



# FOREWORD

This Strategic Development Plan provides the framework and vision for an unrivaled commercial community that is part of the Denver International Airport (DEN). It describes how a series of vibrant commercial districts will be integrated to serve diverse local, national, and global businesses. This opportunity will redefine DEN as a gateway to the world and a leader in commercial development at airports. It will also strengthen Denver's position as a global city, while driving economic development and job creation for the region.

Even after full build-out of all airport facilities, DEN has approximately 16,000 acres of land for commercial development, the size of Manhattan. This is the largest commercial land holding of any airport in the United States. Our plan will guide DEN and its partners in creating an innovative, sustainable commercial community that supports both the airport and the surrounding metropolis, connects the airport to the region and the world, and celebrates the natural amenities and landscape here that are uniquely Colorado.

It was innovative and bold planning that fueled leaders to envision a new kind of international airport in Denver, with the opening of DEN in 1995. As one of the preeminent airports in the world, we served more than 61 million passengers in 2017, and are the state's largest economic driver. The strategic plan for this development is the next bold vision for DEN. It leverages this prime location, accelerates business opportunities across a range of sectors, and creates a dynamic new revenue stream to ensure that the airport can keep airline costs down while growing competitively for decades to come.

We invite you to learn more about the placemaking, the connections, and the amenities of this unique business opportunity. It's a setting for success unlike anywhere else in the world.



# CONTENTS

DEN Real Estate	. 7
Context	. 8
Opportunity	10
Development Vision	12
Guiding Principles	14
Land Use Strategy	16
Mobility Strategy	18
Landscape Strategy	22
Development Districts	26
East Approach	28
West Approach	. 32
Second Creek Campus	36
72nd & Himalaya	40
Peña Station Nevt	11

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Prepared for DEN Real Estate by Sasaki in collaboration with HR&A Advisors, Matrix Design Group, Peter J. Park, HDR, PGAL, and VHB.



# DEN REAL ESTATE With approximately 53 square miles (13,700 hectares) of land area, Denver International Airport (DEN) has the second largest land ownership of any airport in the world. DEN's Division of Real Estate supports the airport's core aviation mission by capitalizing on DEN's size, capacity for growth, and centralized location, both nationally and globally, to create innovative, sustainable, and economically beneficial commercial development of the airport's non-aviation land. The Strategic Development Plan guides this effort by creating a roadmap for transforming airport land into a series of vibrant development districts that serve diverse local, national, and global businesses. Focused initially on more than 1,000 acres situated along the airport's main access road and commuter rail line, development at DEN provides direct international airport access. The plan celebrates Colorado's unique natural amenities, siting each district within DEN's front range prairie landscape in a manner that offers expansive open vistas and access to natural resources. Key to DEN Real Estate's unique opportunity is DEN's capacity for growth. At its current size, DEN serves more than 61 million passengers annually and is the largest generator of economic impact in the state of Colorado. DEN has the land area available to cost-effectively expand its airfield from its six existing runways to twelve runways at full buildout, with the ultimate ability to serve more than 100 million passengers annually. Even after expansion of airport operations to full build-out, an additional 16,000+ acres (6,475 hectares) of non-aviation land remains available for compatible commercial development.

# CONTEXT

# **Corridor of Opportunity**

Real estate development at DEN complements and reinforces the Denver region's growth and its vision for smart jobs development along the Corridor of Opportunity between the airport and downtown. The Regional Transportation District (RTD) A Line commuter rail is the backbone of this corridor, with several transit-oriented development sites between the airport terminal and Union Station. The corridor is anticipated to be a focus of public investment and economic growth that will support jobs, foster new and expanding businesses, and generate billions of dollars in economic impact.

## Regional Collaboration

Resourceful collaboration between neighbors is ingrained in Colorado's heritage. Eight counties worked together to approve tax increases that fund the RTD FasTracks plan, a multi-billion dollar public transportation expansion. This plan includes new commuter rail, light rail, and express bus service that integrally connects DEN to Union Station and the region as a whole.

The region's collaborative spirit was critical to the intergovernmental agreement (IGA) that established DEN and priorities for shared economic benefits. More recently, voters in neighboring Denver and Adams Counties amended the original agreement to increase commercial development opportunities with a pilot program for 1,500 acres of commercial DEN development.

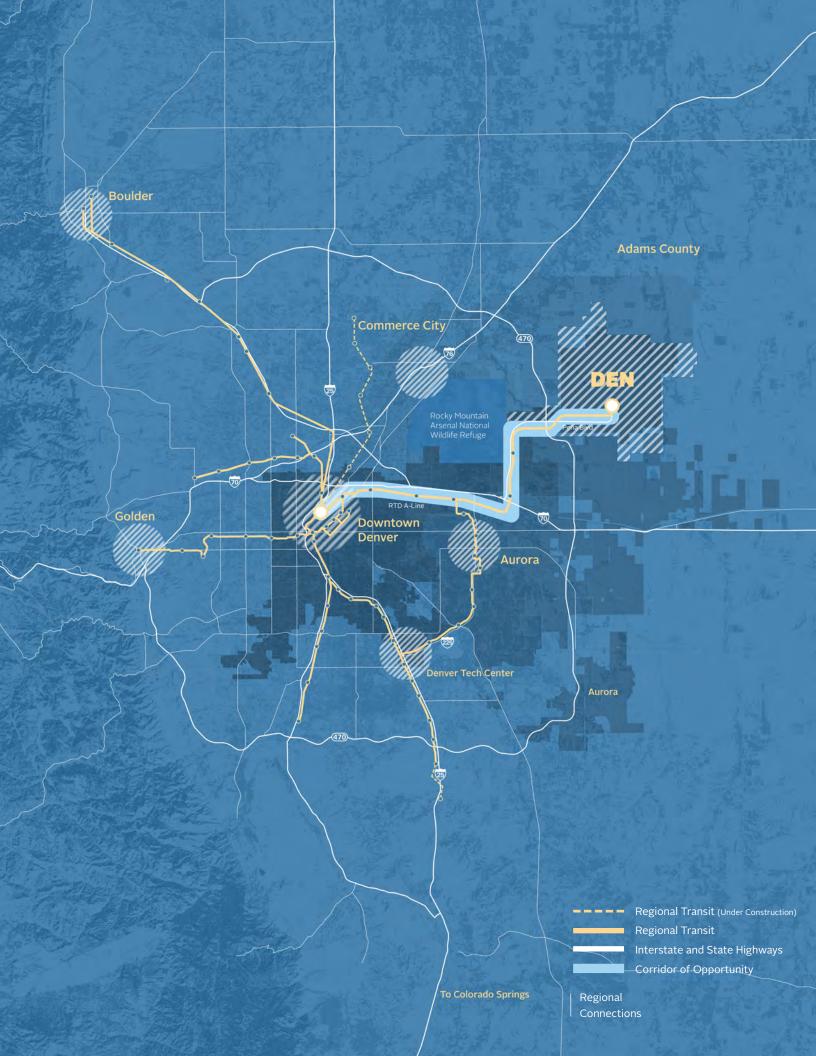
Regional commitment to a collaborative vision is shaping growth to secure far-reaching connections, maximize resources, and reap regional benefits.

