

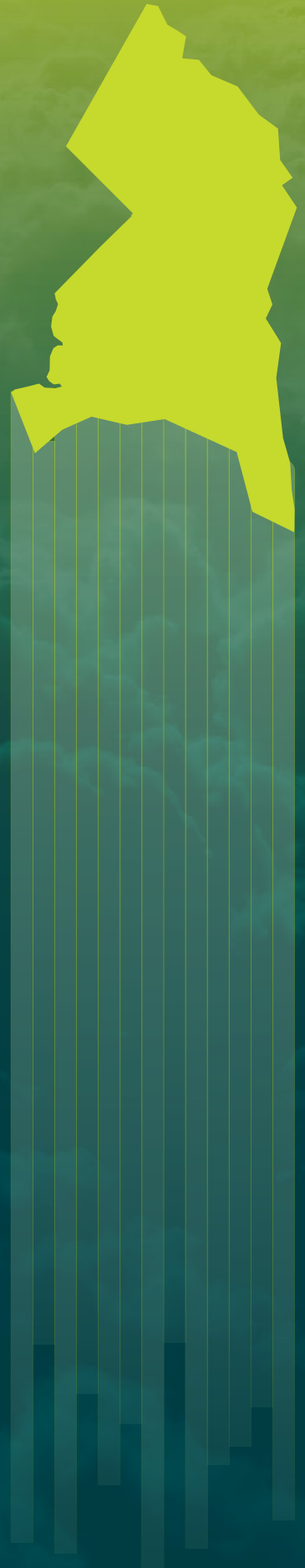
PRINCE GEORGE'S

# RISING

Strategies for Equitable Development  
and Prosperity

**EXECUTIVE SUMMARY**

*Written by Steve Brigham*



# Acknowledgments

## About the Prince George's County Social Innovation Fund

The mission of the Prince George's County Social Innovation Fund (PGCSIF) is to build social capital and invest in new approaches to solving social challenges in Prince George's County. Our vision is to continuously identify appropriate models that support the County's infrastructure across public, private, religious, and non-profit sectors for improved quality of life. We fundamentally believe that through innovative solutions, alignment across and within sectors, and a keen focus on results, Prince George's County can quickly shift course on the challenges facing its most vulnerable populations. PGCSIF is a Sponsored Program Fund of the Greater Washington Community Foundation under the direct purview of its regional affiliate, the Greater Washington Community Foundation in Prince George's County.

## About the Author

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Prince George's County stands on the threshold of significant change. Already in the top echelon of affluent counties, nationally, Prince George's has made substantial strides economically over the past eight years, as its median household income has risen significantly, the level of commercial development has intensified in ways it has not up until now, crime has dropped dramatically, and student performance and high school graduation rates have edged upward.

Prince George's, we believe, is **rising** like never before.



As it continues to rise, too many residents and communities in the County, nearly all black and brown, have not experienced prosperity. Prince George's poverty rates are well above its sister counties in Montgomery, Anne Arundel, Howard, Charles, and Calvert. In fact, inside the beltway, many communities have very high rates of poverty. The Urban Institute found in 2012 that while most people with low-income in the Washington metro area do *not* live in high-poverty neighborhoods, that African-Americans are far more geographically concentrated in the region and are twenty-five times more likely than low-income white residents to live in high-poverty neighborhoods.<sup>1</sup>

## Defining Terms

Thus, a critical premise of this paper is that moving toward greater equity, greater racial equity, is an essential priority for Prince George's as it continues to rise. Before we can ask how do we accomplish greater equity, we must make sure we **define specific terms** clearly.

- **Racial equity:** "when people in society have equal chances to reach their full potential and are no more likely to encounter life's burdens or benefits just because of the color of their skin." (Aspen Institute)
- **Equitable development:** "Quality of life outcomes, such as affordable housing, quality education, living wage employment, healthy environments, and transportation are equitably experienced by the people currently living and working in a neighborhood, as well as for new people moving in. Public and private investments, programs, and policies in neighborhoods that meet the needs of residents, including communities of color, and reduce racial disparities, taking into account past history and current conditions." (Government Alliance on Race and Equity, GARE)

- **Innovation:** "Innovation is when new or improved ideas, products, services, technologies, or processes create new market demand or cutting-edge solutions to economic, social and environmental challenges." (The Brookings Institution)
- **Prosperity:** Prosperity includes an economy in which: (1) everyone benefits; (2) people have equal employment opportunity across all classes and access to quality education that leads to everyone contributing to society; (3) people are healthy and can live where they want to in physically safe neighborhoods; (4) local government is effective and accountable; and, (5) social capital is easily built and shapes positive interactions that benefit all sectors of society. (Adapted from The Legatum Institute)

## Why We Must Move Toward Greater Equity

Prince George's County possesses a wide range of enviable assets (e.g., its geography, transportation, higher education, diverse communities, tourist attractions, to name a few). However, as we know, the County continues to face challenges. Its development has paled in comparison to the rest of the region for many reasons, including perceptions (with at very least an implicit bias if not outright racially discriminatory element) that the County is less worthy of investment, although that too is slowly changing. It has also carried a bedroom-community mindset for far too long, exemplified by a county seat (Upper Marlboro until earlier this year) situated far beyond the beltway, and very limited development around its fifteen Metro stations.

