

COLORADO

Department of
Natural Resources

Division of Colorado Parks and Wildlife

Proposal for Educational Signage Replacement Project | RFP PMAA 2026*0005

Presented by Dimensional Innovations / October 7, 2025

**Dimensional
Innovations**

To the Selection Committee, Colorado Parks and Wildlife Department:

It is with great enthusiasm that Dimensional Innovations (DI) submits our response to the Educational Signage Replacement Project (ESRP) Request for Proposal. We are inspired by Colorado Parks and Wildlife's (CPW) vision to educate, engage, and connect people to the extraordinary landscapes and ecosystems that make Colorado one of the most treasured natural environments in the nation. To that end, we have assembled a world-class team in Master Planning, Design, and Fabrication to bring this vision to life. Together, we will help CPW deliver an efficient, elegant, and impactful 10-year plan that elevates educational signage and visitor experiences across parks, trails, and visitor centers statewide.

Connection to a Special Place

Colorado is unlike anywhere else in the world—its beauty, biodiversity and sense of place demand interpretation that's both meaningful and memorable as well as effective. As one of the nation's top destinations, your signage must speak to millions of annual visitors while honoring the deep pride and fulfilling the daily needs of residents who call Colorado home.

This project is about more than replacing signs; it's about crafting moments of discovery—and rediscovery. We see this as an opportunity to ignite wonder, respect, and renewed appreciation for the state's natural and cultural heritage. Whether for a first-time traveler or a lifelong Coloradan, great signage invites people to learn, explore, and take ownership of the land they love.

Our Legacy: Signage That Stirs People

From the first day we opened our doors, signage has been the backbone of DI. We've designed and built large-scale signage systems for complex and high-profile environments across

Sincerely,



Carole Hollman, Cultural Practice Director
816.308.6960 | chollman@dimin.com

Dimensional Innovations, Inc.
3421 Merriam Drive, Overland Park, KS 66203

the country, including SoFi Stadium at Hollywood Park, the Denver Zoo, and civic destinations such as the city of Lincoln's Haymarket Pedestrian Bridge. Our creative and technical expertise, combined with an entrepreneurial spirit and a "whatever it takes" mindset, have made DI a recognized leader in experiential design, technology integration, and fabrication. Today, we bring that full-service capability to museums, nature centers, and visitor environments across the country—all united by one goal: creating meaningful connections between people and place.

A Turnkey Team with a Colorado Twist

As a turnkey partner, DI brings every capability needed to manage and execute this ambitious 10-year project in-house—from discovery and planning through design, documentation, fabrication, and installation. To further enrich this collaboration, we are honored to include Interpretive Planner and Writer, Beth Kaminsky, whose celebrated work with History Colorado and other institutions brings deep knowledge of the state's history, ecosystems, and sense of place. Beth's expertise in interpretive storytelling and community engagement will ensure the project reflects the authentic voice and spirit of Colorado.

Our Commitment

We hope this proposal conveys our passion for your mission and our eagerness to bring it to life. We've developed a comprehensive response to your RFP that reflects DI's proven approach—thoughtful, collaborative, creative, and built for long-term success.

Thank you for the opportunity to participate. We look forward to discussing your goals, exploring the next steps together, and helping CPW shape a statewide system that educates, inspires, and endures.



Kelly Floyd, Master Planning Lead
317.796.4954 | kfloyd@dimin.com

Dimensional Innovations, Inc.
3800 Tennyson Street #307, Denver, CO 80212





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4.2

Submission Form

Submission Form (2 Pages)
Colorado Department of Natural Resources
Colorado Parks and Wildlife
Request for Proposals
RFP PMAA 2026*0005 - Educational Signage Replacement Project

Return all proposals via [Colorado.gov/vss](https://colorado.gov/vss) or Google Forms. See section 4.0 for full submission instructions.

Offeror Information:

Legal Business Name: Dimensional Innovations, Inc.

Address: 3421 Merriam Drive

City, State Zip: Overland Park, KS 66203

Phone: (913) 384-3488

Email: chollman@dimin.com

Signature: *Carole Hollman*

Name (Printed): Carole Hollman

Title: Cultural Practice Director

Date: October 2, 2025

I am a Service Disabled Veteran Owned Small Business: Yes ___ No X
If Yes, please ensure you have included documentation of SDVOSB certification Issued through the U.S. Department of Veterans Affairs with your proposal

I am a Resident Bidder: Yes ___ No X

I agree to the Scope of Work: Yes X No ___

I agree that my firm can provide the services noted in the Scope of Work without the need for training provided by the State: Yes X No ___

I agree that the State of Colorado is NOT the only client my firm works with:
Yes X No ___

I agree that my firm offers services to the public and has other clients: Yes X
No ___

If my firm offers services to the public, I affirm that my firm has a place of business and is registered as a business listing in a directory: Yes X No ___

I agree that 100% of the work resulting from this award will be completed by my firm within the state of Colorado: Yes ___ No X – Only Installation, site visits and some meetings will be performed within the state of CO

I agree that my firm has no direct daily control over State of Colorado employees:
Yes X No ___

I agree to the Insurance Requirements: Yes X No ___

I agree my firm is in compliance with applicable Worker's Compensation laws in its state: Yes X No ___

I agree that my firm does not participate directly or indirectly in benefit programs of the State of Colorado. Examples: 1) the firm is receiving funds from the state for Workers Compensation covering injury to worker(s), 2) firm is receiving funds for public liability covering injury to others, 3) firm is receiving unemployment compensation:
Yes X No ___

I agree my firm is registered and in good standing with the Colorado Secretary of State, OR if a sole proprietor, is registered with the IRS to conduct business as an independent contractor, OR I agree that my firm will register with Secretary of State/IRS upon award: Yes X No ___

I acknowledge and confirm receipt of all attachments, amendments and addenda associated with this solicitation Yes X No ___

I agree to the unaltered State of Colorado contract terms and conditions and the Colorado Special Provisions: Yes X No ___

Return This Form With Your Proposal

4.4

Qualifications

WE ARE Dimensional Innovations

HISTORY // Like other companies we admire, we started in a garage in 1993. What began with Signage and Wayfinding grew into custom Exhibit Design, Technology, and Fabrication over the course of the next 32 years. Now in 2025, we have over 270 multitalented people on our team located all around the US.

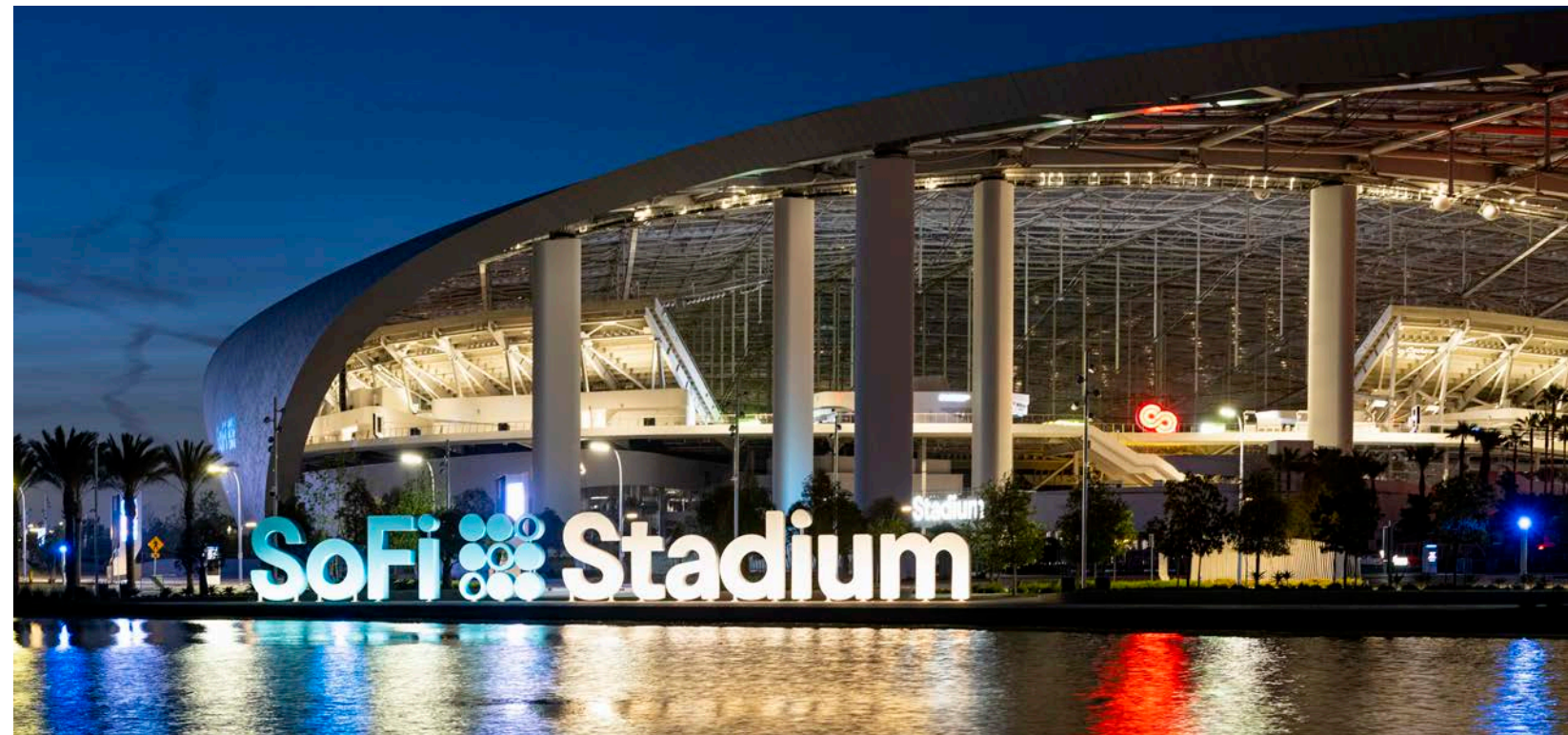
ABOUT US // We are a full-service, one-stop, all-inclusive Exhibit Design, Technology, and Fabrication firm dedicated to creating immersive and engaging experiences and venues for clients and audiences around the world. We are a unified team of:

- > Interpretive Planners, Content Developers and Exhibit Designers
- > Technology and Media Specialists
- > Custom Fabricators, Artists, Sculptors, and Installation Specialists

Working as One Team in 200,000+ square feet of design + build space, we are one of the only firms in existence that combines all of these specialized disciplines under one roof. Together, we are makers and innovators of unique visitor experiences that get remembered and talked about by audiences as diverse as the projects themselves. For over three decades, we've taken clients and projects around the globe from remarkable idea to remarkable result.

SIGNAGE/WAYFINDING ORIGINS // DI has been designing and fabricating interior and exterior signage and wayfinding systems since 1993 for cinemas, municipalities, universities, museums and non-profits, sporting arenas, hospitals, transit hubs and more. We understand what it takes to build exterior signage that has to last through years of sun, wind, cold, rain and snow, and withstand countless curious little hands over time. We also have long experience with digital signage and wayfinding, and are highly proficient in designing and developing mobile apps for wayfinding/signage as well as many other types of engaging visitor experiences.

SERIOUSLY FUN // We love what we do, and while we take our work seriously, we also work hard to make the process fun. We consider the collaborative experience to be just as important as the outcome, and if you're enjoying yourselves, it's inevitable that your visitors will, too.



TOGETHER, We Create the Remarkable

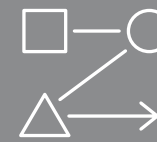
TURNKEY SERVICES // As a turnkey Design, Fabrication, Technology and Installation firm all under one roof, we have a firsthand, intimate understanding of the budget, schedule, design, engineering and material implications of everything that we create, before we present them to you. This means the following benefits for you:

- > Our interpretive planners work closely with our designers to ensure depth of design founded on your goals and vision
- > Our designers communicate daily with our engineers to balance great ideas with realistic expectations.
- > Digital technology that is integrated seamlessly into the signage, stories, and spaces
- > A simpler and far more efficient internal and external communication and approval process over the life of the project.
- > Original design intent and crucial planning details are preserved throughout the project, by an implementation team that works side-by-side daily with the creative team.
- > Centralized and coordinated Project Management from beginning to end.
- > Time efficiencies on every level, allowing for an overall benefit to the project schedule.
- > In-house, real-time estimation throughout the design and engineering process, providing the resources to not only stay on budget, but also the ability to explore options for design and fabrication solutions.
- > Cost savings across the board.

A FEW OF OUR CLIENTS

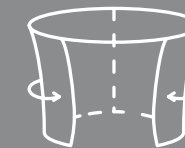


OUR CAPABILITIES



Interpretive Planning

We turn big ideas into smart, strategic roadmaps that align your vision with your audience's needs.



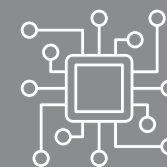
Signage + Exhibit Design

Where interpretive stories meet design-thinking to transform ideas into remarkable, real-world experiences.



Content Creation

From scripts to story-telling, we create meaningful content that connects emotionally and educates your visitors.



Digital Technology

We design and develop digital technology solutions that bring experiences to life.



Build + Install

We don't just design it—we build it, engineer it and install it with precision, passion and an eye for detail.



Service + Support

From first sketch to final touch-up, we're your long-haul partner—always ready to support and evolve with your needs.



Carole Hollman
Cultural Practice Director

Carole brings over 25+ years of experience leading large-scale museum and exhibit projects across the country, with a deep passion for storytelling and educational impact. A natural communicator and visionary, she excels at guiding teams and facilitating client collaboration from concept through completion. Her diverse background spans museum design, software development, healthcare education and K-12 learning environments. With expertise spanning creative to educational fields, Carole offers a cross-industry perspective and a hands-on leadership style that empowers teams to thrive.

RELEVANT EXPERIENCE

- > Denver Zoo - Master Planning + Interpretive Signage
- > National Loon Center
- > Willowbrook Wildlife Center
- > Lake Red Rock Visitors Center
- > Theodore Roosevelt Presidential Library
- > Zoo Knoxville Amphibian & Reptile Center
- > Amelia Earhart Hangar Museum
- > The Children's Museum of Indianapolis
- > American Royal Learning and Engagement Center



Kelly Floyd
Master Planning Lead

Kelly is an inquisitive Interpretive and Master Planner who has worked with cultural institutions of all types for over a decade. Kelly's experience in visitor engagement began as an exhibition designer for nationally known museums, working with curatorial and interpretive teams to develop designs that amplified educational messaging in the context of sensitive subjects. Now, Kelly works with Dimensional Innovation's cultural clients to create master interpretive plans to transform an institution's vision, mission, and experience for the next generation. Kelly is a skilled facilitator, leading stakeholders through the design thinking process intended to uncover opportunities and differentiators that become the framework for DI's strategic recommendations.

- > American Royal Learning & Engagement Center
- > Noblis Headquarters Experience Strategy
- > Denver Zoo - 2021 Facility Master Plan*
- > Denver Zoo - Pinnacle Penguin Point*
- > Saint Louis Science Center*
- > U.S. Holocaust Memorial Museum Propaganda Traveling Exhibition*
- > National Hellenic Museum*

**Denotes experience outside of DI work.*



Beth Kaminsky
Interpretive Planner + Writer

Beth is an Interpretive Planner and Writer who partners with design teams, client groups and subject matter experts to shape concepts, refine messages and craft authentic stories. She's especially passionate about writing exhibit labels that spark conversations and stick with visitors long after they leave. With a background spanning museums, design firms and independent consulting, Beth brings a well-rounded perspective to every project. Her experience bridges history, natural history, science and art, allowing her to create layered, visitor-centered experiences that resonate. She has contributed to projects for organizations such as the Oregon Coast Aquarium, National Cowboy & Western Heritage Museum, and Canyonlands National Park.

- > National Western Stock Show Association World Family Heritage Center - Colorado Agriculture Exhibits*
- > City of Boulder Library System Public Art Program Accessible Signage Framework*
- > Longmont Museum agriCULTURE Interpretive Plan*
- > Wings Over the Rockies Museum - Supplies from the Sky Exhibit*

**Denotes experience outside of DI work.*



Brian Silvey
Executive Creative Director

As Executive Creative Director, Brian leads design and digital strategy for some of DI's largest clients. With a background in graphic and user interface design, he specializes in creating technology-driven, user-centric experiences across sports, healthcare, and education. A Kansas City Art Institute grad, Brian brings deep expertise in concept development, typography, and storytelling.

RELEVANT EXPERIENCE

- > National Loon Center
- > Theodore Roosevelt Presidential Library
- > The Children's Museum of Indianapolis
- > Kansas Museum of History
- > International Skydiving Museum & Hall of Fame
- > American Royal Learning & Engagement Center
- > Wyoming Capitol Campus Interpretive Exhibits + Wayfinding
- > Naval Academy Athletic Recruitment Center
- > Minnesota Vikings Museum



Nigel Morley
Creative Director

Nigel has extensive experience guiding collaborative teams of smart, talented creatives in developing effective solutions for a wide range of brands. He takes a thoughtful approach to each challenge driven by a curiosity that understands that 90 percent of finding the best answer is to really understand the question. Nigel excels at making brands tangible—finding ways to engage audiences that move them beyond brand spectators into brand participants, building interest and loyalty. The design choices he makes are always carefully considered and meticulously crafted to render solutions that drive to the heart of the brief.

