Herndon 2050

Market Study and Economic Development Strategy

Joint Town Council and Planning Council Meeting
2.17.2026

Agency Landscape + Planning

CAMBRIDGE ECONOMETRICS

CBRE Group, Inc
Foursquare ITP
Gorove Slade

LANDAU Design+Technology
NeoNiche Strategies
Sherwood Design Engineers

AGENDA Roadmap to Herndon 2050 and MSEDS

1

Gathering at the Starting Point

Who's in the room and how we're connected to Herndon

2

Planning the Destination

Forecasting the process and progress so far

3

Following the Community Compass

Public Engagement

4

Checking the Terrain: Herndon's Economy

Market Strategy and Economic Development Strategy - Early Analysis and Interview Findings

5

The Road Ahead

Whats up next?

6

Traveling Together

Questions and activity

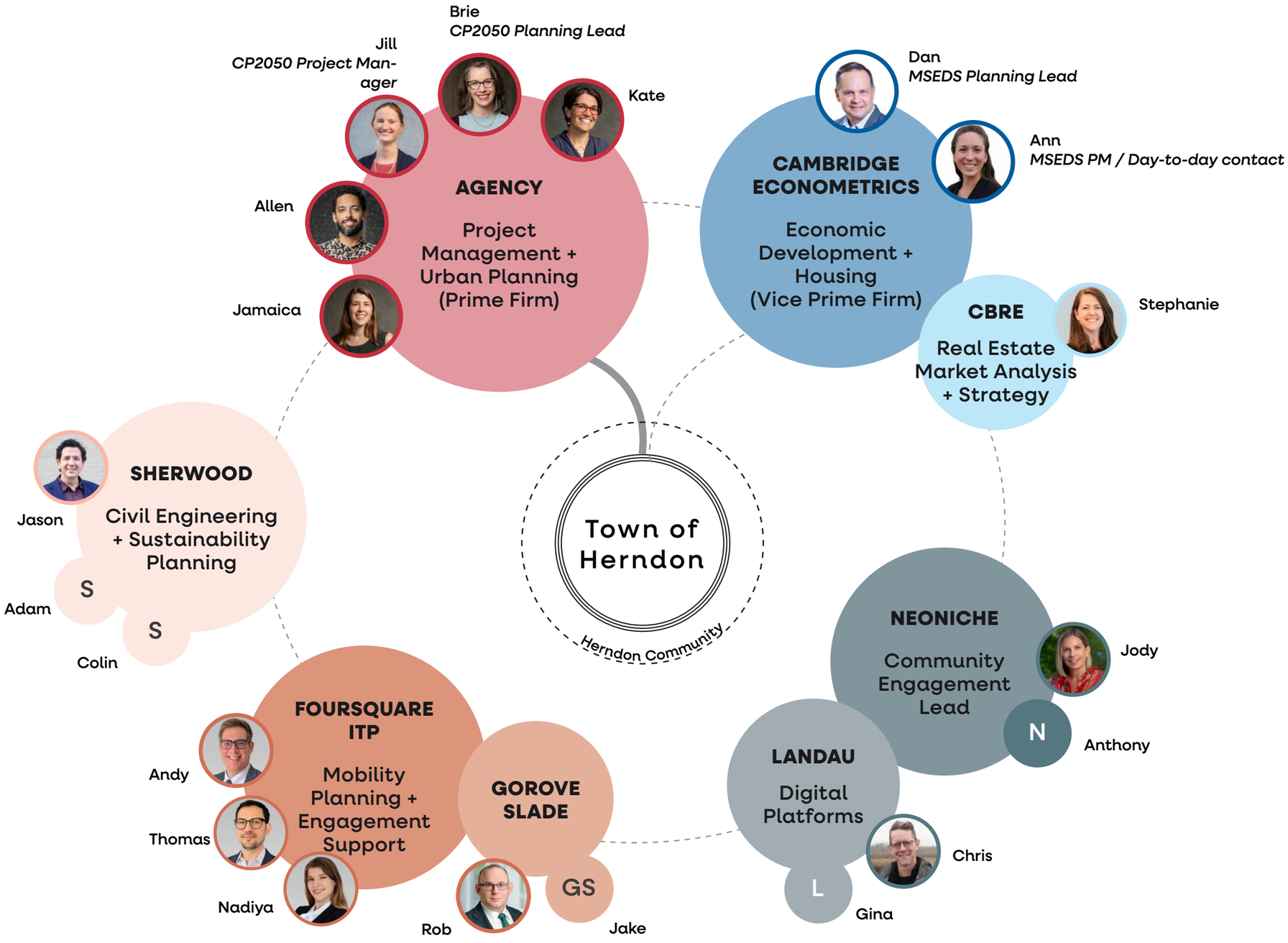
1

Gathering at the Starting Point

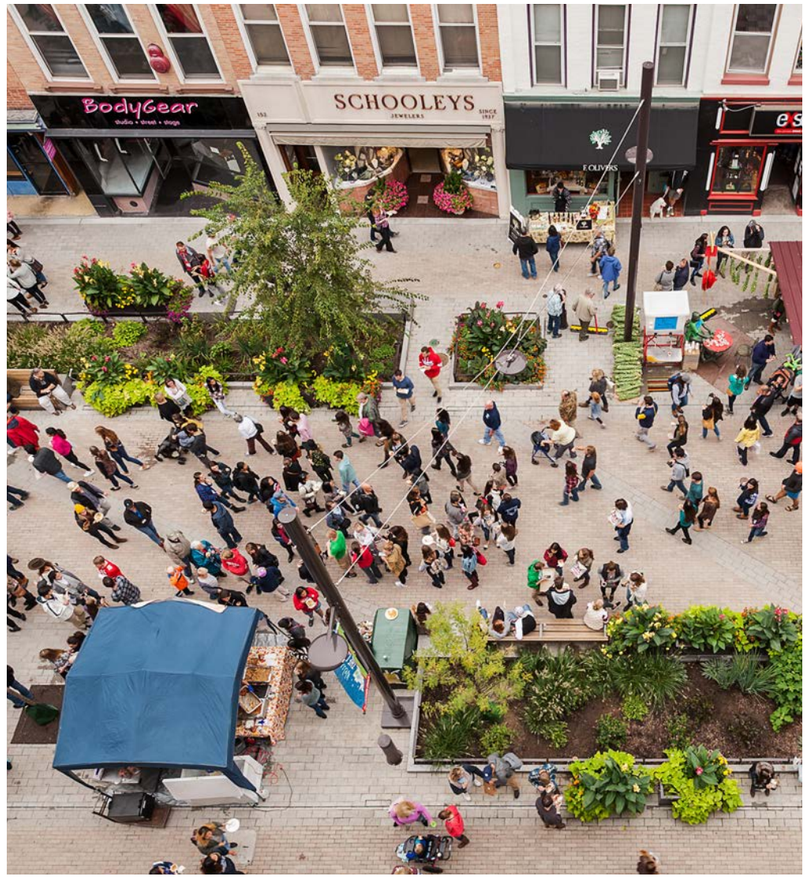
Who’s in the room and how we’re connected to Herndon



