

2024-2035

**A 10-YEAR
ACTION PLAN
FOR
THE CITY OF
HUBBARD, OREGON**

HUBBARD COMMUNITY VISION & ACTION PLAN

This vision and action plan is a road map and decision-making tool that enables Hubbard stakeholders to move forward with implementation of their articulated vision. The vision and recommended actions outlined in this plan are the direct result of input from a wide variety of community stakeholders including business owners, property owners, citizens at-large and public officials.

[illegible]

- The Hubbard Community
- The Vision 2035 Steering Committee
 - Tammie Sweet
 - Erik Berkey
 - Michelle Luna
 - Doug Tyler
 - Jim Yonally
- The Hubbard Fire Department for the generous use of their meeting space.
- Mayor Charles Rostocil
- City Council Members
 - James Audritsh
 - Tyler Thomas
 - Jim Yonally
 - Joseph Steininger
- City of Hubbard Staff
 - Shawn Waite, City Administrator
 - Vickie Nogle
 - Julie Hedden
 - Megan Holstad
 - Mike Krebs
 - Melinda Olinger
 - Chief Don Parise
- Project Consulting Team
 - Mary Bosch
 - Kara Weber
 - Karina Archibald
 - Vicki Dugger
- Project Funding Support
 - Ford Family Foundation

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VISION PLANNING PROCESS



This document shares the results of the Hubbard Vision 2035 visioning process conducted in fall 2023 and early 2024. It reflects the thoughts and ideas of nearly 200 people (received by the City of Hubbard) through community-wide outreach and engagement and the work of a Vision 2035 Steering Committee. This Vision and Action Agenda provides direct guidance to the City Administrator and City Council as they prioritize, plan and budget for both annual projects and longer term-initiatives.

Community outreach included:

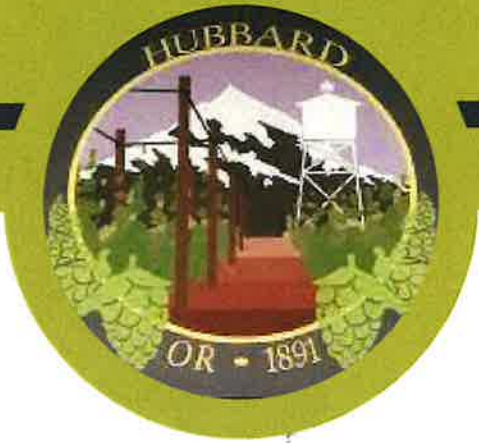
- Direct connection to over 70 Hubbard businesses (industrial, commercial, Latino) through door-to-door canvassing and focus groups
- Two public surveys in both English and Spanish
- Extensive PR through mailings, flyers, a project webpage and social media announcements
- 4 town hall meetings with Spanish translation
- Door-to-door connection with 81 homes by the City Administrator
- Selected stakeholder interviews
- Direct outreach at community events

At every chance, residents and businesses were asked to share how they want to see Hubbard develop over time, specific visions and values to guide Hubbard along the way, focus areas or themes to stay on track and priority projects to keep Hubbard on the path of success.

The Focus Areas and accompanying action plans are organized by the following themes:

- Vibrant Economy & Small Business Base
- Safe & Connected
- Involved, Diverse, Caring Community
- A Livable Community
- Placemaking, Community Pride, Identity