- > Denver Zoo - Master Planning + Interpretive Signage
- > Willowbrook Wildlife Center
- > Cedar Valley Cultural Center
- > Live Nation Riverside
- > Kansas Museum of History
- > Theodore Roosevelt Presidential Library
- > Zoo Knoxville Otter Exhibit
- > Wyoming Capitol Campus Interpretive Exhibits + Wayfinding
- > Kansas Judicial Learning Center



Paula Neston
Executive Cultural Lead

Paula Neston serves as the Cultural Practice Executive at DI, where she leads the strategic direction, client partnerships, and end-to-end execution of projects across the museum, zoo and broader cultural landscape. With decades of experience in exhibit design and fabrication, Paula is known for her collaborative spirit, transparency and ability to turn complex ideas into immersive, story-driven environments.

- > Theodore Roosevelt Presidential Library
- > Universal Studios Hollywood - *Secret Life of Pets**
- > Academy Museum*
- > Smithsonian's Entertainment Nation Exhibit*

**Denotes experience outside of DI work.*

4.5

Experience

We have selected the following project examples to highlight our robust and long-standing roots in planning, designing and fabricating durable and long-lasting exterior signage systems, as well as our expertise in interpreting outdoor recreation, wildlife, nature and the environment, science and conservation, geology, history and culture, and visitor use management.

Denver Zoo Conservation Alliance

CAMPUS SIGNAGE MASTER PLANNING | DENVER, CO

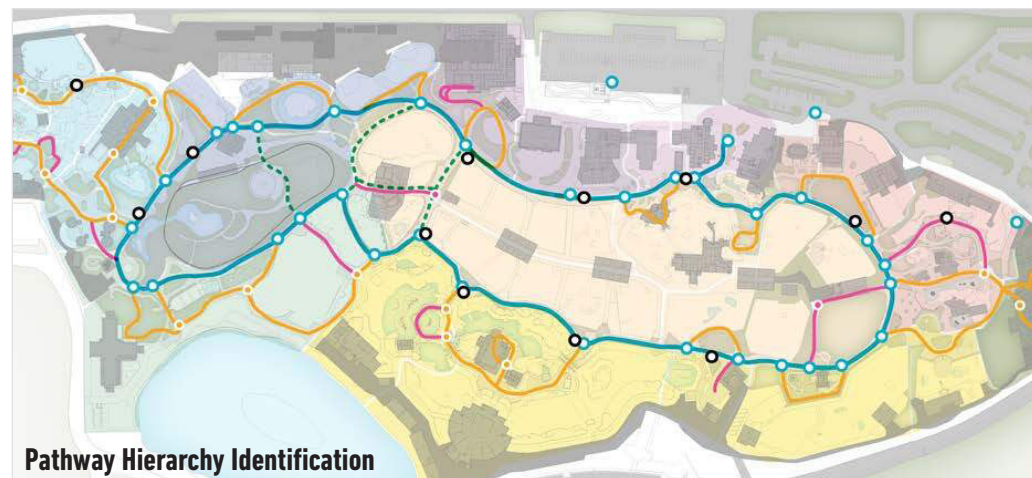
Scope of Work: Signage and Wayfinding Master Planning, Design, Technology, Fabrication and Installation

Over the course of several decades, the Denver Zoo, like many large institutions, had accumulated a wide variety of different graphic and signage styles across their 80-acre campus, resulting in an incohesive, dated overall look and feel, as well as confused visitors and guest dissatisfaction. In 2022, they selected DI to evaluate, rethink and redesign their campus-wide signage program, which included the entire suite of interpretive, wayfinding, gateway, donor and operational/safety signage. The DI creative team was charged with helping to define the new “Zoo Standard” and ensure that all signage adhered to it going forward.

Master Planning began with a zoo-wide audit, starting with highly detailed, thorough documentation and analysis of the existing signage. DI then worked closely with the Zoo’s strategic, operational and marketing teams to infuse and integrate their branding, mission, and messaging into a cohesive yet modular and dynamic “signage family” system. Careful attention was paid to inclusivity and the bilingual needs of the Denver community, and guidelines were established for thoughtful use of digital technology. The resulting Master Plan is a thorough yet accessible and easy-to-follow guide that sets the standard for all signage and wayfinding throughout the campus.

In 2023, an exciting, multi-year implementation phase began rolling out for design, fabrication, and installation to execute the plan. Recently completed and in-progress work includes the Zoo’s entry threshold signage, wayfinding pylons for all major pathway choice points, zone gateway signage (such as for the Down Under zone), and colorful, bi-lingual, interpretive signage for various individual habitats. Future phases will continue this work throughout the rest of the zoo zones, and will also incorporate operational and custom donor signage.





Signage Master Planning Work Samples & Deliverable

Below and to the right are samples of different sections of the Master Planning documents and deliverables that were used for Wayfinding, Regulatory, Thematic, Interpretive, Donor/Sponsor, Marketing, and Food/Beverage signage for the Denver Zoo campus.

Please see Appendix A for more details and additional samples.

**For CPW reference only as it applies to this RFP selection process; please do not distribute or publish otherwise.*

MASTER PLAN: **WAYFINDING** Guidelines for the Denver Zoo Wayfinding + Campus Signage

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual					
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary	

HIERARCHY

The use of scale can help to define a visual hierarchy, prioritize information and increase legibility. It is recommended that the new Denver Zoo wayfinding system include a variety of sign types and proportions, giving the most real estate to primary messaging, and reserving smaller sign types for secondary and tertiary messages.

Assigning consistent hierarchy from sign type to sign type helps to create a system with which visitors can begin to quickly identify the information they seek as they near their destination.

It is recommended that the new Denver Zoo wayfinding system include a **variety of sign types and proportions.**

A strong hierarchy can also help to create a sense of "place" by clearly denoting arrival points with prominent branded solutions.

The sample wayfinding hierarchy, at right, includes a variety of sign types, sizes and locations. The overall scale and mounting height of system elements decrease on approach, starting with larger site identification and ending with small room plaques, mounted at eye-level.

DIMENSIONAL LETTERING

DENVER ZOO | WAYFINDING + CAMPUS SIGNAGE P26

INTRODUCTION | **WAYFINDING** | REGULATORY | THEMATIC | INTERPRETIVE | DONOR/SPONSOR | MARKETING | FOOD & BEVERAGE

MASTER PLAN: **WAYFINDING** Guidelines for the Denver Zoo Wayfinding + Campus Signage

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual					
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary	

LOCATION

Most signage throughout the park is mounted within what is considered to be the average cone of vision. One calculation of how signage within the facility will be to determine which locations should remain and which should be relocated/revised.

Alignments conditions, such as lighting, must also be considered when locating signage. Adding front illumination to shaded or poorly lit elements is one way to help increase legibility.

The clear mounting height for functional signage is within 18 degrees above or below the average user's horizon line (see graphic below). Placement within this cone increases the likelihood that wayfinding will be recognized by its intended audience.

Keep elements within **line-of-sight** and ensure **legibility** through proper scale.

DENVER ZOO | WAYFINDING + CAMPUS SIGNAGE P27

INTRODUCTION | **WAYFINDING** | REGULATORY | THEMATIC | INTERPRETIVE | DONOR/SPONSOR | MARKETING | FOOD & BEVERAGE

MASTER PLAN: **INTERPRETIVE** Guidelines for the Denver Zoo Wayfinding + Campus Signage

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual
Overview	Layout	Color Theory	Best Practices		

BILINGUAL COLOR PALETTE

The contrast between the colors designated for English and Spanish should make the distinction clear. The examples shown here are not meant to specify particular colors but to demonstrate the wider range of effective palettes that can be found using traditional color relationships.

Specific colors should be selected so that interpretive signs can be aesthetically expressive of a singular thematic color palette. The color selection can be applied to entire type or background as long as that designation is used consistently across a habitat. Follow the following contrast guidelines for legibility when selecting the palette.

MONOCHROMATIC
The most successful option. Please should use at least two tonal steps for each color.

TRIADIC
Select two colors from a triadic palette for a clear contrast.

TETRADIC
Select four colors from a tetradic palette for a clear contrast.

COMPLEMENTARY
Complementary hues should provide ample contrast.

ANALOGOUS ADJACENT
Hues that work well with a distinction in hue and tone.

ANALOGOUS APART
Select hues from one step apart.

DENVER ZOO | WAYFINDING + CAMPUS SIGNAGE P28

INTRODUCTION | WAYFINDING | REGULATORY | THEMATIC | **INTERPRETIVE** | DONOR/SPONSOR | MARKETING | FOOD & BEVERAGE

MASTER PLAN: **DONOR/SPONSOR** Guidelines for the Denver Zoo Wayfinding + Campus Signage

Introduction	The Why	Strategy	Design Principles	Best Practices	
Tables & Text	Dominance	Location	Proximity	Flexibility	Clarity & Attribution

Branding | Cause Recognition | Sponsor Recognition

The balance of branding, message and recognition:

From a brand perspective, the goal of donor recognition is to build a connection between an individual's act of generosity and the Denver Zoo's mission and goals.

Donor and sponsor recognition offer different types of connections, including connection to:

- The donor or those they are honoring
- A particular habitat or landmark
- A particular initiative, message, or event
- The theme(s) of the region or zoo
- The community of donors represented throughout the Zoo
- The Denver Zoo brand

Such a broad range of possible connections leads to a dilution of the impact of donor recognition. Creating a focus of communication opportunities leverages the power of the recognition places that are so ubiquitous throughout the Zoo.

DENVER ZOO | WAYFINDING + CAMPUS SIGNAGE P16

INTRODUCTION | WAYFINDING | REGULATORY | THEMATIC | INTERPRETIVE | **DONOR/SPONSOR** | MARKETING | FOOD & BEVERAGE

American Royal

LEARNING & ENGAGEMENT CENTER | KANSAS CITY, KS

Key Partners: Multistudio Architects, JE Dunn Construction

Scope of Work: Interpretive Master Planning, Exhibit Design, Immersive Technology, Fundraising Support, Donor Activations, Fabrication and Installation

Design is currently underway with fabrication targeted to commence in early 2026, with a July 2027 target opening

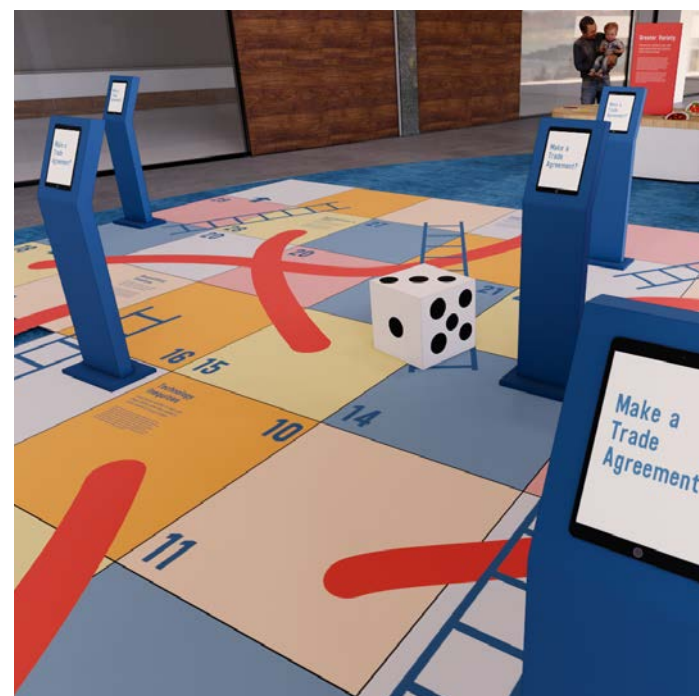
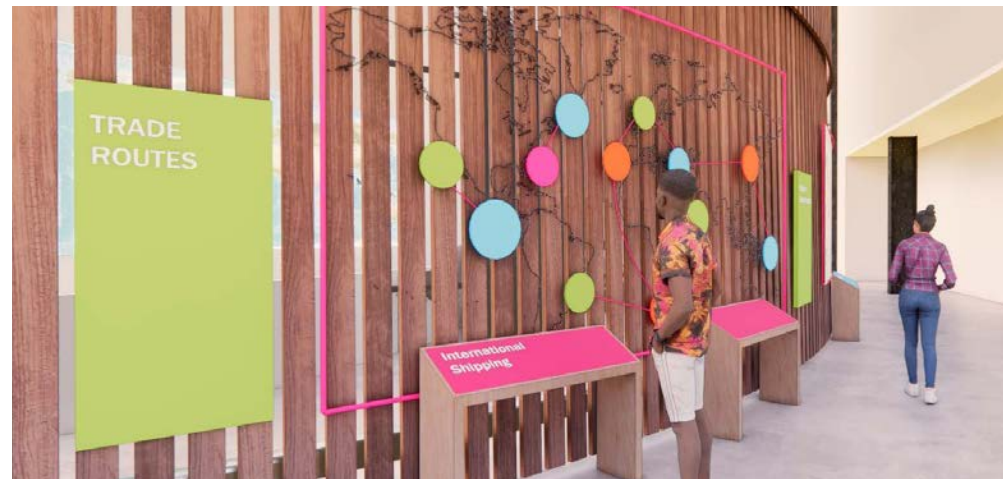
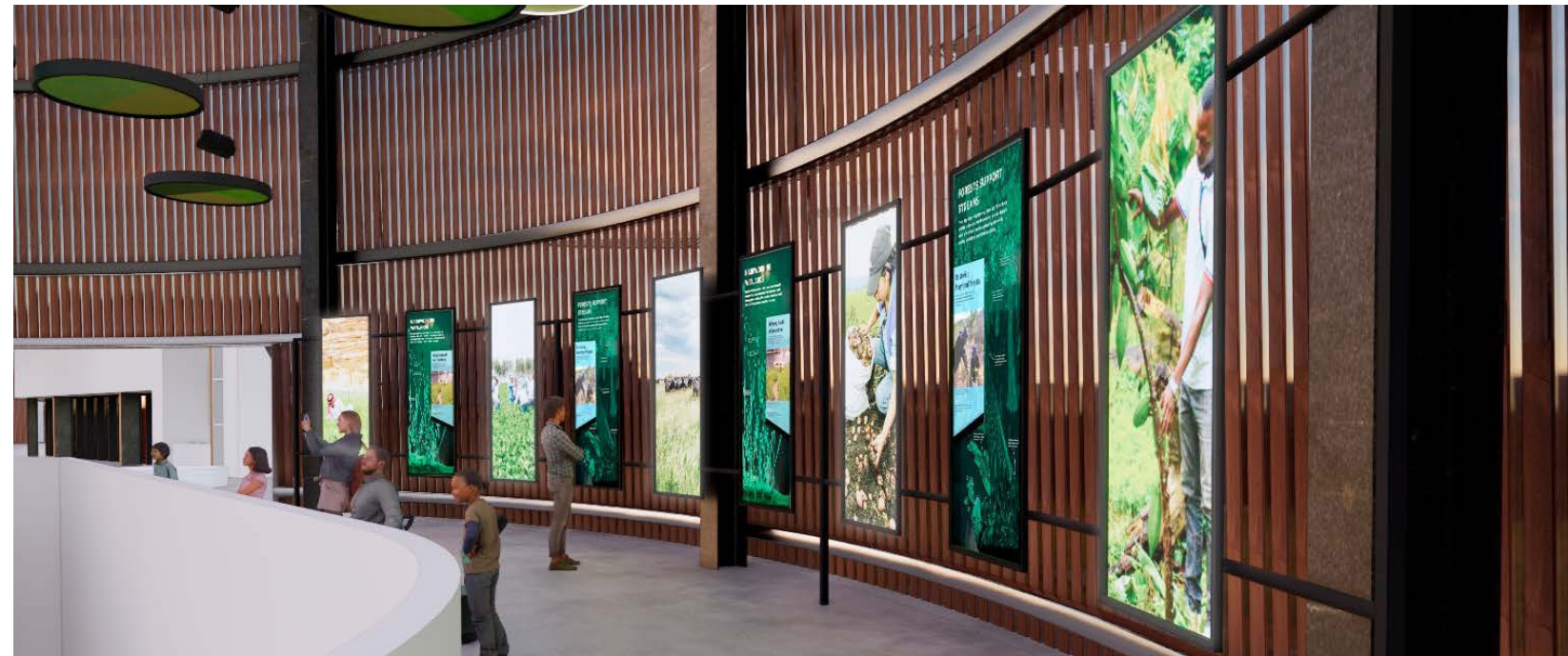
The Challenge: For more than a century, the American Royal has been synonymous with Kansas City's agricultural heritage. It's known for events such as livestock shows, equine events, rodeos and the national World Series of Barbecue. As the organization prepared to relocate to a bold new \$350 million campus, it faced two critical challenges: how to expand public perception beyond events and how to showcase its role as a national leader in food and agricultural education. The Royal needed a unifying interpretive master plan to create a visitor experience that honors tradition while redefining the Royal's identity for modern audiences.

