



AIRPORTS ADAPT

THE SOCIAL PARADIGM SHIFT IN TERMINAL DESIGN





Airports Adapt

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The Social Paradigm Shift in Terminal Design

We are experiencing the sweeping impact of COVID-19 in our lives with each passing day. As we prepare for our new normal, we can anticipate a paradigm shift in our collective social experience. From how we work and how we communicate, to how we travel – the social readjustment post-COVID-19 could be significant. Whether it be a major airline or local airport hub, we could experience this shift immediately in our airport facilities. As the public returns to travel, we need to be agile and pivot our design to provide a passenger experience that aligns with new expectations for the level of service.





Over the upcoming year, our aviation practice, in partnership with our research and innovation team, Hugo, will be exploring the impacts of COVID-19 on the passenger experience, and more importantly, identifying design solutions to best mitigate the effects of this paradigm shift. Corgan's experts believe social distancing, touchless processing, and wellness will be the most significant areas of concern and are prepared to help the aviation community acclimate to this new reality.



Social Distancing

To slow the spread of COVID-19, many health professionals, including the Centers for Disease Control and Prevention, have recommended the practice of 'social distancing.' As everyone is now aware, through this practice, it is recommended to keep approximately six feet distance from one another — particularly in mass gathering situations such as the environment experienced in an airport. As people begin to frequently travel again, will they instinctively social distance?

As an industry-standard, airport facilities are not planned for such personal separation. If passengers were to maintain this distance

throughout an airport facility, we would see a shift in the entire passenger experience — from how they go through security, where they choose to wait for flights, and how they board aircraft. As we adjust to a new normal, we need to reevaluate our understanding of personal space and incorporate design solutions that encourage the utilization of amenities while providing social boundaries. One design strategy that could be implemented today is the incorporation of privacy walls on existing furniture to efficiently adapt present terminal environments while aligning with social distancing recommendations.

Touchless Processing

In addition to social distancing, the CDC recommends avoiding high-touch surfaces, or frequently disinfecting them to lessen the spread of bacteria or germs. As passengers move through an airport facility, they will inevitably have contact with both people and materials in the terminal. Currently, most interactions in a terminal, including those with airline staff, ticketing kiosks, TSA agents, baggage screening security bins, concessionaires, or public seating, do not allow for compliance with these recommendations. The ultimate goal moving forward will be to eliminate physical touchpoints and create a touchless process that enables passengers to take control of their experience.

Additionally, inherent in the planning of airport facilities is the use of queues, whether it be at check-in, security checkpoint, or customs and immigration, to process large groups of people. As passenger experience adapts and evolves, we must do our best to move beyond this. Passengers should be able to process seamlessly and move throughout a terminal fluidly. First, we must analyze the current processing model to find innovative ways to reduce queue demands. Second, the time

has come to deliver on the promise that biometric technology and automation will have on passenger processing.

Wellness

The social readjustment to travel and exposure to public spaces after COVID-19 will be a hurdle for everyone. Adapting spaces for passengers and employees that they feel comfortable and less anxious in will be a priority moving forward. It is known that a building and its environment has a significant impact on the wellness of its inhabitants. Programs, such as the WELL Building Standard, have been established to ensure that the buildings people occupy enhance their overall well-being. With airports partaking a unique role in the well-being of our communities by providing connections between people, economies, and society, the aviation community needs to consider the terminal's impact on its passengers and adapt for these connections to continue safely.

Right now, the main concern is health while traveling. How can we design so a passenger doesn't feel anxious or worried about their well-being, and what can we provide to safeguard their health in an airport environment? Evaluating and improving our existing infrastructure will be the primary focus of our wellness research. Identifying and implementing enhanced indoor air quality strategies will be vital to improving the air quality of terminal environments. Through a strong emphasis on human-centric design, the terminal experience could be less stressful and encourage passengers to focus on the delight of travel.

