



**UNITED'S DENVER NEW LAND DEVELOPMENT  
LARGE DEVELOPMENT FRAMEWORK**

**ADDRESS: 17671 - 17675 EAST 64TH AVENUE DENVER, CO 80249**

**Property Legal Description: See Attachment A - Legal Description**

**Subject Property Owner:** United Airlines, Inc.  
233 South Wacker Drive  
Chicago, IL 60606



Figure 1 – Area Map

*This Framework shall apply to the property, and requirements forthwith shall be applicable to all owners, successors and/or assigns until such time as this document is formally amended or withdrawn pursuant to DZC Section 12.4.12.*

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## I. Executive Summary

Since 2019, Denver has been United's fastest growing hub based upon metrics such as scheduled flights, seats, and available seat miles. Denver International Airport (DEN) plays a crucial role in connecting United's passengers to various domestic and international destinations and has allowed United to offer a wide range of flights and services to and from Denver - making it a key transit point for travelers and contributing to United's world-wide network. Additionally, United's flight training center in its Denver Quebec Campus, with its existing forty (40) full flight simulators (FFS) and the recent addition of twelve (12) FFS, serves as the only pilot training center for its 16,500 pilots, making it a critical component in maintaining United's business operations.

United is in the process of increasing the size of its fleet and expects to have 700 new planes by 2033, resulting in the need to increase the number of pilots by more than 25,000 by 2030.

This increase in the number of planes and pilots requires a significant increase in the capacity of the flight training center, pushing the current Quebec Campus beyond its maximum capacity both in terms of square footage and throughput of trainees. The Quebec Campus cannot support facility requirements necessary to respond to pilot training protocols required because of changes in business operations. United views the expansion of its flight training facilities as a critical business need that must be addressed near term.

As a first step in addressing this critical business need, United has acquired 113.7 acres in Northeast Denver, adjacent to the A-Line Light Rail System and Peña Boulevard, approximately halfway between the existing Quebec Campus and DEN.

The design team has developed a flexible and adaptable master plan for up to sixty (60) additional FFS, along with associated training support spaces, a central energy center, and amenity spaces. This master plan incorporates surface and structured parking as well as outdoor amenity spaces for United on-site employees and visiting pilots. The master plan includes programming and conceptual design for a first phase that will accommodate no fewer than twelve (12) FFS and is expected to be operational by December 2027. [See Attachment B – LDR Application](#)

### 1. Area Context

- a. **The Site:** United's Denver New Land Development is in the DIA (Denver International Airport) Neighborhood of Denver, minutes away from DEN, easily accessible via Peña Blvd and along the transit line that connects DEN to downtown. The Site is an expansive area, previously used for farming, with uninterrupted mountain views that stretch all along the western and northern edge of the property. The 113.7 acres are bounded by Yampa Street to the east, 64th Avenue to the south, RTD's A-Line transit to the west, and Dogwood Gulch to the north. The Site is perfectly placed to stand out as a recognizable landmark, grabbing the attention of travelers on their journey to and from the airport.
- b. **The Neighborhood:** The DIA neighborhood, situated east of Peña Boulevard and north of 56th Avenue, was annexed by the City in the 1980s during the airport's development, which was completed in 1995. Most land within the neighborhood boundary is privately owned. The annexation aimed to address the City's expansion needs and mitigate conflicts arising from urban encroachment and airport noise. Until recently, the DIA neighborhood consisted of mostly greenfield sites, but in the last 7 years, the neighborhood has seen significant growth. Development patterns vary within the neighborhood due to various factors, including the DIA

Influence Area Overlay Zone (AIO) which prohibits single and two-unit residential development north of 56th Avenue, and prohibits residential development of any kind north of 64th Avenue. The City restricted residential development in these noise-areas because of proximity to DEN.

- c. In 2019 a new plan for the area, the Far Northeast Area Plan (FNE Plan), was adopted that outlined projected land uses, building height limits, transit and mobility, open space, and economic development recommendations. In 2022, the FNE Plan was amended to account for a large manufacturing campus which is unrelated to the Project Site. The FNE Plan developed by the community, envisions a vibrant, mixed-use neighborhood with multi-modal connectivity. Since the adoption of the FNE Plan, there has been significant development of the hospitality sector along Tower Road, including multiple hotels and restaurants.
- d. Site Influences: Immediately to the north of United's Denver New Land Development lies 'Peña Station North,' a recently approved commercial development.
  - i. Immediately south of the Site along 64<sup>th</sup> Avenue, a new multi-family residential development is underway, and further south, Peña Station Next is anticipated to facilitate a mixed-use development with higher density multi-family housing.
  - ii. A key factor influencing the Site is the Dogwood Gulch, located to the north of the property, owned by the Denver International Business Center Metro District No 1. This publicly dedicated open space and drainage channel includes walking and biking trails.
  - iii. A transit line connecting downtown Denver to DEN runs along the west side of the property, with the 61st and Peña Station being the closest stop—approximately half a mile away.
  - iv. Uninterrupted views of the Rocky Mountains are preserved by the six-mile stretch of the Rocky Mountain Arsenal National Wildlife Refuge along Peña Blvd.
  - v. The Site is undeveloped and features no major utilities on-site. Existing major utilities including water, wastewater, electrical, and natural gas can be found in the rights-of-way (ROW) of the adjacent Yampa Street and 64th Avenue. Due to this proximity, the corner of 64th and Yampa is the ideal location for Phase 1 Development.

## **2. Proposed Land Uses and Intensities**

- a. The FNE Plan strategically outlines prospective "place types" for the DIA neighborhood. United's Denver New Land Development falls within an area identified as a 'community center,' a land use typology which is intended to support a mix of office, retail, eating and drinking establishments, commercial services, and multi-unit residential uses, though the AIO overlay doesn't allow residential units north of 64th Ave.
- b. Identified as a 'community corridor,' Tower Road, situated parallel and east of Yampa Street, is envisioned to support densely populated mixed-use development.
- c. An eight-story height maximum, of approximately 110 feet, has been identified for most of DIA neighborhood with exceptions around the 61st and Peña station light rail stop.

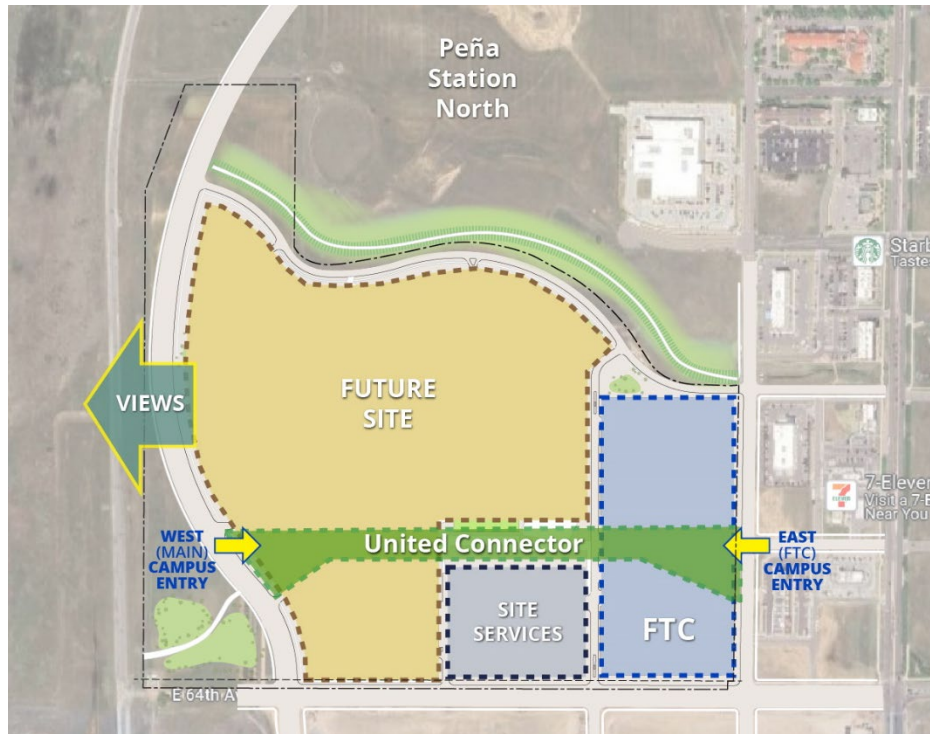


Figure 2 – Concept Plan

### 3. Infrastructure Changes

- a. The property is an undeveloped site with no existing infrastructure. New infrastructure that will be provided within the Project Site includes:
  - i. Dedication and expansion of ROW along 64th Ave; with possibility of new utility construction along the expansion
  - ii. Dedication of ROW and new utilities corridor to accommodate Telluride's north south connection
  - iii. Expansion of open space network along the Dogwood Gulch, with additional trails
  - iv. Relocation of the existing detention pond at the corner of 66<sup>th</sup> and Yampa
- b. A mobility study will be facilitated as part of the IMP process. This study will assist in identifying ROW determinations, street cross-sections, and intersection conditions.

### 4. Park and Open Space Concepts

- a. As the City develops and grows, the importance of accessible open space is as crucial as roadways and infrastructure. Development of parks and open spaces that are connected by regional trail systems benefit the community and enhance the quality of living within the City as well as provide alternative paths of mobility. Identified by the City as a vital piece of development projects, all new developments over 10 acres are required to provide 10% of their land area for public open space and/or park space.

- b. For United's Denver New Land Development, the requirement will be approximately 11 acres. To achieve a rich, usable open space, it is crucial that this public space be both accessible to the public and contiguous. The importance of well-placed public open space is paramount not only for the community, but also for connectivity to United's Denver New Land Development.
- c. Throughout all phases of the Project, and especially in the development of the Future Site, United will incorporate additional outdoor recreation spaces, that will be used to enhance health and bring people together while providing a stormwater infiltration asset. Pedestrian permeable pavements and landscape bioswale areas will be integrated to support sustainable water strategies. The Site will feature a variety of landscape zones, providing moments of respite for users and supporting the biodiversity of Far Northeast Denver. These zones will range from more natural conditions along the perimeter of the property to semi-landscaped areas within the development, to more curated hardscape zones that support a variety of uses.

## **5. Access and Permeability**

- a. United's New Land Development is situated near a wide range of multimodal transportation options, providing convenient access between the Site and key destinations for Site users: the existing United Airlines Quebec Campus, Downtown Denver, and Denver International Airport.
- b. The layout of the Site is optimized to take advantage of these connections as the Site is built out over time. Key highlights of external Site access include:
  - i. Connection to the 61st & Peña A-Line commuter rail station. United's Site is 1/4 - 1/2 mile, roughly a 15-minute walk, from frequent, reliable transit at the 61st & Peña A-Line commuter rail station. Site users that are more likely to arrive by transit – such as office workers – are situated closest to the station to maximize ease of access.
  - ii. Access to a comprehensive network of on- and off-street bicycle facilities. The Site is situated to the west of the existing bicycle lanes on Yampa St and along planned bicycle/pedestrian facilities that connect to the Denver region's robust trail network – including the planned A-Line trail that provides convenient bike/ped access to the 61st & Peña station and beyond. Trail facilities along Dogwood Gulch provide safe, convenient access to the Tower Road commercial corridor.
  - iii. Vehicular access to local and regional arterials. With the buildout of N Telluride Way and E 64th Ave, United's Denver New Land Development will have access to the region via Tower Rd, 56th Ave, and Peña Boulevard.
- c. Although designed primarily as a closed development for a single user, the internal Site circulation network embodies the spirit of the FNE Plan's vision for a connected grid of local streets, with sufficient width set aside to allow for construction of rights-of-way for 65th Ave and N Waco Street through the Site should the Site convert to multiple users. Other internal Site roadways provide access to parking facilities for all users, as well as providing access for service and emergency vehicles.

## **6. Development Phases**

- a. United's Denver New Land Development master plan is designed to be nimble. While there are many ways the plan can develop over time, the following explores likely scenarios that have

been anticipated through future projections, with a focus on maximizing the Phase 1A development, which is intended for flight training center and related/ancillary uses. The Future Site space is dedicated for future needs and buildings that will be defined and phased in accordance with United's business needs. Additional ancillary uses may include Support Storage (Warehouse), Operations and/or Data Center, Central Energy Center, and other options not yet determined.

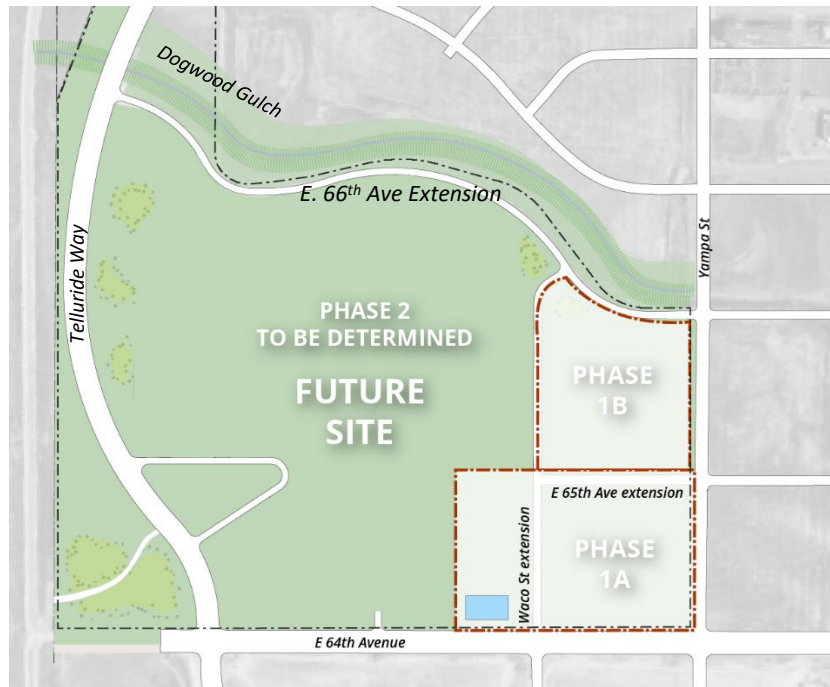


Figure 3 – Phasing Diagram

- b. Phase 1A. Phase 1A is comprised of development of one flight training building needed to meet United's short-term pilot-training requirements, plus an adjoining Central Energy Center. Phase 1A is accessed from Yampa Street into an arrival court which accommodates United shuttle vans and private vehicles.
  - i. The arrival court and entry into the lobby is publicly accessible; the remainder of the Phase 1A Site area is currently expected to be located within a secure perimeter.
  - ii. The Phase 1A building(s) will include 12-14 new flight simulator bays and the necessary support program spaces including an Energy Center, and surface parking for approximately 200 vehicles.
- c. **Phase 1B, expansion of Phase 1A uses.** Up to three additional flight training buildings are currently planned (totaling up to 46 additional flight simulator bays) to be built in later phases. As each new building comes on-line, surface parking will increase, and the Central Energy Center will add equipment to match capacity with increased program needs. When the 4<sup>th</sup> building is delivered, a parking structure may be built and shared with adjacent Future Site development, depending on timing. The arrival court provided in Phase 1A is expected to

continue to serve Phase 1B. All development within Phase 1A and Phase 1B will be within a secure perimeter.

- i. Future buildings that will be located along Yampa Street would be set back from the sidewalk for security and to allow fire lane/service access within the secure perimeter. As Phase 1B buildings are completed and the Energy Center is fully fit out, it is anticipated that additional facilities will be needed.
- d. **Phase 2.** Depending on United's business requirements, the Future Site development would be designed at later stages. The program here can include additional flight training operational needs, other flight training related facilities, operational centers, expanded energy center, meeting spaces, visitor center, supporting office spaces, food hall, and structured parking garages.
- e. The Future Site front door will be allocated along Telluride Way, and it is anticipated that a primary pickup and drop-off zone will be aligned with 'United Connector' accessible from Telluride. Currently United hasn't identified these uses and will leave the area labeled as 'Future Site' to be determined at later phases. The development at Future Site will be situated to take advantage of the mountain views and anchor the west end of the Project's pedestrian connection. Additional open space networks internal to the Project Site will be facilitated to accommodate a natural extension of Dogwood Gulch.

## **II. Determination of Applicability**

On January 2, 2024, a Pre-Application Meeting was held with the City's Development Review Committee (DRC) workgroup to discuss the 17671 - 17675 East 64th Avenue Denver, CO 80249 Large Development Framework (LDF). Following the meeting, Staff presented the information to the Executive Development Review Committee composed of high-level leadership from multiple agencies. Based on the applicant initiated Large Development Review process and pursuant to Section 12.4.12.2 of the Denver Zoning Code (DZC), the DRC has determined that the Large Development Review (LDR) process is applicable to this Project. Factors that contribute to LDR applicability include:

- Adopted plan recommendation for the use of the LDR process
- The gross land area is greater than 5 acres
- Infrastructure improvements are anticipated for the Project

## **III. Purpose of the Framework**

This Large Development Framework (LDF) documents the required regulatory applications, review sequencing, and high-level project requirements for United's Denver New Land Development. The LDF is required per Section 12.4.12 of the Denver Zoning Code (DZC) following determination by the Development Review Committee (DRC) that the proposed development is subject to the Large Development Review (LDR) Process.

The high-level project requirements outlined in this LDF are based upon assessment of the proposed development against adopted plans, studies and regulatory programs as identified in this framework and may change based upon the outcome of project reviews and negotiation with the City.

This LDF is intended to:

- Document the project as initially proposed
- Document initial feedback from the community
- Provide for the coordinated assessment of general land development proposal
- Ensure that development in the LDR area is consistent with City Council adopted plans
- Ensure that development in the LDR area will implement adopted plan policies related to infrastructure, open space, and public parks, as applicable, by establishing the appropriate timing and requirements for subsequent regulatory steps, submittals and approvals.
- Establish known project requirements based upon the scope of the development proposal

All formal plan and technical reviews and permitting shall occur in accordance with the prescribed application and review process identified within this LDF document. Further, they shall be reviewed and permitted in accordance with process and procedures for each regulatory application established in the Denver Zoning Code, City and County of Denver Municipal Code, or any applicable adopted Rules and Regulations of the City and County of Denver, as applicable. Conflicts between this LDF and the foregoing regulations shall be resolved in favor of such regulations.

**Applicant and Owner Information (to be provided with the Formal Application)**

**Applicant:**

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**Property Owner:**

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United Airlines, Inc.  
Miz Cordero  
Director, State and Governmental Affairs  
[mizraim.cordero@united.com](mailto:mizraim.cordero@united.com)

#### IV. LDR Boundary

The 113.7-acre Site is owned by United Airlines, Inc. and is located at corners of Yampa St and 64th Avenue. The boundary for the LDR shall include the ~113.7-acre property consisting of undeveloped land. The proposed boundary abuts residential development to the south and commercial development to the north and east, all considered part of a growing Regional Center. Refer to Figure 4 – LDR Boundary.



Figure 4 – LDR Boundary

## **V. Adopted Plan Guidance**

The City's adopted Plans, studies and/or regulatory programs provide clear and sufficient guidance for review of the proposed large development project and will serve as a basis for providing project process and requirements. Please refer to the Final Scope for a summary of adopted plan guidance.

## **VI. Equity**

Equity is when everyone, regardless of who they are or where they come from, has the opportunity to thrive. Where there is equity, a person's identity does not determine their outcome. As a city, we advance equity by serving individuals, families, and communities in a manner that reduces or eliminates persistent institutional biases and barriers based on race, ability, gender identity and sexual orientation, age and other factors. Please refer to the Final Scope for the Equity Summary and Equity Brief. Please refer to the Project Requirements for Equity commitments on behalf of the Project. [See Attachment C – Equity Metrics Report.](#)

## **VII. Anticipated Outcomes & Project Commitments**

This section identifies desired outcomes and project commitments that will be fulfilled during subsequent processes and during development. See Section 8 for Development Review Process

### **1. Land Use & Site Design**

- a. The City operates under two distinct zoning codes: the current Denver Zoning Code and the Former Section 59 Zoning Code. Currently, the city is actively phasing out the Former Section 59 Zone District, requiring new developments to embrace rezoning. New developments submitted through the City's permitting process, particularly those subject to the Large Development Review, are strongly encouraged to undergo rezoning, automatically transitioning away from the outdated Former Section 59 Zone District.
  - i. United's Denver New Land Development will proactively transition from C-MU-10 WVRS\* AIO and C-MU-20 WVRS AIO to S-MX-8 under the current Denver Zoning Code.
  - ii. The rezoning into the S-MX-8 zone district aligns with the recommendations found in the recently adopted FNE Plan. S-MX-8 applies to areas or intersections served primarily by arterial streets where a building scale of 1 to 8 stories is desired.
  - iii. Rezoning will be proposed following the LDF approval and the best zone district for the project will be determined during the rezoning process.
- b. The site planning will incorporate facades that engage with the adjacent streets and the entry court, enhancing the visual and interactive experience of Phase 1A and Phase 1B.
- c. Design Guidelines will be crafted exclusively for United's private use. These guidelines will evolve alongside the development of buildings, serving to maintain a cohesive vision for the master plan and ensuring consistency in both building and site design over time. The private design guidelines will be in addition to the Gateway Design Standards and Guidelines.
- d. Site Access: Recognizing the importance of perimeter security to Phase 1A and Phase 1B operations, development within these phases will need to be carefully designed to prioritize a secured environment. The Phase 1A and Phase 1B portion of the Site is designed to be a 24/7 securely fenced area, accessible solely through controlled security gates. While the gateway

entrance is designed to provide a welcoming atmosphere for pilots, staff, and visitors, clear distinctions will be established between publicly accessible areas and secured zones. The primary entrance to Phase 1A and Phase 1B, accessible from Yampa Street at 65th Avenue, will feature a designated pickup and arrival zone for pilots, ride-shares, and visitors. Additionally, a centralized visitor center will facilitate security clearance processes for Phase 1A and Phase 1B. As United's real-estate team continues to explore the potential for the remainder of the Site outside of Phase 1A and Phase 1B related uses, alternative security measures are being considered.

To support the "Community Center" land use typology identified in the Plan, the area would be expected to feel inviting to those visiting the site, even if additional security measures are desired/implemented for future phases.



Figure 5 – Diagram depicting potential Site Access and Circulation

## 2. Transportation & Mobility

- a. United's Denver New Land Development has no existing mobility network through the Site but is located with access to multiple existing mobility opportunities adjacent to the Site. The FNE Plan recommends additional north-south and east-west connections that are extensions of the existing street grids. Through the initial work with the City, and with coordination between the departments of Community Planning and Development (CPD), and Transportation and Infrastructure (DOTI), the future master plan will support the following:
  - i. Link Telluride Way between 64th Ave and the northern edge of the property. Coordination of alignment of Telluride Way with the Peña Station North development which includes establishing a Right-of-Way (ROW) through the DEN owned parcel north of the Site.