As a result, Prince George's lags behind all of its DC, Virginia, and Maryland neighbors in its employment base (e.g., from 2002-12, it's share of regional employment

1 Margery Austin Turner and Christopher Hayes, "Poor People and Poor Neighborhoods in The Washington Metropolitan Area," Urban Institute, 2012, p. 1.

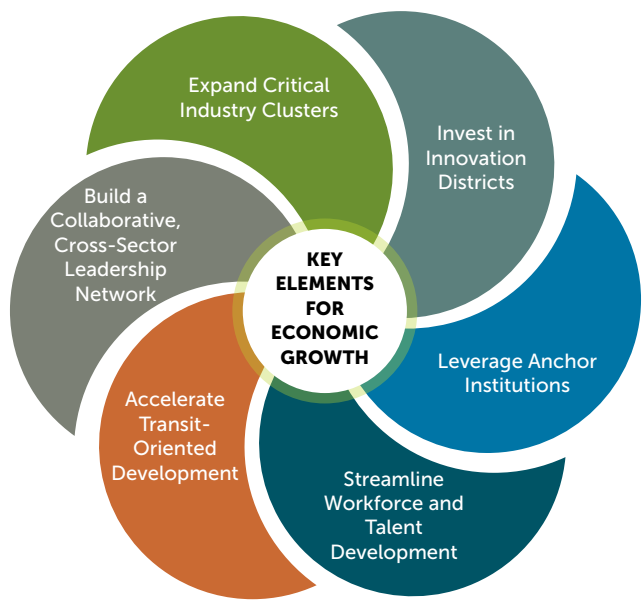
declined from 10.24% to 8.84%) and in education (i.e., despite its improvements in the past decade, PGCPs still lags behind its neighbors in Howard, Montgomery, Anne Arundel and Charles counties). Poverty is heavily concentrated in communities inside the beltway, with chronic stresses that include “aging infrastructure, deteriorating schools, and commercial corridors, and inadequate housing stock.”<sup>2</sup> Notably and unsurprisingly, nearly all of the residents in these communities are either black or brown.

How do we change our County, then, in ways that will make it far more equitable in the future? We argue that this occurs through three primary avenues:

1. **We get the economics “right” locally, investing in innovation** especially in the industries where we already have a genuine depth or are growing in strength (See brief description below in “Key Elements for Local 21<sup>st</sup> Century Economic Growth”).
2. **We deploy effective social and economic strategies that concentrate** on cultivating homegrown talent and growing good, accessible **jobs**, through a strong **cradle-to-career pipeline** with a particular emphasis on low-income families and communities of color. We also must create a culture that supports entrepreneurship and local wealth creation. (See section, “The Path to Equitable Prosperity for Prince George’s”).
3. **We transform our approaches to land use and community development** that enable greater **transit-oriented development**, prioritize **affordability of housing** for all residents, and **invest significantly in communities that have been mainly overlooked** in ways that improve infrastructure, education, amenities and services, and enhance overall quality of life (See section, “The Key Tenets of Equitable Development”).

A critical premise of this paper is that moving toward greater equity, greater racial equity, is an essential priority for Prince George’s as it continues to rise.

### Key Elements for 21st Century Economic Growth in Prince George’s County



Six elements that stimulate and sustain local economic growth.

<sup>2</sup> Robert Puentes and Myron Orfield, “Valuing America’s First Suburbs: A Policy Agenda for Older Suburbs in the Midwest,” Center on Urban and Metropolitan Policy at the Brookings Institution, 2002, p. 4.

In “Key Elements for Local, 21<sup>st</sup> Century Economic Growth,” we lay out the reasons why we need to approach our economics differently than in past decades because the modern economy does not reward places equally. A recent Brookings Institution report reminds us that:

- Global competition continues to expand
- Technological change is restructuring the U.S. labor market
- The modern economy does not reward places equally
- Demographic shifts are diversifying the U.S. workforce
- Political and budget realities constrain the federal government’s investments in growth and opportunity<sup>3</sup>

The County’s strategic economic development plan set Prince George’s in the right direction in 2013. Five years later, with notable progress made, it is time for County stakeholders to push even further in the areas we lay out below.

**Expand Four Core Industry Clusters.** The investment required to grow and sustain the County’s four core clusters—Healthcare and Life Sciences; Federal; Business Services; and, Information Technology—will need to be increased significantly to enable the County to become more competitive within the Washington metro region, and beyond, while also helping already strong clusters like travel and tourism, distribution and logistics, and the creative industries to flourish further.

**Invest in Vibrant, Live-Work-Play Innovation Districts.** Within and across these clusters, there must be ample investment and focus on research and innovation that enables local companies to provide products and services to growing markets, both domestically and abroad. Nationally, innovation increasingly occurs inside innovation districts that are mixed-use, walkable, and places that foster the kinds of collaboration and co-creation that lead to new inventions. Building out the College Park innovation district will be key.

**Leverage Anchor Institutions.** *Higher education* and *medical* institutions—especially—play significant economic roles in the 21<sup>st</sup>-century local economies *and* substantial community wealth-building roles throughout a county.

