

Medical Innovation District Feasibility Study Stakeholder Interview Summary

Executive Summary

The consultant team interviewed four key stakeholder groups: Council Member Sydney J. Harrison and his councilmanic staff; Employ Prince George's; Prince George's Community College; and the Prince George's County Economic Development Corporation. These interviews were used to inform development options and potential success opportunities for the Medical Innovation District. Additionally, they served to understand the needs and capabilities of potential partners and gain a deeper insight into local strengths and challenges.

Across all interviews, the Medical Innovation District was seen as a transformative opportunity for District 9 and southern Prince George's County. Stakeholders saw the value of a Medical Innovation District as:

- A new hub for healthcare, research, and innovation;
- A catalyst for economic development, job creation, and expanded opportunity;
- A way to provide amenities currently missing in the area, such as high-quality retail, restaurants, and services; and,
- A way to provide a desired lifestyle, housing, and opportunities that can encourage younger generations to stay rooted in their community.

Through these interviews, a set of common themes and lessons emerged:

Economic Growth and Identity

Create a focused and recognizable destination for the region. The Medical Innovation District can be both an economic driver and vibrant center for neighborhood life.

Workforce Development and Training

Connect training to jobs, both existing and in the future. Ensure partnerships with private investment, education, and job placement to create new industries, educate students, and place workers when the Medical Innovation District develops.

Education and Healthcare Partnerships

Build on existing relationships to expand healthcare education and strengthen medical innovation identity.

Research and Innovation Infrastructure

Fill the urgent need for wet lab space to attract and retain researchers and medical entrepreneurs. Without investment in facilities, businesses will continue to seek other locations.

Transit and Access

Reliable transportation is necessary for workers, for housing, and to help alleviate concerns relating to traffic and development on site. Transit access is required to be competitive in the region.

Collaboration and Shared Responsibility

All stakeholders noted that success will require solid, consistent partnerships between government, educational institutions, workforce agencies, private investors, and community members. No single entity can deliver the vision alone; collaboration and partnership are needed for success.

Aligning Policy with Vision

Ensure land use, zoning, and transportation policies align with the goals of the Medical Innovation District and support its implementation.

Interview Summaries

A summary of interviews and key takeaways follow, with a more detailed transcription of interviews at the end of this document.

Office of Council Member Sydney J. Harrison

Council Member Harrison represents District 9 on the Prince George's County Council and has been an instrumental driving force behind the Medical Innovation District vision. Council Member Harrison views the Medical Innovation District as a driver for economic development and as an opportunity to create a desirable destination for District 9 and southern Prince George's County, for both local residents and for visitors.

Council Member Harrison views the Medical Innovation District as a chance to provide missing high-quality amenities and retail that is wanted by the community and create types of places that will allow and encourage younger generations to remain within their community. Council Member Harrison noted that existing challenges can be transformed into opportunities, for example, missing amenities that the community has identified are an opportunity to meet the need. Lastly, Council Member Harrison identified the importance of aligning land use and zoning policy with the vision to achieve success.

Employ Prince George's

Employ Prince George's is a 501(c)(3) formed in 2018. It is the County's central entity focused on workforce development and the fiscal and administrative agent and service provider for the Prince George's Workforce Board. Employ Prince George's has more than 290 Memorandum of Understanding partners with classes in eight locations, including a jobs center in Oxon Hill/National Harbor. Their efforts include high schools, middle schools and 5,000 businesses. Programs have eight targets – six industries and two demographic groups. They run programs throughout the County, including workforce development programs, career coaching, occupational skills training, and job matching.

Employ Prince George's focuses on matching training and workforce development to existing jobs. They place trained personnel in jobs immediately after completion of training. While their focus is not on training for future jobs, they can create new training and placement programs when needed. However, they rely on significant investment from the private sector to create a new market before moving into the fill roles. They expressed both interest and capability to create new training programs and placement services in support of the vision, but it would need to be within an already established Medical Innovation District.

Employ Prince George's noted that they would be interested in providing training needed by MedStar Southern Maryland Hospital Center. If they were to locate on site, they would not necessarily need their own building as they can work with industry partners and organizations to provide classroom space.

Prince George's Community College

Prince George's Community College (PGCC) is a public community college in Largo, Maryland, granting a variety of associate's degrees and professional certificates. In addition to the main campus in Largo, PGCC has extension centers at University Town Center in Hyattsville, Andrews Air Force Base, and a Skilled Trades Center in Camp Springs. Because of the context of the Medical Innovation District Feasibility Study, the conversation focused specifically on their medical and healthcare-related programming.