- ii. Intent to provide a 132' ROW along 64th Ave between Yampa St and Telluride Way. ROW expansion details to be determined by the pending mobility study.
  - iii. Balancing adopted plan guidance with the need for campus security, E. 66<sup>th</sup> Avenue may be a gated-off private road for internal circulation provided the following are satisfied and addressed in the Infrastructure Master Plan and/or subdivision:
    - The E. 66<sup>th</sup> Avenue road will be placed in a tract and built to city standards
    - An east/west pedestrian/bicycle connection will be constructed between Yampa and Telluride that will be open to the public to provide east/west circulation as well as provide access to the adjacent open space.
    - If, in the future, (a) a portion of the property described in Appendix A of this document is developed so it is “open to the public”, is adjacent to 66th Avenue, and can only be accessed by the public from 66th Avenue or (b) the owner of such property adjacent to 66th Avenue otherwise determines that such property is an open campus, the 66th Avenue tract and road will be conveyed to the City, without payment of any consideration by the City for such conveyance, in fee simple ownership, or other conveyance acceptable to the City. “Open to the public” means available for use by the general public (not only United employees, guests, invitees or trainees) during the normal course of business conducted by either private or public entities.
    - Documentation of the commitment for future tract/roadway conveyance will be completed prior to Subdivision containing said tract approval in an agreement acceptable to the city.
  - iv. Plan will not preclude at least one north-south private internal circulation corridor to be aligned with the existing Waco Street.
  - v. Plan will not preclude at least one east-west private internal circulation corridor to be aligned with the existing 65th Avenue.
  - vi. A section of the Regional Trail connection (from 64th Ave to 67th Ave) as part of trail network between First Creek and Second Creek. This section of trail will be along RTD's A-Line. United will complete design of this trail section, subject to approval by Denver Parks and Recreation, and secure the necessary permissions from DEN for access and construction. United will complete construction of the trail section.
  - vii. Facilitate a mobility study through the IMP process to analyze the demand for the extension of 69th Ave/Uravan Street towards 66th Ave.
- b. A mobility study will be facilitated as part of the IMP process. This study will assist in identifying ROW determinations, street cross-sections, and intersection conditions.
  - c. In addition to internal and external infrastructure improvements, mobility to the Site will also be facilitated by Transportation Demand Management (TDM) programming that will facilitate access on travel modes other than single occupant vehicles. United plans to operate shuttles that serve trainees visiting Phase 1A and Phase 1B as it currently does for trainees visiting the Quebec Campus for flight training related purposes. TDM program options under consideration for the Site include (but are not limited to):

- i. Providing shuttle service for all Site users to 61st and Peña Station and other United regional facilities, including DEN and the Quebec Campus
- ii. Incentivizing carpooling and carshare access through preferential parking
- iii. Operating a micromobility (bicycle/scooter) sharing program to connect the Site to adjacent transit options
- iv. Providing non-driving amenities on-site, including showers, lockers, bike storage, and real-time transit information

### 3. Parks & Open Space

- a. The DIA neighborhood anticipates future regional connections adjacent to the United Site. This future community asset of regional trails (along Second Creek, parallel to the A-line, along First Creek, and an on-street bike lane along Yampa St.) serve as the basis for the United trails and open space plan. The United plan creates a connection to this regional system, and the timing of such connections will be dependent upon phasing of the development of the Site.
  - i. United will install the trail along the A-line along United Site's western border. This trail will ultimately connect First Creek to Second Creek. United will complete design of this trail section, subject to approval by Denver Parks and Recreation, and secure the necessary permissions from DEN for access and construction. United will complete construction of the trail section, to standard trail dimensions.
  - ii. United will install a trail along the northern property line between proposed 66th Ave and adjacent to Dogwood Gulch. This will connect the Tower Road commercial corridor and Yampa Street bike lane to the regional trail on the west. With the bike and trail system focused on the west side of the United development the logical location for the open space is along these connections. West of Telluride and south of Dogwood Gulch the United plan accommodates contiguous community accessible open space.
  - iii. The southern portion of the western open space is a prime location for recreational amenities. This area is less than a quarter mile from the 61st and Peña A-line transit stop, adjacent to the planned A-line regional trail and could accommodate a variety of passive open space, environmental education, courts, fields, or smaller trails.
  - iv. The City will maintain the regional trail on the west and the Peña Station North Denver International Business Center Metro District No 1 will maintain the Dogwood gulch trail.
- b. United employees will also benefit from these connections into the regional system with an off-street option to access the 61st and Peña transit station as well as a connection into the Denver bike network throughout the City. These will be installed by United at the appropriate Project phasing point, with maintenance responsibilities to be determined through the IMP Process.

### 4. Stormwater & Wastewater, Floodplain and Waterways

- a. *Stormwater:* The final stormwater management system is anticipated to utilize distributed water quality treatment and small detention basins to achieve adequate runoff rate reduction and MS4 compliance. The system may include low impact development infrastructure including permeable pavements, bioswales, infiltration basins, and/or green roofs.

Modifications to existing regional Water Quality (WQ) and detention facilities within Dogwood gulch are anticipated to be modified to allow realignment of 66th and Telluride. Floodplains and Waterways - Modifications to Dogwood Gulch including additional trails and realignment of regional stormwater controls are anticipated. No FEMA mapped floodplains exist on-site.

- b. *Wastewater:* Wastewater is anticipated to be collected and gravity fed to a collector pipe at 64th and Telluride. No lift stations or force mains are anticipated.

**5. Partner Agencies (DOA, CDOT, RTD, Adjacent Municipalities, Metro Water Recovery, Mile High Flood District**

- a. Xcel to provide electrical capacity offsite.

**6. Economic Development & Opportunity**

- a. For the expansion of the recent building at the Quebec Campus, United invested more than \$145 million which is expected to lead to more than 370 new jobs. In total, more than 1,600 of United's 10,000+ Denver-based employees work at United's Flight Training Center at the Quebec Campus, representing 24 different departments in roles that include flight instructing, flight evaluating, scheduling, pilot hiring, human resources, and flight standards. In 2023, more than \$44 million was spent on hotel room nights in Denver for pilots visiting the training facility, with an expectation to spend more than \$65 million in 2024.
  - i. United hired more than 2,500 people in Denver last year and plans to hire more than 1,000 people in 2024.
  - ii. United is the career destination of choice for pilots, offering the largest widebody fleet in North America, and the most comprehensive global network and hubs across the U.S.
- b. United anticipates making significant investments at this Project Site, and while exact investment numbers are unknown, these may include, but are not limited to, job creation, infrastructure development, construction and building development, dedication of open space, support of hospitality sector, and other initiatives.
- c. For project financing, United is exploring various options, including self-financing, joining the existing Denver International Business Center Metro District No. 1, or establishing a new metropolitan district.

**7. "A Net Zero Development"**

- a. In addition to its net zero-GHG goal, the master plan will utilize LEED, targeting LEED's certification and best practices. For specific projects, there may also be opportunities for third-party certification for zero carbon and health & wellness elements, in addition to a potential Living Building certification for net zero sustainable performance.
- b. As a significant development in the Denver metropolitan area, the master plan should also address regional environmental priorities and leverage local resources. The Project will aim to reduce potable water usage as much as possible and can take advantage of the nearby Denver Water's purple pipe non-potable water distribution system. As well, future building projects and infrastructure can take advantage of Xcel Energy's incentives for efficiency and renewable energy equipment, as the local utility positions the regional grid to be 100% renewable (zero fossil fuel or GHG emissions) by 2050.

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- c. Buildings will be designed for resilience based on their programmatic needs and identified threats to operation or safety. The developed Site will meet or exceed the sustainable performance of Peña Station NEXT, the transit-oriented development to the south of United's Site, which will feature significant solar arrays, a resilient on-site battery system and microgrid, and LEED silver minimum buildings.
- d. Delivering on these intentions will mean that United's Site will be a sustainability icon not only for the Denver region, but for the entire world - an appropriate goal for a company that has a goal of going 100% green by reducing 100% of its greenhouse gas emissions by 2050.

**VIII. Development Review Process**

The following processes have been identified as necessary for this Project. The details on content for each of the processes are intended to highlight anticipated scope and they are not intended to preclude additional topics that may need to be addressed as the Project is being formally reviewed.

**Table 1a: Development Review Process and Sequencing**

Application Type	Prerequisite Application(s)	Approval Authority	Final Action Sequencing & Concurrency
<b>Planning &amp; Zoning Processes</b>			
<b>Phase 1 Development</b>	LDR	Administrative	Applications for the Phase 1 development may be submitted
Notes: <ul style="list-style-type: none"> <li>The intent is to allow Phase 1 to move forward concurrently with subsequent processes.</li> <li>The Infrastructure Master Plan is not required to be completed prior to the approval of Phase 1; however, the IMP must be completed prior to the approval of subsequent phases.</li> <li>Engineering plans and studies will be required with Phase 1 and shall be created in anticipation of full project build-out.</li> </ul>			
<b>Rezoning</b>	LDR	City Council	Rezoning and IMP may be completed concurrently, with IMP informed by proposed zone district; IMP may be approved prior to or concurrent with Rezoning
Notes: <ul style="list-style-type: none"> <li>Community Engagement - In addition to the community information meeting required through the LDR process, staff anticipates outreach during the rezoning process.</li> <li>If there is a development agreement that requires City Council approval, the approval by City Council will need to occur on or around the same time the Infrastructure Master Plan is administratively approved.</li> </ul>			
<b>Development Agreement</b>	LDF	TBD	Not anticipated at this time
Notes: Although not anticipated at this time, a development agreement may be necessary for project commitments as defined in the City Charter or as agreed-to by the city and the applicant.			

**Table 1b: Development Review Process and Sequencing**

Application Type	Prerequisite Application(s)	Approval Authority	Final Action Sequencing & Concurrency
<b>Horizontal Infrastructure Entitlements</b>			
<b>Infrastructure Master Plan</b>	LDR	DRC	Final action approval by the Development Review Committee
<p>Notes:</p> <p>Infrastructure Master Plan (scaled to the complexity of the project) including but not limited to:</p> <ul style="list-style-type: none"> <li>• Mobility Study</li> <li>• Sanitary Sewer Study</li> <li>• Water supply capability to the area regarding fire flow requirements</li> <li>• Parks Study and Concept Plan</li> <li>• Off-site Improvements</li> <li>• Open Space phasing, maintenance and ownership</li> <li>• Roadway, bike, and pedestrian network improvements</li> <li>• Equity Analysis</li> </ul>			
<b>Subdivision Plat 1</b>	LDR	City Council	Must be approved prior to SDP approval
<b>Subdivision Plat 2</b>	IMP	City Council	Must be approved prior to SDP approvals after Phase 1
<p>Notes:</p> <ul style="list-style-type: none"> <li>• Subdivision is required with Phase 1 because the land area is not currently within a subdivision plat.</li> <li>• The Subdivision Plat 2 can be submitted for review at such time that the Infrastructure Master Plan is sufficiently developed to establish right-of-way boundaries, but no subdivision plat can be approved until the Infrastructure Master Plan and its prerequisites are approved.</li> </ul>			
<b>Engineering Plans and Studies to support the IMP.</b>	LDR	Administrative	
Notes: None			

**Table 1c: Development Review Process and Sequencing**

Application Type	Prerequisite Application(s)	Approval Authority	Final Action Sequencing & Concurrency
<b>Standard Site Development Applications</b>			
<b>Site Development Plan(s)</b>	All horizontal infrastructure applications specific to phase	DRC	After all required horizontal infrastructure applications specific to site
<b>Site Specific Engineering Construction Plan(s) for site infrastructure (SSPR, TEP, etc)</b>	Concurrent with Site Development Plan	DOTI	Prior to, or concurrently with Site Development Plan
<b>Sewer Use and Drainage Permit(s)</b>	Prior to or concurrent with Building Permit	DOTI	After Site Development Plan approval but prior to Building Permit approval
<b>Zoning Construction Permit(s)</b>	Site Development Plan	CPD / Project Coordination	After Site Development Plan approval, prior to building permit approval.
<b>Building Permit(s)</b>	Site Development Plan	CPD	After Zoning Construction and Sewer Use and Drainage Permit

## **IX. Community Information Meeting**

Pursuant to the DZC, the Large Development Review process requires holding a community information meeting. A Community Information Meeting was held on Thursday, March 14th from 6 to 7:30 p.m. via Zoom. Invitations were sent per the City's requirements to individual property owners within the vicinity of the property inviting them to the virtual meeting. Signs with meeting details were posted on the property ahead of the meeting per the City's requirements. The meeting was attended by 83 members of the community, City staff and representatives of the project team. The project team shared updated plans for the LDR application, answered questions from the neighbors, and shared their contact information for future correspondence. A summary of the neighborhood meeting and questions asked is included in [Attachment D – Community Information Meeting Summary](#).

## **X. Large Development Framework Summary**

The standards for Large Development Review are only applicable to properties that have a zoning designation from the current Denver Zoning Code. The subject properties have a zoning designation from the Former Chapter 59; however, project rezoning is proposed. Based on the proposed rezoning, the voluntary use of the LDR process will benefit the Project by identifying project requirements early in the process and improve efficiency by overlapping required processes that would otherwise be required after the rezoning.

The Large Development Framework, once executed, will commence this portion of the process; however, the LDR Framework won't be recorded until after the rezoning is complete.

Attachments (5):      Attachment A – Legal Description  
                                 Attachment B – LDR Application  
                                 Attachment C – Equity Metrics Report  
                                 Attachment D – Community Information Meeting Summary  
                                 Attachment E – Document Abbreviations & Definitions

**Note:** The Project Name 'United's Denver New Land Development' Final Scope is available in the city records under the project number 2023-PM-0000422

**XI. Approval**

The Development Review Committee hereby approves this Large Development Framework upon finding that:

- The LDF identifies the type and sequencing of regulatory and planning tools needed to implement adopted City Council Plans, and
- The LDF establishes a coordinated development review process that ensures the future development of the subject area will address land use, development, infrastructure, open space, public parks, schools and other related issues, as application, in accordance with City Council adopted plans

Signed by:  10/30/2024 | 8:20 AM PDT  
4548C1B5BB61456...

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**Amy Ford, Executive Director** **Date**  
**Department of Transportation & Infrastructure**

Signed by:  10/30/2024 | 9:50 PM PDT  
A4AA7F2FC50E4E4...

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**Jolon Clark, Executive Director** **Date**  
**Department of Parks & Recreation**

Signed by:  10/31/2024 | 7:29 AM PDT  
68B1E0D75A8D468...

---

**Manish Kumar, Executive Director** **Date**  
**Department of Community Planning & Development**

**Ownership Acknowledgement**

Owner hereby acknowledges the regulatory requirements specified herein for development of the subject property.

DocuSigned by:  10/30/2024 | 6:50 AM PDT  
07E91643E77E4B5...

---

**Brandon Fair, Vice President Corporate Real Estate** **Date**  
**United Airlines, Inc.**

## UAL LDF Application | Legal Description

**United's Denver New Land Development** | 6400 Yampa Street | 2023-PM-0000478  
17671 - 17675 East 64th Avenue, Denver, CO 80249

### PARCEL A:

THE SOUTHEAST QUARTER OF SECTION 4, TOWNSHIP 3 SOUTH, RANGE 66 WEST OF THE SIXTH PRINCIPAL MERIDIAN LYING SOUTH OF DENVER INTERNATIONAL BUSINESS CENTER FILING NO. 5 RECORDED AUGUST 12, 2015 AT RECEPTION NO. 2015112451 AND WEST OF YAMPA STREET AS SHOWN ON THE PLAT FOR DENVER INTERNATIONAL BUSINESS CENTER FILING NO. 7 RECORDED FEBRUARY 1, 2018 AT RECEPTION NO. 2018012488.

EXCEPT TRACT A OF DENVER INTERNATIONAL BUSINESS CENTER FILING NO. 7, RECORDED FEBRUARY 1, 2018 AT RECEPTION NO. 2018012488.

EXCEPT THE RIGHT-OF-WAY FOR 64TH AVENUE.

CITY AND COUNTY OF DENVER, STATE OF COLORADO.

SUBJECT PROPERTY PARCEL A: 3,319,933 SQ/FT OR 76.2152 ACRES, MORE OR LESS.

FOR INFORMATIONAL PURPOSES ONLY: ASSESSOR PARCEL NO. 00041-00-207-000

### PARCEL B:

A PARCEL OF LAND IN THE SOUTHWEST QUARTER OF SECTION 4, TOWNSHIP 3 SOUTH, RANGE 66 WEST OF THE 6TH PRINCIPAL MERIDIAN, CITY AND COUNTY OF DENVER, STATE OF COLORADO BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE NORTHEAST CORNER OF SAID SOUTHWEST QUARTER; THENCE WEST ALONG THE NORTH LINE OF SAID SOUTHWEST QUARTER A DISTANCE OF 660 FEET; THENCE ALONG A LINE PARALLEL TO THE EAST LINE OF SAID SOUTHWEST QUARTER A DISTANCE OF 2,640 FEET TO A POINT WHERE SAID PARALLEL LINE INTERSECTS THE SOUTH LINE OF SAID SOUTHWEST QUARTER; THENCE EAST ALONG THE SOUTH LINE OF SAID SOUTHWEST QUARTER A DISTANCE OF 660 FEET TO THE SOUTHEAST CORNER OF SAID SOUTHWEST QUARTER; THENCE NORTH ALONG THE EAST LINE OF SAID SOUTHWEST QUARTER A DISTANCE OF 2640 FEET TO THE POINT OF BEGINNING, EXCEPT THAT PART DESCRIBED IN RULE AND ORDER RECORDED MAY 15, 1992 UNDER RECEPTION NO. R-92-0054138.

SUBJECT PROPERTY PARCEL B: 1,633,105 SQ/FT OR 37.4909 ACRES, MORE OR LESS.

FOR INFORMATIONAL PURPOSES ONLY: Assessor Parcel No. 00041-00-127-000, 00041-00-122-000 and 00041-00-123-000

TOTAL AREA: 4,953,038 SQ/FT OR 113.7061 ACRES, MORE OR LESS.



UNITED'S DENVER NEW LAND  
DEVELOPMENT

# Large Development Review Application

Prepared for United Airlines, Inc. | 04.26.2024

# ZGF



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**CASR:**

Tom Gleason

**Denver International Airport**

Ken Cope, *Senior VP, Real Estate Development*

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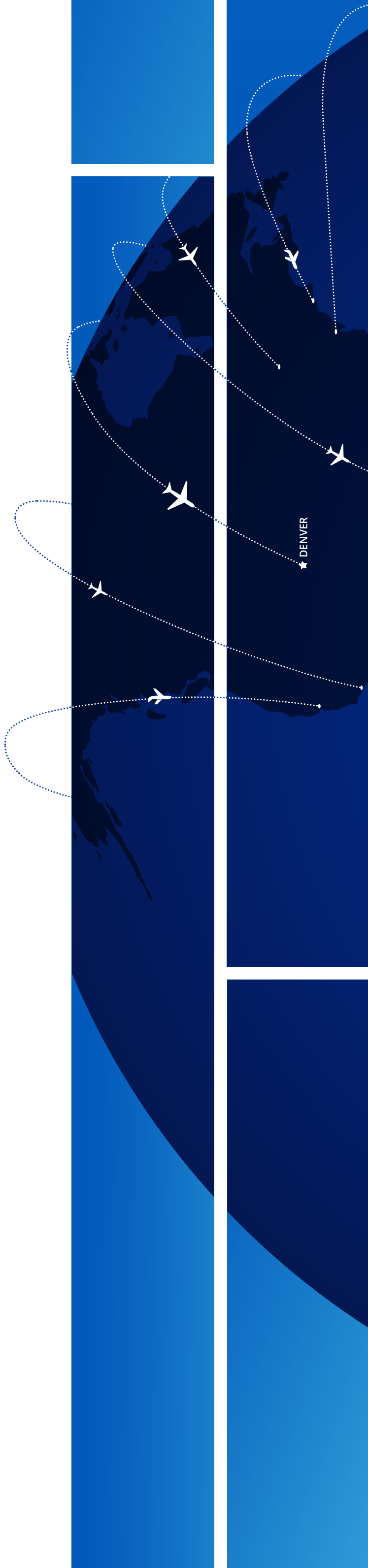
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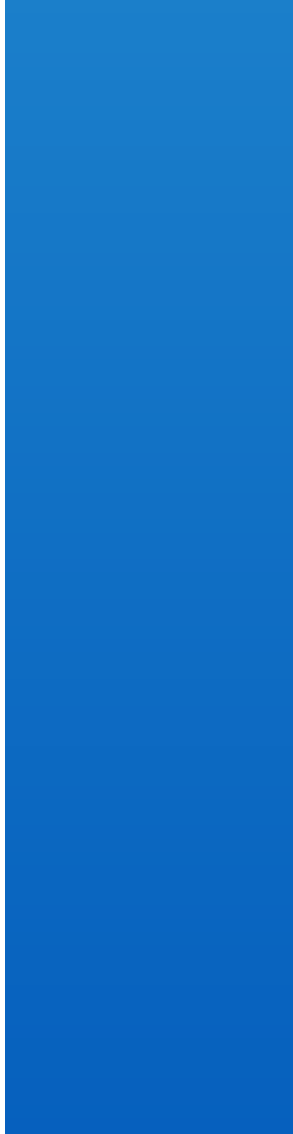
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# SITE & CONTEXT



## Site & Context

# United's Presence in Denver

**United's Flight Training in Denver**  
**United Airline, Inc.'s ("United") Flight Training Center (FTC) has been rooted in Denver since the 1960's.**

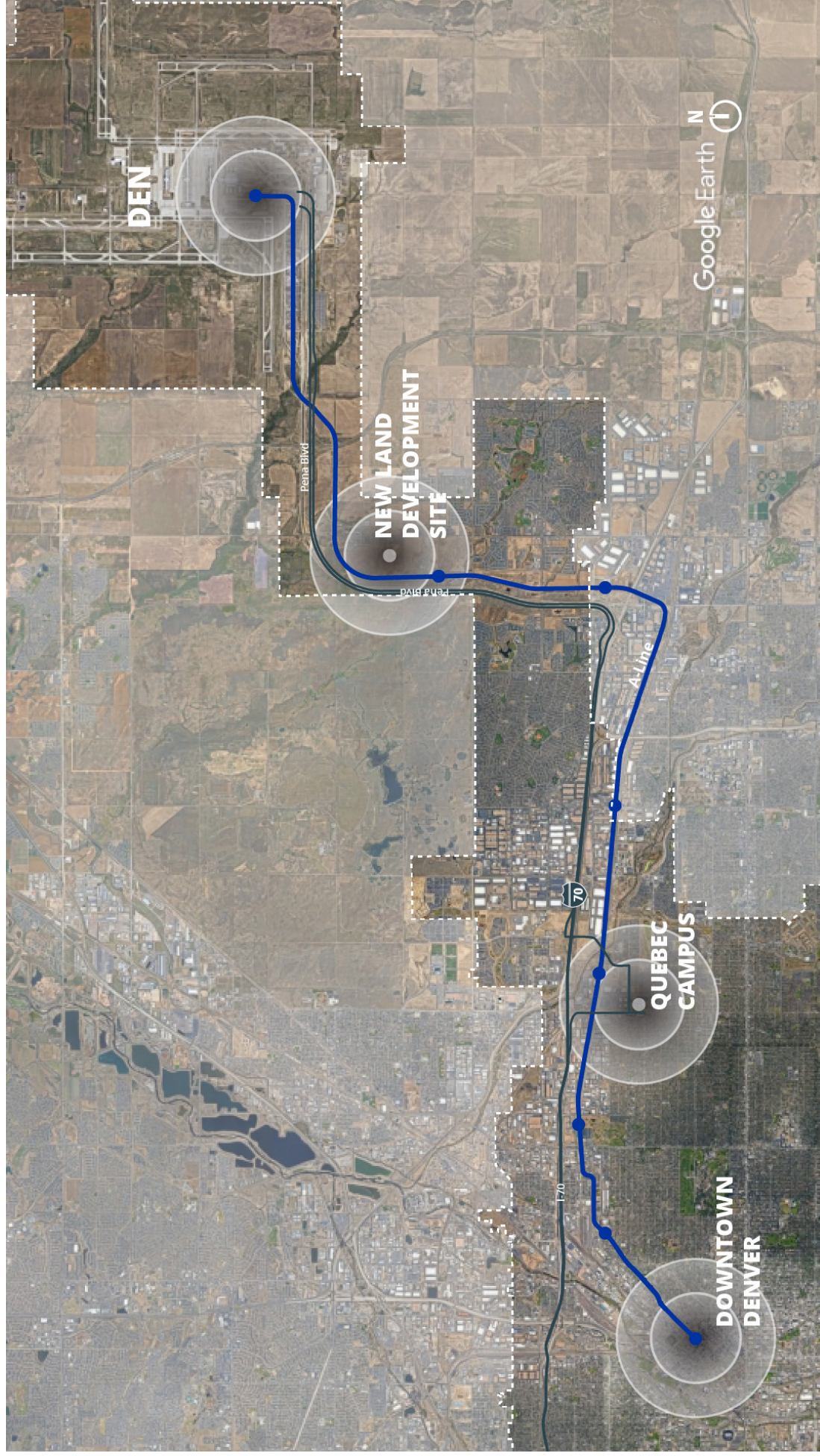
The **existing FTC campus** (the "Quebec Campus"), situated in Central Park neighborhood along Quebec Street, functions as the only pilot training facility for United's 16,000 pilots.

Denver International Airport (DEN), a major hub for United, plays a crucial role in connecting United's passengers to various domestic and international destinations. The hub allows United to offer a wide range of flights to and from Denver. DEN's strategic location makes it a key transit point for travelers, contributing to United's extensive network.

## Expanding Flight Training Operations

United is in the process of increasing the size of its fleet and expects to have 700 new planes by 2033. This increase in the number of planes (and the consequential need for more pilots) requires a significant increase in flight training center capacity, pushing the current Quebec Campus beyond its maximum capacity both in terms of square footage and throughput of trainees. The Quebec Campus cannot support facility requirements necessary to accommodate the anticipated increase in pilot training needs. United views the expansion of its flight training facilities as a critical business need that must be addressed near term.

**United's 113.7-Acre Denver Development Site** has the potential for development to support up to 60 additional full-flight-simulator bays, markedly increasing United's pilot training capabilities. The success of the project and flight training center operations will require development and integration of various ancillary uses, including a cafeteria, classrooms, offices, meeting rooms, and other essential



**Map of east Denver.** Downtown Denver, Existing United Flight Training Center at Quebec Campus, United's Denver New Land Development Site, and the Denver International Airport (DEN) all situated along the A-line, a light rail transit route, and I-70 that connects to Peña Blvd.

support services. Throughout this document, the entire 113.7-acre property is referred to as "United's Denver New Land Development," including the Future Site, and the dedicated open space, and may also sometimes be referred to as the "Project," the "Site," the "Project Site" or "United's Site". As United's Denver New Land Development continues to grow, it will require additional vital support services such as Support Storage (Warehouse), Operations and/or Data Center, Central Energy Center, and other options not yet determined.

