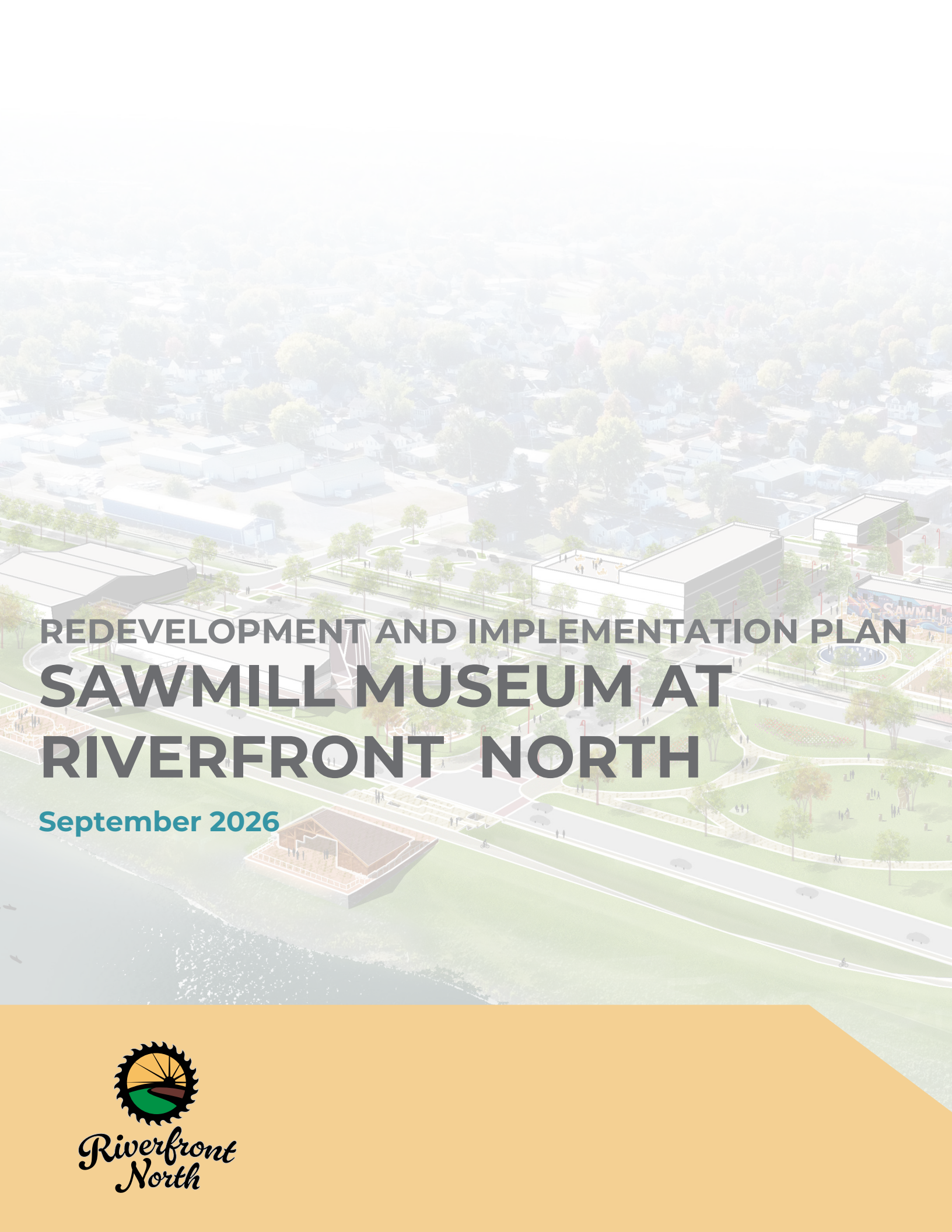


An aerial architectural rendering of the Sawmill Museum at Riverfront North. The image shows a large, modern museum building with a flat roof and large windows, situated in a landscaped area with green lawns, trees, and walking paths. In the foreground, there is a body of water with a small, modern structure on a pier. The background shows a residential neighborhood with houses and trees. The text "REDEVELOPMENT AND IMPLEMENTATION PLAN" is at the top, followed by "SAWMILL MUSEUM AT" and "RIVERFRONT NORTH" in large, bold letters.

REDEVELOPMENT AND IMPLEMENTATION PLAN SAWMILL MUSEUM AT RIVERFRONT NORTH

September 2026



ACKNOWLEDGMENTS

Project Steering Committee:

Ari Lewerenz, Sawmill Board President
Andy Green, Sawmill Museum Director
Matt Parbs, Sawmill Board Member
Joe Buikema, Sawmill Board Member
Sarah Hill Dierks, Sawmill Board Member
Matt Rittmer, Lyons Business & Professional Association
Tammy Johnson, City of Clinton

KSU TAB:

Kristin Prososki, Regional Director

Stantec:

Lindsey Brown, Client Manager
Kaitlyn Woolard, Senior Landscape Architect
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Sam Newberg, Senior Market & Development Analyst
Jacob Woelmer, Civil Engineer

Eocene:

Ben Curtis, Environmental Project Manager
Ben Schmidt, Environmental Planner

ECIA:

Dawn Danielson, Brownfields Manager



WITH APPRECIATION

The Riverfront North Redevelopment planning process reflects a strong commitment to collaboration and community partnership. The outcomes of this effort would not have been possible without the dedication and contributions of the Project Steering Committee, community leaders, city officials, and regional stakeholders who generously shared their time, expertise, and local knowledge throughout the process.

This document represents the collective efforts of the project team. The Brownfield Redevelopment Plan portion was completed by Stantec, in partnership with the Technical Assistance to Brownfields (TAB) Program at Kansas State University (KSU) and the Brownfield Implementation Plan portion was completed by Eocene Environmental Group, Inc, in partnership with the East Central Intergovernmental Association (ECIA).

BROWNFIELD REDEVELOPMENT PLAN
SAWMILL MUSEUM AT
RIVERFRONT NORTH

AUGUST 2026



*Riverfront
North*

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EXECUTIVE SUMMARY

The Sawmill Museum at Riverfront North Brownfields Redevelopment Plan presents a long-range redevelopment vision for the Sawmill Museum campus and surrounding Riverfront North area in Clinton, Iowa. The plan was developed through a partnership among the Sawmill Museum, Kansas State University Technical Assistance to Brownfields (KSU TAB), East Central Intergovernmental Association (ECIA), Eocene, and Stantec to establish a roadmap for future growth, economic development, tourism, and community activation within the historic Lyons District.

The approximately 10-acre Sawmill Museum campus occupies a strategic riverfront location along the Mississippi River and serves as a cultural anchor celebrating Clinton's significant role in the nation's lumber industry. Building upon the museum's success and recent investments, including the installation of Thomas Dambo's troll sculpture, the plan leverages the site's unique history, riverfront setting, and redevelopment potential to create a premier destination for residents and visitors alike.

The planning process was completed over a nine-month period and included a board retreat, market analysis, stakeholder interviews, community engagement activities, design workshops, and concept development. More than 75 community members participated in the public workshop process, while additional input was gathered through interviews with local leaders, business owners, residents, and institutional stakeholders. These engagement efforts resulted in a shared vision focused on recreation, tourism, arts and culture, education, riverfront access, mixed-use development, and year-round community activity.

Market analysis identified strong opportunities for phased redevelopment centered on workforce housing, neighborhood-serving commercial uses, entertainment, food and beverage establishments, arts-related businesses, and tourism-supportive development. The study concluded that the district could support approximately 5,000 to 10,000 square feet of additional commercial space, while near-term residential opportunities may include 40 to 60 multifamily housing units with potential for future market-rate and affordable housing development. These uses are intended to complement and extend

The historic Lyons commercial corridor while creating synergies with the museum, riverfront amenities, and public art destinations.

The preferred redevelopment concept envisions a vibrant, family-friendly destination that combines cultural, recreational, and mixed-use development opportunities. Central to the vision is an expansion of the Sawmill Museum that includes indoor and outdoor exhibit space, event facilities, and enhanced visitor experiences tied to the site's lumber heritage. Additional attractions include a timber observation tower, elevated riverfront viewing areas, a terraced amphitheater, event lawn, interactive fountain plaza, nature-based playground, miniature golf course, outdoor classroom spaces, and enhanced trail and levee connections.

The plan also introduces adaptive reuse of the empty car dealership building as modest retail, restaurant, entertainment, or cultural related uses integrated along Main Avenue. Mixed-use development would strengthen the connection between the museum campus and the Lyons District. Together, these investments establish a cohesive district identity that celebrates Clinton's lumber legacy while supporting future economic growth and community revitalization.

A key component of the redevelopment strategy is flexibility. The preferred plan has been designed to function successfully regardless of whether the proposed North River Drive extension is ultimately constructed, ensuring that redevelopment opportunities can move forward as funding and partnerships become available. Environmental considerations remain an important implementation factor, with a recommended Phase II Environmental Site Assessment needed to further evaluate brownfield conditions and support future redevelopment activities.

The final vision establishes the Sawmill Museum and Riverfront North as a regional destination that celebrates Clinton's historic relationship with the lumber industry while creating new opportunities for recreation, education, housing, tourism, arts, and economic development. The plan's phased implementation framework and opinion of probable costs provide a foundation for future grant applications, capital improvement programming, public-private partnerships, and long-term investment in one of Clinton's most significant riverfront redevelopment opportunities.

PROCESS AND TIMELINE

The Sawmill Museum was established through a community-led effort spearheaded by the local Kiwanis Club and supported by generous land and financial contributions from residents and partners. Since opening in October 2011, the museum has expanded its facilities and exhibits, growing into a regional destination that celebrates Clinton's rich lumber and sawmill heritage.

Located west of the levee along the Mississippi River in Clinton's Lyons District, the museum occupies a site closely tied to the City's historic sawmill industry. While no original sawmills remain, the museum preserves and interprets the stories that shaped Clinton's identity and economic development. Today, it serves as an important cultural, educational, and community asset, attracting residents, students, and visitors from across the region.

The museum is entering a pivotal phase of growth. Recent investments, including the installation of the Thomas Dambo troll sculpture and the potential future extension of North River Drive, present opportunities to improve connectivity, increase visitation, and support expansion of the museum campus and surrounding riverfront district.

In fall 2025, the Sawmill Museum was selected for redevelopment planning assistance through the Kansas State University Technical Assistance to Brownfields (KSU TAB) program in partnership with the East Central Intergovernmental Association (ECIA) Brownfields Program. ECIA has previously supported the museum through environmental assessment activities, helping position the site for future redevelopment opportunities.

Through collaboration among the museum board, project partners, stakeholders, and the consultant team, this planning effort was launched to evaluate existing conditions, identify market opportunities, engage the community, and develop a shared vision for the future of the museum campus. The resulting plan establishes a roadmap for sustainable growth that honors Clinton's heritage while positioning the Sawmill Museum as a premier community and visitor destination.

Timeline:

The Sawmill Museum at Riverfront North Plan was developed through six key phases over a nine-month planning process, with each phase building upon the previous phase to guide the final vision, recommendations, and implementation strategies for the campus.

01 *Project Kickoff
& Board Retreat
November 2025*

02 *Site & Market
Analysis
December 2025*

03 *Stakeholder
Engagement
Jan.-Feb. 2026*

04 *Design
Development
March 2026*

05 *Community
Workshop
April 2026*

06 *Final Plan &
Vision
June-July 2026*



BUILDING ON A LUMBER LEGACY

Project Site Context
 The Sawmill Museum campus occupies a highly strategic location approximately 2.8 miles north of downtown Clinton along the Mississippi River, placing it at the crossroads of the community's industrial heritage, cultural assets, and future redevelopment opportunities. The campus serves as the eastern anchor of the historic Lyons Business District, one of the region's earliest commercial centers. Lyons remains a vibrant neighborhood with locally owned restaurants, retail establishments, historic architecture, and a growing arts and cultural scene. The site also represents the potential northern anchor of a proposed riverfront park expansion, creating an opportunity to strengthen recreational and multimodal connections between the Mississippi River, the museum campus, the Lyons District, and the heart of downtown Clinton.

History of Sawmill Museum:
 The site's history is deeply intertwined with Clinton's emergence as one of the nation's leading lumber-processing centers during the late nineteenth and early twentieth centuries. At the height of the lumber era, Clinton was home to several major sawmills, including the world-renowned W.J. Young Lumber Company, and became known as the "Lumber Capital of the World." The Mississippi River served as a vital transportation corridor, allowing logs harvested from northern forests in Wisconsin and Minnesota to be floated downstream for milling, manufacturing, and distribution across the Midwest. Clinton, Iowa played a significant role in the lumber industry and westward expansion, making it an ideal location for the Sawmill Museum and learning center. The museum preserves and interprets this industrial heritage through permanent exhibits featuring original equipment from the historic Struve Mill, operational in Hauntown, Iowa from the 1860s through the 1980s. Donated by Mrs. Helen (Struve) Cotton, the collection demonstrates the lumber production process from tree harvesting to finished products. The museum also includes a functioning early 20th-century sawmill exhibit.





PROGRESS IMAGE OF TROLL INSTALLATION

Dambo Troll:

The installation of a Thomas Dambo troll at the Sawmill Museum represents a major placemaking opportunity for the Riverfront North area. Created by internationally recognized Danish artist Thomas Dambo, these large-scale sculptures are built from reclaimed materials and are known for attracting visitors from across the country. The troll installation will strengthen the museum's identity as a unique riverfront destination while increasing tourism, visibility, and community engagement. It also serves as a catalyst for future campus expansion, outdoor programming, and recreational experiences supporting long-term cultural and economic growth within the Lyons District.



NORTH RIVER DRIVE EXTENSION LOCATION

North River Drive Extension:

The City of Clinton has secured funding for the design and engineering of the future North River Drive Extension Project, a proposed 1.5-mile roadway intended to strengthen connections between Downtown Clinton and the Lyons Business District along the Mississippi River. As the northern anchor of the proposed extension, the Sawmill Museum site plays an important role in shaping how the corridor integrates into the broader riverfront context. The master planning process therefore considers scenarios both with and without the roadway extension to support flexible and long-term site development opportunities.



Helmut, one of Thomas Dambo's giant recycled-wood trolls, is located at the Sawmill Museum and is inspired by Clinton's rich lumber heritage. As part of the "Tree Thieves" story, Helmut carries a living tree, symbolizing the importance of environmental stewardship and restoring forests impacted by human activity. The sculpture connects Clinton's historic lumber industry with a message of sustainability, creating a unique public art attraction that celebrates both the community's past and future.

SITE AND MARKET CONTEXT



AERIAL VIEW OF SAWMILL MUSEUM AT RIVERFRONT NORTH SITE

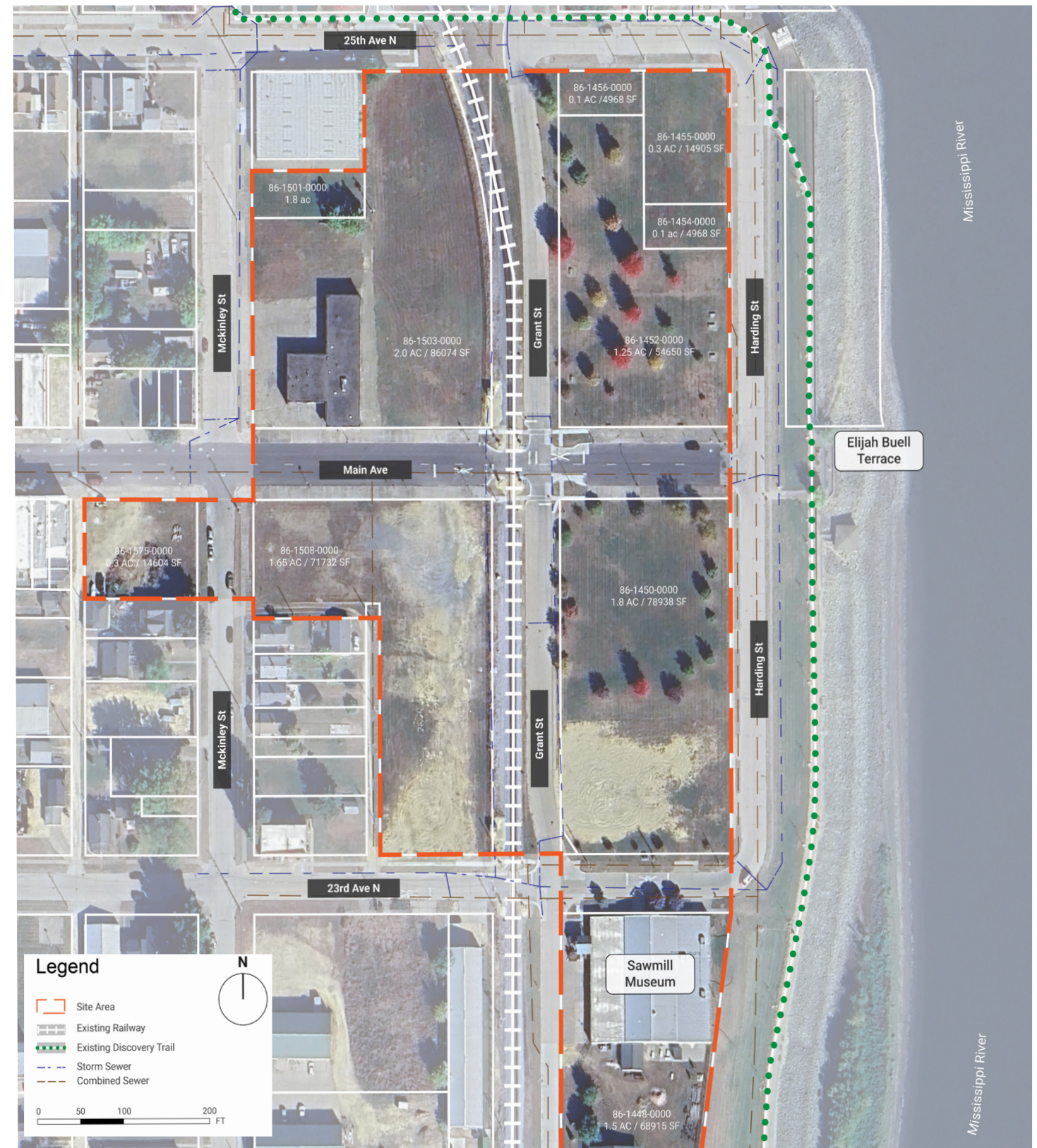


AERIAL VIEW OF SAWMILL MUSEUM AT RIVERFRONT NORTH SITE

Sawmill Campus Boundary

The Sawmill Museum at Riverfront North campus consists of approximately 10 acres across 10 non-contiguous parcels owned by Midwest Lumber Museum LLC. Located along the Mississippi River in Clinton, Iowa, the site is generally bounded by 25th Avenue N. to the North, Harding Street to the east, 23rd Avenue N. to the south, and McKinley Street and adjacent alley connections to the west. The Canadian Pacific Railroad bisects the site north to south, creating both physical separation and access challenges across the parcels.

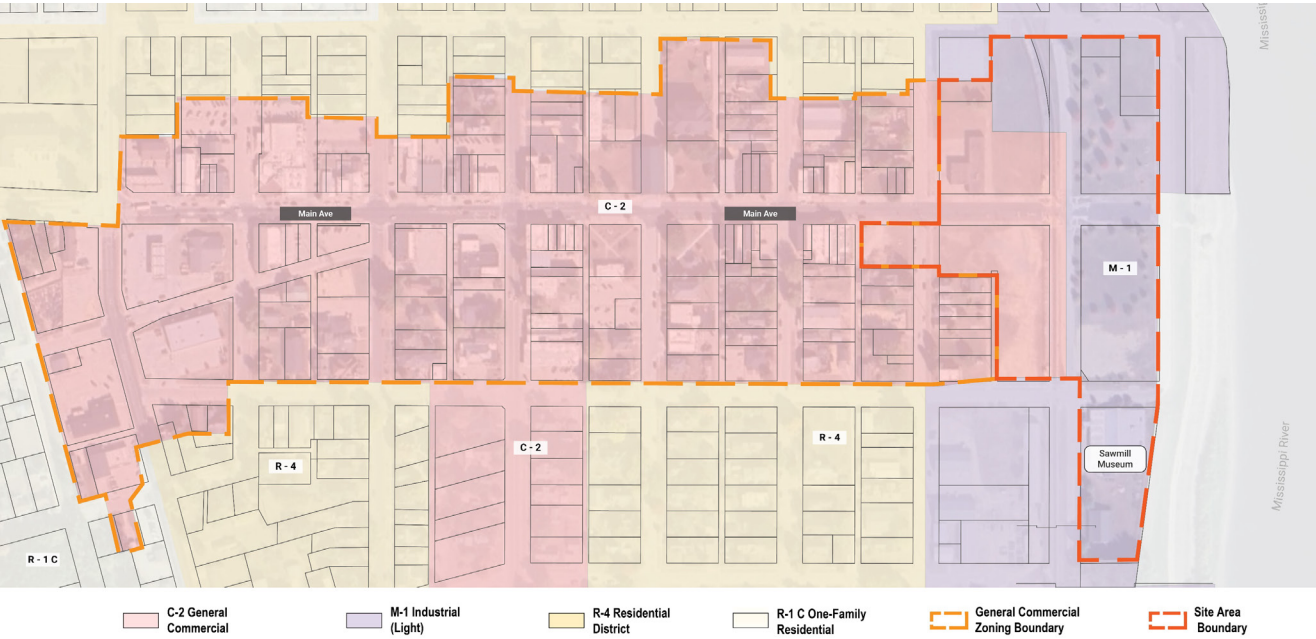
The site benefits from its riverfront setting, direct adjacency to the levee system, and connections to the Discovery Trail corridor linking Downtown Clinton to the northern riverfront. Existing stormwater and combined-sewer infrastructure along the parcel edges could support future redevelopment, subject to confirmation of capacity and connection requirements.



The majority of parcels within the Sawmill Museum campus currently remain vacant, apart from the existing Sawmill Museum building and associated parking areas at the southern end of the site. The northeast parcel is home to the installed Thomas Dambo Troll, an internationally recognized public art attraction that will strengthen visibility and tourism activity for Riverfront North. An existing vacant structure at the northwest parcel currently supports large-scale murals associated with the annual Paint It Back Festival. Together, these cultural and artistic elements contribute to the site's evolving identity as an emerging arts, recreation, and riverfront destination within Clinton.

Zoning Considerations:

The site is currently zoned a mix of C-2 and M-1, but the entire campus is included in the Main Avenue Overlay Zone, which supersedes the base zoning and allows for a variety of commercial and residential uses. If high residential density and or building heights greater than three stories are desired, the site will require rezoning or variance.



ZONING MAP

Environmental Assessment and Brownfield Considerations:

The Sawmill Campus site has undergone a Phase I Environmental Site Assessment (ESA), which identified the potential presence of environmental contamination associated with historic industrial and commercial uses on the property. Based on these findings, a Phase II Environmental Site Assessment is recommended to further evaluate conditions, determine the nature and extent of any contamination, and assess associated risks. Completion of a Phase II ESA will be necessary to inform appropriate remediation strategies and ensure compliance with applicable environmental regulations prior to site redevelopment. Addressing these environmental conditions is a critical step in enabling future development, public access, and long-term recreational and cultural use of the Sawmill Campus.



VIEW OF PAINT IT BACK BUILDING



VIEW OF MAIN AVENUE TOWARDS EASTERN LOTS

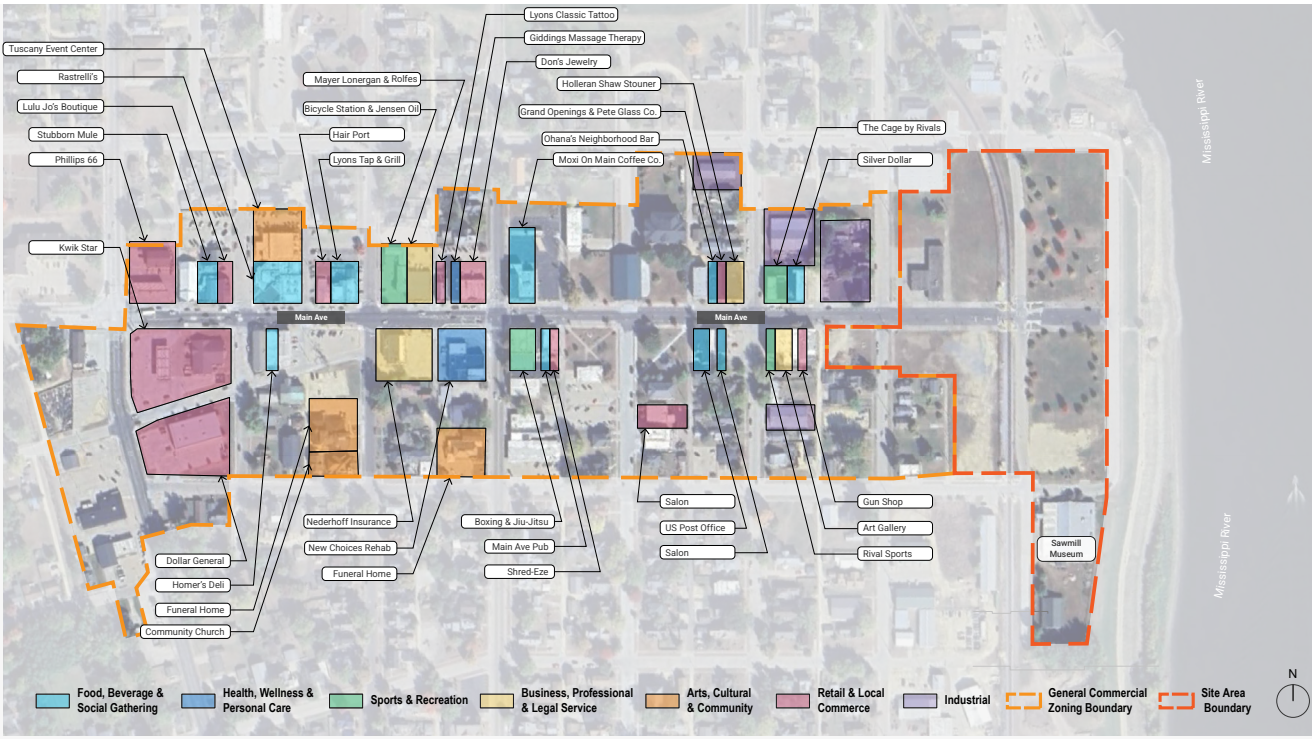
Site Infrastructure:

The site has access to public utilities are located within rights-of-way in and adjacent to the site. In the event of the North River Drive extension construction, a forcemain will need to be relocated within the site. The site currently has on-street parking spots that serve the Discovery trail and should remain. New off-street surface parking will be required to support new development and public uses. Additionally, stormwater management will be required to support development.



