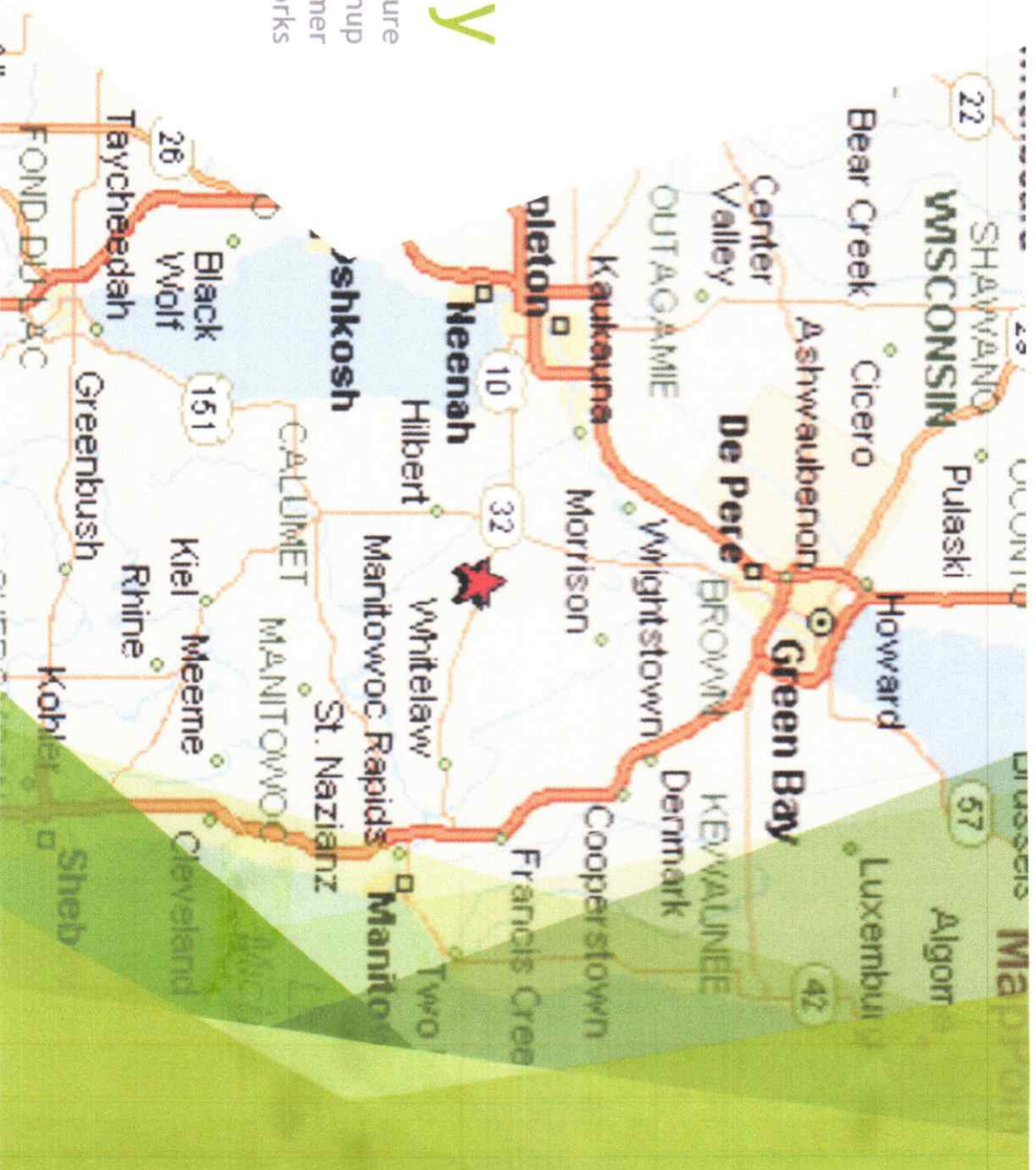