Many institutions like Bowie State University, Prince George’s Community College, University of Maryland-University College, Doctors Community Hospital, among others, should play more intentional and more intensive “anchor” roles, especially in research, intellectual property commercialization, workforce development and local procurement from County businesses. However, ***the University of Maryland-College Park and the University of Maryland Capital Region Health stand out as the two most important public institutions to grow their economic development and community-building, anchor roles in service to the County.***

**Streamline Workforce and Talent Development.** Companies and organizations in the industry clusters and residing in the innovation districts only compete effectively if they can recruit the talent they need. This reality calls for a streamlining and enhancing the workforce development processes in the County, which until now have not been aligned enough with an innovation-based economy. Workforce development providers—private, public, and non-profit—will need to become far more strategic and responsive to the current and emerging needs in the private sector and federal workforces in the County.

**Accelerate Transit-Oriented Development.** Just as we’ve seen in places like Farragut Square and Chinatown in downtown DC, Rosslyn and Ballston in Arlington, Tysons Corner in Fairfax, and Bethesda, Rockville, and Silver Spring in Montgomery, place matters. Especially vibrant, live-work-play, places matter. Prince George’s currently has none but has committed to growing new “downtowns” in Largo, New Carrollton, and Hyattsville to start. The County should accelerate the development of downtowns and regional transit districts wherever possible.

<sup>3</sup> Joseph Parilla, “Opportunity for Growth: How reducing barriers to economic inclusion can benefit workers, firms, and local economies,” The Brookings Institution Metropolitan Policy Programs, September 2017, pp. 5-6.

**Build a Collaborative, Cross-Sector Leadership Network.**

Finally, we need to invest in greater collaboration and coordination across the public and private sector to more fully realize robust industry clusters, innovation districts, anchor institutions and more streamlined workforce development systems, especially in ways that cultivate growth and development from within—from growing locally owned business enterprises to developing local entrepreneurs to building up and collaborating with local communities and residents who have been left behind.

Getting these elements right, in ways that drive dynamic, local economic growth makes it easier (but not easy) to pursue more equitable prosperity.

We start with the premise that reducing inequality corresponds with stronger regional economic growth and that diversity is an economic asset.

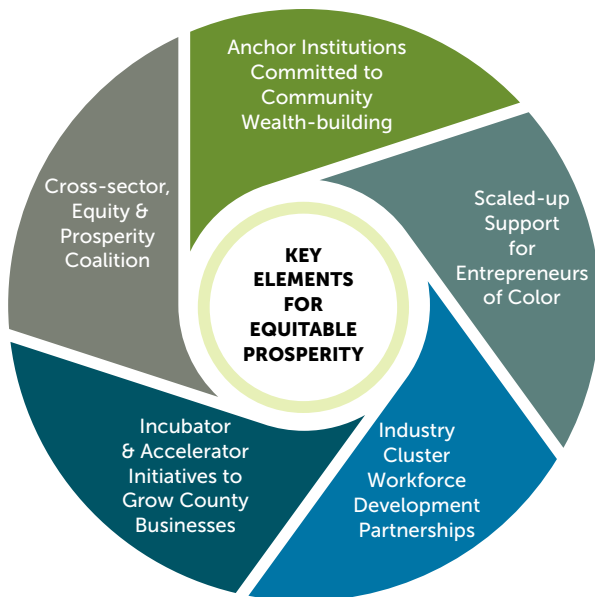
In “The Path to Equitable Prosperity for Prince George’s,” we start with the premise that reducing inequality corresponds with stronger regional economic growth<sup>4</sup> and that diversity is an economic asset.<sup>5</sup> Treuhaft et al., remind us that “higher levels of joblessness and lower wages among people of color have multiple roots. Lack of access to high-quality education at all levels, from PreK to college, accounts for a large portion of differences in employment and income by race but does not fully explain the gap.

“Broader economic trends—a dearth of job opportunities overall, fewer “middle-skill” jobs that offer pathways to good careers for people without four-year college degrees, and stagnant and declining wages in the growing low-wage sector where people of color are overrepresented—play a role. Racial discrimination in hiring, promotions, and wages, and barriers to employment related to immigration status, criminal records, and lack of reliable transportation factor in as well.”<sup>6</sup>

We explore **several practical frameworks** for advancing racial and economic equity.

The *All-In Cities* framework places equity at the center of policies and strategies focused on ensuring “low-income people and communities of color can reach their full potential and cities can forge new models of equitable

The Path to Equitable Prosperity for Prince George’s



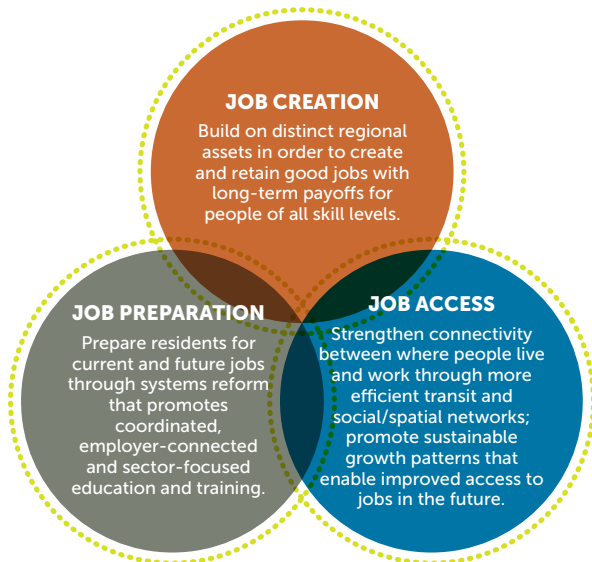
Five elements that contribute significantly to more equitable prosperity.

