



GREATER RIFLE IMPROVEMENT TEAM (GRIT) ADVISORY BOARD WORKSHOP AND REGULAR MEETING AGENDA



May 12, 2026
12:00 PM
202 Railroad Avenue, Rifle, CO 81650

The Board may act on any of the following agenda items as presented or modified before the meeting, and items necessary or convenient to effectuate the agenda items.

12:00 PM - Regular Meeting

1. **Call to Order**
2. **Roll Call**
3. **Visitor Introductions**
4. **Consent Agenda**
5. **Presentation**
6. **Regular Agenda**
 - 6.a. Discussion regarding Strategic Planning (recap)
 - 6.b. Discussion regarding Sign Board/Community Calendar on Railroad Ave
 - 6.c. Discussion and possible action regarding GRIT Facade Grant Program
 - 6.d. Discussion regarding Rifle Creek Improvements
7. **Administrative Reports**
8. **Adjournment**

The order and times of agenda items listed above are approximate and intended as a guideline for the Board

The GRIT Advisory Board has two grant cycles. The grant cycle and deadlines to submit an application are:

January Cycle – Application Deadline: December 31st = Funding: February

June Cycle – Application Deadline: May 31st = Funding: July

ACCESSIBILITY STATEMENT

The City of Rifle values full inclusion and access for all of our facilities, programs, activities and services. We are pleased to provide meaningful accommodations to comply with the Americans with Disabilities Act (ADA) and reasonably provide translation, interpretation, modifications, accommodations, alternative formats, auxiliary aids, and services. To request special assistance, call Community Development at 970-665-6490 or email our ADA Team at ADATeam@rifleco.org. Please allow 48 hours for your requests to be met.

La Ciudad de Rifle valora la plena inclusión y acceso para todas nuestras instalaciones, programas, actividades y servicios. Nos complace proporcionar alojamientos significativos para cumplir con la Ley de Estados Unidos con Discapacidades (ADA) y proporcionar razonablemente traducciones, interpretaciones, modificaciones, adaptaciones, formatos alternativos, ayudas auxiliares y servicios. Para solicitar asistencia especial, llame a Community Development al 970-665-6490 o envíe un correo electrónico a el equipo ADA a ADATeam@rifleco.org. Por favor, permita 48 horas para que se atiendan sus solicitudes.



Agenda Item #6.a.

Agenda Item Name:

Discussion regarding Strategic Planning (recap)

Presenter:

Zach Higgins, Community Development Director

Item Description:

Recap of the March 30th Joint GRIT and DDA Strategic Planning Workshop.

Recommended Action:

Provide General Direction to Staff.

Fiscal Impact:

None at this time.

Operational Impact:

None at this time.

Prior Board Motions:

N/A

Background Information:

N/A

Executive Summary:

A draft summary from Electra is attached.

Notification Requirements:

N/A

Prepared By:

Zach Higgins, Community Development Director

Attachments:

1. WORKPLAN_2026_Draft
2. 20260413RIFLE2PGSMP
3. 260418RifleStrategicPlanDraft2

RIFLE- MAIN STREET 2026-2030 WORKPLAN DRAFT								
PROJECTS+INITIATIVES	TASKS TO ACHIEVE PROJECT	PRIORITY	BUDGET	LEAD BOARD/ VOLUNTEER	TIMING (Q1-Q4)	STATUS	KEY PARTNERS	SUCCESS =
PROJECT 1: CONNECT DOWNTOWN (Mobility + Access System)								
GOAL: CREATE A SAFE, WALKABLE, AND FULLY CONNECTED MULTIMODAL SYSTEM THAT LINKS AN ACTIVATED DOWNTOWN WITH RIFLE CREEK, CENTENNIAL PARK, NEIGHBORHOODS, AND THE RIVER, WHILE STRENGTHENING COMMUNITY IDENTITY, VISIBILITY, AND SEAMLESS CONNECTIONS TO NATURAL ASSETS.								
Initiative 1.1: Safe Multimodal Network	Map all priority crossings (schools, downtown, highways) Design painted crosswalks, bulb-outs, RRFB crossings Coordinate Safe Routes to School improvements Stripe bike lanes and define downtown bike routes							Combine DDA + GRIT into coordinated structure Define roles: City vs GRIT vs DDA Assign project leads for every initiative Set 30-60-90 day deliverables
Initiative 1.2: Downtown Circulation Redesign	Conduct traffic + circulation study (cars, bikes, pedestrians) Develop Railroad Ave "walkable spine" concept Define east-west crossing improvements Bike and Pedestrian additions to Park Ave extension plan Test temporary street changes (pilot closures, striping)							
Initiative 1.3: Trail + Creek Connectivity	Identify gaps between downtown and Rifle Creek Design temporary connectors (soft surface trails, signage) Build permanent trail connections Create safe creek access points (family-friendly zones) Integrate trail network into downtown wayfinding Future Phase Safe River access (beach, float park, safe entry, edges) and light up bridge and make more accessible							
Initiative 1.4: Public Realm + Streetscape	Install benches, shade, bike racks, banners Implement lighting improvements downtown-wide 2nd & 3rd Street & alley activation: cleanup, murals, and lighting pilot Fill missing street trees Targeted façade + mural program (GRIT + DDA) Add pedestrian-scale amenities (trash, dog stations)							
Initiative 1.5: Wayfinding + Identity System	Develop bilingual wayfinding system Design highway-to-downtown signage Create trail maps and gateway signage Trail Maps- Comprehensive Outdoor access and Trail maps at key nodes and parking areas/ Centennial Park visibility and signage improvements Downtown Wayfinding Signage- Highway-to-downtown directional signage, including community orientation Launch centralized community calendar Design Community Event Board on Parking Garage							
PROJECT 2: COMMUNITY LIVING ROOM (Public Space Activation)								
GOAL: CREATE A VIBRANT, EVERYDAY "COMMUNITY LIVING ROOM" IN DOWNTOWN RIFLE, WHERE FRIENDS COME TO MEET AND COMMUNITY GATHERS BY TRANSFORMING UNDERUSED SPACES INTO WELCOMING, FLEXIBLE, FREE PUBLIC PLACES AND ATTRACTING PRIVATE LOCAL DEVELOPMENT; WHERE PEOPLE OF ALL AGES GATHER, CONNECT, SPEND TIME DAY AND NIGHT, SUPPORTED BY ACTIVE PROGRAMMING, LOCAL BUSINESSES, AND LONG-TERM INVESTMENT IN CIVIC SPACES, PLAZAS, AND THE RIFLE CREEK CORRIDOR, MAKING DOWNTOWN A PLACE PEOPLE STAY, NOT JUST PASS THROUGH.								
Initiative 2.1: Activation Spaces	Identify 2-3 pilot activation sites (2nd, 3rd, theater area) Build food truck court (gravel, lighting, seating, shade) Create small stage for performances Set up movable plaza elements (umbrellas, seating) Program weekly events (markets, concerts, movies)							
Initiative 2.2: Third Place Network	Expand library as "third space" hub Identify additional indoor gathering spaces Add seating + shade to public areas Create teen-friendly hangout spaces (WiFi, lighting) Recruit local Gym (other than rifle climbing center) dog Park/restaurants / coffee shops downtown as a 3rd space Program daily-use spaces (not just events)							
Initiative 2.3: Public Space Improvements	Launch parklet pilot program Install bike racks + pedestrian lighting Paint crosswalks + add safety features Activate Centennial Park (dog park, casual play, seating) Address nuisance issues (wasps, shade, usability)Place wasp deterrent nest decoys in amphitheater in centennial park and other public places where there are wasp issues							
Initiative 2.4: Social + Event Programming	Launch weekly/monthly event calendar Support pop-ups + food trucks Use Garfield County stage for programming Organize markets + seasonal events City to invest in Event-safe street barriers for closures/ Circulation and traffic management support during events Permanent Event infrastructure (power, water, staging) Indoor/outdoor hybrid community venue/ Year-Round Downtown and plazas Activation Strategy- Year-Round Use Winter and summer activation strategy							
Initiative 2.5: Economic Activation	Promote informal activities (soccer, cornhole, gathering) Create small business grants (GRIT/DDA combined) Launch pop-up retail program Reduce barriers for vendors (permits, fees) Support downtown-focused businesses Track economic impact of events							
PROJECT 3: FAMILIES AT THE CENTER (Economic + Social System)								
LONG TERM GOAL: REDEFINE THE IDENTITY OF RIFLE (30,000 FOOT VIEW) TO INCLUDE OPPORTUNITIES FOR YOUNG PEOPLE (AVERAGE AGE 32), FAMILIES, AND A BICULTURAL (48% LATINO) COMMUNITY TO LIVE, WORK, THRIVE AND PROSPER ACROSS GENERATIONS FROM THE FAMILIES THAT HAVE BEEN HERE FOR MANY GENERATIONS TO THE NEW ARRIVALS. SHIFTING FROM A COMMUTER-BASED BEDROOM COMMUNITY (WHERE ONLY ~40% OF RESIDENTS BOTH LIVE AND WORK LOCALLY) TO A SELF-SUSTAINING LOCAL ECONOMY THAT SUPPORTS FAMILIES, YOUTH, AND WORKING HOUSEHOLDS BY ALIGNING HOUSING, JOBS, EDUCATION, AND DAILY-LIFE SERVICES TO MEET THE NEEDS OF ITS RESIDENTS.								
Initiative 3.1: Creek as Family Spine	Design full Rifle Creek corridor plan Create safe water access zones (kids + families) Add seating, shade, and gathering areas Connect creek to downtown and neighborhoods Program family-oriented events along creek							
Initiative 3.2: Family Programming + Activities	Launch weekly after-school programs Create youth activity calendar Expand recreation programming Use existing facilities more effectively							
Initiative 3.3: Workforce + Career Pathways	Introduce low-cost/free programming Identify key future job gaps (retirements + industries) Build apprenticeship programs (trades, healthcare, ag) Launch no-school-Friday internship program Partner with schools + local employers Align workforce training with real jobs							
Initiative 3.4: Housing + Neighborhood Development	Identify infill housing sites near downtown Create missing middle housing strategy Develop workforce housing programs Support homeownership pathways Coordinate with developers + public-private partnerships							
Initiative 3.5: Childcare + Education Infrastructure	Identify childcare gaps Develop downtown childcare facility Expand early childhood programs Align schools with workforce pathways Support after-hours school/community use							
Initiative 3.6: Local Jobs + Economic Shift	Reduce commuter dependency (track baseline) Support local business growth Recruit needed industries Build "live-work" economy strategy Track % of residents working locally							
PROJECT 4: CULTURAL BRIDGE BUILDING (Identity + Inclusion System)								
GOAL: BUILD A STRONG, SHARED IDENTITY FOR RIFLE BY INTENTIONALLY CONNECTING THE RANCHED COMMUNITY, LONG-TIME RESIDENTS, COMMUTERS, AND THE 48% LATINO POPULATION THROUGH CULTURE, FOOD, ART, AND LOCAL BUSINESS—CREATING VISIBLE, EVERYDAY SIG								
Initiative 4.1: Bilingual + Inclusive Communication	Make all signage bilingual by default Translate all city materials Build bilingual community calendar Ensure equal access to information Audit all public-facing communication							
Initiative 4.2: Cultural Identity System	Define Rifle's shared identity (ranching + Latino + families) Integrate identity into signage, art, branding Commission murals reflecting full community Build identity into downtown design standards Launch public storytelling campaign							
Initiative 4.3: Shared Economic Platforms	Launch business incubator (co-working + kitchen) Support bilingual entrepreneurship Provide permitting + licensing assistance Expand access to capital for small businesses Recruit diverse business types downtown							
Initiative 4.4: Public Spaces as Cultural Connectors	Program multicultural events Activate creek + parks with inclusive programming Create shared gathering spaces across cultures Support food-based events (major connector) Build informal gathering opportunities							
Initiative 4.5: Community Engagement + Trust Building	Conduct listening sessions across all groups Identify perception gaps between populations Build ongoing engagement structure (not one-time) Partner with schools + youth Use trusted messengers (pastors, teachers, leaders)							
Initiative 4.6: Cultural Hub (Long-Term)	Identify downtown location Design incubator + maker + kitchen space Build funding strategy (grants + local + private) Develop operating model Launch phased implementation							

