



Introduction to DEN Processes

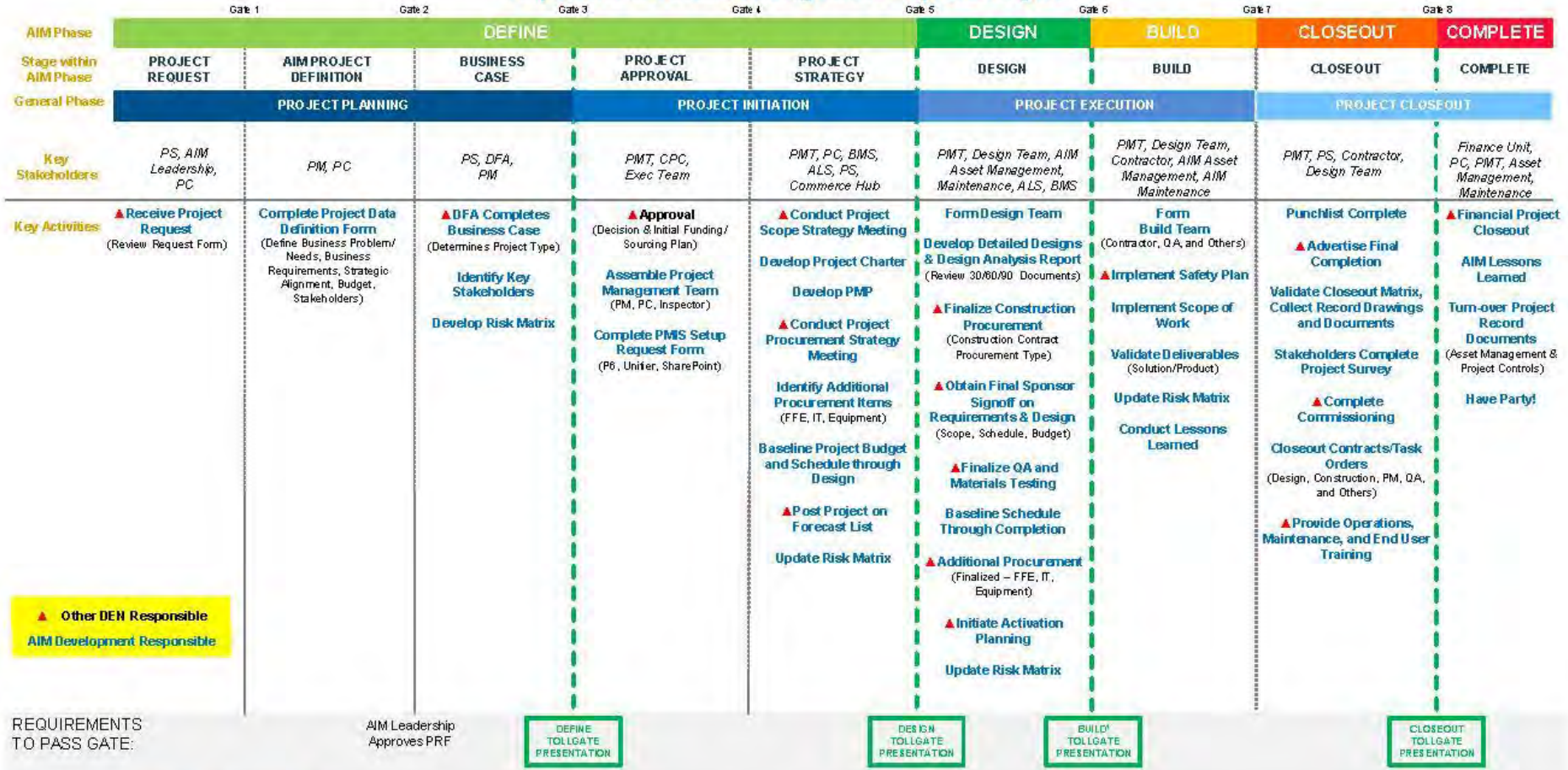


Mark Adams, Senior Director of Development
DENVER INTERNATIONAL AIRPORT
March 8, 2016

Project Lifecycle – We pass thru tollgates



Airport Infrastructure Management Project Lifecycle



Acronyms
 ALS – Airport Legal Services
 BMS – Business Management Systems
 CPC – Capital Planning Committee
 DFA – Division Financial Analyst
 FFE – Furniture, Fixtures, and Equipment
 IT – Information Technologies

PC – Project Controls
 PM – Project Manager
 PMO – Project Management Office
 PMT – Project Management Team
 PS – Project Sponsor
 QA – Quality Assurance

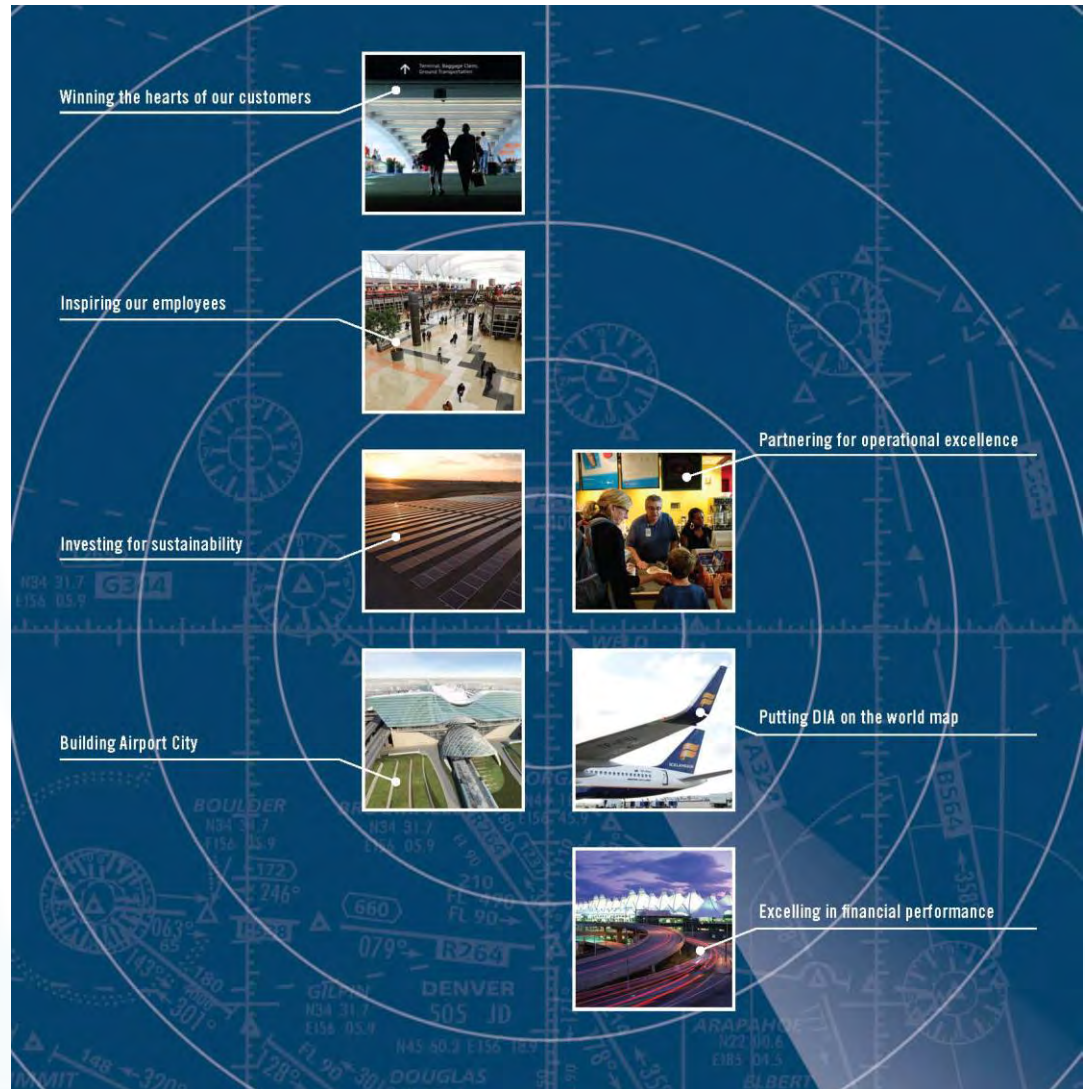
Note 1
 1 – The Build Tollgate presentation should be performed periodically through this phase. Depending on the duration of the project, presentations should be conducted every 3 to 4 months to provide status to all key stakeholders.

Last Update: 10/5/2015

DEN LEADERSHIP MEETINGS

Strategic Objective Planning

All Projects are measured in terms of meeting the Strategic Objectives.