## Global Leverage

Denver has a unique geographic advantage, located both at the center of the United States and at the global midpoint between Tokyo and Frankfurt. Nonstop flights from Denver reach most major U.S. markets in three and a half hours or less, and standard business hours overlap with those of multiple international time zones. This location provides a strategic advantage for cultivating domestic and international partnerships and attracting worldwide investors.



Global Connections: DEN is located at the center of the United States and the global midpoint between Tokyo and Frankfurt.



# **OPPORTUNITY**

Commercial real estate development at DEN is positioned to leverage the region's rapidly growing economy, diverse industry clusters, expansive transportation network, and highly educated workforce. With exceptional accessibility to markets and clients throughout the world, businesses can expand their reach and domestic and international partnerships will flourish. Municipal cooperation and a streamlined regulatory process can hasten investment timelines.

The City and County of Denver is one of the country's most vibrant economies. DEN Real Estate is primed to accommodate and accelerate business opportunities across a range of sectors that stimulate economic prosperity throughout the region. DEN's 16,000 acres of commercial development comprise the largest land offering connected to any airport in the United States.

With flexible zoning standards and significant land available for commercial development, DEN has a unique ability to respond to changing market trends. In addition, DEN's commitment to sustainability and innovation positions it to offer cutting edge technologies in renewable energy and green infrastructure that seek to surpass today's best practices and act as a model for new development. Smart city modernization and strategic sustainability initiatives will build districts that are distinctive, healthy, and efficient.

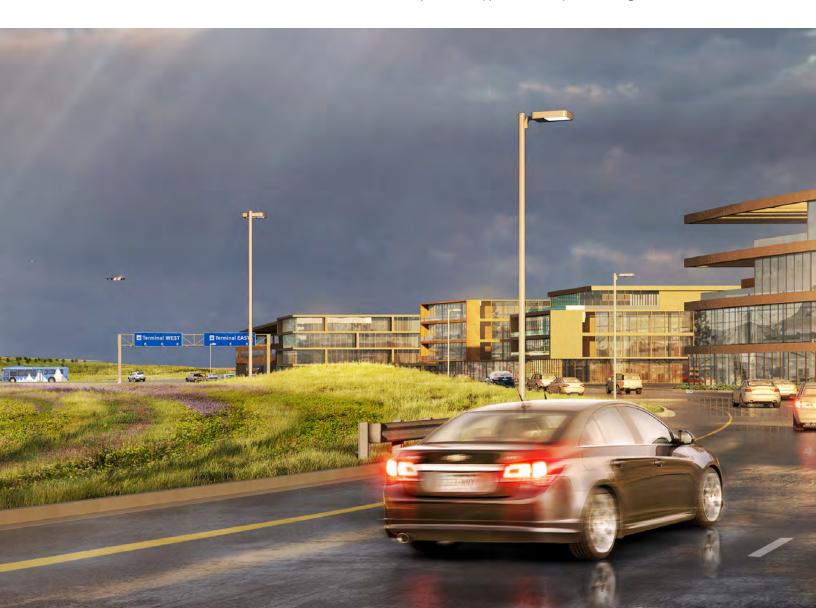
This regional and global advantage ideally situates DEN as a place for commerce to thrive.



## Strategic Development Plan

The Strategic Development Plan establishes a roadmap for DEN's commercially developable land. The plan articulates DEN's real estate context, opportunity, vision, and guiding principles. Recommendations fall into two principal categories, organized by scale: the framework plan and district plans. At the framework scale, land use, mobility, and landscape strategies define overarching development patterns, connections, and experiences. District plans provide design parameters for four districts: East Approach, West Approach, Second Creek Campus, and 72nd & Himalaya. Each district plan illustrates conceptual development form, street hierarchy, critical views, urban design and landscape character, and phasing.

