



CONCESSION STANDARDS

Concourse Concession Design Guidelines

AUGUST 2012

DENVER | COLORADO | USA

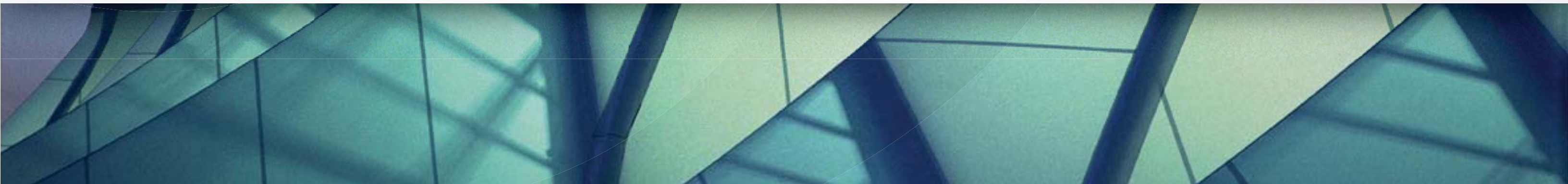






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1.0 INTRODUCTION

1.1 Denver International Airport

Located 23 miles northeast of Denver, CO, situated on a 53 square mile site, Denver International Airport is one of the largest, busiest and most successfully managed airports in the world. DIA maintains a strong reputation for its dedication to customer service, aviation safety, and traveler convenience. Additionally, DIA has a strict drive to uphold its commitment to high level aesthetics and evolve its design criteria so as to remain relevant and cutting-edge.

This document is the next step in the evolution of Concourse concession design at Denver International Airport. The recommendations and requirements herein are to steer DIA concessions into the future of international airport design, while maintaining that which is unique and special about Denver.

While the intent of this document is to help direct the Concessionaire and their design team in producing a design that satisfies both their functional requirements and the requirements of DIA, it is not possible to identify every design condition that may or may not be approved by DIA. Therefore, all designs are subject to review and approval by both Denver International Airport and the Airport's Retail Architect prior to installation. Concessionaires are solely responsible for the design, fabrication and installation of all concession components at their own expense.

1.2 Center Core Sense of Place

Concourse A, B and C Center Cores serve a specific and valued role in the experience of a DIA traveler. These areas connect travelers to the Subcores within the Concourses, to the transportation system between Concourses and the Terminal, and to the larger experience of having arrived at DIA. The Center Cores are the hub for Concourse activity and concessions and these areas must reflect this in their designs.

Center Cores are high traffic zones with lots of traveler movement and wayfinding. These concession areas are marked by their lofty ceilings, mezzanine levels, connections to the trains, and exterior glazing in the three designated food courts. They serve as Airport gallerias, bringing passengers together for retail, food and beverage, and service experiences between flights.

Diversity of storefront designs and brand identities are

highly encouraged in the Center Cores. These zones symbolize the Airport's High Street, the concentrated areas where superior quality shops and retailers are located. An array of storefront colors, materials and fonts will add to the retail experience and enhance travelers' time spent at DIA.

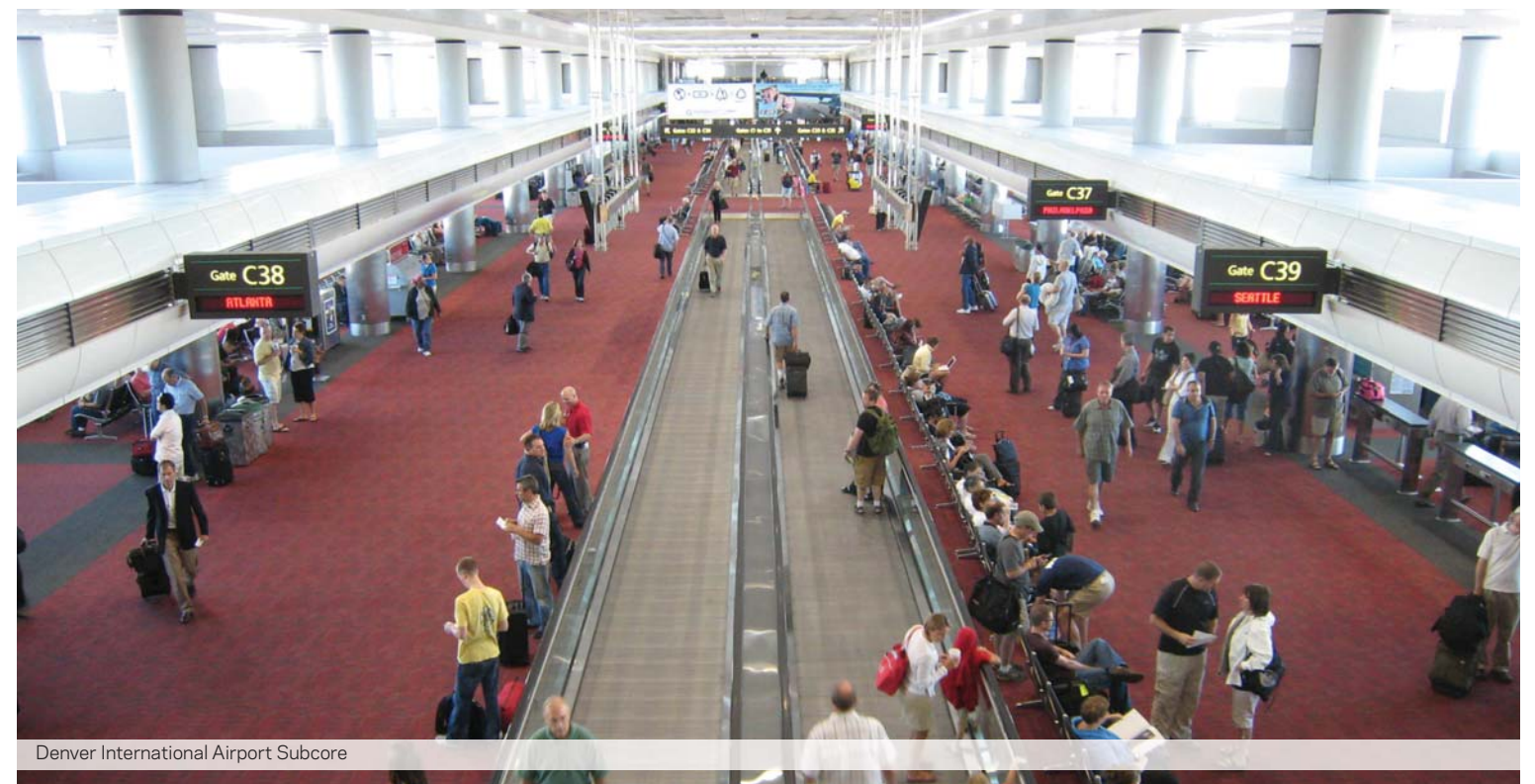
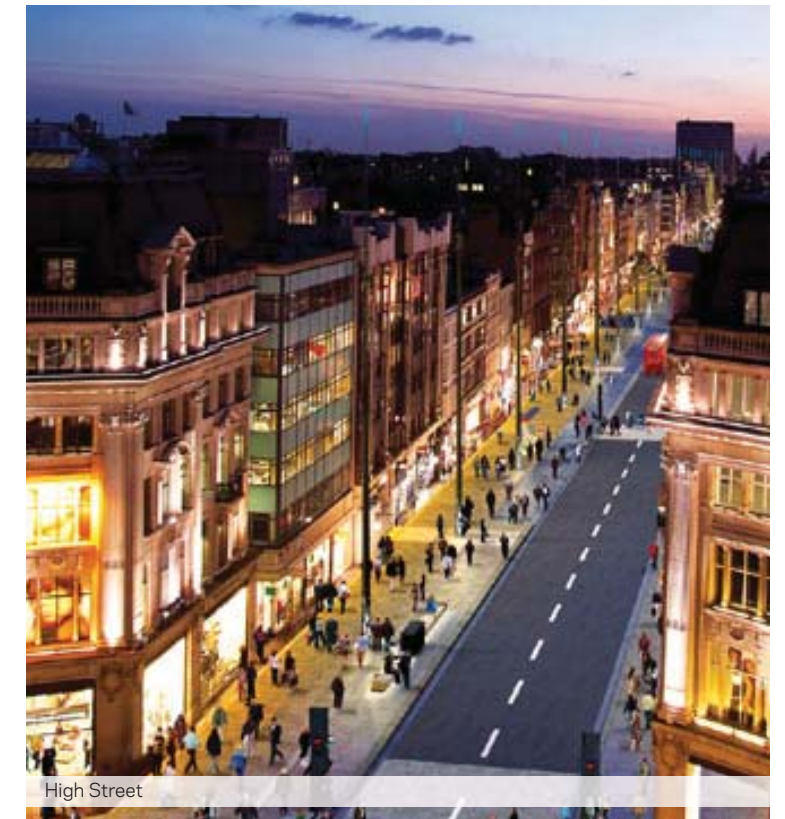
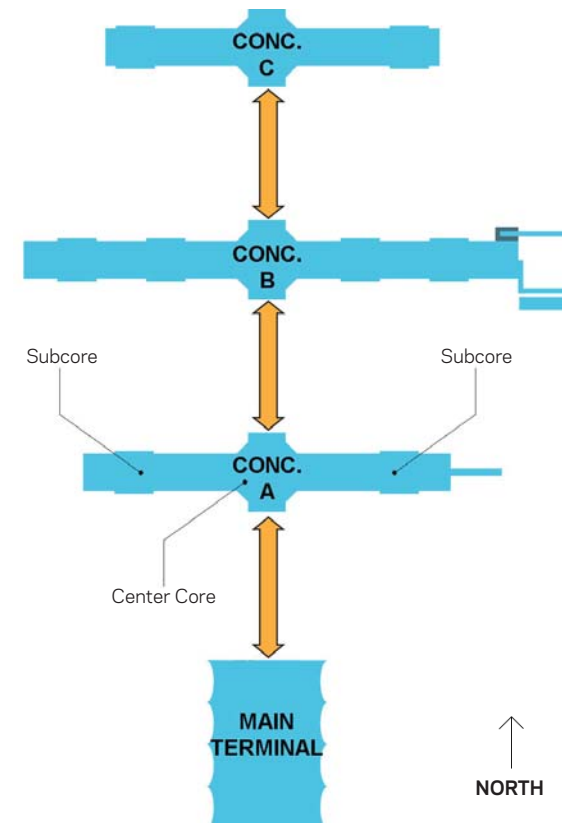
This document serves to set forth a set of guiding principles for the Center Core concessions, which all Concessionaires must adhere to, in order to provide a level of control to the design proposals in these areas. A number of Center Core unifying elements are detailed in the following sections that create a consistent approach to the concession designs. These elements set a framework for Center Core Concessionaire proposals and help to represent the sense of place for DIA.

1.3 Subcore Sense of Place

The Subcores in Concourses A, B and C represent a different, yet equally important, component of DIA's travelers' experiences. The concessions in these zones service passengers adjacent to their flight gates when they are disembarking from or waiting to board the planes. They are typified by long, linear corridors, lower ceiling heights, and proximity to base building airport seating. Concourse Subcores often project a more stationary feeling, as travelers may visit the concessions more than once while waiting in the gate lounges.

As is the case in the Center Cores, DIA recognizes the need to express brand identity and fosters an environment where concessions in Subcores are diverse and varied. Concessionaires are encouraged to select from a broad material palette, to vary storefront designs from their neighbors, and to express their concession personalities creatively.

This document creates a set of principles for Subcore concession design, which Concessionaires are required to observe. The items mentioned herein establish a consistency amongst Subcore concessions that serve to present a unified, cohesive approach to DIA concessions. Flexibility within these principles is permitted as long as the intent is maintained.



Denver International Airport Subcore

2.0 GENERAL NOTES

2.1 Design Objectives and Criteria

As a world-class international airport, Denver International Airport concessions must reflect the contemporary architecture and design befitting such a renowned, successful destination. This document shall define a set of base criteria and standards for Concourse A, B and C concessions for both Concessionaire leased space and Airport base building locations as they relate to retail, food and beverage and service spaces.

All attempts have been made to work within the existing framework of the base building Airport conditions. The as-built conditions provide both positive design challenges and opportunities for current and future Concessionaires to express their brand identities. This document endeavors to allow for the gradual progression of new design proposals as Concessionaires come and go from the Concourses. It shall not hinder existing concession design but shall promote existing Concessionaires to update their leased spaces according to the following guidelines.

DIA encourages Concessionaires to express their brands and identities creatively within the parameters of the regulations outlined in this document. Concessionaires are expected to become familiar with the following sections and how they relate to the design process both to generate high-quality, modern concession designs and to expedite the design review process. This shall apply to all phases of design, from new construction, to mid-term upgrades, to signage upgrades, etc.

While all attempts should be made to represent the character of Denver and the state of Colorado through the use of materials, finishes and fixtures, Concessionaires are discouraged from tying their leased spaces to a particular aspect of the region's history. Nor should the concession spaces be obviously linked to a stylistic or historical time period. Concessionaire design proposals should be contemporary, timeless and should contribute to a forward-looking Denver International Airport.

2.2 Establishing As-Built Conditions

This set of concession guidelines is not intended to replace nor shall it supersede any details contained within the Concession Agreement. Similarly, should there be any discrepancies between items contained within these concession guidelines and the base building drawings, the base building drawings shall take precedent.

The Concessionaire shall be responsible for verifying any information contained within the base building drawings and specifications and the Airport makes no claims as to their accuracy or completeness. Concessionaire design proposals shall in no way damage or compromise any base building condition without express written permission from Denver International Airport. All site conditions and dimensions must be verified by the Concessionaire and confirmed against Concession Agreement drawings prior to receiving approval for final working drawings. Any deviations between this document, the Concession Agreement and the base building drawings must be specified and submitted by the Concessionaire.

All base building mechanical, electrical, plumbing and telecommunication services are to be located by the Concessionaire, as they relate to the leased space, and referenced in the appropriate drawings and documents. Concessionaires are required to incorporate these services into their design proposals and ensure that they remain unimpeded with allowances made for appropriate access. Additionally, Concessionaires are responsible for coordinating with the Airport such that all proper mechanical, electrical, plumbing and telecommunication services necessary for their leased space are available.

Concessionaires should contact their Project Managers to obtain previously submitted record drawings and specifications for their concession areas, which are available through the DIA Planning and Engineering Division Office of the Airport Office Building. The Concessionaire shall be responsible for verifying any information contained within the record drawings and specifications and the Airport makes no claims as to their accuracy or completeness.

Concessionaires should contact their Project Managers for any clarifications to the Concession Agreement or other additional aspects of the design review process, as outlined in the "Design Review Process" section of this document.



