



Community Vision + Action Plan

January 2022

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In Hermiston, we value community. We are known for our friendly, small-town atmosphere where neighbors still lend a helping hand and the natural landscape that provides not only beauty but also the resources to support a strong economy. As the fastest growing city in eastern Oregon, the population of Hermiston is expected to increase by 28% over the next twenty years – adding 5,800 new residents. With growth comes change and the exciting opportunity to envision how our community looks, feels, and functions into the future while preserving the things we love most about the place we call home.

The Hermiston 2040 Community Vision + Action Plan is our collective blueprint to help align shared resources and guide future decision-making, including investments, collaboration, and partnerships. As the name suggests, the Hermiston Community Vision is OUR vision – our dreams, our values, and our priorities for the future. The goals and ideas outlined in this community vision are a direct reflection of wide-reaching and inclusive community outreach to hear from as many diverse voices as possible. Over the past year, we have engaged thousands of community members and collected over 3,600 ideas to make Hermiston the best place to live, work, learn, and play for years to come. It has been an inspiring and rewarding journey to hear from community members from all walks of life. We are grateful to everyone who shared their ideas at community events and through the vision survey, and then helped to further refine those ideas and prioritize them during focus groups, vision labs, and the community open house. Given the unprecedented challenges of community engagement during a global pandemic, we are deeply appreciative of your dedication to and investment in Hermiston’s future. Thank you!

Just as this community vision was developed by the community, its use is designed for the entire community. We encourage community partners to refer to the vision to guide their future planning efforts and decisions. Additionally, this vision will only come to life with broad community support and a sense of shared ownership. We look forward to collaborating with community partners and residents across the City to move our goals forward.

We are grateful to the City Council for being the catalyst for the community visioning process as well as providing support and funding. We appreciate City staff for their leadership, expertise, and commitment to guide the project along over the past year and a half. The future of Hermiston is bigger and brighter than ever thanks to the committed and engaged community!

- The Hermiston 2040 Steering Committee



CITY COUNCIL

Mayor David Drotzmann
Lori Davis, Ward 1
Roy Barron, Ward 2
Jackie C. Meyers, Ward 3
Phillip Spicerkuhn, Ward 4
Maria Durón, At Large
Rod S. Hardin, At Large
Nancy Peterson, At Large
Doug Primmer, At Large (Council President)

COMMUNITY VISION STEERING COMMITTEE

Bethany Adair, Community Volunteer
Roy Barron, Council Liaison + Hermiston School District + Raices
Tim Beal, New Hope Community Church
Cameron Bendixsen, Eastern Oregon Mission
Josh Burns, Planning Commission + Airport Advisory Committee
Judy Currin-Pederson, Hermiston Downtown District
Al Davis, EOTEC
Maria Durón, Council Liaison + Hermiston School District
Julia Galan, Martha’s House + Eastern Oregon Mission
José García, New Horizons + Hispanic Advisory Committee
Annette Kirkpatrick, Hermiston Irrigation District + Chamber of Commerce
Jackie Linton, Library Board
Bryan Medelez, Hermiston School Board
Obdulia Munoz, InterMountain ESD + Hispanic Advisory Committee
Jessica Narain, Budget Committee + EOTEC Advisory Committee
Kristina Olivas, Chamber of Commerce
Jer Pratton, Community Volunteer
Kimberly Rill, Port of Morrow + Chamber of Commerce
Zaira Sanchez, Hermiston School District + Raices
Margaret Saylor, Planning Commission

PROJECT TEAM

Special thanks to the University of Oregon Sustainable City Year Program students, faculty, and staff for their contribution to the Hermiston 2040 project.

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VISON + ACTION PLAN PURPOSE

A community vision sets a shared, 20-year goal for the community and provides a vivid description of how the community wants to look, feel, and function over time. The community imagines its future state and what it will feel like to live, work, play, visit, and learn in Hermiston.

The action plan charts the course for advancing the community vision by outlining specific programs and projects designed to help achieve community-identified goals. Actions often have designated community partners leading their implementation efforts and reporting progress back to the community.

