

## 戴锦辉 Kam Fai Tai

2001 建筑学本科 清华大学  
2003 建筑学硕士 英国谢菲尔德大学  
澳门注册建筑师  
英国皇家建筑师资格

- 2001 Bachelor of Architecture, Tsinghua University
- 2003 Master of Architecture University of Sheffield
- Macao Registered Architect
- The Royal Architect Qualification (RIBA Part 3)

## • 戴锦辉先生专访：

## 寻找实用性与创造性之间的平衡点

Mr. Kam Fai Tai has a good educational background and extensive work experience. After the completion of Bachelor of Architecture course at the School of Architecture, Tsinghua University, Beijing, Mr. Kam went to the famous British University—University of Sheffield to continue his study on architecture under the tutelage of the famous British architect Prof. Bryan Lawson and obtained two diplomas, Dip. Arch and M. Arch with outstanding grades. After graduation, he worked in the UK for four years and then he came back to China. During the days in the UK, he followed internationally renowned architect Master Norman Foster and Rem Koolhaas and completed several significant projects such as the Manchester Metropolitan University, Willis Building, London and the Expansion of Heathrow Airport and CCTV new office building, etc. Mr. Kam has a lot of experience and innovative design concept on large integrated projects, office buildings and cultural buildings. He has a lot of researches and has published Bachelor papers related to the impacts of sustainable urban development and city updating. He is also experienced in building facades and architectural modelling and is able to deal with complex facades and architectural modellings like CCTV.

## ▪ Current job

2010 to now SURE Architecture, Principal Architect

## ▪ Former jobs

2007-2009 OMA China Project Architect (Chief)

## 2005-2007

British Foster and Partners Firm Project Leader

## 2003-2005

British Aedas Architect Firm Designer

戴锦辉先生有着良好的教育背景与丰富的工作经验，在北京清华大学建筑学院完成建筑学学士的课程后，远赴英国著名大学谢菲尔德大学 (University of Sheffield) 继续深造建筑学研究所课程，师从英国著名建筑学家布莱恩·罗森教授 (Prof. Bryan Lawson)，并以优异的成绩获得 Dip. Arch 和 M. Arch 两个学位证书。学成后继续留在英国工作长达四年后回国发展。期间跟随国际著名建筑大师诺曼·福斯特爵士 (Norman Foster) 及雷姆·库哈斯 (Rem Koolhaas) 并先后完成了英国曼彻斯特城市学院、伦敦的威利斯大厦、希斯罗机场扩建以及中央电视台新台办公楼 (CCTV) 等重点项目。戴锦辉先生在大型综合项目、办公建筑和文化建筑等都有着丰富的经验和创新的设计理念，在可持续发展和城市更新方面有较多的研究并发表了相关的学术论文。他对建筑外立面和建筑造型也有着丰富的经验，能处理像中央电视台 (CCTV) 那样复杂的立面效果与建筑造型。

## ▪ 现在工作

2010 至今 绿舍都会 董事首席建筑师

## ▪ 曾经工作

2007 年至 2009 年 OMA 中国 项目建筑师 (专业负责人)  
2005 年至 2007 年 英国福斯特及合伙人事务所 项目负责人  
2003 年至 2005 年 英国 Aedas 建筑师事务所 设计师

Q: 设计·旅游 IDT

D: 戴锦辉 (Kam)

Q: 作为当代知名的青年建筑师，戴老师可算是成就不凡，而这成功背后绝不是偶然，可以给我们简单谈谈您的人生经历和设计历程吗？

Q: As a well-known young contemporary architects, you have made great achievements. But your success is not by accident. Could you please briefly talk about your life experiences and design process?

D: 首先，对于我个人的建筑师生涯来说，远远谈不上成就不凡。我倒是很乐意分享我的经历与设计历程。这可能需要从我小时候说起：我生长在澳门一个制作家具工艺的家庭。从八九岁开始就在父亲的藤家具作坊帮忙干活，还没到初中毕业，藤家具的制作工艺就已经精通。加上当时世界建筑大师贝聿铭应邀为香港中国银行大楼做设计，一时间港澳媒体高度关注并对建筑学进行相关报道。这些信息与我每天接触的家具也有着千丝万缕的联系，让我从此对生活空间的设计产生了浓厚的兴趣。

D: First of all, my architect career is far from extraordinary achievement, but I'd happy to share my experience and design process. Let me start from my childhood. I was born in a family of furniture crafts making in Macau. Since 8 or 9 years old, I started to help to work in my father's rattan furniture workshop. I've been skillful at rattan furniture making before graduated from junior high school. What's more, world's famous architect Ieoh Ming Pei was invited to design for the Bank of China building in Hong Kong, the media in Hong Kong and Macao paid high attention to that event and reported on architecture. Those information were inextricably linked with the furniture in my daily life, which inspired my strong interest in designing living spaces.

