

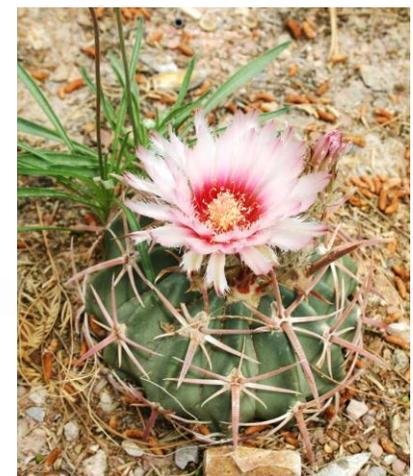
Adapting Through Adversity: How a Desert Museum Blossomed During Drought

Julie A. Wilcox
Deputy General Manager

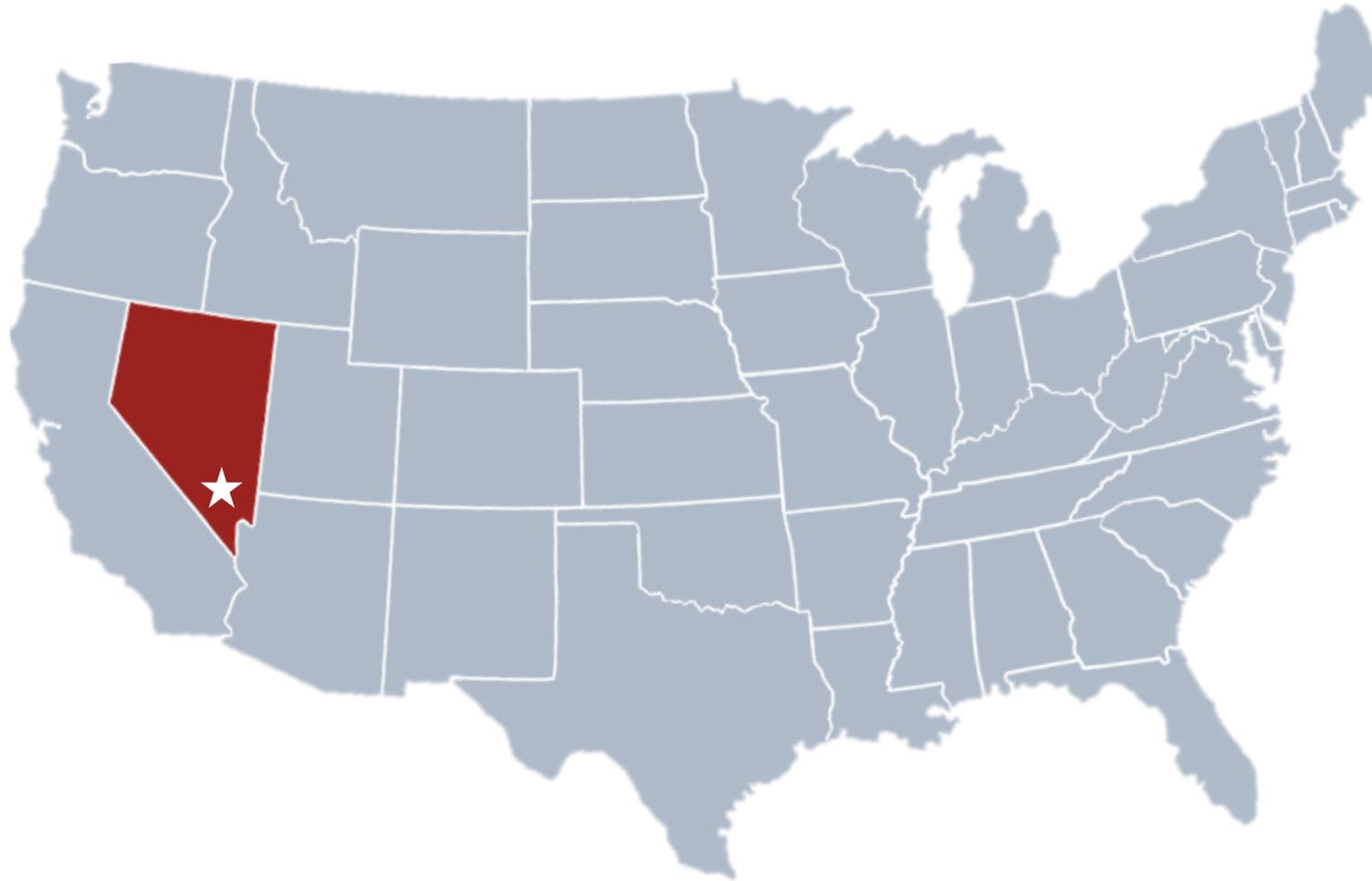
Andrew M. Belanger
Director of Public Services