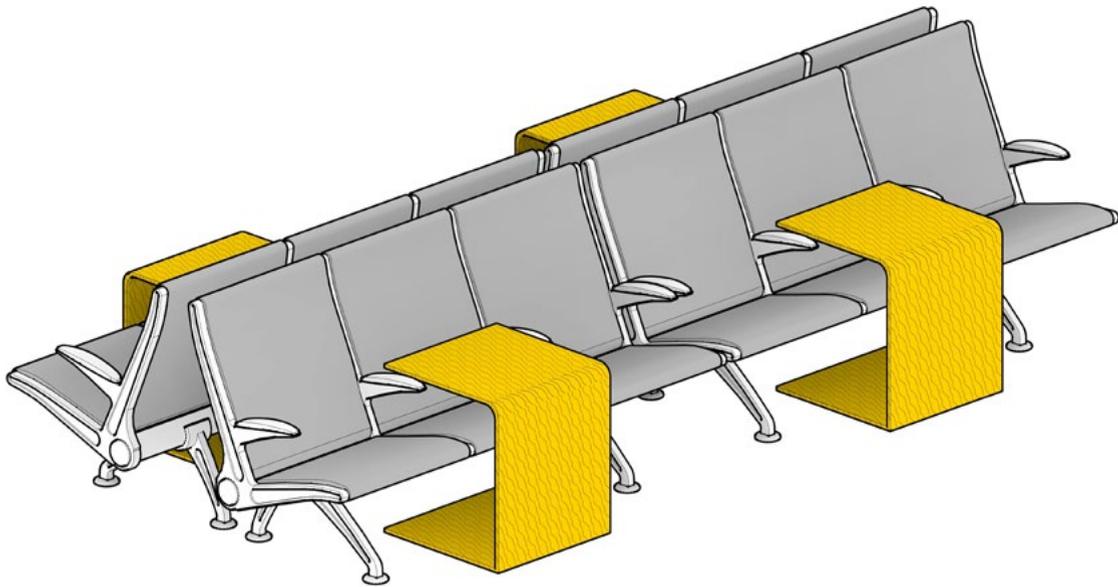
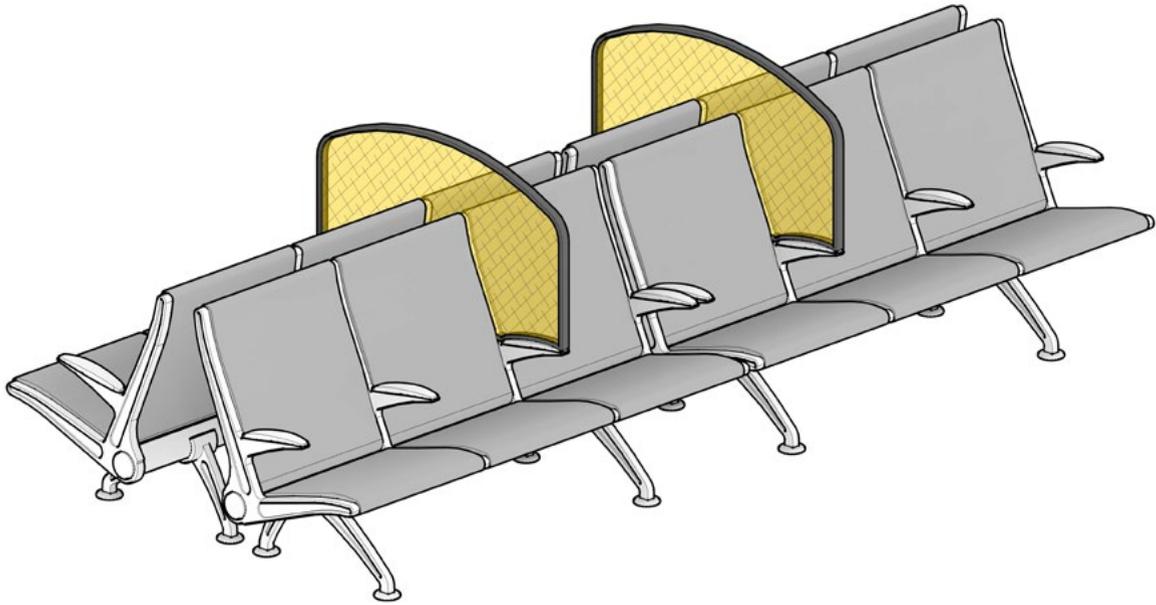


How Social Distancing Will Redefine Personal Space

As we battle COVID-19, many regulations have become commonplace to serve as immediate mitigations to a serious threat. One of the most prevalent is the concept of 'social distancing' or remaining six-feet apart from each other to minimize the spread of the virus. As stores and offices begin to reopen and quarantine comes to an end, it is unlikely that the public will continue adhering to the strict social distancing requirements; however, a new definition for personal boundary can be anticipated – and airports will need to adapt. While social distancing won't be a permanent fixture, it will be prudent for all airports and airlines to create contingency plans for continued operations when social distancing requirements may be necessary again in the future.

At Corgan, we have been researching the implications that the COVID-19 pandemic will have on terminal design with the goal of finding human-centric solutions to help address the societal shifts that are sure to follow. A new definition for personal boundaries will have impacts both right away to the existing terminal landscape, along with the programming and planning of future terminal facilities.

Through our in-depth research, Corgan has identified thoughtful design solutions to marry the demands of the passenger with the functional requirements of an airport in a way that still elevates the overall experience. Personal boundary zones, dispersing densely populated areas, and decentralizing terminals are design solutions that will help mitigate some of the most significant impacts the terminal will see post-COVID-19.



Boundary By Design

Social distancing has refined our focus on not only the importance of personal space but also how we utilize that space in a terminal facility. Taking design practices rooted in hospitality, the future of holdroom design will consist of passenger-focused amenities that provide for adequate space and personal experience. The goal moving forward is

to allow passengers to define what they need for their own space and allow passengers to efficiently utilize that personal space in a terminal through thoughtful design practices.