DENVER INTERNATIONAL AIRPORT

DEN

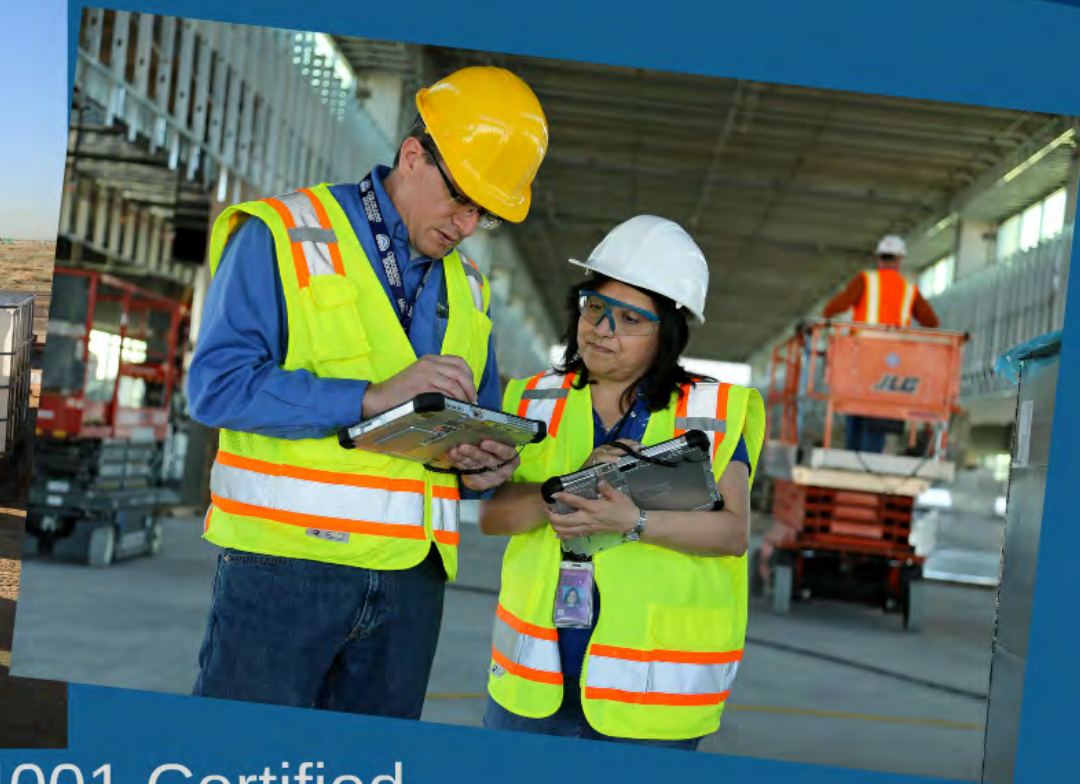


DEN

EXCEL IN FINANCIAL PERFORMANCE
PARTNER FOR OPERATIONAL EXCELLENCE
WIN THE HEARTS OF OUR CUSTOMERS
INSPIRE OUR EMPLOYEES
PUT DEN ON THE WORLD MAP
MAXIMIZE OUR REAL ESTATE
INVESTING FOR SUSTAINABILITY







First ISO 14001 Certified
Environmental Management System



Continental Airlines

75

PUSH EMERGENCY SHUTOFF PUSH



DEN

INVESTING FOR SUSTAINABILITY

economic environmental social



Denver



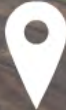
Commerce City



Aurora



Adams County





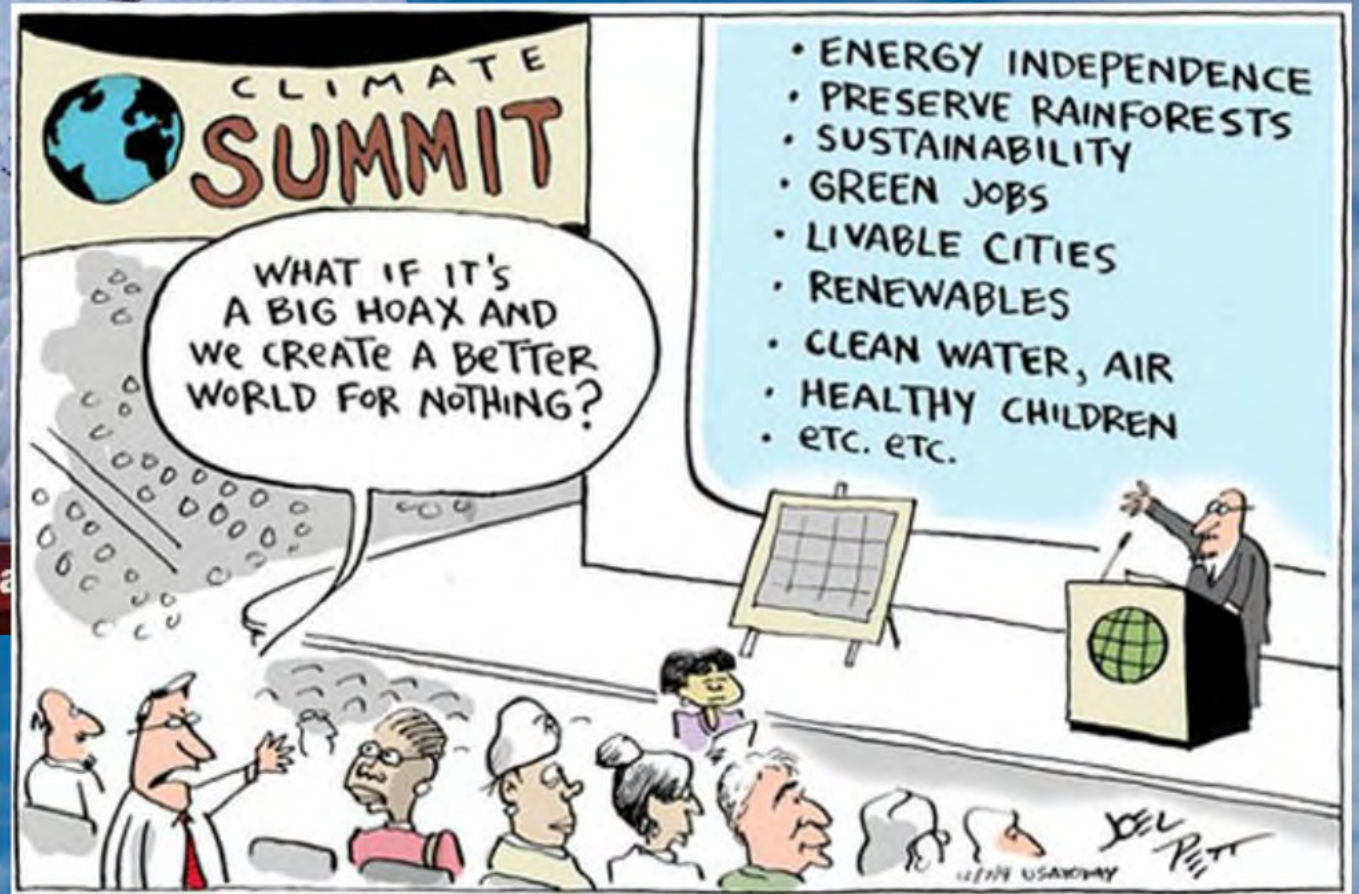
airport carbon accreditation

MAPPING | REDUCTION | OPTIMISATION | NEUTRALITY



Breaking News

LIVE Hundreds gather to protest global



\$20 million
annual energy cost





Retrofitted 5,400 lights with LEDs

45% net energy savings

improved lighting quality and lower maintenance costs





DEN Data Center



Concourse C West Expansion



An aerial photograph of Denver, Colorado, taken during the "golden hour" of sunset. The sky is filled with large, dramatic clouds that are illuminated from below by the setting sun, creating a palette of warm oranges, yellows, and soft pinks. The city below is a dense grid of lights, with the Colorado State Capitol building prominently lit in the center. To the right, several modern skyscrapers stand out against the bright sky. In the distance, the silhouette of the Rocky Mountains is visible against the horizon. The overall mood is one of a vibrant, bustling city transitioning from day to night.