Denver contemporary architecture



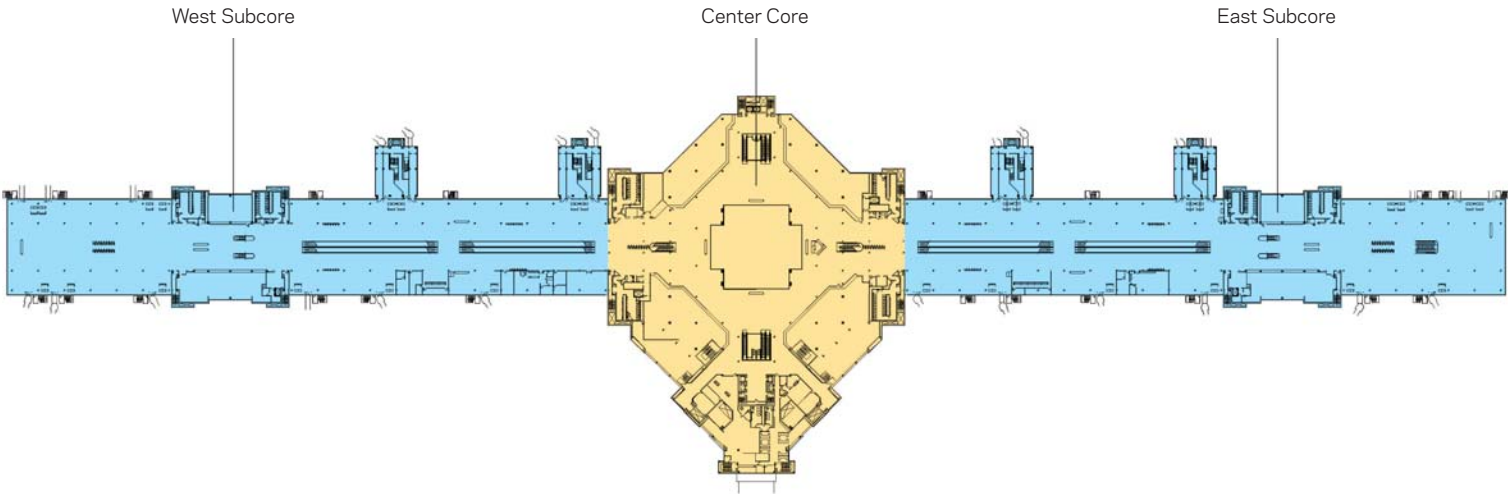
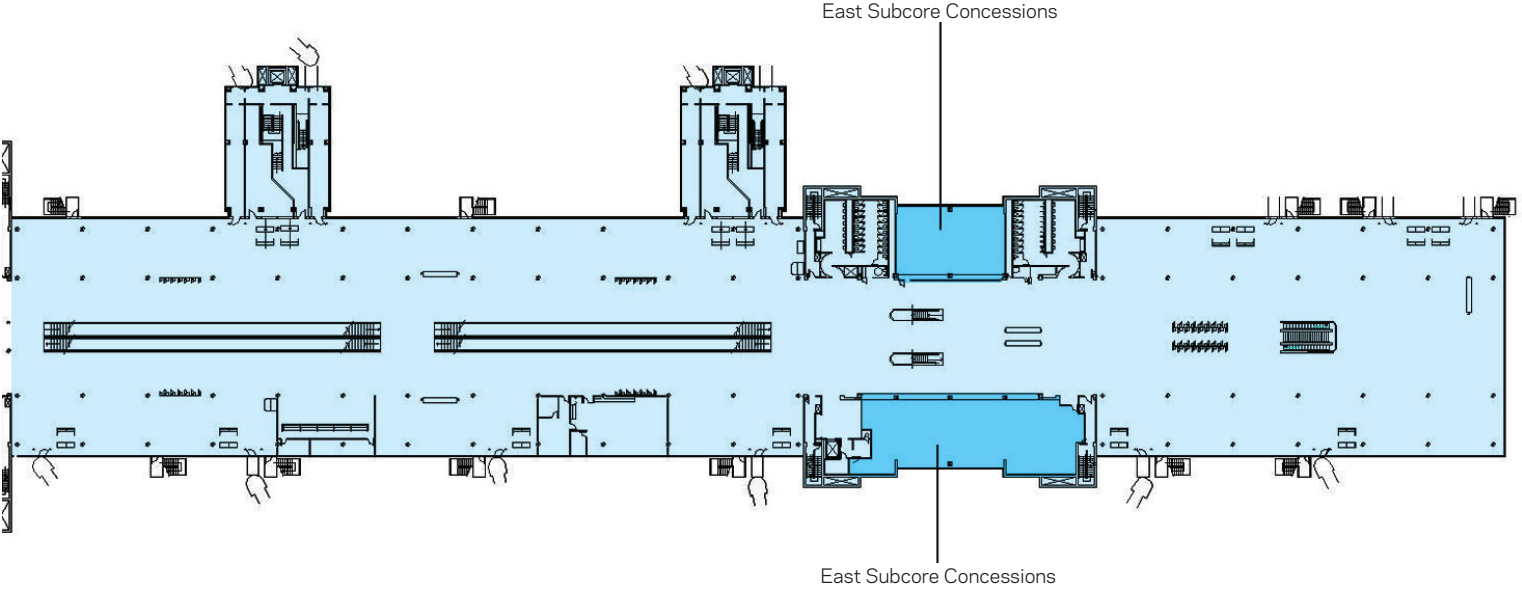
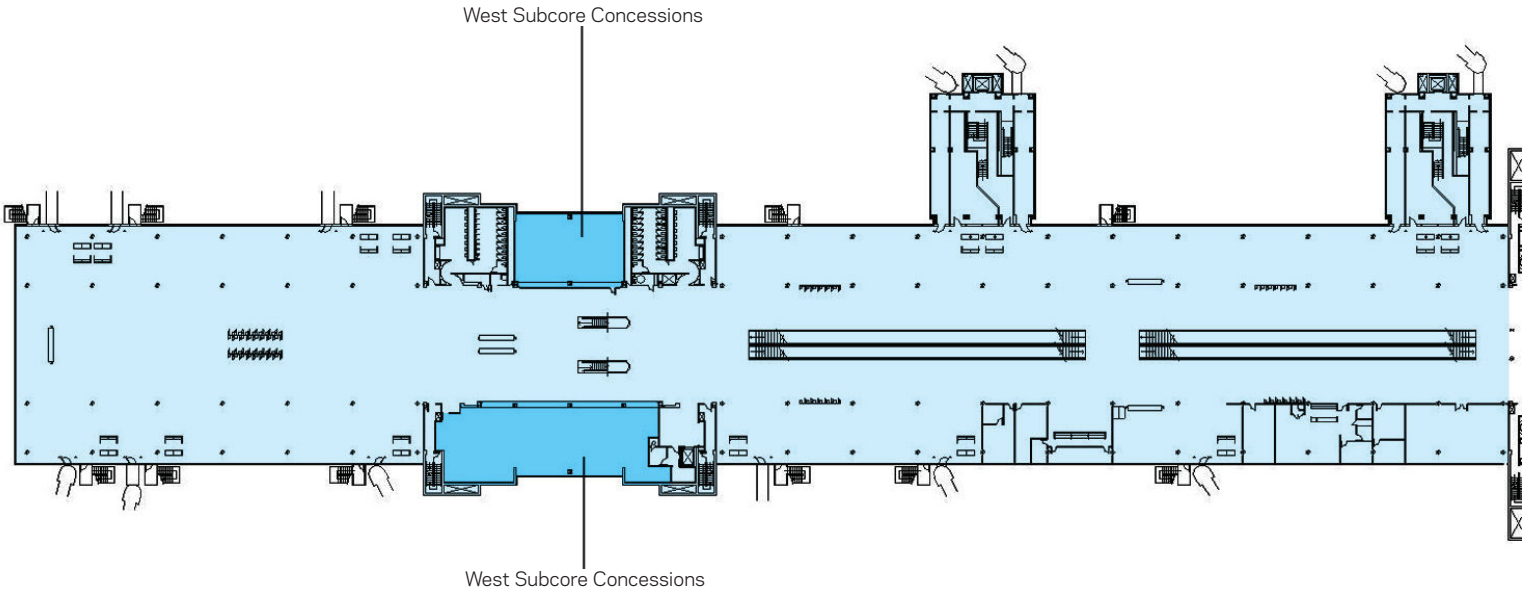
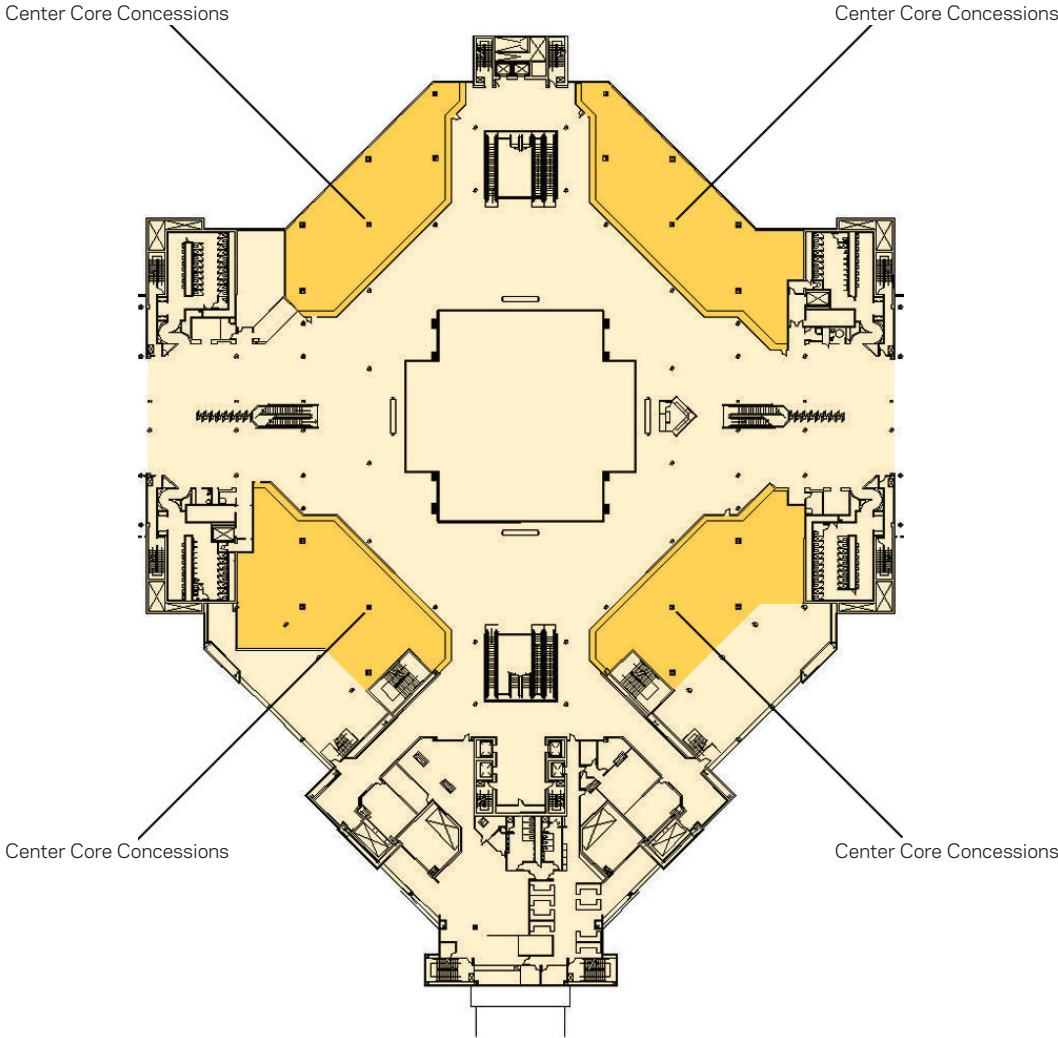
Denver contemporary architecture



Denver International Airport set in the Rocky Mountains

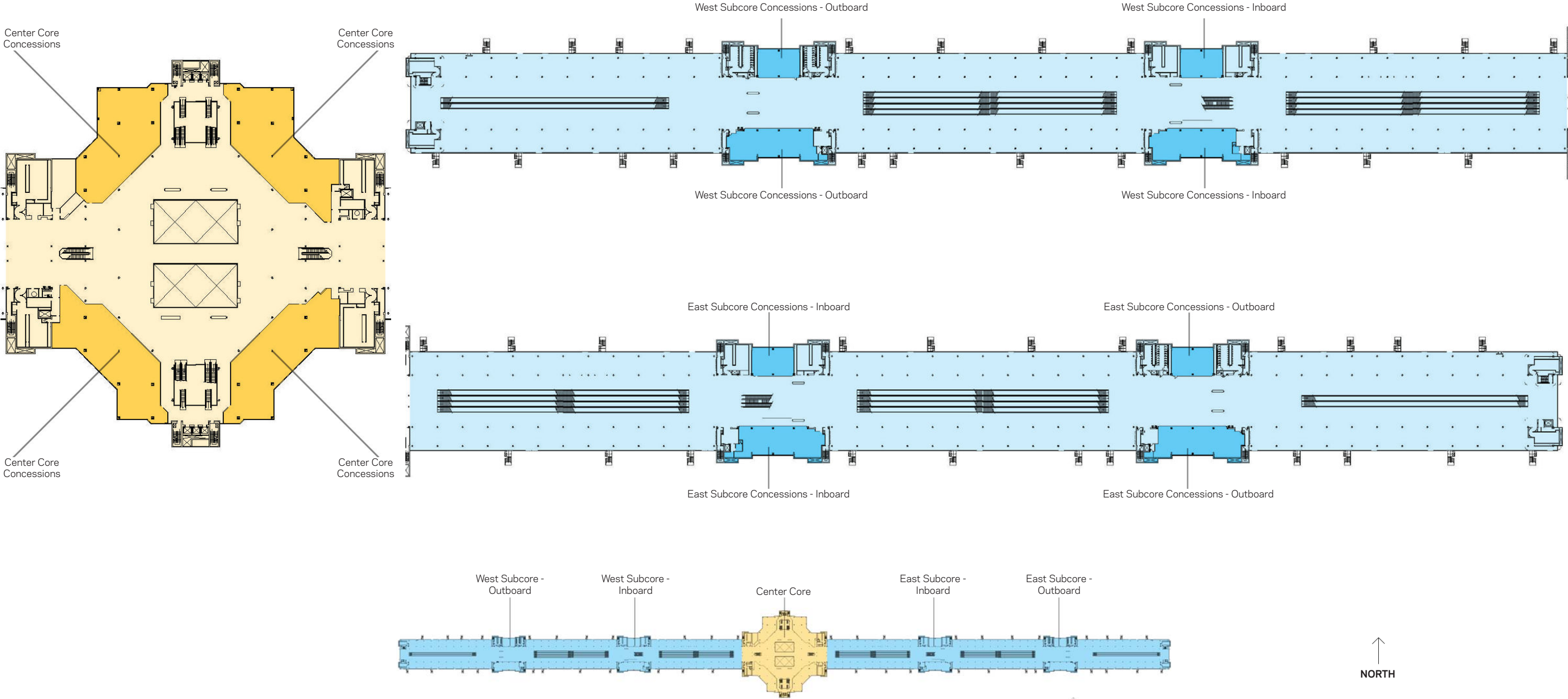
2.0 GENERAL NOTES

2.3 Concourse Concession Areas - Concourse A



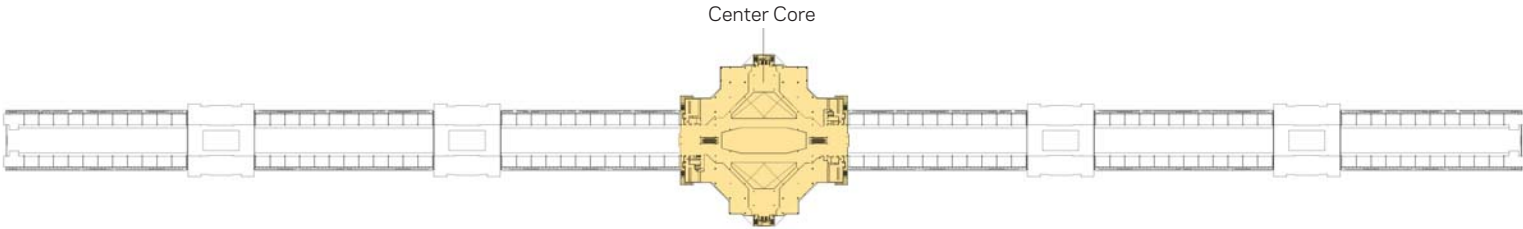
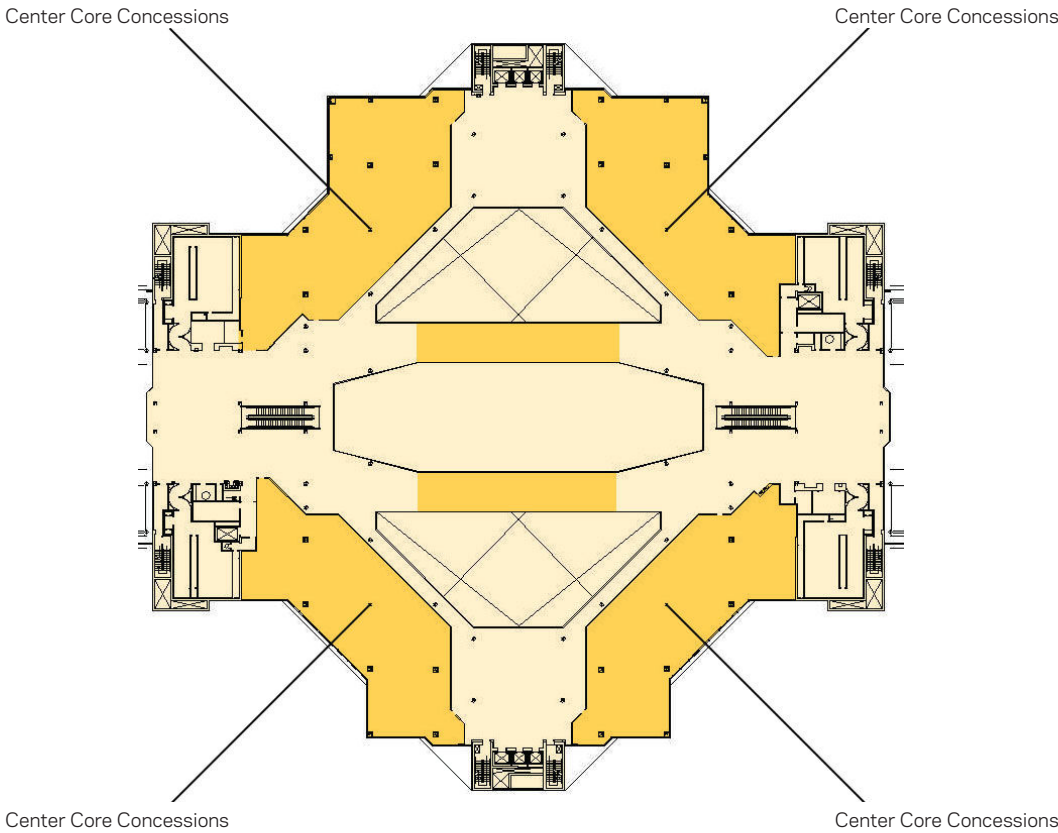
2.0 GENERAL NOTES