Crafting the Solution: Working alongside the American Royal, DI is in the process of planning 20,000-square-foot of exhibits in the two-floor Learning & Engagement Center that introduce visitors to the main themes of the people, technology, and systems required to feed the world. The themes are explored through the lenses of diversity—diversity in species, careers, and geographical and cultural influences—and the business of agriculture—micro and macro economic impact, natural resource usage, marketing trends and influences, and the importance of being an informed consumer when choosing what food to buy. These stories come together to show how the choices you make everyday impact our collective global food supply.

The Impact: Opening in 2027, the new American Royal campus will be a national epicenter for agriculture education and engagement. By weaving learning into every step of the visitor journey, the center will empower guests of all ages to better understand where food comes from, recognize the global challenges to feeding the world ahead and celebrate the people and traditions that sustain us.

**Exterior renderings by Multistudio*



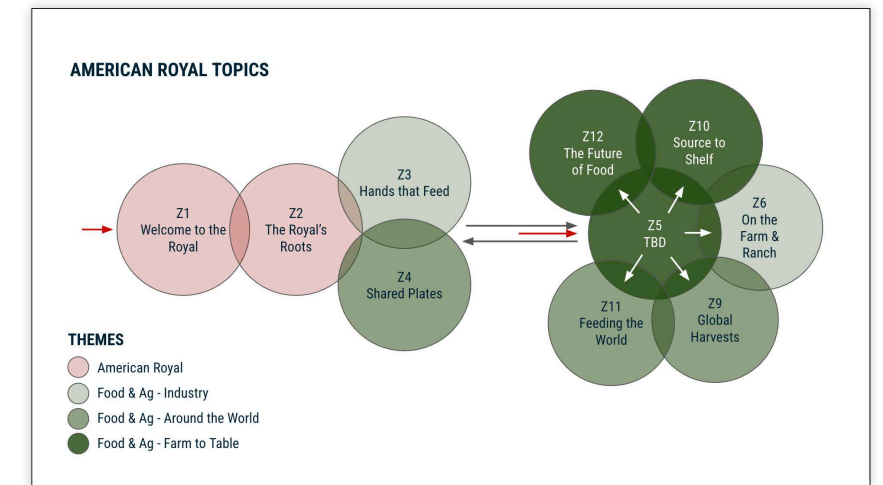
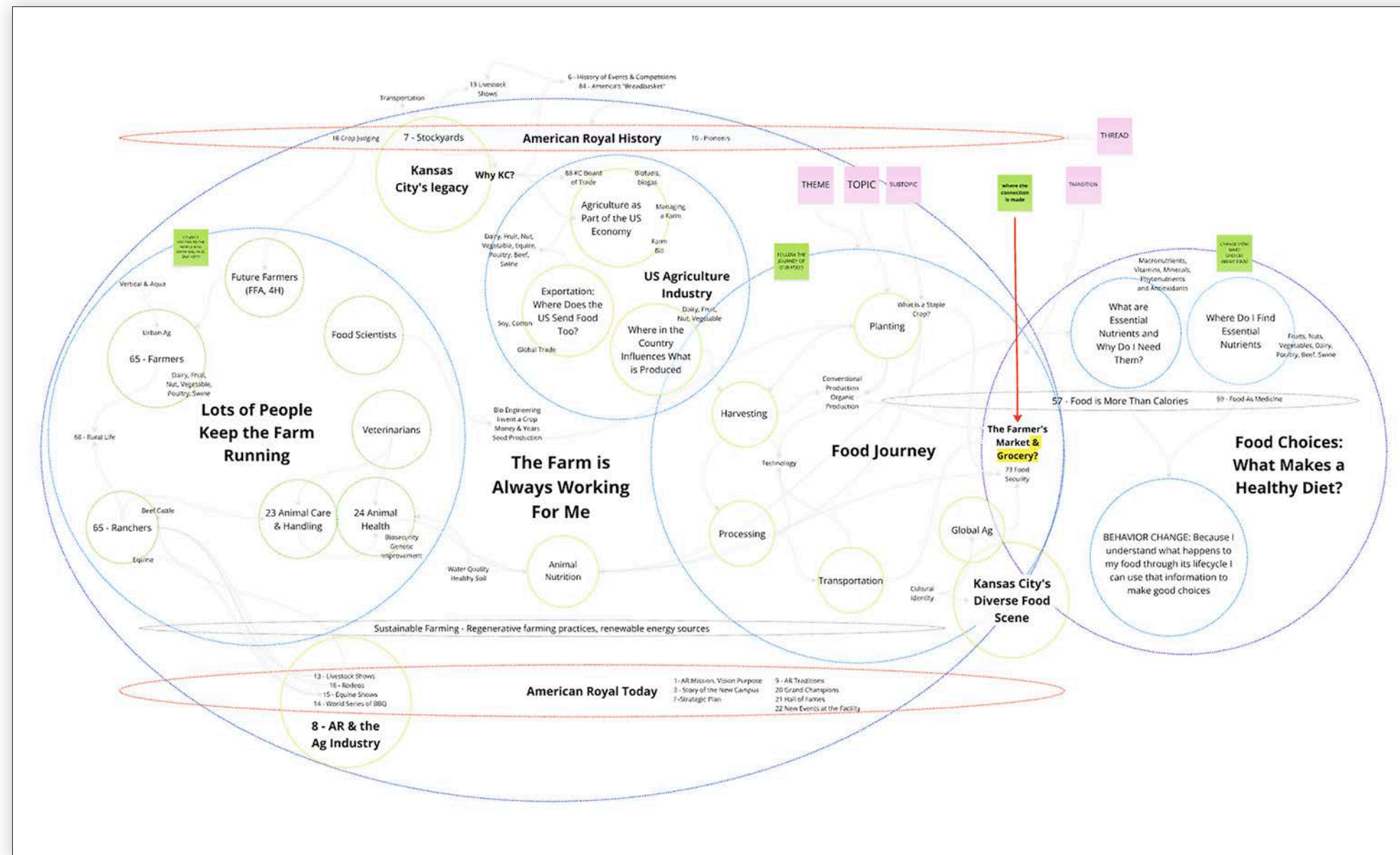


Interpretive Master Planning Work Samples & Deliverable

Below and to the right are samples of different types of Interpretive Master Planning documents and deliverables that were used for 12 separate zones across 20,000 square feet of exhibits.

Please see Appendix B for more details and additional samples.

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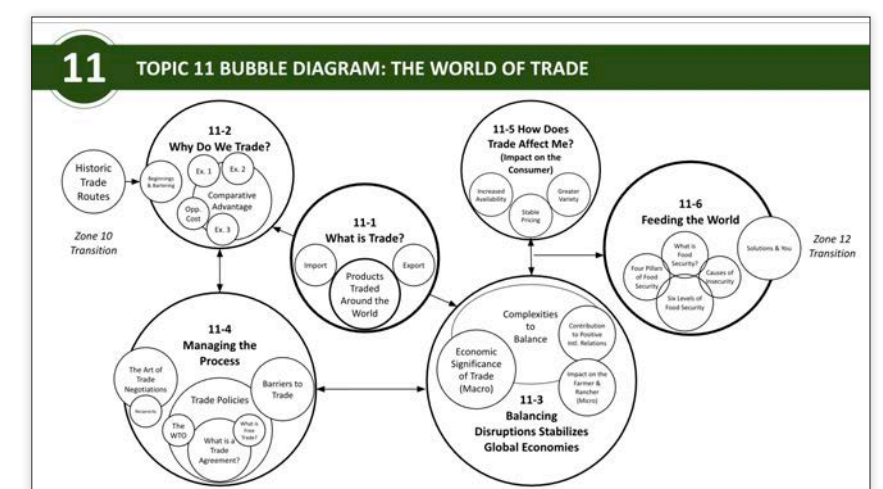
P4 EXHIBIT INTENT

Meet the Innovators

- Exhibit Intro Story: Innovators
- Key Message:
 - Meet the people behind the solutions.

Decisions to Make

- What qualifies a role to be included?
- Are innovators chosen a one-to-one with challenges? Quantity?
- Content to Include?
 - Role
 - Skills
 - Education
 - Experience
 - Technology as Equipment for Role



Banff Gondola Summit Experience

PURSUIT | ALBERTA, CANADA

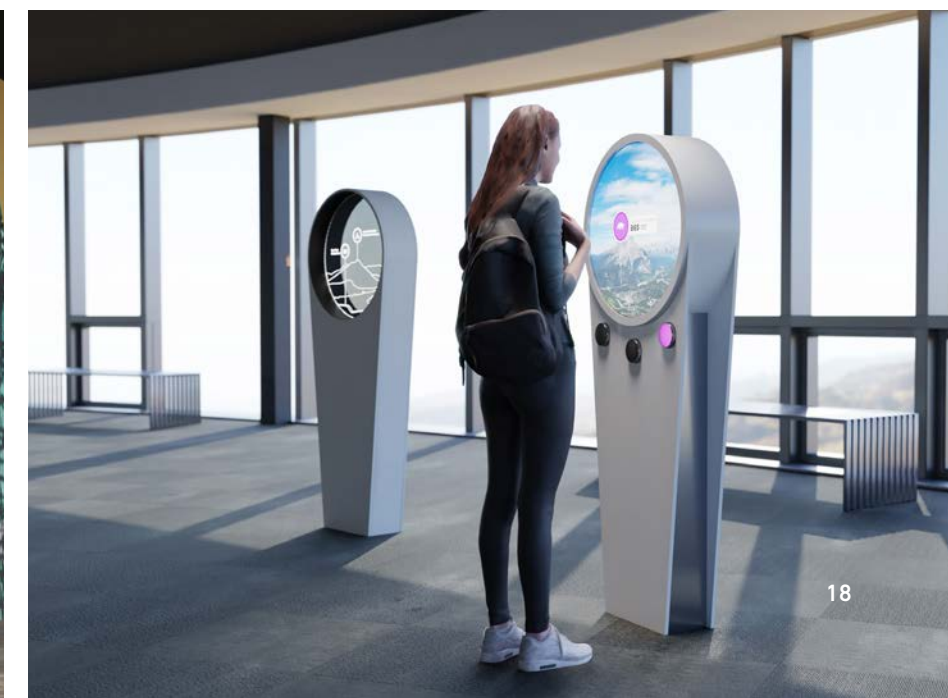
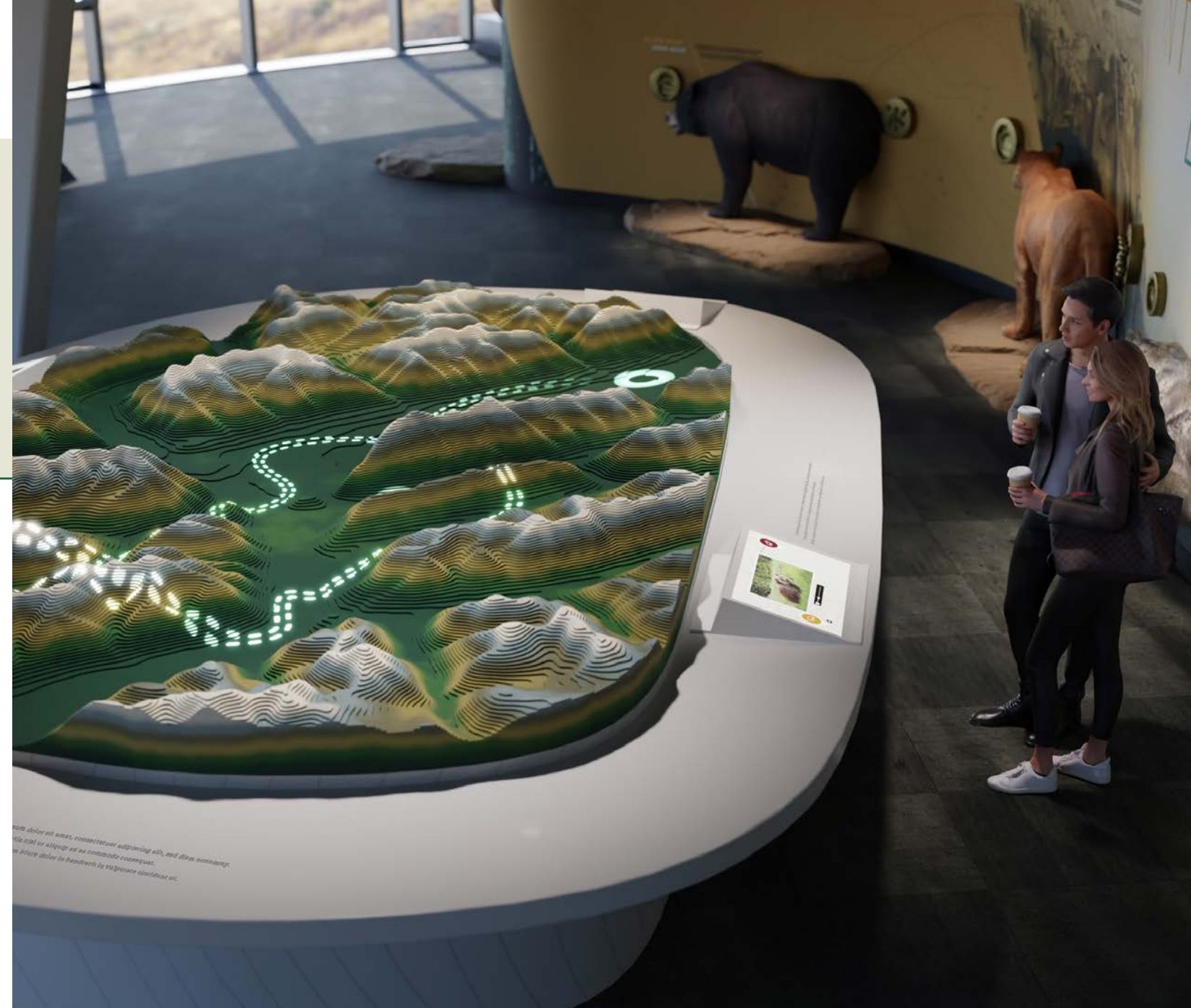
Key Partners: Electrosonic

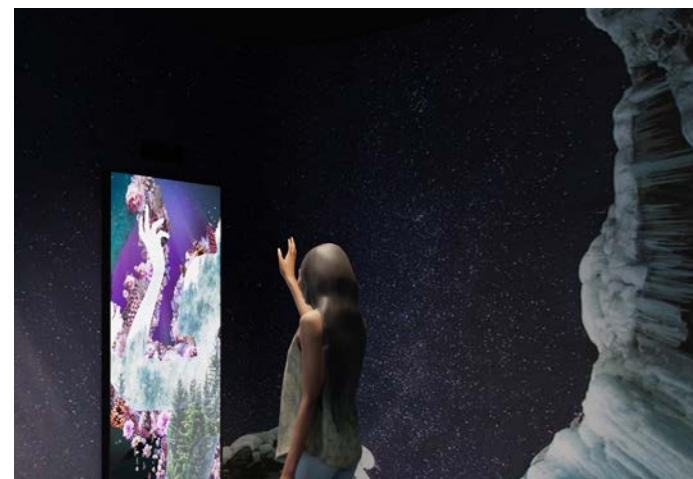
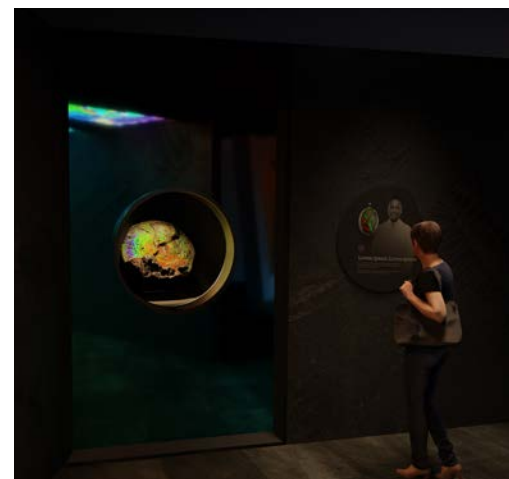
Scope of Work: Immersive Tech, Attraction Design, Museum Exhibit Planning and Design, Premium Guest Experiences

DI has had the recent honor of being selected as the Exhibit Design/Build firm to create a new multisensory, immersive, trilingual, and extraordinary Banff Gondola interpretive experience at the summit of Sulphur Mountain in Banff, Alberta. Taking advantage of sweeping views and unprecedented nature vistas, the Banff Gondola Experience gives visitors an elevated connection to the region's dynamic wildlife, weather, peaks and phenomena – woven together through story, scale, senses, and data. Interactive moments effortlessly enhance an already amazing view, surround visitors with impactful imagery, and encourage hands-on explorations of meaningful content. With local and Indigenous storytellers providing real context from past and present, visitors can take a stroll through time, texture, color, and light—through a lens that is distinctly Banff.

