Visual Storytelling of BIM Innovation at Foster + Partners

Lola Carbajal BIM & Design Systems Coordinator at Foster + Partners

Han Shi Head of BIM & Design Systems at Foster + Partners

Adam Menter Learning & Community at Autodesk



About the Speakers



Lola Carbajal

BIM & Design Systems Coordinator

Foster + Partners



Han Shi

Head of BIM & Design Systems

Foster + Partners

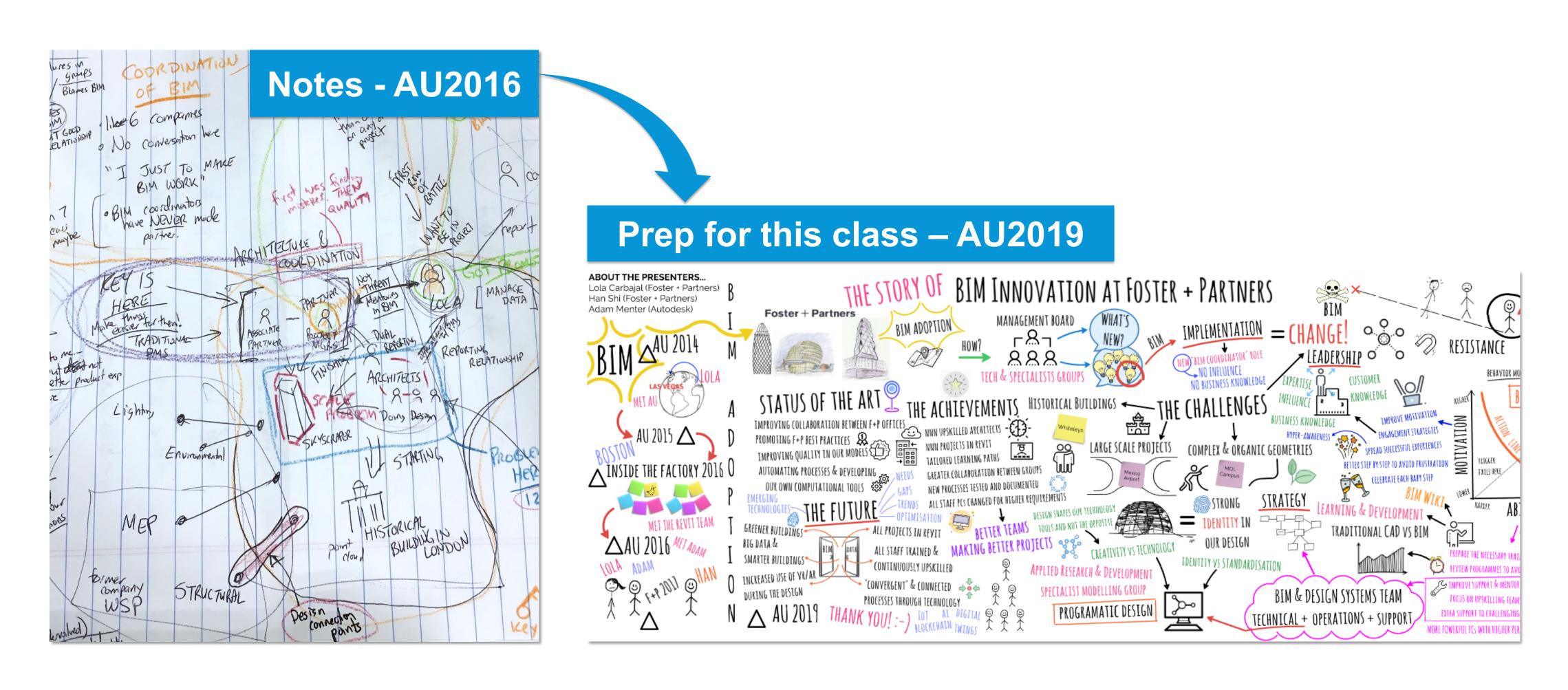


Adam Menter

Learning & Community

Autodesk

Conversations over the years...



... how companies change & innovate

BIM Strategy Output quality Work better together the Company's not affect timely and decision making Capability **Skills**Practice-wide Quality mprove the quality Integrated Extending how tools are leveraged to deliverable in an **Mexico Airport** best advantage Challenges - Large scale project AU 2016 - Complex geometry - Design constraints Nov 2017 Jan 2015

AU 2014

BIM framework



Computational tools for large scale projects

AU 2019

March 2018

AU 2017

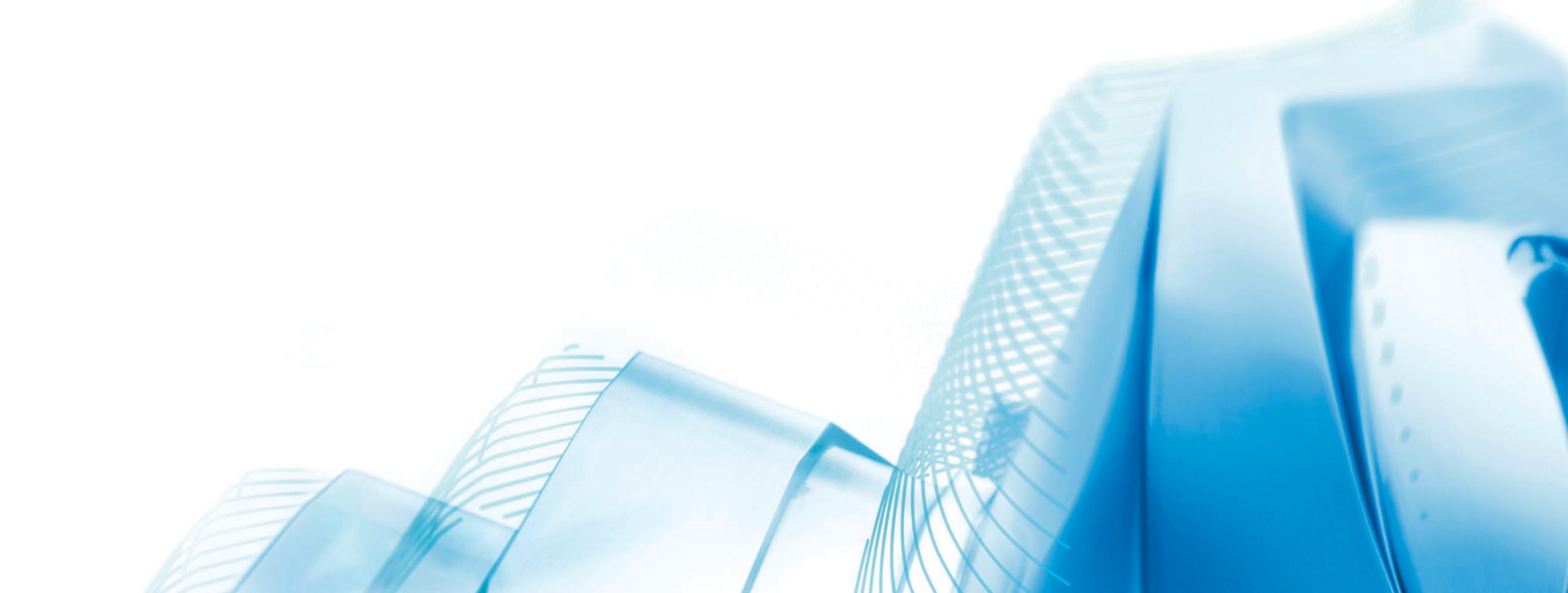
AEC Excellence Award

Team size & structure adapts



Standards, Methods & Procedures

About Foster + Partners



"From the very beginning our practice was founded on a philosophy of innovation, sustainability and design.

We continue to learn from the past and creatively embrace the challenges of the future with a firm belief that good design makes a difference".

