role as a teaching hospital for Georgetown University, the on-site research is primarily clinical research rather than the more basic research that typically takes place within a research university. The MedStar Georgetown Cancer Institute at SMHC has particular expertise with the latest technology for cancer treatments. From facilities in Washington, DC and Baltimore, MedStar's Institute for Innovation works systemwide to "explore and build innovation capabilities, services, and solutions" and serve as "the system's testbed laboratory for exploring and refining new solutions."

MedStar's future SMHC campus plans include:

- A transportation support center;
- A surgical tower;
- Emergency Department expansion; and
- A medical office building (in the long term).

MedStar currently plans to focus its future development within the developed portion of the site between Surratts Road on the north and the Lakeside offices on the south. The southern end of the site also includes an independently-owned 9.5-acre rental townhouse development with almost 100 units originally intended to accommodate hospital staff.

Also located within the Study Area is the Autumn Lake Healthcare at Bradford Oaks, a 79,000 square-foot skilled nursing center sitting on 9.13 acres on the north side of Surratts Road, and a convenience store at the intersection of Branch Avenue and Surratts Road. The Study Area is bounded on the north by a well-established neighborhood of single-family detached houses.

Development along Surratts Road east of the Study Area is a blend of single-family detached houses on independent lots and organized subdivisions of single-family detached housing. West of Branch Avenue, Surratts Road includes a range of single-family subdivisions dating primarily from the 1990s and early 2000s. Proposed nearby developments being reviewed by the Prince George's Planning Board include:

- Junica Brandywine Village – 150 two-family condominiums on 6.28 acres at 13512 Brandywine Road;
- Michael's Retreat – 155 townhouses on 30.43 acres at Brandywine Road and Accokeek Road; and
- Enclave at Brandywine, Phase 2 – 36 lots on 5.44 acres at 15841 General Lafayette Boulevard in Brandywine.

Within one mile of MedStar SMHC, population density averages only 2,200 people per square mile. Retail development is limited to a convenience store at the Branch Avenue/Surratts Road intersection.

The Study Area is almost exclusively auto-oriented with few people living within walking distance of the hospital and minimal transit service. One Prince George's County Bus line (Route 30) links the hospital center with the Suitland Metro station, Camp Springs and Clinton on weekdays and Saturdays every 30 minutes from 6:50 am to 8:00 pm.

Three major factors will influence the viability of commercial development on the site. First is the limited nearby population base within a 10-minute drive of the site (the typical drive consumers are willing to make for convenience retailing), estimated by Esri at 3,049 residents in 1,129 households. Expanding that population base will be important to supporting the innovation campus vision. Three large land holders control the land to the south – the Potomac Electric Power Company (PEPCO), M-NCPPC and the Maryland Veterans Commission. Torti-Gallas + Partners will be exploring potentials for expanding the Study Area.

Second are the existing business clusters along Branch Avenue. Three nodes stand out as particularly competitive for new commercial development– the Woodyard Road interchange to the north in Clinton, Brandywine Crossing to the south in Prince George's County, and the greater Waldorf area just south of the County border in Charles County.

Third are access and visibility constraints that make it difficult to access the heavy pass-by traffic along Branch Avenue. Surratts Road provides the Study Area with its single access point to Branch Avenue. Views into the Study Area from Branch Avenue are limited to that intersection. Currently, the only access to the 41 acres of available vacant land is limited to Surratts Road and Hospital Drive. A second access point from Branch Avenue could become necessary.

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IV. Medical Innovation Campus Prospects

As noted in Section II, the key elements for a successful medical innovation district include:

- Major research institution with cutting-edge research, faculty and graduate students;
- Critical mass of research and skilled workers;
- Entrepreneurial support network;
- Investment in facilities and equipment; and
- Physical environment that encourages collaboration.

Fortunately, MedStar SMHC's operations offer an entrance point for the start of an innovation district. Regional hospitals possess the potential to serve as catalysts for innovation hubs in suburban and rural communities, leveraging their existing infrastructure, skilled workforce, and community connections to attract healthcare technology companies, research initiatives, and complementary businesses that drive economic development and knowledge-based growth.

Research Institutions

Major research institutions very often lead the development of innovation districts:

- Building public and legislative support,
- Supporting the development entity financially,
- Anchoring the first building(s) with university centers and laboratories,
- Leasing space in subsequent buildings to facilitate development financing,
- Encouraging technology transfer of innovations developed in university labs,
- Providing programming and networking support, and
- Capitalizing equity investment funds.

Prince George's County has a wealth of scientific and technical research that is supporting institutional and entrepreneurial development. In fact, this was one of the key assets that enabled the Discovery District's creation, coupled with the State of Maryland's investment in the University of Maryland College Park campus. The Study Area will need a major research institution to play this role.

The key life sciences research institution in Prince George's County – the United States Department of Agriculture's (USDA) Beltsville Agricultural Research Center (BARC) – has a specialized focus on plants and animals rather than human beings and is located north of the Capital Beltway. While BARC is located outside the immediate Study Area, building on existing community agricultural assets by establishing satellite facilities for BARC or partnerships that extend BARC's research capabilities into the local market. A recent 2025 announcement by the administration of President Donald J. Trump could result in the permanent closure of BARC,

which would further support the need in leveraging more research and innovation opportunities in Prince George's County..

Critical Mass of Research and Skilled Workers

The review of life sciences companies in Prince George's County summarized in Appendix Tables A-2 through A-4 shows that the County has an existing base of private bioscience companies that advance and commercialize innovations. Of the 85 entities listed in Maryland's Life Sciences Directory for Prince George's County, 22 are focused on biotechnology, pharmaceuticals, medical technology and digital health, representing 1.4 to 8.3 percent of the companies in Maryland. The largest number of Prince George's County companies are in digital health with facilities in College Park, taking advantage of the University of Maryland, College Park.

Without the base of private companies or a major educational institution in close proximity, the specialized workforce that supports innovation districts is limited. Currently, training programs for life science careers are focused in Montgomery County and Baltimore. No training for biotechnology or biopharmaceutical manufacturing is provided in Prince George's or Charles County institutions.

This gap offers an opportunity and suggests a potential for a life sciences education and workforce training center, such as the one in Hughesville in southern Charles County where the College of Southern Maryland has centralized its health sciences programs in a 50,000 square-foot Center for Health Sciences.

Entrepreneurial Support Network

As can be seen in the preceding descriptions of some of the most competitive innovation clusters, including Montgomery County's Greater Seneca Science Corridor, Baltimore's BioPark and the University of Maryland's Discovery District, an extensive network of support services is needed to support the development and growth of tech entrepreneurs. These include:

- Technology transfer operations to help move innovations out of research labs and into commercialization;
- Incubators for start-up companies;
- Accelerators for second-stage companies ready to start prototyping and scale-up processes;
- Networking among similar companies and larger firms;
- Access to equity and venture financing;
- Intellectual property attorneys;
- Experts to help guide companies through the regulatory processes;
- Training programs to provide new technicians; and
- Continuing education to help experienced staff stay current with new science and techniques.

Southern Prince George's County has few of these services other than some statewide systems. Development of a robust and effective entrepreneurial ecosystem typically requires active participation by a range of public and private entities. Expanding this entrepreneurial ecosystem could begin with a focused effort by the Prince George's County Economic Development Corporation to support entrepreneurs in southern Prince George's County with a small technical assistance office or possibly an incubator with office and lab facilities as well as support services for start-up businesses.

Community colleges can foster thriving entrepreneurial ecosystems through comprehensive programming that includes targeted business courses, strategic partnerships with Small Business Development Centers and technology organizations, dynamic pop-up events and networking opportunities, plus ongoing mentorship and resource support for emerging entrepreneurs. Prince George's County Community College provides associate degrees in Health Sciences, plus certificate programs in areas like Health Information/Medical Records Technology and Business Administration. Additional offerings include continuing education for career advancement, university transfer programs, and the Academy of Health Sciences -- a combined high school and college initiative offering a building block for expanded programs in the Study Area.

Investment in Facilities and Equipment

Not least among the required support services is the creation and equipping of laboratory space. Such space is extraordinarily expensive, requiring exacting design and construction standards, with costs in excess of $1,000 per square foot (roughly double the cost of a conventional Class A office building). An innovation district may get its start with facilities developed by a university and government partnership, but long-term growth demands private investment. Only a few companies in the country invest in speculative buildings with finished lab spaces. As an example, Connect Labs by Wexford in the Baltimore BioPark fills a critical gap, providing fully equipped labs that are ready for immediate move-in and supported by staff that handles many of the regulatory issues, such as hazardous waste disposal and inspections. With pre-leasing needed to make the buildings financeable, university lease commitments are often critical.

