



DENVER INTERNATIONAL AIRPORT AGENCY WORKPLAN

MAY 6, 2026

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DENVER INTERNATIONAL AIRPORT



AGENDA



- Department of Aviation Overview
- Current Focus Areas
- Questions and Answers





DEPARTMENT OF AVIATION OVERVIEW

DEPARTMENT OVERVIEW



- **82.4 million passengers in 2025**
 - 4th busiest airport in North America, 10th busiest in the world
- **26 Airlines**
- **236 Nonstop Destinations:**
 - 201 Domestic Destinations in 46 States and 1 U.S. Territory
 - **DEN is the number one airport in the U.S for domestic connectivity**
 - 35 International Destinations in 19 Countries
- **1,200 Companies Work at DEN with more than 43,000 Employees**
- **\$47.2 Billion Contributed Annually as Colorado's Largest Economic Engine**



DEPARTMENT OVERVIEW



- **Vision:** To emerge as the nation's preeminent aviation thought leader
- **Mission:** Through the Power of our People, Be the Best in Class
- **Strategic Plan:** Vision 100
 - Operation 2045—*the next phase of DEN's strategic plan as we prepare for 120 + million annual passengers*

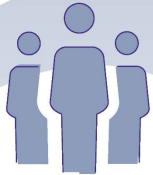


DEPARTMENT OVERVIEW: VISION 100



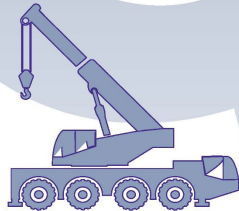
SUSTAINABILITY & RESILIENCY | EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY
OPERATIONAL EXCELLENCE | ENHANCING THE CUSTOMER EXPERIENCE

1



**EMPOWERING
OUR PEOPLE**

2



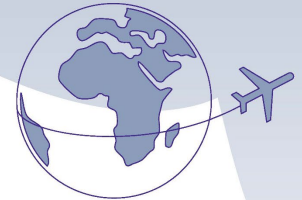
**GROWING OUR
INFRASTRUCTURE**

3



**MAINTAINING
WHAT WE HAVE**

4



**EXPANDING
OUR GLOBAL
CONNECTIONS**

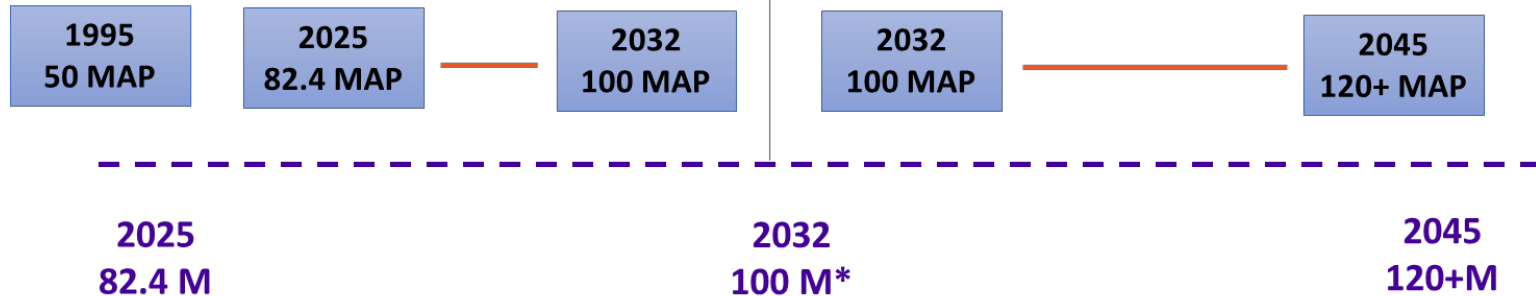
VISION 100 DEN 

DEPARTMENT OVERVIEW: OPERATION 2045



Currently working to prepare DEN to serve 100 million passengers.

In 2045, DEN turns 50 so an even greater emphasis on maintenance and expansion is needed to serve 120+ million passengers.



