

Boundary I+E Project

Visioning Summary

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prepared for: Seattle City Light

August 14, 2015



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courtney
design, inc.



The Boundary I+E project is about
people, place, and environment.

By promoting cooperative safe behaviors,
encouraging the protection of natural and cultural
resources, and enhancing the visitor experience, the
project will define a BALANCE between the Dam and
the Environment.

Community, recreation, history, electricity.

Visioning Goals

Gain consensus and discover commonalities of thought among multiple stakeholders.

Encourage communication and collaboration between diverse interest groups.

Explore community and stakeholder values.

Define key take-aways to form a foundation of support for future design decisions.

Document the desired outcomes that will be considered as the project moves forward.

Three Visioning Sessions were conducted:

1. May 19, 2015 – Seattle City Light, Seattle offices
2. June 23, 2015 – Boundary Dam offices
3. June 25, 2015 – Metaline Falls, Cutter Theater

The session invitees had been identified by the Seattle City Light Recreation and Cultural Resources Lead as having interest in and knowledge about the project. Care was taken to assemble a wide range of interests and opinions that would contribute to productive discussions.

1 - Seattle City Light

Attendees

Mike Aronowitz - Recreation and Cultural Resources Lead

Ron Tressler - Terrestrial Resources Lead

Christine Pratt - Aquatic Invasives Lead

Michelle Lynn - Strategic Advisor

Andy Haas - Tributary Fish Program Lead

Margee Duncan - Permitting and SEPA Specialist

John Armstrong - Boundary License Implementation Manager



2-Boundary Dam

Attendees

Terry Borden

Ryan Simmons

Danny Smith

Carl Stark

Dave Daniel

Jeff MacArthur

Cecy Holter

Claudia Anderson

Dave King

Mike Aronowitz - SCL, Recreation & Cultural Resources Lead



3-Metaline Falls

Attendees

Mike Aronowitz - SCL, Recreation & Cultural Resources Lead

Mike Lithgow - Pend Oreille County

Steve Smith - BLM

Jay Pape - USFS

Kevin Lyons - Kalispel Tribe of Indians

Susan Harris - Pend Oreille River Tourism Alliance

Stephanie Sims - International Selkirk Loop

Van Whysong - Metaline Falls

Kathy Grass - Metaline Falls

Pete Daggett - Mayor, Metaline



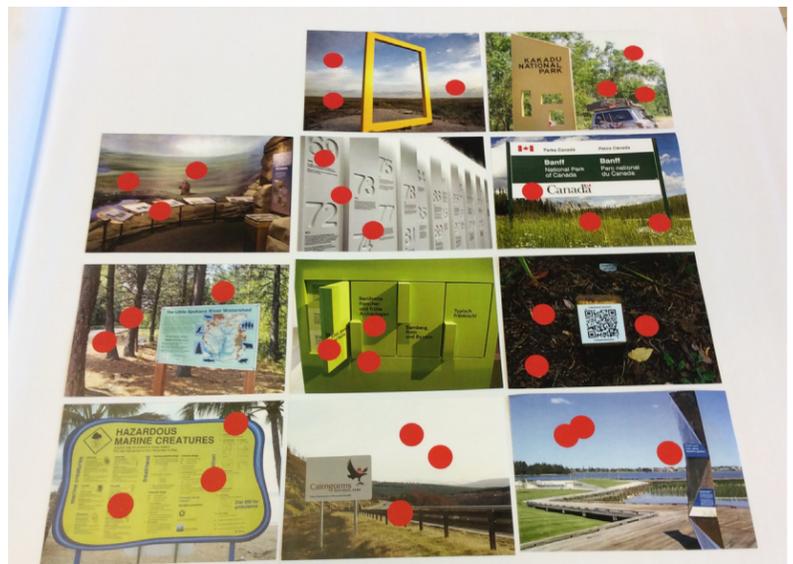
Session Structure

A series of facilitated Exercises were directed to help test concepts and elements and help identify what was most important to the community, visitors, and stakeholders. The focus was on values not on physical characteristics.

Close attention was paid to what key take-away's should be captured and provided as guidance to the designers. The results of each exercise were documented and each session's findings compared and analyzed to discover the core commonalities among the three groups.





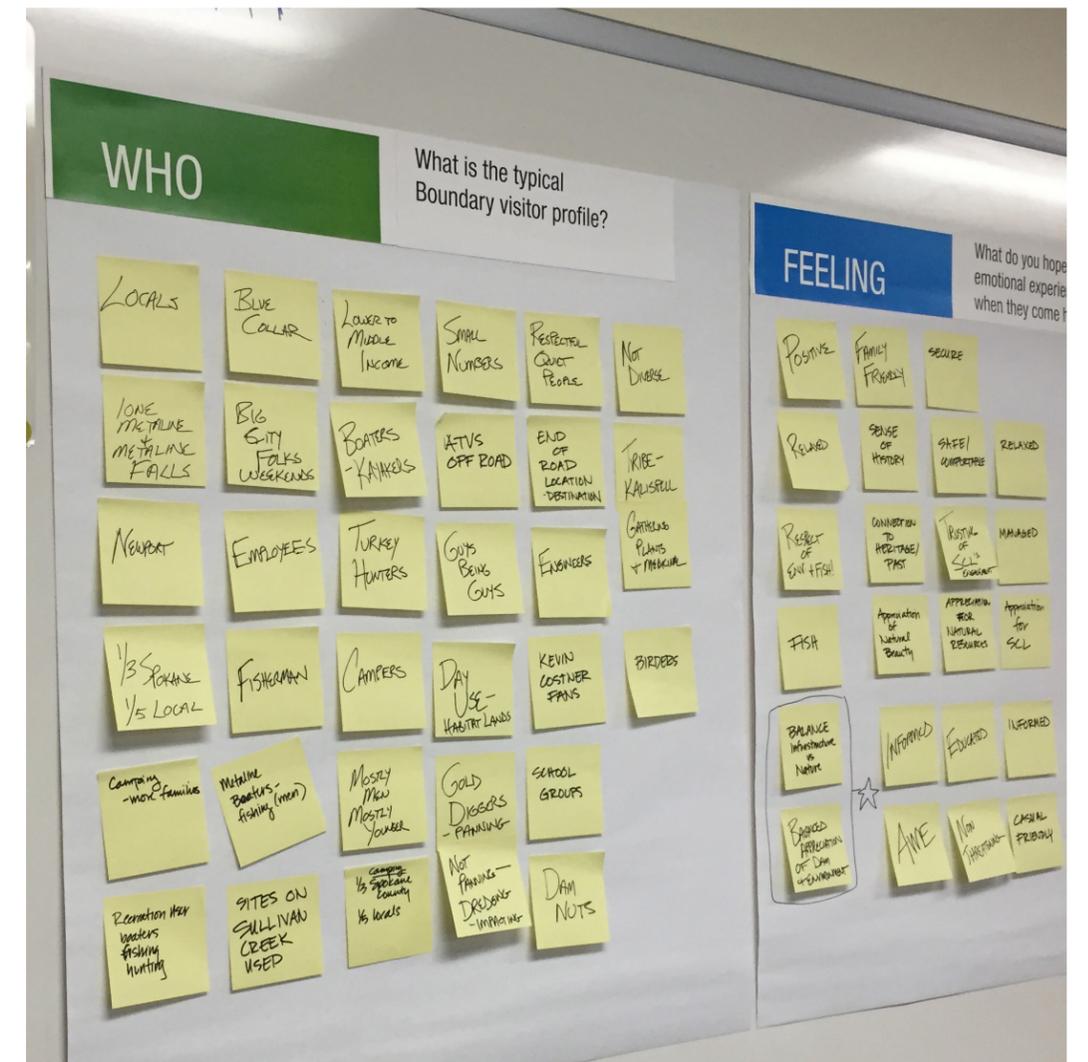


Boundary I+E Project

Exercise #1: Questions

Exercise #1: Questions

We asked five questions to help us understand the project goals in relation to the visitor experience and the expected outcomes of the Interpretive and Education program.