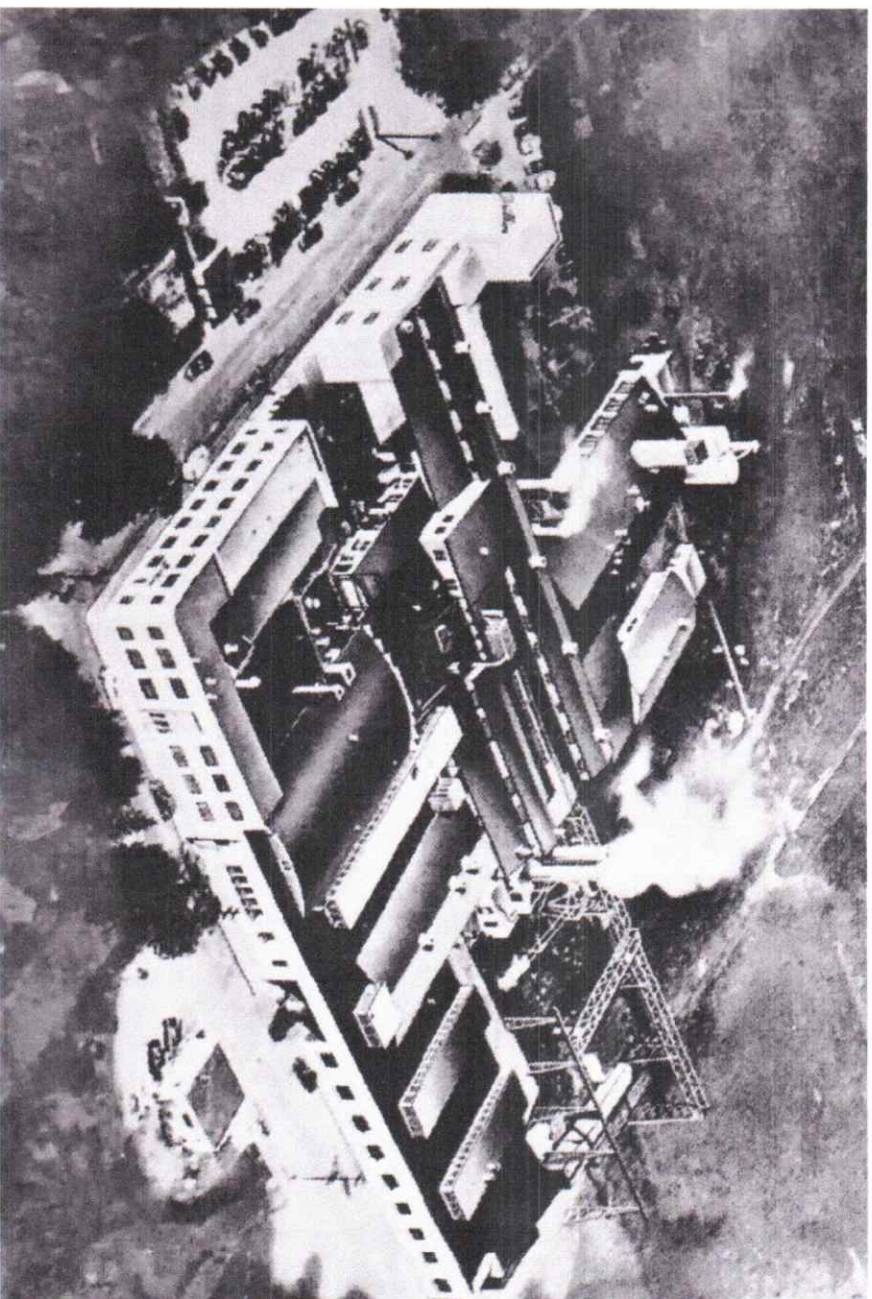