Conceptual rendering looking north on Peña Boulevard toward East Approach and the Westin hotel and conference center, with the East Approach landscape in the foreground



# DEVELOPMENT VISION

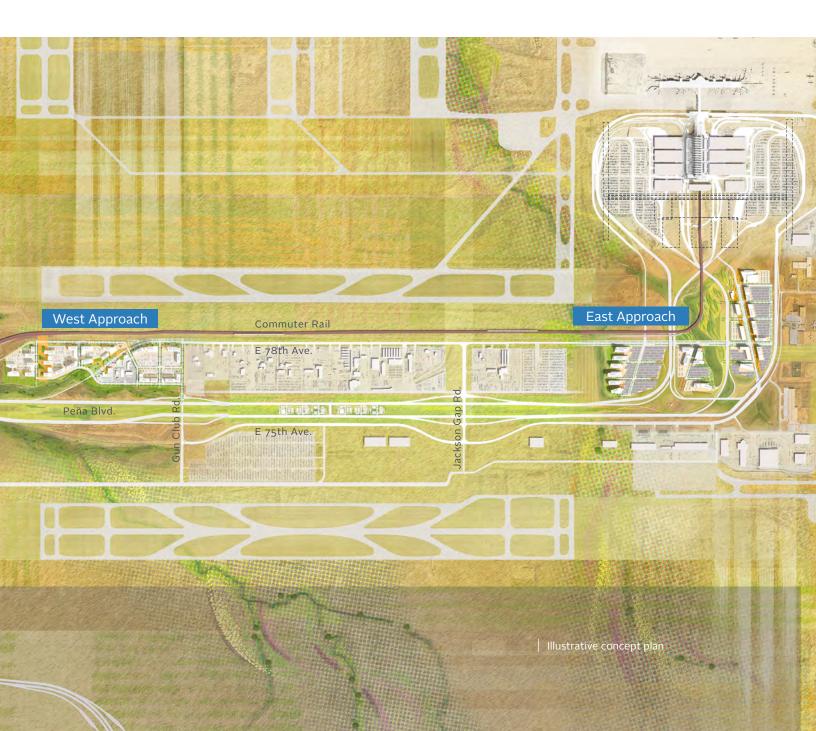
DEN's landscape context inspires the Strategic Development Plan. Long-range views of the snow-capped Rocky Mountains, the wind-formed sand hills of the high plains, and the airport's iconic terminal set the dramatic stage for arrival and departure. Creek corridors provide subtle definition to the rolling open prairie. Along the boundary between DEN and the Rocky Mountain Arsenal National Wildlife Refuge, land management strategies will allow the refuge's bison herd to graze proudly within view of Peña Boulevard.

Within this landscape context, the plan creates distinct districts, each with a unique character and relationship to its surroundings. The districts are based on a framework of streets and public spaces designed to balance flexible growth and evolving technologies with the creation of attractive, human-scaled places. DEN's development districts will become destinations.



DEN's development districts are situated on existing or planned regional infrastructure and create synergies with geographic amenities and airport features that will benefit development. While DEN continuously reviews all commercially developable property for market potential, priority is placed on development that will catalyze the Peña Boulevard corridor, support transitoriented sites, leverage infrastructure investments, and maximize placemaking opportunities.

The vision is rooted in a series of guiding principles that define DEN's core planning and design values. Realizing the vision will depend on land use, mobility, and landscape strategies to ensure all phases of growth result in standalone but interconnected districts with vibrant and unique character.



# **GUIDING PRINCIPLES**

The following guiding principles are the foundation of DEN's development vision. In planning and design terms, the principles encourage development of an adaptable framework for future commercial growth—a framework based on coordinated networks of multimodal streets, unique landscapes, and compact development districts to optimize the coherence, identity, and overall quality of place at DEN. The principles inform DEN's land use, mobility, and landscape strategies.

Collectively, the principles illustrate DEN's intent to realize places, spaces, and connections that facilitate commerce and innovation, inspire healthy lifestyles, and promote social, ecological, and economic aspirations while protecting and optimizing DEN's aviation mission. As the airport grows over time, the principles will be touchstones for decision-making and evaluation of proposed growth plans and programs relative to DEN's objectives and vision.



VISION: establish a long-term vision and plan to guide multi-scalar non-aviation development that optimizes DEN's competitive advantages for the benefit of the region, the state, and the nation while protecting and enhancing DEN's core aviation mission



COMPATIBILITY: ensure compatibility with past and present aviation planning; reflect DEN real estate plans, engineering and environmental studies, and surrounding jurisdictions' comprehensive plans



FLEXIBLE DEVELOPMENT
FRAMEWORK: provide a flexible
development framework for nonaviation commercial growth that
allows DEN to respond and adapt to
changes in economic trends



IDENTITY: amplify DEN's unique identity—and the unique attributes of Colorado and the Denver metropolitan area—to give the property an authentic sense of place that is distinctly DEN



COLLABORATION: design a vibrant public realm and introduce new spaces and programs to celebrate DEN's aviation mission, support commerce, foster social interaction, and connect people to nature



#### SUSTAINABLE STRATEGIES:

advance and protect DEN's longterm opportunities and resilience by balancing development with natural, technological, and human resources; promote environmental design excellence through stormwater management, environmental restoration, and energy conservation policies and practices



COHERENCE: establish development patterns that are easy to understand and navigate by multiple user groups and that unite DEN as a distinctive place



CONNECTIONS: create the foundation to amplify internal, regional, national, and global connections and partnerships



#### **INTEGRATED GREEN**

NETWORKS: create and connect landscapes and natural areas as an integrated green network with opportunities for recreation and programming



INTEGRATED STREET NETWORK: enhance circulation networks by adding and connecting streets to develop a more robust network, increase access, and facilitate mobility

# LAND USE STRATEGY









The land use strategy establishes a series of distinct, interconnected development districts along the Peña Boulevard corridor. Each district's design will accelerate place-based economic growth, accommodating a spectrum of development opportunities within a distinctive public realm.

Land areas available for commercial development fall into the categories of rural edge, urban edge, and Peña Boulevard corridor based on their relative location on DEN property.

# Rural Edges

Rural edges at the northern and eastern extents of the property are least likely to see commercial development in the near term. Meanwhile, agriculture, energy production, and other agrarian-type uses will continue.