NORMAN FOSTER









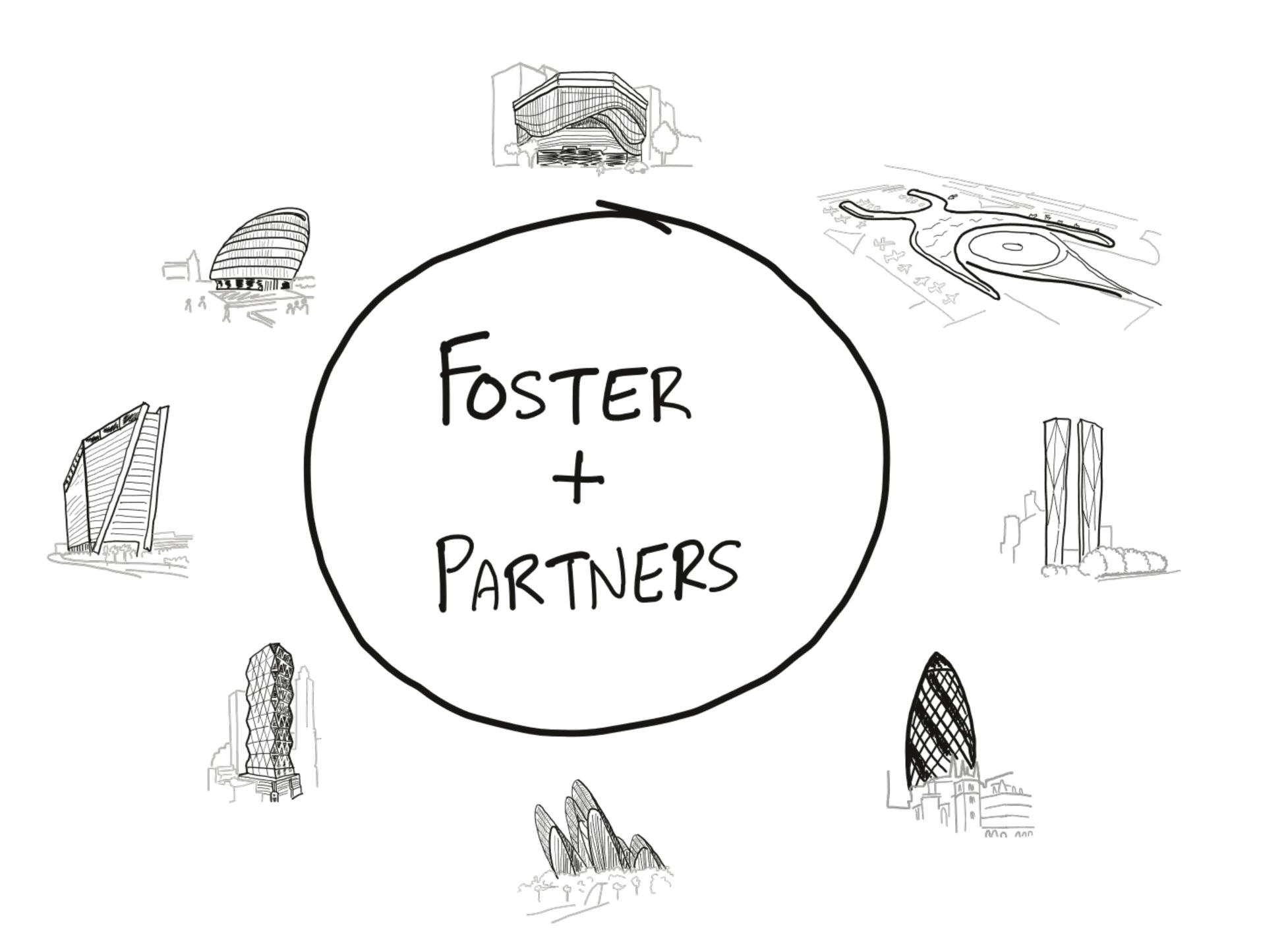


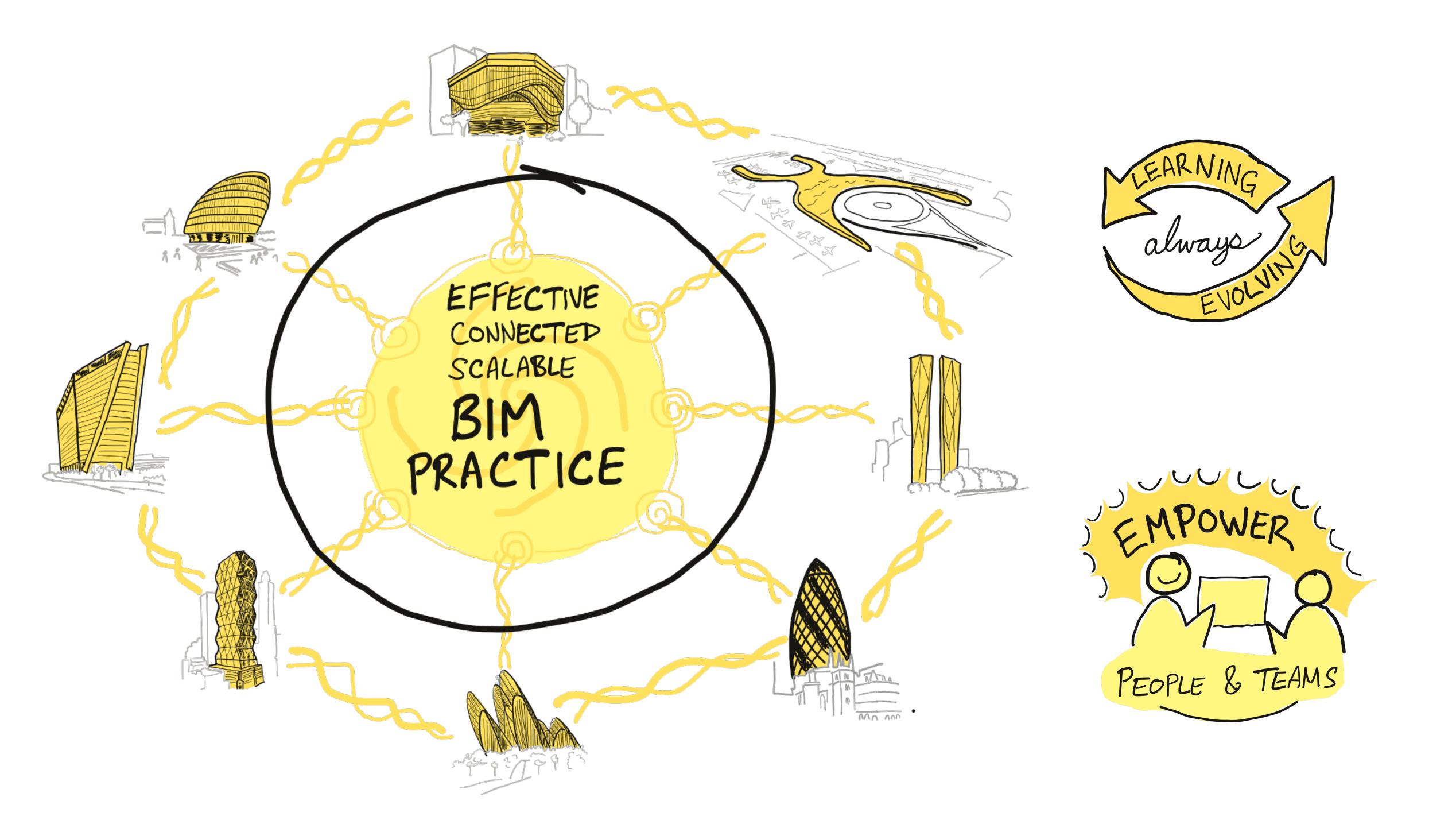


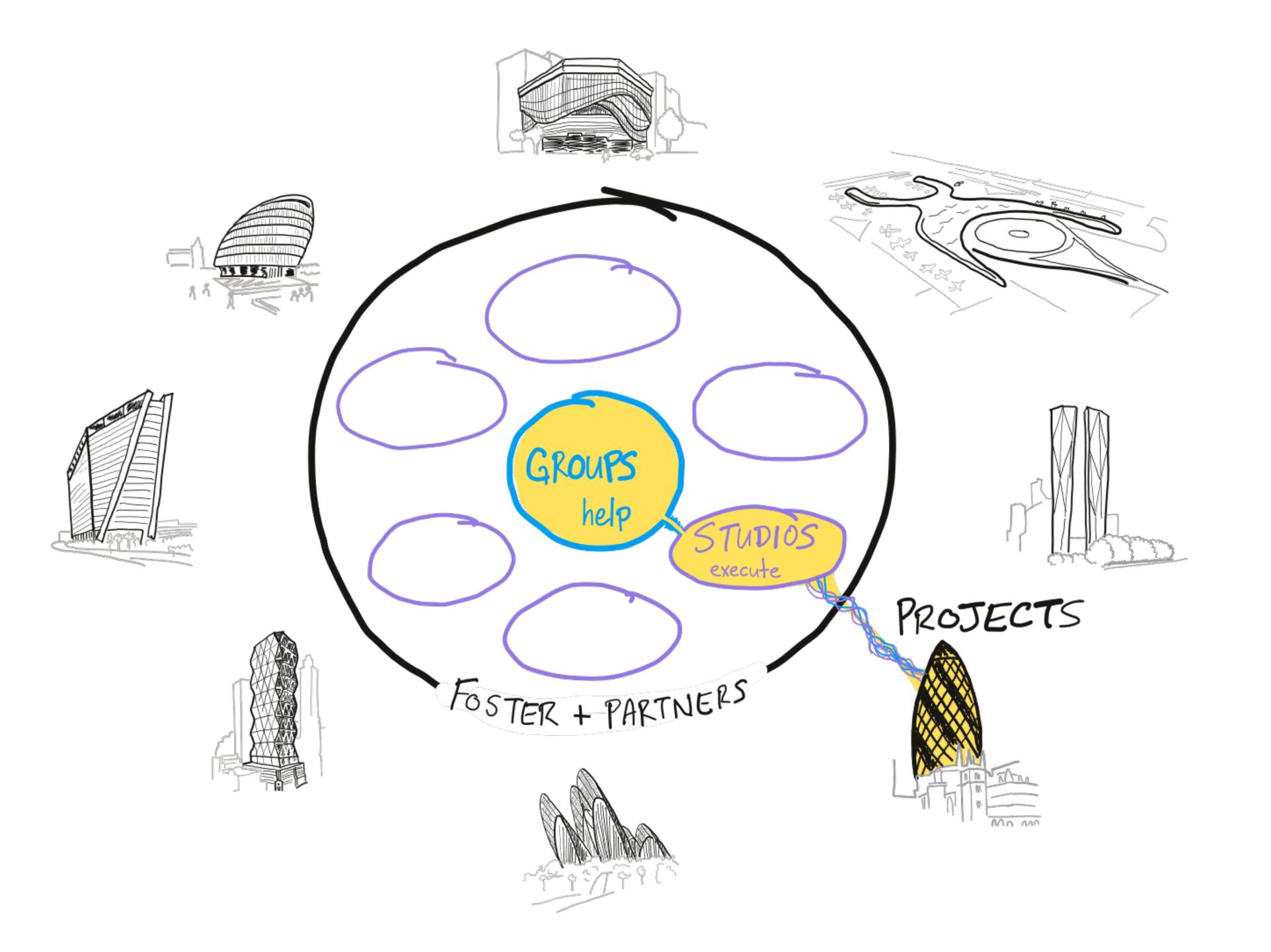


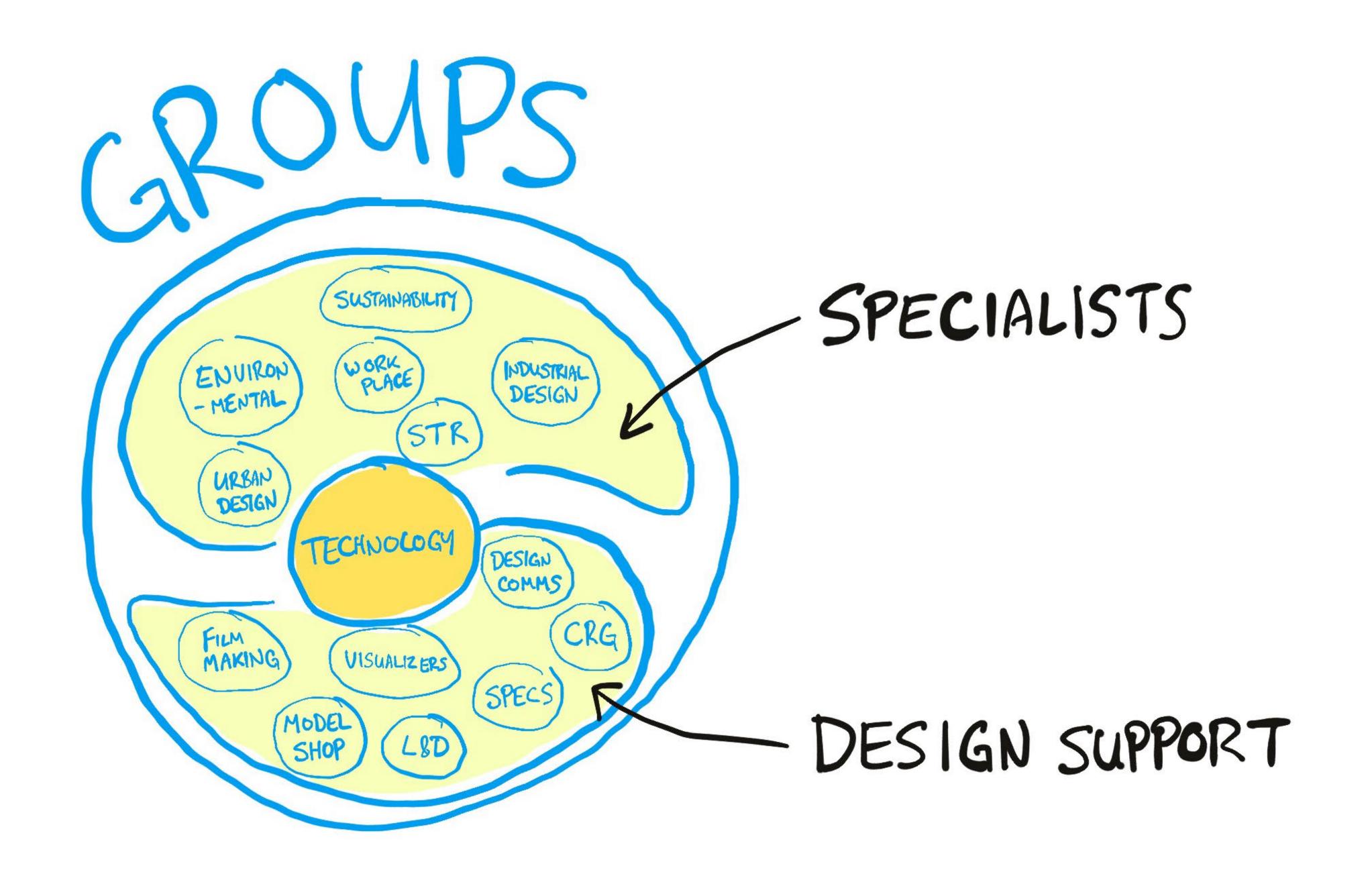






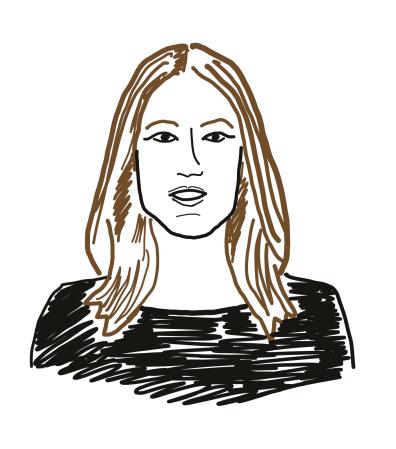




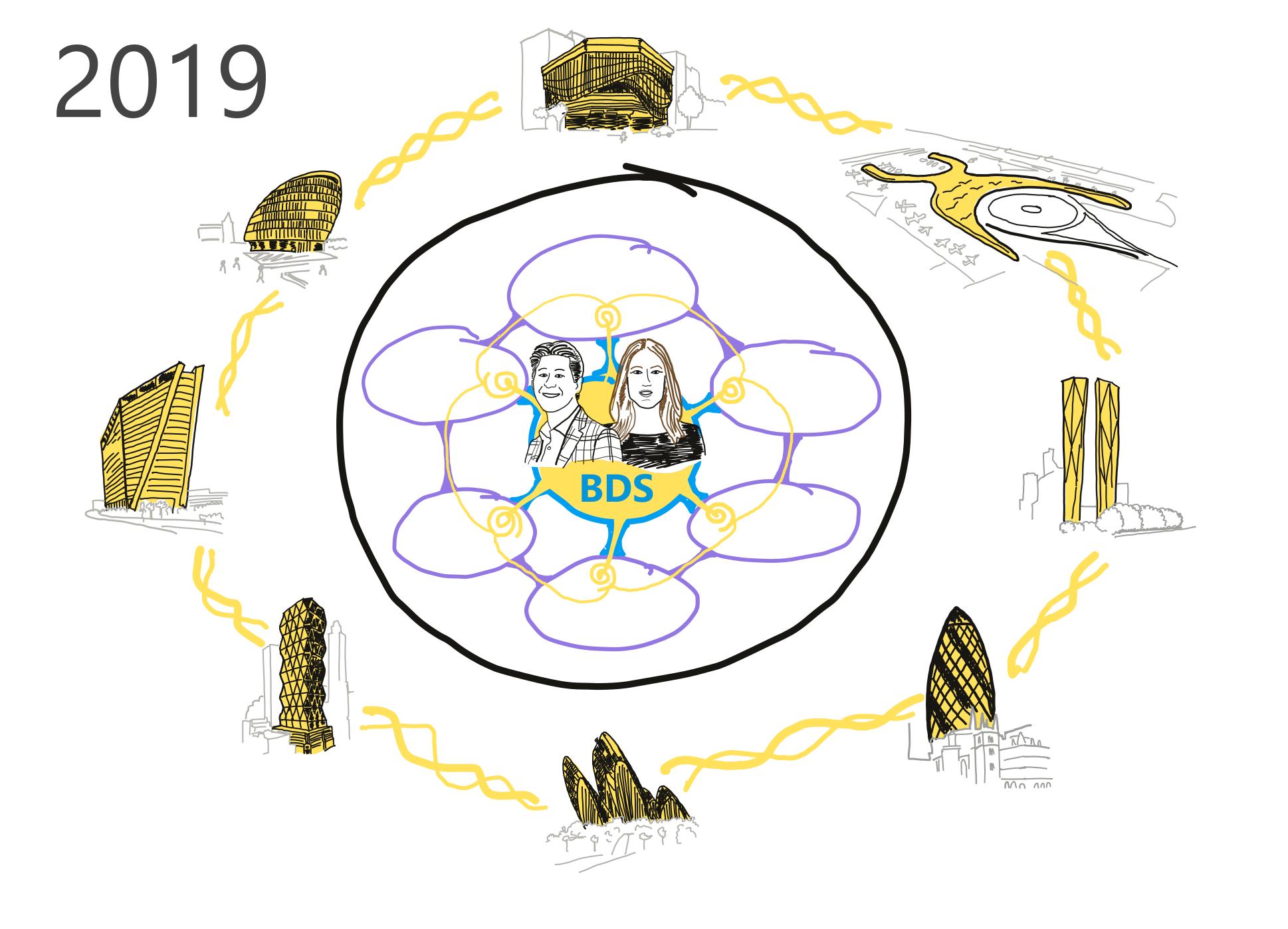


SUSTAINABILITY WORK PLACE, ENVIRON INDUSTRIAL DESIGN - MENTAL STR URBAN SMG) DESIGN COMMS CRG FILM VISUALIZERS SPECS MODEL

BIM & DESIGN SYSTEMS









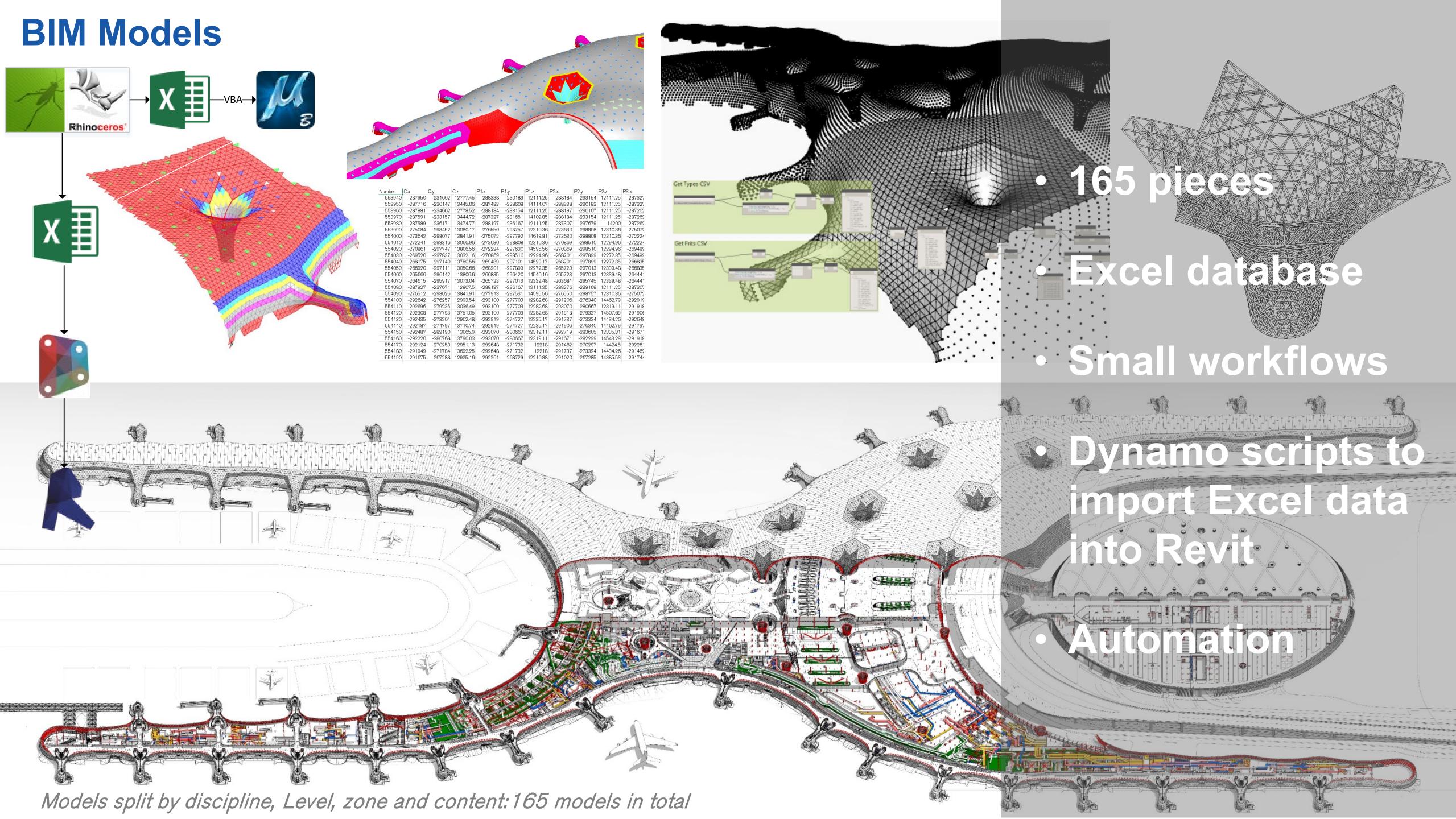




















EAST SIDE ACCESS LiRo Group





ARNA-BERGEN, ULRIKEN Norconsult AS

INFRASTRUCTURE

1st PLACE

Nuevo Aeropuerto Internacional de

la Ciudad de Mexico Firm:

Foster + Partners, FR-EE

Owner:

Grupo Aeroportuario de la Ciudad de Mexico

Location: Texcoco, Mexico City, Mexico

Software:

Autodesk Revit, Autodesk Dynamo Studio, Autodesk Navisworks

There is no doubt that
the BIM models and the general
workflow helps the communication
and collaboration on this project—
not only within our own design
team, but also between all the
various consultants. It allowed us
to navigate through the model with
real-time rendering, giving us a better
understanding of existing issues and
to evolve collaborative solutions with
the various project teams.

Jesus Perucho Alcalde, BIM Coordinator, Foster + Partners

Taking Off With BIM

For Mexico City's New International Airport (Nuevo Aeropuerto Internacional de la Ciudad de Mexico - NAICM), Foster + Partners and FR-EE had one core goal in mind: Put people first.

At 470,000 square meters, it will be one of the world's largest airports; its flowing form is inspired by flight. But its primary design focus is the passenger experience. With an open air concept, travelers will be able to see the gates and where they are heading in a space full of daylight. The design also anticipates the predicted increase in passenger numbers by 2028 and beyond, along with an expansion plan through 2062 for an eventual six runways.

The terminal itself is almost 1.5 kilometers in length and a single, continuous gridshell with an innovative roof and fixed boarding bridges in one enclosure. The computational design approach for the roof is unique in the world for its complexity of generating a double curvature light structure with long spans of 160 meters, serving as a roof, façade, and structure at the same time. With spans of more than 100 meters, the lightweight glass and steel structure is designed for challenging soil conditions as well.

"We believe that regardless of the size of the airport, people should always come first," says Martha Tsigkari, Partner, Applied Research and Development team, Foster + Partners. "Therefore, the primacy of passenger experience is a consistent theme throughout all our work. A complex building such as the passenger terminal building, involving collaboration with multiple disciplines, would not have been possible without the appropriate coordination workflows, procedures, tools, and technology."

First net-zero airport

From its inception, Foster + Partners and FR-EE also set out to design one of the most sustainable airports in the world. NAICM aims to become the first net-zero airport and achieve LEED Platinum certification for the terminal building and LEED Gold for the ground transportation center and control tower.



Check-in area. Image courtesy of Foster + Partners.

As part of the project, the surrounding natural landscape will be restored, improving the quality of life in the Valley of Mexico and the eastern half of the city. The airport will run on 100 percent renewable energy, using biogas generated from a sewage treatment center nearby and photovoltaic roof panels.

Water will be 100 percent reutilized. Rainwater will be harvested to support water supplies; wastewater will be treated to be reused in external areas. Three thousand hectares of greenery will be also created around the airport to offset the loss of vegetation due to construction. The biodiversity of the area will be maintained in collaboration with a group of specialists who will facilitate the management of plant and animal species.

Improving design decisions with BIM

With the ambitious sustainability and terminal design goals, BIM became crucial to making it happen. The sharing of the models from the very early stages made it possible for all teams to access updated information, enabling a smooth transition from the concept stage to a more detailed stage of the design as well as construction.



Image courtesy of Foster + Partners.

In the design stage of the terminal's interior, BIM was key for coordination and bringing together several options from different disciplines. The data extraction from the model provided more control when scheduling all of the elements as well as efficient quality auditing. The design teams solved both large and small clashes in the model while also identifying and eliminating duplicates and missing elements. A greater level of model analysis assisted design decisions, including the studies of lighting, wind, and energy.

15,000 drawings created with BIM

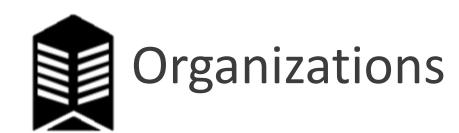
The documentation for the terminal building was similar in scale to an urban-planning exercise. The team created directly from the model more than 10,000 construction documents and 5,000 data sheets for each of the rooms in the buildings. It's estimated that they would have had to hire 1.5 times more staff to produce the same amount of drawings without BIM. A weekly BIM coordination schedule helped create an even faster

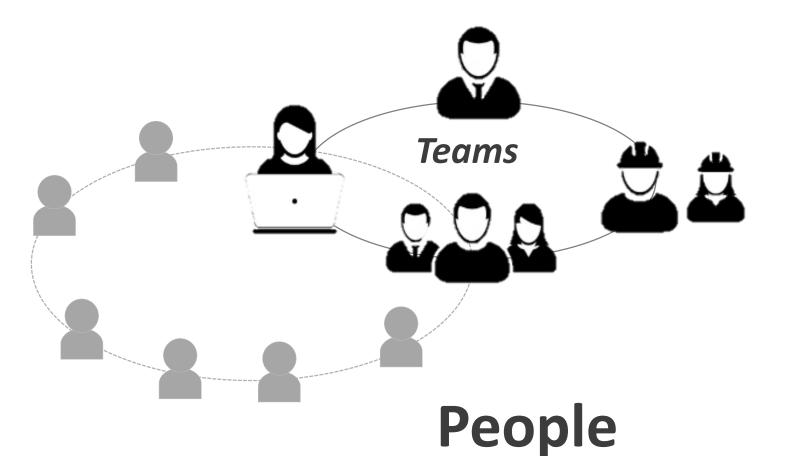
workflow for collaboration, coordination, and production. This process included sharing and receiving multiple discipline models; processing, navigating, and analyzing the models; creating issue reports and collecting viewpoints; communicating the issues to the consultants sharing the viewpoints; and solving the issues—all in the same week. This workflow was repeated every week of the design stage and made it possible to achieve a better, more coordinated model.