WHO: what is the typical Boundary visitor profile?

Responses

ATV's Off-Road Enthusiasts

Big City Folks on Weekend Trips

Boaters

Kayakers

Birders

Locals from Lone, Metaline, & Metaline Falls

Seattle City Light Employees

Turkey Hunters

Engineers

Family Campers

Fisherman

Kevin Costner Fans

Day Use

Gold Seekers

Hunters

School and Youth Groups

Dam Enthusiasts

Kalispell Tribe

Boy Scouts

Hikers

Cyclists

History Buffs

Motorcyclists

Geo-Cachers

Spelunkers - Cavers

Boomers

Spokanites

WHO: Key Take-aways

Typical demographic is the middle aged boater, fisherman, hunter, camper or traveler.

Most usage is from area locals, with a secondary high percentage from Spokane.

Other popular activities include kayaking, canoeing, family camping.

The dam sees visitors passing through: engineers, cavers, cyclists, motorcyclists, and history buffs.



LIKE/ DISLIKE: What do visitors like about the Boundary Recreation Area? What do they dislike?

LIKE: Responses

Peaceful & Quiet
Lack of Crowds
Pristine, Natural Beauty
Friendly Locals
Free Access
4-Season Activities
Rustic & Underdeveloped
No Waiting at Boat Launch
Cleanliness of Recreation Area
Variety of Fish for Fishing

DISLIKE: Responses

Lack of and Quality of Tourist Amenities
Limited Hours of Local Businesses
Cell Phone Coverage Inconsistent
Steep Banks of Reservoir Limiting Access
Fluctuating Water Levels
Removal of Campsites
No Moorage
No Reserved Camping
Marmots and Geese are a nuisance
Inaccurate and Out of Date Information

LIKE/DISLIKE: Key Take-aways

The remoteness and natural beauty are what visitors enjoy most about the area.

The resulting lack of modern amenities and services are what they like least.

Visitor experience could be enhanced with better information, and upgraded local amenities.



UNIQUE: What makes the Boundary Recreation Area different from other dam recreation areas?

Responses

Proximity to Canada

Geological Formations

Canyon Environment

Underground Powerhouse

Wildlife and Wilderness

Mining History

Dramatic, Beautiful Setting

Double Arched Dam Structure

North Flowing River

Remote Location / Limited Access

UNIQUE: Key Take-aways

Abundant, natural beauty.

The dam is structurally different, and the underground powerhouse is not typical.

Although the river flows North, the drainage flows into it from the opposite direction.

Remote location close to the Canadian border.

Canyon geography limits access.



MEMORIES: What do you hope someone remembers after visiting the Boundary Dam?

Responses

Wow Factor / First Site of the Dam

Good Times

Peaceful, Enjoyable Camping

Appreciation of the Unique Design of the Dam

Understanding of Where the Power Comes From

Nice People Here

Connection to Nature

Childhood Memories with Family

History of the Area

Quality of the Open Space

MEMORIES: Key Take-aways

Educating visitors about the dam, its construction, and its function is a primary element of an enhanced visitor experience.

Nice, friendly people and a peaceful camping experience are a big part of the attraction.

Learning about the natural environment and the local history creates a stronger sense of place.

Dramatic vistas and the impressive size and shape of the dam fuel a sense of wonder.

An understanding of electricity, how it's made, and where it goes fosters respect for the power that the dam provides.



SUCCESS: When this project is finished, what will define it as a success?

Responses

Maintain a quality recreation experience.

Visitors expectations are met.

Increased visitation without overcrowding.

Balanced quality of experience.

Educated visitors obeying regulations.

Improved Seattle City Light reputation in the community.

Lighter footprint on resources / Leave no trace methodology.

Interpretive information delivered in a new and unique format.

Resources protected.

SUCCESS: Key Take-aways

Information delivery is critical to the expected increased use and impact on the area.

Enhanced experience will foster the growth and reputation of Seattle City Light.

Education is key to limiting the visitor impact on environment.



ESSENCE: How would you sum up the essence of this project in three words or less?

Responses and Participant Key Take-Aways

Safety • Education • Nature

Tranquility • Solitude • Natural

Friendly • Open • Helpful

Historical • Economical • Recreation

Community • Inclusivity • Unity

Engaging • Welcoming • Information

Informative • Inspiring • Exciting

Memorable • Special • Unique

Renewable • Energy • Source

Boundary I+E Project

Exercise #2: Word Selection

Exercise #2: Word Selection

We placed 40 to 50 words on the table and asked...

What words resonate with your vision of this project?

Do you identify immediately with a word you see? Put a Green dot on it.

See a word that is definitely off-base? Put a Red dot on it.

Words that you are not sure about, or don't feel strongly one way or the other about - leave blank.



Visioning Session 1
SCL Seattle Offices
May 19, 2015



Visioning Session 2
SCL Boundary Dam Staff
June 23, 2015



Visioning Session 3
Other Stakeholders - Cutter Theatre
June 25, 2015

7 green dots



Undiscovered

6 green dots



Pristine

5 green dots



Historical

4 green dots



Welcoming

3 green dots



Distinctive

2 green dots



Adventurous

1 green dot



Quiet

1 red dot



Educational

2 red dots



Classic

3 red dots



Modern

4 red dots



Vintage

5 red dots



Whimsical

No dots



Proud

VS1

VS2

VS3

Words are in order of the Visioning Sessions top to bottom: 1 thru 3 and are color coded to match above circles, except for words with no stickers.