PROCESS AND TIMELINE

The visioning process enables people to come together and discover shared solutions for broad goals and challenges that can create transformational change. The community visioning process encourages people to think big and build a foundation for the future – whether it’s influencing the way a community grows, how it adapts to changing technology, plans for physical and social infrastructure, or how the community wants to work together to build that vision.

Hermiston 2040 Goals

Over time, Hermiston has grown from a small farming community to the fastest growing city in eastern Oregon. The City’s goal is to preserve what people love most about the community while also addressing any outstanding needs or aspirations over the long-term. The goals that guided our process were as follows:

- Identify a vision and values that reflect the community
- Engage the broader community
- Analyze engagement data and identify community trends
- Develop an action plan to achieve the vision
- Outline an implementation structure to document and report progress

The project was completed in phases as described below. Each phase of the project included engagement and communication strategies to build community relationships and maintain engagement momentum throughout the project and beyond.

Phase 1: Preparing

Develop project goals, identify community stakeholders, appoint the Vision Steering Committee, develop the communication and engagement strategy

Phase 2: Exploring + Learning

Develop the community profile, gather ideas through community outreach

Phase 3: Identifying the Vision

Review ideas, draft community vision statement, sort vision ideas into theme/goal areas

Phase 4: Creating the Strategies

Vision lab workshops to review and refine goals and actions, identify community values, develop action plan, community review of vision and action plan

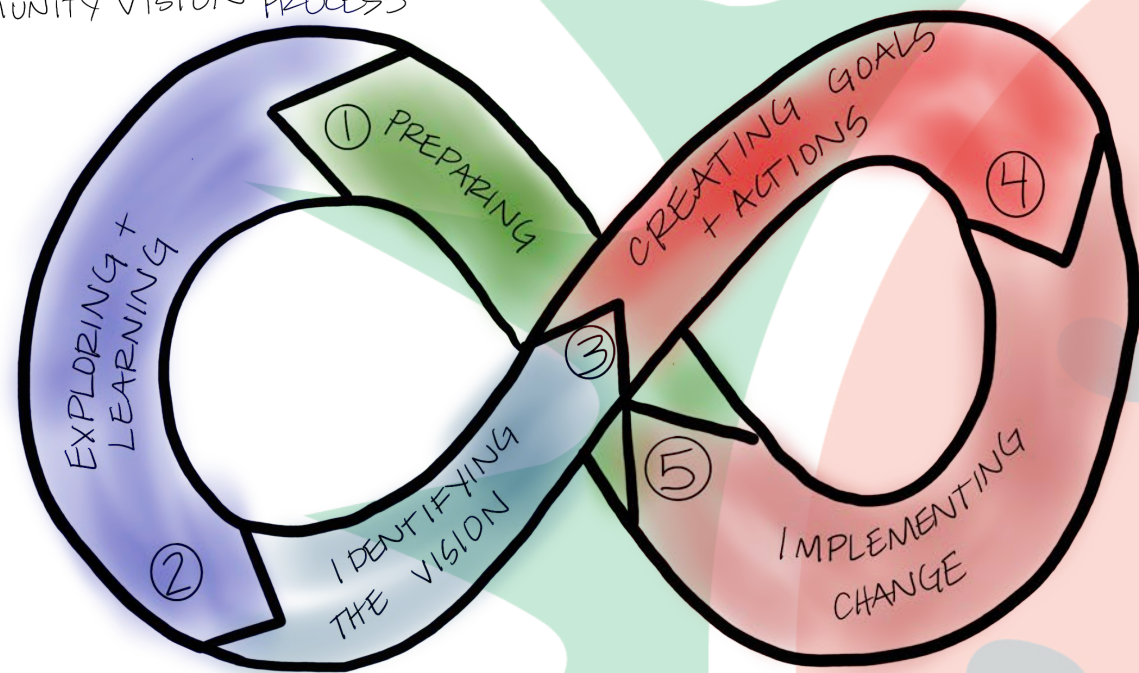
Phase 5: Implementing Change

Steering Committee review and recommendation, City Council adoption, celebrate, implement!