Case Study

Brillion WI (population 3,400) - Closure
and Subsequent Demolition, Cleanup
and Redevelopment of the Former
Brillion Iron Works



History of the Brillion Iron Works



History of the Brillion Iron Works

- ▶ 1893 - Founded as a blacksmith shop by Henry Ariens
- ▶ 1900 - Foundry added
- ▶ 1933 - Company went bankrupt, but purchased by new owner (local resident)
- ▶ 1938, 1966, 1974, 1981 - four large industrial plants added
- ▶ 1969 - Sold to Beatrice Foods Co of Chicago (750 employees at plant in Brillion)
- ▶ 1984 - Sold for the Robin Group of La Jolla, CA (800 local employees)
- ▶ 1988 - Sold to Truck Components, Inc.
- ▶ 2005 - Sold to Accuride
- ▶ 2009, 2012, 2013 - Repeated layoffs (80, 198, and 36 workers)
- ▶ Sept 2016 - Sold to Metaldyne Performance Group
- ▶ Nov 2016 - Plant closed (laying off last 342 employees, and ending 123 years of foundry operations)
- ▶ 2018 - The 145-acre property containing 20 buildings was acquired by the City in collaboration with Ariens Corporation (AriensCo)

Environmental Challenges

- ▶ Massive site (145 acres)
- ▶ Nearly 1 million ft² of industrial buildings with massive quantities of asbestos (attributable to former use as foundries)
- ▶ 4- to 10-foot layer of foundry wastes contaminated with arsenic, lead, and polynuclear aromatic hydrocarbons covering 98% of site (estimated >1 million cubic yards)
- ▶ Floodplain/stormwater drainage challenges due to two historic streams buried beneath buildings
- ▶ Some areas of solvent impacts in groundwater
- ▶ Vapor intrusion concerns

Redevelopment Timeline

- ▶ 2018 - Purchase agreement negotiated by Ariens Company with former owner working in collaboration with City
- ▶ 2018 - Phase I and II ESAs and asbestos/pre-demolition surveys completed prior to acquisition
- ▶ 2018 - Purchased by City utilizing Wisconsin's Local Government Exemption (LGU) Program
- ▶ 2018 - Development agreement executed by City with specially formed subsidiary of AriensCo (Brillion Works LLC)
- ▶ 2018-2020 - Abatement and demolition of 16 of the 20 buildings (all but 4 that were proposed for renovation and reuse)
- ▶ 2020 - Completion of initial reuse plan and initial renovation project
- ▶ 2020, 2024, 2025 - Award of EPA Cleanup Grants
- ▶ 2021 - Completion of initial new building
- ▶ 2021 to present - On-going assessment, cleanup and redevelopment projects

Initial Projects - Ariens Research and Development Facility

- ▶ \$11.0 million renovation of former 145,000-ft² Brillion Iron Works Farm Implement Building for use as a research and development facility (Completed 2020).