4 Sarah Treuhaft and David Madland, “Prosperity 2050: Is Equity the Superior Growth Model?” Center for American Progress and PolicyLink, April 2011, p. 8.  
 5 Treuhaft and Madland, “Prosperity 2050” Center for American Progress and PolicyLink, p. 5.  
 6 Sarah Treuhaft, Justin Scoggins, and Jennifer Tran, “The Equity Solution: Racial Inclusion is Key to Growing a Strong New Economy,” Policy Link · PERE, October 22, 2014, p. 9.

growth.”<sup>7</sup> Some cities, including Pittsburgh (featured in this same section), have applied this framework to their local, equitable development agenda. This framework has eight policy goals; we highlight three of them in the longer paper.

Over the past fifteen years, the Northeast Ohio region has developed a framework known as *Growth and Opportunity* which focuses on three intersecting approaches (see diagram in the next column):

- Job Creation
- Job Preparation
- Job Access<sup>8</sup>



Growth and Opportunity Framework: Northeast Ohio.

A third framework, *The Equitable Innovation Economies (EIE)*, comes from a collaboration between the Pratt Center (NYC) for Community Development, the Urban Manufacturing Alliance, and PolicyLink.

Although its focus and policy remedies intersect with recommendations from the first two frameworks, EIE focuses exclusively on manufacturing as an economic and equity catalyst. It focuses on maximizing job creation and job opportunities for residents (especially low-income families). It also stresses the need to assess “equity impacts” at every stage of the process, by “asking who will pay, who will benefit, who will decide?” Like the other frameworks, it underscores the need for genuine involvement—and leadership—of the local community.

The Equitable Prosperity section emphasizes four other essential, equity-driven, growth strategies:

**1. Expand the Roles of Chambers of Commerce and Economic Development Organizations (EDOs)**

Economic development organizations (like PGC EDC), chambers of commerce, and local business roundtables all have a significant role to play in moving a county in the direction of inclusive growth because they understand better than others the need to develop and support a diverse talent pool (both workforce and entrepreneurs). This role will require forging new collaborations with community development stakeholders and “prioritizing long-term investments in innovation, skills, and traded-sector assets ... while simultaneously finding ways to extend opportunity to more of the population.”<sup>9</sup>

**2. Build an Ecosystem for Entrepreneurs of Color**

Nationally, there is an underrepresentation of people of color in entrepreneurship, although that underrepresentation is less in Prince George’s. Latino and Black entrepreneurs often begin at an immediate disadvantage when starting businesses because they don’t have the same access to resources (both capital and networks) that Whites do (White household median wealth is approximately 20 times larger than Black and Latino households). Thus, it is critical that

<sup>7</sup> <http://www.policylink.org/our-work/economy/all-in-cities>

<sup>8</sup> “Growth and Opportunity, The Fund for Our Economic Future, May 2014, p. 8.

<sup>9</sup> Ryan Donahue, Brad McDearman and Rachel Barker, “Committing to Inclusive Growth: Lessons for metro areas from the Inclusive Economic Development Lab,” Brookings Institution Metropolitan Policy Program, September 2017, p. 3.



the County's public and private stakeholders invest in and scale up programs that support the growth of new and existing businesses of color. This ecosystem would allow for the fast flow of talent, information, and resources so that entrepreneurs can quickly find what they need at each stage of growth.<sup>10</sup> Key players in the ecosystem will need to link entrepreneurs to debt and equity capital.

### 3. Leverage Anchors for Economic Inclusion

Anchor institutions are essential for driving economic growth and innovation and often playing central roles in industry clusters. Just as indispensable from an equity standpoint, these anchors can help to ensure more significant and more inclusive prosperity for County residents, small businesses, and disadvantaged neighborhoods. Inclusion strategies for anchors include (but are not limited to) investing in local neighborhood development and opening up opportunities for workers, residents, and students from low-income communities and communities of color. The graphic on this page articulates well the full range of important anchor institution roles.

### 4. Create Equitable Prosperity Coalitions

In their research on inclusive cities, Benner and Pastor found that bringing "together those who are typically in the "growth" camp (e.g., economic development authorities; chambers of commerce; etc.) and the "opportunity" camp (e.g., social service agencies; neighborhood coalitions; faith networks; unions; etc.) to develop a joint agenda on both growth and opportunity"<sup>11</sup> was essential to creating more equitable growth. We believe that **building a cross-sector, multi-racial, equity and prosperity coalition, then, is a crucial strategy for Prince George's** to keep the many relevant equity conversations and initiatives on track and monitor progress on important equity indicators.