Without available lab space, innovation districts have found it difficult to meet the needs of life sciences companies, particularly second-stage companies ready to move beyond the start-up stage. The costs, time and risks involved in building new space are typically unsupportable for young tech companies. Public investment in an incubator or accelerator facility with laboratory space may be necessary in the initial phases of developing the medical innovation campus in Clinton.

Outside public investment, philanthropic support may bridge the gap in the Study Area for lab space. Building lab space in rural or suburban areas, like the Study Area, with philanthropic support requires connecting with suburban/rural-focused and national funders, and establishing a

sustainable and collaborative structure. Many members of funding collaboratives invest through multi-year, general operating support grants, allowing for greater flexibility and responsiveness.

Examples of these philanthropic interventions include: Janelia Research Campus, funded by Howard Hughes Medical Institute as a 689-acre campus in Ashburn, VA with small labs focused on interdisciplinary projects to advance scientific research; the CZ Biohub, established in 2016 in San Francisco with a $600 million grand from Mark Zuckerberg and Priscilla Chan to foster scientific collaboration; and Parker Institute for Cancer Immunotherapy (PICI) initiated with $250 million gift from Sean Parker to accelerate the development of cancer immunotherapies connecting 40 laboratories.

Physical Environment for Collaboration

At their best, medical innovation districts bring together researchers, skilled technology workers and entrepreneurs to exchange ideas and collaborate in the development of new discoveries and products to improve health outcomes. Together with deliberate programming and network building, walkable environments with public gathering places and opportunities for unplanned encounters can be invaluable in achieving those types of breakthroughs. The Study Area design and development could help to create such places through trails, plazas and natural areas.

The Study Area plan also should include a significant increase in local housing to create a larger population base and pedestrian activity. This increased population density will be essential to achieving the setting for a vibrant innovation center.

Moving Forward for Medical Innovation Campus Development

Building upon the MedStar SMHC base to achieve the vision of a medical innovation campus will require major sustained investments, including:

- Rezoning and planning to create a walkable environment with a mix of uses that will attract skilled knowledge workers to the site;
- creation and multi-year funding of an Innovation Campus entity to secure key public and private-sector political and financial support and guide the development;
- Relocation or creation of a major research center or institution to join MedStar SMHC in anchoring the development, possibly one that could take advantage of the surrounding agricultural base;
- Transit improvements to improve access to the site, currently being planned by the Maryland Department of Transportation under the Southern Maryland Rapid Transit (SMRT) initiative;
- Attraction of private developer and investor interest;
- Significant site improvements, including specialized laboratory facilities, to support the desired mixed-use environment;

- Creation of a supportive entrepreneurial ecosystem to provide specialized business assistance, access to funding, access to markets, and a robust network of collaborators;
- Expanding the base of private businesses pursuing innovation research and product development in the County;
- A focused workforce training effort to build a skilled labor force;
- A larger population base to support the desired amenities; and
- Expansion of the potential development area to provide for more-developable sites with better proportions and support additional development.

With attraction of a major research institution occupying 200,000 to 300,000 square feet of space, the associated innovation campus could support up to an additional 300,000 to 500,000 square feet of related office and research space at full development. Restaurant and retail facilities of 5,000 to 8,000 square feet could contribute to the campus vitality with outdoor seating. Ideally, a vibrant mixed-use development of that size would include 500 to 800 apartments and townhouses to generate patrons for the restaurants and retail space and to accommodate graduate students, researchers and other residents within walking distance of the campus' main gathering place.

Achieving the community vision of a retail cluster based on healthy foods and sit-down dining would require a household base of roughly 26,000 households within a 10-minute drive time – an addition of more than 6,500 new households.

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V. Opportunities for Near Term Uses

The Study Area benefits from a central location from which to serve Southern Maryland, the jobs and economic activity generated by Medstar SMHC, potential transit improvements, frontage along Branch Avenue and at least 41 acres of undeveloped land. This section evaluates the market support for near-term uses that might precede the innovation campus development. These potential uses include retail, specialized health and wellness services, offices, a workforce training center, skilled nursing centers, senior/assisted living, and housing.

Retail Use Potentials

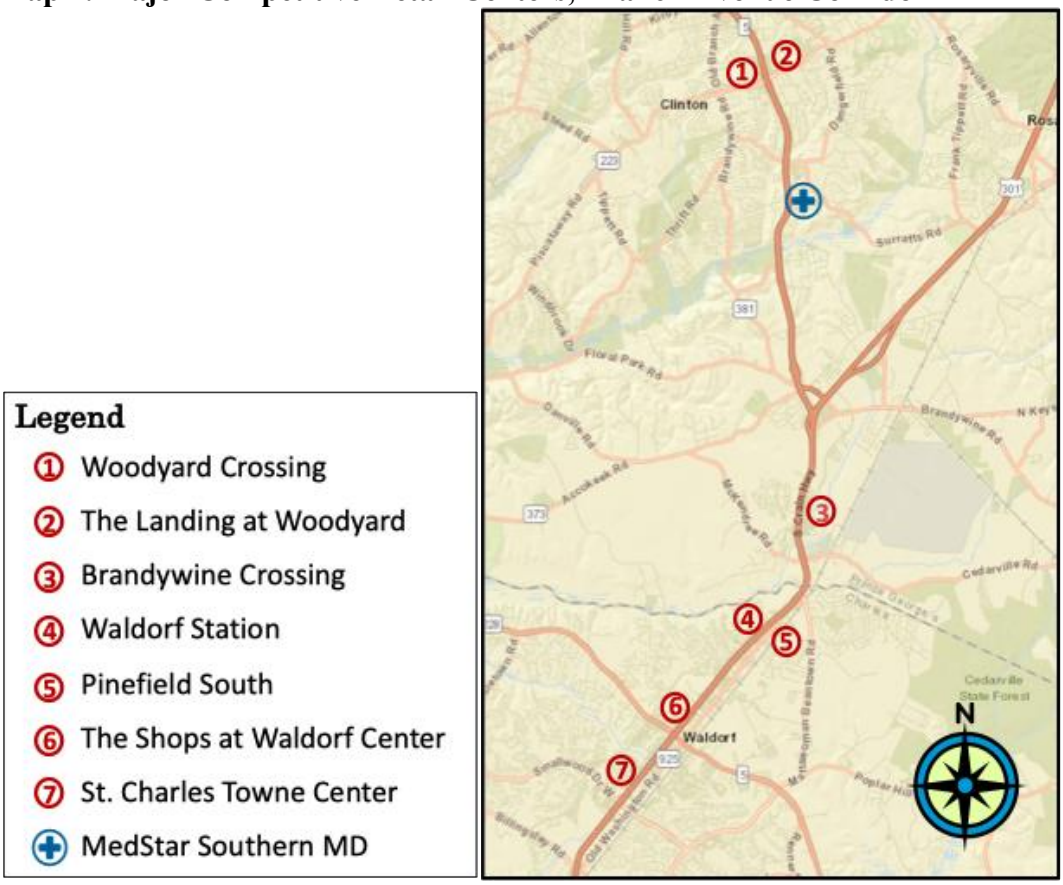
Noted above, the primary constraint on retail development in the Study Area in the near term is the existence of competitive shopping districts to the north at the Woodyard Road intersection on Route 5, and to the south at Brandywine Crossing, and in the Waldorf area of Charles County. These existing clusters are better located vis-à-vis population density and enjoy better access from Route 5.

Two miles north on Branch Avenue at Woodyard Road are two significant shopping centers. The Landing at Woodyard, developed in 1980, has a total of 167,300 square feet of space, including Aldi's and Onelife Fitness. Woodyard Crossing includes 362,000 square feet with Walmart, Lowe's and Safeway anchors.

Six miles to the south, Brandywine Crossing Shopping Center (231,000 square feet) is anchored by Target, Costco, Safeway, Marshalls and Xscape Theatres. Adjacent is a 209,000 square-foot Costco. The retail development is part of a larger mixed-use development that includes townhouses and multi-family residential development as well as office space. Greater Brandywine has experienced extensive residential development in low- and medium-density subdivisions, which is continuing.

The Greater Waldorf area offers almost continuous retail development along its U.S. 301 frontage for more than three miles. Including the St. Charles Towne Centre regional mall, the area has more than 6 million square feet of retail space. It serves as the business hub of Charles County, attracting shoppers from Prince George's, Charles and St. Mary's counties.