Consultant Team



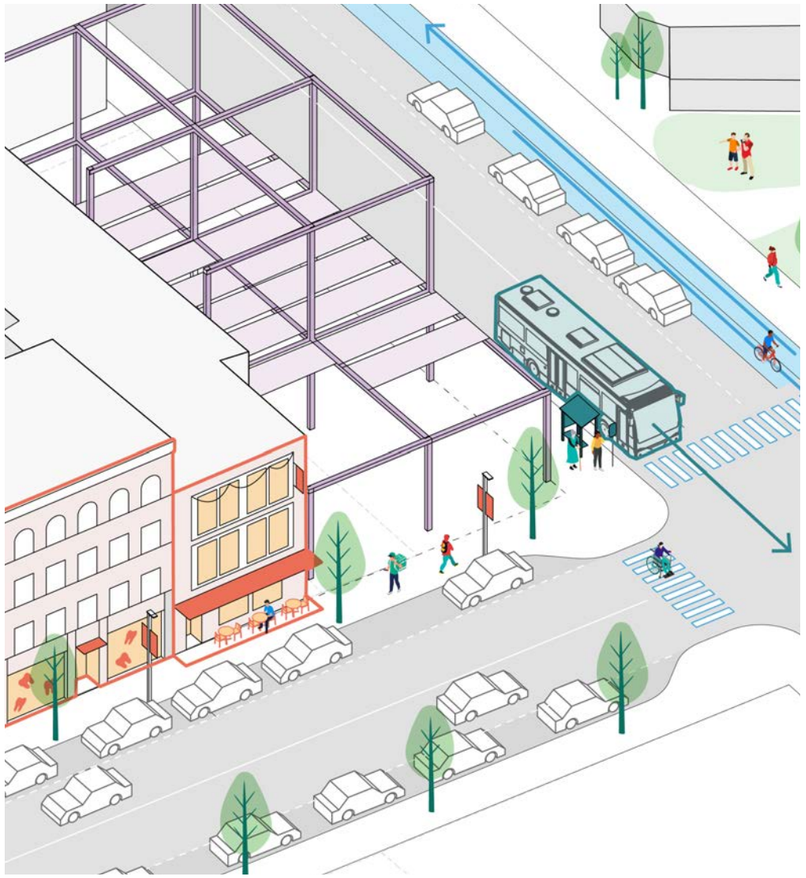
Agency Landscape + Planning



DESIGNING AS AN ACT OF OPTIMISM

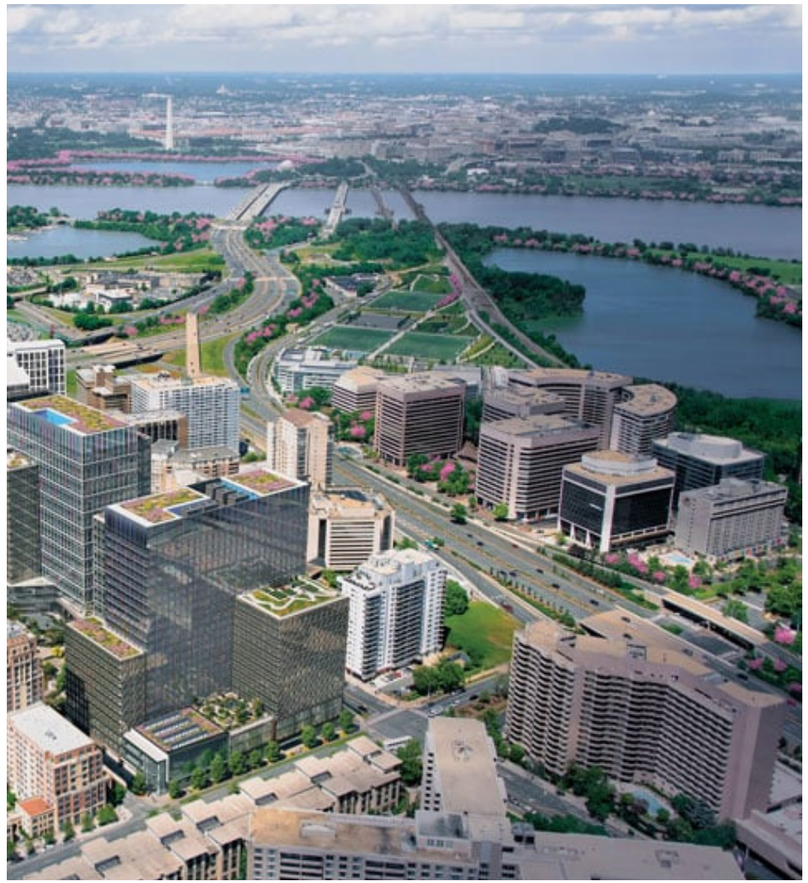


MISSION-DRIVEN AND COMMUNITY-BASED

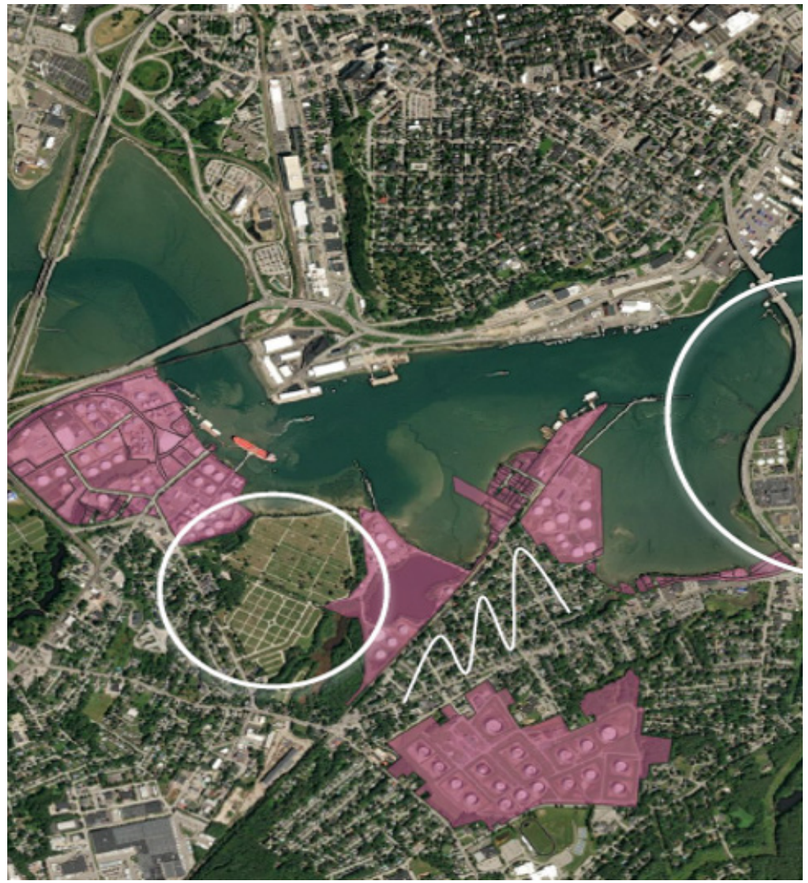


WORKING ACROSS SCALES FROM SITES TO REGIONS

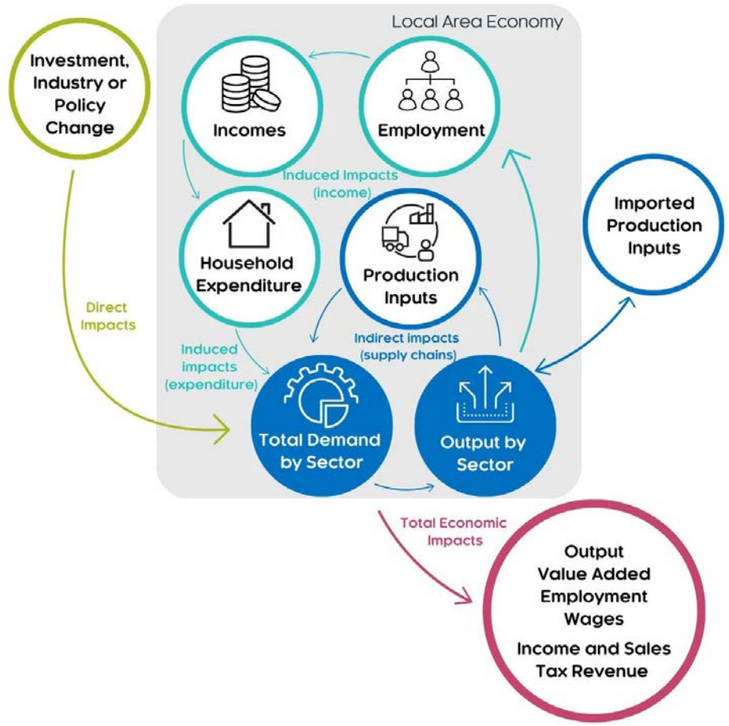
Cambridge Econometrics



LINKING RESEARCH TO REAL-WORLD OUTCOMES



CLEAR + ACTIONABLE INSIGHTS



RESULTS TAILORED TO AUDIENCES

Town, Regional, and State Agencies

Successful process will bring together input and guidance from many

Town of Herndon

Day-to-day Coordination

Core Town Project Team

Guidance & Input at Key Milestones

Town Council

Engagement Waves

Herndon Community

Steering Committee

Planning Commission

Staff Input

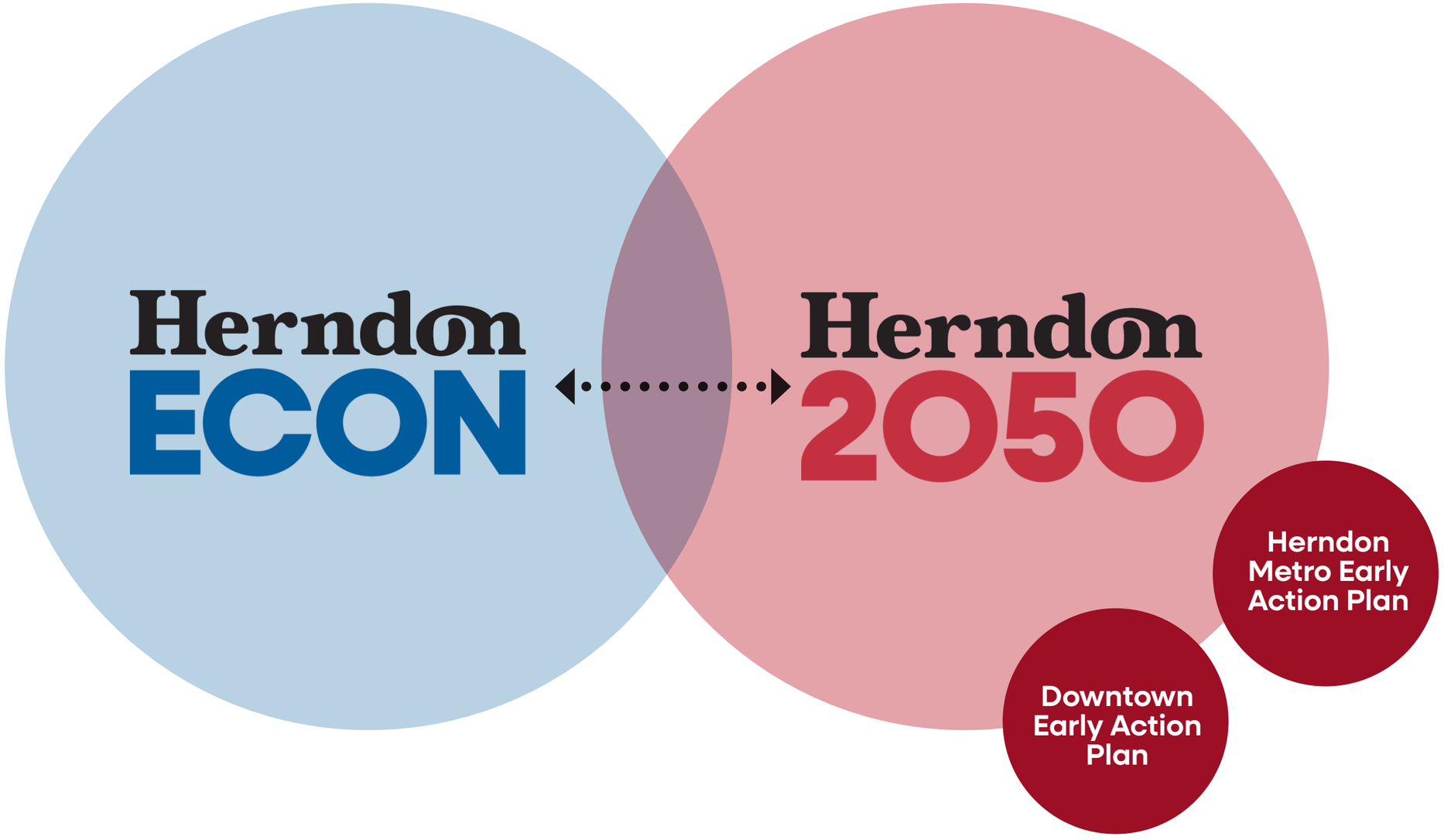
Staff Technical Committee

Economic Development Stakeholders

Regional & State

Fairfax County

VDOT



Plans that work together to provide a roadmap for the next 25 years


Community Vision
Economy
Environment
Land Use
Public Services
Herndon 2050
Housing
Community Facilities
Transportation
Herndon Metro Early Action Plan
Downtown Early Action Plan

Herndon ECON

Market Study and Economic Development Strategy



One Community Engagement Process

Herndon 2050 Comprehensive Plan



Community Facilities



Public Services

Downtown Early Action Plan

Herndon Metro Early Action Plan



Environment



Transportation



Economy



Land Use



Housing

Market Study and Economic Development Strategy

Market Analysis

Economic Positioning

Real Estate Development

Herndon Metro Early Action Plan

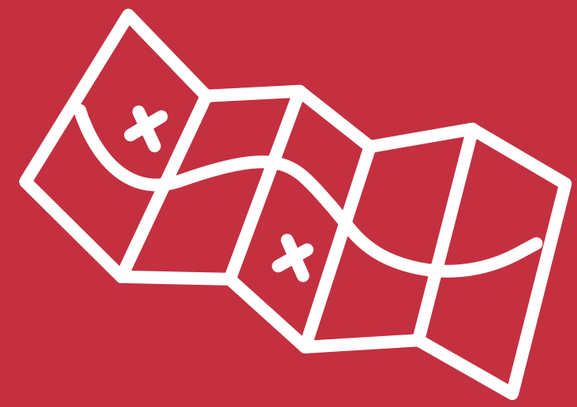
Downtown Early Action Plan

Herndon 2050 COMPREHENSIVE PLAN

Herndon ECON MARKET STUDY & ECONOMIC DEVELOPMENT STRATEGIC PLAN

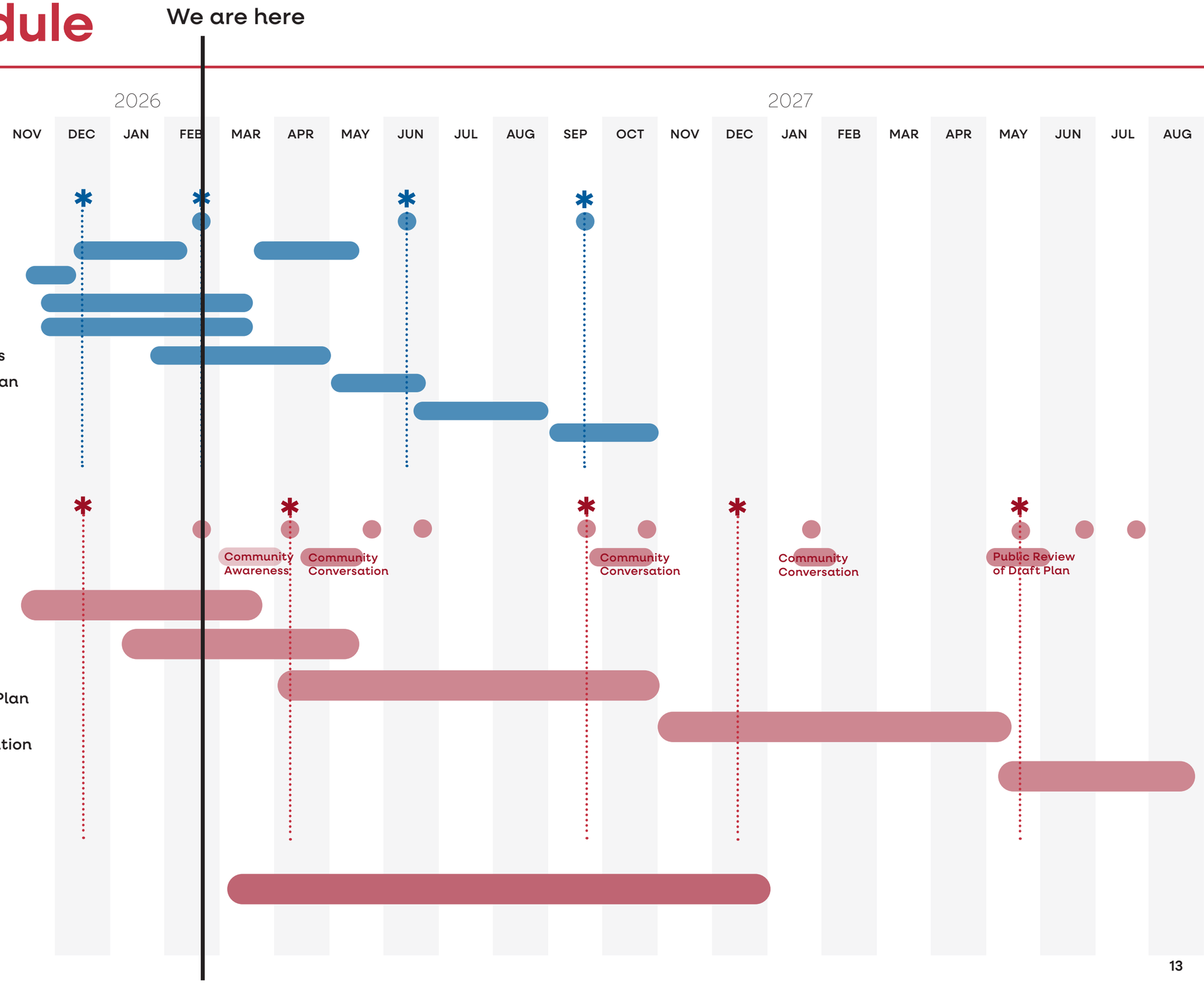
2

Planning the Destination



Forecasting the process and progress so far

Project Schedule



CP2050 Phase 1 Project Launch + Background

Key Actions

- Kick off the CP2050 process
- Comp Plan Kickoff Meetings + Town Tour
- Planning for public engagement
- Plans/Documents Review

Deliverables

- Project Management Plan
- Public Involvement Plan
- Project Website
- Project Visual Identity
- Public Engagement Plan



FOCUS GROUPS IN HOLYOKE



BETTER BUS COMMUNITY MURAL

CP2050 Phase 2 Opportunity Framework

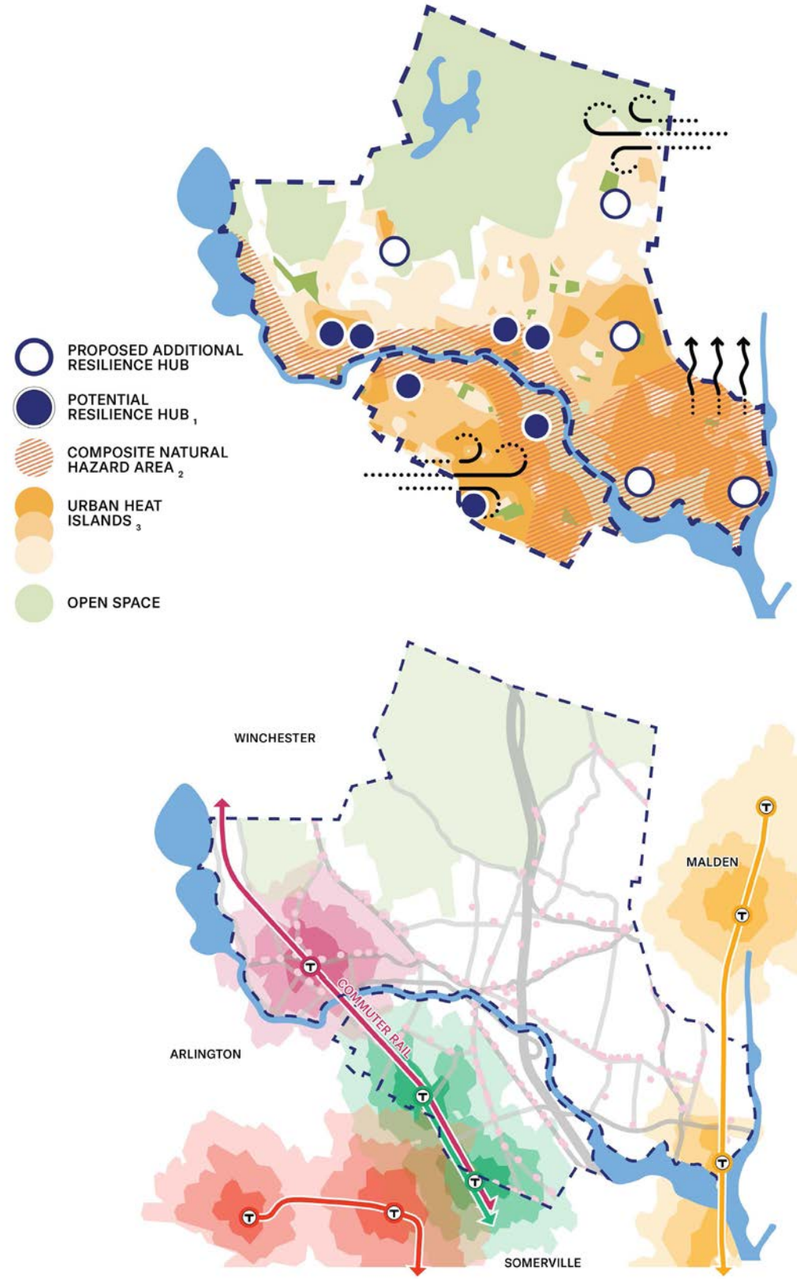
Key Actions

Analysis of Existing Conditions and Technical Assessments:

- Land Use, Zoning, and Urban Design
- Housing
- Transportation and Mobility
- Economic and Fiscal Analysis
- Natural Environment and Sustainability
- Community Facilities and Services
- Utilities / Infrastructure

Deliverables

- Community Story
  (Existing Conditions Summary)



