



SUMMARY OF KEY CONCEPTS AND IDEAS

CONCEPTUAL PLANNING AND DEVELOPMENT STRATEGY FOR A HIGHLY INTERACTIVE INNOVATIVE DISTRICT IN THE EAST OF HO CHI MINH CITY

FROM PARTICIPATING PROPOSALS IN INTERNATIONAL COMPETITION

**“CONCEPTUAL PLANNING AND DEVELOPMENT
STRATEGY FOR A HIGHLY INTERACTIVE AND
INNOVATIVE DISTRICT IN THE EAST OF HO CHI
MINH CITY (COMPOSED OF DISTRICT 2, DISTRICT
9 AND THU DUC DISTRICT)”**

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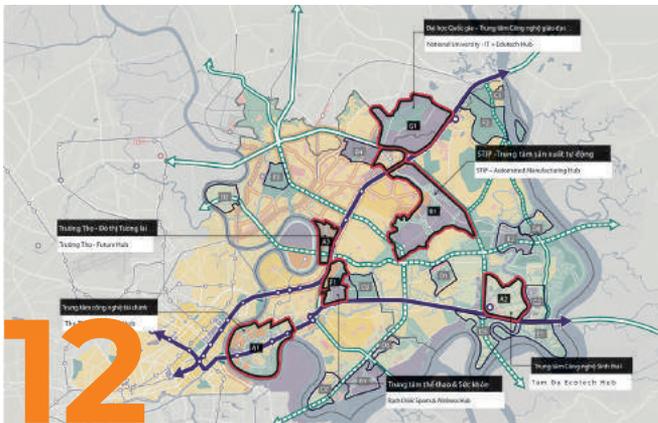
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THE JURY



FIRST PRIZE

SASAKI ASSOCIATES INC. (USA)

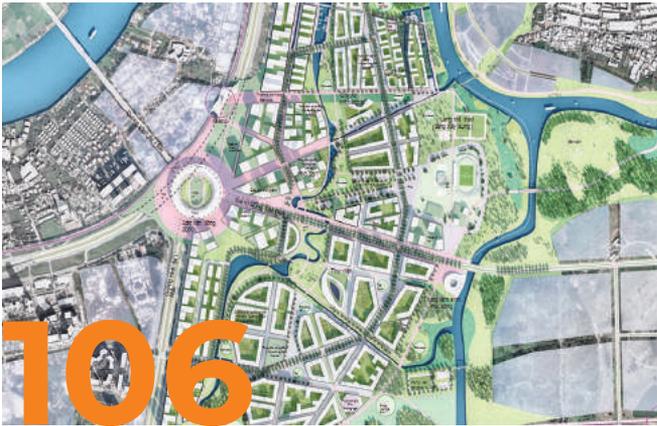
In partnership with ENCITY URBAN SOLUTIONS PTE. LTD. (Singapore)



THE SECOND PRIZE

The consortium of ARCHITECTURE CO., LTD. AND URBAN PLANNING G8A (Vietnam) and KCAP ARCHITECTS & PLANNERS (Switzerland)

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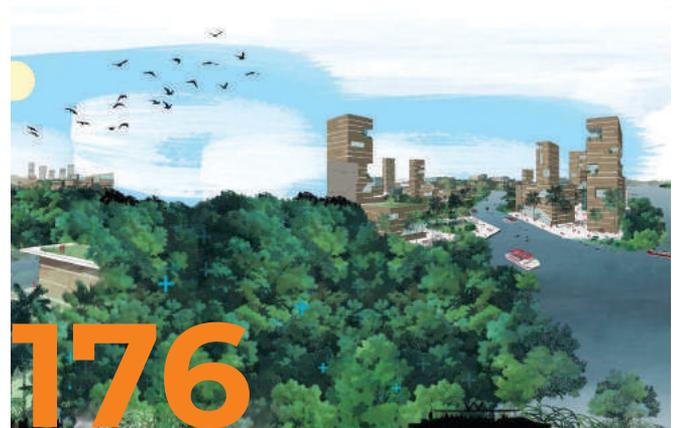
CONSOLATION PRIZES

AECOM SINGAPORE PTE. LTD. (Singapore)



CONSOLATION PRIZES

The consortium of NIKKEN SEKKEI RESEARCH INSTITUTE (Japan) and EIGHT-JAPAN ENGINEERING CONSULTANTS, INC. (Japan)



CONSOLATION PRIZES

The consortium of URBAN PLANNING INSTITUTE AND NATIONAL RURAL RESIDENCE - VIUP (Vietnam) and RESEARCH URBANISM-ARCHITECTURE - RUA (Kingdom of Belgium)

206

CONTRIBUTOR

PREFACE

From the meanders of the rivers which slowly consolidate by alluvial deposits and sediments over millennia, the suburban area in the East of Ho Chi Minh City has gradually emerged and taken shape. This land has been transforming rapidly and drastically, bringing together diverse industries, economic sectors, international networks, and cultural life which will lead the City's innovation activities in the 21st century.

This publication marks the first steps in the search for a development model toward prosperity for the Eastern area as well as for the whole City. Through this International Competition, a holistic vision for the Eastern area has been presented and a development orientation that combines economic, social and environmental factors will be harmoniously enhanced.

Against the background of the Highly Interactive and Innovative District in the East of Ho Chi Minh City concept that embraces the promotion of society, academia, industry and government, joint efforts and public engagement. This book is designed not only to share the great ideas of the proposals coming out of the Competition, thereby offering a springboard for further discussions

and contributions of the community, business and the administration to the implementation of the Innovation District, but also made intending to help our local communities and readers to better prepare themselves for the unprecedented changes in the Industrial Revolution 4.0.