all green dots ↓

Undiscovered
Undiscovered
Undiscovered

Historical
Historical
Historical

Welcoming
Welcoming
Welcoming

all green dots ↓

Distinctive
Distinctive
Distinctive

Friendly
Friendly
Friendly

Remote
Remote
Remote

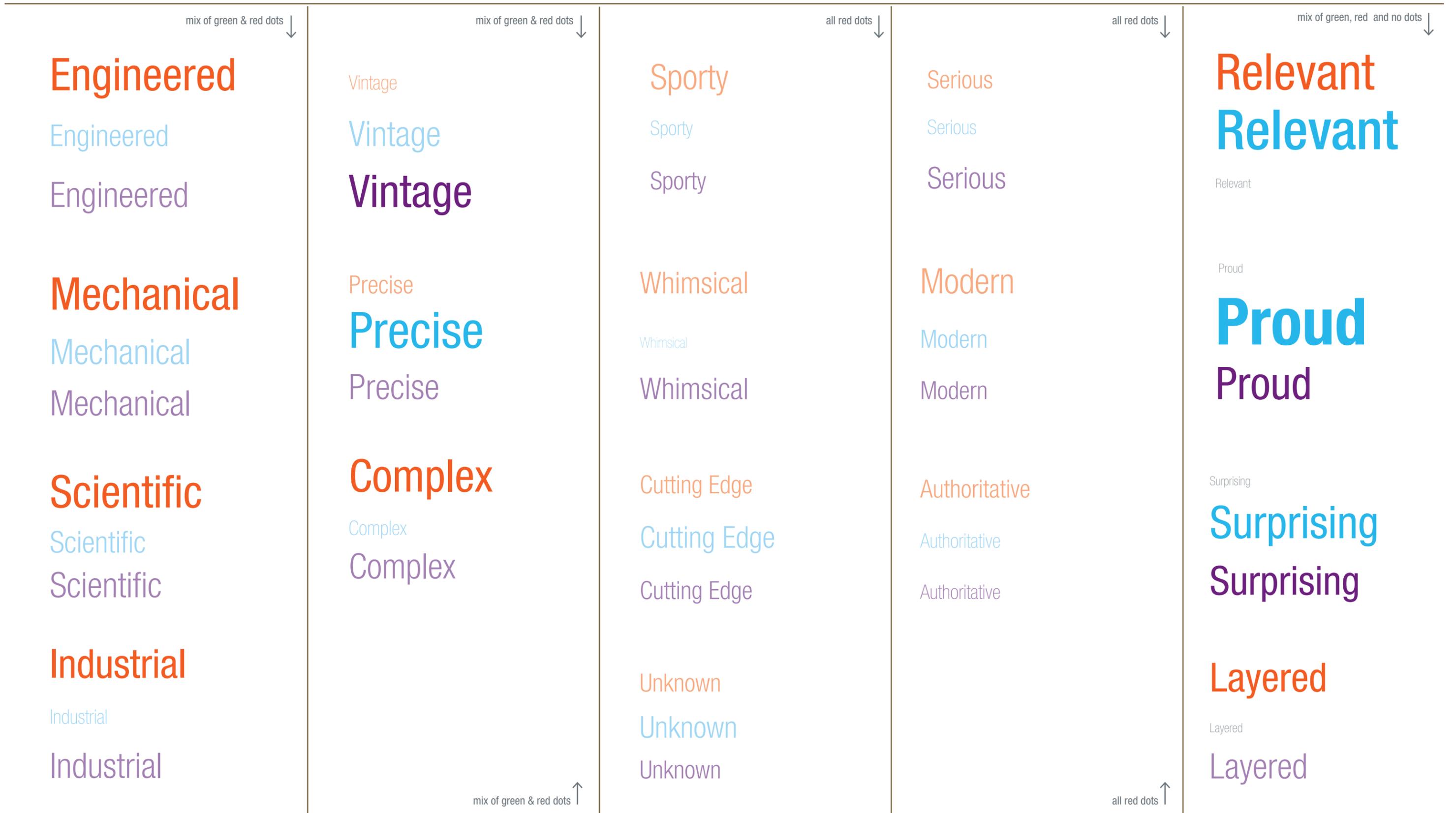
all green dots ↓

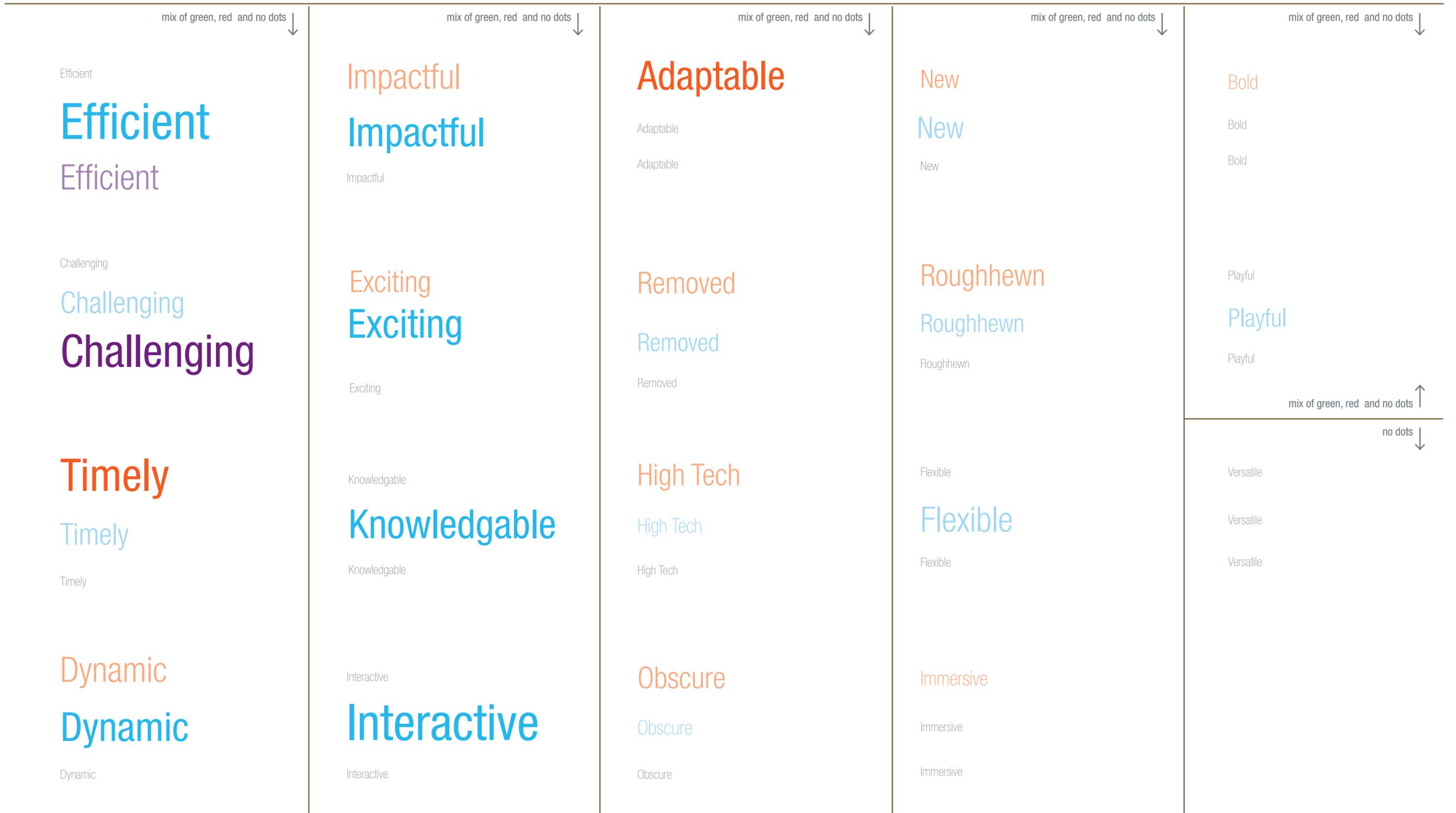
Tranquil
Tranquil
Tranquil

Peaceful
Peaceful
Peaceful

Adventurous
Adventurous
Adventurous

<p style="text-align: right; font-size: small;">all green dots ↓</p> <p>Unique Unique Unique</p> <p>Raw Raw Raw</p> <p>Natural Natural Natural</p>	<p style="text-align: right; font-size: small;">all green dots ↓</p> <p>Relaxed Relaxed Relaxed</p> <p>Pristine Pristine Pristine</p> <p>Quiet Quiet Quiet</p>	<p style="text-align: right; font-size: small;">all green dots ↓</p> <p>Extraordinary Extraordinary Extraordinary</p> <p>Dramatic Dramatic Dramatic</p> <p>Rustic Rustic Rustic</p>	<p style="text-align: right; font-size: small;">all green dots ↓</p> <p>Diverse Diverse Diverse</p> <hr/> <p style="text-align: right; font-size: small;">all green dots ↑</p> <p style="text-align: left; font-size: small;">mix of green & red dots ↓</p> <p>Educational Educational Educational</p> <p>Human Human Human</p> <p>Technical Technical Technical</p>	<p style="text-align: right; font-size: small;">mix of green & red dots ↓</p> <p>Classic Classic Classic</p> <p>Spiritual Spiritual Spiritual</p> <p>Personal Personal Personal</p> <p>Integrated Integrated Integrated</p>
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Green Dot Words

Most Favored

undiscovered

quiet

historical

distinctive

remote

adventurous

tranquil

rustic

peaceful

natural

friendly

relaxed

pristine

diverse

welcoming

unique

Mixed Dot Words

Neutral Response

adaptable

layered

human

dynamic

impactful

versatile

flexible

knowledgeable

efficient

Red Dot Words

Least Favored

unknown

authoritative

cutting edge

serious

whimsical

sporty

modern

high tech

obscure



Boundary I+E Project

Exercise #3: Image Selection

Exercise #3: Image Selection

Photos suggesting the look and feel for similar settings were reviewed for potential design cues.

The attendees were directed to look at the photos and think less about the literal content and more about the components in each shot. We asked them to consider color, materials, shapes, construction, and size when selecting their favorites.



See something that captures your feeling for this project? Put a Green dot on it.

Anything here that you believe will not work? Put a Red dot on it.

Feeling ambivalent about something? Leave it blank.



Green Dot Images ●

On the following pages are the top 20 images selected with green dots from the 3 Visioning Sessions.