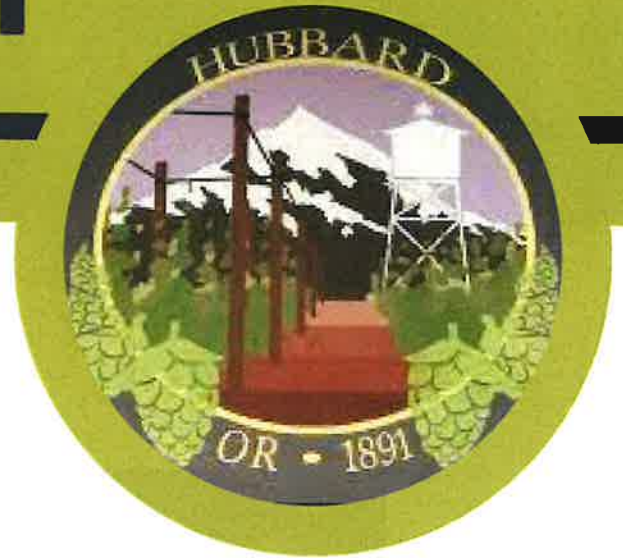
ABOUT HUBBARD PAST, PRESENT, FUTURE



Hubbard, OR



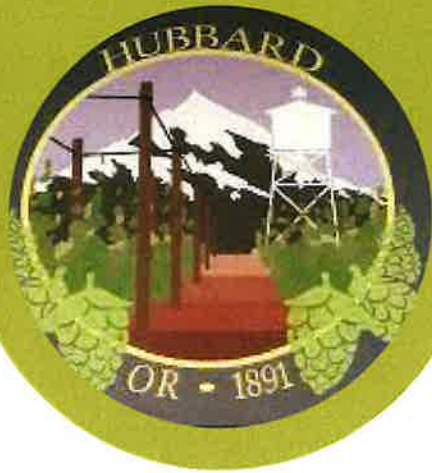
HUBBARD'S PAST



Our Past

- The City of Hubbard was named after Charles Hubbard Jr. who in 1847 settled on the land originally inhabited by the indigenous Kalapuya Tribe. Mr. Hubbard was attracted to the area for the same reason Native American people—fertile farmland nestled within majestic forests adjacent to the Willamette River and its natural resources. Hubbard's major legacy was his donation of land which led to the railroad being built in town and a train station in 1870.
- The City incorporated in 1891, with many local businesses clustered near the rail line. Over time, Hubbard's economy relied on a strong agricultural base, with most residents working in farming or related industries. To this day, the fertile Willamette Valley provides the Hubbard area ideal conditions for cultivating a variety of crops, including hops, berries, and hazelnuts.

HUBBARD TODAY



Hubbard Today

- In 2024 Hubbard is home to almost **3,500 residents** and over **100 businesses**.
- Hubbard's **location is a key asset**. Situated 25 miles southeast of Portland, 22 miles northeast of Salem, and less than five miles from Interstate-5, residents have ample employment and higher education choices. Hubbard is surrounded by the natural beauty of the Willamette Valley and is only an hour or two away from the Oregon Coast, the Columbia River Gorge and Mt. Hood.
- Hubbard has **strong connections in the region** as part of the North Marion School District, North Marion Tourism Collaborative and North Marion Business Partnership.
- Hubbard's beautiful setting is highly valued and is reflected in the City's commitment to parks and a **high quality of life**. **The city has 14-acres of parks** that cater to a wide range of recreational interests. Popular parks in the area include Barendse which features a playground, sports fields, and picnic areas, Wolfer-Will Greenway, Centennial and Rivenes Park, which offers a peaceful setting for relaxation, the Splash Fountain, outdoor activities and memorials. Hubbard's signature event is the annual Hop Festival.

HUBBARD TODAY



Your Feelings About Hubbard

Hubbard residents care deeply about their community.

The word cloud image below illustrates the top words that people used in response to:

How would you describe Hubbard today? The larger the word the more often it was used to describe Hubbard.



HUBBARD TODAY



Good Things Happening Right Now!

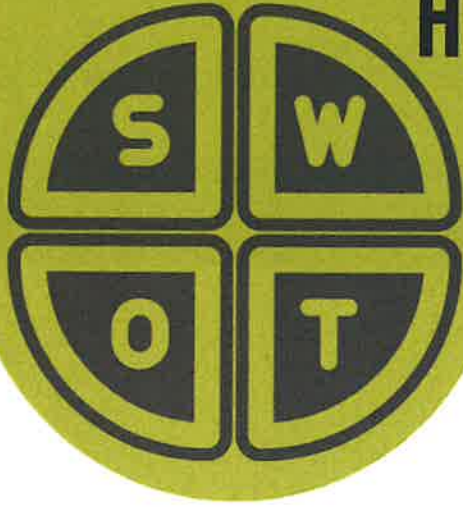
Hubbard has positive momentum! The image, below, identifies a few of the positive things that are currently taking place. These activities set the table for implementing the new 10-year Vision Plan.



HUBBARD TODAY

COMMUNITY ASSESSMENT

HIGHLIGHTS



Results of the Hubbard SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

From community surveys, town hall meetings and business interviews, the following responses were consistently identified.

Strengths

- Public safety – first-rate police and fire departments
- Small, friendly and quiet community
- Agri-industrial business diversity and job base; a business-friendly city
- Residential and visitor market growth is occurring that will encourage more small business development and increase revenue to the City
- Historic buildings and destinations keep our history alive
- Strong and forward-thinking city leadership

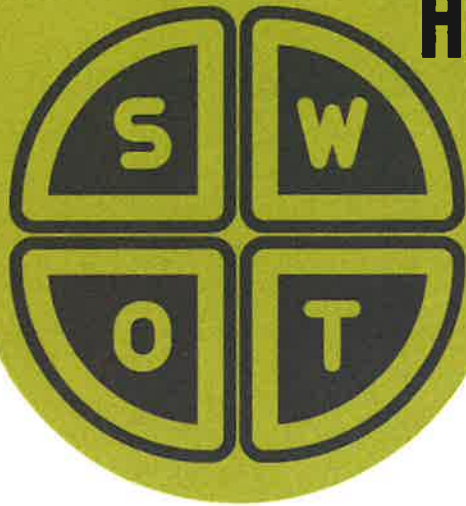
Weaknesses

- Limited retail/restaurant options; fresh food desert; no farmer's market
- Pedestrian safety is a concern due to limited sidewalks and streetlights in busy residential/commercial areas
- Highway 99E's run-down image doesn't reflect well on our community
- Traffic and road conditions on Highway 99E