Neighborhood Asset Map:

The Sawmill Museum is positioned at the eastern end of Main Avenue within the historic Lyons neighborhood, an area that continues to retain its historic street grid and commercial identity. The district is characterized by tree-lined streetscapes, distinctive streetlights, historic homes, and a small-town feel, with a mix of shopping, dining, arts, and cultural attractions.



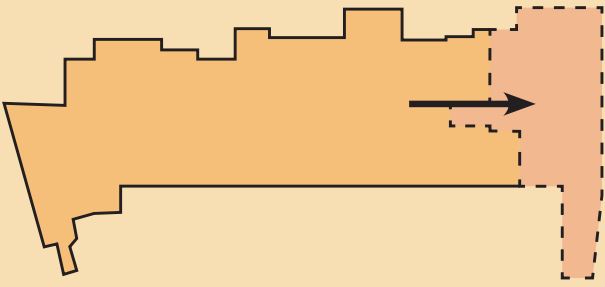
Context & Recommendations

The City of Clinton, Iowa has a population of just under 25,000 and is located along the western bank of the Mississippi River, immediately downstream from Lock and Dam 13 and approximately 40 miles northeast of the Quad Cities of Davenport and Bettendorf, Iowa and Moline and Rock Island, Illinois. The greater Clinton metro area includes the City of Camanche located immediately south of Clinton, and the City of Fulton, Illinois, located across the Mississippi River. Clinton is served by U.S. Highway 30, an east/west route serving Iowa to the west and Illinois to the east, and Highway 67, a north/south route serving eastern Iowa. The City has two river crossings providing access to Illinois. The Sawmill Museum is located at the eastern end of Main Avenue Iowa, the primary commercial corridor of what was formerly the City of Lyons. The City of Lyons merged with Clinton in 1895 but still retains the original grid of Lyons as well as the Lyons name on many places in the area. The approach of the market study includes an examination of the supply and demand forces that affect the types of housing and commercial development likely to be developed on the Sawmill Museum site.

Commercial Findings:

Market analysis indicates opportunities for phased mixed-use redevelopment within the Sawmill District. Recommendations support modest retail, restaurant, entertainment, and art or studio-related uses integrated along Main Avenue and within future mixed-use development. Commercial activity is envisioned as an extension of the historic Lyons commercial corridor, helping strengthen local identity and create synergies with the Sawmill Museum, future Thomas Dambo Troll installation, and riverfront recreation amenities. Overall demand is estimated at approximately 10,000 square feet of future commercial space.

Commercial Recommendations:



Potential commercial expansion of the historic Lyons District along Main Avenue into the North Sawmill Site.

Overall commercial demand is estimated to range between 5,000 and 10,000 square feet within the Sawmill District. Future development and expansion along North River Drive could further increase commercial demand.



Mixed-use development with commercial frontage along Main Avenue could include:



Local Retail & Businesses Restaurants and Cafés Arts, Cultural, and Studio Spaces

Residential Findings:

Residential analysis identifies workforce housing as the most feasible near-term development opportunity within the Sawmill District. Initial phases may include 40–60 unit within multifamily buildings positioned to maximize views toward the Mississippi River. Both general occupancy and senior housing options are considered feasible based on existing market demand. Future phases may support additional market-rate apartments and townhomes responding to long-term housing demand and future riverfront redevelopment activity within Clinton.

Residential Recommendations:



Affordable apartment-style housing, including occupancy restricted or age-restricted (senior) housing.

+



Market-rate apartment-style housing or townhomes. Premium river-view residential units.

or



+



Rents for General units in 4-story with a view to Mississippi River could exceed \$1,700

↓

Developers pursuing affordable housing projects may be eligible for various funding and incentive programs, including: Low-Income Housing Tax Credit (LIHTC) Program (50–80% AMI), National Housing Trust Fund (30% AMI and below), Tenant-Based Rental Assistance Programs

Hospitality & Event Space Findings:

Hospitality analysis indicates that current market conditions do not independently support development of a conventional commercial hotel within the Sawmill District. However, as part of a broader destination-oriented development, a boutique hotel could be a favorable addition when integrated with an family friendly activity, the museum, and other complementary uses. Its feasibility would be driven primarily by the collective draw and visitor activity generated by the overall development rather than by existing external hotel market demand.

PLANNING WITH COMMUNITY



COMMUNITY DESIGN WORKSHOP

ACTIVITIES & PARTICIPANTS:

Board Retreat Workshop

November 2025

10 Board Members

Stakeholder Interviews

February– March 2026

12 Stakeholders

Design Workshop

April 2026

75+ Community Participants

The planning process for the Sawmill Museum at Riverfront North included multiple phases of stakeholder and public engagement to help guide the long-term vision for the site. Engagement activities included Board Retreat workshops, stakeholder interviews with representatives from diverse organizations, backgrounds, departments, steering committee discussions, and an open design workshop involving residents, visitors, and community members interested in the future of the Sawmill Museum at Riverfront North Campus.

These engagement efforts provided insights into the site's opportunities, challenges, and future aspirations. Discussions focused on recreation, tourism, housing, arts and culture, riverfront access, economic activity, mobility, and redevelopment opportunities within the corridor. Input from Sawmill Museum board members helped establish project priorities, while feedback from City stakeholders and community participants informed broader planning considerations and user-focused improvements. The engagement process helped establish a shared vision for future redevelopment within Riverfront North.

Board Retreat Workshop:

To support the Sawmill Campus Redevelopment planning project, KSU TAB, supported by Stantec, ECIA, and Eocene, facilitated a Sawmill Museum Board Retreat on Wednesday, November 19th,

2025. The purpose of the Board Retreat was to engage the museum leadership in the future visioning of the campus. The Board Retreat workshop included a site tour, design engagement activities, general project discussion, and a brainstorming session to develop a guiding project vision statement.

Stakeholder Interviews:

Stakeholder interviews were conducted during the initial phase of the project to facilitate meaningful one-on-one engagement with key community representatives and stakeholders. The project team completed twelve virtual interviews with City staff, business owners, community leaders, school board representatives, and residents to gather diverse perspectives and develop a comprehensive understanding of local opportunities, challenges, and priorities. Insights gained through these discussions helped establish a foundational project baseline and informed the development of planning and design strategies throughout the master planning process.

Community Design Workshop:

Following completion of the data collection and concept development phases, the project team hosted a morning coffee session for board members, the Lyons District Business Association, and other invited city stakeholders, followed by a separate community design workshop at a popular local brewery. Both engagement sessions presented project information, market study findings, and preliminary redevelopment concepts for public review and feedback. The workshop event attracted more than 75 community members, who provided input on preferred development alternatives and shared comments, questions, and ideas with the planning team. Feedback gathered during the workshop played a critical role toward selection of the preferred redevelopment concepts, which informed the final master plan and implementation framework.



DEVELOPMENT SESSION WITH BOARD MEMBERS



COMMUNITY INPUT ON DESIGN CONCEPTS

Themes to Guide Development:

The following key project themes emerged through stakeholder engagement and community outreach activities and served as guiding principles for the development of the master plan. These themes reflect the community’s priorities, aspirations, and vision for the site and informed subsequent planning, design, and implementation recommendations.

A

Destination Entertainment & Family Attraction Zone

B

Year-Round Event & Community Hub

C

Mixed-Use Edge & Riverfront Stay Experience

D

Arts, Crafts & Interpretive Experience District

E

Riverfront Activation & Access

F

Resilient Landscape & Green Infrastructure Park



PROJECT SITE TOUR WITH BOARD MEMBERS

A project vision statement was developed through a series of stakeholder and project team meetings to establish a clear framework for guiding decision-making throughout the planning, design, and implementation phases of the project.

Project Vision Statement

The Sawmill District brings us together: a welcoming riverfront anchor rooted in history where family memories are made, and community grows.

DESIGN DEVELOPMENT

Board Retreat Workshop:

The Board Retreat Workshop served as a critical step in establishing the foundation for the site design development process. During the workshop, the project team and board members reviewed previously developed design concepts to identify preferred elements, recurring themes, and design approaches that should be carried forward into the new site plan. Participants engaged in a series of facilitated exercises to prioritize programmatic elements, develop a vision statement, establish a design theme, and generate potential development names.

The workshop continued with a guided site tour, providing participants the opportunity to evaluate existing conditions and explore design ideas in real time. Following the tour, attendees participated in an interactive design charrette focused on translating key themes and priorities into a cohesive development program. Working in small groups, participants used maps, sticky notes, markers, and massing blocks to visualize concepts for future development, park enhancements, public spaces, the proposed Sawmill Museum expansion, and improved connections to the riverfront.

Each group presented its concept to the broader retreat attendees, fostering discussion and collaborative refinement of ideas. The resulting concepts and feedback were documented in a workshop summary and incorporated into the design process, helping establish consensus and inform the final site design recommendations.



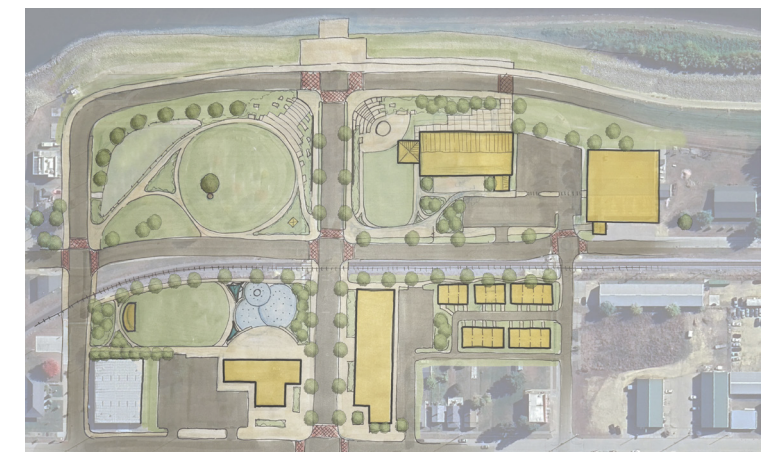
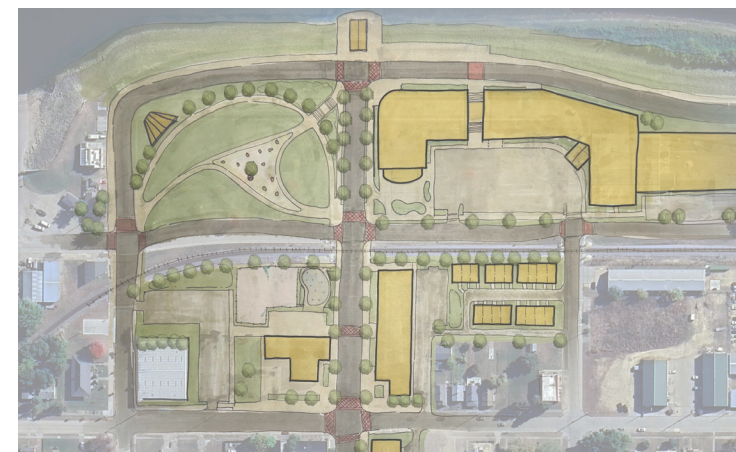
Bubble Concepts:

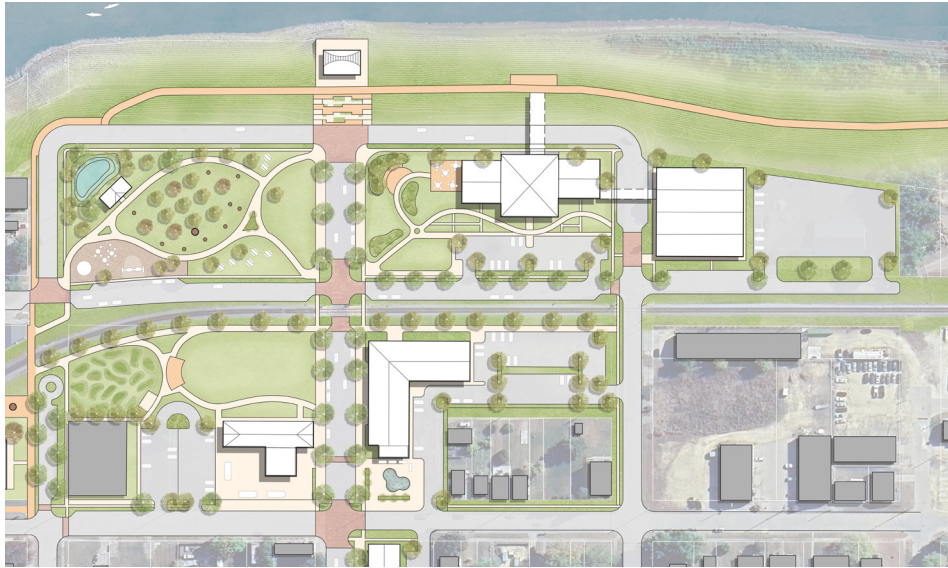
Following the Board Retreat Workshop, the design team developed a series of bubble diagrams to explore and refine potential site programs. These concepts synthesized feedback received during the retreat with findings from the existing conditions assessment, brownfield considerations, infrastructure analysis, and site opportunities and constraints. The bubble diagrams served as an initial framework for organizing land uses, amenities, and key redevelopment components across the project area. The preliminary concepts were presented to the Board alongside a summary of workshop outcomes, initial market study findings, and the emerging project vision, theme, and development name. This presentation provided an opportunity for discussion, refinement, and consensus-building before advancing into the next phase of the design process. Feedback gathered during this review informed the continued evolution of the site plan and ensured alignment with stakeholder priorities and project goals.



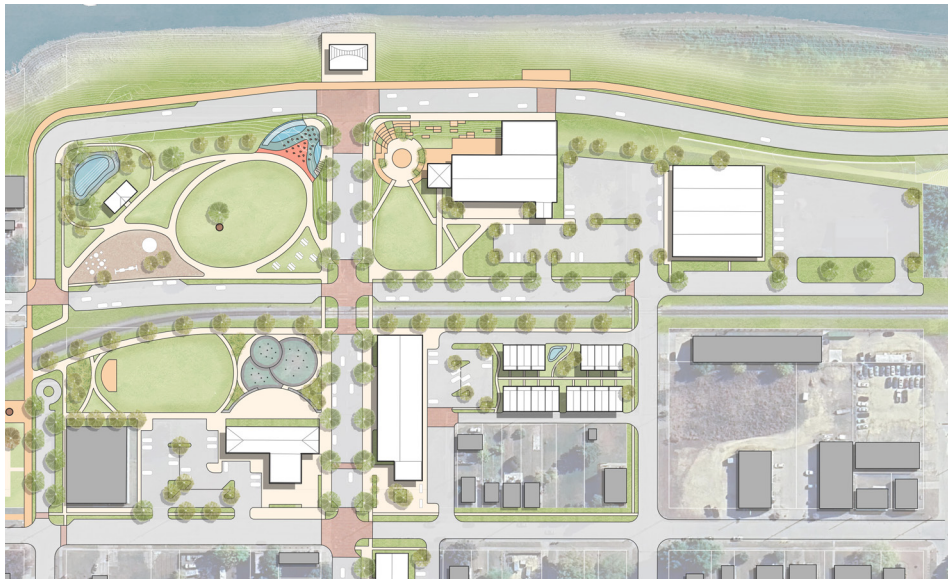
Preliminary Sketching:

The first phase of work concluded with the development of a preliminary hand-drawn site plan. This initial concept translated the preferred bubble diagrams into a more refined layout, advancing the organization of building placement, circulation patterns, parking areas, and pedestrian connections throughout the site. The sketch plan served as the first comprehensive representation of how the proposed program elements could be integrated within the project area's subsequent design refinement.

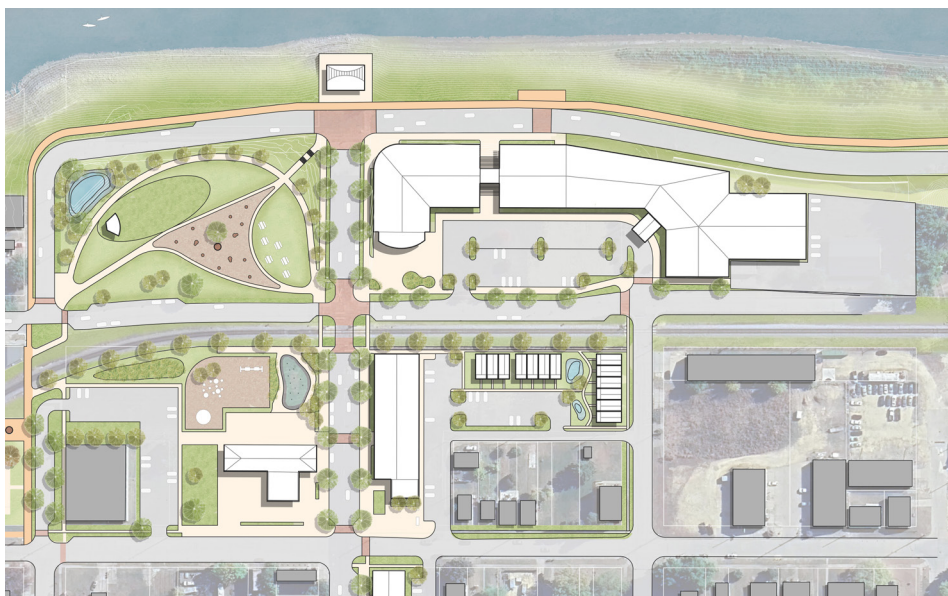




CONCEPT A



CONCEPT B-1 & B-2



CONCEPT C

At the conclusion of the design development phase, three redevelopment concept plans were prepared to illustrate alternative scenarios for the site's future development. Each concept was informed by the final market study findings and explored varying approaches to commercial development, residential building types and densities, public space amenities, and the proposed Sawmill Museum expansion. Concept alternatives also evaluated the feasibility of redevelopment both with and without the proposed Riverfront Drive extension, recognizing the uncertainty surrounding the project's implementation timeline.

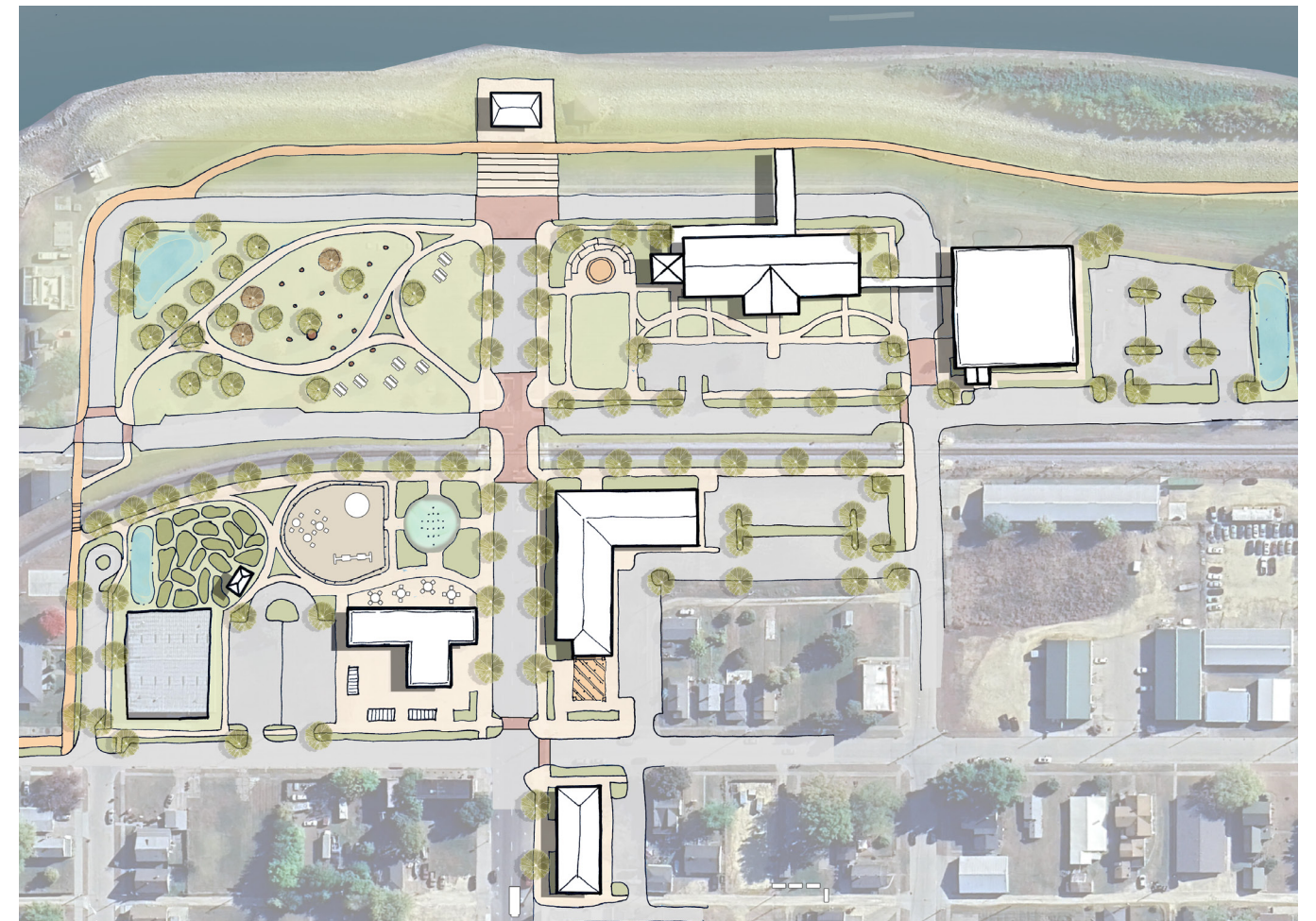
The concepts were presented to the Board to further evaluate and refine the development program, with discussions focused on the appropriate mix of uses, development intensity, and public amenities. Feedback from this phase helped establish a clear direction for the preferred redevelopment strategy.

While Concepts A and B explored moderate variations in land use and site programming, Concept C represented a more ambitious vision that included a major museum expansion, event venue, boutique hotel, family entertainment center, restaurant, and enhanced riverfront amenities. Inspired by successful destination-oriented developments along the Mississippi River, this concept demonstrated the site's long-term potential as a regional attraction and economic development catalyst, while acknowledging the significant investment and partnerships required for implementation.

PREFERRED DEVELOPMENT CONCEPT:

The final preferred redevelopment concept closely aligns with Concept A, with the addition of a nature-themed playground and splash pad adjacent to the existing Paint It Back building. The preferred concept balances redevelopment opportunities with recreational amenities, creating a family-oriented destination that complements the broader vision for the Sawmill Museum campus.

While the concept does not incorporate the proposed Riverfront Drive extension, it has been designed to remain fully functional and viable should the roadway project move forward in the future. The development program, circulation framework, and site amenities can be accommodated with or without the extension, providing flexibility while preserving the overall vision and character of the campus.