Signature concepts currently in progress include:

- An interactive topographic Wildlife Map that features bear GPS tracking, animal migration patterns, populations, trail cam videos, and “You Are Here” moments
- A sobering but safe Grizzly Selfie moment
- An immersive Weather Video experience as dynamic and dramatic as the weather of Banff itself
- In-situ Overlook opportunities to explore and the surrounding landscape, enhance your view, and learn the land's names and history
- An Immersive Forest to connect with, and disappear into, the native trees
- A Nature Sound mixer
- Northern Lights that activate when you place your hands on strategic rock formations
- An ammolite tunnel
- Infinite Lake methane bubbles infinity mirror
- The Above Banff Immersive Theater





National Loon Center

NATIONAL LOON CENTER | CROSSLAKE, MN

Key Partners: Museum EXP, Available Light, Widseth Architects, Nor-Son Construction

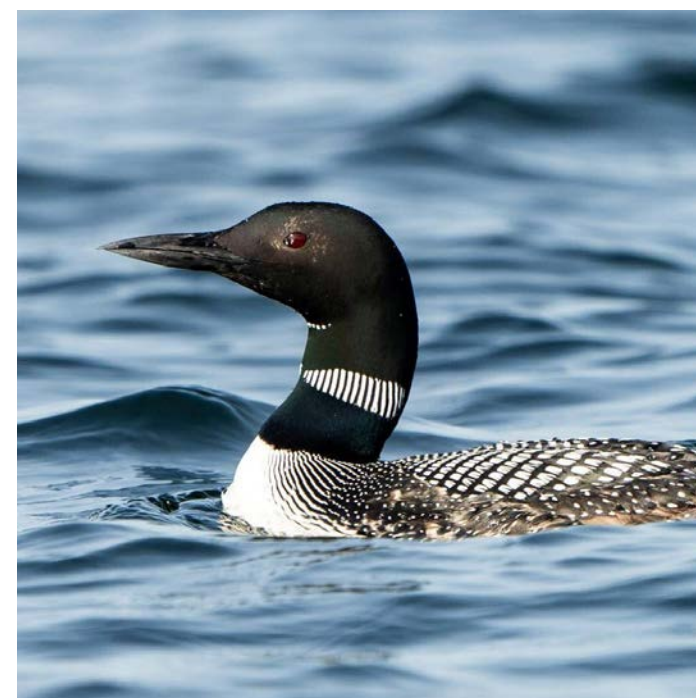
Scope of Work: Interpretive Planning and Development, Exhibit Design, Technology and Media, Fabrication and Installation

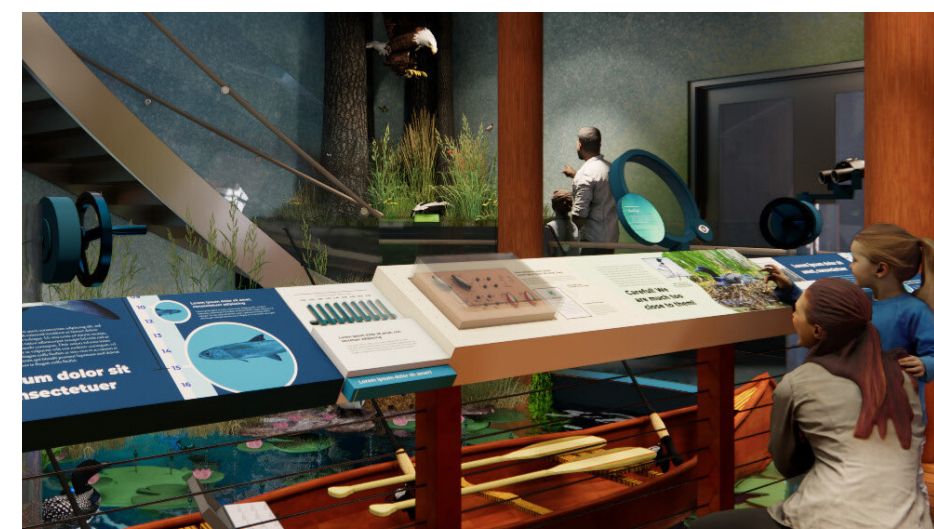
The Challenge: Along Minnesota's Whitefish Chain of Lakes, the loon is more than a bird. It's a cultural icon whose call defines lake country. Yet Loons face threats from pollution, lead tackle, boat traffic and habitat loss. The National Loon Center set out to create a destination that doesn't just celebrate the loon but builds empathy and inspires people to act—protecting the species and the interconnected ecosystems it represents.

Crafting the Solution: DI designed 9,000 square feet of exhibits to include a wow-factor "Ecosystem Cylinder," a three-story immersive journey through the loon's world in the water, on land and in the air.

- **Underwater Level:** A darker, moody environment with dive interactives, native species habitats and soundscapes that reveal the loon's life beneath the surface
- **Shoreline Level:** Immersive builds, predator encounters and exhibits on nesting, threats and conservation, including hands-on water monitoring and messages about safe tackle alternatives
- **Sky Level:** Sculptures of loon species in flight, scenic murals and a projection dome where visitors explore migration journeys and Native American star stories
- **Integrated Discovery:** "Easter egg" moments, interactive prompts and research spotlights make the experience playful yet meaningful
- **Donor Engagement:** Recognition elements ensure lasting community support for the mission

The Impact: Opening in 2027, the Loon Center will be both sanctuary and classroom, helping visitors see the world through the loon's eyes. By creating empathy, the Center aims to shift behavior, stabilize loon populations and protect the ecosystems that sustain them.





Lake Red Rock Visitor Center

LAKE RED ROCK VISITOR CENTER | KNOXVILLE, IA

Key Partners: Swiftwing Studio, Farnsworth Architects, and Tega Construction

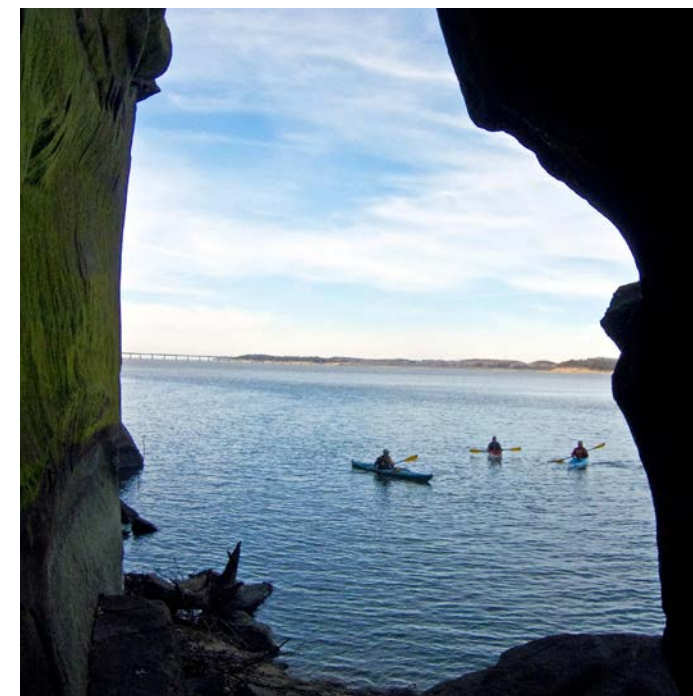
Scope of Work: Interpretive Planning and Development, Exhibit Design, Technology and Media, Fabrication and Installation

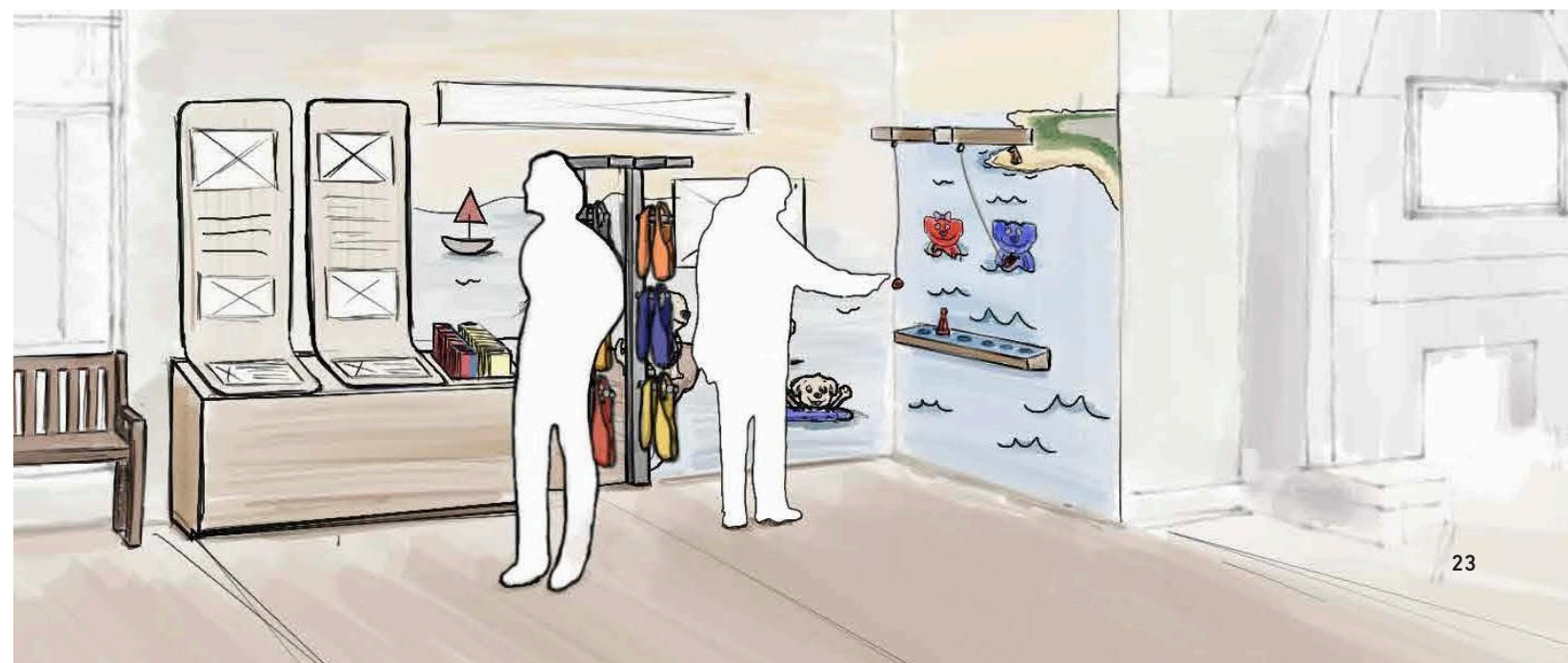
The Challenge: Lake Red Rock in Knoxville, Iowa is the state's largest lake, a vital flood-control system and a beloved recreation hub. But it's also a place of competing narratives: farmers, recreationists, downstream communities and the U.S. Army Corps of Engineers (USACE) all view its value differently. The outdated visitor center couldn't capture the complexity of this balance or inspire safe, responsible enjoyment of the lake.

Crafting the Solution: The new Visitor Center redefines the Lake Red Rock experience around education, stewardship and recreation.

- **Topographical Interactive Map:** Visitors engage with graphics to plan adventures across 50,000 acres of trails, campsites and beaches, with a built-in light display that makes it easy to identify landmarks
- **Water Safety Zone:** A playful interactive teaches life jacket use, buoy meanings and smart boating through "Bobber and Friends"
- **History + Engineering Education:** Immersive exhibits highlight the dam's construction in 1960, operations and hydropower benefits, including AR sandboxes and scale models
- **River + Regional Storytelling:** A history wall uncovers lost towns and communities impacted by floods, while river maps connect local waters to the Mississippi basin
- **Habitats + Wildlife:** Faux builds and taxidermy models showcase prairie, woodland, wetland and river habitats, complete with messages like the introduction of river otters
- **Volunteer Recognition:** A dedicated plaque wall honors decades of community service

The Impact: Planned to open in 2026, the center will transform how visitors experience Iowa's largest lake. Guests will leave with practical safety knowledge, a deeper appreciation for USACE's mission and a renewed sense of connection with the natural environment.





4.6

Project Approach

PROJECT APPROACH

The project approach outlined in the following pages details and illustrates our proposed multi-phase plan to best accomplish the total scope of work outlined in the RFP. We have broken CPW's Work Tasks and Deliverables into a series of three initial planning phases, each one setting the stage for the next, culminating in a comprehensive Interpretive Signage Master Plan that will guide the design and execution for all Complexes to follow.

Phase duration ranges indicated are best estimates at this time, and will flex based upon the scopes of work defined in the planning phases, as well as the scope of work specific to each Complex thereafter.

1

ASSESSMENT OF CURRENT STATE + REQUIREMENTS

- Kickoff Workshop
- Site Visits
- Requirements Gathering
- Level Setting
- Project Roadmap



2

PROJECT VISIONING

- Visioning Framework
- Planning Framework
- The "Plan for the Plan"



3

INTERPRETIVE SIGNAGE MASTER PLAN

- Stakeholder Research
- Interpretive Framework
- Design Standards
- Overall Implementation Plan
- Budget Parameters



4

COMPLEX 1 SITE-SPECIFIC PLANNING, CONTENT, DESIGN + IMPLEMENTATION



4A

- Interpretive Planning
- Research
- Concept Design

4B

- Interpretive Writing
- Schematic Design
- Design Development

4C

- Sign Engineering
- Fabrication
- Installation

COMPLEX 3

6

COMPLEX 2

5





PHASE 1

Assessment of Current State + Requirements

DURATION: 4–6 Weeks

DI will familiarize itself with CPW’s signage audit, project goals, and project requirements, along with other existing materials CPW has to share, communicating the current state of CPW’s signage program state of affairs. DI will also become familiar with CPW’s goals and requirements for exhibits within visitor centers as applicable. DI will visit CPW recommended sites with key CPW staff that represent the high, medium, and low priority, as well as good, better, and best case studies, to level set initial expectations.

GOALS

Understand CPW’s overall goals, objectives and requirements for the holistic project.

DELIVERABLES

- > Executive Summary of Key Findings
- > Project Schedule
- > Project Budget Summary
- > Project Charter
- > Confirmation of Project Requirements

TASKS

- > 1-Day, On-Site Project Kick-Off: Review CPW Project Goals, Review CPW Project Requirements, Review CPW Signage Audit, Review Phase 1 & 2 Schedule, Develop Project Charter, Project Team Icebreaker Exercises, Project Budget Review
- > 3 Days of Site Visits
- > Review CPW Educational and Interpretive Signs Style Guide
- > Contracting Activities



PHASE 2

Project Visioning

DURATION: 4–6 Weeks

DI will facilitate a full-day work session with the core CPW team to develop the long-term vision for interpretive and educational signage, as well as applicable visitor center exhibits. DI will use the project goals, objectives, and requirements shared by the CPW team in the project kickoff as a basis for setting the larger vision. This larger vision will then be the basis of conversations with stakeholders during the master planning phase.

GOALS

- > Co-create the long-term vision for interpretive, educational signage and potential exhibits with the core CPW team to provide parameters for conversation, prior to engaging in interpretive signage master planning activities with the larger CPW stakeholder group.
- > Co-create master plan activities, schedule and deliverables with the CPW team for execution in Phase 3.

DELIVERABLES

- > Define Phase 3 Master Plan scope
- > Visioning Summary that provides initial direction for Interpretive Signage Master Planning activities in Phase 3.

TASKS

- > 1-Day, On-Site Visioning Session with CPW Stakeholders, including initial Interpretive Planning and Experiential Goals
- > Co-Create Signage and Exhibits Master Planning Workshop Scope to define activities, tasks, outcomes, schedule, roles and responsibilities



PHASE 3

Interpretive Signage Master Plan

DURATION: 9–12 Months

DI will develop an interpretive signage master plan that outlines holistic interpretive planning and experiential goals for the CPW educational signage system and visitor center exhibits across all platforms. The intent of the master plan is to define the system(s) of themes, topics, subtopics, tone, voice, language, signage families and hierarchies, sub-brand design standards (e.g. aesthetics and form factors, materials, finishes, longevity, modularity, interactivity, environmental factors) universal design/ADA standards, installation methods, etc. for signage to be implemented by location. Recommendations made in the master plan will be based on CPW staff and stakeholder input gathered through a series of in-person engagement activities. The outcome will be a 10-year implementation plan for execution in phases by CPW.

GOALS

- > Develop an interpretive signage master plan for implementation in phases as defined by CPW.
- > The master plan will provide a single source of truth for interpretive signage content, design, fabrication, placement, and installation methods, and standards to create holistic alignment across the entire CPW signage system—along with recommendations for integration into associated exhibits.