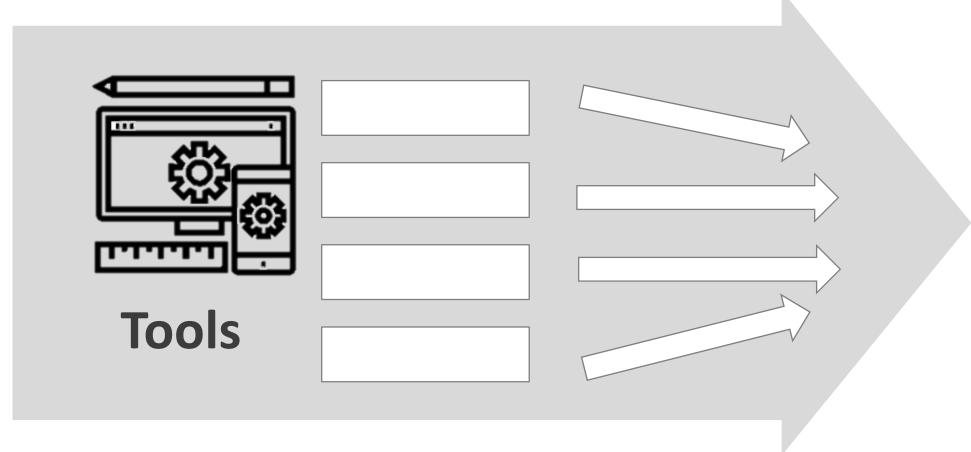


A system model for making things







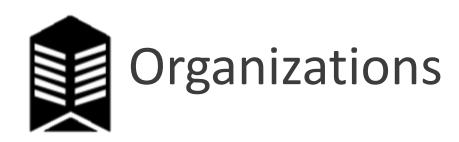


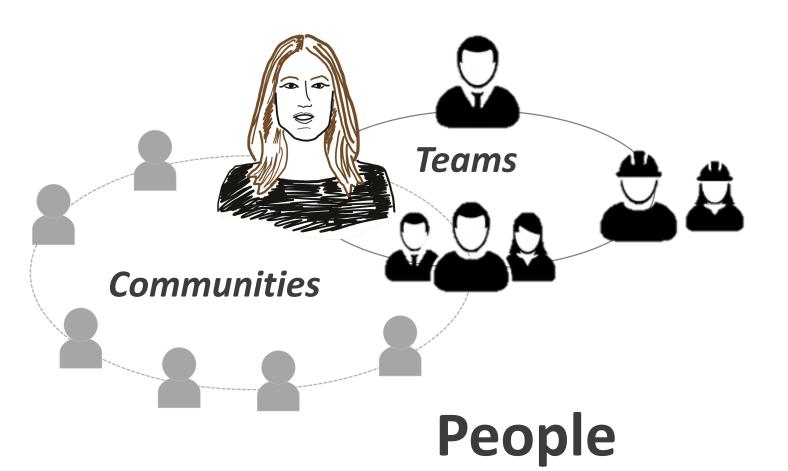


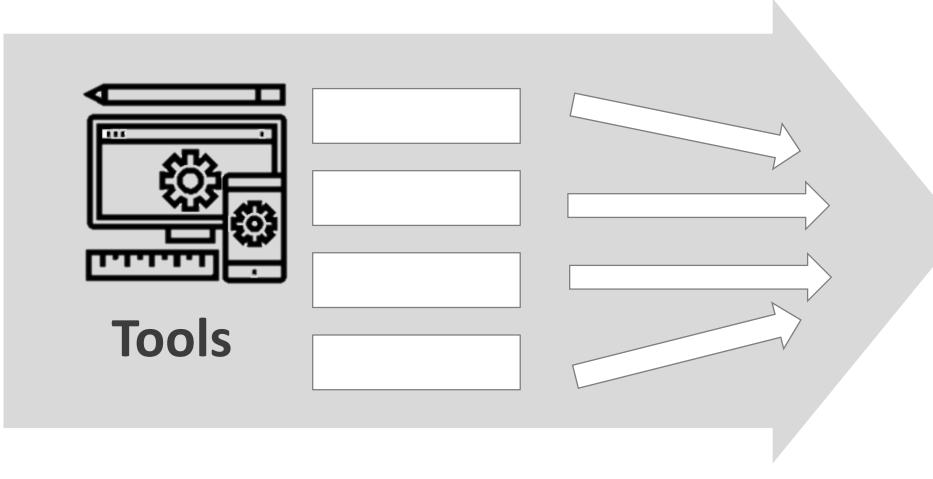


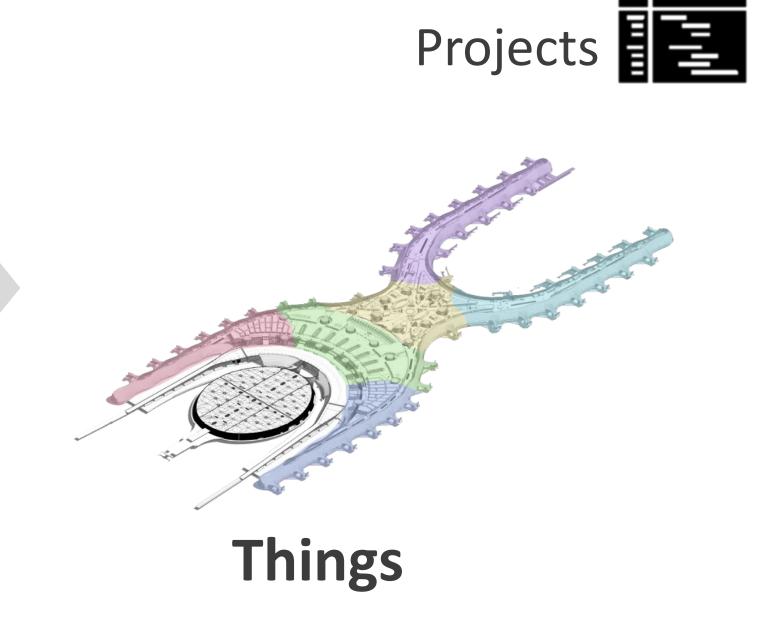








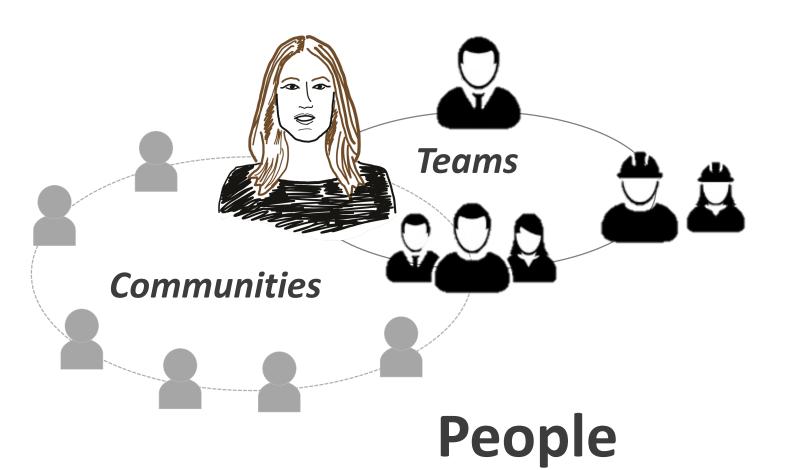


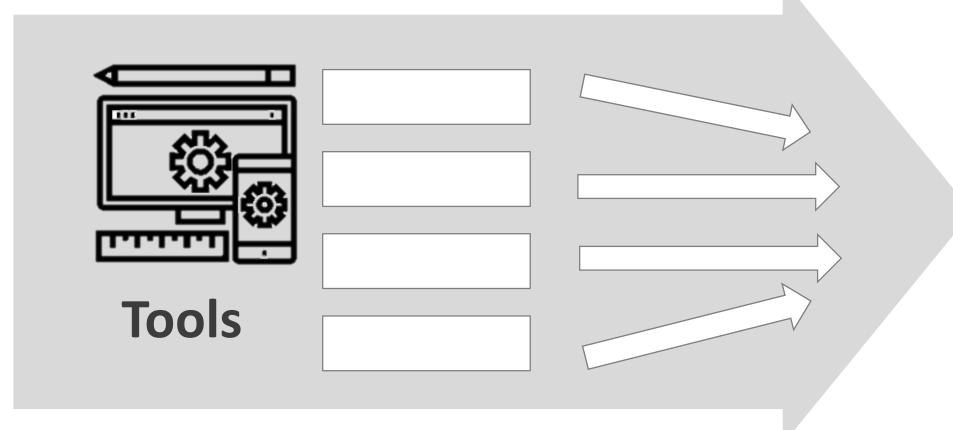


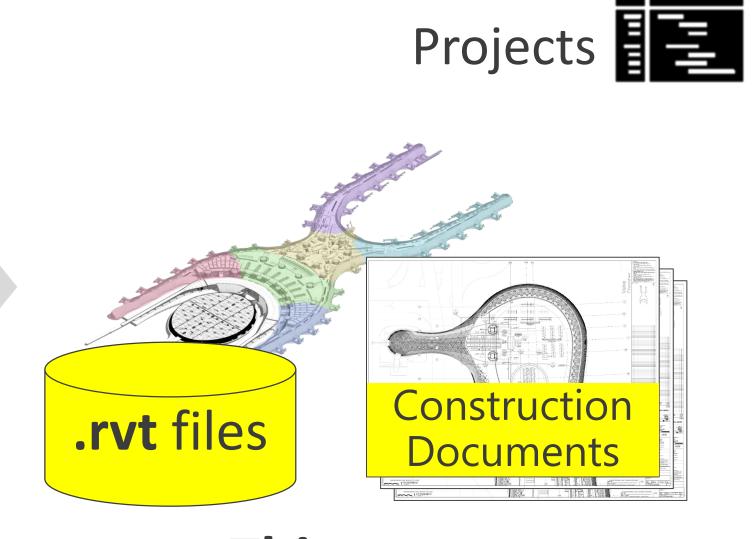
Processes





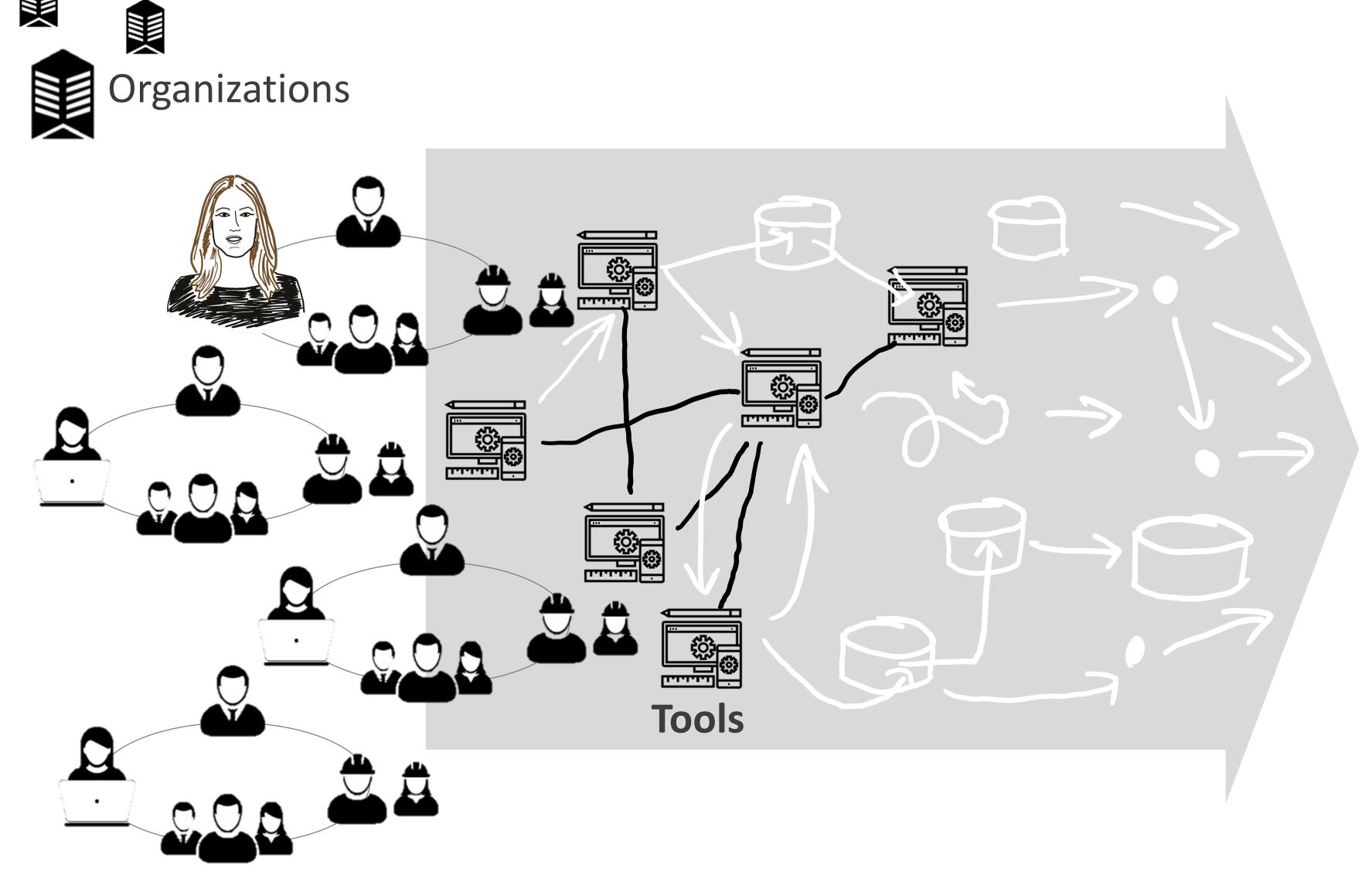




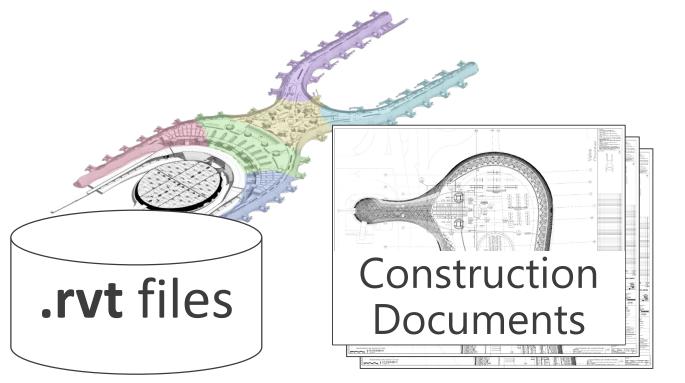


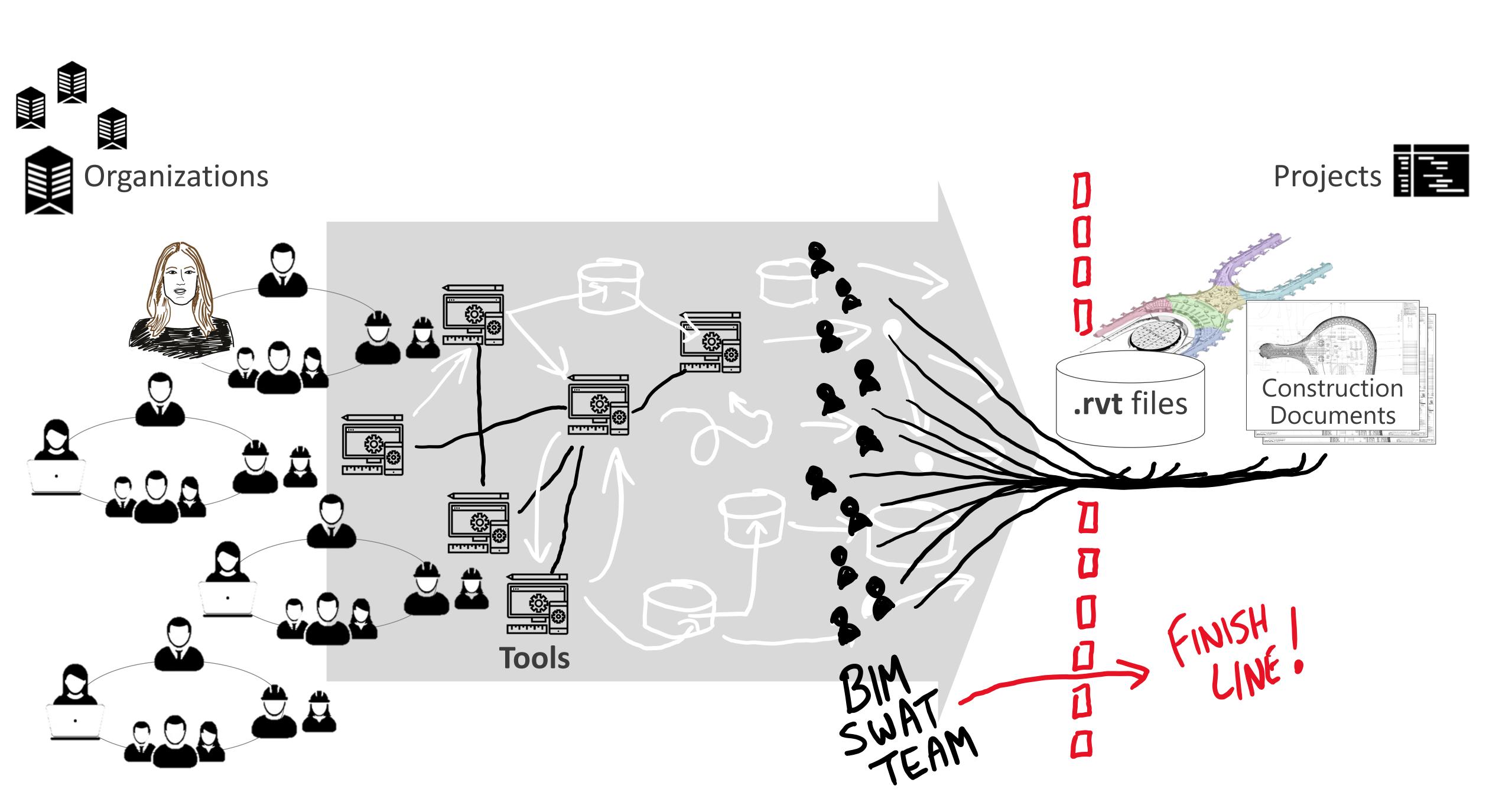
Processes

Things





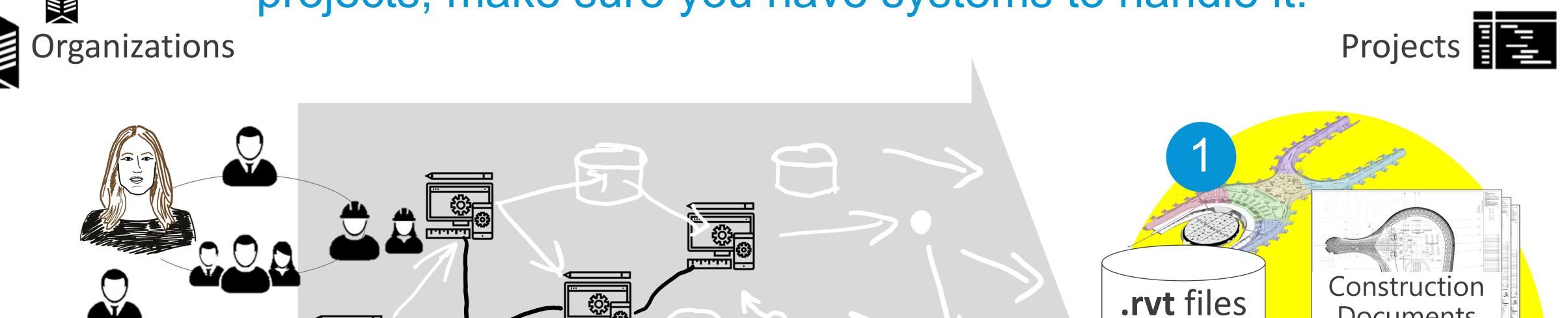






LESSON 1

Start with smaller projects if you can. In large projects, make sure you have systems to handle it.



- Massive scale
- Complex geometry

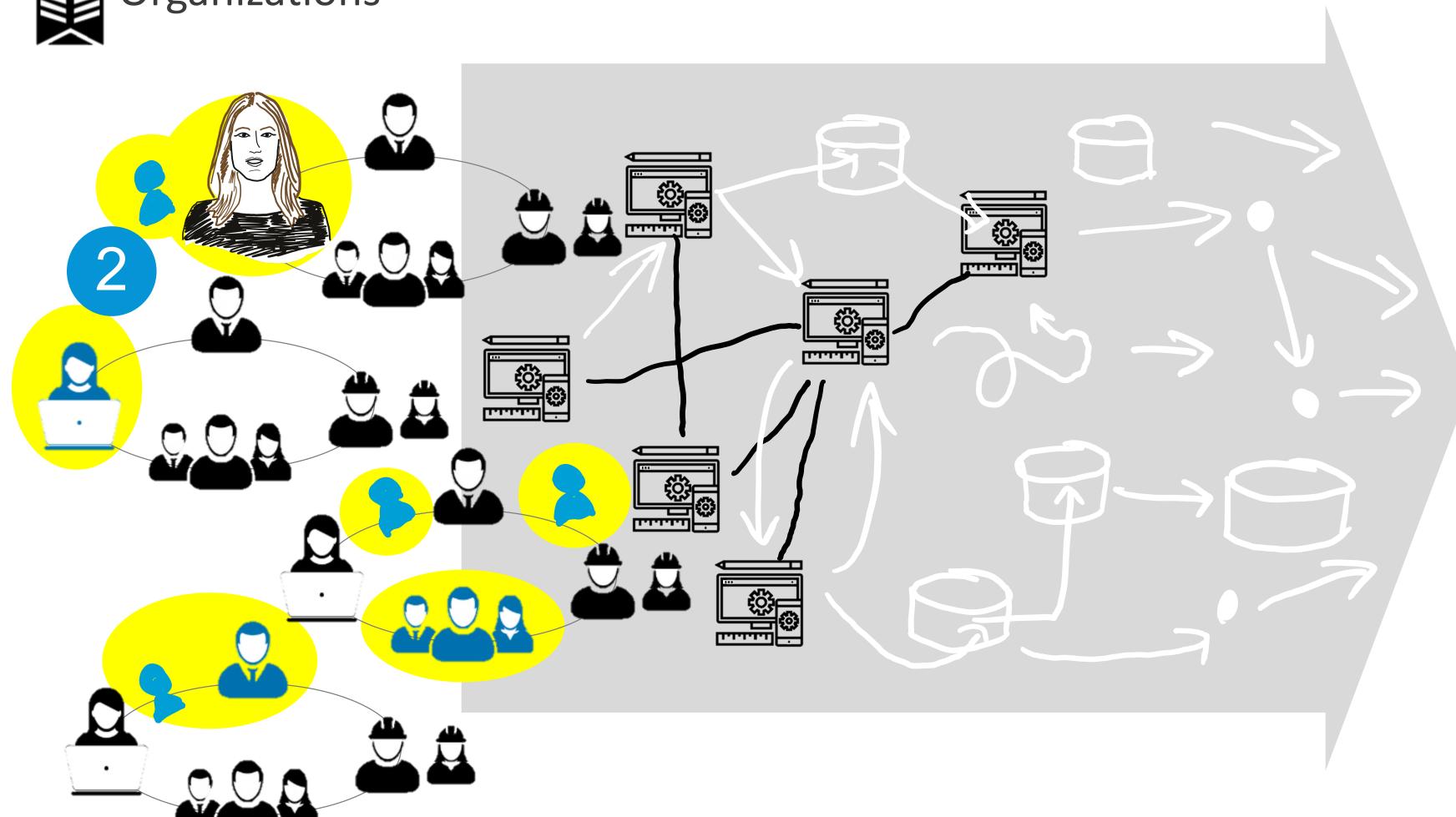
Documents

Difficult site

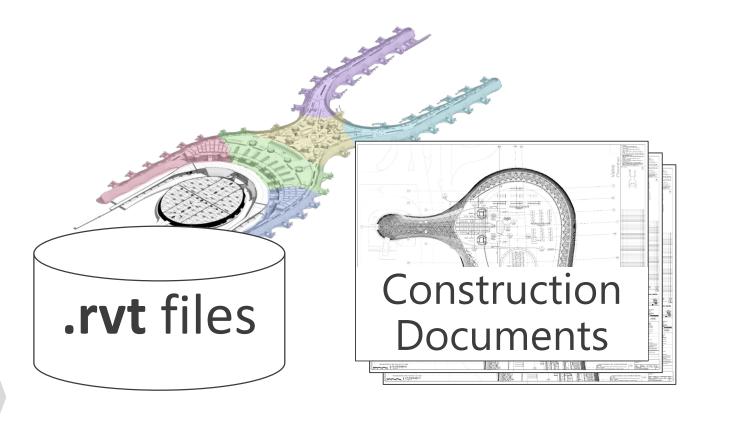
Organizations

LESSON 2

Ensure there are enough people on the project with the technical skills needed





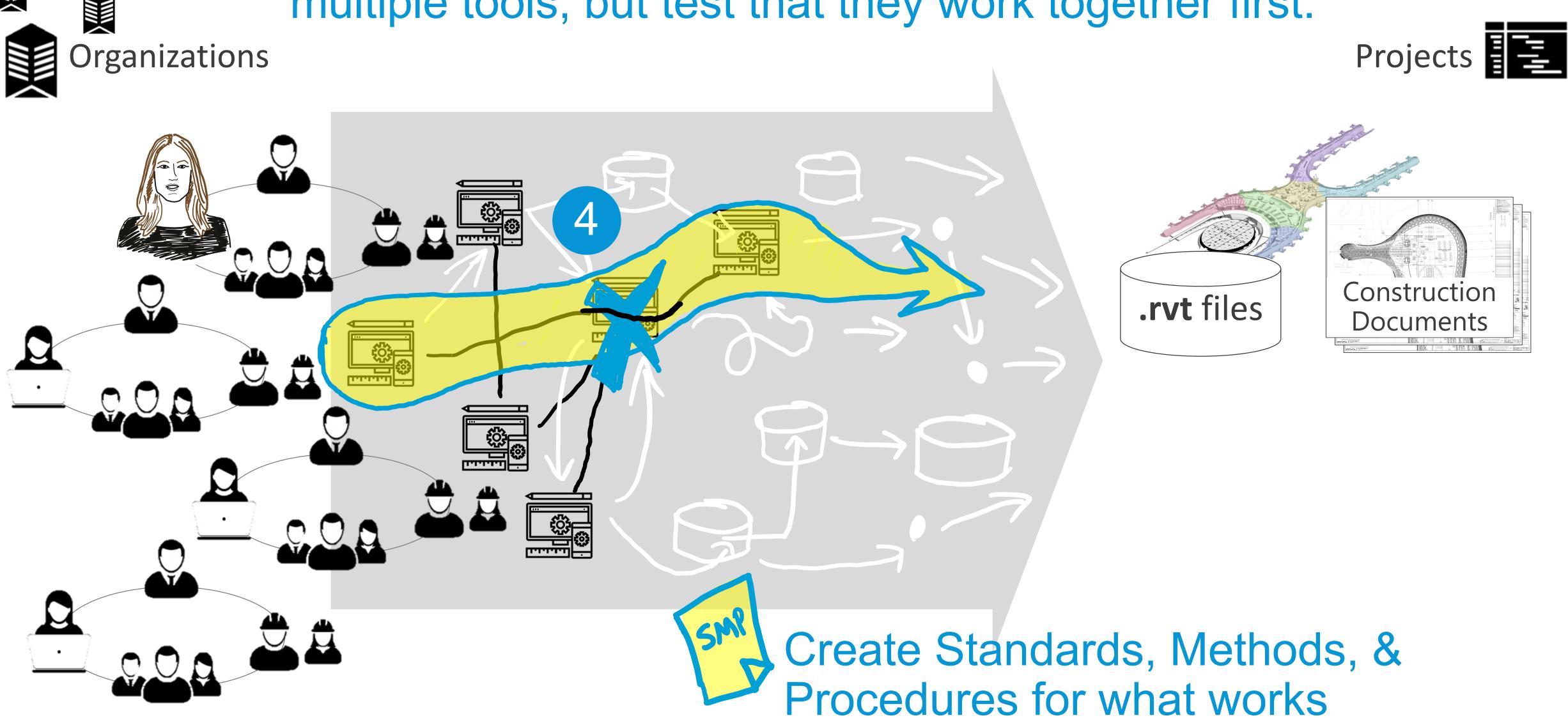


LESSON 3 Enroll key people to invest in BIM process. Project Managers/ Job Captains can invest in process & tools Partners & Execs can ensure investment is sufficient 3b Projects **E** Construction .rvt files **Documents**