MISSION: TO ALIGN PUBLIC INVESTMENT, LOCAL LEADERSHIP, COMMUNITY ENERGY AND PRIVATE INVESTMENT TO TRANSFORM DOWNTOWN RIFLE INTO A PLACE PEOPLE CHOOSE EVERY DAY, FOR CONNECTION, OPPORTUNITY, AND BELONGING.

2026 STRATEGIC PLAN

VISION: DOWNTOWN RIFLE IS THE HEART OF COMMUNITY LIFE SEAMLESSLY CONNECTING RIFLE CREEK, CENTENNIAL PARK, DOWNTOWN, WHERE CIVIC LIFE & NEIGHBORHOODS ARE SEAMLESSLY CONNECTED; A WELCOMING, MULTIGENERATIONAL, WALKABLE PLACE WHERE FAMILIES GATHER, YOUNG PEOPLE HAVE OPPORTUNITIES AND STAY, FRIENDS MEET, CULTURE IS CELEBRATED, LOCAL BUSINESSES THRIVE AND JOBS SUPPORT A SELF-SUFFICIENT COMMUNITY

"Quality of life is what will keep people here."



STRATEGIC PRIORITY 1: CONNECT DOWN TOWN

GOAL: CREATE A SAFE, WALKABLE, AND FULLY CONNECTED MULTIMODAL SYSTEM THAT LINKS AN ACTIVATED DOWNTOWN WITH RIFLE CREEK, CENTENNIAL PARK, NEIGHBORHOODS, AND THE RIVER, WHILE STRENGTHENING COMMUNITY IDENTITY, VISIBILITY, AND SEAMLESS CONNECTIONS TO NATURAL ASSETS.

SHORT-TERM TACTICAL STRATEGIES (0-12 MONTHS)

1. Multimodal Safety, Crossings & Trail Connections

- **Safe Street Crossings and Bike Lanes**- Painted crosswalks, bulb-outs, and RRFB pedestrian crossings at key locations/ Safe Routes to School improvements.
- **Strengthen the Rifle Creek Trail connection** into downtown by temporary trail connections, access points, and gateway signage

2. Public Realm Activation & Comfort

- **Streetscape 2nd & 3rd Street & alley activation:** cleanup, murals, and lighting pilot program/ Installation of benches, shade structures, street trees, mister stations for cooling down, dog water stations, bike racks, and pedestrian amenities/ Wrap existing street trees in LED year round lighting Down Railroad/ 2nd and 3rd streets and add more lit street trees where they are missing. Improve, redesign and activate existing City Hall / Library Plaza with lighting, more planting, more shade, better seating, less concrete
- **City to Invest in Event-safe street barriers** for closures/ Circulation and traffic management support during events

3. Wayfinding, Visibility & Community Information

- **Community Event Board** at the "big tree"/ Digital weekly event board at Railroad Avenue on the City Parking Garage Better communication about events- centralized community calendar
- **Comprehensive online community calendar**- Create and launch a centralized community calendar (online + physical)
- **Downtown Wayfinding Signage**- Highway-to-downtown directional signage, including community orientation
- **Trail Maps**- Comprehensive Outdoor access and Trail maps at key nodes and parking areas/ Centennial Park visibility and signage improvements