HERMISTON

2040
COMMUNITY VISION PROCESS



PROCESS AND TIMELINE

The project began in January 2021 with the development of the Hermiston Community Profile, a snapshot of how people in the community currently live, work, learn, and play. The profile provides valuable insight into the ways the Hermiston community has grown and evolved over the years. Through exploring where the community has been, the profile lays the foundation for where the community would like to go in the future. Additionally, the demographic and trend research in the profile informed the public outreach methods to effectively engage the community in a variety of ways.

The Project Team, along with the Steering Committee, comprised of representatives from local organizations, developed an inclusive community engagement plan to gather a diverse set of ideas so the vision and values would be reflective of the community. Engaging as many people in the community as possible in a variety of ways develops a supported and celebrated community vision and action plan. They employed a broad assortment of tools and multiple locations to engage the community throughout the process, including:

- Key messaging and branding
- Fact sheets and postcards shared throughout community
- Outreach toolkits
- Interviews with community leaders
- Intercept surveys and conversations at community events
- Online surveys
- Focus groups
- Monthly e-blast newsletters
- Project website
- Social media, local radio shows, and news articles
- Translation of materials
- Community vision labs
- Fliers/posters
- Project videos
- Open house

A guiding principle of the community engagement plan is inclusion. Throughout the community vision project, the Hermiston 2040 team reached out to people of all ages and backgrounds. Key documents and tools were available in Spanish and English, including fact sheets, e-blasts, social media posts, radio interviews, surveys, and focus groups.

The Project Team and Steering Committee presented information to City Council, shared information with local organizations and neighborhood groups, distributed press releases and monthly e-blast newsletters, posted on social media, participated in radio interviews, and talked with local newspapers. Additionally, they conducted focus groups to discuss specific topics and gather additional ideas from varying perspectives across the city.

The brand developed for the project appeared on fact sheets, flyers, websites, postcards, and other materials to build awareness for the vision.



Community Outreach

The Steering Committee and Project Team attended Hermiston’s most popular summer community events including Stars and Stripes 4th of July Celebration, Bouncin’ Bins Inflatable 5K Fun Run and Color Wars/Funland Park Dedication, Movies in the Park, and the Hermiston Kids’ Triathlon. The 2040 team conducted engagement activities and 141 intercept surveys with residents and visitors during these events.

The Project Team engaged 50 people in focus groups in November to test and refine the ideas collected in the online survey. In December, we hosted a community open house with 200+ attendees to learn about the vision, provide feedback, and vote for their favorite ideas.



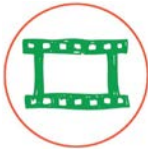
Social Media

Hermiston 2040 actively engaged residents and visitors alike on the City’s Facebook and Instagram platforms with posts, events, and Stories. The social media campaigns reached 40,000+ contacts and engaged 1,000+ through likes, views, and clicks.



Online Surveys

890+ people completed the online community vision survey, sharing what they love about Hermiston, what they want to preserve into the future, their future vision for the community, and their ideas for achieving the vision.



Online Video

A promotional video was produced and shown on the project website, social media, e-blast newsletters, and community events, garnering 150 views.



Project Website

The project website, Hermiston2040.com, hosted information about the project, upcoming events, project updates, ways to get involved, and more. The website received 1,200+ unique visitors and over 2,100 page views.

Project information was also available on the City’s website.



E-blasts

The Steering Committee compiled a distribution list of 5,000+ subscribers to the project’s monthly e-blast newsletters. These newsletters served to promote the online survey, invite community members to participate in events, provide feedback on draft versions of the Vision + Action Plan, and more.



DEVELOPING THE VISION

Throughout Phase 2 of the project, the Project Team collected thousands of comments from the community and carefully reviewed them to find common themes and ideas to bring the vision to life. The project team sorted these ideas into nine topic areas representing community priorities:

- Attractive and Safe Community
- Culture and Engagement
- Economic Development
- Education
- Health
- Housing
- Infrastructure and Planning
- Parks and Recreation
- Transportation and Mobility

Over 50 subject-matter experts and interested community members convened during a series of four vision labs in November to explore the ideas and refine them into goal statements and action items to support each goal. In December, the Project Team and Steering Committee hosted the Hermiston 2040 Open House to share the goals and actions with the broader community. Participants were encouraged to learn about each topic area, share their comments and/or submit new ideas, and vote for their favorite action items. More than 200 people attended the open house.