Demographics are changing

Sustaining DEN as an essential community as

63%

want to work for a company that values sustainability

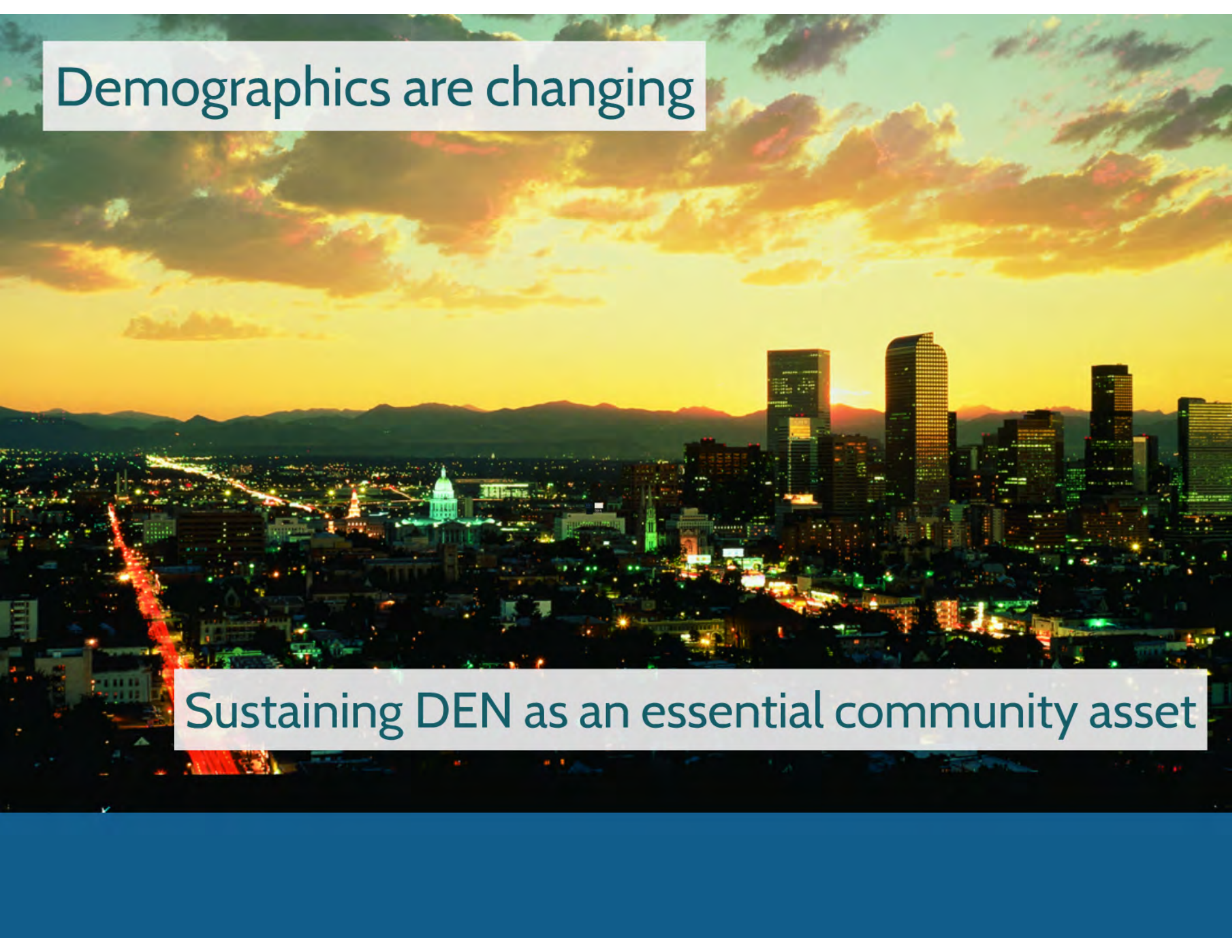


89%

more likely to buy from sustainable companies

An aerial photograph of Denver, Colorado, taken at sunset. The sky is filled with large, dramatic clouds illuminated by the setting sun, creating a warm orange and yellow glow. The city's skyline is visible, featuring several prominent skyscrapers, including the 16-story, curved skyscraper known as the 'Curve'. The city lights are beginning to twinkle, and the surrounding mountains are silhouetted against the bright sky. A white text box is overlaid in the top left corner.

Demographics are changing

An aerial photograph of Denver, Colorado, taken at sunset. The sky is filled with large, dramatic clouds illuminated by the setting sun, creating a warm orange and yellow glow. The city's skyline is visible, featuring several prominent skyscrapers, including the 16-story, curved skyscraper known as the 'Curve'. The city lights are beginning to twinkle, and the surrounding mountains are silhouetted against the bright sky. A white text box is overlaid in the bottom center.

Sustaining DEN as an essential community asset



DEN

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INSPIRE OUR EMPLOYEES
PUT DEN ON THE WORLD MAP
MAXIMIZE OUR REAL ESTATE
INVESTING FOR SUSTAINABILITY



Design Review Committee Standards & Procedures

DENVER INTERNATIONAL AIRPORT
October 2015

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Intent of the Design Review Process

The intent of the Design Review is to ensure that the proposed projects and designs are compatible with, and enhance, the aesthetic intent and design quality of Airport facilities and way-finding systems. This document describes the design review process for Airport facilities and tenant improvements and the role the Design Review Committee (DRC) plays in that process.



DEN Brand & Experience Principles

DEN Design Principles



DESIGN PRINCIPLES

DEN Design Principles is a comprehensive collection of inspirational design directives for doing business at Denver International Airport. It was published in September of 2015.

[DEN Design Principles](#)



DEN Design Criteria

The Design Review Committee will evaluate each design on six criteria and if they are aligned with our Experience and Design Principles, as well as standards set forth in the Tenant Design Standards and Concession Standards.

- **Overall Design Aesthetic**
- **Passenger Facing Elements**
Storefronts & Entry Zones, ticket Counters, Pena Blvd. Holdroom Elements, Display Cases, Point of Sale, Security Doors/Grilles
- **Materials**
Storefront and Wall Systems, Floor Systems, Ceiling Systems
- **Signage**
Signage Guidelines, Wayfinding
- **Circulation**
Queue Lines, Life Safety/ADA, Self Service Venues, Passenger & Customer Engagement
- **Lighting**
Ambient and Directional
- **Landscape**

Tiered Design Review Process

Projects for Review

The Design Review Committee is concerned with spatial relationships and aesthetic decisions for any project on Airport property (landside or airside) that can be seen by the public. This includes:

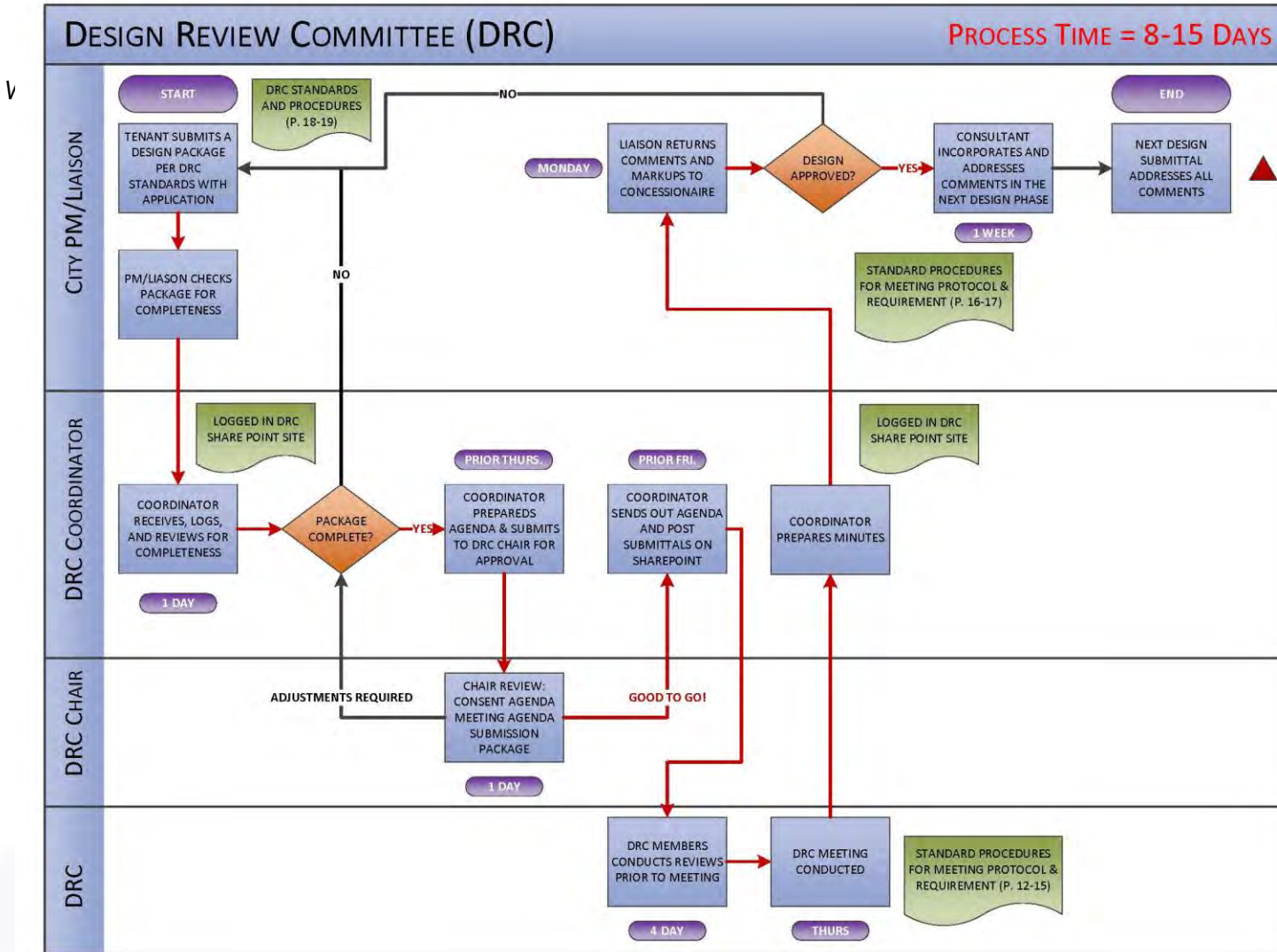
- New construction
- Remodeling/renovation modification of existing spaces, structures and facilities
- Interior and exterior signage (other than regulatory traffic signs)
- Advertising
- Temporary displays/non-lease holder areas
- Art Exhibits
 - Art exhibits will follow the CCD Public Art Ordinance & Temporary Exhibit Guidelines.