HUBBARD TODAY

COMMUNITY ASSESSMENT

HIGHLIGHTS



SWOT Analysis, Continued

Opportunities

- Community connections (or involvement) through multi-purpose community center serving youth through seniors and more events/activities
- New park on the east side of Highway 99E; maintaining and enhancing existing parks
- Historic Downtown's revitalization is long overdue
- Building bridges to our Latinx and Russian populations for community leadership
- Developable land in the downtown area, on community edge and at industrial park
- Water system improvements that will be achieved in the near future through grant funds
- More community events and amenities being added



Threats or Challenges

- Significant aging infrastructure and not enough funding to maintain and update
- Emergency services--fire and police--are located next to the rail system; concerns regarding operations in case of derailment happened

OUR VISION AND VALUES

Community members shared their hopes and aspirations for what Hubbard will be like in the future...



In 2035....

- Hubbard is a **safe and caring** community where neighbors stay connected, trust and look out for each other and volunteer for community improvement projects.
- New housing provides a **range of housing** types and affordability
- Hubbard has retained its **small-town character** and strong **sense of community** even as it has continued to grow and evolve
- Hubbard is a community that **trusts** and respects local government
- Highway 99E **traffic flows smoothly** with improvements including safe turning, improved access, beautification and more
- Our **diverse population** is involved, included and helping lead all aspects of civic life
- **New commercial businesses** serve local needs, are well-supported by residents and visitors and have revitalized historic downtown
- Residents on both sides of Hwy 99E are well-served with **parks, pathways or sidewalks and services**
- **New community investments** are completed to ensure Hubbard's long-term viability—water and sewer infrastructure, sidewalks and traffic improvements

OUR VISION AND VALUES



CORE
VALUES

WE VALUE OUR...

Small Town Character... 'Little Town with the Big Heart', neighbors help neighbors in a family-friendly community

Safety... safety and security are the bedrock for a strong and vital community

Quality of Life... the ability to live, work and play affordably within the Hubbard community

Local History... we cherish our heritage and honor the past, making tomorrow's history today

Health & Natural Environment... wellness through fresh foods, walking paths, and access to parks, greenspace and the outdoors

Diversity... a welcoming atmosphere where leadership is reflective of the community's demographics. All people regardless of background feel that they belong.

HUBBARD'S VISION AND VALUES



IN YOUR OWN WORDS...

WHAT PEOPLE VALUE: MY FAMILY FEELS SAFE HERE. THE CITY PARKS ARE GOOD. PEOPLE ARE FRIENDLY. I LIKE THAT THE CITY HAS A POLICE DEPARTMENT AND A FIRE DEPARTMENT, WHICH IS RARE IN SUCH A SMALL CITY.

MY HOPE FOR THE FUTURE IS THAT WE NEED TO COME TOGETHER AS ONE AND WORK TOGETHER ON IMPROVING OUR TOWN. THIS WILL BUILD A SENSE OF COMMUNITY.

My vision for the future is a town that doesn't grow too fast, but thoughtfully and carefully adding housing and businesses that fit well with our community.

I WISH HUBBARD WAS A MORE WELCOMING TOWN WITH MULTI-CULTURAL REPRESENTATION.

HUBBARD IS SMALL, QUAIN T AND FRIENDLY. WE MAY BE A LITTLE BEHIND THE TIMES BUT IT FEELS LIKE WE'RE 'WAKING UP' AS WE LOOK TO THE FUTURE.

FOCUS AREA PLANS



1-VIBRANT ECONOMY & SMALL BUSINESS BASE

Overarching Goal:

- Hubbard has a variety of small and mid-size businesses that provide goods and services for local people and jobs right in town.



2-SAFE AND CONNECTED

Overarching Goals:

- Public Safety services remain dependable, responsive and strong
- Street and Sidewalk Maintenance are prioritized
- Traffic flow on Highway 99E is improved with minimal congestion



3-INVOLVED, DIVERSE, CARING

Overarching Goals:

- Residents and businesses know and look out for each other
- We embrace our diversity through intentional cross-cultural activities, community-building and communication
- Many family-oriented and intergenerational activities and events are happening
- Activities to build connections among Hubbard residents and also bring in visitors



4-A LIVABLE COMMUNITY

Overarching Goals:

- A community that grows 'smartly' where infrastructure keeps up with demand
- Affordability in housing and services
- Health, recreation and wellness opportunities are accessible and well-promoted



5-PLACEMAKING, COMMUNITY PRIDE IDENTITY

Overarching Goals:

- Creating and promoting a strong identity honoring history, family-orientation, safety
- Encouraging community pride through beautification
- Gathering places and community connections

A VISION FOR HUBBARD'S FUTURE



Community
Gathering/nodes (3)