MEDFORD COMP PLAN

CP2050 Phase 3 Visioning + Future Comprehensive Plan

Key Actions

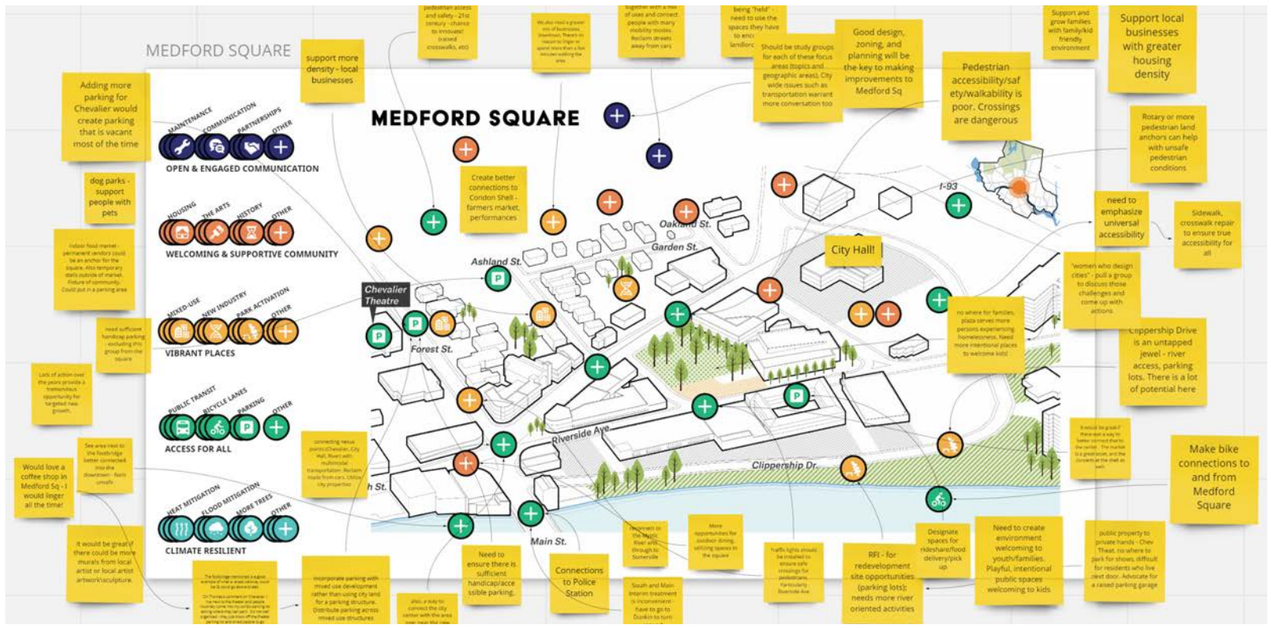
- Engagement Wave: Community Based Information and Visioning
- Community Vision & Draft Goals
- Future Growth Scenarios
- Engagement Wave: Growth Scenarios

Deliverables

- Draft vision statement, vision themes, and goals
- SWOT Memo
- Engagement materials and summary findings



HOLYOKE COMP PLAN



MEDFORD COMP PLAN

CP2050 Phase 4 Plan Development + Documentation

Key Actions

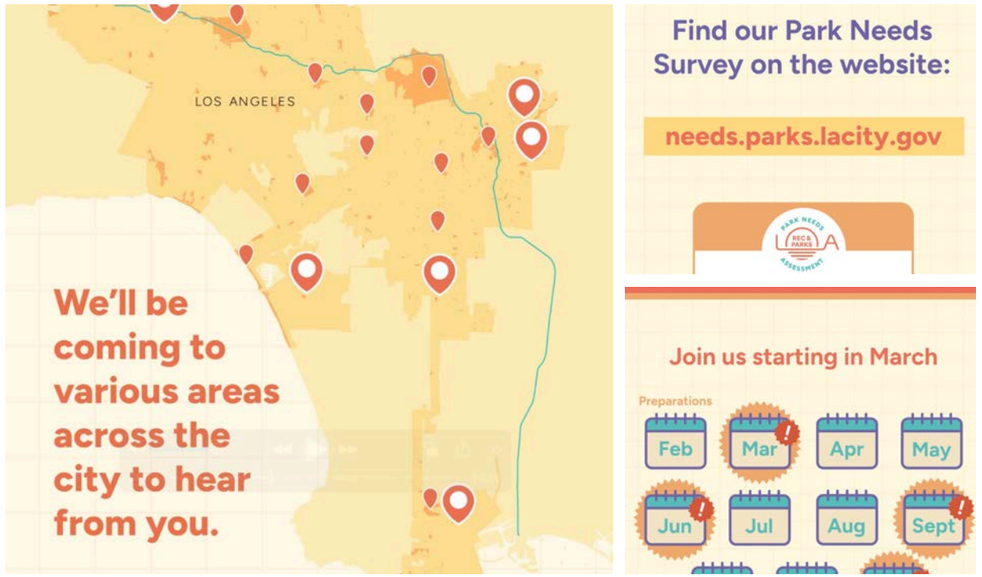
- Finalize Vision, Goals, and Growth Scenario
- Draft Implementation Plan
- Engagement Wave: Implementation Priorities
- Draft Comprehensive Plan Document
- Smart Platform Initial Development

Deliverables

- Engagement materials and summary findings
- Comprehensive Plan Outline
- Draft Implementation Matrix
- Comprehensive Plan Draft



SEATTLE DOWNTOWN PLAN



LA PARKS NEEDS ASSESSMENT

CP2050 Phase 5 Plan Adoption

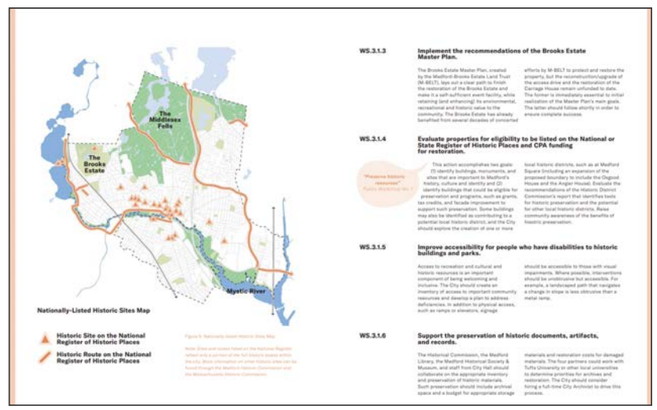
Key Actions

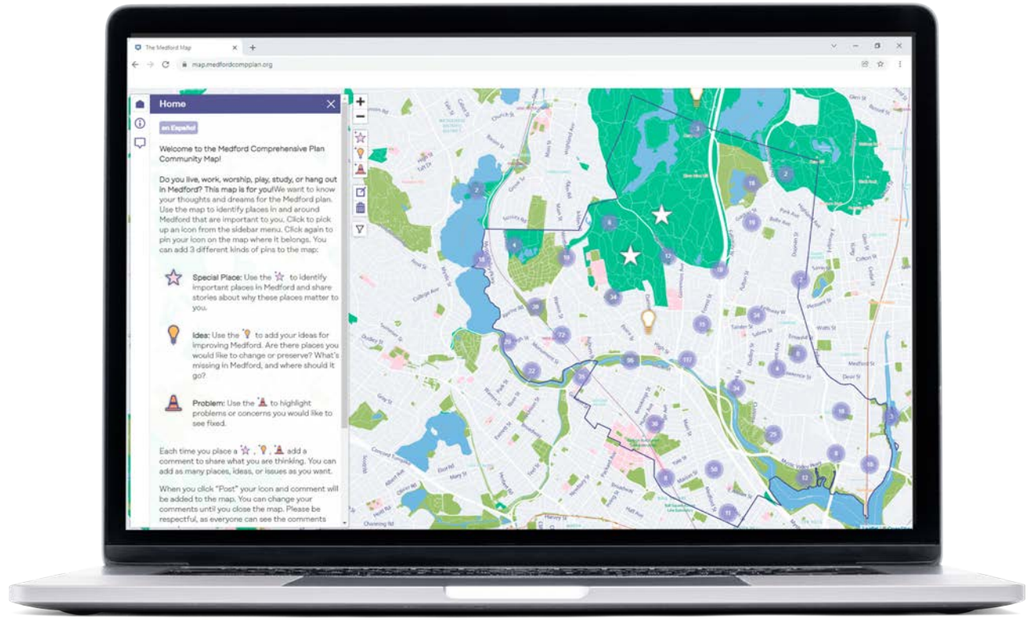
- Final Comprehensive Plan Development
- Implementation Coordination
- Smart Platform Development
- Plan Adoption Presentations

Deliverables

- Implementation Matrix
- Final Herndon 2050 Document
- Herndon 2050 Smart Platform







MEDFORD COMP PLAN

Early Action Plans (EAPs)

Key Elements

- Autopsy of past plans
- Existing conditions and market analysis
- Vision and design principles
- Plan framework + placemaking
    - Including focus on street network and parking for Downtown EAP
- Design guidelines
- Fiscal impact analysis
- Regulatory framework
- Parcel redevelopment feasibility/ yield studies
- Implementation + metrics of success + means of incentivizing



DOWNTOWN HERNDON



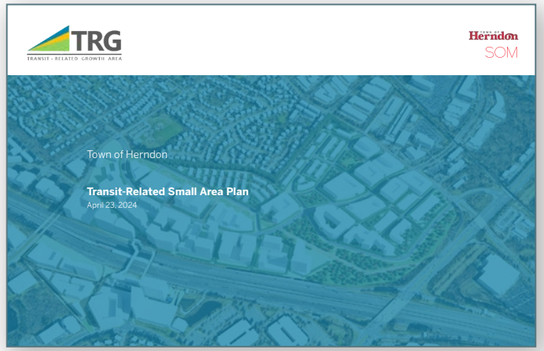
HERNDON METRO AREA

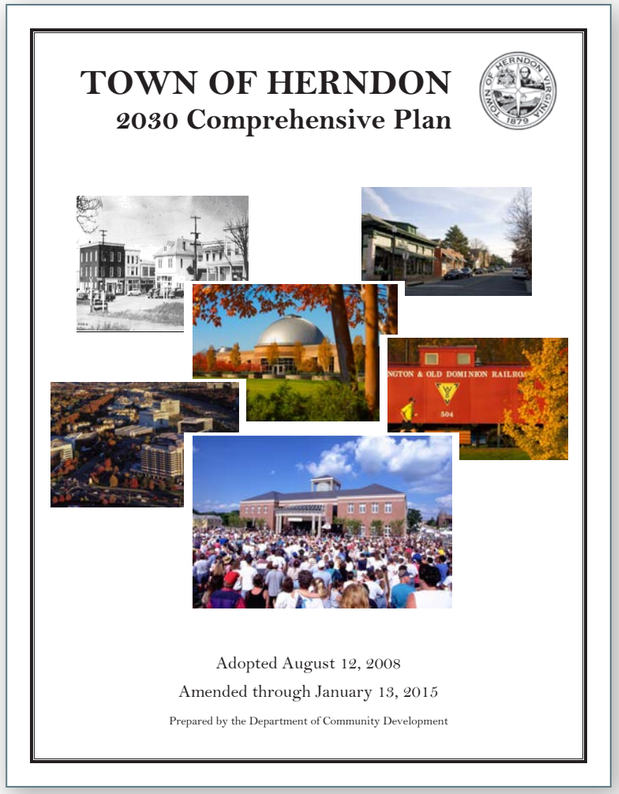
Herndon 2050 Progress so Far...

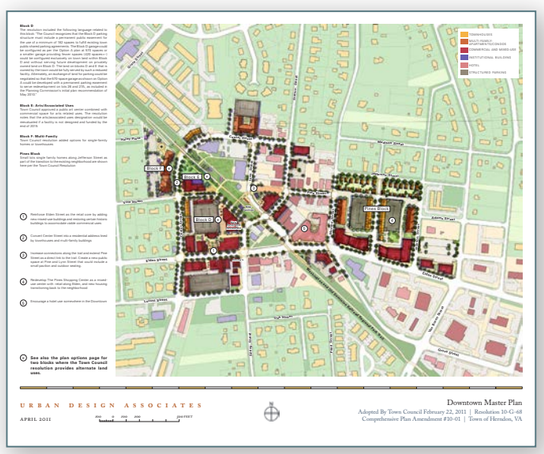
- Town Tour
- Staff Technical Committee Kickoff
- Meeting with Town Staff
- Past Plan Review
- Data Collection / GIS Set up
- Beginning Analysis
- Meeting with Town Economic Development staff
- GIS Meeting
- Traffic Engineering Meeting
- Meeting with Town Community Development staff
- Website Launch
- One-on-one meetings with Town Council and Planning Council (Thank you, all!)



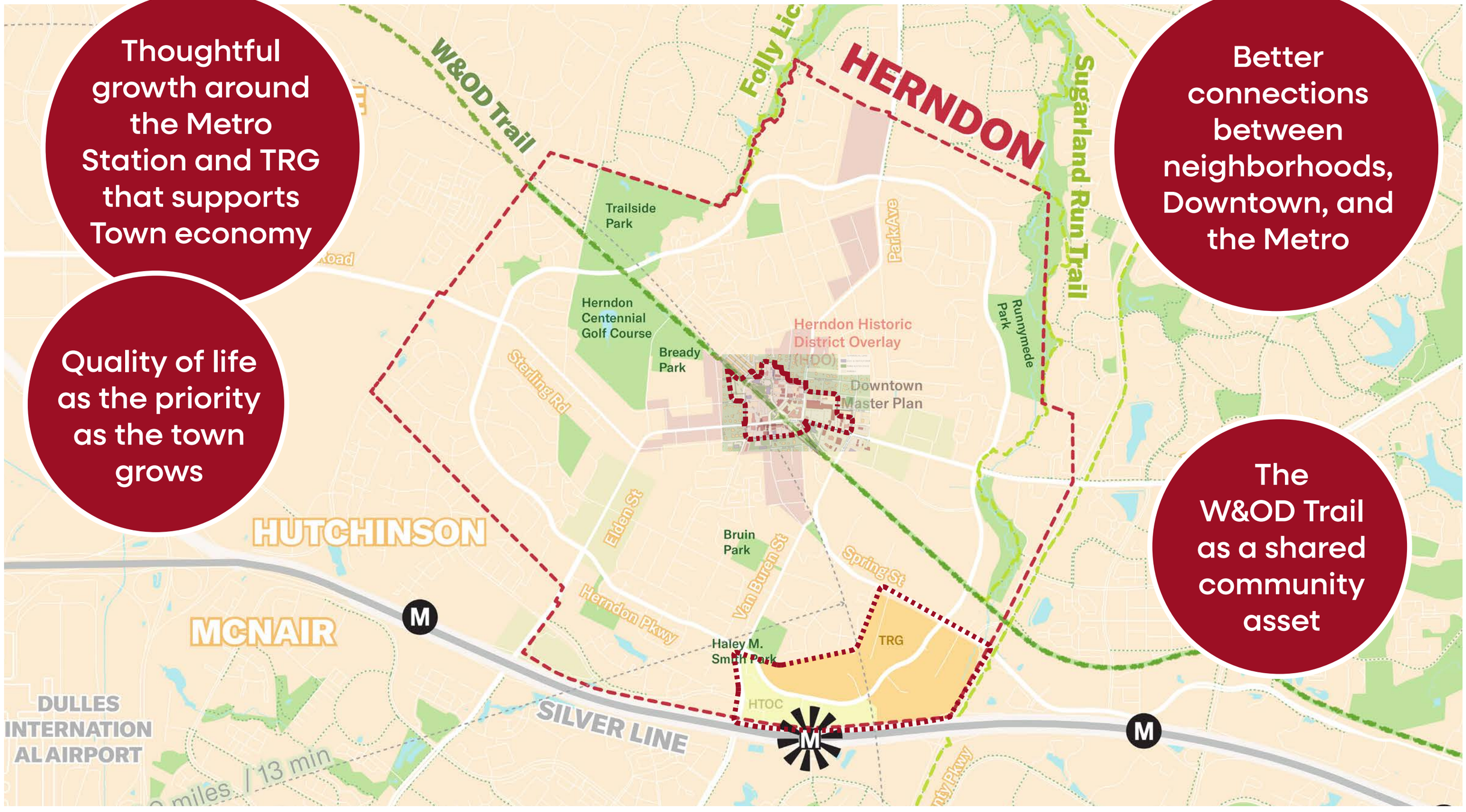








Emerging Themes



Emerging Themes

Strengthen Herndon's unique neighborhood and subdistrict characters, while also creating a unifying identity for the Town



Public spaces and services that reflect Herndon's diversity

A more active and welcoming Downtown



Housing options for different ages, incomes, and household types



3

Following the Community Compass



Public Engagement

One integrated process for Herndon 2050 + MSEDS + EAP

Values

- **Inclusion:** Every voice matters.
- **Transparency:** Share openly, listen deeply.
- **Accessibility:** Make participation easy and equitable.
- **Meaningful:** Meet people where they are.
- **Responsiveness:** Listen, adapt, and improve in real time.