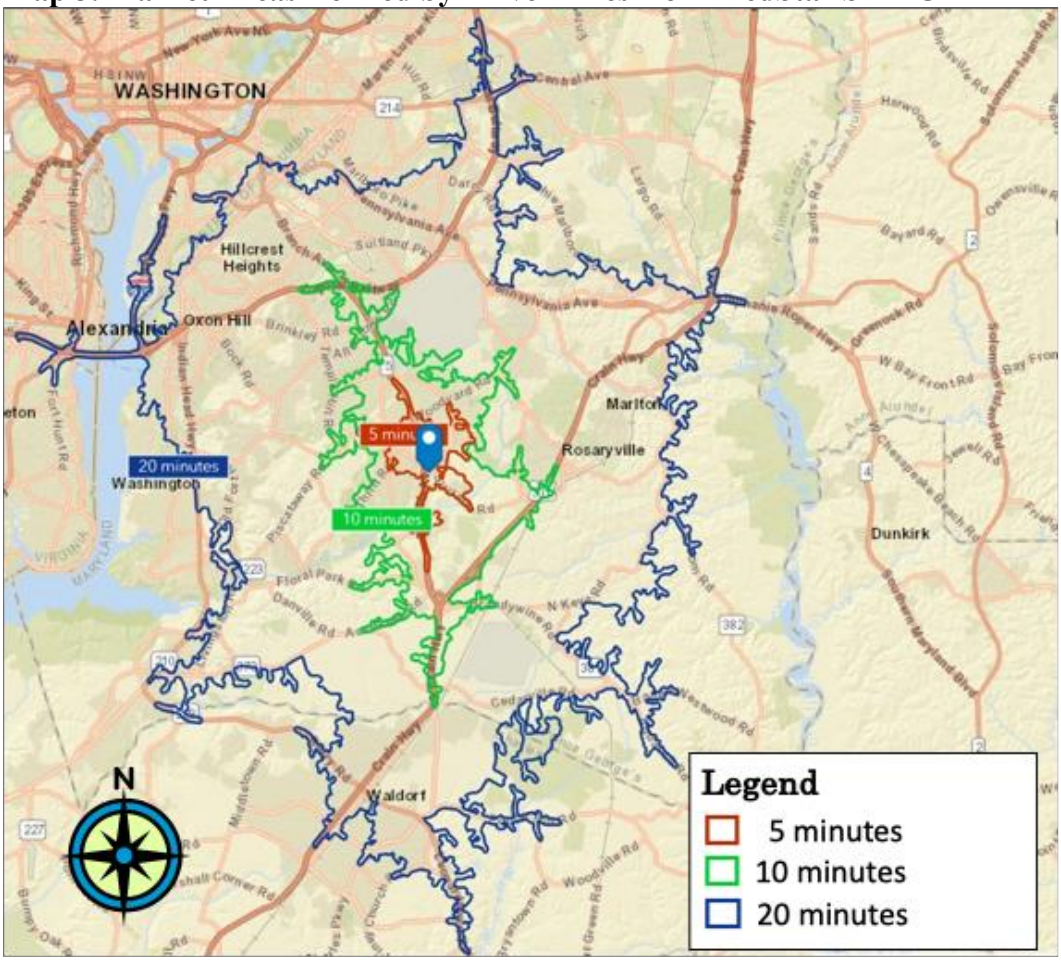
Map 2. Major Competitive Retail Centers, Branch Avenue Corridor



The depth and breadth of this retail competition coupled with the Study Area access and site constraints limit the potentials to retailers and food outlets serving primarily the hospital center and immediate area. The existing convenience store would likely preempt the potential for another convenience retailer.

The key existing markets include MedStar SMHC's 1,450 associates, about 200 on-site medical staff and 14,850 in-patients and 43,000 Emergency Department patients as well as the 1,183 households living within a five-minute drive (shown in Map 3). Many of the SMHC staff have limited time away from their stations and most often patronize the hospital cafeteria. If 20 percent of the staff spent an average of $11 per day for food and drinks outside of the hospital complex, that would represent $726,000 in annual spending. Depending on the retail offerings, Study Area food outlets could expect to capture 35 percent of those sales for a total of $254,000 annually.

Map 3. Market Areas Defined by Drive Times from MedStar SMHC



SMHC's 14,850 in-patients' families/visitors represent a potential market for eating and drinking, though an estimated 60 percent are expected to favor in-hospital facilities for convenience and proximity to their loved ones. With an average expenditure of $11 per person, average three-day stay, 1.5 visitors per patient, and a 30-percent capture rate, this market offers $88,000 in potential sales for Study Area food outlets.

The larger base of 43,000 Emergency Department patients is less likely to seek out food and drink. An estimated 40 percent could spend $5 per person while at the hospital, of which 25 percent might be spent with outside food outlets for a total of $22,000 in potential sales.

Depending on the retail offerings, the 1,183 households within a five-minute drive of the Study Area could be expected to spend no more than two percent of their annual eating and drinking expenditures ($6,200 per household) in the Study Area given the wide variety of food outlets within a close drive of their homes and their workplaces. These residents would present a potential source of up to $140,000 in sales.

As summarized in Table 2, these multiple sources of market support could generate up to $504,000 in annual sales. Based on a typical sales productivity rate of $350 in annual sales per square foot, that level of sales could support up to 1,400 square feet of retail space. As the Clinton area residential and employment base expands, the amount of supportable retail space will increase.

Table 2. Study Area Food and Drink Potentials, 2025

Market Segment	Number	Percent Eating Outside the Hospital	Average Spending		Total Annual Spending	Study Area Food Outlets	
			Amount	Period		Percent Captured	Total Sales
SMHC Staff	1,650	20%	$11.00	per Day	$726,000	35%	$254,000
SMHC In-Patients' Companions	22,275	40%	$11.00	per Day	$294,000	30%	$88,000
SMHC Out-Patients	43,000	40%	$5.00	per Visit	$86,000	25%	$22,000
Households in Five-Minute Drive-Time	1,129	NA	$6,200	per Year	$6,999,800	2%	$140,000
Total Potential Sales							**$504,000**
Average Sales per Square Foot							$350
Supportable Square Feet							**1,400**

Source: MedStar Southern Maryland Hospital Center, 2025; Partners for Economic Solutions, 2025.

To achieve these sales, the food outlet(s) would need to be physically close to the hospital and parking lot, possibly in the first floor of the medical office building proposed for the northwest corner of the SMHC site. Reserved parking would need to be closely sited with the food outlet. An independent coffee/sandwich shop could offer a variety of foods to meet the demand.

Specialized Health and Wellness Use Potentials

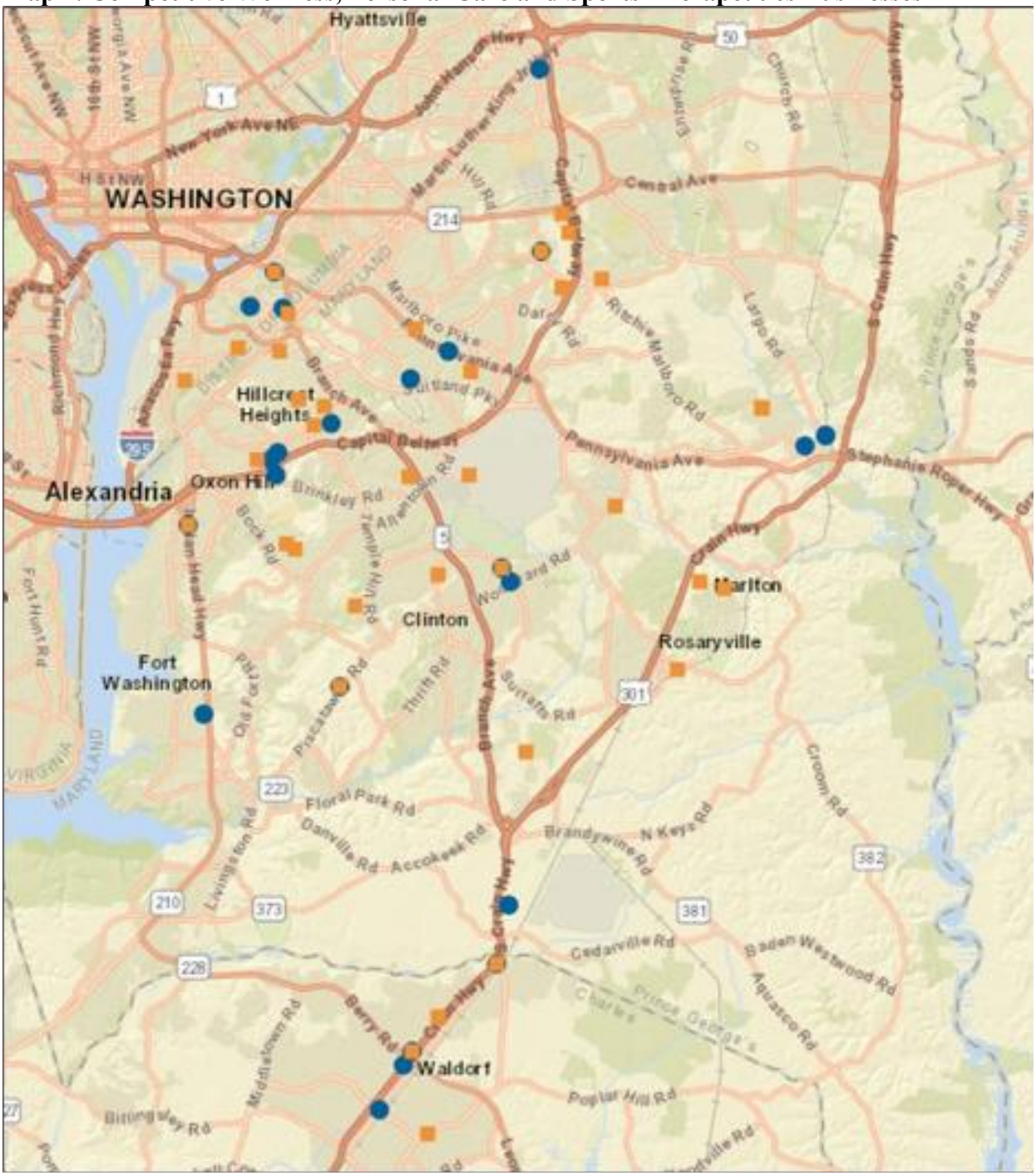
A cluster of health and wellness uses could be a candidate for a site in the Study Area. The Global Wellness Institute (GWI) defines the industry as "the active pursuit of activities, choices, and lifestyles that lead to a state of holistic health."[9] GWI reports that the industry generated $2.0 trillion in economic activity in the U.S. in 2023, up 37.4 percent from the 2019 level. The industry encompasses a range of service providers focused on preventive health and rehab services, including (in order of size) fitness and physical activity; personal care and beauty; wellness tourism, spas and springs; healthy eating, nutrition and weight loss; public health, prevention and personal medicine; wellness real estate; mental wellness; traditional and complementary medicine; and workplace wellness.[10] This is an all-encompassing measure of services, facilities and equipment, and products (e.g., vitamins, athletic apparel).