Being motivated by the pioneering history of the City and its people, the City leaders have set the strategy to establish the "Highly Interactive and Innovative District in the East of Ho Chi Minh City" to provide more growth opportunities for the City in the coming decades. We highly appreciate and thank all the participating teams who have worked intensively and enthusiastically to formulate their invaluable proposals with voluminous reports, figures, images...

We will be inevitably inspired by their impressive ideas and energy along the exciting journey toward a dynamic, highly interactive and innovative in the future.

**DEPARTMENT OF PLANNING AND
ARCHITECTURE HO CHI MINH CITY**

COMPETITION'S BRIEF

Preparation for the future Ho Chi Minh City in the next twenty years, Ho Chi Minh City Government is looking to a broadcast strategy to convert to the Eastern area becomes an area of innovation and highly interactive.

The study area is composed of about 21,172.47ha (including districts: District 2, District 9 and Thu Duc District). International competition to find ideas “Urban spatial planning” is integrated with “Socio-economic development strategy”: solving the majority challenges of the district, being proposed with foster and provoke the competitive advantage of the City.

VISION

- Building a developed urban area associated with knowledge, high technology and intelligence, supporting and promoting the economic development of the City and the Southern key economic region. Establish the potential cluster of knowledge industry as an anchor institution. Promote cooperation across the disciplinary sector: industry and start-up sector.
- The highly interactive and innovative urban area to the East of Ho Chi Minh City is where the universities, research institutes, businesses in the region coordinate closely to enhance the values of their products, bringing greater benefits to the institutions themselves and the community. Upgrade international universities and develop new universities. Promote extensive international cooperation to leverage and stay abreast of the global emerging trends in science and technology. Focus on the expertise and facilities for universities towards best facilitating research, training and international integration.
- The highly interactive and innovative urban area is a favorable working, studying and living environment for experts, scientists and high-quality workforce and innovative communities, and is the startup center of the whole country,

associated with smart and sustainable urban elements. Solutions focus on improving traffic and the environment, increasing resting spaces, interactive spaces, entertainment, and greening, etc.

- Establish policies and mechanisms to form, manage and attract investment following socio-economic development orientations and international best practices. Form a development agenda with a series of high-level projects (such as public transport, the center of innovation), and lower levels (parks, greenery and water surfaces, affordable housing areas, etc.).

URBAN QUALITY OBJECTIVES

To address existing challenges and fuel future development, four target groups are proposed.

● Innovative city

Planning initiatives need to aim at creating innovative economic centers, startup support zones and an innovative ecosystem. Economic sectors and urban activities at the central level of the Southern key economic region. In terms of urban infrastructure, it is necessary to increase connectivity, application of technology in managing and operating urban utilities and risk warning for people.

● Urban for people

Education is prioritized for investment and integrated into many different settings; high-quality medical services and community space are created to encourage innovation in daily life; vulnerable groups in society are taken care of; housing strategies are suitable for the income of the majority of residents.

● The balance between development and the environment

Maintain the inherent characteristics of the natural environment and promote the local natural and cultural resources. Good management of rainwater

drainage and flooding. Ensure good air quality, minimizing pollution effects.

- **Fast and easy mobility**

Travel culture shifts from personal vehicles to public transport. People can walk conveniently and safely. Comfortable and safe public spaces, sidewalk area, walkways well connected with public transport. The walkways are designed to suit the climate conditions of the City. The convenient connection of highly interactive and innovative urban areas contributes to the positive spillover effect in the Southern key economic region. The system of heavy transport and distribution of goods is segregated from urban passenger traffic.

- **Scale and location**

The future residential quarter is expected to cover 150 – 200 hectares as part of the Highly Interactive and Innovative District in the East of Ho Chi Minh City; it is expected to accommodate a population of approx. 5,000 who come from intellectual league, including lecturer, senior experts, local and international entrepreneurs. It has modern and highly interactive planning and design and has innovative standards for lifestyle and activities. The competition is open about a location for international consultants to recommend for the Highly Interactive and Innovative District in the East of Ho Chi Minh City. The future residential quarter of Ho Chi Minh City is expected to deliver innovations of the following 7 categories:

- 1. Smart traffic** (self-driving public transport using alternative energy and supported by modern infrastructure services, etc.)
- 2. Energy:** renewable energy in households and government agencies.
- 3. Environment:** sustainable development and resource sustenance, recycling household, consumption, and agriculture waste; food safety.