高中毕业，我希望学习更多的中华文化，因此毅然离开那个我们自嘲为文化沙漠的港澳，而到皇城脚下的清华大学攻读建筑学。五年的学习让我学会了许多，这不仅仅是专业知识，还有中国传统文化及新中国的新思维。毕业后我选择留学英国，同样是对欧洲文化的追溯。英国两年的研究生学习，可以说是完成了一个重要的提升。如果说我在清华学到了建筑专业知识和设计技巧的话，那么在英国的学习则是学到了做项目的研究和方法。这不仅是设计制图，更是项目的全过程。这样的教育背景使我在英国的工作中占有相当的优势。九年间，我先后在曼城的 Aedas、伦敦的福斯特及北京的 OMA 担任项目建筑师 (Project Architect)。在北京 OMA 担任中央电视台新址办公楼的项目建筑师时，我主管外立面及所有演播室的设计。而后到绿舍都会 (Sure Architecture) 担任首席建筑师及董事，主管该公司亚太地区业务。整个过程是在计划、梦想和努力中一步步走过来的。

After graduated from senior high school, I hoped to learn more about Chinese culture, therefore, I resolutely left Hong Kong and Macao that self-deprecating as a cultural desert to study architecture in Tsinghua University under the foot of imperial city Beijing. During the five years' study, I learnt a lot, not only the professional knowledge,

but also the new thinking of Chinese traditional culture and New China. After graduation I chose to study in the UK, also to pursue the European culture. Two years' postgraduate study in the UK helped me to complete an important upgrade. If you see that I've learned professional knowledge and design skills of architecture in Tsinghua University, then in UK, what I learned is the study and method to do projects. It's not only the graphic design, but the whole process. Such education background gave me a considerable advantage in my work in UK. I've successively worked as the Project Architect of Aedas in Manchester, Forster in London and OMA in Beijing in nine years. When I acted as the project architect of OMA and designed the CCTV new site office building, I was in charge of the design of the façade and all the studios. Then came to Sure Architecture, I worked as the principal architect and Directors, in charge of the company's Asia Pacific business. The whole process is in planning, dreaming and hardworking step by step.

Q: 自您入行至今，从事建筑设计多年，最大的收获是什么？

Q: You have engaged in architectural design for many years since you got into this field. What is your greatest achievement?

D: 在多年的建筑设计工作中，最大的收获可能是养成了一个综合处理问题的能力和思维。建筑师是一个杂家，除了艺术创作、技术处理外，还有许多，比如经济、社会人文问题、历史文化、施工及时间安排、环境、人类行为、对社会的影响等。作为一个建筑师，应该用自己的专业知识与顾问团队一起为业主及项目本身提供一个相对完善的总和解决方案。正因为有这样的要求，迫使我自己不断学习，多留意相关的各个领域，从而不断超越自己。

D: During so many years of architectural design work, I think the greatest achievement is that I developed the comprehensive ability and thinking of problem solving. Architect is miscellaneous, in addition to artistic creation and processing technology, we still need to know many other knowledges, such as economic, social and human issues, history and culture, arrangement for the time of construction, environment, human behavior, impact on society and so on. As an architect, you should use your professional knowledge, together with the consultant team, provide a relatively good solutions for the owners and the project itself. Because of such request, I must force myself to keep on learning and pay more attention to various related fields, to continually surpass myself.

Q: 您觉得作为一名成熟的设计师，应该具备哪些因素？您对年轻的设计师有什么样的建议？(忠告)

Q: What do you think are the main factors to become an experienced designer? Could you please give some advices to the young designers?

D: 对年轻设计师而言，寻找学习点比埋头苦干或成天埋怨学不到东西更为重要。我记得在英国 Aedas 工作时，整个团队的项目都是设计英国本地的学校，这些项目功能性强，对成本和时间都有严格的要求。这样的项目创新性要弱一些，但可以学到很多项目管理及成本控制的内容，这对我日后的工作是非常有帮助的。

D: For the young designers, finding what should be learned is more important than simple working quiet hard or complaining of nothing to learn of. I remember when I was working for Aedas in UK, the whole projects of that are local schools. These projects have strong function and strict requirements on cost and time. These projects are not highly-demanding on innovation, but we can learn a lot of project management and cost control. It is very helpful to my future work.

Q: 一个项目多是一个团队的合作，如何处理同事间的关系？

Q: A project usually refers to the work by a team. Could you offer us some advice on how to get along with the team members in the project?

D: 一个团队就像一支球队，各人各司其职而又互相支持。这也是绿舍都会的团队建设及管理哲学。

D: A designer team is just like a sports team. Each one has his own function and gets mutual support. This is also the philosophy of team establishment and management in SURE Architecture.

Q: 在实践层面也可能经营和使用“工作工具”。举个例子，“绘图”和“模型”是如何帮助您准备和发展项目的？

Q: In the practice aspect, you may need "working tools", for example, the "drawing" and the "model". Could you please tell us how these help you to prepare and develop your projects?

D: 在设计工作中，草图、模型似乎是必须的，但我往往会先看很多资料，翻出以前旅游过或生活过的地方的照片及录像，企图从中寻找设计灵感。等脑海中形成若干意向后，再通过草图和模型等手段反复推敲，直到最后定案。

D: In the design work, sketches and models seem to be considered first. While, I tend to view related data, photos and video of places I have lived in or travelled to before, in attempt to seek inspiration from them. When some frames formed in mind, then the final proposal came into being.