DELIVERABLES

Interpretive Signage Master Plan, including Implementation Plan

TASKS

- > Stakeholder Research (Stakeholder Interviews, Focus Groups, Surveys, etc.)
- > Interpretive Framework that Identifies Content Categories, Themes + Topics
- > Interpretive Content Location Planning by Site
- > Tone and Voice Recommendations for Interpretive Writing
- > Recommendation of Standard Sign Typologies
- > Graphic Standards that Establish CPW Interpretive Sub-Brand
- > Base Materials, Finishes Palette and Product Specifications for Each Sign Typology with a Consideration for Longevity, Sustainability and Reuse of Materials
- > Strategy for Integration of Visitor Center Projects and Associated Exhibits
- > 10-Year Project Management Plan
- > ROM Fabrication Budget by signage typology, and general pricing standards and guidelines for exhibits, with inflation assumptions as applicable



PHASE 4A | COMPLEX 1

Interpretive Planning, Research + Concept Design

DURATION: 3–6 Months

Begin Complex 1 implementation of first set of site signage and applicable exhibits. Start with research of themes, topics, and subtopics assigned to site by interpretive signage master plan—conduct necessary site specific interviews. Develop research report and conceptual design package for CPW approval.

GOALS

- > Develop site-specific interpretive planning framework, research report, and conceptual design package for Complex 1.
- > Provide ROM pricing and initial Project Timeline.

DELIVERABLES

- > Complex Interpretive Planning Framework and Research Report
- > Conceptual Design Package

TASKS

- > Complex 1 Site Visit(s)
- > Complex 1 Interpretive Planning Framework & Research Report
- > Complex 1 Conceptual Design Package
 - Signage: *Site map / Sign Locator Plan; Visitor Flow Map; Graphic Design Standards specific to Complex 1; Structural Designs; Technology Integration as applicable (e.g. digital signage, QR Codes, etc.)*
 - Exhibit Concepts as Appropriate: *Bubble diagrams; Visitor Journey; Graphic Design Standards; Exhibit Concepts; Technology Considerations as appropriate*
 - ROM Pricing
 - Project Timeline



PHASE 4B | COMPLEX 1

Interpretive Writing, Schematic Design + Design Development

DURATION: 6–9 Months

DI will create Content Outlines and develop the approved Conceptual Designs into Schematic Design and Design Development packages for CPW approval. DI will also develop Media Scripts for digital activations as applicable.

GOALS

- > Develop site-specific Content Outlines, and Schematic Design (SD) and Design Development (DD) packages for Complex 1.
- > Provide final Production Pricing and Implementation Schedule.

DELIVERABLES

- > Content Outlines
- > Media Scripts as applicable
- > Schematic Design package
- > Design Development package
- > Pricing Package
- > Project Schedule

TASKS

> SD Package

- Content: *Content Outlines; Initial Script Writing; Translation Considerations and Strategy*
- Signage: *Graphic Design Layouts per Sign Types identified in Phase 4A; Initial Design Detailing and Spatial Planning; Initial Plan and Elevation Drawings; Technology Designs as applicable (e.g. UI/UX layouts, and High-fidelity Wireframes)*
- Exhibit Concepts as Appropriate: *Graphic Design Layouts per graphic elements (e.g. interpretive panels, reader rails, artifact labels, etc.) identified in Phase 4A; Initial Design Detailing and Spatial Planning; Initial Plan and Elevation Drawings; Lighting and audio considerations and specifications as applicable; Technology Designs as applicable (e.g. UI/UX, storyboards, media scripts, layouts, and High-fidelity Wireframes)*
- ROM Pricing
- Project Timeline

> DD Package

- Finalized Content Package: *Exhibit Text; Final Scripts for Digital Media as applicable; English and Spanish Translations as Required*
- Signage: *Graphic Design Layouts for Each Sign in Complex 1; Final Plan and Elevation Drawings; Final Design Detailing and Dimensions; Samples and Prototypes; Technology Designs as applicable (e.g. Style guide, final UI/UX screen designs, prototypes etc.)*
- Exhibit Concepts as Appropriate: *Graphic Design Layouts per graphic elements (e.g. interpretive panels, reader rails, artifact labels, etc.) identified in Phase 4A; Final Design Detailing, Refinement, and Documentation; Final Plan and Elevation Drawings; Final Lighting and Audio specifications as applicable; Samples and Prototypes; Technology Designs as applicable (e.g. Style guide, final UI/UX screen designs, media scripts, prototypes, detailed content outlines and site maps, etc.)*
- ROM Pricing
- Project Timeline



PHASE 4C | COMPLEX 1

Engineering, Fabrication + Installation

DURATION: 6–9 Months

DI will use the approved designs produced in Phase 4.B to produce physical graphics, signage, displays, interactives, and applicable technology activations at our facility, and perform on-site installation for Complex 1 sites.

GOALS

Completion of Phase 4 and client sign-off.

DELIVERABLES

Construction Drawings (client submittals for approval)*, Engineering/Production Drawings (highly detailed for DI in-house use), Final Signage and Exhibits installed on site and ready for visitor usage.

*Please note that DI is a full-service Design/Build firm, and therefore we are able to eliminate the Construction Documents process as a separate/additional phase, instead incorporating it into our in-house Engineering workflow and streamlining the overall process.

TASKS

- > Create Construction Documentation for client sign-off
- > Create detailed Production Drawings for in-house execution
- > Create Mockups and Prototypes as required
- > Generate and Print Production Art files
- > Fabricate Signage and Exhibit Display components at DI facilities (construction, assembly, detailing, etc.)
- > Technology software development and hardware procurement/integration/testing as applicable
- > On-site Installation and Testing

PHASE 5 > ONWARD

DI will repeat Phases 4.A–4.D for each consecutive Complex/year.

4.7

Price

Price

ASSOCIATE / ROLE	HOURLY RATE
DESIGN PHASES (1, 2, 3, 4A, 4B)	
Master Planning Lead	\$180
Interpretive Planner	\$180
Creative Team (Blended Rate for all Designers)	\$180
Researcher / Writer (Phases 4A & 4B only)	\$140
Project Manager	Add 5% to total fees
FABRICATION PHASE (4C)	
Engineer/Draughtsman	\$100
Fabricator	\$70
Imaging/Print Specialist	\$71.50
Installer	\$85
Software Developer (as applicable)	\$190
Technology Integrator (as applicable)	\$125
Project Manager	Add 5% to total fees

Reimbursable Expenses: Reimbursables expenses for travel, printing costs, postage, and/or supplies for the project will be authorized in advance and billed to the client plus a 15% administrative fee as they are incurred. Travel expenses include:

- > Mileage and/or rental car, meals, lodging, and incidentals
- > Travel/meeting time
- > Employee meals at a per diem rate of \$60 per employee per day

Travel Per Mile: If driving, DI estimates mileage costs based on the standard IRS mileage rates at the time of travel.

List of Sourcing Partners and Standard Markup: This is difficult to provide at this time, as DI has a database of thousands of different materials vendors worldwide, and we will not identify potential materials until Phase 3 when the signage and exhibit design systems are established. In addition, as this is a complex and multi-phased project process, our markup can vary based on different factors. We are happy to work with CPW to identify the best materials and vendors to meet the multifaceted needs of your project while keeping cost efficiency as a top priority.

Strategy for Controlling Costs

We have several different ways to help manage costs over the life of a multi-year engagement with CPW:

Intentional Design and Construction: Our Creative and Engineering teams will work with you to determine your long-term needs for cost control, durability, and longevity, and select the materials, finishes, and construction methods to best meet them.

Vendor Selection and Bidding: DI has a large list of local, regional, and national materials vendors and suppliers that we work with regularly, and will work diligently to compare pricing bids and secure the best price for project materials.

Estimating Process: Personnel Involved: Estimating Team, Design Team, Project Managers, Production Experts.

As a Design/Build firm, controlling costs is one of our key offerings and differentiators. Our estimating process is a crucial element in delivering projects that meet expectations in terms of cost and quality, on time and on budget. We ensure transparency and accuracy in estimating during each design phase. Here's a detailed breakdown of our estimating process, including personnel involvement and deliverables for each estimate:

- > **Design Phase Kickoff:** At the initiation of each design phase, our estimating team collaborates with the project manager and design team to understand the scope, vision, and specific requirements.
- > **Data Collection:** Detailed data collection includes material costs, labor hours, equipment expenses, and any special considerations based on the project's unique characteristics.

- > **Detailed Estimate Development:** Our estimators produce a detailed estimate that considers all aspects of the project, from materials and labor to technology integration and specialized elements.

- > **Review and Validation:** The estimate is reviewed and validated by our estimating team, project managers, and, if necessary, technical experts. This collaborative process ensures accuracy and completeness.

- > **Budget Alignment:** The estimate is aligned with the project's budget and the client's expectations.

Deliverables with Each Estimate:

- > **Detailed Cost Breakdown:** A comprehensive breakdown of costs.

- > **Scope Clarifications:** Any scope clarifications or changes identified during the estimate process are communicated.

- > **Schedule Implications:** If changes in scope or design impact the project schedule, this is communicated in the estimate.

With the project team, we will set specific milestone dates tied to design development to report back on estimating impacts. Our estimating group maintains a project cost model that identifies cost drivers, which can inform design decisions. This extends into resource planning and material and process lead time analysis.

Escalation/Inflation: For long-term projects that may span several years, our price estimates will include projected escalation/inflation to assist with realistic budget planning.



Appendix A

Signage Master Planning Work Samples | Denver Zoo

The following are selected pages from the Wayfinding, Interpretive, and Donor/Sponsor sections of our Denver Zoo Signage Master Plan deliverable. Additional samples can be provided upon request.

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual					
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary	

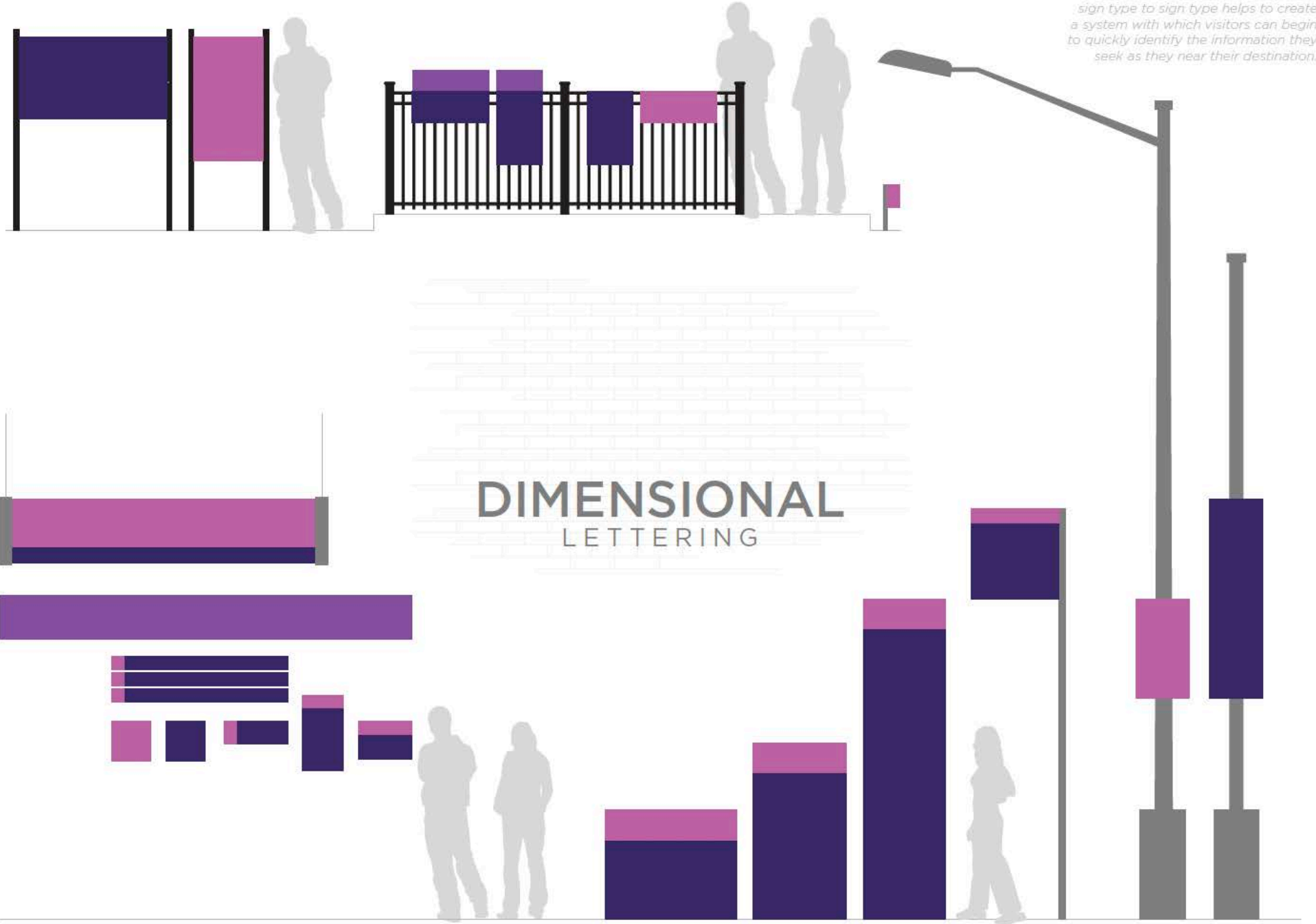
HIERARCHY

The use of scale can help to define a visual hierarchy, prioritize information and increase legibility. It is recommended that the new Denver Zoo wayfinding system include a variety of sign types and proportions, giving the most real estate to primary messaging, and reserving smaller sign types for secondary and tertiary messages.

It is recommended that the new Denver Zoo wayfinding system include a **variety of sign types and proportions.**

A strong hierarchy can also help to create a sense of "place" by clearly denoting arrival points with prominent branded solutions.

The sample wayfinding hierarchy, at right, includes a variety of sign types, sizes and locations. The overall scale and mounting height of system elements decrease on approach, starting with larger site identification and ending with small room plaques, mounted at eye-level.



Assigning consistent hierarchy from sign type to sign type helps to create a system with which visitors can begin to quickly identify the information they seek as they near their destination.

INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	------------	------------	----------	--------------	---------------	-----------	-----------------

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual				
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary



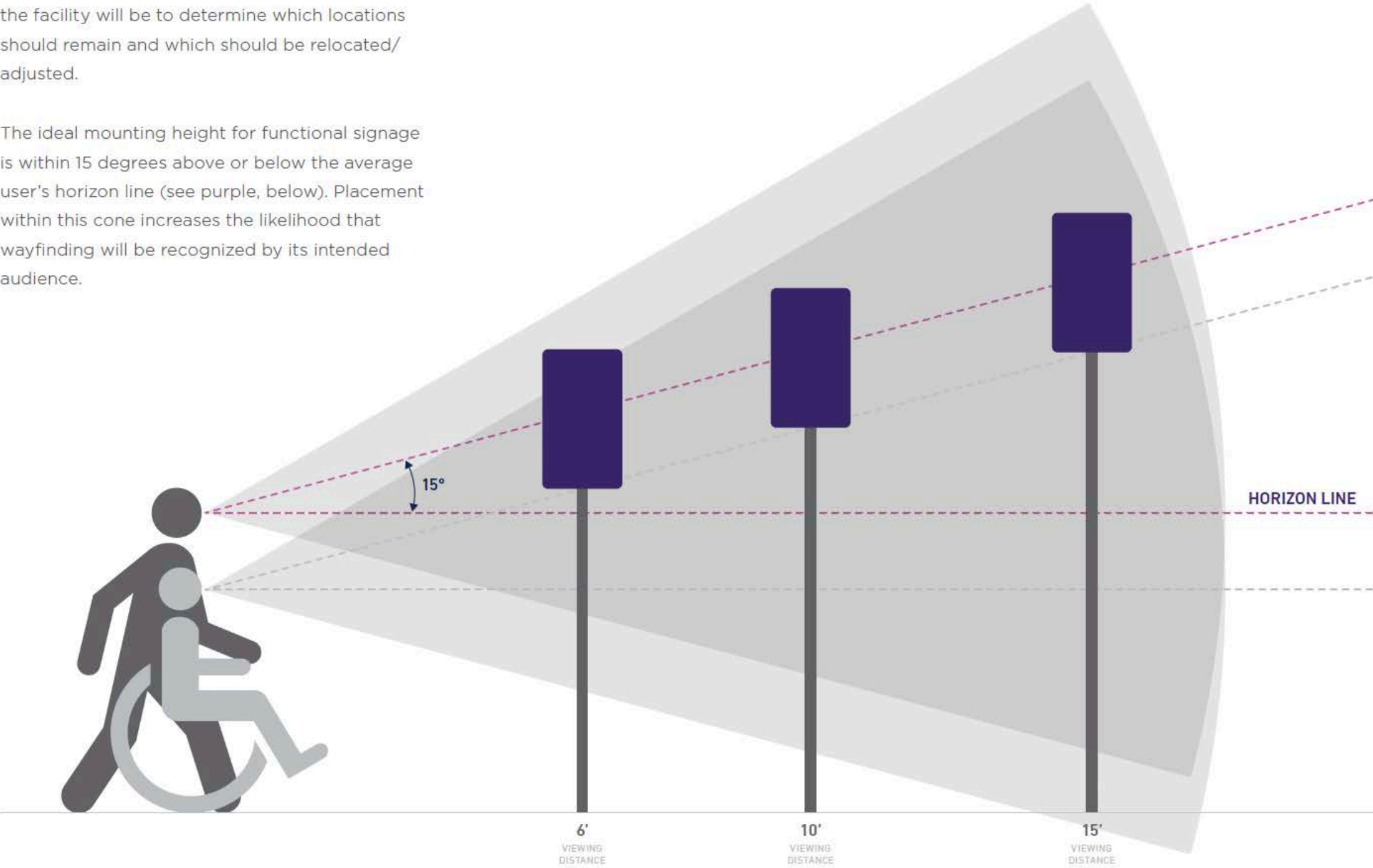
Keep elements within **line-of-sight** and ensure **legibility** through proper scale.