Following community feedback from the open house, these priority areas were further refined into four goal statements describing how the community envisions the future with associated action items designed to achieve these goals. These four goals are brought together to create the overarching vision for the city, the Hermiston 2040 Vision Statement.



Vision + Action Plan



The vision and action plan are organized as follows:

- **Community Vision:** The vision statement describes the type of community people want Hermiston to be in 20 years.
- **Community Values:** The values describe what is important to people in the community and what should guide us in implementing the vision.
- **Goals:** The goals describe the desired future conditions for the community in each goal area.
- **Actions:** The actions outline focused approaches to achieving the goals.

The many individual ideas the community shared provide important background. The appendix contains a more detailed list of the goals and actions. The matrix in the appendix provides additional context to convey the intent of the community. This context will help the community partners who implement the vision.

The City of Hermiston will provide ongoing support for the vision implementation and will work with the community and its partners to move implementation efforts forward. While the City will take the lead on some actions, other actions may be led by other willing community partners, and in some instances, implementation may require community partners to create new entities or committees to work on advancing other actions.

Annually, the city and its partners will report on the goals and actions and propose any updates to ensure the vision and action plan remains relevant as a guiding document for the community. Progress reports and updates will be shared and celebrated with the Hermiston community. It is recommended the community complete a full update of the vision every five years to account for changes in community context, shifting demographics, and evolving community needs.

Hermiston 2040 Vision

A community where friendliness and opportunity abound.

Welcome to Hermiston. Where life is sweet and our future is sweeter.

In 2040, Hermiston is a community where everyone is welcome – whether you’re visiting or looking for a place to call home, we provide a safe, beautiful, and close-knit community where neighbors help one another, and friendliness and opportunity abound. From a booming economy to recreational amenities, we have big city services rooted in small-town values.

COMMUNITY VALUES

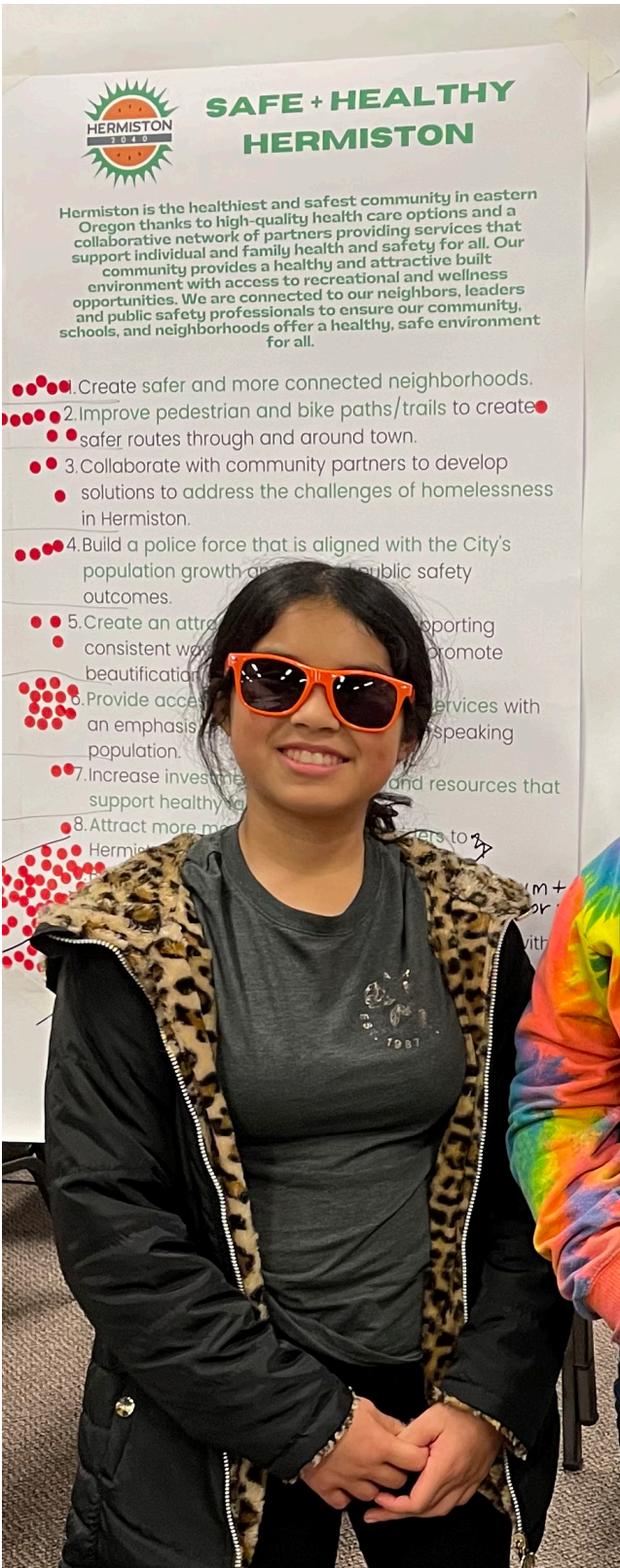
People: The people of this community come first. Even as we grow, we maintain the small-town, friendly environment. This is a community where all people feel valued and welcome. We have opportunity for everyone to work, to stay engaged, to be connected, and to be heard.