The Springs Preserve is a 180-acre complex featuring museums, galleries, gardens and trails.



Las Vegas is Nevada's largest city.





Located in North America's driest desert.

Las Vegas was an oasis amid a harsh and rugged landscape.



**The Springs sustained
human life for
thousands of years.**



**Water from the Las Vegas Springs
fueled western development.**



A community was born
on May 15, 1905.

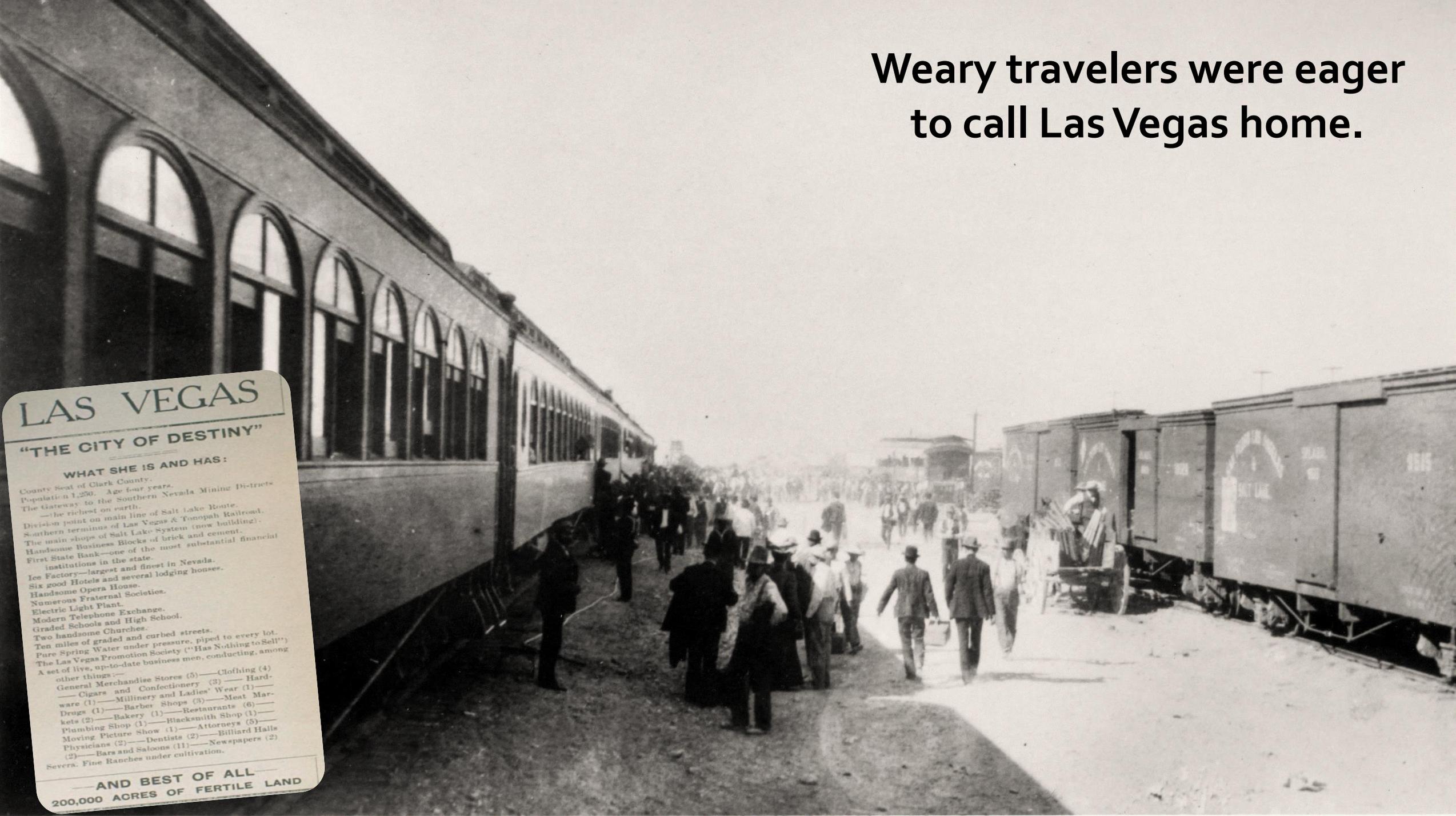


Weary travelers were eager to call Las Vegas home.

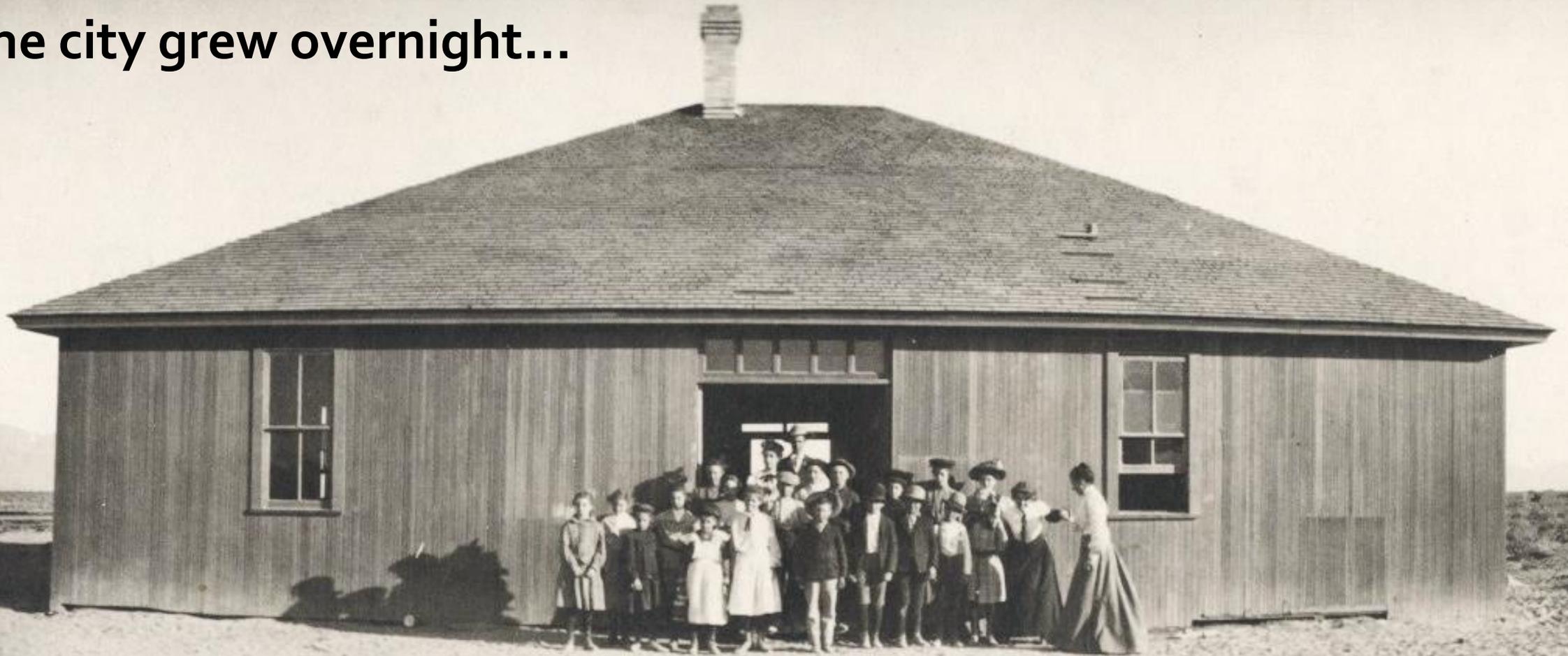
LAS VEGAS
"THE CITY OF DESTINY"