Soft Paths/Trails

Dog Park

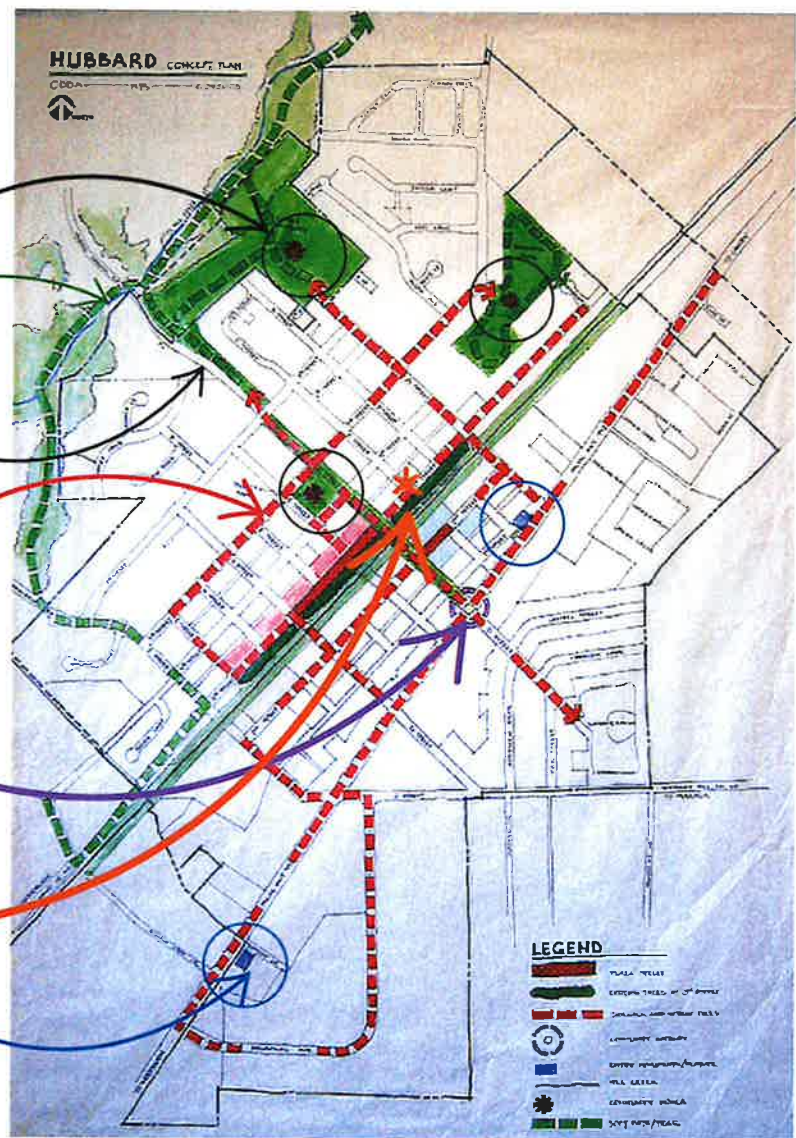
Sidewalks where needed
& new Street Trees

Downtown Gateway

Proposed new
Community Center

Community Gateway/Entry
Features (2)

East Side Park: Location TBD



FOCUS AREA: 1

A VIBRANT ECONOMY & SMALL BUSINESS BASE



A Vibrant Economy and Small Business Base where...

- Hubbard has a variety of small and mid-size businesses that provide goods and services for local people and jobs right in town.
- There is increased downtown retail and restaurants, revitalization and new development. More events and activities to build connections among Hubbard residents and also bring in visitors.

Strategies

1. Support existing business success and recruit new businesses filling local needs
 - Business promotion, branding, marketing
 - B2B opportunities, roundtable of info-sharing
2. Expand and redevelop the downtown historic district
3. Engage with the Main Street 4-point approach for downtown revitalization:
 - Install business signage on Hwy 99E
 - Create events that drive business
 - Foster and enhance the historic building stock
4. Bring more visitors to town through active participation in the North Marion Tourism Collaborative

Project Ideas

- Implement a business retention effort to help existing businesses grow and stay. Host business roundtables to better understand and respond to business needs.
- Promote commercial and industrial properties available on the City website
- For key properties, explore business opportunities for retail goods and services supported by residents
- Connect and promote visitor-oriented businesses to regional tourism trails, events and opportunities

Potential Partners and Resources

Regional/State Partners are already well established, nurtured relationships: North Marion Business Partnership, Mid-Willamette Valley COG, Business OR, North Marion Tourism Collaborative, Woodburn Chamber of Commerce

FOCUS AREA: 1

A VIBRANT ECONOMY & SMALL BUSINESS BASE



The "Pharmacy" redevelopment opportunity site on 3rd Street.



This "after" sketch shows what an economically energized 3rd Street could look like.
Source: Hubbard Downtown Resource Team Plan from the Oregon Downtown Development Association (ODDA), 2003.

FOCUS AREA: 2

A SAFE AND CONNECTED COMMUNITY



A Safe and Connected Community where...