*FAA-approved projection was based on analysis performed in 2022

DEPARTMENT OVERVIEW: SUCCESSES



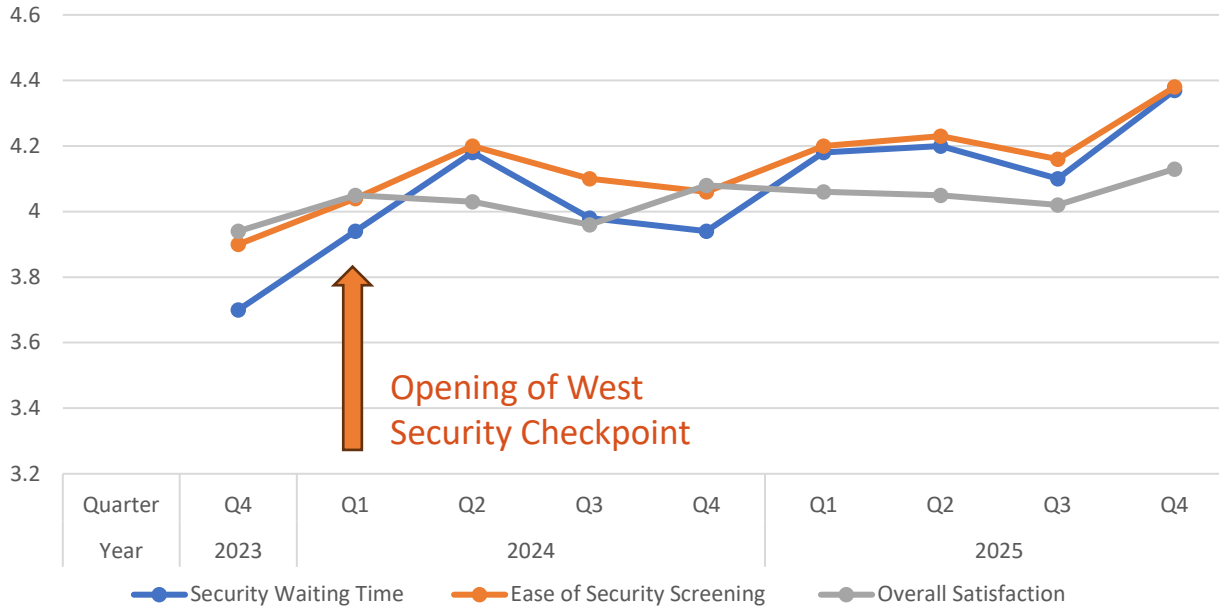
- All-time passenger traffic record of 82.4 million annual passengers
- Great Hall Program **successes**:
 - **West Security** Checkpoint opened in February 2024 (*ahead of schedule and under budget*)
 - **East Security** Checkpoint opened in August 2025 (*ahead of schedule and under budget*)
- **Center of Equity and Excellence in Aviation (CEEA) ribbon cutting** ceremony was held **January of 2026** to commemorate its opening
- **New air service developments**:
 - Viva Aerobus inaugurated nonstop service to Monterrey, Mexico
 - Aer Lingus began nonstop service to Dublin, Ireland
 - Breeze Airways began service to Providence, Rhode Island
 - Turkish Airlines began nonstop service to Istanbul, Turkey
- Colorado Department of Transportation study showed DEN continues to be a significant economic engine for the region:
 - \$47.2 billion contributed annually as Colorado's largest economic engine



CUSTOMER SATISFACTION



- DEN partners with Airports Council International to conduct quarterly customer satisfaction surveys using the Airport Service Quality (ASQ) tool. Customers rate their experiences on a five-point scale with five being the best.



A landscape photograph showing a large tree with yellow and green autumn leaves in the foreground on the left. In the background, a large stadium with a blue and white facade is visible on a flat, grassy field under a blue sky with light clouds.