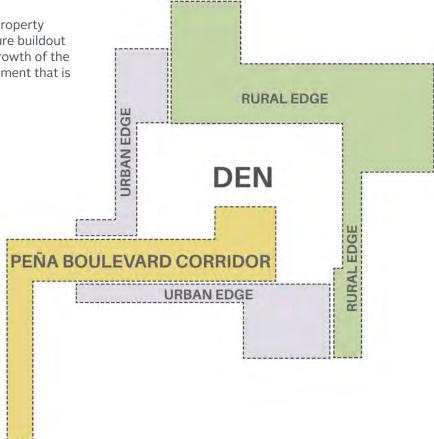
# **Urban Edges**

Urban edges are located at DEN's shared property lines with Aurora and Commerce City. Future buildout within the urban edges will complement growth of the neighboring communities through development that is compact and connected.

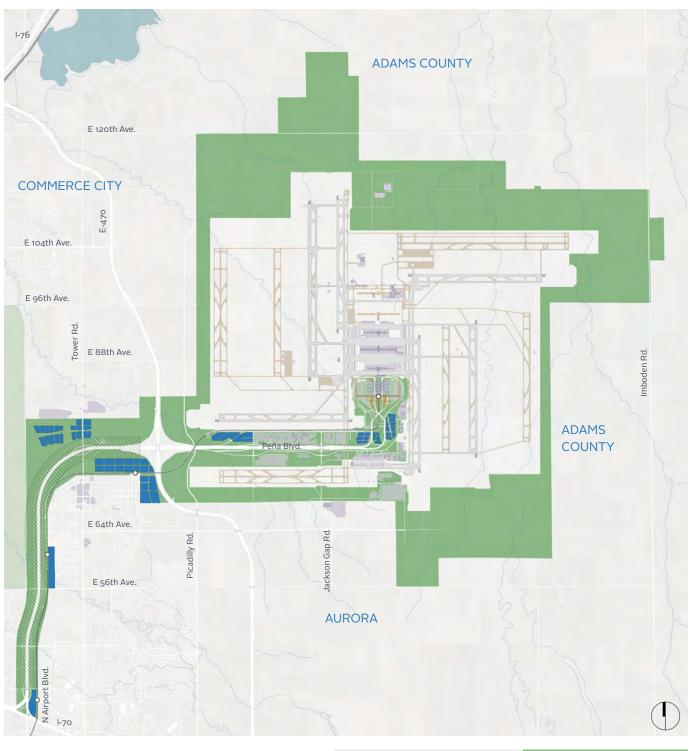
## Peña Boulevard Corridor

The Peña Boulevard corridor is the primary location of DEN's initial 1,500 acres of commercial development and concentrates development of office, education, conference, hospitality, retail, and other commercial uses. Near-term development will densify the corridor with distinct mixed-use districts strategically organized and located to take advantage of terminal access, transit connections, and landscape amenities.

The land use strategy for the Peña Boulevard corridor builds on existing transit-oriented development potential at two commuter rail stations: 61st & Pena and 40th & Airport Boulevard.



The Strategic Development Plan conceptually organizes DEN's property into three categories: Peña Boulevard corridor, urban edge, and rural edge.



DEN Core Aviation Operational Land
DEN Commercially Developable Land
DEN Development Districts
DEN Scenic Buffer

**53%**Core Aviation Operational Land: 18,000 acres

**47%**Commercially Developable Land: 16,000 acres

**DEN: 34,000 ACRES (13,760 HECTARES)** 

# MOBILITY STRATEGY



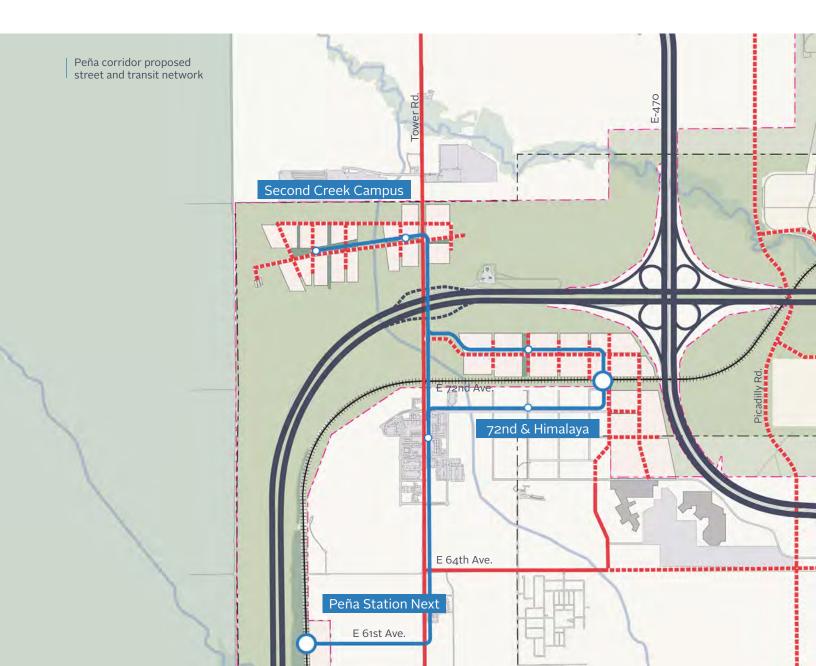






Regional access to the airport and efficient navigation through the airport property are equally important to DEN's mobility strategy. The strategy provides solutions at multiple scales that retain flexibility for a variety of current and future conditions and satisfy objectives ranging from regional network connectivity to pedestrian comfort and safety.

DEN's development approach prioritizes transit access. The plan envisions a circulator route connecting East Approach and West Approach to the terminal and commuter rail. A complementary circulator links Second Creek Campus to 72nd & Himalaya. The design of the 72nd & Himalaya district anticipates future development of this station. In addition to the priority districts identified in the Strategic Development Plan, DEN is pursuing two transit-oriented development opportunities. These include Peña Station Next, an emerging mixed-use development at the 61st & Pena commuter rail station, and a potential transit-oriented development at the 40th & Airport Boulevard station.