LONG-TERM TRANSFORMATIONAL INVESTMENTS (1-10 YEARS)

1. Major Connectivity Systems

- **2nd Street Civic Plaza (Theater → Library → City Hall)**
- **3rd Street Connector and community plaza to Rifle Creek**
- **Downtown-to-Creek Activation Spine**
- **Railroad Avenue** transformation into a fully walkable spine
- **A comprehensive downtown circulation** redesign balancing cars, bikes, and pedestrians
- **Integrated street network improvements, Continuous sidewalk and bike network** across downtown, linking neighborhoods, trails, and key destinations including full east-west crossing reconstruction with curb extensions/ Deliver a continuous sidewalk and bike network linking: Neighborhoods, Schools, Downtown and Rifle Creek corridor, inc CDOT Safe Routes to School funding include all major streets Park Ave bridge, railroad, east and west ave, and 2-4th streets. Integrate trail systems into everyday transportation, not just recreation- add secure bike lock stations and painted bike lanes on all roads
- **Park Avenue extension integration** + traffic redistribution strategy and connection points for biking and walking to Rifle Creek
- **Rifle Creek Access- Beach / toddler water access zones**
- **Front Door to City Hall**
- **Future Phase Safe River access** (beach, float park, safe entry, edges) and light up bridge and make more accessible

2. Governance, Alignment + Implementation Capacity

- Align or merge DDA + GRIT into a unified Downtown & Economic Development GRIT entity and Clearly define roles with the city and other Community partners
- Assign clear ownership for each major initiative
- Build public-private partnerships for: Housing, Childcare, Economic development

"For a lot of people, Rifle is just where they sleep—we need to change that."

STRATEGIC PRIORITY 2: COMMUNITY LIVING ROOM

GOAL: CREATE A VIBRANT, EVERYDAY "COMMUNITY LIVING ROOM" IN DOWNTOWN RIFLE, WHERE FRIENDS COME TO MEET AND COMMUNITY GATHERS BY TRANSFORMING UNDERUSED SPACES INTO WELCOMING, FLEXIBLE, FREE PUBLIC PLACES AND ATTRACTING PRIVATE LOCAL DEVELOPMENT; WHERE PEOPLE OF ALL AGES GATHER, CONNECT, SPEND TIME DAY AND NIGHT, SUPPORTED BY ACTIVE PROGRAMMING, LOCAL BUSINESSES, AND LONG-TERM INVESTMENT IN CIVIC SPACES, PLAZAS, AND THE RIFLE CREEK CORRIDOR, MAKING DOWNTOWN A PLACE PEOPLE STAY, NOT JUST PASS THROUGH.

SHORT-TERM TACTICAL STRATEGIES (0-12 MONTHS)

1. Activation Spaces + Programming

- **Food truck court** (gravel, seating, lighting, shade) Recruit food trucks and pop-up vendors (set regular times/locations)/Pilot a temporary grab-and-go market /Support extended hours or small pop-ups from existing businesses/ Identify and promote informal gathering places
- **Small stage for live music and performances**/ Use Garfield County's movable stage for events/ do a monthly dance band or DJ /Markets, concerts, movie nights, festivals
- **Temporary plaza installations** (umbrellas, movable seating/ food truck Fridays with live music) Corn hole / string lights across 2nd and 3rd street Create a dog Park Downtown at the end of 3rd street
- **Place wasp deterrent nest decoys in amphitheater** in centennial park and other public places where there are wasp issues

2. Social Spaces + Hangouts + Third Place (Something to do + a place to meet people)

- Places to meet and hang out with friends- More Places to sit- Need more outside space to meet and socialize- with lighting and shade to socialize Informal hangout spaces (coffee, seating)
- Library and downtown spaces used for gathering/ Library as 3rd space- improve civic space in front of library and city hall/ Library and downtown spaces used for gathering

3. Public Space Improvements + Third Place Network

- Install temporary Parklet pilot program, picnic tables, shaded seating, and stroller-friendly zones/ Add pop-up play elements (loose play, movable structures, small playground features)/ Install bike racks and fill lighting and shade (trees or shade structures / mister stations) string lights across 2nd and 3rd street /Benches, bike racks, banners, lighting/ Murals and façade improvements /Painted crosswalks and streetscape art/Lighting upgrades for nighttime use

4. Economic Activation + Local Business Support

- Small business district and local shops- retail incentive grant through Grit or DDA combined board

5. Communication + Events Awareness

- Better PR for Rifle/ Build on what is working/ Make Rifle Special for locals not tourists/ Quality of life is essential

LONG-TERM TRANSFORMATIONAL INVESTMENTS (1-10 YEARS)

1. Built Environment for Civic + Community life-Ongoing Identity + Experience (Long-Term Reinforced) Places to meet and hang out with friends/ Something to do and a place to meet people

- **2nd Street Civic Spine (Library → Theater → City Hall)** with decorative pavement /Library as 3rd space- improve civic space in front of library and city hall/ Expand the library into a true "third place" inc. Youth space, learning hub, co-working, and family gathering
- **3rd Street Community and Retail plaza** connecting downtown to Rifle Creek/ Creek + Open Space Activation- Creek Activation Rifle Creek as programmed public space Beach zones, seating, and access points Create a permanent downtown family plaza / civic core designed for all-day, all-age use/ Everyday food and retail, Teen and young adult presence, Informal gathering (not just programmed events)/ Extend activation from 3rd Street to Rifle Creek as a continuous family-oriented corridor, fully building out the creek as a safe, designed, and accessible landscape with structured water access (including toddler-friendly zones), fishing, nature play, bilingual learning areas, seating, shade, play and gathering spaces. Integrate the creek and trail seamlessly with downtown, housing, and the broader mobility network to ensure visibility and safety
- **Public Amenities**- Public restrooms with changing stations/ Public Wi-Fi
- **Development + Infill Public-private partnerships** on vacant lots for Mixed-use buildings (retail + housing)
- **Permanant Event infrastructure** (power, water, staging) Indoor/outdoor hybrid community venue/ Year-Round Downtown and plazas Activation Strategy- Year-Round Use Winter and summer activation strategy
- **Economic + Destination Anchors- Market + Food Systems** Permanent grocery store, market hall or food hub
- Recruit local Gym (other than rifle climbing center)/ dog Park/restaurants / coffee shops downtown as a 3rd space

"We need more places to meet people and build community."



COLORADO
Department of Local Affairs

Division of Local Government
Page 5 of 19

STRATEGIC PRIORITY 3: FAMILIES AT THE CENTER

LONG TERM GOAL: REDEFINE THE IDENTITY OF RIFLE (30,000 FOOT VIEW) TO INCLUDE OPPORTUNITIES FOR YOUNG PEOPLE (AVERAGE AGE 32), FAMILIES, AND A BICULTURAL (48% LATINO) COMMUNITY TO LIVE, WORK, THRIVE AND PROSPER ACROSS GENERATIONS FROM THE FAMILIES THAT HAVE BEEN HERE FOR MANY GENERATIONS TO THE NEW ARRIVALS. SHIFTING FROM A COMMUTER-BASED BEDROOM COMMUNITY (WHERE ONLY ~40% OF RESIDENTS BOTH LIVE AND WORK LOCALLY) TO A SELF-SUSTAINING LOCAL ECONOMY THAT SUPPORTS FAMILIES, YOUTH, AND WORKING HOUSEHOLDS BY ALIGNING HOUSING, JOBS, EDUCATION, AND DAILY-LIFE SERVICES TO MEET THE NEEDS OF ITS RESIDENTS.