Test a multip

LESSON 4

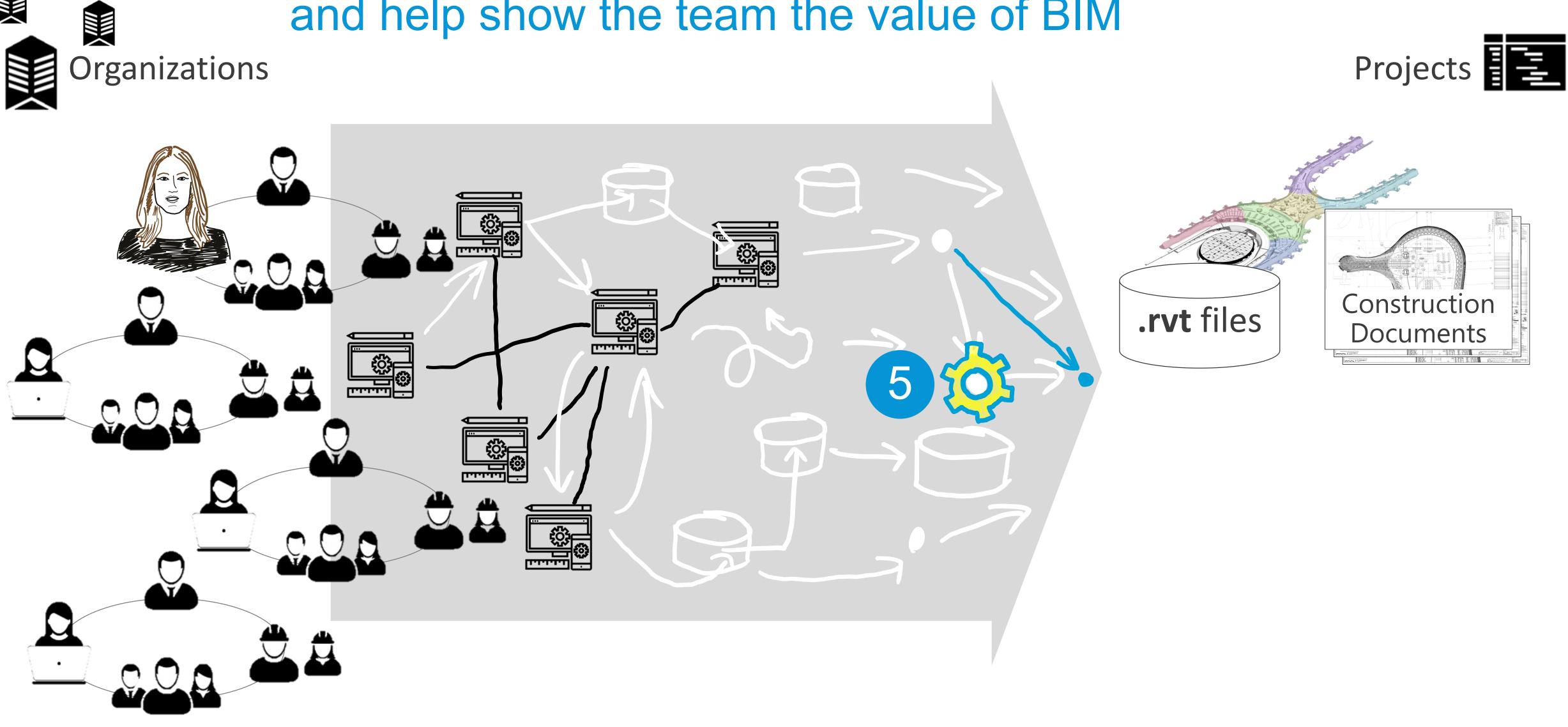
Test and document workflows. You'll always use multiple tools, but test that they work together first.



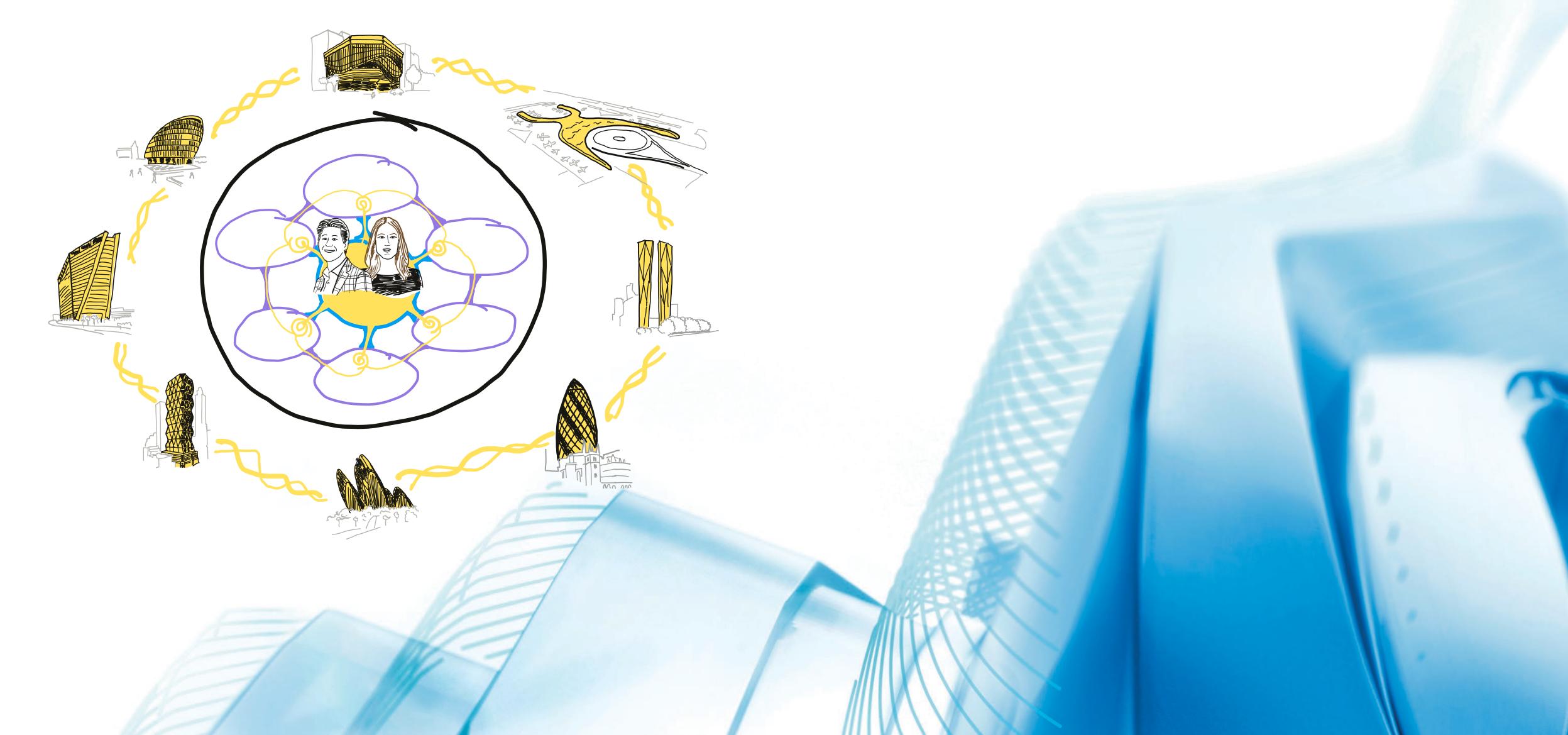
Organizations

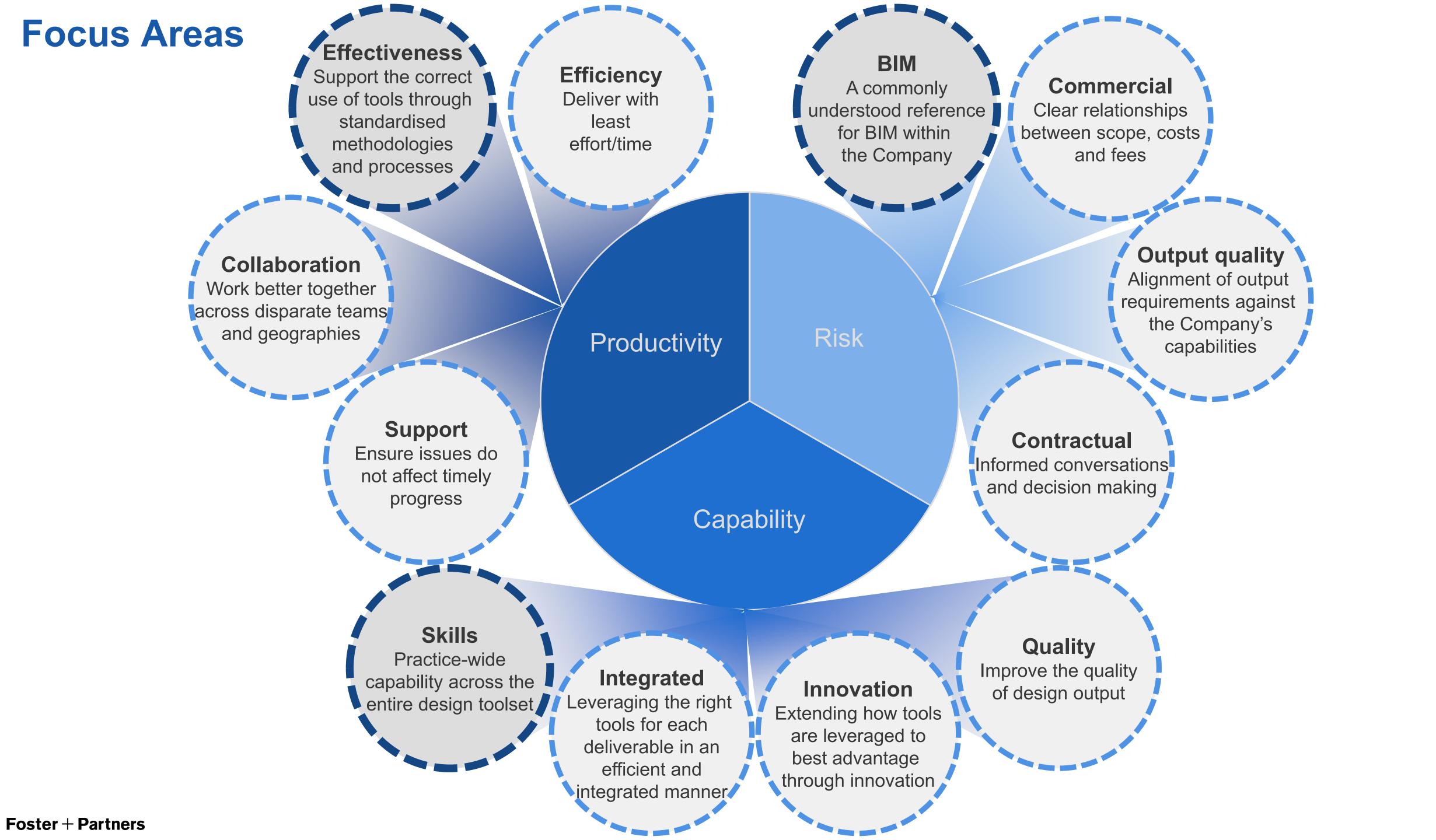
LESSON 5 Small automations & process improvements add up

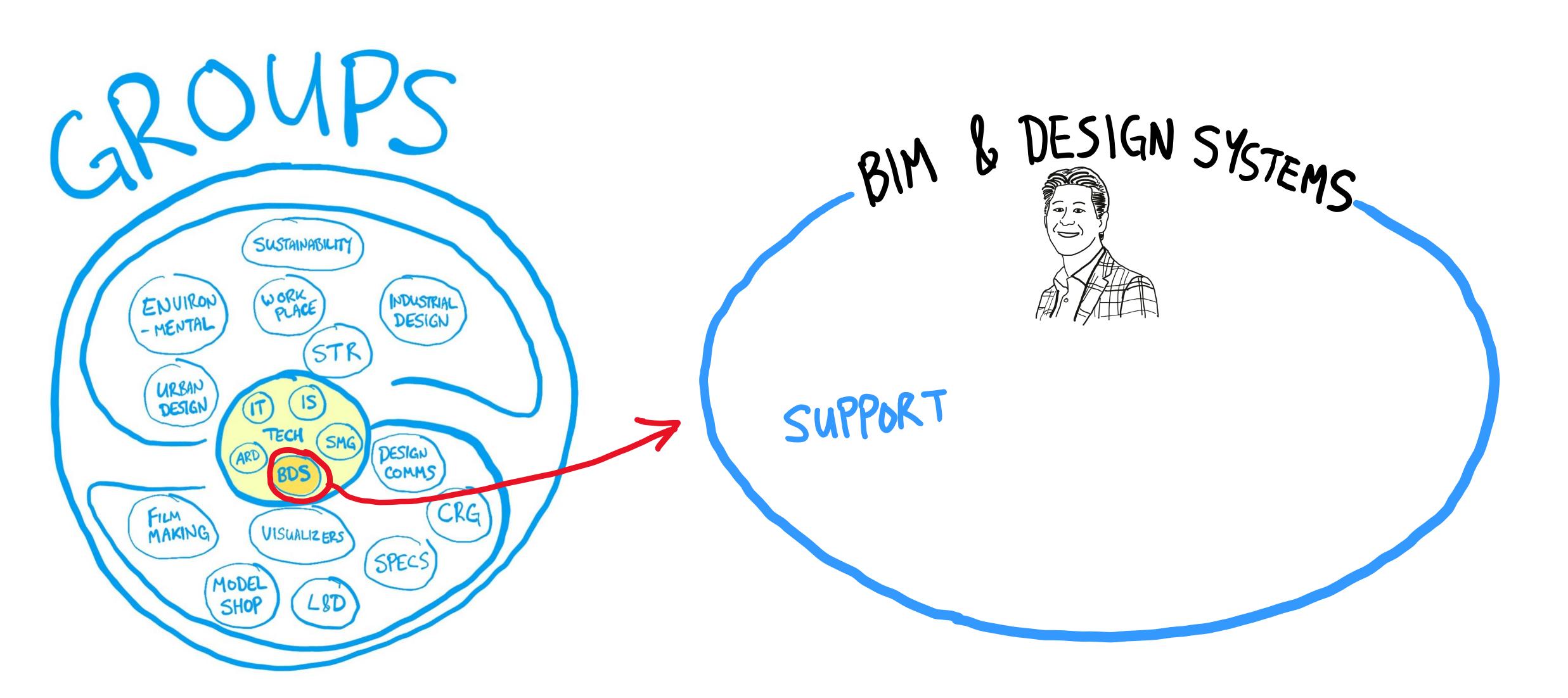
and help show the team the value of BIM



Creating a Firm-Wide Strategy







BIM & DESIGN SYSTEMS

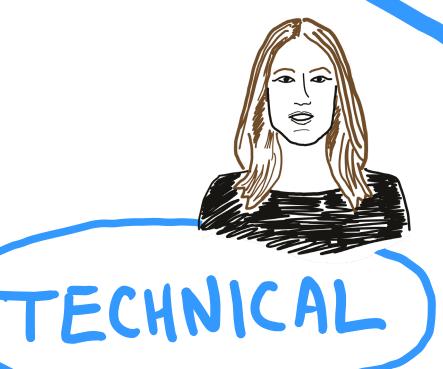
TECHNICAL

SUPPORT

OPERATIONS

BIM & DESIGN SYSTEMS.