This document outlines a strategic approach to a master plan and phased development of United's Denver New Land Development ensuring compliance with the entitlement requirements of the City and County of Denver (the "City").

**PARCEL A**

The Southeast Quarter of Section 4, Township 3 South, Range 66 West of the Sixth Principal Meridian Lying South of Denver International Business Center Filing No. 5 recorded August 12, 2015 at Reception No. 2015112451 and West of Yampa Street as shown on the Plat for Denver International Business Center Filing No. 7 recorded February 1, 2018 at Reception No. 2018012488

- » Except Tract A of Denver International Business Center Filing No. 7, recorded February 1, 2018, at Reception No. 2018012488
- » Except the Right-of-Way for 64th Avenue
- » City and County of Denver, State of Colorado
- » SUBJECT PROPERTY PARCEL A: 3,319,933 SQ/FT or 76.2152 acres, more or less.

**PARCEL B**

A Parcel of land in the Southwest Quarter of Section 4, Township 3 South, Range 66 West of the 6th Principal Meridian, City and County of Denver, State of Colorado being more particularly described as follows:

- » Beginning at the Northeast corner of said Southwest Quarter; Thence West along the North line of said Southwest Quarter a distance of 660 feet; Thence along a line parallel to the East line of said Southwest Quarter a distance of 2,640 feet to a point where said parallel line intersects the South line of said Southwest Quarter; thence East along the South Line of said of said Southwest Quarter a distance of 660 feet to the Southeast corner of said Southwest Quarter; thence North along the East line of said Southwest Quarter a distance of 2640 feet to the Point of Beginning, except that part described in rule and Order recorded May 15, 1992 under Reception No. R- 92-0054138
- » SUBJECT PROPERTY PARCEL B: 1,633,105 SQ/FT or 37.4909 acres, more or less.

**Total Area:** 4,953,038 SQ/FT OR 113.7061 Acres, more or less.



**Aerial Image of Property A&B.** Photo view taken from corner of Yampa Street and 64th Avenue looking northwest.

# United's Denver New Land Development Context

**United's Denver New Land Development is in the Denver International Airport Neighborhood of Denver (the "DIA Neighborhood") minutes away from DEN, easily accessible via Peña Blvd and along the transit line that connects DEN to downtown.**

The Site is an expansive area, previously used for farming, with uninterrupted mountain views that stretch all along the western and northern edge of the property. The 113.7 acres are bounded by Yampa Street to the east, 64th Avenue to the south, RTD's A-Line transit to the west, and Dogwood Gulch to the north. The Site is perfectly placed to stand out as a recognizable landmark, grabbing the attention of travelers on their journey to and from the airport.

## The DIA Neighborhood

The DIA Neighborhood, situated east of Peña Boulevard and north of 56th Avenue, was annexed by the City in the 1980s during the airport's development, which was completed in 1995. Most land within the neighborhood boundary is privately owned. The annexation aimed to address the City's expansion needs and mitigate conflicts arising from urban encroachment and airport noise.

Until recently, the DIA Neighborhood consisted of mostly greenfield sites, but in the last 7 years, the neighborhood has seen significant growth. Development patterns vary within the neighborhood due to various factors, including the DIA Influence Area Overlay Zone (AIO) which prohibits single and two-unit residential development north of 56th Avenue, and prohibits residential development of any kind north of 64th Avenue. The City restricted residential development in these noise-areas because of proximity to DEN.

In 2019 a new plan for the area, the Far Northeast Area Plan (FNE Plan), was adopted that outlined projected land uses, building height limits, transit and mobility, open space, and economic development recommendations. In 2022, the FNE Plan was amended to account for a large manufacturing campus which is unrelated to the Project Site. The FNE Plan developed by the community, envisions a vibrant, mixed-use neighborhood with multi-modal connectivity. Since the adoption of the FNE Plan, there has been significant development of



**DIA Neighborhood.** Map of United's Denver New Land Development Site.

the hospitality sector along Tower Road, including multiple hotels and restaurants.

## Site Influences

Immediately to the north of United's Denver New Land Development lies 'Peña Station North,' a recently approved commercial development.

Immediately south of the Site along 64th Avenue, a new multi-family residential development is underway, and further south, Peña Station Next is anticipated to facilitate a mixed-use development with higher density multi-family housing.

### Key factors influencing the site include:

- » A key factor influencing the Site is the Dogwood Gulch, located to the

north of the property, owned by the Denver International Business Center Metro District No 1. This publicly dedicated open space and drainage channel includes walking and biking trails.

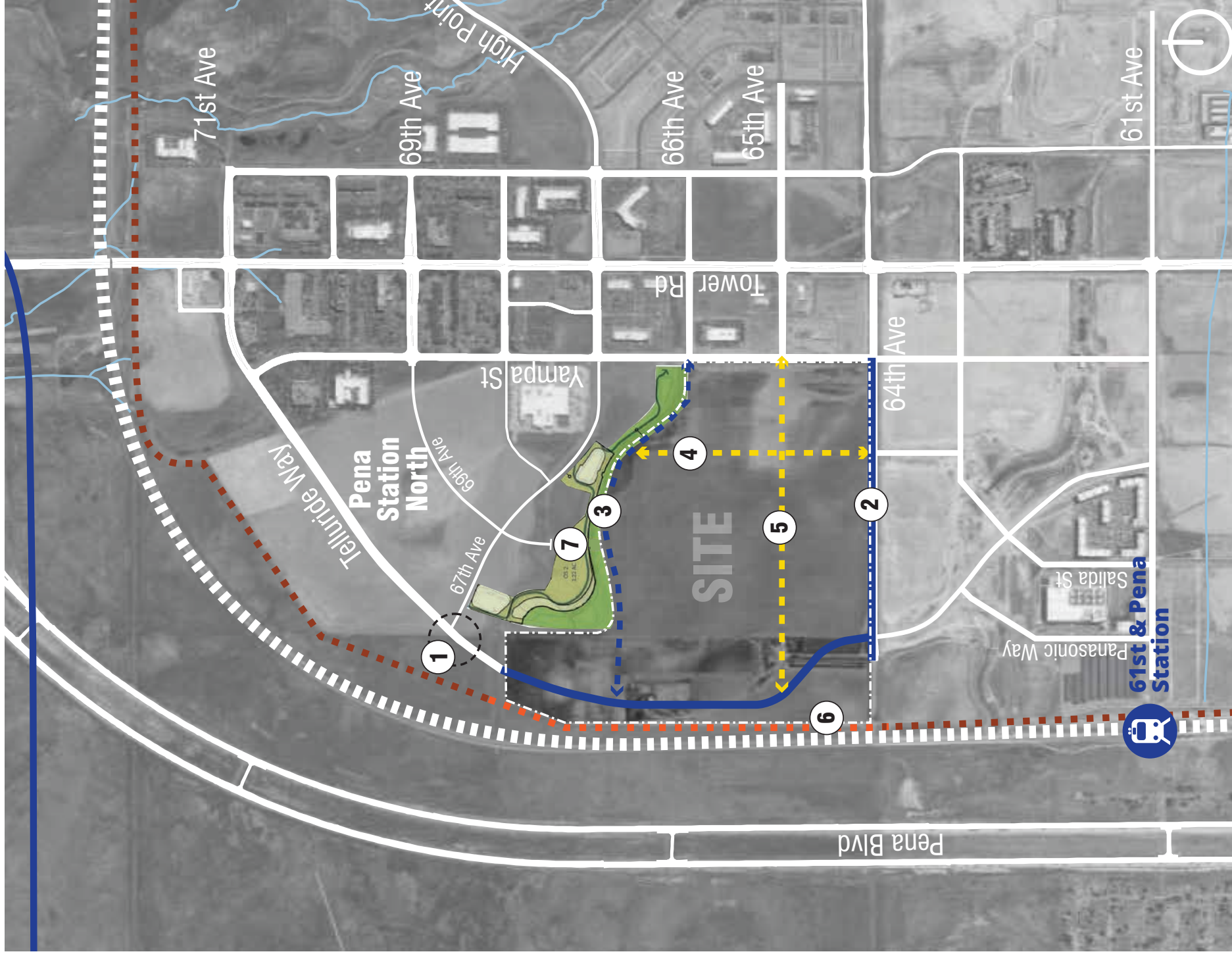
- » A transit line connecting downtown Denver to DEN runs along the west side of the property, with the 61st and Peña Station being the closest stop—approximately half a mile away.
- » Uninterrupted views of the Rocky Mountains are preserved by the six-mile stretch of the Rocky Mountain Arsenal National Wildlife Refuge along Peña Blvd.
- » The Site is undeveloped and features no major utilities on-site. Existing major utilities including water, wastewater, electrical, and natural gas can be found in the rights-of-way (ROW) of the adjacent Yampa Street and 64th Avenue. Due to this proximity, the corner of 64th and Yampa is the ideal location for Phase 1 Development.

## Mobility

United's Denver New Land Development has no existing mobility network through the Site but is located with access to multiple existing mobility opportunities adjacent to the Site. The FNE Plan recommends additional north-south and east-west connections that are extensions of the existing street grids. Through our initial work with the City, and with coordination between the departments of Community Planning and Development (CPD), and Transportation and Infrastructure (DOTI), the future master plan will also support the following:

1. Link Telluride Way between 64th Ave and the northern edge of the property. Coordination of alignment of Telluride Way with the Peña Station North development which includes establishing a Right-of-Way (ROW) through the DEN owned parcel north of the Site.
2. Intent to provide a 132' ROW along 64th Ave between Yampa St and Telluride Way. ROW expansion details to be determined by the pending mobility study.
3. Facilitate a mobility study through the Infrastructure Master Plan (IMP) process to analyze the demand for the extension of 66th Ave from Yampa St to Telluride Way, future connection is not to be precluded.
4. Plan will not preclude at least one north-south private internal circulation corridor to be aligned with the existing Waco Street.
5. Plan will not preclude at least one east-west private internal circulation corridor to be aligned with the existing 65th Avenue.
6. A section of the Regional Trail connection (from 64th Ave to 67th Ave) as part of trail network between First Creek and Second Creek. This section of trail will be along RTD's A-Line.
7. Facilitate a mobility study through the IMP process to analyze the demand for the extension of 69th Ave/Uravan Street towards 66th Ave.

A mobility study will be facilitated as part of the IMP process. This study will assist in identifying ROW determinations, street cross-sections, and intersection conditions.



Proposed Master Plan. Site Access and Circulation Strategy.

## Zoning

The City operates under two distinct zoning codes: the current Denver Zoning Code and the outdated Former Section 59 Zoning Code. Currently, the city is actively phasing out the Former Section 59 Zone District, requiring new developments to embrace rezoning. New developments submitted through the City's permitting process, particularly those subject to the Large Development Review, are strongly encouraged to undergo rezoning, automatically transitioning away from the outdated Former Section 59 Zone District.

United's Denver New Land Development will proactively transition from C-MU-10 WVRS\* AIO and C-MU-20 WVRS AIO to S-MX-8 under the current Denver Zoning Code.

The rezoning into the S-MX-8 zone district aligns with the recommendations found in the recently adopted FNE Plan. S-MX-8 applies to areas or intersections served primarily by arterial streets where a building scale of 1 to 8 stories is desired.

**Height Limit:** 8 stories Max (110')

**Build to:** 75' Primary Street; 25' Side Street

**Setbacks:** 20' minimum setback above 5 stories or 70' in height

**Parking:** Surface Parking Allowed

Garden Wall required within 0'/15' for 100% of the zone lot's Primary and Side Street frontages, excluding access points and portions of building within 0'/15'

**Allowed Uses:** Mixed Use - 40% of the street-facing portions of building facade located within 80' of the Primary Street shall be occupied by Street Level active uses

All permitted Primary Uses shall be allowed within this zone per see Section 3.4.4 of the Denver Zoning Code

## Land Uses

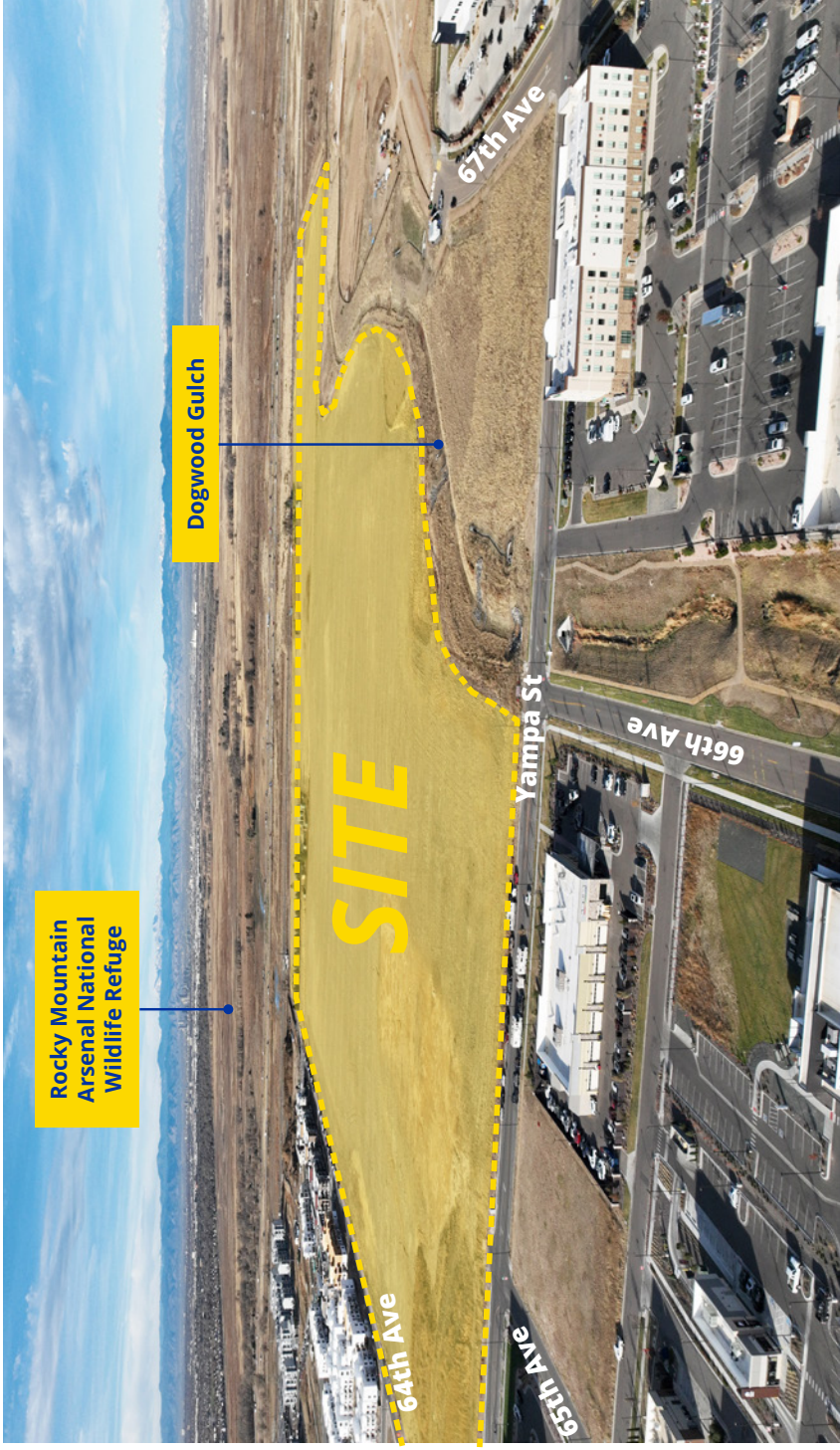
The FNE Plan strategically outlines prospective place types for the DIA Neighborhood. United's Denver New Land Development property is identified as a 'Community Center', a land use typology which is intended to support a mix of office, retail, eating and drinking establishments, commercial services, and multi-unit residential uses. As previously mentioned, due to the AIO overlay, no residential is allowed north of 64th Avenue.

Identified as a "Community Corridor," Tower Road, situated parallel and east of Yampa Street, is envisioned to support densely populated mixed-use development. An eight-story height maximum has been identified for most of the DIA Neighborhood with exceptions around the 61st and Peña Station light rail stop.

## Conclusions

The Site location is well positioned to support United's need for new facilities, while capitalizing on the views and landmark presence potential within the DIA Neighborhood and Denver region.

Site access and mobility opportunities allow for a positive site organization that will meet City requirements.



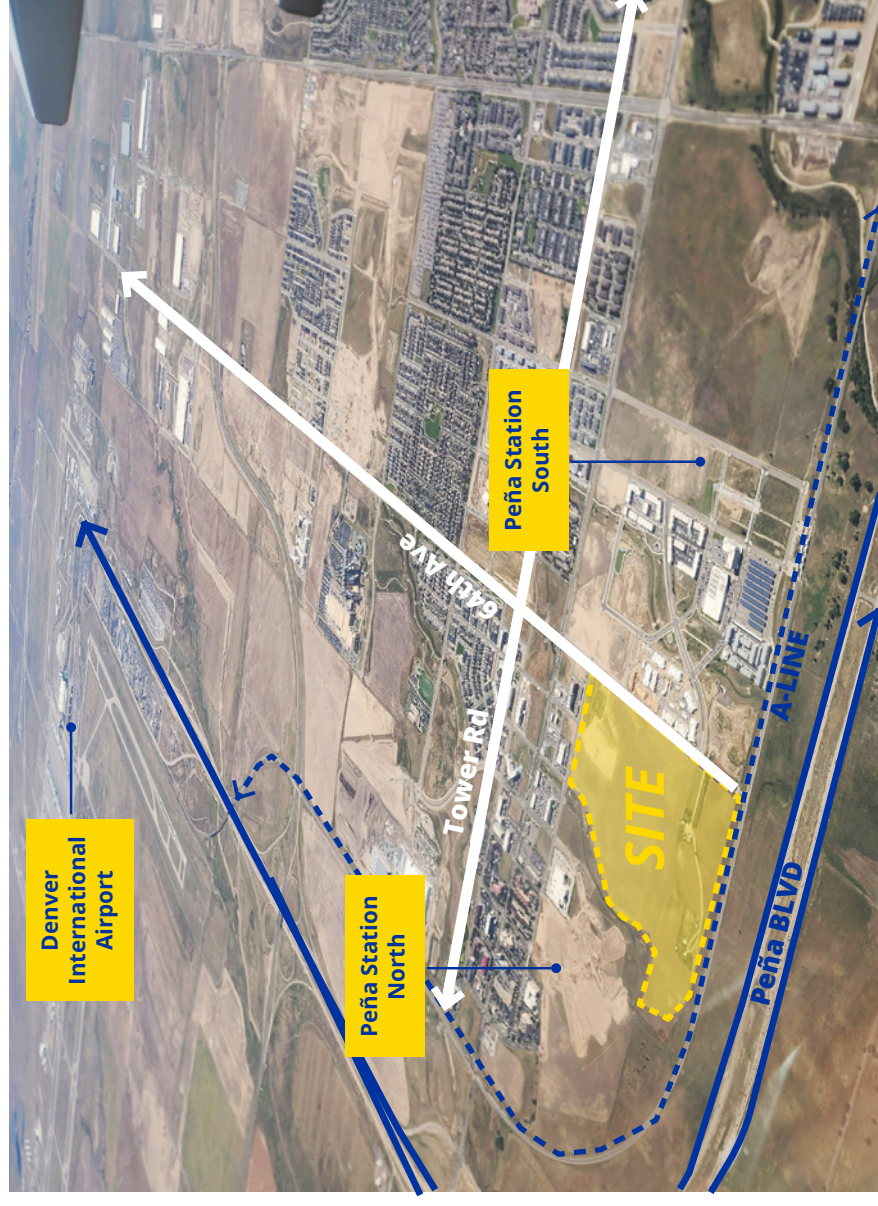
Site Aerial looking west. Dogwood Gulch at right, Rockies in the distance.



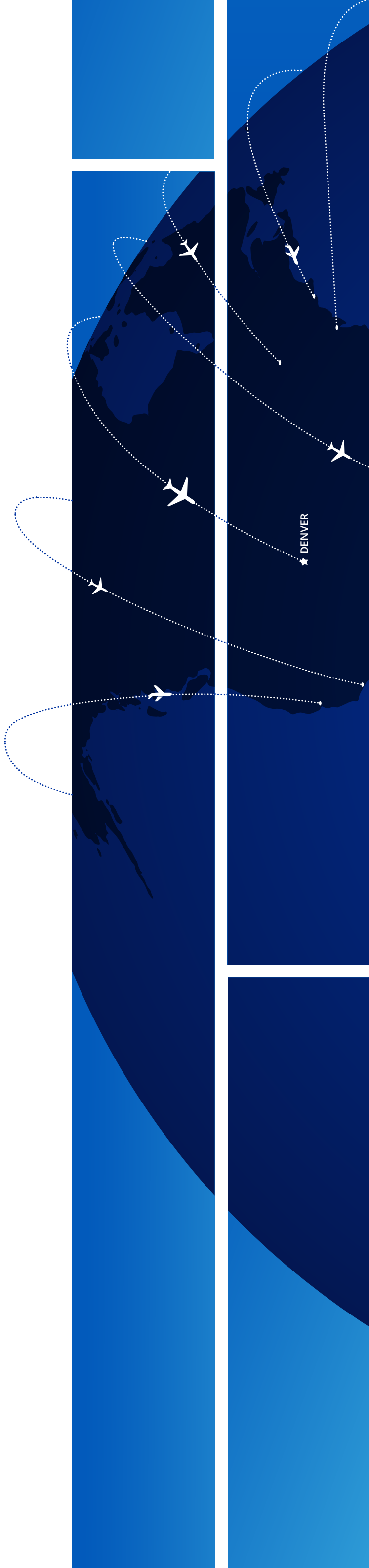
Hotel and Restaurant corridor. View of Tower Road Development looking north (United Site far left).



Looking over Peña Transit Station toward site. Peña Blvd far left.



Airplane view. Site is visible from commercial flights on approach to DEN.





# MASTER PLAN



# FRAMEWORK

# Master Plan Framework

## Site Organization Strategy

### Site Map and Context

United's Denver New Land Development site organization responds to the following key drivers:

1. The flight training related facilities will be located towards the Eastern portion of the Site to provide access to Tower Road hotel/restaurant facilities and create a welcoming United presence facing toward the City. The Yampa Street access is preferred over a 64th Avenue entry drive because 64th is a wider, busier arterial. The flight training related buildings will form a compact, interconnected group within a secure boundary enclosure.
2. The larger northwest portion referred to as "Future Site" is reserved for flexible development, along this western edge of the property with premium views of the mountains and access to open space facing Peña Boulevard and the A-line.
3. Connecting the two distinct entrance areas is the "United Connector", a pedestrian-oriented path aligned to frame mountain views with potential to be activated by a series of programmatic features along the way.



**Proposed Master Plan.** The Site is organized to relate to the City context to the east, mountain views to the west, meet immediate flight training expansion needs and provide long-term flexibility for future site development, united by a unique central connector.

# Site Access & Vehicle Circulation

United's Denver New Land Development is situated near a wide range of multimodal transportation options, providing convenient access between the Site and key destinations for Site users: the existing United Quebec Campus, Downtown Denver, and Denver International Airport. The layout of the Site is optimized to take advantage of these connections as the Site is built out over time. Key highlights of external Site access include:

- » Connection to the 61st & Peña A-Line commuter rail station. United's Site is 1/4 - 1/2 mile, roughly a 15-minute walk, from frequent, reliable transit at the 61st & Peña A-Line commuter rail station.
- » Vehicular access to local and regional arterials. With the buildout of N Telluride Way and E 64th Ave, United's Denver New Land Development will have access to the region via Tower Rd, 56th Ave, and Peña Boulevard.

Although designed primarily as a closed development for a single user, the internal Site circulation network embodies the spirit of the FNE Plan's vision with sufficient width set aside to allow for the potential future dedication and construction of ROW for 65th Ave and N Waco Street through the Site should the Site convert to multiple users. Other internal Site roadways provide access to parking facilities for all users, as well as providing access for service and emergency vehicles.

## Pedestrian Network

**Vibrant, healthy master plans are created through robust, interconnected pedestrian networks.**

At United's Denver New Land Development, internal pedestrian connections, and also external pedestrian connections along publicly dedicated ROW and trails, will be paramount to creating a cohesive master plan circulation network. United is committed to building out the sidewalk network along the edges of the site where public streets are provided - namely along Yampa St, 64th Ave, N Telluride Way, and 66th Ave. These public pedestrian routes connect the site to the surrounding street grid, as well as to regional off-street trail connections along Dogwood Gulch and the planned A-Line Trail. Both trail crossings at N Telluride Way will be designed with safety as the top priority featuring pedestrian priority infrastructure signals and high visibility crossing. These connections are especially critical for providing safe, seamless access from the Site to the 61st & Peña commuter rail station for those arriving by foot, bicycle, or other non-vehicular transportation.