Goals

- Build understanding and trust.
- Encourage meaningful participation.
- Elevate underrepresented voices.
- Create lasting community relationships.



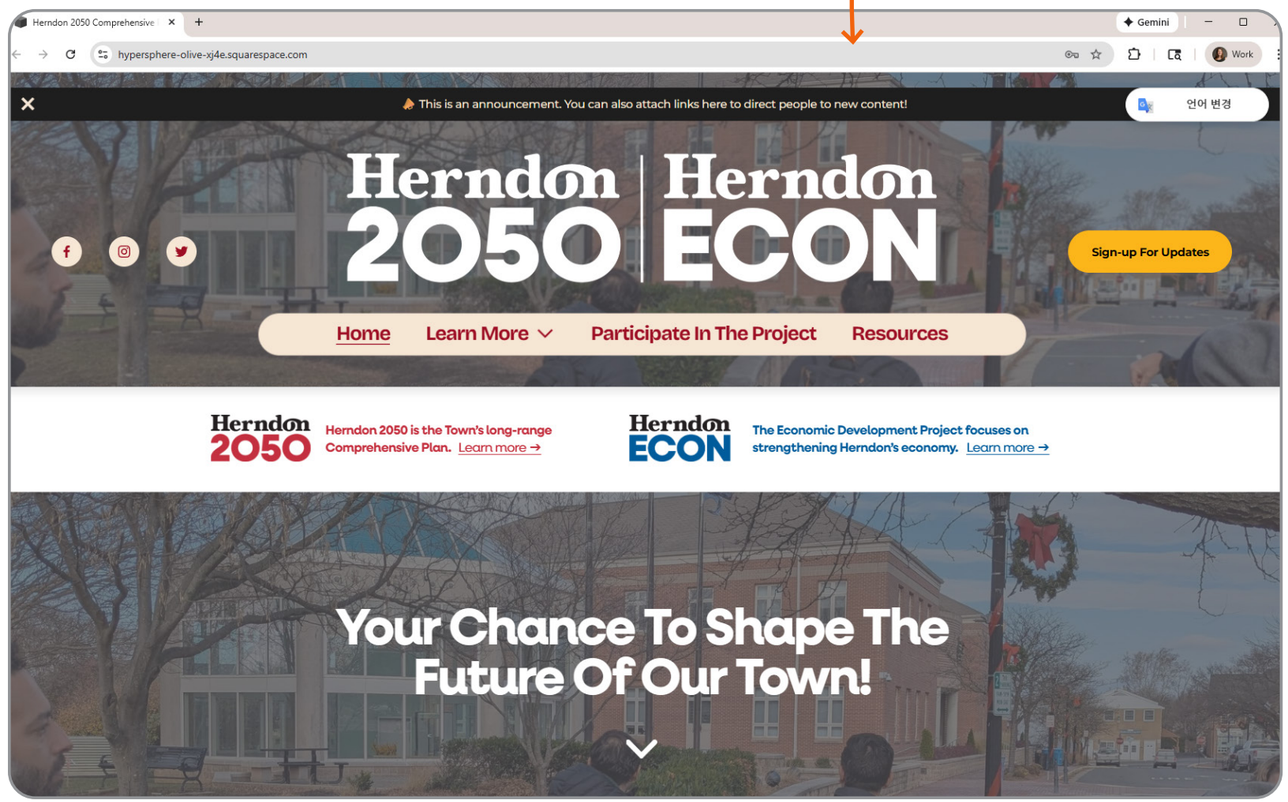
Public Engagement that moves with People

Events

- Meeting people where they are!
- **Pop-ups**: grocery stores, laundromat, farmer's market, festivals
- **Canvassing**: metro, retail, farmer's market
- **Bus Stop Chats**: busy hubs and routes, morning and evening rush hour
- **Community Workshops / Meetings:** virtual, recording



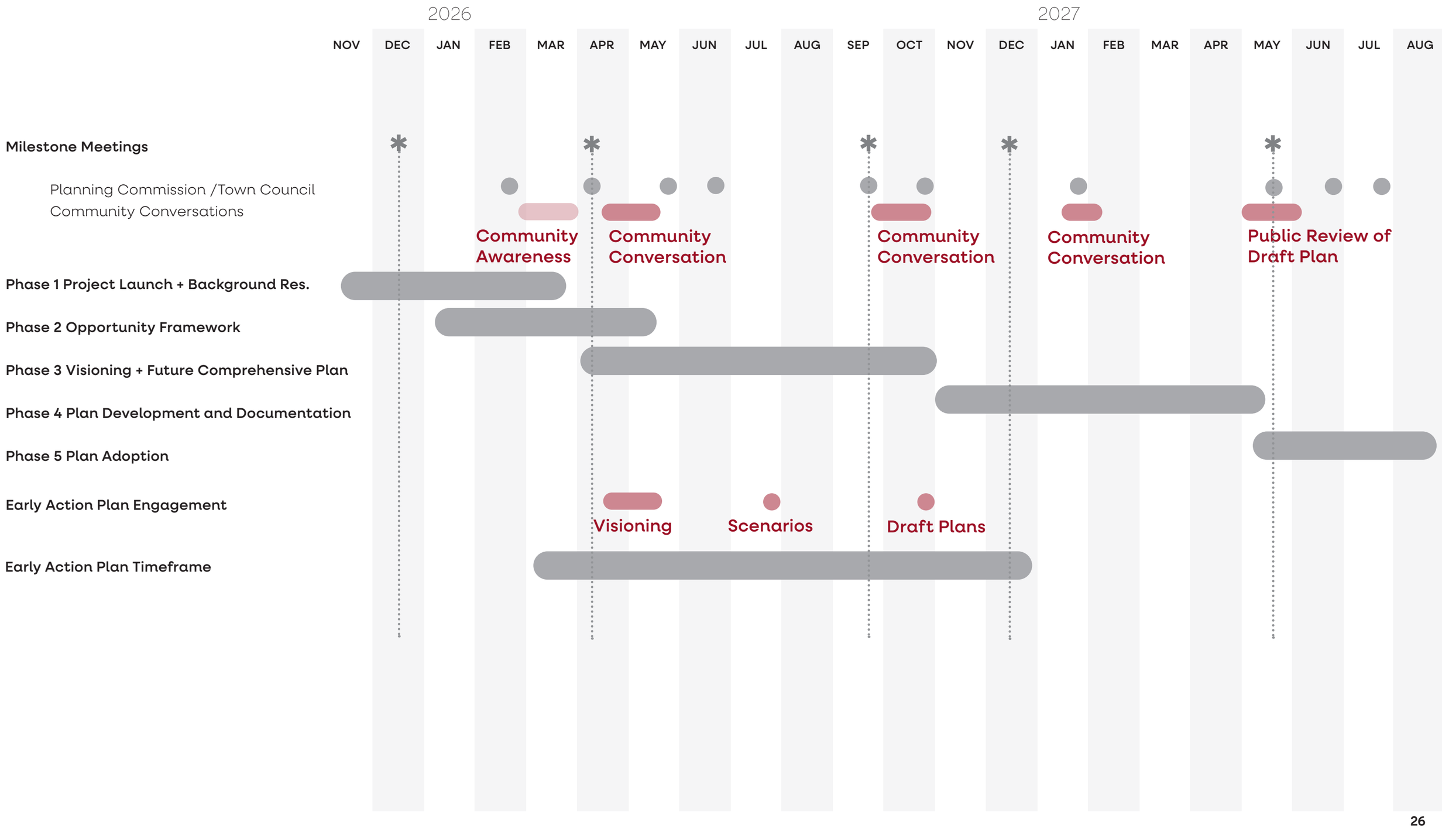
The website is live!



Collateral

- **Website:** main hub for all communications!
- **Press release**
- **Social Media**: town's existing channels, social media content and copy
- **Community toolkit**: stakeholders, community
- **Print**: fact sheet, flyer, maps, feedback forms
- All Collateral and event materials will be translated into English and Spanish.

Engagement Schedule



4

Checking the Terrain: Herndon's Economy

Market Strategy and Economic Development Strategy: Early Analysis and Interview Findings



MSEDS Phases + Deliverables Overview

Phases

1 Stakeholder engagement

- Econ Dev Director Regular Coordination Calls
- Planning Commission / Town Council
- Focus Groups and Interviews

2 Data Collection & Analysis

3 Market Analysis

4 Competitive Economic Positioning

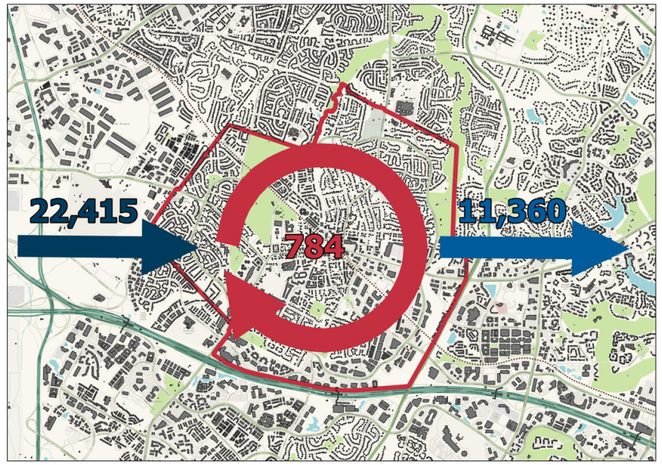
5 Commercial Real Estate Development Trends

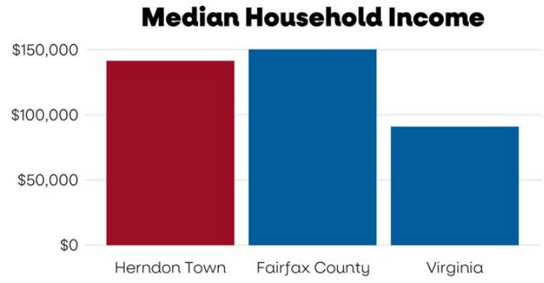
6 Economic Development Strategic Action Plan (Draft strategies)

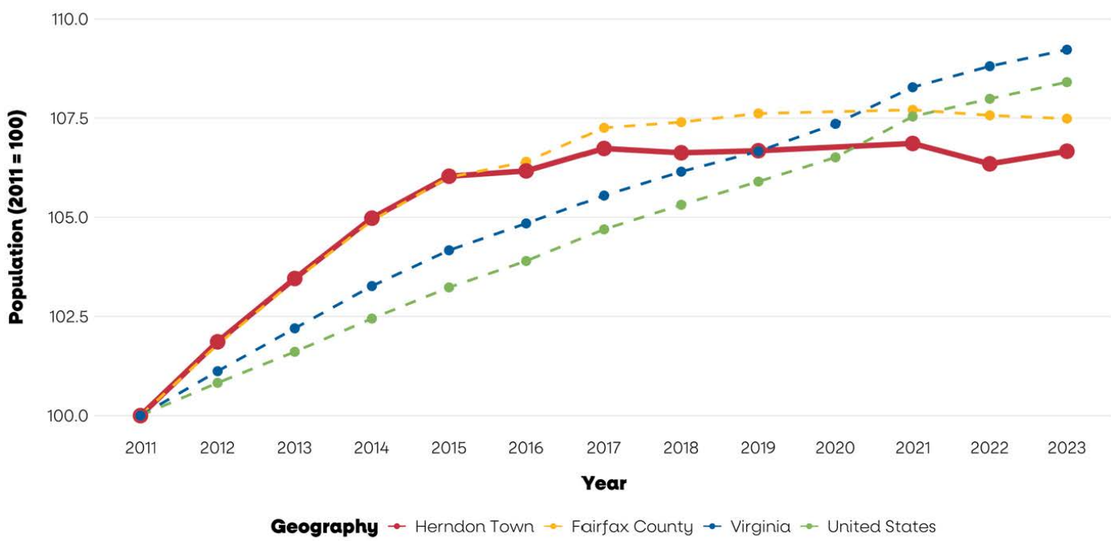
7 Specific, Actionable & Measurable (Refining Strategic Action Plan / Implementation Plan)

8 Impacts and Challenges

9 Final Report







Work to date

Stakeholder Engagement Plan

Developed stakeholder engagement plan and updated/refined the task-level MSEDS schedule

Interviews

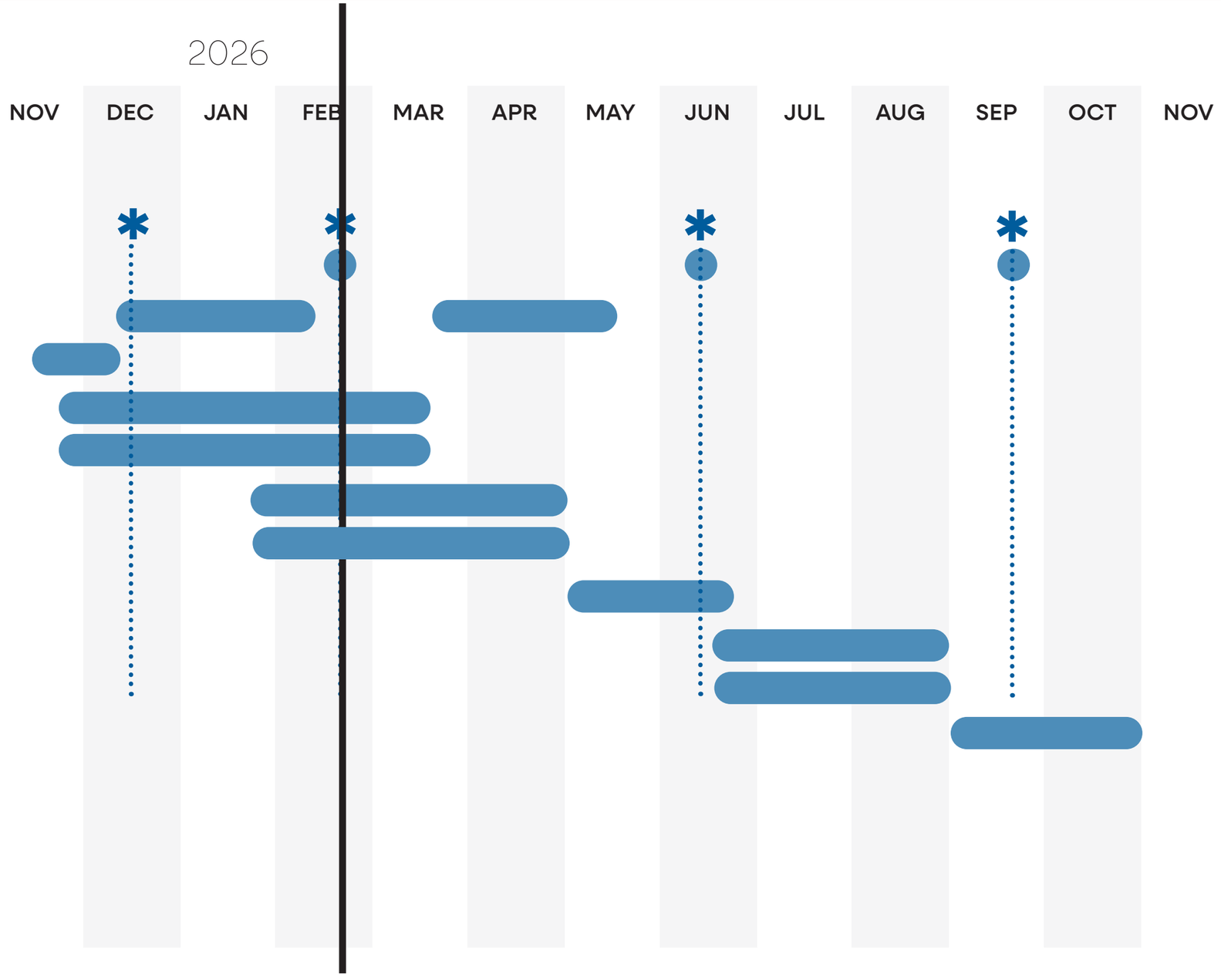
Completed 18 interviews with Herndon town officials, major employers, county and regional/state economic development, workforce, real estate, etc.