#### Street Network

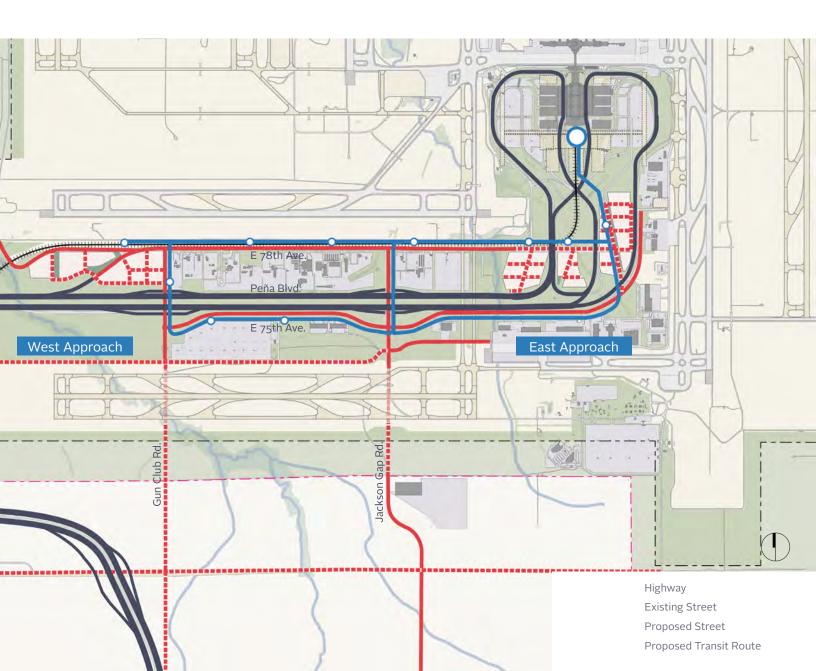
Peña Boulevard is the primary access for vehicular airport traffic and ties directly into the interstate highway system that connects city, town, and mountain destinations throughout Colorado's Front Range. The plan envisions 75th and 78th Avenues as a couplet serving the development districts, diffusing traffic loads and preserving Peña's primary function of providing direct airport terminal access.

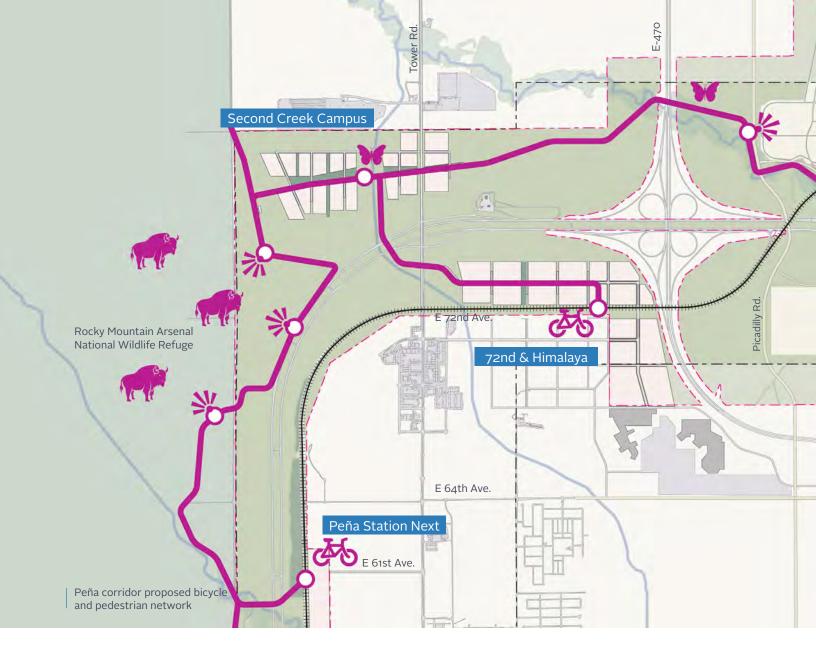
Proposed district streets are intuitively oriented to aide navigation, frame public spaces, and highlight key destinations. Street design accommodates multiple modalities, including future circulator or autonomous shuttle routes. Streetscapes prioritize the pedestrian experience with ample sidewalk widths, safe crossings, and block lengths that enhance walkability.

#### **Transit Network**

Local municipalities prioritize access to DEN. In addition to numerous bus routes between DEN and regional destinations, the commuter rail provides direct service between DEN and downtown Denver, further enhancing the airport's connection to the metropolitan area.

To complement this regional access, the envisioned circulator shuttle will transport people throughout DEN districts and destinations. The circulator system consists of two loops proposed for operation in dedicated or existing rights-of-way. Circulator routes link development districts, the terminal, airport facilities, and transit stations. Stops at regular intervals ensure a five-minute walk to most destinations.





# Bicycle and Pedestrian Network

DEN is located in the midst of multiple regional trail systems and open space destinations, including the High Line Canal Trail, Barr Lake State Park, and the Rocky Mountain Arsenal National Wildlife Refuge. The plan's bicycle and pedestrian network taps into these resources with purpose-driven routes connecting the terminal, development districts, and area destinations.