Prince George's Community College is excited about the vision and interested in expanding their footprint, but it is too early to make any specific plans. Budgetary constraints with expansion or a new campus are also a consideration. PGCC currently places students at MedStar Southern Maryland Hospital Center for on-site training in their medical programs. An expansion of MedStar, or the inclusion of other specialized healthcare entities, could greatly strengthen their educational offerings. Some PGCC students currently need to travel to northern Virginia for placement in certain clinical programs, so the ability to accommodate more students and specialties in the Medical Innovation District would be convenient and highly valued.

In addition, the Medical Innovation District would have jobs in a variety of non-medical fields, so there are even more opportunities for workforce development and capacity building with other industry partners.

Prince George's County Economic Development Corporation

The Prince George's County Economic Development Corporation (PGCEDC) is the lead agency driving business growth, job creation, and investment in Prince George's County. Its mission is to attract, retain, and expand businesses, strengthen the County's commercial tax base, and promote the region as a destination for economic activity. They offer a wide range of business services and programs, including site selection assistance, incentives, incubator programs, workforce development, and business outreach.

The EDC confirmed the need for more research and laboratory space in Prince George's County, specifically a major need for "wet lab" space. (Wet labs, as opposed to dry labs, are research laboratories used for physical experiments with chemical or biological materials, and they need specialized equipment and mechanical systems for handling potentially hazardous materials. "Dry labs" typically only require power, data, and office workspace.) The EDC has heard interest from researchers and entrepreneurs, but no facilities are available. Because of this, many companies and individuals locate to Montgomery County. The provision of laboratory and research space is particularly important to remain competitive with surrounding counties and states.

Healthcare is an identified focus area for the Economic Development Corporation, so healthcare-related projects in a Medical Innovation District would be eligible for support from the EDC. They generally do not support residential projects, except when there is an integrated ground-floor commercial or retail use.

The EDC reiterated the importance of transit to the success of the Medical Innovation District, specifically as it relates to supporting workforce. Transportation is a major factor in access to jobs and economic opportunities.

The Economic Development Corporation can be a champion for the project but noted that they need other committed partners as well.

Stakeholder Interview Notes

A transcription of notes and key takeaways from stakeholder interviews follows. Please note, the transcription represents the interviewers' recollections and sentiment at the time of discussion. Statements may have been paraphrased and/or edited for clarity.

Office of Council Member Sydney J. Harrison

Interview with Council Member Sydney J. Harrison (*Councilmember, District 9*), Eric Bowman (*Chief of Staff*), and Kimberly Lyles (*Deputy Chief of Staff*) on August 7, 2025.

Interview Notes

- Need to change land use and zoning to enable creation of the Medical Innovation District. The vision and recommendations in this study will inform Subregion 5 and 6 minor plan amendments and updates to the Central Branch Avenue Corridor Revitalization Sector Plan.
- Transportation system is important; need better access.
- Need more housing – MWCOG housing report found shortage of ±300,000 housing units.
- Branch Ave is very busy regional route, carrying people from all over Maryland and parts of Virginia. Approximately 100,000 cars drive past per day. How to create a destination rather than pass-through? Want to create a destination for existing residents in addition to visitors.
- It would be a tremendous benefit to have Innovation District come to District 9. Need opportunities for people to stay in Clinton, rather than leaving. People need to get services in other counties. Younger generations are looking for more accessible, integrated living, not just typical suburban homes. This is an opportunity for generations to stay in community. Provide housing, jobs, and amenities that allow people to stay instead of moving elsewhere.
- Envisioning a diverse community, with variety of housing options, jobs, services, and retail integrated together. A healthy community with walkable and bikeable streets and neighborhoods and strong connections to nature. Create a place where education and innovation drive opportunity.
- Potential for conflict between the desire for more amenities and services and concerns about development.

Key Takeaways

- Missing amenities speak to an unmet need. This is an opportunity to create something new and fill a missing need by turning challenges into opportunities.
- The Medical Innovation District is an opportunity to spark economic development in District 9 and southern Prince George's County. It should create a desirable destination for both locals and visitors. There is a chance to provide missing high-quality amenities and retail that is wanted by the community. Create types of places that will allow and encourage younger generations to remain within their community.
- It is particularly important to align land use and zoning policy with the vision to achieve success.

Employ Prince George's

Interview with Walter Simmons (*former President and CEO*), Brianna Capuano (*former Director of Career Services*), and Chanel Payne (*Manager of Business Services*) on September 11, 2025.