SHORT-TERM TACTICAL STRATEGIES (0-12 Months)

1. Family Zones Along Rifle Creek-

Create temporary family zones along Rifle Creek and downtown (3rd-5th Street focus)/Set up basic creek access points (cleared paths, informal seating, fishing/toddler access)

2. Family Programming- Launch weekly after-school and Friday programming using existing facilities/ Expand after-school capacity using existing spaces/ Identify and open a temporary teen/youth hangout space Start early evening (5-7 PM) family programming downtown and along Rifle creek/Host movie nights, small markets, music, and cultural events / Pilot drop-in childcare during events (schools, churches, nonprofits) Pick up soccer games in centennial park, games, and informal bilingual recreation meetups.

3. Workforce + Local Economy

- Host a local job + career pathway event for youth and families/ Launch pop-up retail and vendor program (low barrier entry)/ Provide bilingual outreach to entrepreneurs and small businesses

4. Housing

- Launch ADU and missing-middle housing needs and info campaign/ Do a housing needs assessment (include commuter community)/ Hold employer roundtables (schools, hospital district) on workforce housing needs/ Identify 2-3 pilot housing opportunity sites

5. Coordination + Implementation

- Establish a unified Downtown & Economic Development Board (DDA + GRIT combined)/ Assign clear project leads (City + Unified Board)
- Set 30-60-90 day deliverables/ Create a public-facing progress tracker/dashboard

LONG-TERM TRANSFORMATIONAL ACTIONS (1-10 YEARS)

1. Local Jobs, Daily Needs + Economic System (Self-Sustaining Community) Transition Rifle from a bedroom community (~60% commuting out) to a self-sustaining local economy aligned with families' daily lives through Job Creation + Economic Diversification

- **Recruit and grow small-scale industry and employers (20-50 jobs)** aligned with local workforce capacity/ Build a "stay and return" economy: Reduce out-commuting by aligning jobs + housing
- **Expand and formalize workforce pipelines** through Colorado Mountain College and local partners- healthcare, teacher retention and trades/ Coordinate with Colorado Mountain College on Info sessions and outreach events, Visibility of local training trade, vocational or career pathways Develop career pathways beginning in middle and high school across trades, healthcare, technical fields, and entrepreneurship, including a no-school-Friday internship program linking students with local businesses and employers; align workforce development with current and future job needs by identifying retiring roles and proactively recruiting and training replacements through apprenticeship programs in food production, ranching, construction, trades, and key sectors such as the hospital district, school district, and emerging industries.
- **Attract family-supportive businesses:** Restaurants, childcare providers, everyday services, retail/ Build a complete local service economy to reduce spending leakage to other communities and also give people a place to meet (brewery with live music/ coffee shop/ restaurants) Recruit and sustain full-service grocery and neighborhood markets, including grab-and-go models identified in the workshop
- Support flexible, small-format low rent retail spaces for local entrepreneurs
- Retain and transition legacy businesses to next-generation ownership/ Exit strategies for local legacy businesses to pass to next gen or other local workers/ Legacy businesses, New entrepreneurs/ Local Ownership + Succession Pipelines- Transition retiring businesses (often ranching/legacy-owned) to: Younger generations,

3. Housing + Neighborhood-Based Family Living

- Workforce housing aligned with jobs/ Target specific lots for (public or public private partnerships) Mixed-use housing near schools and downtown/ Enable Housing diversity and missing-middle housing at scale: ADUs, duplexes, townhomes, multifamily / Strategic Redevelopment + Growth Areas
- Homeownership + Next Generation Stability-Create pathways to homeownership for local workforce and young families/ Align housing delivery with: Youth retention goals & Return-to-Rifle opportunities
- Support teacher and healthcare worker housing and retention strategies/Housing that allows: Workers to live locally, Families to stay long-term
- Railyard ave development core for mixed-income, mixed-use, walkable, family-friendly neighborhoods through a zoning code update

4. Education, Youth Retention + Community Integration

- Permanent childcare and early childhood facility downtown
- Build a full lifecycle system where kids can grow up, stay, and succeed in Rifle
- Education + Workforce Alignment-Expand partnerships with schools and Colorado Mountain College/ Align education with: Local job opportunities Workforce training pipelines/ Integrate career pathways into middle and high school systems/ Youth Retention + Opportunity- Create visible, supported pathways and programs with the schools for the next generation to stay or return/ Support youth entrepreneurship, trades, and local career-building- no school Fridays as job training internship programming for highschoolers
- Schools + Community as Shared Infrastructure Expand schools as community hubs: After-hours childcare, recreation, and programming
- Integrate youth programming with: Downtown, Library, Rifle Creek corridor

STRATEGIC PRIORITY 4: CULTURAL BRIDGE BUILDING

GOAL: BUILD A STRONG, SHARED IDENTITY FOR RIFLE BY INTENTIONALLY CONNECTING THE RANCHING COMMUNITY, LONG-TIME RESIDENTS, COMMUTERS, AND THE 48% LATINO POPULATION THROUGH CULTURE, FOOD, ART, AND LOCAL BUSINESS—CREATING VISIBLE, EVERYDAY SIGNALS THAT ALL CULTURES ARE VALUED, RESPECTED, AND ESSENTIAL TO RIFLE'S FUTURE.

SHORT-TERM TACTICAL STRATEGIES (0-12 Months)

1. Visible Signals of Belonging

- Ensure all city-led materials are bilingual by default (not optional) Add "Bienvenidos / Welcome to Rifle" at gateway signage (paired, equal prominence) Bilingual signage in: Downtown, Parks, Trail system Bilingual signage in: Downtown, Parks, Trail system
- Feature Latino-owned and legacy ranching businesses equally in marketing campaigns Create a "Faces of Rifle" campaign: Multigenerational locals, Ranchers, Oil & gas workers, Teachers, Latino small business owners, Commuters raising families locally, children in the school system
- Public art installations & Murals that combine: Ranching imagery (horses, landscapes) Agricultural heritage, Latino cultural patterns, color, and symbolism reflecting local and Latino identity
- Prominent bilingual community calendar

2. Shared Economic Platforms

- Launch business incubator (co-working + commercial kitchen) with: Bilingual support, Food business incubation (tacos + BBQ + baked goods side-by-side)
- Expand food truck program with intentional diversity: Require or incentivize a mix of cuisines and operators/ Increasing the number of food truck permits
- Language Access as Economic Infrastructure- Bilingual business assistance: Permitting help, Licensing, Financial literacy Workforce connections: Link Latino workers → local jobs → local businesses

3. Shared Public Spaces (Design for Interaction)

- Program food truck courts + plazas where: Seating is communal (not segmented), Music and dance programming For Events Music programming that mixes: Country, Regional Mexican, Contemporary/local bands, Kids' activities are central (soccer, play, water)
- Activate Centennial Park + Rifle Creek with: Rifle Creek Fishing Multi-use, not single-use programming/ Add small-scale shared activities: Pick-up soccer (huge bridge-builder) Community cook-offs (chili + tacos, not one or the other)

4. Trusted Messengers + Community Connectors

- Identify and support bridge-builders: Ranching families open to collaboration, Latino business owners, leaders, coaches, pastors and kids/ Create a small advisory group (informal, not bureaucratic): Cross-cultural representation, Focused on events + business + messaging Partner with: Schools (bilingual engagement), Youth sports (soccer, baseball), Churches and informal networks

LONG-TERM TRANSFORMATIONAL INVESTMENTS (1-10 Years)