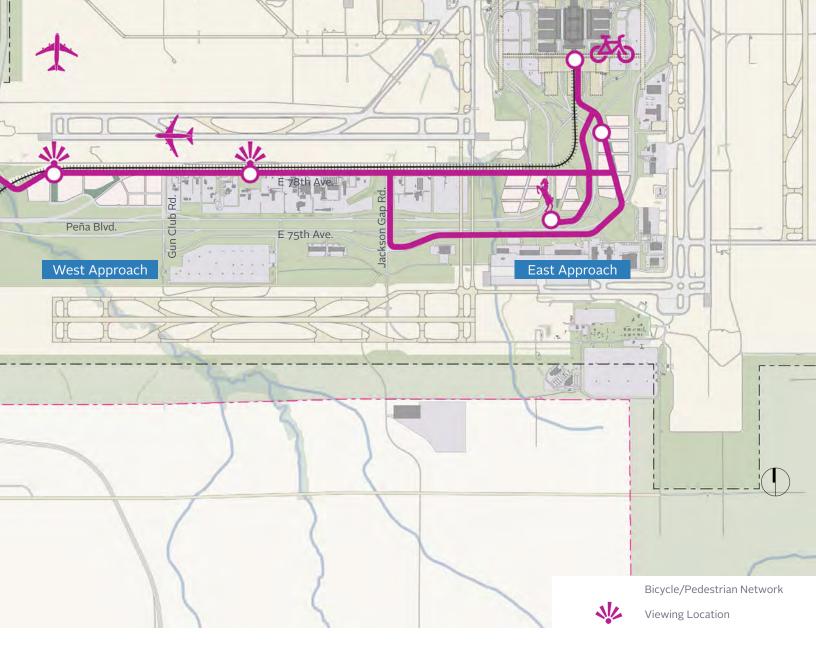
The bicycle and pedestrian network features curated experiences, with access to DEN's creek corridor landscapes, public art installations, plane spotting destinations, and butterfly and bison viewing opportunities. These experiences highlight the distinctive character of the shortgrass prairie ecosystem and DEN's unique aviation, natural, and cultural vistas. The bicycle and pedestrian routes are integral to DEN's overall transportation network, providing connectivity between districts, the terminal, and surrounding communities through on- and off-road routes and supporting Colorado's healthy lifestyle.



Bicycle/Pedestrian Access



Plane Spotting Opportunities









Prairie Landscape Opportunities



Bison Viewing Opportunities

# LANDSCAPE STRATEGY









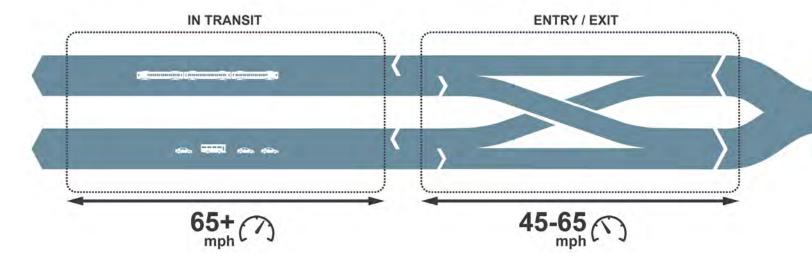
The shortgrass prairie ecosystem surrounding DEN accentuates the terminal's dramatic position in the Colorado landscape. Districts are designed to integrate development and the landscape by highlighting long-range vistas, preserving natural resources, and enhancing access to open space opportunities.

The landscape strategy considers DEN landscape features, natural resources, and vistas through four

levels of experience: the unobstructed, the transitional, the immersive, and the aerial. These levels of experience dictate scale-appropriate interventions based on the typical speed and position at which one experiences the landscape. This strategy is uniquely appropriate to the tens of thousands of visitors and employees whose perspective varies depending on when and how they travel through DEN's landscape.





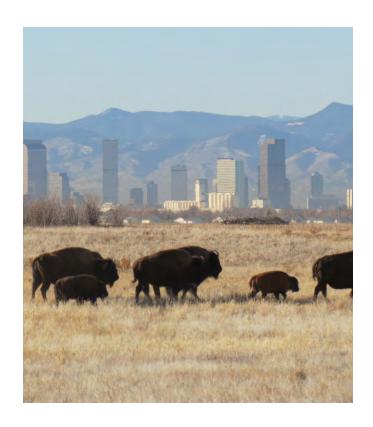


## Unobstructed Landscape

The unobstructed landscape is experienced at high speeds from public transit or a private vehicle. The focus is on the distant landscape or geographic features and the emergence of land forms from significant cultural patterns. Key elements include unobstructed views of the rolling prairie, Rocky Mountains, and bison grazing along the boundary of the wildlife refuge.

## Transitional Landscape

The transitional landscape highlights landscape features characteristic of Colorado, and is most appreciated as one is entering or exiting the terminal or moving between districts and airport destinations at moderate speeds. The transitional landscape between districts and outside the terminal can shape arrival and departure experiences, aid wayfinding, and enhance the gateway to DEN. Artful interpretation of utilitarian landscape elements can highlight local heritage.





# Immersive Landscape

Within development districts and airport destinations, one experiences the immersive landscape on foot in the public realm. These landscapes incorporate plant and material palettes that appeal to the senses of sight, touch, and scent. Interactive elements, installations, and exhibits encourage lingering and provide educational opportunities relevant to the airport, the environment, regional history, and local culture.

# Aerial Landscape

Viewed from above at high speeds on approach and at takeoff, DEN's aerial landscape is a unique opportunity for large-scale land art. Seasonal changes and crop rotations take form in varying height, volume, texture, and color as dynamic expressions of the regional landscape, transforming airport grounds into a canvas. The aerial perspective further reveals DEN's regional context of natural systems, mobility networks, and cultural patterns.





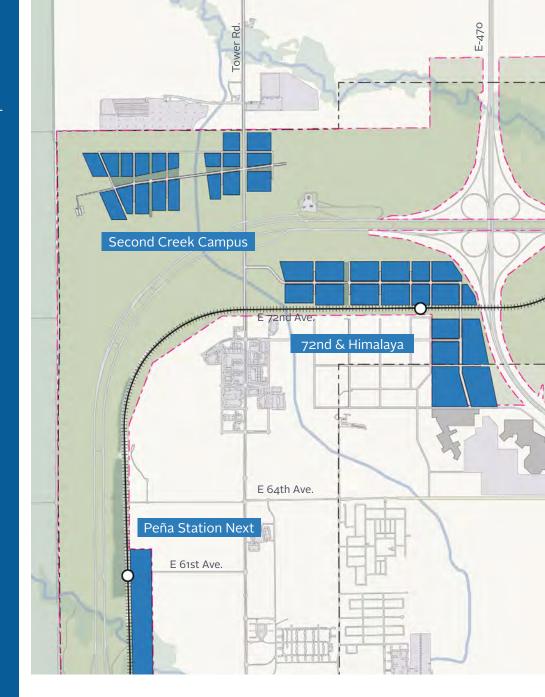
# DEVELOPMENT DISTRICTS

Growth will occur in all sectors of the property, but the Peña Boulevard corridor is DEN's initial development focus. It is immediately visible to the traveling public, has the highest multimodal accessibility, and boasts the closest and most direct proximity to the airport terminal.