Interview Notes

- There is a Capital Area Healthcare Alliance network. The Business Advisory Council meets quarterly. They have a program with Johns Hopkins University that works with returning citizens, youth and immigrant doctors and nurses who need paths to regain their credentials. They are partnering with Community Clinic, Inc. (CCI) to open their first healthcare training center, using CCI's facility in Greenbelt. They have programs with 73 schools that provide immediate transition into specialized training if the students are not going to college.
- Occupation skills training is contracted out to entities qualified by the Maryland Higher Education Commission. The programs cost \$500 to \$6,500 per person and run six weeks to eight months. They have scholarships for skills upgrading, focused on certification with job matching. They worked with National Harbor and Tanger Outlets.
- Life sciences is currently not a targeted sector. Focus on placing trained personnel in a job immediately after completion of their training, so they don't train for an industry that might be coming in the future. EPG uses Bright Outlook from O*Net for occupation and in-demand industries.
- Focus on entry- to middle-skilled jobs that do not require a degree and jobs that provide a living wage in industries that are growing and have a sufficient density.
- Ten to fifteen trainees per cohort. They train about 100 CNAs and 30 Medical Assistants per year. They need a base of 30-100 jobs per year to match scaling.
- Allied Health training programs work with caregivers up to LPNs, including CNAs, patient care, pharmacy, and phlebotomy as well as coders who work in the administrative side. They partner with facilities, such as the UMD Health System, which provides training to help its bilingual dietary staff to move up the skills ladder.
- Other "boutique" workforce programs exist, but that is not the focus of Employ Prince George's.
- Building Trades Career Center is run by the union. In the 2010s everyone chased after green jobs, training workers for jobs that didn't yet exist. Then those workers had to retrain for other jobs. Learned a lesson of focusing on industries with solid growth history.
- They often use the Tree of Life Christian Church in Clinton as a community hub. It has a huge facility that can accommodate 700 to 1,000. There is a PGCC satellite in Brandywine focused on building trades. There is a Hospitality and Gaming training facility in Oxon Hill – MGM, National Harbor/Peterson and Tanger made a seven-figure investment to be sure the workforce was available.
- Employ Prince George's looks for employers to be invested and serious about workforce training.

- There are many jobs for whom workers don't exist. Youth unemployment is high, so they work to create talent. District 9 youth unemployment is more than 10 percent. They graduate 8,000 students in the county each year; 2,000 are disconnected.
- Johns Hopkins has 10-12 talent pipelines that serve them. JHU started the Baltimore Area Hospital Alliance.
- It takes about two years to get a course going at Prince George's Community College or UMD. They have an 18- to 27-month pipeline to get the first workers cohort. You can't start that kind of program at a facility's opening. It takes time to develop talent.
- MedStar started last year and made connections with Employ Prince George's. Focus on customized recruitment events and information sessions for CNAs and patient care technicians.
- In general, lots of interest in AI engineering, data researchers, and other emergency IT fields to address the countywide, industrywide gaps.

Key Takeaways

- Employ Prince George's focuses on matching training and workforce development to existing jobs, not necessarily creating a future workforce. They rely on significant investment from private sector to create the market before moving in to fill roles. They can create new programs and partnerships, if needed, but it would need to be within an established Innovation District.
- Employ Prince George's does not necessarily need their own dedicated space. They can work with partners to provide space needed for classes.

Prince George's Community College

Interview with DeAndre Jones (*Associate Vice President, Partnerships and Economic Development*) and Angela Anderson (*Dean of Health, Wellness, and Hospitality*) on October 9, 2025

Interview Notes

- PGCC offers many degrees and certificates in healthcare and related fields. They include: Nursing, LPN, RN, CAN, Patient Care Tech, Paramedic, Nuclear Medicine, Radiography, Respiratory Therapy, Surgical Tech, Health Navigator, Health Information Management, and Medical Assistant. In addition to degrees and certificates, PGCC also provides continuing education programming for a variety of healthcare needs. They also develop new continuing education programs as needed.
- PGCC has a current relationship with MedStar and has created a Surgical Technologist training course that is split between on-campus and in-hospital training at MedStar Southern Maryland. The Nursing program has a relationship with MedStar Southern Maryland and Paramedic students do rotations in the Emergency Department.
- When evaluating the potential of a satellite campus, PGCC seeks to meet the needs of the County and workforce. PGCC owns land in Clinton, MD, although it is currently used as the Clinton Sports Park recreational fields. There are no immediate plans for development of another campus, but it may be a possibility in the future.