While defining personal space in most areas of the airport will prove challenging, it has always

been human nature to do this in a hold lounge through a phenomenon known as 'Seat Spoilage.' Seat spoilage states that passengers will utilize more than one seat by placing carry-on luggage or other personal items in the adjacent seat – therefore, other passengers won't be able to use that seat. While this would typically be a concern for the airport, in times of social distancing this phenomenon could be beneficial to the base design after. There are a few adaptive components that could be applied to existing furniture as a solution aimed to discourage seat spoilage, but also provide defined personal space for travelers. Adaptive components such as privacy screens could be attached in between seating so that passengers are more inclined to sit next to one another, while their personal space is still clearly defined by the screens. As a short-term option, incorporating 'C Tables' in the holdrooms automatically enforces distancing,

as well as provides an amenity to the passengers. Another design principle from the hospital industry to incorporate in terminals is providing a variety of seating options for the diverse passengers occupying the holdrooms. Personal booths could offer a dense and efficient seating option for the business traveler or solo traveler. Family or group pods could be incorporated for passengers who are comfortable seating together. Spacious charging bars could be placed adjacent to window walls to take advantage of the desirable views, and the efficiencies gained by focusing one's personal space outward, away from other passengers. All of these seating options can be incorporated with the standard beam seating and should be coupled with appropriate cleaning protocols.

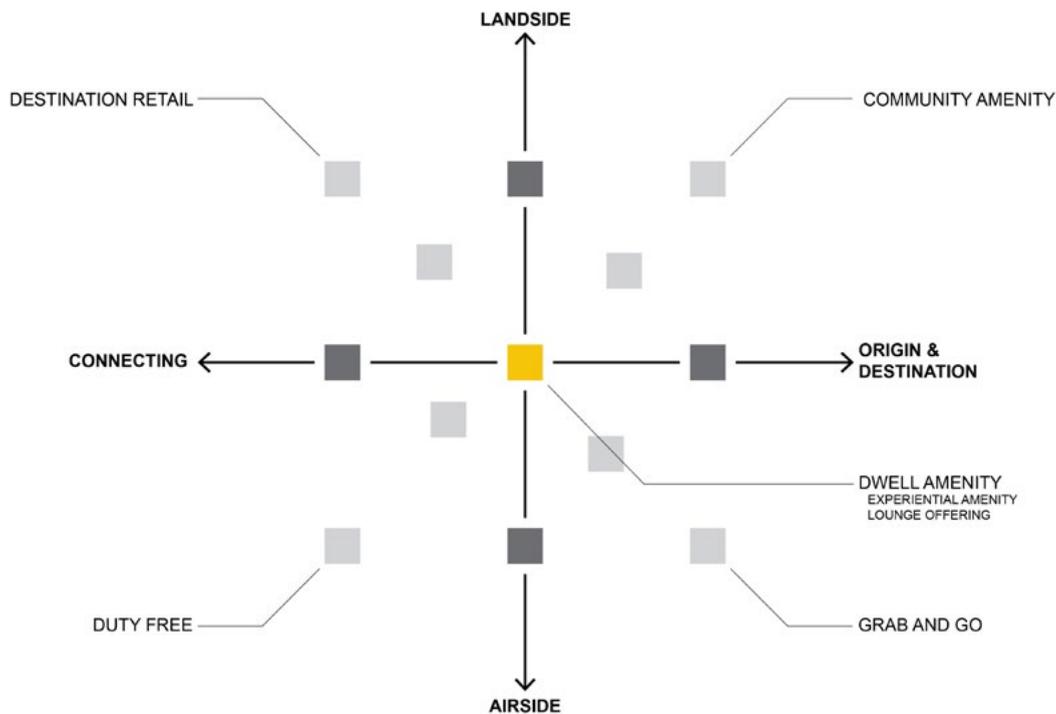
The future of holdroom design consists of **passenger focused amenities** that provide for hospitality while also accommodating for additional room for passengers to define personal boundaries.



Dwell Anywhere, Dwell Everywhere

There are certain areas that are prone to the dense clustering of passengers throughout the terminal, such as hold lounges, baggage claim halls, and concession areas. The basics of social distancing require encouraging passengers to disperse across the terminal and take advantage of all the square footage available. To encourage passengers to populate the entire terminal space, unique amenities could be provided that pique the interest of the traveling public, pulling them out of densely populated areas and naturally socially distancing them.

Each airport will require personalized solutions for these amenities. Whether an airport is a large international connecting hub or a small originating airport, or whether an amenity is required on landside or airside, every condition will have its particular nuances. Many amenities, such as the aquariums at Vancouver Airport on the secure side or the substantial conservatory at Changi's the Jewel on landside, take significant planning and operational protocols. While these solutions prove to be quite effective at drawing the attention of the passenger, not all solutions need to be grand in scale.