LOCATION

Most signage throughout the park is mounted within what is considered to be the average cone of vision. One calculation of new signage within the facility will be to determine which locations should remain and which should be relocated/adjusted.

The ideal mounting height for functional signage is within 15 degrees above or below the average user's horizon line (see purple, below). Placement within this cone increases the likelihood that wayfinding will be recognized by its intended audience.

Ambient conditions, such as lighting, must also be considered when locating signage. Adding front illumination to shadowed or poorly lit elements is one way to help increase navigational focus.



INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	-------------------	------------	----------	--------------	---------------	-----------	-----------------

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual				
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary

This sample Progressive Disclosure model guides the visitor using a tiered messaging structure.

Start

HOME to SITE

SITE to PARKING

PARKING to ENTRY

ENTRY to PARKWAY

PARKWAY to ASIA (REGION)

ASIA (REGION) to TEP

TEP to ELEPHANTS

ELEPHANTS

End

Messages must present themselves at the correct moment along a journey, as well as be **clear, concise, and easily digested.**

PROGRESSIVE DISCLOSURE

Perhaps the most important component to any wayfinding system is the message itself. Messages must present themselves at the correct moment along a journey, as well as be clear, concise and easily digested.

Many systems try to present as much information as possible with the idea that the user will extract only the information that is relevant to them. In reality, a steady, focused presentation of information is preferred and more successful. This method is called Progressive Disclosure. The goal of a Progressive Disclosure Model is to present only information that is absolutely necessary at each touch point.

Airports often used this model to direct visitors from parking structure to concourse to gate in a tiered information architecture. Progressive Disclosure is not limited to airports, however. Stadiums, Zoos and other high-volume facilities can implement the same system with great success.

Providing clear, direct information gives visitors a sense of control and lessens the burden put on staff members to assist with directions. Perhaps more importantly, however, effortless wayfinding lays the foundation for positive user experiences and brand associations.

INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	------------	------------	----------	--------------	---------------	-----------	-----------------

*For CPW reference only as it applies to this RFP selection process; please do not distribute or publish otherwise.

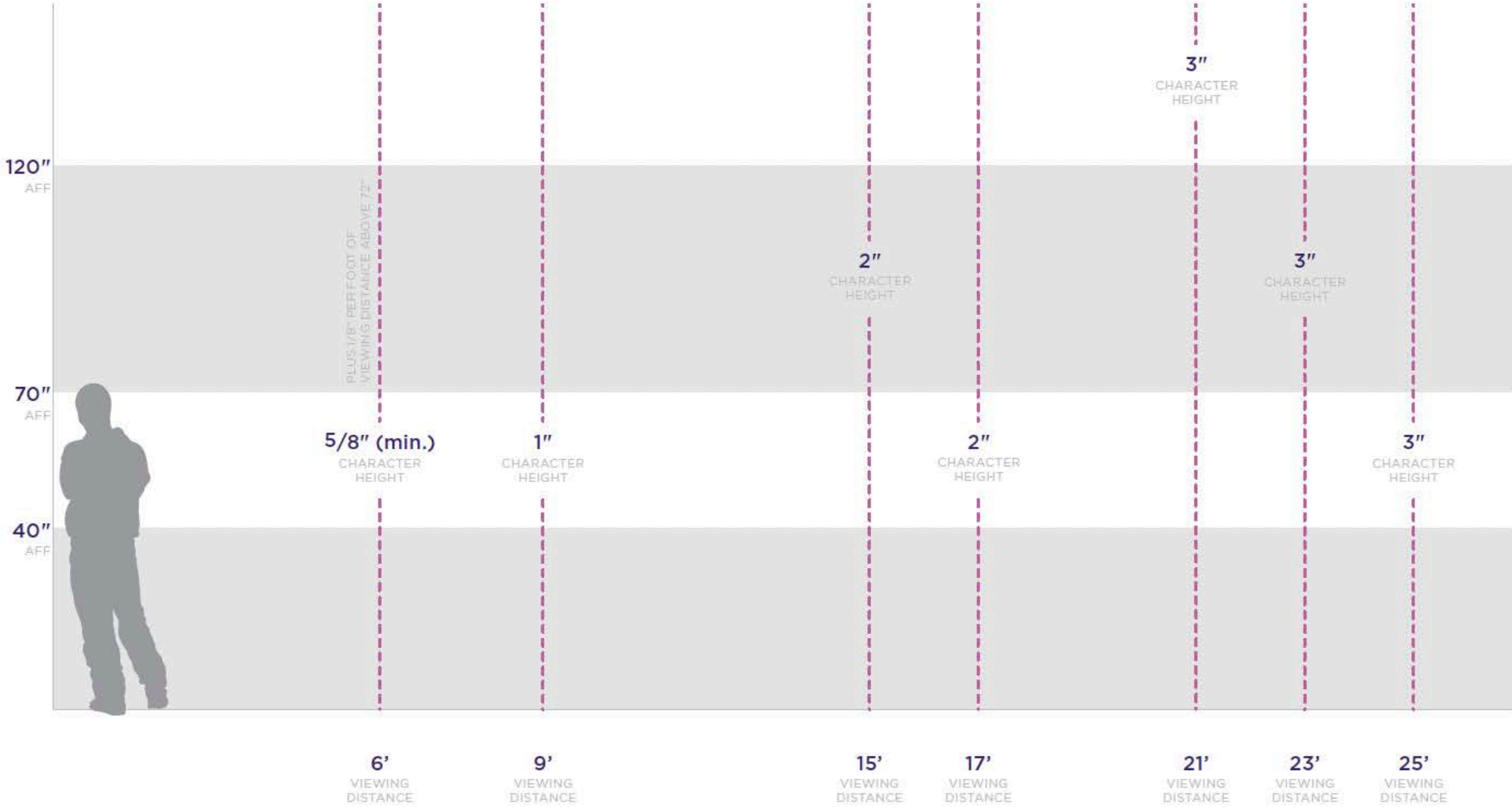
Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual					
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary	



Information credit: SEGD 2012 White Paper Update: Signage Requirements in the 2010 Standards for Accessible Design

SCALE

Much research has been put into determining optimal letter sizes relative to their mounting height. The Americans with Disabilities Act (ADA) puts forth its minimum requirements for character height at a given distance. In addition to being required, following this chart for letter visibility is a best practices means of ensuring that visitors will be able to clearly read and understand the information being provided to them.



INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	-------------------	------------	----------	--------------	---------------	-----------	-----------------

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Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual				
Overview	Hierarchy	Simplification	Scale	Location	Consistency	Font	Color & Contrast	Digital	Summary

DIGITAL INTEGRATION

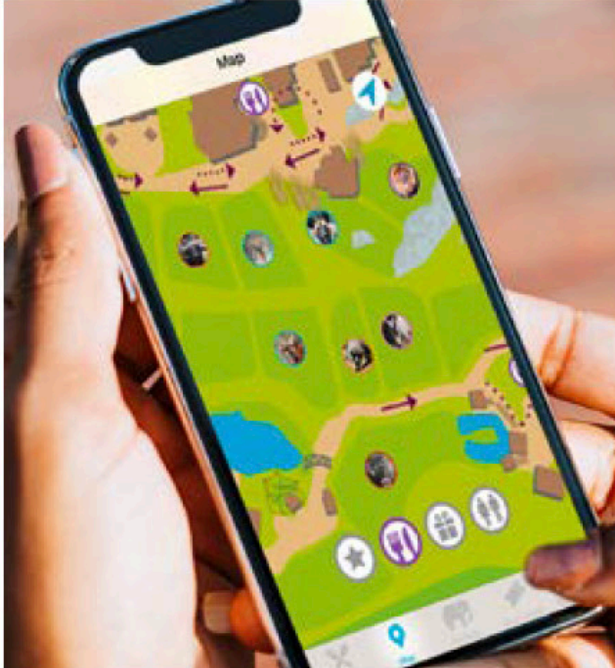
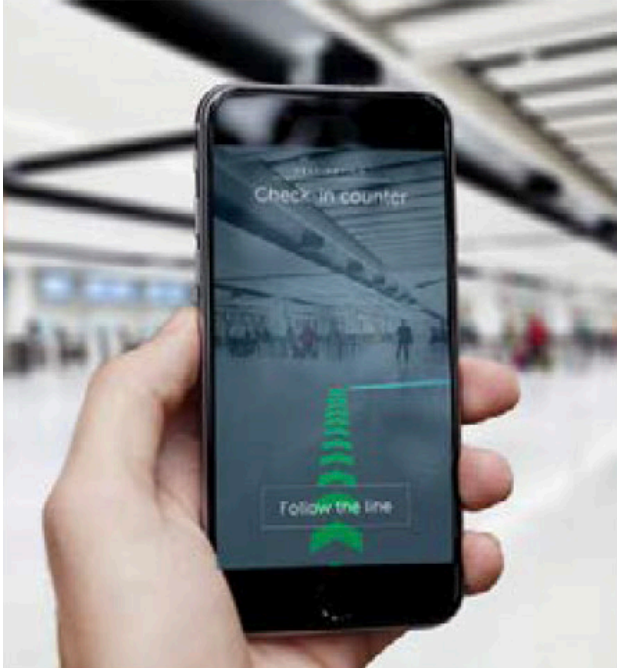
Currently, the Denver Zoo's wayfinding system lacks a strong digital component. While the Zoo App is available for guests as an additional navigation tool, it leaves guests feeling lost. Most maps, schedules and information are static, 2D applications. The introduction of digital solutions

to the Zoo's signage and wayfinding system would provide users with an ever-evolving stream of relevant information.

Interactive directories can inform visitors in a responsive sequence, rather than all at once, simplifying the visual presentation and offering a personalized digital experience.

With broad digital implementation, cost is a consideration. A phased introduction over an extended period of time would provide a digital backbone from which to build. One possible implementation scenario could be starting with prominent information boards at entrances and key decision-making points, and layering in new components as users acclimate to the system.

The introduction of digital solutions...would provide users with an **ever-evolving stream of relevant information.**



INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	-------------------	------------	----------	--------------	---------------	-----------	-----------------

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual
Overview	Layout	Color Theory	Best Practices		

BILINGUAL COLOR PALETTE

The contrast between the colors designated for English and Spanish should make the distinction clear. The examples shown here are not meant to specify particular colors but to demonstrate the wide range of effective palettes that can be found using traditional color relationship types.

Specific colors should be selected so that interpretive signs can be aesthetically expressive of a region's thematic color palette. The color distinction can be applied to either type or background as long as that designation is used consistently across a habitat. Follow the 70% contrast guidelines for legibility when selecting the palette.



MONOCHROMATIC
The least successful option. There should be at least two tonal steps between colors.



TRIADIC
Select two colors from a triadic palette for a clear contrast



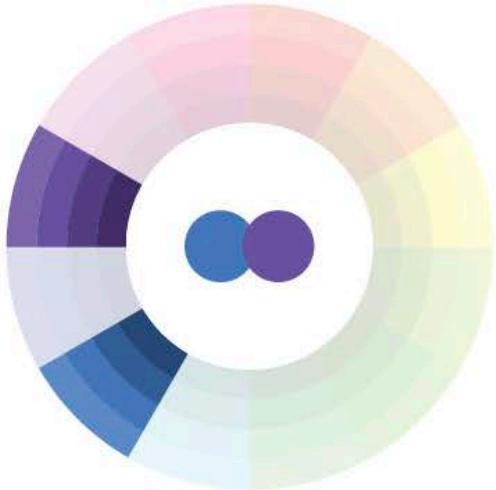
TETRADIC
Select two colors from a triadic palette for a clear contrast



COMPLEMENTARY
Complementary hues should provide ample contrast



ANALOGOUS ADJACENT
Most pairs will work with a distinction in hue and tone.



ANALOGOUS APART
Select hues one step apart.

INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
--------------	------------	------------	----------	---------------------	---------------	-----------	-----------------

*For CPW reference only as it applies to this RFP selection process; please do not distribute or publish otherwise.

Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual				
Overview	Guidelines	Behaviors	Rule of Thirds	Attraction	Components	Layout	Type Size	Typeface	Font Proportion
Spacing	Color & Contrast	Accessibility	Location	Digital	Interactive	Summary			

INTERPRETIVE PANEL COMPONENTS

Interpretive panels may have multiple different elements. Laying out or organizing those elements effectively will help guests to engage successfully with the panels and ensure the Zoo has the best chance at communicating its messages.

Not every panel has every element. In fact, seriously limiting the number of elements is one critical step in creating effective communication. Well-designed panels should create a hierarchy and flow of content that guides viewers to the key messages and rewards them for engagement.

Well-designed layouts provide viewers with different points of access to suit different levels of engagement. Panels should, for the most part, satisfy all types of guests: Streakers, Strollers, and Studiers.

Word count maximums are inclusive of all bilingual text. The sum of ALL words, both English and Spanish, should not exceed the maximum number indicated. Paragraph count applies to both English and Spanish independently.

**Limit the total number of none text elements (Photos, illustrations, infographics, maps, and Interactives) to no more than three. Use no more than two of any particular type of element. Exceptions: Photos or illustrations may be used in a tight grouping to communicate one message; A series of images may be used as equal parts in a linear collection; Larger panels that present multiple stories should limit images to no more than two per story.*

✓ Recommended components for primary panels

			WORD COUNT (MAX*)	PARAGRAPH COUNT (MAX)	ELEMENT COUNT (MAX**)	STRE STRC STUI
TEXT ELEMENTS	HEADLINE ✓ Direct and engaging sentence that sets up the content for the priority message	PRIMARY	5-15	-	-	●●●
		SECONDARY	5-15	-	-	●●●
		TERTIARY	5-15	-	-	○●●
	SUB-HEADLINE ✓ Succinct, engaging sentence that clarifies the headline and engenders curiosity	PRIMARY	8-20	-	-	●●●
		SECONDARY	8-20	-	-	●●●
		TERTIARY	8-20	-	-	○●●
	BODY COPY ✓ 8th-grade reading level text that pays off the promise of the headline	PRIMARY	100-125	3	-	○●●
		SECONDARY	60-80	2	-	○●●
		TERTIARY	40-60	1	-	○○●
CAPTIONS A description of image content. May include a credit line.	PRIMARY	25	1	-	○○●	
	SECONDARY	25	1	-	○○●	
	TERTIARY	25	1	-	○○●	
CALLOUT Highlighted short copy often used for quotes or to call out important content/actions	PRIMARY	30	1	-	●●●	
	SECONDARY	30	1	-	○●●	
	TERTIARY	30	1	-	○○●	
IMAGE ELEMENTS	OVERVIEW INFOGRAPHIC SET ✓ Set of data based on consistent categories (ex. region, diet, threat level, scientific name)	PRIMARY	25	-	1	●●●
		SECONDARY	25	-	-	○○●
		TERTIARY	10	-	-	○○●
	INFOGRAPHICS A succinct and readily accessible graphic that illustrates and simplifies information	PRIMARY	30	-	2**	○●●
		SECONDARY	30	-	1**	○○●
		TERTIARY	30	-	1**	○○●
	MAPS A form of infographic that helps provide context (may include text)	PRIMARY	30	-	1**	●●●
		SECONDARY	30	-	1**	○●●
		TERTIARY	30	-	1**	○○●
PHOTOS ✓ Images of animals, habitats, and other relevant subject matter	PRIMARY	-	-	3**	●●●	
	SECONDARY	-	-	2**	○●●	
	TERTIARY	-	-	1**	○○●	
ILLUSTRATIONS Captures images in a defined style, allows for a focus on specific attributes	PRIMARY	30	-	3**	○●●	
	SECONDARY	20	-	2**	○○●	
	TERTIARY	-	-	1**	○○●	
GRAPHICS Anything from a logo to simple shapes and patterns	PRIMARY	-	-	3	●●●	
	SECONDARY	-	-	2	○●●	
	TERTIARY	-	-	1	○○●	
INTERACTIVES	DIMENSIONAL ELEMENTS 3-D sculpted forms that illustrate shapes and textures (may include limited text)	PRIMARY	30	-	2**	●●●
		SECONDARY	30	-	1**	○●●
		TERTIARY	30	-	1**	○○●
	MANIPULATIVES 3-D analog interactive elements that engage multiple senses (may include limited text)	PRIMARY	30	-	2**	●●●
		SECONDARY	30	-	1**	○●●
		TERTIARY	30	-	1**	○○●
	TECHNOLOGY A technology-based interactive like a touchscreen (likely to include text)	PRIMARY	-	-	3	●●●
		SECONDARY	-	-	2	○●●
		TERTIARY	-	-	1	○○●

INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
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Introduction	The Why	Strategy	Design Principles	Best Practices	Bilingual				
Overview	Guidelines	Behaviors	Rule of Thirds	Attraction	Components	Layout	Type Size	Typeface	Font Proportion
Spacing	Color & Contrast	Accessibility	Location	Digital	Interactive	Summary			

SELECT TYPE SIZE THAT IS APPROPRIATE TO THE VIEWING DISTANCE.