Q: 你们区分“创造性项目”和“延续性项目”，而住宅总是偏向“创造性项目”，对吗？

Q: There are "creative project" and "continuity project". You regard residential projects as "creative project", right?

D: 我们一般不对项目进行这种划分，而更喜欢结合我们公司的主题，绿-舍-都-会——可持续城市的更新与生态建筑。我们一般把项目分成新建、改扩建和保护三大类。我们希望通过建筑来记录城市及人类文明的发展，把城市记忆都呈现在世人面前，从而反映城市与居民文化及生活，体现地域特色。

D: Usually, we do not divide projects in this way. We prefer designing them with the theme of our company. SURE Architecture -Sustainable Urban Regeneration and Ecological Architecture. We usually divide projects into three categories: projects of new construction, reconstruction and expansion, and protection. We hope to record the development of a city and human civilization via buildings. So that they can reflect the culture and life of city residents, embodying regional characteristics.

Q: 有没有这样的项目，一开始你们以为是普通方式的，却可能从中找出创造性的东西？

Q: Is there a project which you first thought it was a universal one, but finally find some creative elements from it?

D: 其实很多项目都是在实用性和创造性之间寻找平衡点。比如我们在运城中心的项目，最早的出发点只是考虑开始时序及投资回报，但等我们都理顺开发商的赢利模式时，就进一步进行了创造性的尝试，比如地标建筑的造型、商业街的晋南文化及整个项目中的新老文化的对话与碰撞，这样就把项目变得很有创造性，很有意思。

D: Actually, we look for the balance point between the practical and creative. For example, the Yuncheng center project. The first point we considered is the timing sequence and investment returns. But when we figure out the profit pattern, we integrate some creative elements into it. For example, we adopt some landmark building shapes, Shanxi culture of commercial street and the collision between new and ancient culture. All these make the project very creative and interesting.

## 运城中心建筑设计

建筑设计：北京绿舍都会建筑设计咨询有限公司  
 项目地址：运城市盐湖区工农东街与人民北路交口  
 项目面积：约 325.2 亩，其中东地块约 34.9 亩，西地块约 70.3 亩；二期为 220 亩

Architects: SURE Architecture

Location: The Intersection between Gongnong East Street and People North Road, Yanhu District, Yuncheng City  
 Area: 325.2 Mu, 34.9 Mu of east plot, 70.3 Mu of west plot; 220 Mu of the second phase

This project is located in the intersection between Gongnong East Street and People North Road of Yanhu District in Yuncheng City, stretching north to Gongnong East Street, and south to South Tongpu Railway Line; The expanded People Road goes across the plot, hence the plot divided into two areas. The east area of the plot is the starting point for the project, with site area of 23,261 m<sup>2</sup>, underground floor 1 and 2 for garage, above-ground floor 1 and 2 for commercial space, floor 3 to 33 for apartment, and with overall floorage at 121,253 m<sup>2</sup>. Both the natural landscape and human landscape of the site is excellent, and has superior geographical advantage and commercial value. The second phase of the project covers 600,000 m<sup>2</sup> of area.

The proposal's idea is "open area". Because there are a large number of users and visitors across this area, so two main walking systems are set up. One of them is on the ground level, the other is on the roof of Floor 1. All these details ensure a comfortable details of the scale of urban life, and create a commercial street between residential buildings and shopping center mall. Through the design of three-dimensional transport and multilayer commercial street, the entire block is connected into a complete transportation system. At the same time the scheme can provide different types of stores. They can be connected through the convenient walk system, thereby increasing the value of the upper layer. Vibrant commercial activities of Yuncheng will be improved to a higher level in this proposal. New complex will become a city landmark with the collection of leisure, shopping, business integration, arousing the vitality and potential of the whole region.



## CITY CENTER



本项目位于运城市盐湖区工农东街与人民北路交口，北至工农东街、南至南同蒲铁路线；即拓宽的人民路从地块中穿过，将地块分为东西两个区域。其中东地块为启动区，用地面积 23 261 平方米，地下 1-2 层为车库，地上 1-2 层为商业空间，3-33 层为公寓，总建筑面积为 121 253 平方米。地段自然景观与人文景观俱佳，拥有优越的区位优势和商业价值。二期总建筑面积约 60 万平方米。

这个方案的设想是一个“开放地块”。因为大量的使用者和游客穿行，所以设置了两种主要的步行系统。其中一个是在地面标高上，另一个在一层屋顶上。这些细节都确保一个舒适的都市生活的细节尺度，并通过创建一个位于住宅建筑和购物中心之间的商业街。通过立体交通和多层商业街的设计，把整个地块连接成一个完整的交通系统。同时方案可以提供不同类型的商店。它们可以通过方便的步行系统连接，从而增加了上层的价值。本方案为运城充满活力的商业活动提升了一个新的台阶。新的综合体将成为一个集休闲、购物、商业一体化的城市地标，也激发了整个地区的活力与潜力。