SUPPORT

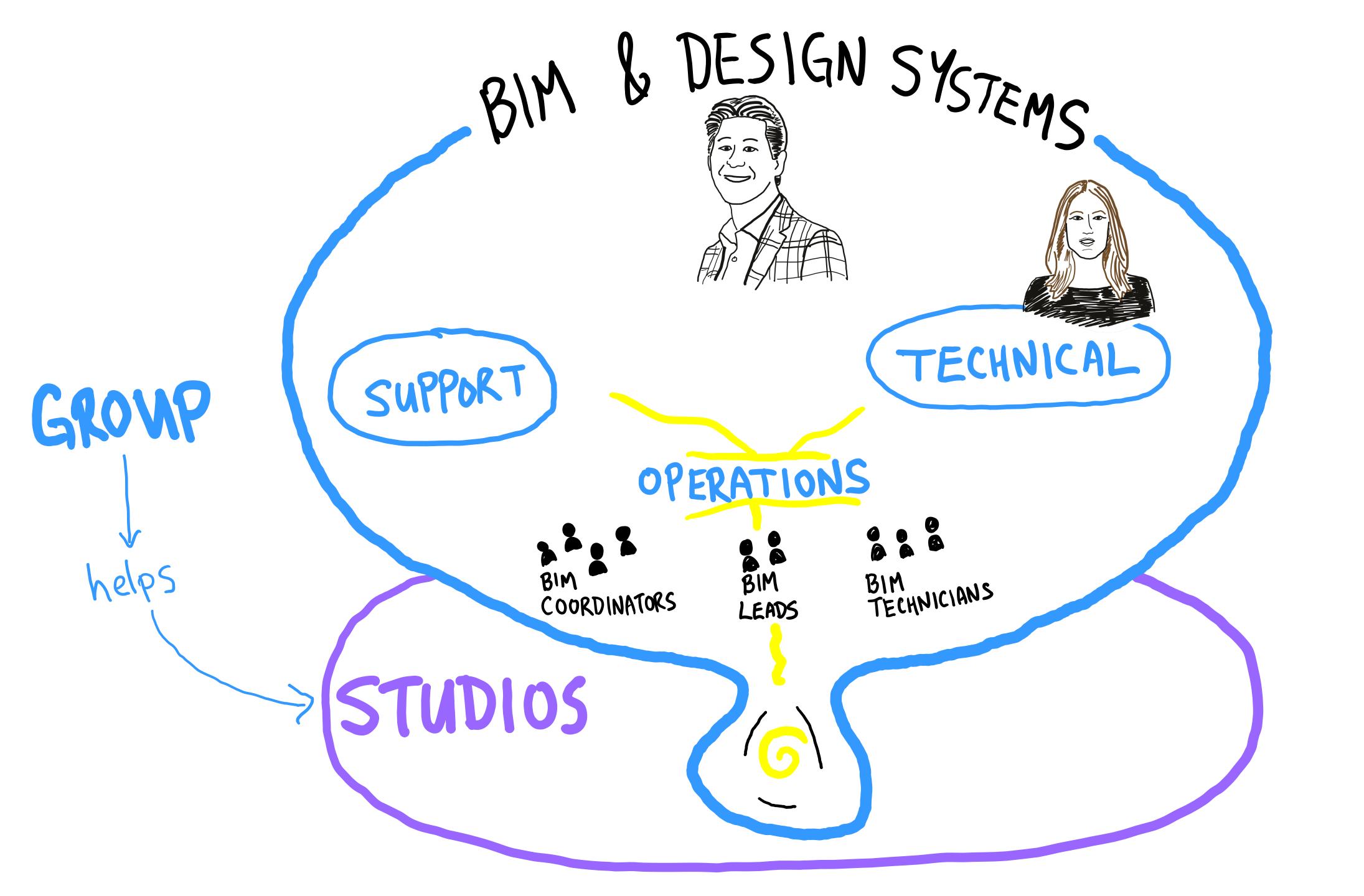
OPERATIONS

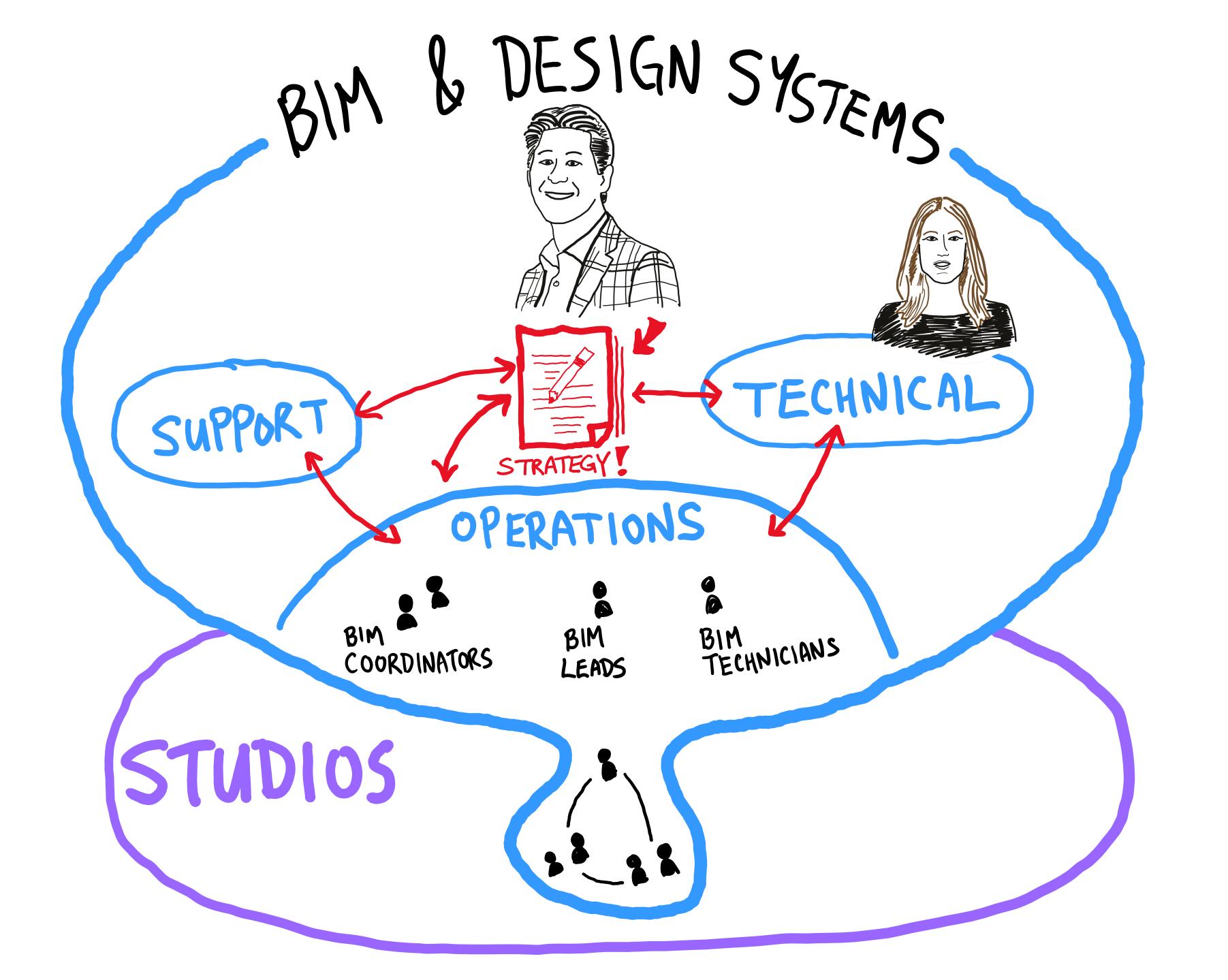
BIM COORDINATORS

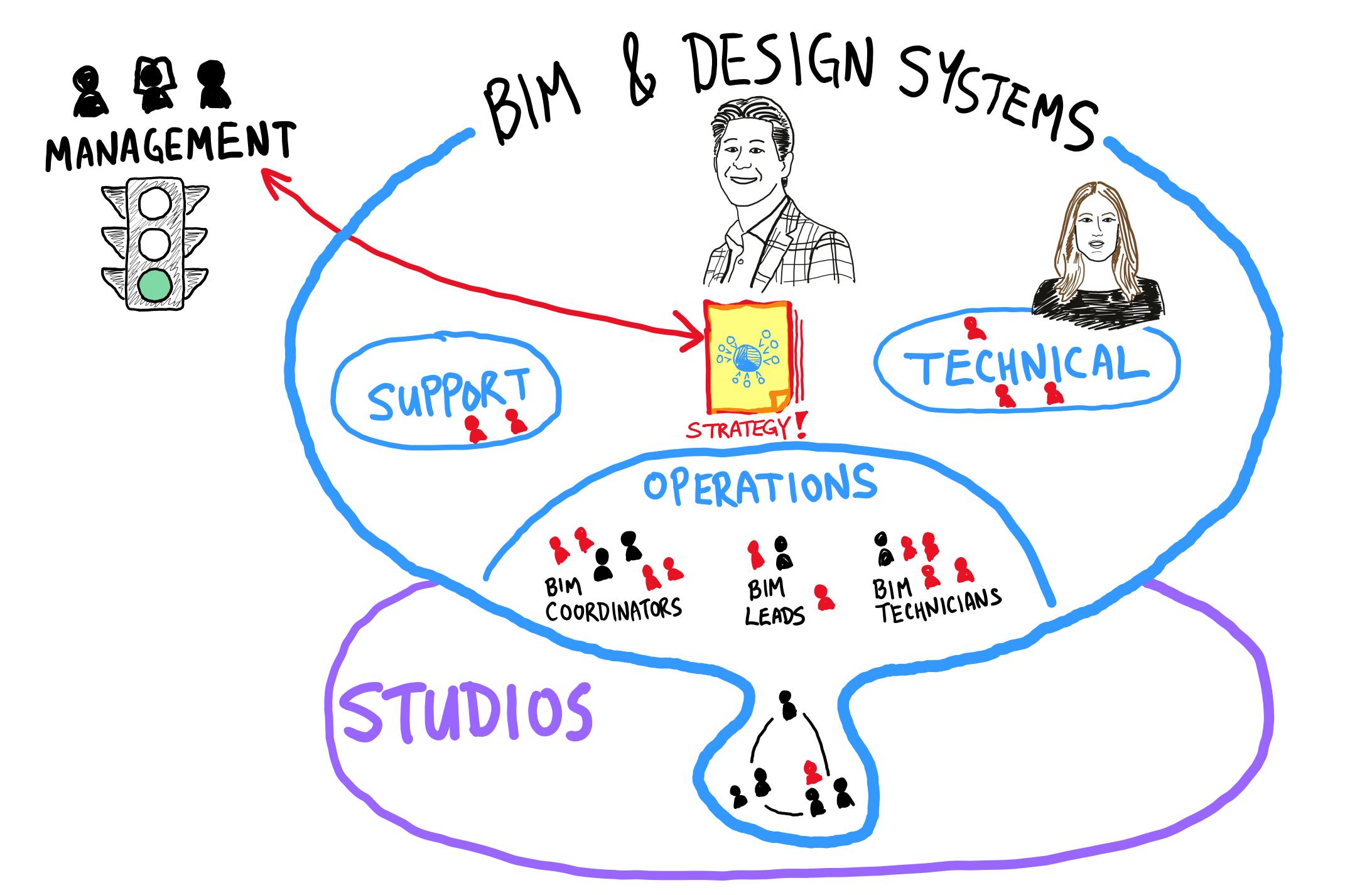
BIM LEADS

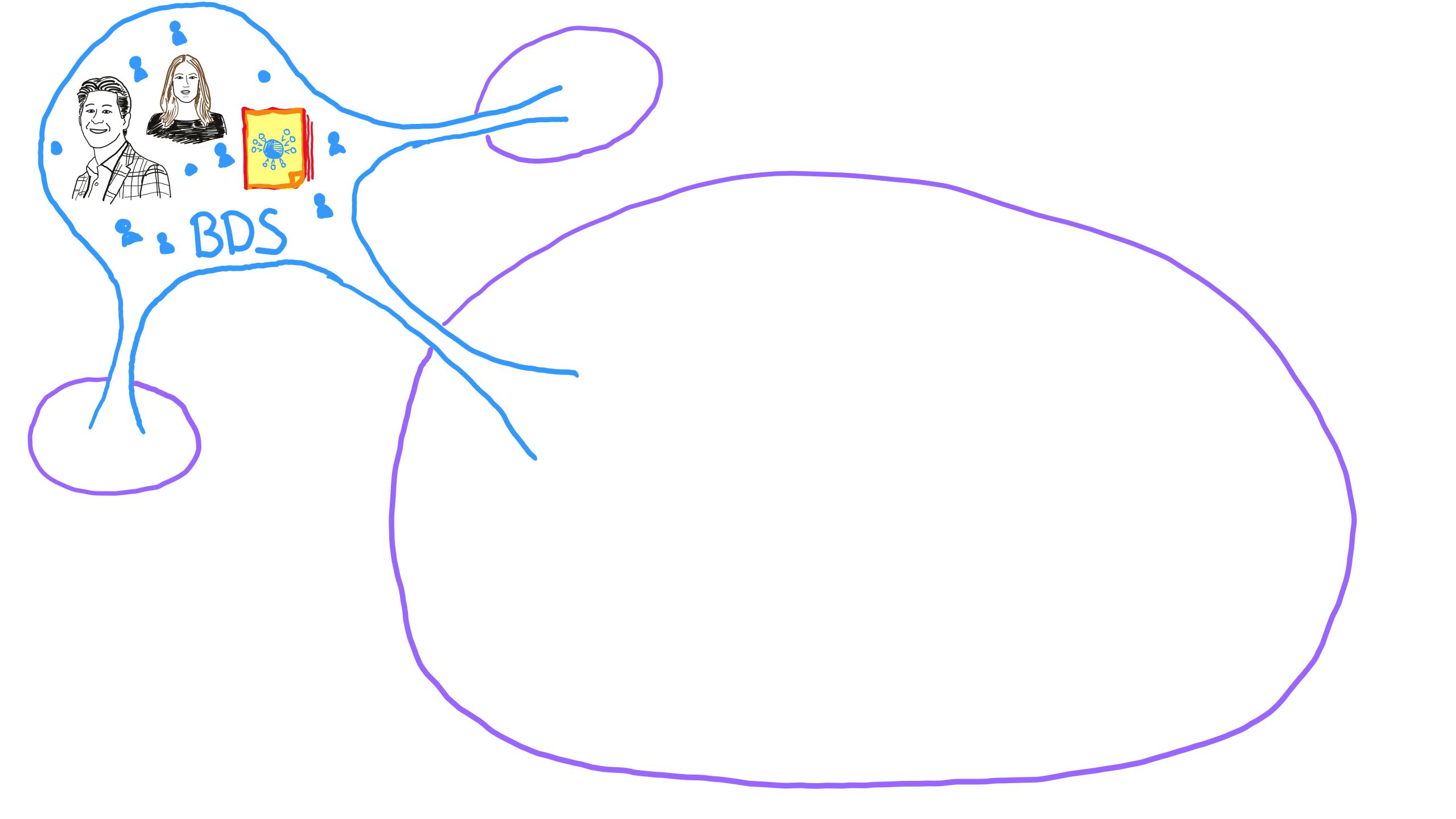
BIM TECHNICIANS

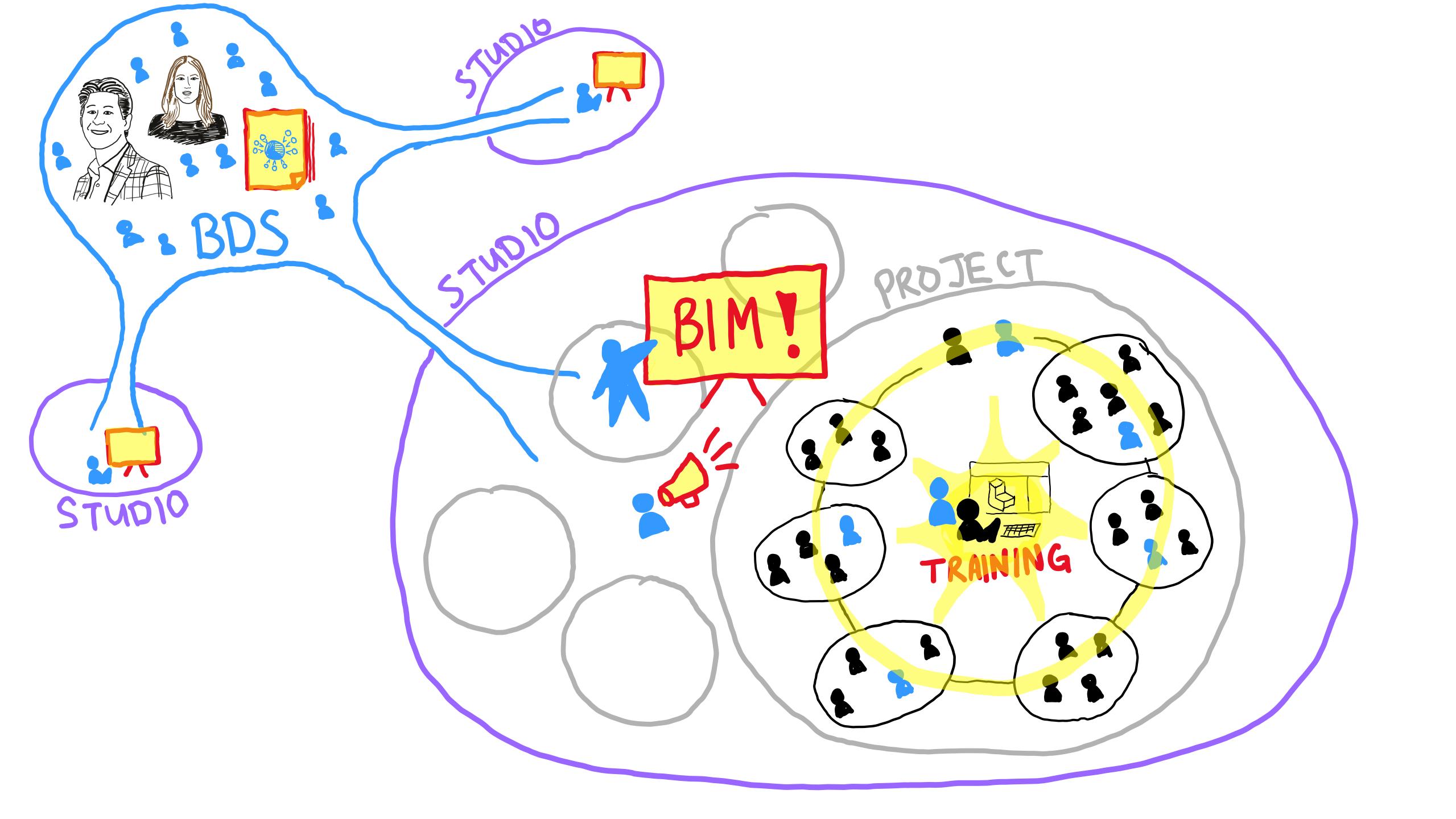
STUDIOS

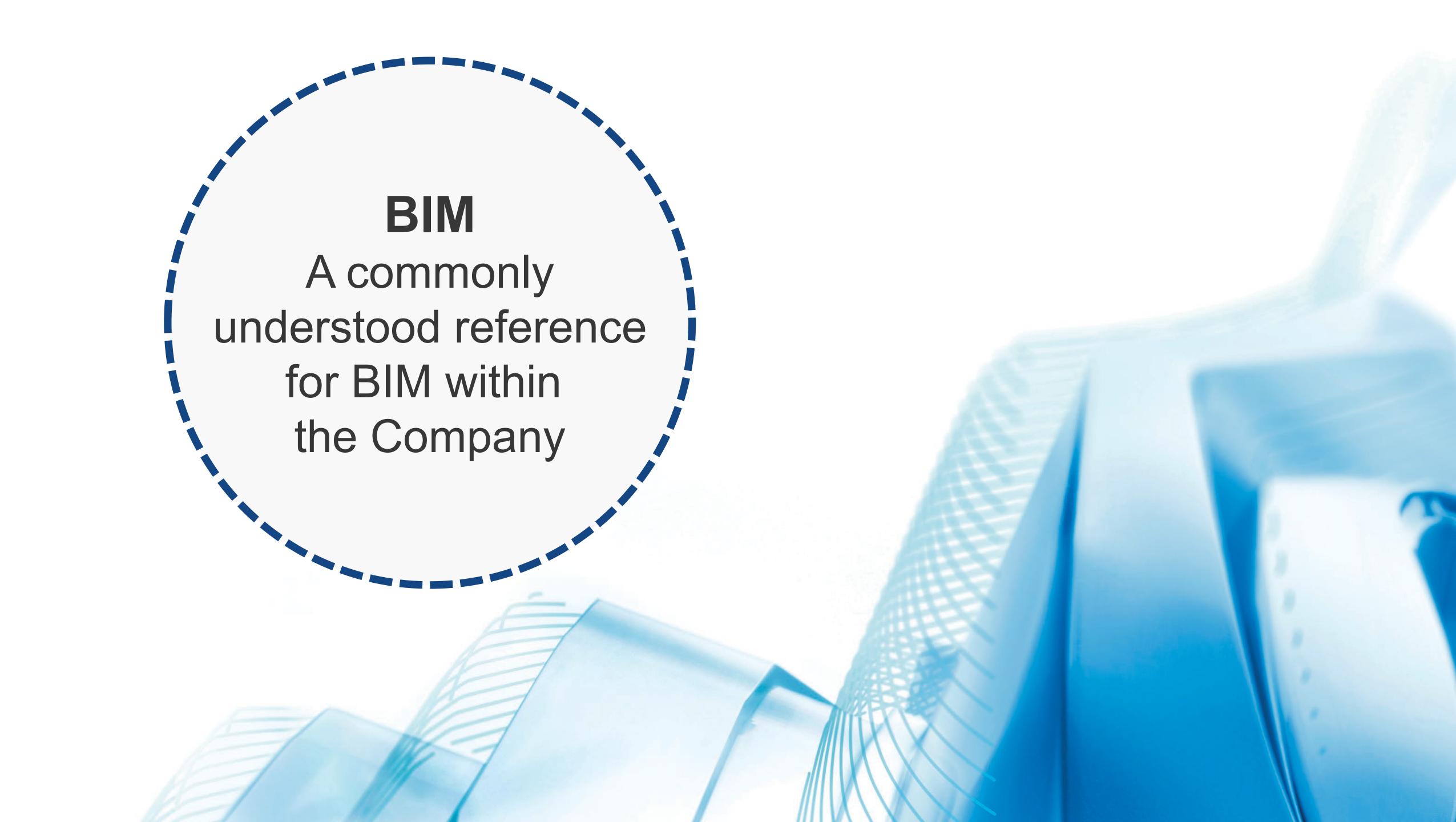


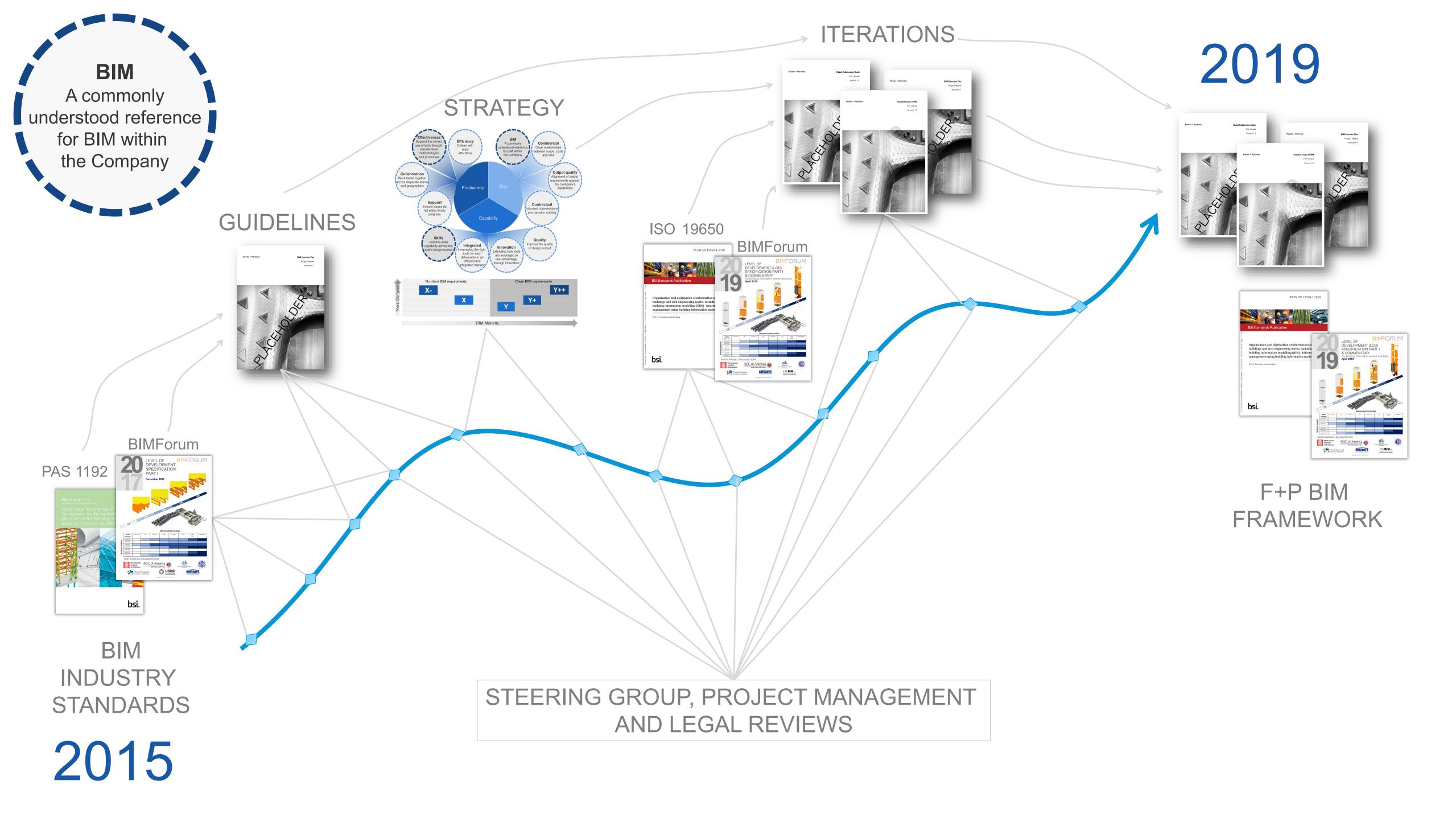












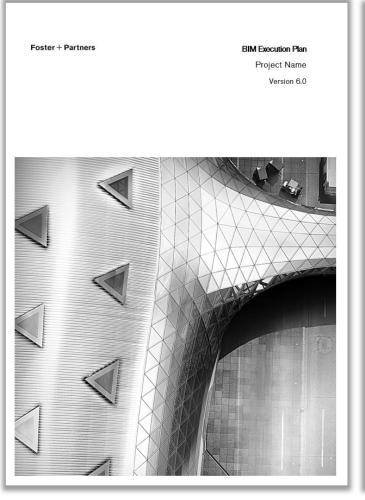
BIM Framework

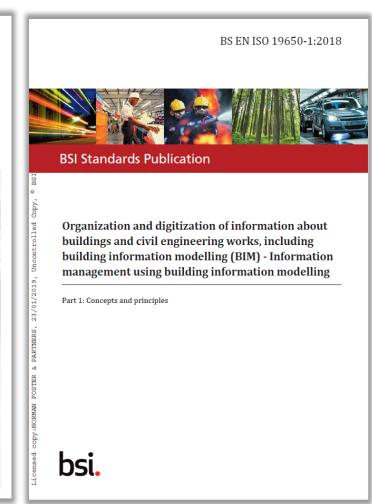








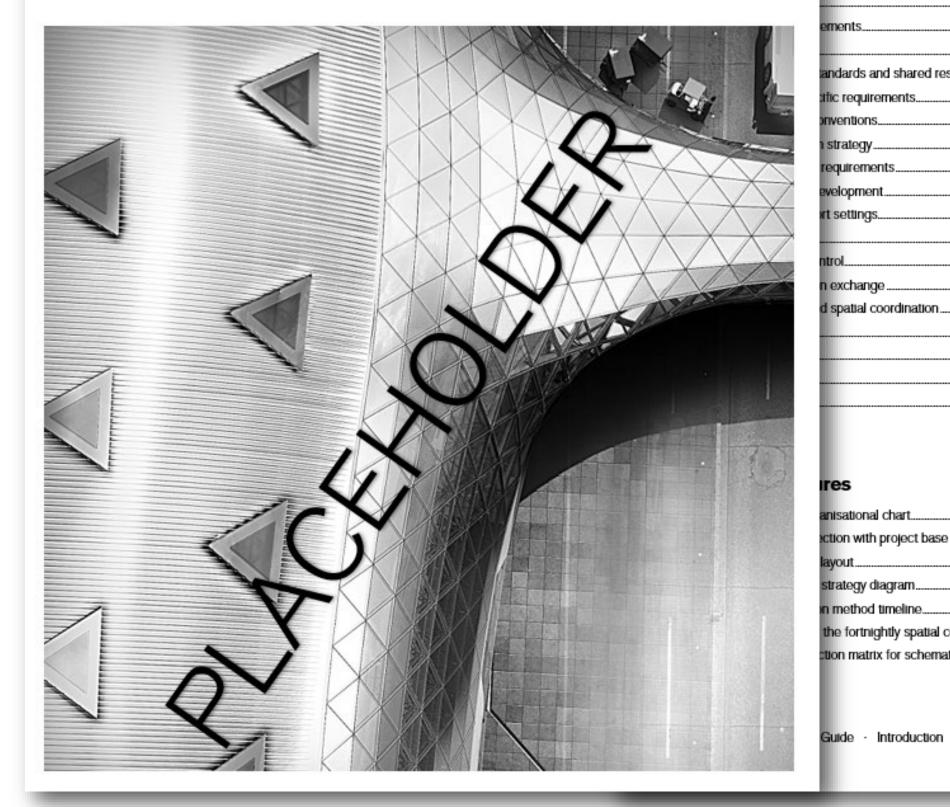




Digital Collaboration Guide

"In the absence of a BEP a Digital Collaboration guide should be created for each project."