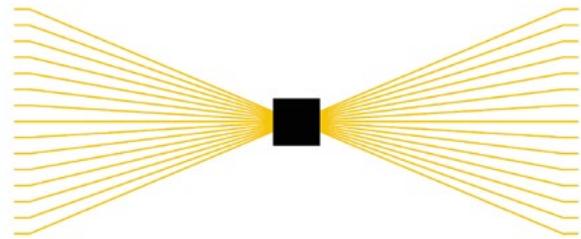
Many smaller-scale solutions can be incorporated to achieve the goal of separate passengers throughout the terminal. For example, combining a variety of lounge seating throughout a concourse could provide a space for passengers to dwell away from large crowds. Pop-up experiential retail, such as video game lounges for potential customers to test out the latest technologies, can provide for exciting detours for passengers as well. Finally, the adoption of food delivery has been accelerated by the quarantining protocols of the recent pandemic. While food delivery has already found its way into many airport terminals,

we will be able to take better advantage of this in the post-COVID-19 traveling environment. By providing community spaces throughout the concourse, as opposed to a centralized food court, passengers will be able to get the food they choose, at whatever location they want.

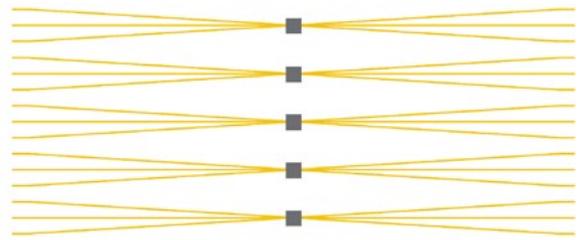
Decentralized Experience

The great debate of airport design: to centralize or to decentralize. Whether it be for organizational or processing design, centralization and decentralization, each consist of their own opportunities and risks. The transport topology optimizations, 'hub-and-spoke model' versus 'point-to-point model,' is a prime example. While the 'Hub and Spoke model' centralizes the workforce, management, and logistical efficiencies, it brings higher risk to the business due to localized issues, such as weather. It also forces large parts of the traveling population to intermingle, as a 'point-to-point' system would not. This same thought process can be applied to the functions within a terminal building itself.

The traditional terminal planning paradigm is to centralize major, high-touch processing elements such as security checkpoint and passport control. There are many beneficial reasons to do this, such as consolidating operations, ease of wayfinding, and reducing duplicative program areas. However, centralizing high-touch elements for processing forces all passengers to circulate through the same area, increasing the risk of spreading germs to the total population. Providing multiple options for travelers in high-touch processing areas would separate passengers from one another so that they are only exposed to a much smaller percentage of the total population.



Centralized



Decentralized

While considering multiple high-touch processing elements could be an approach for terminal facilities in the planning phase, it isn't feasible for existing facilities with little available space. However, we can consider the decentralizing methodology on a smaller scale for those facilities. Queuing for most high-touch processing elements is typically done by a single, more extensive queue that is then served by multiple processing elements. If instead, we were to break that single queue into five separate lines that are served by one or two processing elements each, the passengers could still be effectively separated from the total population. In the previous situation, if one of the five queueing lanes did indeed contain a contagious passenger, by decentralizing the lanes 80% of the total passenger population would have separated from that passenger, in addition to adhering to social distancing requirements.

Achieving a Touchless Processing Experience

Between check-in kiosks, security checkpoints, and ordering food at concessions, there are several unavoidable or typical touchpoints in a traveler's journey through the terminal to their flight. In order to evolve the airport for a touchless experience is a matter of assessing today's passenger journey and finding ways to fundamentally improve the whole user experience. Whether through interactions with a regulatory, airport, or airline elements, the goal will be to find ways to enable passengers to take control of their passage, reduce processing times and to enhance hospitality throughout the airport journey.

Through in-depth research, Corgan's aviation design experts have identified the steps needed to achieve this touchless experience by implementing a just-in-time processing model, capitalizing on the promise of biometric technologies and anticipating the resulting shift to the passenger journey.





Minimizing Queues

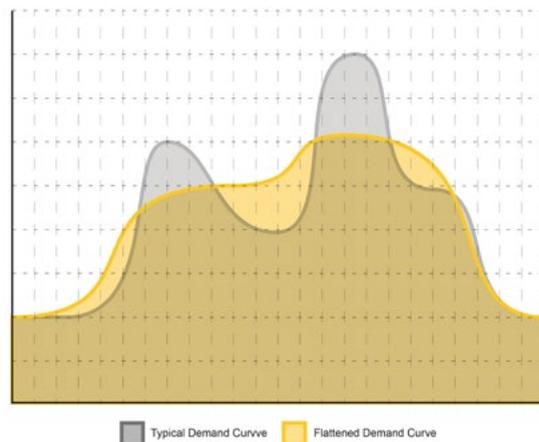
The use of queues is essential in the planning of airport facilities, whether it be at check-in, security checkpoints, or customs and immigration for processing large groups of people. As passenger experience evolves, we must do our best to move beyond the typical queue system. Passengers should be able to process seamlessly and move throughout a terminal fluidly. By examining how people show up to queues, what order they are processed in, and how fast they are processed, we will be able to improve the queues to achieve a just-in-time processing model with no one waiting in lines, processing travelers through as soon as they arrive.