2.3 Concourse Concession Areas - Concourse B



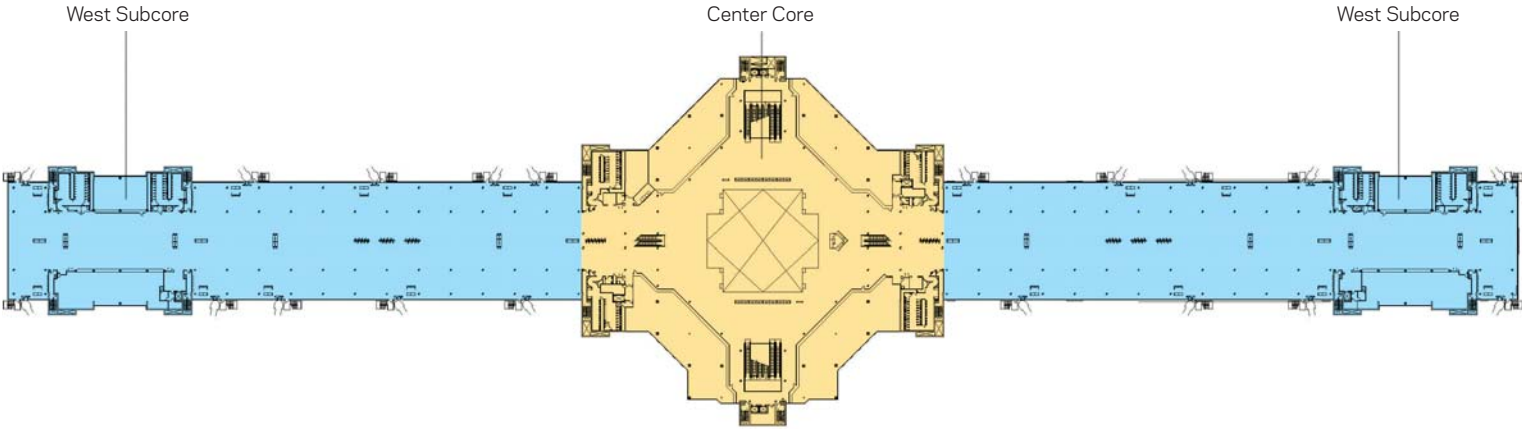
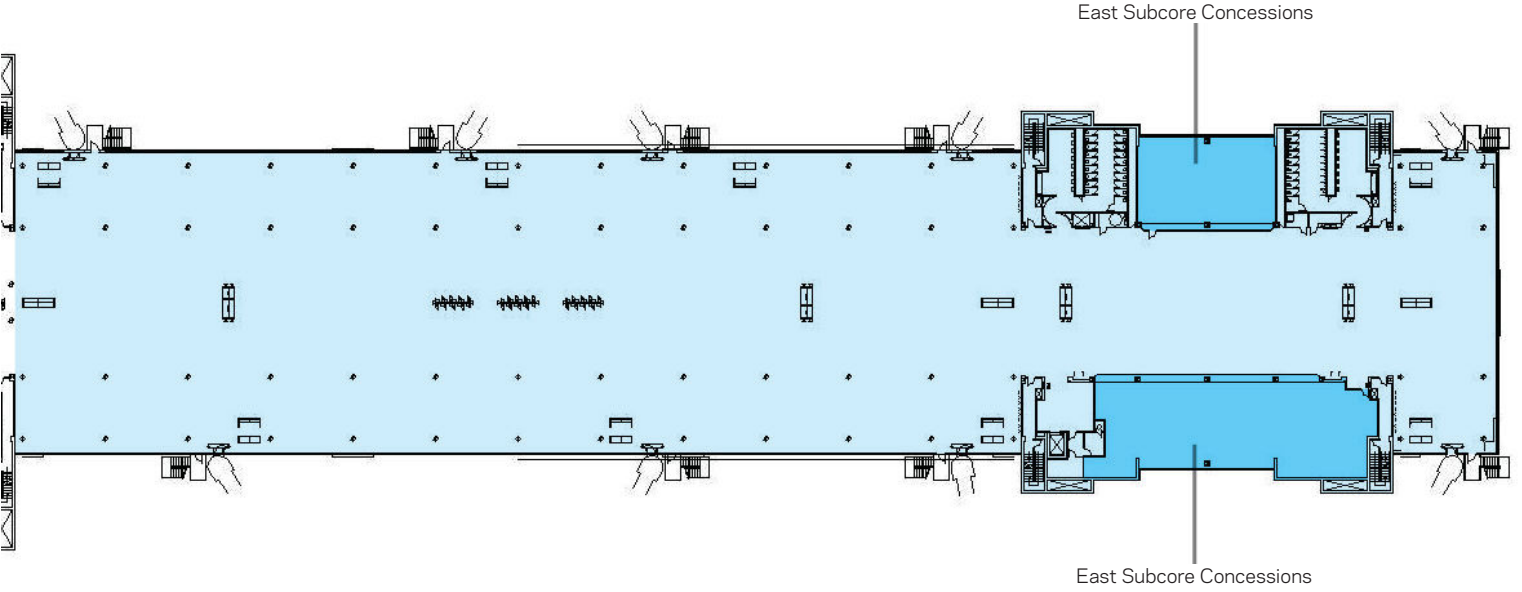
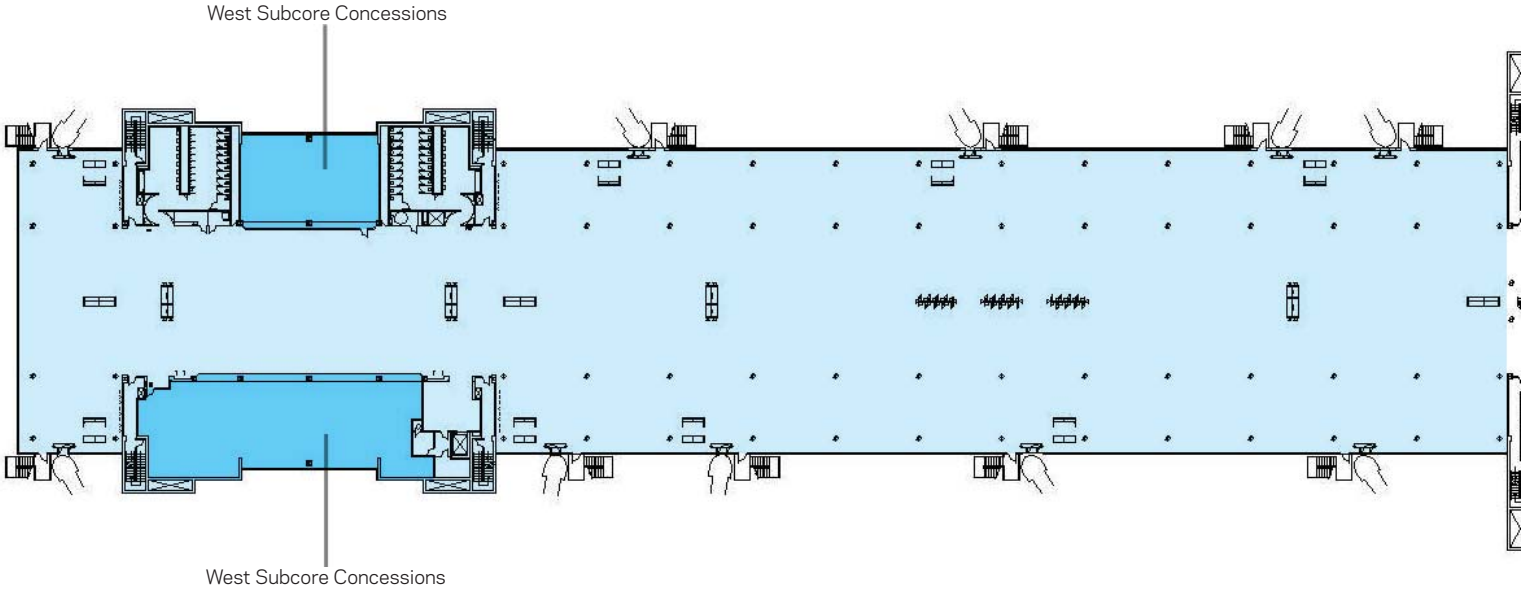
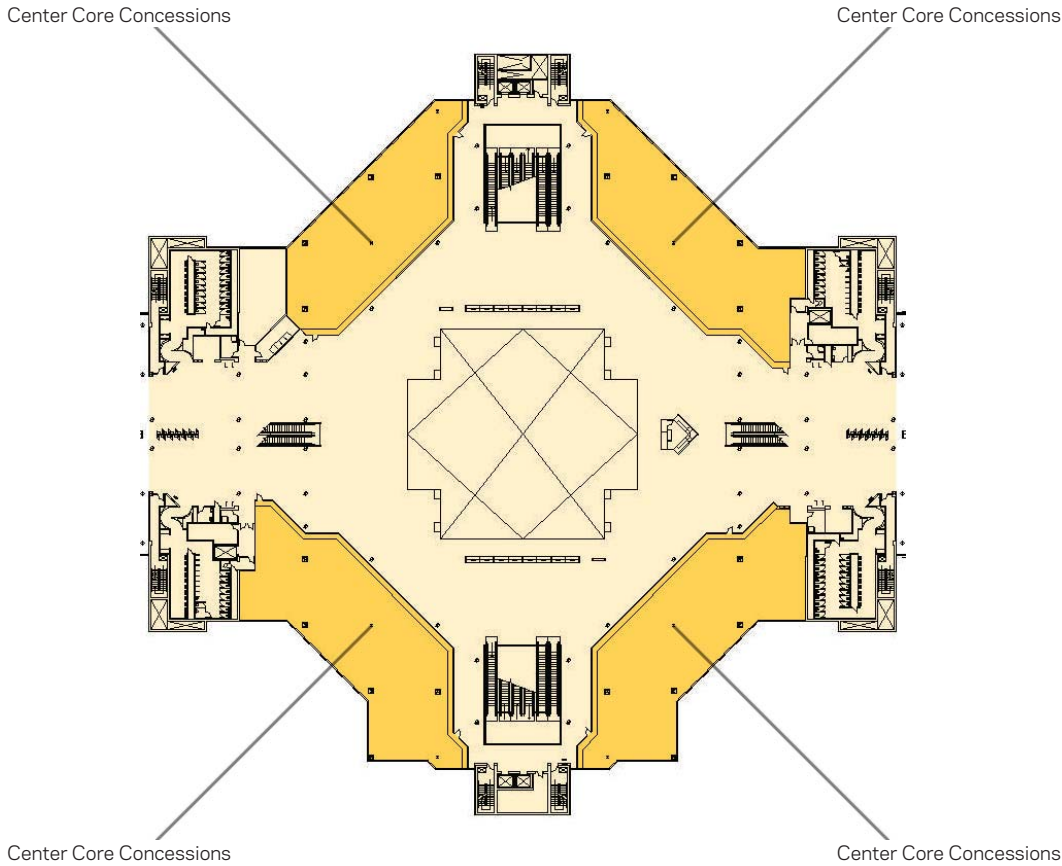
2.0 GENERAL NOTES

2.3 Concourse Concession Areas - Concourse B Mezzanine



2.0 GENERAL NOTES

2.3 Concourse Concession Areas - Concourse C



3.0 STOREFRONTS

3.1 Storefront Guidelines

Storefront design is critical in creating the identity for Denver International Airport in-line concessions. High quality storefront design will help to establish DIA as a leader in airport concessions and will help to improve overall retail, food and beverage, and service sales.

Storefronts offer DIA travelers their first glimpse of Concessionaires' brand identity and personality and therefore must be easily legible and well-maintained. They must provide a level of visual interest that is engaging yet in keeping with the guidelines set forth in this document. Approved and prohibited material types are depicted in more detail in the "Materials and Finishes" section of this document.

Storefront construction must be securely anchored to the base building structural system, where such support is required.

3.2 Storefront Requirements

All Concessionaires are required to maintain a minimum of 70% storefront transparency through the use of glazing or open space. DIA encourages the use of completely open storefronts and/or full-height glazing where possible.

The storefront entry height shall be a minimum of 8'-0" in Concourse A, B and C Center Cores and 7'-6" in Concourse A, B and C Subcores. Entry widths shall be a minimum of 6'-0" in all locations. Storefront elements, other than Center Core sign shelves (see "Sign Shelves" subsection of this document), may not project more than 1'-0" beyond the Concessionaire lease line.

In situations where the Concessionaire's area is sited such that it has more than one public face, each Concessionaire face shall be required to follow the criteria set forth in this document. Concessionaires may treat either or both faces as the primary means of entrance and egress.

All base building mechanical, electrical, plumbing and telecommunication fixtures and devices are required to be identified by Concessionaires and integrated into their storefront designs within their lease lines.



Clean, contemporary storefront with large expanses of glazing and open space



Open, corner storefront with suspended storefront signage

3.0 STOREFRONTS



Sign shelf with individually expressed, back lit pin-mounted lettering



Clean, contemporary corner storefront with large expanses of glazing and open space; brightly lit interior



Storefront portal with large expanses of glazing and open space



Storefront portal with large expanses of glazing



Storefront portal with large expanses of glazing and open space; brightly lit interior; individually expressed signage lettering

4.0 STOREFRONT SIGNAGE

4.1 Signage Guidelines

Storefront signage and Concessionaire identification are major components in the overall appearance of DIA retail. DIA encourages and supports creative, imaginative and dimensional signage designs that conform to the below mentioned criteria.

Sign shelves, suspended storefront signage and storefront portals may depict only the store name, store logo or both. No other information or graphics may be conveyed on these signage elements.

Concessionaire signage may not interfere in any manner with Airport wayfinding signage, security cameras, or Life Safety System devices.

Signage lighting must be designed and fabricated to avoid glare, shadows, scallops, or light leakage from occurring unintentionally. All wiring, tubing, raceways, ballasts, transformers or any other mechanical or electrical equipment associated with signage lettering and logos must be concealed from public view. No exposed signage fasteners or brackets shall be permitted unless they are part of the overall design intent and, as such, are subject to review by DIA and their Retail Architect.

Vertical components of storefronts must maintain a minimum distance of 8" from the center line of the demising cap, which creates a 5" reveal, minimum, on either side of the concession space. (See Figure 12.)

Signage electrical requirements are to be furnished from the Concessionaire's electrical panel.

4.2 Sign Shelves

DIA encourages the use of sign shelves in all Concourse Center Core storefronts as a means to create a unifying and consistent element throughout. Flexibility and individuality of storefront sign shelves is permitted, maintaining that all sign shelves adhere to the following restrictions.

Storefront sign shelves shall be located 8'-0" (clear) above the finished floor in Concourse A, B and C Center Cores. Sign shelves shall be between 3" and 6" thick and may project no more than 1'-0" beyond the existing base building storefront soffit.

Sign shelves shall be finished in stainless steel or a similarly

durable, easily maintainable material. (See Figures 1 and 2.)

Concessionaires may elect not to employ a sign shelf in their storefront designs. However, all requirements regarding signage lettering and logos must be followed. In the event that Concessionaires do not incorporate a sign shelf into their storefront designs, signage lettering and logos are to be mounted to the base building storefront soffit, allowing space for hardware or fixtures as needed.

Sign shelf lettering and logos may be selected from one of the following permitted sign types:

- Individually expressed, reverse pan channel letters (halo lit) pin-mounted to sign shelf
- Individually expressed, internally lit (halo, face or side lit) LED embedded letters pin-mounted to sign shelf
- Individually expressed, dimensional metal, acrylic or wood letters (face or side lit) pin-mounted to sign shelf

Signage submittals proposing to use trim cap style lettering and logos shall be reviewed on an individual basis for finishes and detailing quality and are subject to approval by DIA and their Retail Architect.

Sign shelf lettering and logos shall be a maximum of 1'-4" high and between 2" and 4" deep.

Concessionaire sign shelves may continue into the retail space, at a minimum height of 8'-0" (clear) above the finished floor, in order to create a dynamic entry sequence.

4.3 Suspended Storefront Signage

In Concourse Subcores, Concessionaires have the option to install suspended storefront signage in order to help create a dynamic traveler experience. DIA encourages the creative use of material and color for suspended storefront signs in order to reflect the individual brands and identities of the Concessionaires according to the regulations mentioned.

All suspended storefront signage shall be supported 3" below the existing Concourse Subcore ceiling by two (2) stainless steel cylindrical posts measuring 1" in diameter. (See Figure 4.) Sufficient structural blocking behind the base building soffit condition must be provided by the Concessionaire in order to support the weight of the suspended storefront sign. Overall dimensions for suspended signage



Figure 1: Center Core sign shelves with individual, pin-mounted lettering



Figure 2: Sign shelf diagram

4.0 STOREFRONT SIGNAGE

(not including supporting posts) may not exceed 6'-0" in length, 1'-3" in height and 6" in depth. Suspended storefront signs are to be installed so that they are parallel to the storefront.

Acceptable suspended storefront signage materials include:

- Natural stone such as granite, marble or limestone
- Laminated or tempered cast, etched, sandblasted or back-lit glass (must conceal all fixtures and hardware from view by the traveling public)
- Metal such as stainless steel, copper, brass, bronze or aluminum - polished or satin finishes
- Finished premium grade hardwoods that meet American Woodworking Institute standards
- High performance paints or plasters
- Resin panels

Unacceptable suspended storefront signage materials include:

- Artificial stone, tile, wood, etc.
- Brick or artificial brick
- Textiles such as carpet or fabric
- Vinyl
- Plastic laminate
- Textured plaster or stucco
- Any material deemed to be low-quality, difficult to maintain or aesthetically unacceptable by DIA or their Retail Architect

Suspended storefront signage may be located anywhere along the storefront. However, Concessionaires are encouraged to separate the suspended signage from the entry location in order to maximize the storefront entry height. (See Figure 3.)

Signage lettering may either project from or be recessed into the suspended sign, to a maximum depth of 1.5" and a maximum height of 1'-0".

4.4 Storefront Portals

In Concourse Subcores where Concessionaires intend to utilize the band the width of the storefront from 7'-6" above the finished floor to 9'-0" above the finished floor for signage (and do not intend to install a suspended storefront sign) they are required to provide a 2" reveal directly below the base building soffit. This reveal shall run the entire width of the storefront and create a distinct portal or entry sequence for travelers entering the concession. (See Figure 5.)