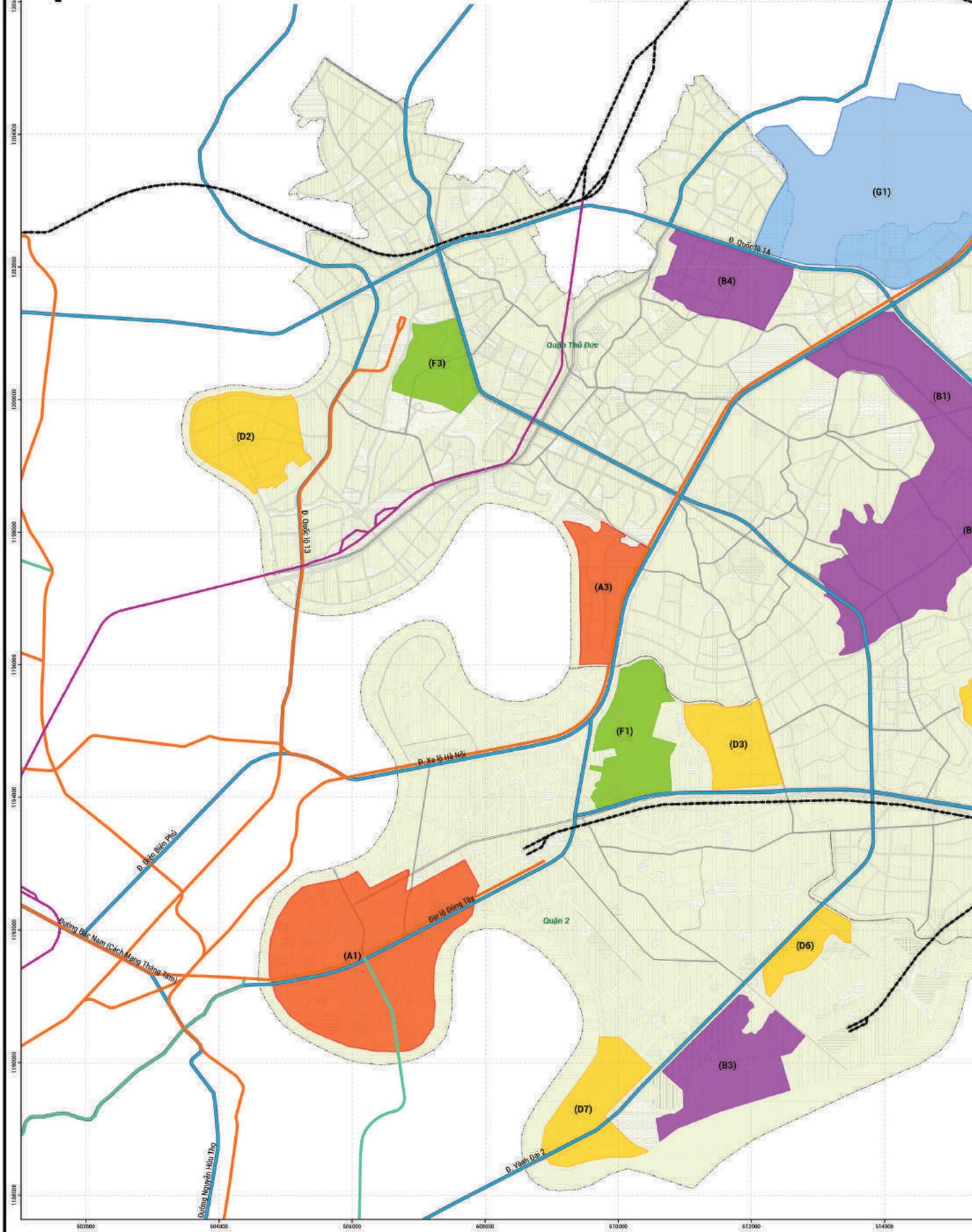
4. Education and Health: wide adoption of smart education and health care. Establish, through inclusive health care technology, management and alert system for disease prevention and lifestyle improvement.

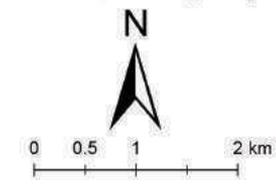
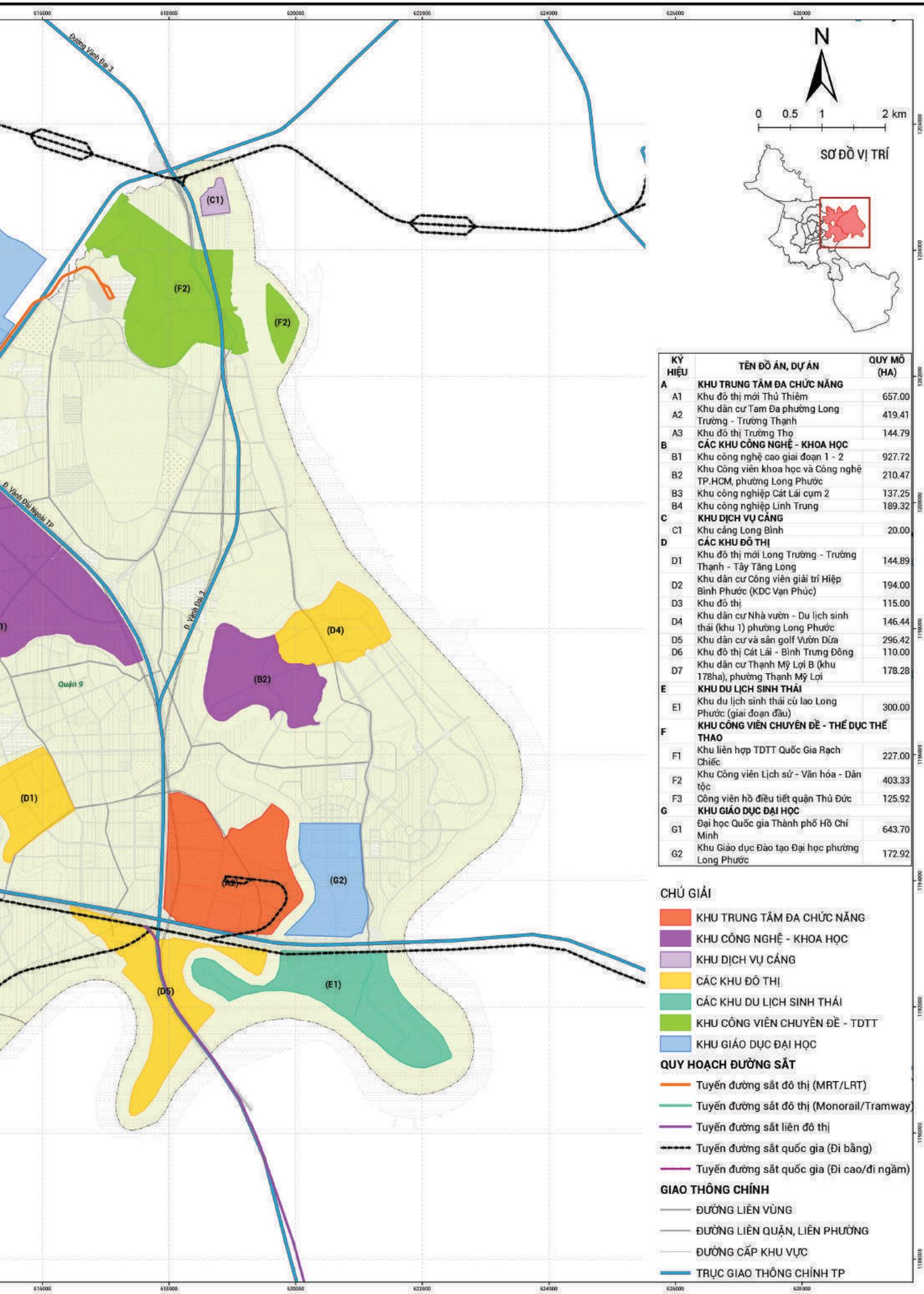
5. Planning and design of domestic and apartment buildings that support multi-generation families and full life cycle (no children, small children, grownup children, moved-out children, elder parents). Facilitate all-inclusive needs of the residents (live, study, trade, health care, sport, entertainment), social connection, professional meeting, gardening.