Chief Executive Officer Approval

All art and projects that would have significant visual impact on the public will require Chief Executive Officer review.

All major, stand-alone structures (3rd party or airport developed) built on Airport property will also be subject to review by the CEO.

Tiered Design Review Process



Design Review Committee Members

Chair

Somer Shindler

Vice-Chair

Neil Maxfield

Customer Experience

Stacey Stegman

Architect

Dave Mashburn

Planning

Julie Wienberg

Architect

Jerry Olson

Customer Experience

Kelly Case-Bonacci

Chair Role:

- Leads the DRC review and meeting>
- Ensures governances of documented process, policies and standards, as well as updates and completion of documents.
- Approves agenda items, including consent items, based on submission completeness.
- Makes sure CEO review takes place.

DRC Role:

- Aesthetic and functional design-approval authority for all airport facilities and tenant improvements.
- Reserves the right to reject any proposed designs which, in the DRC's opinion, are considered to be in aesthetic conflict with the base-building design.
- Each member may assign alternate as needed to participate in their absence and coordinates with DRC Coordinator. Alternates must be educated on all DRC's polices, processes and standards.

Note: Design Review Committee members are appointed by the Airport CEO to serve a 2 year term without limits.



Design Review Committee City Liaisons

Concessions

Don Schutter

Airlines

Megan Moser

Advertising

Pam Dechant

DEN Internal

Paul Sun

Art

Jennifer Garner

DEN Advertising

Amy Bourgeron

Role:

- Applicant's point of contact
- Understands and follows all DRC's policies, procedures, and standards.
- Guides the Applicant through the process.
- Schedules presentation on DRC agenda and ensure consistency with pre-DRC checklist and format.
- Communicates any concerns or non-standard items when scheduling presentation by submitting a completed submission form with the DRC package.
- Follows up on open items.
- Ensure alignment with DRC Chairman on proposals not going to DRC.
- May assign substitute as needed, as approved by Division Leader.

Non-Voting Members

Design Review Committee Support

DRC Coordinator

Megan Moser

Role:

- Primary contact for DRC/City Liaisons.
- Manages DRC meeting schedule, agenda, presentation time allocation, rescheduling non-approved items.
- Reviews all submission documents and packages for completeness.
- DRC meeting minutes – scribe and sends communication to stakeholders.
- Communicates decisions and track proposals.
- Supports the DRC Chair and DRC team members.

Design Review Meetings



Scheduling Appointments

Appointments are scheduled by the City Liaison who attends the meeting with the applicant representative and generally guides the tenant through the design review process. All communication with the DRC outside of meetings shall occur through the City Liaison.

Appointment Lead Time

To be added to the agenda for the next DRC meeting, all presentation materials must be submitted no later than close of business on the Thursday preceding the meeting.

Design Review Input

The DRC Coordinator can provide DEN staff with information to prepare for an appointment with the DRC. Such information can save time and effort.

Design Review Agenda

Agenda time allocation will be at the discretion of the DRC Chair and DRC Coordinator. The agenda will be published the Friday prior to the following week's meeting. After Agenda is published, no additional items will be added.



Note: Applicants or their representatives must contact their designated DEN City Liaison to communicate with the DRC coordinator.

Design Review Meetings

Meeting Schedule

Meetings are held every other Thursday, starting at 2:00 pm in the Airport Office Building, 9th Floor, Executive Office Conference Room, at 8500 Pena Boulevard, Denver, CO 80249.

Quorum

A quorum is achieved if four (4) of the DRC voting members are present.

Presentations

Allocated presentations times by the Tenant/Designers are no more than 10 minutes. Exceptions may be made at the discretion of the DRC Chair depending on the nature and complexity of the project being presented.

Information Items

Information items may also be placed on the DRC agenda and scheduled in increments of a maximum of 5 minutes and presented by the DRC City Liaison. These items are not seeking approval and do not require action by the DRC.



Note: At DRC discretion and under specific circumstances, project site and special meetings may be arranged.

Review By Consent



Review and Approval by Consent

A consent agenda item/project includes routine design review items requiring DRC approval, but for which the City Liaison recommends to DRC without project discussion. The DRC agenda will identify projects for consent consideration. The Liaison will present project for consideration on a power point slide at the beginning of the meeting and scheduled in increments of a maximum of 5 minutes.

Consent Criteria:

1. Projects with complete application submissions as determine by City Liaison and approved by DRC Chair.
2. Projects that clearly meet design guidelines with City Liaison recommendation for approval and with no recommended conditions.
3. No known opposition to project. Routine and non-controversial items.

Examples could include: Approvals of signs which clearly meet design guidelines, Re-submittals of projects that clearly have met DRC comments of previous submission.

Design Review Meetings: Protocols

Attendance

Attendance at DRC meetings is mandatory for DEN City Liaison responsible for project, and the applicant seeking DRC approval. The purpose of this requirement is to ensure that the DRC is able to obtain timely answers to their questions regarding the proposed project and to enable all parties to process the approval in a timely manner.

Agenda and Allotted Time Protocols:

Set Up: 30 minutes prior to start of DRC meeting

Staff Presentation: 1-3 minutes

Applicant Presentation: 10 minutes

Design Review Committee Discussion and Action: 5-10 minutes

Set Up

The room will be available 30 minutes prior to DRC meeting commencing. All items must be set up during this time including material and rendering boards. All electronic presentations must be given to DRC Coordinator a week ahead of time with agenda submission so that presentations are set in the queue prior to start of meeting. No additional electronic or digital presentations will be accepted the day of the DRC meeting.

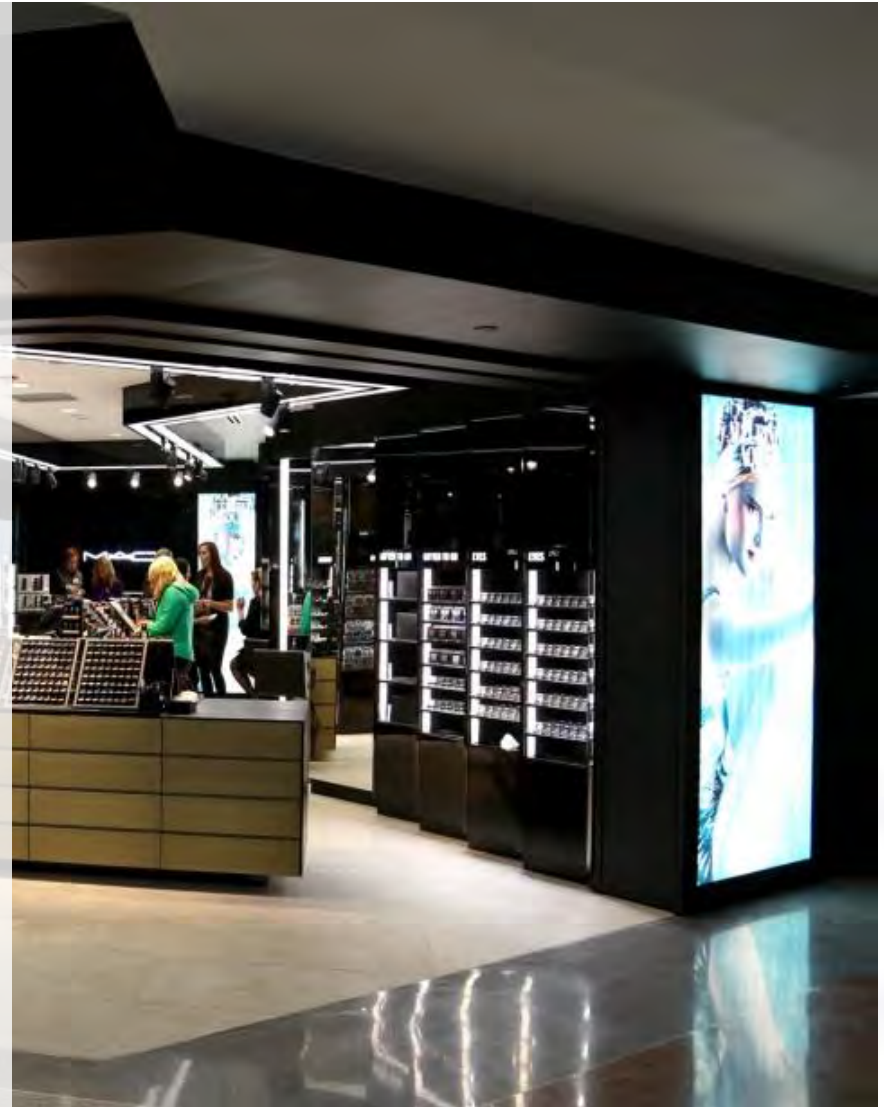
Design Review Meetings: Protocols

Staff Presentation/Recommendation

City Liaisons give a brief overview of the project, including the purpose, intent and location. The City Liaison should also give background information including brand elements, previous business agreements (RFP language) that is pertinent to design, and a summary of any previous DRC submissions and comments. The DRC may, on behalf of the CEO, suspend implementation or propose change(s) in scope and/or design intent of a proposed project if the stated intent is inconsistent with Airport policies and goals.