Storefront signage lettering at this portal shall not exceed 1'-0" in height. Lettering may project from or be recessed into the portal to a maximum depth of 3".

Refer to the "Storefront Systems" subsection in this document for permitted and prohibited storefront materials.

4.5 Prohibited Storefront Signage

The following are a list of prohibited storefront signage types:

- Animated, audible or flashing signs
- Backlit sign boxes
- Two-dimensional signs or lettering affixed directly to the Concessionaire's storefront or base building soffit
- Internally lit neon embedded pan channel letters, with or without face material
- Exposed or visible neon
- Signage using foamcore, cloth, paper or any other material deemed to be of low quality by DIA and their Retail Architect

DIA reserves the right to reject any storefront signage proposal it deems to be of inferior design, quality or durability.



Figure 3: Suspended storefront signage



Figure 4: Suspended storefront signage diagram



Figure 5: Storefront portal

5.0 ADDITIONAL SIGNAGE

5.1 Additional Signage Guidelines

DIA recognizes the important role that signage can play in any commercial environment. Concessionaires may employ multiple levels of signage such that every component works to create a unified message and uncluttered presentation.

Additional Concessionaire signage (lettering and/or logos) may be applied to the inside of the storefront glass or to the interior side of any storefront portal as part of the overall storefront design. Such signage shall be applied at a minimum of 3'-0" above the finished floor and shall be a maximum of 4" high. Such applied signage may be two-dimensional.

Vendor supplied, charge card or any other potential applied signage item must receive Airport approval prior to installation.

5.2 Blade Signs

DIA encourages the use of suspended blade signs in Concourse A, B and C Subcore locations. Blade signs can help travelers to recognize Concessionaire presence in the Subcores from great distances and will contribute to expressing the brand and identity of each retail, food and beverage, and service area.

All blade signs shall be supported 3" below the existing Concourse Subcore ceiling by two (2) stainless steel cylindrical posts measuring 1" in diameter. Sufficient structural blocking behind the base building soffit condition must be provided by the Concessionaire in order to support the weight of the blade sign and shall be designed to meet all applicable local, state and national building codes. Overall dimensions for blade signs (not including supporting posts) are to be 2'-6" in length, 1'-3" in height and 3" in depth. Blade signs are to be installed so that they are perpendicular to the storefront and centered between existing Airport base building downlights. (See Figures 6, 7 and 8.)

Acceptable blade sign materials include:

- Natural stone such as granite, marble or limestone
- Laminated or tempered cast, etched, sandblasted or back-lit glass (must conceal all fixtures and hardware from view by the traveling public)
- Metal such as stainless steel, copper, brass, bronze or aluminum - polished or satin finishes
- Finished premium grade hardwoods that meet

- American Woodworking Institute standards
- High performance paints or plasters
- Resin panels

Unacceptable blade sign materials include:

- Artificial stone, tile, wood, etc.
- Brick or artificial brick
- Textiles such as carpet or fabric
- Vinyl
- Plastic laminate
- Textured plaster or stucco
- Any material deemed to be low-quality, difficult to maintain or aesthetically unacceptable by DIA or their Retail Architect

Concourse Subcore blade signs may depict only the store name, store logo or both.

5.3 Hours of Operation Signs

All Concessionaires are required to furnish and install one sign indicating the store's hours of operations that adheres to the following criteria. This item shall serve to unify all Concessionaire locations in Concourses A, B and C and provide a consistent branding message for DIA.

Hours of operations signs are to be 6" tall by 6" wide. They are to include either the Concessionaire's store name or store logo in the top 2 1/2"; the hours and days of operation in the following 2 3/4"; and the concession's DIA Space Number, General Manager phone number, and DIA feedback website in the bottom 3/4". Font size for the store name or store logo and the hours and days of operation must be legible from 3' away from the mounted sign. Font for the DIA Space Number, General Manager phone number, and DIA feedback website shall be 12 point Arial Rounded MT Bold. All hours of operations signs are to contain the DIA logo at 6" tall by 6" wide, over which store hour information is to be displayed. Concessionaires shall contact their Project Managers to receive specifications for the DIA logo. (See Figure 9.)

Concessionaires are to mount the hours of operations signs onto a strong, durable backing such as aluminum or hardwood and face the signs with a piece of 1/4" thick clear acrylic. Hours of operations signs shall be strongly affixed with adhesive or screwed to concession storefront systems at a height of 5'-0" above the finished floor to the center-line of the sign. Installation method shall largely depend on



Figure 6: Subcore blade signs

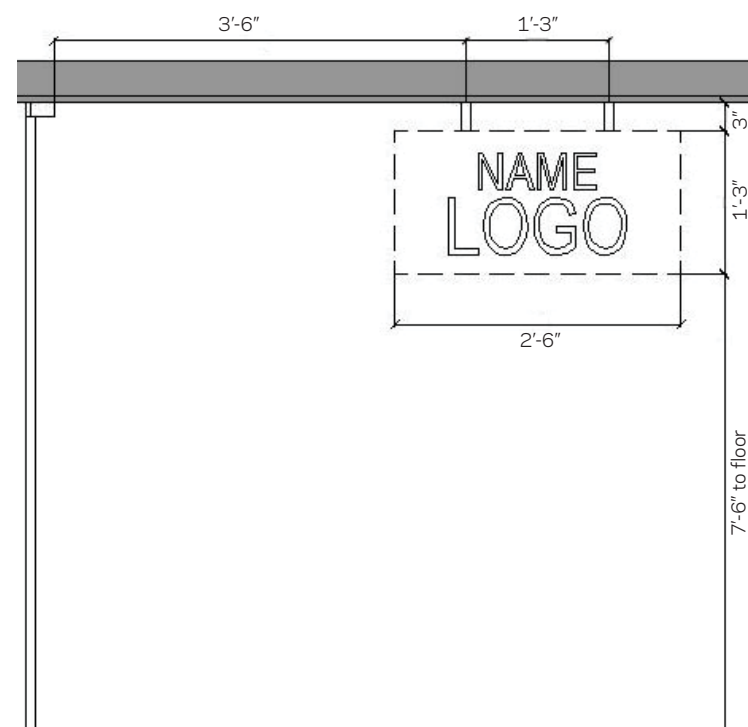


Figure 7: Blade sign elevation

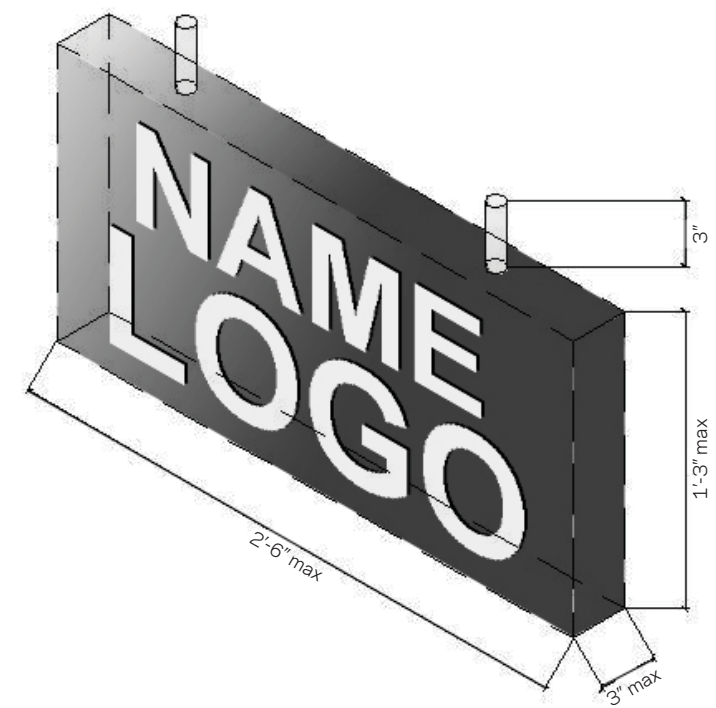


Figure 8: Blade sign diagram

5.0 ADDITIONAL SIGNAGE

storefront system materiality and coefficient of friction. All hours of operations sign fixtures and hardware are to be concealed from view by the traveling public. (See Figure 10.) Signs may be double sided to conceal adhesive from the inside store face.

Design plans for hours of operations signs shall be submitted to DIA for review and approval prior to installation.

5.4 Advertising and Promotional Signage

The use of base building conditions for advertising (other than storefront soffits) is discouraged though will be reviewed on an as-needed basis.

All freestanding advertising and promotional signage must be contained within the Concessionaire lease line throughout all hours of operation. Freestanding signs beyond the lease line are considered to be soft retailing and are prohibited at DIA in all retail, food and beverage, and service locations.

DIA reserves the right to request the Concessionaire remove any advertising or promotional signage it deems inappropriate. Alternatively, this signage shall be removed by the Airport at the Concessionaire's expense.

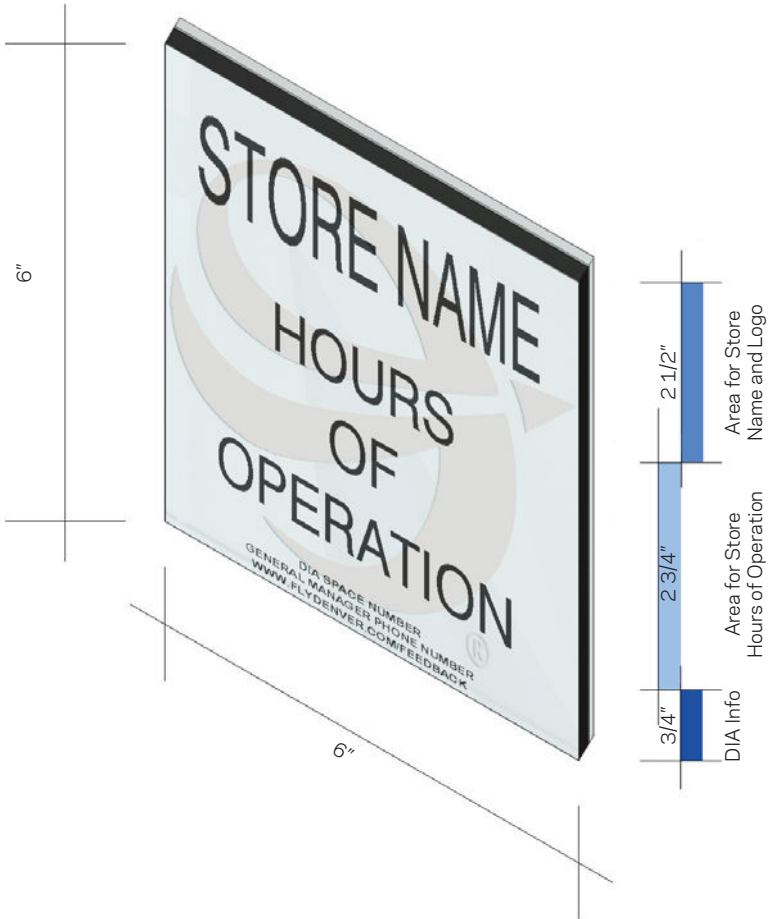


Figure 9: Hours of operation sign diagram

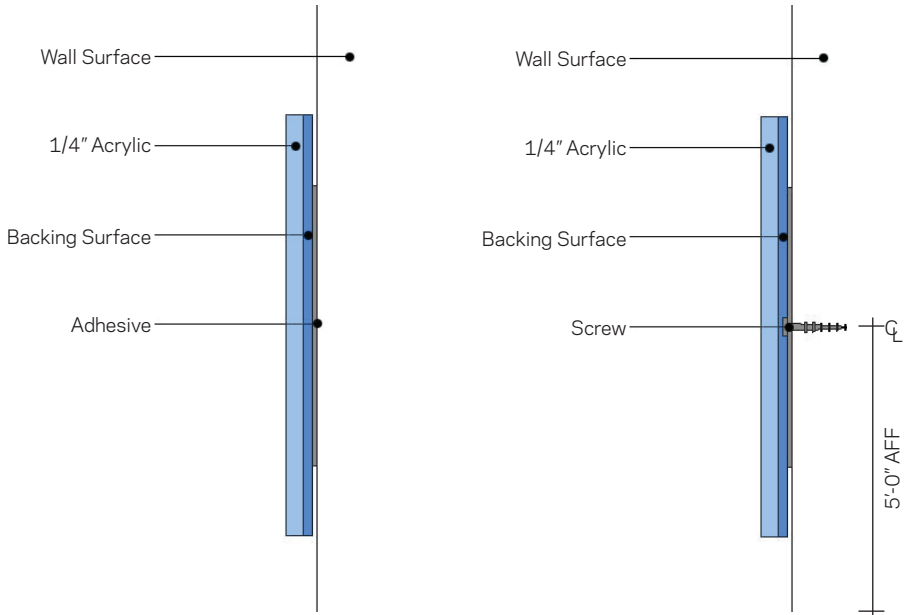


Figure 10: Hours of operation sign diagrams

6.0 DESIGN CONTROL ZONE

6.1 Design Control Zone Guidelines

DIA seeks to provide its travelers with a world-class concession experience. All aspects of Concessionaires' lease spaces contribute not only to this overall experience but also to the brand and identity of DIA.

Concessionaires are to adhere to the regulations regarding storefronts outlined above. Additionally, Concessionaires should pay special attention to other specified areas of their lease spaces including, but not limited to, 1) the entry zone, 2) display cases and 3) the Point of Sale (POS) area.

Everything within a Concessionaire's lease space that is visible to the traveling public shall be subject to review by DIA and the Airport's Retail Architect.

6.2 Entry

The Concessionaire entry zone is defined as the space bounded by the width of the storefront by a five foot depth into the store. This area is especially important to the presentation and merchandising of Concessionaire goods and wares.

Entry zone lighting design and material selection require special attention in order to create distinctive, high-design retail spaces. High-quality, durable and easily maintainable materials and finishes are to be used on the floors, walls, wall bases and ceilings in these highly trafficked areas. Lighting, materials and finishes in the entry zone must adhere to the regulations outlined in the "Materials and Finishes" and "Lighting" sections of this document.

DIA encourages the use of creative, thoughtful product displays that professionally showcase Concessionaire merchandise. Posters, banners or other advertising material are discouraged at the storefront or within the entry zone. Slatwall is discouraged within the entry zone.

6.3 Display Cases

Display cases provide Concessionaires with opportunities to exhibit their merchandise in a clear, organized manner. They can be strategically placed throughout a lease space to allow for product presentation, which may increase retail, food and beverage or service sales.

Storefront systems that utilize vertical, built-in display cases are subject to review by DIA and their Retail Architect and shall be approved on a case by case basis.

DIA encourages the use of built-in, well-lit, highly transparent display cases. Display case framework should be minimized with fixtures, hardware and lighting components concealed to the greatest extent possible from the traveling public.

Display cases shall conform to all applicable local, state and national building codes as well as the Americans with Disabilities Act (ADA) requirements with regards to counter heights when incorporated into point of sale casework.



Dynamic entry zone display window



Clean, organized entry zone display window

6.0 DESIGN CONTROL ZONE

6.4 Point of Sale

DIA requires that all Concessionaire point of sale (POS) locations be well-maintained and free from unnecessary clutter. Concessionaires shall organize POS counters such that impulse items do not hinder travelers' ability to queue or purchase merchandise. All POS storage is required to be concealed from the travelling public.

Lighting fixtures at POS locations shall be concealed where appropriate and shall not cause glare for Concessionaire customers or staff.

Concessionaires are required to maintain a 6" setback from the front edge of counters for any recessed areas for POS equipment. Acceptable countertop materials include:

- Natural stone such as granite, marble or limestone
- Laminated or tempered clear or colored glass
- Metal such as stainless steel, copper, brass, bronze or anodized aluminum
- Glazed ceramic, quarry or porcelain tiles
- Natural or clear finished wood
- Quartz or other solid surface materials

Unacceptable countertop materials include:

- Plastic laminate
- Artificial stone, tile, brick, wood, etc.
- Any material deemed to be low-quality or difficult to maintain by DIA or their Retail Architect

See the "Food and Beverage Guidelines" section in this document for additional POS regulations regarding food and beverage Concessionaires.



Well-lit, contemporary display areas



Organized, transparent display case



Uncluttered point of sale counter

7.0 DEMISING WALLS AND DEMISING CAPS

7.1 Demising Walls

Demising walls must extend to the underside of the base building structure and may not be used to support Concessionaire-designed fixtures, millwork or any other display systems. These items must be independently secured as demising walls are not designed to support wall mounted fixturing or millwork.

7.2 Demising Caps

Demising caps shall be installed at the terminating point of all demising walls. This design item is intended both to provide a consistent, neutral component throughout the in-line concession areas of the three Concourses and to contribute to the act of place making for Denver International Airport. The demising cap design is simple, contemporary, durable and is reminiscent of architectural features present in the City of Denver.

Concessionaires are to provide DIA demising caps constructed from one metal C-channel (C 6 x 13) and a 4 1/2" width piece of back painted tempered glass.

- C-channel is to be steel, primed, painted with Series 1081 Tnemec paint (low VOC, semi-gloss, color: Briquet)
- Tnemec contact information: Protective Coatings Intermountain, Inc. 303-431-7334
- 4 1/2" glass is to be 1/4" tempered glass, Forms and Surfaces, ViviChrome Chromis: VCR2431-01-H1, Configuration: Reflect, Color: White, Finish: Opalex
- Forms and Surfaces contact information: 800-451-0410
- Substitutions permitted pending Airport approval

All points for connection between the demising cap and the base building demising wall and ceiling conditions shall be pre-drilled. The C-channel and top and bottom anchor plates are to be shop welded, installed on the job site as a single unit, and are to come from the fabricator "finished". Only touch-ups shall be allowed in the field. The demising cap base anchor plate corners are to be designed with a 1/4" radius.