While airports are beginning to reevaluate processing, other industries and departments have been at the forefront of this endeavor. In a recently completed Corgan project, Kansas City International Airport upgraded its international arrivals processing to include a “baggage first” design process. Customs and Border Protection (CBP) was able to implement a simple adjustment to the processing flow to allow passengers the flexibility to pick up their bags first, as opposed to waiting in long lines for passport control. To implement this design process, Corgan first analyzed space planning in conjunction with passenger flows to provide a solution that gives passengers the ability to customize their experience and spread out the demand placed on passport control. This new design has had significant impacts on wait times and limits the amount of time large groups will have to congregate, improving the overall experience for all.

Outside of aviation, healthcare and theme park entertainment industries have also implemented ways to improve the processing experience in their respective sectors. Healthcare has implemented virtual queues to minimize the amount of time their

patients have to spend in waiting rooms. Theme parks have applied the ‘Fast Pass’ system as an additional service that allows passengers to schedule when they will go on a ride, rather than waiting in long lines. This concept of appointment-based processing could be a model for aviation design to emulate.

By providing passengers with a scheduled time to arrive, we could attempt to flatten the demand curves for processing elements, such as the security checkpoint. This could be particularly beneficial for those passengers that are not frequent travelers, those that need extra time for processing or at-risk passengers by providing a less stressful processing experience. When implemented, the interdependent relationship between regulatory touchpoints and the passenger would result in lesser queues and more efficient use of the total lanes within the queue.



Applying this process to the airport journey could result in significant implications on design planning for the landside of the terminal facilities. Larger allocated space may be needed before for travelers dwelling before going through security if they arrive at the airport before their appointment time. Additionally, the need for concessions could increase at that end of the airport. Short term parking might also need to be reassessed with

an increase in well-wishers wanting to stay with departure travelers until before their scheduled time. Recognizing these considerations ahead of the planning phase will be crucial in the successful implementation of just-in-time processing.

Minimizing Touchpoints

Queues at processing elements are a resultant of not being able to process fast enough to handle the demand of how passengers show up. While appointment-based processing addresses the number of passengers arriving to be processed at the same time, automation and biometrics are a response to speed up the processing. For example, Evolv Technology has created a security screening device that can process up to 900 people per hour, compared to the approximate 200 passengers per hour that an automated security lane can handle. This technology has been incorporated into employee screening at airports; however, the real return on investment will occur when we can incorporate it into passenger processing.

A biometric airport has been an aspiration of the aviation industry for some time now. The biometrically enabled airport will undoubtedly improve processing speeds – but an additional

welcomed improvement will be the touchless, passenger driven experience. By decentralizing the security checkpoint and dispersing it across the terminal provides airports and concessionaires the opportunity to redefine the airport experience.

In addition to improved passenger experience, biometrics and automation would drive better working conditions for airport operators. Using self-service bag drops, automated baggage handling systems and robotic baggage inspection tables, employees are not lifting and shifting bags as much as before, resulting in fewer disruptions to operations. This allows us to return the focus of many airport employees and operators to improve the hospitality of the airport experience as opposed to facilitating the airport process.

If we could process passengers faster through security, we would negate the need for long waits in queue and reduce the encroachment on personal space. This faster processing could result in a reduction of anxiety for all and provide passengers with the freedom to take ownership of their journey.

Corgan's design experts have researched and pulled together what the airport and passenger experience could look like with automation and biometrics implemented throughout the journey:

A Touchless Departures Experience

CHECK-IN

As passengers arrive at the airport, facial recognition will cross-reference whether they are ticketed passengers or a well-wisher. Passengers will have checked in ahead of time via a mobile device, negating the need to interact with public kiosks. Those wishing to check baggage will do so via a self-service bag drop if they haven't already at one of the many check-in facilities located throughout the city.

SECURITY CHECKPOINT & CONCESSIONS

Instead of passing through a circuitous security checkpoint, with evasive personal checks, artificial intelligence will analyze crowds for suspicious behaviors, flagging those individuals who need to be screened further. The standard airport mall experience will be transformed into an experiential exploration. Amenities will have token enabled pay options so that passengers can quickly come and go. Pop-ups will cater to experience, allowing

passengers to test out new products and services. Finally, community plazas will replace dense food halls where passengers can get goods delivered while relaxing before their flight.

RESTROOMS

Passengers looking to use the restroom will be greeted with a fully automated system. Stall doors will open and close via gestural technology. The fixtures will work on-demand via sensors. Sanitation will be the top priority as robotic cleaning will be working 24 hours a day, seven days a week, to bridge the gap between standard deep cleanings.

BOARDING

Passengers will be pinged on their mobile devices with their specific time to board. Boarding will occur through a biometric portal where seamless security scanning will be a combination of behavioral analysis and comprehensive 3D imaging of both person and baggage

A Touchless Arrivals Experience

IMMIGRATION

On arrival, passengers will have already gone through most of the Customs and Border Patrol processes before landing. Passengers will simply proceed through a series of biometric checks as a confirmation of identity as they enter their arrival destination.