6. Community participation: high connectivity of physical and virtual services stimulates a better life for the people, sustainable development for households and diversified, impactful development for the community. This eventually facilitates better health, humanity and positivity, and a self-governed community lifestyle.

7. Shared data: develop IoT data to serve individuals, households and the community, cooperate with an internet service provider. Recognize positive and negative impacts of innovations, assess technology solutions in urban life, innovative and inclusive service solutions for household equipment providers.

THÀNH PHỐ HỒ CHÍ MINH
KHU ĐÔ THỊ SÁNG TẠO TƯƠNG TÁC CAO PHÍA ĐÔNG
VỊ TRÍ CÁC KHU CHỨC NĂNG





KY HIỆU	TÊN ĐỒ ÁN, DỰ ÁN	QUY MÔ (HA)
A	KHU TRUNG TÂM ĐA CHỨC NĂNG	
A1	Khu đô thị mới Thủ Thiêm	657.00
A2	Khu dân cư Tam Đa phường Long Trường - Trường Thạnh	419.41
A3	Khu đô thị Trường Thọ	144.79
B	CÁC KHU CÔNG NGHỆ - KHOA HỌC	
B1	Khu công nghệ cao giai đoạn 1 - 2	927.72
B2	Khu Công viên khoa học và Công nghệ TP.HCM, phường Long Phước	210.47
B3	Khu công nghiệp Cát Lái cụm 2	137.25
B4	Khu công nghiệp Linh Trung	189.32
C	KHU DỊCH VỤ CẢNG	
C1	Khu cảng Long Bình	20.00
D	CÁC KHU ĐÔ THỊ	
D1	Khu đô thị mới Long Trường - Trường Thạnh - Tây Tăng Long	144.89
D2	Khu dân cư Công viên giải trí Hiệp Bình Phước (KDC Vạn Phúc)	194.00
D3	Khu đô thị	115.00
D4	Khu dân cư Nhà vườn - Du lịch sinh thái (khu 1) phường Long Phước	146.44
D5	Khu dân cư và sân golf Vườn Dừa	296.42
D6	Khu đô thị Cát Lái - Bình Trưng Đông	110.00
D7	Khu dân cư Thạnh Mỹ Lợi B (khu 178ha), phường Thạnh Mỹ Lợi	178.28
E	KHU DU LỊCH SINH THÁI	
E1	Khu du lịch sinh thái củ lao Long Phước (giai đoạn đầu)	300.00
F	KHU CÔNG VIÊN CHUYÊN ĐỀ - THỂ DỤC THỂ THAO	
F1	Khu liên hợp TDTT Quốc Gia Rạch Chiếc	227.00
F2	Khu Công viên Lịch sử - Văn hóa - Dân tộc	403.33
F3	Công viên hồ điều tiết quận Thủ Đức	125.92
G	KHU GIÁO DỤC ĐẠI HỌC	
G1	Đại học Quốc gia Thành phố Hồ Chí Minh	643.70
G2	Khu Giáo dục Đào tạo Đại học phường Long Phước	172.92

CHÚ GIẢI

- KHU TRUNG TÂM ĐA CHỨC NĂNG
 - KHU CÔNG NGHỆ - KHOA HỌC
 - KHU DỊCH VỤ CẢNG
 - CÁC KHU ĐÔ THỊ
 - CÁC KHU DU LỊCH SINH THÁI
 - KHU CÔNG VIÊN CHUYÊN ĐỀ - TDTT
 - KHU GIÁO DỤC ĐẠI HỌC
- QUY HOẠCH ĐƯỜNG SẮT**
- Tuyến đường sắt đô thị (MRT/LRT)
 - Tuyến đường sắt đô thị (Monorail/Tramway)
 - Tuyến đường sắt liên đô thị
 - Tuyến đường sắt quốc gia (Đi bằng)
 - Tuyến đường sắt quốc gia (Đi cao/đi ngầm)
- GIAO THÔNG CHÍNH**
- ĐƯỜNG LIÊN VÙNG
 - ĐƯỜNG LIÊN QUẬN, LIÊN PHƯỜNG
 - ĐƯỜNG CẤP KHU VỰC
 - TRỤC GIAO THÔNG CHÍNH TP

THE JURY



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Professor University Hafen City Hamburg (Germany)



Vice Chairman of the Council

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Senior economic expert at World Bank (World Bank)





SASAKI ASSOCIATES INC. (USA)
Cooperative unit ENCITY URBAN SOLUTIONS PTE. LTD. (Singapore)

With over 60 years of experience, Sasaki Associates is a corporation operating in many areas such as landscape architecture, planning, urban design, architecture, interior design, civil engineering, and graphic design, facilitated by the human resource of 270 experts sharing the same passion of creating and building living spaces for people. To date, the company has expanded its operations in more than 700 localities and regions around the world and won many international design awards to serve the community.

enCity Urban Solutions is an international urban planning and design consultancy with a multi-disciplinary team, consisting of planners, designers, engineers, and economists who possess global insights, multidisciplinary approach and innovative planning to facilitate the creation of effective solutions for all kinds of challenges. enCity aims at seeking the most optimal and sustainable urban solutions through recommendations of policy, planning, design and application of technology.