Data Analysis Progress

Initial data collection and analysis on demographics, housing, economy and industries, and fiscal conditions/ trends

Starting to gather ideas and insights on key challenges and opportunities

MSEDS Schedule



MSEDS

Milestone Meetings

Planning Commission / Town Council

Focus Groups + Interviews

1. Stakeholder Engagement Plan

2. Data Collection + Analysis

3. Market Analysis

4. Competitive Economic Positioning

5. Commercial Real Estate Development Trends

6. Economic Development Strategic Action Plan

7. Implementation Plan

8. Impacts and Challenges

9. Final Report

Stakeholder Engagement Interviews

- 18 interviews to date with non-town staff
- Local, regional, & state organizations
- Local employers & businesses

NWFCU

Stakeholder Engagement Interviews

Perceptions of Herndon generally positive, with clear opportunities and challenges.

- Herndon's geographic positioning in the Dulles / Silver Line corridor is a favorable competitive advantage
- Retaining/growing business base a strong interest of Herndon-based stakeholders
    - Opportunities to tap into regional clusters (tech, 'gov con', light/ advanced mfg.)
    - Ambition to increase the business tax base but unclear the best path or opportunities
- Small business demographics continue to evolve
    - Growing millennial presence in small business ecosystem with more virtual work, solopreneurs, and micro shops (1-5 jobs) – need for support on marketing, finance, and digital strategies
    - Government contracting a core driver of opportunity, and SCIF space
    - Large retail/restaurant base, highlighted by diverse mix of fast casual restaurants



Stakeholder Engagement Interviews

Workforce, place and regional competitiveness

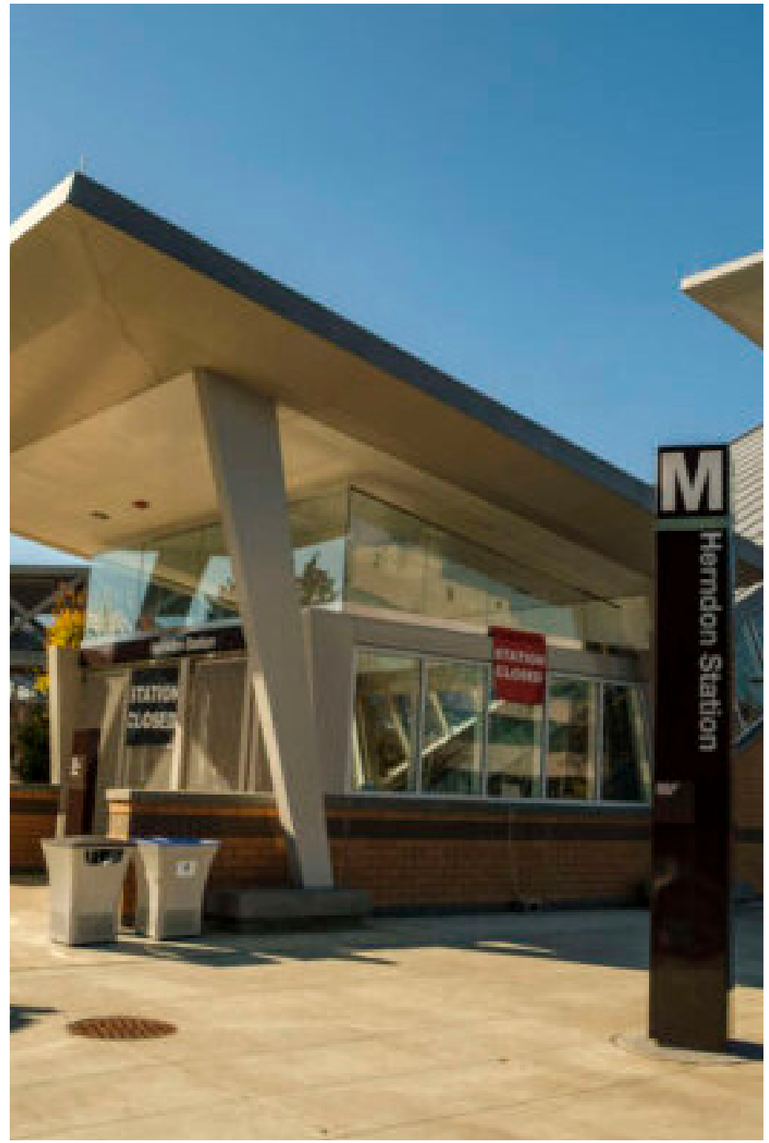
- Workforce a central focus of major employers – drives location decisions to attract talent
- Downtown as Key Asset
    - Downtown is viewed with pride and as an important asset for events, community and visitors
    - External stakeholder input suggests an opportunity to further define Downtown Herndon's identity and enhance its offer to attract more non-resident visitors
- Fairfax County, NOVA and state (VEDP) provide a strong regional and state network of economic development resources – greater and more stable Herndon Econ Dev leadership should help leverage these resources to Herndon's benefit
- Focus on business retention and expansion (BRE) and communications/ story telling — could help highlight Herndon's strengths and distinct character



Stakeholder Engagement Interviews

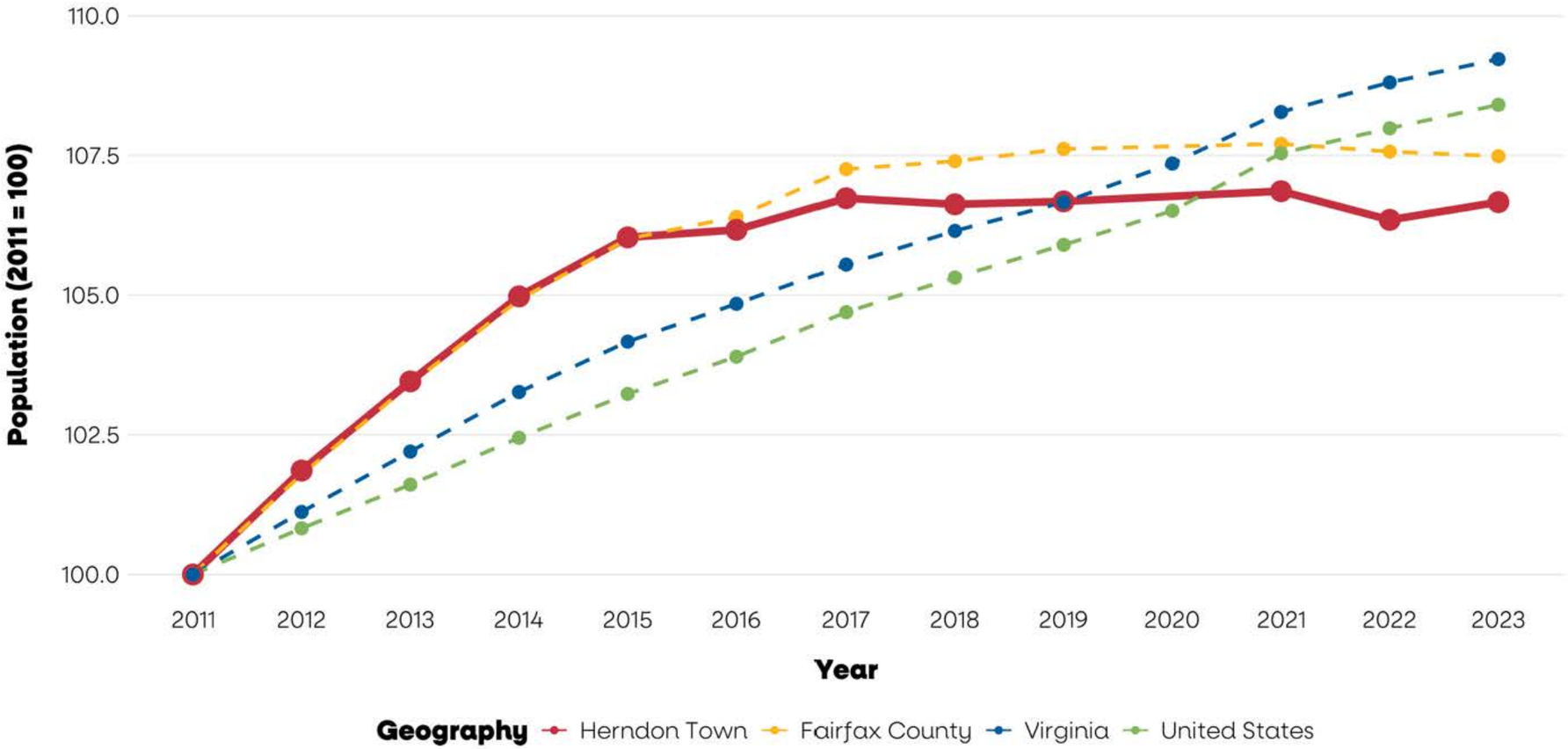
Commercial real estate markets have mixed demand, but there is an appetite for residential.

- Office market is in a difficult phase of the cycle; businesses continue to downsize; tenants demanding amenities; high costs of development
    - Metro and Silver Line corridor is a key asset; number of key factors to overcome in redevelopment of Metro station area
    - Very difficult to compete with other regional areas in office market space; no demand for class B and C; class A too expensive to build
    - Amenity upgrades appear to have been successful and supported successful commercial projects for flex (1-3 story) commercial space with limited supply elsewhere.
- Strong and consistent demand for residential with proximity to transit (Metro) and amenities.
- Small and micro businesses consistently value the Town's approachable, relationship-driven permitting experience. Larger developers note that permitting timelines and processes can feel more streamlined in larger jurisdictions with dedicated development review capacity (such as Fairfax County).



Population Growth Rate

After decades of growth, Herndon's population has been flat since 2017. Upcoming developments will increase Town's population.

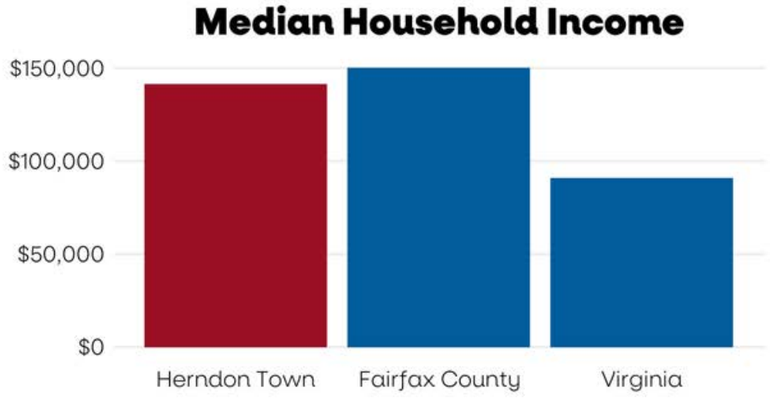


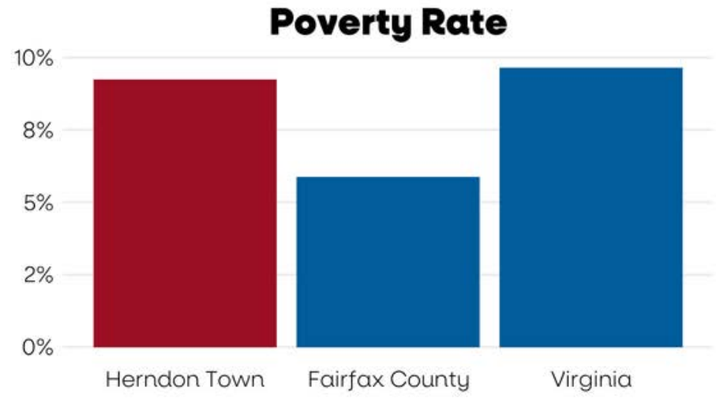
Looking Ahead

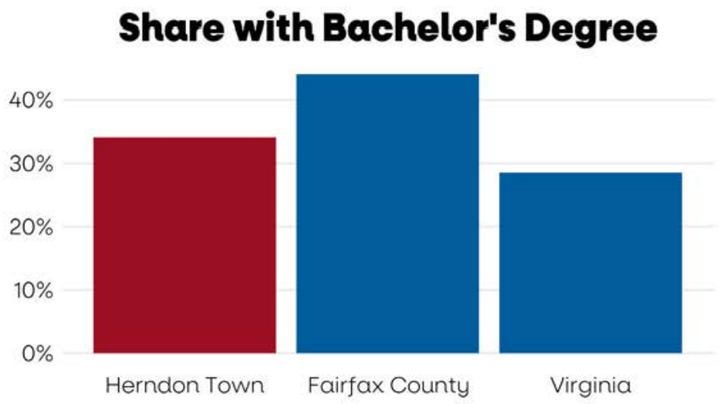
- Future projections of Herndon's population and housing units indicate growth over the next 15 years.
- This is largely due to the pipeline of residential development projects and approved small area plans.
- From 2025 to 2040, population is projected to grow by almost 42% to over 35,000 residents and almost doubling the number of housing units.