The land use strategy in the Peña Boulevard corridor epitomizes the balance of proactive planning and flexibility that is fundamental to DEN and will direct early stages of investment. The mobility strategy ensures that DEN's development districts connect globally, regionally, and locally, and the landscape strategy defines unique, memorable experiences.

DEN's district-based approach accommodates progressive and traditional commercial uses, and provides the flexibility to respond to changing use patterns over time. The DEN districts feature a mix of uses including hotel, conference, and other hospitality functions; destination and local retail; commercial office; research and development; agribusiness; and manufacturing.

Each district has a unique character derived from its relationship to the airport terminal, inherent land features and natural resources, and connection to transportation networks. The districts are envisioned as distinct walkable communities that balance building density with public open space and enable a full spectrum of current and future mobility options.



## PEÑA STATION NEXT

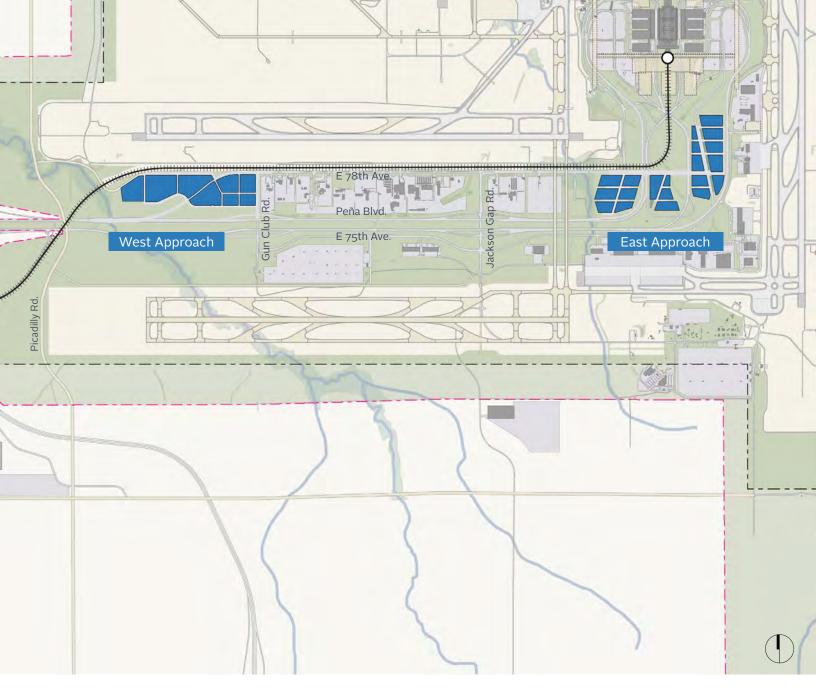
A mixed-use, transit-oriented development that promotes renewable energy and emerging smart city technologies to prioritize health and sustainability.



## **SECOND CREEK CAMPUS**

A hub of research, development, and advanced manufacturing adjacent to the wildlife refuge with unobstructed views west toward their bison herd and the Rocky Mountains.





#### 72ND & HIMALAYA

A destination for entertainment, retail, and industrial uses, primed for mixed-use transit-oriented development with the future RTD A Line commuter rail station buildout.





#### **WEST APPROACH**

A site for hospitality, retail, and office uses strategically located to serve arriving and departing travelers and welcome visitors to Colorado.





#### **EAST APPROACH**

A premier destination for global business and choice hospitality and conference venues located immediately south of DEN's iconic terminal.





# EAST APPROACH

East Approach is a signature destination for global business at Denver's front door. Sited immediately south of DEN's iconic Jeppesen Terminal and the Westin Denver International Airport hotel and conference center, East Approach has an initial development capacity of two to three million square feet on approximately 250 gross acres.





## Concept Plan

East Approach provides a flexible and highly visible framework for globally-oriented headquarters, commercial offices, high-end hotels, and conference facilities. The concept plan maximizes both physical and visual connectivity to Jeppesen Terminal.

The plan organizes the district into three clusters of development. A circulator transit system and pedestrian and bicycle paths link East Approach to the terminal and DEN's other proposed development districts.

The streets, public spaces, and architecture of East Approach frame dramatic views of the terminal and airplanes as they taxi, take off, and land. The East Approach landscape features spaces for active and passive uses, ranging from landscaped courtyards and linear greenways to the natural environment of Third Creek.



### **PLAN FEATURES**

- 1. Boulevard to Airport Terminal
- 2. Plane Spotting Landscape
- 3. Central Landscape
- 4. *Mustang* by Luis Jimenez
- 5. 100 Block Development
- 6. 200 Block Development
- 7. 300 Block Development
- 8. Parking with Solar Canopies





# WEST APPROACH

Located on Peña Boulevard east of the E-470 interchange and DEN's entry sign, West Approach provides a highly visible site for regional office headquarters, hospitality services, and retail. The plan anticipates an initial development capacity of one to two million square feet on approximately 150 gross acres.



## Concept Plan

West Approach is an important gateway to DEN. The plan organizes buildings along Peña Boulevard, 78th Avenue, and the commuter rail track. This orientation reinforces the district's street-fronted urban character and maximizes visibility for companies seeking prominent locations along the Peña Boulevard corridor. In addition to exceptional access to the region's highway system and DEN's rental car services, West Approach links to Jeppesen Terminal via the proposed circulator transit system.