Applicant Presentation

Applicant should be prepared to present at DRC meeting. Supplying the DRC with complete application and information will avoid unanswered questions and the need for further meetings that might postpone approval. It is recommended that the applicant and their designers use this guide and other Tenant/Concession Design Guidelines. (Refer to the list of Submission Documents.)



Design Review Meetings: Protocols

Design Review Committee Action

DRC members may request clarification during or after the presentation and will discuss recommended revisions, if applicable. Comments will be given in context of the set forth Design Principles and Criteria in this document.

The DRC will either:

- Approve the design
- Approve a design subject to specific modifications, or;
- Will deny the design and have the applicant revise and resubmit.

Some modifications requested by the DRC will require follow up review by the committee. The DRC will determine if the follow up review will be considered for review by consent after review at this time based off of review comments.

Design Approval Authorization

The DRC Coordinator will have Design Approval documents present at the DRC meeting that may allow for immediate project approval from the DRC members.

DRC Action Communication

A formal memorandum of the results of the meeting will be forwarded to the DEN City Liaison and the DRC Committee members within 2 days of the meeting.

Submission Requirements

Design Submittal Process

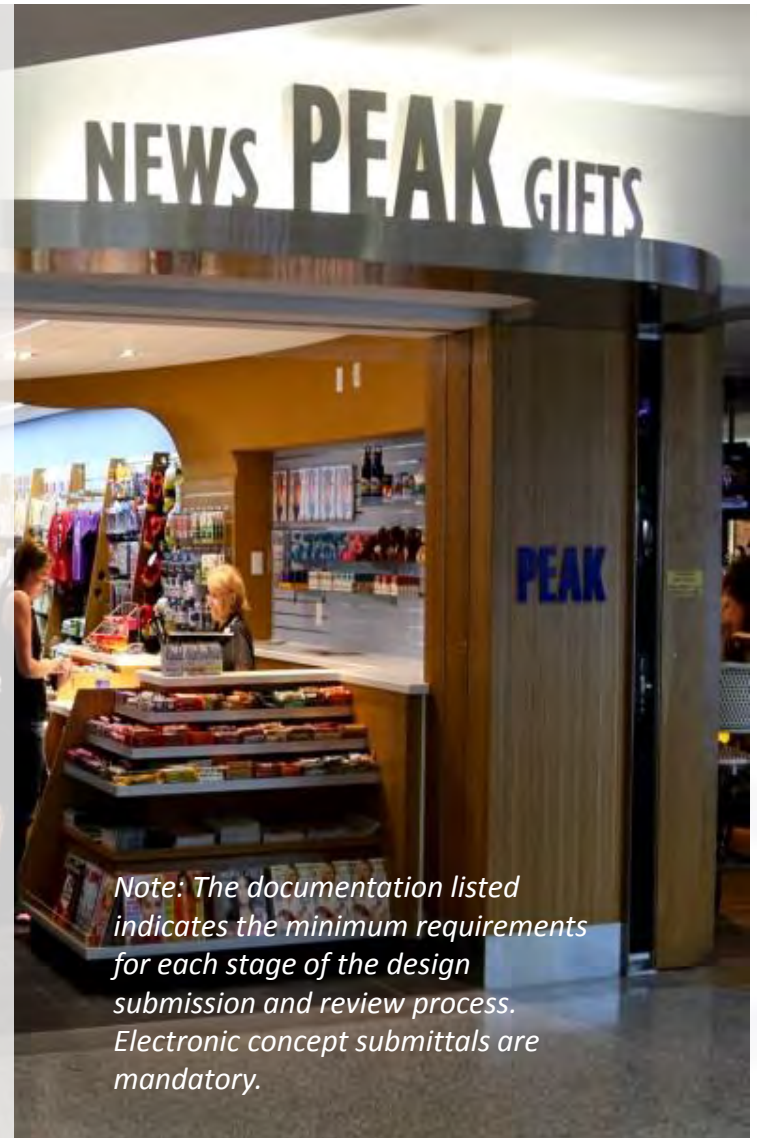
Applicants are required to provide a completed submission application as well as an electronic version (PDF) of the submittal package for DEN City Liaison to review prior to the final submission.

City Liaison Review

Written review comments and notes will be given and feedback may include a conference call with the applicant and/or their design team to review the package. Formal comments will then be submitted by the City Liaison to the Applicant for resolution/closure. All comments must be addressed prior to submitting the Applicant package to the DRC.

Submittal Package

Concept submittals shall consist of a maximum of one 24" x 36" presentation board and complete electronic (PDF) version of documents/materials board for submission to the DRC for review and approval. Applicants are to submit the materials boards to DEN prior to DRC review. The components of the submittal are referenced on the following pages.



Note: The documentation listed indicates the minimum requirements for each stage of the design submission and review process. Electronic concept submittals are mandatory.



DRC Submission Application

Before any presentation is submitted to the Design Review Committee Coordinator for agenda consideration, this form is to be completed and all required materials must be submitted to the DRC City Liaison. The information below is to be filled out in conjunction with the DRC City Liaison.



Project	
Tenant Point of Contact	
Designer of Record	
DRC City Liaison	
Design Requirements in Business Agreement/ RFP language	
Company Brand Elements	
Previous DRC Comments	
Other	

Drawing Package Requirements are due to the DRC Coordinator in PDF format unless noted otherwise no later than Friday (End of Business) before the presentation:

- Elevations including adequate portion of adjacent space to show context
- Location Plan
- Floor Plan



Reflected Ceiling Plan

Finish Floor Plan

Millwork/Casework

Lighting Fixtures

High Quality Renderings (minimum of 2)

Material Board (24"x36" physical board with materials)

Signage Package

Design Criteria:

The following items are criteria in which the DRC will provide feedback. It is encouraged that the DOR fill out how these items are accomplished referencing DEN Design Principles as well as Design Guidelines when applicable.



Criteria	DOR Comments	DRC Comments
Overall Design Aesthetic		
Passenger Facing Elements		
Materials		
Signage		
Circulation		
Lighting		
Landscaping		



Note: Application form will be provided by the DRC City Liaison. Form must be submitted electronically with Submission Documents when submitting agenda request.

Submission Requirements: Documents

High Quality Renderings – A minimum of two renderings (more recommended) in electronic format (PDF) are required to show the Applicant’s design intent. Renderings should be taken from at least two vantage points and identify, at a minimum, the following:

- Proposed storefront with materials indicated shown in context of surrounding area
- Transition between the proposed storefront design and adjacent existing storefronts (show 6’-0” on either side of lease space)
- Floor, ceiling, fixture and other store components and materials indicated

Floor and Reflected Ceiling Plan – Provide one floor plan and one reflected ceiling plan. Some, but not all, of the components to show in plans are:

- Key plan with general airport and Concourse location
- Graphic scale
- North arrow, with north oriented towards the top of the board
- Finish floor pattern (half tone)
- Casework, millwork, moveable fixtures, and other store components
- Ceiling and soffit heights both in and out of the lease line boundary
- Lighting fixtures and ceiling types



Submission Requirements: Materials Board/Renderings

Materials Board

One board will be required to show an applicant's proposed palette of materials. The materials board shall include:

- Physical material samples indicating color, form and texture - material samples shall be securely affixed and applied adhesive shall not affect the material appearance
- Material key plan that clearly relates to the material application in renderings for visual understanding

Renderings

The renderings in conjunction with the materials board shall be of such a high quality as to accurately and clearly depict the design intent of the tenant's proposal.



Note: It is recommended, but not required, that physical material samples be attached to materials board by Velcro to allow for easy removal and thorough examination by DRC members.