FINAL PREFERRED DEVELOPMENT CONCEPT

FINAL REDEVELOPMENT PLAN & RENDERING

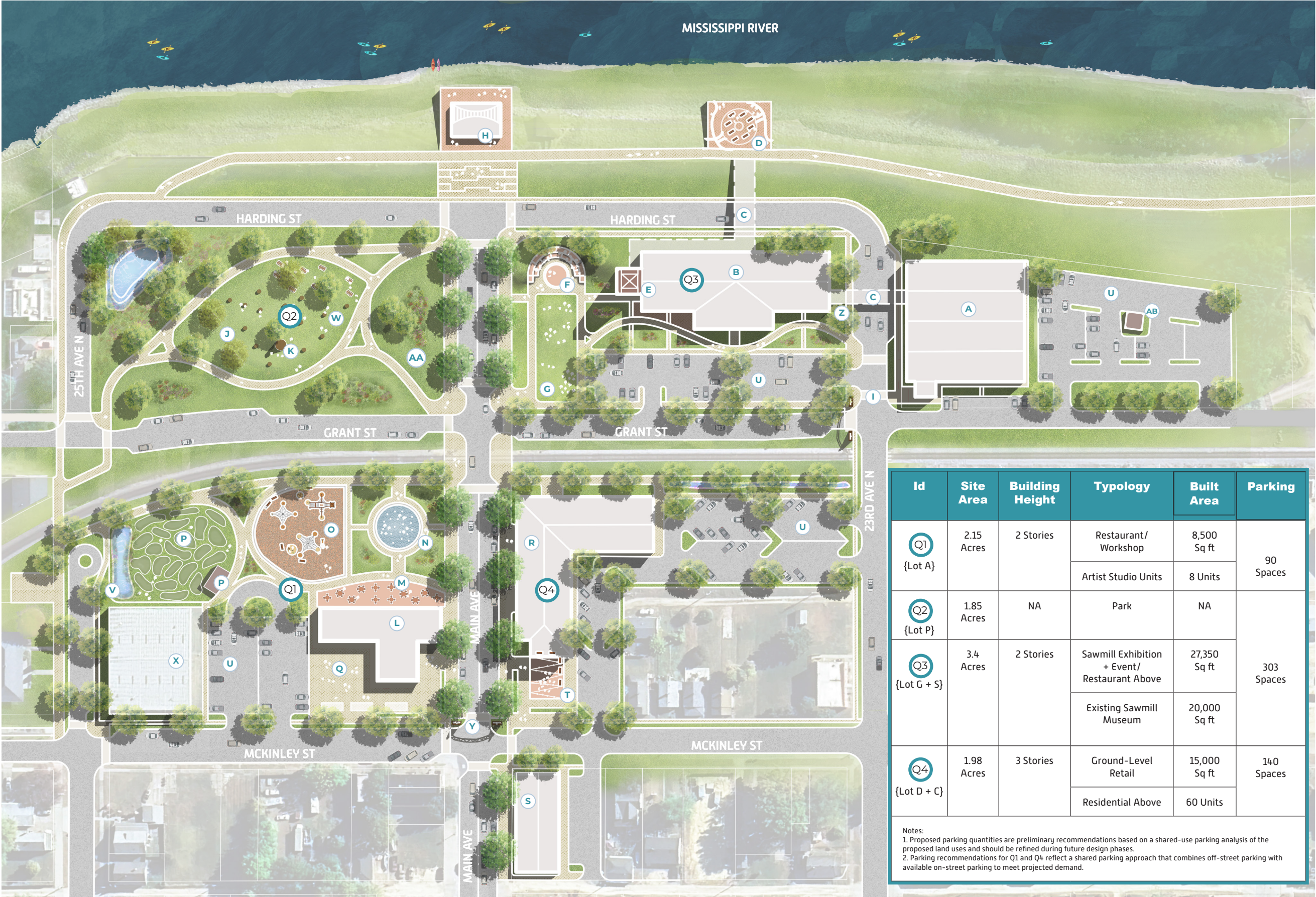
The final redevelopment plan for the Sawmill Museum and Riverfront North envisions a welcoming, year-round destination that reflects the Board's vision of creating "The Sawmill District brings us together: a welcoming riverfront anchor rooted in history where family memories are made, and community grows"

The proposed site design and programmatic amenities, illustrated in the following site plan and perspective renderings, establish a cohesive framework for future development that enhances the museum campus, strengthens connections to the riverfront, and expands opportunities for recreation, education, and community gathering. Collectively, these investments position the Sawmill Museum campus as a catalyst for growth and revitalization within the Lyons District and the broader Clinton region, creating a destination that celebrates local heritage while supporting long-term economic and community development.



Key:

- A Existing Sawmill Museum
- B Sawmill Museum Extension/Event Space
- C Upper-Level Connection to Building/Levee
- D Levee Viewing Area
- E Timber River Viewing Tower
- F Terraced Amphitheater & Outdoor Classroom
- G Event Lawn
- H Enhanced Elijah Buell Terrace
- I Enhanced Pedestrian Crossings
- J Exhibition Lumber Forest
- K Helmut Troll
- L Restaurant/Workshop + Artist Studio Above
- M Outdoor Seating Area
- N Interactive Fountain and Plaza
- O Timber-Themed Playground
- P Putt-Putt Course, Office, & Equipment Rental
- Q Food-truck Plaza
- R Ground-Level Retail with Residential Above
- S Ground-Level Retail with Residential Above
- T Entrance Plaza & Signage
- U Parking Areas
- V Stormwater BMP
- W Timber Climbing Logs and Stumps
- X Existing Building to Remain
- Y 'Sawmill at Riverfront North' Gateway Signage
- Z Lumber Mill Architectural Detail
- AA Phytoremediation/ Natural Landscape
- AB Maintenance Shed



ILLUSTRATIVE PLAN VIEW RENDERING



ILLUSTRATIVE PERSPECTIVE RENDERING

REDEVELOPMENT VISION

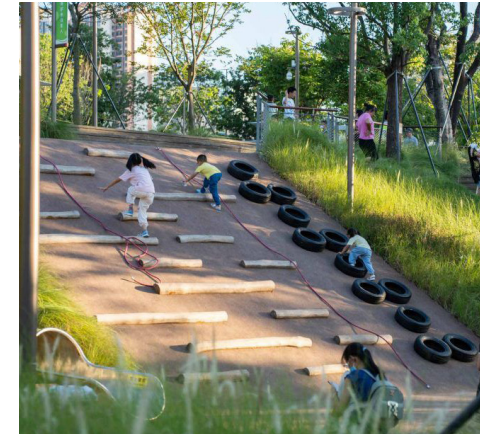
The Sawmill Museum at Riverfront North is envisioned as a premier family-friendly destination that celebrates the area's heritage while creating new opportunities for recreation, education, and community engagement. A thoughtfully curated collection of amenities will encourage residents and visitors to linger, explore, and connect with the riverfront. The precedent images shown to the right and the following pages illustrate the character and intent of the key amenities proposed as part of this vision.



Wayfinding: The plan incorporates branded wayfinding signage at key gateways and throughout the campus to create a strong identity.



Putt-Putt: The plan incorporates a natural miniature golf course, providing an engaging, family-friendly attraction to the overall site offerings.



Creative Play: The plan introduces creative play elements, including a levee climbing structure as an active alternative for kids to engage with the levee trail.



Timber Climbing Elements: The plan incorporates timber-themed climbing structures throughout the campus, creating interactive play opportunities that encourage exploration, landscape engagement, and imaginative recreation. These natural play elements reinforce the site's lumber heritage while promoting an outdoor experiences for visitors of all ages.





Nature-Based Playground

The inclusion of a nature-based playground within the master plan supports the creation of a family-friendly destination that encourages outdoor recreation, exploration, and intergenerational engagement. Designed with natural materials, landscape features, and imaginative play elements, the playground provides opportunities for children to connect with nature while promoting physical activity and creative play.



Timber Observation Tower

The proposed timber observation tower will serve as a signature feature of the Sawmill Museum master plan, integrated with the museum expansion/event space as part of the overall museum experience. Physically connected to the museum, the tower will provide ADA-compliant access to elevated views of the Mississippi River while serving as both an educational and experiential destination. The tower will offer year-round opportunities for visitors to experience the riverfront landscape, region's natural beauty, and gain a unique perspective on the area's historic relationship with the timber industry and the Mississippi River. This experience will foster a deeper connection to Clinton's waterfront heritage while enhancing the overall visitor experience and length of stay at the museum.



Interactive Fountain

An interactive fountain creates a dynamic public gathering space that provides seasonal water play opportunities, helping to attract families and visitors during warmer months while enhancing the overall vibrancy of the site. When not in operation, the fountain plaza functions as a flexible civic space capable of accommodating community events, markets, and winter activities, ensuring year-round activation and enjoyment of the public realm.



Elijah Buell Terrace Pavillion

The master plan, the plan recommends relocating and expanding the pavilion along the Main Street corridor to create a prominent visual anchor for the district, while incorporating timber-inspired architecture and accommodating larger community gatherings, events, and celebrations.



Museum Expansion and Event Space

The proposed museum expansion draws inspiration from the historic lumber mill architecture while providing indoor and outdoor exhibit space, a visitor café with outdoor seating, and an upper-level event venue. The event space will offer access to the attached timber observation tower, a second-floor outdoor terrace, and a pedestrian bridge connecting visitors to the levee.



Paint it Back

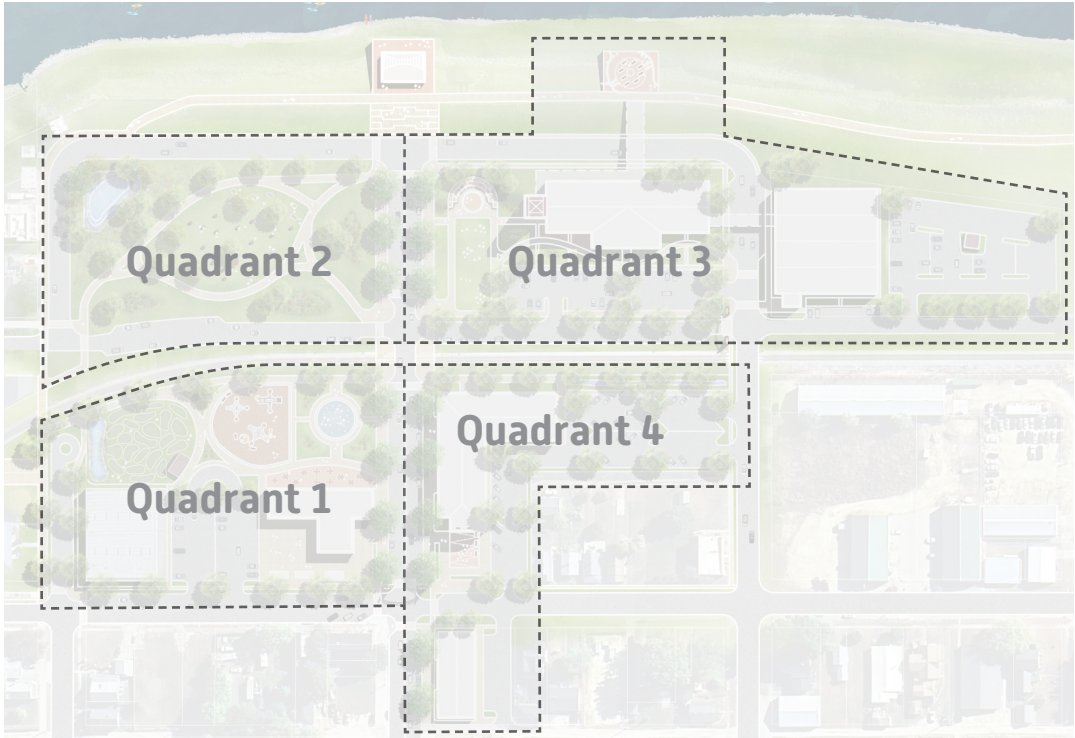
The Paint It Back Building is envisioned as a vibrant mixed-use destination featuring food and beverage offerings, retail, entertainment, or other complementary uses, with the adaptive reuse of the former automobile dealership creating an engaging indoor-outdoor experience through large operable garage doors that connect seamlessly to the existing patio.

Note: Some illustrative precedent imagery on page 31 through page 33 has been generated using AI for visualization purposes only.

PROJECT FEASIBILITY

An Opinion of Probable Cost (OPC) has been developed for the Sawmill Redevelopment Plan to provide a high-level budgeting framework based on the conceptual master plan vision. As the estimate is derived from preliminary planning-level concepts, all costs should be considered preliminary and subject to refinement through future architectural, engineering, and final design efforts.

The cost estimate is intended to support grant funding pursuits, capital improvement planning, and project budgeting by establishing order-of-magnitude costs for the proposed improvements. To provide flexibility for future implementation, the OPC is organized by project quadrants, allowing individual redevelopment areas to advance independently as funding becomes available. Within each quadrant, costs are further categorized by civil infrastructure improvements, landscape architecture elements, and building development components to assist with project phasing and funding strategies. The estimate includes anticipated design and engineering fees, as well as construction costs, providing a comprehensive overview of the investment required to realize the master plan vision.



Opinion of Probable Costs

Q2	
Civil & Landscaping	\$1,231,328.03
Buildings	\$-
Q2 TOTAL	\$1,231,328.03
Q3	
Civil & Landscaping	\$1,477,213.80
Buildings	\$14,216,760.00
Q3 TOTAL	\$15,693,973.80
Q1	
Civil & Landscaping	\$2,311,147.08
Buildings	\$6,426,600.00
Q1 TOTAL	\$8,737,747.08
Q4	
Civil & Landscaping	\$1,824,018.50
Buildings	\$22,934,400.00
Q4 TOTAL	\$24,758,418.50
PROJECT TOTAL	\$50,421,467.41

* Order of quadrants is based on estimated phasing

APPENDIX

MARKET STUDY

NOTES:

This document was produced by Stantec, a partner of the Technical Assistance to Brownfields (TAB) Program at Kansas State University (KSU), to conduct Brownfields Site Redevelopment Planning – Sawmill Museum at Riverfront North. KSU TAB is an EPA funded program. User Entities receiving TAB assistance should engage appropriate professional services prior to making final decisions, plans or actions on brownfields redevelopment projects. No warranties are made, express or implied.

This project has been funded wholly or in part by the United States Environmental Protection Agency under assistance agreement [41-84066501] to Kansas State University. The contents of this document do not necessarily reflect the views and policies of the Environmental Protection Agency, nor does the EPA endorse trade names or recommend the use of commercial products mentioned in this document.



BROWNFIELD *IMPLEMENTATION* PLAN

SAWMILL MUSEUM AT RIVERFRONT NORTH

SEPTEMBER 2026



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ACKNOWLEDGEMENTS

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This project was made possible through the collaboration and commitment of many stakeholders dedicated to Riverfront North’s future growth and revitalization. The Sawmill Museum Board (Board) and the consulting team extend their appreciation to community leadership, elected officials, municipal staff, and regional partners who contributed their time, expertise, and local knowledge throughout the planning process. The Board also recognizes the valuable financial and technical support provided through the U.S. Environmental Protection Agency Brownfields Program, which helped make this effort possible.

This document was produced by Eocene Environmental Group, Inc, in partnership with the East Central Intergovernmental Association (ECIA), the Technical Assistance to Brownfields (TAB) Program at Kansas State University (KSU), and Stantec to conduct Brownfields Site Redevelopment Planning – Sawmill Museum at Riverfront North. KSU TAB is an EPA funded program. User Entities receiving TAB assistance should engage appropriate professional services prior to making final decisions, plans or actions on brownfields redevelopment projects. No warranties are made, express or implied.

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EXECUTIVE SUMMARY

Background

The Sawmill Museum at Riverfront North Brownfield **Redevelopment Plan** (Redevelopment Plan) presents a long-term vision for transforming a collection of underutilized riverfront properties into a vibrant destination. This Sawmill Museum at Riverfront North **Brownfield Implementation Plan** (Plan) builds on that vision and the priorities identified by the Sawmill Museum Board (Board). It also considers project costs, environmental conditions, funding potential, and development readiness to identify the strongest opportunities for implementation.

Framework & Phasing

This Plan uses a Scan-Assess-Prioritize framework to compare implementation opportunities. The assessment balances each project's potential impact with its current readiness to move forward.

The vision developed for Riverfront North is estimated to cost approximately \$50.42 million upon full realization. With this figure in mind, the Plan is organized into four manageable phases. Phase 1 offers the strongest combination of visibility, Board alignment, funding fit, and implementation readiness. The phase sequence is flexible and should respond as projects gain funding, materials, or partners, or as private development opportunities emerge.

Environmental conditions influence project readiness but do not determine the implementation sequence by themselves. The Redevelopment Plan recommends additional assessment before redevelopment. The appropriate scope and timing should be determined for each project as it moves toward implementation.

During the first 24 months, the Board should confirm the Phase 1 scope, assign implementation responsibilities, and prepare priority projects for funding and design. Small-scale events and visitor improvements can maintain activity at Riverfront North while larger projects advance. Beginning with visible and fundable projects will demonstrate progress and strengthen the case for future investment.

This Plan organizes implementation into four manageable phases:

Phase 1: Riverfront Activation & Education

Advances riverfront open space and outdoor education areas, including gathering areas, an event lawn, outdoor classroom, amphitheater, signage, and visitor programming.

Phase 2: Family Recreation & Visitor Experience

Expands family recreation and visitor amenities through a nature-based playground, miniature golf, interactive water feature, restroom pavilion, and Paint It Back adaptive reuse and activation.

Phase 3: Destination Development

Prepares for the museum expansion, timber observation tower, visitor café and event space, exhibits, and related destination improvements. Planning and fundraising may begin immediately with implementation accelerating if major funding is secured.

Phase 4: Catalytic Private Redevelopment

Supports opportunity-driven mixed-use redevelopment through private investment, City of Clinton (City) partnership, infrastructure coordination, and market feasibility.

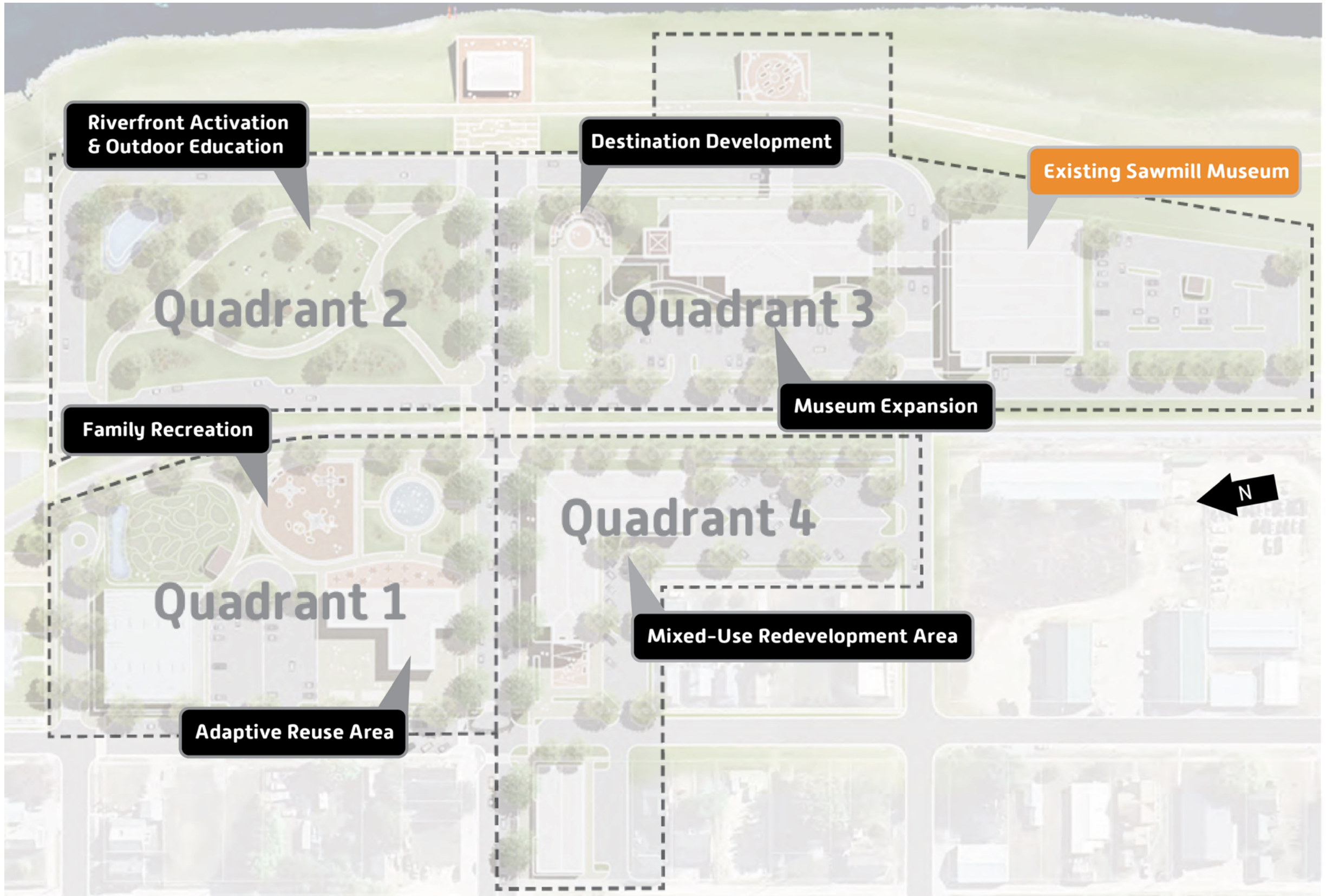


FIGURE 1.1 STUDY AREA & REDEVELOPMENT PLAN CONCEPTS

CHAPTER 1: INTRODUCTION

Project Background

The Redevelopment Plan represents a long-term vision for transforming underutilized riverfront properties into a vibrant destination connected to the Mississippi River and Lyons District. The preferred redevelopment concept builds on the City's lumber history through a museum expansion, family-oriented amenities and experiences, mixed-use development, and enhanced riverfront experiences.

The approximately 10.2-acre project area consists of 10 parcels in Clinton, Iowa. It is generally bounded by 25th Avenue North, Harding Street, 23rd Avenue North, and McKinley Street. Grant Street and Main Avenue divide the area into four planning quadrants, numbered clockwise from Q1 in the northwest. The existing Sawmill Museum at 2231 Grant Street is located in Q3, as shown in Figure 1.1.

The Redevelopment Plan was informed by Board workshops, stakeholder interviews, and a community design workshop where participants reviewed three redevelopment concepts. Feedback consistently supported stronger riverfront connections, year-round family-friendly activities, and recognition of Clinton's lumber heritage. These themes shaped the preferred redevelopment concept and implementation priorities in this Plan.

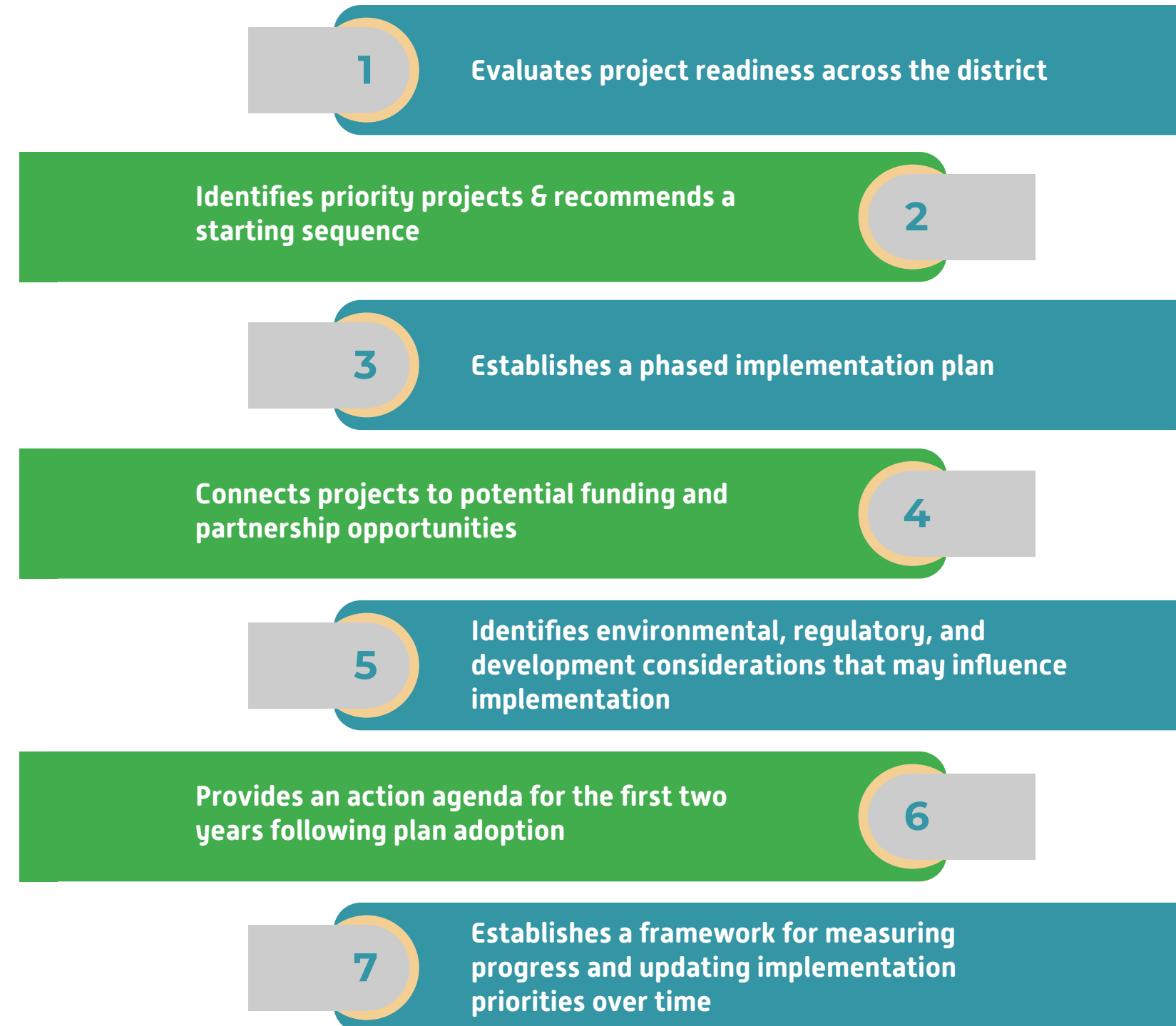
In April 2026, the district experienced a significant investment through the installation of a Thomas Dambo troll within Q2. This development has increased the Riverfront North's visibility and demonstrated to the community the Museum's ability to advance major projects. Additional momentum is being built through further visitor programming and community-led improvements, including a September 2026 Woodland Workday supported by volunteers and donated trees.