Visioning Sessions: Large Entry Signs



V1. ●●

V2. ●●●●

V3. ●●●



V1. ●

V2. ●

V3. ●●●●

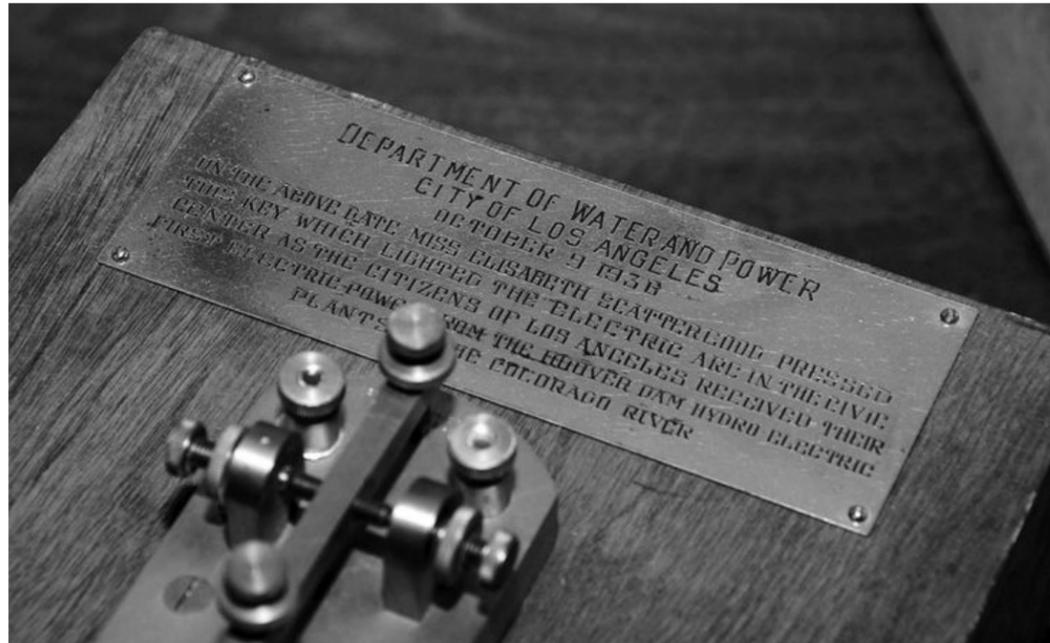


V1. ●

V2. ●●

V3. ●●●●

Visioning Sessions: Hands On Informational Signage



V1. ●●●

V2. ●●●●

V3. ●●●●●●



V1. ●●

V2. ●●

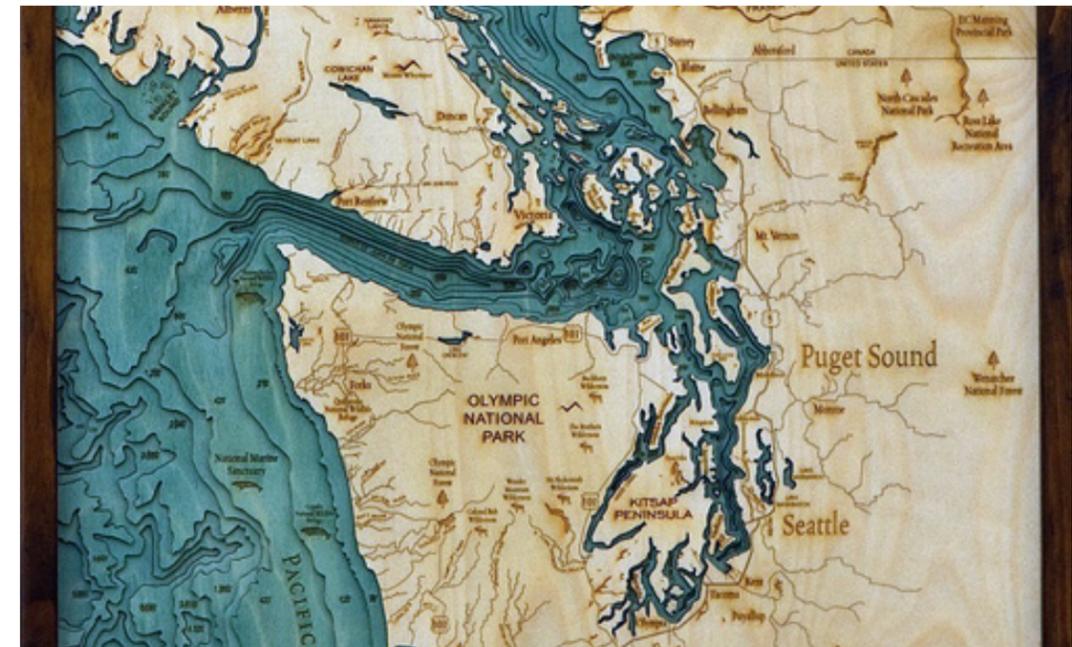
V3. ●●●●●●



V1. ●●

V2. ●●

V3. ●●●●●●



V1. ●●●●

V2. - n/a

V3. ●●●●●●

Visioning Sessions: Hands On Informational Signage

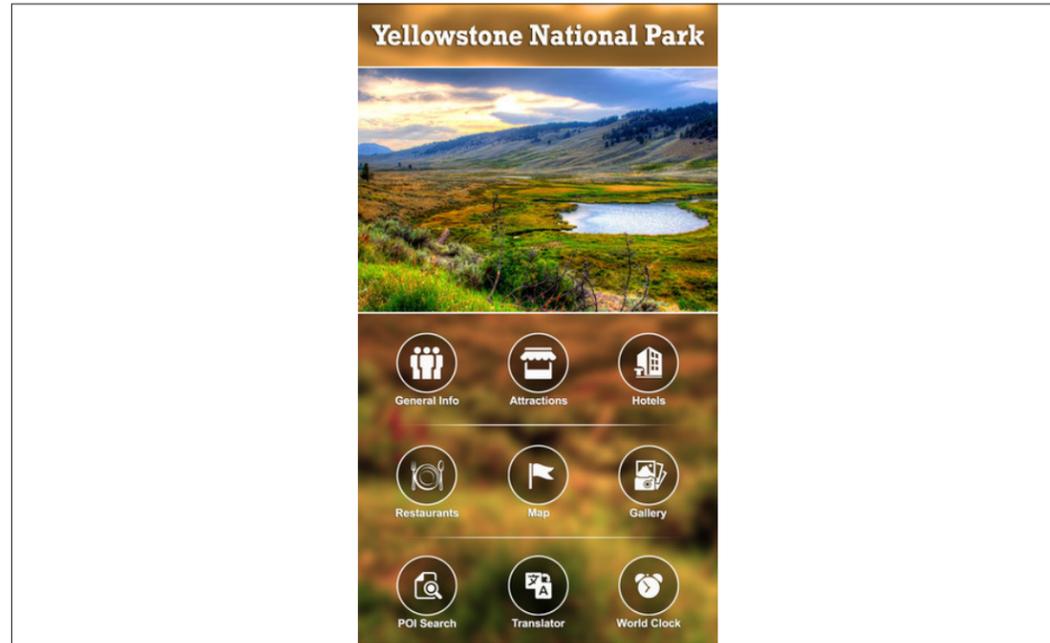


●●● V1.

●● V2.

●●●●● V3.