KEY PARTICIPATING MEMBERS

- Romil Sheth (Principal-in-Charge, Lead Designer)
- Michael Grove (Principal, Landscape Architecture)
- Luke Mich (Project Manager)
- Elango Govindan (Associate)
- Justin Kollar (Associate)
- Ponnapa Prakkamakul (Associate)
- Lan Ge (Associate)
- Praveen Raj (Urban Designer)
- Chetan Kulkarni (Urban Designer)
- Pankti Sanganee (Urban Designer)
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- Nayeli Rodriguez (Planner)
- Gwendolyn Sands (Planner)
- Nguyễn Đỗ Dũng (Managing Director)
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- Pablo Acebillo (Senior Associate)
- Vũ Thành Công (Associate)

Why Innovation Districts?

The rise of innovation districts as an urban planning and economic development approach has led to the development of diverse urban places dedicated to innovation all over the world. Innovation districts are geographically-clustered, with recognized boundaries and specific areas which are identifiable to their users. The geographically distinct nature of an innovation district contributes to both its recognizable sense of identity, and an incentive to cluster activity within it. Anchor institutions, high-growth enterprises, tech and creative entrepreneurs, and increasingly global talent networks brought together are increasingly able to collaborate, co-create and scale their activities. Through the establishment of an innovation district, Ho Chi Minh City can boost its economy by leveraging the potential of social, economic, and creative networks, enhanced through holistic placemaking; and cross-disciplinary ecosystems of anchor institutions, high-growth enterprises, tech and creative entrepreneurs, and a global talent network.

USE THE CLUSTER APPROACH

By convening diverse institutions and industries and nurturing networks of production and collaboration in close proximity, new outcomes which blend and build upon the actors' individual successes can lead to new ideas, economic improvements, the emergence of new job sectors, and the resurgence of old ones. Meanwhile, the planning, investment, and collaboration required to develop an innovation district provides a meaningful opportunity to consider and deliver on broader planning and longer term urban priorities such as sustainability, resilience, cultural growth, and civic engagement.

PROMOTE PLACEMAKING

To attract global talent and sustain an environment of innovation, holistic placemaking is essential. Holistic placemaking encourages and enhances networks of activity between the actors within an innovation district so that they are not only proximate, but also engaged in productive exchange. Additionally, placemaking is an important consideration not only to enhance the social, economic, and creative outputs of the innovation district itself, but also how to enhance the broader impact of the innovation district on the city as a whole. Holistic places which foster

innovation, provoke innovative behaviors among users and support innovation districts' success actively promote community, convergence, connectivity, and community-building through physical interventions in the built urban environment.

Key Drivers

In addition to its history of innovation, Ho Chi Minh City also exists within a unique cultural, geographic, and socio-economic context, which can be leveraged to maximize the successful impact of the HIID. Among its many strengths, key drivers for innovation in the Ho Chi Minh City context include:

An open mixed culture and inclusive community

Ho Chi Minh is a "new world" in East and Southeast Asia: a shelter and an "incubator" for explorers for the past 300 years. The mix of different cultures from east and west, socially- and market-minded economic models, coastal and delta cultures, indigenous people, explorers, refugees and former colonies has created a diverse and dynamic society, which is open to new ideas and easily welcomes influences and cultures from abroad. This atmosphere and the global pool of talent, resources, and ideas that it brings gives Ho Chi Minh City an atmosphere is attractive to international professionals and investors looking for an exciting context for their families and businesses.

A Creative and Dynamic Startup Hub

As a highly developed city and gateway to connect Vietnam to the global market, Ho Chi Minh City represents 22% of Vietnam's GDP, 29% of Vietnam's financial capital and 39.1% of FDI. It is one of the main centers of start-ups in the world and a member of the Global Innovation Alliance. The city houses the best national universities, research facilities and software parks. There are around 800 operating startups in Ho Chi Minh city and and US 90 million in foreign investment has been spent in the last two years. The city has a strong culture of entrepreneurship and is home to 34% of the enterprises in Vietnam. Finally, the city hosts a skilled workforce drawing from neighboring provinces and other countries, it is the location of 21.2% skilled labor of Vietnam, and the highest labor productivity in the country.