This Implementation Plan identifies the actions, partnerships, funding strategies, and sequencing necessary to move the broader vision forward.

Purpose of the Implementation Plan

The Redevelopment Plan presents the long-term vision for Riverfront North. This Implementation Plan focuses on the steps needed to advance that vision. The purpose of this document is to provide a practical roadmap while recognizing the financial, organizational, environmental, and market realities associated with redevelopment. It helps the Board and project partners understand which projects are most ready to advance and what resources may still be needed.

Specifically, this Implementation Plan:



Implementation Framework

Implementation recommendations were developed using a Scan, Assess, and Prioritize process adapted from the American Planning Association’s Implementation Project Assessment framework. The process compares project alignment, feasibility, and potential impact to help move the redevelopment vision toward action. For Riverfront North, the framework was adapted to reflect local priorities, known site conditions, available resources, and the complexity of each project.

SCAN

This step establishes the information base for implementation planning

The following information was reviewed

- Brownfield Redevelopment Plan
- Board retreat findings and visioning exercises
- Public engagement and design workshop results
- Planning-level cost estimates
- Phase I Environmental Site Assessments
- Funding programs and partnership opportunities
- Existing projects and investments within the district

This review identified the principal opportunities and constraints affecting the five project components evaluated in Chapter 3.

ASSESS

This step evaluates potential implementation projects through the alignment, feasibility & impact lenses.

Alignment – whether the project supports the Board’s stated priorities, the Redevelopment Plan’s direction, and community input on final design.
Feasibility – whether the project can realistically move forward based on funding potential, environmental readiness, development complexity, organizational resources, and partnership needs.
Impact – whether the project would create meaningful public benefit, increase visitation, strengthen the Museum’s role as a destination, or support long-term district redevelopment.

These considerations inform the five readiness categories used throughout this Plan: Board Priority, Community Impact, Funding Potential, Environmental Implementation Readiness, and Development Readiness.

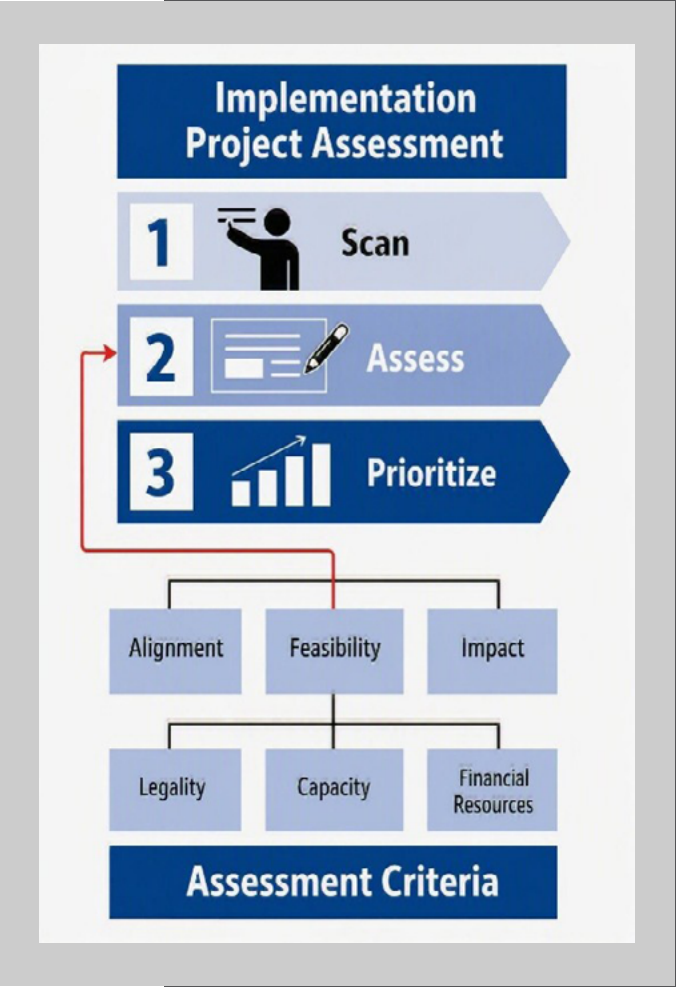
PRIORITIZE

This final step translates assessment findings into a phased implementation strategy

Based on the Scan-Assess-Prioritize framework, the recommended starting sequence is:

1. Riverfront activation and educational amenities
2. Family-oriented recreation and visitor experiences
3. Museum expansion and destination development
4. Mixed-use redevelopment and private investment opportunities

Projects were organized according to current readiness & implementation complexity. Although there are four geographic quadrants, some components require separate implementation tracks. E.g, the Q3 outdoor classroom and amphitheater have different funding and development needs than the museum expansion and observation tower. The starting sequence provides a practical starting point rather than a fixed schedule. Individual projects may advance sooner or in parallel as readiness changes.



SOURCE: AMERICAN PLANNING ASSOCIATION PAS MEMO NO.120

CHAPTER 2: KEY FINDINGS

Board Priorities & Implementation Direction

Input gathered through the Board retreat, community design workshop, and ongoing project coordination identified several consistent priorities that should guide implementation. While the Redevelopment Plan incorporates those themes into physical design, the implementation strategy uses them to help determine which projects should advance first.

The following are recurring priorities presented in no particular order:

- *Strengthening connections between the Museum, Mississippi River, and Lyons District.*
- *Expanding outdoor education, recreation, and year-round use.*
- *Developing family-oriented experiences for residents and visitors.*
- *Strengthening the Museum's role as an educational and cultural institution.*
- *Creating visible progress that supports funding and public confidence.*
- *Identifying revenue opportunities and partnerships that support long-term operations.*
- *Supporting future housing, commercial development, and private investment.*

Early investments should help bring people to the district, demonstrate progress, and strengthen the case for future fundraising and grant applications. This approach builds momentum before advancing more complex redevelopment and private investment projects.

Existing Momentum

The April 2026 installation of Helmut, a Thomas Dambo troll sculpture in Q2, has increased visibility at Riverfront North. The Museum's "Placer.ai" system estimates that the troll site received approximately **94,900 visits from 86,000 unique visitors** between May 1 and August 2, 2026. Although these estimates do not represent official attendance counts, they demonstrate Helmut's ability to attract substantial interest and create momentum for additional improvements. The Museum is building on that momentum through visitor programming and community-led improvements. A September 2026 Woodland Workday brought together more than 40 volunteers to plant 27 trees, install mulched walking trails, a cornhole game, and complete other improvements around Helmut. Additional natural play features are planned for later installation.

Community design workshop participants also supported additional signage, food trucks, events, and visitor amenities that expand the troll-related experience. These activities strengthen the case for nearby Q2 improvements while demonstrating how local partnerships and donated resources can support early implementation.



HELMUT TROLL SCULPTURE



COMMUNITY DESIGN WORKSHOP PARTICIPANTS GIVING FEEDBACK



VOLUNTEERS IN THE WOODLAND WORKDAY

Investment Reality

The Redevelopment Plan provides an Opinion of Probable Cost totaling approximately **\$50.42 million** for the full redevelopment vision. This total includes all components of redevelopment, including landscape architecture, engineering, and construction across the four project areas.

TABLE 2.1 OPINION OF PROBABLE COST

Project Area	Estimated Total Cost
Quadrant 1 (Q1)	\$8.74 million
Quadrant 2 (Q2)	\$1.23 million
Quadrant 3 (Q3)	\$15.69 million
Quadrant 4 (Q4)	\$24.76 million
Total Vision	\$50.42 million

Costs vary significantly by quadrant because each area includes a different mix of public-space, building, and private redevelopment components. Q2 has the lowest estimated cost and consists primarily of outdoor improvements. Q1 combines family recreation with the Paint It Back adaptive reuse, while Q3 includes both outdoor education and major museum expansion components. Q4 has the highest estimated costs and represents a potential future private mixed-use development project.

This cost structure has several implementation implications:

- The full vision cannot realistically be delivered as a single project.*
- Early implementation should focus on projects with manageable cost, high visibility, and strong funding alignment.*
- Larger building and mixed-use projects will require major fundraising efforts and strong public-private partnerships.*
- Cost estimates will be refined as projects move from concept planning through design, engineering, and construction documentation.*

Environmental Readiness Findings

Phase I Environmental Site Assessments (ESAs) were conducted at the ten parcels within the project area in advance of this Plan. The assessments intended to identify the potential for a property to be impacted by contamination in soils, groundwater, indoor air, or building materials prior to initiating redevelopment. The Phase I ESAs identified recognized environmental conditions (RECs), potential vapor encroachment conditions (VECs), and a Controlled Recognized Environmental Condition (CREC) associated with the district’s historical uses. Each report recommended further investigation in the form of intrusive confirmation sampling to determine if any contamination exists, and, if so, to what extent. Table 2.2 provides a high-level summary of each assessment.

Understanding Phase I ESA Terms

Recognized Environmental Condition (REC): A condition indicating that hazardous substances or petroleum products may have been released on or near a property. A REC does not confirm contamination, but it may warrant further investigation.

Controlled Recognized Environmental Condition (CREC): A documented release that has been addressed to the satisfaction of a regulatory agency but remains subject to controls, restrictions, or other conditions. The Q1 CREC is associated with a historical petroleum release that received a No Further Action determination from the Iowa Department of Natural Resources (IDNR).

Vapor Encroachment Condition (VEC): A condition in which vapors from contamination on or near a property could potentially migrate beneath or into a building. A potential VEC does not confirm that vapor intrusion is occurring.

Intrusive investigation: Physical sampling of soil, groundwater, soil gas, indoor air, or other materials to determine whether contamination is present and assess its extent.

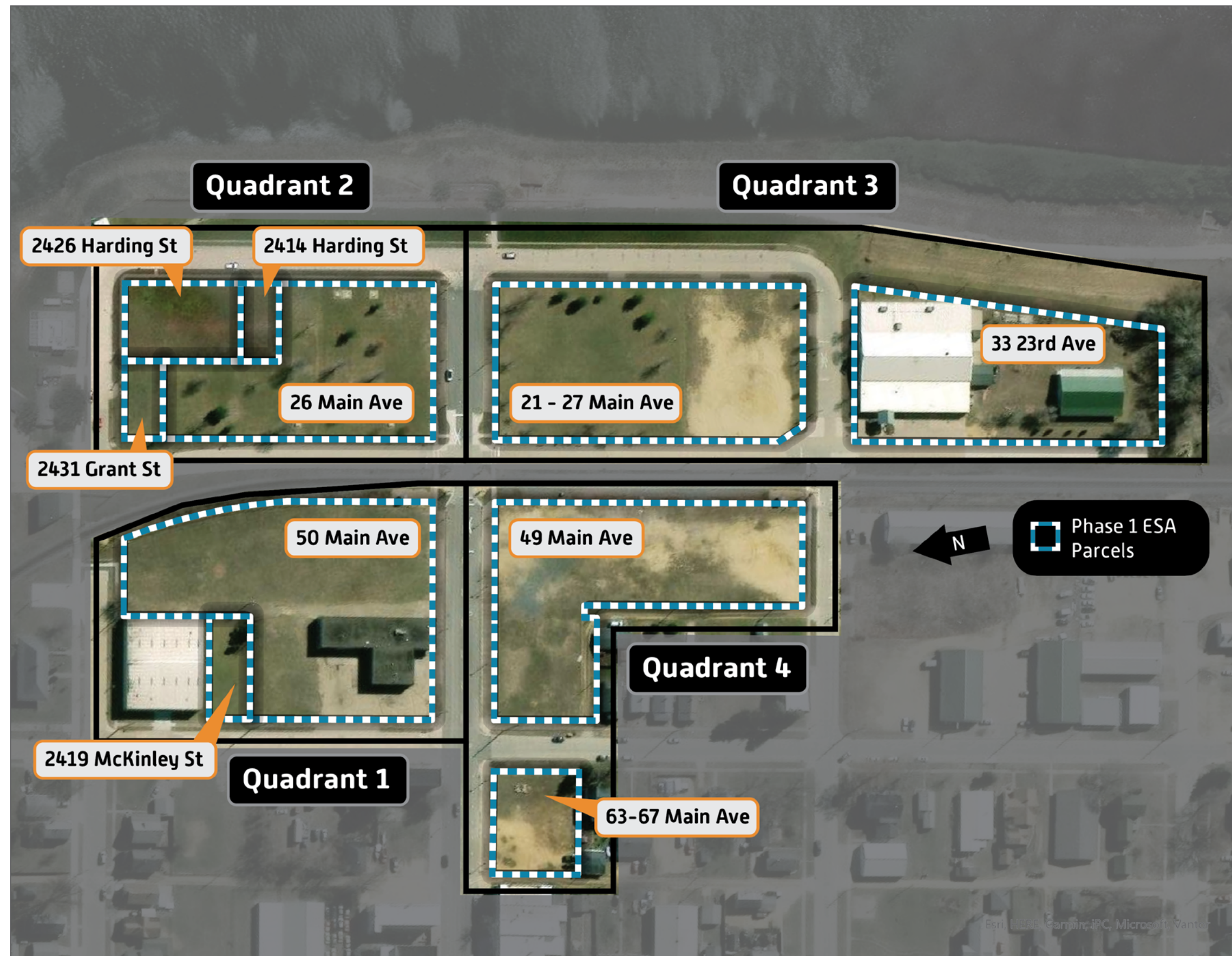


FIGURE 2.1 PHASE 1 SITE ASSESSMENTS

TABLE 2.2 PHASE 1 ENVIRONMENTAL SITE ASSESSMENT SUMMARY

Address	Parcel #	Project Area	Key Phase 1 Findings
2419 McKinley St	8615010000	Family recreation and adaptive reuse area (Q1)	RECs were identified related to surrounding gasoline stations, a car wash with USTs, machine and welding shop, auto repair, railroad tracks, dry cleaners, car dealership, and potential VEC.
50 Main Ave (Paint It Back Building)	8615030000	Family recreation and adaptive reuse area (Q1)	RECs were identified related to two single and three double underground hydraulic lifts, former rail spur, two gasoline stations, a car wash with USTs, machine and welding shop, auto repair, former USTs with incomplete assessment and removal documentation, nearby dry cleaners, and potential VEC. CRECs were identified related to petroleum impacts that received IDNR NFA status. ACM and LBP were confirmed in the building.
26 Main Ave	8614520000	Riverfront activation and outdoor education area (Q2)	RECs were identified related to former onsite industrial uses, railroad uses, and potential VEC.
2414 Harding St	8614540000	Riverfront activation and outdoor education area (Q2)	RECs were identified related to the property's former association with an electric plant, nearby historical electric plant, gasoline station, dry-cleaner, machine and welding shop, upgradient railroad uses, and potential VEC.
2426 Harding St	8614550000	Riverfront activation area (Q2)	RECs were identified related to a former onsite gasoline station, adjoining a historical foundry, machine shop, electrical plant uses, and potential VEC.

TABLE 2.2 PHASE 1 ENVIRONMENTAL SITE ASSESSMENT SUMMARY (CONTINUED)

Address	Parcel #	Project Area	Key Phase 1 Findings
2431 Grant St	8614560000	Riverfront activation and outdoor education area (Q2)	RECs were identified related to adjoining historical gasoline station, foundry, machine shop, electrical plant uses, and potential VEC.
21–27 Main Ave	8614500000	Family recreation and adaptive reuse area (Q3)	RECs were identified related to historical industrial and commercial uses, hazardous waste generation, former underground storage tanks (USTs) and hoist oil tanks, adjacent property uses, and potential VEC.
33 23rd Ave N	8614480000	Museum expansion and destination development area (Q3)	RECs were identified related to an apparent underground hydraulic hoist, historic industrial and commercial uses, railroad tracks/spurs, surrounding auto repair and railroad uses, and potential VEC. Additional findings noted possible asbestos-containing materials (ACM) and lead-based paint (LBP) due to building age.
49 Main Ave	8615080000	Mixed-use redevelopment area (Q4)	RECs were identified related to historical industrial and commercial uses, and potential VEC.
63–67 Main Ave	8615750000	Mixed-use redevelopment area (Q4)	RECs were identified related to historical industrial and commercial uses and potential VEC.

TABLE 2.3 ENVIRONMENTAL IMPLEMENTATION READINESS BY QUADRANT

Quadrant	Environmental Implementation Readiness	Key Findings
Q1 Family Recreation / Adaptive Reuse Area	Moderate-Low	Q1 contains the most significant known environmental complexities, including a CREC, documented petroleum impacts, UST uncertainty, hydraulic lifts, and asbestos/lead-based paint considerations in the existing building.
Q2 Riverfront Activation	High	RECs and potential VECs were identified in the Q2 properties. The proposed improvements are primarily open space, landscaping, trails, outdoor seating, and lighting, creating less construction and environmental complexity than building redevelopment or more intensive end uses.
Q3 Outdoor Classroom / Museum Expansion Area	Moderate	Historical automotive, industrial, gasoline station, hazardous waste generator, and UST-related conditions were identified. Outdoor improvements are more implementation-ready than vertical construction.
Q4 Mixed-Use Redevelopment Area	Moderate	RECs were identified related to historic commercial, automotive, coal yard, gasoline engine works, and dry-cleaning uses. Future redevelopment will likely require additional project-specific environmental review.

The Redevelopment Plan recommended additional environmental assessment activities be conducted across the project area before initiating redevelopment. The appropriate scope and timing should be determined for each project in consultation with a qualified environmental professional. The review should reflect proposed end use, expected site disturbance, available environmental information, and applicable funding or regulatory requirements.

Environmental conditions do not prevent implementation, but they may affect project readiness, design, costs, and construction. Environmental readiness reflects the relative complexity of implementing the proposed use. It does not indicate that a property is free of contamination or that additional assessment will not be required. Funding programs, lenders, regulators, or development partners may also require additional documentation.

Environmental conditions are only one factor shaping implementation readiness. They should be considered alongside project complexity, funding potential, public benefit, Board priorities, and partner capacity.

Development Readiness Findings

Development readiness considers how easily a project can move from concept to implementation based on cost, organizational resources, funding fit, partnership needs, and long-term operational requirements.

Q2 and the outdoor components of Q3 currently have the highest development readiness because they can advance without major building construction. Q1 has moderate readiness due to its environmental, building, and operating considerations, although a smaller natural playground may advance sooner. The Q3 museum expansion requires more intensive design and fundraising but could accelerate if major funding is secured. Q4 depends primarily on a viable developer, financing structure, and clearly defined public-private roles.

Again, these findings provide a starting point for implementation rather than a fixed schedule. Project timing should be adjusted as funding, partners, materials, or private development opportunities emerge.

Funding Fit as Readiness Factor

Public-facing projects generally have clearer near-term funding pathways because they create broad community benefits. Recreation, education, placemaking, and tourism improvements align more readily with common grant categories and can be scaled to fit grant cycles and local funding support. This flexibility allows implementation to move forward in phases as funding opportunities become available.

For these reasons, Q2 riverfront activation and the Q3 outdoor education components have stronger near-term funding alignment. The museum expansion, Paint It Back adaptive reuse, and Q4 mixed-use redevelopment remain fundable, but they will require larger or more specialized funding packages. Chapter 5 provides a more detailed discussion of potential funding sources, match requirements, grant constraints, and project-specific funding considerations.

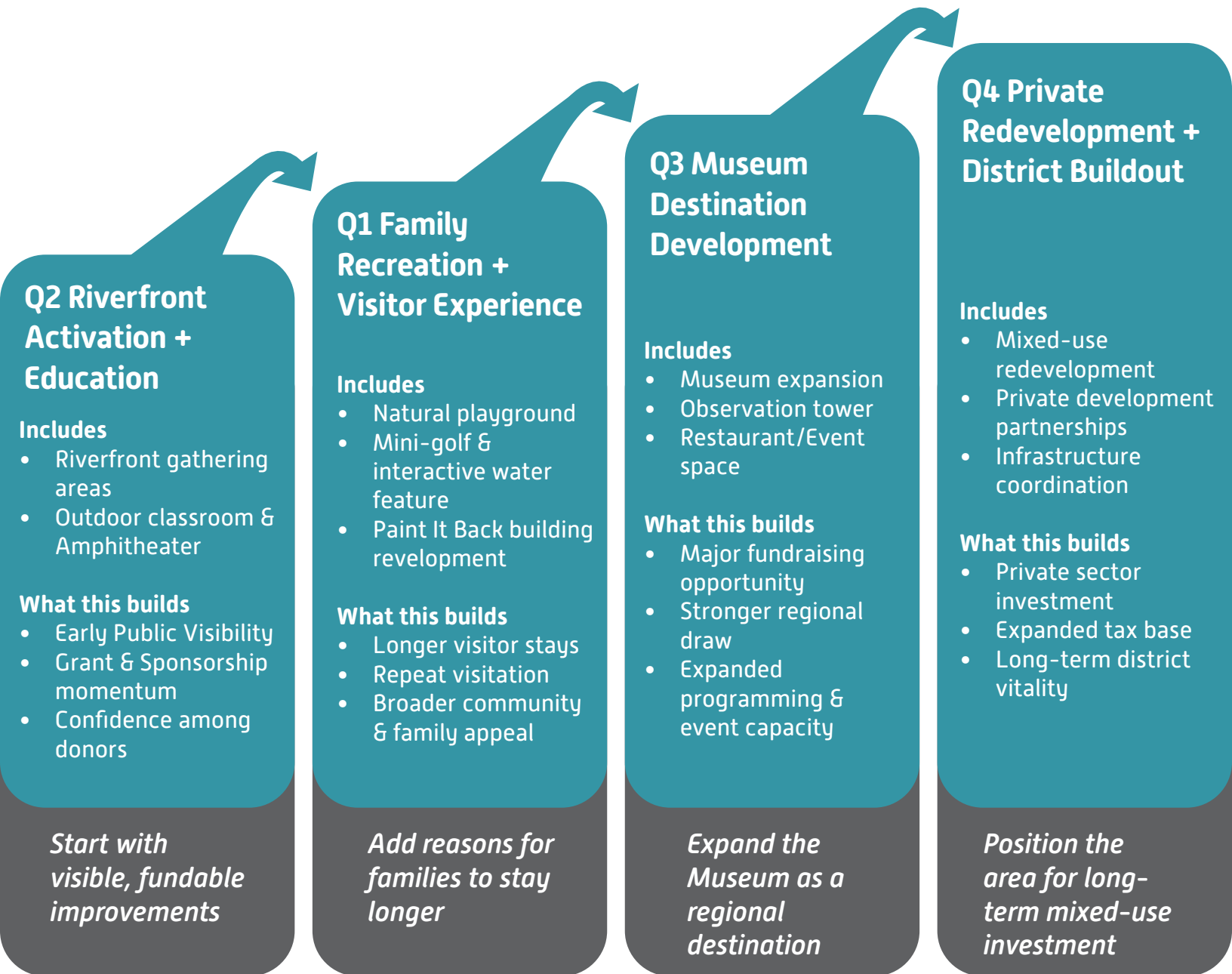


FIGURE 2.2 MOMENTUM THROUGH PHASED IMPLEMENTATION

CHAPTER 3: READINESS ASSESSMENT & PRIORITY PROJECTS

The Redevelopment Plan includes improvements ranging from public spaces and family recreation to museum expansion and mixed-use redevelopment. Because the full vision cannot be implemented at once, this chapter compares the current readiness of its major project components.

The assessment compares five project components: Q2 riverfront activation, the Q3 outdoor classroom and amphitheater, Q1 family recreation and adaptive reuse, the Q3 museum expansion and observation tower, and Q4 mixed-use redevelopment. Each component was evaluated for Board priority, community impact, funding potential, environmental implementation readiness, and development readiness. The results establish a practical starting point without excluding projects that have lower current readiness.

Readiness Evaluation Criteria

Board Priority

Board Priority reflects the degree to which a project area aligns with priorities identified through the November 2025 Board Retreat, project coordination, and ongoing direction. Projects supporting riverfront access, education, family activity, community gathering, and visible progress generally score higher.

Community Impact

Community Impact reflects the public benefit a project could provide through expanded access, programming, or visitor activity. Projects that serve multiple age groups or create new gathering and event spaces generally score higher.

Funding Potential

Funding Potential reflects the relative availability of grants, philanthropy, sponsorships, private investment, and public resources that could support a project. The rating also considers applicant eligibility, matching requirements, project scale, and the need for partner participation.

Environmental Implementation Readiness

Environmental Implementation Readiness reflects how known environmental conditions may affect project timing, cost, due diligence, or construction. This rating is based on Phase I ESA findings and the proposed end use. It does not determine whether a project can proceed, but identifies where additional review, agency coordination or sequencing may be needed.

Development Readiness

Development Readiness reflects the complexity of moving a project from concept to implementation. It considers the resources and preparation required, along with whether implementation depends on Museum action, private investment, or multiple partners.

Readiness Rating Definitions

Readiness ratings are intended to provide a planning-level comparison between project areas. Ratings should be revisited as design advances, grant opportunities change, costs are refined, and new information becomes available.