Internally, pedestrian routes will be formed along and through the United Connector. Prioritization of pedestrians will be balanced with requirements for emergency vehicle access to the core of the development where cars are otherwise not present.

With a focus on sustainability, the master plan will integrate sustainable materials, alternative transportation options, and technologies to create a pedestrian-friendly environment that aligns with United's commitment to employee well-being and environmental stewardship.

## Community Open Space Network

**To ensure large developments provide open space within their boundaries that is publicly accessible, usable, and provides community benefit.” Denver Zoning Code, § 10.8.1.**

As the City develops and grows, the importance of accessible open space is as crucial as roadways and infrastructure. Development of parks and open spaces that are connected by regional trail systems benefit the community and enhance the quality of living within the City as well as provide alternative paths of mobility. Identified by the City as a vital piece of development projects, all new developments over 10 acres are required to dedicate 10% of their land area for public open space and/or park space. For United's Denver New Land Development, the dedication requirement will be approximately 11 acres.

To achieve a rich, usable open space, it is crucial that this public space be both accessible to the public and contiguous. The importance of well-placed public open space is paramount not only for the community, but also for connectivity to United's Denver New Land Development.

» United will install the trail along the A-line along United Site's western border. This trail will ultimately connect First Creek to Second Creek.

» United will install a trail along the northern property line between proposed 66th Ave and adjacent to Dogwood Gulch. This will connect the Tower Road commercial corridor and Yampa Street bike lane to the regional trail on the west. With the bike and trail system focused on the west side of the United Site the logical location for the open space is along these connections. West of Telluride and south of Dogwood Gulch the United plan accommodates contiguous community accessible open space.

» The southern portion of the western open space is a prime location for recreational amenities. This area is less than a quarter mile from the 61st and Pena A-line transit stop, adjacent to the planned A-line regional trail and could accommodate a variety of passive open space, environmental education, courts, fields, or smaller trails.

United employees will also benefit from these connections into the regional system with an off-street option to access the 61st and Peña transit station as well as a connection into the Denver bike network throughout the City. These will be installed by United at the appropriate Project phasing point, with maintenance responsibilities to be determined through the IMP process.



Community Open Space. Located west of Telluride Way and north of 66th Ave.

# Transportation Demand Management (TDM) Strategies

## TDM: Sustainability, Equity, and Parking Reduction Implications

TDM programs can play an active role in achieving broad environmental goals. By promoting sustainable transportation methods such as carpooling, biking, walking, and transit, TDM can help minimize the reliance on single occupancy vehicles (SOVs). Reducing reliance on the SOV can in turn help decrease fuel consumption, air pollution, and greenhouse gas emissions, especially when SOV trips are replaced by bike trips, walk trips, or EV transit trips that produce zero carbon emissions. Additionally, TDM initiatives can encourage the development of efficient and eco-friendly transportation infrastructure, including bike lanes, pedestrian trails, and well-connected public transit systems.

Denver’s TDM regulations depend on the size and characteristics of a given development, as three different tiers (as shown on the table below) are established for their implementation:

United’s Denver New Land Development falls under Tier 2, which means that a TDM Plan and designated TDM Contact are required as part of the Site Development Plan (SDP) review process.

	TIER 0	TIER 1	TIER 2
<b>RESIDENTIAL</b>	0-24 dwelling units	25-49 dwelling units	50+ dwelling units
<b>COMMERCIAL &amp; OFFICE</b>	0-24,999 SF	25,000-49,999 SF	50,000+ SF
<b>INDUSTRIAL</b>	0-149,999 SF	150,000-299,999 SF	300,000+ SF

## TDM Program Options

In fall 2020, the City published its “Requirements for New Developments,” which listed a suite of potential TDM strategies that could be incorporated into new developments. While many could be applicable to United’s Denver New Land Development, the following TDM strategies are those thought to be most viable for the development. Combining many strategies – especially those that reinforce each other’s effectiveness – will be necessary to meet the City’s required non-SOV mode share target.

United is committed to several TDM principles including operating shuttles to transport out-of-town trainees to and from the training center, DEN, and local hotels. Similar to the Quebec Campus, the flight training center to be developed at the new Site will operate during non-traditional working hours, allowing travel demand to spread out across the day. The following options presented would be in addition to these currently programmed offerings, and could apply to other uses on the site beyond the flight training operations.

### Infrastructure Options

- **Off-site biking infrastructure and on-site amenities:** Ensuring that United’s development is compatible and accessible to cyclists can help foster the use of bikes as an alternative to vehicle use for some employees. Steps that can be taken in this regard include ensuring that the Site is accessible via bike from the nearby First Creek Trail and other adjacent cycling routes, providing secure bike parking spaces, and offering on-site changing rooms and showers.

- **Project’s amenities:** Providing convenient amenities, such as on-site restaurants and gym facilities, that can further discourage employees from relying on personal vehicles to access needed services before, during, and even after work.

- **On-site pedestrian and transit infrastructure:** Ensuring a comfortable walkable environment and exploring improvements to nearby (and on-site) transit infrastructure can help make the development more accessible. This also includes effective wayfinding to help direct employees and development users to alternative transportation options (such as cycling routes, shuttles, and transit).

### Parking Options

- **Designing parking facilities with alternatives in mind:** Incorporating into the Site’s structure parking for carpool, vanpool, and carshare are key strategies that can help ease the transition from driving alone

to using an alternative mode to commute. In order to maximize the efficacy of carpool, vanpool, and carshare, United’s Denver New Land Development locates parking for these modes in highly desirable and convenient locations, such as near building entrances or by shuttle stops.

- **Match Parking Supply to Demand:** One of the biggest strategies towards reducing parking demand is to right-size parking supply. This strategy works best as long as there are viable options for using other modes to access the development site, such as the nearby 61st & Peña RTD Commuter Rail Station, a dedicated project shuttle system between DEN and central Denver as well as within the development, and adequate bicycle and pedestrian infrastructure.

### Programs and Incentives

- **Carpooling/vanpooling:** Carpooling and vanpooling are tools that can be used to reduce single-occupancy vehicle trips when implemented effectively. United can help establish carpooling/vanpooling networks through a variety of methods, including internal marketing campaigns for employees, the establishment of a carpool/vanpool database and technology to facilitate the identification of potential partners (such as carpooling/vanpooling apps), preferential parking, and other subsidies and incentives for those who participate.

- **Transit connector/shuttle:** Indirect access to a rider’s final destination from a transit stop is often a discouragement from the use of transit services. United can further incentivize transit use by expanding its existing shuttle system to include an option for employees to connect to United’s Denver New Land Development from nearby transit stops (for example, the adjacent 61st & Peña A-Line Station), in addition to existing pilot-oriented shuttles between United’s Denver New Land Development and central Denver or the nearby DEN.

- **One-stop transportation resource information center:** United can develop a central resource to provide necessary information for employees to access (and learn about) available transportation resources and incentives. This can be done by implementing a website, app, and/or designated administrative staff that can answer questions and encourage employees to participate.

- **Micromobility/bike rental program:** To assist employees in accessing alternative transportation options, a program can be established to subsidize the rental of or directly operate a fleet of bikes and micromobility services (such as electric scooters, e-bikes, and segways) to travel throughout the development site.

# Phasing Strategy

**United's intent is to develop the Site over time, and therefore the phasing has been designed to be adaptable to meet United's evolving business needs.**

**Phase 1A.** Phase 1A is comprised of development of one flight training building needed to meet United's short-term pilot-training requirements, plus an adjoining Central Energy Center. Phase 1A is accessed from Yampa Street into an arrival court which accommodates United shuttle vans and private vehicles..

- » The arrival court and entry into the lobby is publicly accessible; the remainder of the Phase 1A Site area is currently expected to be located within a secure perimeter.
- » The Phase 1A building(s) will include 12-14 new flight simulator bays and the necessary support program spaces including an Energy Center, and surface parking for approximately 200 vehicles.

**Phase 1B: expansion of Phase1A uses.** Up to three additional flight training buildings are currently planned (totaling up to 46 additional flight simulator bays) to be built in later phases. As each new building comes on-line, surface parking will increase and the Central Energy Center will add equipment to match capacity with increased program needs. When the 4th building is delivered, a parking structure may be built and shared with adjacent Future Site development, depending on timing.

- » The arrival court provided in Phase 1A is expected to continue to serve Phase 1B. All development within Phase 1A and Phase 1B will be within a secure perimeter.
- » Future buildings that will be located along Yampa Street would be set back from the sidewalk for security and to allow firelane/service access within the secure perimeter. As Phase 1B buildings are completed and the Energy Center is fully fit out, it is anticipated that additional facilities will be needed.

**Phase 2.** Depending on United's business requirements, the Future Site development would be designed at later stages. The program here can include additional flight training operational needs, other flight training related facilities, operational centers, expanded energy center,



**Proposed Phasing Plan.**

meeting spaces, visitor center, other supporting ancillary uses, food hall, and possible structured parking garages.

- » The Future Site front door will be allocated along Telluride Way, and it is anticipated that a primary pickup and drop-off zone will be aligned with 'United Connector' accessible from Telluride. Currently United hasn't

identified these uses and will leave the area labeled as 'Future Site' to be determined at later phases. The development at Future Site will be situated to take advantage of the mountain views and anchor the west end of the Project's pedestrian connection. Additional open space networks internal to the Project Site will be facilitated to accommodate natural respite areas.

## Infrastructure Framework

### Existing Utilities:

Existing utilities in the area include storm sewers, sanitary sewers, potable and non-potable water lines, communication lines, natural gas mains, and underground electrical lines. The existing utilities are primarily located within the rights-of-way of 64th, 65th, 66th Avenue, Yampa Street, and Telluride Way.

### Proposed Utility Infrastructure:

To complete the regional water distribution grid, new water mains are anticipated within the “not to preclude” paths and ROW, which are not precluded from the master plan, including those, if any, to be aligned with or along Telluride Way, 66th Ave, 65th Ave, and Waco/Salida. Additional smaller diameter mains will be within the Site to complete necessary water looping required to provide adequate hydraulic pressures and fire suppression throughout the Site.

Wastewater collection from United’s Denver New Land Development will predominantly utilize mains within Telluride and 65th Avenue. Smaller collection systems will be required where buildings do not front Telluride or 65th.

Dry utilities, including numerous electrical feeders, fiber optic communication lines, and utilities to and from the Central Energy Center, will exist throughout the Site. Similar to the water and wastewater systems, the smaller utilities will avoid the areas with enhanced landscaping including courtyards and open spaces.

It is anticipated that any utility within the secure portions of the Site will be privately owned and maintained. Smaller utilities like the electric and communications lines, will still be owned by the utility providers. These utilities will be required to be within easements.

## Parking Distribution

### United’s Denver New Land Development is proposed to be developed in multiple phases, so parking will be provided tailored to the needs of each phase of development.

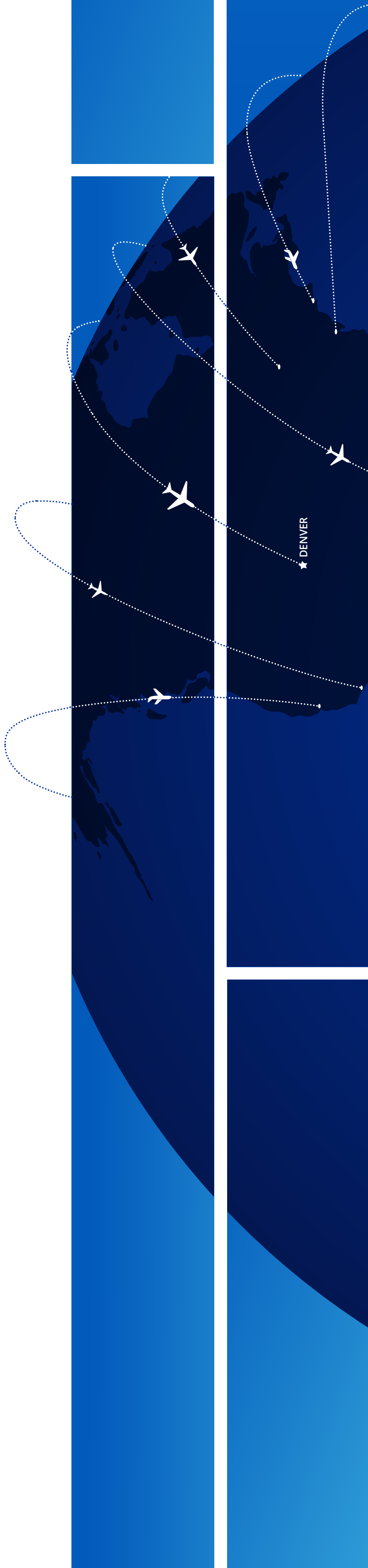
As Full Flight Simulators (FFS) represent a specialized land use, United has incorporated parking/traffic studies from the existing Quebec campus to inform our understanding of parking demands and peak arrival times.

Based on the development’s proximity to rail transit United will incorporate TDM strategies with opportunities for reductions in parking supply and a parking management strategy for parking facilities.

### Parking Management and TDM

A comprehensive approach to parking management can be used to foster a decrease in demand for parking spaces. Common parking management strategies include setting clear parking goals, collecting relevant data, providing code incentives such as reduced parking minimums, and incorporating pedestrian and cycle-friendly site designs to reduce vehicle trips.

Parking management tools can be implemented along TDM. Both concepts are closely intertwined and highly influential in shaping an individual’s travel behavior. Parking management strategies directly impact the availability and convenience of parking spaces (which in turn, affect people’s choice of transportation mode), while TDM can be used to further encourage the use of sustainable transportation options like public transit, biking, and walking. Therefore, a thoughtful coordination and implementation of parking management and TDM strategies can help achieve a lower demand for parking, while aiding the development of a more sustainable and efficient transportation system overall.



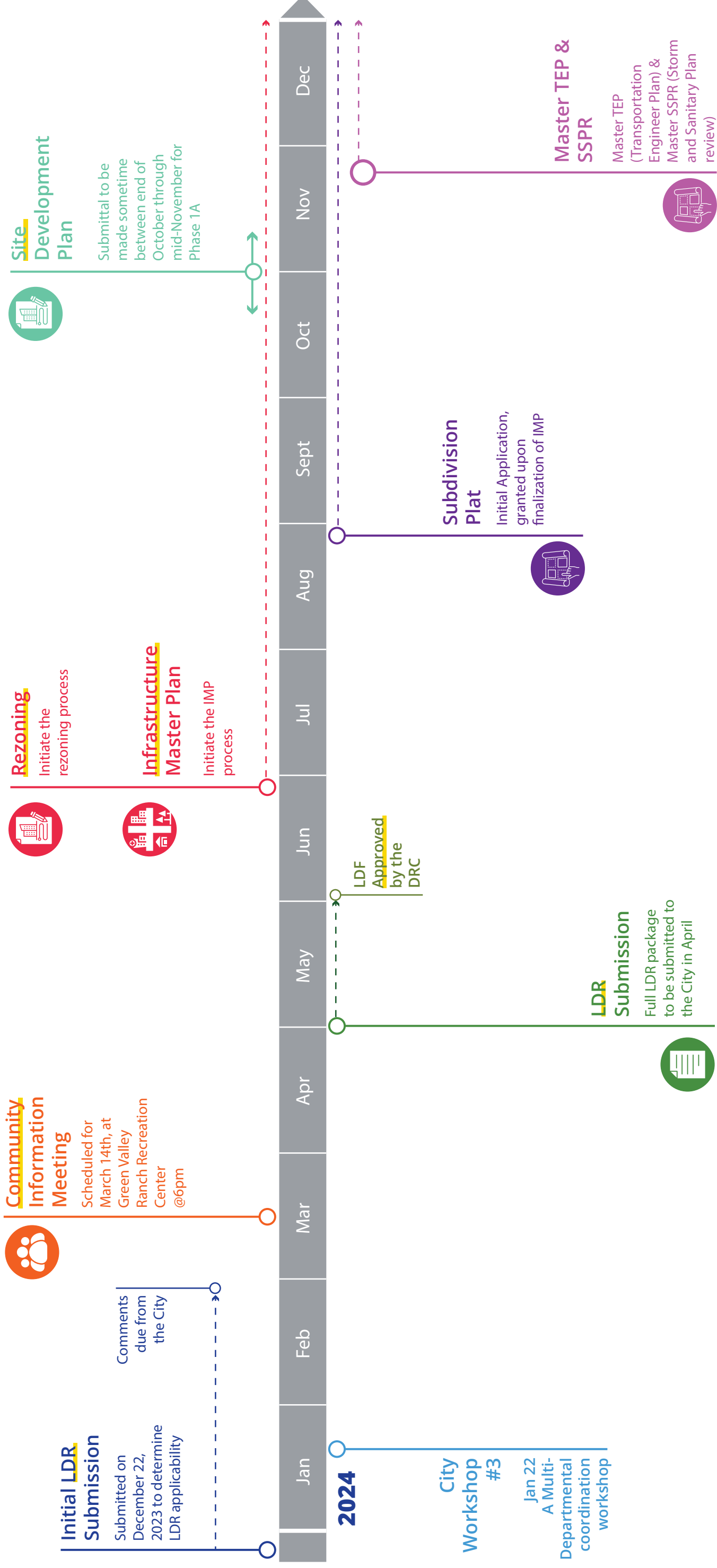


# **CITY PROCESSES, CIM & EQUITY METRICS**



# City Processes & Schedule

## Projected Project Schedule



## City Engagement to Date

The City has established comprehensive processes for developments exceeding 5 acres, ensuring that large scale projects adhere to the City's guidelines and priorities. United's Denver New Land Development requires a Large Development Review (LDR), Rezoning from the former Chapter 59 Zone Districts, and IMP. These steps aim to achieve the following objectives:

- Designing multi-modal mobility and circulation networks within and around the Site to optimize traffic flow.
- Identifying opportunities to reduce single occupancy vehicle trips through TDM strategies.
- Dedicating 10% of development towards a public open space.
- Identifying and incorporating drainage paths to manage stormwater effectively.
- Delineating utility corridors to accommodate critical infrastructure.
- Identify developable parcels and inform future block formations.
- Setting building height to align with height limits established in the FNE Plan.
- Defining land use and zoning to align with the City's vision and goals.

United and the City are collaborating closely through the facilitation of three multi-departmental workshops with City staff. These sessions have been instrumental in shaping the master plan, gathering collective feedback, and aligning United's Site needs with the City's priorities. This collaborative approach has proven successful in fostering positive relationships, receiving immediate feedback, and refining the master plan to meet the shared objectives of United and the City.

The pre-LDR submission was made on December 22nd, 2023, and was followed by a presentation to the Development Review Council on January 2nd, 2024.

# COMMUNITY INFORMATION MEETING

## Meeting Attendance

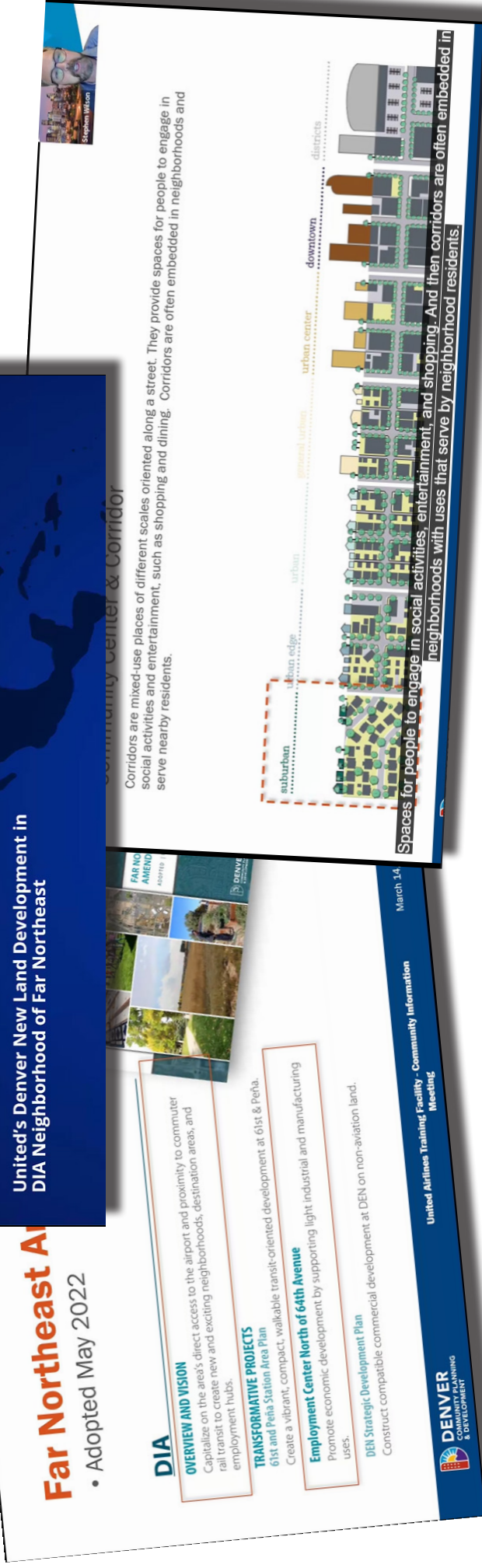
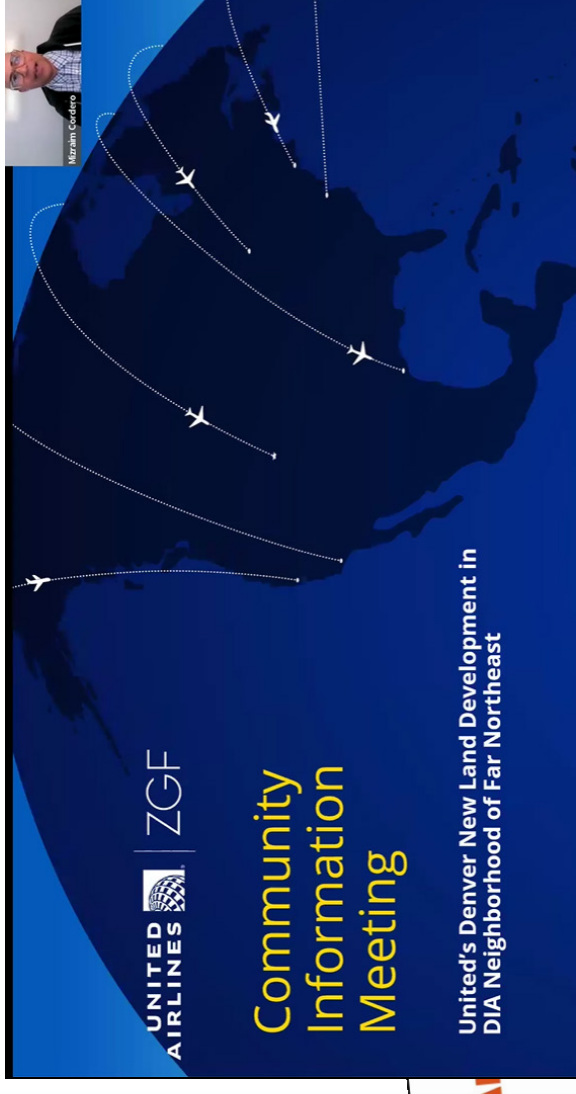
United hosted a community information meeting for the 6400 Yampa Street site on Thursday, March 14, 2024 over Zoom. The meeting was planned to be held at the Green Valley Ranch Recreation Center but was shifted entirely to Zoom due to a severe snowstorm. Forty-two (42) community stakeholders participated in the Zoom meeting. Twenty (20) panelists, representing United and the City, participated in the presentation. Mizraim (Miz) Cordero, Director of State & Local Government Affairs for United, moderated the meeting. The attendance numbers for this public engagement effort are considered significant, particularly given the Site's location in an undeveloped area with limited development within 500 feet of the Site. It should be noted that residential development is not permitted north of 64th Street, and at the time of the meeting, residential development south of the project site was still under construction.

## Meeting Structure

The meeting was kicked off by the United team, followed by welcoming remarks by Councilwoman Gilmore, representing District 11 in Northeast Denver who highlighted the potential benefits of United as a community member for the Tower Road development, emphasizing job opportunities and business growth. United's team spoke about the company's commitment to the City and its impact on job and economic growth as one of the largest employers in the state.

United's design team presented the concept development plan for the 113.7-acre site and the opportunity presented by this development to help create a complete street network by developing Telluride Way, 66th Avenue, and expanding 64th Ave, all helping create a better navigation network in the DIA Neighborhood. The team explained the organizational framework of the site and discussed how much of the site will remain undeveloped for the foreseeable future. United discussed its commitment to sustainability and community wellbeing.