Concept Submittal Checklist



Location Plan

- Show project location and orient North up with North Arrow shown
- Indicate which concourse and on which level the space is located, including passenger/customer flow

Floor Plan

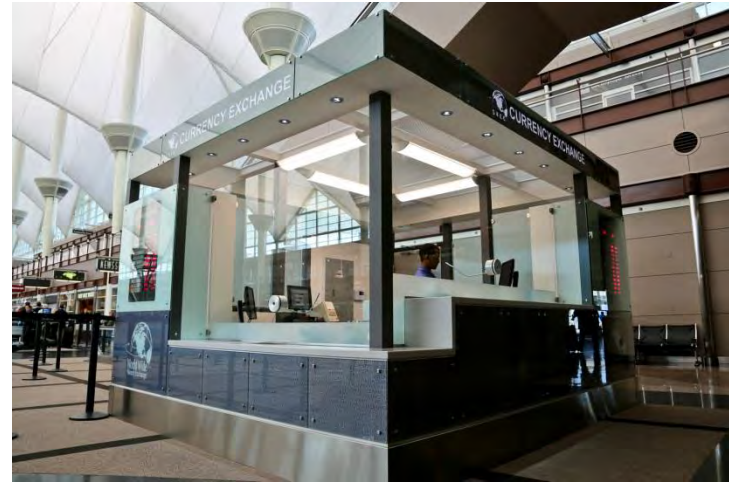
- Include graphic scale
- Identify all casework and millwork
- Show lease limit line/boundary
- Show floor patterns – full color
- Identify dashed soffit lines above

Ceiling Plan

- Call-out all ceiling materials, light fixtures and prominent elements
- Dimension storefront entry height and all interior soffit heights
- Provide high resolution cut-sheets of light fixtures

Renderings

- Include 6'-0" of adjacent conditions, on either side of the lease line, and show how they will relate to Concessionaire's proposed design
- Show accurate representation of materials



- Include people and merchandising, as applicable
- Provide materials legend or numbering system – identify material locations on rendering
- Coordinate renderings and proposed floor and ceiling plans to match

Exhibit Board – Physical Materials

- Attach all relevant materials
- Conceal all adhesives or attachment devices from being visible through the materials
- Adhere all materials firmly to boards
- Provide material legend and/or numbering system to describe products and their location

Compliance Review

The tenant, or the tenant's representative, must report any deviation from the final approved design to their DEN City Liaison, which then must be reviewed and approved by the DRC.

Following construction, the City Liaison performs a design-compliance review of the premises to ensure that all elements of the project conform to the DRC-approved design.

In the event the Airport finds elements that do not conform to the final DRC-approved design, the respective DEN City Liaison will contact the Applicant in order to rectify the problem.



Design Review Documents

- DEN Brand and Experience Principles
- Design Review Committee Standards & Procedures
- DRC Bylaws
- Tenant Development Guidelines
 - DEN Design Guidelines and Standards – *Revision 3Q15*
 - Concession Standards – Concourse Concession Design Guidelines and Standards – *Revision 4Q15*
 - Signage Guidelines - *Underdevelopment*
 - Public Art Ordinance - *TBD*
 - Art Exhibit Policy and Guidelines

Notes:

1. Resource documents can be found at flydenver.com and SharePoint.
2. Documents noted above are for design concept and overall aesthetic review. This does include technical review requirements, as well as City and County of Denver Building Code and Permit review and requirements.



Design Review Committee





DENVER INTERNATIONAL AIRPORT

DEN

Introduction to DEN Processes From Fluffy to Firm



David Mashburn, Director of Facility Services

DENVER INTERNATIONAL AIRPORT

March 8, 2016

PRIMARY POINTS OF DEN DESIGN PRINCIPLES

- DEN Design Values
- Experience Principles
 - Accessible Urbanism
 - Naturally Dynamic
 - Enjoyably Productive
 - Modern West Spirit
- A way of Design Thinking
- 11 Design Considerations
- Opportunities
- Sense of Place
 - Must haves
 - Opportunities
- Design Review Committee

DEN DESIGN VALUES

DEN DESIGN VALUES

Core Design Fundamentals

- Authentic
- Sophisticated
- Fresh
- Iconic
- Ease

**These terms should be used as a design matrix guideline. Design decisions made must answer to all of the above, or it is the wrong decision

Elements That Will Guide DEN Towards Their Goals

- Gateway to the Rocky Mountains
- Connectivity
- Authenticity of Place
- Sustainability
- Safety & Security

Our Target Customer Segments



EXPLORERS

Experienced yet enthusiastic travelers who seek novelty and adventure. These optimists enjoy seeing new sights, trying the latest travel app, shopping at the newest boutique, and capturing it all on their Instagram feeds. They are energetic and open-minded about new experiences and like to share their thoughts and opinions with others through social platforms.



ELITES

Frequent travelers who value status and are both career- and family-oriented. They're on the move and have high standards for the travel experience – from access to every convenience on a business trip to options for keeping the kids entertained on a family trip.

DEN helps travelers feel more empowered to make the most of their time and keep their lives moving during their travel journey by offering options that balance work and play and a unique experience that embraces both global sophistication and the beauty and spirit of the modern West.

Extensive research has identified six distinct traveler types. Composites have been created which identify behaviors, demographics, attitudes about travel and lifestyle, as well as expectations about airports. From this group of six, two traveler types have been identified as most likely to contribute to the strategy for growth at DEN.

Developing deeper relationships with our target customers means that we increase their satisfaction and advocacy of DEN, leading to greater spending and connection frequency. Other customer segments will benefit from the "halo" effect.

To win the hearts of our customers and make our airport the connecting hub of choice for Elites, and to give our Explorers more to explore and engage with at DEN, we have developed strategic experience recommendations grounded by insights into the needs and behaviors of these, our most important travelers, based on a refreshed brand strategy and with an eye to what is happening at other leading airports.

We have established these Design Principles to activate our brand strategy. All of these recommendations are focused on getting our Elites and Explorers to say:

"Wow, I didn't know I could do that at an airport!"

BRAND EXPERIENCE PRINCIPLES

ACCESSIBLE URBANISM



SOPHISTICATED
MODERN
ENERGETIC
SYSTEMATIC

Only DEN effortlessly balances your everyday needs with your desire for delight. We combine our sophisticated sensibility with authentic Colorado style by offering retail, dining and service options that are both locally rooted and globally relevant.

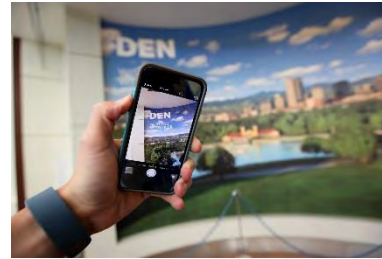
NATURALLY DYNAMIC



VIBRANT
MOVEMENT
TEXTURE
FLEXIBLE

DEN is nothing if not iconic. With the majestic Rocky Mountains towering in view, we invite the region's renowned outdoor beauty inside our walls through open, clean, airy environments and engaging moments that reflect Colorado's natural vibrancy.

ENJOYABLY PRODUCTIVE



INTUITIVE
SIMPLE
FORM + FUNCTION
UNEXPECTED

DEN helps you fly through your "must-dos" to get to your "want-to-dos" at the airport. We pair carefully curated spaces designed for both productivity and pleasure with efficient operations that reduce stress, save time and bring humanity back to the airport experience.

MODERN WEST SPIRIT



INNOVATIVE
APPROACHABLE
CONTEMPORARY
NATURAL

No airport is like DEN because no place is like the Colorado region. We bring our area's relaxed way to life at every corner: warm welcomes, casual comforts, friendly faces and an atmosphere that embraces our active lifestyle and innovative, independent mindset.

Page 11 - DEN Experience Principles Translated to Design Principle



ACCESIBLE URBANISM

The airport is a vibrant "cityscape," DEN effortlessly balances your everyday needs with your desire for delight. We combine our sophisticated sensibility with authentic Colorado style in the forms of retail, dining and service options that are both locally rooted and globally relevant.

What it means: Thoughtfully highlighting local favorites and strengths that also appeal to a globally savvy passenger and providing passengers access to the benefits of being in a city so that they get more out of their experience.

What it doesn't mean: A focus on the quantity of options and promising passengers that they can get everything done while at the airport.

NATURALLY DYNAMIC

DEN is nothing if not iconic. Topped by the always amazing peaked roof structures and staged before the majestic Rocky Mountains towering in the distance, the airport invites the region's renowned outdoor beauty inside its walls with open, clean, airy environments and engaging moments that reflect Colorado's natural vibrancy.

What it means: Creatively providing passengers with access to the outside and Colorado's natural setting; bringing the outdoors to the inside of the airport, and finding opportunities to display the dynamism of the region (e.g., digital displays that change seasonally).

What it doesn't mean: Making the design aesthetic and airport environment only about the Rocky Mountains.

ENJOYABLY PRODUCTIVE

DEN helps you fly through your "must-dos" to get to your "want-to-dos" at the airport. We pair carefully curated spaces designed for both productivity and pleasure with efficient operations that reduce stress, save time and bring humanity back to the airport experience.

What it means: Streamlined operations and well-designed environments and spaces that give passengers the power to move more efficiently through the airport and to have easier access to amenities.

What it doesn't mean: A focus on hyper-efficiency and catering to the need for productivity only in the context of the business traveler.