TABLE 3.1 PROJECT READINESS MATRIX

Project Area	Board Priority	Community Impact	Funding Potential	Environmental Implementation Readiness	Development Readiness	Overall Readiness
Q2 Activation	High	High	High	High	High	High
Q3 Outdoor Classroom & Amphitheater	High	High	High	Moderate	High	High
Q1 Recreation	Moderate	High	Moderate	Moderate-Low	Moderate	Moderate
Q3 Museum/ Tower	Moderate	High	Moderate	Moderate	Moderate-Low	Moderate
Q4 Redevelopment	Low	Moderate	Moderate-Low	Moderate	Low	Moderate-Low

High Readiness

Indicates that the project is well positioned for near-term action and that known constraints appear limited or manageable.

Moderate Readiness

Indicates that the project remains feasible but may require additional coordination, design, due diligence, funding, or partnership development.

Moderate-Low Readiness

Indicates that the project remains viable but has known conditions requiring careful sequencing, specialized review, or substantial preparation.

Low Readiness

Indicates that substantial additional work is needed before implementation. It does not remove the project from the redevelopment vision or prevent it from advancing sooner if conditions change.

Readiness Assessment Findings

Q2 Riverfront Activation: Highest Near-Term Readiness

Q2 is the strongest candidate for early implementation. It aligns with the Board’s priorities for riverfront connection, outdoor gathering, and visible progress, while building upon momentum created by the Thomas Dambo troll installation in 2026.

The proposed improvements include gathering areas, an event lawn, landscaping, timber-themed features, and visitor amenities. These open-space improvements are less complex than major building construction and align with common recreation, tourism, and placemaking grants.

Phase I ESAs identified RECs and potential VECs in Q2. However, the proposed open space uses and comparatively limited construction disturbance reduce the environmental complexity that contribute to the area’s environmental and development readiness. Project-specific review may still be required as design and construction activities are defined.

Q3 Outdoor Classroom and Amphitheater: High Readiness for Early Educational Investment

The outdoor classroom and amphitheater are early implementation candidates because they support the Museum’s educational mission, outdoor programming, community events, and riverfront connections. Feedback from a community design workshop also indicated support for outdoor education and gathering spaces.

Although historical automotive, commercial, and industrial uses create greater uncertainty in Q3 than Q2, outdoor improvements are less complex than the proposed museum expansion and observation tower. For implementation purposes, the outdoor and building components should be treated as separate but coordinated tracks that may advance on different timelines as funding and readiness allow.

Q1 Family Recreation and Adaptive Reuse: Moderate Readiness

Q1 includes several projects with strong public appeal, including the timber-themed playground, miniature golf, interactive water feature, restroom pavilion, and Paint It Back adaptive reuse. Public feedback supports the overall emphasis on family recreation and food and beverage opportunities.

Q1 also contains the district’s most significant known environmental and building-related considerations, including, documented petroleum impacts, UST uncertainty, underground hydraulic lifts, and asbestos and lead-based paint in building materials. These conditions do not prevent implementation, but they require additional preparation as individual projects advance.

Q1 has moderate overall readiness, but individual elements may advance sooner. A smaller natural playground could be an early action if the Museum confirms its location, available materials, safety requirements, and long-term maintenance approach.

Q3 Museum Expansion and Observation Tower: Transformational Destination Opportunity

The museum expansion and observation tower represent some of the most transformational elements of the Redevelopment Plan. The preferred redevelopment concept includes expanded exhibits, a visitor café, event space, an outdoor terrace, and a connection to the levee and tower. Together, these improvements could strengthen the Museum as a regional destination and expand its programming and revenue potential.

Q3 currently has moderate implementation readiness because the proposed improvements involve major building construction, architectural and engineering design, operational planning, environmental and regulatory review, and significant fundraising. These requirements limit immediate construction but do not prevent predevelopment work or individual components from advancing sooner.

Q3 timing should remain flexible as funding opportunities develop. In the summer 2026, the Museum has applied for a \$1 million Clinton County Development Association (CCDA) grant to begin the building project. If awarded, the Board should reassess the project scope, remaining funding gap, and implementation timing. Additional design, operating, fundraising, and due diligence work would still be required, but the award could allow the expansion to advance as a parallel priority.

Q4 Mixed-Use Redevelopment: Catalytic Private Development Opportunity

Q4 is envisioned as a mixed-use redevelopment opportunity rather than a Museum-led capital project. The preferred redevelopment concept includes ground-floor commercial space with residential units above. This could support the broader historic Lyons District vision, increase activity, and generate private investment. The Redevelopment Plan’s market analysis identified workforce housing as a feasible near-term development opportunity, with potential demand for approximately 40 to 60 multifamily units and 5,000 to 10,000 square feet of commercial space.

Despite this market potential, Q4 has lower current readiness because it depends on attracting a viable qualified developer, viable financing, and defining the roles of the Museum and City of Clinton. City involvement may be needed to address infrastructure, development incentives, land-use approvals, or other public components of a future project. These conditions make Q4 less ready for Museum-led action but do not prevent it from advancing when a viable development opportunity emerges.

Priority Project Summary

The readiness assessment identifies Q2 riverfront activation and the Q3 outdoor classroom and amphitheater as the strongest starting point under current conditions. These improvements combine high public value with comparatively strong funding and implementation readiness. They can also build on troll-related visitation through outdoor education, gathering spaces, and visitor amenities.

Other project components may advance on separate or overlapping timelines:

- Q1 family recreation and adaptive reuse can expand the visitor experience through a natural playground, miniature golf, interactive water feature, restroom pavilion, and Paint It Back redevelopment. A smaller playground may advance sooner if its location, materials, safety, and maintenance needs are confirmed.
- Q3 museum expansion and destination development should continue through building programming, design, fundraising, and operations planning. A major grant award or funding commitment could allow this work to advance as a parallel or accelerated priority.
- Q4 mixed-use redevelopment depends on developer interest, financing, infrastructure coordination, and defined public-private roles. Although its current implementation readiness is lower, the area could advance sooner if a viable private development opportunity emerges.

**CHAPTER 4:
PHASED
IMPLEMENTATION
STRATEGY**

The redevelopment vision for the Sawmill Museum at Riverfront North is intentionally ambitious and cannot be completed as a single project. This chapter organizes implementation into four phases based on current readiness, public impact, and the preparation needed to move each project forward. It also identifies the funding approaches, partnerships, and readiness considerations that will influence implementation.

The four implementation phases are:

- **Phase 1: Riverfront Activation & Education**
- **Phase 2: Family Recreation & Visitor Experience**
- **Phase 3: Destination Development**
- **Phase 4: Catalytic Private Redevelopment**

Together, these phases create a pathway from early public improvements to larger destination projects and private redevelopment.

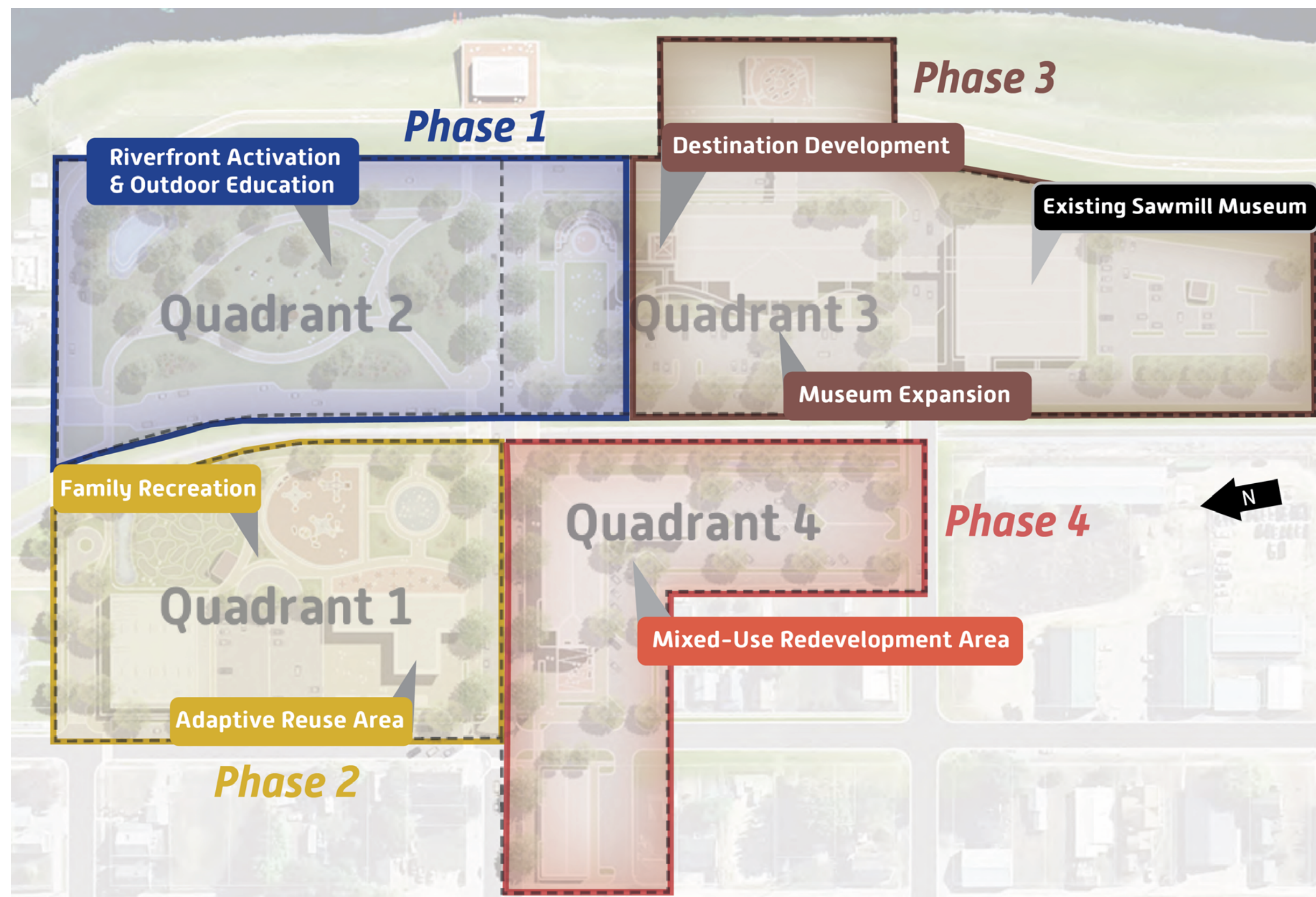


FIGURE 4.1 PHASE IMPLEMENTATION MAP



Target Timeframe
2026–2028

Primary Project Area:
Q2 & Outdoor
Components of Q3

Estimated Investment:
\$2.5 million to \$3.0 million, depending on final scope and phasing. The Q2 planning-level cost estimate is \$1.23 million. The outdoor components of Q3 should be separated from the larger Q3 building estimate as the project scope and design are refined.

Purpose

Phase 1 focuses on activating the riverfront through outdoor education, programming, and community gathering. It builds on the visibility created by the Thomas Dambo art installation and responds to the Museum’s interest in creating early, visible progress. These improvements would expand the visitor experience while larger projects continue through planning and fundraising. They would also demonstrate progress toward realizing the broader redevelopment vision.

Projects

- Event lawn and flexible outdoor gathering space
- Riverfront overlook and viewing areas
- Outdoor classroom
- Terraced amphitheater
- Timber-themed site features and climbing elements
- Seating, lighting, landscaping, and visitor amenities
- Wayfinding and interpretive elements tied to the Museum, riverfront, and local history
- Programming that builds on troll-related visitation

Intended Outcomes

- Establish Riverfront North as an active and welcoming public destination
- Strengthen physical and visual connections to the Mississippi River
- Create spaces for education, events, and informal gatherings
- Expand the experience for visitors coming to see Helmut
- Demonstrate visible implementation progress
- Strengthen grant, sponsorship, and donor opportunities
- Build public and partner confidence in the broader redevelopment vision

Implementation Focus

Phase 1 should be developed as a visible public-benefit project that can be divided into grant-ready components. Its outdoor recreation, education, and riverfront focus creates several potential funding pathways. The final strategy will likely combine grants with local fundraising and partner support.

Programming and temporary improvements can begin before full construction. Early activities may include food trucks, outdoor education, seasonal events, and temporary visitor amenities. Community design workshop participants viewed these efforts as an opportunity to build on troll-related visitation.

Community-led implementation began in Q2. The September 2026 Woodland Workday around the Thomas Dambo troll used donated trees and volunteer labor to support planting, trail improvements, and small-scale natural play features. These activities provide an early demonstration of the partnership-based approach recommended for Phase 1. Future volunteer projects should be coordinated with the preferred redevelopment concept and future design plans.

Early Actions

- Confirm the Phase 1 boundary, scope, and priority components
- Separate Q3 outdoor improvements from the larger building estimate
- Determine whether Phase 1 should advance as one project or several smaller packages
- Prepare project summaries for the selected Phase 1 components
- Identify grant programs and application deadlines
- Coordinate volunteer events, donated materials, and community-led improvements
- Develop preliminary programming and maintenance approaches
- Confirm education, tourism, and community partners
- Review existing environmental information and determine project-specific due diligence needs
- Advance preliminary design and update the cost estimate as funding allows

Target Timeframe
2028–2031, with individual elements potentially advancing sooner

Primary Project Area:
Q1

Estimated Investment:
\$8.74 million for the full Q1 concept, including transportation, utility, parking, stormwater, landscaping, recreation, and building-related components. Individual projects may be separated into smaller packages as their scope, cost, and readiness are refined.

Purpose

Phase 2 expands family recreation and visitor amenities within Q1. These improvements would encourage longer visits and repeat activity throughout the year. The preferred redevelopment concept combines recreation and food and beverage opportunities with adaptive reuse of the Paint It Back building. The principal components are identified below.

Projects

- Nature-based, timber-themed playground
- Miniature golf
- Interactive water feature
- Restroom pavilion
- Paint It Back adaptive reuse and activation
- Food, beverage, patio, or event-supporting improvements
- Supporting seating, lighting, landscaping, parking, and circulation improvements

Intended Outcomes

- Expand recreation opportunities for families and children
- Improve visitor comfort, length of stay, and repeat visitation
- Create stronger connections among recreation, arts, and food and beverage uses
- Establish revenue opportunities through recreation activities and Paint It Back building activation
- Support year-round and seasonal programming
- Strengthen Riverfront North as a family-oriented destination

Implementation Focus

Phase 2 should be developed as coordinated recreation and adaptive reuse projects rather than one construction package. Individual components may move forward as they become ready.

The nature-based playground may be suitable for early action because the Museum has access to lumber and other materials. Before installation, the Museum should confirm its location, design standards, accessibility, maintenance needs, and compatibility with the larger Q1 concept. Environmental and cost considerations should be reviewed as the scope advances.

Q1 requires greater attention to environmental and building conditions than the Phase 1 project area. Known concerns include a documented historical petroleum release, UST uncertainty, underground hydraulic lifts, and hazardous building materials in the Paint It Back building. These conditions do not prevent implementation, but they require project-specific review before excavation, utility work, renovation, or permanent construction. The Paint It Back building should be evaluated separately because its environmental, building code, and operating requirements differ from the outdoor recreation components.

Early Actions

- Define the first family recreation package
- Evaluate whether a small nature-based playground can advance as an early project
- Inventory available Museum materials and determine where they can safely reduce costs
- Confirm playground safety, accessibility, maintenance, and insurance requirements
- Refine costs for playground, miniature golf, interactive water feature & restroom pavilion
- Review environmental due diligence needs of each component
- Prepare a separate Paint It Back adaptive reuse and activation strategy
- Evaluate operating, staffing, maintenance, and revenue responsibilities
- Establish potential earned revenue and sponsorship opportunities
- Identify grants, donors, sponsors, and potential operators for individual components

Target Timeframe
2030–2035, with planning and fundraising beginning earlier

Primary Project Area:
Q3 building and destination components

Estimated Investment:
\$15.69 million for the full Q3 concept, including transportation, utility, parking, stormwater, landscaping, and major building components. Because the outdoor classroom and amphitheater are included in Phase 1, the Phase 3 building and destination components should be separated from the full Q3 estimate as the scope and design are refined.

Purpose

Phase 3 focuses on major investments that expand the Museum’s physical footprint and regional presence. The preferred redevelopment concept combines expanded museum space with new visitor, event, and river-viewing experiences. These improvements represent some of the most transformational elements of the Redevelopment Plan.

Projects

- Museum expansion
- Timber observation tower
- Visitor café and event space
- Indoor and outdoor exhibit areas
- Upper-level terrace and connection to the levee
- Expanded educational and interpretive space
- Event and visitor-support infrastructure
- Related parking, access, circulation, and site improvements

Intended Outcomes

- Expand the Museum’s exhibit, education, and event capacity
- Strengthen the Museum as a regional destination
- Create elevated viewing and interpretive connections to the river
- Support tourism and visitor activity
- Establish revenue opportunities through events, hospitality, and food and beverage service partnerships
- Increase the Museum’s ability to host year-round programming
- Provide a major cultural and economic anchor for Riverfront North

Implementation Focus

Planning and fundraising should begin well before construction. The Museum can refine the building program, gauge potential donor interest, and explore operating partnerships while other projects move forward. Phase 3 does not need to wait until Phases 1 and 2 are completed.

In the summer of 2026, the Museum applied for a \$1 million CCDA grant to begin the Q3 building project. If awarded, the Board should reassess the project scope, remaining funding gap, and implementation timing. The award could allow the museum expansion to advance as a parallel priority.

Major construction and elevated connections near the levee will require early environmental, regulatory, and accessibility review. Funding requirements should also be incorporated into the design and project delivery strategy.

Early Actions

- Begin early coordination with the City, U.S. Army Corps of Engineers, and other applicable agencies regarding levee access, elevated connections, permitting, and regulatory requirements
- Define the preliminary building program and space needs
- Separate the building and destination components from the full Q3 cost estimate
- Confirm the effect of any major grant award on project scope and timing
- Prepare a capital campaign readiness assessment
- Develop a preliminary campaign budget and funding strategy
- Identify major donors, foundations, and other potential funding partners
- Evaluate how the event space, café, and observation tower would be operated, staffed, maintained, made accessible, and incorporated into the visitor experience.
- Begin schematic design and refine the cost estimate as funding allows

Target Timeframe

Opportunity-driven, with the potential to advance when a viable development partner emerges

Primary Project Area: Q4

Estimated Investment:

\$24.76 million for the full Q4 concept, including transportation, utility, parking, stormwater, and other site improvements, as well as mixed-use residential and commercial development. This estimate should be refined by a future development partner based on the final project program, financing structure, infrastructure needs, and market conditions.

Purpose

Phase 4 focuses on attracting private investment for a mixed-use structure in Q4. The preferred redevelopment concept places residential units above ground-floor commercial space, supported by parking and site improvements. This development could expand the district's economic base and strengthen its connection to the historic Lyons District.

Unlike the public space and Museum-led components of earlier phases, Q4 will depend primarily on a qualified developer, viable financing, infrastructure coordination, and clearly defined public-private roles. The Redevelopment Plan's market analysis identified workforce housing as a feasible near-term opportunity, with potential demand for approximately 40 to 60 multifamily units and 5,000 to 10,000 square feet of commercial space.

Projects

- Mixed-use residential development
- Ground-floor commercial space
- Approximately 40 to 60 multifamily housing units with general-occupancy or
- Senior workforce housing identified as potential near-term models
- Parking and circulation improvements
- Streetscape enhancements
- Infrastructure improvements needed to support redevelopment
- Public-private development partnerships

Intended Outcomes

- Attract private investment to Riverfront North
- Create additional residential and commercial activity
- Expand the district's economic base
- Extend the historic Lyons commercial corridor
- Strengthen connections among the Museum, riverfront, and surrounding neighborhood
- Support a more active, mixed-use district and the broader redevelopment vision

Implementation Focus

Phase 4 should be positioned as an opportunity-driven private development initiative. Earlier public and Museum investments may improve Riverfront North's visibility and market position, but they are not prerequisites for Q4 redevelopment. If a qualified developer presents a viable proposal, the Board and City should reevaluate Q4's implementation timing, funding potential, and development readiness rather than waiting for the other phases to be completed.

Q4 is currently zoned C-2 and is also within the Main Avenue Overlay Zone, which allows mixed-use development up to three stories. A taller or denser concept may require rezoning or other City approval. Because the Museum controls the property, it can also use a sale, lease, ground lease, development agreement, or similar structure to establish expectations for density, design quality, permitted uses, and consistency with the preferred redevelopment concept.

A future developer will need to confirm the project program and financial feasibility. The Museum and City should focus on land control, infrastructure needs, public expectations, and the partnership structure offered to the developer.

Phase I ESAs identified RECs related to historical commercial, automotive, coal yard, gasoline engine works, and dry-cleaning uses. Environmental conditions are not the primary reason for Q4's lower readiness, although future development will likely require project-specific due diligence.

Early Actions

- Clarify the Museum's preferred land ownership and development structure
- Coordinate with the City and economic development partners
- Confirm zoning capacity and define minimum development and design expectations
- Summarize the Redevelopment Plan's housing and commercial findings for prospective development partners
- Identify infrastructure, utility, access, stormwater, and parking needs that could affect redevelopment
- Prepare a preliminary environmental and site-readiness summary
- Define public goals, development expectations, and desired outcomes
- Identify potential City, housing, and redevelopment financing tools
- Explore developer interest as opportunities emerge
- Evaluate public-private partnership models
- Consider a Museum-led or jointly issued Request for Information to test market interest before pursuing a formal solicitation

TABLE 4.1 PHASED IMPLEMENTATION STRATEGY SUMMARY

Phase	Target Timeframe	Primary Focus	Project Areas	Implementation Role
Phase 1	2026–2028	Riverfront activation and outdoor education	Q2 and Q3 outdoor components	Create visible public improvements and expand outdoor programming
Phase 2	2028–2031, with individual projects potentially advancing sooner	Family recreation and visitor experience	Q1	Expand activities, amenities, and visitor length of stay
Phase 3	2030–2035, with planning and fundraising beginning earlier	Museum expansion and destination development	Q3 building and destination components	Advance major Museum improvements, fundraising, and revenue opportunities
Phase 4	Opportunity-driven	Mixed-use residential and commercial redevelopment	Q4	Attract private investment and expand housing and commercial activity

Phased Implementation Matrix

The following tables translate the phased strategy into a working implementation guide. Actions are organized by phase, although individual actions may advance sooner or on overlapping timelines as conditions change. Each table identifies the recommended action, relative resource scale, lead entity, supporting partners, potential funding path, key implementation constraint, and first step.

The funding paths show general alignment between proposed actions and potential funding categories. They do not guarantee program eligibility or availability. Chapter 5 discusses funding gaps, applicant eligibility, match requirements, environmental considerations, capital campaign preparation, and private investment. Appendix A provides detailed program information.

Relative Resource Scale

The symbols used in the implementation matrices indicate the relative level of funding, staff effort, professional assistance, and partner coordination needed to advance each action.

Lead Roles

The Museum Board provides overall direction, establishes priorities, and approves major funding, development, and project-scope decisions. The Museum Executive Director leads day-to-day implementation, including project coordination, funding preparation, consultant management, programming, and partner communication. Some actions require both roles, with the Executive Director preparing or coordinating the work and the Board providing direction or approval.

FIGURE 4.2 RESOURCE SCALE DEFINITIONS

Symbol	Resource Scale	General Meaning
\$	Low	Staff time, coordination, planning, partnerships, small materials, or limited professional support
\$\$	Moderate	Targeted design work, project packaging, technical studies, small site improvements, or early implementation activities
\$\$\$	High	Significant capital improvements requiring dedicated fundraising, grants, or phased construction funding
\$\$\$\$	Major	Large capital projects requiring multiple funding sources, major grants, capital campaign support, or substantial partner investment
\$\$\$\$\$	Transformational	Major building, redevelopment, or mixed-use projects requiring layered funding, private investment, or long-term capital campaign strategy

How to Use the Implementation Tables

The implementation tables are a working guide rather than a fixed checklist. The Board and project partners should use the tables to track progress, assign near-term responsibilities, and adjust projects as conditions change.

The tables should be reviewed regularly as part of the annual implementation review process identified in **Table 4.6** and **further detailed in Chapter 7**. Regular review will allow the implementation strategy to respond to changing conditions while maintaining a clear overall direction.

In particular, the Board and partners should consider:

- Whether priority projects remain aligned with Board direction.
- Whether project scopes should be refined based on funding, design, or operating requirements.
- Whether environmental, permitting, or regulatory considerations require additional review.
- Whether new funding, materials, partnerships, or private development opportunities support advancing a project sooner.
- Whether lead and partner roles are clearly defined.
- Whether project costs, funding paths, or resource-scale ratings should be updated.