Ultimately, all of these strategies lead to County residents tapping into their talent and potential, more County-based entrepreneurs creating wealth, more residents gaining higher-skill and higher-paying jobs, and more households of color on a path to greater wealth.



The role of anchors in community revitalization. *Initiative for a Competitive Inner City, 2010.*

## The Key Tenets of Equitable Development

Before highlighting solutions in "The Key Tenets of Equitable Development," we first explore the legacy of inequitable development, the roots of entrenched segregation nationally and locally, the calamities of 20<sup>th</sup>-century urban renewal, and the discrimination that still exists in the housing to sustain segregation and inequitable

<sup>10</sup> Entrepreneurial Ecosystem Building Playbook 2.0, Ewing Marion Kauffman Foundation, <https://www.kauffman.org/entrepreneurial-ecosystem-building-playbook-draft-2/ii-what-are-entrepreneurial-ecosystems#>

<sup>11</sup> Chris Benner and Manuel Pastor, *Just Growth: inclusion and prosperity in America's metropolitan regions*, Routledge, New York, NY, 2012, p. 15

development. We focus on the tens of thousands of Prince George's households that remain vulnerable because they are low or very low income, renters with high housing and transportation cost burdens, live in substandard or overcrowded housing, or have disabilities and are not in the labor force so cannot afford quality, safe housing.

We lay out a wide range of recommendations that focus on **comprehensive ways to prevent displacement, preserve affordable home choices, create new, quality, affordable home choices, and potential strategies for funding affordable housing** based on best practices from communities across the country. We also propose 40+ ways in which Prince George's can utilize Transit-Oriented Development and increase transportation equity to:

- **Support revitalization** in communities along the Green, Orange, and Blue lines by enabling increased density, reinvigorating commercial corridors, and integrating affordable housing
- **Preserve and stabilize neighborhoods**, households, and attract new amenities into those existing communities
- **Improve access**—and potentially reduce costs overall—for transportation and improve public safety and urban design<sup>12</sup>

We propose additional **equity-based strategies more broadly for transportation**. These include increasing service frequency for buses and other modes in underserved areas, focus on solutions that enable better access to education, jobs, social services, and healthcare especially in areas that have been historically underserved. We also share some initial recommendations about what's being called "new mobility" (e.g., shared vehicles, ride-hailing services, carpool apps, and so on), specifically how to ensure these new options and modes don't cause even greater transportation inequities than there already are.

We recommend comprehensive ways to prevent displacement, preserve affordable home choices, create new, quality, affordable home choices, and potential strategies for funding affordable housing based on best practices from across the country.

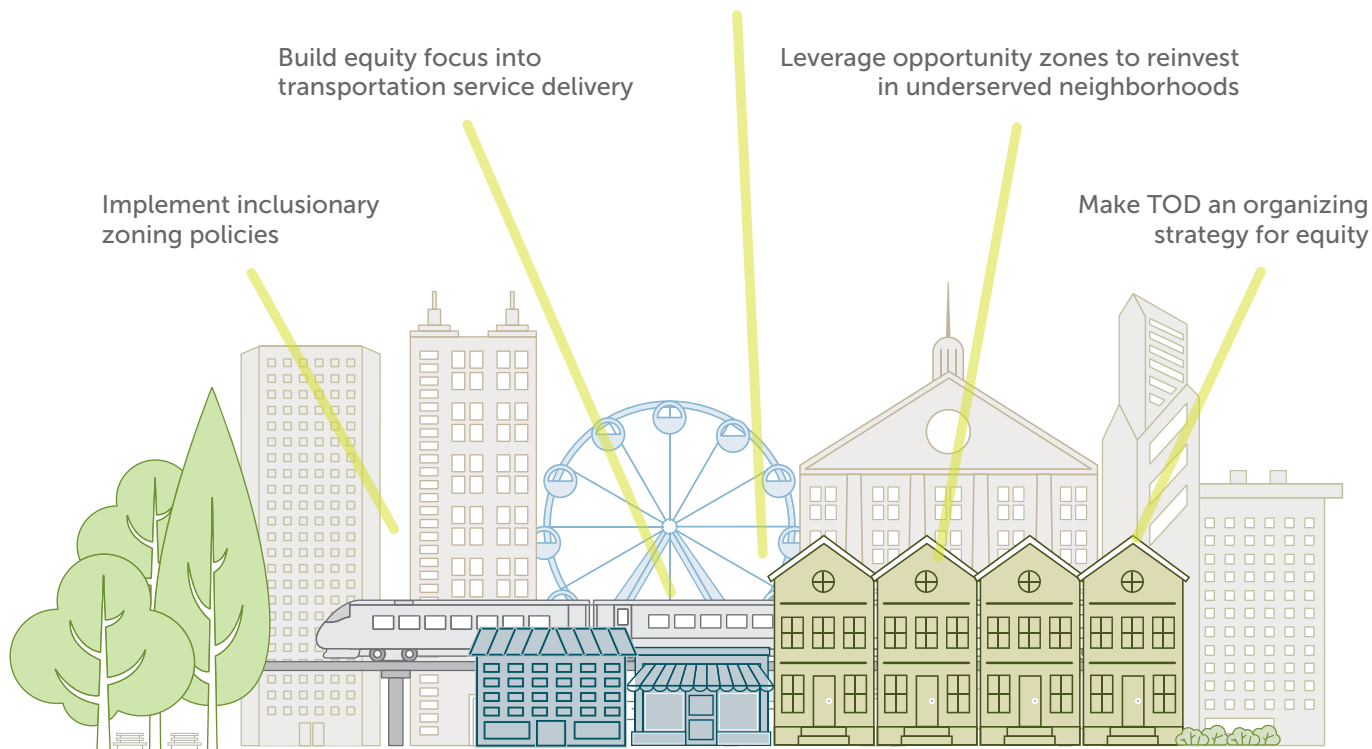
We wrap up our discussion on equitable development with a review of the very new field developing around "opportunity zones" (OZs) that has come about as a result of the new federal tax bill passed in early 2018.