CURRENT FOCUS AREAS



- **Program enhances safety and security by building two new security checkpoints, increases capacity in the Terminal, and adds operational efficiencies for an improved passenger experience.**
 - *Enhancements include updated ticket counters, renovated restrooms, new shops, restaurants, art and entertainment*
- **Timeline:** December 2027
- **Milestones:**
 - East Security Checkpoint opened Aug. 5, 2025 (*mirrors West Security Checkpoint; 17 additional screening lanes using the latest technology*)
 - All carriers located on west side of the terminal except United Airlines will be in new ticketing on level 6 in summer 2027
 - All carriers located on the east side of the terminal except Southwest Airlines and Frontier Airlines will be in new ticketing on level 6 in fall 2027
- **Budget:** \$2.1 billion for all phases (to date, all construction phases on time and under budget)

Peña Boulevard



- **Goal:** DEN is undertaking the federally required process to obtain National Environmental Policy Act (NEPA) approval for Peña Boulevard improvements for I-70 to E-470.
- **Timeline:**
 - NEPA approval expected in 2028
- **Milestones:**
 - Alternatives development and screening: Q1 2026 to Q4 2026
 - Identify preferred alternative: Q4 2026
 - NEPA documentation: Q1 2027 to Q4 2027
- \$20M of funds have been allocated for Pena NEPA and Conceptual Design and TDM Strategies
 - *DEN's TDM program has been branded as "Go To DEN"*

Consolidated Rent-A-Car Facility (ConRAC)

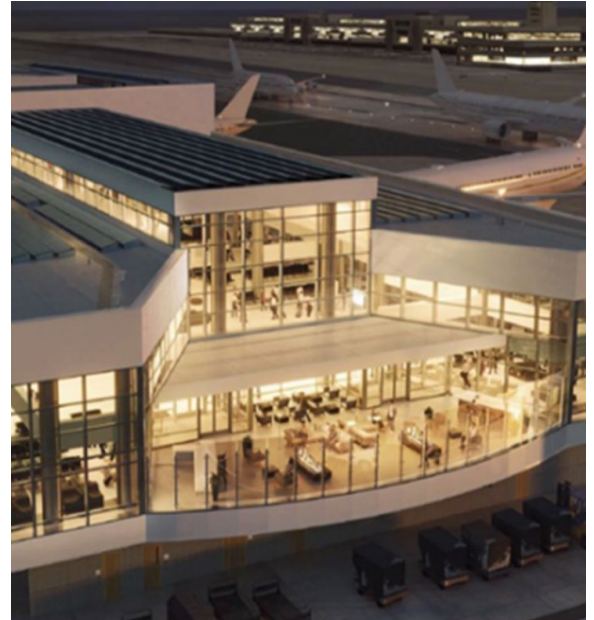


- **Goal:** Centralize rental car operations and deliver a low-emissions Common Transportation System (CTS) to improve the passenger experience, reduce terminal congestion, and support Vision 100 by eliminating approximately 250,000 annual shuttle trips.
- **Status:**
 - Program transitioned from planning to delivery
 - Project Management Team onboarded
 - Baseline scope definition, delivery strategy, and cost validation underway
- **Timeline:**
 - 2025–2026: Program definition and procurement strategy
 - 2026–2027: Designer and contractor procurement

C-West Expansion



- **Goal:** Add 400,000 square feet of concourse space for up to 11 new aircraft gates, create new concessions opportunities and additional deicing capacity. This will help achieve the goal of serving 100 million annual passengers.
- **Timeline:**
 - Executed Program Management Team (PMT) Support Services Contract: Q1 2026
 - Program Definition Document (PDD): 2026-2027
 - Design / Construction Procurement: Through 2027
 - Design: 2028-2029
 - Construction: 2029 - 2033



North Terminal Expansion



- **Goal:** To add capacity to the terminal in support of the airport's long-term growth plan, Operation 2045. Improvements include additional ticketing facilities, security checkpoints, international baggage claim areas, Customs and Border Protection (CBP) processing and airline office spaces. The project also plans connectivity to the future East and West walkable concourses.
- **Timeline:** Construction timeline 2028-2033
- **Milestones:**
 - Program Management Team (PMT) Request for Qualifications (RFQ) advertised in Q4 2025 with selection anticipated in Q2 2026