1. Rifle Identity System (Physical + Cultural)

- 30,000-Foot View: Redefine Rifle's Identity through a structured, community-led process of collective identity reframing and civic identity building; aligning land use, public space, economic development, cultural expression, and communications to establish a shared, forward-looking identity that reflects multigenerational residents, a 48% Latino population, working families, and emerging local economies.
- Conduct a community audit (surveys, intercept interviews, stakeholder focus groups across ranching, Latino, youth, and commuter populations) Map perception gaps vs. lived experience (how Rifle is seen vs. what it actually is) Inventory existing assets (businesses, cultural practices, events, public spaces, informal gathering places) Deliver a "State of Rifle" report with clear themes and tensions
- Define the Shared Framework -Facilitate a community visioning process to define: Shared values, Cultural pillars (e.g., hardworking, family, pride, ranching heritage + Latino culture + working families) Adopt framework into Comprehensive Plan, branding, and economic development strategy
- Build Ongoing Civic Participation + Representation Ownership Shift The story of Rifle evolves—without forcing

2. Shared Economic Platforms

- **Permanent Cultural + Economic Hub- Business Incubator + Maker Space + Commercial Kitchen- Downtown location- Maker space, Tool library-** Shared space for: Food production, Small manufacturing, Entrepreneurship across cultures Develop a business incubator system: Co-working + maker space + commercial kitchen/ Support bilingual entrepreneurship and small business growth
- Language Access as Economic Infrastructure- Bilingual business assistance: Permitting help, Licensing, Financial literacy Workforce connections: Link Latino workers → local jobs → local businesses

- 3. **Bilingual Signage and Art-** Embed Rifle's 48% Latino and multigenerational identity into: Public space design, Murals, signage, and wayfinding, Business environments and programming
- Implement fully bilingual systems (not just signage): Wayfinding, Public communication, Programming and services
- Create shared civic spaces that bridge cultures and generations





Rifle is at a pivotal crossroads between being a bedroom community and becoming a more complete, self-sustaining town. With one of the youngest populations in the state, an average age of 32, full schools, and a large number of young families, including a growing Latino population that now makes up roughly 48% of the community, the city has strong long-term potential, but rising housing costs and a lack of local jobs mean about 60% of residents commute up or down valley for work. This places significant strain on families, reduces time for community involvement, and creates concern among generational residents who want their children to be able to afford to stay. At the same time, Rifle has strong but underutilized assets, including its downtown, the Rifle Creek corridor, trail system, and cultural diversity, that if better connected and activated could redefine downtown as the center of community life and support a more locally rooted and resilient future.

DOWNTOWN RIFLE MISSION: TO ALIGN PUBLIC & PRIVATE INVESTMENT, LOCAL LEADERSHIP & COMMUNITY ENERGY TO TRANSFORM DOWNTOWN RIFLE INTO A THRIVING ACTIVE PLACE PEOPLE CHOOSE TO MEET AND GATHER DAILY, FOR CONNECTION, OPPORTUNITY, AND BELONGING.

DOWNTOWN RIFLE VISION: THE HEART OF COMMUNITY AND CIVIC LIFE SEAMLESSLY CONNECTING TO RIFLE CREEK & CENTENNIAL PARK. IT IS A WELCOMING, MULTIGENERATIONAL, CULTURALLY DIVERSE, WALKABLE PLACE WHERE FAMILIES GATHER, PEOPLE LIVE AND SHOP, KIDS PLAY, YOUNG PEOPLE HAVE OPPORTUNITIES, FRIENDS MEET, CULTURE IS CELEBRATED, LOCAL BUSINESSES THRIVE AND JOBS SUPPORT A SELF-SUFFICIENT, RESILIENT, SUSTAINABLE COMMUNITY


Strategic Priorities

CONNECT DOWNTOWN

3RD SPACE COMMUNITY LIVING ROOM

FAMILIES AT THE CENTER

CULTURAL BRIDGE BUILDING



Connecting Community in DOWNTOWN RIFLE

Downtown Rifle will better support everyday community life by physically improving and creating both a civic core and a community plaza connecting Rifle Creek, 2nd & 3rd street and activating alleys. Activation through food and music at a food truck court, along with a visible event board and centralized calendar, will make it easier for people to gather and stay connected.

Projects

(SHORT TERM TACTICAL)

1. COMMUNITY EVENT + INFORMATION SYSTEM

Create a highly visible event board at the “big tree” and a digital board at Railroad Avenue, paired with a centralized online and physical community calendar to make it easy for everyone to know what’s happening downtown.

2. DOWNTOWN FOOD TRUCK COURT + SOCIAL HUB

Develop a dedicated food truck court with seating, lighting, and shade to serve as an informal, everyday hangout space that draws people downtown beyond scheduled events.

(LONG TERM TRANSFORMATIONAL)

3. 2ND STREET CIVIC SPINE + LIBRARY “THIRD PLACE”

Transform 2nd Street into a connected civic corridor from the Library to City Hall and the Theater with decorative pavement, improved plazas, and an expanded library functioning as a true community living room with youth space, co-working, and family gathering areas.

4. 3RD STREET COMMUNITY PLAZA + RETAIL CORRIDOR

Create a permanent, flexible downtown plaza on 3rd Street that supports daily use with small-scale retail, food, seating, and space for teens, families, and informal gathering.

5. RIFLE CREEK ACTIVATION + DOWNTOWN CONNECTION

Extend downtown to Rifle Creek with a continuous, safe, and activated corridor featuring beach access, toddler-friendly water zones, trails, seating, shade, lighting, and nature-based play: integrating the creek into everyday community life.

CREATING A SHARED FUTURE FOR

Hard-Working Families

Rifle is a young, family-centered community with an average age of 32 and a 48% Latino population, with full schools where the future depends on supporting everyday life for working families. This priority aligns attracting local jobs, creating opportunities for affordable and missing middle housing, connecting public and private opportunities for childcare, youth programs, and cultural connection into one system that allows families to stay, grow, and thrive locally. Together, these efforts shift Rifle from a pass-through, commuter-based community to a place where people build lasting roots and a shared sense of belonging.

Projects

1. YOUTH, CHILDCARE & COMMUNITY LIFE

Activate parks, schools, and downtown with consistent after-school, evening, and weekend programming; establish a teen space; expand childcare capacity; ensure bilingual access to all programs; and formalize shared use of public facilities as year-round community hubs.

2. LOCAL JOBS & SMALL BUSINESS GROWTH

Streamline permitting, offer targeted incentives, support pop-up and low-cost retail spaces, and recruit everyday businesses, restaurants, childcare, and grocery, to strengthen a local, family-supportive economy.

3. WORKFORCE PATHWAYS & BILINGUAL INNOVATION HUB

Partner with schools, Colorado Mountain College, and employers to create bilingual internships, career pathways, and skills training, while developing a downtown hub with co-working, a commercial kitchen, and maker space to support entrepreneurship and job training.

4. HOUSING FOR FAMILIES & WORKFORCE

Update zoning to allow ADUs and missing-middle housing, advance key infill sites, and leverage public-private partnerships to deliver workforce housing near jobs, schools, and downtown.

5. BELONGING & CULTURAL CONNECTION

Implement “Bienvenidos / Welcome to Rifle” gateway signage, require bilingual communication and wayfinding, and invest in public spaces, events, and art that bring together Rifle’s multigenerational ranching community and newer Latino families.





Agenda Item #6.b.

Agenda Item Name:

Discussion regarding Sign Board/Community Calendar on Railroad Ave

Presenter:

Zach Higgins, Community Development Director

Item Description:

Recommended Action:

Provide General Direction to Staff.

Fiscal Impact:

None at this time. GRIT has reserves available to take on this type of project if desired.

Operational Impact:

N/A

Prior Board Motions:

N/A

Background Information:

A proposed sign board/community calendar located on the City of Rifle Parking Garage visible to Hwy 6 and/or Railroad Ave was an idea that gained traction at the Strategic Planning Workshop. This could be considered a quick win project given the hurdle to achieve is relatively low and the community impact could be high in messaging and transparency.

Executive Summary:

N/A

Notification Requirements:

N/A

Prepared By:

Zach Higgins, Community Development Director

Attachments:

None



Agenda Item #6.c.