BAG CLAIM

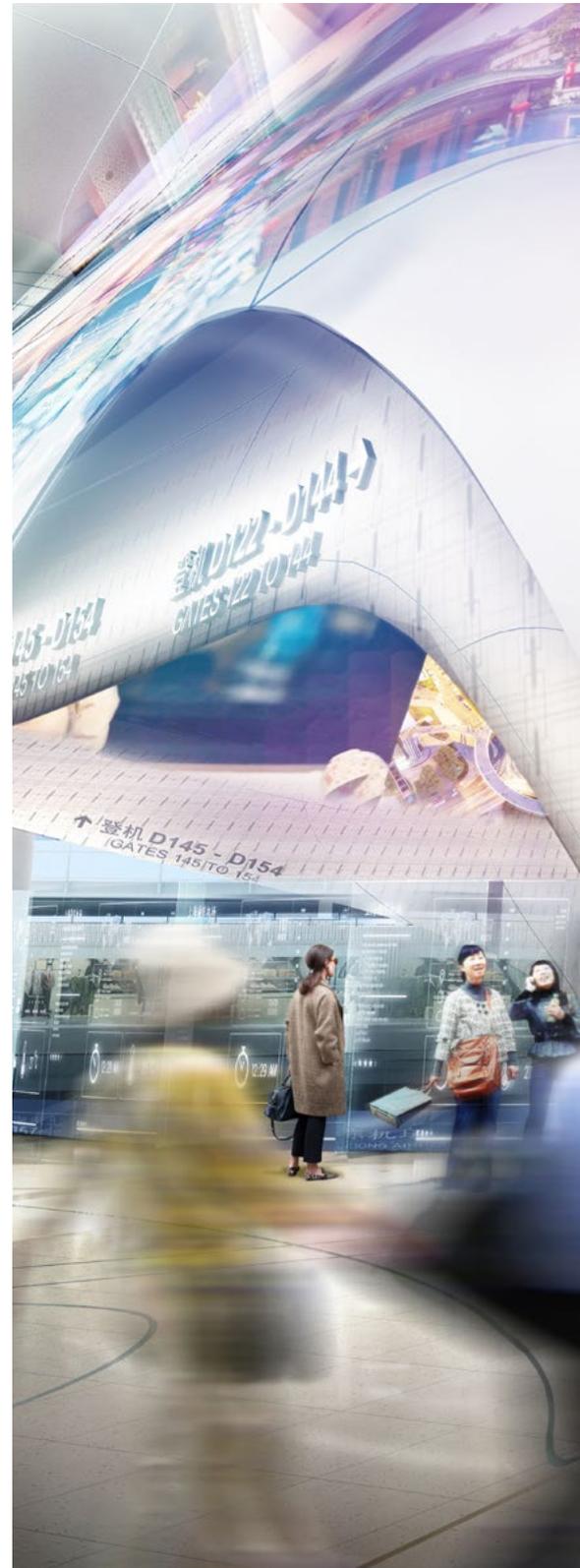
Most baggage will be delivered to the location of the passengers choosing, negating the need for a large comprehensive on-site baggage claim. As passengers exit the terminal area, a processing centerpiece serves to connect people to the multiple options to get to and from their final destination.



Maximizing User Experience

To achieve a touchless processing experience, there will be many hurdles to overcome, including the adoption of emerging technologies, personal privacy, and ownership of user data. To overcome these hurdles, there will have to be an unprecedented amount of collaboration. The status quo isn't sustainable in the long term. It is beholden to all of those in the aviation to work towards the common goal of a fluid, touchless airport processing experience for both passengers and operators.

Not only are these solutions beneficial as a response to the COVID-19 Pandemic, but they align with the aspirations of the modern traveler. We are wholly dedicated to long-term design solutions that put people first, not reaction-based or temporary resolutions. A tailored experience that maximizes the user experience for both passengers and employees elevates the airport beyond the expectations of today into a contemporary experience for tomorrow.





Designing Wellness into the Terminal's DNA

In the race to attract a more discerning passenger, airports large and small have measurably responded to the growing demand to offer a more human-centric experience that prioritizes health, wellbeing, and mindfulness. Where customers once looked to yoga studios and luxury skincare spas for added comfort and self-care, the global COVID-19 pandemic has heightened concerns of the real and perceived health and safety of airports. In place of glossy amenities, passengers have upped the pressure on airports to increase safeguards on public health and intuitive, ambient wellness interventions that seamlessly respond to the biggest challenges in the passenger experience.

Synthesizing and expanding on Corgan research with an age simulation suit, eye-tracking goggles, and a series of lighting experiments, layered design solutions have physically and psychologically eased the passenger journey and created a more comfortable experience. Coupled with operational improvements, the terminal environment has the potential to not only improve passenger satisfaction, employee safety, and efficiency but also the capacity to fundamentally associate an airline and airport's brand with an experience that promotes the overall health and wellbeing of the passenger.