**Opportunity Zones** hold the potential for large amounts of investment dollars streaming into underinvested neighborhoods. As might be expected, the risk is that these financing vehicles will repeat the same outcomes as previous urban revitalization strategies. We outline the latest thinking from university research centers and social impact investment firms that are developing plans to ensure new development in these communities happens in ways that directly and sustainably benefit the residents who live there.

As the County develops in more intensive patterns around transit stations and inner beltway neighborhoods, the County government must enable the negotiation of **Community Benefits Agreements** between community coalitions and developers that yield tangible and positive hiring, housing, and small business gains.

<sup>12</sup> Allison Brooks, "Weaving Together Vibrant Communities through Transit-Oriented Development," *Community Investments*, Volume 22 Issue 2, Summer 2010, p. 9.

Implement policies to:  
—  
prevent displacement  
—  
preserve current affordable home choice  
—  
create new quality affordable choices inside the beltway



Five elements that ensure development is far more equitable.

As well, the County must focus more intently on deploying **Environmental Benefits Districts** to lower-income neighborhoods most plagued by structural environmental and health injustices by enhancing amenities and modifying the ecological features of those communities.

Ultimately our solutions for more equitable development must ensure greater equity, greater justice, and greater social inclusion.

## Community Engagement on the Path to Equity

We must think about community engagement as an overall framework and a way of communication, decision making, and governance that gives community members and other essential stakeholders ownership in the equitable outcomes they seek and the ways to get there. In this section of the paper, we again lay out the rationale for a county-wide level Alliance for Equity and Prosperity (All4Equity) as well as far more inclusive ways to plan for housing,

transportation priorities, and to plan *with* neighborhoods in which we have historically disinvested.

## Can This Be Done?

Although there is no clear or established roadmap for a county to follow to achieve ground-breaking success, there is still much to learn from many jurisdictions we've referenced in this paper. The path to greater equity will encounter challenge after challenge so it will require commitment from leaders across every sector and communities from all across the County to join in a collaborative effort to forge and then stay on a true path.

Brookings Institution has a program, Metro Monitor, that defines what *inclusive growth* as "a process that encourages long-run growth by improving the productivity of individuals and firms (growth) to raise local living standards (prosperity) for all (inclusion)."<sup>13</sup> The program tracked the 100 largest metro areas from 2010-2015 and found that "**only 11**—Albany, Austin, Charleston, Columbus, Dayton, Denver, Oklahoma City, Omaha, San Antonio, Tulsa, and Worcester—**improved growth, prosperity, and inclusion.**"<sup>14</sup>

All eleven cities achieved a combination of employment growth in innovative, high-skill and middle-skill sectors, which led to expanded hiring in lower-paying services like retail and resulted in more broad-based prosperity between 2010-2015.<sup>15</sup>

We can take heart—and *at the same time be daunted*—that it is the *few* jurisdictions, *not* the many, that make marked progress on the equity journey. Our paper doesn't claim to have all of the answers; far from it. We do believe we have laid out the necessary ingredients for a full range of stakeholders to consider, deliberate on, and hopefully begin to embrace

parts of this agenda as their own and collaborate with others to develop shared ownership on other parts.

We conclude the paper by proposing the roles key stakeholders will need to play for equitable prosperity and development (see the text box on this page) summarizing the integrated set of strategies required to transform our County into a benchmark for equity and prosperity, and highlighting a dozen of the highest priority recommendations to begin implementing this agenda.<sup>16</sup>

## Embracing the New Framework: Six Interconnected Strategies

Connecting and integrating six overarching strategies (see diagram below) will be crucial for implementation going forward. Achieving equity cannot be pursued in isolated silos.

***If we don't develop and grow the economy around innovation and specialized and competitive industry clusters***, then equity will be compromised due to weak economic growth.

***If we don't commit to workforce development, both in the short- and long-term***, that aligns with where middle- and high-skill jobs are growing or emerging, our companies will look elsewhere in the region to find their workforce and our residents will become less competitive for the jobs of the future. Likewise, if we don't implement Pre-K-12 strategies that better enable far more of our high school graduates to be college- and career-ready, they too will suffer in the local economy of the future, continuing the long-term patterns of inequity.