Southern Prince George's County and the Waldorf area are served by a variety of outlets. Using the North American Industry Classification System (NAICS), Map 4 shows the distribution of select personal care services (NAICS 8121) and fitness and recreational sports centers (NAICS 7139) located within a 20-minute drive-time from the Study Area. Listed in Appendix Tables A-5 and A-6, they include 25 massage therapists, rehab services and tanning salons as well as 43 health clubs, fitness centers, recreation centers and sports clubs. Not included are the full range of beauty and nail salons. The businesses are well distributed geographically with particular focus on population and retail centers. The largest fitness center chains occupy built-to-suit facilities, but most of these businesses locate in existing retail spaces, relying on retail developers to handle the real estate aspects.

[9] Global Wellness Institute. "The Global Wellness Economy: United States, Data for 2019-2023." February 2025, p. 1. Accessed at https://share.hsforms.com/1eq4axmnUSYitmeqr4_8IsQq2ann?__hstc=136585071.6e6a5f45348cda13c911484fdd866b56.1748887078196.1748887078196.1748887078196.1&__hssc=136585071.2.1748887078196&__hsfp=3690629108

[10] Ibid. p. 9

Map 4. Competitive Wellness, Personal Care and Sports Therapeutics Businesses



Developing a cluster of health and wellness businesses in the Study Area would require finding a developer willing to invest in site improvements and retail space construction for a focused land use. Such a focus increases the developer's risk if the cluster does not provide sufficient numbers

of businesses at high enough rents to warrant the investment. A destination day spa might be large enough to develop a stand-alone facility, taking advantage of the forested nature of the available acreage.

Given the development site deep within the site with no direct access or visibility from Route 5 and no on-site utilities, it is unlikely that a developer would choose to develop health and wellness facilities in the Study Area. Better located sites exist in southern Prince George's County, such as National Harbor, that are convenient to middle- and higher-income residents and able to tap the visitor market.

Office Potentials

Office development in the Prince George's County's portion of the Branch Avenue corridor has been limited over the past decade with development of 707,000 square feet of new office space in three buildings. Of that total, 81 percent was in a single headquarters building for the U.S. Citizenship and Immigration Service in Camp Springs near the Branch Avenue Metro station. The remaining space was built as medical office buildings in Brandywine, including one for MedStar. The corridor's office space is well occupied, but there is no clear shortage of space or driver of demand other than medical facilities. High office vacancies elsewhere in the County and the region have dampened interest among developers and investors, constraining new construction.

Non-medical office users in the corridor are focused on businesses that serve local residents, such as real estate and insurance agents, dentists and attorneys. Given their focus on serving the local population, most favor locations in activity centers with easy access to population clusters. Given the Study Area's location between population and business nodes, there is no reason to expect office demand in the near future. The one exception would be for MedStar medical office space in the longer term; in the near term MedStar is focusing on siting medical outpatient buildings (MOBs)/outpatient centers away from SMHC in population centers.

Workforce Training Potentials

MedStar SMHC and other hospitals throughout the region have struggled to attract and retain qualified workers for the many professional and technical jobs inherent in an acute care hospital and outpatient clinics. MedStar has sponsored specialized training programs and apprenticeships for patient care and surgery technicians. Employ Prince George's, Inc. is the principal workforce development agency for the County. It runs job fairs, lists available jobs, and sponsors a series of workforce training programs in partnership with public and private educational entities throughout the County. As previously mentioned, Prince George's Community College (PGCC) offers associate's degrees, certifications and certificates for many hospital-based occupations, ranging from EKG technicians and Certified Nursing Assistants up to Registered Nurses and Surgical Technicians; however, those training programs are generally focused in Largo.

A partnership opportunity could develop between MedStar SMHC and PGCC for a satellite education/workforce training operation that could combine classroom and hands-on training to help Southern Maryland residents find careers in health care while providing a stream of new skilled workers for the hospital. Another partnership opportunity that could develop is between MedStar SMHC and Prince George's County Public Schools, especially for high school students who identify health and life sciences as a potential career goal. Depending on the extent of the programs offered, such a facility could require as much as 50,000 square feet, which could be accommodated within the medical office building or a stand-alone facility.

Skilled Nursing, Assisted Living and Senior Housing Potentials

The United States and Southern Maryland are seeing significant growth in the share of population age 65 and over with the aging of the Baby Boom (born between 1946 and 1964). Prince George's County seniors increased by 10.2 percent from 2020 to 2024 and are projected to increase another 15.5 percent from 2024 to 2029 – the addition of almost 36,00 senior residents. The number of residents age 65+ will continue to rise as a share of total population through 2040. These residents will drive demand for skilled nursing centers, assisted living, independent senior housing, and continuing care retirement communities.

Skilled nursing facilities provide short-term rehabilitation services and long-term nursing care. The Maryland Department of Health reports that the state has 230 nursing homes with roughly 30,000 beds – a ratio of one bed for every 210 residents. Summarized in Appendix Table A-7, Prince George's County has 17 skilled nursing facilities with 2,602 beds – a ratio of one bed for every 371 residents. Southern Prince George's County (south of MD Route 4) is served by five skilled nursing facilities with 939 beds – including the Autumn Lake Healthcare at Bradford Oaks just north of SMHC – one bed for every 349 residents. In the Branch Avenue corridor, three skilled nursing facilities offer 27 beds at a ratio of one bed per 258 residents.

The Metropolitan Washington Council of Governments' Round 10.0 Cooperative Forecasts show a 30.6-percent growth in the Branch Avenue corridor population from 2025 to 2045 with an increase of roughly 40,000 residents. Maintaining the same ratio of one bed per 258 residents would suggest the need for an additional 70 to 75 beds by 2035 and another 115 to 120 beds from 2035 to 2045. This may be a conservative estimate given the growing share of the population represented by people aged 75 and over.

Skilled nursing facilities typically maintain a close relationship with the nearby hospital. The Study Area would be a competitive location for additional skilled nursing beds, which could be provided by a new facility or an expansion of the Autumn Lake facility.

Independent senior housing and assisted living have less direct dependence on the nearby hospital. Younger seniors tend to prefer to live in housing with no skilled nursing facility to avoid confronting their own eventually failing health and mortality. Despite that aversion, many

seniors choose housing with an eye to quick accessibility to a quality hospital. The Study Area could compete for assisted living and/or senior housing, though many seniors prefer housing in mixed-use communities with easy access to retail, restaurants and recreation facilities, particularly for those no longer able or willing to drive. While the Study Area does not now offer a walkable environment, addition of bike and pedestrian paths would enhance the Study Area's appeal.