- PGCC does not currently have programming for research and laboratory technology but can develop programming if needed or desired.
- PGCC currently offers some split programs with the College of Southern Maryland and offers dual-enrollment partnerships with University of Maryland.
- PGCC representatives expressed interest in the Medical Innovation District idea but were unable to make any commitments. Being a part of the Medical Innovation District could take many forms, from something as small as a single classroom in a shared building, to a potentially larger facility. Ideas for a Southern Campus are “embryonic” with no current plans.
- PGCC also works with Employ Prince George’s to develop programming for continuing education, workforce development, training, upskilling, and reskilling.
- PGCC is interested in expanding its footprint in the County, but there are budgetary constraints. An expanded MedStar Southern Maryland Campus would offer an opportunity to place more students on-site; some students must travel to Virginia hospitals for training/placement.

Key Takeaways

- Prince George’s Community College is interested in expanding their footprint, but budgetary constraints are a real consideration. The idea is exciting, but it’s too early to make any specific plans. The Medical Innovation District could strengthen their educational offerings and allow them to place more students in clinical settings. Currently, students need to travel northern Virginia for hospital placement in some medical programs, so an expanded hospital center could provide better and more convenient on-site education.
- In addition, the Medical Innovation District would need jobs in a variety of non-medical industries, so there are more opportunities for workforce development and capacity building with other partners.

Prince George’s County Economic Development Corporation

Interview with Ebony Stocks (*former Interim President*) and Alexis Allen-Shorter (*Director of Business Development for Health and Life Sciences*) at the Prince George’s County Economic Development Corporation (EDC) on October 6, 2025.

Interview Notes

- There are no new companies in the health and life sciences field that they can share currently.
- There is interest in R&D, but the county is lacking wet lab space. MedStar’s relationship with Georgetown University could prove helpful in attracting researchers. A health care incubator and wet lab facility could be developed with public funding. State funding may be available. It would need to be sponsored by a major university. Major need for wet lab space. Companies are unable to expand, and new companies are unable to locate in the County. There is interest, but many companies go to Montgomery County for available space.

- There are discussions about specialty care and expanding that care in the county. It will probably take more than one provider; you can't do it all at Southern Maryland Hospital Center alone. For example, expansion of mental health services would be helpful.
- There are research scientists that are interested in becoming entrepreneurs. They come from Baltimore and, to a lesser extent, College Park.
- EDC could play a significant role in the Medical Innovation District development process. They could be a champion, one of the many it will take to see this project move forward. Healthcare is part of their Economic Development Strategic Plan, so they could support it.
- The project will need support from County Council and educational institutions. A campus such as the Universities at Shady Grove could be a powerful concept, pulling together classes offered by multiple institutions in a satellite campus.
- Other support for development of the Medical Innovation District is possible. Parking garages have been built to support public/private partnerships along with tax-increment financing (TIF) and payments in lieu of taxes (PILOT). The Revenue Authority or Redevelopment Authority should be a partner.
- On retail recruitment, the EDC has several people devoted to restaurants and retail to attract quality providers. Residents want to be able to stay in the County to eat. There are pockets of types of retail and restaurants. The new developments are anchored by grocery stores (Westphalia and South Lake) as a catalyst for quality development. It will take, population, education, and density. The grocery store is a linchpin, so we need enough space to accommodate one.
- The project would be eligible for the Economic Development Fund because health care is one of their focus areas.
- On the workforce, there is lots of transition, particularly in low-wage jobs. Transportation is needed to support them.
- For innovation and research, there are other opportunities such as medical training and education. The EDC collaborates with Employ Prince George's for on-the-job training and apprenticeships.
- Workforce housing would need to be included in the plans. The EDC does not support housing development, except in mixed-use developments where they would have an interest in the retail.
- There is interest in South County but no place to accommodate it. Commercial vacancies are low and there is a lack of available sites.
- The EDC could get involved with mixed-use development. They'd want to be sure that the retail is feasible, and that it is the right fit.
- The South County area is tricky with its suburban/rural split and not many transportation options. Need to build on assets, including MedStar. You could grow out from MedStar to include Brandywine.
- There may also be potential for agricultural R&D, such as wineries, B&Bs and destination marketing. They have not explored agriculture.

Key Takeaways

- Healthcare is an identified focus area for the Economic Development Corporation, so healthcare-related projects are eligible for support. The EDC can support commercial projects, but they generally are not involved with residential projects except for an integrated mixed-use portion.
- There is a major need for research and wet lab space if Prince George's County wants to be competitive with surrounding counties. Researchers and entrepreneurs have expressed interest, but there are no facilities available.
- Transportation is especially important for the development vision, particularly as a support for workers in the Medical Innovation District. Transportation is a huge factor in access to jobs and economic opportunity.
- The Economic Development Corporation can help be champion for the project, but it needs other partners, as well.