The district features three primary clusters of development. Unique outdoor spaces frame views of the dynamic operations of the airport, the natural prairie landscape, and the Rocky Mountains. The north-south orientation of streets and public spaces highlights aviation vistas, including a signature viewing corridor aligned to a future runway.

DEN envisions development of the Peña Boulevard median with passenger and employee-oriented, drivethrough retail and services. This area is integral to the image and experience of the Peña Boulevard corridor.



### **PLAN FEATURES**

- 1. Second Creek Open Space
- 2. Plane Spotting Landscape
- 3. Circulator Plaza
- 4. 100 Block Development
- 5. 200 Block / Final Approach
- 6. 300 Block Development
- 7. Rental Car Facilities
- | West Approach concept plan





# SECOND CREEK CAMPUS

Second Creek Campus is a hub of research, development, education, and manufacturing located in a spectacular natural setting adjacent to the Rocky Mountain Arsenal National Wildlife Refuge. With an initial development capacity of four to five million square feet on approximately 360 gross acres, Second Creek Campus is organized around a central landscape composed of social and research spaces, dramatically oriented toward the Rocky Mountains.



# Concept Plan

Second Creek Campus is prominently located at the bend of Peña Boulevard, accessible from Tower Road, with two primary clusters of development flanking the west branch of Second Creek. The proposed circulator transit system connects Second Creek Campus to the future 72nd & Himalaya commuter rail station.

The district features a campus environment connected by a network of spaces, landscape systems, and development parcels. Research facilities are organized along a central agricultural showcase and a series of north-south linear spines to support innovation and cross-disciplinary collaboration. The physical organization of the campus is integrated into the existing natural conditions of the site to emphasize views and maximize access to the prairie environment. Second Creek provides a scenic and ecological threshold between the eastern and western sides of the campus. The western campus opens toward an expanded ecological zone which complements the neighboring wildlife refuge, while the eastern campus frames Tower Road and sets up views toward the terminal.

### **PLAN FEATURES**

- 1. Central Agricultural Showcase
- 2. Innovation Spine
- 3. Experimental Fields
- 4. Bison Overlook
- 5. Second Creek Open Space
- 6. 200 Block R&D Campus Development
- 7. 100 Block Tower Road Development









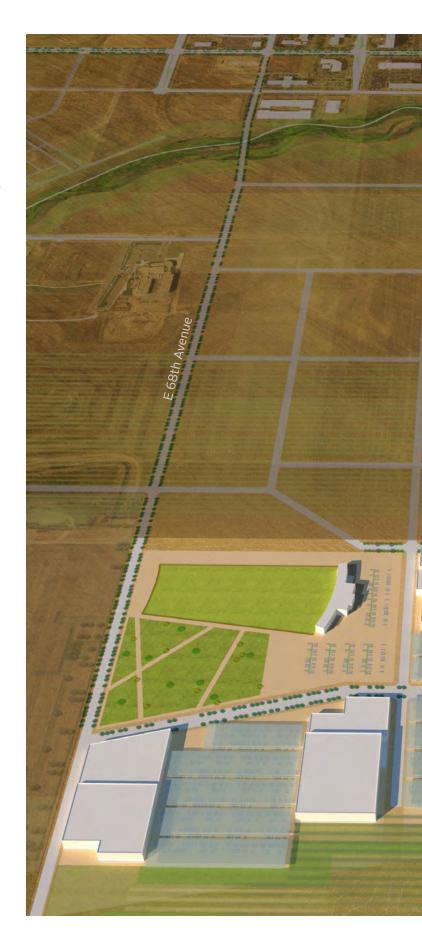
# Concept Plan

72nd & Himalaya presents a spectrum of development opportunities with great visibility. The western portion of the district benefits from proximity to Tower Road and may attract automobile-dependent, larger-footprint commercial and industrial uses in the near term that could be replaced long-term by higher density mixeduse development. Toward the south, the plan envisions destination retail and entertainment uses such as golf or other sports facilities to complement nearby resort and conference development and capitalize on visibility from highway E-470. Mixed-use office and retail development is envisioned near the future transit station.

Designed for pedestrians and cyclists, the 72nd & Himalaya mixed-use transit core visually and physically links the north and south sides of the commuter rail at the location of the train platform. Over the long term, as transit-oriented development builds out, these higher density, higher value uses could expand westward into areas initially developed for lower density commercial and industrial uses.

### **PLAN FEATURES**

- 1. Commuter Rail Station
- 2. 72nd & Himalaya Plaza
- 3. Himalaya Retail Street
- 4. 100 Block TOD Development
- 5. 72nd Avenue Gateway
- 6. 200 Block Development
- 7. Peña Boulevard Landscape
- 8. 300 Block Development







# PEÑA STATION NEXT

Anchored by 61st & Peña station, this transit-oriented development is strategically located along the commuter rail connecting DEN with downtown Denver. Peña Station Next utilizes cutting edge technology to deliver mobility and utility solutions that reduce the district's carbon footprint and increase the convenience of daily life.



# Concept Plan

Peña Station Next's robust fiber backbone, local community integration, and international accessibility underscore its exceptional connectivity. The district's design is resilient and self-sustaining, bolstered by a smart resource grid to produce and store energy and accelerated by the culture of innovation exemplified by DEN and tenants such as Panasonic CityNOW.

Progressive office, hospitality, retail, and education uses will thrive at Peña Station Next—a district that pushes technological advancements while providing a reliable support network.





Peña Station Next concept plan (prepared by Gensler)



# PLAN FEATURES

- 1. 61st & Peña Station
- 2. Panasonic HQ
- 3. First Creek
- 4. Richfield Linear Park







# DEN REAL ESTATE DENVER INTERNATIONAL AIRPORT