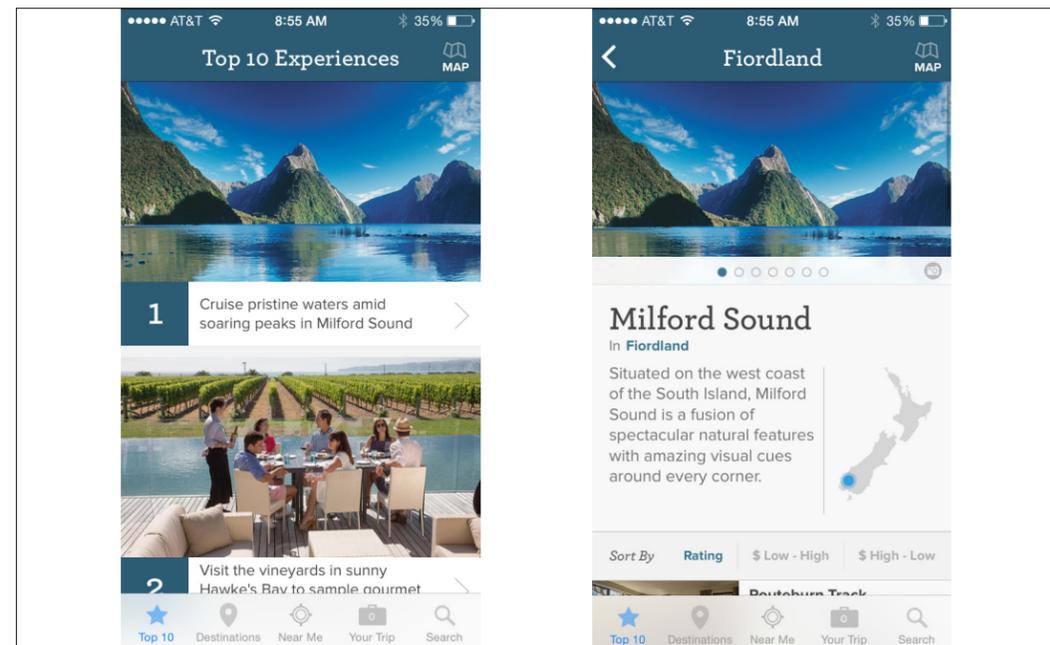
Visioning Sessions: Mobile and Web Applications



V1. V2. V3.



V1. V2. V3.



V1. V2. V3.

Visioning Sessions: Exterior Informational Signage



V1. | V2. | V3.



V1. | V2. | V3.



V1. | V2. | V3.

Visioning Sessions: Exterior Informational Signage



V1. ●●●●● | V2. ●●●●● | V3. ●



V1. ●●●●● | V2. ●● | V3. ●●●●●●●



V1. ● | V2. ●● | V3. ●●

Visioning Sessions: Exterior Informational Signage



●●
V1.

●
V2.

●●●
V3.

Visioning Sessions: Interior Interpretive Signage



●●
V1.

●●●●
V2.

●●●●●
V3.



●●●●
V1.

●●●●
V2.

V3.

Red Dot Images ●

On the following pages are the top 20 images selected with red dots among the 3 Visioning Sessions.

Visioning Sessions: Entrance Signage



V1. V2. V3.



V1. V2. V3.



V1. V2. V3.

Visioning Sessions: Interpretive Informational Signage



V1. V2. V3.



V1. V2. V3.



V1. V2. V3.



V1. V2. V3.

Visioning Sessions: Interpretive Informational Signage



●●●
V1.

●
V2.

●●●
V3.



●●
V1.

●
V2.

●●
V3.

Visioning Sessions: Interpretive Informational Signage

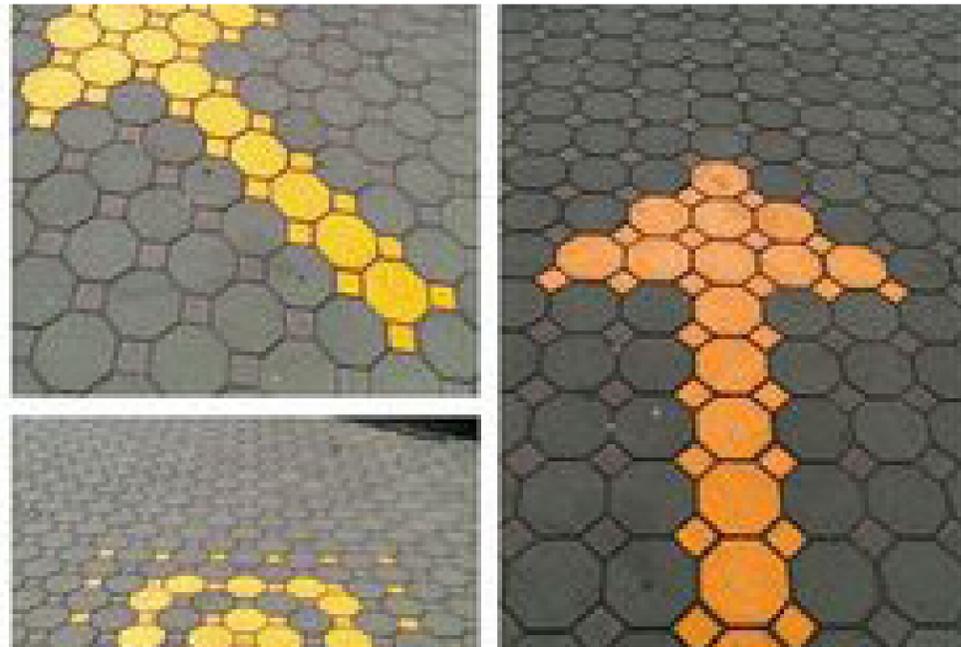


V1. V2. V3.



V1. V2. V3.

Visioning Sessions: Directional Signage



●●● V1.

●●● V2.

●●●●● V3.



●● V1.

● V2.

●●●● V3.



● V1.

● V2.

●●● V3.

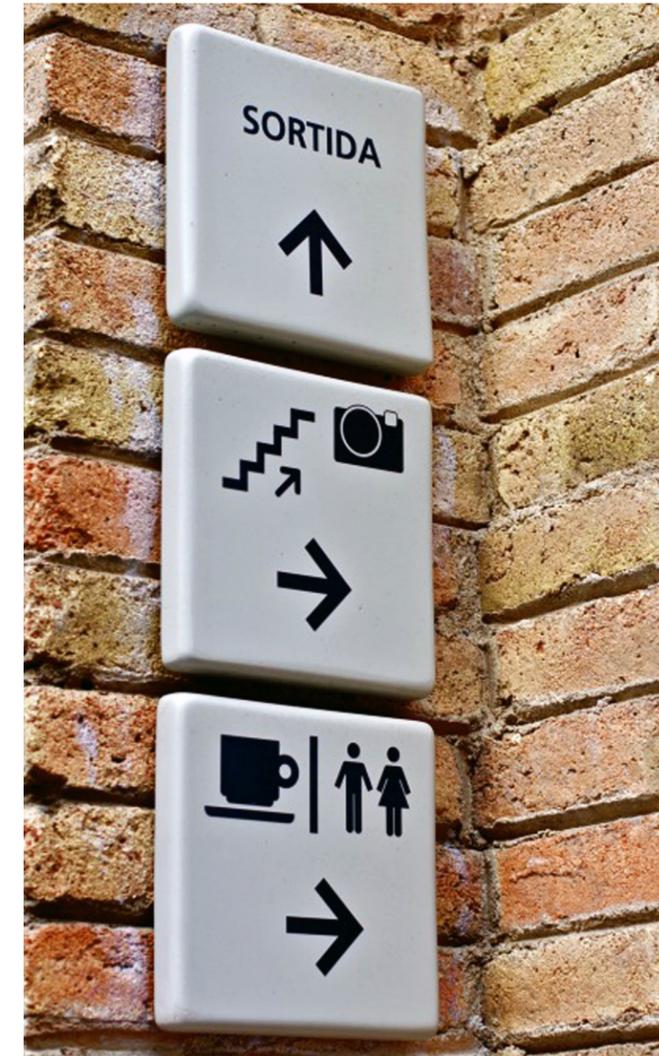
Visioning Sessions: Directional Signage



V1. V2. V3.



V1. V2. V3.



V1. V2. V3.

Images Discussed

On the following pages are the images selected for discussion among the 3 Visioning Sessions.

Each session's dot voting is included for reference. Comments made by the group from specific sessions are also included.

Visioning Sessions: Photo Discussions



● ● V1.
 ● ● ● ● V2.
 ● ● ● V3.