Inclusion: We have a long tradition of welcoming diverse populations and being inclusive is central to our identity. We celebrate the diversity, cultures, and history of our Hermiston. Being welcoming and inclusive is part of our small-town atmosphere. We are open to change and growth in our practices as we see changes in our community.

Partnerships: We are a community in every sense of the word. We believe in working together to make Hermiston a better place. We value the many partners, organizations, and individuals who come together to ensure our quality of life is maintained and extended to all.

Hermiston 2040 Goals + Action Plan

1. Growing + Prosperous Hermiston
2. Safe + Healthy Hermiston
3. Connected + Engaged Hermiston
4. Sustainable Hermiston



Goals and Actions

Goal:

GROWING + PROSPEROUS HERMISTON.

As the fastest growing community in eastern Oregon, Hermiston is fostering sustainable growth that embraces the diversity of its growing population while preserving the small-town feel. Hermiston’s individuals and families thrive in a community that offers access to economic opportunities, diverse retail offerings, housing options for all, and world-class education and support services.

Actions:

- 1.1 Expand retail, dining, and community attractions.
 - Provide more retail and shopping options that include gathering spaces and social opportunities.
 - Attract more restaurants, cuisine variety, and food pods.
 - Attract more grocery retail options.
 - Encourage tourism that builds on existing opportunities.
- 1.2 Increase housing opportunities.
 - Support the development of more diverse and affordable housing options for all segments of the community.
 - Support the development of more senior and assisted living facilities.
- 1.3 Provide economic opportunities that allow individuals and families to thrive.
 - Promote sustainable growth that preserves the City’s small-town feel.
 - Revitalize Hermiston’s downtown – update the older buildings and attract businesses to Main Street.
 - Attract more businesses and job opportunities, education and highlight employment pathways in the community.
- 1.4 Provide world-class education and support services for people of all ages.
 - Provide improved school facilities and quality education for all.
 - Support diversity in the schools by attracting staffing that reflects Hermiston’s school population.
 - Provide more opportunities for early education.
 - Provide supplemental support for kids to support healthy families.



Goal:

SAFE + HEALTHY HERMISTON.

Hermiston is the healthiest and safest community in eastern Oregon thanks to high-quality health care options and a collaborative network of partners providing services that support individual and family health and safety for all. Our community provides a healthy and attractive built environment with access to recreational and wellness opportunities. We are connected to our neighbors, leaders, and public safety professionals to ensure our community, schools, and neighborhoods offer a healthy, safe environment for all.