People who have low vision will need larger type than other visitors at every distance. Appropriate ratios type to distance are presented in Fig. 1. When calculating distance, consider also the effects of crowds on actual viewing distance. *These guidelines apply in both interior and exterior environments. Added attention to legibility and readability in lower light settings should be taken.*

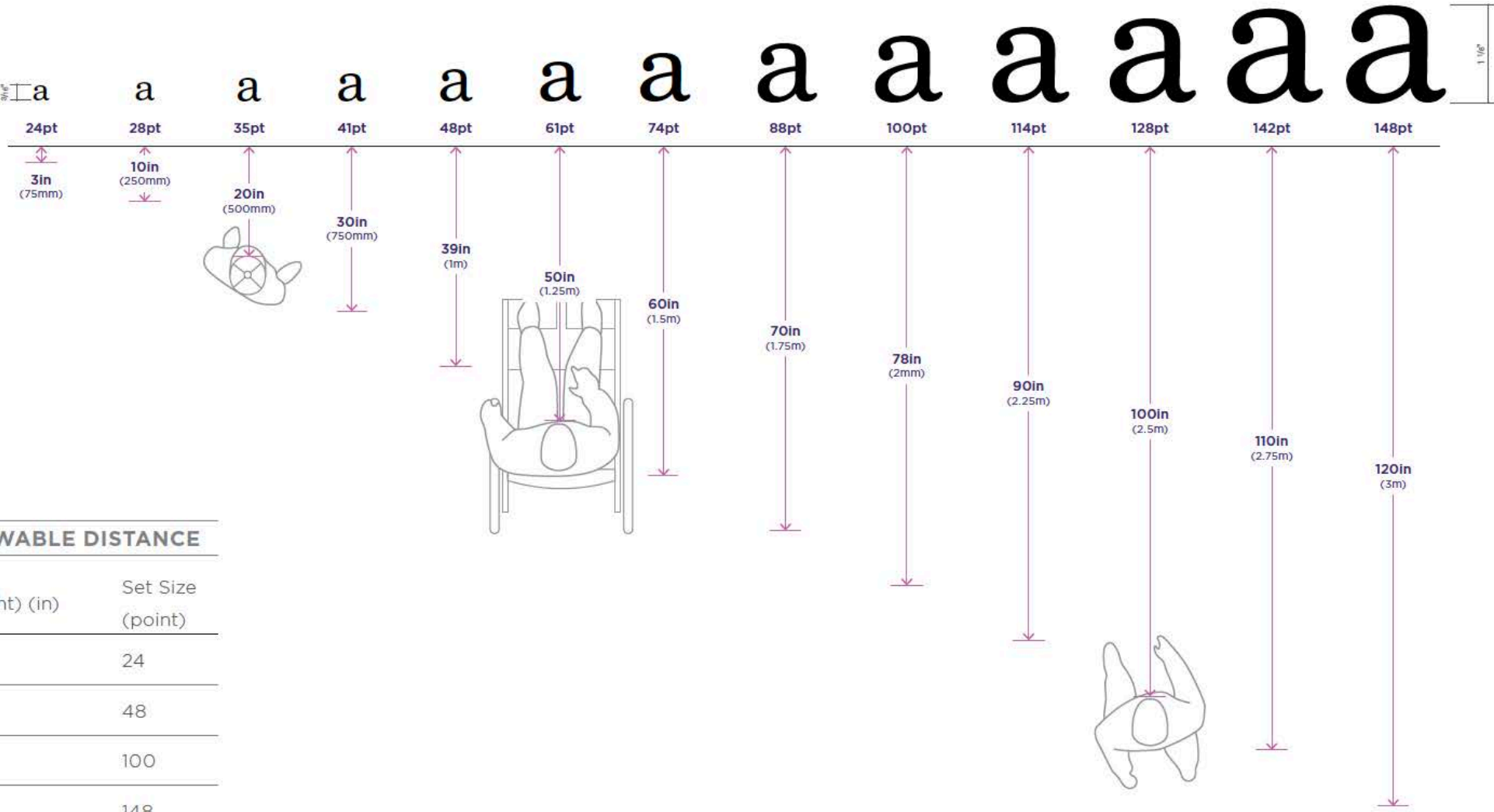


FIG. 1: ACCESSIBLE TYPE BY PROBABLE VIEWABLE DISTANCE

Probable viewing distance	Min. type size (x-height) (in)	Set Size (point)
Less than 75mm (3in)	4.5 (3/16in)	24
1m (39in)	9 (3/8in)	48
2m (78in)	19 (3/4in)	100
3m (118in)	28 (1-1/8in)	148

Source: Smithsonian Guidelines for Accessible Design

Source: Canadian Museum of Human Rights Inclusive and Accessible Design Guidelines

INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
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Introduction	The Why	Strategy	Design Principles	Best Practices				
Types & Tiers	Prominence	Location	Materiality	Flexibility	Tiers & Attributes	Branding	Cause Recognition	Sponsor Recognition

The **balance** of branding, message and recognition:

From a brand perspective, the goal of Donor recognition is to build a connection between an individual's act of generosity and the Denver Zoo's mission and goals.

Donor and Sponsor recognition offer different types of connection, including connection to:

1. The Donor or those they are honoring
2. A particular habitat or landmark
3. A particular initiative, message, or cause
4. The thematics of the region or zone
5. The community of Donors represented throughout the Zoo
6. The Denver Zoo brand

Such a broad range of possible connections leads to a dilution of the impact of Donor recognition. Creating a focus of communication intent will leverage the power of the recognition plaques that are so ubiquitous throughout the Zoo.



INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
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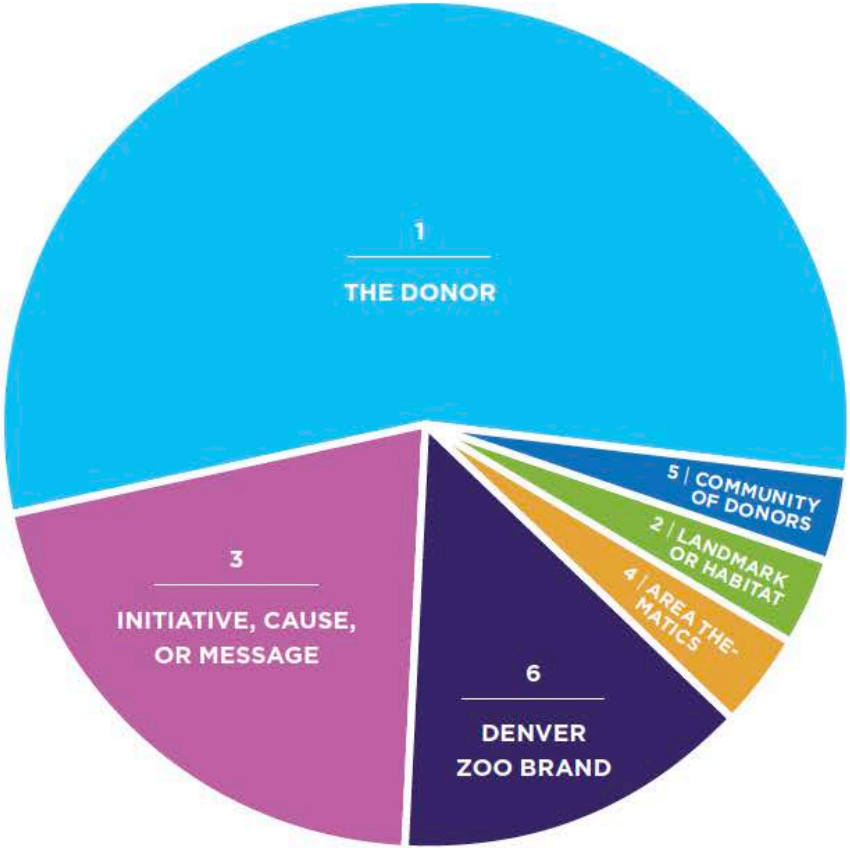
Introduction	The Why	Strategy	Design Principles	Best Practices				
Types & Tiers	Prominence	Location	Materiality	Flexibility	Tiers & Attributes	Branding	Cause Recognition	Sponsor Recognition

The **balance** of branding, message and recognition:

Carefully prioritizing these connections is critical to effectively leveraging the messaging and brand influence of these plaques. The more consistently these priorities are implemented, the greater the effectiveness.

Donor recognition has a role in communicating the Mission and goals of the Zoo. So to best serve the Zoo's Mission and goals, the following three connections should be the priority: The Donor (1), the particular initiative (3), and the Denver Zoo brand (6).

Any one sign or plaque can only accomplish so much. Focusing the design to the priority messages is critical to effectiveness.



- 1. Indicated by identifying the Donor with clear Prominent typography
- 2. Indicated by location and adjacency
- 3. Accomplished by Content statements either in type or graphic shorthand
- 4. Accomplished with Design or material Flourishes like framing
- 5. Accomplished through a campus-wide, consistent approach to core design elements
- 6. Indicated by the use of consistent brand mnemonics that are clear, distinguishable, and ownable

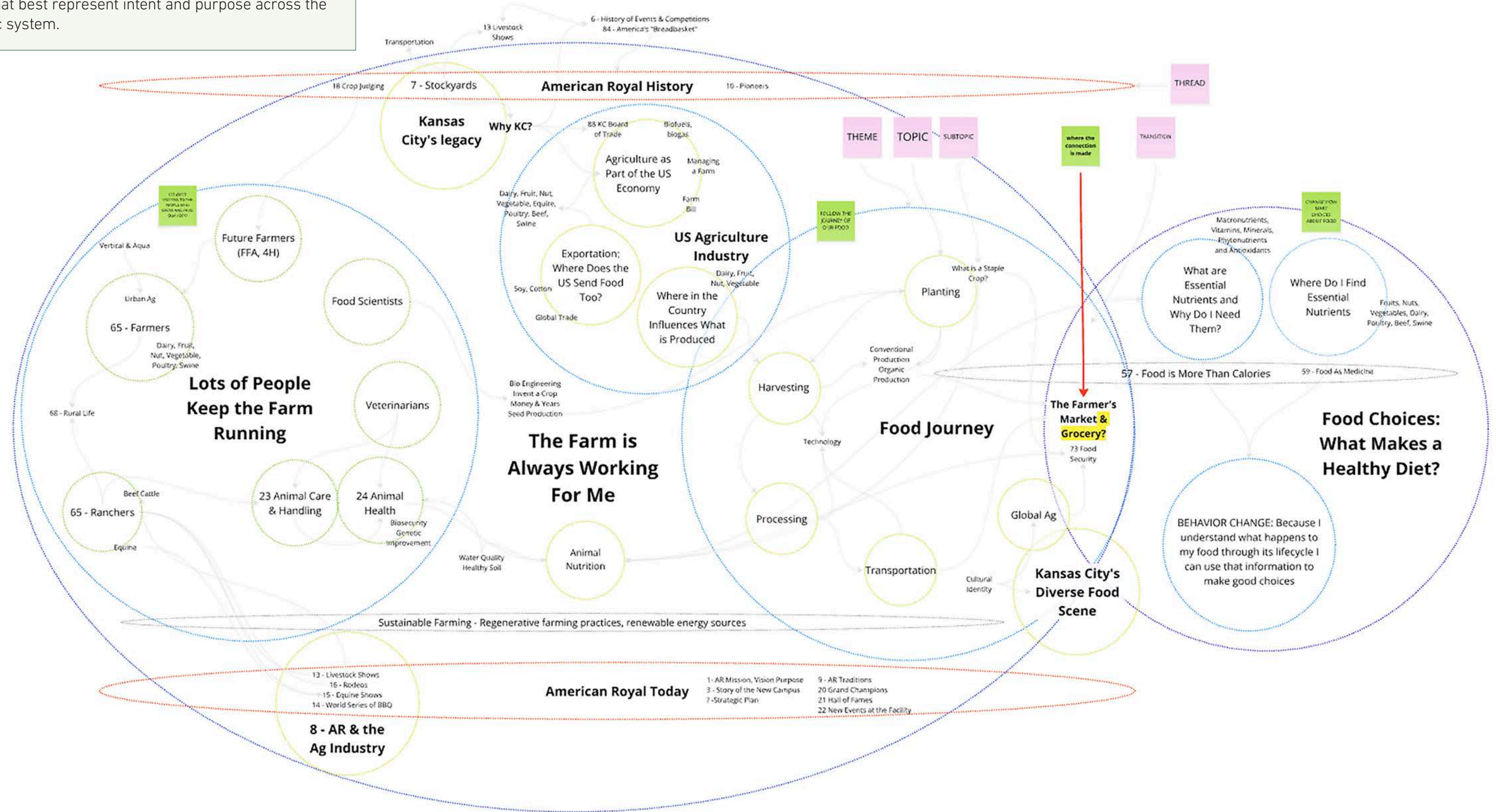
INTRODUCTION	WAYFINDING	REGULATORY	THEMATIC	INTERPRETIVE	DONOR/SPONSOR	MARKETING	FOOD & BEVERAGE
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Appendix B

Interpretive Master Planning Work Samples | American Royal Learning & Engagement Center

After the first stakeholder visioning sessions, mind maps and bubble diagrams were created and presented for feedback. These collaborative interpretive planning exercises connect content themes, topics, and threads in different configurations to determine the narrative arcs that best represent intent and purpose across the holistic system.

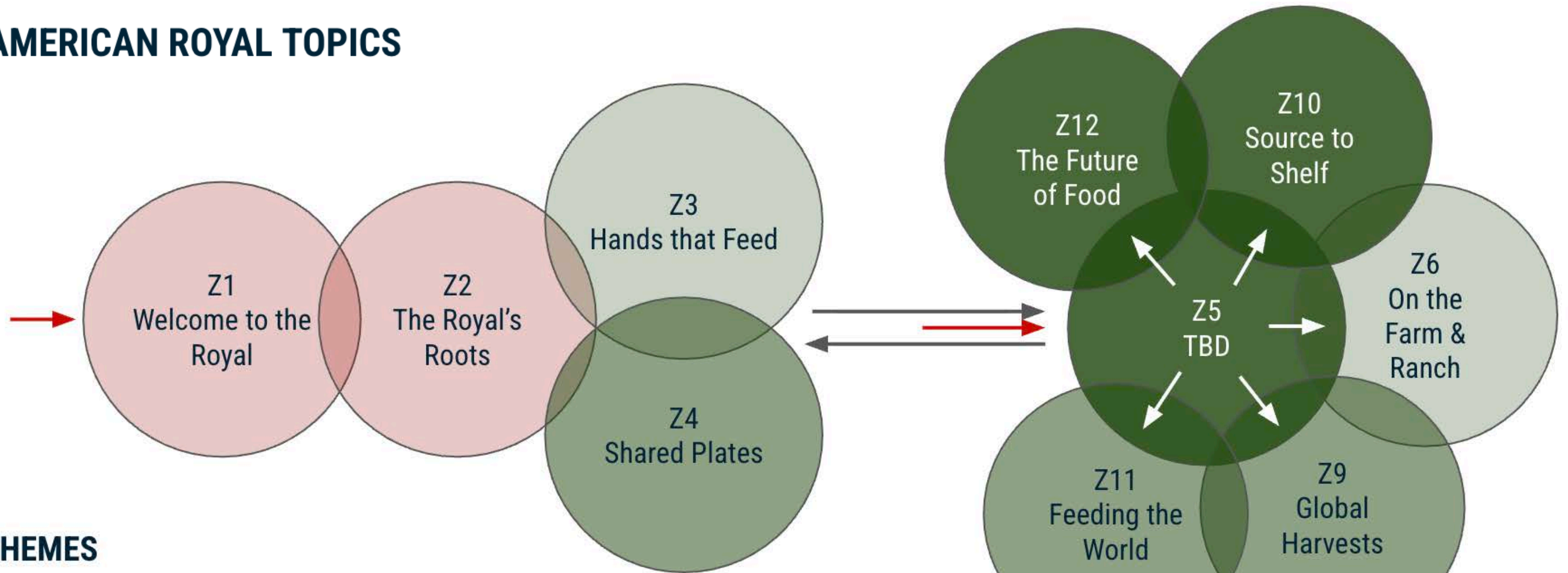
*For CPW reference only as it applies to this RFP selection process; please do not distribute or publish otherwise.