MODERN WEST

No airport is like DEN because, no place is like the Colorado region. We bring our area's relaxed way of life to every corner: with warm welcomes, casual comforts, friendly faces and an atmosphere that embraces our active lifestyle and innovative, independent mindset.

What it means: Capturing the spirit and optimistic energy of Colorado in the way we interact with our passengers, deliver services and amenities, and innovate to create a better passenger experience.

What it doesn't mean: Emulating stereotypes or cheesy interpretations of the West and of Colorado.

EXPERIENCE PRINCIPLE: ACCESSIBLE URBANISM

ACCESSIBLE URBANISM

SOPHISTICATED

MODERN

ENERGETIC

SYSTEMATIC



Experience Principles / Design Considerations



SPATIAL VOLUME

simple forms, scaled back to public intimacy, visually dynamic



COLOR

clear, strong, selectively used, statement color



MATERIALITY

traditional materials, wood, brick, metal, natural, weathered, raw



FURNITURE

simple forms, transitional styling



PLANNING

vernacular, urban, context, organic urban



LIGHTING

indirect, used as ID, luminous surfaces, fixtures as place definitions, manipulates to draw you in



NATURE

urban context of indoor/ outdoor - porosity of spaces, whether actual or visual



SENSORY AMBIANCE

tactile (actual and visual) acoustically live



VISUAL HIERARCHY

precedence of ID, signage, sequence of visuals controlled



EMOTIONAL DESIGN

feelings of wonder, surprise, nostalgia



IMAGERY AND GRAPHICS

textural, simple shapes, simple but visual imagery that is memorable

EXPERIENCE PRINCIPLE: NATURALLY DYNAMIC

NATURALLY DYNAMIC

VIBRANT

MOVEMENT

TEXTURE

FLEXIBLE



Experience Principles / Design Considerations



SPATIAL VOLUME

expansive, dynamic volumes, organically perforated enclosures



COLOR

color embedded in the materials, (not applied) "through body color"



MATERIALITY

wood, brick, metal, stone (clear finish)



FURNITURE

simple forms



PLANNING

organic, connections to outdoors



LIGHTING

filtered, repeating patterns, shadows, daylight (sunshine - real and perceived)



NATURE

interpreted in form and space - allusions to outdoor spaces



SENSORY AMBIANCE

light strongly manipulates perception - textural and comfortable - natural/fresh fragrance



VISUAL HIERARCHY

all elements leading you up



EMOTIONAL DESIGN

feelings of wonder and awe



IMAGERY AND GRAPHICS

organic shapes, curvilinear lines, natural colors, natural

EXPERIENCE PRINCIPLE: ENJOYABLY PRODUCTIVE

ENJOYABLY PRODUCTIVE

INTUITIVE

SIMPLE

FORM & FUNCTION

UNEXPECTED



Experience Principles / Design Considerations



SPATIAL VOLUME

simple forms, scaled back to intimacy, often organic



COLOR

predominate natural color with selective ID color



MATERIALITY

wood, steel, brick, stone – natural finish



FURNITURE

simple forms, often enveloping



PLANNING

linear sequencing



LIGHTING

luminous on reflective surfaces, direct



NATURE

evocative of natural forms



SENSORY AMBIANCE

tactile and cocooned



VISUAL HIERARCHY

sequences from big picture to details



EMOTIONAL DESIGN

feelings of conflict and ease



IMAGERY and GRAPHICS

natural forms/shapes, natural color with accents

EXPERIENCE PRINCIPLE: MODERN WEST

MODERN WEST

INNOVATIVE

APPROACHABLE

CONTEMPORARY

NATURAL



Experience Principles / Design Considerations



SPATIAL VOLUME

simple volumes manipulated in fresh ways – volumes pierced (actual/visual)



COLOR

color of natural raw materials, warm



MATERIALITY

wood, stone, metal used to articulate surfaces



FURNITURE

simple - refined, minimal



PLANNING

orchestrated sequences



LIGHTING

indirect, luminous surfaces, an articulating element



NATURE

indoor/ outdoor, porosity of spaces



SENSORY AMBIANCE

textural, place of light



VISUAL HIERARCHY

from big picture to details, but always looks up



EMOTIONAL DESIGN

feelings of wonder and serenity, de-stressing,



IMAGERY AND GRAPHICS

bold, simple shapes, linear,

A WAY OF DESIGN THINKING

DESIGN THINKING

Think back on your favorite travel destinations.

Often they are places you felt an almost instinctive connection to... sometimes feeling that you might have been there before... They seem close to something you remember, but you know this is your first time being there...

We believe these places are memorable because there is an implicit complexity about them. Often these places have organically grown, evolving over time to the needs of the current occupants, but always maintaining the integrity of the original place.

This inherent complexity of the place promotes connections, community, diversity, interaction, and observation – it is what most would call ‘character’

Which place do you have a virtual and visceral connection too?

Avignon or Canberra?

We think most people would choose Avignon...



CANBERRA, AUSTRALIA



AVIGNON, FRANCE



- Our airport will be an mix of Canberra and Avignon -- Developing ‘character’, while meeting the needs of the current occupants

A WAY OF DESIGN THINKING

DESIGN THINKING

The hope of this document is to enable design professionals to fulfill DEN's aspiration that the airport's architecture and interiors become a seamless, unified, embodiment of their Design Values and Brand Idea.

It is, in fact, a case for creation of a new place.

Our proposition is that place-making is realized in the melding of the virtual and the visceral. The idea of the virtual is ephemeral. It is very close to being something without actually being it. The idea of visceral is deep seated. It is instinctive, coming from strong emotions.

Our method to communicate the connections of the virtual and the visceral is through the use of metaphor. We have established 11 Design Considerations. Each Consideration has an assemblage of images which should be viewed metaphorically to convey an understanding of the associations, comparisons, or resemblance intended.

The first plate of images in each section identifies meaningful Colorado references. The subsequent plates illustrate how the consideration was achieved in the built environment of other facilities.

Our intent is to guide the 'characterization' of the facility. The insertion of places within a place. Building a sense of connection and community that is uniquely DEN. Creating a sense of engagement through implicit complexity – which is tactile and human scaled. Acknowledging that the facility is first and foremost, a place of assembly – public and private, flexible and complex, diverse and organic – with all the romantic affinities human beings crave from their most beloved places.



- Our intent is to guide the 'characterization' of the facility -- The insertion of 'places' within a place

Top 11 DESIGN CONSIDERATIONS

- This is an example of the 11 Design considerations
- The design considerations are not limited to these 11, but this raises the level of quality of the dialogue about design
- The pictures in the Design Principles book are metaphorical, not to be taken too literally



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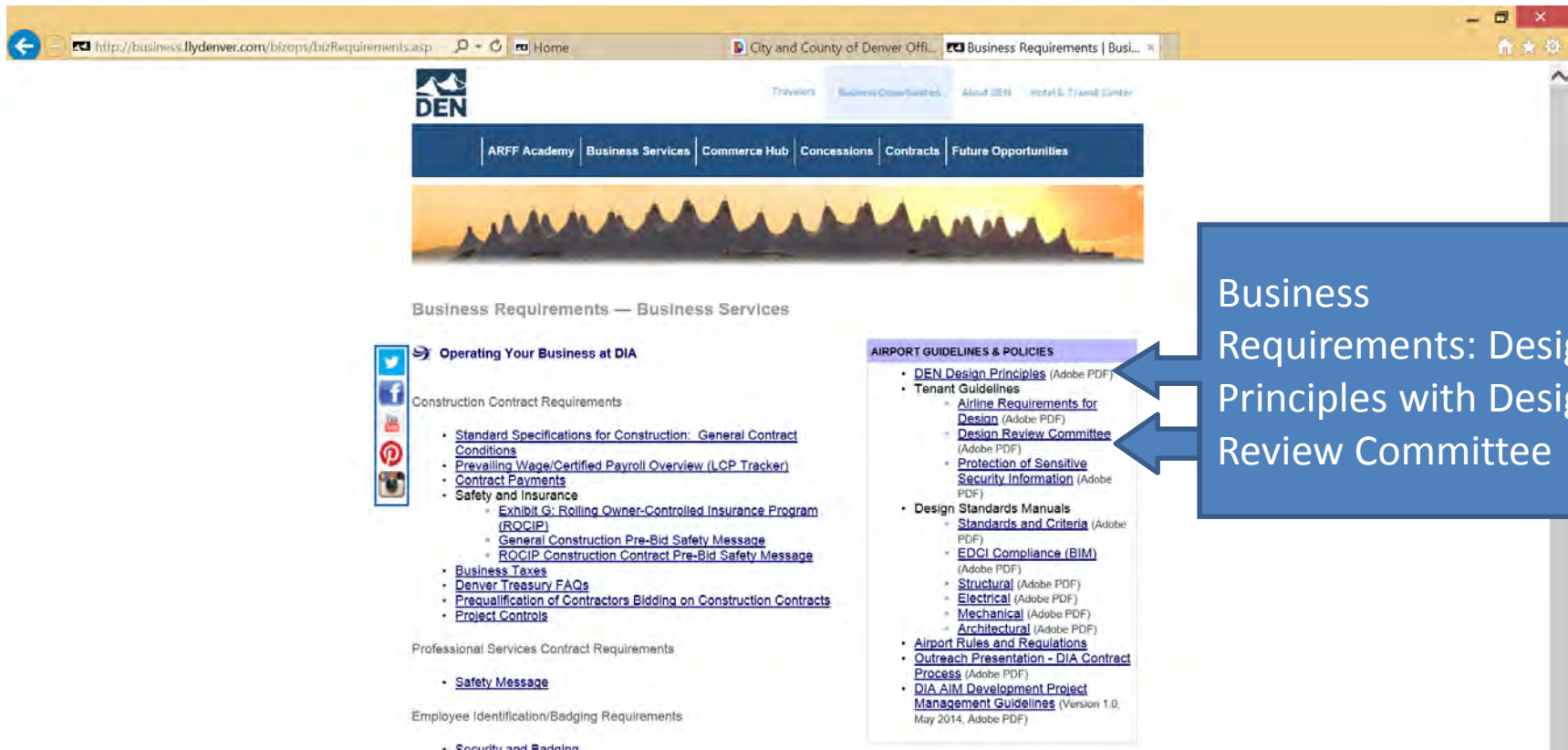
IMAGERY AND GRAPHICS