Actions:

- 2.1 Offer access to diverse recreational and wellness opportunities for everyone.
 - Build an indoor recreation and aquatic center.
 - Expand and enhance Hermiston’s park inventory with larger parks and updated park amenities.
 - Improve pedestrian and bike paths/trails.
- 2.2 Collaborate with community partners to establish a network of services that support individual and family health and safety for all.
 - Provide access to more mental health services.
 - Attract more medical specialty providers to Hermiston.
 - Increase investments in programs and resources that support healthy families
 - Collaborate with community partners to develop solutions to address the challenges of homelessness.
- 2.3 Provide a healthy, safe environment.
 - Build a police force that is aligned with the City’s population growth and desired public safety outcomes.
 - Create safer and more connected neighborhoods.
 - Create an attractive community by supporting consistent wayfinding and policies that promote beautification efforts.



Goals and Actions

Goal:

CONNECTED + ENGAGED HERMISTON.

Hermiston prides itself on being a welcoming and inclusive community – where people create strong social connections and take care of one another. We foster strong relationships with friends, family, and neighbors and enjoy unique destinations and gathering places that offer a sense of place and community. We embrace our diversity and celebrate our historic and cultural roots through art, food, and events.

Actions:

- 3.1 Provide activities, attractions, and events for people of all ages.
 - Expand the Hermiston farmers’ market.
 - Expand the City’s Library with dedicated space for kids and teens.
 - Provide more activities for kids and teens that are easily accessible.
- 3.2 Provide facilities and events that celebrate and promote Hermiston’s culture, history, and art.
 - Build a museum that celebrates Hermiston’s history and cultural diversity.
 - Add more opportunities and facilities for the performing arts.
 - Add more community events with a focus on events that celebrate the cultural diversity of Hermiston.
- 3.3 Enhance community outreach and collaboration with Hermiston’s community partners.



Goal:

SUSTAINABLE HERMISTON.

We are growing in a sustainable way that ensures our built environment and infrastructure provides the critical support needed for our daily lives. We responsibly plan and invest in Hermiston’s infrastructure to ensure we have streets offering smooth-flowing traffic, safe and accessible pedestrian networks, clean water, and parks with amenities for everyone in our community.

Actions:

- 4.1 Support services and policies that preserve our natural resources and environment.
 - Invest in alternative energy infrastructure and promote conservation of the city’s natural resources.
 - Provide more opportunities for recycling.
 - Provide educational opportunities to promote ways to reduce water usage.
- 4.2 Improve the City’s mobility.
 - Reduce traffic and congestion by adding more streets and alternative routes.
 - Improve mobility and safety on existing streets with enhanced maintenance, traffic calming improvements, and sidewalk connectivity.
 - Improve ADA access on city sidewalks and in parks.
- 4.3 Provide the infrastructure needed to support a growing community.
 - Invest in city infrastructure that supports sustainable city growth.
 - Create more parking in downtown Hermiston.
 - Strengthen Hermiston’s airport.