TABLE 4.2 PHASE 1 IMPLEMENTATION ACTIONS: RIVERFRONT ACTIVATION AND EDUCATION

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Confirm Phase 1 scope and packaging strategy	\$	Museum Board	City, design partners	Staff and partner coordination	Need to define the initial scope and packaging strategy	Review the Q2 and Q3 outdoor components and determine which elements should be advanced together or as separate funding and implementation packages.
Review Phase 1 environmental due diligence needs	\$–\$\$	Museum Board and Museum Executive Director	ECIA, environmental consultant, design partners	EPA Brownfields Program resources, IDNR brownfields-related support, grant-preparation support	Phase I ESAs identified RECs; additional review and/or investigations may be required depending on scope, grant requirements, or construction activities	Compare existing Phase I findings with the proposed Phase 1 scope and determine whether additional project-specific due diligence is needed.
Prepare Phase 1 funding strategy and project materials	\$\$	Museum Executive Director	Grant writers, City, funding partners	Resource Enhancement and Protection (REAP), Land and Water Conservation Fund (LWCF), Clinton County Development Association (CCDA), recreational trail grants, foundation grants, sponsorships, donor support	Match requirements, grant timing, applicant eligibility, and need for a defined project scope	Prepare project summaries that identify scope, cost, match needs, intended outcomes, and target funding sources for the selected Phase 1 components.
Advance Q2 riverfront activation design	\$\$\$	Museum Executive Director	City, design/engineering partners	REAP, LWCF, DNR water/recreation programs, CCDA, recreation/tourism grants, placemaking grants	Design refinement, permitting, environmental review, match funding, and public access requirements	Refine the concept into preliminary design drawings and an updated cost estimate.
Advance outdoor classroom and amphitheater scope	\$\$\$	Museum Executive Director	Schools, education partners, City, design partners	REAP Conservation Education, LWCF, CCDA, Quad Cities Community Foundation/Amy Helpenstell Fund, education and recreation grants	Need for programming partners, final design scope, match funding, and public benefit documentation	Confirm educational programming needs, refine the preferred layout, and identify potential school and community partners.
Develop early visitor activation program	\$–\$\$	Museum Executive Director	Tourism partners, food vendors, community groups, Lyons Business Association	Sponsorships, event revenue, regional philanthropy, small grants, partner support	Staff capacity, event logistics, operations, and coordination with evolving design and construction plans	Identify seasonal programming, food truck opportunities, and troll-related visitor activities.



TABLE 4.2 PHASE 1 IMPLEMENTATION ACTIONS: RIVERFRONT ACTIVATION AND EDUCATION (CONTINUED)

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Install temporary or low-cost visitor-supporting improvements	\$\$	Museum Executive Director	City, ECIA, donors, volunteers	American Association of Retired Persons (AARP) Community Challenge, Build With Bags, CCDA, sponsorships, small grants, donations	Maintenance, site control, accessibility, and consistency with future design	Identify temporary seating, signage, banners, shade, or wayfinding improvements that support current visitors without conflicting with future construction.
Expand Riverfront North wayfinding and vision signage	\$\$	Museum Executive Director	City, tourism/design partners, ECIA	Tourism grants, placemaking grants, CCDA, Iowa Arts Council/arts-related grants, sponsorships	Sign placement approvals and consistency with established Riverfront North branding	Apply the established Riverfront North brand to signage showing the long-term vision, troll location, Sawmill Museum, riverfront amenities, and future improvements.
Identify landscape, canopy, and planting opportunities	\$--\$\$	Museum Executive Director	City, Trees Forever, Alliant Energy, volunteers, design partners	B Alliant Energy Community Tree Planting Program, IDNR urban forestry programs, REAP, sponsorships, and volunteer-supported planting	Public property requirements, maintenance, volunteer capacity, and planting timing	Identify priority areas where tree planting and landscape improvements could advance as an early grant-supported project.

TABLE 4.3 PHASE 2 IMPLEMENTATION ACTIONS: FAMILY RECREATION AND VISITOR EXPERIENCE

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Define Q1 family recreation scope and packaging strategy	\$\$	Museum Board	City, design partners	Planning support, fundraising preparation, sponsorship development	Need to determine whether Q1 should advance as one package or in sub-phases	Determine whether the playground, miniature golf, interactive water feature, restroom pavilion, and supporting site improvements should advance together or as separate packages. Coordinate these improvements with, but evaluate them separately from, Paint It Back adaptive reuse.
Review Q1 environmental and building readiness needs	\$\$	Museum Board and Museum Executive Director	ECIA, environmental consultant, building professionals	EPA Brownfields resources, IDNR brownfields-related support, cleanup/readiness funding, grant-preparation support	CREC, petroleum impacts, UST uncertainty, hydraulic lifts, ACM/LBP, and adaptive reuse considerations	Review existing Phase I ESA and building-related findings against the preferred Q1 scope and identify due diligence needed before design or construction.
Develop Q1 funding and sponsorship strategy	\$–\$\$	Museum Executive Director	Donors, sponsors, foundations, tourism partners	CCDA, regional philanthropy, tourism/recreation grants, sponsorships, donor support, naming opportunities, potential earned-revenue sources	Match requirements, grant timing, eligibility, revenue assumptions, and long-term maintenance responsibilities	Match family recreation elements to likely grants, sponsors, donors, and potential earned-revenue opportunities.
Prepare Paint It Back adaptive reuse and activation strategy	\$\$	Museum Board and Museum Executive Director	Building/design professionals, potential operators, ECIA, City	Community Catalyst, CCDA, private/operator partnerships, sponsorships, phased capital, potential historic/brownfield tools if eligibility is confirmed	Building condition, ACM and LBP, operating model, reuse feasibility, and eligibility limitations	Confirm the preferred activation or reuse role and identify minimum improvements needed to support early use.
Advance family recreation preliminary design	\$\$\$	Museum Executive Director	Design partners, recreation vendors, City	LWCF, REAP, CCDA, recreation grants, foundation grants, sponsorships, and donor support	Safety standards, Americans with Disabilities Act (ADA) accessibility, maintenance, match requirements, and cost refinement	Develop preliminary layouts and updated cost estimates for the playground, miniature golf, interactive water feature, restroom pavilion, and related amenities.
Evaluate natural playground as an early action	\$\$	Museum Executive Director	Design professionals, recreation vendors, environmental consultant, donors/volunteers	Available materials, donations, sponsorships, volunteer support, recreation grants	Location, safety standards, accessibility, environmental review, maintenance, insurance, and compatibility with the full Q1 concept	Inventory available materials and confirm a preliminary location, scope, safety requirements, environmental needs, and planning-level cost.



TABLE 4.3 PHASE 2 IMPLEMENTATION ACTIONS: FAMILY RECREATION AND VISITOR EXPERIENCE (CONTINUED)

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Identify restroom and visitor-supporting amenity approach	\$\$\$	Museum Executive Director	City, design partners, contractors	REAP, LWCF, CAT if bundled into a larger attraction package, CCDA, donor support, sponsorships	Cost, maintenance responsibility, utility connections, public access requirements, and long-term operations	Determine whether restrooms should be included in the first Q1 package or phased with other visitor amenities.
Evaluate operations and maintenance responsibilities	\$	Museum Executive Director	City, potential operators, vendors	Staff/partner coordination, earned revenue, sponsorships, potential long-term maintenance partnership	Long-term upkeep, staffing, liability, seasonal use, and revenue expectations	Identify who would maintain, operate, inspect, and manage each Q1 amenity before final design advances.
Prepare Q1 project summaries and visitor experience narrative	\$\$	Museum Executive Director	Tourism partners, design partners, potential sponsors	CCDA, CAT, tourism/recreation grants, foundation support, sponsorships, donor campaign	Need to clearly communicate public benefit, visitor impact, match strategy, and long-term maintenance plan	Prepare concise project summaries for the selected Q1 components that describe scope, cost, intended outcomes, funding needs, maintenance responsibilities, and their contribution to the Riverfront North visitor experience.

TABLE 4.4 PHASE 3 IMPLEMENTATION ACTIONS: DESTINATION DEVELOPMENT

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Define preliminary building program for museum expansion	\$\$	Museum Executive Director	Museum staff, design partners, event/hospitality advisors	Planning funds, donor support, pre-campaign funding, philanthropic support	Need to clarify uses, space needs, event capacity, operations, and revenue assumptions	Define the desired uses, approximate space needs, exhibit and event capacity, and operating requirements. The building program should also address circulation, storage, food service, and visitor-supporting spaces.
Reevaluate Phase 3 scope and timing following major funding commitments	\$	Museum Board	Funders, design partners, campaign advisors	Staff and partner coordination	Need to understand remaining funding gap, grant conditions, project scope, and readiness requirements	If a major grant is awarded, evaluate its effect on the remaining capital gap and determine whether the museum expansion should advance as a parallel or accelerated priority.
Begin museum expansion capital planning	\$\$–\$\$\$	Museum Board and Museum Executive Director	Major donors, foundations, campaign advisors	Capital campaign, CCDA, major philanthropy, Community Attraction and Tourism Grant (CAT), Program-Related Investments (PRIs), New Markets Tax Credits if eligible	Fundraising capacity, case for support, match requirements, and project scale	Prepare a capital campaign readiness assessment and initial donor-engagement strategy.
Refine observation tower feasibility	\$\$–\$\$\$	Museum Executive Director	Design partners, funders, tourism partners, City	CAT, CCDA, tourism funding, philanthropy, sponsorships, Scenic Byways or arts/culture funding if applicable	Cost, design, access, maintenance, environmental review, permitting, and funder fit	Develop concept-level feasibility, access assumptions, cost refinement, and potential funding approach.
Explore restaurant/event space operating model	\$\$	Museum Executive Director	Potential operators, hospitality partners, event partners, design advisors	Public-private partnership, private/operator agreement, philanthropy, capital campaign, sponsorships	Revenue assumptions, management structure, market feasibility, and risk allocation	Identify potential operating models, space requirements, partner expectations, and risk-sharing options.
Evaluate historic preservation funding and tax-credit applicability	\$\$	Museum Executive Director	State Historic Preservation Office (SHPO), tax credit advisors, legal/financial advisors, design partners	State/federal historic tax credits, Historic Preservation Fund, Paul Bruhn, REAP Historical Resource Development, brownfield/grayfield tax credits if applicable	Eligibility, ownership structure, compliance standards, and approval before construction	Determine whether existing buildings or structures qualify for historic preservation grants, rehabilitation assistance, or tax-credit programs.



TABLE 4.4 PHASE 3 IMPLEMENTATION ACTIONS: DESTINATION DEVELOPMENT (CONTINUED)

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Evaluate New Markets Tax Credit and PRI potential	\$\$	Museum Executive Director	Community Development Entities (CDEs), philanthropic foundations, legal/financial advisors, City	New Markets Tax Credits, Program-Related Investments, philanthropic financing	Census tract eligibility, underwriting, project scale, revenue assumptions, and partner availability	Begin exploratory conversations with regional CDEs and mission-aligned foundations during pre-campaign planning.
Advance museum expansion and destination design	\$\$\$\$	Museum Executive Director	Design/engineering partners, funders, City	Capital campaign, major grants, philanthropy, public-private partnerships, CAT, tax credit tools if eligible	Major cost, environmental due diligence, permitting, operations, and fundraising	Begin schematic design for the museum expansion, observation tower, café/event space, levee connection, and supporting improvements once the building program, funding strategy, and operating assumptions are sufficiently defined.



TABLE 4.5 PHASE 4 IMPLEMENTATION ACTIONS: CATALYTIC REDEVELOPMENT

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Monitor and respond to Q4 redevelopment opportunities	\$	Museum Executive Director and City	Economic development partners, developers	Private investment, public-private partnerships, redevelopment incentives	Market demand, developer interest, financing, and timing	Periodically assess developer interest and reevaluate Q4 feasibility when a viable development opportunity, financing option, or partner emerges.
Coordinate infrastructure and access needs for Q4	\$\$-\$\$\$	City	Museum, developers, engineering partners, economic development partners	Tax Increment Financing (TIF), Iowa Economic Development Authority (IEDA), Public Works/Economic Adjustment Assistance (EAA), infrastructure funding, private investment, public-private partnerships	Infrastructure cost, access, parking, utilities, job creation requirements, and private-sector dependence	Identify infrastructure, access, utility, and site-readiness needs that could affect future redevelopment.
Clarify land control and potential public-private partnership structure	\$\$	Museum Board and City	Developers, legal/financial advisors, economic development partners	Public-private ground lease, development agreement, private investment, incentive tools	Ownership, financing, risk allocation, land control, and implementation responsibility	Confirm property ownership and evaluate potential sale, lease, ground lease, or retained-ownership structures for Board consideration.
Evaluate housing and mixed-use financing tools	\$\$	City and qualified developer, when identified	Museum, housing developers, Iowa Finance Authority (IFA), IEDA, financial advisors	Workforce Housing Tax Incentive Program (WHTIP), Low-Income Housing Tax Credit (LIHTC), Private Activity Bonds, TIF, Brownfield/Grayfield tax credits, private debt/equity	Developer interest, affordability structure, tax credit eligibility, market demand, and financing complexity	Determine whether Q4 is best positioned for workforce housing, mixed-income housing, market-rate housing, or a phased mixed-use model.
Review brownfield/grayfield redevelopment incentives	\$	Museum Executive Director and City	IEDA, environmental consultant, development partners	Iowa Redevelopment Tax Credits for Brownfields/Grayfields, EPA/Iowa brownfields resources, tax credit equity	Eligibility, environmental documentation, ownership structure, and timing of application before construction	Review completed Phase I findings and determine whether redevelopment tax credit or brownfield tools could support future vertical development.
Prepare developer outreach and market-testing strategy	\$\$	Museum Executive Director and City	Economic development partners, legal/financial advisors	Developer-led financing, public-private partnership, ground lease, incentive package	Need for clear site boundaries, expectations, infrastructure commitments, and development assumptions	Prepare a developer interest package and consider a Museum-led or jointly issued Request for Information to test interest, identify barriers, and refine potential development and partnership structures.

TABLE 4.6 ONGOING IMPLEMENTATION AND PROGRAM MANAGEMENT ACTIONS

Action	Resource Scale	Lead	Partners	Funding Path	Key Constraint	First Step
Establish annual implementation review	\$	Museum Board	City, Museum Executive Director, project partners	Staff and partner coordination	Maintaining momentum and adjusting to changing funding/project conditions	Add an annual implementation review to the Board agenda to track progress, funding status, and next-year priorities.
Maintain grant and funding calendar	\$	Museum Executive Director	City, grant writers, project partners	Staff coordination, grant tracking, partner support	Changing deadlines, eligibility rules, and match requirements	Create and update a shared grant calendar tied to priority projects and annual application cycles.
Update implementation priorities as conditions change	\$	Museum Board	City, funders, project partners	Staff coordination, grant tracking, partner support	Remaining flexible while maintaining strategic focus	Review implementation priorities annually and when major funding, materials, partnerships, design progress, or private development opportunities emerge.
Track match commitments and local funding capacity	\$	Museum Executive Director	City, donors, foundations	Donations, sponsorships, local match, philanthropic commitments	Many grants require cash match, committed funds, or evidence of local support	Maintain a current ledger of pledged, committed, potential, and remaining match needs for each active project.
Communicate implementation progress	\$	Museum Executive Director	City, tourism partners, community partners	Staff/partner coordination, sponsorships	Keeping public, donor, and partner interest active over time	Provide periodic updates through the museum website, Riverfront North signage, newsletters, presentations, or Board updates.
Revisit environmental due diligence needs as projects advance	\$--\$\$	Museum Executive Director	ECIA, IDNR, environmental consultant, City, design partners	EPA/Iowa brownfields resources, grant-preparation support, project-specific due diligence funding	Future funding, permitting, financing, or construction may require additional documentation	Review each project scope with a qualified environmental professional to determine whether additional assessment or documentation is needed as implementation advances.
Coordinate with City and regional partners on public role	\$	Museum Executive Director	City, economic development partners, tourism partners	Staff/partner coordination, public-private partnerships, grant partnerships	Several funding programs require City participation or public applicant eligibility	Identify where the City must serve as applicant, co-applicant, sponsor, infrastructure partner, or redevelopment partner.

CHAPTER 5: FUNDING STRATEGY

Riverfront North will require a layered funding strategy because no single grant, donor, public agency, or private partner is likely to fund the full redevelopment vision. Funding sources should be matched to each project’s purpose, scale, readiness, and eligible lead entity.

Public-facing improvements are generally best positioned for grants, sponsorships, philanthropy, and public-sector partnerships. Major Museum projects will require capital campaign support, while private redevelopment will depend on developer investment and coordination with the City of Clinton. Appendix A provides detailed information on potential programs, eligibility, match requirements, and application considerations.

The funding approaches by project type are:

Public space, recreation, and riverfront improvements: Recreation, tourism, open-space, sponsorship, and public-partnership funding

Outdoor education and programming: Education and humanities grants, foundations, and school or community partnerships

Environmental readiness: Brownfields resources, assessment and cleanup programs, and project-specific due diligence support

Family recreation and visitor amenities: Recreation and built-environment grants, philanthropy, sponsorships, and earned-revenue models

Museum expansion and destination development: Capital campaign, major philanthropy, destination and cultural grants, sponsorships, and specialized financing where feasible

Mixed-use redevelopment: Private financing, housing incentives, tax credits, City-supported infrastructure, and public-private development tools

Cross-Cutting Funding and Readiness Gaps

The funding research identifies many potential sources, but several gaps must be addressed before projects are ready to compete for funding. These gaps reflect the scale and complexity of the redevelopment vision.

Predevelopment and Project Packaging Gap

Many grants require a defined scope, updated cost estimate, match strategy, site-control information, and evidence of project readiness. Several Riverfront North projects remain at the concept level and will require additional preparation before major applications are submitted.

Recommended response: Prepare concise project summaries for priority projects. Each summary should identify the scope, planning-level cost, intended outcomes, lead entity, partners, match needs, and target funding sources.

Local Match Gap

Many competitive grant programs require local match or evidence of committed support. Iowa’s CAT program, for example, requires significant fundraising progress before an award can be considered.

Recommended response: Maintain a match ledger that tracks committed funds, donor pledges, sponsorships, local contributions, eligible in-kind support, and potential public partner commitments.

Environmental Due Diligence Gap

Phase I ESAs identified conditions that may require additional project-specific review. The scope and timing will depend on the proposed activity and applicable funding, financing, or regulatory requirements.

Recommended response: Treat environmental due diligence as part of project readiness and funding preparation. An environmental professional should review each project before major implementation decisions are made.

Operations and Maintenance Gap

Most grant programs fund capital improvements rather than long-term operations. Riverfront North will need a sustainable approach to staffing, programming, and maintaining its public spaces, visitor amenities, landscaping, and future facilities.

Recommended response: Develop an operating and maintenance strategy that combines Museum resources with sponsorships, earned revenue, donor-supported amenities, and partner agreements. Potential revenue may come from events, rentals, memberships, or other programming.

Major Capital Gap

The museum expansion and related destination improvements will likely exceed what standard grants can support. These projects will require a formal capital campaign and layered funding strategy.

Recommended response: Begin capital campaign planning well before construction. Early work should define the project scope, building program, donor strategy, operating model, and funding stack.

Private Investment Gap

Q4 will depend primarily on private capital and public-private partnership tools. Grants may support infrastructure, environmental readiness, or public improvements, but vertical development will require a viable financing structure and qualified development partner.

Recommended response: Prepare developer outreach materials and evaluate City and developer partnership tools as opportunities emerge. Earlier public investments may strengthen the development value proposition but are not prerequisites for outreach or redevelopment.

Funding Constraints and Considerations

Funding availability does not automatically make a project ready to apply. Program requirements can affect project scope, delivery, and long-term responsibilities. These requirements should be reviewed before a funding strategy or final project scope is established.

Key constraints include:

Applicant Eligibility

Some programs require a local form of government be the applicant, while others allow 501(c)(3) nonprofits or require a public-nonprofit partnership.

Match requirements

Several programs require cash matches, pledged funds, or a percentage of total project cost already committed.

Environmental Review

Federal, state, or lender-supported funding may require additional environmental review or documentation before funds are committed or construction begins because of the National Environmental Policy Act.

Public access requirements

Recreation, tourism, and public space grants may require long-term public access and accessible routes, amenities, and facilities that comply with applicable Americans with Disabilities Act (ADA) standards.

Design and construction standards

Federal funding may trigger accessibility, procurement, prevailing wage, historic preservation, or public bidding requirements.

Timing Constraints

Some grants have annual cycles, while others are rolling or depend on state and federal appropriations.

Operations & Maintenance Obligations

Funders may require evidence that improvements can be maintained after construction.

Partnership-dependent tools

TIF, housing tax credits, Private Activity Bonds, redevelopment tax credits, and infrastructure financing require City, developer, or other eligible partner participation. These tools should not be treated as resources directly controlled by the Museum.

Environmental and Regulatory Funding Considerations

Environmental and regulatory considerations are part of funding readiness. Because the Phase I ESAs identify potential environmental concerns but do not define the nature or extent of contamination, remediation methods, costs, schedules, and long-term monitoring requirements cannot yet be established. If additional investigation confirms contamination that requires a response, a qualified environmental professional should prepare a project-specific strategy. The strategy should identify the proposed response, estimated cost, funding approach, regulatory pathway, implementation schedule, and any continuing monitoring or institutional controls.

A qualified environmental professional should review each project as its scope advances. The need for additional assessment should reflect the proposed end use, anticipated site disturbance, available environmental information, and applicable funding or regulatory requirements.

Key considerations include:

Floodplain and riverfront permitting

Riverfront improvements, stormwater features, levee-adjacent work, or improvements near regulated water resources may require early coordination.

U.S. Army Corps of Engineers and levee coordination

Improvements involving levee access, elevated connections, or riverfront infrastructure may require agency review and approval.

Building-related hazards.

Adaptive reuse or renovation may require additional work related to asbestos-containing materials (ACM), lead-based paint (LBP), or hydraulic lifts. Building code, accessibility, and life-safety requirements must also be addressed.

Railroad coordination

Improvements near active rail corridors or crossings may require railroad review and additional access or safety measures.

Public access and maintenance obligations

Recreation and riverfront funding may require long-term public access, operations, or maintenance commitments. preservation, or public bidding requirements.

Capital Campaign Strategy

The museum expansion and related destination improvements will likely require a formal capital campaign. Grants and public programs may reduce the funding gap, but they will not replace local fundraising and major donor support.

Capital Campaign Steps:

1. Define the case for support.

The case for support should explain why the project matters and how it advances the Museum’s mission. It should also connect donor investment to education, tourism, and broader community benefits.

2. Define the preliminary building program.

Before major fundraising begins, the Museum should define the proposed uses, approximate space needs, exhibit and event capacity, accessibility, and operational requirements. The building program should also address circulation, storage, food-service needs, and other visitor-supporting spaces.

3. Prepare a campaign budget.

The campaign budget should include more than construction. It should account for design and engineering, environmental and permitting work, furnishings and exhibits, professional and fundraising expenses, contingency, and any operating reserve.

4. Complete a fundraising feasibility assessment.

Before launching publicly, the Board should complete a fundraising feasibility assessment through confidential conversations with prospective donors and funding partners. The assessment should test donor interest, leadership capacity, and likely fundraising timetable. Given the scale of the proposed expansion, the Board should also evaluate whether a capital campaign consultant is needed to complete the feasibility assessment and develop the campaign strategy.

5. Build a layered capital stack.

The capital stack may combine major gifts, foundation support, CCDA and CAT funding, sponsorships, naming rights, and public contributions for eligible infrastructure. Destination Iowa or similar opportunities should be considered when active and appropriate to the project.

More complex tools, including New Markets Tax Credits, historic or redevelopment tax credits, and Program-Related Investments, require additional financial and legal review. They should be pursued only when the project’s eligibility, ownership, scale, revenue model, and partner structure support their use.

6. Launch in phases.

The campaign may begin with a quiet phase focused on major donors and foundations. A public campaign, grant applications, and sponsorship outreach can follow once sufficient early commitments are secured. Construction should proceed only after the Board establishes an appropriate funding threshold.

Capital Campaign Readiness Checklist

- Defined project scope
- Preliminary building program
- Updated cost estimate
- Operating model
- Environmental due diligence review
- Campaign budget
- Fundraising feasibility assessment
- Donor prospect list
- Naming opportunities
- Local match strategy
- Grant calendar
- Board fundraising roles
- Need for capital campaign consultant evaluated

Private Investment Readiness Checklist

- Public goals defined
- Site control clarified
- Preferred property and ownership structure defined
- Environmental information summarized
- Infrastructure needs identified
- Market feasibility screened
- Design expectations established
- Potential City and developer partnership tools evaluated
- Public-private responsibilities clarified
- Developer outreach materials prepared

Private Investment and City Partnership Strategy

Q4 is an opportunity-driven private development initiative rather than a Museum-led capital project. Although the Redevelopment Plan identifies potential demand for workforce housing and commercial space, implementation will depend on a viable development proposal, supporting infrastructure, and clearly defined public-private roles.

Private Investment Steps:

1. Clarify public and nonprofit roles.

The Museum and City should determine what property interest would be offered to a developer. Options may include a sale, lease, long-term ground lease, or another public-private arrangement. The preferred structure should reflect the Museum's ownership goals, desired public benefits, and expected responsibilities.

2. Define the development value proposition.

The development value proposition should emphasize the riverfront setting, available land, Riverfront North identity, and proximity to the Museum and Helmut. Future public improvements and potential incentives may further strengthen the opportunity but should not be treated as prerequisites for redevelopment.

3. Complete a market and feasibility screen.

Before pursuing a formal solicitation or entering detailed negotiations, evaluate the proposed housing and commercial program, achievable rents, and likely financing gap. The review should also identify major infrastructure and parking costs that may affect feasibility.

4. Identify partnership tools that could reduce the development gap.

Potential tools may include the Workforce Housing Tax Incentive Program (WHTIP), Low-Income Housing Tax Credits (LIHTC), TIF, Private Activity Bonds, and redevelopment tax credits. City-supported infrastructure funding or a public-private land arrangement may also help reduce the development gap.

These tools require participation by the City, a qualified developer, or another eligible partner. They should be evaluated as part of a future development proposal rather than assumed as resources available to the Museum.

5. Prepare a developer interest package.

The developer interest package should summarize the site, preferred redevelopment concept, ownership status, environmental information, and major infrastructure needs. It should also define the Museum's desired outcomes, potential partnership tools, and known development constraints.