VS2 Comments:

1. Like the roof
2. Like the natural materials
3. Sparse design



● ● ● ● V1.
 ● ● ● ● V2.
 ● ● ● ● ● ● ● ● V3.

VS1 Comments:

1. We asked if you liked it and there was lots of nodding in agreement.

Visioning Sessions: Photo Discussions



●●●●
V1.

V2. - n/a

●●●●●
V3.

VS1 Comments:

1. Detail work is nice, and the look of the wood with a wood frame is good.
2. Gives more context to project.
3. More detail in map - in right direction
4. Connection to river
5. I can see it anywhere
6. Don't feel it would be useful
7. Like aesthetically
8. Not a lot of opportunities for viewing



●●●
V1.

●●
V2.

●●●●●
V3.

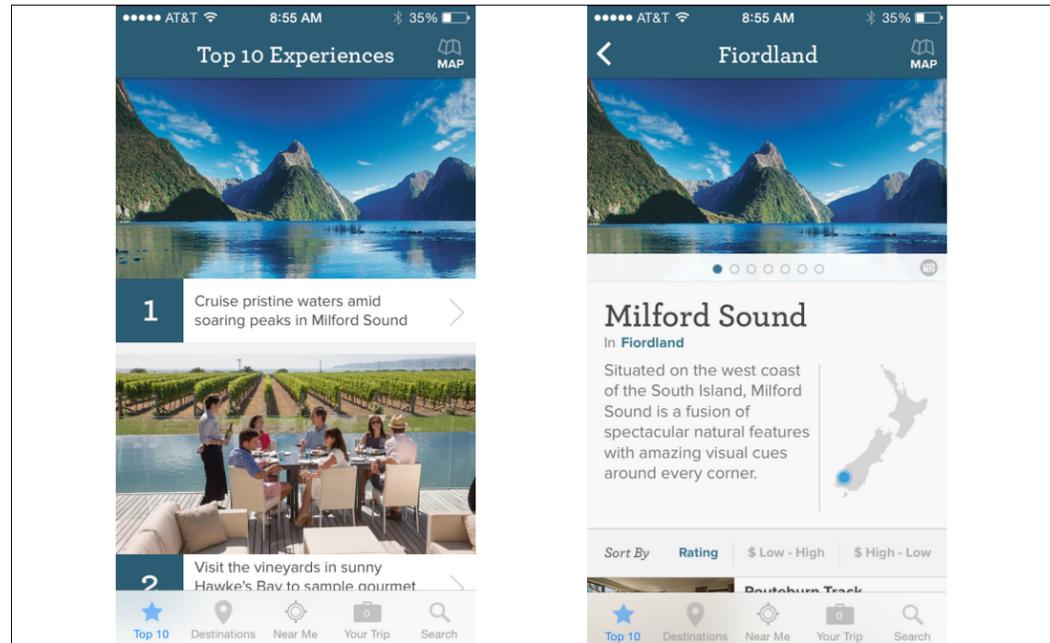
VS2 Comments:

1. What about using something that was re-purposed from the plant to add more significance.

VS3 Comments

1. Recycle - yes – old mining equipment (ie: saw blades)

Visioning Sessions: Photo Discussions



●●●●● V1.	●●●●● V2.	V3. - n/a
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VS1 Comments:

1. Like the look of it.

VS2 Comments:

1. Clean design that is visible and readable on screen.
2. Picture and text, not too wordy.
3. No scrolling
4. Not too wordy



●● V1.	V2. - n/a	●●●●● V3.
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VS2 Comments:

1. Unambiguous and will last a long time - maybe done in metal?
2. High Contrast and add a trail number.
3. Don't have to be able to read to understand meaning.

Visioning Sessions: Photo Discussions



V1. V2. V3.

VS2 Comments:

- 1. Too Modern, doesn't fit for this project



V1. V2. V3.

VS3 Comments:

- 1. The geometry is nice but too exact
- 2. Low maintenance and familiar look and feel

Visioning Sessions: Photo Discussions



● ●
V1.

● ●
V2.

● ● ● ● ● ●
V3.

VS1 Comments:

1. Idea of placemaking - identity branding.
2. Don't like them - the design is taken already.
3. Connection to geology.
4. NPS works really hard at locating them in the correct location.



● ● ●
V1.

● ● ● ● ● ●
V2.

● ●
V3.

VS1 Comments:

1. Seen too many of these
2. Ends up buried in grass.
3. Would last for a long time.

VS3 Comments:

1. Geometry felt modern/urban - too exact
2. Low maintenance
3. You've seen it many other places

Visioning Sessions: Photo Discussions



● V1. ●● V2. ●● V3.

VS3 Comments:

1. Look is blah.
2. Wood is good and the group is attracted to color on wood.



● V1. ● V2. ●●● V3.

VS3 Comments:

1. If it was repurposed - show something that works in plant and gives information - more like Snoqualmie Falls instead.

Visioning Sessions: Photo Discussions



V1. ● ● | V2. ● ● ● | V3. ● ●

VS2 Comments:

1. Typical regulatory Federal sign with too much information
2. Only want one kiosk at the gate.
3. Doesn't fit with landscape.



V1. ● ● ● | V2. ● ● | V3. - n/a

VS1 Comments:

1. Wouldn't last.
2. Too subtle.

Visioning Sessions: Photo Discussions



●●●●
V1.

●●
V2.

●
V3.

VS1 Comments:

1. Overhang and extra space to move around is good.



●●●●
V1.

V2.

●●
V3.

VS1 Comments:

1. Drawn to Gabion wall.
2. Overhang and extra space to move around is good on this as well.
3. No positive association with Gabion wall.

VS2 Comments:

1. Good - natural stone and wood.
2. More rustic with wood would have been better
3. Wasted space
4. Different materials makes it more interesting
5. Wood will start to show age sooner rather than later.
6. Look into composites
7. Overhang is good.

Visioning Sessions: Photo Discussions



●●●●
V1.

●●●●
V2.

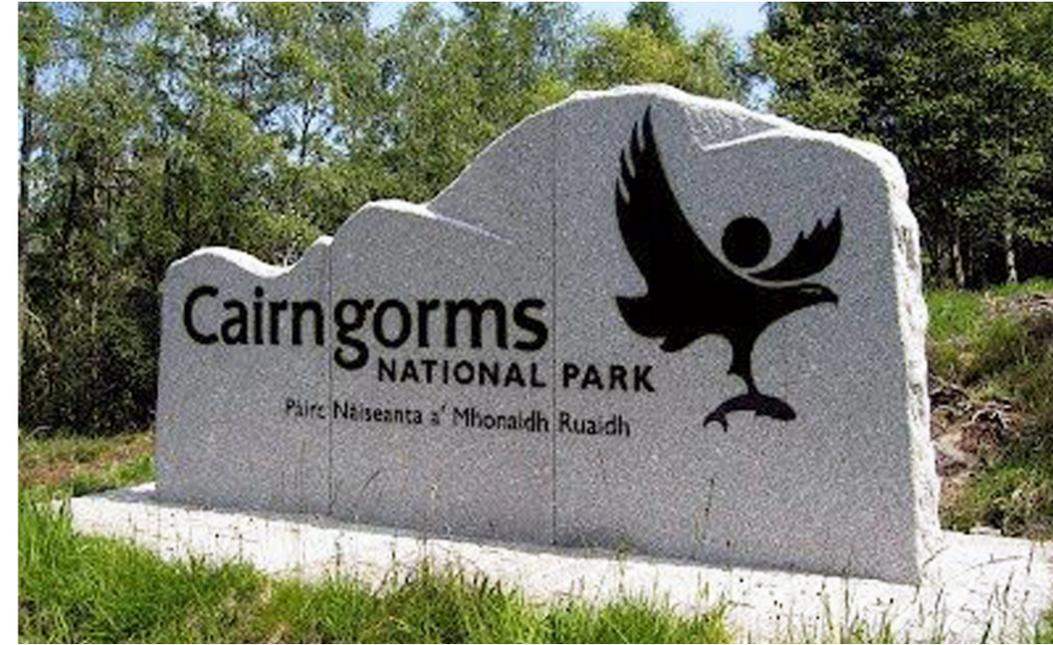
●●●●●●●●
V3.