Multi-Helix Model

Geo-Economic Location

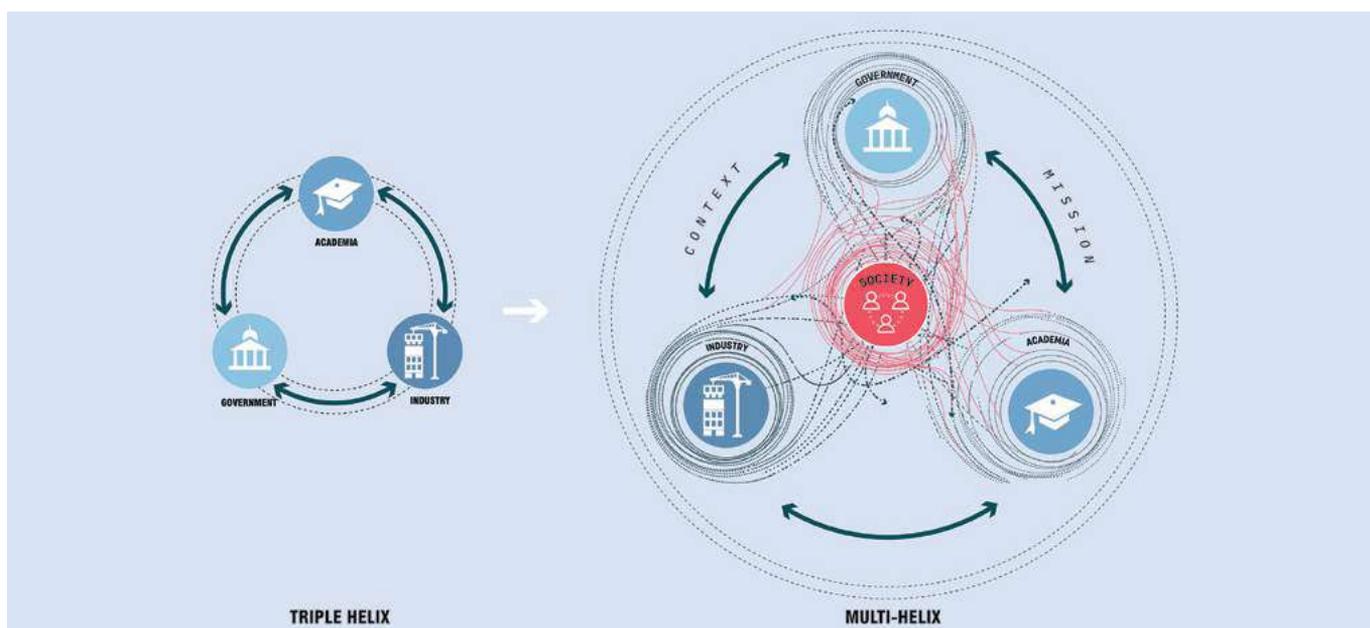
Centrally located within Southeast Asia, Ho Chi Minh city is strategically located near some of the busiest shipping routes leading to all regions of the world, while all major cities of Southeast Asia are within 2 hours of flight. This proximity to goods, resources, people, and capital further enhances its strategic positioning as an innovation center. As a growing innovation hub, the city has the opportunity to revive historical position as the gateway of inland Southeast Asia, connecting inland Southeast Asia and coastal Southeast Asia and East Asia through sea lanes, waterways of Mekong river, airport or cross-border roads.

Urban Development

Already highly-developed, Ho Chi Minh City has made significant investments in developing its urban cores and important infrastructure which can further support innovation activities. It is the only city in Vietnam to have cross-city transportation corridors in land and on the river. Its East – West Highway (Vo Van Kiet Boulevard) supports intensifications of the city center in the old and new financial center of District and Thu Thiem. This grey wing of East –West is an ideal context for further urban development: expansion to the west may be furthered along the ancient growth corridor of Saigon River, which formally connected to the Mekong River Delta, and will now connect the catalytic activities within the innovation district to the world.

Innovation districts are built on a tripartite model involving close collaboration between academia, industry and government. Academia is the source of research and talent, but requires the support and capital of government and industry. Industry draws on the creative and research insights of academic institutions and the regulatory, planning, and infrastructural support provided by government, while contributing capital and economic growth potential. Government provides structure, support, and planning while relying on academia and industry to deliver the economic, creative, and social advancements which make it successful. However, there is a fourth sector that is increasingly important in developing innovation: society. Made up of civil society groups, local commercial networks, and others, building on society will make investments last and allow for the wider sharing of the returns. To build on society, an innovation district must also invest in placemaking.

Today, Ho Chi Minh City has the potential to expand upon the traditional model of an innovation district's structure involving Academia, Government, and Industry and more directly involve communities and society at the core of its innovation activities. Due to the unique and dynamic nature of the city and its culture and people, the HIID can be developed with community involvement and participation throughout the district's planning, implementation, and future phases.



Regional Innovation Positioning

In terms of its regional positioning, Ho Chi Minh City's approach to fostering innovation will necessarily lean on its institutional and cultural strengths: its open culture, existing support for small businesses and venture capitalist community, and its government support of entrepreneurship. In terms of industry focus, emerging and fintech, edutech, hi tech agriculture and green energy; health and tourism, and manufacturing are all currently existing sectors which hold the potential for further growth based on the city's economy, local trends, and regional positioning.

Ho Chi Minh City Innovation approaches

- Create an "urban living lab" where new technologies and prototypes can be deployed to the public and tested early in the development process.
- Focus on Innovation and Technology advancement in education and investment.
- Enhance the collaboration of academia, enterprises and government with support structures, mentorship, and financial investment.
- Support Innovative Entrepreneurship through.
- Encourage community participation.

In terms of Industry Focus, the HIID may specialize in these industries

- Fintech, in order to develop Thu Thiem into a regional financial hub.
- Automated Manufacturing, to drive the transformation of Ho Chi Minh City's industrial sectors (for example, in the Saigon Hi-tech Park)
- Information Technology and Edutech, to build the labour force, concentrated in the National University campus.
- Biotech and Agritech to upgrade and adapt Mekong Delta's agricultural sector to Climate Change (beginning in the Tam Da Ecotech Hub)
- Sports and Wellness, to upgrade the regional footwear industry as the largest exporter in the world, and leverage on the development of Rach Chiec Sport hub to attract new talent.
- Technology Testbedding, creating incubators and other dedicated environments to develop new prototypes and scalable products and solutions.