6. Test developer interest before pursuing a formal solicitation.

The Museum and City may begin with direct outreach, a developer interest package, or a Request for Information. Market feedback can then be used to identify development barriers and refine the potential public-private structure before a formal solicitation is considered.

CHAPTER 6: 24-MONTH ACTION AGENDA

The first two years following plan adoption will be critical to maintaining momentum and preparing projects to move forward. Chapter 4 establishes a recommended starting sequence and identifies the related funding and partnership considerations. This chapter translates that strategy into immediate actions for the first 24 months.

The agenda is not intended to complete every priority project within two years. It focuses on organizing implementation, preparing projects for funding and design, and advancing Phase 1 toward construction readiness. Phase 1 remains the primary near-term focus, but the Board should also respond to opportunities that could accelerate individual Q1, Q3, or Q4 projects.

Purpose of the 24-Month Agenda

The 24-month action agenda provides a practical starting point for the Sawmill Museum Board and project partners. It focuses on the near-term steps that will have the greatest influence on implementation readiness.



The first six months should focus on organization, priority confirmation, and project preparation. The goal is to establish a clear foundation for implementation rather than rush into construction projects.

Organizational Actions

- Confirm the initial Phase 1 scope and packaging strategy
- Establish an implementation leadership team or Board subcommittee
- Identify a primary project contact for grant coordination and partner communication
- Clarify when the City or another partner must serve as applicant, co-applicant, sponsor, or technical partner
- Establish a regular implementation check-in schedule

Funding Actions

- Translate the approved Phase 1 packaging strategy into coordinated or separate funding packages
- Identify likely funding sources, deadlines, and applicant requirements
- Create a shared grant and funding calendar
- Begin tracking committed, pledged, and potential local match
- Identify sponsorship opportunities for early visitor and landscape improvements
- Begin conversations with CCDA, donors, foundations, and public partners about early implementation support

Key decision

Which Phase 1 components should advance together?

The Board should determine whether the Q2 riverfront and Q3 outdoor education components should advance as one coordinated project or through separate implementation and funding packages. This decision will establish project boundaries, cost assumptions, environmental review needs, and the funding approach.

Key decision

What environmental due diligence is needed for the selected projects?

The Museum Executive Director should work with a qualified environmental professional to compare the completed Phase I ESA findings with each project scope. The review should identify any additional assessment or documentation needed before major funding or design decisions.



Project Development Actions

- Define the boundaries and scope of the initial Phase 1 components
- Separate the Q3 outdoor classroom and amphitheater from the larger building package for planning and funding
- Prepare concise project summaries for the selected components

Programming & Activation Actions

- Identify short-term programming that can build on troll-related visitation
- Explore food trucks, seasonal events, outdoor education, and temporary visitor improvements
- Identify tourism and community partners that can promote early activity at Riverfront North
- Document the September 2026 Woodland Workday as an early implementation milestone and identify similar volunteer-supported opportunities

Six-Month Success Measure

By the end of the first six months, the Board and partners should have:

- Confirmed the Phase 1 scope and packaging strategy
- Established implementation leadership and partner roles
- Created a grant calendar and match-tracking system
- Prepared initial Phase 1 project materials
- Identified project-specific environmental review needs
- Completed or initiated an early community-led improvement around Helmut



Months six through twelve should focus on funding readiness, early design refinement, partner commitments, and grant preparation.

Planning & Design Actions

- Advance preliminary design for funded or priority Phase 1 components
- Refine costs for Q2 riverfront activation and the Q3 outdoor education components
- Confirm permitting needs for riverfront, levee-adjacent, trail, and public-space work

Funding Actions

- Advance donor, sponsor, and foundation conversations
- Begin building local match for selected Phase 1 components
- Confirm applicant eligibility and City participation requirements for priority funding applications
- Prepare and submit coordinated or separate applications based on the approved packaging strategy

Key decision

Who will maintain and operate new amenities?

Before final design advances, the Board and Museum Executive Director should identify who will operate, inspect, and maintain each new public space or amenity. This will be especially important for grants that require long-term maintenance commitments.



Environmental & Regulatory Actions

- Complete project-specific due diligence identified during the first six months
- Coordinate with environmental and regulatory partners when additional review is required
- Summarize known environmental conditions and the proposed response in funding and design materials

Programming Actions

- Formalize education and programming partners for the outdoor classroom
- Coordinate visitor promotion and event opportunities with tourism partners
- Identify sponsor-ready amenities and educational features
- Begin conversations with City staff about infrastructure, permitting, and public partnership needs

Twelve-Month Success Measure

By the end of year one, the Board and partners should have:

- Refined the scope and cost of selected Phase 1 components
- Clarified environmental and permitting needs
- Formalized key education, tourism, and community partnerships
- Prepared priority projects for design advancement
- Prepared or submitted funding applications with identified match and fundraising targets



The second year should move selected Phase 1 components from project preparation into design and construction readiness as funding is secured.

Construction Readiness Actions

- Complete design development for funded Phase 1 components
- Update cost estimates based on design refinement
- Confirm permitting and environmental documentation requirements
- Finalize match commitments and funding agreements
- Prepare bid and procurement documents or construction packages as appropriate
- Establish operations and maintenance responsibilities before construction begins

Phase 1 Delivery Actions

Depending on funding, design progress, environmental review, and permitting, years one to two may include:

- Advance funded Q2 riverfront improvements
- Finalize outdoor classroom and amphitheater design
- Install temporary or permanent visitor amenities
- Expand Riverfront North wayfinding and vision signage
- Implement early landscape, canopy, or public-space improvements
- Continue events and programming that maintain public interest

Key decision

Can a smaller nature-based playground advance early?

The Board and Museum Executive Director should confirm the playground’s preliminary location, available materials, and compatibility with the broader Q1 concept. Safety, accessibility, environmental, insurance, and maintenance requirements should be reviewed before installation.

Key decision

When is Phase 3 ready for a formal capital campaign?

The Board and Museum Executive Director should determine whether the building program, operating assumptions, campaign budget, donor prospects, and fundraising capacity are sufficiently established to begin a formal campaign. A major funding commitment should trigger reevaluation of the project scope and implementation timeline.

Key decision

What role should the City play in Q4 redevelopment?

The Board and Museum Executive Director should work with the City to clarify potential infrastructure, incentive, applicant, and development-partnership roles. These discussions may begin during the first 24 months and should be revisited when credible developer interest emerges.



Overlapping Project Actions

While Phase 1 advances, the Board should also prepare other projects and respond to emerging opportunities:

- Define funding and design needs for selected Q1 recreation components
- Prepare a separate Paint It Back adaptive reuse and activation strategy
- Continue Phase 3 building programming and capital campaign preparation
- Reevaluate Phase 3 timing if the pending 2026 \$1 million CCDA application or another major funding request is successful
- Coordinate with the City on Q4 infrastructure, property, and partnership roles
- Explore Q4 developer interest as viable opportunities emerge

Two-Year Success Measure

By the end of the first 24 months, the Board and partners should have:

- Secured or substantially advanced funding for Phase 1 components
- Advanced priority improvements through design or construction readiness
- Addressed applicable environmental and permitting needs
- Continued visitor activation and community-supported improvements
- Established funding and match strategy for the next implementation step
- Started planning or early action for selected Q1 and Phase 3 components
- Clarified Q4 partnership and outreach needs if private interest emerges



CHAPTER 7: MONITORING, EVALUATION & ANNUAL UPDATES

This chapter establishes a practical monitoring framework for evaluating progress and identifying next steps. The phased strategy provides a starting point, but the Board, Museum Executive Director, and project partners will need to track progress and periodically update priorities. It is not intended to create a burdensome reporting process. Instead, it provides a consistent way to ask:

What has been completed, what is underway, what has changed, and what needs to happen next?

Progress Tracking Framework

Progress should be tracked across categories that reflect actual outcomes. Some measures, such as grant applications and completed project scopes, can be tracked immediately. Visitation and private investment measures will become more useful as implementation advances.

Funding Progress

Funding measures should show whether priority projects are gaining the financial support needed to advance. Key measures may include:

- Applications submitted and awards received
- Grant, sponsorship, and donor funding secured
- Local match identified or committed
- Remaining funding gaps
- Capital campaign progress, when applicable

Project Delivery Progress

Project delivery measures should track how active projects move from concept toward construction and completion. Key measures may include:

- Project summaries and refined scopes completed
- Environmental and permitting needs reviewed
- Design milestones completed
- Projects bid, under construction, or completed

Programming, Visitor, and Tourism Progress

Programming, visitor, and tourism measures should track how Riverfront North is being used and whether it is becoming a stronger destination over time. These measures will be useful even before all capital improvements are complete. Key measures may include:

- Events and temporary activities held
- Educational programs offered
- School or community partners engaged
- Attendance and participant feedback
- Museum and event attendance
- Estimated troll-related visitation, if available
- Website and social media engagement
- Tourism referrals or repeat visitation indicators

Economic and Redevelopment Progress

Economic and redevelopment measures will become more useful as private opportunities emerge. These measures should show whether Riverfront North is attracting development interest and additional investment. Key measures may include:

- Developer or business inquiries
- Public-private partnership discussions
- Infrastructure and feasibility work completed
- New businesses, tenants, or operators engaged
- Private investment leveraged

TABLE 7.1 MONITORING AND EVALUATION MATRIX

Category	Metric	Baseline	Target and Direction	Lead	Frequency
Funding	Grant applications submitted	To be established	Track applications submitted for active projects and annual funding cycles	Museum Executive Director	Annual
Funding	Grant dollars, sponsorships, and donations secured	To be established	Increase committed funding for active projects	Museum Executive Director	Annual
Funding	Local match identified or pledged	To be established	Maintain a current match ledger for active funding opportunities	Museum Executive Director	Annual
Project Readiness	Priority project summaries completed	To be confirmed at plan adoption	Complete summaries for projects being prepared for funding, design, or partner outreach	Museum Executive Director	Annual
Project Readiness	Updated cost estimates completed	Existing planning-level estimates	Refine costs before major grant applications or design advancement	Museum Executive Director and design partners	By project milestone
Environmental and Regulatory	Project-specific due diligence needs reviewed	Phase I ESAs completed for all 10 project area parcels; project-specific follow up needs to be determined as scopes advance	Review before major funding, design, financing, permitting, or construction milestones	Museum Executive Director and environmental consultant	By project milestone
Design and Construction	Design milestones completed for active projects	Preferred redevelopment concept and planning-level cost estimates completed	Advance active projects from concept through design and construction readiness	Museum Executive Director and design partners	Annual
Programming	Events or activation activities held at Riverfront North	To be established	Maintain regular visitor activation and expand programming as capacity allows	Museum Executive Director	Annual
Education	Outdoor education programs or school and community partnerships established	To be established	Establish education and programming partners as outdoor classroom planning advances	Museum Executive Director and education partners	Annual
Visitor Activity	Museum attendance, event attendance, or estimated site visitation	Museum attendance available; event and site visitation baselines to be established	Track changes over time following new improvements, events, and programming	Museum Executive Director and tourism partners	Annual

TABLE 7.1 MONITORING AND EVALUATION MATRIX (CONTINUED)

Category	Metric	Baseline	Target and Direction	Lead	Frequency
Partnerships	Number of active implementation partners and formal partnership agreements	Existing partners and agreements to be inventoried	Maintain active partnerships and document formal agreements as project roles are established	Museum Executive Director	Annual
Operations and Maintenance	Operating and maintenance responsibilities identified for new amenities	Existing Museum responsibilities established; responsibilities for new amenities to be determined	Confirm staffing, operating, inspection, and maintenance responsibilities before construction begins	Museum Executive Director and project partners	By project milestone
Capital Campaign	Phase 3 capital campaign readiness	Early grant activity underway; broader capital campaign readiness to be established	Complete the building program, campaign budget, feasibility assessment, donor prospect list, and case for support before public campaign launch	Museum Board and Museum Executive Director	Annual
Private Investment	Q4 developer and economic development conversations held	To be established	Pursue exploratory conversations as developer interest or partnership opportunities emerge	Museum Executive Director and City	Annual or as opportunities emerge

Annual Implementation Review

The Board should conduct an annual implementation review to assess progress and establish priorities for the coming year. The review should be concise but structured enough to maintain accountability and momentum.

The annual review should address five basic questions:

- 1

What was completed this year?

Summarize completed actions and major progress in funding, design, programming, partnerships, or construction.
- 2

What is currently underway?

Review active funding, design, environmental, and partnership work.
- 3

What has changed?

Consider whether funding, project costs, environmental requirements, or market conditions have changed. The review should also account for new Board priorities, community needs, or City partnership opportunities.
- 4

What should be prioritized next year?

Select the most important funding, project-development, programming, and partnership actions for the next 12 months.
- 5

Do project timing, priorities, or packaging need to be adjusted?

Determine whether changing resources, partnerships, development opportunities, or project constraints justify adjusting the timing or packaging of an active project.

The annual review should produce a short written update for project partners and potential funders. The update can support future applications by documenting progress, current priorities, and organizational commitment.

Updating the Implementation Plan

This implementation plan should be treated as a living guide. The long-term vision for Riverfront North should remain stable, but the path toward implementation will likely change as funding sources, partner roles, project costs, and market conditions evolve.

- The plan should be reviewed annually. Updates may also be needed when:*

 - A major grant or funding source is awarded
 - A major grant application is unsuccessful and the funding strategy needs adjustment
 - Project costs are refined through design or engineering
 - Environmental or regulatory requirements affect project scope or timing
 - A new partner, donor, or developer expresses interest
 - The City identifies a potential role in infrastructure, funding, or redevelopment
 - Board priorities change
 - A major project is completed or another project becomes ready to advance

Minor updates can be handled through the annual review. A substantial change in project scope, timing, priorities, or development partnerships may require formal Board discussion and documentation.

Key Takeaway

Monitoring should remain simple, consistent, and useful. Its purpose is to help the Board and project partners document progress and make informed decisions without creating a burdensome reporting process. Annual review will keep Riverfront North implementation-ready as project conditions and opportunities change. By tracking progress and updating priorities, the Museum can turn the long-term vision into visible and measurable action.

APPENDIX A: FUNDING MATRIX BY IMPLEMENTATION PHASE

This appendix provides a working funding matrix organized by implementation phase. The funding sources listed are intended to help the Board and project partners identify potential grant, philanthropic, financing, and partnership tools that may support Riverfront North implementation. Inclusion in this appendix does not guarantee eligibility, competitiveness, or availability. Program requirements, applicant eligibility, match obligations, deadlines, environmental review requirements, and public-private partnership needs should be confirmed before pursuing any funding source.

The matrix should be updated regularly as project scopes are refined, grant cycles change, funding programs open or close, and implementation priorities evolve.

Quadrant tags identify the primary project areas where each funding tool may apply. Final eligibility will depend on the defined project scope and program requirements.

Each item includes a recommendation designation to indicate whether the funding source is ready to pursue, should be monitored, requires eligibility confirmation, or depends on a future partner. Designations may be combined when a funding source has a strong potential fit but also requires eligibility confirmation or participation by another entity.

- **Pursue** - Strong fit and worth preparing for once project scope is ready
- **Monitor** - Potentially useful, but timing, availability, or fit needs confirmation
- **Verify Eligibility** - Could be relevant, but applicant and project eligibility is uncertain
- **Partner-Dependent** - Requires City, developer, tax-credit partner, or another eligible entity
- **Supplemental** - Useful for smaller amenities, match, programming, or gap-filling

Quick Phase 1 Funding Takeaway

Phase 1 has the strongest near-term funding fit because it aligns with public space, recreation, outdoor education, riverfront activation, landscaping, and visitor-supporting improvements. The best strategy is to determine whether Q2 riverfront activation and the Q3 outdoor classroom and amphitheater should be pursued together or as coordinated funding packages. Before pursuing major grants, the Museum and partners should confirm the Phase 1 scope, prepare project summaries, identify match needs, and review whether any project-specific environmental due diligence or City participation is required.

Quick Phase 2 Funding Takeaway

Phase 2 has several potential funding paths, but it is likely to require a more layered approach than Phase 1. Playground, interactive water feature, restroom, miniature golf, visitor amenities, and Paint It Back activation may not all fit one funding source. The strongest strategy is to separate Q1 into smaller fundable components, such as recreation amenities, visitor-supporting infrastructure, environmental/building readiness, and sponsorship-ready features. Because Q1 includes greater environmental and building-related considerations, project-specific due diligence, maintenance planning, and operations assumptions should be addressed before final design or major grant applications move forward.

Quick Phase 3 Funding Takeaway

Phase 3 should begin with project and campaign preparation rather than simultaneous applications to every potential funding source. The Museum should first define the building program, campaign budget, operating model, donor strategy, and environmental and regulatory needs. Once those elements are clear, the Museum can pursue a layered funding strategy built around philanthropy, CCDA, CAT, Destination Iowa, museum and humanities grants, sponsorships, and carefully vetted financing tools.

Quick Phase 4 Funding Takeaway

Phase 4 will depend primarily on a qualified developer, private financing, and a clearly defined partnership among the developer, Museum, and City. Near-term work should clarify property control, zoning and design expectations, infrastructure needs, environmental readiness, and the potential public role. This preparation can support developer outreach and allow the Museum and City to respond when a viable opportunity emerges.

Public incentives and specialized financing tools should be evaluated only after the development program and financing gap are better defined. The applicable tools will depend on whether the project includes workforce, market-rate, mixed-income, or affordable housing and what infrastructure or environmental needs must be addressed. Earlier public improvements may strengthen the development opportunity, but Q4 can advance independently if a qualified developer presents a feasible proposal.

APPENDIX A.1: PHASE 1 FUNDING MATRIX, RIVERFRONT ACTIVATION AND OUTDOOR EDUCATION

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Resource Enhancement and Protection (REAP) – City Parks and Open Spaces	State grant	[Q2/Q3] Open space, park-like improvements, amphitheater area, outdoor classroom infrastructure, landscape improvements	City	Up to the applicable city grant ceiling of \$125,000	No required match identified	City applicant required; project must fit eligible park, conservation, or open-space activities	Confirm project fit with IDNR and identify whether Q2/Q3 out-door improvements qualify	Pursue
Resource Enhancement and Protection (REAP) Conservation Education Program	State grant	[Q3] Outdoor classroom, environmental education space, interpretive signage, experiential trail education	Museum or eligible public partner	Funding level varies by annual allocation and project selection	No required match identified; confirm current program requirements	Must clearly support conservation education	Develop the education and programming narrative and identify school or community partners	Pursue
Institute of Museum and Library Services, Inspire Grants for Small Museums	Federal museum grant	[Q3] Outdoor classroom programming, experiential learning, lumber history interpretation, exhibits, community partnerships, collections stewardship, and public access to collections	Museum	\$5,000 to \$75,000	No cost share for requests up to \$25,000; requests above \$25,000 require a one-to-one nonfederal cost share	Must qualify as a small museum and propose a defined, project-based education, exhibit, partnership, or collections-stewardship effort; not a general construction or operating grant	Identify a discrete project and consult with program staff; monitor the annual cycle	Pursue
Clinton County Development Association (CCDA) Grants	Regional philanthropy and gaming funds	[Q2/Q3] Riverfront amenities, outdoor classroom, event lawn, learning areas, signage, seating, and other defined capital improvements	Museum or City	Up to \$75,000 per application	Funding from non-CCDA sources equal to at least 25% of total project cost. In-kind labor and land do not qualify toward the match, but eligible donated materials may count.	Operational costs are ineligible; applicants generally may not have more than two open CCDA grants	Match a defined project component to the spring or fall semiannual cycle	Pursue
Land and Water Conservation Fund (LWCF)	Federal and state recreation grant	[Q2/Q3] Amphitheater, outdoor classroom, trails, overlooks, walkways, landscaping, restrooms, lighting, and other eligible public recreation improvements	City likely lead	Varies by annual allocation and project eligibility	Generally requires a 50% nonfederal match	Long-term public recreation access and program compliance requirements apply; City participation will likely be needed	Confirm eligibility with the IDNR before finalizing the Phase 1 funding packages	Pursue and Partner-Dependent

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
IDNR Brownfield Redevelopment Program	Environmental assessment and cleanup assistance	[Q2/Q3] Eligible environmental assessment, investigation, cleanup planning, or remediation supporting public recreation and redevelopment	City, ECIA, Museum, or another eligible nonprofit, depending on ownership and eligibility	100% reimbursement up to \$25,000 per site for eligible Phase II assessments and hazardous material inspections; 75% cost share up to \$25,000 per site for eligible cleanup	No match for eligible assessment assistance; 25% recipient share for eligible cleanup	Eligibility depends on ownership, acquisition history, liability, and proposed reuse; assistance contract must be executed before work begins	Review the completed Phase I ESA findings and project scopes with ECIA and IDNR before authorizing additional work	Verify Eligibility and Partner-Dependent
Outdoor Recreation Legacy Partnership (ORLP)	Federal and state outdoor recreation grant	[Q2/Q3] Larger outdoor recreation improvements, event lawn, outdoor classroom, amphitheater, riverfront gathering areas, and public open space	City or eligible public sponsor, with Museum as partner	Varies by federal funding cycle and project eligibility	Up to 50% of eligible project costs; generally requires a 50% nonfederal match	Must provide public outdoor recreation benefits, meet ORLP and LWCF requirements, align with applicable recreation priorities, and remain publicly accessible	Confirm whether Riverfront North is within a qualifying urban area and whether Phase 1 can be packaged as a competitive public recreation project	Verify Eligibility and Partner-Dependent
Alliant Energy Community Tree Planting Program	Community tree planting grant	[Q2/Q3] Shade trees near public gathering areas, buildings, trails, streets, and other locations where planting can provide energy saving benefits	City, with the Museum and Trees Forever as partners	Up to \$5,000 per community	No match requirement identified on the current program page; confirm before applying	Must be within an Alliant Energy service community and demonstrate energy saving benefits; limited to eligible tree planting	Identify eligible planting locations and coordinate with the City and Trees Forever; monitor the annual application cycle	Supplemental
Build With Bags Grant	Amenity grant	[Q2/Q3] Benches, picnic tables, and eligible playground equipment made with recycled highdensity polyethylene plastic	Museum, City, or eligible nonprofit or service organization	Up to \$2,000	No required match identified; contributed funds or in-kind contributions may improve application competitiveness	Park or school use; eligible recycled HDPE content; reimbursement-based; grocery industry endorsement required	Identify an eligible amenity and supporting grocery industry member; monitor the annual cycle	Supplemental
AARP Community Challenge	Quick action grant	[Q2/Q3] Accessible seating, shade, pedestrian improvements, wayfinding, temporary public space activation, and other visible improvements that benefit people of all ages, especially adults age 50 and older	Museum, City, or eligible nonprofit organization	Generally up to \$15,000 for flagship grants; other grant categories vary	No required match identified; leveraged support may strengthen competitiveness	Must benefit community livability, particularly adults age 50 and older, and be completed within a short grant period	Define a small, visible, implementation-ready project and monitor the annual application cycle	Supplemental

APPENDIX A.1: PHASE 1 FUNDING MATRIX, RIVERFRONT ACTIVATION AND OUTDOOR EDUCATION

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Iowa State Recreational Trails Program	State recreational trails grant	[Q2/Q3] Public trail connections, levee access, experiential trails, and related educational signage	City, County, or eligible nonprofit, depending on the program	Up to 75% of eligible project costs or the approved grant maximum, whichever is less	Minimum 25% local match; applicants must pay project costs upfront and request reimbursement	Limited to public recreational trail projects; most construction projects require at least 20 years of public use and maintenance	Monitor annual application cycles and determine whether Phase 1 includes an eligible trail or levee-connection project	Monitor
Iowa Arts Council Art Project Grant	State and federal arts programming grant	[Q2/Q3] Artist led programming, accessible arts experiences, public engagement, interpretation, exhibitions, or workshops	Museum	Varies by round; current specialized rounds range from \$15,000 to a maximum of \$25,000	One-to-one match under current special rounds; confirm current requirements	Must support a defined arts activity with public engagement; construction, renovation, maintenance, and general site improvements are ineligible; current rounds have specialized eligibility requirements	Monitor future rounds and identify a discrete arts or interpretive program separate from construction	Monitor
IDNR Iowa Tree Planting Grant	State-administered federal urban forestry grant	[Q2/Q3] Trees, mulch, tree staking and protection, and supplemental watering on eligible publicly owned property	City or eligible community organization, with the Museum as a partner	\$10,000 to \$30,000 under the 2026 program	No match required under the 2026 program; reimbursement-based	Plantings must occur on publicly owned property and meet geographic eligibility requirements established through the IDNR assessment tool. Funding is limited to eligible tree-planting costs and is supported through a time-limited federal Inflation Reduction Act allocation.	Identify publicly owned planting areas within Q2 or Q3 and confirm geographic eligibility with IDNR. The 2026 application cycle closed June 22, 2026; monitor for future funding rounds or successor programs.	Monitor and Verify Eligibility
IDNR Urban Forestry Development Grant	State-administered federal urban forestry development grant	[Q2/Q3] Community forestry planning, educational programming, an urban food forest or exhibition forest, public engagement, and related forestry initiatives	City, Museum, volunteer organization, or eligible service organization, subject to program eligibility	\$10,000 to \$50,000 under the 2026 program	No match required under the 2026 program; reimbursement-based	Must address eligible urban forestry management, education, public engagement, or workforce development needs. Geographic eligibility is determined through the IDNR assessment tool.	Determine whether the proposed exhibition forest, educational programming, or community forestry activities form a sufficiently defined project.	Monitor and Verify Eligibility