VS1 Comments:

1. Been there, done that.

VS3 Comments:

1. Organic, a little too much information



●
V1.

●●
V2.

●●●●●
V3.

VS3 Comments:

1. Like the look and longevity of material, not just a block.
2. Possibly on a larger boulder or framed in wood.
3. Think about the snow plows.

Visioning Sessions: Photo Discussions



V1.

 V2.

 V3.

VS2 Comments:

1. Don't like color of sign.
2. Good on observation platform at vista house
3. Jumped out and presented itself - don't like color
4. Sign is not obtrusive

VS3 Comments:

1. Unobtrusive
2. Love Boardwalks - info incorporated into structure



V1.
 V2.

 V3.

VS1 Comments:

1. Cool concept.
2. Concerned about maintenance and parts breaking.
3. Worried about people climbing on it.

Visioning Sessions: Photo Discussions



●●●● V1.
 ● V2.
 ●● V3.

VS3 Comments:

1. Blends in with scenery.
2. Informational and easy to read.



●●●● V1.
 ● V2.
 ●● V3.

VS1 Comments

1. Using materials and shapes to direct attention.
2. Landmarks as a way of signage and wayfinding.
3. Liked it once it was explained.

VS3 Comments:

1. Good use of shapes and material to direct attention.
2. Using landmarks as way of directing and wayfinding.

Visioning Sessions: Photo Discussions



●●● V1.	V2. - n/a	V3. - n/a
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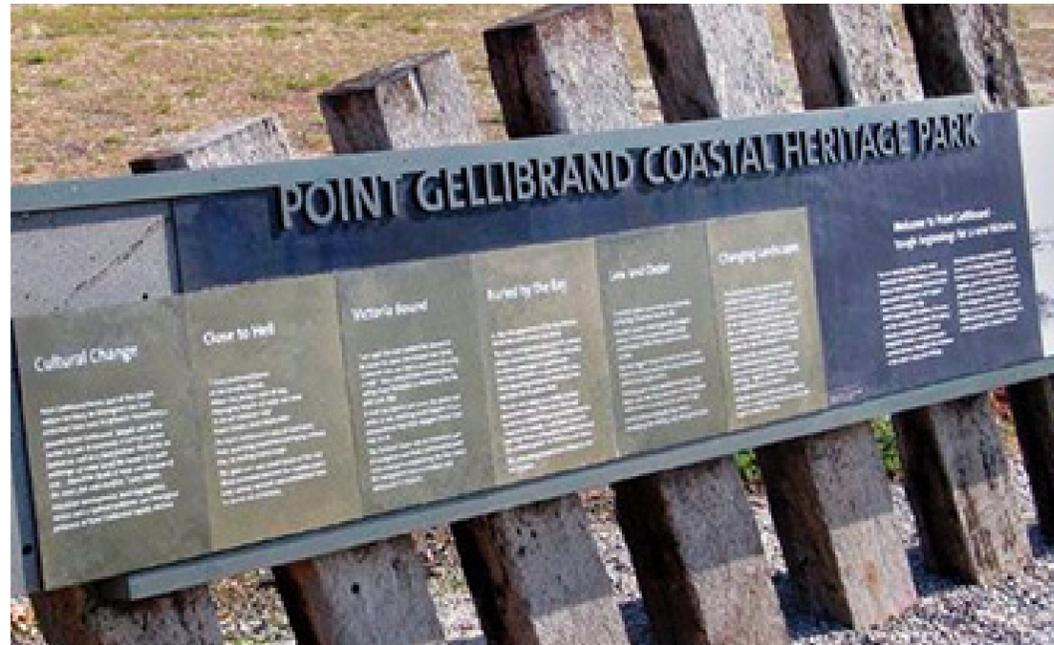
- VS1 Comments:
1. Don't like message
 2. Don't tell us what to do.



●●● V1.	V2.	●●●●● V3.
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- VS1 Comments:
1. No negatives, please.
 2. Don't like to be told what to do.

Visioning Sessions: Photo Discussions



●●● V1.	V2. n/a	● V3.
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VS1 Comments:

1. Like timbers
2. More interesting



●● V1.	●●● V2.	●● V3.
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VS2 Comments:

1. Don't like color of sign.
2. Good on observation platform at the Vista House.
3. Presented itself and is obtrusive.

Visioning Sessions: Photo Discussions



V1. ●●●●● | V2. ● | V3. ●●

VS1 Comments:

1. Simplicity - direct and easy
2. Could be a different color
3. Like contrast - stands out
4. You would discover it - a little surprise
5. Like to find what's different
6. Simple and on a different plane.
7. Like the Freedom Trail of Boston.
8. Surprising and discoverable.

VS2 Comments:

1. Contrast is too high, might work better as an earth color.
2. Pine needles, leaves, and dirt may cover it.
3. Might work better in a vertical setting.



V1. ●●●●● | V2. ●●●●● | V3. ●●

VS2 Comments:

1. Would last a long time.

Visioning Sessions: Photo Discussions



●●●● V1. ●● V2. ●●●●● V3.

VS1 Comments:

1. Simplicity & Design
2. Visual connection to trees
3. Aesthetically pleasing
4. Contrast of materials
5. Panels different height - interesting

VS2 Comments:

1. Simple design.
2. Contrasting materials add to appeal.



V1. ●● V2. ●●●● V3.

VS2 Comments:

1. Lots of information but could be more artistic, decorative elements.
2. Covered is important, possibly make it sustainable?

Visioning Sessions: Photo Discussions



● ● ●
V1.

V2. - n/a

V3. - n/a

VS1 Comments:

1. Feels flat and boring, more depth and texture would be nice.



● ● ●
V1.

●
V2.

● ● ●
V3.

VS1 Comments:

1. Simple and will age well.
2. Like the setting and different heights.

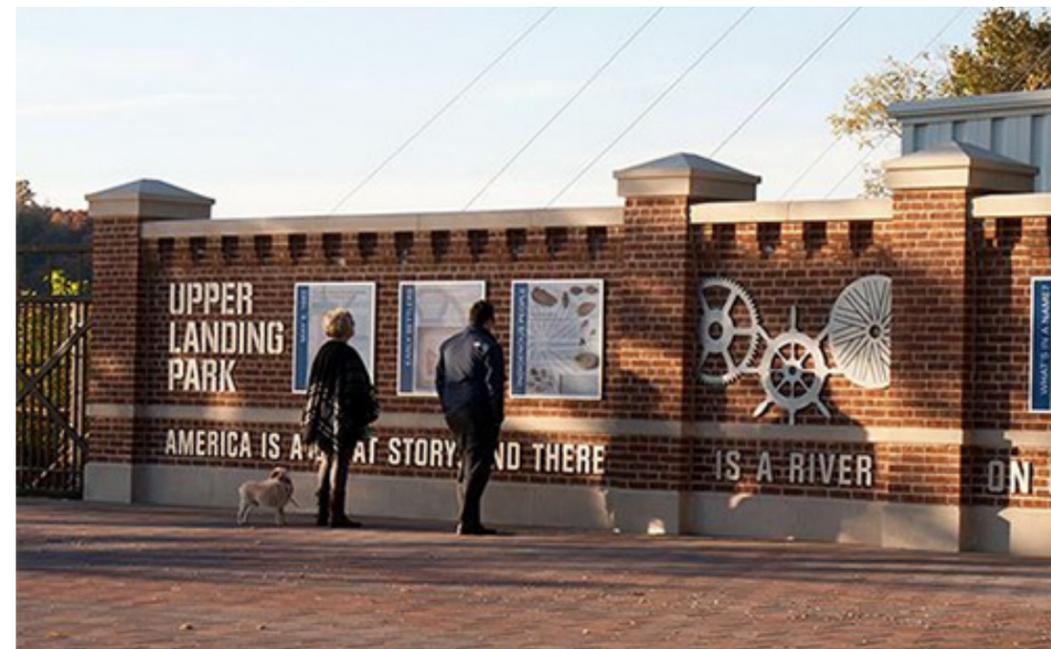
Visioning Sessions: Photo Discussions



●●●●	●
V1.	V3.