Prince George's County has an estimated 160 assisted living facilities, accounting for at least 3,146 beds. These include a number of former single-family homes converted to use for four to eight seniors. Of the 160 facilities, 44 are located in southern Prince George's County in Accokeek, Brandywine, Camp Springs, Clinton, Fort Washington, Oxon Hill, Suitland, and Temple Hills.

The County also has a total inventory of 52 developments with 6,646 multi-family rental housing units reserved for seniors. Of those, 18 developments with a total of 2,412 units are located in southern Prince George's County. All but one of these South County developments include at least some affordable units with rents restricted by virtue of public financial assistance, excluding a 260-unit market-rate manufactured housing community. As of May 2025, effective rents averaged $1,564 per month and the developments had a healthy 94.1-percent occupancy rate. New construction has added 502 units since 2019.

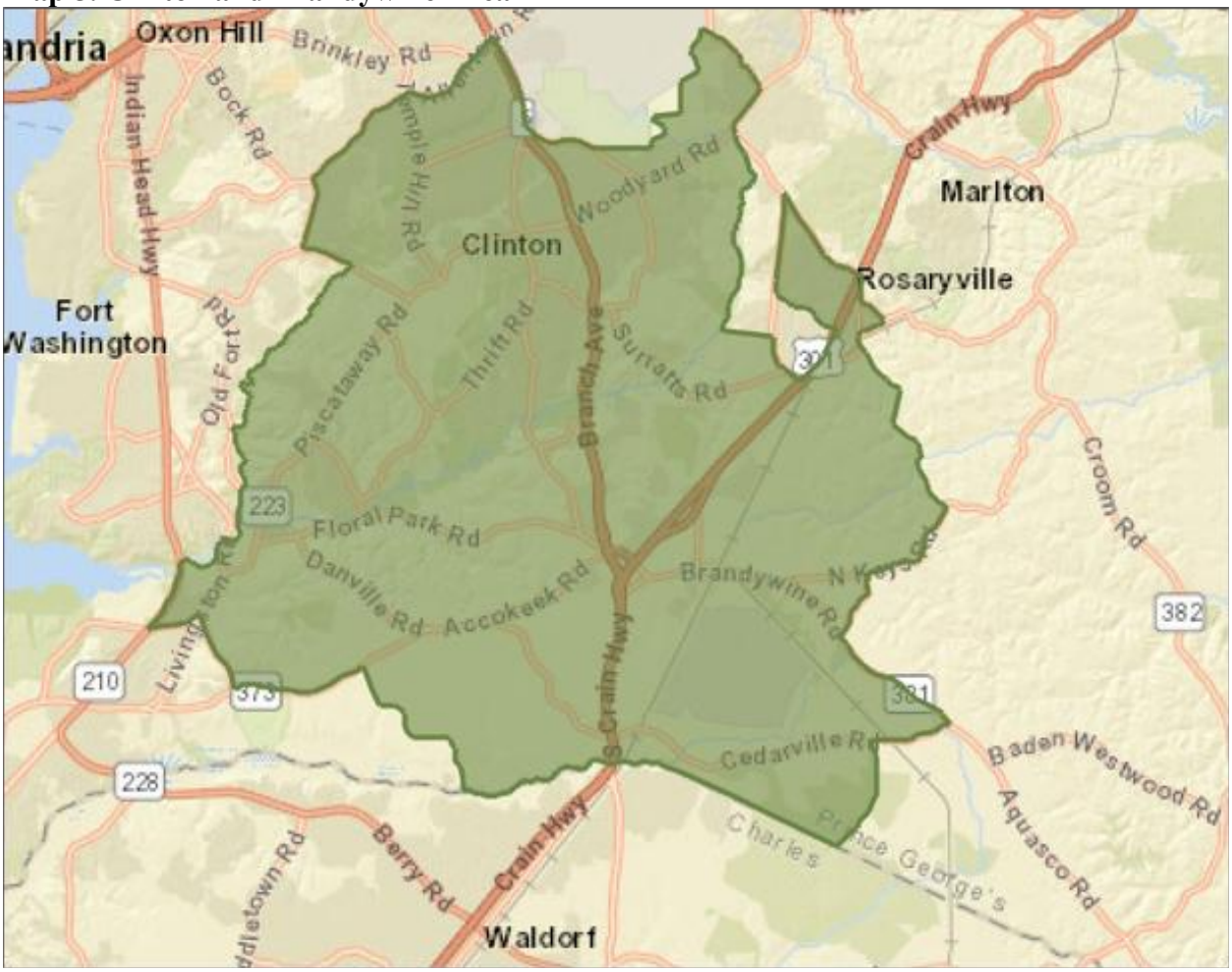
In light of the competition and the growing demand for assisted living and independent senior living in the Clinton and Brandywine areas, the Study Area market could support (depending on the supply of developable land):

- A cottage or patio home community for seniors of up to 150 units;
- An independent living facility of 110 to 150 units; and/or
- An assisted living facility of 70 to 100 units.

Residential Development Potentials

The Metropolitan Washington Council of Governments projects the population and household growth for the Clinton and Brandywine sections of the County (Map 5) to total 9,300 new residents and 3,300 new households from 2025 to 2035 with another 8,800 residents and 3,100 households from 2035 to 2045. Allowing for normal vacancies, these households will require 3,400 housing units from 2025 to 2035 and 3,200 units from 2035 to 2045.

Map 5. Clinton and Brandywine Area



Development from 2010 to 2023 focused on for-sale housing with minimal multi-family development activity according to data from the American Community Survey. Since 2023, the Clinton and Brandywine areas have seen development of 660 new multi-family units, according to CoStar data. Combining those two data sources suggests that roughly 12 percent of net new units in the area were developed as townhouses. Based on these trends, future housing demand in the Clinton and Brandywine areas is estimated at 4,600 single-family detached houses, 1,000 townhouses and 1,000 multi-family units to 2045. However, that number could change with the introduction of rapid transit in the Branch Avenue corridor and changes in zoning to allow greater densities.

Transit service could increase demand for housing within walking distance to the stations and encourage higher densities. Though the Southern Maryland Rapid Transit (SMRT) feasibility analysis has not yet determined the system's final alignment, it is likely that the station will be located as close to the SMHC complex as possible. Depending upon availability of land on the north side of Surratts Road across from SMHC, some of the 9.1 acres of land associated with

Autumn Lake Healthcare at Bradford Oaks could be suitable for development of 100 to 150 multi-family units or up to 100 townhouses. This development could be either market rate or affordable units, depending on the availability of funding assistance to support lower rents.

The northern portion of the 41 acres of vacant land south of SMHC would be just beyond a quarter-mile walk of that station, the normal walking distance associated with transit-oriented development, but it does not offer the more immediate proximity to stations likely to be achieved in the Woodyard Road and Brandywine Crossing/Timothy Branch station areas. Market-rate non-senior residential demand for the acreage south of the hospital would be most likely for townhouses.

Near-Term Potentials

Near-term supportable uses for Study Area sites in advance of the innovation campus development include:

- Up to 1,500 square feet of retail space outside the hospital complex but located as close as possible to it;
- A medical office building of 50,000 to 70,000 square feet associated with MedStar;
- An educational/workforce training facility of 2,000 to 50,000 square feet, possibly located within the medical office building or a stand-alone facility;
- A skilled nursing facility of up to 73 beds, possibly developed in conjunction with the existing Autumn Lake Healthcare at Bradford Oaks;
- A cottage or patio home community for seniors with up to 150 units;
- An independent living facility of 110 to 150 units;
- An assisted living facility of 70 to 100 units;
- 100 to 150 market-rate and affordable multi-family housing units; and/or
- 200 to 300 market-rate townhouses.

The ultimate building program will depend on the amount of developable land, the configuration of development, when and where a new transit system and station might be located, and developer preferences for one land use type over another. Additionally, if another opportunity site within proximity becomes available by another healthcare provider, this study should also be used as a reference to proceed with the effort of creating an Innovation District.