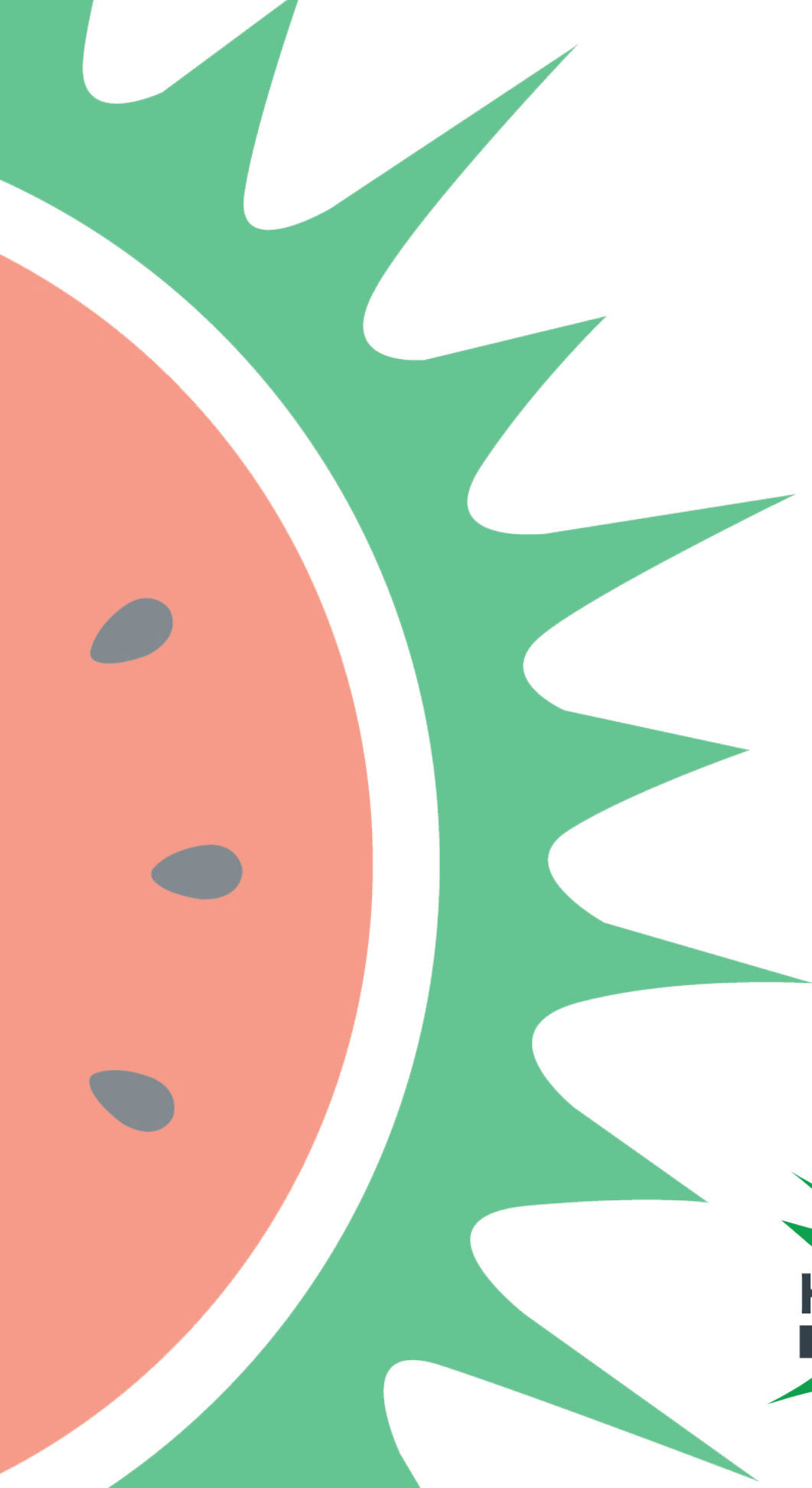
Appendix

The Appendix provides a more detailed matrix of the goals and actions that includes additional community comments to provide context. This context will be helpful for the implementation team as they seek to understand the community intent.