- Public Safety services remain dependable, responsive and strong
- Street and Sidewalk Maintenance are prioritized
- Traffic flow on Highway 99E is improved with minimal congestion

Strategies

1. Maintain excellent pro-active police and fire services
2. Create heightened walkability through an expanded sidewalk network and maintenance
3. Pro-actively seek funding, advocate to ODOT and work with other Hwy 99E communities to address traffic and safety concerns.
4. Improve pedestrian safety through lighting, sidewalks/paths and crosswalks

Project Ideas

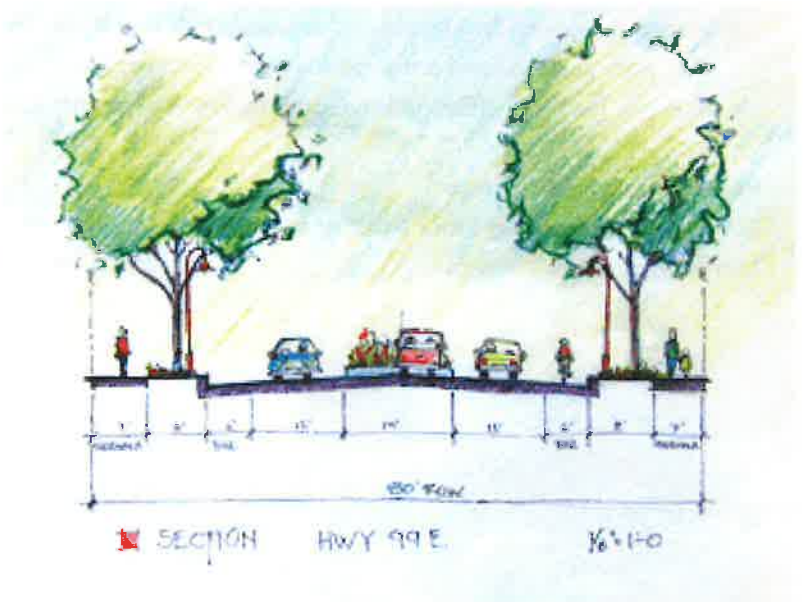
- Prioritize sidewalk construction and maintenance
- Increase pedestrian amenities including: walking trails and bike paths, streetlights in public right of way and park spaces, and safer pedestrian crossings.
- Improve Hwy 99E through landscaping/beautification, sidewalks and traffic calming improvements

Partners and Resources

City of Woodburn and other North Marion/Highway 99E communities, ODOT, Mid-Willamette Valley COG, Marion County

FOCUS AREA: 2

A SAFE AND CONNECTED COMMUNITY



Sketches of proposed improvements are from the 2003 ODDA Resource Team Plan for Hubbard.

FOCUS AREA: 3

AN INVOLVED, DIVERSE & CARING COMMUNITY



**YOU
BELONG
HERE**

An Involved, Diverse and Caring Community where...

- Residents and businesses know and look out for each other
- We embrace our diversity through intentional cross-cultural activities, community-building and communication
- Many family-oriented and intergenerational activities and events are happening
- Activities to build connections among Hubbard residents and also bring in visitors

Strategies

1. Increase volunteerism opportunities to strengthen community bonds and pride
2. Support seniors and youth
3. Create pathways for involvement and leadership with our Latino and Russian population

Sample Project Ideas

- Work with advocates from the Latino and Russian communities to identify avenues to improve two-way communication, partnership, and increase representation in leadership roles. Organize a Neighbors Helping Neighbors Leadership Program of The Ford Family Foundation
- Build up the value of volunteerism through community action groups and a citywide volunteer portal, listing volunteer events and opportunities throughout Hubbard, Regular park and city-wide clean-up days are an example of how to attract volunteers.
- Engage both area youth and seniors to better understand their needs, interests and services that could support them. Ex: an after-school initiative. Locate other towns that have successful programs.
- Explore what it would take to organize a food bank. Dayton, OR is a good model.

Potential Partners and Resources

The Ford Family Foundation, North Marion School District, Hubbard Senior Center, local churches and community groups



FOCUS AREA: 4

A LIVABLE

COMMUNITY



A Livable Community is one that...

- Grows 'smartly' where infrastructure keeps up with demand
- Has affordable in housing and services
- Has well-promoted and accessible health, recreation and wellness opportunities

Strategies

1. Invest in parks, greenspace and trails throughout town
2. Increase access to healthy foods and wellness programs
3. Invest in infrastructure and transportation to manage growing population

Project Ideas

- Expand an existing business to carry fresh produce, organize a Community Supported Agriculture (CSA) group to support local farmers
- Create a fenced dog park
- Develop a new park east of Highway 99E
- Improve and maintain existing parks with new and updated playgrounds, more trees, and preserved greenways
- Improve bus amenities i.e. coverings for bus stops

Partners and Resources

Oregon Department of Agriculture, Local Harvest nonprofit, SOLVE, The Ford Family Foundation, Marion County, North Marion School District, Hubbard Senior Center, local churches and community groups



FOCUS AREA: 5

PLACEMAKING, COMMUNITY PRIDE, IDENTITY



Placemaking, Community Pride and Identity means...