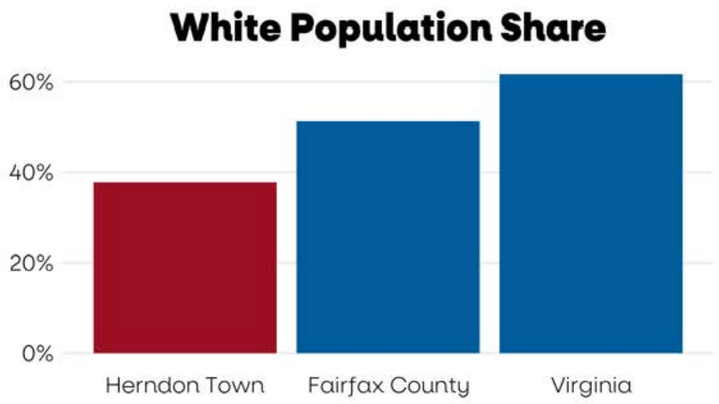
Sources: Historic/current population change: US Census Bureau ACS, Five-Year Estimates. Future population: Population and Housing Trends Report, Town of Herndon | Department of Community Development, March 2025

Socioeconomic and Demographic Characteristics









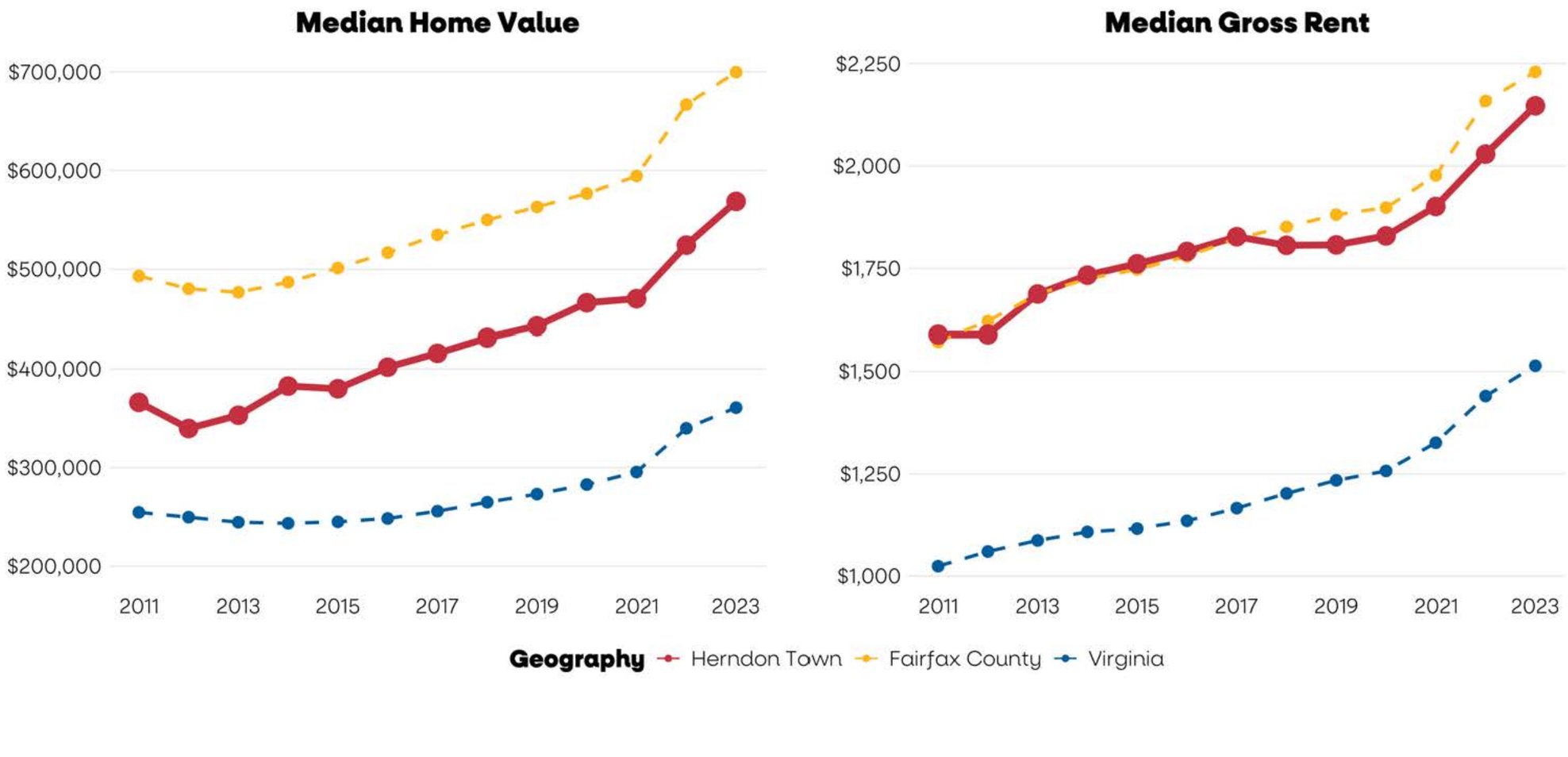


- Herndon's income near Fairfax County average, above state of VA
- Pockets of poverty with poverty rate near state rate (and well above Fairfax Co.)
- Herndon's population is more diverse than Fairfax Co. and VA

Source: US Census Bureau ACS, 2023 Five-Year Estimates.

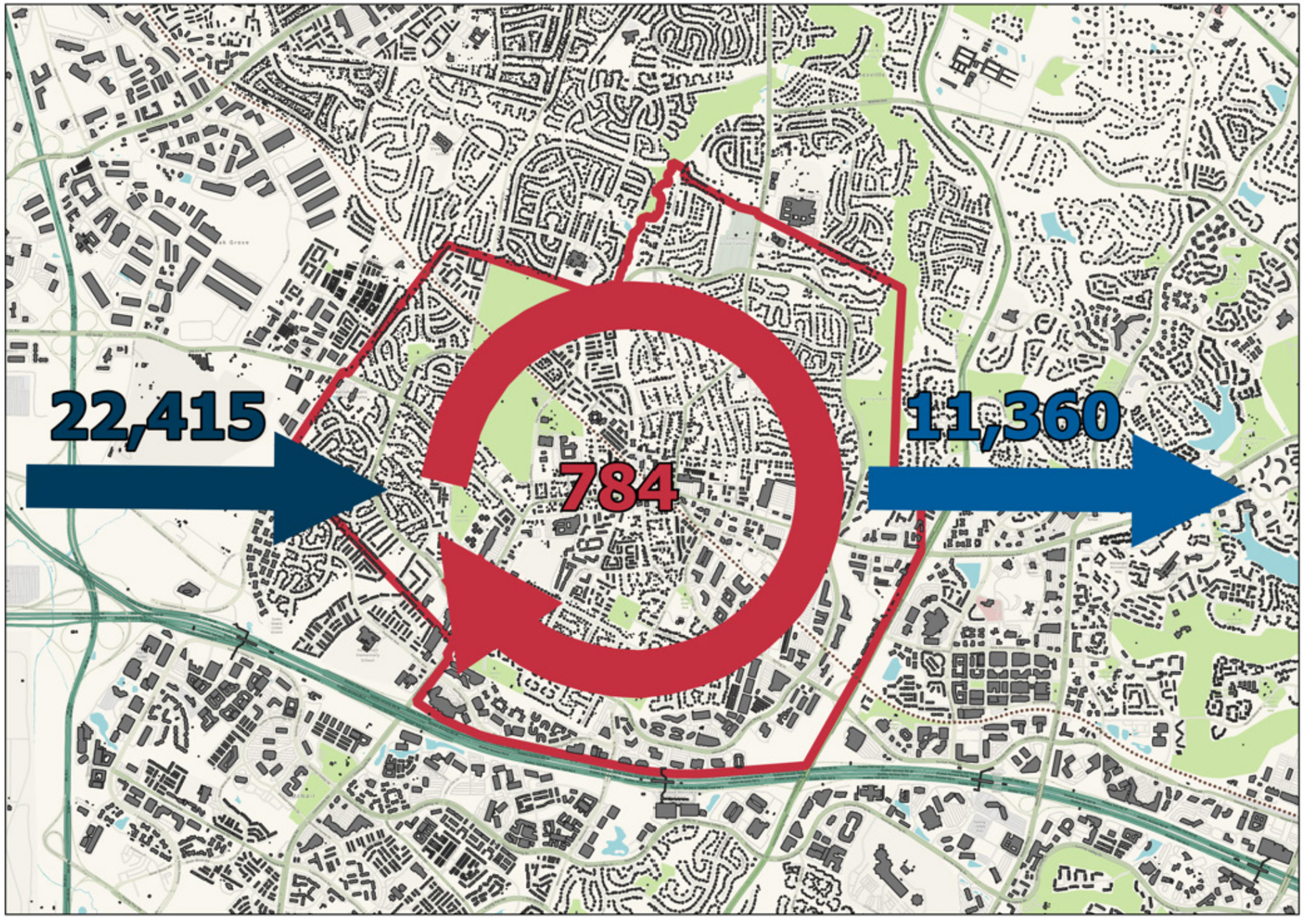
Median Home Value and Gross Rent

There have been significant increases, especially over the past 5 years.



Source: US Census Bureau ACS, Five-Year Estimates.

Herndon Commuter Flows



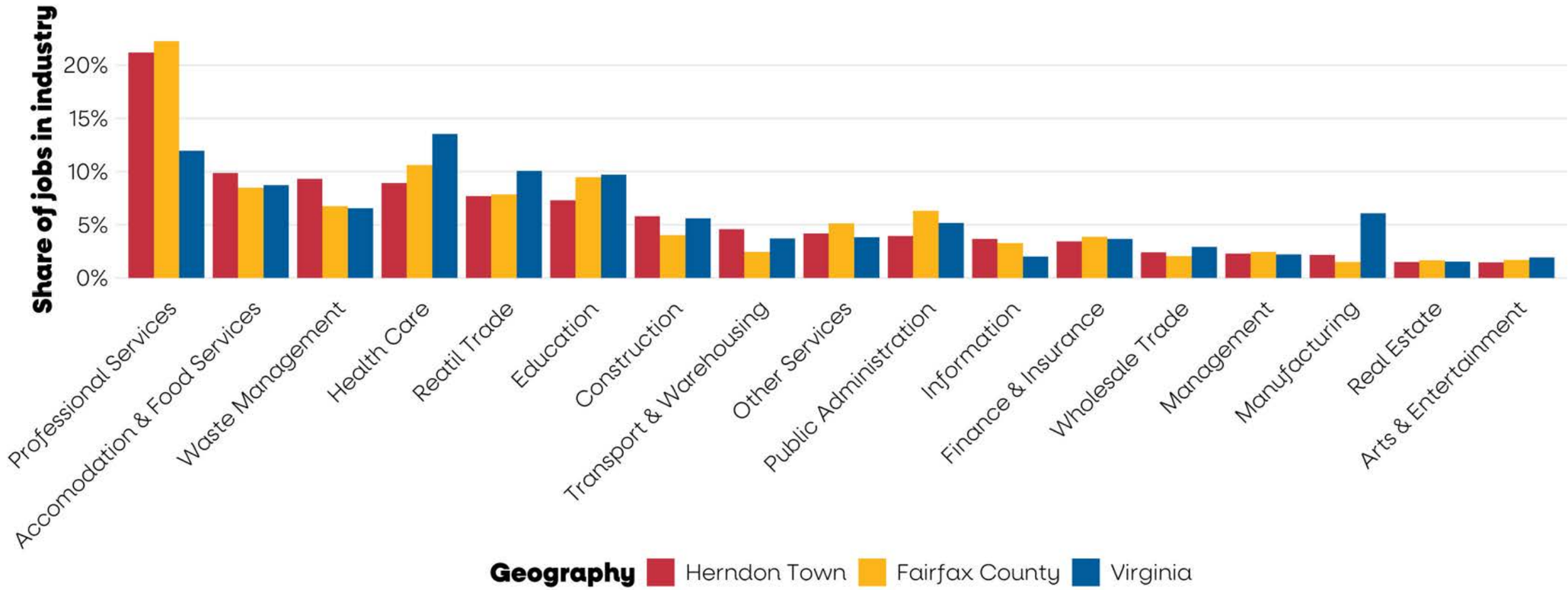
- More commuters come into Herndon every day than commute out
- Relative few Herndon residents work in Herndon
- Top work destinations for Herndon residents are Reston, Tyson's, Washington DC, and Arlington, VA

Herndon Commuter Flows, 2023

Source: US Census LEHD. Accessed via OnTheMap.

Employment by Industry

There is a major concentration in professional and technical services.

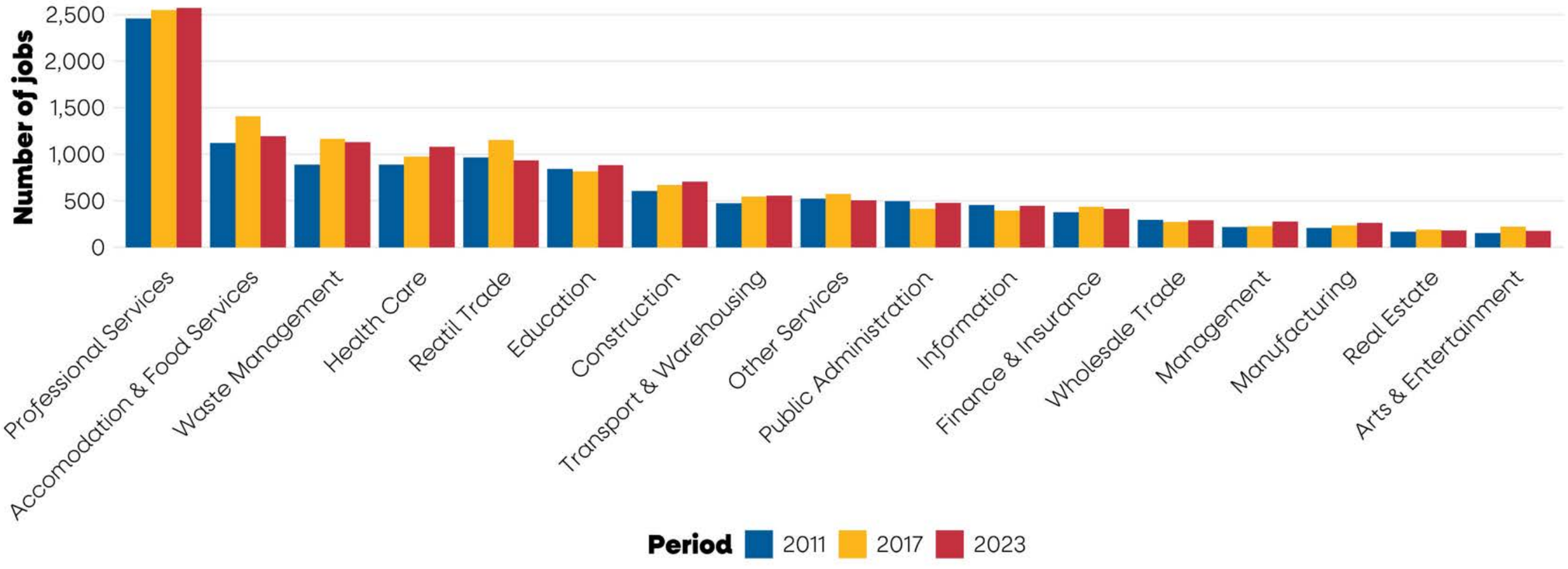


Employment by Industry 2023

Source: US Census LEHD. Accessed via OnTheMap.

Employment by Industry

Employment growth has been stable, with recent modest declines in hotels, food services, retail.