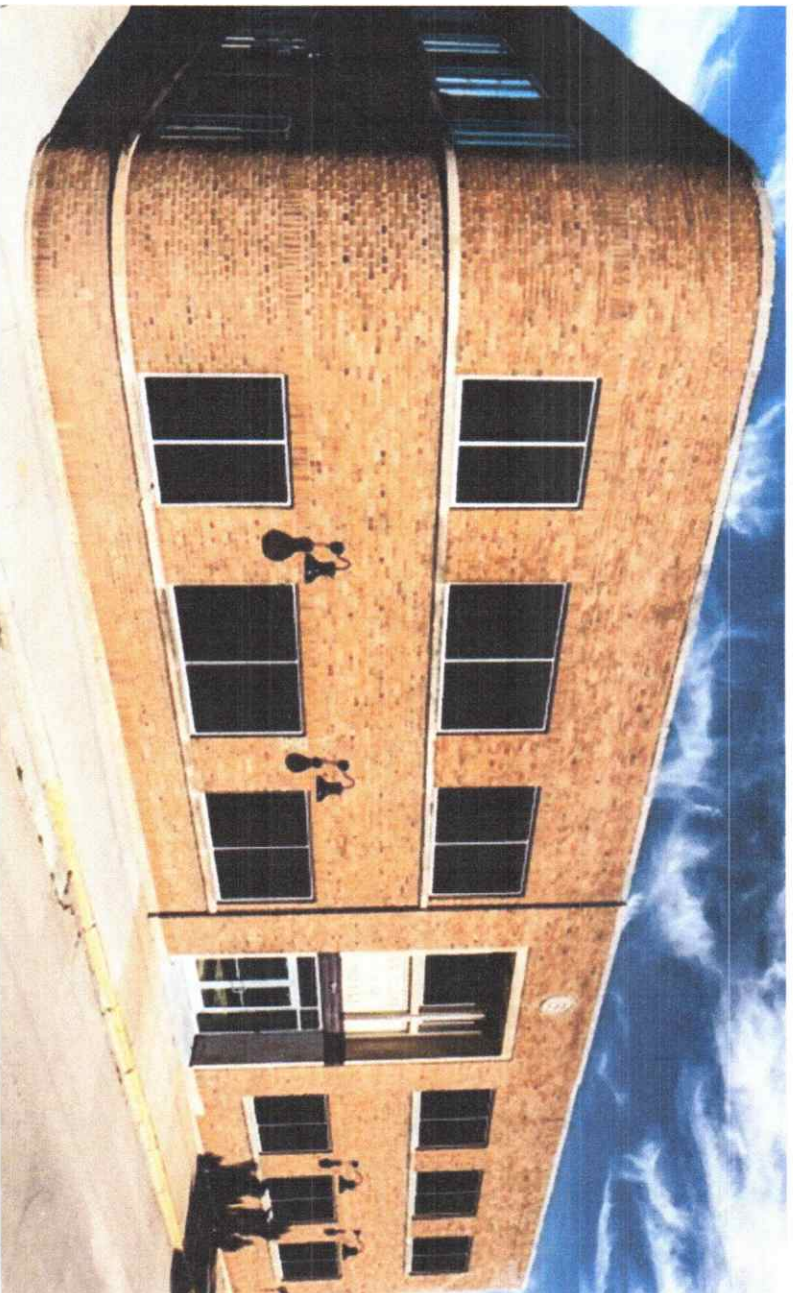
Initial Projects - Brillion Early Learning Center

- ▶ \$3.5 million new construction of 10,438-ft² childcare facility (Completed 2021)



Initial Projects - Ariens Office Building

- ▶ \$3.4 million renovation of former Brillion Iron Works headquarters for AriensCo administrative, IT and marketing staff (Completed 2023)