- Creating and promoting a strong identity honoring history, family-orientation, safety
- Encouraging community pride through beautification
- Gathering places and community connections

Strategies

1. Uplift our small-town identity and community pride by highlighting historic assets such as downtown and improving our physical image throughout town
2. Invest in community gathering places that foster social connection
3. Organize/develop more community events

Project Ideas

- Clean-up our historic buildings, businesses and homes; revitalize 3rd Street as historic core and promote to visitors and local residents and revitalize
- Pilot Highway 99E beautification with landscaping and gateway features at the intersection of D Street and 99E
- Develop a community/teen/library/recreation center as a central gathering place for all ages
- Create a community garden to bring people together and fill the need for fresh food
- Encourage placemaking initiatives that increase traffic to businesses: banners, signage, landscaping, Ex: Monthly and Annual 'Spiffy' Awards to businesses for clean-up
- Build out a community event calendar and add more events besides the Hop Festival such as Movies in the Park, Holiday Parade, quarterly Clean-ups, Music on 3rd, ice cream social
- Organize quarterly clean-up events that focus on different parts of town and recognize the community bests—front yard, flowers and plantings, fresh façade, etc

Partners and Resources

Community leaders, SOLVE, churches, Public Works, Oregon Main Street



FOCUS AREA: 5 PLACEMAKING, COMMUNITY PRIDE IDENTITY



Sketches of proposed improvements are from the 2003 ODDA Downtown Resource Team Plan for Hubbard.

MOVING FORWARD

Q IMPLEMENTATION ROLES

Throughout the visioning process, we have worked to instill **a sense of community ownership and investment in Hubbard's future**. This is evident in the Vision and Values statements as well as in the Action Priorities. The City made clear that the Vision document is a valuable tool to guide City investments and, in fact, this is occurring as we finalize the document in Spring 2024.

Another key message of the visioning process was that the **City and community will move farther and faster to implement projects through ongoing collaboration and teamwork**. While City staff will take the lead on many projects – particularly ones around infrastructure and capital improvements, there are ample opportunities for community volunteers and leaders to get things done. Identifying partners and resources outside the City to help move projects forward is also a key part of any project plan.

At the final visioning meeting, participants developed preliminary action plans for 4 key project areas that had emerged as community priorities that can be influenced in the short-term (2024): Clean Up and Beautification, Community Events and Downtown Revitalization. Another priority—developing a park on the east side of Highway 99E—will take a little longer as the property identification and acquisition are time-consuming.

Meeting participants agreed to come back together in two weeks to keep the momentum going.

Q JUMP-START TIMELINE

To ensure implementation remains timely and relevant developing and refreshing a 90-day or quarterly gameplan is an effective approach. **At the 4th and final Vision planning meeting, participants developed the following jump-start action plans for 3 key projects.**

Q COMMUNITY EVENTS

Ideas include:

1. Bring back key elements such as Bingo, FFA BBQ, Beer Garden
2. Add more food carts, a historic walking tour
3. Go all-out with PR: banners across streets in the downtown area, signs on Highway 99E, talk with Hubbard Chevy about having access to an underutilized sign they have.

MOVING FORWARD

Q COMMUNITY EVENTS, CON'T

Other Community Events that are under development include:

- A historic walking tour the evening of the Summer Solstice, June 21
- Movies in the Park – 2x this summer
- National Night Out – make it bigger: ideas are to have a community BBQ in the park, show movie Zootopia.

Q CLEAN UP & BEAUTIFICATION

By June 30th, we will host a **Spring Clean-Up** with help from Republic Services. This event will jump-start ongoing clean-up activities in key parts of town. The goal is to identify a fixed date annually (Earth Day?) for an All-Hubbard Clean-Up and Dumpster Day. Develop a habit of regular beautification and cleaning.

- **Pick 4 dates this spring/summer for targeted clean-ups**
- Select specific areas: parks, Downtown, yards, Highway 99E, public spaces
- **Use the landscape planters** the City got from Woodburn to put flowers and plants out in strategic locations. **Make sure there is a plan for summer watering!**
- Promote Promote Promote these volunteer opportunities to the whole community and **create a Volunteer Task List for each day and on the City website**
- Publicize results through online videos and photos. Include volunteer recognition/Spiffy Awards



MOVING FORWARD

Q DOWNTOWN REVITALIZATION

By June 30th, we will develop a **downtown entry sign** to promote the historic downtown and its businesses

- Focus first on simple visible improvements such as:
- **Stringing party lights down the main corridors.** (Willamette District, West Linn noted as examples)
- Have a **downtown targeted spring clean up day** in conjunction with overall Hubbard beautification efforts. Get out the power washer and weed eater; clean windows, remove old signs, add flowers for a visual uplift,
- **Reach out to professional landscape architect with downtown experience (EX. David Dougherty, DLA,).** **To begin,** conduct a walk-around assessment and get advice on simple streetscape/landscape improvements downtown and get a design vision for a plaza plan for the gravel lot(s) on 3rd Street adjacent to Bistro.

Q KEEPING THE PLAN ALIVE!