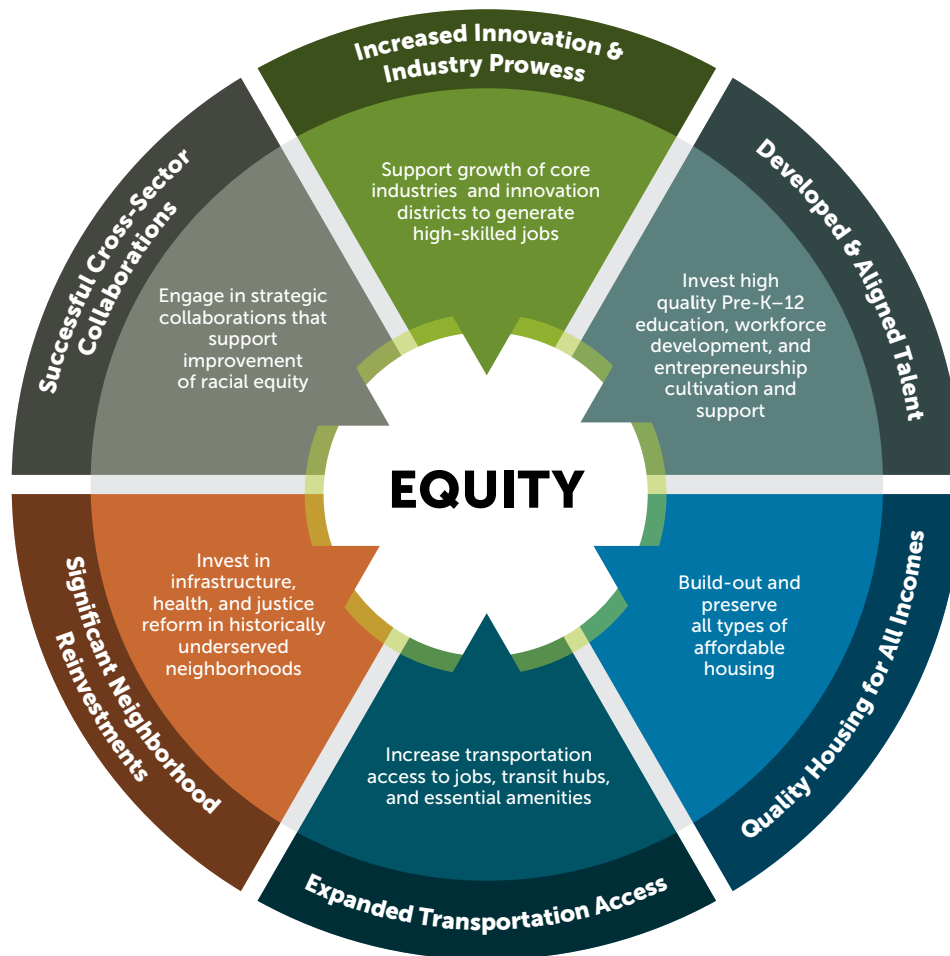
***If we fail to implement effectively the policies from the Comprehensive Housing Strategy or don't institute a new zoning ordinance*** that allows for high quality housing of all

<sup>13</sup> Joseph Parilla, "Opportunity for Growth: How reducing barriers to economic inclusion can benefit workers, firms, and local economies," The Brookings Institution Metropolitan Policy Programs, September 2017, pp. 28-29.

<sup>14</sup> Richard Shearer and Alan Berube, "The surprisingly short list of US metro areas achieving inclusive economic growth," The Avenue, April 27, 2017.

<sup>15</sup> Parilla, "Opportunity for Growth," p. 28.

<sup>16</sup> **Appendix A** serves as a reminder that **equity touches every aspect of our society**. As a result, we treat briefly **four other essential equity-based policy** areas: **educational equity; health equity; environmental justice; and equitable justice**. Each of them deserves a separate white paper.



Six interconnected strategies crucial for implementation.

types and sizes and that both preserves and creates sufficient affordable housing, then we will displace many of our low- and middle-income residents of color to locations inside and outside of the County that are far from job centers and amenities they need and deserve.

***If we don't invest in equitable transit-oriented development and make other transportation investments that increase access*** to jobs and amenities for workers and residents, more low- and middle-income residents will either continue to live in or be forced to move to places that make it even more expensive (and cost-burdensome) to get around.

***If we don't continue to make investments in our inner beltway communities***—as we have begun to do in the past eight years with the Transforming Neighborhood Initiative—that make these communities more livable, safer, healthier and with access to the infrastructure and resources they need to thrive, the economic and racial inequities in our county will grow even wider.

***If we don't take seriously the need for a new type and level of collaborative leadership in the County that is committed to holistically tackling these interdependent strategies***, then we will only move incrementally toward greater equity, with lots of uneven progress along the way, or worse, a slow slide to greater inequity.