The demising cap shall be the full height, from the base building floor to the underside of the base building soffit in all Center and Subcores, of all Concourses.

Concessionaires are to consult with their Project Managers to acquire demising cap specifications and suggested demising cap glass manufacturers prior to construction.

Fabrication, installation and maintenance of demising caps shall be the sole responsibility of Concessionaires at their own expense.

Where concession spaces do not have a newly designed demising cap on either side of the storefront, the Concessionaire submitting a design proposal shall be responsible for the installation of two demising caps to be located on opposite sides of the Concessionaire's leased area. Where concession spaces have one newly designed demising cap on one side of the storefront, the Concessionaire submitting a design proposal shall be responsible for the installation of one demising cap to be located on the remaining side of their leased area. Where concession spaces are flanked by two newly designed demising caps, the Concessionaire submitting a design proposal has no responsibility for demising cap installation.

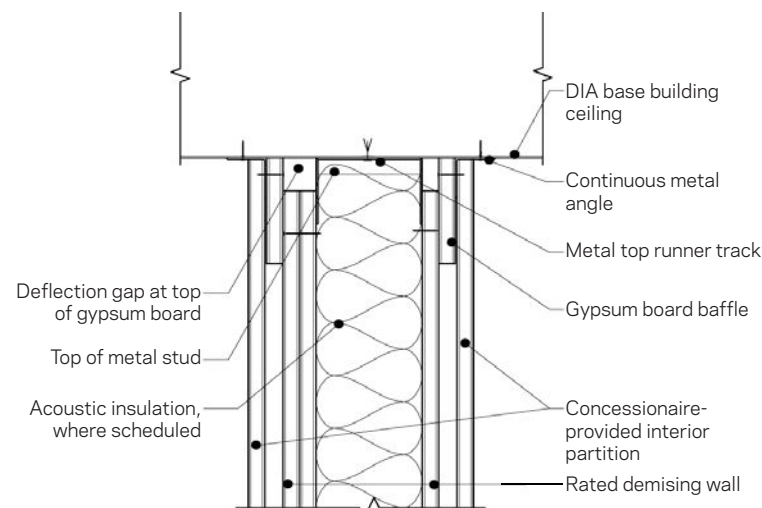


Figure 11: Demising wall head detail



Steel



Back painted, colored frosted glass

7.0 DEMISING WALLS AND DEMISING CAPS

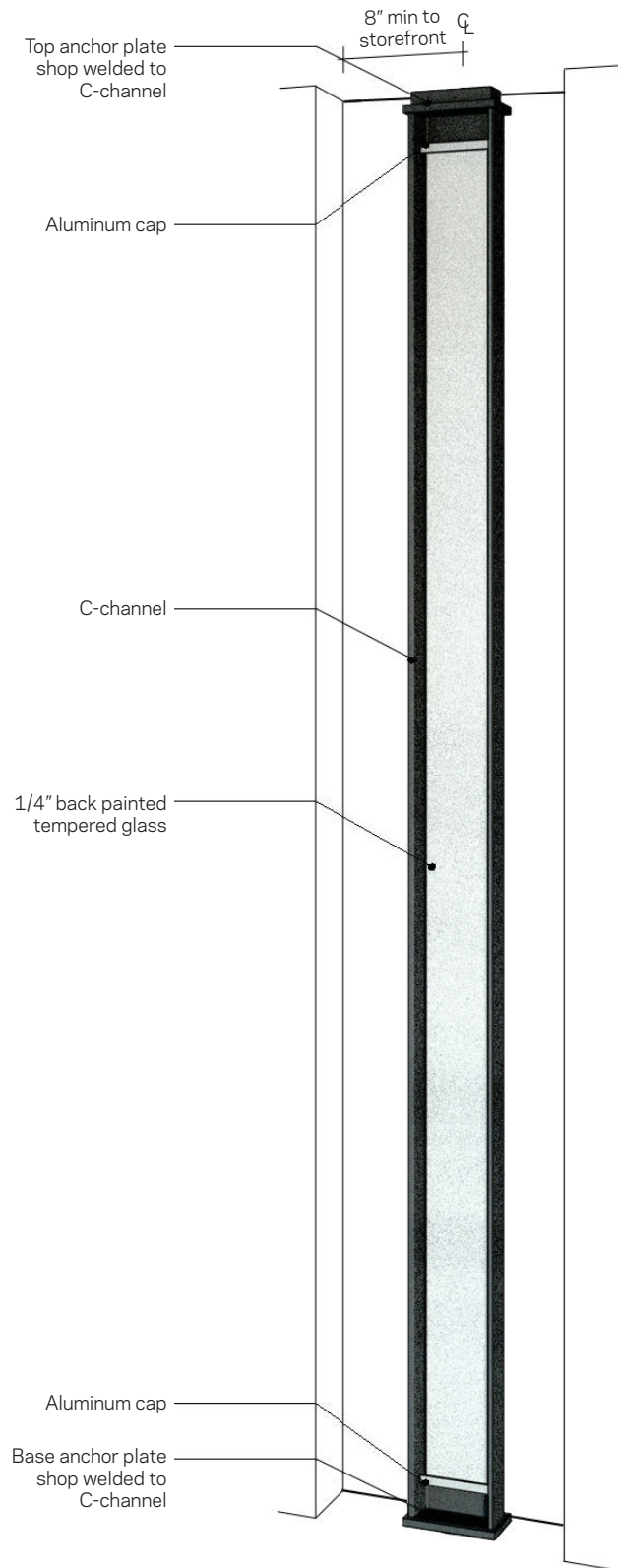


Figure 12: Concourse demising cap

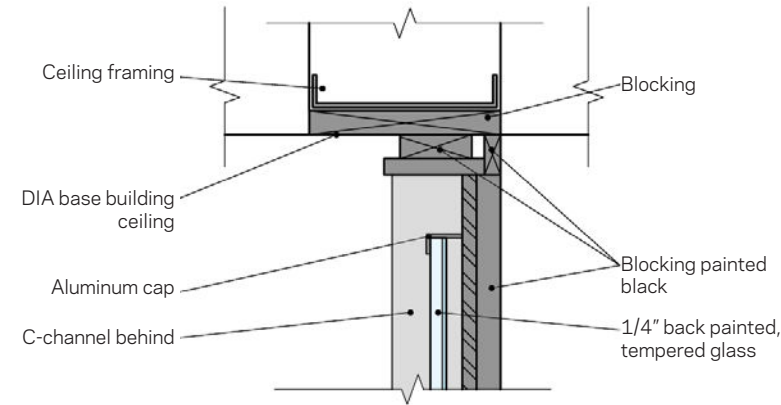


Figure 13: Concourse demising cap - Section view at top

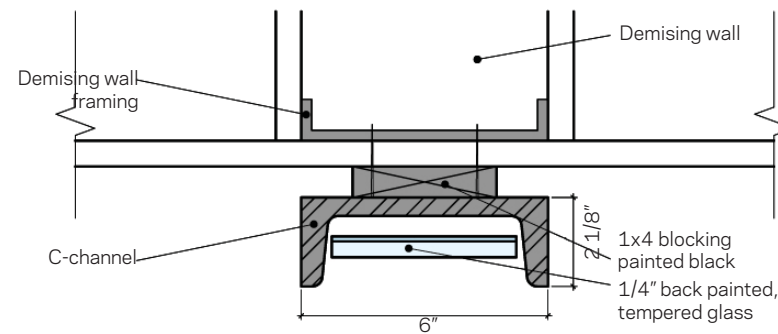


Figure 14: Concourse demising cap - Plan view

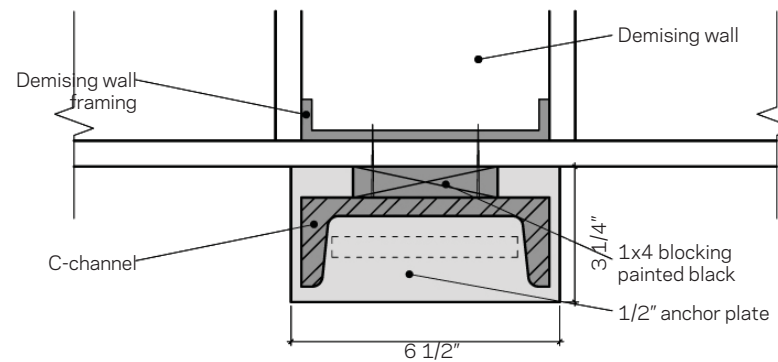


Figure 15: Concourse demising cap - Plan view at base

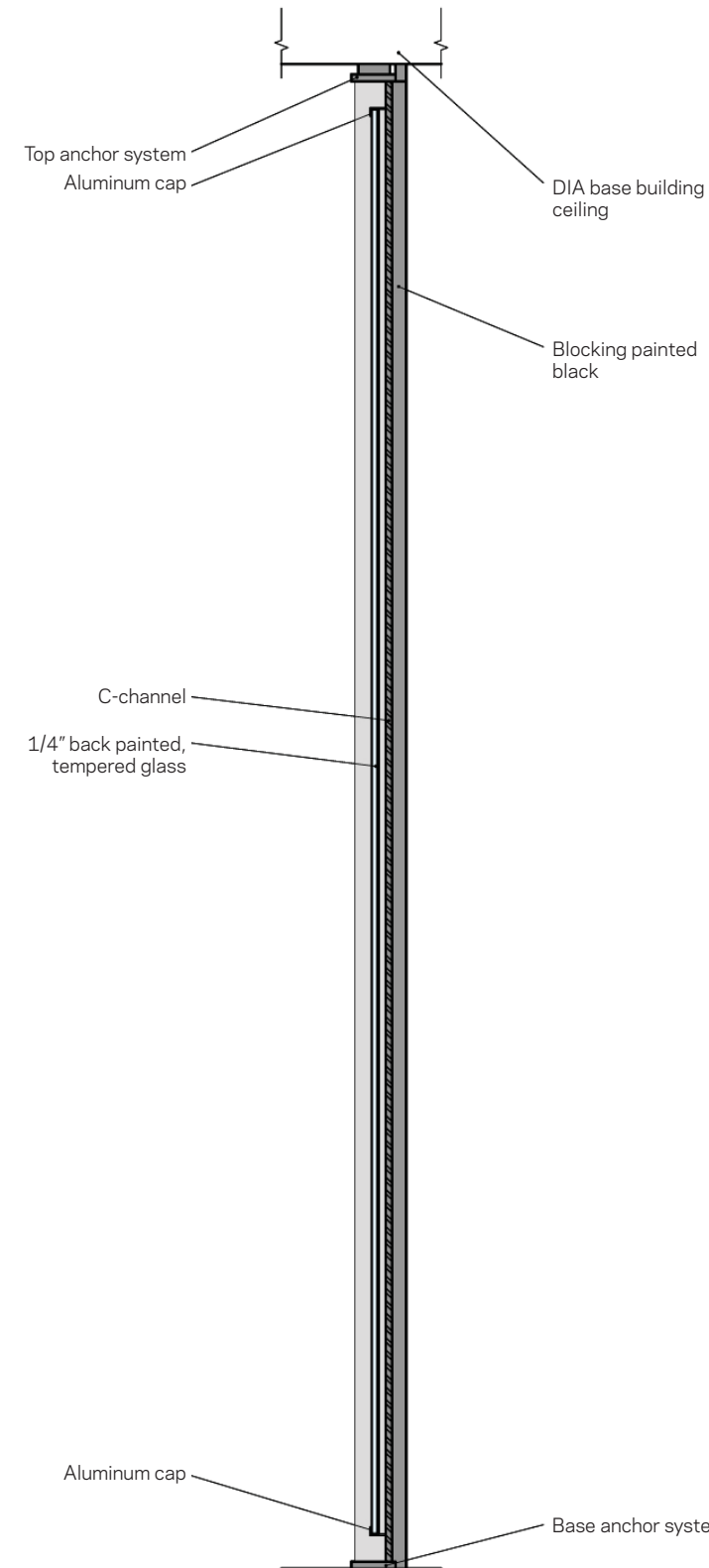


Figure 16: Concourse demising cap - Section view

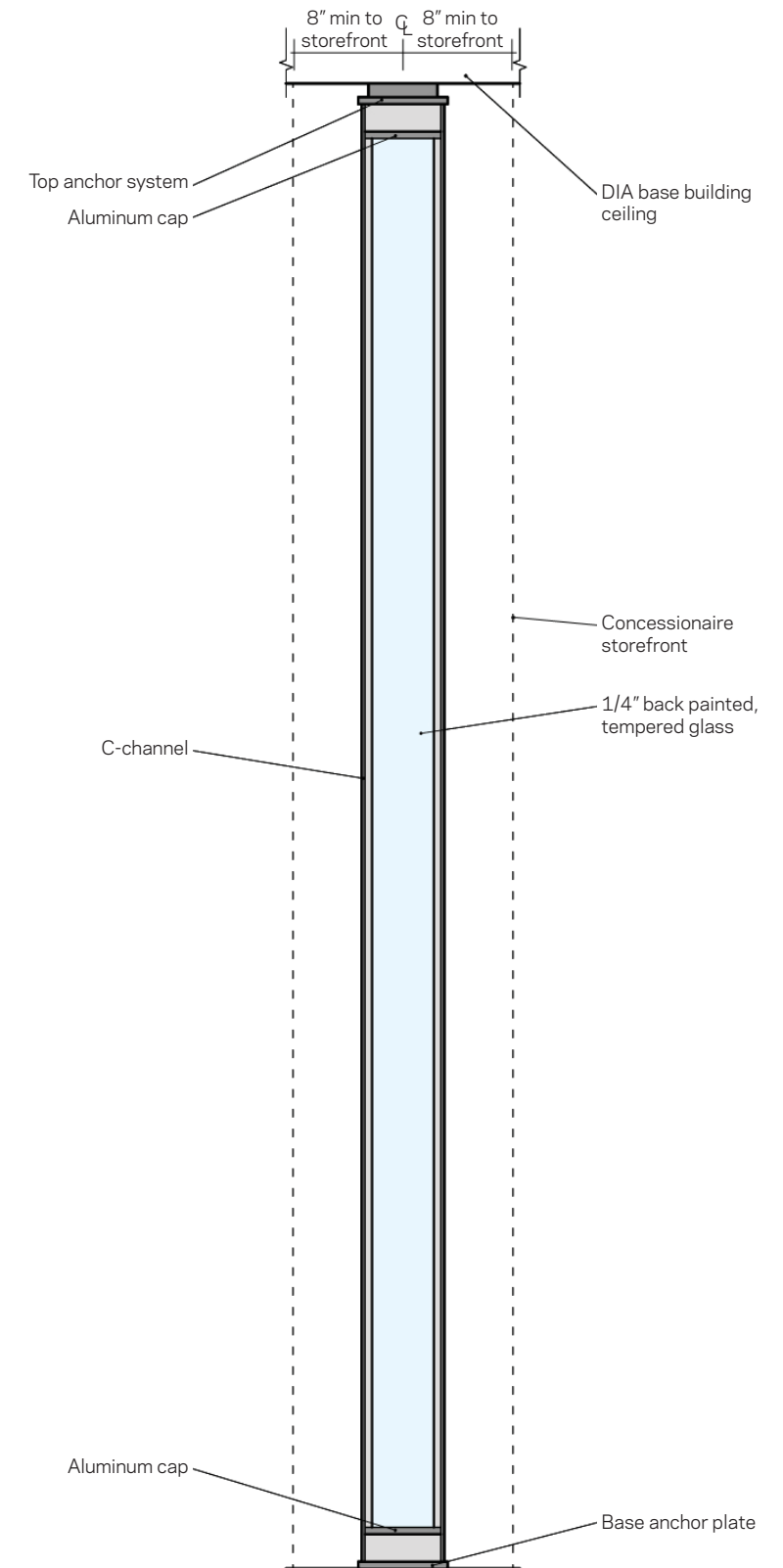


Figure 17: Concourse demising cap - Elevation view

8.0 MATERIALS AND FINISHES

8.1 Storefront Systems

Refer to the “Storefronts” section of this document for further requirements related to storefront design.

Acceptable storefront and wall system materials include:

- Natural stone such as granite, marble or limestone
- Laminated or tempered clear glass
- Laminated or tempered cast, etched, sandblasted or back-lit glass
- Metal such as stainless steel, copper, brass, bronze or aluminum – polished or satin finishes
- Metal panels or extrusions – factory applied finishes
- Glazed ceramic, quarry or porcelain tiles
- Glass tiles
- Finished premium grade hardwoods that meet American Woodworking Institute standards
- High performance paints or plasters
- Resin panels – use may be limited based on DIA approval

Unacceptable storefront and wall system materials include:

- Artificial stone, tile, wood, etc.
- Brick or artificial brick
- Textiles such as carpet or fabric
- Wall paper or vinyl wall covering
- Pegboard or slatwalls
- Plastic laminate
- Plastic panels
- Textured plaster or stucco
- Large swaths of smooth painted drywall
- Any material deemed to be low-quality, difficult to maintain or aesthetically unacceptable by DIA or their Retail Architect

All storefront materials and finishes shall conform to all applicable local, state and national building codes.