WHAT SHE IS AND HAS:
County Seat of Clark County.
Population 1,250. Age four years.
The gateway to the Southern Nevada Mining Districts
—the richest on earth.
Division point on main line of Salt Lake Route.
Southern terminus of Las Vegas & Tonopah Railroad.
The main shops of Salt Lake System (now building).
Handsome Business Blocks of brick and cement.
First State Bank—one of the most substantial financial
institutions in the state.
Ice Factory—largest and finest in Nevada.
Six good Hotels and several lodging houses.
Handsome Opera House.
Numerous Fraternal Societies.
Electric Light Plant.
Modern Telephone Exchange.
Graded Schools and High School.
Two handsome Churches.
Ten miles of graded and curbed streets.
Pure Spring Water under pressure, piped to every lot.
The Las Vegas Promotion Society ("Has Nothing to Sell")
A set of live, up-to-date business men, conducting, among
other things:—
General Merchandise Stores (5)—Clothing (4)
—Cigars and Confectionery (3)—Hard-
ware (1)—Millinery and Ladies' Wear (1)
—Drugs (1)—Barber Shops (3)—Meat Mar-
kets (2)—Bakery (1)—Restaurants (6)—
Plumbing Shop (1)—Blacksmith Shop (1)—
Moving Picture Show (1)—Attorneys (5)
Physicians (2)—Dentists (2)—Billiard Halls
(2)—Bars and Saloons (11)—Newspapers (2)
Several Fine Ranches under cultivation.

—AND BEST OF ALL—
200,000 ACRES OF FERTILE LAND



The city grew overnight...





**Fed by a
seemingly
plentiful water
supply.**

...and it kept growing.

1930



1940



1950



1970



Between 1980 and 1990, the local population doubled again, reaching nearly 800,000 people.

1990





The valley's landscape had undergone drastic change.



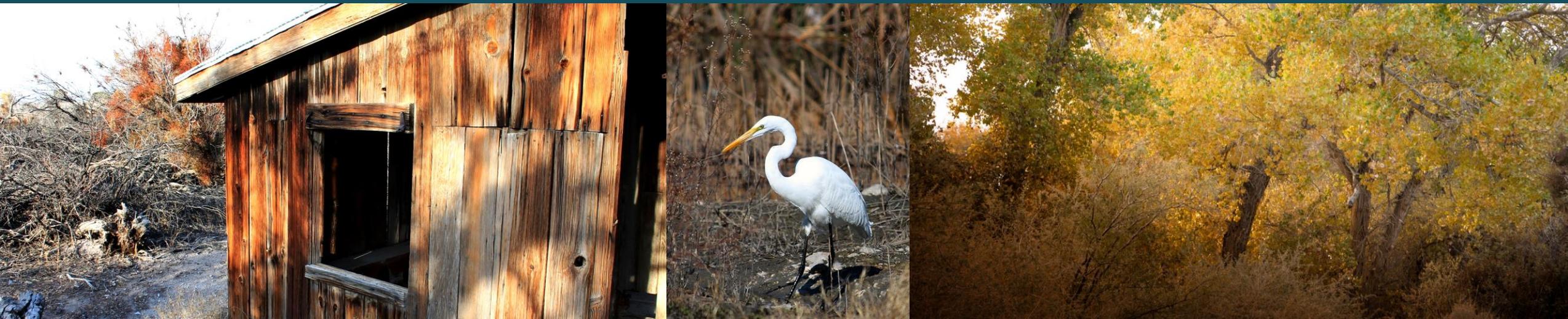
New development was testing the limits of the regions' water supply.