VS1 Comments:

1. Like the look of it.



	●●●	
V1. - n/a	V2.	V3. - n/a

VS2 Comments:

1. Locationally inconsistent
2. Like artistic component within it
3. Where would you put something like this at Boundary?
4. Would look good by Safeco Field

Visioning Sessions: Photo Discussions



V1. - n/a ●●● V2. ● V3.

VS2 Comments:

1. Tells what different things are available
2. Simple, easy to read



●●● V1. ●●● V2. ● V3.

VS2 Comments:

1. Would oxidize
2. Too much, obstructed the view
3. Provides windows
4. Classy - glass
5. Too much of a wall

Visioning Sessions: Photo Discussions



V1. ● ● ●

V2. ● ●

V3. - n/a

VS2 Comments:

1. Stark contrast of curved wall vs horizontal/vertical elements
2. Modern against historic



V1. ●

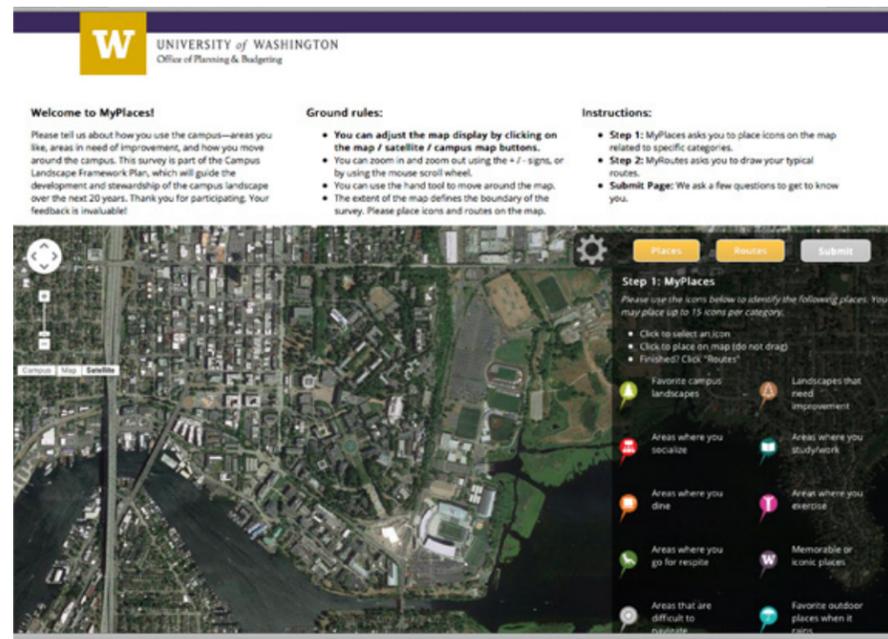
V2. ● ● ● ●

V3. ● ● ● ●

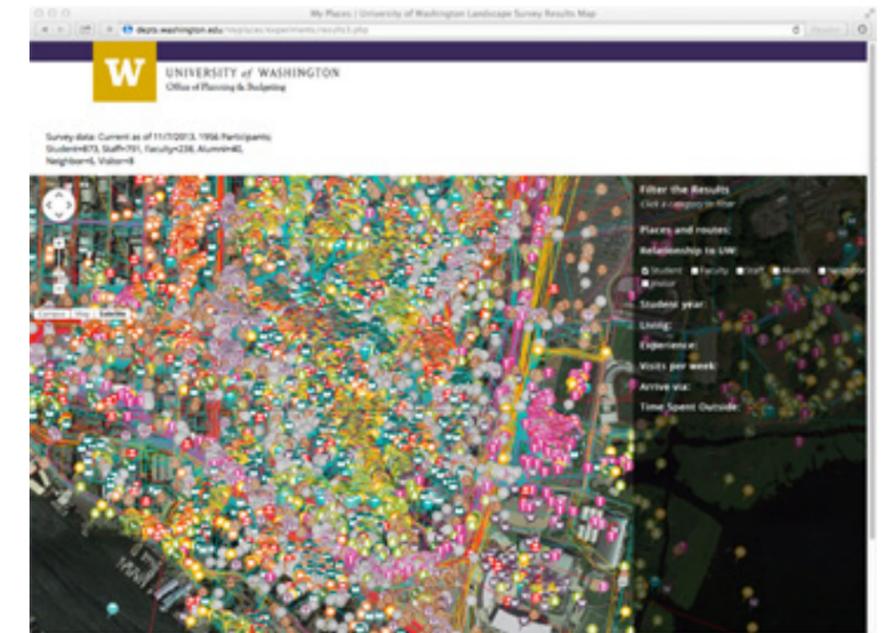
VS2 Comments:

1. Mixed media is good
2. Information piece is durable
3. Wood is organic, tactile
4. Information is most durable part of it.
5. Low maintenance
6. Easier to read on block

Visioning Sessions: Photo Discussions



Biking :: Students



V1. V2. V3.

VS2 Comments:

1. Surveys - like information collection aspect
2. No blogs, no babysitting spot - management of it is a problem
3. Didn't know what it was before I put a sticker on it
4. Really busy
5. Looks like a viral outbreak with all the dots.

Visioning Sessions: Photo Discussions



● ● V1. | V2. - n/a | ● ● V3.

VS3 Comments:

1. Like structure, but not stone - too low to ground, stones too small.
2. Looks like scenic byway signs
3. I like it.



V1. - n/a | ● ● V2. | ● V3.

VS3 Comments:

1. Looked confusing
2. Don't like color - earth colors are better for Boundary

Visioning Sessions: Photo Discussions



V1. - n/a	● V2.	●● V3.
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VS3 Comments:

1. Shape is a little modern
2. Rust - looks like it needs to be painted
3. Like rust & low maintenance
4. If photo is faded and rusty it looks too old.

Key Take-aways

Image

This unique corner of Washington State is a place people are proud of, and want to both protect and share with others.

Developing an authentic image of Boundary is important for capturing the attention of both visitors and Seattle City Light customers.

Boundary's customers are 388 miles away in Seattle across vast fields and a mountain range. Creating positive images of Boundary Dam, its function and operators is key.

Key Take-aways

Image (cont.)

The electricity is generated with a clean, non-polluting source of power (water), and is used multiple times before going back to sea.

Audience

There are multiple groups of users the communications should connect with: locals, tourists, school groups, dam enthusiasts, campers, kayakers, hunters, and consumers.

Some people will merely stop for an hour's diversion to their drive, others will camp for days. For some, Boundary is a destination, while locals use the area on a regular basis.

Key Take-aways

Design

Create a distinctive Visual vocabulary for the Boundary Dam communications. The look and feel should be authentic to Boundary and stay away from NPS, Regional Park or typical regulatory sign stereotypes.

We need to take advantage of every opportunity to communicate with visitors and locals. The look and feel, messaging and presentation should be of the same quality and present a consistent message.

Materials and presentation of landmarks and story telling features favored by the Visioning session teams include 'natural' materials including timbers, stone and steel. The character preferred is rustic, outdoorsy (not urban.)

Key Take-aways

Design (cont.)

Harsh weather and vandalism can take a toll on the exterior signs. Plan accordingly. Low maintenance materials are preferred.

Some elements will want to be in the foreground: at the campground and the Machine Room exhibits. Others should be less prominent: primitive campsites.

The care that goes into design and engineering of the dam and its features is impressive. Integrating physical elements from the facility into wayfinding, exhibits and signage brings that to a human scaled, touchable level.



Stewardship of the environment
and maintenance of the dam are
#1 priorities of Seattle City Light



**Boundary Is:
diverse ecosystems
abundant wildlife
natural beauty
power**