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Appendix Tables

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Table A 1. Maryland Employment in Selected Industries, 2020 Third Quarter, 2024					
	Establishments	Annual Employment	Average Annual Wages	Employment Location Quotient	Wages Location Quotient
Research and Development in Biotechnology (Except Nanobiotechnology) (NAICS 541714)					
2020	524	11,011	$141,599	2.67	1.69
2021	626	12,285	$163,265	2.71	1.95
2022	798	12,899	$133,492	2.61	1.68
2023	838	13,083	$144,515	2.55	1.65
2024	890	12,681	$151,418	2.43	1.63
Change, 2020-2024	**366**	**1,670**	**$9,819**	**-0.24**	**-0.06**
In-Vitro Diagnostic Substance Manufacturing (NAICS 325413)					
2020	15	3,216	$104,013	6.18	5.30
2021	15	3,552	$104,895	5.85	4.87
2022	13	3,621	$107,452	6.43	5.68
2023	12	3,372	$111,583	6.08	5.56
2024	12	NA	NA	NA	NA
Change, 2020-2024	**NA**	**NA**	**NA**	**NA**	**NA**
Pharmaceutical Preparation Manufacturing (NAICS 325412)					
2020	NA	NA	NA	NA	NA
2021	NA	NA	NA	NA	NA
2022	105	2,094	$132,727	0.52	0.49
2023	NA	NA	NA	NA	NA
2024	130	1,909	$178,399	0.42	0.58
Change, 2020-2024	**NA**	**NA**	**NA**	**NA**	**NA**
Biological Product (Except Diagnostic) Manufacturing (NAICS 325414)					
2020	15	3,216	$104,013	6.18	5.30
2021	15	3,552	$104,895	5.85	4.87
2022	NA	NA	NA	NA	NA
2023	20	2,006	$156,258	2.53	3.04
2024	21	1,911	$164,932	2.28	2.37
Change, 2020-2024	**6**	**(1,305)**	**$60,919**	**-3.90**	**-2.93**
Research and Development in the Physical, Engineering, and Life Sciences (Except Nanotechnology and Biotechnology) (NAICS 541715)					
2020	678	18,878	$134,142	2.31	2.05
2021	736	19,815	$138,801	2.29	2.06
2022	800	20,045	$139,820	2.21	1.91
2023	829	22,019	$143,373	2.31	2.05
2024	918	22,223	$147,972	2.29	1.95
Change, 2020-2024	**240**	**3,345**	**$13,830**	**-0.02**	**-0.10**

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2025; Partners for Economic Solutions, 2025.

Table A 2. Maryland Life Sciences Firms by Industry Sector and Location							
	Number of Firms						
Sector	Maryland	Prince George's County	Baltimore City	Baltimore County	Howard County	Montgomery County	Frederick County
Biotechnology - Therapeutics & Diagnostics	262	7	50	16	7	148	18
Biotechnology - R&D Services	287	4	45	14	20	144	39
Biotechnology - Other	66	1	16	9	5	20	4
Pharma (Fully Integrated)	12	1	0	0	0	9	0
Medical Technology	178	4	55	27	18	51	5
Digital Health	174	10	37	23	18	64	3
Investor	90	5	26	11	5	33	3
Professional Services & Consulting	298	15	46	20	24	144	16
Public/Non-Profit Organizations/Medical Facilities	231	19	31	11	9	126	20
Supplier & Engineering	244	19	38	16	36	69	18
Media	3	-	1	0	0	0	0
Total	**1,845**	**85**	**345**	**147**	**142**	**808**	**126**

Source: Maryland Life Sciences Directory, Maryland Department of Commerce, 2025; Partners for Economic Solutions, 2025.

Table A 3. Life Science Companies and Other Entities in Prince George's County by City, 2025			
City	**Number of Entities**	**City**	**Number of Entities**
Beltsville	14	Lanham-Seabrook	1
Greenbelt	5	Largo	1
Calverton	1	Laurel	5
Bowie	13	National Harbor	3
College Park	22	Oxon Hill	1
Riverdale	3	Temple Hills	1
Hyattsville	2	Upper Marlboro	1
Landover	6	**Total Listed**	**79**

Source: Maryland Life Sciences Directory, 2025; Partners for Economic Solutions, 2025.

Table A 4. Life Science Companies and Other Entities in Prince George's County, 2025			
Company	**Main Sector**	**Subsector**	**City**
Beltsville, Greenbelt and Calverton			
REPROCELL USA, Inc	Biotech - R&D	Analytical Services, Cell Culture, CRO	Beltsville
DNA Analytics, Inc.	Biotech - R&D	Other, Analytical Systems, Bioinformatics	Greenbelt
Integrated Cellular and Molecular Diagnostics	Biotech - R&D	Analytical Services, Diagnostic Services	Greenbelt
NextCure, Inc.	Biotech - Therapeutics & Diagnostics	Other, Immunotherapy	Beltsville
SplashMD	Digital Health	Other, Electronic Medical Record	Greenbelt
CLR Medical	Medical Technology	Single Use Devices	Beltsville
EndoMaster Medical, Inc.	Professional Services & Consulting	Other, Technology Transfer	Beltsville
SoBran BioScience	Professional Services & Consulting	Human Resource Services, Operations, Health & Safety	Beltsville
Aspekt Solutions	Professional Services & Consulting	Other, Operation/Health & Safety	Greenbelt
American Childhood Cancer Organization	Public/Non-Profit/Medical Facilities	Foundation	Beltsville
ARS, Office of Technology Transfer (USDA)	Public/Non-Profit/Medical Facilities	Governmental Organization, Research Facility	Beltsville
Beltsville Agricultural Research Center	Public/Non-Profit/Medical Facilities	Institute, Research Facility	Beltsville
Cytonix, LLC	Supplier & Engineering	Chemicals, Distributors, Electronics	Beltsville
Human Care USA, Inc.	Supplier & Engineering	Distributors	Beltsville
IntelixBio, LLC	Supplier & Engineering	Chemicals, Distributors, Instrumentation	Beltsville
Med-Stat Medical	Supplier & Engineering	Distributors, Electronics, Medical Devices	Beltsville
Neocera, LLC	Supplier & Engineering	Distributors, Instrumentation	Beltsville
Precision Plastics, Inc	Supplier & Engineering	Lab Equipment, Medical Devices	Beltsville
InnoVital Systems, Inc.	Supplier & Engineering	Electronics, Instrumentation, Medical Devices	Calverton
Signalway Antibody, LLC	Supplier & Engineering	Chemicals, Distributors	Greenbelt
Bowie			
CooperSoft, Inc.	Digital Health	Health & Wellness (IoT)	Bowie
Inovalon	Digital Health	Medical Big Data & Analytics	Bowie
Tetragram, Inc.	Digital Health	Mobile Fitness/Health Aps	Bowie
Wearable Dose, Inc.	Medical Technology	Diagnostic Devices	Bowie
BioLab Share	Professional Services & Consulting	Property Management/Real Estate	Bowie
Bowie Business Innovation Center	Professional Services & Consulting	Business Development/Sales & Marketing	Bowie
Exponent	Professional Services & Consulting	Operations/Health & Safety	Bowie
Gray Matters Technology Services LLC	Professional Services & Consulting	IT Services, Market Research	Bowie

Table A 4. Life Science Companies and Other Entities in Prince George's County, 2025 (Continued)			
Company	**Main Sector**	**Subsector**	**City**
LVM Pharmaceuticals Consulting, LLC	Professional Services & Consulting	Drug Development Consulting	Bowie
Medical Revenue Cycle Specialists LLC	Professional Services & Consulting	Other, Management Consulting	Bowie
T Cubed Regulatory Consulting	Professional Services & Consulting	Regulatory Affairs	Bowie
Epilepsy Foundation	Public/Non-Profit/Medical Facilities	Foundation	Bowie
Maryland Prescription Affordability Board	Public/Non-Profit/Medical Facilities	Governmental Organization	Bowie
College Park, Hyattsville and Riverdale			
AGED Diagnostics	Biotech - R&D	Neoplasms / Cancer / Oncology	College Park
GlycoT Therapeutics	Biotech - Therapeutics & Diagnostics	Antibodies, Proteins	College Park
Inhalex Therapeutics, LLC	Biotech - Therapeutics & Diagnostics	Vaccines	College Park
Rakta Therapeutics, Inc.	Biotech - Therapeutics & Diagnostics	Small Molecules	College Park
SD Nanosciences	Biotech - Therapeutics & Diagnostics	Drug Delivery	College Park
Symbiont Health	Digital Health	AI	College Park
Chesapeake Bay Seed Capital Fund	Investor	Other, Venture Capital Fund	College Park
Dingman Center Angels	Investor	Business Angel	College Park
UM Ventures	Investor	Venture Capital Fund	College Park
UCleaner LLC	Medical Technology	Dental Devices	College Park
MedCura, Inc.	Medical Technology	Biomaterials, Wound Care	Riverdale
AGAOE Strategic Solutions of Maryland, LLC	Professional Services & Consulting	Other	Hyattsville
Center for Medical Innovations in Extended Reality	Public/Non-Profit/Medical Facilities	Research Facility	College Park
Discovery District	Public/Non-Profit/Medical Facilities	Science/Technology Park, Research Facility	College Park
Maryland International Incubator	Public/Non-Profit/Medical Facilities	Industry Assn, Science/Technology Park	College Park
Maryland MEMS & Microfluidics Lab	Public/Non-Profit/Medical Facilities	Research Facility	College Park
Maryland Small Business Devel. Center	Public/Non-Profit/Medical Facilities	Other, Governmental Organization	College Park
Maryland Technology Enterprise Institute (MTech)	Public/Non-Profit/Medical Facilities	University, Institute	College Park