Meanwhile... the city made room for new and more exciting attractions.



Proposed expansion in the Las Vegas Valley put important cultural and environmental resources at risk.





We formed a non-profit foundation.



We engaged the community.



We broke ground.



**And we got busy building
the Springs Preserve.**

The property was buzzing with activity with five major construction projects underway.



Gardens

Desert Living Center
Complex

Amphitheater/
Playground

Guest Services
Building

Origen Museum/
Administrative Offices



The Gardens

The Preserve's 3.5 acre garden was designed to provide visitors with landscape design inspiration and tips for water efficiency.





Desert Living Center

The Desert Living Center (DLC) consists of five buildings, including a Sustainability Gallery. Exhibits demonstrate ways visitors can protect the environment without compromising quality of life.





Guest Services

The Guest Services building was designed to offers visitors places for comfort and convenience.





Origen Museum

Designed as a place for visitors to explore the natural environment, as well as the people, places and events that shaped Las Vegas history.



2007 Opening Reception

“The three hours passed much too quickly but we all agreed on one thing: Las Vegas now has a cultural heart and is located at the Springs Preserve.”

– Attendee



Headlines

“Recession brings 'Las Vegas dream' to an end” – The Guardian 2009

“Las Vegas economy among worst in the world, report says” – Las Vegas Sun 2010

“The Stunning Crash and Burn of Las Vegas” – Business Insider 2010

“Party over – Las Vegas in crisis” – The Economist 2010

Construction came to a halt.



Home values decreased by 42-61%.



Headlines

**“Lake Mead’s Water Level Plunges as 11-Year Drought Lingers” -
- New York Times 2010**

**“Drought-stricken Lake Mead falls to a level not
seen since 1937.” – Las Vegas Review Journal 2010**

**“Clock is Ticking on Las Vegas’ Water
Supply” – Las Vegas Now 2007**

Severe and sustained drought was taking its toll on our community.



Headlines

“Boondoggles? A look at 10 controversial public projects” – Las Vegas Sun 2011

Every business man doing any business at all advertising with us.

OUR CORRESPONDENTS.