- » Jonna McGrath, Vice President of the United's DEN hub, highlighted Denver's growth as a United hub, and the airline's significant investments at DEN. She announced new non-stop flights, increased gate capacity, and plans for further growth, including hiring 1,000 people in the coming year.



- » Captain Jeff Ohman, Director of Flight Training with United, gave an overview of United's current and future needs for the Flight Training Center and how important training is to the airline's growth.
- » Justin Petrochko, Global and Community Engagement Leader with United, discussed the many community partnerships United participates in and how future growth in the City can foster enhanced opportunities for community partnerships.

City Staff including Stephen Wilson and Jason Morrison presented the Large Development Review (LDR) process and goals, including identifying issues early in the process, providing information to the community, and creating a framework for coordinated development. The LDR process involves reviewing that the proposed development is in alignment with adopted plans and providing comments based on those plans: the FNE Plan; Blueprint Denver; and Comprehensive Plan 2040. The next steps included completing a Large Development Framework (LDF), Infrastructure Master Plan (IMP), Rezoning, and Site

- Development Plan Applications (SDP). They outlined how the City's review includes an equity analysis and Stephen Wilson encouraged questions and public participation in the process.
- Following the City's presentation, Lilly Djanants introduced herself and the team from ZGF Architects, who are working with United on short-term and long-term visions for their new Site. Lilly Djanants shared that United, one of Denver's largest private employers, is planning to expand its flight training operations due to capacity limitations at their current Central Park campus.
- » The proposed new Site in the DIA Neighborhood is situated along transit and mobility corridors, with easy access to DEN.
  - » The meeting addressed development within the DIA Neighborhood over the last decade and the ongoing challenges with traffic and infrastructure.

» Lilly Djanants highlighted the need for further development of the street grid to alleviate traffic pressures from Tower Road. She also mentioned the potential for micro-mobility options like scooters, bikes, and shuttles to connect visitors and employees to the United Site.

Dan Simpson with ZGF Architects then presented the framework plan, outlining the site framework and organization concept, open space considerations, options for future roadway network, and the first phase of development for the Flight Training Center. Dan Simpson also emphasized United's commitment to sustainability and community well-being.

Sean Maley, representing United's community outreach team for the FTC expansion, covered the many steps in the Large Development Review process and how community input is encouraged and accepted for a long duration of the process. Sean Maley also announced that the public can submit feedback via email until March 28th, with the email address provided.

Miz Cordero then introduced his colleagues, Angela Selak and Mark Adams, who discussed employment opportunities with United and the potential for onsite interview skill building. Angela Selak also mentioned plans to schedule a full day training for interview and resume building skills. Mark Adams shared details about United's recent expansion at the Quebec Flight Training Center, emphasizing the airline's commitment to the local economy through contracting with local and traditionally disadvantaged businesses.

## Community Feedback and Questions

Miz Cordero opened the meeting for participant questions. Bethany Gravell, also representing United's community outreach team for the FTC expansion, addressed a frequently asked question concerning the potential for increased truck traffic on Tower Road due to the new flight training center project. She clarified that, while there will be some construction traffic and trucks delivering flight simulators, the facility will not generate heavy truck traffic once operational. She also mentioned that pilots arriving for training have shuttle service provided from DEN to their hotels and to the flight training center, further reducing single occupancy vehicle trips.

» Rick Wells, a landowner in the area, expressed excitement about the project's potential benefits to local businesses.

» In response to questions about how the new flight training center will contribute to congestion on Peña Boulevard, Brodie Ayers from DEN outlined the ongoing Peña Boulevard Master Plan, which aims to address traffic concerns on that corridor. Councilwoman Gilmore encouraged residents to participate in the Peña Boulevard planning process to ensure their voices are heard. Lilly further explained that the project's mobility study aims to manage transportation networks effectively, as the site will operate 24/7, without typical peak hours congestion.

» Maxine Harris, the CEO of the Max Impact Group, inquired about United's small business programs, local workforce development initiatives, and outreach plans for small, minority, and women-owned businesses. Miz emphasized the importance of United's supplier diversity program and mentioned upcoming presentations.

» Tinsley Ore asked about the commitment to youth programming and career access in the new Flight Training Center.

» A question about building heights was also discussed. Dan Simpson with ZGF Architects explained that the buildings haven't been designed yet, but the maximum height will likely be 8-stories as per the FNE Plan.

» The status of the Quebec campus was also discussed, with Jeff Ohman, Director of Flight Training Operations at United, confirming it will continue to operate.

» Community feedback discourse ended with Councilwoman Gilmore expressing her excitement for the job opportunities and economic benefits the new center will bring.

Overall, the project was well received by community members, majority of the questions were focused on employment opportunities and traffic management.

# EQUITY METRICS

City Summary – The Equity Analysis summarized within this section suggests that while residents in the area enjoy a high degree of access to opportunity and housing diversity, they face significant vulnerability to displacement if housing costs rise. The full Equity Analysis document below includes 1) equity considerations for the Site from adopted plans; 2) scores for specific Blueprint Denver equity measures; and 3) initial recommendations for the applicant to consider at the time of development review. This list is not meant to be an exclusive or exhaustive list, and coordination of agreed upon equity improvements will be an iterative process between the applicant team and the City.

## What is equity?

Equity is when everyone, regardless of who they are or where they come from, has the opportunity to thrive. Where there is equity, a person's identity does not determine their outcome. The City's vision is for every resident to live in a complete neighborhood with access to jobs, amenities, and services so that all Denverites – regardless of their race, ability, income, age, gender, etc. – can thrive. New development projects can impact equity for an area through factors such as access to open space, access to and the mix of jobs, and housing choices. Each rezoning and/or [Large Development Review \(LDR\)](#) proposal provides an opportunity to understand how one project can improve, or at least not increase, existing inequities.

**ACCESS TO OPPORTUNITY** - Measures an area's access to opportunity through Social Determinants of Health (percent of population who are high school graduates and percent of families below the poverty line), Built Environment (access to fresh food and open space), Access to Healthcare, Child Obesity, Life Expectancy, Access to Transit, and Access to Centers and Corridors.

**Score:** > 2.01 – 3 [4 = more access; 0 = less access]

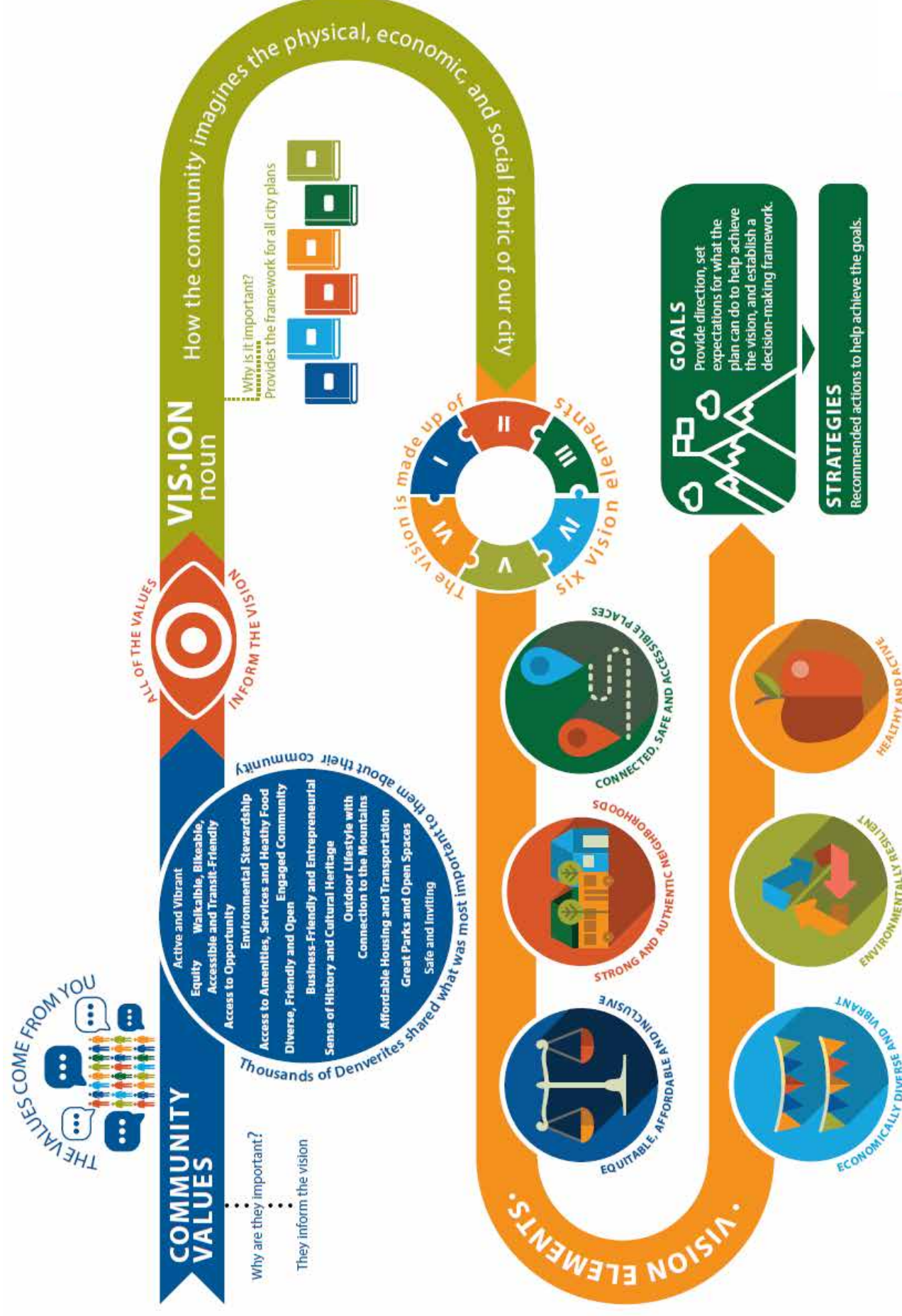
**City Feedback:** The site area's average score is 2.8, which means residents in this area generally have average access to opportunity compared to other areas of the City. The average score is impacted by particularly low scores in access to fresh foods, access to parks, and access to Centers and Corridors. The area does have high access to transit, and average access to healthcare.

**Applicant Response:** The AIO overlay prohibits residential development north of 64th Avenue in the DIA Neighborhood. This restriction will influence the need for Access to Opportunity, as this area will primarily cater to the workforce sector, which has distinct demands and needs. Despite this, it's crucial to consider important access-to-opportunity factors for the workforce demographic in this area.

As this facility operates 24/7, access to fresh food is provided within the premises and is accessible to all employees. As part of the LDR, nearly 11 acres of the project site will be dedicated as publicly accessible open space, accounting for 10% of the total area. Furthermore, in line with the recommendations of the FNE Plan, the project will develop the

bike and pedestrian trails designated within the plan. Specifically, this includes the development of the north-south trail west of and parallel to Telluride Way, as well as the east-west trail along the southern edge of Dogwood Gulch.

The Site is conveniently situated a 15-20 minute walk north of RTD's A-Line stop at 61st and Peña Station. As development progresses over time, last-mile connections are expected to be facilitated, potentially including options like scooters, bikes, and/or shuttles, to enhance accessibility to and from the Site.



**VULNERABILITY TO DISPLACEMENT** - Vulnerability to Displacement – measures and area’s vulnerability to displacement through Educational Attainment, Rental Occupancy, and Median Household Income.

**Score:** 2 [0 = not vulnerable; 3 = most vulnerable]

**City Feedback:** This area’s average score is 2 out of 3. This means that the area is considered vulnerable to displacement compared to other areas of the City. This score is impacted by a higher-than-average number of residents without a college degree, and lower median household income compared to the City as a whole.

**Applicant Response:** The AIO overlay restricts residential development north of 64th Avenue in the DIA Neighborhood, eliminating the possibility of providing housing on the Site. However, during future SDP reviews, it is expected that United’s Denver New Land Development will contribute to the Affordable Housing Linkage Fee.

The Site is expected to generate job opportunities at each stage of development. In collaboration with District 11 City Council, the project team will coordinate the announcement of employment opportunities on Site.

**HOUSING DIVERSITY** – Measures the diversity of housing stock for an area compared to the City. This includes Missing Middle Housing, Diversity of Bedroom Count Per Unit, Ratio of Owners to Renters, Housing Costs, and Income Restricted Units

**Score:** 4 (0= least diverse 5 = most diverse)

**City Feedback:** Housing Diversity - Although housing isn’t allowed north of 64th Avenue, this metric measures Missing Middle Housing, Diversity of Bedroom Count Per Unit, Owners to Renters, Housing Costs, Income Restricted Units: For Housing Diversity, this area’s average score is 4 out of 5, with the area scoring high on all metrics except for Housing Costs. This indicates a high level of housing diversity in the area but a need to monitor future displacement of current residents.

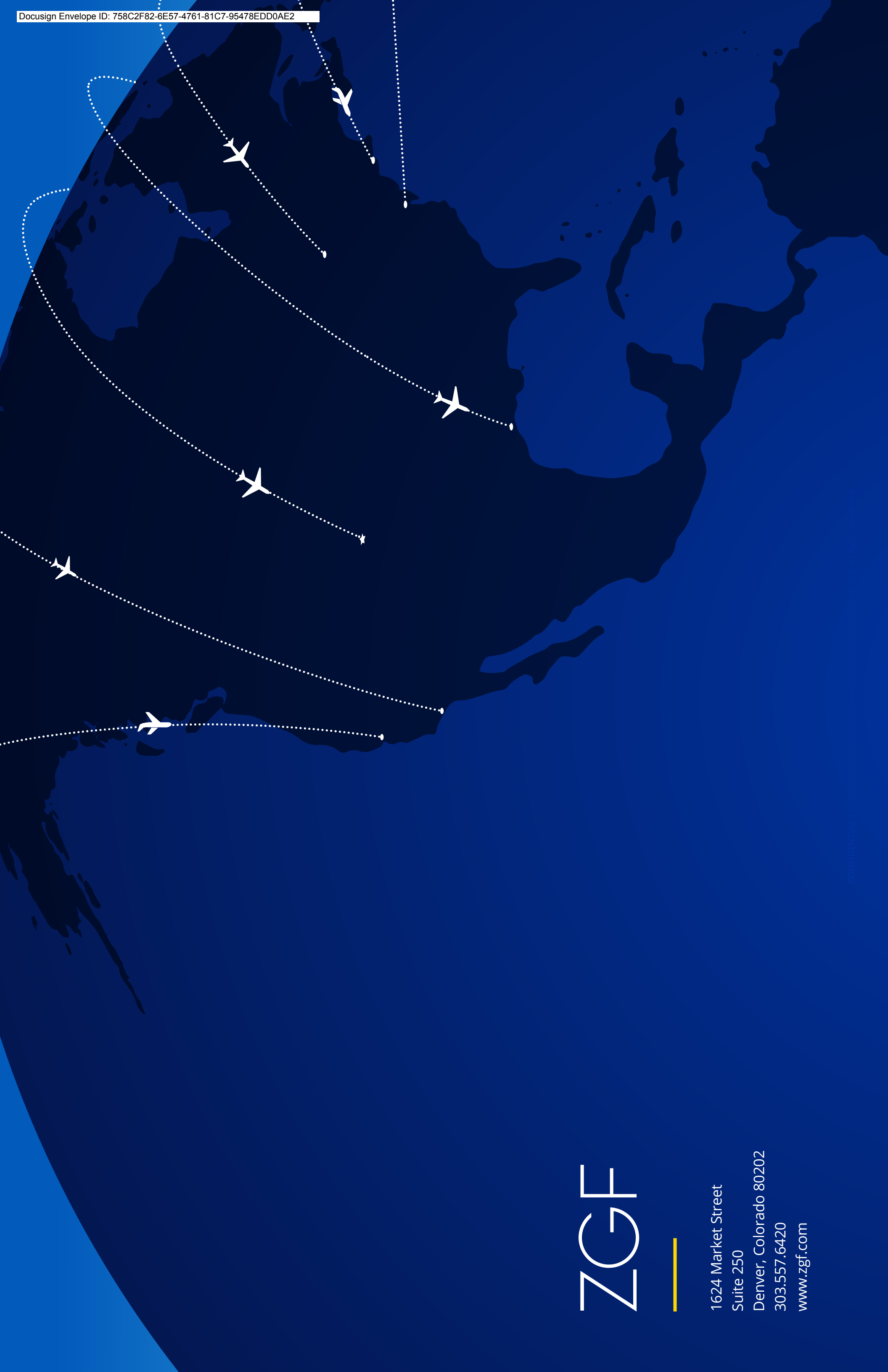
**Applicant Response:** The AIO overlay, which restricts housing development on the site, limits the ability to apply certain equity metrics to this particular location.

**JOBS DIVERSITY** - Measures two key factors related to the availability and variety of employment options: (1) Jobs density: the amount of jobs in different parts of the City, depicted by the intensity of color and measures as jobs per acre; and (2) Jobs diversity: The mix of jobs in different parts of the City. The mix of jobs is depicted by different colors.

**Score:** The job mix is dissimilar to the City’s overall job mix, because there is more emphasis on innovation.

**Applicant Response:** The projected development on this Site is anticipated to create thousands of jobs in the next 20 years. While the exact job creation number is still unknown, United’s current Quebec Campus, which is about a third of the total 113.7-acre project Site, provides approximately 1,600 jobs.

United currently employs approximately 10,000 people in Denver, and DEN remains United’s fastest-growing hub, with United being the most flown airline out of DEN. Last year, United hired over 2,500 people in the Denver area and it plans to hire approximately 1,000 more this year. United’s commitment to investing and expanding in Denver is evident, and this project is one of its many growth investments.



# ZGF



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## UAL EQUITY METRICS | LDR & LDF REPORT

**United's Denver New Land Development** | 6400 Yampa Street | 2023-PM-0000478  
 17671 - 17675 East 64th Avenue, Denver, CO 80249

### CITY COMMENTS & APPLICANT RESPONSE

<p><b>City Summary</b> – The Equity Analysis summarized within this section suggests that while residents in the area enjoy a high degree access to opportunity and housing diversity, they face significant vulnerability to displacement if housing costs rise. The full Equity Analysis document includes below includes 1) equity considerations for the site from adopted plans; 2) scores for specific Blueprint Denver equity measures; and 3) initial recommendations for the applicant to consider at the time of development review. This list is not meant to be an exclusive or exhaustive list, and coordination of agreed upon equity improvements will be an iterative process between the applicant team and the city. Staff has carefully considered and identified equity concerns specific to the site.</p>			
<p><b>ACCESS TO OPPORTUNITY</b></p> <p>Access to Opportunity - measures an area’s access to opportunity through Social Determinants of Health (percent of population who are high school graduates and percent of families below the poverty line), Built Environment (access to fresh food and open space), Access to Healthcare, Child Obesity, Life Expectancy, Access to Transit, and Access to Centers and Corridors</p>			
METRIC	POTENTIAL STRATEGIES BY APPLICANT TO IMPROVE ACCESS TO OPPORTUNITY	SCORE	APPLICANT RESPONSE
<p><b>Social Determinants of Health</b>                  Measured by a) % of high school graduates or the equivalent for those 25 years of age or older and b) percent of families below 100% of the Federal Poverty Line</p>	<ul style="list-style-type: none"> <li>• Commit to incorporate affordable childcare uses into future on-site development</li> <li>• Commit to provide on-site income-restricted units, especially for 50% AMI and below</li> <li>• Commit to provide family services on-site through a provider such as Family Tree or partnership with local organization that promotes early parent-child learning and educational resources</li> </ul>	<p><b>&gt; 2.01 – 3</b></p> <p>(4 = more access 0 = less access)</p> <p>The site area’s average score is 2.8, which means residents in this area generally have average access to opportunity compared to other areas of the city. The average score is impacted by particularly low scores in access to fresh foods, access to parks, and</p>	<p>The AIO overlay prohibits residential development north of 64th Avenue in the DIA Neighborhood. This restriction will influence the need for Access to Opportunity, as this area will primarily cater to the workforce sector, which has distinct demands and needs. Despite this, it's crucial to consider important access-to-opportunity factors for the workforce demographic in this area.</p> <p>As this facility operates 24/7, access to fresh food is provided within the premises and is accessible to all employees.</p>
<p><b>Built Environment</b> – Access to fresh food Measured by % of residents within ¼-mile walk to a full service grocery store</p>	<p>Commit to provide fresh food uses on-site such as: community garden, local market, produce boxes, or full-service grocery</p>		

<p><b>Built Environment</b> – Access to open space Measured by % of living units within ¼-mile walk to a park or open space</p>	<p>Commit to provide publicly accessible open space above and beyond the 10% requirement for sites 5+ acres (higher quantity)</p> <ul style="list-style-type: none"> <li>• Commit to provide publicly accessible open space for sites less than 5 acres in size</li> <li>• Commit to provide publicly accessible open space features or amenities in response to community desires or service gaps such as playgrounds or recreational areas</li> <li>• Contribute funds or land to an off-site park or trail connection close to the site to increase access, acreage and/or quality of the local parks and recreation system</li> <li>• Commit to public dedication of open space for a neighborhood, community or regional park per DPR standards</li> </ul>	<p>access to Centers and Corridors. The area does have high access to transit, and average access to healthcare.</p>	<p>As part of the LDR, nearly 11 acres of the project site will be dedicated as publicly accessible open space, accounting for 10% of the total area. Furthermore, in line with the recommendations of the FNE Area Plan, the project will develop the bike and pedestrian trails designated within the plan. Specifically, this includes the development of the north-south trail west of and parallel to Telluride Way, as well as the east-west trail along the southern edge of Dogwood Gulch. The site is conveniently situated a 15-20 minute walk north of RTD's A-Line stop at 61st and Pena Station. As development progresses over time, last-mile connections are expected to be facilitated, potentially including options like scooters, bikes, and/or shuttles, to enhance accessibility to and from the site.</p>
<p><b>Access to Health Care</b> – Measured by % of pregnancies without first trimester prenatal care</p>	<p>Request applicant conduct a healthcare site gap/market analysis to determine whether future partnership with regional care facility, satellite offices, or urgent care facilities might be appropriate</p>		
<p><b>Morbidity</b> Measured by % of children that are overweight/obese</p>	<ul style="list-style-type: none"> <li>• Commit to install and provide water/management for community garden</li> <li>• Commit to provide additional publicly accessible open space and/or open space features friendly to children such as playgrounds</li> <li>• Partner with recreational providers to provide additional access to onsite open space for surrounding schools, etc.</li> <li>• Ensure future development review steps (framework, SDP, etc)</li> </ul>		

	<p>contain walkability analysis and that site itself contains pedestrian oriented site design to encourage physical movement</p> <ul style="list-style-type: none"> <li>• Include bike connection analysis to city bikeways and/or trails</li> </ul>		
<p><b>Mortality</b> – measured by average life expectancy</p>			
<p><b>Access to transit</b> – measured by units within a ½ mile from high-capacity transit or ¼ mile from frequent transit network</p>	<ul style="list-style-type: none"> <li>• Commit to provide subsidized Eco passes</li> <li>• Commit to provide a circulator or shuttle to connect employees/ residents to transit</li> <li>• Commit to contribute money to a TMA in the area</li> <li>• Require walkability analysis to identify additional pedestrian opportunities including sidewalk completion where gaps exist, safe crossings at intersections to promote pedestrian and bike connections</li> <li>• Commit to an off-site improvement that addresses pedestrian or bicycle connectivity, such as sidewalk improvements, bicycle facilities, etc.</li> <li>• Commit to provide on-site employees with a parking ‘cash out’ program.</li> <li>• Commit to provide bicyclist support amenities, such as secured and enclosed bicycle parking areas, repair kits, maintenance areas.</li> <li>• Commit to provide free shared bicycle, e-bike, or micromobility share on-site</li> </ul>		
<p><b>Access to center and corridors</b> – measured by access through walkshed (1/2 mile), bikeshed (2</p>	<ul style="list-style-type: none"> <li>• Commit to provide a circulator or shuttle to better connect</li> </ul>		

<p>miles) or driveshed (5 miles) to each local center, local corridor, community corridor or regional center on the Blueprint Denver future places map</p>	<p>employees/residents to existing nearby centers/corridors</p> <ul style="list-style-type: none"> <li>• Commit to provide off-site sidewalk improvements or bicycle connections to improve connection to existing nearby centers/corridors</li> <li>• Commit to mixed-use development on-site with a focus on commercial, retail and community uses that are needed in the area</li> </ul>		
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**VULNERABILITY TO DISPLACEMENT**

Vulnerability to Displacement – measures and area’s vulnerability to displacement through Educational Attainment, Rental Occupancy, and Median Household Income