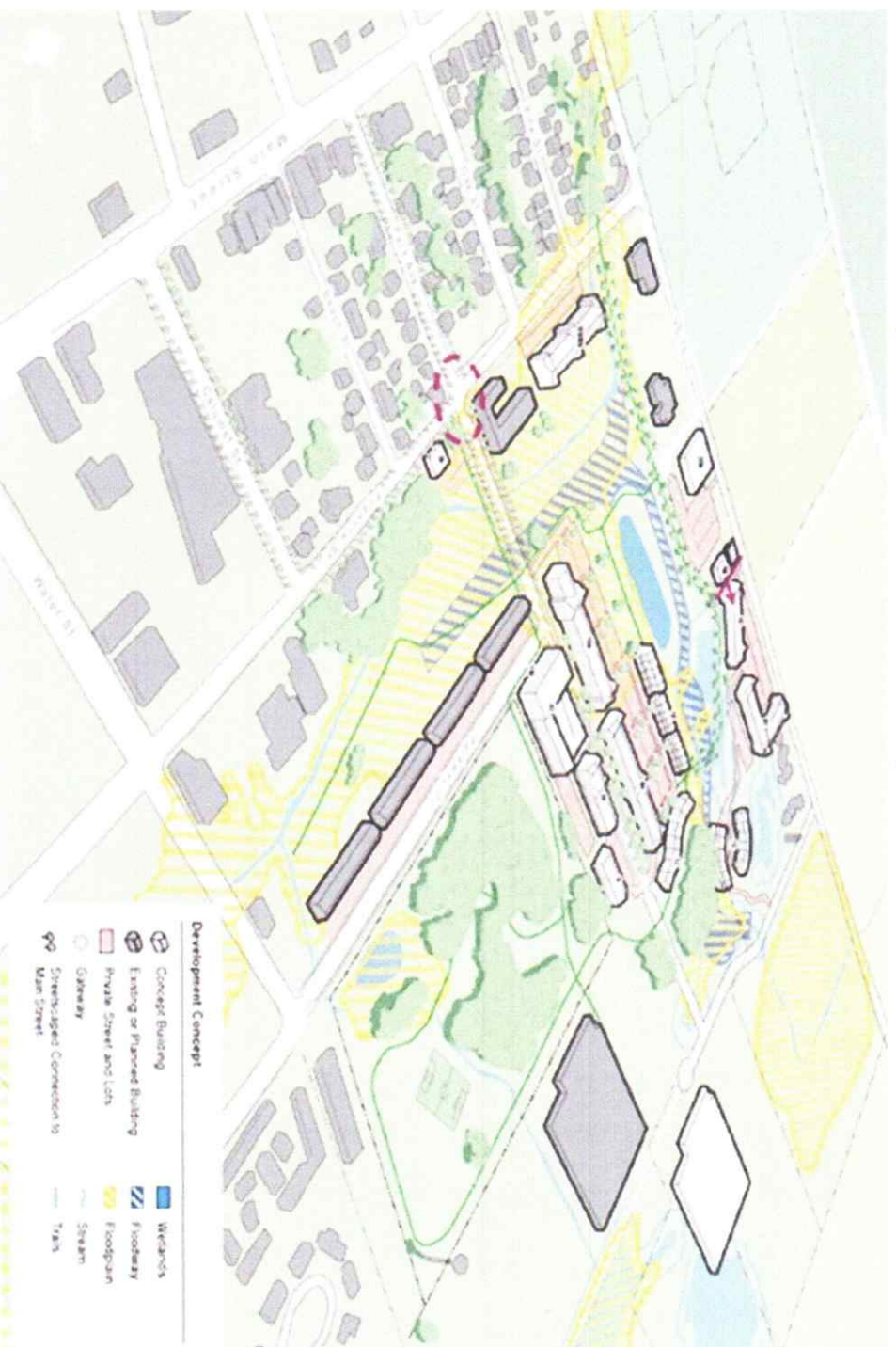


Initial Projects - Bellen Health Clinic

- ▶ \$5.6 million new construction of 16,000-ft² next-generation healthcare clinic (Completed 2023)



Redevelopment Concept Plans



Key Takeaways

- ▶ Project was initiated by Ariens family who recognized that the site could blight the City for decades to come
- ▶ AriensCo efforts were a form of enlightened self-interest, recognizing the alignment between the needs of the company, its workers, and the community (lack of quality housing, difficulties recruiting 100+ workers per year, lack of quality local health care, challenges with childcare - in particular, workers on other shifts)
- ▶ Surprising ability of Midwest manufacturing firms (like AriensCo) that have managed to prosper through the era of deindustrialization, globalization, etc. to take on the challenges of complex redevelopment projects.
- ▶ The goals of the project are to change the entire future trajectory of the City, and not only maintain population, but to grow it by 50% with this project as the key.
- ▶ The planned projects will increase the City's current tax base (\$293 million) by >\$100 million.
- ▶ Close multi-year collaboration between the private developer and the City.