Several tactics are recommended for ensuring the Vision plan is a guiding tool for City and community decisions and developments:

- **Keep the plan document handy and top-of-mind at City Council meetings with quarterly reporting of progress.**
- **Keep the Vision in a prominent location on the City website with a copy at the front desk.** Ensure project action team meetings occur at least monthly. Advertise these to the whole community to recruit new volunteers.
- **Create a page on the City website and through other channels (Mayor's newsletter, social media) that promote Current and Action Projects and Volunteers Wanted!** A list of project tasks, volunteer activities/dates/work parties, and celebrations should ideally be updated every month. With photos, recognize volunteers who are the movers and shakers in making things happen!
- **At the start of each calendar year, hold a Vision Celebration and Refresh town hall meeting.** At that time, share accomplishments, progress and next steps; recognize and honor volunteers; and from the Vision document, choose the top 3-5 action priorities for the next calendar year. Identify any new projects that may have emerged in the prior 12 months.

APPENDICES

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STAKEHOLDER INTERVIEW RESULTS

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LIST OF MEETING PRESENTATIONS

PLANNING & REFERENCE DOCUMENTS



The consulting team reviewed and incorporated relevant information from the following documents into the Hubbard Vision planning process:

- Hubbard Comprehensive Plan, 2013
- Hubbard Downtown Revitalization Report, 2003
- Marion County Strategic Plan, 2023
- North Marion Tourism Collaborative Strategic Plan
- WES Commuter Rail Expansion documents
- Marion County Economic Development Strategy
- Economic and Demographic Data 2023, ESRI Business Information Solutions

SURVEY AND MEETING RESULTS



TOP PRIORITIES IDENTIFIED FOR CHANGE AND IMPROVEMENT IN HUBBARD

Picture a healthy, successful Hubbard in 2035... What would you like to see or how would you like Hubbard to be? Please share specific ideas.

Project Ideas (*You said it!*)

Focus Area 1: VIBRANT ECONOMY & SMALL BUSINESS BASE

1. Actively recruit more small business – restaurants, grocery, bank, medical
2. Main Street & Downtown Development
3. Uphold codes and work with owners to make properties more polished
4. Business and directional signage on 99E
5. Keep commercial rents manageable/help existing businesses stay in town
6. Business promotion/branding/events that drive traffic to business

Focus Area 2: SAFE & CONNECTED

STREETS, SIDEWALKS, Pathways

1. More Sidewalks
 - From Hubbard to Woodburn
 - On walkways to schools
 - Downtown areas
 - On 99E
 - G Street sidewalk up to the railroad tracks and over
2. Sidewalk Maintenance
 - Fix existing sidewalks
 - Widen sidewalks
 - Safer pedestrian crossings

SURVEY AND MEETING RESULTS



Focus Area 2: SAFE AND CONNECTED, CON'T

3. Walking Trails & Bike Paths

4. Road Maintenance

HIGHWAY 99E Improvements

1. Expand lanes on 99E

2. Beautification of 99E

3. Traffic calming measures

4. Business access road parallel to 99E

5. Consider a by-pass for 99E now before the city grows

6. Better developments between 99E and railroad

LIGHTING & PUBLIC SAFETY

1. North Marion police district

2. More streetlights

- Public right of way, the park, west place

SURVEY AND MEETING RESULTS



Focus Area 3: INVOLVED, DIVERSE AND CARING COMMUNITY

1. Community food bank
2. Community church
3. More help for senior citizens like Meals on Wheels
4. Increase Fire Department presence & volunteer opportunities
5. Police presence 24/7
6. Increase Latino representation (we're 40% Latino but not represented)
 - initiatives to welcome and include the perspectives and voices of Latinos in our vision and planning; two-way communication
 - Community partnerships, to embrace our diversity
7. Build up the value of volunteerism through community action groups and a citywide volunteer portal ex: action teams to help clean up and beautify our town
8. Explore an after-school initiative that involves community youth and engages with the senior population

SURVEY AND MEETING RESULTS



Focus Area 4: A LIVABLE COMMUNITY

1. PARKS & GREENSPACE

- More park & greenspace areas
- Enforcement at parks
- Fenced Dog Park
- Park on eastside of 99E
- Improvements & maintenance like.....
 - Updated toddler play area at Rivenes Park
 - New playgrounds
 - Replace old/diseased trees
 - Preserve greenway - more like a park
 - Planters/plantings
 - More trees

2. HEALTH & FOOD ACCESS

- Farmers market
- Grocery Store

3. INFRASTRUCTURE / TRANSPORTATION

- Storm water & wastewater
- Make more visible and better coverings for the bus stop.
- More bus transportation
- Quiet zone for trains

4. AFFORDABLE HOUSING

- Single family neighborhoods
- Limit new residential construction
- More housing is needed

SURVEY AND MEETING RESULTS



FOCUS AREA 5: PLACEMAKING, COMMUNITY PRIDE AND IDENTITY

1. IDENTITY & COMMUNITY PRIDE

- Keep and improve historic buildings, homes, district
- Keep the small town feel
- Marketing/Branding
- Improve/enhance historic buildings and homes-- Bring back the historical appearance of the old farming community similar to Orenco Station and/or Sisters
- Downtown- Restore 3rd Street (Front Street)
- Create gateway to town