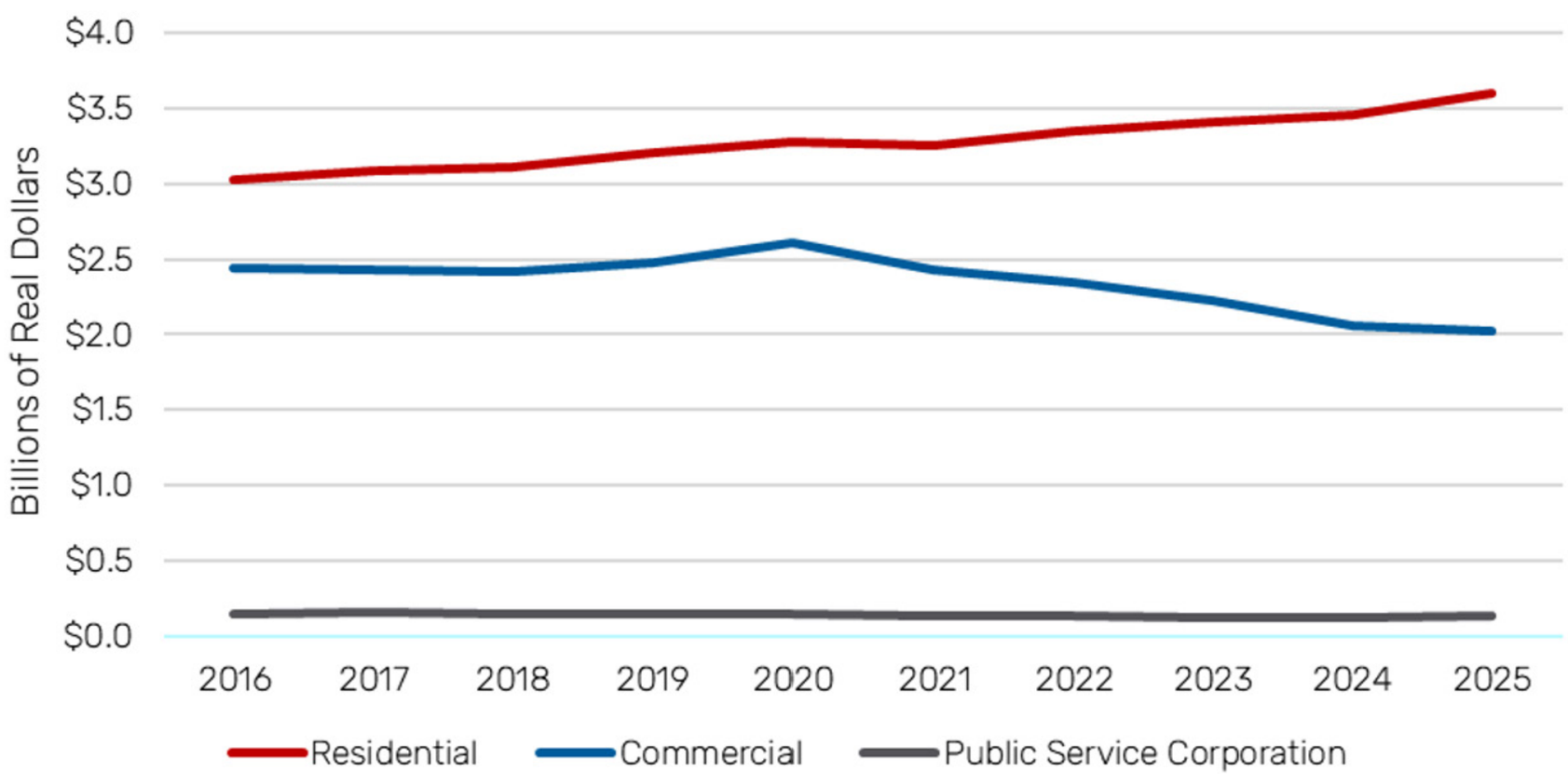


Employment Growth by Industry 2011-2023

Source: US Census LEHD. Accessed via OnTheMap.

Municipal Property Tax Revenues

Since 2010, there has been a rise in residential taxes, but declining trend in commercial.

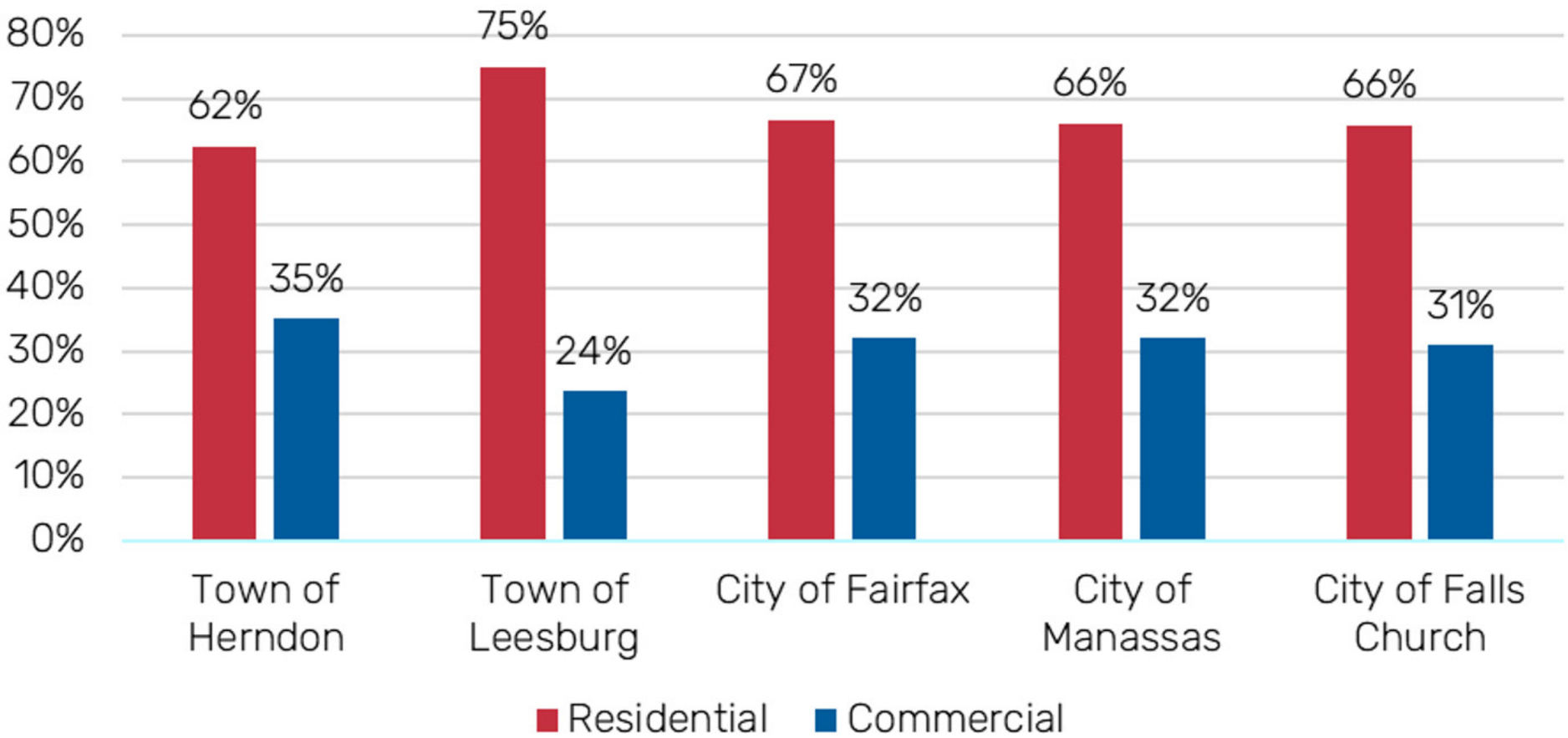


Property Tax Revenues by Category

Source: Town of Herndon Annual Comprehensive Financial Report Fiscal Year Ended June 30, 2025.

Municipal Property Tax Revenues

Herndon has a higher commercial tax base than other nearby communities.



Share of Municipal Property Tax Revenues by Property Type for Herndon and Comparison Areas, 2025

Source: Municipal Annual Comprehensive Financial Reports.

MSEDS Next Steps

- Complete full data analysis of economic, demographic, industry, fiscal and real estate trends and conditions
- Integrate real estate market analysis to be led by CBRE for office, retail, light industrial and multi-family markets
- Develop findings and competitive positioning for Herndon, including a SWOT analysis
- Incorporate economic, fiscal and housing market conditions, issues and opportunities into Herndon 2050
- Deeper dive industry analysis into key target industry opportunities for Herndon, taking into account regional priorities



5

The Road Ahead



What’s up next?

3 Month Look Ahead

Herndon ECON

- Complete comprehensive data analysis (economic, demographic, industry, and fiscal analysis)
- Real estate market analysis
- Competitive Positioning Findings
- Target Industry Opportunities identification

Herndon 2050

- Technical analysis & summary report
  - Land Use, Zoning, and Urban Design
  - Transportation and Mobility
  - Natural environment and sustainability
  - Community facilities and services
  - Utility infrastructure
  - Housing
  - Economic and fiscal analysis for comprehensive planning
- Community engagement launch
- Visioning outreach in spring
- Launch Early Action Plans in March

6

Traveling Together

Questions and activity

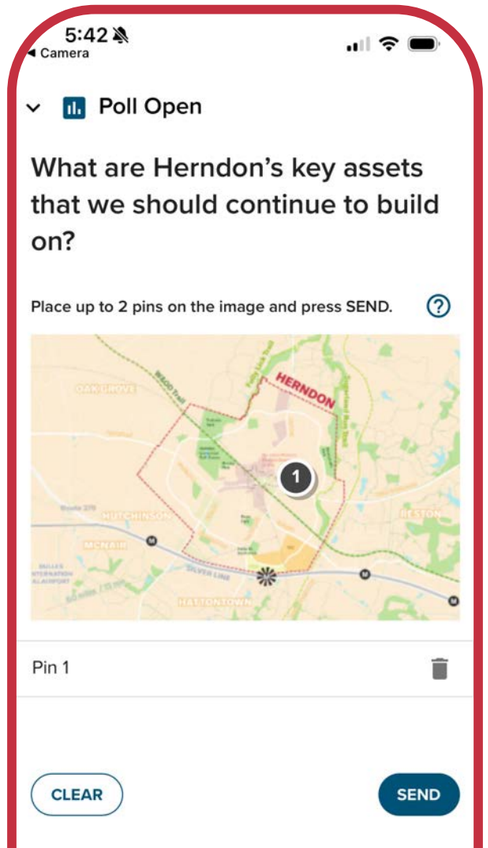


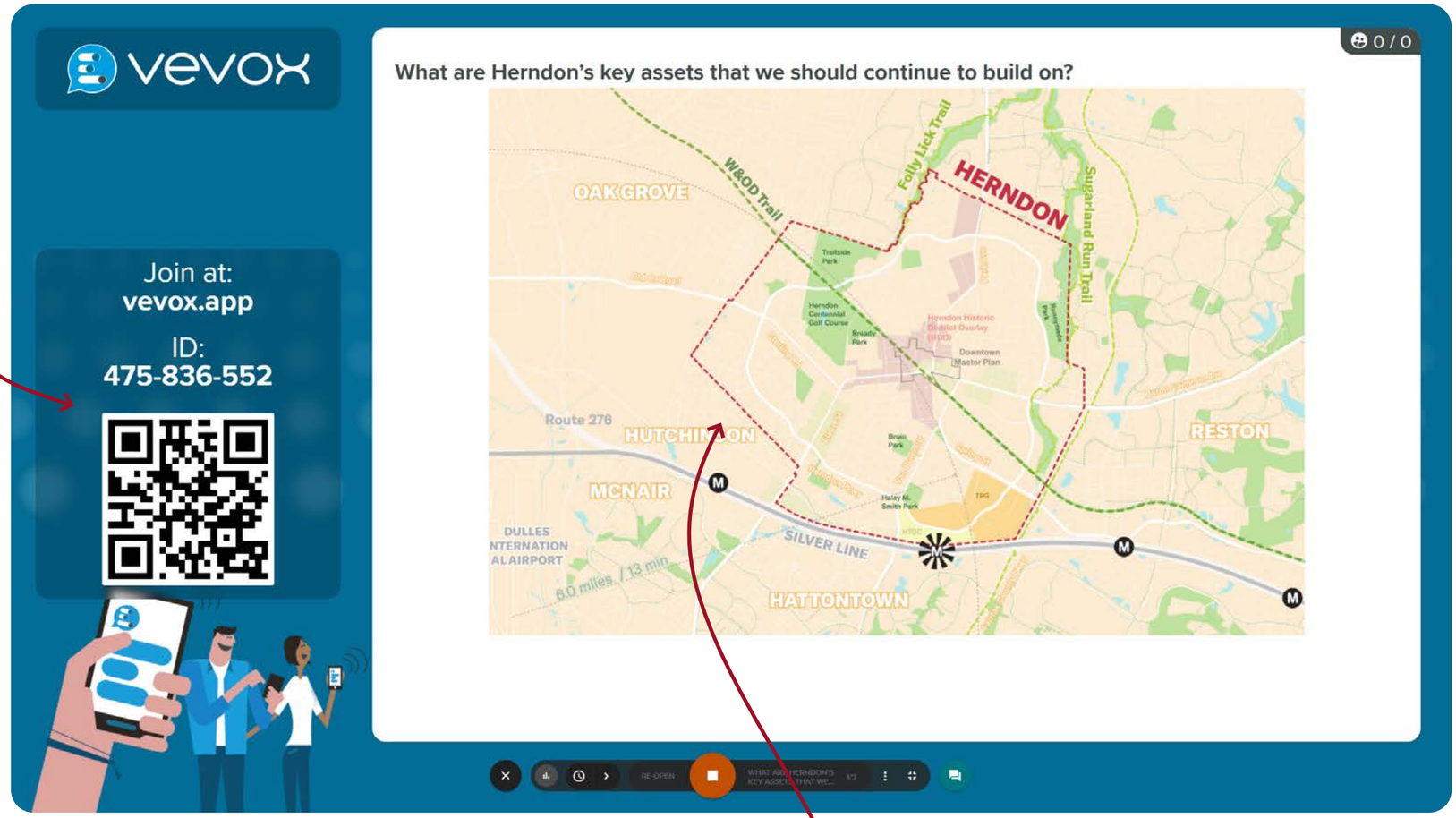
Questions?