bold, simple shapes, linear,

Why do we have design principles and Design Review Committee? Guiding mutually beneficial change

- Good design comes from “Visioning” to assure alignment between ‘brand’ and finished product.
- Common Basis for Communication of Design “Opportunities” and “Considerations”.
- Training Design Review Committee members to be consistent with Design criteria and critiques.
- Most beneficial as a book to communicate our idea of design to designers designing space and form in and around our airport.
- Design can Reduce anxiety of traveling public

Where?: Design Principles



The screenshot shows the DEN Business Requirements website. A blue callout box on the right contains the text: "Business Requirements: Design Principles with Design Review Committee". Two blue arrows point from this box to the "DEN Design Principles (Adobe PDF)" link in the "AIRPORT GUIDELINES & POLICIES" section of the website.

Business Requirements — Business Services

- Operating Your Business at DIA
 - Construction Contract Requirements
 - Standard Specifications for Construction: General Contract Conditions
 - Prevailing Wage/Certified Payroll Overview (LCP Tracker)
 - Contract Payments
 - Safety and Insurance
 - Exhibit G: Rolling Owner-Controlled Insurance Program (ROCIP)
 - General Construction Pre-Bid Safety Message
 - ROCIP Construction Contract Pre-Bid Safety Message
 - Business Taxes
 - Denver Treasury FAQs
 - Prequalification of Contractors Bidding on Construction Contracts
 - Project Controls
 - Professional Services Contract Requirements
 - Safety Message
 - Employee Identification/Badging Requirements
 - Security and Badging

- AIRPORT GUIDELINES & POLICIES
- DEN Design Principles (Adobe PDF)
- Tenant Guidelines
 - Airline Requirements for Design (Adobe PDF)
 - Design Review Committee (Adobe PDF)
 - Protection of Sensitive Security Information (Adobe PDF)
- Design Standards Manuals
 - Standards and Criteria (Adobe PDF)
 - EDCI Compliance (BIM) (Adobe PDF)
 - Structural (Adobe PDF)
 - Electrical (Adobe PDF)
 - Mechanical (Adobe PDF)
 - Architectural (Adobe PDF)
- Airport Rules and Regulations
- Outreach Presentation - DIA Contract Process (Adobe PDF)
- DIA AIM Development Project Management Guidelines (Version 1.0, May 2014, Adobe PDF)

What else?: Design Review Committee

Technical Review Committee (TRC)

Contact commerce Hub

We meet once per Quarter to review new products for use at DEN.

We respond in writing to the applicant.

We make recommendations to the Specifications committee.

Specifications Committee meets once a Quarter to update our source document.

Every Project starts with latest Source document.

Design professional should request the source document from Project Manager.

Introduction to DEN Processes From Fluffy to Firm



David Mashburn, Director of Facility Services

DENVER INTERNATIONAL AIRPORT

March 8, 2016



DEN Capital Planning

DEN FP&A
DENVER INTERNATIONAL AIRPORT

Capital Project Approval

DEN Capital Program: Annual Evaluation (4Q)

- DEN analyzes various scenarios in order to understand its funding requests and capacity to fund those requests (metrics, market conditions, etc.)
- Leadership concurrently evaluates strategic initiative impacts and current infrastructure and safety requirements
- Final determinations are made by prioritizing those capital programs and projects that remain on the capital plan

DEN Capital Projects

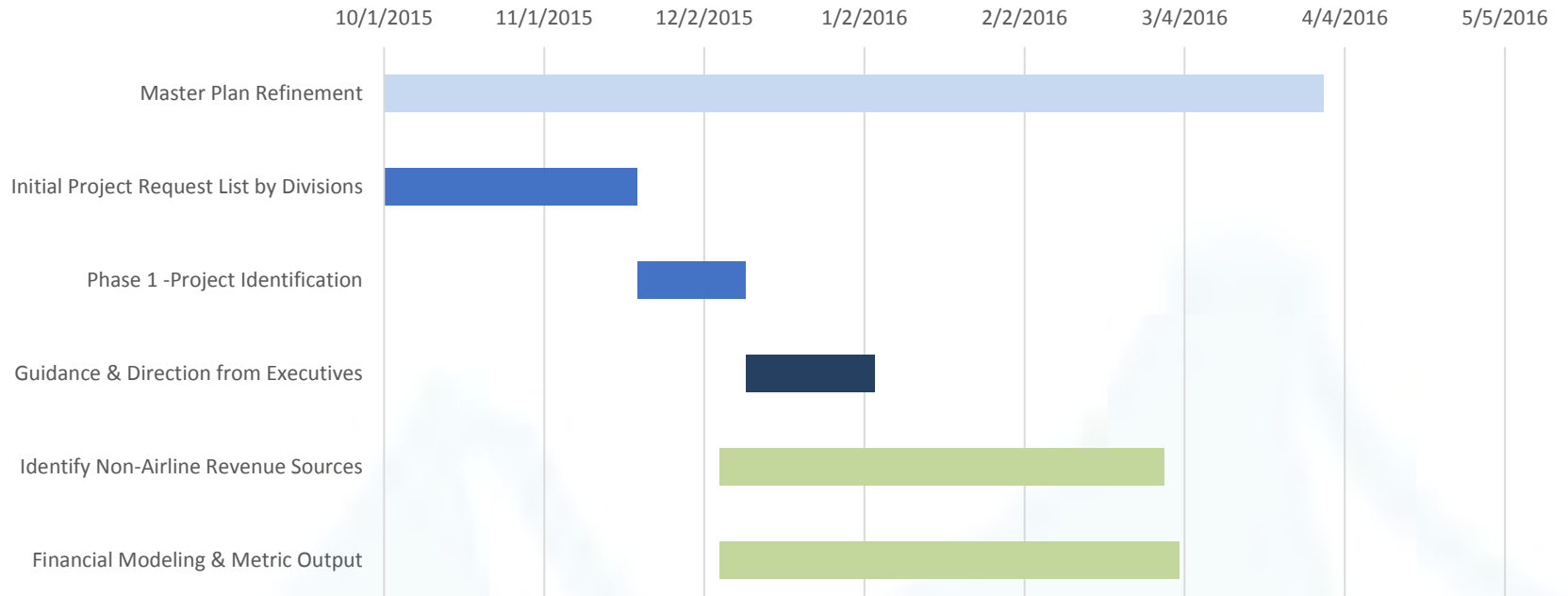
- Capital Projects that fall within the approved capital plan (or as priorities shift throughout the year) go through multiple approval stages
 - Projects are often first introduced and reviewed through the sponsoring division – Project Lifecycle, Business Case, and Defining Tollgates
 - Final business case to Finance, Capital Planning Committee (CPC), and the Executive Team (2-4 weeks)
- Capital Projects, though analyzed annually as part of the capital program, may be approved throughout the year as more detailed information is gathered

DEN Capital Program (2016-2020)

Capital Program Workshops

- New approach to the Capital Program includes the creation of workshops which consist of leadership and stakeholders who drive the reviews of each major project within a core capital program
- **Workshops will finalize the next year's capital program annually (4Q)**
 - Ensure strategies and priorities are shared across divisions before projects are approved
 - Decreases the need for last-minute scope changes while increasing efficiencies of other linked projects
 - Provides fluid movements and allows for quick adjustments to a major capital program
 - Focus on a 5 year plan with an understanding through 10 years
 - Essentially developing a rolling CIP

Current 2016 Capital Program Timeline



Master Plan
 Project Definition
 Financial Analysis
 Executive Guidance