## Embracing Equity: New Stakeholder Roles

- **An alliance of government, corporate, non-profit, and community** stakeholders band together to develop a shared agenda on strategies and outcomes for greater equity
- **The County administration and County Council** commit to using an equity lens in the development of policies, plans, and legislation
- **The private sector, including companies large and small and those advocating for the private sector,** resolve to operate in ways that move the County toward more equitable prosperity and development while also growing the economy around primary industry and innovation clusters
- **Universities, colleges, hospitals, and medical centers** playing crucial **anchor institution** roles by leading industry clusters, stimulating innovations, employing residents, purchasing from local small businesses, and addressing workforce needs.
- **Non-profits**—both established and those newly formed—**commit to working systemically to address problems** and develop solutions within both the non-profit sector and by reaching and collaborating across sectors to leverage even greater, positive, change. Faith institutions should continue to play a significant role in this area in the County.
- **Social innovators, entrepreneurs, and enterprises also collaborate across sectors** and other traditional boundaries to develop systemic solutions that help bring about greater racial equity on a wide range of issues and policy areas.
- **Residents and community members play active and influential roles** as change advocates and change makers in every aspect of the agenda.

Thus, we need to embrace a new framework for equity and prosperity, one that demonstrates how critical it is to address these strategies **in concert**.

We must embrace:

The need for **vigorous economic development** to be **connected to** and complemented by **equitable community development**.

**Equitable housing strategies** that incorporate equitable transportation and community investment strategies—and *vice versa*.

**Educational and workforce solutions** that enable more of our residents and our youth to **participate in and benefit from technology- and innovation-driven companies and industries** now and in the future.

Solutions that **increase the health** of our residents (linked to better housing, jobs, and transportation), **improve the physical environments** in which they live, and take significant measures to **end the criminalization of poverty**, reduce recidivism, and enable more successful reentry of our returning citizens. (Appendix A touches on each these issues briefly.)

Finally, we must grow from **within, leveraging the many economic and community assets** we are blessed to have in the County, to bringing out the full potential of our County and everyone who lives here. We must do this together—across sectors, geographies, and races—for this generation, and the ones still to come.

## Highest Implementation Priorities

What, then, are the highest priority recommendations we make?

1. **Leverage College Park Innovation District.** Make the success of the College Park innovation district a top economic priority, continuing the investment

of university, County, and private dollars so that it becomes one of the premier innovation hubs in the region.

2. **Leverage UMCRH to Lead the Health/Biosciences Industry Cluster.** Fully leverage the construction and opening of the University of Maryland Capital Region Health as the centerpiece of a very robust, healthcare and life sciences industry and innovation cluster around the Greater Largo Town Center area.
3. **Accelerate Equitable TOD.** Accelerate *equitable* transit-oriented development projects in the three new downtowns (Largo Town Center, New Carrollton, and Prince George's Plaza), along the Purple Line (Riverdale and Langley Park), and where new employment centers are planned or emerging (Branch Avenue, Suitland, and Greenbelt).
4. **Invest in Robust Anchor Partnerships with UMCP and UMCRH.** Determinedly pursue more robust and fully developed anchor partnerships with UMCP and UMCRH (as has been done with key institutions in Baltimore) as well as other key higher education and health stakeholders like Bowie State University, Prince George's Community College, and Kaiser Permanente, among others.
5. **Scale Up Support & Investment in Entrepreneurs of Color.** Scale up programs and initiatives that support new entrepreneurs of color by building up networks and greater access to capital as well as organizing core incubation and acceleration activities for those that are most promising.
6. **Enhance Industry-led Workforce Development.** Support companies in core industry clusters to lead industry-specific workforce development initiatives.
7. **Implement Comprehensive Housing Strategy & Zoning Ordinance with an Equity Focus.** Fully implement the Comprehensive Housing Strategy and the new zoning ordinance to ensure greater affordability of housing for all income levels and pursue

initiatives that enable lower-income residents (primarily of color) preserve current affordable housing and prevent displacement.

8. **Expand Transportation Access in Communities that Need it the Most.** Commit to changing transportation policies that significantly improve service throughout the County for low-income residents and residents of color, both for rail, bus, and other transportation modalities.
9. **Expand TNI Services and the Number of Communities It Serves.** Expand the Transforming Neighborhoods Initiative to further enable these underinvested communities and their residents to live in safe neighborhoods, with greater access to more amenities, in which high-quality community schools effectively serve students' academic needs and aspirations and the social service needs of their families, and in which the impacts of environmental pollution are significantly reduced if not eliminated.
10. **Significantly Increase the Use of Community Benefits Agreements.** Commit to an ethos of well-structured and fair Community Benefits Agreements for all large-scale developments and for all smaller developments in which low-income neighborhood residents are at risk of adverse impacts.
11. **Create a Cross-sector, Countywide Alliance for Equity and Prosperity.** Implement a county-wide, multi-sector Alliance for Equity and Prosperity (All4Equity) that embraces and commits to implement policies, initiatives, and projects around this Prince George's Rising framework. Utilize a similar alliance-based approach in projects and in policy-making that are more specific and bounded within this equity and prosperity framework.
12. **County Executive and County Council Leadership Committed to an Equity Framework.** Implement the use of an equitable prosperity and development framework within the County Executive's office, the County Council, and all County agencies.

To read the full report, go to [innovateprincegeorges.org/rising](https://innovateprincegeorges.org/rising).

Please use this paper as a tool to further the journey toward greater equity!