

# **Exhibit C**

## **NM Presentation**



# A Vision for Milwaukee's Lakefront

# Background

In December 2012, Northwestern Mutual announced plans for a \$450-million, 1.1 million-square-foot office tower and commons.

The largest downtown construction project in a generation, the development is already serving as a catalyst in redefining the city.



# Commitment to Milwaukee

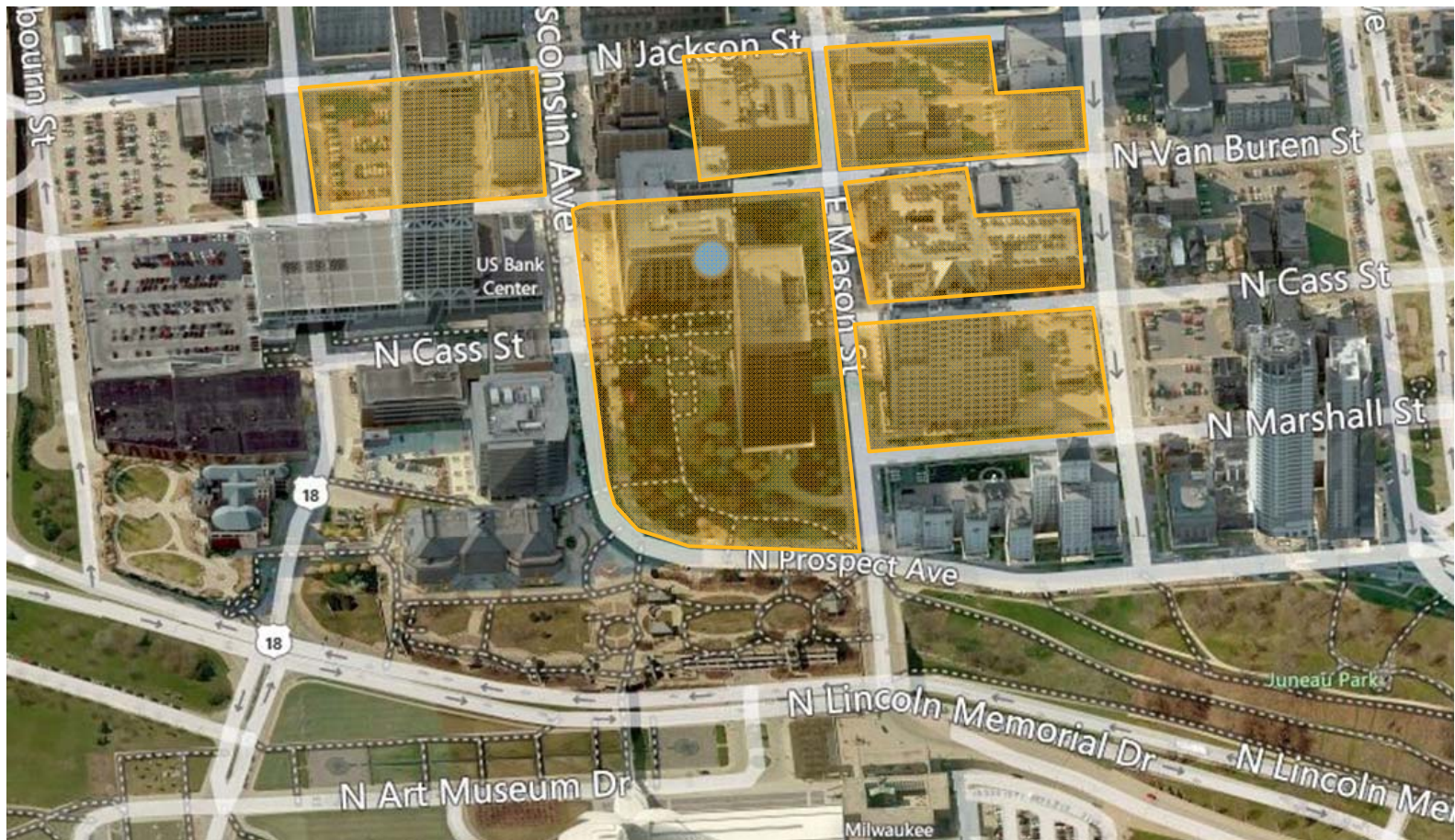
For 155 years, Northwestern Mutual has proudly called Milwaukee home.

The new project deepens that commitment by:

- Retaining 1,100 jobs;
- Providing for a future 1,900 jobs;
- Establishing a goal of using local small business enterprises for 25% of construction project costs; and,
- Utilizing Milwaukee residents for 40% of construction labor.



# Northwestern Mutual's Current Milwaukee Footprint



# What if?

...The community's vision for a stronger link between downtown and our greatest asset - our lakefront - could be realized?

...The O'Donnell parking structure could be enhanced and modernized?

...The green space on top of the structure could be activated, attracting more visitors?

...We could drive attendance at our cultural institutions and festivals by ensuring safe, well-maintained parking and enhanced accessibility?

...An urban oasis was created to provide downtown workers and visitors a new place to relax and reflect.