Agenda Item Name:

Discussion and possible action regarding GRIT Facade Grant Program

Presenter:

Zach Higgins, Community Development Director

Item Description:

GRIT Board to review proposed changes to the GRIT Facade Grant Program.

Recommended Action:

Move to approve the proposed changes to the GRIT Facade Grant Program as presented.

Fiscal Impact:

The proposed changes do not represent any financial changes from the current budget allocation.

Operational Impact:

The proposed changes make only minor changes to the amount of effort required by Staff to facilitate the grant.

Prior Board Motions:

Background Information:

The GRIT Board approved the Facade Grant Program in 2025. There was interest from at least five parties for the grant in 2025. Ultimately, no party submitted an eligible application and so no awards were made in 2025.

Executive Summary:

As previously discussed toward the end of 2025, with no applicants for the Facade Grant, the GRIT Board should consider some amendments to the program. Staff received feedback about some burdens that made the application process or program guidelines unattainable or unattractive.

Below is a summary of key differences being proposed:

1. Program Framing & Clarity

Change: Simplified and clarified purpose and eligibility language

- **Original:** Longer, more descriptive purpose focused on character and tourism
- **Amended:** Streamlined to focus on **investment, character, and economic vitality**

2. Funding Structure

Major Changes:

- Introduces **annual funding cap** (\$40,000 total program)
- Clarifies **reimbursement-based funding**
- Retains 25% match but clarifies flexibility

- **Original:**
 - Project cap up to \$50,000
 - No clear reimbursement language
- **Amended:**
 - Annual funding limit defined
 - Explicit reimbursement after completion

3. Applicant Eligibility Requirements

New Requirements Added:

- No outstanding code violations
- Taxes, utilities, and financial obligations must be current
- Tenants allowed with owner authorization
- **Original:** General eligibility only
- **Amended:** Adds compliance-based screening

4. Expansion of Eligible Improvements

Significant Expansion:

- **Original:** Limited to core façade elements (windows, lighting, masonry, etc.)
- **Amended adds:**
 - Signage
 - Storefront reconstruction
 - ADA improvements
 - Patios and landscaping elements
 - Broader architectural features

5. New: Ineligible Improvements & Costs Section

Not present in original

- **Amended includes explicit exclusions:**
 - Work done before approval
 - Routine maintenance
 - Non-visible work
 - Sweat equity
 - Business expenses, debt, etc.

6. New: Eligible vs. Ineligible Project Costs

New financial clarity added

- **Amended defines:**
 - Eligible: materials, labor, design, utilities, permits
 - Ineligible: acquisition, operations, insurance, etc.
- **Original:** Only excluded permit fees

7. Application Review Process

More structured and transparent

- **Original:** Rolling review by Advisory Board
- **Amended:**

- Staff review → Advisory Board → City Council
- Allows for **scheduled cycles or defined intervals**

8. New: Scoring-Based Evaluation

- **Original:** General qualitative criteria
- **Amended:** Introduces **formal scoring system framework**

Criteria include:

- Visibility
- Historic preservation
- Economic/community impact
- Project readiness

9. Project Timeline Requirements

Expanded and clarified

- **Original:** 180 days after permit issuance
- **Amended:**
 - Start within 3 months
 - Complete within 12 months
 - Extensions allowed

10. Post-Completion & Compliance Requirements

Substantial additions

- Maintenance requirement (12 months)
- After photos required
- City inspection required
- City can promote project
- **Original:** Minimal post-project requirements
- **Amended:** Detailed compliance process

11. Reimbursement Process (New Section)

Fully defined process added

Steps include:

1. Submit receipts + photos within 45 days
2. Staff inspection
3. Approval → reimbursement

12. Application Requirements (Expanded)

More detailed submission requirements

- Adds:
 - Scope of work requirement
 - Planning review
 - Encouraged design consultation (DOLA/Main Street)

- Flexible bid requirements (1 required, 2 preferred)

Notification Requirements:

N/A

Prepared By:

Zach Higgins, Community Development Director

Attachments:

1. Facade Grant_Suggested Amendments_04_2026

COMMUNITY DEVELOPMENT DEPARTMENT

202 Railroad Avenue, Rifle, CO 81650

Phone: 970-665-6490



MEMORANDUM

TO: Greater Rifle Improvement Team
FROM: Zach Higgins, Community Development Director
DATE: April 14, 2026
SUBJECT: GRIT Façade Grant Program – Suggested Amendments

Façade Grant Program Outline

Greater Rifle Improvement Team (GRIT) Façade Improvement Grant Program

Financial assistance is available to eligible property owners and authorized business tenants who wish to make exterior improvements to commercial buildings within the City of Rifle.

The GRIT Façade Improvement Program is intended to encourage investment in building façades, enhance community character, and improve economic vitality.

Funding Structure

- The applicant must provide a minimum of 25% match to any amount awarded. The annual grant availability is up to \$40,000. Less than a 25% owner match may be considered based upon degree of community benefit. The applicant must provide a minimum match toward the total grant request.
- Grant applications will be considered by the Greater Rifle Improvement Team Advisory Board for action recommendation to Rifle City Council. Rifle City Council has final say in all GRIT grant programs.
- Grant funds shall be distributed on a reimbursement basis following project completion, submission of required documentation, and verification by City staff.

Who Can Apply

Eligible applicants include property owners and business tenants (with written property owner authorization) for commercial buildings within Rifle city limits.

- Properties must not have outstanding zoning, building code, or municipal violations.
- All property taxes, utility bills, and other financial obligations to the City must be current.

Eligible Façade Improvements

Only improvements visible from the public right-of-way that create a significant visual impact are eligible.

- Exterior painting and/or paint removal
- Masonry and stucco repair and restoration
- Windows and doors
- Exterior lighting
- Permanent signage, such as monument, projecting, or wall
- Storefront rehabilitation or reconstruction
- Removal and replacement of exterior finishes (vinyl siding excluded from replacement materials)
- Accessibility (ADA) improvements

COMMUNITY DEVELOPMENT DEPARTMENT

202 Railroad Avenue, Rifle, CO 81650

Phone: 970-665-6490



- Other architectural elements that enhance façade quality
- Patios, including base and railings
- Permanent landscaping elements (retaining walls, attached planters, period appropriate fencing materials)

Ineligible Improvements and Costs

The following are not eligible for grant funding:

- Improvements completed prior to grant approval
- Interior or improvements not visible from the public right-of-way
- Routine maintenance and cleaning
- Non-permanent fixtures (e.g., furniture, planters)
- Applicant labor (“sweat equity”)
- Business operating expenses (payroll, utilities, etc.)
- Refinancing of existing debt

Eligible Project Costs

Total redevelopment Eligible costs (Grant and non-grant) may include:

- Construction materials and labor
- Design and architectural services
- Utility upgrade costs
- Building Permits

Total redevelopment Ineligible costs (Grant and non-grant) include:

- Property acquisition
- Regular building utility costs
- Ongoing operational expenses
- Insurance, taxes, or loan payments
- Worker support (meals, transportation, uniforms, etc)

Application Process

- Applications may be reviewed on a scheduled cycle or at defined intervals based on available funding. Applications will be reviewed by City staff and presented to the GRIT Advisory Board for recommendation to Rifle City Council.
- The GRIT Advisory Board will evaluate applications using a defined scoring system.

Project Criteria and Selection

Projects will be evaluated based on a scoring system that may include:

- Visibility and impact on the public realm
- Contribution to historic preservation
- Economic and community impact
- Building condition and urgency of improvements
- Applicant readiness and capacity to complete the project

Additional Grant Requirements

- Applicants must comply with all applicable municipal codes and obtain all required permits prior to beginning work. The applicant is responsible for maintaining the property and improvements.