Resuscitating aerial travel — the return of frequent business trips and memorable family vacations — requires responding to the call on aviation to employ creative, strategic solutions both in the operations and in design to alleviate public fears and reshape perceptions. Integrating wellness and healthy design solutions into the DNA of the terminal will not only help address the issues surrounding the current pandemic and articulate contemporary passenger priorities but will also prepare the terminal for a pivotal shift in how we think of wellness, safety, and human-centric design.



Reassuring Passengers

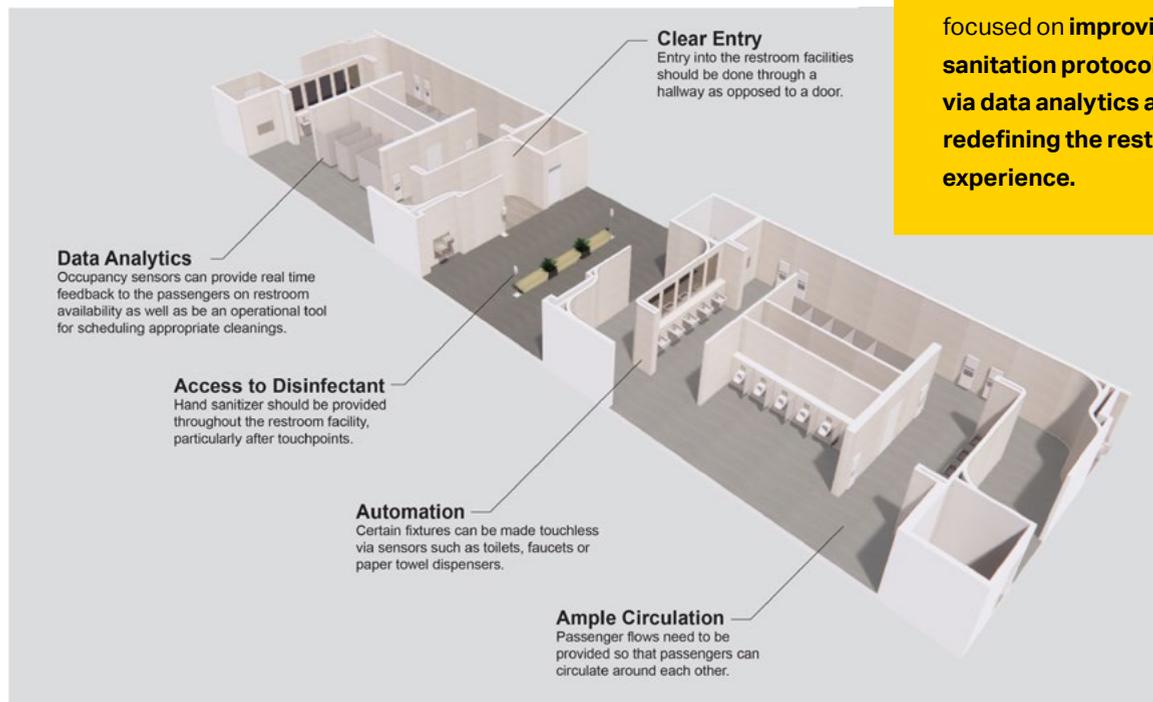
As passengers return to air travel, it will be incumbent on the industry to provide a clean and sanitary environment not only for passengers to travel but also for the operators who facilitate the experience. IATA and other professional organizations have provided guidance to do so. Social distancing, the use of masks, and enhanced cleaning procedures have all been prescribed as playing a fundamental role in the travel experience.

While a design team may not play a large role in the day-to-day operations, they are significant in laying the foundation for the operational team's success. Restroom facilities are a prime example of how design can influence passengers' reassurance due to the large role they play in satisfaction ratings at airports. Critical design decisions such as layout, circulation, and fit and finish can either make the operational team's job easier or more difficult. Implementing occupancy sensors as a tool could provide real-time feedback on occupancy

and availability for passengers and employees for optimal cleaning times. After touchpoints, providing access to disinfectant will give users with the added comfort of sanitation in the building where it's needed most. These are small design examples that can make a big difference when proving passengers with the health security they are looking for.

Interestingly, temperatures screening and thermal scanning have not been prescribed as a prerequisite to travel because they are not 100% reliable in identifying contagious passengers. However, there is a place for this process to reassure passengers that it is safe to travel, and perhaps more importantly, deter people from traveling while they are sick. Moving forward, the industry must work together across the full spectrum of the passenger's journey to establish a strategy of health inspection, confirmation, and reassurance.

The design of restroom facilities moving forward will be focused on **improving sanitation protocols via data analytics and redefining the restroom experience.**





An essential part of that reassurance is to give passengers ownership in the experience. Feedback loops, such as the “Are you satisfied?” buttons or QR codes for surveys, are vital to providing passengers the opportunity to provide real-time feedback to airport operators. We anticipate these feedback loops will increase throughout the airport facility, not only just in restrooms but in areas like food courts and hold rooms as well. ‘See something, say something’ is a motto typically reserved for security concerns — however, it will be important that this same mantra applies to the overall cleanliness of an airport facility as indeed we are all in this together.