...Milwaukee County would have additional resources to invest in the parks or other needed capital improvements?

...All of this could be done with no additional burdens on the taxpayers?



Northwestern Mutual is interested in a conversation to determine whether these “what ifs” can become realities.

# Why O'Donnell Park?

Immediately to the east of the site of the new tower is the County-owned O'Donnell Parking Structure.

While intended to serve as a connector between the city's business center and the lakefront, it has continued to deteriorate after years of neglect.

Over the past few years, utilization of the structure has faltered, and its debt service places a growing financial strain on the County.



Photos of the O'Donnell Parking Structure taken in May of 2014.

# Fiscal Strain

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Total Revenues	2,047,518	2,088,468	2,130,238	2,172,842	2,216,299	2,260,625	2,305,838	2,351,955	2,398,994	2,446,974	2,495,913	2,545,831	2,596,748	30,058,243
Total Expenses	927,000	954,810	983,454	1,012,958	1,043,347	1,074,647	1,106,886	1,140,093	1,174,296	1,209,525	1,245,810	1,283,185	1,321,680	14,477,692
Operating Income	1,120,518	1,133,658	1,146,783	1,159,885	1,172,953	1,185,978	1,198,951	1,211,862	1,224,698	1,237,449	1,250,103	1,262,646	1,275,068	15,580,551
Debt Service	756,672	750,176	676,372	669,528	759,621	736,476	493,560	493,280	876,062	885,995	894,937	902,314	909,704	9,804,697
Net Income (Before Probable Repairs)	363,846	383,482	470,411	490,357	413,332	449,502	705,391	718,582	348,636	351,454	355,166	360,332	365,364	5,775,854
Probable Repairs	-	8,000	6,587,000	-	301,000	-	-	259,000	325,000	-	163,000	-	-	7,643,000
Adjusted Net Income	363,846	75,482	(6,116,589)	490,357	112,332	449,502	705,391	459,582	23,636	351,454	192,166	360,332	365,364	(1,867,146)

- While the parking *operations* are profitable, deferred and looming maintenance, debt service, and eventual replacement costs will challenge the County.
- In 2012, Northwestern Mutual retained Walker Restoration Consultants to conduct a due diligence report based on a visual review of the parking structure and plaza and create a 10-year opinion of probable repair costs. Probable repair costs totaled \$7.64 million (\$6.6 million in year one).

Data in chart above is based on Nicholson Group LLC May 1, 2013 Summary Appraisal Report, Direct Capitalization Summary (Page 55), projecting annual 2% increase in total revenues and 3% increase in total expenses, and the Walker Restoration probable repairs.



# A Mutually Beneficial Option

A sale of O'Donnell Park would be beneficial to:

- *The community*, by allowing for a greatly enhanced parking structure and public space along the lakefront;
- *Milwaukee County*, by eliminating future financial liabilities and providing immediate resources.
- *Northwestern Mutual*, by preserving the integrity of the downtown business area, and assuring safe and modern parking for the public, visitors and employees.



# Benefits to the Milwaukee Community (near-term)

Were it to acquire the property, Northwestern Mutual would initiate immediate improvements to the parking facility such as:

- Structural repairs;
- Deferred maintenance issues;
- Improved cleanliness;
- Enhanced lighting to brighten the facility and improve the safety of the garage;
- Fresh painting and updated signage.

# Benefits to the Milwaukee Community (long-term)

Northwestern Mutual would also study longer-term ways to improve the facility, such as:

- New ways to activate and enhance the green spaces on top of the structure;
- Modernized parking equipment to potentially accommodate online apps to identify and pay for parking;
- Feasibility of making Zipcars, valet parking and bike share stations available.



# Milwaukee County Benefits

By selling O'Donnell Park to Northwestern Mutual, Milwaukee County will be able to:

- **Access New Capital.** After retiring existing \$7 million debt on O'Donnell Park, the County will have \$5.5 million immediately to dedicate to other pressing community demands.
- **Reinvest Future Savings.** Elimination of debt payments, ongoing and deferred maintenance costs, and eventual replacement costs.
- **Add New Tax Revenue.** Estimated \$380,000 in new annual tax revenue as O'Donnell goes on the tax rolls, including approximately \$66,000 annually for the County.
- **Serve Taxpayers.** Enhanced facility at *no cost to taxpayers*.

*A Tale of Two Systems: Three  
Decades of Declining Resources  
Leave Milwaukee County Parks  
Reflecting the Best and Worst of Times*  
December 2009

Committee on Finance and Audit

Elizabeth M. Coggs, Chairwoman  
Johnny L. Thomas, Vice-Chair  
Michael Mayo, Sr.  
Jim "Luigi" Schmitt  
Willie Johnson, Jr.  
Peggy West  
Patricia Jursek

"It is clear that the infrastructure demands of the current system have outpaced available resources."

"The Parks deferred maintenance figure likely exceeds \$200 million, overwhelms available resources, and is rising. Addressing this issue will require the County to make tough decisions concerning the direction of the Parks system as a whole."