<b>METRIC</b>	<b>POTENTIAL STRATEGIES BY APPLICANT TO IMPROVE ACCESS TO OPPORTUNITY</b>	<b>SCORE</b>	<b>APPLICANT RESPONSE</b>
<p>For areas scoring vulnerable to displacement (2 or 3)</p>	<ul style="list-style-type: none"> <li>• Commit to provide on-site income-restricted units</li> <li>• Commit to provide on-site income-restricted units for the most vulnerable populations (below 30% AMI, veterans, disabled, etc.) with associated services providers (Family Tree or similar)</li> <li>• Commit to provide on-site income-restricted units with a preference for those units to people who already live or recently lived in the neighborhood</li> <li>• Commit to dedicate land to the city for affordable housing construction</li> </ul>	<p><b>2</b></p> <p>(0 = Not Vulnerable; 3 = Most Vulnerable)</p> <p>This area’s average score is 2 out of 3. This means that the area is considered vulnerable to displacement compared to other areas of the city. This score is impacted by a higher-than-average number of residents without a college degree, and lower median household income compared to the city as a whole.</p>	<p>The AIO overlay restricts residential development north of 64th Avenue in the DIA Neighborhood, eliminating the possibility of providing housing on the site. However, during future SDP reviews, it is expected that the project will contribute to the Affordable Housing Linkage Fee.</p> <p>The project site is expected to generate job opportunities at each stage of development. In collaboration with District 11 council, the project team will coordinate the announcement of employment opportunities on site.</p>
<p>Area’s % of residents with less than a bachelor’s degree is higher than Denver’s average of 54% of residents with less than a bachelor’s degree</p>	<ul style="list-style-type: none"> <li>• Commit to provide on-site job training or education for neighborhood residents</li> <li>• Commit to targeted outreach for on-site jobs</li> </ul>		

<p>Area’s % of renter-occupied units is higher than Denver’s average of 50% renter-occupied units</p>	<ul style="list-style-type: none"> <li>• Commit to provide on-site, income-restricted ownership units and provide preference for those units to people who already live or recently in the neighborhood</li> </ul>		
<p>Area’s median household income is lower than Denver’s median household income</p>	<ul style="list-style-type: none"> <li>• Commit to provide on-site job training or education for Neighborhood residents</li> <li>• Commit to incorporating access to affordable childcare options on-site</li> </ul>		
<p><b>HOUSING DIVERSITY</b></p> <p>Housing Diversity – measures the diversity of housing stock for an area compared to the city. This includes Missing Middle Housing, Diversity of Bedroom Count Per Unit, Ratio of Owners to Renters, Housing Costs, and Income Restricted Units</p>			
<p><b>METRIC</b></p>	<p><b>POTENTIAL STRATEGIES BY APPLICANT TO IMPROVE ACCESS TO OPPORTUNITY</b></p>	<p><b>SCORE</b></p>	<p><b>APPLICANT RESPONSE</b></p>
<p><b>Missing middle housing</b> Measured by % of housing in 2-19 unit range, compared to Denver</p>	<ul style="list-style-type: none"> <li>• Commit to provide missing housing typologies on-site (2-19 unit formats), affordable to households between 80-120% AMI</li> </ul>	<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;"><b>(0= Least Diverse 5 = Most Diverse)</b></p> <p><b>Housing Diversity -</b> Although housing isn’t allowed north of 64<sup>th</sup> Avenue, this metric measures Missing Middle Housing, Diversity of Bedroom Count Per Unit, Owners to Renters, Housing Costs, Income Restricted Units: For Housing Diversity, this area’s average score is 4 out of 5, with the area scoring high on all metrics except for Housing Costs. This indicates a</p>	<p>The AIO overlay, which restricts housing development on the site, limits the ability to apply certain equity metrics to this particular location.</p>
<p><b>Diversity of unit size</b> Measured by units with 0-2 bedrooms vs. 3+ bedrooms</p>	<ul style="list-style-type: none"> <li>• Commit to provide units with 3 or more bedrooms on-site, especially for income-restricted units</li> </ul>		
<p><b>Owners compared to renters</b> Measured by % of owners vs. renters, compared to Denver</p>	<p>Commit to provide income-restricted units that are ownership or rental depending on identified need</p>		
<p><b>Housing costs</b> Measured by ratio of housing units affordable up to 80% AMI to units affordable to 120%+ AMI</p>	<ul style="list-style-type: none"> <li>• Commit to provide income-restricted units on-site (AMI levels should be tailored to the identified need for that area)</li> <li>• Commit to alternative options to reduce housing costs, such as participation in a community land trust</li> </ul>		
<p><b>Income restricted units</b> Compare the number of IRUs per census tract to the citywide average of 160.8 IRUs per tract</p>	<ul style="list-style-type: none"> <li>• Commit to provide income-restricted units on-site which will fill in the AMI levels not being met in the census tract</li> </ul>		

		high level of housing diversity in the area but a need to monitor future displacement of current residents.	
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**JOBS DIVERSITY**  
 Job Diversity – measures two key factors related to the availability and variety of employment options: (1) Jobs density: the amount of jobs in different parts of the city, depicted by the intensity of color and measures as jobs per acre; and (2) Jobs diversity: The mix of jobs in different parts of the city. The mix of jobs is depicted by different colors:

METRIC	POTENTIAL STRATEGIES BY APPLICANT TO IMPROVE ACCESS TO OPPORTUNITY	SCORE	APPLICANT RESPONSE
<b>Total Jobs</b> Measured by number of jobs per acre	<ul style="list-style-type: none"> <li>• Commit to provide on-site jobs, ideally with targeted outreach to specific communities</li> </ul>	The job mix is dissimilar to the city’s overall job mix, because there is more emphasis on Innovation.	The projected development on this site is anticipated to create thousands of jobs in the next 20 years. While the exact number is still unknown, in comparison to United’s current Quebec Ave Flight Training Center which is a third of this development, provides some 1,600 jobs.
<b>Diversity of Job Type</b> % of jobs of the following type compared to the citywide job mix: <ul style="list-style-type: none"> <li>• Retail</li> <li>• Innovation</li> <li>• Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to provide on-site jobs of a certain type to help balance mix of jobs in the area</li> <li>• Commit to provide below-market commercial space for small businesses, nonprofits, incubator space, cultural uses, or community serving enterprises</li> <li>• Create or contribute to a mentoring program at local high school</li> <li>• Fund a secondary education program (grants to online education or tech school for local residents and/or on-site employees)</li> </ul>		United currently employs approximately 10,000 people in Denver, and Denver International Airport (DEN) remains United's fastest-growing hub, with United being the most flown airline out of DEN. Last year, United hired over 2,500 people in Denver, and they plan to hire approximately 1,000 more this year. United's commitment to investing and expanding in Denver is evident, and this project is one of its many growth investments.

# UAL LDF Application | Community Information Meeting Report

**United's Denver New Land Development | 6400 Yampa Street | 2023-PM-0000478**

<b>What:</b>	Community Information Meeting as required by LDR
<b>Date Time:</b>	March 14, 2024 @ 6:00PM
<b>Location:</b>	Virtual - Via Zoom
<b>Attendance:</b>	83 Participants Total

## Meeting Attendance

United Airlines hosted a community information meeting for the 6400 Yampa Street site on Thursday, March 14, 2024 over Zoom. The meeting was planned to be held at the Green Valley Ranch Recreation Center but was shifted entirely to Zoom due to a severe snowstorm. Forty-two (42) community stakeholders participated in the Zoom meeting. Twenty (20) panelists, representing United Airlines and the City and County of Denver, participated in the presentation. Mizraim (Miz) Cordero, Director of State & Local Government Affairs for United Airlines moderated the meeting. The attendance numbers for this public engagement effort are considered significant, particularly given the site's location in a greenfield area with limited development within 500 feet of the site. Of note, residential development is not permitted north of 64th Street, and at the time of the meeting, residential development south of the project site was still under construction.

## Meeting Structure

The meeting was kicked off by the United team, followed by welcoming remarks by Councilwoman Gilmore, representing District 11 in Northeast Denver. She highlighted the potential benefits of United Airlines as a partner for the Tower Road development, emphasizing job opportunities and business growth. United's team spoke about the company's commitment to Denver and its impact on job and economic growth as one of the largest employers in the state.

United Airlines design team presented the concept development plan for the 114-acre site and the opportunity presented by this development to help create a complete street network by developing Telluride Way, 66<sup>th</sup> Avenue, and expanding 64<sup>th</sup> Ave, all helping create a better navigation network in the DIA neighborhood. The team explained the organizational framework of the site and discussed how much of the site will remain undeveloped for the foreseeable future. United discussed its commitment to sustainability and community wellbeing.

- Jonna McGrath, Vice President of the United Hub at DEN, highlighted Denver's growth as a United Hub, and the airline's significant investments at Denver International Airport. She announced new non-stop flights, increased gate capacity, and plans for further growth, including hiring 1,000 people in the coming year.
- Captain Jeff Ohman, Director of Flight Training with United, gave an overview of United's current and future needs for the Flight Training Center and how important training is to the airline's growth.
- Justin Petrochko, Global and Community Engagement Leader with United, discussed the many community partnerships United participates in and how future growth in Denver can foster enhanced opportunities for community partnerships.

City Staff, Stephen Wilson and Jason Morrison, presented the Large Development Review (LDR) process and goals, including identifying issues early in the process, providing information to the community, and creating a framework for coordinated development. The LDR process involves reviewing that the proposed development is in alignment with adopted plans and providing comments based on those plans: Far Northeast Area Plan; Blueprint Denver; and Comprehensive Plan 2040. The next steps included completing a Large Development Framework (LDF), Infrastructure Master Plan (IMP), Rezoning, and Site Development Plan Applications (SDP). They outlined how the City's review includes an equity analysis and Stephen encouraged questions and public participation in the process.

Following the City's presentation, Lilly Djanants introduced herself and the team from ZGF Architects, who are working with United on short-term and long-term visions for their new site. Lilly shared that United, one of Denver's largest private

employers, is planning to expand their flight training operations due to capacity limitations at their current Central Park campus.

- The proposed new site in the DEN neighborhood is situated along transit and mobility corridors, with easy access to the Denver airport.
- The meeting addressed development within the DIA neighborhood over the last decade and the ongoing challenges with traffic and infrastructure.
- Lilly highlighted the need for further development of the street grid to alleviate traffic pressures from Tower Road. She also mentioned the potential for micro-mobility options like scooters, bikes, and shuttles to connect visitors and employees to the United site.

Dan Simpson with ZGF Architects then presented the Master Plan framework, outlining the site framework and organization concept, open space considerations, options for future roadway network, and the first phase of development for the Flight Training Center. Dan also emphasized United's commitment to sustainability and community well-being.

Sean Maley, representing United's community outreach team for the Flight Training Center (FTC) expansion, covered the many steps in the Large Development Review process and how community input is encouraged and accepted for a long duration of the process. Sean also announced that the public can submit feedback via email until March 28th, with the email address provided.

Miz Cordero then introduced his colleagues Angela Selak and Mark Adams, who discussed employment opportunities with United and the potential for onsite interview skill building. Angela also mentioned plans to schedule a full day training for interview and resume building skills. Mark shared details about United's recent expansion at the Quebec Flight Training Center, emphasizing the airline's commitment to the local economy through contracting with local and traditionally disadvantaged businesses.

## Community Feedback and Questions

Miz Cordero opened the meeting for participant questions.

- Bethany Gravell, also representing United's community outreach team for the FTC expansion, addressed a frequently asked question concerning the potential for increased truck traffic on Tower Road due to the new Flight Training Center project. She clarified that while there will be some construction traffic and trucks delivering flight simulators, the facility will not generate heavy truck traffic once operational. She also mentioned that pilots arriving for training have shuttle service provided from the airport to their hotels and to the flight training center, further reducing single occupancy vehicle trips.
- Rick Wells, a landowner in the area, expressed excitement about the project's potential benefits to local businesses.
- In response to questions about how the new Flight Training Center will contribute to congestion on Pena Boulevard, Brodie Ayers from Denver International Airport outlined the ongoing Pena Boulevard Master Plan, which aims to address traffic concerns on that corridor. Councilwoman Gilmore encouraged residents to participate in the Pena Boulevard planning process to ensure their voices are heard. Lilly Djanians further explained that the project's mobility study aims to manage transportation networks effectively, as the site will operate 24/7, without typical peak hours.
- Maxine Harris, the CEO of the Max Impact Group, inquired about United's small business programs, local workforce development initiatives, and outreach plans for small, minority, and women-owned businesses. Miz Cordero emphasized the importance of United's supplier diversity program and mentioned upcoming presentations.
- Tinsley Ore asked about the commitment to youth programming and career access in the new Flight Training Center.
- A question about building heights was also discussed. Dan Simpson with ZGF Architects explained that the buildings haven't been designed yet, but the maximum height will likely be 8-stories as per the Far Northeast Area Plan.
- The status of the Quebec campus was also discussed, with Jeff Ohman, Director of Flight Training Operations at United, confirming it will continue to operate.

Community feedback discourse ended with Councilwoman Gilmore expressing her excitement for the job opportunities and economic benefits the new center will bring.

Overall, the project was well received by community members, majority of the questions were focused on employment opportunities and traffic management.



## Meeting Attendees

	Attendees	Email	Notes
1.	Allison Graham	allison@digstudio.com	Project Design Team
2.	Bethany Gravell	bethany@gravellpublicaffairs.com	United Team
3.	David Bruce	david.bruce@united.com	United Team
4.	Mizraim Cordero	Mizraim.cordero@united.com	United Team
5.	Jeff Ohman	jeffrey.ohman@united.com	United Team
6.	William Callahan	william.callahan@zgf.com	Project Design Team
7.	Todd Stine	todd.stine@zgf.com	Project Design Team
8.	Dan Simpson	dan.simpson@zgf.com	Project Design Team
9.	Lilly Djanians	lilly.djanians@zgf.com	Project Design Team
10	Michelle Martin	michelle.martin@united.com	United Team
11	Brodie Ayers	brodieayers@gmail.com	DEN
12	Stephen Wilson	Stephen.Wilson2@denvergov.org	City Staff
13	Sean Maley	smaley@crlassociates.com	United Team
14	Stacie Gilmore	Stacie.Gilmore@denvergov.org	City Councilperson
15	Mark Adams	Mark.h.adams@united.com	United Team
16	Angela Selak	angela.selak@united.com	United Team
17	Jason Morrison	jason.morrison@denvergov.org	City Staff
18	Jonna McGrath	jonna.mcgrath@united.com	United Team
19	Justin Petrochko	Justin.Petrochko@united.com	United Team
20	Valentina	vale.crusar@gmail.com	Translator
21	Gregory Murphy	g.vm@live.com	Project Design Team
22	Kalan Beck	kalan.beck@gmail.com	Project Design Team
23	Alisha Brown	abrown@fsucommunities.org	
24	Dane Washington	dane@dmcimpact.org	
25	Helen	bradshawhelen01@gmail.com	
26	Lisa	lisa.nguyen@flydenver.com	DEN
27	Shyretta Hudnall	businessprofessional33@gmail.com	
28	Russell Noles	noles821@msn.com	
29	Jonna McGrath	jonna.mcgrath@united.com	United Team
30	Rick Wells	rwells@fulenwider.com	
31	S	datbruce68@gmail.com	
32	Ann White	annladywhite63@gmail.com	
33	Trina	rosesonetwothree@yahoo.com	
34	David	david.steinberger@flydenver.com	
35	K	kkhdowntown@gmail.com	
36	Manuel	manoloacosta@yahoo.com	
37	Hanifah	denversoul@gmail.com	
38	Liz Elegant	elizabeth.elegant@united.com	United Team
39	Tinsley Ore	Tinsley@inclusivedenver.org	
40	Juan	Juanmendoza724@gmail.com	
41	Lisa Lumley	Lisa.lumley@denvergov.org	
42	Jane	coloradojane52@gmail.com	
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78	Adam O'Brien	adam.obrien@flydenver.com	
79	Mersi Canales	Mersicanales7@gmail.com	
80	kyoko kawachi	kkawachi@yahoo.com	
81	David Lotierzo	dave@danico.beer	
82	Bill Poole	bill.poole@flydenver.com	
83	Shirley Richard	srich77236@aol.com	

## Question and Answer Report

Question	Answer	Asker Name	Asker Email
1. Hello, can you speak to vendor opportunities that may be available at the training center? I would like to be a vendor in a space that is not as complex to navigate as DIA. I am a small business still building my brand and do not have the bandwidth to enter into DIA yet. I would love an opportunity to work in the new facility selling my products.	Thank you for the question. Just wanted you to know we got your question and will get to this question and all others after the presentation. Thanks again!	Shyretta Hudnall	businessprofessional33@gmail.com
2. Hello, can you speak to vendor opportunities that may be available at the training center? I would like to be a vendor in a space that is not as complex to navigate as DIA. I am a small business still building my brand and do not have the bandwidth to enter into DIA yet. I would love an opportunity to work in the new facility selling my products.	Thank you for your question, Shyretta. I would like to provide you with a link to United's supplier diversity program. Although opportunities for this particular site won't be available for another four years, it would be helpful for you to become familiar with United's process for partnering with diverse suppliers across our global network. <a href="https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html">https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html</a>	Shyretta Hudnall	businessprofessional33@gmail.com
3. Thank you Sean!	live answered	Shyretta Hudnall	businessprofessional33@gmail.com
4. Thank you Mizraim	live answered	Shyretta Hudnall	businessprofessional33@gmail.com
5. 1. What will happen to the existing campus on Quebec? 2. Will there be youth programs or partnerships with the youth aviation programs DIA has already? Connecting with youth in the GVR and Montbello communities is definitely a priority. 3. You mentioned some great priorities for community partnerships but, what is your plan for continued community engagement in GVR in particular? Would love to talk further with your outreach team about grassroots engagement in GVR <a href="mailto:tinsley@inclusivedenver.org">tinsley@inclusivedenver.org</a>	live answered	Tinsley Ore	Tinsley@inclusivedenver.org
6. 1. What will happen to the existing campus on Quebec? 2. Will there be youth programs or partnerships with the youth aviation programs DIA has already? Connecting with youth in the GVR and Montbello communities is definitely a priority. 3. You mentioned some great priorities for community partnerships but, what is your plan for continued community engagement in GVR in particular? Would love to talk further with your outreach team about grassroots engagement in GVR <a href="mailto:tinsley@inclusivedenver.org">tinsley@inclusivedenver.org</a>	Tinsley, thank you for your questions. The campus at Quebec will remain there. It is considered critical infrastructure for United. Unfortunately it cannot allow for more growth and that is why we are looking to grow at the new site. We currently have no plans to offer youth programs at our Flight Training Center, those are better suited by DIA and United is a partner with the airport on such programs, we will continue and grow those partnerships. We would be delighted to continue conversations about outreach and engagement in GVR.	Tinsley Ore	Tinsley@inclusivedenver.org
7. 1. What will happen to the existing campus on Quebec? 2. Will there be youth programs or partnerships with the youth aviation programs DIA has already? Connecting with youth in the GVR and Montbello communities is definitely a priority. 3. You mentioned some great priorities for community partnerships but, what is your plan for continued community engagement in GVR in particular? Would love to talk further with your outreach team about grassroots engagement in GVR <a href="mailto:tinsley@inclusivedenver.org">tinsley@inclusivedenver.org</a>	Tinsley, I would also like to add that one of our key partners is Denver Public Schools Foundation. Through our partnership with the Foundation, we've invited students from Montbello High School to tour the airport and have also participated in hiring and career fairs. We will actually have team members at the MHS hiring and career fair next week on March 19. We also provide travel vouchers to educators to help them attend professional conferences and trainings to support their personal and professional growth, so they can continue to be the educators that our schools desperately need. I was recently at Escalante-Biggs Academy touring the school to award their school psychologist with travel vouchers. These are a few examples of how we currently invest in schools in this area of Denver. We look forward to continuing to invest in these opportunities and more as we continue to grow our presence.	Tinsley Ore	Tinsley@inclusivedenver.org
8. With the addition of such a large development, is United in talks with Denver PD about opening another sub-station or station in the area. Currently this corner of Denver (part of District 5) is on the edge of Airport and Aurora jurisdiction. Petty crime is frequent and police presence is arguably not robust enough for today's level of buildout.	Hi David, this is really great feedback. We will ensure our project team raises this issue with City officials and DPD and share more information as the project progresses and at future community engagement meetings. Thanks, you for the question/comment.	David Lotierzo	dave@danico.beer

9.	I would like more information on opportunity for our youth in the Far Northeast	John, Thank you for your question. It would be great to know more about the particular opportunities you are interested in for the youth in the Far Northeast. In the meantime, I would like to share with you a link to United's Career Pathways website, which contains a wealth of information on how to start a career at United. <a href="https://careers.united.com/us/en/united-pathways">https://careers.united.com/us/en/united-pathways</a>	John Gregory	john.gregory@academy-la.com
10	I joined late, so perhaps previously covered, but will these presentations and the recorded zoom meeting be available to the public following the meeting?	Hi David - yes, this Zoom recording will be available to the public. We will make sure to share after tonight's meeting.	David Lotierzo	dave@danico.beer
11	Are there plans to work with the Dept of Transportation to plan for another entrance/exit from Pena Blvd in the area?	Hi Linda, Thank you. As I am sure you are aware, Denver International Airport is currently undergoing a process of studying strategies to alleviate traffic on Pena boulevard. Here is a link with more information about their efforts: <a href="https://www.flydenver.com/about-den/projects-and-infrastructure/pena-construction/">https://www.flydenver.com/about-den/projects-and-infrastructure/pena-construction/</a>	Linda Leali	clenterprises2001@yahoo.com
12	OBAP- Organization of Black Aerospace Professionals offers a program that takes place at the center on Quebec for youth. It's a great opportunity for Black youth and youth of color looking to get into Aviation. They should be a part of this project.	Hi Shyretta! Yes! OBAP's opportunities for youth are a valued component that all of our flightops training team welcomes and will continue to include as we grow in the DIA neighborhood.	Shyretta Hudnall	businessprofessional33@gmail.com
13	OBAP- Organization of Black Aerospace Professionals offers a program that takes place at the center on Quebec for youth. It's a great opportunity for Black youth and youth of color looking to get into Aviation. They should be a part of this project.	We appreciate a long standing relationship with OBAP and look forward to enhancing engagement as we move forward on this project.	Shyretta Hudnall	businessprofessional33@gmail.com
14	What provisions will be made to relieve the already heavy traffic on Pena Blvd? It seems likely that this project will add to the traffic load in this area, and a solution is needed to address this situation.	live answered	Russell Noles	noles821@msn.com
15	I work for Las Animas Academy Online Schooling for opportunities for my students. We work with students 6th - 12th grade. My email john.gregory@academy-la.com thank you.	John - thanks for sharing your email address. I took it down and will be in touch. I look forward to learning more about Las Animas Academy.	John Gregory	john.gregory@academy-la.com
16	Curious about the building heights on site. As you mentioned, the site has wonderful mountain views some of which are enjoyed by your neighbors to the east. Do you know what size buildings (height) will be developed in Phase 1 and beyond?	live answered	David Lotierzo	dave@danico.beer
17	That's great to read Mizraim	live answered	Shyretta Hudnall	businessprofessional33@gmail.com
18	Hello Justin, I run a nonprofit Cherishing Life Youth Transformation Services m We would also like to touch base around providing community outreach and engagement over the coming years. businessprofessional33@gmail.com	Thank you, Shyretta. I'll share more information via email about our approach to partnering with nonprofits.	Shyretta Hudnall	businessprofessional33@gmail.com
19	<a href="https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html">https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html</a>	live answered	Anthony J. Clark	Anthony.Clark@flydenver.com
20	<a href="https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html">https://www.united.com/en/us/fly/company/responsibility/supplier-diversity-program.html</a>	Anthony, thank you. We'll share this link with all of the meeting participants after the meeting.	Anthony J. Clark	Anthony.Clark@flydenver.com
21	Additional info for those seeking opportunities for K-12 opportunities with DEN's Center of Equity and Excellence in Aviation (CEEA). <a href="https://www.flydenver.com/business-and-community/ceea/">https://www.flydenver.com/business-and-community/ceea/</a>	Thank you, Anthony!	Anthony J. Clark	Anthony.Clark@flydenver.com
22	Thank you! :) Excited to have you guys in the neighborhood	live answered	David Lotierzo	dave@danico.beer
23	@Justin We would be interested in learning about your approach to partnering with nonprofits as well. mharris@maxximpactgroup.com Thanks so much!	Maxine in case you didn't get my email on the chat mizraim.cordero@united.com	Maxine Harris	mharris@maxximpactgroup.com

## Meeting Transcript

*Please note that the transcript below is produced by Zoom and has not been edited or modified.*

### **Mizraim Cordero | 00:02:13**

Hi, everyone. My name is Mizraim Cordero. and I live in Denver with my family. I work for United Airlines. I've been working for the company almost 5 years. And I'm really, really thrilled to be here with you, and that you're joining us for this community information meeting to learn a little bit about the project that's going to happen in in the DIA neighborhood in northeast Denver, and to learn a little bit about the United team here.