Table A 4. Life Science Companies and Other Entities in Prince George's County, 2025 (Continued)			
Company	**Main Sector**	**Subsector**	**City**
Mtech Ventures	Public/Non-Profit/Medical Facilities	University, Research Facility	College Park
University of Maryland	Public/Non-Profit/Medical Facilities	Institute, University	College Park
MedStar Health Research Institute	Public/Non-Profit/Medical Facilities	Institute, Research Facility	Hyattsville
Fraunhofer USA CESE	Public/Non-Profit/Medical Facilities	Research Facility	Riverdale
USDA/APHIS	Public/Non-Profit/Medical Facilities	Governmental Organization	Riverdale
AbSci	Supplier & Engineering	Lab Equipment, Consumables	College Park
Advanced Analyzer Labs, Inc.	Supplier & Engineering	Distributors, Instrumentation	College Park
Advanced Thermal & Environmental Concepts, Inc.	Supplier & Engineering	Instrumentation	College Park
Terrapin Works	Supplier & Engineering	Electronics, Instrumentation, Precision Mechanics	College Park
Landover and Lanham-Seabrook			
The McConnell Group	Biotech - Other	Environmental, Food, Veterinary	Landover
Medigy	Digital Health	Patient Engagement, Remote Monitoring	Landover
Ascellon Corporation	Professional Services & Consulting	IT Services, Management Consulting	Landover
NETA International, Inc.	Professional Services & Consulting	Drug Development Consulting	Lanham-Seabrook
Biomedical Engineering Society	Public/Non-Profit/Medical Facilities	Industry Association/Research Facility	Landover
National Phlobotomy Association, Inc.	Public/Non-Profit/Medical Facilities	Research Facility	Landover
Man and Machine, Inc.	Supplier & Engineering	Distributors, Electronics	Landover
Laurel			
DiscoverU Health	Digital Health	Health & Wellness (IoT)	Laurel
MedTech Enginuity Corp	Digital Health	Medical Big Data & Analytics	Laurel
Innovation Station Business Incubator	Public/Non-Profit/Medical Facilities	Governmental Organization	Largo
Appropriate Technical Resources	Supplier & Engineering	Instrumentation, Lab Equipment	Laurel
Barber Optics, Inc.	Supplier & Engineering	Instrumentation	Laurel
Ticoscen, Inc.	Supplier & Engineering	Electronics, Instrumentation	Laurel

Table A 4. Life Science Companies and Other Entities in Prince George's County, 2025 (Continued)

Company	Main Sector	Subsector	City
National Harbor, Oxon Hill and Temple Hills			
Reversal Therapeutics, Inc	Biotech - Therapeutics & Diagnostics	Small Molecules	National Harbor
XintBrain	Digital Health	Health & Wellness (IoT), Health Services Search	National Harbor
Vizuro Health Sciences Consumer Healthcare, Inc.	Pharma (Fully Integrated)	Generics	National Harbor
MD Medical Research	Professional Services & Consulting	Operations/Health & Safety/Purchasing	Oxon Hill
Welgo, LLC	Supplier & Engineering	Distributors, Software	Temple Hills
Upper Marlboro			
Chapman Pharmaceutical Consulting, Inc.	Professional Services & Consulting	Management Consulting/Market Access	Upper Marlboro

Source: Maryland Life Sciences Directory, 2025; Partners for Economic Solutions, 2025.

Table A 5. Massage Therapists, Tanning Salons and Other Personal Care Services within 20 Minute Drive Time from the Study Area						
Company/Business Name	**Address**	**City**	**State**	**Industry Description**	**Square Feet**	**Employees**
Assurance Therapeutic Services, LLC	Elm St	Upper Marlboro	MD	Massage Therapists, Social Workers	1,500 - 2,499	2
Choice Pain & Rehabilitation Center	Saint Barnabas Rd	Oxon Hill	MD	Massage Therapists, Pain Control, Physicians Assistants, Sports Medicine & Injuries		2
Divine Caring & Wellness LLC	Corning Ave	Fort Washington	MD	Personal Care Services NEC		6
DXT Therapeutic Service	Pennsylvania Ave	District Heights	MD	Massage Therapists, Mental Health Services, Vocational Rehabilitation Services, Outpatient Mental Health & Substance Abuse Centers , Foundation-Educ Philanthropic Research, Non-Profit Organizations	2,500 - 4,999	2
East-West Massage Therapy	King St	Alexandria	VA	Massage Therapists	1,500 – 2,499	1
Enlighten Therapeutic & Consulting Services, LLC	Stamp Rd	Temple Hills	MD	Massage Therapists	2,500 - 4,999	3
Green Spa-Massage Spa	Livingston Rd	Fort Washington	MD	Massage Therapists, Spas-Beauty & Day	2,500 - 4,999	2
Healing Touch	Indian Head Hwy	Oxon Hill	MD	Massage Therapists	2,500 - 4,999	3
Healing Touch 2 LLC	23rd St SE	Washington	DC	Massage Therapists		2
Integrative Therapeutic Solutions, LLC	Crain Hwy	Waldorf	MD	Massage Therapists, Psychiatric Treatment Facilities, Mental Health Counselors, Counselors		2
L & N Massage	Crain Hwy	Waldorf	MD	Massage Therapists	10,000 - 19,999	5
Massage 21 Health & Wellness	Old Washington Rd	Waldorf	MD	Massage Therapists	2,500 - 4,999	3

Table A 5. Massage Therapists, Tanning Salons and Other Personal Care Services within 20 Minute Drive Time from the Study Area (Continued)

Company/Business Name	Address	City	State	Industry Description	Square Feet	Employees
Milestone Therapeutic Service	32nd St SE	Washington	DC	Massage Therapists	1,500 - 2,499	2
Physiocare Rehab & Wellness, LLC-Brandywine	Matapeake Business Dr	Brandywine	MD	Massage Therapists, Vocational Rehabilitation Services, Medical Centers, Physical Therapists	10,000 - 19,999	11
Prioritize Peace Therapeutic Services	Marlboro Pike	Upper Marlboro	MD	Massage Therapists		2
Relaxation Within LLC	Festival Way	Waldorf	MD	Massage Therapists	5,000 - 9,999	5
Righteous Track LLC	Rosecroft Village Dr	Oxon Hill	MD	Personal Care Services NEC	1 - 1,499	2
Sensational Touch Massage LLC	Marlboro Pike	Upper Marlboro	MD	Massage Therapists, Cosmetics & Perfumes-Retail	2,500 - 4,999	2
Skin Therapy By BRI LLC	Regency Park Ct	Suitland	MD	Massage Therapists	1,500 - 2,499	2
Step-By-Step Therapeutic Service	Brightseat Rd	Hyattsville	MD	Massage Therapists	1 - 1,499	2
Tanfastic	Old Alexandria Ferry Rd	Clinton	MD	Tanning Salons, Beauty Salons	1,500 - 2,499	8
Tanz Auto LLC	Ritchie Rd	Capitol Heights	MD	Tanning Salons	1 - 1,499	2
The Therapeutic Lounge, LLC	Piscataway Rd	Clinton	MD	Massage Therapists	5,000 - 9,999	4
The Therapeutic Lounge, LLC	Woodyard Rd	Clinton	MD	Massage Therapists		2
Umbrella Therapeutic Services, Inc	Pennsylvania Ave SE	Washington	DC	Massage Therapists	2,500 - 4,999	5

Source: Data Axle, 2025; Partners for Economic Solutions, 2025.