Major themes, topics, and subtopics were identified and topics grouped to provide a framework for storylines, voice, and threads throughout exhibits.

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AMERICAN ROYAL TOPICS



THEMES

- American Royal
- Food & Ag - Industry
- Food & Ag - Around the World
- Food & Ag - Farm to Table

AMERICAN ROYAL THEME, SUBTHEME, & TOPICS (WIP)

I. AMERICAN ROYAL

- A. Welcome to the Royal (Z1)
 - 1. Welcome to the Royal
 - 2. Our Trailblazers
- B. The Royal's Roots (Z2)
 - 1. Champions for Food & Agriculture
 - 2. How Kansas City Became An Agricultural Hub
 - 3. Events at the Royal
 - 4. Royal Partners

POV: American Royal

II. FOOD & AG INDUSTRY

- A. Hands that Feed (Z3)
- B. On the Farm & Ranch (Z6)
 - 1. Life on the Farm & Ranch
 - 2. Plant Agriculture
 - 3. Animal Agriculture
 - 4. Equine as Working Partners
 - 5. Animal Care & Handling

POV: Farmer or rancher

THEME

TOPIC

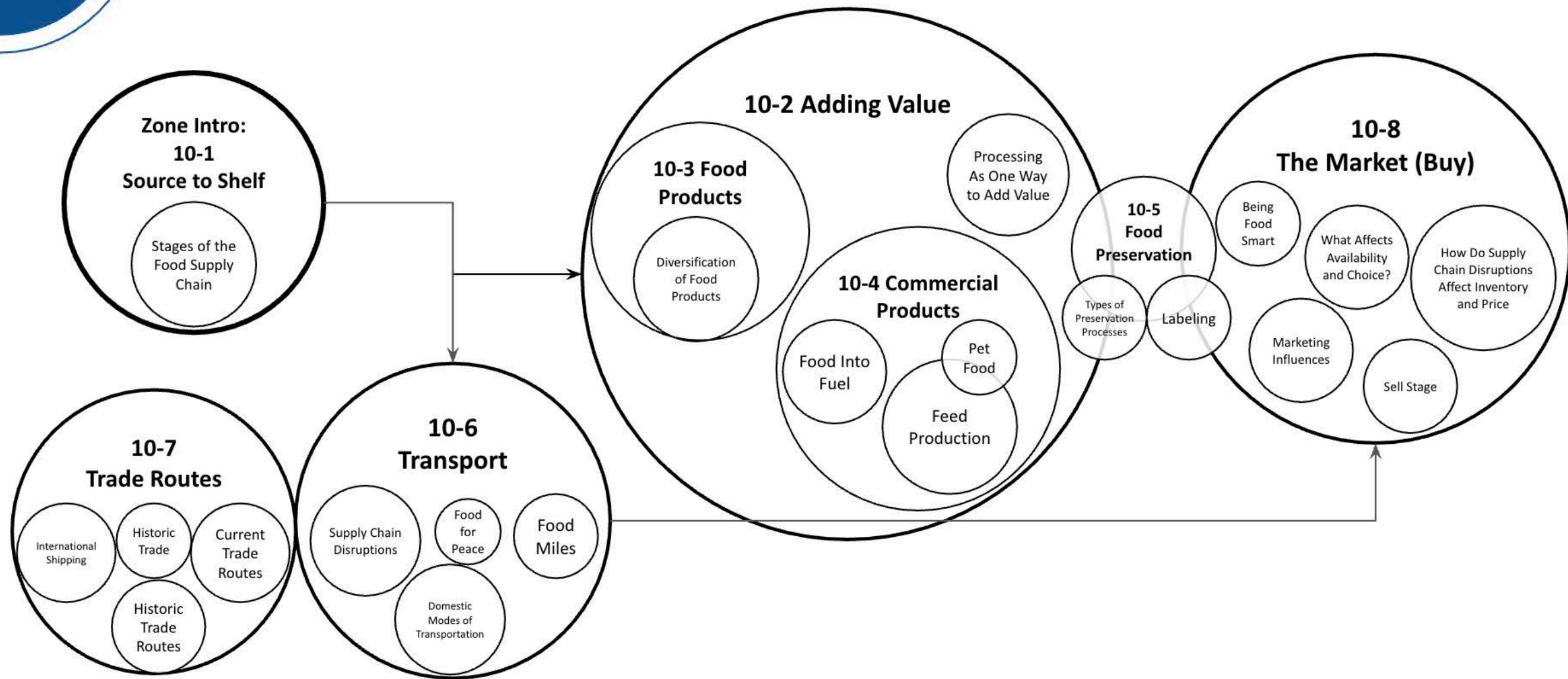
SUBTOPIC

Identifying topics, subtopics, and transition topics allows the collaborative team to place stories along a visitor's path to meet learning objectives and goals.

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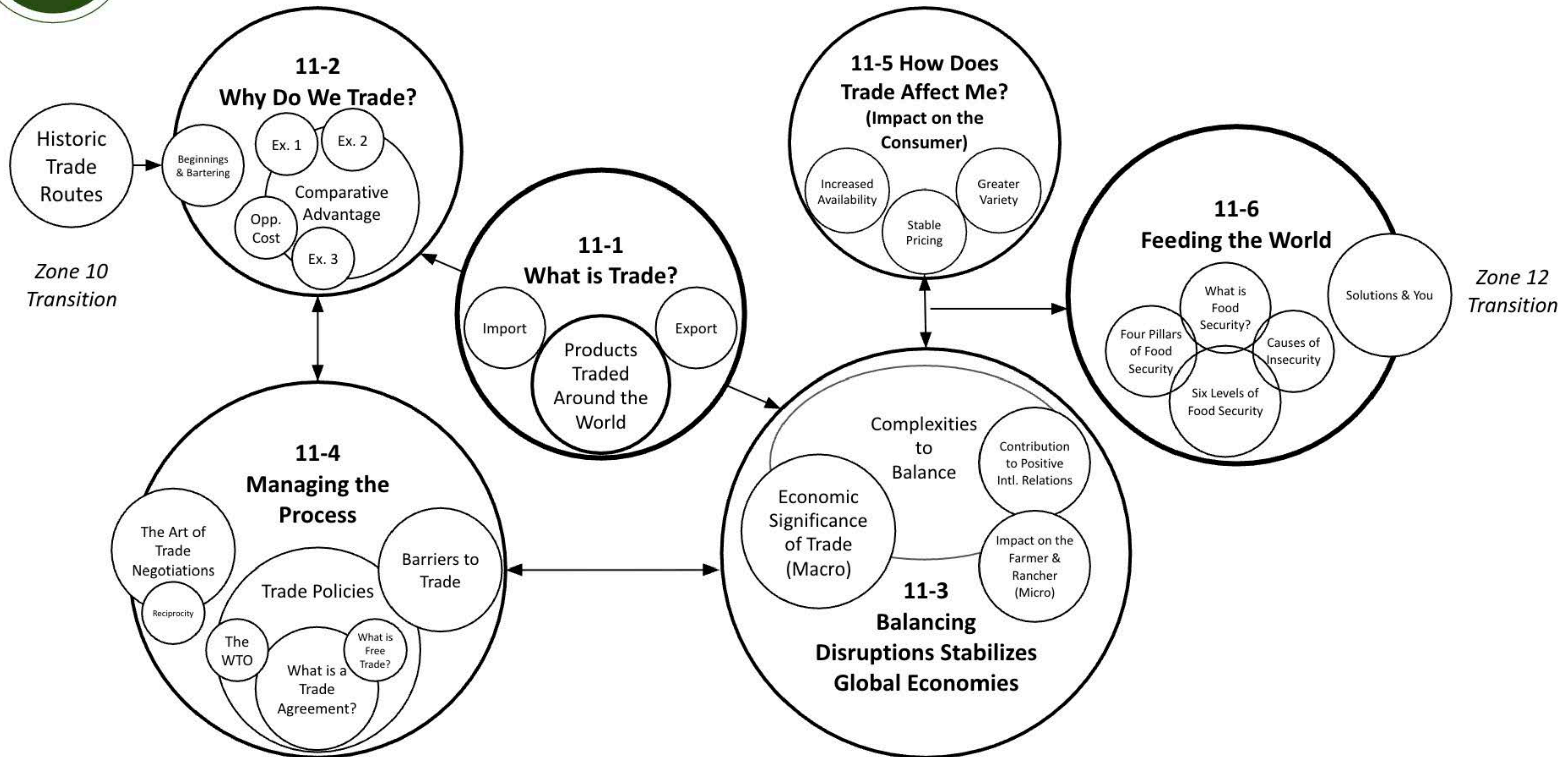
10

SOURCE TO SHELF TOPIC BUBBLE DIAGRAM



11

TOPIC 11 BUBBLE DIAGRAM: THE WORLD OF TRADE



Stakeholder engagement activities included prompts for discussion and brainstorming, that lead to visitor objective statements.

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12

STAKEHOLDER ENGAGEMENT EXERCISE

CHALLENGE STATEMENT & STORY

- _____ is a challenge the agricultural industry faces in achieving global food security.
- Agricultural inputs into this challenge are _____.
- Effects on the agricultural industry of this challenge are _____.
- When reframed, this challenge becomes _____ as an opportunity.
- _____ is one thing you can do to help solve this challenge or promote this opportunity.
- _____ is an innovation developed in response to this challenge.
- _____ is an innovator working to respond to this challenge. (person)
- _____ is a role in the agricultural industry related to this challenge. (career)
- _____ is a learning takeaway we hope visitors walk away with after engagement.

12

STAKEHOLDER ENGAGEMENT EXERCISE

CHALLENGE STATEMENT & STORY - WATER EXAMPLE

- **Water scarcity, water quality, and inefficient use of water** are challenges the agricultural industry face in achieving global food security.
- Agricultural inputs to this challenge are **inefficient irrigation, climate change, competition for water, loss of natural storage, crop selection, fertilizer and pesticide contamination, erosion, and bacteria in water.**
- Effects on the agricultural industry of this challenge are **aquifer depletion, reduced crop yields, livestock stress, and increased competition for the quantity and quality of water across communities.**
- When reframed, this challenge becomes **improve stewardship, increase efficiency, and advance technology for a more sustainable food system** as an opportunity.
- **You can help by learning your food's water footprint, reducing food waste, and supporting water smart policies in your community** to help solve this challenge *(or promote this opportunity)*.
- **Drip irrigation, pivot systems, soil sensors, and drought-tolerant** is an innovation developed in response to this challenge.
- **Ryan Brady from Cimarron** is an innovator working to respond to this challenge. (person)
- **Water resource manager, precision agronomist, irrigation engineer, and crop geneticists** is a role in the agricultural industry related to this challenge. (career)
- **Every decision is connected to the critical water cycle** is a learning takeaway we hope visitors walk away with after engagement.

12

STAKEHOLDER ENGAGEMENT EXERCISE

CHALLENGE: WATER

Focused Learning Outcome Options for Water Interactive

1. Visitors will understand **water is constantly moving through the four stages of the water cycle**—evaporation, condensation, precipitation, and collection. In each of these stages **water takes one of its three physical forms**—vapor, liquid, or solid. Visitors will **see water move through the four stages in the three forms in real time**.
2. Visitors will understand that **as global temperatures rise, the rate of water evaporation speeds up, causing more water in the atmosphere that must be released in the form of rain**. The increased amount of water **causes heavier storms** with more precipitation per hour, **increasing runoff and soil erosion**.
3. Visitors will learn and understand **agricultural pumping can deplete the aquifer faster than the water cycle can naturally replenish it**, causing water shortages. Certain agricultural outputs require access to the aquifer to provide enough water for irrigation.
4. Visitors will understand how **removing trees reduces transpiration, disrupting the movement of water from the soil to the atmosphere** and affecting local and global precipitation patterns, potentially **leading to drier conditions and increased runoff**.

P4

EXHIBIT INTENT

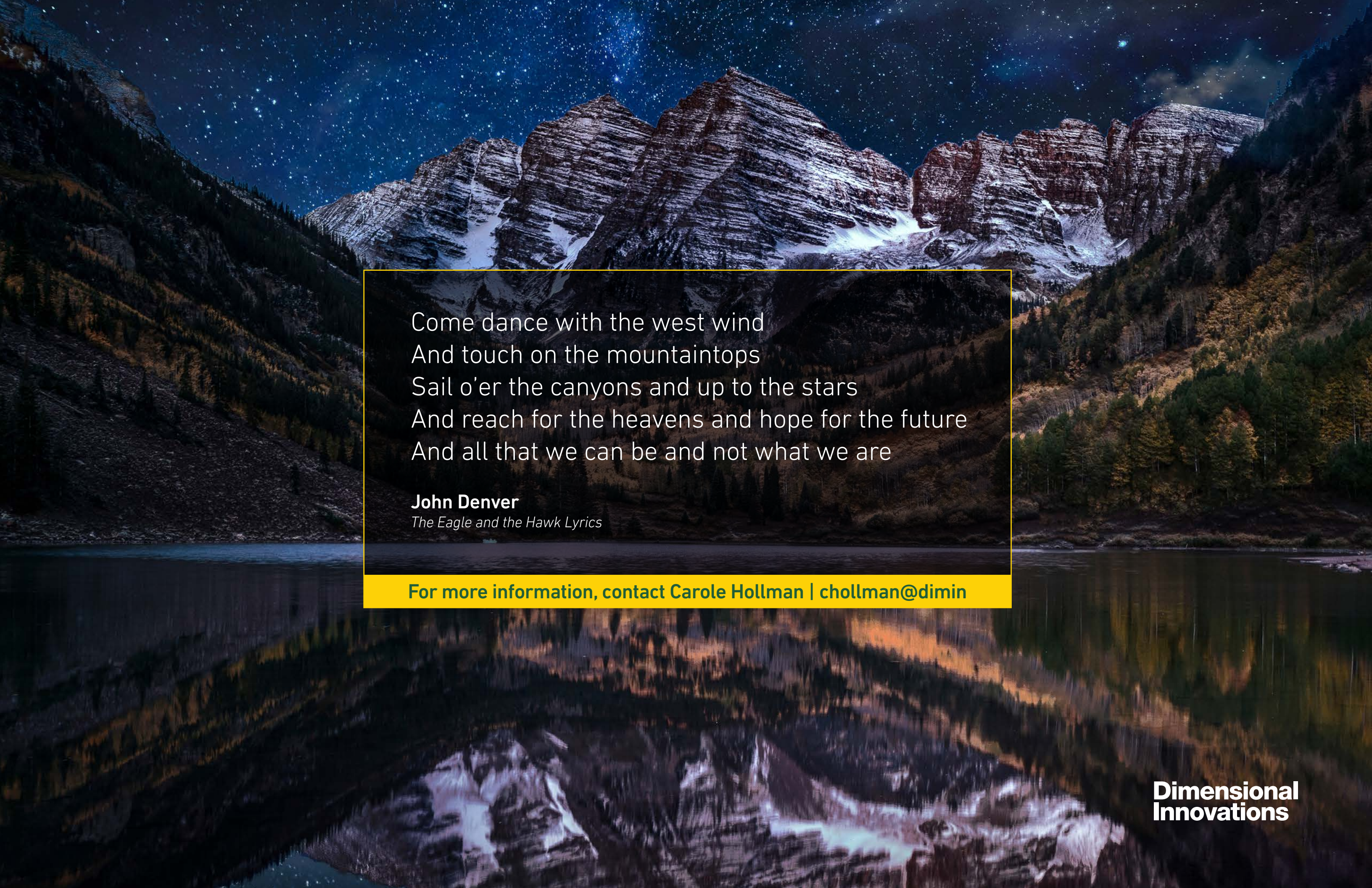
Meet the Innovators

- **Exhibit Intro Story: Innovators**
- *Key Message:*
 - Meet the people behind the solutions.

Decisions to Make

- *What qualifies a role to be included?*
- *Are innovators chosen a one-to-one with challenges? Quantity?*
- *Content to Include?*
 - Role
 - Skills
 - Education
 - Experience
 - *Technology as Equipment for Role*



A night landscape featuring a range of rugged, snow-dusted mountains under a starry sky. The mountains are reflected in a calm lake in the foreground. The scene is illuminated by the ambient light of the stars and the moon, creating a serene and majestic atmosphere.

Come dance with the west wind
And touch on the mountaintops
Sail o'er the canyons and up to the stars
And reach for the heavens and hope for the future
And all that we can be and not what we are

John Denver

The Eagle and the Hawk Lyrics

For more information, contact Carole Hollman | chollman@dimin

**Dimensional
Innovations**