### **Valentina (intérprete/r) - ella/she | 00:02:58 |**

Hi, everyone. Good afternoon, my name is Valentina, and I'm here on behalf of community language, cooperative, and I'm here to providing guarantee or commitment to language. Justice language is the type of simultaneous interpretation that seeks to create spaces in which no one language is dominant, spaces in which everyone can participate in the language of their heart. So to achieve this objective, we will be using Zoom's interpretation feature, and what you will see in a couple of minutes is that a new little button that looks like a globe will appear on the bottom bar of your screen, on that same bar where you currently have the bumps for the microphone, for the video, for the chat, etc., it will be towards your right hand. Once you see this new little button come up, go ahead and click on it, and select either English or Spanish, as both the language that you will be listening into and speaking into. If you are joining the meeting on a phone or on a tablet, you will find the same options for interpretation by clicking on the button with the 3 little dots on the lower right-hand corner. A quick reminder for those of you that do prefer to use English during this meeting. Spanish is 20 to 25% longer than English. So please be aware of your speed, and if you have any questions or any issues whatsoever with this technology, please let the whole group know by means of the chat box, so that we can work together to address them. Thank you so much for having me here. We can go ahead and start the interpretation channels now.

### **Mizraim Cordero | 00:06:43**

Good. Again, my name is Miz Cordero. We wanted to give you a few housekeeping rules around Zoom. Many of you already know how to use zoom since we've been at this for a while, but just in case, welcome to everyone and thank you for being with us tonight. You will have noticed that your microphones are muted, and you are unable to unmute yourself to speak. This is intentional. It's to make sure that all participants are able to hear the presentation without interruptions or background noise. However, you will have an opportunity to speak and ask questions following the presentation and we really want you to. If you wish to give feedback or ask a question live, please use the raise hand button on your Zoom toolbar. Once your hand is raised, your moderator will be notified, and they'll unmute you if you prefer to just type out your question instead, select the Q&A button on your Zoom toolbar. A window will pop up where you can type your question. Also, you can use the chat button to contact our meeting moderators with any technical questions that you may have. If you don't see your toolbar, your zoom toolbar, press the ALT key on your keyboard, and it will appear in your Zoom window. Our goal tonight is to listen to your questions and feedback. Your contributions are highly encouraged and appreciated. We'll do our best to address as many questions as possible. If we run out of time, we will provide you an additional email where you can send us more information. We will collect your feedback at that email address for the next 2 weeks and then we'll make sure that we share all your comments with our partners at the city and Councilwoman Gilmore's office. Thank you very much. And now, if you wouldn't mind moving to the next slide, and let's welcome Councilmember Stacy Gilmore.

### **Stacie Gilmore | 00:09:12**

Oh, well, good evening, everybody. It's a pleasure joining you. I'm Councilmember Stacey Gilmore. I represent District 11 and am excited to talk a little bit more about this project tonight and get your input and ideas. We've had a longtime community desire to get the development going along Tower Road. And you know, when we had Panasonic come in way back in 2015, we knew that was the beginning of the development around the A-Line up there at 61st and Pena and we've gotten some really great wins. And I believe, having United Airlines as an additional partner, will provide more opportunities for the community - especially around jobs and the business development that goes along with that additional use. And as we're looking at this area additionally, I always want to put it out there and start planting the seeds because you never know who might be listening into any of these calls. But you know we're also very interested. In addition to this development, we have heard from the community, loud and clear that you would like to see a healthcare provider or some sort of hospital campus. We know

that there's a need in the far northeast for that, that we do have that gap. And so am actively also exploring any opportunities that way which I think would also complement a lot of this development, especially as we have the close proximity to Denver International Airport or DEN which is you know, one of the busiest airports in the world, and our passenger count is off the records. The facility was built to handle upwards of 70 million passengers, and we already have projections that we're going to exceed a hundred million passengers very soon here in the near future. And so, it's more important that we build things outright for the longevity of the community, but also supporting that important partner in aviation that really provides so many good paying jobs for our residents, not only in Green Valley Ranch and Mont Bellow in the far North East, but the entire Metro regional area, and so honored to be here tonight happy to answer any questions my council aid. Theresa is joining us as well, and so please use this as a resource, and thank you.

**Mizraim Cordero | 00:12:12**

Thank you so much. Council Member Gilmore. For that wonderful welcome. Next, we're going to go over the agenda, so everyone knows what to expect during this meeting. The next part we'll have 3 of our top lead leaders here in the Denver market. Tell you just a little bit about the part of United that they get to lead and tell you later about how they feel about being in Denver and what their teams do. Then we're going to pass it on to the members of the city, the city team. They're going to be talking about the how the community planning effort works. After that, we're going to do a project overview, so, you know, more or less what the company is thinking about putting on that land. What will be involved in the first phase of the program, and the next steps. We're going to talk a little bit about how to find jobs at United and then we'll open up for the most important part of the meeting, which is questions and comments from all of you. So next we'll pass it on to our team member Johnna, our vice president of airport operations.

**Jonna McGrath | 00:13:50**

Alright, so good evening. I'm really glad to be with all of you tonight, although I wish it was in person. Not on zoom. The weather has been a little crazy today around the area. So, I'm Jonna McGrath. I am the Vice President of airport operations here at United and I'm really proud to work alongside the 10,000 united employees here in this city of Denver. You know we are the united fastest growing hub, right now. This last year we've invested over a billion dollars to further improve the customer experience, including new gates, new clubs, a new check in Lobby here in Denver, and we're also the largest airline in Denver and the most flown airline in Denver. We operate the most flights, carry the most customers in the State compared to any other airline. I would also add that we're number one 'on time'. So, we are providing a great experience for our customers. Last May, we announced new non stops to 6 different destinations that are not served by any other carrier from Denver this summer. We're really excited to have over 500 daily departures from our city. Including 40 new summer flights, more than 100 routes are going to be on mainline aircraft, and that's our big aircraft. That's the most routes with mainline aircraft in Denver in over 20 years. So, as the council woman said, we are really growing, and we're getting more and more customers to connect through Denver and getting more destinations for our customers that live here in Denver to travel to and from. We are major gateway to the national parks. We are also serving all our ski cities in Colorado like Vail and Aspen. We do Sun Valley more daily nonstop flights to these areas, from Denver than any other airline and we're also resuming our service to Winnipeg this summer, we're really excited about that. And we haven't had Winnipeg since 2020, and that is a nonstop flight out of here. When you put all that together, we serve more than 175 destinations over 10 countries, and we're the only US Airline to offer transatlantic and transpacific service directly from Denver, and we're really proud of that. I talked earlier about opening new clubs at the end of the summer we open 2 new clubs here in Denver, on A concourse, and on the B Concourse course. Our new club on the B Concourse course, is over 35,000 square feet. It's United's largest club ever, and it really features a modern take on our united club experience. We also open one on our A concourse where we have new gates over there also, 24,000 square feet, beautiful club that features a luxurious ski lodge aesthetics. So really Coloradoesque as you go into that club. In 2022, we also opened a new concept for our club Colorado customers, which is called Club Fly. Travelers can get a grab and go food and beverage there, and we're opening another club on the be con course in 2025, which will, when we add all those up, we'll have over 100,000 square feet of United Club space at Denver, which is just phenomenal, and it really enhances our customer's experience. In the past year we've increased our date capacity by 30%. That's more than 20 gates across the A and B concourses. And we're redoing our gate. So, you have more plugins, more modern seating, more display screens with information on them. So, we have much better experience for our customers that are traveling through here. As I mentioned earlier, we're really proud to be the largest private employer in the city of Denver, having more than 10,000 Denver based employees. And we're continuing to grow. 1,600 of those employees that are based here in Denver work at our flight training center which Jeff is going to talk about in just a moment. United hired more than 2,500 people full of

Denver last year, and we plan on hiring about 1,000 this year. So, you can see that we're continuing to invest and grow and we're really passionate about the communities that we live here in Colorado. So why, we're all here today. Back in the summer of 2023 we announced the purchase of the 2 partials of undeveloped land out here by DIA part of it which we want to expand our flight training center as our current flight training center just really doesn't have the capacity for further growth. So, at this point I want to hand it over to our director of flight operations, Jeff Owen. He works the Flight Training Center, and he can talk a little bit about that facilities role to our presence in Denver, and how important it is to us and to united being the largest of its kind facility in the world. So, I'm going to turn it over to Jeff and thank you all for your time tonight.

**Jeff Ohman | 00:19:01**

Thank you, Jonna, and it's so eloquent as always, I appreciate the introduction. I am Captain Jeff Oman. I'm your director of United's Flight training operations, and I am humbly responsible for training over 17,000 pilots as they come in through, is a new hire at United, and go through their basic introduction or indoctrination, and then they go through their initial qualification. Then all the ways they continue their journey through a captain, upgrade the course, and then through continuing qualification, as we continually develop our leaders in that space as pilots and leaders in flight deck. We do that with over 2,000 instructors, evaluators and line check pilots. About half of those reside here at the Flight training center in our Quebec campus. Our most important thing and most important focus as a flight training operation is to focus on influencing excellence in our operation. The more that we can mitigate that risk in training, the more we in influence and enhance the excellence in our operation, focusing primarily on safety and caring for our passengers and our work groups. I was fortunate to be hired in 2,000, and we were grateful as a family to consider and call Denver our home for over the last 23 years. I truly believe in United; I believe in who we are, what we represent, our commitment and our people, our infrastructure, our technology. To me, at this point in time, we offer great hope and optimism, not only for Denver, but for the world, and we humbly receive and acknowledge that great responsibility and expectation and our focus on safety and service within our communities as part of our united next Growth Plan. We currently have over 900 aircrafts, with orders for another 700 to 800 and options for another 200 more. We've hired over 2,300 new pilots in in the last 2 years. In each of those years, and this year. We've been fortunate to hire 300 pilots already. Our pilot, hiring demand, as you would expect, is based only and limited only on the amount of delivers we, we are able to receive from our partners at Boeing and Airbus. The more that they are allowed to meet our demand, the more we hire, the more the greater the need for training our pilots. And, as many of you know, all united pilots begin their journey here in Denver, and they revisit Denver at least every 9 months, which leads us to the importance of today. We're grateful to currently have over 700,000 square feet of training, capacity, and space at our Quebec campus that allows us to have over 50 full flight simulator devices and over 30 fixed training devices to allow us to look at different phases of training and development. Our growth plan requires a different additional space, as Jonah is already alluded to. and because of that additional space and the initial growth that we look at over the next decade. We need to look beyond. And that's why we're here today, and we appreciate you, allowing us the opportunity to be considered part of your community. Quite simply, we've raised our children here, and we are active in our area, and we continue to look forward to creating stories and continue on this together with all of you. That's why this project matters to all of us, and we're grateful to partner with all of you as we celebrate this shared commitment to excellence and growth in Denver, and currently, I'd like to turn it over to Justin, who is our global community and global and community engagement leader. I happen to have the opportunity with to meet him in person recently to me he's an outstanding leader, and I and I share the microphone with him.

**Justin Petrochko | 00:24:02**

Thank you so much, Jeff, and thanks for everybody that's taking the time to join this call tonight. We know that you're taking this time because you care deeply about your community. And so, you're curious about what's going on and what's coming up next. And so, it means a lot to us that you would be investing this evening. you know. Jeff even touched on just in terms of united the things that we're proud of, and he referenced. He's been here for a while, and his family's been here, and he's invested in this community, and that's really what united in Denver and in every community that we're part of is about. It's about the people that are in the communities that we live in and how they show up and how we then reinvest and see, you know, we can talk about all the really amazing and wonderful, exciting things about growth and about technology and pilot training all these things and all of those things is true as they are. It's only because of the people that make them. But the people that make those things are the ones that are investing in our community, and that is a very high priority for United. The way in which I can share a little bit more about this from a personal standpoint, and just the most real way possible is really, when I was not a part of united. I've been about part of united for about 18 months and I've lived in Denver for about 16 years, and for 13 years I worked in the nonprofit sector. The last job that I had before coming to united was at Food Bank of

the Rockies. At that time in the middle of pandemic. As we all know what happened to the airline business at that time, a lot of things came to a stop, and we had employees that started showing up, and they'd already been volunteering. But they said, hey, we really need to do something for our community. We know there are a lot of need out there. And so, people started showing up on a monthly basis. And I think, even at that time, it was even more frequent. But this month we're coming up on 47 consecutive months of united employees that have volunteered at Food Bank at the Rockies and being on the nonprofits. I worked with a lot of corporate partners. I can say that they're typical. Cadence is maybe quarterly, maybe annually. But that's just to me being on the other side of it, working in a community organization, seeing how people in this company showed up, inspired me so much that when this opportunity was available, and I got to be on this side of it, to represent. It's not just the brand, it's not just the things that we're doing, but it's about the people that carry all those things with them and the way in which they see. Hey, there's a lot of wonderful, there's a lot of amazing lot of good things here. But there's also challenges in our community, and there's also needs in our community. And we are the people that can step up and step in and be the neighbors that we need to be to be investing. Well, and so, you know, the food bank is one of those recently over the winter months. One of the employees, I know would come to Jonah and said, hey, listen! We know there's a migrant crisis. We know there's a lot of immigrants that are coming to our city. They aren't even equipped with the right clothing. We need to do something about this. And so, this was employee led. They said, hey, we want to do something about this, and there's a clothing drive that was done at the airport throughout the station as well as at the training center, and they we collected. It was over 4 van loads of clothing to be able to take to the city, so that they could help to make sure that we are being again the right neighbors that are welcoming people even into our city, and making sure that on days like today they also have the right kind of clothing. They need to be here and to live comfortably to live. Well, and so you know, just some other things that we invest in. There are botanic gardens being the cultural institution, that it is, but also being a leader in environmental sustainability. And being such an educator for our community. That's so vital things like veterans, community project, that builds tiny homes for veterans that have really been challenged in some very difficult situations in their lives, giving them the resources to access the opportunities they need to get back on their feet. One village, an organization that provides transitional housing for single parent families, and through that mental health services, education, opportunities, job opportunities as well as childcare so that people can get back on their feet and really be in a healthier place in their lives. I could keep going on about all the different organizations that we invest in. But I just I think it's important to know that as we grow our investment and the things that we're doing in this community will continue to grow along with that. That priority is not going to go away. And I think I can say I think all of us can say that we all have the best jobs at United, and I genuinely feel that about my job. Is that I'm so proud that I get to be a conduit to such a vital need in our community. So just want to thank you all again, just for the opportunity to share a little bit from that viewpoint. And look forward to learning more throughout this evening.

**Mizraim Cordero | 00:28:32**

Thank you, Justin, and with that next slide, please, we'll pass that on to Stephen Wilson and Jason Morrison, from the city of Denver.

**Stephen Wilson | 00:28:40**

Thank you, and good evening. So, my name is Stephen, Wilson, and I'm with Denver Community Planning and Development. Also, here with me this evening is my colleague, Jason Morrison. In community planning and development, we're responsible for working with Denverites from all walks of life, to build a community through visionary city planning and ensuring safe and sustainable buildings. Tonight's meeting is part of the large development review process, and I'd like to spend just a couple of minutes describing the process and how the city's rules and regulations shape progress projects at this stage of development. The goals of large Development Review are to implement city council, adopted plans, provide an opportunity to identify issues early in the process, provide information to the community and to create a framework for coordinated development. During the LDR process, staff reviews the project against adopted plans. A list of adopted plans is listed here, and I'll provide a few highlights in the subsequent flags next slide. However, before I mention those adopted plan highlights. I'd like to provide some site context. So, this slide shows the project site with the yellow dashed line around the project boundary. And just in case you're not familiar with the site, it's north of 64th Avenue, south of Dogwood Gulch, east of Yampa Street, and then up close to the A-line. The existing zoning is commercial mixed use, and the site is about 133 acres. Blueprint Denver is Denver's plan for an inclusive city. Blueprint Denver areas are envisioned with specific characteristics for the area around and including the project site. Blueprint Denver envisions a community center community center and corridor, which includes a mixed-use place with differing building scales along the streets, spaces for people to engage in social activities, entertainment and shopping.

Corridors are often embedded in neighborhoods with uses that serve neighborhood residents, as some on the call this evening may be familiar with, because they participated when the far Northeast Area plan was adopted in 2022. So, it's recent. And this plan provides guidance that is more specific and tailored to the area in the DIA neighborhood. The primary goals include capitalizing on areas with access to the airport and rail transit to create new neighborhoods, destinations, and employment hubs and to promote economic development north of 64th Avenue, where multifamily residential isn't allowed. Other Far Northeast area plan goals include, as I mentioned, no residential above 64th for properties to rezone into the Denver zoning code and for projects to have strong environmental and sustainability goals. Specific to the physical improvements, the Far Northeast area plan encourages a network of mobility connections. Community serving uses opportunities for community interaction and having buildings or addressing the streets with buildings at key corners. I know there's a lot of information on this slide, but I have sort of 2 main points. First, large development review was part of a larger citywide planning process. So, from citywide planning, which is Blueprint Denver, for example, to site development plans. The city reviews projects at multiple stages in the process. And then second LDR is the first time in the larger planning process where we have an applicant such as United. The reason this is important is during citywide and neighborhood planning. The sky is the limit on how we envision our city during large development review. We're working from those adopted plans that we created as a community. And then we provide comments based on those plans. Next, I'll turn it over to my colleague, Jason Morrison, who will talk about equity.

### **Jason Morrison | 00:33:39**

Great. Thank you, Stephen. Good evening, everyone. I'm Jason Morrison, City planner with community planning and development, working with Steven on this large development review. I wanted to take a few moments of your time to talk a little bit about equity, which is a strong foundation for not only this development, but any other large developments that happen within the city of Denver. With every large development the city conducts an equity analysis which supports the city's vision for every resident to live in a complete neighborhood with access to jobs, amenities and services, so that all Denverites, regardless of their race, ability, income, age, and gender, can thrive. Each LDR proposal provides an opportunity to understand how one project can improve, or at least not increase existing inequities. So, within Blueprint Denver, there are 3 major equity concepts, and you can see them on the screen. Here they are improving access to opportunities, so access to certain amenities, reducing vulnerability to displacement, so that stabilizing residents and businesses who are, or could be forced to leave due to increasing property values and rents, and finally expanding housing and jobs diversity; so providing a more inclusive range of housing and employment options in all neighborhoods. So, what does an equity analysis tell us within? At CPD, we examine these 3 indicators and look at how the site scores. This helps us to identify as a city what key issues or needs are present and potential options for improvement to serve the identified need. We work with the applicant throughout the process to identify these gaps and collaborate on how to improve equity in the area. This slide shows potential outcomes that come from an equity analysis. One example is how the provision of missing middle housing can improve housing diversity and reduce involuntary displacement. Another example is how the inclusion of open space amenities can improve both access to open space as well as a reduction in childhood obesity. It's important to note here that there is not a one size fits all approach, but the city is making a conscious effort to work with developers and property owners to improve equity in an area by providing better access to goods and services, jobs and housing choices. So, in looking at the first indicator, which is access to opportunity, we can see that overall the neighborhood scored fairly well in terms of access to opportunity. The site's average score was 2.8, which means residents in the area generally have average access to opportunity compared to other areas of the city. The average score is impacted by particularly low scores and access to fresh foods, access to parks and access to centers and corridors. The area does have high access to transit and average access to healthcare. This particular project presents a unique opportunity to improve access to opportunity. For example, the city might ask the applicant to commit to provide family services on site that promote parent-child learning and educational resources committing to providing mixed use development on the site with uses that are needed in the area or commit to provide publicly accessible open space. Next, when looking at vulnerability/displacement, the area's average score is 2 out of 3. This means that the area is considered vulnerable to displacement compared to other areas of the city. The score is impacted by a higher-than-average number of residents without a college degree and lower median household income. Compared to the city as a whole, this particular development presents unique opportunity to improve vulnerability to displacement. For example, the city might ask the applicant to ensure that new development in the area provides for on-site job training for neighborhood residents and opportunities for a variety of incomes. Finally, when looking at jobs diversity, the job mix is dissimilar to the city's overall job mix because there is more emphasis on innovation and a smaller concentration of retail and manufacturing jobs in the area. This development presents a unique opportunity to improve the jobs diversity in the area and, for example, the city might ask

the applicant to commit to provide on-site jobs; ideally, with targeted outreach to specific communities and of a certain type to help balance the mix of jobs in the area, or to commit to provide below market commercial space for small businesses. Overall, the neighborhood scored fairly well in terms of access to opportunity and average in terms of vulnerability, displacement, and jobs diversity. However, within almost every category, certain needs have been identified and this particular redevelopment project really does present a unique opportunity to improve the equity in the area. We look forward to continued work with the applicant to improve these scores, and with that I will pass it back over to Stephen to conclude with the final couple of slides.

**Stephen Wilson | 00:38:35**

Great! Thank you, Jason. I'll present our last 2 slides, and then we can move on to the most interesting portion of tonight's presentation, which is United's proposal. Our preliminary findings from the LDR Review include that the project will create jobs, there will be uses that support a community center creating a mobility network or be part of the infrastructure. The master plan process open space requirements are applicable and open spaces are planned along the Dogwood Gulch and the western edge of the project. Rezoning is proposed and encouraged, and infrastructure for the project will be required that supports the project. So, the next steps after tonight's Community Information meeting include a completion of a large development framework infrastructure master plan rezoning and Site Development Plan applications. If you have any questions about the project, I encourage you to ask those this evening. And you're welcome to reach out to me individually via my email address on the screen there. Additionally, you'll have an opportunity to participate in the process during the rezoning if you're interested. And with that I'll turn it back over to the applicant team. Thank you for your time.

**Mizraim Cordero | 00:40:06**

Thank you so much. And now over to the ZGF team to introduce themselves and give a project overview.

**Lilly Djanants | 00:40:14**

Great, thank you, Miz. Hi, everyone, my name is Lilly Djanants. As Miz mentioned, I'm with ZGF Architects, and we're working with United to set both short term and long-term vision for their new site. Before we get started, I'd like to introduce my colleagues here with me today. That's Dan Simpson, Todd Stine, Greg Murphy and Alison Graham. Dan and I are going to present the project overview, after which we will open the meeting for questions and comments from all of you. So, as the United team already mentioned, United is one of Denver's largest private employers, and the good news for Denver is that United will continue to grow their operations locally this summer. They're planning to have more than 500 daily departures out of Denver servicing more than 175 destinations and currently United operates out of their 2 locations shown on the map here. Their first location is out of Denver International Airport, and the second is from the Central Park Neighborhood, just off of Quebec Avenue. The Central Park location is exactly where the old Stapleton airport was located. United uses this location as their primary training center for all their pilots. And as the United Team has mentioned, Denver has been United's flight training home since the 1960's, and in Central Park is where the United pilots train annually. You can see pictured here are actual flight simulators that pilots train on there are over 1,600 employees that work here. This campus operates 24/7, 365 days a year, and they're expanding their flight training operations because their current Central Park campus has simply maxed out on its capacity for growth. So, this map zooming into northeast Denver is showing us the existing United Flight Training Center in Central Park, which is perfectly situated on the RTD A-line, and which as you know, is the main transit and mobility network connecting Central Park campus to the Denver airport. So, when United was looking for an area to accommodate growth for their pilot training, naturally they looked for a site that is also located along the A-Line, I-70 and Pena Boulevard connecting all 3 of their locations along this very critical transit and mobility corridor. This new site in the DIA neighborhood is where United intends to expand their pilot training operations. I just want to correct Stephen, I think you when you were speaking, you said a 133-acres, but it's 114 acres and it is just situated east of Tower Road, and as Stephen mentioned, and just north of 64th Avenue. The site has these wonderful uninterrupted views of the Rocky Mountains. And it's located just minutes away from the Denver airport via the A-line that connects you to the 61st and Pena stop. Here's an image of the site, and, as you can see, this land has never been developed, has no existing straight grid or any kind of infrastructure on it. As you all have seen, the DIA neighborhood has been developing significantly over the last 10 years, but there's still a lot of undeveloped area here. And these are commonly referred to as Greenfield sites: they don't have any streets on them yet, they don't have any infrastructure or buildings on them. And the streets shown in white on this map are actually the only streets that have been constructed to date. So, navigating and moving around in this area is still a bit of a challenge. And as a result, a lot of traffic gets pushed onto Tower Road. And we understand that Tower road is a critical

North/South connection to this community, and that 64th Avenue, although dead ends at Telluride, is known as a very critical East-West connection to this community. Yampa Street, which is just west of Tower Road, will connect Denver to Aurora when fully built. There are pieces of Yampa Street that are currently constructed, but there's still missing pieces, and when that is fully developed and built, it will help alleviate some of the traffic off Tower Road that will go onto Yampa Street. Telluride Way, which is that swoopy street is also going to be a critical future North-South connection for this neighborhood. So, with all these new developments coming online, like Pena Station North and Pena Station South, we will see this street grid develop further, relieving the traffic pressures from Tower Road. I also want to remind us again that the site is located within a quick 20 min walk to the 61st and Pena station, and as we envision what can happen on this United site, we're also thinking about the micro-mobility which is creating opportunities for visitors and employees, to connect to the new United site via 61st and Pena with potentially scooters and bikes and shuttles as well. You've all seen Tower Road develop very quickly over the last 10 years, and what you probably have noticed that Stephen has mentioned, is that north of 64th Avenue there's a strong concentration of hotels, and that's because residential is not allowed north of 64th Avenue. So, as a result, properties being developed on this on this side of the neighborhood tend to be more commercial and social related uses, which is consistent with what United is proposing here as well. Between 56th and 64th just short, south of our site, is where we are seeing multi-family and duplexes being developed because those are allowed here. And even though there's been a lot of development over the last 10 years, much of the neighborhood, as I mentioned, is still underdeveloped and so the community is kind of going through these growing pains right now. We're seeing a lot of traffic and congestion along Tower and 56th. And that's because we're missing a significant portion of our street grid and the more the neighborhood gets developed, the more new streets come on online, relieving some of those traffic pressures. When it comes to open space and trail networks, there are multiple natural channels that have been preserved by the city to promote wildlife migration corridors and natural drainage channels, and these zones are also where the city has identified as places to incorporate walking and biking trails. So, we are working closely with the city to accommodate some of those future trails adjacent to United's property, which my colleague Dan, will speak to in the following slides. Lastly, the city team has already mentioned the Far Northeast area plan which has great recommendations on how new developments should be shaped in this part of the city, and we've gone through and identified all relevant plan guidance and we'll be using this document as our check and balances as we move this project along. And so, with that, I'm going to hand it over to my colleague Dan, who's going to speak on the about the master plan framework.