APPENDIX A.1: PHASE 1 FUNDING MATRIX, RIVERFRONT ACTIVATION AND OUTDOOR EDUCATION

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
National Endowment for the Humanities, Public Humanities Projects	Federal humanities grant	[Q2/Q3] Exhibitions and interpretive experiences connecting Clinton’s lumber, industrial, labor, and riverfront history to broader themes in American history	Museum	Planning awards up to \$75,000; implementation awards up to \$750,000	Confirm current requirements	Must use humanities scholarship, reach broad public audiences, and address an eligible national topic; a solely local history project may not be competitive	Develop a qualifying interpretive concept and consult program staff before applying	Monitor and Verify Eligibility
Transportation Alternatives Set-Aside Program	Federal transportation grant	[Q2/Q3] Trail connections, pedestrian access, levee connections, bicycle and pedestrian facilities, trail-related wayfinding, and streetscape improvements	City or other eligible project sponsor, with the Museum as a partner	Up to 80% of eligible project costs or the approved award amount, whichever is less	Minimum 20% non-federal match; the project sponsor is responsible for costs exceeding the award and all ineligible costs	Reimbursement based federal aid program with environmental, procurement, prevailing wage, and domestic content requirements	Determine whether Phase 1 includes an eligible trail, pedestrian, or transportation-connection project. Coordinate with the applicable MPO or regional planning affiliation to identify the appropriate application process and schedule.	Monitor and Partner-Dependent

APPENDIX A.2: PHASE 2 FUNDING MATRIX, FAMILY RECREATION AND VISITOR EXPERIENCE

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Community Attraction and Tourism (CAT) Grant	State tourism and capital infrastructure grant	[Q1] A bundled family recreation and visitor attraction project, potentially including the playground, interactive water feature, restroom pavilion, Paint It Back rehabilitation, trails, and related public amenities	Museum or City	Up to 20% of total project cost for urban projects, not to exceed \$1 million; community-amenity projects such as splash pads are generally capped at \$500,000	At least 65% of project funding must be raised; the requested award must bring total funding to at least 90% of project cost	Requires a destination-scale, publicly accessible project with broad local support, demonstrated economic impact, and a sustainable operating plan	Define a bundled Phase 2 attraction, update its cost estimate and operating model, and document City, County, donor, and private support before submitting a Notice of Intent to Apply	Pursue
Clinton County Development Association (CCDA) Grants	Regional philanthropy and gaming funds	[Q1] Playground, interactive water feature, restroom pavilion, visitor amenities, Paint It Back improvements, and other clearly defined capital components	Museum or City	Up to \$75,000 per application	Non-CCDA funding equal to at least 25% of total project cost; in-kind labor and land do not qualify, but eligible donated materials may count	Operating expenses and private for-profit uses are ineligible; applicants generally may not have more than two open grants	Divide Phase 2 into discrete funding packages and match the strongest component to a spring or fall application cycle	Pursue
Regional Philanthropy and Community Foundations	Foundation grant and philanthropic support	[Q1] Playground, visitor amenities, community gathering space, family recreation, public programming, and eligible Paint It Back activation	Museum	Varies by foundation and funding opportunity	Varies; may support local match for other grants	Requires a defined project, clear community benefit, and alignment with funder priorities	Prepare a concise Q1 project summary focused on family recreation, visitor experience, and community benefit, then identify aligned foundation opportunities	Pursue
Corporate Sponsorships and Naming Opportunities	Sponsorship and donor support	[Q1] Playground features, miniature golf holes, benches, shade structures, restroom pavilion, signage, interactive water feature, and other visible visitor amenities	Museum	Flexible; may support individual amenities, project match, or larger naming opportunities	No formal match requirement	Requires clear sponsorship levels, recognition terms, and consistency with Museum policies	Identify sponsor-ready Q1 components and prepare contribution levels, recognition benefits, and estimated costs	Pursue

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Land and Water Conservation Fund [LWCF]	Federal and state recreation grant	[Q1] Playground, interactive water feature or splash pad, eligible outdoor miniature golf, restrooms, walkways, parking, lighting, landscaping, and outdoor visitor amenities	City, with the Museum as project and property partner	Up to \$250,000; reimburses up to 50% of eligible costs	Minimum 50% nonfederal match	City or county applicant; minimum 25-year site control; perpetual public outdoor recreation requirement; federal compliance; Paint It Back and routine operations are ineligible	Separate eligible outdoor recreation components and confirm site control, eligibility, match, and environmental requirements with the City and IDNR	Pursue and Partner-Dependent
Resource Enhancement and Protection (REAP), City Parks and Open Spaces	State grant	[Q1] Nature-based playground, interactive water feature, restroom pavilion, landscaping, and related public recreation improvements	City, with the Museum as project and property partner	Up to the applicable city grant ceiling; grants may fund up to 100% of eligible project costs	No required match identified; confirm current cycle requirements	City applicant required; miniature golf, Paint It Back, and revenue-producing components require separate eligibility review	Separate eligible public recreation components from adaptive reuse and commercial uses, then confirm project and property eligibility with the City and IDNR	Pursue and Partner-Dependent
IDNR Brownfield Redevelopment Program	State environmental assessment and cleanup assistance	[Q1] Eligible Phase II assessment, asbestos or lead-based paint inspections, cleanup planning, and remediation associated with Paint It Back or other Q1 redevelopment	City or eligible nonprofit redevelopment partner, with the Museum and ECIA as project partners	Up to \$25,000 per site for eligible Phase II assessments and hazardous-material inspections; up to \$25,000 per site for eligible cleanup	No match for eligible assessment assistance; 25% recipient share for eligible cleanup	Eligibility depends on property ownership, acquisition history, environmental liability, and proposed reuse; IDNR approval is required before work begins	Review the completed Phase I ESA and building findings with ECIA and IDNR to confirm eligibility before authorizing additional assessment or cleanup	Verify Eligibility and Partner-Dependent
IEDA Community Catalyst Building Remediation Program	State building rehabilitation grant	[Q1] Paint It Back building rehabilitation, code compliance, façade improvements, and improvements needed to support an eligible commercial or community-serving reuse	City, with the Museum and potential operator as partners	Up to \$100,000	City must provide financial or in-kind resources; confirm the required contribution for the applicable funding cycle	City application required; limited to eligible commercial-building rehabilitation; mandatory pre-application and invitation required	Define the preferred reuse and minimum building improvements, then coordinate with the City and program staff before the next annual pre-application period	Verify Eligibility and Partner-Dependent

APPENDIX A.2: PHASE 2 FUNDING MATRIX, FAMILY RECREATION AND VISITOR EXPERIENCE

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
KABOOM! Community-Built Playgrounds	Corporate or foundation-supported playground partnership	[Q1] Community-designed playground of at least 2,000 square feet, volunteer build, and related youth and community engagement	Museum or City as community partner	Varies by available corporate or foundation funding partner	Community partner must make a financial contribution toward equipment and provide site preparation, permits, volunteer coordination, and build-week support	Requires a child-serving community partner, site control, long-term insurance and maintenance, and substantial volunteer participation	Confirm that the Q1 playground can meet the program's size and community-build requirements, then contact KABOOM! regarding current funding-partner availability	Verify Eligibility and Partner-Dependent
EPA and Partner-Administered Brownfields Resources	Federal environmental assessment, cleanup planning, and remediation assistance	[Q1] Targeted environmental assessment, cleanup planning, or remediation associated with the Paint It Back building and other eligible redevelopment activities	ECIA, City, or eligible entity depending on program	Varies by available grant resources and eligible project activities	Varies by grant and funding cycle; direct assistance through an existing grant recipient may not require Museum match	Limited to eligible brownfields activities; property ownership, liability, site eligibility, and available partner funding must be confirmed	Review Q1 environmental findings and proposed improvements with ECIA to determine whether existing brownfields resources can support additional assessment or cleanup planning	Partner-Dependent
AARP Community Challenge	Quick action grant	[Q1] Accessible seating, shaded rest areas, wayfinding, pedestrian connections, temporary recreation, and other small public-space improvements that benefit visitors of all ages, particularly adults age 50 and older	Museum or City	Flagship grants generally range from several hundred dollars to \$15,000; other grant categories vary	No required match identified; projects that leverage public, private, or philanthropic support may be more competitive	Must create a tangible, quick-action improvement within the grant period and demonstrate benefits for community livability, especially for adults age 50 and older	Identify a small, visible, age-friendly improvement that can be completed within one grant cycle and monitor the annual application period	Supplemental
Build With Bags Grant	Amenity grant	[Q1] Benches, picnic tables, and eligible playground equipment made with recycled high-density polyethylene plastic	Museum, City, or eligible nonprofit organization	Up to \$2,000	No required match identified; contributed funds or in-kind contributions may improve application competitiveness	Park or school use; eligible recycled HDPE content; reimbursement-based; grocery-industry endorsement required	Identify an eligible amenity and supporting grocery-industry member; monitor the annual cycle	Supplemental

APPENDIX A.2: PHASE 2 FUNDING MATRIX, FAMILY RECREATION AND VISITOR EXPERIENCE

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
GameTime Community Champions Playground Grant	Vendor matching program	[Q1] Manufactured playground structures, inclusive play systems, early-childhood equipment, and outdoor fitness features	Museum or City	Up to 100% matching funds for qualifying systems over \$75,000 with payment in full; lower matching levels apply to other eligible purchases	Requires purchase of eligible GameTime equipment; funding level depends on purchase amount, product selection, and payment terms	Limited to eligible GameTime products; freight, taxes, installation, surfacing, and site work may be additional	Confirm that manufactured equipment fits the nature-based concept and request an itemized proposal showing equipment, vendor funding, installation, surfacing, freight, and related costs	Supplemental
Earned Revenue and Operator Partnerships	Operating revenue and partnership tool	[Q1] Miniature golf, Paint It Back reuse, food-and-beverage service, events, rentals, and concessions	Museum or potential operator	Revenue potential depends on the operating model, pricing, demand, and use agreement	Not applicable	Requires demonstrated demand and a workable approach to staffing, liability, maintenance, and revenue sharing	Prepare preliminary operating assumptions and evaluate whether each revenue-producing component should be Museum-operated, leased, or managed through a partner agreement	Monitor

APPENDIX A.3: PHASE 3 FUNDING MATRIX, MUSEUM EXPANSION AND DESTINATION DEVELOPMENT

Phase 3 focuses on the larger destination-scale components of Riverfront North, including the museum expansion, observation tower, restaurant and event space, expanded exhibits, upper-level connections, and related site improvements. Because these projects are larger, more complex, and more capital-intensive, Phase 3 will likely require a formal capital campaign supported by layered grants, philanthropy, sponsorships, and partnership-dependent financing tools.

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Capital Campaign and Major Gifts	Philanthropy and fundraising	[Q3] Museum expansion, observation tower, event space, exhibits, terraces, and donor-funded visitor amenities	Museum Board and Museum Executive Director	Flexible; based on campaign goal and donor capacity	No formal match, but commitments may support grant requirements	Requires a defined building program, updated cost estimate, donor prospects, and campaign leadership	Complete a campaign-readiness assessment, evaluate the need for a campaign consultant, and prepare the case for support	Pursue
Clinton County Development Association (CCDA) Grants	Regional philanthropy and gaming funds	[Q3] Exhibits, learning areas, event space, public amenities, and discrete expansion components	Museum or City	Up to \$75,000 per application	Non-CCDA funding equal to at least 25% of total project cost; in-kind labor and land are ineligible, while eligible donated materials may count	Operating costs are ineligible; applicants generally may not have more than two open grants	Package a discrete Phase 3 component for the spring or fall application cycle	Pursue
Community Attraction and Tourism (CAT) Grant	State tourism and capital infrastructure grant	[Q3] Museum expansion, observation tower, event space, terraces, trails, utilities, and destination infrastructure	Museum or City	Up to 20% of total project cost for urban projects, not to exceed \$1 million	At least 65% of project funding must be raised; the requested award must bring total funding to at least 90% of project cost	Requires a mature scope, current cost estimate, public access, broad support, and sustainable operations	Complete the building program, update the cost estimate, document fundraising, and submit a Notice of Intent when ready	Pursue
Destination Iowa Fund Grant Program	State destination-development grant	[Q3] Museum expansion, observation tower, event and visitor facilities, trails, utilities, and related site development	Museum or City	Up to 25% of eligible project costs	At least 65% of financing or fundraising must be secured at pre-application	Must create or expand a primary tourism destination and meet the applicable minimum project-cost threshold	Define a destination-scale package, document secured funding, and consult program staff before submitting a rolling pre-application	Pursue

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Institute of Museum and Library Services, Inspire Grants for Small Museums	Federal museum grant	[Q3] Exhibits, experiential learning, community partnerships, collections stewardship, and public access to collections	Museum	\$5,000 to \$75,000	No cost share through \$25,000; requests above \$25,000 require a one-to-one nonfederal cost share	Must qualify as a small museum and propose a defined project; not a general building-construction grant	Identify a discrete exhibit, education, partnership, or collections project and consult program staff	Pursue
Historical Resource Development Program	State historical-resource grant	[Q3] Museum exhibits, collections care, interpretation, historic-resource preservation, and educational projects	Museum, City, or another eligible applicant	Up to \$50,000	Match required; ratio varies by applicant and project category	Must involve Iowa historical resources and fit the museum, preservation, or documentary-collections category	Select a discrete exhibit, collections, interpretation, or preservation project and confirm the appropriate category	Pursue
Regional Philanthropy and Community Foundations	Foundation grant and philanthropic support	[Q3] Exhibits, education, interpretation, event space, accessibility, and public-facing amenities	Museum	Varies by foundation and opportunity	Varies; may support campaign match or discrete components	Requires a defined project and alignment with funder priorities	Prepare a Phase 3 foundation narrative focused on education, tourism, accessibility, and community benefit	Pursue
Corporate Sponsorships and Naming Opportunities	Sponsorship and donor support	[Q3] Observation tower, exhibit galleries, event rooms, terraces, seating areas, and educational features	Museum	Flexible; may support capital-campaign match or individual spaces	No formal match requirement	Requires consistent naming, recognition, and sponsorship policies	Create an inventory of naming opportunities, contribution levels, recognition terms, and estimated costs	Pursue
National Endowment for the Humanities, Public Humanities Projects	Federal humanities grant	[Q3] Exhibitions and interpretive experiences connecting Clinton’s lumber, industrial, labor, and riverfront history to broader American themes	Museum	Planning awards up to \$75,000; implementation awards up to \$750,000	Confirm current requirements	Must use humanities scholarship, reach broad audiences, and address an eligible program topic	Develop a qualifying interpretive concept and confirm alignment with current guidelines before applying	Verify Eligibility

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
State and Federal Historic Preservation Tax Credits	Tax-credit and equity tool	[Q3] Rehabilitation of an eligible historic building included in the Phase 3 project	Property owner or structured tax-credit entity	Up to 25% of qualified rehabilitation expenditures through the Iowa program and 20% through the federal program where applicable	Requires qualified project investment rather than a conventional grant match	Requires an eligible historic building, qualified expenses, preservation review, and approval before work begins	Determine whether an existing Phase 3 building is historically eligible and whether the proposed rehabilitation can meet preservation standards	Verify Eligibility and Partner-Dependent
New Markets Tax Credits	Tax-credit-supported gap financing	[Q3] Museum expansion, educational facilities, event space, and other community-serving components	Museum with a Community Development Entity and legal and financial partners	Financing value depends on project structure, eligible costs, and available allocation	Requires investor equity and a fully structured financing package	Requires an eligible location, sufficient project scale, underwriting, and a participating Community Development Entity	Confirm census-tract eligibility and begin exploratory discussions with Community Development Entities after the capital need is defined	Verify Eligibility and Partner-Dependent
Iowa Redevelopment Tax Credits for Brownfields and Grayfields	State redevelopment tax credit	[Q3] Eligible environmental, demolition, rehabilitation, and site-redevelopment costs	Property owner or eligible redevelopment entity	Up to 24% of qualifying brownfield costs, or 30% with qualifying green design; maximum \$1.5 million per project	Based on qualifying owner investment rather than a conventional match	Requires site eligibility, financial need, project approval, and qualified costs incurred after approval	Review project eligibility, ownership, Phase I findings, and qualifying costs before the annual application period	Verify Eligibility and Partner-Dependent
EPA and Partner-Administered Brownfields Resources	Federal environmental assessment and cleanup assistance	[Q3] Additional assessment, cleanup planning, or remediation required for the expansion and destination improvements	ECIA, City, or another eligible grant recipient	Varies by available grants and eligible activities	Varies by grant; partner-administered assistance may not require Museum match	Limited to eligible brownfields activities and dependent on site, liability, ownership, and available grant resources	Compare the Phase 3 scope with completed Phase I ESA findings and discuss additional needs with ECIA	Partner-Dependent

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
National Trust Preservation Funds	Preservation planning and education grant	[Q3] Historic structure assessment, preservation feasibility study, reuse planning, architectural or engineering consultation, fundraising consultation, and public preservation education	Museum or eligible public agency	Generally \$2,500 to \$5,000	One-to-one match encouraged but not required	Limited to preservation planning and education; construction and capital improvements are ineligible	Confirm that Phase 3 includes an eligible historic resource and planning need, then review membership requirements before applying	Supplemental
Iowa Tourism Marketing Grant	State tourism-marketing grant	[Q3] Out-of-state marketing of the expanded Museum, observation tower, events, and completed visitor experiences	Museum or tourism partner	\$2,500 to \$10,000	Minimum 20% cash contribution to total project cost	Marketing only; cannot fund construction, infrastructure, or event implementation	Pursue after the Phase 3 visitor experience is sufficiently developed and ready for promotion	Supplemental
Restaurant and Event-Space Operator Partnership	Private operator and revenue partnership	[Q3] Café, catering kitchen, event venue, hospitality space, rentals, and related visitor services	Museum with qualified operator	Depends on lease, management, capital contribution, and revenue-sharing terms	Not applicable	Requires market demand, defined operations, risk allocation, and compatible building design	Test operator interest and compare Museum-operated, leased, and management-agreement models before final design	Monitor
Program-Related Investments	Philanthropic loan or mission investment	[Q3] Gap financing for education space, visitor facilities, or revenue-supporting nonprofit uses	Museum	Terms vary by foundation and investment structure	Repayment source required	Requires mission alignment, financial underwriting, and a credible repayment strategy	Determine whether projected revenue or pledged support could repay a mission-aligned loan and identify potential foundation partners	Monitor

APPENDIX A.4: PHASE 4 FUNDING MATRIX, CATALYTIC REDEVELOPMENT AND PRIVATE INVESTMENT

Phase 4 focuses on opportunity-driven mixed-use redevelopment in Q4. It is expected to rely heavily on private development interest, City partnership, infrastructure coordination, market feasibility, and eligible financing or incentive tools.

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Iowa Redevelopment Tax Credits for Brownfields and Grayfields	State redevelopment tax credit	[Q4] Eligible environmental, demolition, rehabilitation, construction, and site-redevelopment costs	Property owner, developer, or eligible redevelopment entity	Up to 24% of qualifying brownfield costs, or 30% with qualifying green design; maximum \$1.5 million per project	Based on qualifying project investment rather than a conventional match	Requires site eligibility, demonstrated financial need, program approval, and qualified costs	Review the ownership structure, Phase I findings, development concept, and qualifying costs before application	Verify Eligibility and Partner-Dependent
IDNR Brownfield Redevelopment Program	State environmental assessment and cleanup assistance	[Q4] Eligible Phase II assessment, cleanup planning, hazardous-material inspection, or environmental remediation	City or eligible nonprofit redevelopment entity, with developer participation as applicable	Up to \$25,000 per site for eligible Phase II assessment or inspection; up to \$25,000 per site for eligible cleanup	No match for eligible assessment assistance; 25% recipient share for eligible cleanup	Eligibility depends on ownership, acquisition history, liability, and proposed reuse	Review Q4 environmental findings and ownership with ECIA and IDNR before additional work begins	Verify Eligibility and Partner-Dependent
Private Developer Financing	Private debt and equity	[Q4] Mixed-use residential and commercial development, parking, and private site improvements	Private developer	Depends on project costs, achievable rents, equity, debt capacity, and financial feasibility	Not applicable	Requires developer interest, site control, market feasibility, and an acceptable return on investment	Test developer interest and potential financing structures as viable redevelopment opportunities emerge	Partner-Dependent
Public-Private Ground Lease	Land and public-private partnership tool	[Q4] Mixed-use development on Museum- or publicly controlled land while retaining long-term ownership	Museum or City with private developer	Negotiated lease terms may reduce upfront land costs	Not applicable	Requires site control, legal review, long-term lease terms, and clear responsibilities	Determine whether sale, ground lease, or retained ownership is preferred before formal developer solicitation	Partner-Dependent

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Developer Outreach, Request for Information, or Request for Proposals	Developer recruitment and market-testing tool	[Q4] Testing market interest, identifying development barriers, and refining development and partnership assumptions	Museum and City	Low to moderate preparation cost; development financing remains partner-led	Not applicable	Requires clear site boundaries, ownership information, infrastructure assumptions, and development expectations	Prepare an outreach package and determine whether direct outreach, an RFI, or an RFP is appropriate	Partner-Dependent
Iowa Workforce Housing Tax Credit	State housing tax credit and sales-tax refund	[Q4] Workforce-oriented multifamily housing within a mixed-use development	Qualified housing developer	Up to 10% of eligible investment for qualifying urban projects, plus eligible sales, service, or use-tax refunds; total benefits generally limited to \$1 million per project	Local contribution and secured financing requirements apply under the applicable cycle	Competitive; subject to per-unit cost limits, project-readiness requirements, and developer eligibility	Confirm that the proposed multifamily program can meet current cost limits, financing thresholds, and City support requirements	Partner-Dependent
Low-Income Housing Tax Credits	Federal affordable-housing tax-credit equity	[Q4] Affordable or mixed-income rental housing if income-restricted units are included	Qualified housing developer and ownership partnership	Equity value depends on the 4% or 9% structure, eligible basis, and investor pricing	Requires a complete financing package and qualified developer equity	Requires long-term affordability, regulatory compliance, underwriting, and a competitive allocation for 9% credits	Determine whether affordable or mixed-income housing aligns with the preferred Q4 program before engaging a qualified developer	Partner-Dependent
Private Activity Bonds	Tax-exempt bond financing	[Q4] Qualified affordable multifamily housing or other eligible private development components	Qualified borrower with Iowa Finance Authority or other public issuer	Depends on eligible costs, underwriting, bond purchaser, and available volume cap	Borrower must secure repayment, equity, and the remaining financing package	Limited to qualified projects; borrower is responsible for repayment and finding a bond purchaser	Evaluate with a qualified housing developer and financial advisor if affordable multifamily housing advances	Partner-Dependent
EPA and Partner-Administered Brownfields Resources	Federal environmental assessment and cleanup assistance	[Q4] Additional assessment, cleanup planning, or remediation needed to prepare the site for redevelopment	ECIA, City, or another eligible brownfields grant recipient	Varies by available grant resources and eligible activities	Varies; partner-administered assistance may not require developer or Museum match	Limited to eligible brownfields activities and dependent on site, liability, ownership, and available funding	Review the proposed development scope against existing Phase I ESA findings and discuss additional needs with ECIA	Partner-Dependent

Funding Source	Funding Type	Best Fit Project Elements	Likely Lead or Applicant	Award or Funding Scale	Match Requirement	Key Constraints	Timing and First Step	Recommendation
Local and Regional Philanthropy and Corporate Support	Philanthropy and sponsorship	[Q4] Public-facing streetscape, signage, plazas, trail connections, public art, and visitor amenities	Museum, City, or project partners	Flexible and generally supplemental	No formal match requirement	Better suited to public amenities than private vertical development	Identify sponsor-ready public improvements that support development readiness and district identity	Supplemental
EDA Public Works and Economic Adjustment Assistance	Federal economic-development infrastructure grant	[Q4] Public utilities, access, site preparation, and infrastructure supporting private investment and job creation	City, ECIA, or another eligible public or nonprofit entity	Varies by project and available federal funding	Federal cost share varies according to program and regional economic distress	Requires economic distress eligibility, alignment with a CEDS or equivalent strategy, and measurable economic-development outcomes	Evaluate only after infrastructure needs, private investment, and anticipated job or business impacts are defined	Monitor and Verify Eligibility
Self-Supported Municipal Improvement District	District operations and capital-improvement funding	[Q4] Long-term landscaping, public art, signage, programming, maintenance, and district improvements	Property owners petition; City establishes district	Additional property-tax levy within the established district	Not applicable	Requires eligible contiguous property, owner support, sufficient taxable value, and City action	Consider only if Riverfront North develops multiple participating commercial, industrial, or historic-district properties	Monitor and Partner-Dependent
New Markets Tax Credits	Federal tax-credit-supported gap financing	[Q4] Large community-serving commercial or mixed-use components that qualify for investment in a low-income community	Qualified developer working with an existing Community Development Entity and financial partners	Financing value depends on eligible project costs, project structure, investor pricing, and available allocation	Requires a complete capital stack, investor equity, and other committed financing	Requires an eligible location, sufficient project scale, underwriting, and participation by an existing Community Development Entity	Confirm census-tract and project eligibility, then contact Community Development Entities serving Iowa if a qualified developer and sufficiently large project emerge	Monitor and Partner-Dependent