Administrative Support Team  
Cheryl A. Hosp  
Karen J. Martinson  
Catherine M. Remiszewski

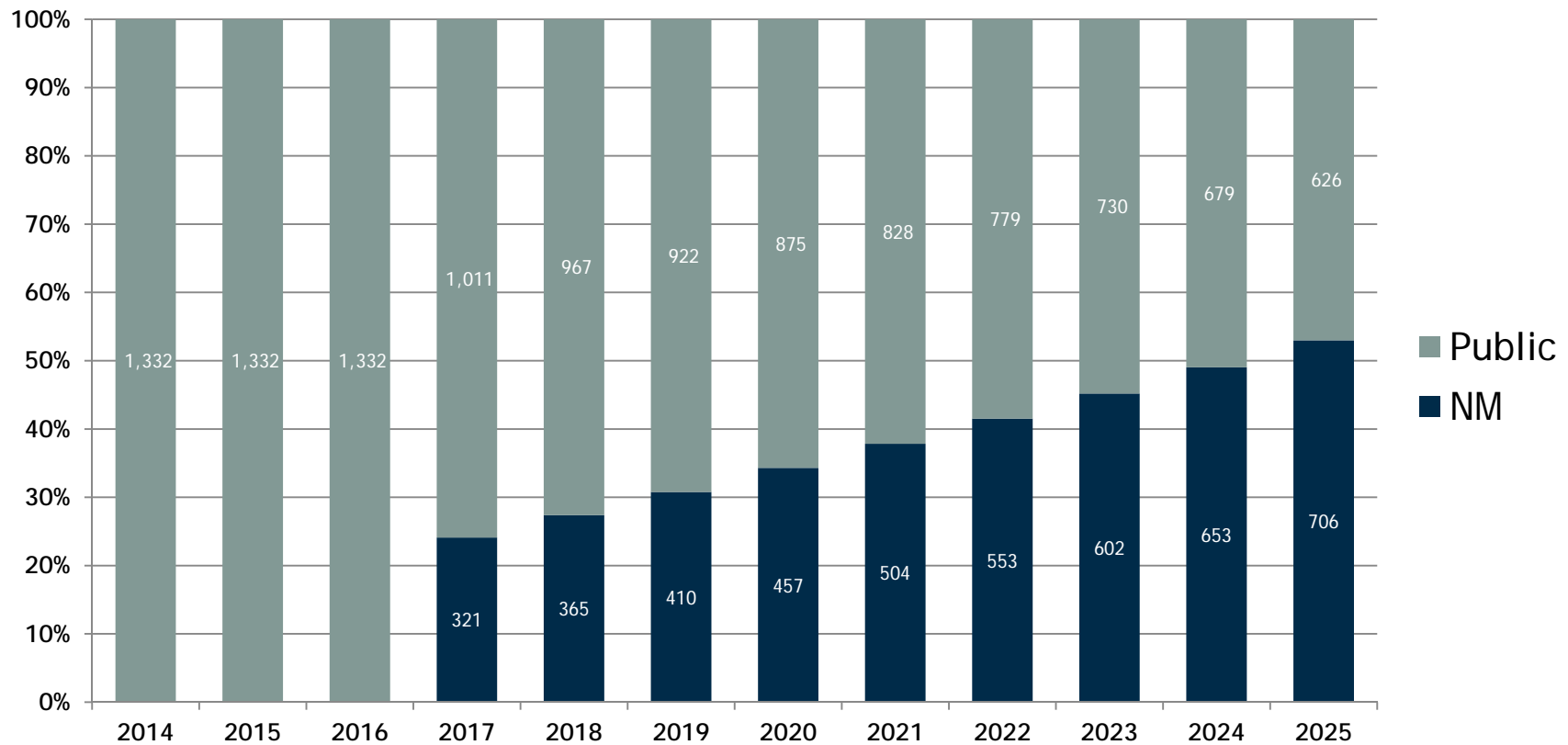
# Northwestern Mutual Benefits

With ownership of the O'Donnell parking structure, Northwestern Mutual would be assured:

- The downtown/lakefront is anchored by a safe, well-maintained parking structure for area businesses, guests and employees.
- A high-quality, publicly accessible green space that complements the attractiveness of its headquarters. This will make downtown Milwaukee a more attractive place for current and potential employees.

# Ample space to accommodate Northwestern Mutual and public parking

O'Donnell Parking Structure  
*Projected Parking Usage*



# Proposal Overview

- Northwestern Mutual will pay the appraised value of \$14 million to acquire O'Donnell Park (parking structure, pavilion, and plaza).
- Northwestern Mutual shall receive a credit (up to \$1.5 million) for restoration costs.
- Northwestern Mutual has no plans to alter the current uses of the facilities or public spaces.
- Public parking will remain readily available (including the entire structure on evenings and weekends).
- The parcel is zoned "Park District," which only allows quasi-public uses.
- Sale will be contingent on a due diligence period during which Northwestern Mutual can conduct additional analysis of the building's structural integrity, and be assured any issues related to zoning and title are resolved (lakebed, city reversion).