Disinfecting Technologies

Corgan’s designers have been exploring innovative ways to incorporate lighting to diminish the disruptions to passengers’ internal clock experienced when flying to help them adjust to time zones, beat fatigue, and improve health. Using what we’ve learned from that research in conjunction with emerging technologies, there are a few design solutions to help facilitate a sanitation process in the airport. Onboard the aircraft HEPA filtering and electrostatic fogging have been utilized to

provide a safe in-flight experience – there is also an opportunity to use these technologies in an airport building.

For decades, UV lighting has been used to clean HVAC systems and purify air streams using uplighting. While its adoption in a public setting has been limited due to its harmful effects on the human skin and eyes, emerging UV technology has now been found safe for humans while having the same disinfection qualities compared to traditional UV lighting. The incorporation of UV lighting in autonomous robots has been adopted to bridge the gap between standard cleaning protocols. Additionally, traditional UV lighting has been proposed as a method for cleaning bathrooms, security checkpoints, and baggage handling systems. While there will always be a need for standard cleaning protocols, technology can be incorporated as an additive method for cleaning and sanitizing of the facility.

As we are still learning the nuances of this specific virus, a holistic approach to addressing contagions of different kinds will be critical for future events. Many of the presented solutions involve operational protocols on when and how to clean high touch surfaces and processing points in a terminal facility. It is the designer’s role to create an environment

that can be easily cleaned and maintainable based on the frequency of use. The selection of materials for use in a facility is a complex decision. As technologies emerge that enable more materials to be antimicrobial, the aviation industry will need to rely on the design industry to help them navigate the marketplace.

Access & Respond

In the healthcare sector, it is not uncommon to conduct an Infection Control Risk Assessment (ICRA) that cross-references the potential hazards to the surrounding patient population with the operational and construction protocols within the facility. Based on the outcomes, strategies are determined and put in place to reduce the risk to the patient population. A similar methodology could be created for the aviation industry that would cross-reference the health risk level with protocols that would be implemented regarding operations, built environment, and experience. This system could act like the Homeland Security Advisory System in that specific protocols are not required during no or low-risk times but would be implemented during medium and high health risk times.

Pulling from the healthcare industry’s ICRA, Corgan’s aviation design experts researched and drafted strategic protocols that could be implemented when medium or high health risk arises:

OPERATIONAL PROTOCOLS

Adjusting the operations of the airport facility in response to the health risk level. The concept of ‘Sanitagging’ is a prime example of an operational protocol to provide a line of defense against contamination of airport operators from items that are brought into the airport. This two-step process would be a front-end procedure where items, such as baggage, goods, and cargo, are first sanitized and then tagged before entering the terminal. Some considerations to prepare for would be the required area space and location, and efficiently activating the protocol without causing a hindrance to standard operating protocols.

INFRASTRUCURAL PROTOCOLS

Adjusting the terminal design in response to health risk levels. There are many resources that a stakeholder team can rely on to help inform these protocols, including WELL Building Standard,

HYPOTHETICAL HEALTH RISK LEVEL PROTOCOLS					
Risk Level	1 Baseline	2 Seasonal Flu	3 Elevated	4 Symptomatic	5 Asymptomatic
Operational Protocols	Standard Ops	Decentralized Queues	Integrated UV lighting within BHS	Sanitagging	-
Infrastructural Protocols	Standard Cleaning	Access to Disinfectant	Enhanced Cleaning Protocols	UV Lighting	Advanced Air Filtration
Experiential Protocols	Standard Hygiene	Messaging	Face Masks Required	Social Distancing	Ticketing Passengers Only

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whose stated purpose is to ‘support and advance human health and wellness’ in buildings, interior spaces, and communities. There will be a few considerations airport facilities will need to prepare to balance strategies, such as increased ventilation, advanced air filtration, and humidification, to fit within an airports’ current operational paradigms and align with their specific locations.

EXPERIENTIAL PROTOCOLS

Aspirational protocols on the expectations of the terminal experience for passengers and operators. Aligning wellness and user experience will require designers and airport operators to meaningfully address the complex issues that users can experience on a day-to-day basis in a terminal facility—a narrow focus on select aspects of the passenger experience is inadequate. We recommend aligning the experiential protocols through two lenses: First, implement strategies that could explicitly stop the spread of health risks through design, such as access to handwashing and hand disinfectant. Second, incorporate strategies to foster the passengers and stakeholders of the airport community’s individual and organizational resilience. Sustainable approaches, such as a connection to nature through access to greens space, clean water, natural light, and views, can improve mental wellness and overall satisfaction in an airport facility.

While COVID-19 brought wellness issues to the forefront, aviation architects have been designing to achieve wellness long before the pandemic. The design of the built environment has a significant impact on passenger experience, and understanding how to design wellness into the airport environment will be a priority for the aviation industry moving forward.