2. COMMUNITY GATHERING & SOCIAL CONNECTIONS

- Develop library/community/recreation center as central gathering place
- Teen center- places for kids after school, teen community garden
- Theater
- Reader Board for communication

3. WAYFINDING/SIGNAGE

- Better signage for all the dead-end streets!
- Business signage
- Hwy 99E signage - gateway

4. EVENTS/ACTIVITIES

- Adopt holiday parade as a city event
- More structured events besides Hop Fest that bring the community together
- Spring/summer/fall events coordinated with the city

SURVEY AND MEETING RESULTS



FOCUSING ON PRIORITY PROJECTS

If you had a magic wand, what one or two priority actions or initiatives would you like to see Hubbard tackle now to improve the town?

January 18th Town Hall Meeting Results

- Vibrant Economy - #1 Downtown Revitalization; #2. Business Promotion, Branding, Events
- Safe & Connected - #1 Sidewalks, Streets, Paths; #2. Highway 99E Improvements
- Involved, Diverse, Caring Community - #1 Increase cross-cultural collaboration/representation; #2 Increase citywide volunteerism
- Livable Community - #1 Fenced dog park; #2 Park east of Hwy 99E
- Placemaking, Pride - #1 Community Gathering Places; #2 Community Identity/Price

Below are the common top priorities that both meeting and survey participants shared:

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• COMMON PRIORITIES:<ul style="list-style-type: none">◦ Support small business + expansion◦ Downtown revitalization◦ Sidewalks◦ Parks and greenspace◦ Community gathering places | <ul style="list-style-type: none">• ADDITIONAL PRIORITIES IN EITHER SURVEY OR TOWN HALL:<ul style="list-style-type: none">◦ Cross cultural connection and leadership (town hall)◦ Food Bank (survey)◦ Help for seniors (survey)◦ Citywide volunteerism (survey)◦ Healthy food access (survey)◦ Community events/activities (survey) |
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STAKEHOLDER INTERVIEW RESULTS



BUSINESS CONVERSATIONS: INSIGHTS

Over 70 businesses were interviewed or participated in focus groups. Top-line themes, quotes and an overall assessment of the local business climate follow.

- Hubbard has businesses that have been in operation from 2 years all the way up to 87 years! (3rd gen business!) Several have been operating for decades (10-20 years).
- The majority are eager to connect with the City and each other. Greater communication and connection are top desires.
- Fear that new business development will raise rent prices and force out current small businesses.
- Downtown businesses need an advocate to support branding, marketing and awareness building.
- Concerns of the City growing too fast and making traffic on Hwy 99E worse than it is.
- Downtown revitalization has been on the docket for a while, but the needle hasn't moved. We're ready!

STAKEHOLDER INTERVIEW RESULTS



"The more business the better...we become a bigger attraction for customers and keep local people and shopping working at home."

"The City of Hubbard could improve in getting more involved with small businesses. Getting to know them and what they do, that way this would help understand business needs."

"Hubbard is a great community, the police officers do their job. Whatever they are doing, they are doing right!" - referring to the City and Police

"Growth is good, but it needs to be managed wisely."

"An expanding population doesn't necessarily help local businesses unless intentional efforts are made to promote the local economy."

STAKEHOLDER INTERVIEW RESULTS



Business Climate: Assets and Challenges

Assets	Challenges
<ul style="list-style-type: none">• LOCATION<ul style="list-style-type: none">• Excellent convenient location to major highways and between two metro areas; gives business access to large labor shed• BUSINESS-FRIENDLY<ul style="list-style-type: none">• City & Police Depts who are helpful and supportive• Local partner and association support• INDUSTRIAL PARK• SMALL BUSINESS GROWTH<ul style="list-style-type: none">• New businesses and property owners bring economic vitality and demonstrate confidence in the future of Hubbard	<ul style="list-style-type: none">• MARKETING<ul style="list-style-type: none">• Absence of local business marketing effort• BUSINESS MIX MAY NOT ADDRESS RESIDENT NEEDS<ul style="list-style-type: none">• Multiple business clusters• Numerous used car dealerships, car repair & storage facilities, Lack of retail selection• Bedroom community• BUSINESS REGULATION• KNOWLEDGE & RESOURCE SHARING WITH BIZ OWNERS<ul style="list-style-type: none">• E.g., Limited knowledge/info about housing project and business support services. Connect 1 on 1

MEETING PRESENTATIONS



The following Visioning PowerPoint presentations are available from the City of Hubbard Visioning page.

- Meeting 1: November 28th, 2023-Hubbard Vision 2035 Project- What's your Vision? What are your Values?
- Meeting 2: January 18th, 2024 - Where are we now? Community Assessment and Survey 1 Results
- Meeting 3: February 28th, 2024—Where is Hubbard going? From Visioning to Action
- Meeting 4: March 21st, 2024- Implementing Hubbard's Vision? Jump-starting Action