Activity Instructions

1. Open up your phones and scan the QR code here

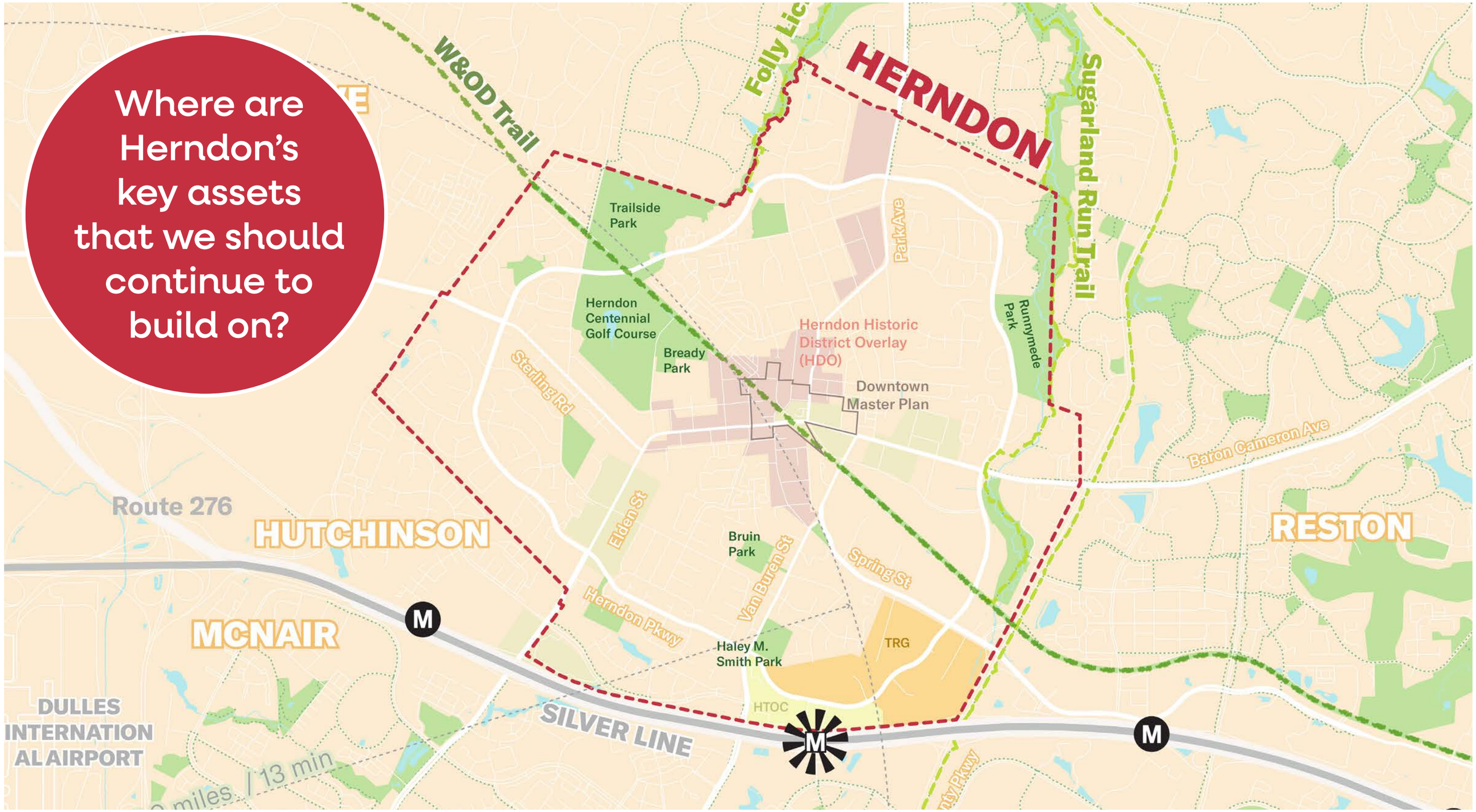
2. Answer the question on your phone screen



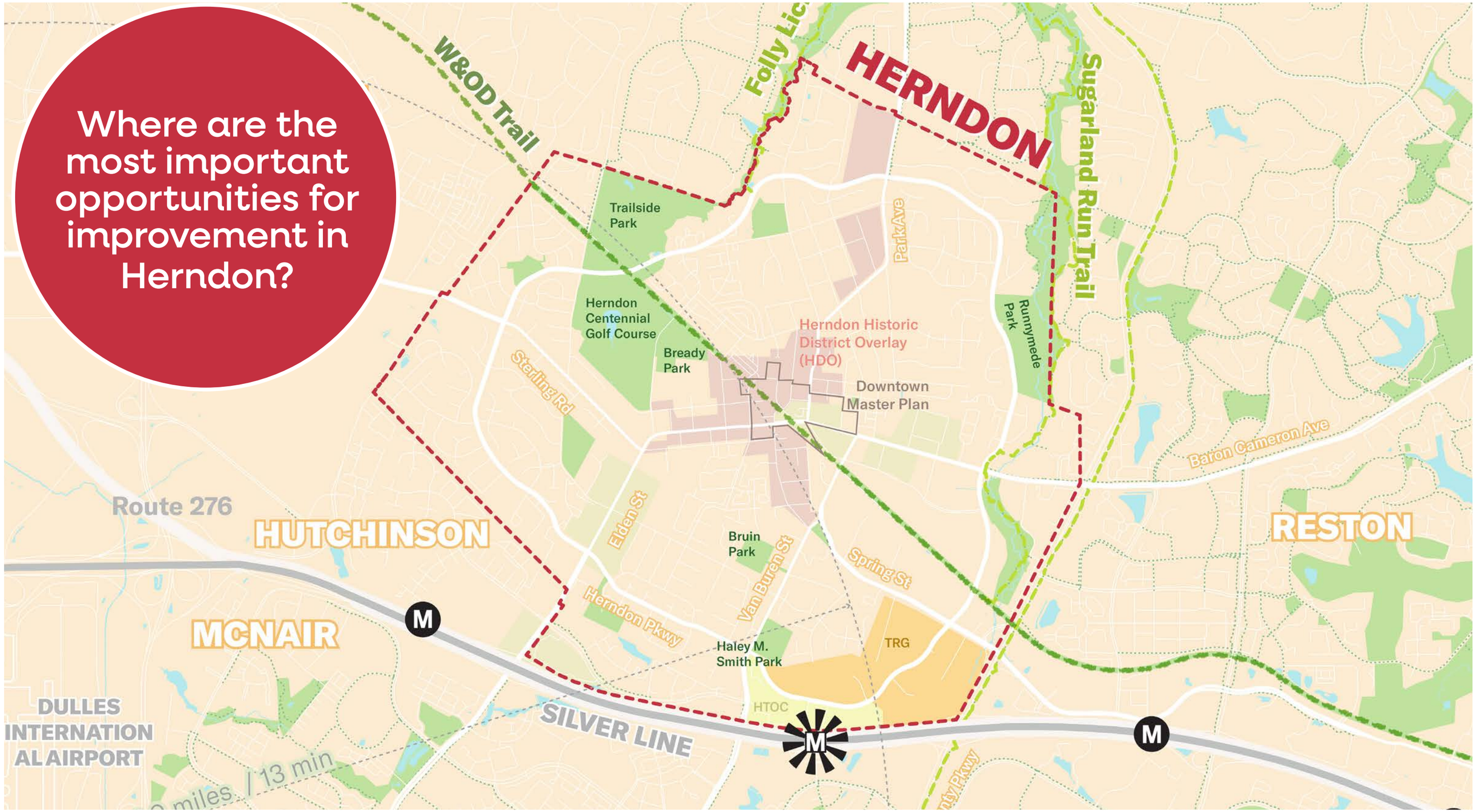


3. Watch the answers come in collectively!

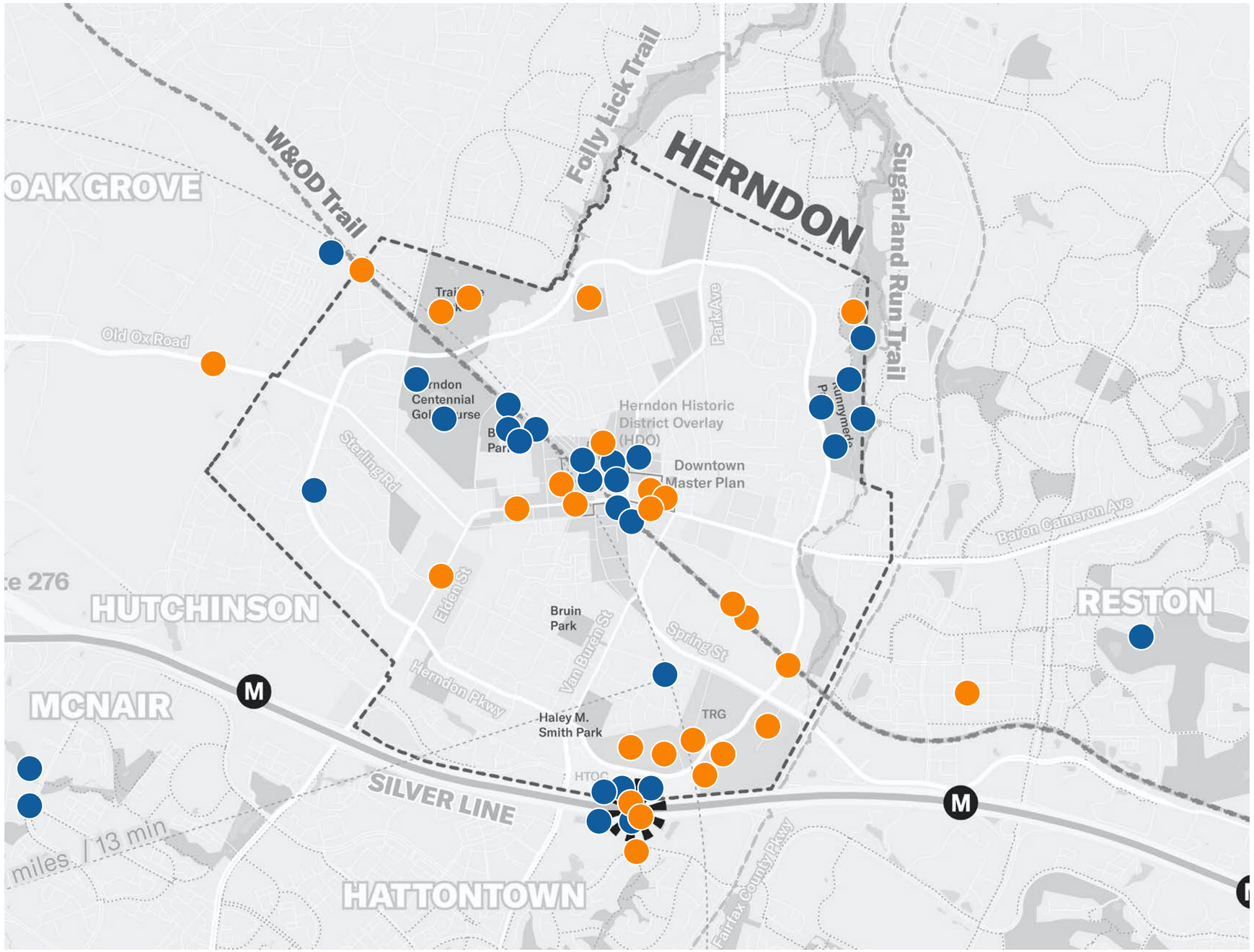
Strengths


Where are Herndon's key assets that we should continue to build on?
W&OD Trail
Folly Lick
HERNDON
Sugarland Run Trail
Trailside Park
Park Ave
Runnymede Park
Herndon Centennial Golf Course
Bready Park
Herndon Historic District Overlay (HDO)
Downtown Master Plan
Sterling Rd
Baron Cameron Ave
Route 276
HUTCHINSON
Elden St
Bruin Park
Van Buren St
Spring St
RESTON
Herndon Pkwy
MCNAIR
Haley M. Smith Park
TRG
HTOC
DULLES INTERNATIONAL AIRPORT
SILVER LINE
miles | 13 min

Opportunities



Results from Staff Technical Committee



TAKEAWAYS

➜ The W&OD Trail through Downtown is a unique and valuable town asset.

➜ Runnymede Park is a large and distinctive natural space.

➜ The Metro is a major strength for the Town and connector to the region.

➜ Downtown has strong potential for future growth and activity.

➜ Nearby assets like Dulles and Reston strengthen Herndon's connections and opportunities.

- Strengths
- Opportunities

Early Action Plan: Downtown Herndon



Where are key opportunity areas within Downtown?

Early Action Plan: Herndon Metro Area



Measuring Success

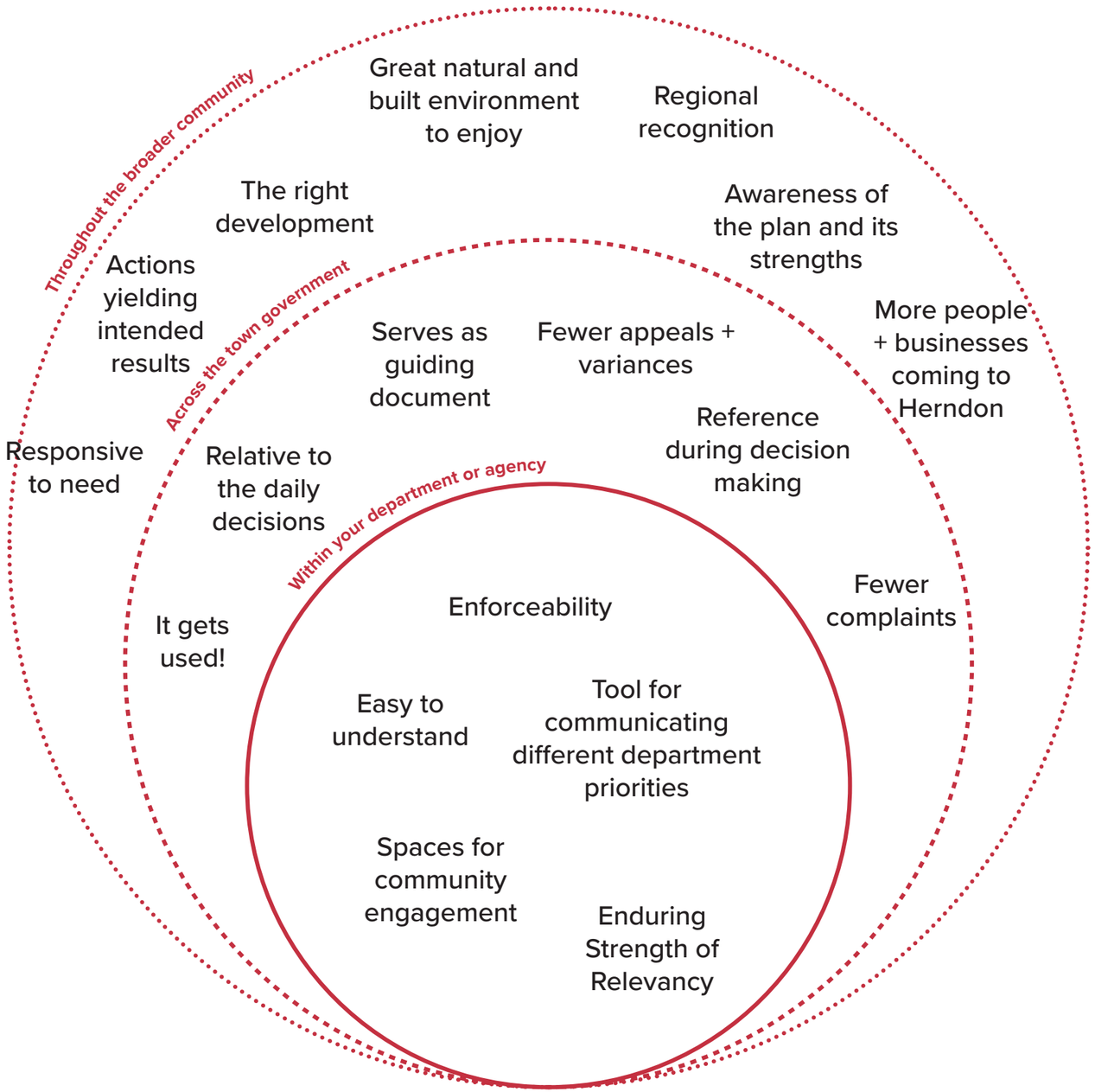
How will we know if this plan is successful and how would you measure that success?

For Herndon 2050?

For the Market Study and Economic Development Strategy?

For the Early Action Plans?

Results from Staff Technical Committee



TAKEAWAYS

➔ **High Usage:** Success will be seen if people use the plan without needing frequent changes.

➔ **Clarity and Communication**: The plan should be easy to understand and help communicate priorities.

➔ **Public Awareness:** Broad recognition and understanding by the community.

➔ **Trackable Results:** Using simple, easy-to-track metrics will help measure progress over time.