	APPROACHES	INDUSTRY FOCUS
1. BEIJING	R&D Funding High Tech parks	Biotech Bio Medicine Artificial Intelligence New Materials
2. SEOUL	Participatory Governance Open Data Hub Smart City Implementation	Blockchain Electronics Manufacturing
3. SHANGHAI	City Infrastructure investments Industrial R&D Life Facilities	Fintech Design
4. TAIPEI	Amazon Innovation Center Creative And Entrepreneurship Culture	Cloud computing Electronics engineering
5. HSINCHU	State-Driven Technology District University Proximity	Bio medicine Engineering Digital media
6. HONG KONG	R&D Funding Low Taxation & Startup Costs Global Positioning Infrastructure	Biotech Artificial intelligence Smart city tech Fintech
7. SHENZHEN	Special Economic Zone Innovation intermediaries talent recruiting	Hardware manufacturing supercomputing gene sequencing Pharmaceuticals
8. SINGAPORE	Livability & Public Realm Sustainability Strong Education R&D Funding	Bio medicine Engineering Digital media

Guiding Principles

The future of innovation in Ho Chi Minh City must be inspiring and grounded, exceptional and inclusive, transformative and authentic. To achieve the City's innovation and economic development goals, our plan responds to the following guiding principles:

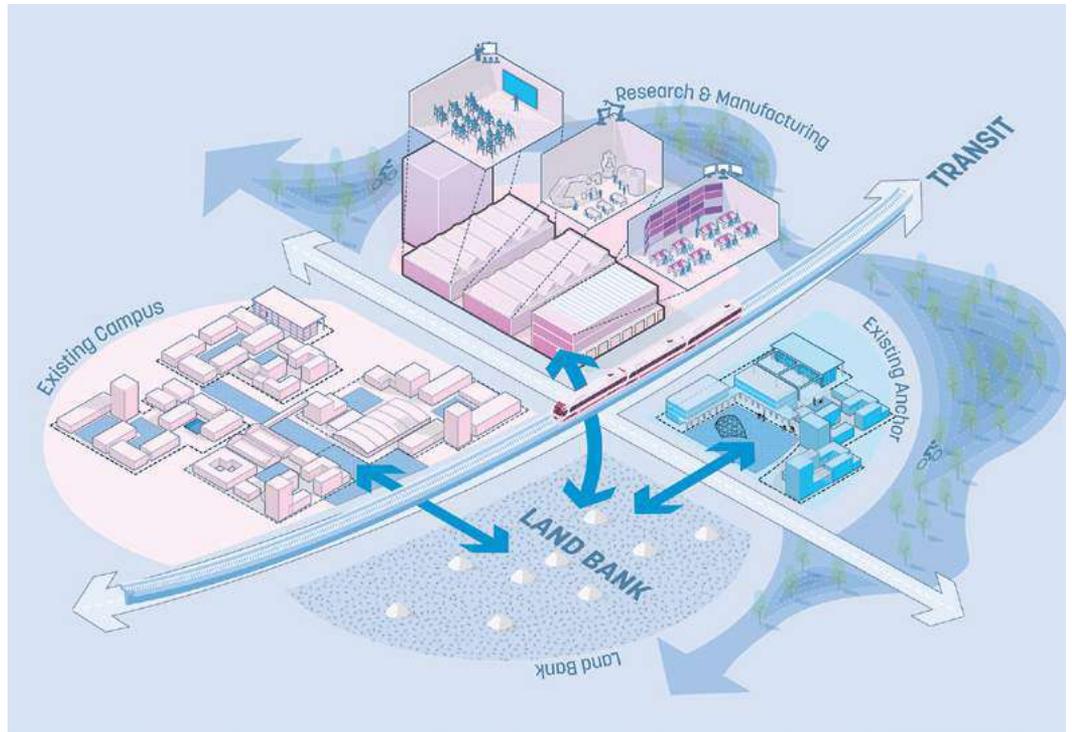
Be Connected - Cultivate investment through programmatic and infrastructural connections.

Be Ubiquitous - Develop an innovation ecosystem that spreads across zones and moves between scales.

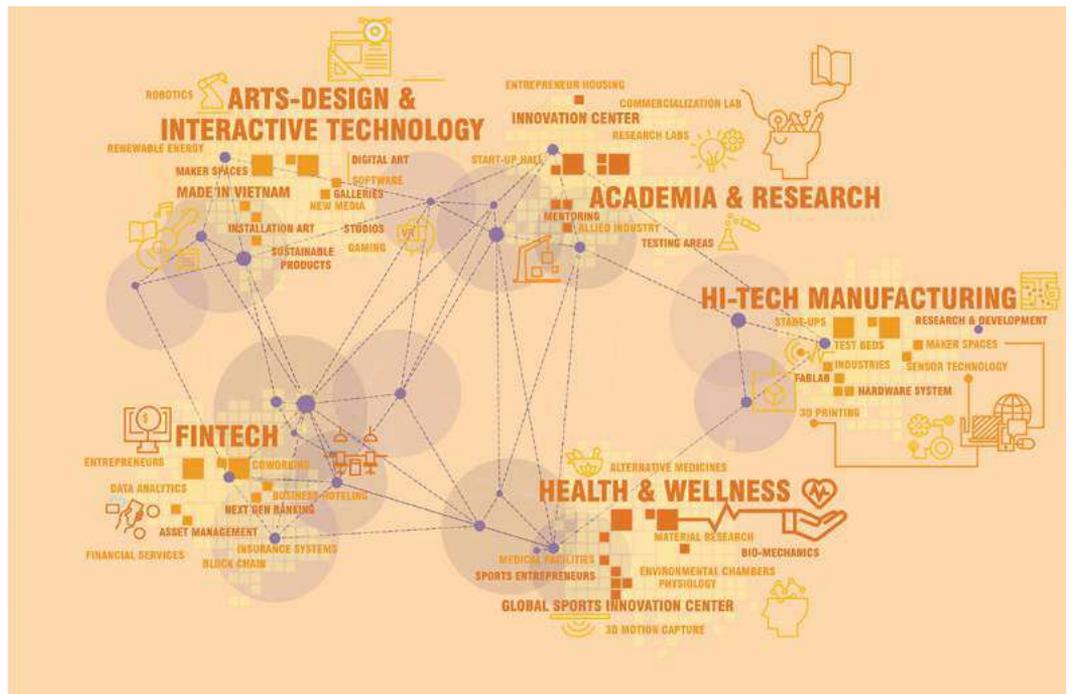
Be Glocal - Celebrate local culture and communities, while welcoming global talent and investment.