#### **Dan Simpson | 00:48:12**

Great thanks, Lilly. I'm Dan Simpson at ZGF. And I'll start with just zooming into this site and pick up where Lilly left us off talking about some of these plan framework elements that will enhance urban access and connectivity. First of all, that segment of Telluride Way will pick up at 64th Avenue, where it leads off today, and it will be extended up to the north to meet up with the segment on the North Pena station, north parcel. The alignment at that connection is still under review, so the shape of the curve that goes up and connects to the north may be modified a little bit from what this drawing shows, but the linkage of that will be completed as part of the project. Number 2 shows down to the south edge of the United property, United is moving their property line back to the north to widen that right of way for 64th Avenue, and that will allow the city to widen that road, and they'll make a determination of the width of that road: how many lanes and all that stuff based on the findings of a mobility study that will define the projected traffic flows, so that size of the pavement will be defined by the city, but the widening of the right-of-way will be completed as part of the project. Number 3 is the plan allowance for a continuation of 64th Avenue from where it tees into Yampa Street all the way over to Telluride. That segment of 66th is being provided as an allowance within the United Plan Framework and can be completed as a street all along that Dogwood gulch edge and though the need for that, and potentially the timing of that will also be defined by that mobility study internal to the property that United will be developing. There are a north-south and an east-west alignment that are being coordinated with adjacent street alignments and those will be essentially open spaces within the United development itself to be used as connections for the United needs, but they also are not to be precluded as potential street alignments into the future. Part of the plan framework is meeting a requirement of CPD and then kind of toward the end here, in terms of this framework plan. You see that the yellow, highlighted area is the region of the site- that's been identified as the first phase of development for the initial buildings that will be part of that future flight training facility. Two kinds of prominent intersections occur on the edges of the United site: you can see those asterisks at Yampa Street and 64th, and at Telluride Way and 64th, there will be provisions for future architectural designs that will be designed to address the street architecture. And I think that's the general planning framework I wanted to touch on, the site organization concept. First, the location of the entrances. There will be allowances for 2 entries to the site, one on the East, one on the West, and those will be primary points of access into the

future United development. The flight training centers will begin on the East side and the location of the next flight training center after their current one, once that's reached maximum capacity. It's located on the East because it's closest to the existing hotels and restaurants over there. The rest of the site is primarily allowing for future development flexibility so United can build that part of the site out later in response to growing business needs over time. And then, finally, there's a concept for linking all of this together through an internal connector which will be a combination of vehicular access at those entry points and pedestrian walkways, internal to the United Project, and that's the organizational concept for the site. Very quickly on the open space: I think Stephen mentioned that the locations of open space were being considered for the western edge, and a sort of a strip along the north, and if you remember the site itself, it's bounded by streets on 2 sides, but it's also bounded by existing open spaces along Dogwood Gulch and out along to the west. And so, the natural thing to think about is providing a community of open spaces where it connects to existing open spaces. United is committing to dedicate 10% of its site area, which is approximately 11.5 acres, to community open space, and the thought on that is that it allows for connections by those existing trail networks, some of which will be built out as part of the project or in the context of this project, and some of which already exist. So, we're thinking that that allows the access from both the trails and from the local access streets, and it also gives us a chance to think about blending the edges of the United site in with those existing open spaces. United's team would be super interested in getting community input on how to best design and program the open space areas. This is an idea of how the area along Dogwood Gulch could potentially be developed with the natural landscape as it drops down into the drainage creek channel. There's potential for some additional trees along through there. And then, more importantly, this idea of a trail on one or both sides of that open space connecting along the gulch, and so, we see that as an enhancement to both the community and the United property. Switch over to the idea of Phase One which you saw in that kind of yellow rectangle. This is a sketch plan on the right that shows the basic development intentions, at a preliminary level. For the first phase, you can see that there's a kind of entry and security lobby where people would come and check in. There's a driveway that connects and provides a drop off area with places for vehicles and shuttles. There will be a security fence around the perimeter of the flight training center, not unlike what they have at their current flight training facility, and the ideas that the visitors and pilots will all be able to come into the site, loop around and then enter the secure facility where it's shown in red. The purple box is the flight simulator building, the first one, and it will contain 12 to 14 of those big flight simulators that we saw in the picture. There will be an energy center which will maybe also be known as a central utility plant, that will have equipment to support the new building. And some of its next phase buildings that will come later and will be built as part of the first build out for the first phase. We're also planning for about a 180 employee parking spaces that will be within the secure perimeter, and then an additional 12 or so visitor parking spaces at the front door. So that's kind of the moving parts of the first phase and its location on the property. You can see that the entrance comes in as an extension of 65th Avenue intersection. And I think if we go on to the next one a couple of things that the design team has put together, in response to the United direction setting for the project. You know their motto, 'Good Leads the Way' is one of the driving forces that then starts to inform some of these other principles. United wants to make this new development a prominent and distinctive landmark presence in Northeast Denver. They want it to embody and reflect the spirit and character of the Denver region and the State of Colorado. Make it a model of sustainability. Make it a place that is a benchmark for others to aspire to, create a place for people that is welcoming safe and inclusive, and that really underscores the idea of human health and wellbeing from the standpoint of human experience. And then to create a place that is connected and collaborative, to connect and to enhance the sense of the natural environment both around the site and then also within the site, from the standpoint of experience for people that work there and then also create a sense of community both within their development and then to their neighbors. So, all those are essentially the guiding principles that the United team has put together, and they really underscore the kind of basic drivers and commitment to people and the environment that United has established. Quickly, to put a little bit of a spotlight on sustainability: at the outset we heard about United's commitment to carbon neutral or greenhouse gas emission 0 fuel by 2050; so that's a pretty high bar. In the development of this site, they want to create essentially a model of sustainability on the development site itself. And so, this project will have no greenhouse gas emitting emissions because they won't be burning fossil fuels, all the equipment will run off of electricity. Some of you might know about the LEED system through the national US Greenbuilding council certification program and United has committed to achieving the LEED Gold level, which is a good bar for this kind of a project. Sustainability is not only about the planet, it's also about the people. And so, from that standpoint, this idea of well-being, health and fitness and productivity all go together, so the design and experience of life on this project will be a focus as that comes into the next level of design. And I think that's the section of the presentation that we wanted to put forward as an overview. If you have questions we can get to those right after we run through the next steps.

**Sean Maley | 01:01:06**

Good evening everyone, my name is Sean Maley and I'm part of the United Project team helping with community outreach and input along with Bethany Gravell. We put together these slides to expand a bit more on the city's large development review process or LDR, so you can visualize all the steps and how community input fits in. As you can see, we are here in quarter one of 2024 at the Community Information Meeting, and we will be performing community outreach and gathering input all along the way through the LDR scoping process, traffic and equity analysis, LDR Framework, rezoning, application and City Council approval process. The LDR process has numerous steps and studies which our team will be working on and will be planning many more opportunities for input, including in-person meetings to make up for today's storm, which prevented us from gathering together at the Green Valley Ranch Recreation Center. This last slide lets you know that we will be collecting comments, questions, and feedback through March 28th via the email address on the screen. That email address is [UnitedDenverNewLandDevelopment@united.com](mailto:UnitedDenverNewLandDevelopment@united.com). Thanks again for attending tonight's community information meeting, and we'll be happy to answer questions after the presentation.

**Mizraim Cordero | 01:03:01**

Thank you so much, Sean. In just a couple of moments we will be putting it out to everyone for community questions and thoughts. And that's really the part that we've been waiting for and looking forward to. We did anticipate that there would be questions about opportunities for employment roles at United. And so, we have 2 colleagues that are based here in Denver, Angela Selleck and Mark Adams, they're going to tell you just a little tiny bit about how to access opportunities working for United now, throughout, and when this new site opens. Mark will talk about the opportunities during the construction process. And with that I'll pass it over to Angela briefly.

**Angela Selak | 01:04:04**

Hi, thank you for having me. So where you can explore all our job opportunities are on [careers.united.com](https://careers.united.com). We have all the information on our aviate and calibrate programs as well as our featured jobs down towards the bottom of the career site. You're able to join our talent community simply by creating a profile and uploading your resume, you can be notified about opportunities that fit your interest that are created within your profile. We're also in conversation with Council Member Stacey Gilmore's office to schedule a full day where my team and I will have onsite interview skill building and resume building skills as well.

**Mizraim Cordero | 01:04:54**

Thank you. And over to Mark.

**Mark Adams | 01:04:57**

Thanks Miz. I'm the Director of Corporate Real Estate for United Airlines. I get the opportunity to design and build all our projects for United here in Denver. We just completed a building very similar to the one proposing here tonight, and so I thought I would go over just some quick numbers that will let you know how involved we are with the community. The contractor on the site that we just finished had 124 different contracts. All of those were in the Denver metro area. So, we're really investing in the local economy around here. The contractor had a \$125 million contract to build the building. We have a diversity, equity, and inclusion program that we require all of our contractors to have 25% participation on all of our projects, so of that \$125 million program, we put \$32 million back into small and disadvantaged businesses here in the local economy. So, we're super excited about those numbers. On the site, we had over a thousand tradesmen, all local, from the Denver Metro area that worked on the job site, completing almost 500,000-man hours' worth of work on the project. So, it's a great opportunity for the skilled trades in our local market. Thanks, Miz, and now back to Bethany for other frequently asked questions.

**Bethany Gravell | 01:06:35**

Sure, thank you. We thought that there might be some questions that were going to be on top of mind for everybody this evening, so we thought we'd get the Q & A session started with answering some questions right up front. First, is this project going to mean more truck traffic on Tower Road? And our answer is no. Of course, there'll be some construction traffic, and there will be trucks used to deliver the flight simulators. But the flight training center will not generate heavy truck traffic once it's up and running. This facility will operate 23 hours a day. That's how many pilots United needs to train. So, we don't have regular spikes in traffic, with rush hour traffic. Essentially, we have a pretty smooth travel to the site all the time. Also, per the

pilots' union contract, United is required to have shuttle service from the airport, to their hotels, to the flight training center. So again, it's another way we're reducing the number of single occupancy vehicles going to the site. And finally, as Dan showed, we are adding road capacity to this area, we're adding an alternative to Tower Road by connecting Telluride Way between 64th and 67th. So, we have another North - South connection on the west side of our site. And I'll turn it back over to you, Miz.

**Mizraim Cordero | 01:08:19**

Thank you, Bethany. Thanks for anticipating those questions. This is time for questions and comments from the audience. I will put a little caveat before we open up for folks. We probably will not be able to tell you if your bag is lost or where your bag is today. As you know, it was kind of a tough day at the airport for United and for all the other carriers, we're really grateful for everyone that was out there working since this morning to get folks to where they need to be safely, but we won't be able to answer very logistical questions like that. However, we would be delighted to answer all your questions you have, or all the comments you have about this project we'd like to bring to the to the DIA neighborhood. And with that feel free to raise your hand. And you can ask your question live or you can type your question in the Q&A.

**Bethany Gravel | 01:09:37**

We've got Rick Wells, raising his hand, we'll allow him to talk.

**Sean Maley | 01:10:06**

Rick, you should be able to speak now.

**Rick Wells | 01:10:08**

Hi, this is Rick Wells. I'm with Lc. Fulham, Wider, Inc. And we're one of the landowners in the area development of properties out in the Pena station area. And I want to say, welcome to the neighborhood. We're excited to have United as a neighbor. I think it'll be great for the local businesses, and I just want to remind the participants that most of the businesses out on Tower Road, the restaurants, the retail, even the hotels and some of those are owned by local businessmen, businesspeople. They are people who live in your neighborhoods and will benefit greatly from the presence of United and all the pilots and trainees and employees and construction workers. And so, we're excited that it'll be a good development for the area and promote further job growth and further retail and restaurant and other development, the area so welcome to the neighborhood.

**Mizraim Cordero | 01:11:17**

Thank you, Rick.

**Sean Maley | 01:11:33**

So, we've got a question in the chat from Russell Knowles. About heavy traffic on Pena and traffic that this project may be adding, I don't know if Dan or Lily from ZGF, maybe in combination with Stephen from the city want to talk through a bit more about how traffic will be analyzed and studied during the LDR process. Bethany Gravel 01:12:01 We also have Brodie with the airport. Brodie, you might want to answer that.

**Brodie Ayers (DEN Airport) | 01:12:08**

Sure, I can give an overview. Hi, everybody Brodie Ayers, Regional Transportation Planning Supervisor for Denver airport and the Planning and Design group at the airport as well. So, we're working on a pending master plan right now, it's currently underway. We could give you a link to the Pena master plan. We are looking at multiple alternatives for the Pena corridor addressing all sorts of concerns and issues, right? And so, this is a great opportunity to provide feedback on that plan. There has not been a selected alternative yet. So, it's again another great opportunity to look at the number of employees that will be coming to the United site and include those into the planning process as we go forward with the City Council. Actually, we'll hopefully approve \$5 million to look at environmental design of Pena to go forward over the next couple of years. We're hoping to have design and environmental done by 2027. And so from there we'll be able to select an alternative to move forward to address a lot of the concerns around Pena and local traffic there, that is, from I-70 to Tower Road. So, there's more to come on, Pena. But if you'd like to make comments or, provide more feedback about the future planning process of the Pena corridor, I'll drop a link in the chat and that will give you an overview of the plan and an opportunity to provide that feedback.

**Stacie Gilmore | 01:13:35**

And I'd love to make a plug there. On the survey and the plan. It does ask for your Zip code, and we always want to encourage 80249-80239 residents to really weigh in, because this is your day-to-day issue with trying to get in and out of the neighborhood. But, you know, like, Brodie said, there's been no plans made yet. We're trying to right now through City council approve the funds that will allow us to study the different transportation management plans to make sure that we have the right tools to have less traffic on Pena, so that might be an alternative. Such as a side road for community traffic. We just don't know until we're able to study all those different options, and so want to put a plug in there to please participate in reviewing that plan.

**Bethany Gravell | 01:14:43**

Thank you. Thank you, Councilwoman.

**Lilly Djanians | 01:14:45**

and I could just add, from the perspective of this of this project, as Dan mentioned, we're doing a mobility study. That's going to be a thorough study that identifies the kind of networks that are needed. When Dan talked about 66th Avenue projection the Telluride network being completed through this project as well, and then the potential expansion of 64th Avenue as well. One thing to note that this is a single user campus. Right? Well the campus operates a little bit differently. A typical business has peaks at 8 am and peaks at 5 pm, as people arrive to and leave work. This campus doesn't. It won't be functioning this way, and that's because that's not how the Central Park campus functions, either. I mentioned that this is a 24/7 facilities, 7 days a week, and so there aren't large peaks of people coming onto the site. Like when people typically go to work and or go home. And so, you're going to see that curve be a little bit wavy versus the spikes and the site is really close. It's 20 min away from 61st and Pena station. So, we anticipate a lot of what we call transit demand management. We're anticipating that a lot of people coming to the site might be coming through the RTD A-line and then a lot of the visitors and the people who are coming onto the site are flight our pilots who are all arriving there by shuttles. Most or most of them are arriving there by shuttles. And so that's also anticipating reducing the single vehicle travel onto to the project.

**Sean Maley | 01:16:41**

Thank you, Lilly. We've got a hand raised by Maxine Harris. Maxine, I have just promoted you, so you should be able to speak

**Maxine Harris | 01:16:53**

Fantastic. Well, good evening, everyone. Maxine Harris, Principal/President/CEO of the Max Impact Group. Good evening, Councilwoman, Gilmore, and all of you. Great to see you all and thank you so much for having this. We've worked a little bit with United on a few projects out at the airport. Whether it was the Concourse Expansion Project or your partnership with AMAC, I would like to know concerning scopes such as contract compliance for your small business program, local workforce development initiatives, and outreach with small minority/women owned businesses. Is that a role that you all self-perform? Are you looking to partner with local consultants such as myself, to get this work accomplished, and to help ensure the attainment, if not the overachievement, if you will of that, 25%?

**Mizraim Cordero | 01:17:53**

Attainment and overachievement are right on point at what we're looking at. Thank you so much, Maxine. I'll put on one of my answers earlier about our supplier diversity program. We know that our supplier diversity team is also going to be in Denver next month for a presentation at the Colorado Black Chamber of Commerce. I'm going to type my email on the chat and maybe we can offline discuss about inviting more folks to that conversation. But we are looking to link and connect folks and make sure that folks who are certified can then connect with United, and that way we can partner with them. Maxine Harris 01:18:56 Absolutely. Thank you for that.

**Bethany Gravell | 01:19:10**

I just added the supplier diversity program link in the chat to everyone. We also have to Tinsley Ore. Hopefully, I'm pronouncing it correctly, Tinsley, we just promoted you to speak.

**Tinsley Ore | 01:19:34**

Hello, everyone! My name is Tinsley. I am not only the 211 caddy representatives, I am also, the founder of the Inclusive Denver project which has been a 5-year project. We are very excited to have you all be here today and to engage the community in this conversation. One of the things that I wanted to ask about your commitment about youth programming in terms of not only career access as far as like trainings in this new center? What programs are you guys already in partnership with across the board for use partnership? I'm interested to hear the connections about that.

**Mizraim Cordero | 01:20:49**

Thank you so much. I guess there's one thing that we should have clarified early on our flight training center and Jeff can set me straight if I say anything wrong. But our flight training center is focused on training pilots and indoctrinating pilots. To the United way of flying the main line, which are the big aircraft pilots that come to us to train; at the current site in Quebec and the expanded site at the DIA neighborhood are pilots that are career pilots that have already flown for roughly 3,500 hours for many years. And they are ready to either move on to the mainline the "Big Leagues" or they're coming in because they want to fly a different large aircraft, or they want to become captains. And so, it's less training for new pilots, folks who are interested in becoming pilots, etc., and more, much more very advanced pilot training, which is what we do in Quebec. However, I think you had a question in the QA earlier and we are continuing and will grow our partnership with Denver International Airport as they develop their center for excellence in aviation and education site. And we also partner with a number of institutions, Higher Ed and other more technical type institutions throughout Colorado to provide career pathways into United for our youth.

**Tinsley Ore | 01:22:50**

Wonderful. Thank you so much.

**Sean Maley | 01:22:55**

I want to jump in right now. We have a question from David in the QA chat bar about building heights. Curious about building heights in phase one and beyond. Dan, if perhaps ZGF wanted to address that. And then I don't know, Stephen. If there's anything from the city planning side you wanted to add on after ZGF, thank you, Dan.

**Dan Simpson | 01:23:26**

Yeah, I would say to David's question that the buildings themselves haven't been designed yet, so it's not possible to say what the building heights are or will be. I will say, though, that the Far Northeast area plan was really concrete in projecting a height limit of 8 stories, and there aren't any plans to try to go any higher than that. And I would just also mention that as Mark pointed out, United recently built a building which has a similar type of program of uses, and that building was about 4 floors, and those were pretty tall floors, more than the usual buildings, but still not, you know, anywhere near the limit for this site. So that kind of gives you some reference points, I guess. And so, as buildings get to be designed on this project, more information will be available from United.

**Sean Maley | 01:24:27**

Thanks, Dan.

**Stephen Wilson | 01:24:29**

I was going to say, from a community planning and development standpoint. I think Dan covered it pretty well. In terms of zoning we're looking at, and the area plan recommends a maximum of 8 stories. But the proposal so far seems like it will be shorter than that.

**Bethany Gravell | 01:25:07**

We will be collecting feedback for 2 weeks after this meeting.

**Sean Maley | 01:25:30**

Yeah, I want to compliment all the participants. Thus far we've had some really great feedback both in the Q. And a discussion, and in this meeting, we do have a hand raised, Bethany. I'll let you take that one.

**Russell Noles | 01:26:06**

The next question is about the Quebec campus and what the plans are for the buildings currently there. Jeff; do you want to speak a little bit about the investment and the infrastructure that's at that center that must remain there?

**Jeff Ohman | 01:26:36**

What's going to happen to the Quebec campus? It's a great question to me that is, going to continue to be our flagship. It's going to be our primary operating equity. It's providing us as I mentioned previously, about 700,000 square feet we just built thanks to our incredible team. We've just built a brand-new building that's 150,000 square feet that provides another 24 slots for both full flight simulators and fixed training devices that will continue to be the primary location of which we indoctrinate every United pilot. When we bring them on board, we indoctrinate them into the United way of life, of how to fly. And then we do continue initial qualification training. And the current facility that we're talking about tonight is being proposed as an option to look at recurrent training, so that people can fly into Denver and have a quick access into a recurrent, and then they could do their 2 days to 3 days of training and then get back out to their homes. It gives us an additional capability, but that this current site will continue to be in existence for the foreseeable future.

**Russell Noles | 01:28:27**

Thank you.

**Mizraim Cordero | 01:28:41**

We may have satisfied the questions for tonight. Counselwoman Gilmore, would you like to close us out and thank you for staying through this whole thing. Of course, thank you to the community members who attended, and all of our panelists this evening.

**Stacie Gilmore | 01:29:04**

I'm so excited to have you as new members in District 11, I mean, you've been here with United with the airport for a long time, but just the job opportunities this will also bring, and that it also means that it will encourage more retail and full-service, sit-down restaurant establishments, etc., etc. We want to make sure that when our United pilots come to town and do this flight simulator training that they can also have a little bit of downtime. And those amenities come with that consistency of usage of a site. And so just want to thank you all again, if you have any, follow up questions. I think everybody knows how to get a hold of me and my counsel office will work to continue to promote folks getting involved and weighing in on this. Thank you everybody, stay warm out there and we'll be in touch. So, thank you all have a good evening, everybody.

## UAL LDF Application | Abbreviations & Definitions

### United's Denver New Land Development

6400 Yampa Street | 2023-PM-0000478

17671 - 17675 East 64th Avenue, Denver, CO 80249

Below, you'll find a comprehensive list of commonly used abbreviated terms in the LDF document

#### Abbreviation

- **AIO** – Influence Area Overlay Zone
- **the City** – City and County of Denver
- **CIM** – Community Information Meeting
- **DEN** – Denver International Airport
- **DIA** – Denver International Airport Neighborhood
- **FFS** – Full Flight Simulators
- **FNE Plan** – The Far Northeast Area Plan
- **IMP** – Infrastructure Master Plan
- **GHG** – Greenhouse gases
- **ROW** – Right of Way
- **TDM** – Transit Demand Management
- **WQ** – Water Quality

#### Definitions

- **'Phase 1A' & 'Phase 1B'** each refers to development of portions of the Site for flight training related uses and its supporting facilities.
- **'Future Site'** refers to the expansive area within United's Denver New Land Development where specific programmatic use has yet to be determined.
- **'Quebec Campus'** refers to United's current Flight Training Center in the Central Park neighborhood.
- **'United'** – means United Airlines, Inc.
- **'United's Denver New Land Development'** refers to the entire 113.7-acre property including the Future Site, and the dedicated open space, and may also sometimes be referred to as the **"Project,"** the **"Site,"** the **"Project Site"** or **"United's Site"**.