COMMUNITY DEVELOPMENT DEPARTMENT

202 Railroad Avenue, Rifle, CO 81650

Phone: 970-665-6490



- The City may use project images for promotional purposes.

How to Proceed

1. Schedule a pre-application meeting with City staff.
2. It is highly encouraged, but not required to contact Main Street Colorado for a design consultation. Please contact Larry Lucas from the Department of Local Affairs at (720) 402-9303.
3. Complete the application, including:
 - Project narrative
 - Scope of work is required
 - Planning Department comments/review
 - Visual materials or renderings
 - Photos of existing conditions
 - Contractor bid(s) or estimate(s) (one mandatory, two preferred)
 - Proof of ownership or authorization
4. Submit application for final review.
5. Applications will be reviewed and scored, with final approval determined by the Rifle City Council.

All applications must be physically returned to:

Rifle City Hall

202 Railroad Ave., Rifle, CO 81650

Or electronically sent to:

zhiggins@rifleco.org

Construction Process

1. Renovation/rehabilitation work must be started within three (3) months of grant approval and completed within twelve (12) months of approval. Depending on the scope of a project, extensions may be requested on a case-by-case basis. City Staff reserves the right to cancel this agreement in the event of a failure to comply with this schedule.
2. The applicant is responsible for obtaining all building permits and any other required permits for the work to be completed. The applicant is responsible for conformance with all applicable safety standards and conditions.
3. The applicant agrees to maintain the property and improvements for a period of twelve (12) months following completion and acceptance of scope of work.
4. The applicant agrees to provide an "after picture" of the improvements.
5. The City of Rifle Façade Grant Program may promote an approved project including, but not limited to, displaying a GRIT sign at the site, during and after construction, and using photographs and descriptions of the project in GRIT or City of Rifle marketing materials.

Reimbursement

1. Once work is completed, the applicant must submit an "after picture" and final receipt/bills within 45 days of project completion.
2. City Staff inspects and verifies completed work.
3. Should the final product be consistent with the City's approvals, reimbursement of funds to the applicant will be authorized.



Agenda Item #6.d.

Agenda Item Name:

Discussion regarding Rifle Creek Improvements

Presenter:

Zach Higgins, Community Development Director

Item Description:

Discuss and provide input to Staff regarding potential Rifle Creek improvements through Centennial Park adjacent to Downtown.

Recommended Action:

Provide general direction.

Fiscal Impact:

None at this time.

Operational Impact:

None at this time.

Prior Board Motions:

N/A

Background Information:

Executive Summary:

Notification Requirements:

N/A

Prepared By:

Zach Higgins, Community Development Director

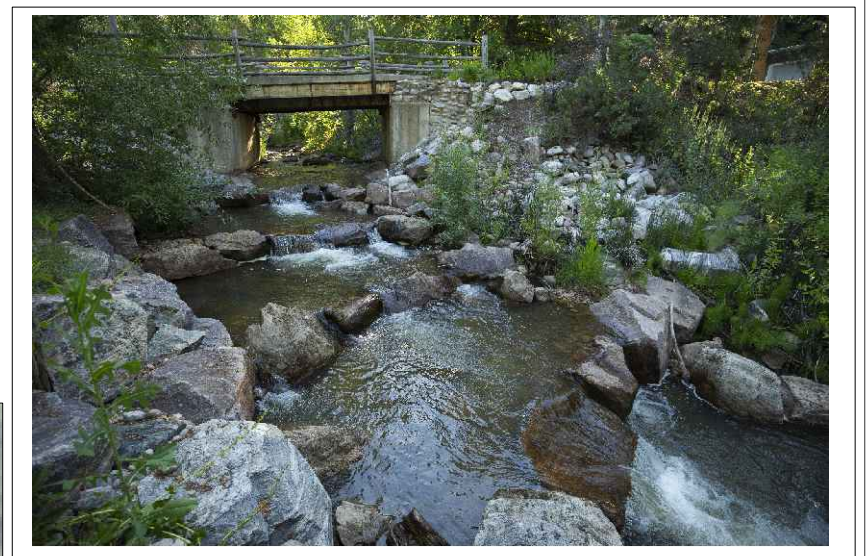
Attachments:

1. 38076_PublicPoster_24x36
2. 38076_Concept-Sections



RIFLE CREEK RESTORATION THROUGH CENTENNIAL PARK CONCEPTUAL LAYOUT / CIRCULATION PLAN

(NOT FOR CONSTRUCTION)



1 STEP POOLS – CHANNEL DEEPENING



2a GRADE POINT BAR & PLANT LARGE SHADE TREES



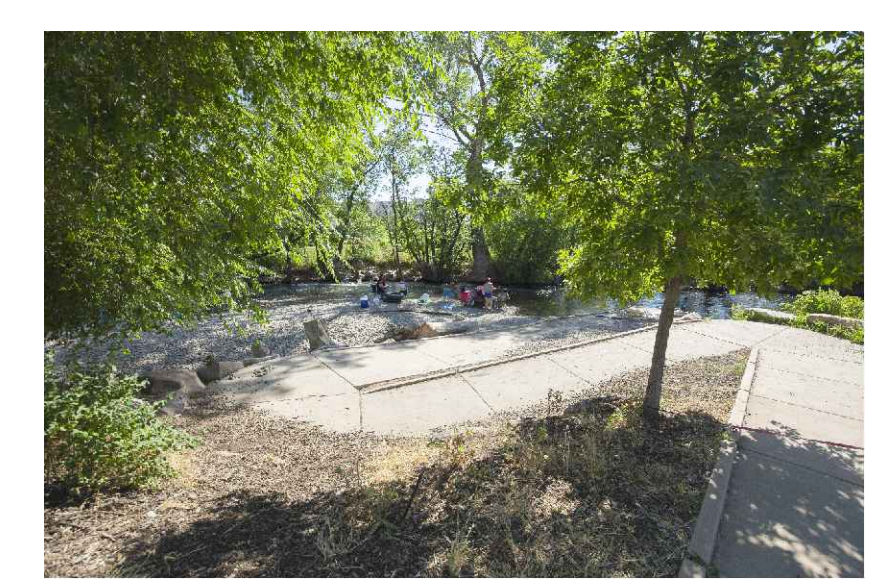
2b GRADE BENCH & PLANT LARGE SHADE TREES