North Terminal Expansion



Baggage Handling System



- **Goal:** Baggage Handling System (BHS) Recapitalization & Modernization are two projects being delivered simultaneously to replace and upgrade baggage screening infrastructure and conveyors located in the Checked Baggage Inspection System.
- Recapitalization is the congressionally mandated replacement of all Transportation Security Administration (TSA) owned baggage screening machines.
- Modernization is the replacement of all airport owned conveyor, baggage lifts, baggage claim carousels, baggage makeup units, and controls systems.
- **Timeline:**
 - Demolition and construction in Baggage Module 1 (of 3) to be complete Summer/Fall 2027
 - Design of Baggage Modules 2 and 3 to be complete late Summer/Fall 2026
- **Milestones:**
 - System Emulation Complete: Q2 2026
 - Mod 1 West BHS Testing and Commissioning: Q2 2027
 - Mod 1 East BHS Testing and Commissioning: Q3 2027
- DEN has a task order-based contract with PCL Construction with \$500M in contract capacity



Automated Guideway Transit System (AGTS)



- **Goal:** Program will replace and upgrade obsolete components to provide more reliable service to passengers. Additionally, new signaling and control technology will be installed to expand capacity and accommodate growing passenger volume.
- **Timeline:**
 - AGTS Revitalization Program in progress and completion in 2032.
- **Milestones:**
 - In March 2026, City Council approved a Professional Services contract for design of expanded Maintenance & Storage Facility.
 - AGTS Vehicle Replacement Phase 1 completed in April 2026 (26 new cars).
 - AGTS Revitalization Program engineering and project management support expect to be presented to City Council in Q3 2026.
 - Contract for replacement and upgrades to signaling and other system components expect to be presented to City Council in Q3 2026.
 - MSF Construction Manager / General Contractor contract expect to be presented to City Council in Q1 2027.
 - DEN expect to receive first car of AGTS Vehicle Replacement Phase 2 in Q4 2027 (19 cars).

Asset Management



- **Goal:** Move DEN to comprehensive life cycle, risk-based approach to asset management, supporting prioritization of maintenance, capital projects, and asset replacements based upon overall risk to DEN of an asset's failure.
- **Timeline:**
 - Program ongoing for the life of DEN.
 - Beginning in Fall of 2023, core data needs put into place. This structure was rolled out to vertical assets in 2024, and we began horizontal assets starting with ~ 70 miles of pipe in 2025.
 - Comprehensive dashboard was released in February 2025, helping plan asset replacement projects.
- **Upcoming Milestones:**
 - Currently assessing an additional 70 miles of the approximately 200 miles of pipes buried underground and we're assessing more vertical assets in 2026.
 - Landside road assessments begin in 2027.
- **Budget:**
 - Approximately \$2 million per year.
 - *Represents contract cost for facilities condition assessment program.*



Alternative Energy



- **31 total submissions reflecting strong market interest in diversified clean energy strategies.**
- **High-Interest Solutions:**
 - Battery Energy Storage Systems (BESS)
 - Solar
 - Nuclear (Small Modular Reactors)
 - Geothermal
- **Emerging & Complementary Technologies**
 - Combustion / Energy Generation
 - Hydrogen
 - Advisory Services
 - Microgrids, Wind, Waste Heat
- **DEN will be reviewing submissions and proposed solutions and anticipate briefing key stakeholders and the community by Q4 of 2026**



A long-exposure photograph of a night sky filled with star trails. The trails are curved and sweep across the frame from the top left towards the bottom right. In the background, a city skyline is visible with numerous lights, and a body of water in the foreground shows light trails from boats. The sky transitions from a deep blue at the top to a dark orange near the horizon.

THANK YOU & QUESTIONS