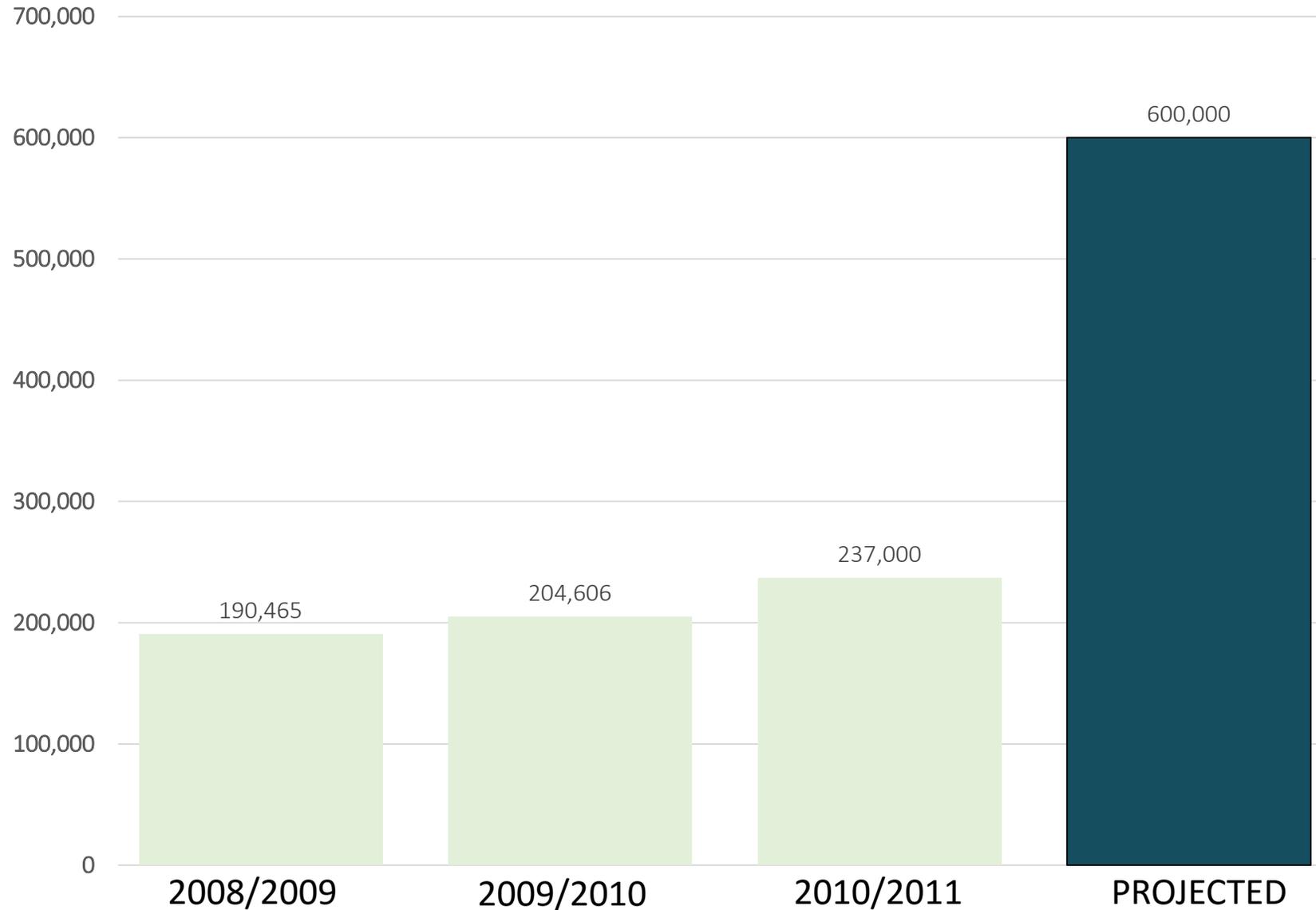
To THE EDITOR:—of WESTERN APPEAL, permit me a small space in the columns of your valuable Journal, it reached here in due time, I am induced to say that every body is delighted with it, and that you will find F. O. and the numerous for the subscription I can only say that all the time of your paper have been with them.

FILLED-CASE WATCHES.

Open Face Filled-Case Watch, stem winder and setter, Waltham movement, expansion balance, plain case, original set; original cost, \$11. Price, \$6.

Stunning Fine Filled-Case Watch, stem winder, plain case, original set; original cost, \$11. Price, \$6.

Visitation was significantly lower than anticipated.





We had to circle the wagons and reinvent the wheel.

- Staffing reductions and restructuring
- Visitor research
- Strategic planning
- Performance tracking and program change



**We reduced our staff by more than
60 percent and expanded our
volunteer program.**



**We conducted in-depth research
and implemented a formal
performance tracking system.**

We conducted a major review of our strategic plan.





Our Mission

To create a visitor experience that builds culture and community, inspires environmental stewardship, and celebrates the vibrant history of the Las Vegas Valley.

Visitor Experience • Fiscal Responsibility • Building Community • Resource Management • Team Development

Traveling Exhibitions







Live Shows



Events Programming







Operational Efficiency



Pirates



Eventually, the economy recovered.