8.2 Wall Systems and Wall Bases

Wall systems in all Concourse A, B and C concession areas are to be constructed using metal studs (25 gauge, minimum) and drywall. Gypsum backing board (5/8” thick, minimum) shall be Type-X and shall comply with ASTM C1396/C1396M-11, Standard Specification for Gypsum Board. For ceramic tile substrates Concessionaires shall use either water resistant gypsum backer boards or cement back boards. Partition control joints and furring runs shall be spaced at 30’, maximum.

Concessionaires are to provide acoustical sealant (1/4” bead, minimum) at all partition perimeters and all cutouts for sound control.

Any metal trim or metal accessories shall be constructed using corrosive resistant steel. Concessionaires are to have metal trim and accessories installed using screws only.

Wall bases shall be installed to a height of 6” above the finished floor. Storefronts utilizing floor to ceiling glazing may eliminate the 6” wall base.

Acceptable wall base materials include:

- Stainless steel
- Natural stone tile
- Ceramic or quarry tile

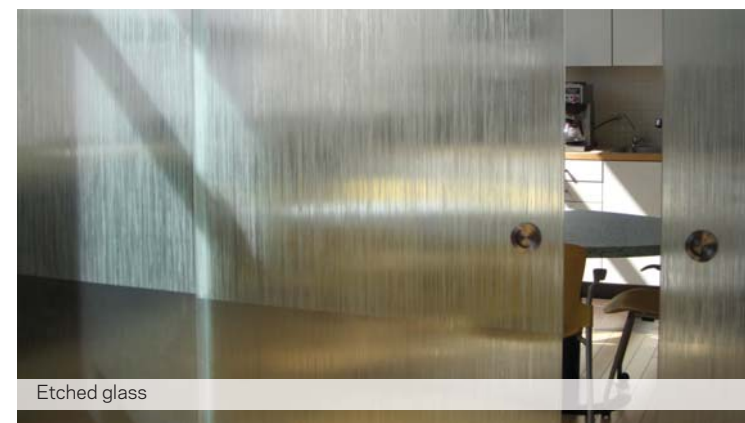
Unacceptable wall base materials include:

- Rubber or vinyl base
- Metals other than stainless steel
- Plastic laminate
- Any material deemed to be low-quality or difficult to maintain by DIA or their Retail Architect

All wall system and wall base materials and construction shall conform to all applicable local, state and national building codes.



Granite



Etched glass



Painted aluminum panels



Wood panel



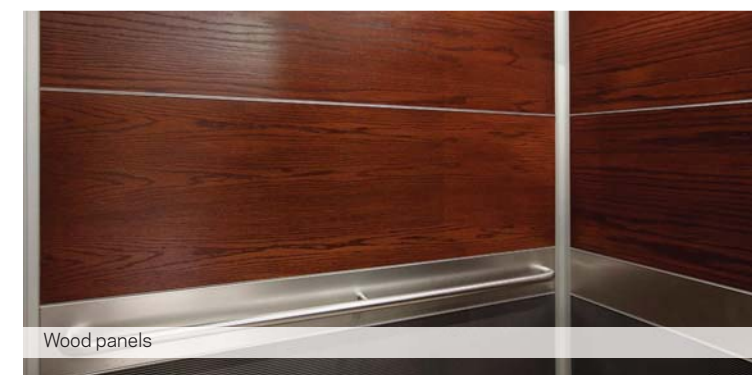
Back lit natural stone



Frosted glass



Stainless steel panel



Wood panels

8.0 MATERIALS AND FINISHES

8.3 Floor Systems

Base building floor systems are to be continued in the Concourses up until the proposed storefront closure. All base building control joints shall be maintained by the Concessionaire.

The finished floor level in all concession areas shall match the finished floor level of the base building flooring. Any floor level changes within the interior of the Concessionaire's leased space shall occur beyond 5' of the closure line and shall not exceed a slope of 2%.

Should concession design proposals indicate the desire to penetrate the floor system for mechanical, electrical, plumbing or telecommunication purposes, the Concessionaire shall be responsible for and required to x-ray the existing floor system prior to penetration through the required DIA Shut Down Request process.

Acceptable floor materials include:

- Natural stone
- Ceramic, quarry or porcelain tiles
- Terrazzo
- Hardwoods
- Stained or polished concrete
- High performance commercial carpet – in areas not visible to the traveling public

Unacceptable floor materials include:

- Rubber tile
- Vinyl tile
- Sheet vinyl
- Brick or artificial brick
- Laminated wood
- Low grade carpet
- Any material deemed to be low-quality, difficult to maintain or aesthetically unacceptable by DIA or their Retail Architect

All floor materials and finishes shall conform to all applicable local, state and national building codes.

8.4 Ceiling Systems

Concessionaires are encouraged to employ multi-height ceiling systems in their design proposals to create a dynamic experience for travelers, particularly within the entry zone. Varied ceiling heights must be coordinated with all other design components to work as part of a unified design package.

Ceilings that are visible to the traveling public may be dry-wall, an approved suspended metal, or acoustical tile. Ceiling suspension systems shall be either an exposed or concealed grid type supported directly from the base building structure or a secondary support system of equal stiffness and must comply with "heavy duty" structural classification requirements. Maximum deflection of the ceiling system assembly shall not exceed 1/360 for any component. The ceiling must be level to within 1/8" in 12'-0" in any direction.

Concessionaires shall take precautions to avoid border areas that are less than 1/2 of a ceiling panel, where possible. Ceiling hangers are to be spaced at a maximum distance of 12" from the ends of supports and at 48" on-center, maximum.

Ceiling control joints shall not be spaced farther than 50' in any direction and from any directional changes in ceiling framing.

Concessionaires must provide accessibility to any existing mechanical, electrical, plumbing or telecommunication infrastructure located above their ceiling system.

All ceiling systems shall conform to all applicable local, state and national building codes.



Porcelain tile



Ceramic tile



Polished concrete



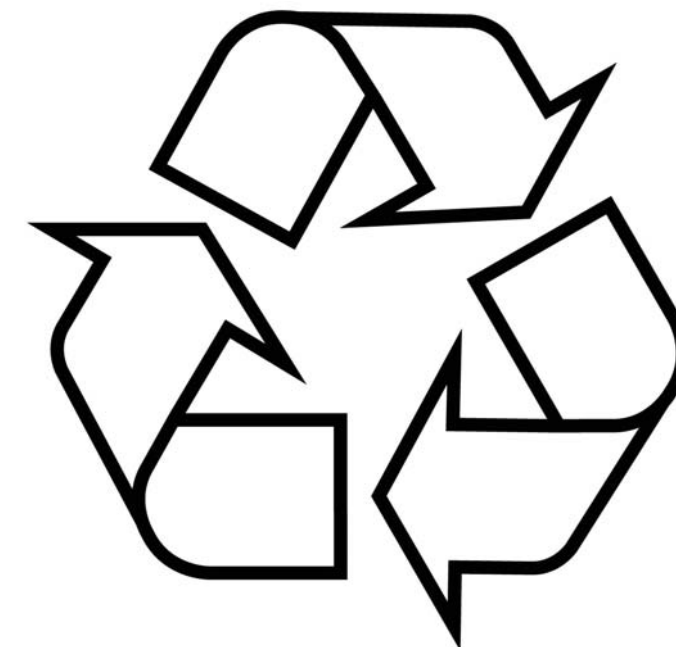
Porcelain tile

8.0 MATERIALS AND FINISHES

8.5 Sustainable Recommendations

Wherever possible, DIA encourages the practice of employing sustainable design strategies into Concessionaires' design proposals. Such strategies contribute not only to a positive global environment but also to a responsible cultural and environmental perception of DIA and its tenants. Examples of sustainable strategies might include but are not limited to:

- Install energy efficient lighting
- Use occupancy sensors in low-traffic areas
- Specify energy efficient equipment and appliances
- Install low-flow fixtures to reduce water consumption
- Specify recycled and/or rapidly renewable materials
- Select materials that are extracted and/or produced within a 500 mile radius of Denver
- Choose low VOC paints, adhesives, sealants or other coatings
- Install recycling bins for use by concession employees and by concession customers when accessible from the path of public travel
- Reduce demolition and construction waste by recycling or repurposing building components



9.0 LIGHTING

9.1 Lighting Guidelines

Lighting for all retail, food and beverage and service concessions is an important component of the design and must be well considered in order to create a dynamic and pleasant experience for DIA travelers. All specified lighting fixtures are to be commercial quality and are subject to approval by DIA and the Airport's Retail Architect.

Wherever possible, lighting fixtures should be integrated into the ceiling system and/or concealed from view, unless contributing to the overall desired design effect. Bare lamp fixtures, including fluorescent and incandescent, are prohibited in areas visible to the traveling public. All wiring, raceways, ballasts, transformers or any other electrical equipment associated with lighting must be concealed from public view.

Concessionaires are to specify lens covers for all front and back of house kitchen fixtures for maintenance and sanitation purposes.

9.2 Ambient Lighting

Ambient lighting provides concession spaces with a general illumination to create an atmosphere that is safe and appealing to travelers. Concessionaires are to specify their ambient lighting illumination to 30 (in server and circulation zones) and 50 (in food preparation areas) foot-candles. Ambient lighting shall not cause glare or any other visual nuisance.

DIA encourages Concessionaires to create brightly lit, attractive concessions that balance light levels with energy consumption. Energy efficient light fixtures are strongly suggested.

LED luminaires are becoming increasingly available and affordable for applications such as this. LED is a source with a vastly superior lamp life and efficiency as compared with incandescent, halogen and compact fluorescent counterparts.

9.3 Directional Lighting

Concessionaires may employ directional lighting in their lighting plans to direct travelers towards specific products or displays. Directional lighting illumination shall approach 100 foot-candles. Directional lighting must not result in glare within the concession space or in adjacent Concourse areas and must not increase ambient temperatures to above comfortable conditions in the space.

Concessionaires should exhibit creativity in choosing directional lighting fixtures to create a vibrant shopping experience for DIA travelers. Directional lighting fixture images should be submitted with the Concessionaires' design package.

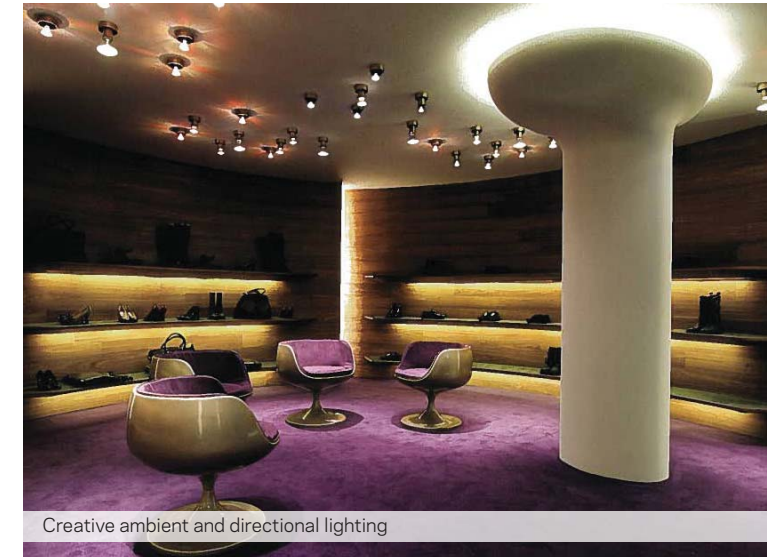
LED sources should also be considered for directional lighting.



Bright ambient lighting



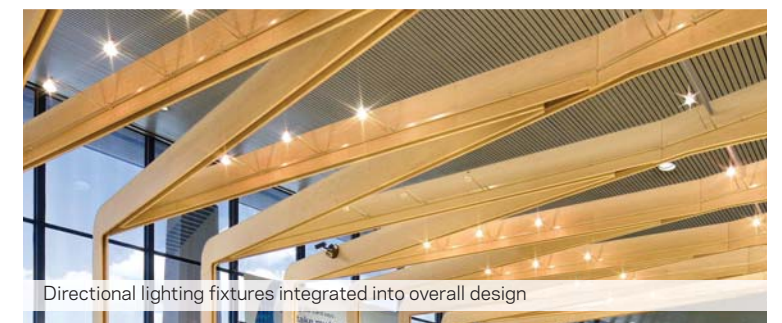
Contemporary directional lighting in display area



Creative ambient and directional lighting



Directional lighting at point of sale counter



Directional lighting fixtures integrated into overall design

10.0 SECURITY

10.1 Security Guidelines

Security closure systems shall be utilized at every Concourse concession location when concessions are not open for business. Visual access into the concession spaces must be maintained when security closure systems are in use.

All security closure systems must be fully integrated into the storefront design and be concealed from view from the traveling public when not in use, with the exception of sliding glass doors that may serve as the rear enclosure for storefront display spaces when not in use. No security closure system may protrude beyond the Concessionaire lease line nor may they cause raised or depressed areas in the floor.

Concessionaires shall grind, polish and seal with a clear silicone sealant all joint edges for glazed, frameless storefronts.

All security closure systems shall conform to all applicable local, state and national building codes.

10.2 Coiling or Rolling Security Grilles

Clear anodized aluminum vertical and top hung rolling grilles may be specified under the condition that they are fully concealed when not in use. Side rails for coiling overhead grilles are to be fully recessed. Top track for rolling grilles must be recessed. Floor tracks are prohibited.

Concessionaires must provide an approved means for egress in rolling grilles when security closure system is in use.

10.3 Sliding Security Doors

Single-track frameless glass or aluminum sliding security doors are permitted provided that Concessionaires incorporate concealed storage into the storefront design for the security closure system during business hours. The exception to this shall be for glass sliding doors that serve as the rear enclosure for storefront display spaces when not in use.

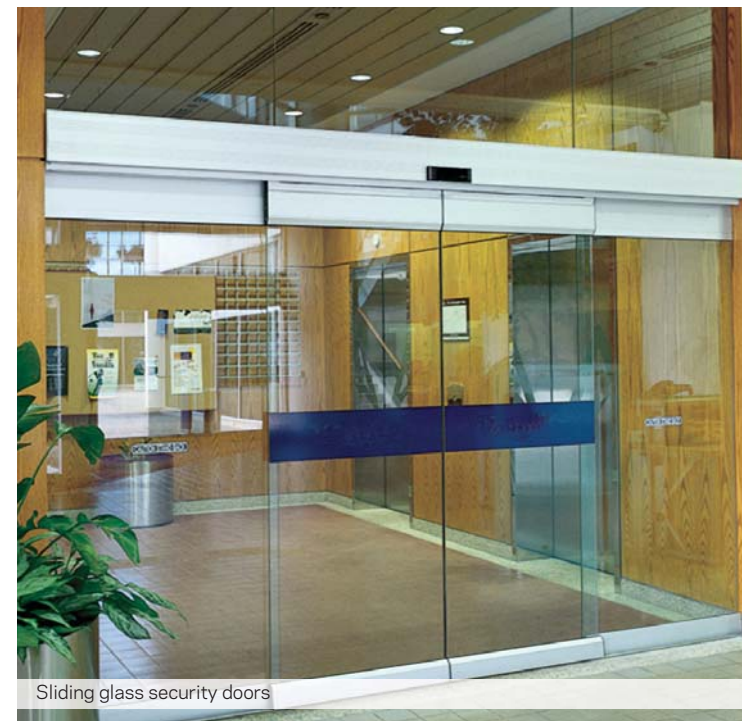
All top tracks for glass or aluminum sliding doors are to be recessed. Sliding doors are to be mounted at a maximum of 1/2" above the finished floor.

Glass sliding security doors shall be tempered.

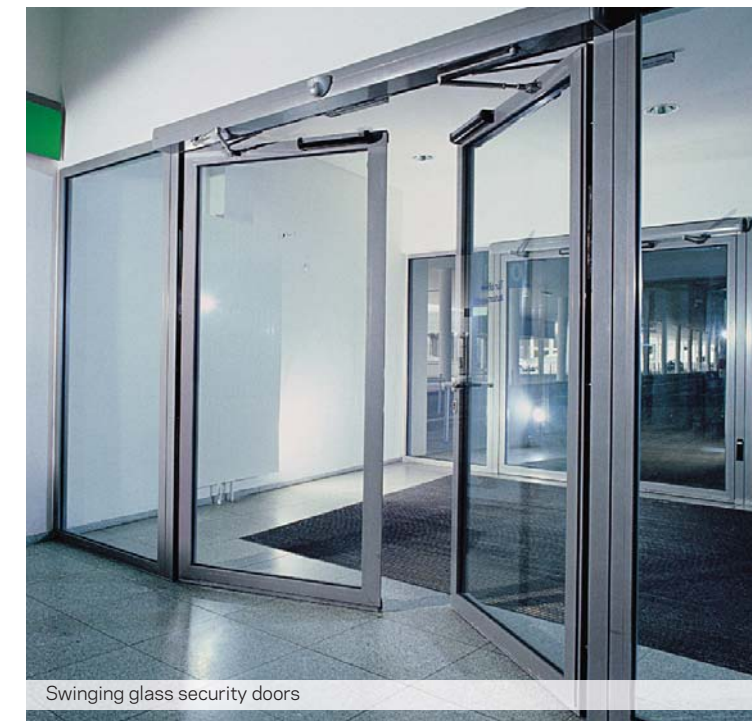
10.4 Swinging Security Doors

Swinging security doors shall be out-swinging and may not open beyond the Concessionaire lease line. Swinging doors may be fully glazed or frameless glass doors on top and bottom patch pivots. Concessionaires may also employ a stainless steel bottom rail. During business hours swinging doors are to remain in the open position.