Foster + Partners Digital Collaboration Guide For review Version 1.1



Foster + Partners

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oration uses and objectives	5
and file formats to client	6
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requirements	13
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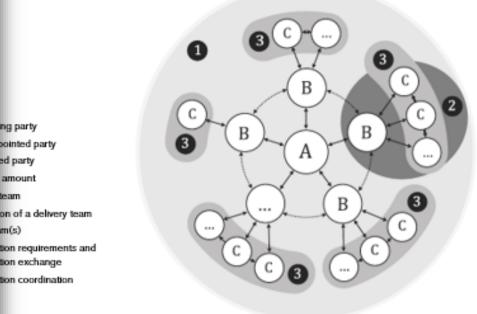
anisational chart	
ection with project base point coordinates	
layout	16
strategy diagram	
n method timeline	2
the fortnightly spatial coordination cycle	
tion matrix for schematic design	23

Foster + Partners

tions and responsibilities

on management functions below do not refer to design responsibilities. It is important not to tions and responsibilities with job titles or with professional or other designations.

ners requires all task teams and parties with design responsibility to be familiar and capable of iftware to ease information exchange and signed up to the same level of requirements and the Foster + Partners requirements and obligations. Each task team will produce information heir assigned area of responsibility and commencing model information exchange at concept apability and capacity of each task team will be assessed using the appendix A - Digital Capability and Capacity Assessment Form in the mobilization phase.



organisational chart

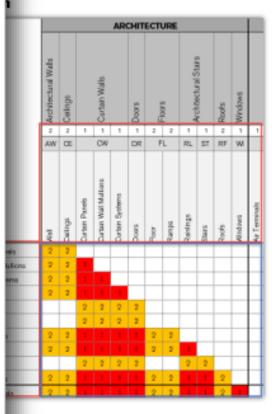
formation manager leads the implementation of digital collaboration (technology, policy, people) on the project for the project team and serves as focal point for digital collaboration the project. The project information manager governs the standards, methods and procedures the digital collaboration guide and is responsible for high level digital collaboration mobilisation, nd assessment of the project team's compliance with the digital collaboration strategy. The nation manager will initiate the production of the DCG by hosting a digital collaboration kick-off

formation manager communicates and coordinates the implementation of the DCG and digital procedures with the task information managers from the project team

and responsibilities of the project information manager will be transferred to the local architect (LCA) at the end of the detailed design delivery phase.

ed party should appoint a task information manager, who is responsible for ensuring ith and implementing the digital collaboration guide for the appointed party as per section 5.1 ol. This includes continuous compliance with the capability and capacity statement form, by for uring training of new project staff. The task information manager facilitates the publication of nodels in both Revit .rvt and Navisworks .nwc at each information exchange.

Foster + Partners



ns which clash test are included in the clash detection process for the

al design- and spatial coordination meeting series and a level of three levels are critical, non-critical and acceptable.

or more model elements clashing, where at least one of them is not tent does not fit with the actual project design constraints. o two or more model elements clashing, where at least one of the ved to resolve the issue – this clash severity level should not be ive impact at the design and construction delivery phases if has not arly delivery phases.

two or more model elements clashing, where there is no need for ct in the design and construction delivery phases. This clash severity

ks Clash Detection Matrix for clash detection tolerances.

oration Guide · Functions and responsibilities

Standard Scope of BIM

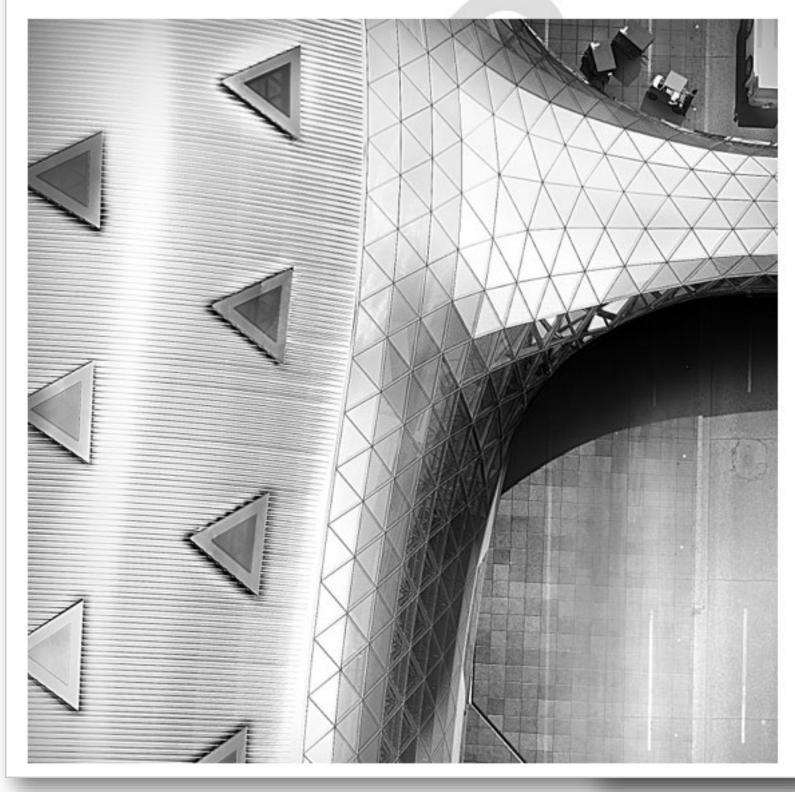
"Summary of standards, methods and procedures (SMPs) for delivering best practice building information modelling (BIM)"

Foster + Partners

Standard Scope of BIM

For review

Version 1.2



Foster+Partners

IM at Foster+Partners:

se the Building Information Modelling [BIM] process as a powerful collaborative rdination. The primary aims of implementing a BIM process on our projects is to I of coordination between the design team members and also with the various ed.

process are collaboration, design coordination and clash detection. Generally, building are part of this process, with specific emphasis given to critical areas of there may be spatial limitations and design coordination complexities.

re familiar with working with BIM Protocols, Execution Plans and Standards from hether these are international BIM standards or client specific project

n fulfil the role of BIM Manager on our projects, and are also able to act under ient designated BIM Manager during the Design Phases of the project, if

rovision of BIM is subject to the scope and limitations as described by the Main erms and Conditions as agreed with the Client.

ks to identify our Standard BIM scope offering for BIM in lieu of the Main agreed.

lan (BEP):

uidance document prepared at the start of the project, and revised by the BIM ut the lifecycle of the project. The BEP will record the project specific BIM es and methodologies required to meet the project requirements. The BEP will ail the protocols and standards to be applied to the BIM process. This will al methodology of sharing and coordinating the models between design team echnical standards by which this information is produced.

greed between all the parties and referenced in the Foster+Partners Main non-contractual working document.

r involved in producing, using or reviewing information within the BIM process of m adherence to the BIM Execution Plan as part of their appointment.

cement, a BIM Kick-Off meeting will be held with all Design Team members to the BIM requirements of the project.

g each design stage, the BIM Execution Plan will be reviewed and amended in t requirements. Where amendments are required, these will be established by ed, and implemented by the client appointed BIM Manager, and declared in the dels produced by Foster+Partners are 'Design Intent Models', for 'Reference Only' and I for spatial coordination and clash detection in the design phases of a project.

Intent Models' are not 'Construction Information Models'. The responsibility for 'shop duction and modelling of each sub-contractor package remains with the appointed

s Table

	Yes	No	?D	FOSTER+PARTNERS Comment
Coordination	Х		3D	
ection	Х		3D	
ation	Х		3D	
eneration	Х		3D	
views	Х		3D	
nning and Optimisation	Х		3D	
n & Communication	Х		3D	
dules – limited to Door	Х		3D	
ification e.g. Uniclass or Omniclass		Х	3D	
on Sequencing		Х	4D	
l analyse construction systems e.g. glazing and scaffolding		Х	4D	
Quantities		X	5D	
ation		X	5D	
gement		X	5D	
agement - communicate location ation for property assets (6D)		Х		
thing, Environmental and Building alysis		Х		F+P can offer this as an add service – if required.
ne actual building performance design		Х		
nt Analysis - identify breakdown of to ensure logical procurement		Х		
ce		Х		
rication		Х		
ics		Х		
nagement		Х		
1/ Record Modelling		Х		
and communicating as built		Х		
ı Sheet		Х		F+P can offer this as an add service – if required.
rers Details		Х		service – if required. F+P can offer this as an add service – if required.
l Elements Schedules		Х		F+P can offer this as an add service – if required.

I be developed up to a maximum of LOD 300 at Construction 3EP, after which the models will be handed over to the

Element may be graphically represented in the model with a symbol neric representation, but does not satisfy the requirements for LOD nation related to the Model Element (i.e. cost per square metre, HVAC, etc.) can be derived from other Model Elements

Element is graphically represented within the Model as a generic act, or assembly with approximate quantities, size, shape, location, and Non-graphic information may also be attached to the Model Element.

Element is graphically represented within the Model as a specific ect, or assembly in terms of quantity, size, shape, location, and Non-graphic information may also be attached to the Model Element.

Element is graphically represented within the Model as a specific ect, or assembly in terms of quantity, size, shape, location, and detailing, fabrication, assembly, and installation information. Non-rmation may also be attached to the Model Element.

Element is a field verified representation in terms of size, shape, antity, and orientation. Non-graphic information may also be attached ements

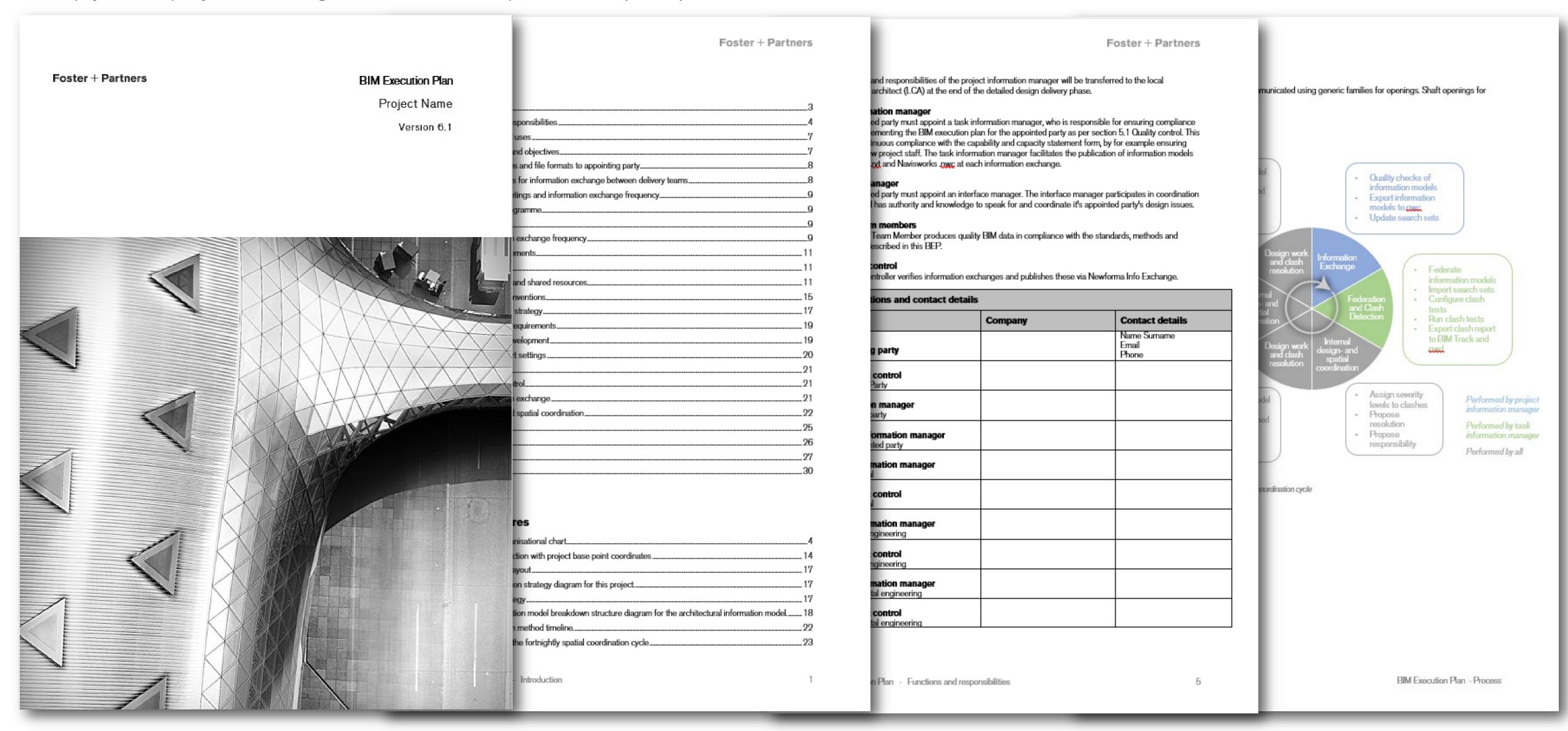
e model throughout the Construction Phase, nor at the end of Owner or Contractor requested Design Changes will be dditional Services and Changes. Significant Design Changes ster+Partners model issued to the Contractor for clarity on the d and approved on a case by case basis.

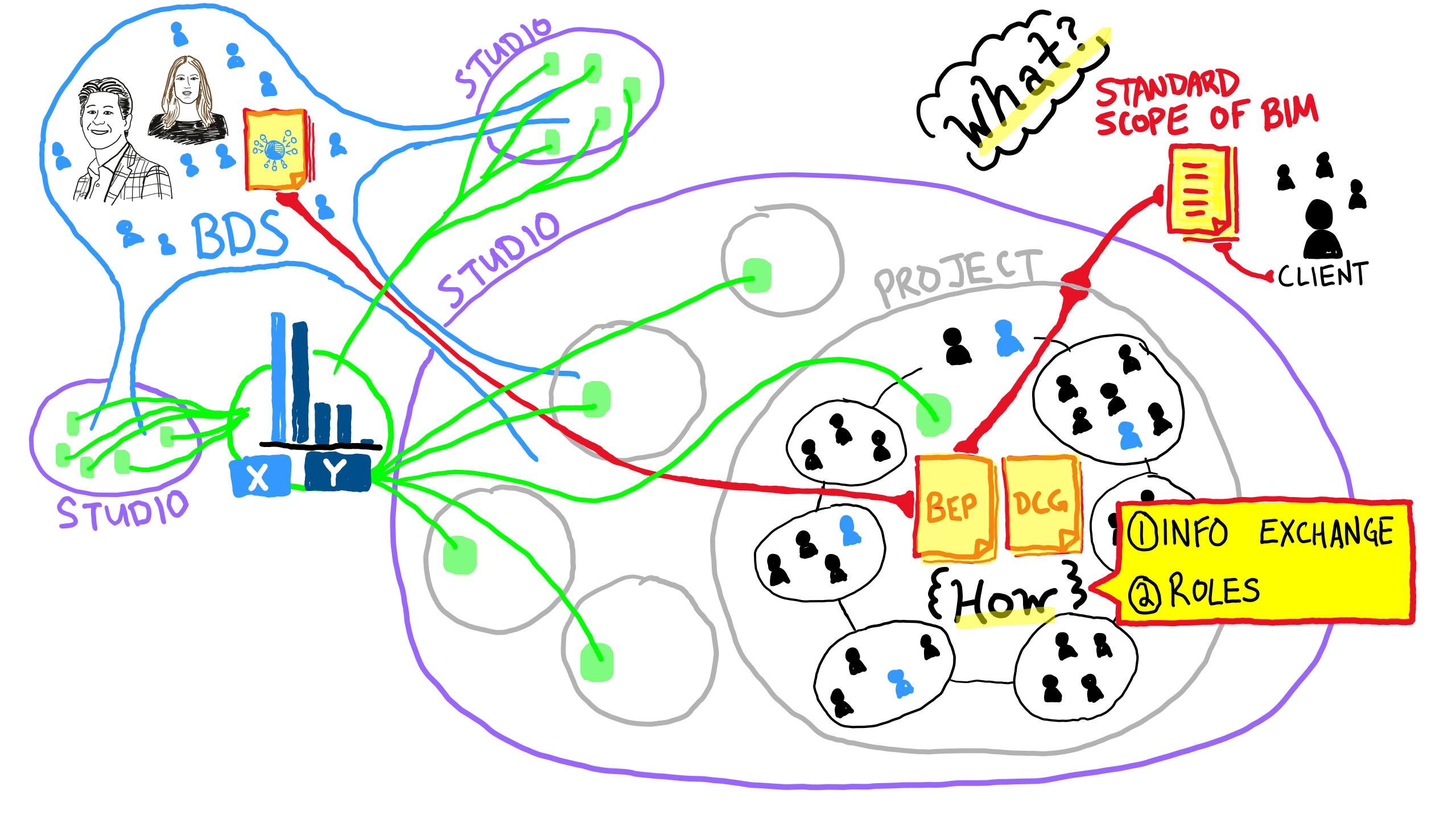
del(s) will be issued to the Contractor for development. This ent to the BIM model(s) or producing a new model(s) based on

to assist the contractor in assembling their model. These tional Service with additional resource requirements and fees

BIM Execution Plan

In reply to Employer/Exchange Information Requirements (EIRs)







Standards, Methods and Procedures

Foster + Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Revit Content Naming Standards Revit Scheduling Revit to Modelshop Design & Spatial Coordination Workflow Revit Content Parameters Standards Revit Content Subcategories Standards Hidden Lines and White Renders Revision | Revision Date 0.00 | 17.092019
 Revision
 Revision Date

 0.00
 30.08.2017
 Foster + Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Foster+Partners Coding Standards for Grasshopper and Coding Standards for Grasshopper and Best Practice Guide for developing Rhino to Revit Workflows Revit to Design Communications Design Options Revit Guide Foster+Partners Dynamo Dynamo - Compliance Checklist Grasshopper and Dynamo definitions Revit Model Audit Report Revision Revision Date 3.00 05.06.2019 Revision Revision Date 0.00 01.05.2018
 Revision
 Revision Date

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Revit Model Audit Report

Foster+Partners
Revit Model Audit Report

Prepared by: Lola Carbajal

Revision Revision Date

Foster + Partners
Riverside
22 Hester Road
London
SW11 4AN

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BEST PRACTICES GUIDE:

Best Practices for Revit

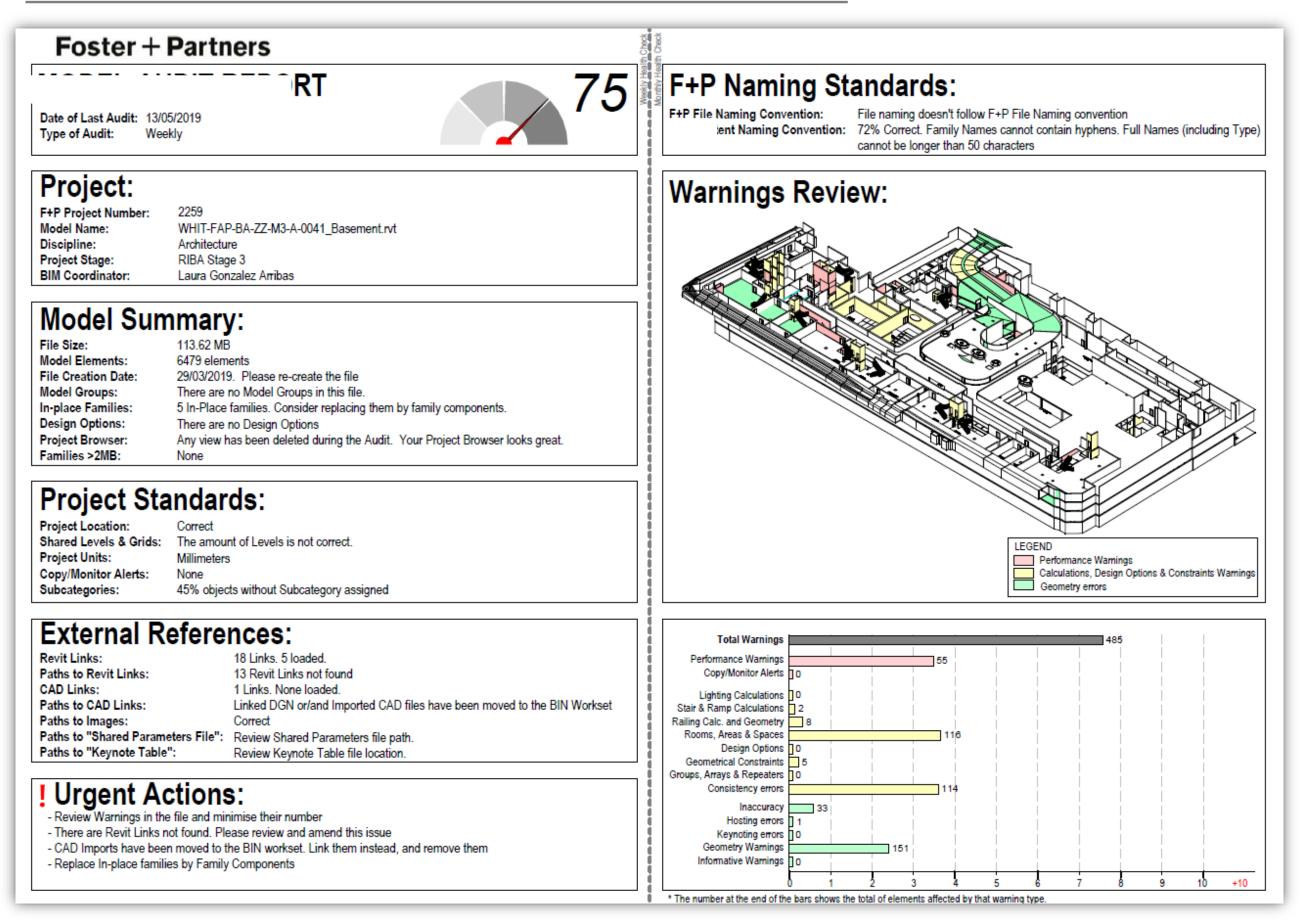
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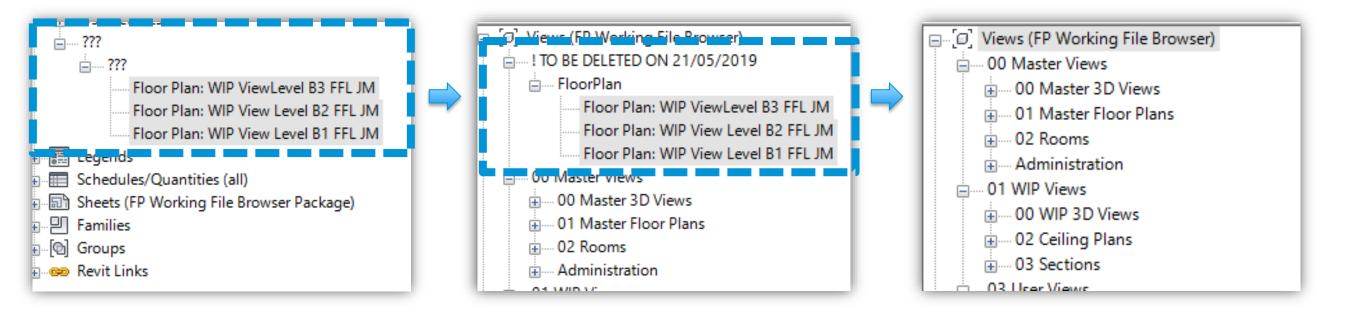
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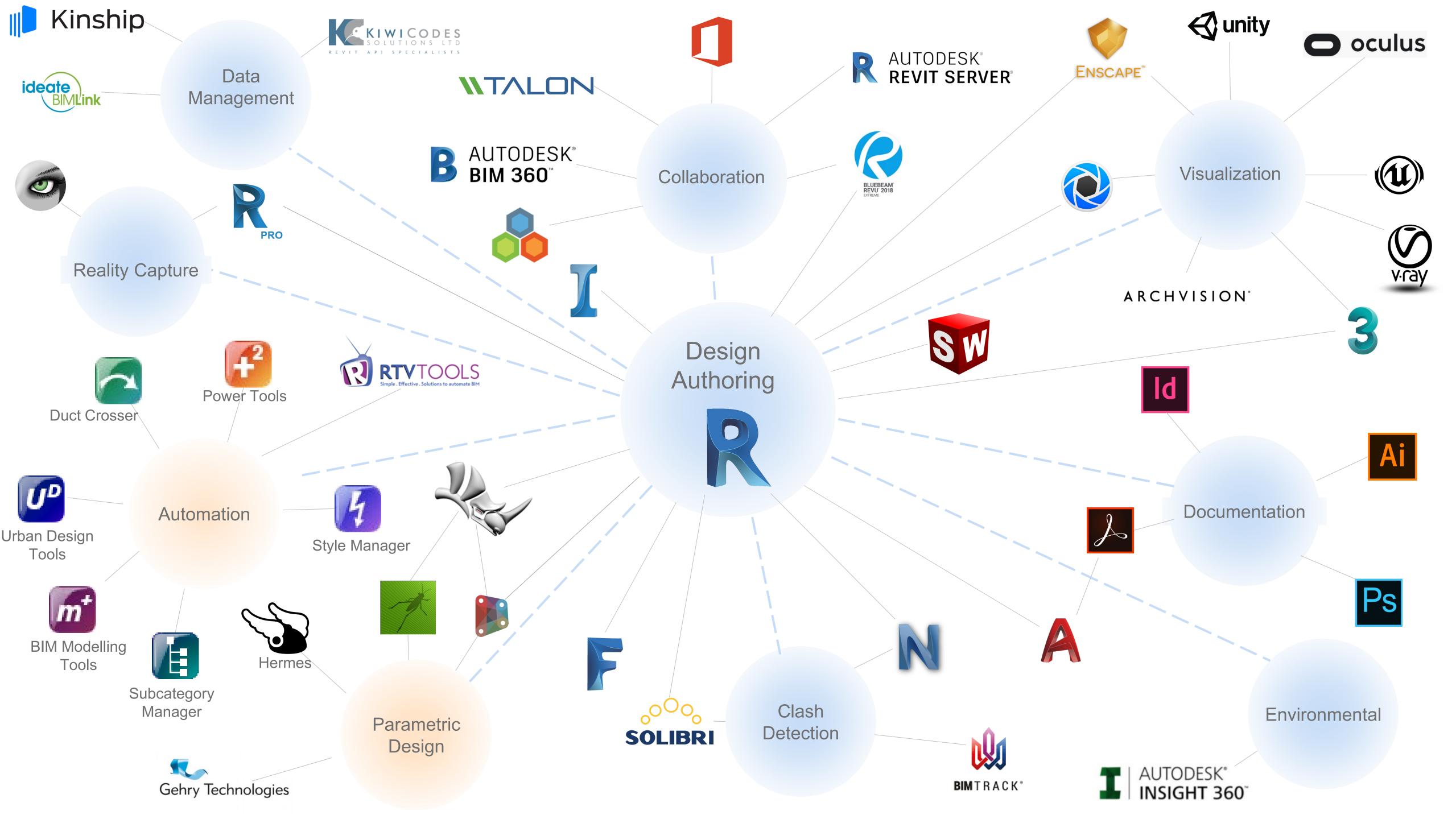
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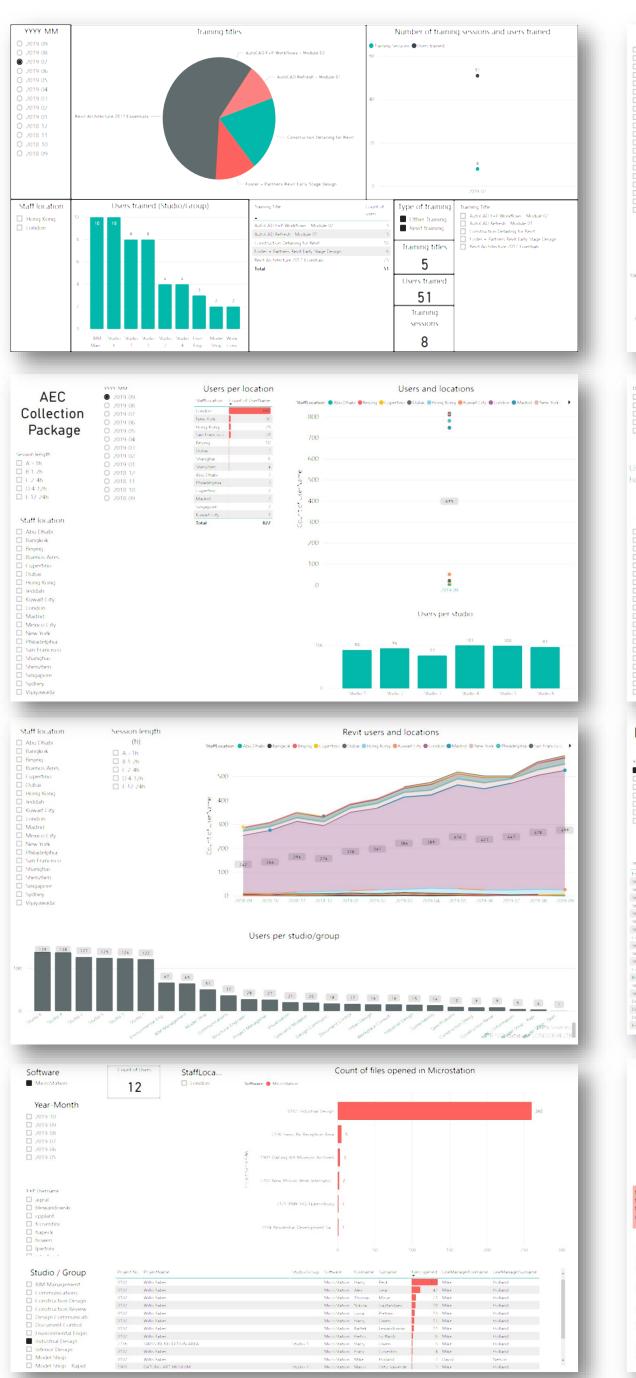
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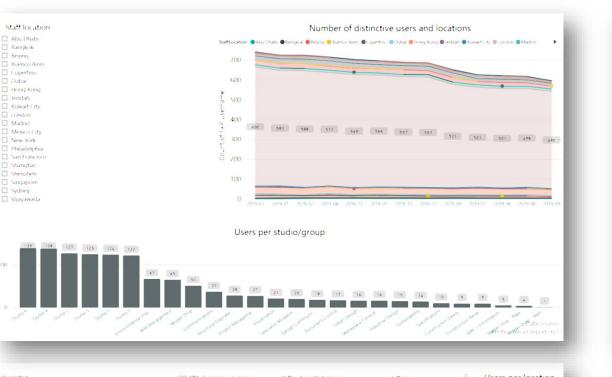


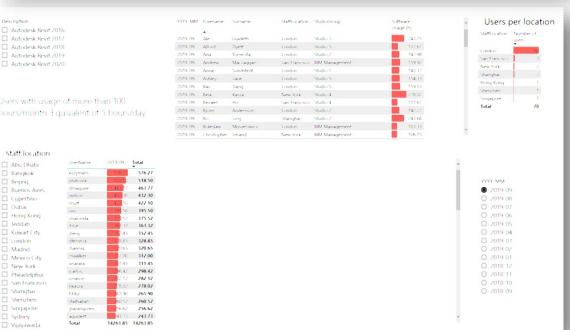
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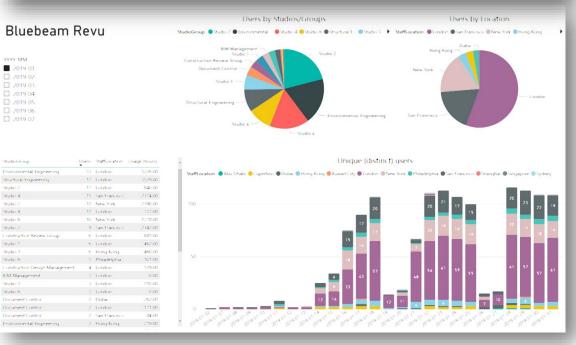








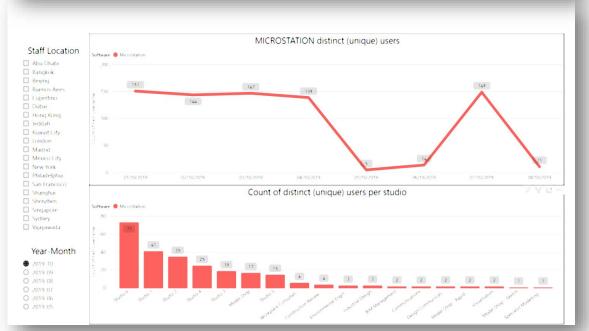


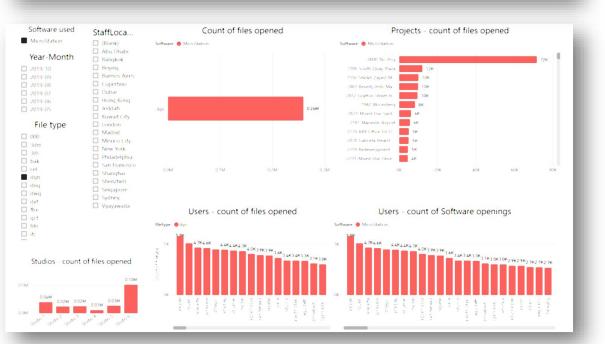


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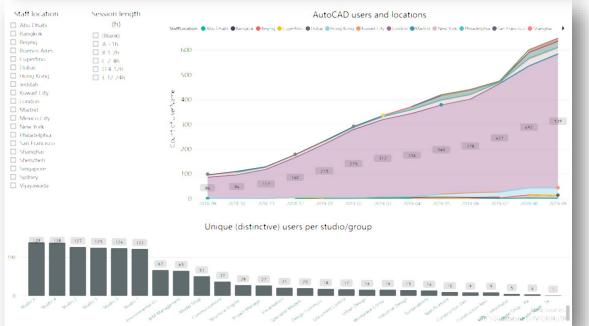
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Bangkok	Lak	Unman	Architectural Assistant 7 (Overseas Architect)	Staff	Studio 2	2015-04-27		0.25		James	Edwards
Bangkok	Juan	Estrada Gomez	Architectural Assistant 2 (Overseas Architect)	Associate	Studio 2	2014-09-22				James	Edwards
Bangkok	Nothita	Tongtanakit	Architectural Assistant 2	Associate	Shadio 5	2015-03-16			17100	Surphol	Scrabul
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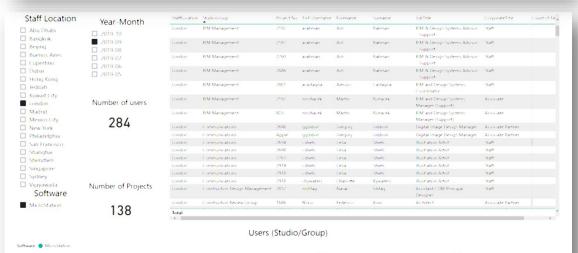


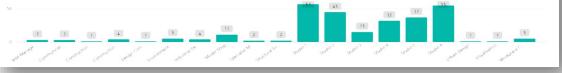


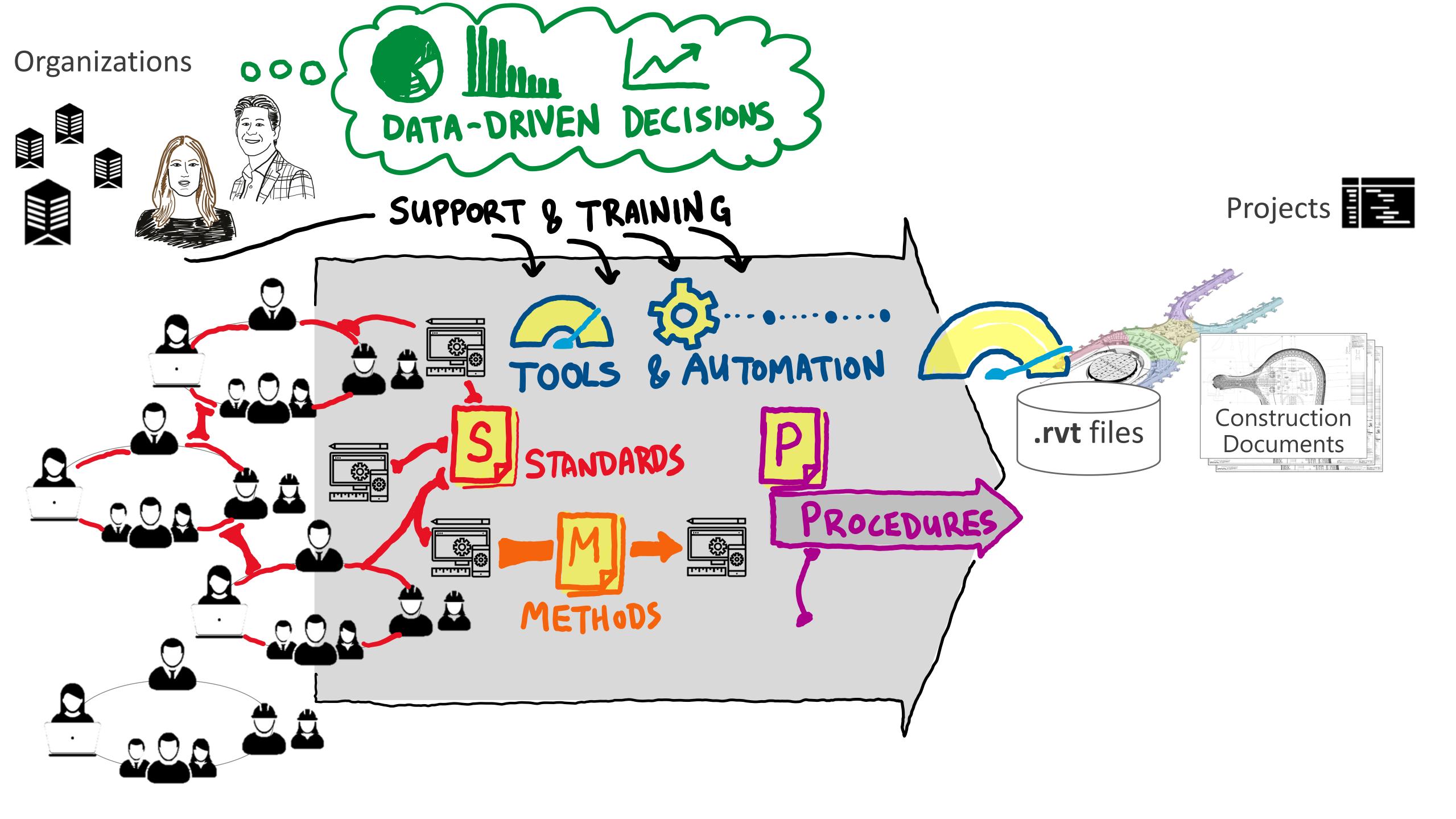
Staff Location

Software











Skills

Practice-wide capability across the entire design toolset

Effectiveness

Support the correct use of tools through standardised methodologies and processes

F+P BIM STANDARDS, METHODS



DOWNLOADABLE GUIDES



2019

LEARNING PATH

Foster + Partners Revit Architecture Essentials

Added by Foster + Partners



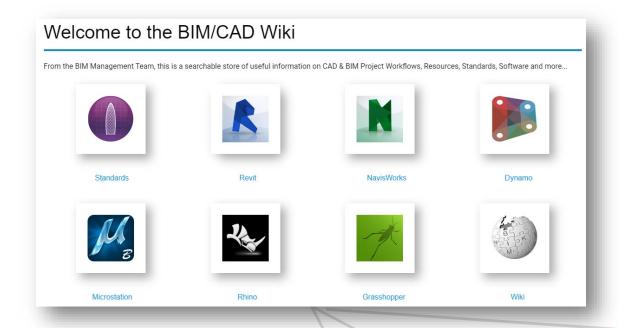
LEARNING PATHS & ONLINE COURSES AVAILABLE FOR ALL THE STAFF



SKILLS ASSESSMENT

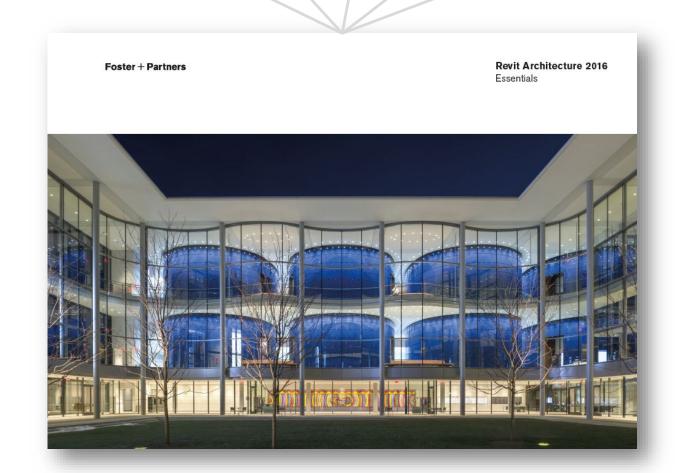


BIM WIKI



IN-HOUSE & THIRD-PARTY TRAINING

2015



MENTORING

Revit Architecture 2018
Essentials

Revit Architecture 2018
Essentials

REVIT ESSENTIALS TRAINING FOR ALL NEW STAFF

Learning Resources



Calendar

View Courses





Design Systems Learning Paths

Watch videos





Personal Development

View Courses





Professional

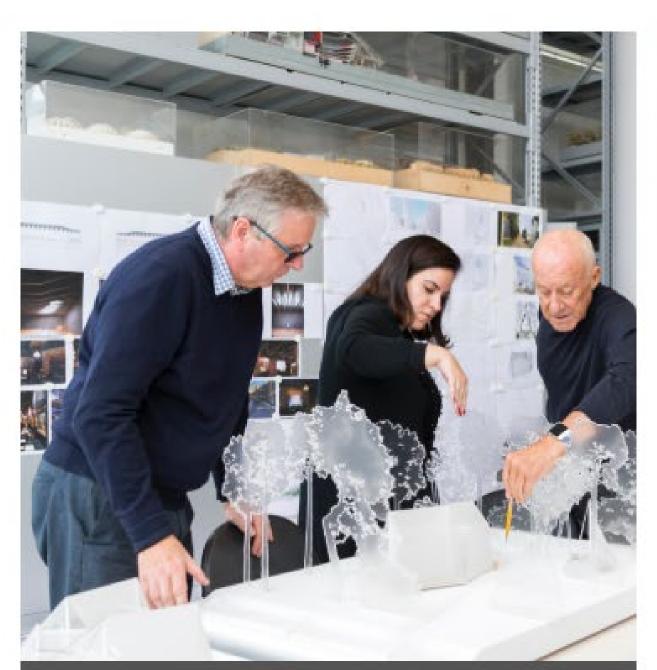
View Resources





Linkedin Learning

Watch videos



Skill self-assessment

Please update your skills, experience and qualifications.