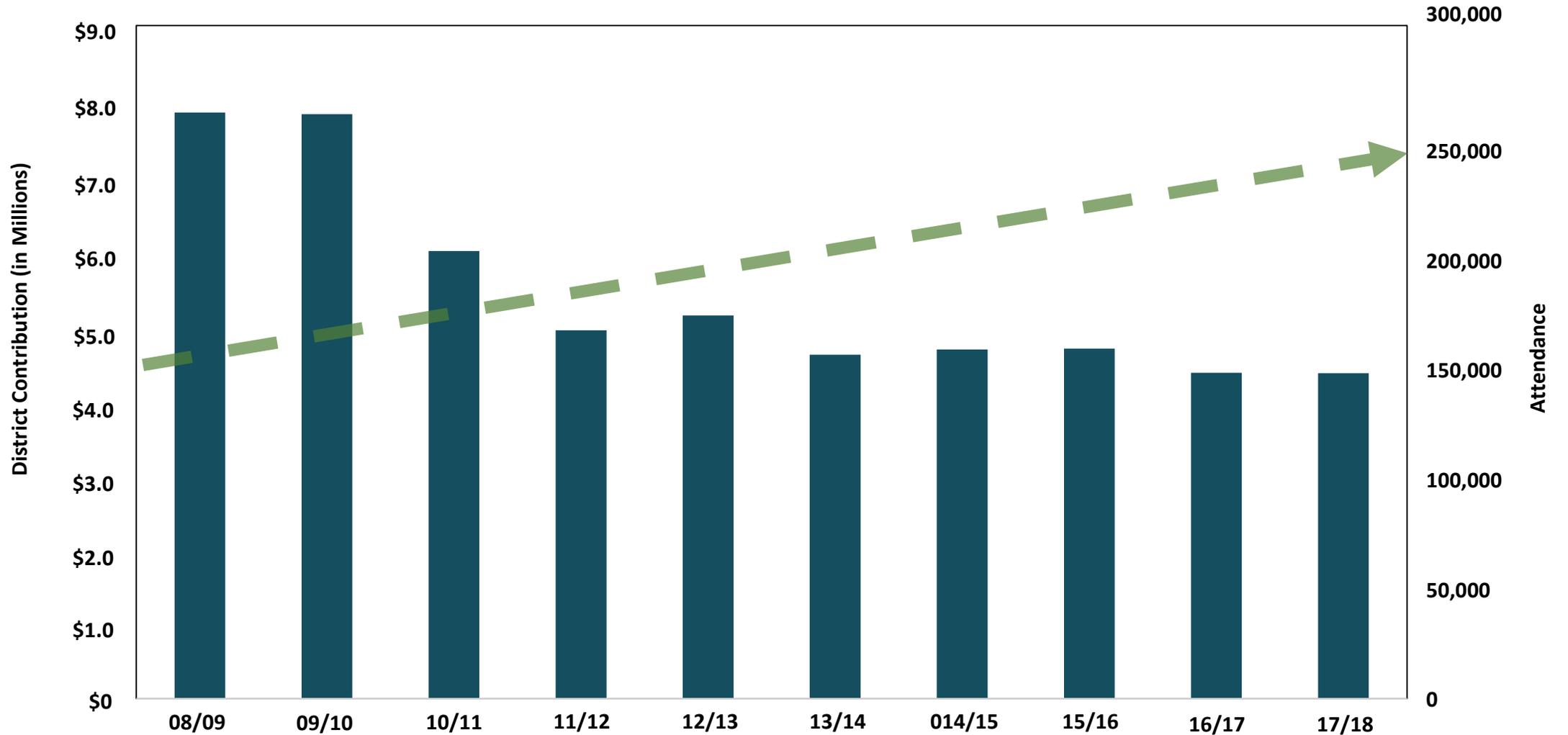




We started growing too.



The Springs Preserve is thriving.



Performance

At the Springs Preserve

Attendance is up by 45%

Revenue is up by 64%

In the community

Population is up by 43%

Water use is down by 36%





Museums have an important role to play in informing dialogue, and providing context for actions required to sustainably manage resources that are vital to our survival.



We have learned the value of meeting our visitors “where they’re at” and moving forward together through engagement.



Three companies, one job:
Working for a sustainable Nevada
LVVWD • SNWA • SPRINGS PRESERVE