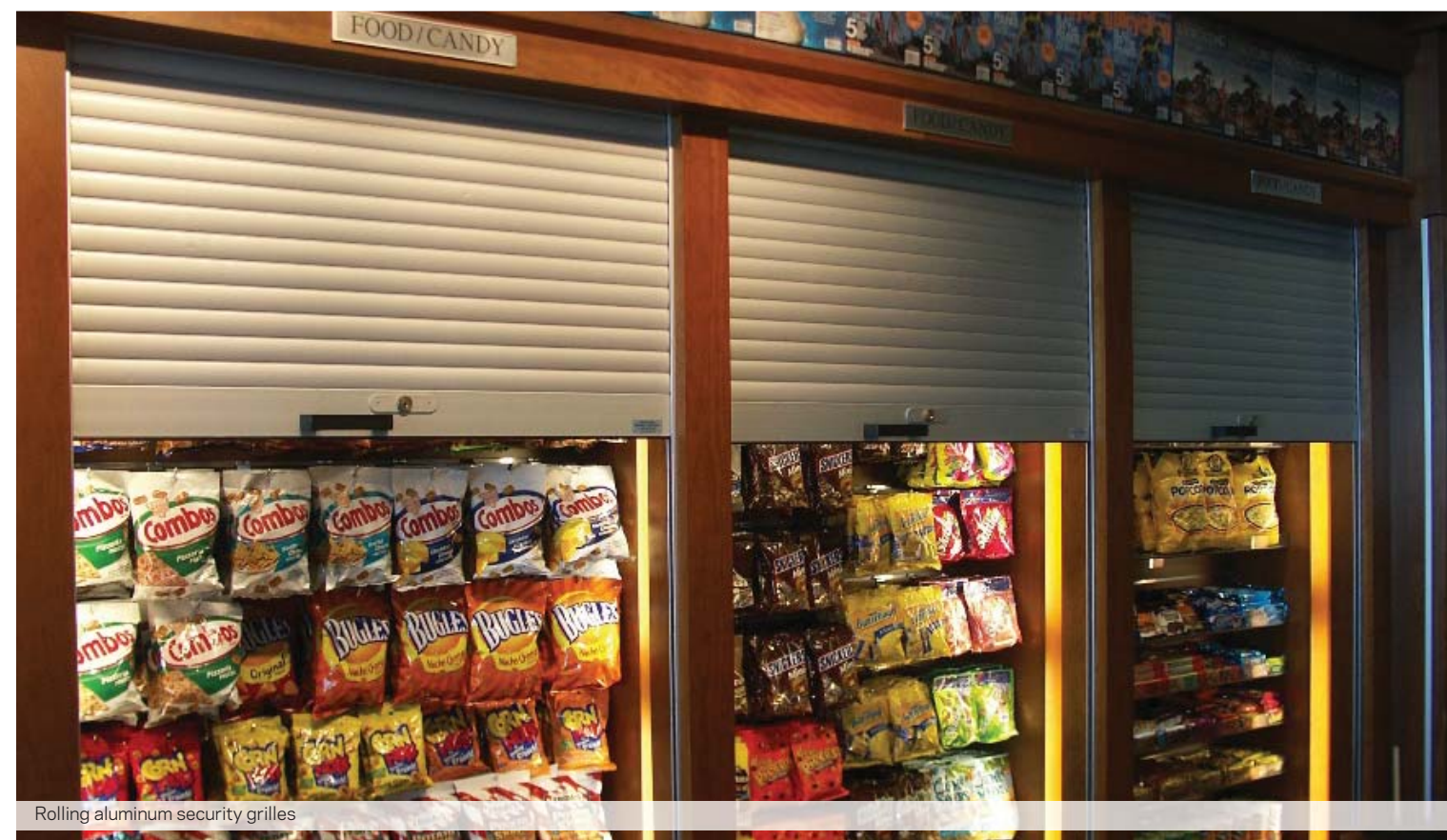
Glass swinging security doors shall be tempered.



Sliding glass security doors



Swinging glass security doors



Rolling aluminum security grilles

11.0 DIGITAL MEDIA

11.1 Visual

Video displays – including flat screen monitors, plasma or LCD screens – may be specified for use in concession areas if deemed necessary for the design and/or function of the space. Concessionaires shall integrate video displays into their leased space as a component of the overall design intent.

Video displays are not permitted within the storefront or entry zone of concession spaces. The entry zone is defined as the space bounded by the width of the storefront by a five foot depth into the store.

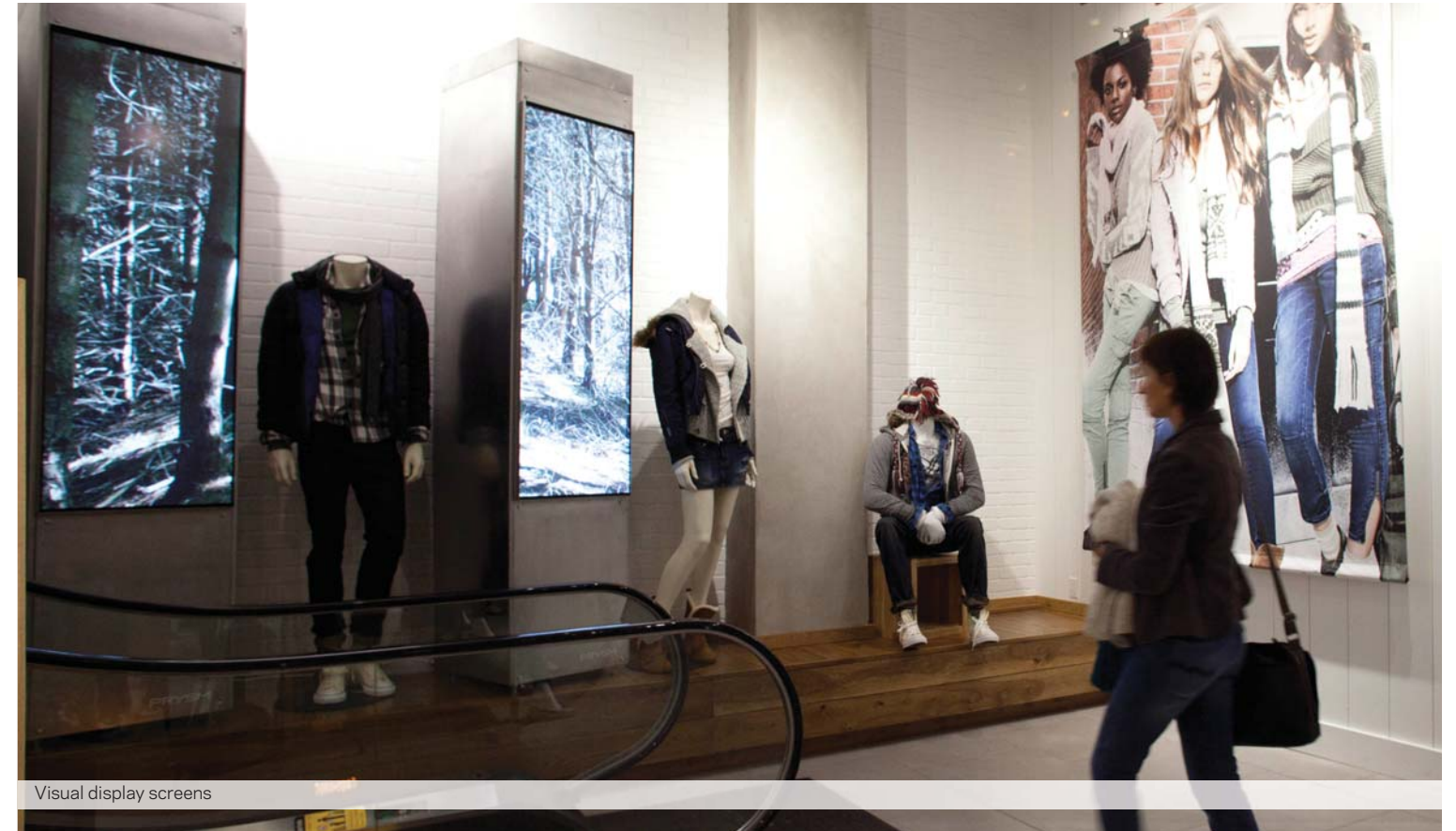
Installation of video displays is subject to review by DIA and their Retail Architect. DIA reserves the right to require Concessionaires to relocate or redirect any video display at the Concessionaires' sole expense.

11.2 Audio

Concessionaires are permitted to employ ambient music or video display audio within their concession spaces not to exceed 60 dB. Audio speakers shall be positioned so as to deter sound from penetrating the lease line into the Concourses.

All audio equipment shall be connected to DIA F/A and emergency voice paging system so that Concessionaire audio systems may be overridden when necessary.

All Concessionaire-introduced audio sounds are subject to review by DIA for both volume and content. DIA reserves the right to require Concessionaires to remove audio components at the Concessionaires' sole expense.



12.0 BASE BUILDING CONDITIONS

12.1 Columns Adjacent to Tenant Lease Areas

Concessionaires with leased spaces located in Concourse A, B or C Center Cores may be granted the opportunity to utilize base building columns in their storefront designs should the base building columns be situated directly in front of the Concessionaires' leased space. However, this opportunity is subject to approval by the Project Manager prior to construction.

In the event that base building columns are permitted to be incorporated into a storefront design, all guidelines contained within this document, particularly those pertaining to storefront design and material selection, must be followed. Proposed design solutions must be thoughtful and appear to be natural extensions of the storefront system contained within the lease line. Applied graphics are not permitted in these instances.

Proposed designs that utilize base building columns may not interfere with nor obstruct DIA wayfinding, fire suppression systems or any other Airport operation system. Additionally, designs shall not disrupt passenger traffic patterns in public pathways. On any Concourse Center Core main level the path of public travel shall not be reduced to a dimension less than 12' clear from a fixed or movement object.

12.2 Windows

Concessionaires shall endeavor to maintain clear views towards base building exterior windows wherever possible, particularly in areas dedicated to food and beverage concessions. In situations where views towards exterior windows are not possible or not desirable, Concessionaires shall conceal base building exterior windows to DIA's satisfaction.

Concession design components may not attach to base building exterior window frames.



Creative column design



Clear view through exterior window

13.0 RETAIL GUIDELINES

13.1 Retail Requirements

All retail concessions are required to conform to the regulations outlined in the body of this document. Retail Concessionaires should pay particular attention to the following sections, though are responsible for all items contained herein:

- **Additional Signage:** Additional Signage Guidelines; Advertising and Promotional Signage
- **Design Control Zone:** Display Cases; Point of Sale
- **Digital Media:** Visual

Retail Concessionaires shall provide a minimum clear aisleway width of 3'-0" in all locations inside their stores. Furthermore, they must abide by all applicable local, state and national building codes as well as the Americans with Disabilities Act (ADA) requirements.

13.2 Retail Trash, Storage and Deliveries

Concessionaire proposals must include design and operational/procedural plans for the logistics of trash removal, merchandise storage and merchandise deliveries for approval by DIA. All stocks and supplies must be concealed from view from the traveling public.



Clean, well-organized retail entry zone



Brightly lit retail space with clear path of circulation

14.0 FOOD AND BEVERAGE GUIDELINES

14.1 Food and Beverage Requirements

Food and beverage concession areas are to be designed under the guidance of the conditions contained within this document. However there are several other regulations that apply to food and beverage concessions that are outlined in the following subsections.

Food and beverage Concessionaires shall provide a minimum clear aisleway width of 3'-0" in all locations within their stores or patio areas, to be measured from the backs of chairs. Furthermore, they must abide by all applicable local, state and national building codes as well as the Americans with Disabilities Act (ADA) requirements.

All queuing at food and beverage locations must be contained within the Concessionaire's leased space and may not disrupt the flow of passenger traffic. Concessionaires are required to submit queuing plans with their design proposals for review and approval.

14.2 Food and Beverage Storefronts

Food and beverage concessions, with or without patio seating areas, shall adhere to the guidelines contained within the "Storefronts" and "Storefront Signage" sections of this document. In situations where food and beverage concessions' lease lines include patio seating areas, Concessionaires shall limit the extent of their storefront systems to the portion of the leasable area not containing the patio seating and are required to follow the above stated guidelines under this provision.

DIA encourages food and beverage concessionaires to employ fully open storefronts. Low walls, railings or planter walls may be used as a means to separate Concessionaire space from the Concourses and must be finished using durable materials such as natural stone, laminated glass, metal, tile or hardwood.

Concessionaires must design low walls, railings or planter walls at their lease lines for any concession area that serves alcohol, the height of which shall be no less than 2'-6".

Material selection in these areas shall work in conjunction with the overall storefront design and is subject to approval by DIA and the Airport's Retail Architect.

14.3 Food and Beverage Display Areas

Particular attention must be paid to food and beverage displays in order to create an atmosphere at DIA that is contemporary, fresh and healthy. Display cases and serving areas shall be visually well-organized and DIA encourages the use of fresh and prepared foods in counter displays. All display areas must vent directly towards the interior of the concession space.

Food and beverage display and storage equipment that is visible to the traveling public shall be well integrated into the overall concession design and may not display branding or logos for any particular food or beverage product.

Concessionaires are recommended to install kick rails at all take away counters and bar areas. Should food and beverage concession spaces require tray rails they must be integrated into the overall storefront design and constructed from quality, durable and easily maintainable materials. DIA requires sneeze guards to be installed per applicable codes and must be coordinated with the overall design intent.

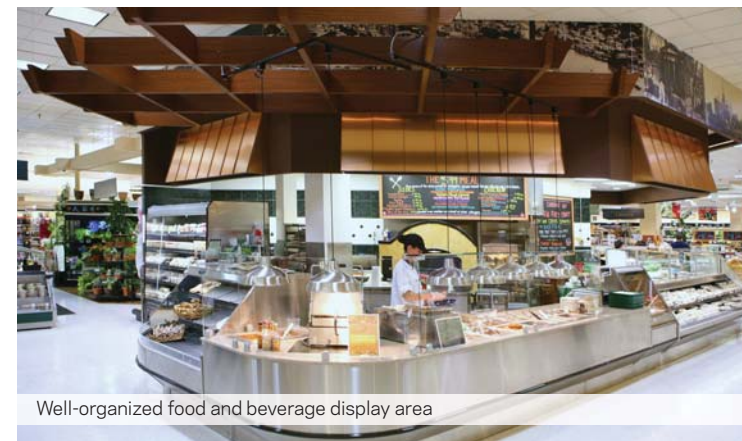
All storage for utensils, trays, napkins, other food serving equipment or condiments must be organized neatly and integrated into display or counter areas.

14.4 Menu Boards

Menu boards shall be professionally designed and fabricated, utilizing the services of graphic designers or professional photographers, if applicable. Concessionaires are to install their menu boards to a wall surface behind the primary service counter. Installation shall be at a height and lettering shall be at a size such that they are legible to travelers at a distance of 5'-0" from the service counter.

The following menu board characteristics are prohibited:

- Freestanding, moveable or temporary menu boards
- Internally illuminated menu boards
- Hand-written menu boards or menu boards using individual, push-in letters
- Paper signs



14.0 FOOD AND BEVERAGE GUIDELINES

14.5 Food and Beverage Flooring

All floor finishes in kitchens, bars, food preparation, food storage and food and beverage service areas must be non-slip and fully waterproof. Concessionaires shall install a waterproof membrane under all above mentioned floors and must provide a 4" minimum cove base that is backed by a waterproof membrane.

14.6 Food and Beverage Trash, Storage and Deliveries

Concessionaire proposals must include design and operational/procedural plans for the logistics of trash removal, merchandise storage and merchandise deliveries for approval by DIA. All stocks and supplies must be concealed from view from the traveling public.



Food preparation area showing durable, non-slip flooring



Food preparation area showing durable, non-slip flooring

15.0 SERVICE CONCESSIONNAIRE GUIDELINES

Service providing Concessionaires are expected to uphold and adhere to all of the design requirements and recommendations contained within this document in order to present a unified and consistent design approach in the Concourses of DIA.

In situations where service Concessionaires propose walk-up counter spaces, **all queuing must be contained within the Concessionaire's leased space and may not disrupt the flow of passenger traffic.** Concessionaires are required to submit queuing plans with their design proposals for review and approval.