Goals	Actions	Implementation Notes
Growing + Prosperous Hermiston. As the fastest growing community in eastern Oregon, Hermiston is fostering sustainable growth that embraces the diversity of its growing population while preserving the small-town feel. Hermiston's individuals and families thrive in a community that offers access to economic opportunities, diverse retail offerings, housing options for all, and world-class education and support services.	Provide more retail and shopping options that include gathering spaces and social opportunities.	Target, Fred Meyer, and spaces that provide social opportunities such as outdoor shopping areas, cafes, etc.
	Attract more restaurants, cuisine variety, and food pods.	Create sidewalk cafes
	Support the development of more diverse and affordable housing options for all segments of the community.	Larger lot sizes, more space between neighbors
	Provide supplemental support for kids to support healthy families.	This includes mental health services, access to technology, food security, and other investments.
	Attract more grocery retail options.	Fred Meyer, Trader Joes, Costco
	Revitalize Hermiston's downtown – update the older buildings and attract businesses to Main Street.	
	Attract more businesses and job opportunities.	
	Provide improved school facilities and quality education for all.	
	Encourage tourism that builds on existing opportunities.	Access to outdoor amenities and youth athletics, as well as attract new opportunities like offering live music performances.
	Support diversity in the schools by attracting staffing that reflects Hermiston's school population.	
	Support the development of more senior and assisted living facilities.	
	Promote sustainable growth that preserves the City's small-town feel.	
	Provide more opportunities for post-secondary education and highlight employment pathways in the community.	
Safe + Healthy Hermiston. Hermiston is the healthiest and safest community in eastern Oregon thanks to high-quality health care options and a collaborative network of partners providing services that support individual and family health and safety for all. Our community provides a healthy and attractive built environment with access to recreational and wellness opportunities. We are connected to our neighbors, leaders and public safety professionals to ensure our community, schools, and neighborhoods offer a healthy, safe environment for all.	Provide more opportunities for early education.	Preschool and daycare centers
	Build an indoor recreation and aquatic center.	"Need a gym + indoor pool State of the art recreational facilities"
	Expand and enhance Hermiston's park inventory with larger parks and updated park amenities.	Rock wall + basketball court, pickleball
	Provide access to more mental health services.	Emphasis on youth and Spanish-speaking population.
	Improve pedestrian and bike paths/trails.	Create safer routes through and around town.
	Create safer and more connected neighborhoods.	Promote engagement amongst neighborhoods, events such as NNO, etc.
	Build a police force that is aligned with the City's population growth and desired public safety outcomes.	This could also include fire/EMS services
	Create an attractive community by supporting consistent wayfinding and policies that promote beautification efforts.	
	Collaborate with community partners to develop solutions to address the challenges of homelessness.	
	Attract more medical specialty providers to Hermiston.	Special Needs Pediatrics Clinic (Speech, O.T., P.T., etc.)
	Increase investments in programs and resources that support healthy families.	

Goals	Actions	Implementation Notes
Connected + Engaged Hermiston. Hermiston prides itself on being a welcoming and inclusive community – where people create strong social connections and take care of one another. We foster strong relationships with friends, family, and neighbors and enjoy unique destinations and gathering places that offer a sense of place and community. We embrace our diversity and celebrate our historic and cultural roots through art, food, and events.	Provide activities, attractions, and events for people of all ages.	
	Expand the City's Library with dedicated space for kids and teens.	
	Build a museum that celebrates Hermiston's history and cultural diversity.	
	Expand the Hermiston farmers' market.	
	Provide more activities for kids and teens that are easily accessible.	
	Add more opportunities and facilities for the arts.	People expressed specific interest in performing arts and movie theater enhancements.
	Add more community events with a focus on events that celebrate the cultural diversity of Hermiston.	
	Enhance community outreach and collaboration with Hermiston's community partners.	
Sustainable Hermiston. We are growing in a sustainable way that ensures our built environment and infrastructure provides the critical support needed for our daily lives. We responsibly plan and invest in Hermiston's infrastructure to ensure we have streets offering smooth-flowing traffic, safe and accessible pedestrian networks, clean water, and parks with amenities for everyone in our community.	Provide more opportunities for recycling.	Another bottle drop, milk jugs, batteries
	Strengthen Hermiston's airport.	"This could create more jobs + more business for Hermiston Be able to fly out of Hermiston instead of Tri-Cities"
	Reduce traffic and congestion by adding more streets and alternative routes.	Create a bypass
	Improve mobility and safety on existing streets with enhanced maintenance, traffic calming improvements, and sidewalk connectivity.	
	Create more parking in downtown Hermiston.	
	Invest in city infrastructure that supports sustainable city growth.	
	Improve ADA access on city sidewalks and in parks.	
	Invest in alternative energy infrastructure and promote conservation of the city's natural resources.	
	Provide educational opportunities to promote ways to reduce water usage.	People expressed concern about the City's water rates due to the recent increase in rates. In the vision labs, it was suggested that opportunities for reducing consumption be promoted as the rates are being used to maintain the necessary infrastructure to support the system.





www.hermiston.or.us