3 VEGETATION REDUCTION – REMOVE PHRAGMITES AND PLANT WITH NATIVE GRASSES & SHRUBS



4a IMPROVED STREAM ACCESS – SLABSTONE TERRACE



4c IMPROVED STREAM ACCESS – PAVED ACCESSIBLE RAMP



4b IMPROVED STREAM ACCESS – STEPS FOR BRIDGE SAFETY



4d IMPROVED STREAM ACCESS – TERRACED BOULDER SEATING



5 BANK STABILIZATION (BOULDER/LOGS)

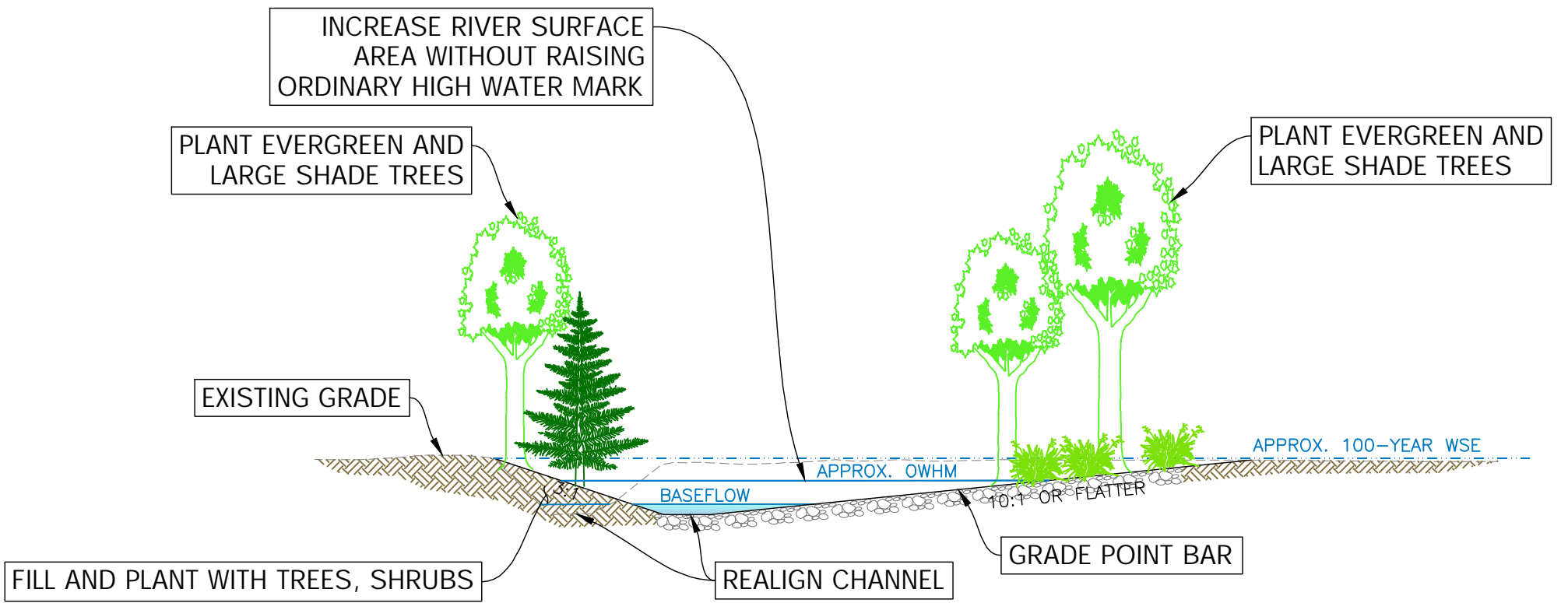


6 GENERAL CHANNEL GRADING & DEBRIS CLEANUP

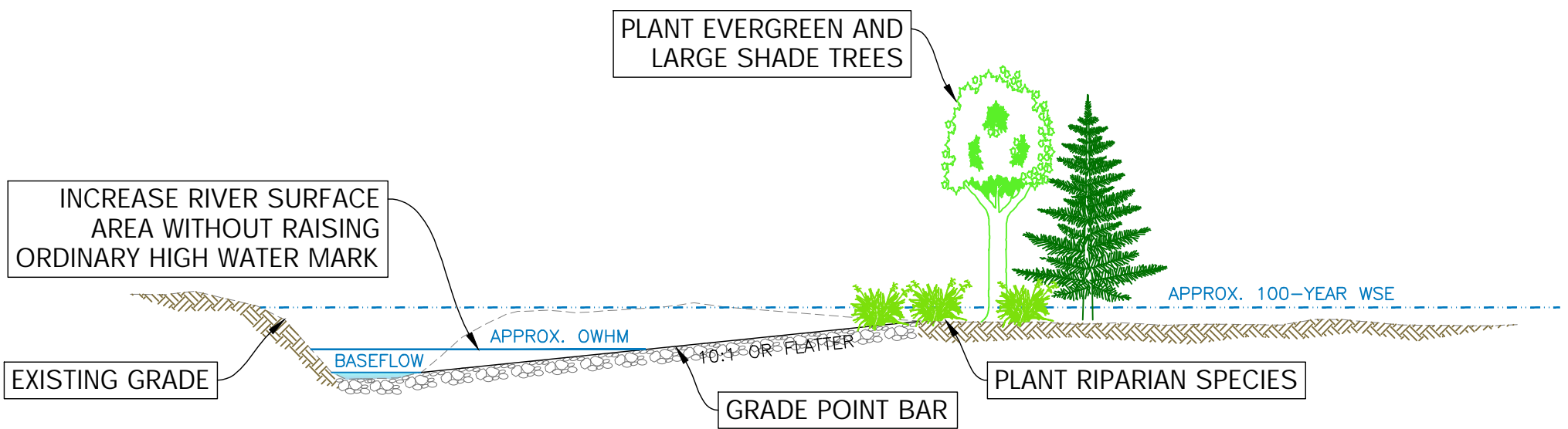


7 RIVER SAFETY SIGNAGE

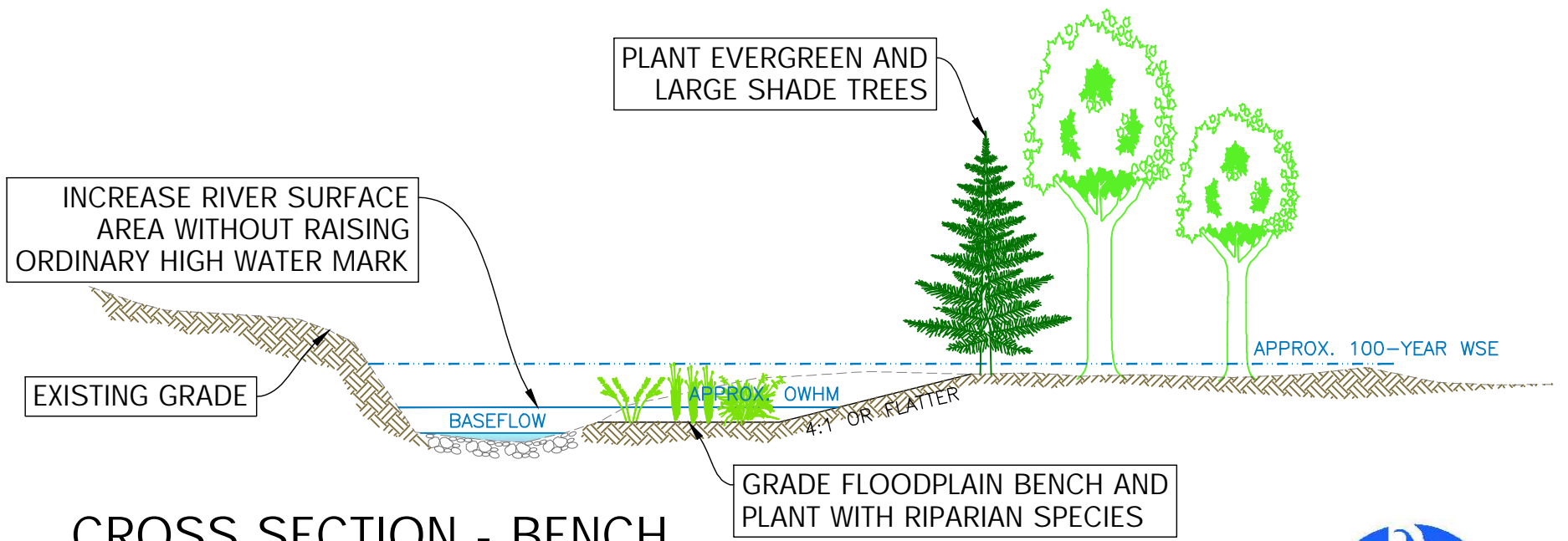
NOTES:
* BRIDGES 2005 AND 1955 ARE DESIGNED FOR AASHTO HS-20 LOADING FOR EMERGENCY VEHICLES. REPLACEMENT OF THESE BRIDGES WILL NEED TO BE DESIGNED TO SAME STANDARD.



CROSS SECTION - CHANNEL REALIGNMENT



CROSS SECTION - POINT BAR



CROSS SECTION - BENCH

(NOT FOR CONSTRUCTION)

NOT TO SCALE