Service Concessionaires include, but are not limited to:

- Money exchanges
- Banks
- Travel services
- Postal and shipping services

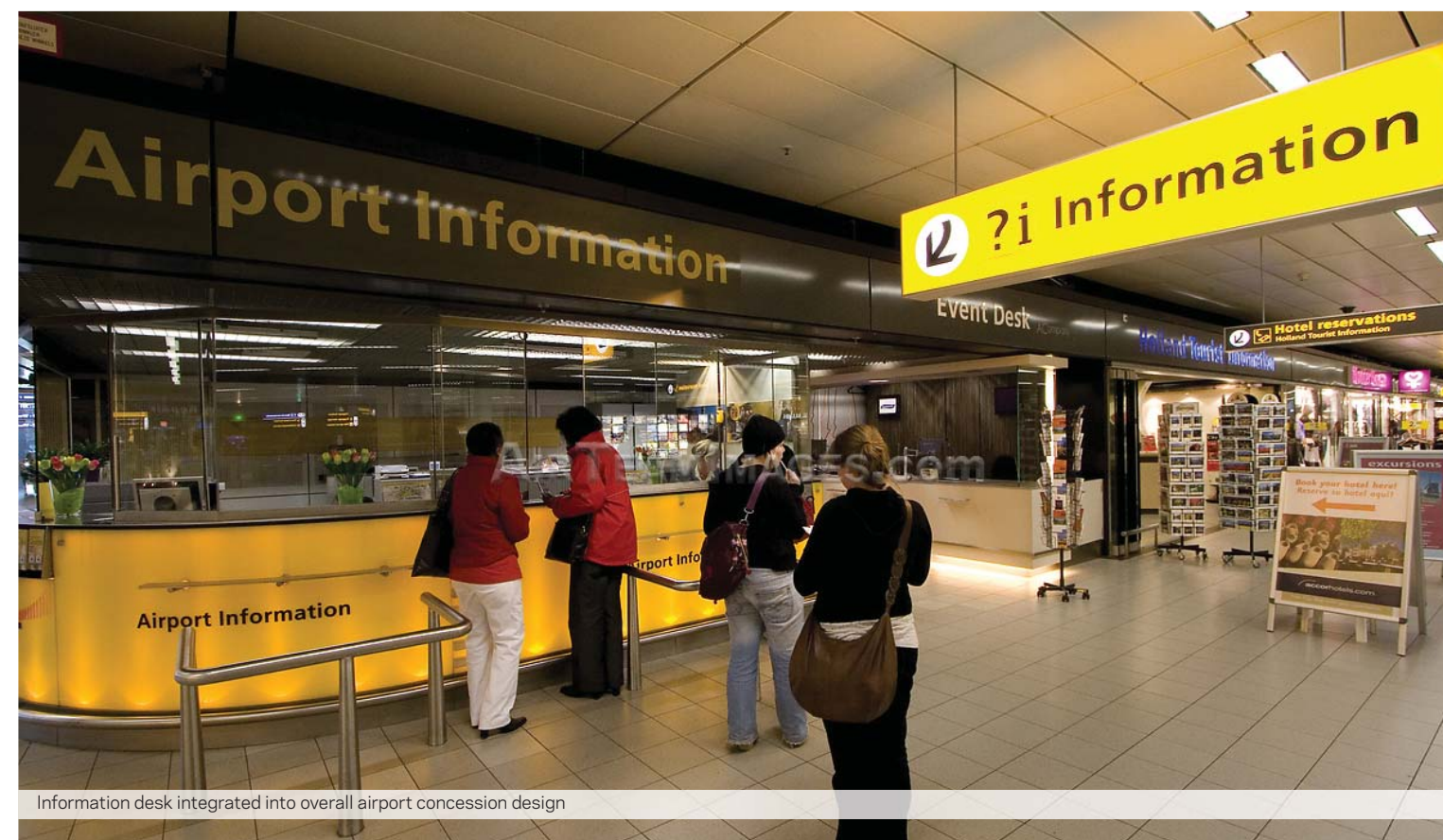
Particular thought and attention must be paid to the design and location of self-service venues. Where applicable, the designs for self-service venues shall adhere to the design requirements and recommendations contained within this document.

Self-service venues include, but are not limited to:

- Cash machines
- Lotto machines
- Postage machines
- Food and beverage vending machines



Airport bank with large amounts of glazing and clear signage



Information desk integrated into overall airport concession design

16.0 DESIGN REVIEW PROCESS

16.1 Concept Submittal Requirements

The entire process from RFP to revenue generation can take many months. It is critical to understand the overall design intent of the concession space from the Concessionaire's concept submittal.

At the beginning and during the RFP selection process there are two provisions given to the Concessionaire for identifying their design and store approach, specifying DIA's required concept submittal and the requirements for Design Review Committee (DRC) Approval.

During a concept submittal process, Concessionaires are required to provide an electronic version of the submittal package for DIA and their Retail Architect to review prior to the final submission to the DRC. Written review comments and notes will be given and feedback may include a conference call with the Concessionaire and/or their design team to review the package. Formal comments will then be submitted by DIA and their Retail Architect to the Concessionaire for resolution/closure. All comments must be addressed prior to submitting the Concessionaire package to the DRC.

DIA expects all concept submittals to be of a high quality and to address the requirements outlined in the previous sections of this document.

Requirements for Concessionaires' concept submittals are identified in greater detail in the following subsection. These requirements specify minimum expectations in delivering concept packages. Concessionaires shall contact their Project Managers should further information related to the concept submittal review process be required.

16.2 Concept Submittal Package

Concept submittals shall consist of a maximum of four 24" x 36" presentation boards for submission to the DRC for review and approval. Concessionaires are to submit the presentation boards to DIA and their Retail Architect prior to DRC review. The components of the submittal are:

High Quality Renderings – A minimum of two and a recommended maximum of four renderings are required to show the Concessionaire'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
- Transition between the proposed storefront design and adjacent Concessionaire existing storefronts (show 6'-0" on either side of lease space)
- Floor, ceiling, fixture and other store components with materials indicated

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

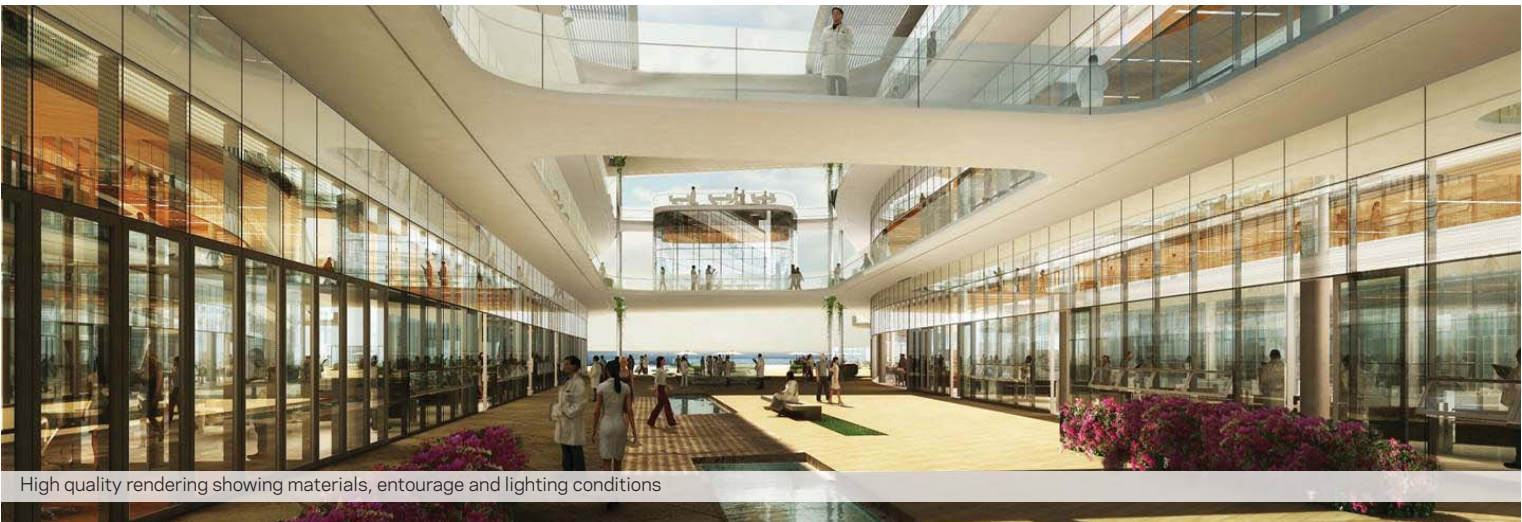
- Key plan with general airport and Concourse location
- Graphic scale
- North arrow, with north oriented towards the top of the board
- Finish floor pattern (half tone)
- Casework, millwork, moveable fixtures, and other store components
- Critical dimensions indicating clear widths and compliance with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

Materials Board – One board will be required to show a Concessionaire'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
- Additional set of physical material samples shall be sent to the Airport's Retail Architect for review and comment prior to submission to the DRC

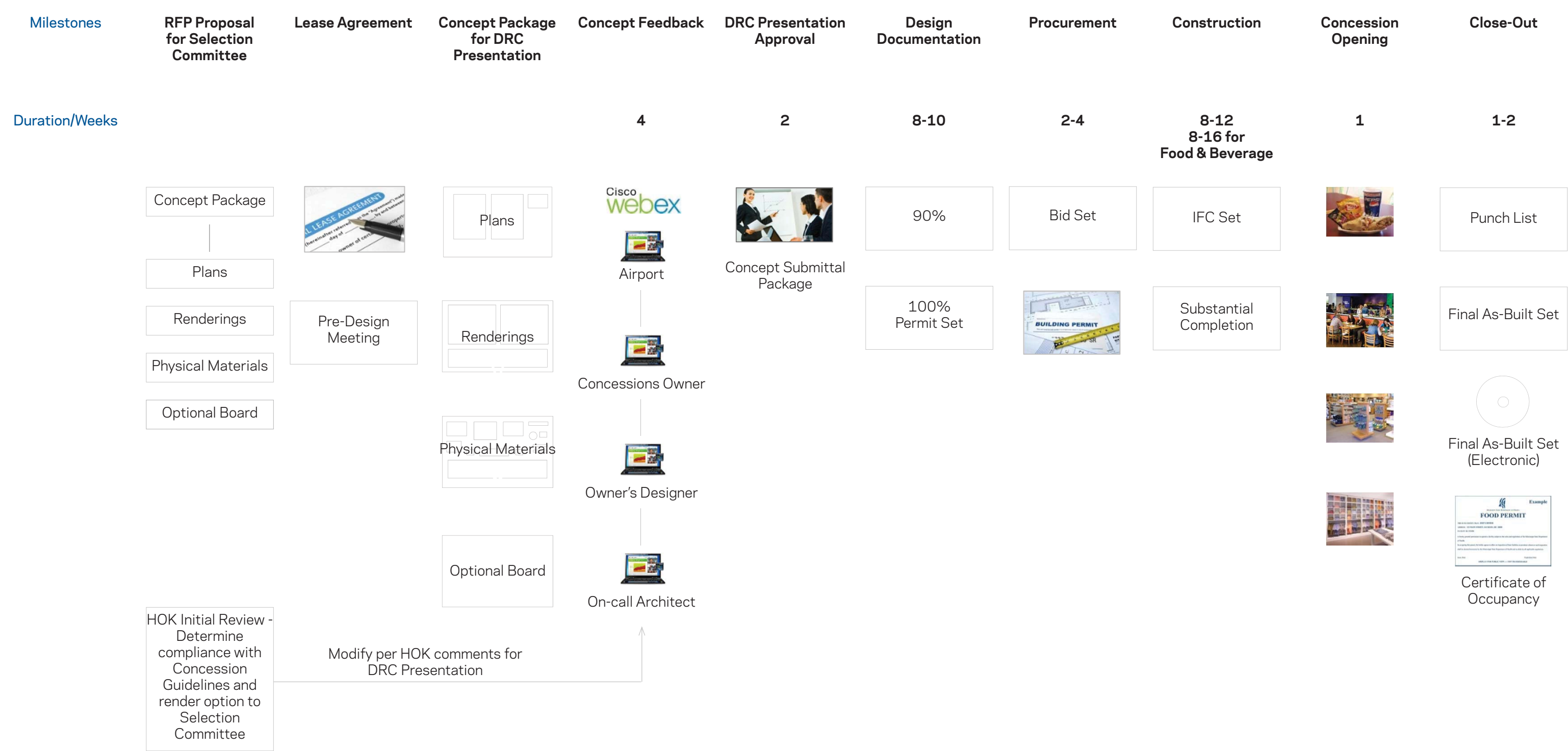
The renderings in conjunction with the materials board shall be of such a high quality as to accurately and clearly depict the design intent of the Concessionaire's proposal. Concept submittals must be able to represent the proposed design appropriately to the DRC without the luxury of an in-person presentation.

The above mentioned deliverables shall also be submitted for the Concessionaire technical review, in addition to all other technical review requirements.



16.0 DESIGN REVIEW PROCESS

16.3 Submittal Process



16.0 DESIGN REVIEW PROCESS

16.4 Concept Submittal Checklist

The following are helpful descriptions of DIA’s concept submittal deliverables for approval by the Design Review Committee (DRC). Items listed below are the minimum criteria required for delivering a satisfactory design review package. Concessionaires may provide additional information, if needed, to further describe their design intent.

All exhibit boards are to be electronically provided to DIA and their Retail Architect for printing at 11” x 17” at 150 dpi, minimum.

All physical presentation boards shall be 24” x 36” foam core with a minimum thickness of 1/4”. Graphics shall be mounted to match the board size and Concessionaires shall utilize graphic software, such as Adobe Photoshop, InDesign or their equivalent, to achieve a quality package suitable for presentatoin to the DRC.

Exhibit Board 1 - Plans

Concourse Key plan

- ❑ Show store location and North Arrow

Floor Plan

- ❑ Include traditional scale and graphic scale
- ❑ Indicate A.D.A. clearances between display cases, fixtures or seating showing dimensioned clear paths
- ❑ Identify all casework and millwork
- ❑ Show lease limit line/boundary
- ❑ Show floor patterns – half tone
- ❑ 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 product information, if applicable

Exhibit Board 2 - Renderings

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 within the renderings
- ❑ 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 3 - Physical Materials

Materials

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

Exhibit Board 4 - Optional Board

Optional Information

- ❑ Utilize additional board to convey any supplemental information for design intent such as materials, renderings, or drawing exhibits

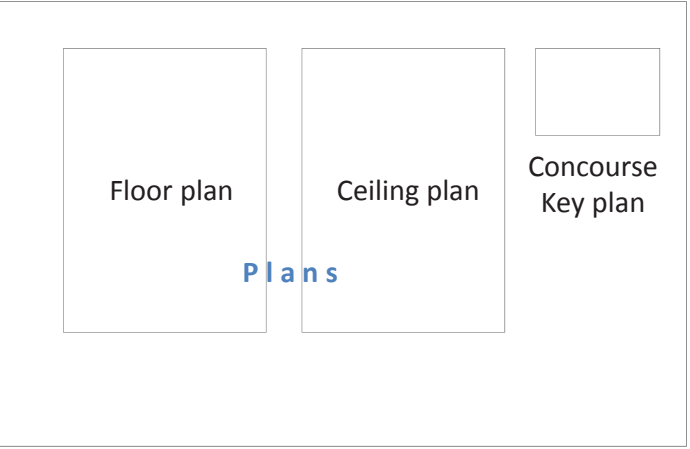


Exhibit Board 1
24”x36”

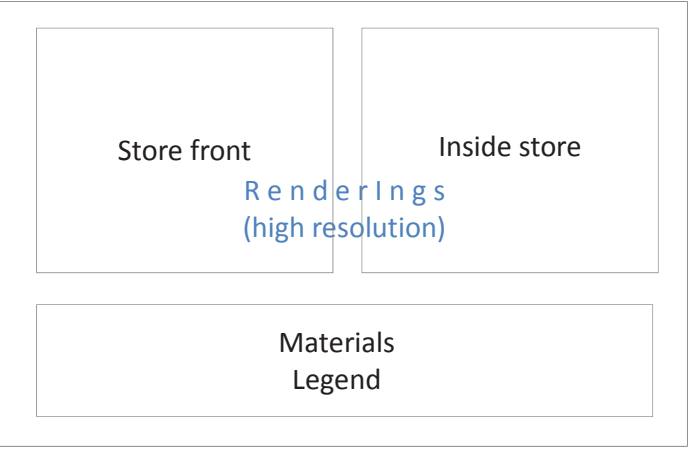


Exhibit Board 2
24”x36”

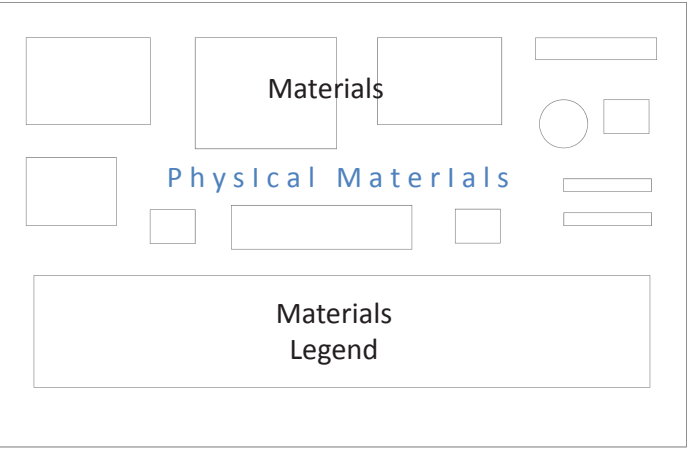


Exhibit Board 3
24”x36”

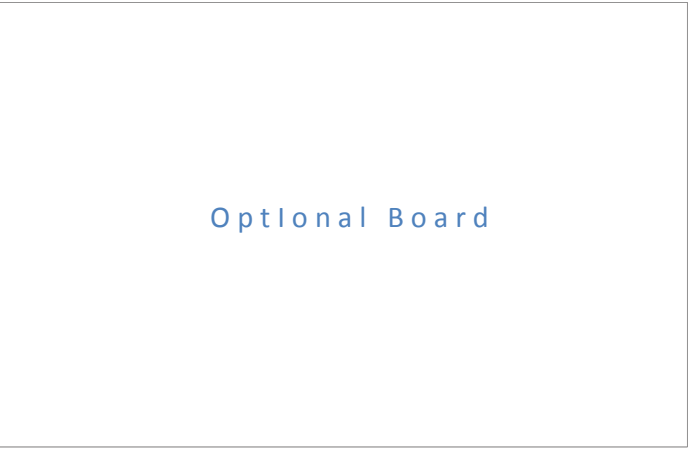


Exhibit Board 4
24”x36”