Learner home

Access and search for training courses, and view your training record.



LinkedIn learning

Browse through curated online learning content.



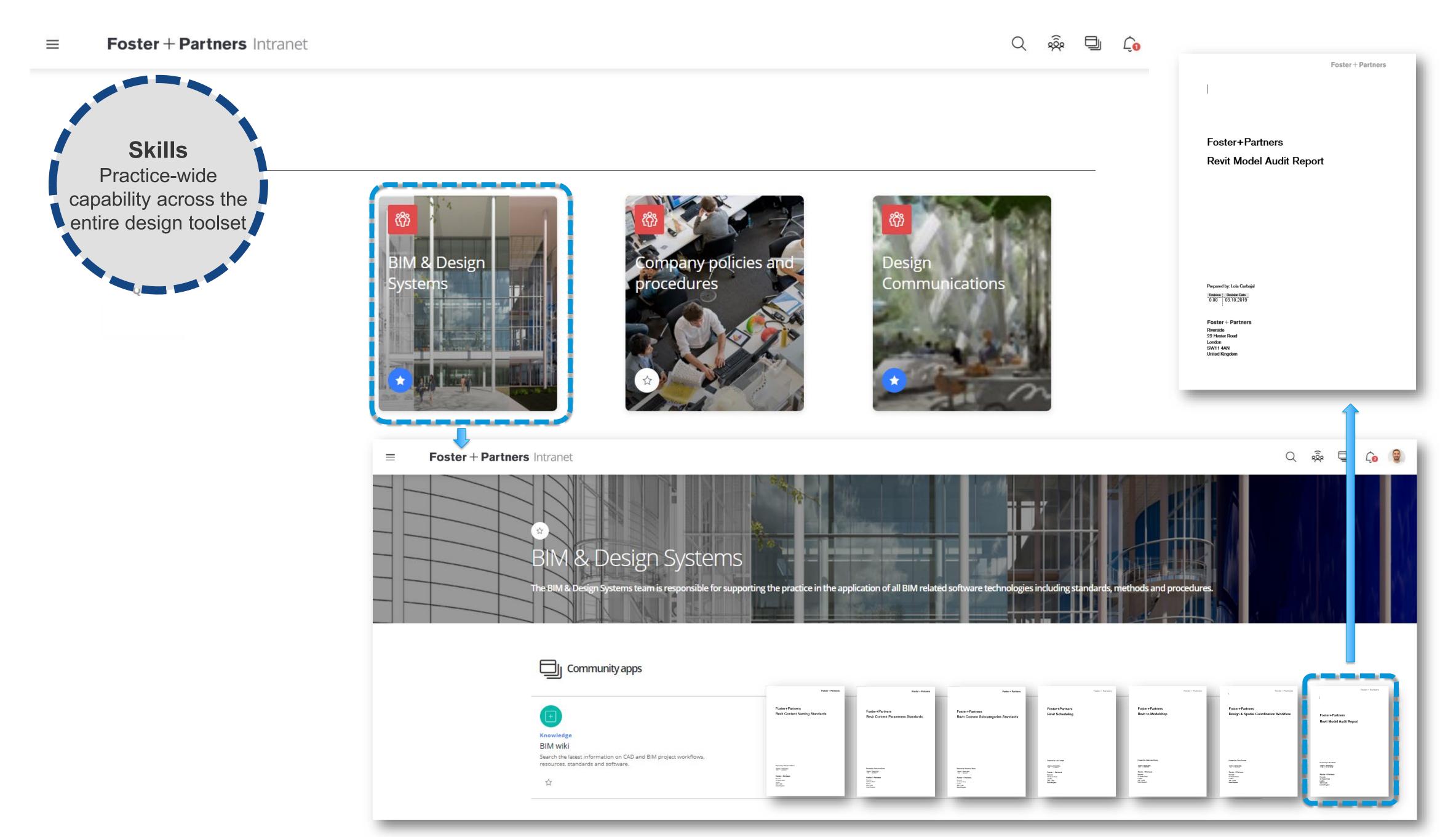
Performance

View your performance appraisals, objectives and development plans.

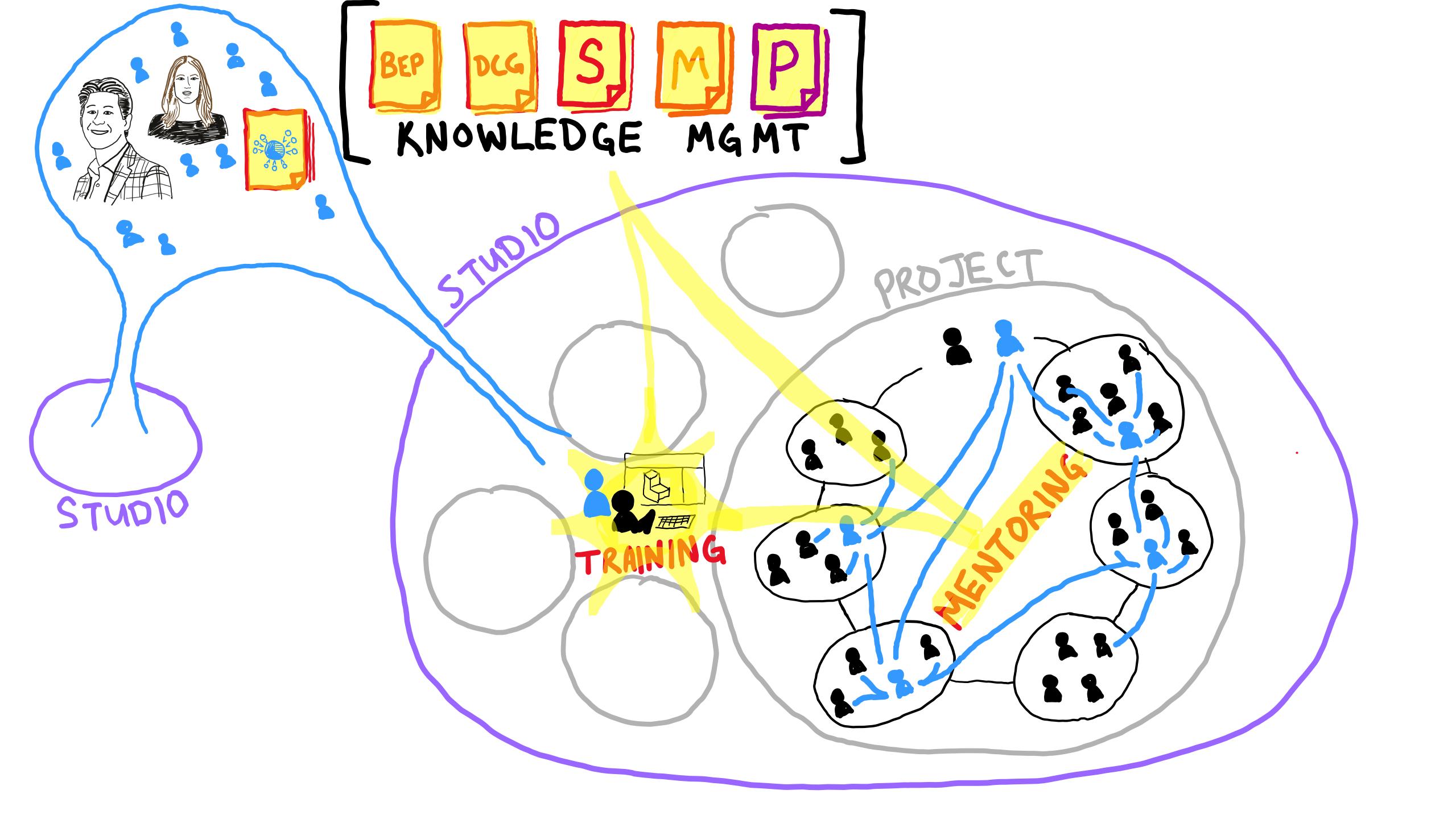


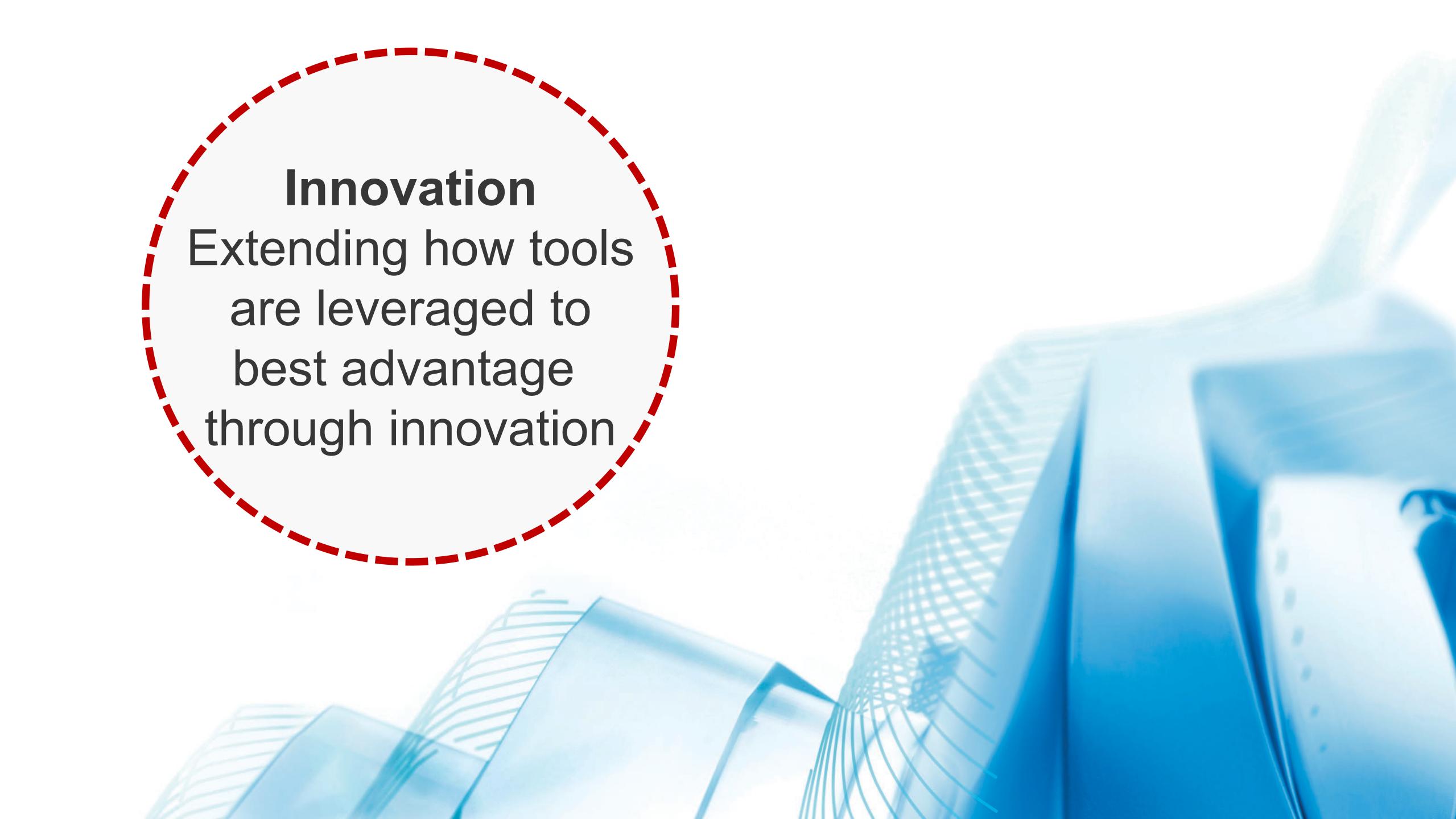
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View recorded talks and lectures.

BIM & Design Systems Community page





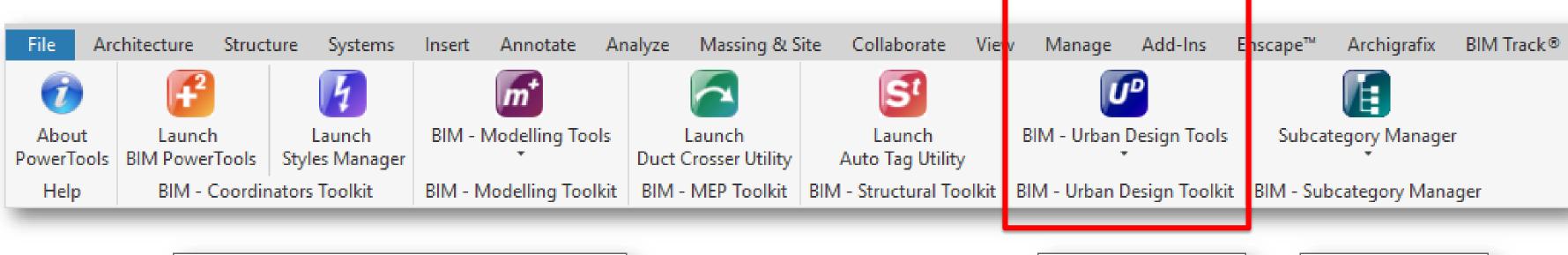








PowerTools



F+P BIM Power Tools

Icome to PowerTools

Parameters

Links & Imports

Sheets & Views

Levels & Grids

Phases

Doors

Document

Document Name:

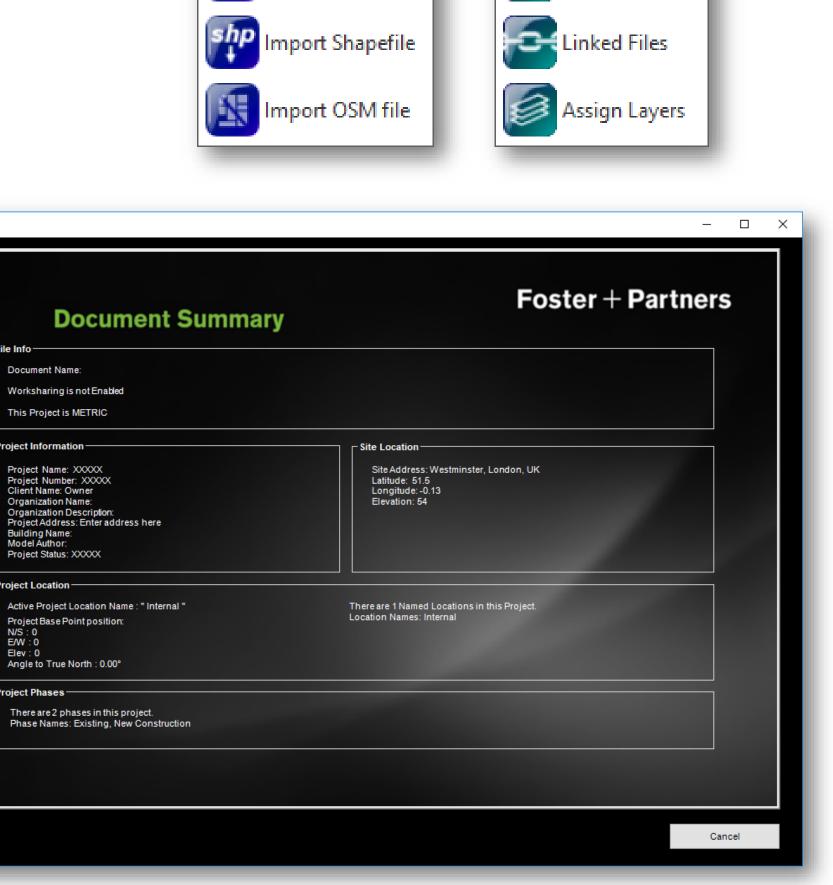
This Project is METRIC

Project Name: XXXXX Project Number: XXXXX

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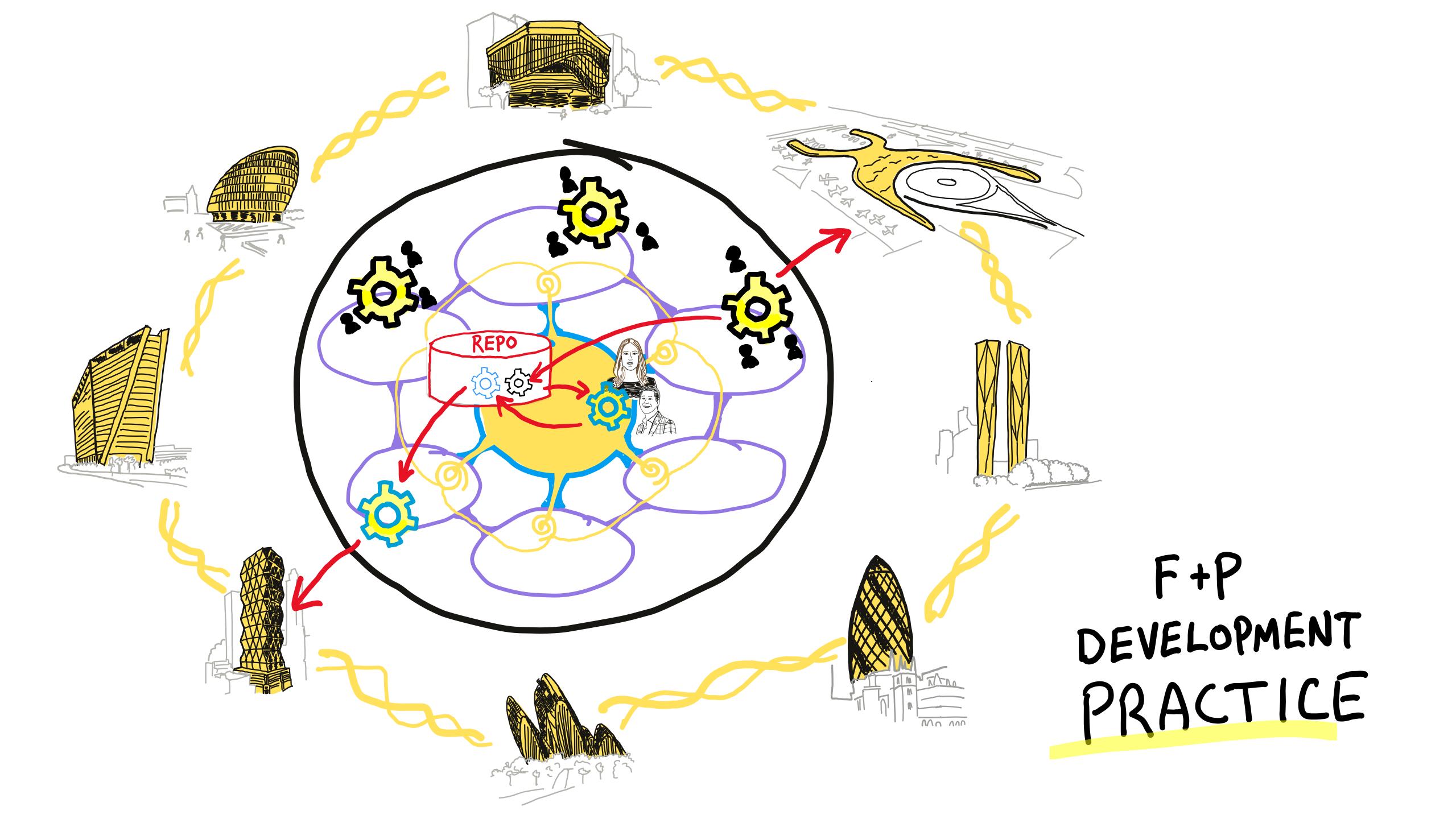
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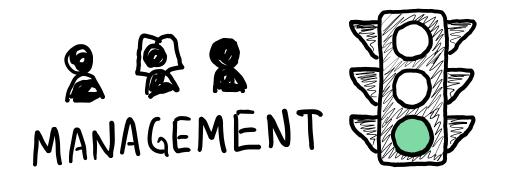
Show Orphans

Export Shapefile

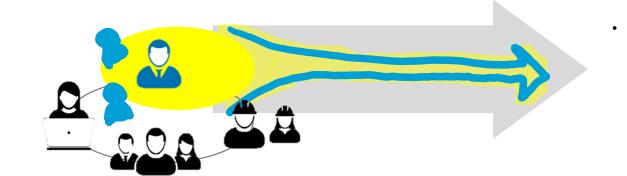


Some Key Takeaways

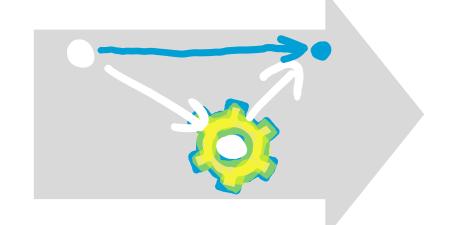
1. BIM mandate from management is a must



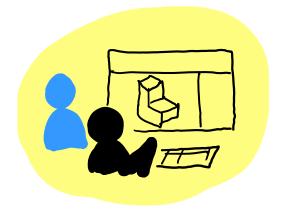
2. Ensure teams have the required expertise to deliver, are enthusiastic and positive



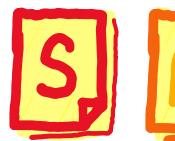
3. Requires investment in R&D for automation to increase efficiency



4. Management to mandate time for learning, upskilling, and mentoring



5. Constantly review and improve standards, methods and procedures









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