Table A 6. Health Clubs, Fitness Trainers and Recreation Centers within 20 Minute Drive Time from the Study Area						
Company/Business Name	**Address**	**City**	**State**	**Industry Description**	**Square Feet**	**Employees**
9Round Fitness	Crain Hwy	Waldorf	MD	Health Clubs Studios & Gymnasiums, Boxing Instruction, Exercise & Physical Fitness Programs, Health & Fitness Program Consultants, Personal Trainers-Fitness, Gymnasiums, Gymnastic Instruction, Martial Arts Instruction, Sports Clubs, Kick Plates (Mfrs), Gymnasiums Equipment & Supplies-Whls, Karate Judo Jiu-Jitsu & Kung Fu Instr	10,000 - 19,999	5
ABC Fitness Connection, LLC	Business Park Dr	Waldorf	MD	Sports & Recreation Facilities Program	1,500 - 2,499	2
Aiyana Atelier	S Fayette St	Alexandria	VA	Health Spas, Art Instruction & Schools	1,500 - 2,499	1
Answer Boxing & Fitness Center	Brown Station Rd	Upper Marlboro	MD	Health Clubs Studios & Gymnasiums	5,000 - 9,999	5
Anytime Fitness	Piscataway Rd	Clinton	MD	Health Clubs Studios & Gymnasiums, Weight Control Services	2,500 - 4,999	4
Body From Scratch	Ritchie Rd	Capitol Heights	MD	Personal Trainers-Fitness	1,500 - 2,499	2
Body Snatchers Fitness LLC	Saint Barnabas Rd	Temple Hills	MD	Health Clubs Studios & Gymnasiums	2,500 - 4,999	3
Construction Zone Fitness, LLC	Wedgedale Ct	Upper Marlboro	MD	Health Clubs Studios & Gymnasiums	5,000 - 9,999	4
Dcharec Center	Alabama Ave SE	Washington	DC	Recreation Centers	1,500 - 2,499	2
Diamond Spa LLC	Old Branch Ave	Camp Springs	MD	Health Spas	20,000 - 39,999	8
Girl Fit Work Out Studio	Brown Station Rd	Upper Marlboro	MD	Health Clubs Studios & Gymnasiums	10,000 - 19,999	7
Gold's Gym	Ritchie Station Ct	Capitol Heights	MD	Health Clubs Studios & Gymnasiums, Gymnasiums, Exercise & Physical Fitness Programs, Personal Trainers-Fitness	20,000 - 39,999	51

Table A 6. Health Clubs, Fitness Trainers and Recreation Centers within 20 Minute Drive Time from the Study Area (Continued)

Company/Business Name	Address	City	State	Industry Description	Square Feet	Employees
H & D Fitness LLC	Old Alexandria Ferry Rd	Clinton	MD	Personal Trainers-Fitness	20,000 - 39,999	10
Healwellfit Club LLC	Epping Ave	Ft. Washington	MD	Sports & Recreation Facilities Program		4
Hillcrest Recreation Center	Denver St SE	Washington	DC	Recreation Centers	2,500 - 4,999	3
Holley Youth Sports & Training	N Marlton Ave	Upper Marlboro	MD	Sports Recreational	20,000 - 39,999	13
LA Fitness	Festival Way	Waldorf	MD	Health Clubs Studios & Gymnasiums, Gymnasiums, Personal Trainers-Fitness	40,000 - 99,999	30
Managed Fitness 4 U LLC	E Hampton Dr	Capitol Heights	MD	Health Clubs Studios & Gymnasiums	20,000 - 39,999	7
Marlow Heights Community Center	Saint Clair Dr	Temple Hills	MD	Recreation Centers, Youth Organizations & Centers	40,000 - 99,999	20
Maryland-National Capital Park	Oxon Run Dr	Temple Hills	MD	Recreation Centers	1,500 - 2,499	2
Moe-Tivational Fitness LLC	Donnell Dr	Forestville	MD	Health Clubs Studios & Gymnasiums	5,000 - 9,999	5
Momentum3	Woodyard Rd	Upper Marlboro	MD	Sports Recreational		2
Nannie J Lee Recreation Center	Jefferson St	Alexandria	VA	Recreation Centers	40,000 - 99,999	11
New Life Fitness Concept	Jaywick Ave	Ft. Washington	MD	Personal Trainers-Fitness	20,000 - 39,999	9
Orangetheory	King St	Alexandria	VA	Health Clubs Studios & Gymnasiums, Medical Fitness Centers, Health Systems Evaluation Consultants, Medical Centers	2,500 - 4,999	8
P O M-J S Warrior Fitness Inc	Central Ave	Capitol Heights	MD	Health Clubs Studios & Gymnasiums	20,000 - 39,999	8
PG Mavericks	Cheltenham Rd	Upper Marlboro	MD	Sports Recreational		2

Table A 6. Health Clubs, Fitness Trainers and Recreation Centers within 20 Minute Drive Time from the Study Area (Continued)

Company/Business Name	Address	City	State	Industry Description	Square Feet	Employees
Planet Fitness	Pennsylvania Ave SE	Washington	DC	Health Clubs Studios & Gymnasiums, Exercise & Physical Fitness Programs, Gymnasiums, Personal Trainers-Fitness, Tanning Salons, Spas-Beauty & Day	20,000 - 39,999	16
Planet Fitness	Old Branch Ave	Clinton	MD	Health Clubs Studios & Gymnasiums, Personal Trainers-Fitness, Exercise & Physical Fitness Programs, Tanning Salons, Massage, Weight Control Services, Gymnasiums, Spas-Beauty & Day	20,000 - 39,999	10
Planet Fitness	Silver Hill Rd	District Heights	MD	Health Clubs Studios & Gymnasiums, Gymnasiums, Personal Trainers-Fitness, Exercise & Physical Fitness Programs, Tanning Salons, Massage, Weight Control Services, Spas-Beauty & Day	20,000 - 39,999	10
Planet Fitness	Indian Head Hwy	Oxon Hill	MD	Health Clubs Studios & Gymnasiums, Personal Trainers-Fitness, Exercise & Physical Fitness Programs, Tanning Salons, Massage, Weight Control Services, Gymnasiums, Spas-Beauty & Day	20,000 - 39,999	10
Planet Fitness	Richmond Hwy	Alexandria	VA	Health Clubs Studios & Gymnasiums, Gymnasiums, Personal Trainers-Fitness, Exercise & Physical Fitness Programs, Tanning Salons, Massage, Weight Control Services, Spas-Beauty & Day	20,000 - 39,999	10

Table A 6. Health Clubs, Fitness Trainers and Recreation Centers within 20 Minute Drive Time from the Study Area (Continued)

Company/Business Name	Address	City	State	Industry Description	Square Feet	Employees
South County Youth Soccer LG	Aquone Pl	Clinton	MD	Sports Recreational	20,000 - 39,999	13
Strive Womens Health Foundation	Alice Ave	Oxon Hill	MD	Health Clubs Studios & Gymnasiums, Non-Profit Organizations		2
Tactical Fitness Center	Concord Ave	JB Andrews	MD	Health Clubs Studios & Gymnasiums	5,000 - 9,999	8
The Perfect Workout	Richmond Hwy	Alexandria	VA	Health Clubs Studios & Gymnasiums, Personal Trainers-Fitness	20,000 - 39,999	8
Therapeutic Recreation Center	Jefferson St	Alexandria	VA	Recreation Centers	10,000 - 19,999	7
TMAC the Spa	Southern Springs Ln	Upper Marlboro	MD	Health Spas	2,500 - 4,999	3
Upper Level Fitness Club	Saint Charles Pkwy	Waldorf	MD	Health Clubs Studios & Gymnasiums	100,000+	34
V Spa & Nail Studio LLC	Crain Hwy	Waldorf	MD	Health Spas, Spas-Beauty & Day	2,500 - 4,999	3
Victory Youth Centers	4th St SE	Washington	DC	Health Clubs Studios & Gymnasiums	2,500 - 4,999	3
Yoni Spa LLC	Lusbys Ln	Brandywine	MD	Health Spas	20,000 - 39,999	14

Source: Data Axle, 2025; Partners for Economic Solutions, 2025.

Table A 7. Skilled Nursing Facilities in Prince George's County, 2025			
Facility Name	**Number of Beds**	**Location**	**City**
Autumn Lake Healthcare at Bradford Oaks	180	7520 Surratts Rd	Clinton
Clinton Healthcare Center	267	9211 Stuart Ln	Clinton
Future Care Capital Region	180	9106 Pineview Ln	Clinton
Adelphi Nursing and Rehabilitation Center	170	1801 Metzerott Rd	Adelphi
Sterling Care Hillhaven	66	3210 Powder Mill Rd	Adelphi
Larkin Chase Care and Rehabilitation Center (Temporarily closed)	120	15005 Health Center Dr	Bowie
Forestville Healthcare Center	162	7420 Marlboro Pk	Forestville
Ft. Washington Health Center	150	12021 Livingston Rd	Ft. Washington
Largo Nursing and Rehabilitation Center	130	600 Largo Rd	Glenarden
Complete Care at Hyattsville	270	4922 LaSalle Rd	Hyattsville
Sacred Heart Home, Inc.	44	5805 Queen Chapels Rd	Hyattsville
White Oak Rehabilitation and Nursing Center	160	6500 Riggs Rd	Hyattsville
Doctors Community Rehabilitation and Patient Care	130	6710 Mallery Ln	Lanham
Autumn Lake Healthcare at Cherry Lane	155	9001 Cherry Ln	Laurel
Autumn Lake Healthcare at Patuxent River	153	14200 Laurel Lake Rd	Laurel
Villa Rosa Nursing and Rehabilitation	107	3800 Lottsford Vista Rd	Mitchellville
Crescent Cities Nursing & Rehabilitation Center	158	4409 East West Highway	Riverdale

Source: NursingHomes.com, 2025; Partners for Economic Solutions, 2025.

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