Be Resilient - Promote innovative ecological, social, economic, and governmental responses to future changes.

Be Connected

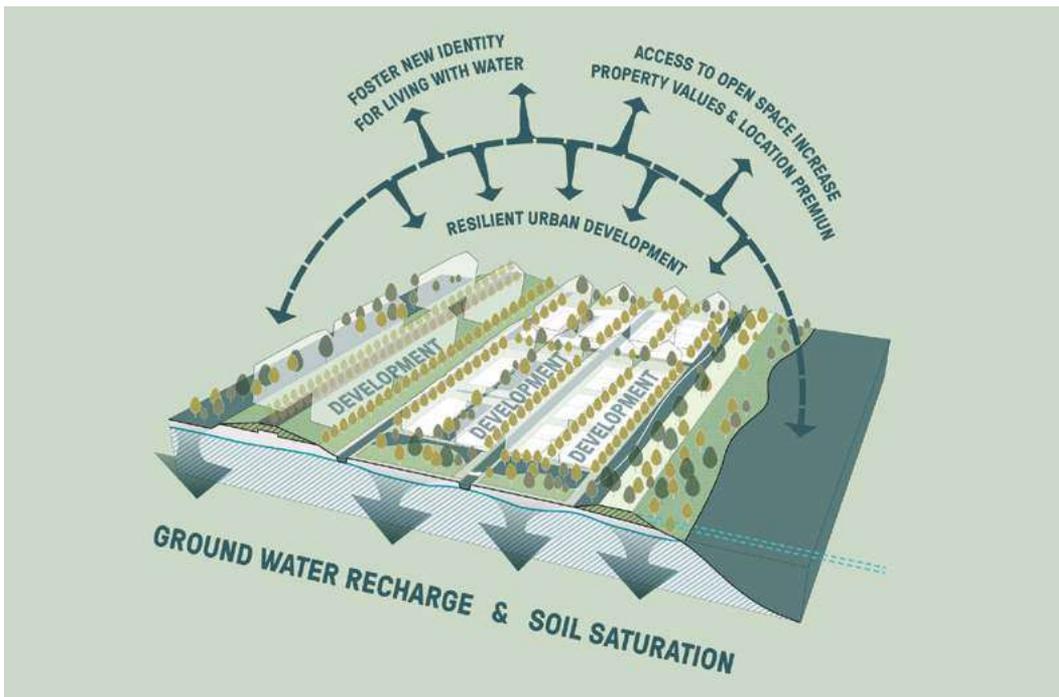


Be Ubiquitous





Be Global



Be Resilient

Regional Framework

Analysis of Study Area

Historically, HCMC has grown from the areas around District 1, 3, 4, 5, and 6. The study area has seen relatively low growth until recently. Much of the area has historically been covered by peat swamp forest, dry evergreen forests and mangroves, but over time has been steadily replaced by agriculture and urban development. However, these historic environments reveal much about the ecological and risk context of the study area. The majority of the area is located in low-lying land prone to flooding. Much of the existing urban development has been located on higher elevation. The flood risk to the area has seen increasing intrusion of saline making agriculture increasingly difficult to sustain. Flood risk is expected to increase in the near

future as today's extreme flood events become more regular and threaten to encompass the majority of the district. While new developments are being proposed with flood mitigation strategies, it is not feasible to implement large-scale land reclamation that could have detrimental effects to both the ecology and shift flood risk elsewhere.

A significant part of the 2020 Master Plan (developed in the early 2010s) indicates significant development in areas of high flood risk. Significant areas are also designated as single use zones, such as the high-tech industrial zone at the center of the study area that may leave much of the region disconnected. A mixed-use development pattern



may be more appropriate given the focus on innovation economy and the attraction of top-tier talent. The 2020 master plan does propose key investments in open space and ecological assets which could be beneficial to flood mitigation and offer regional and local tourism and recreation opportunities.

Regional Approach

To accommodate the issues identified and update the 2020 master plan, the regional approach looks at four ongoing strategies to build on: (1) capitalize on major industrial relocations and investments, (2) leverage national university area planning, (3) build on recent transportation investments, and (4) establish policies and mechanisms to leverage the value of urban land.

Capitalize on major industrial relocations and investments

Build on the new financial district in Thu Thiem to cultivate the financial technology sector that can support investment in innovation ecosystem. Connect the high-tech manufacturing zone with existing commercial networks through place-making and mixed-use development typologies.

Leverage national university area planning

Promote international cooperation across disciplinary sectors and institutions. Use local institutions to facilitate connections between communities and enterprise that can strengthen local economic development and develop the start-up sector.

Build on recent transportation investments

Facilitate activity between innovative industries through clustering and transit-oriented development models that utilize transit investments. Provide sustainable and resilient environments by making public transit more ubiquitous and decreasing reliance on personal modes of transportation.

Establish policies and mechanisms to leverage the value of urban land

Provide amenities such as affordable housing and parks systems through investments and regulation of stream corridors. Establish a land bank for future economic development and leverage ongoing investment priorities to build assets for the future.

Proposed Framework

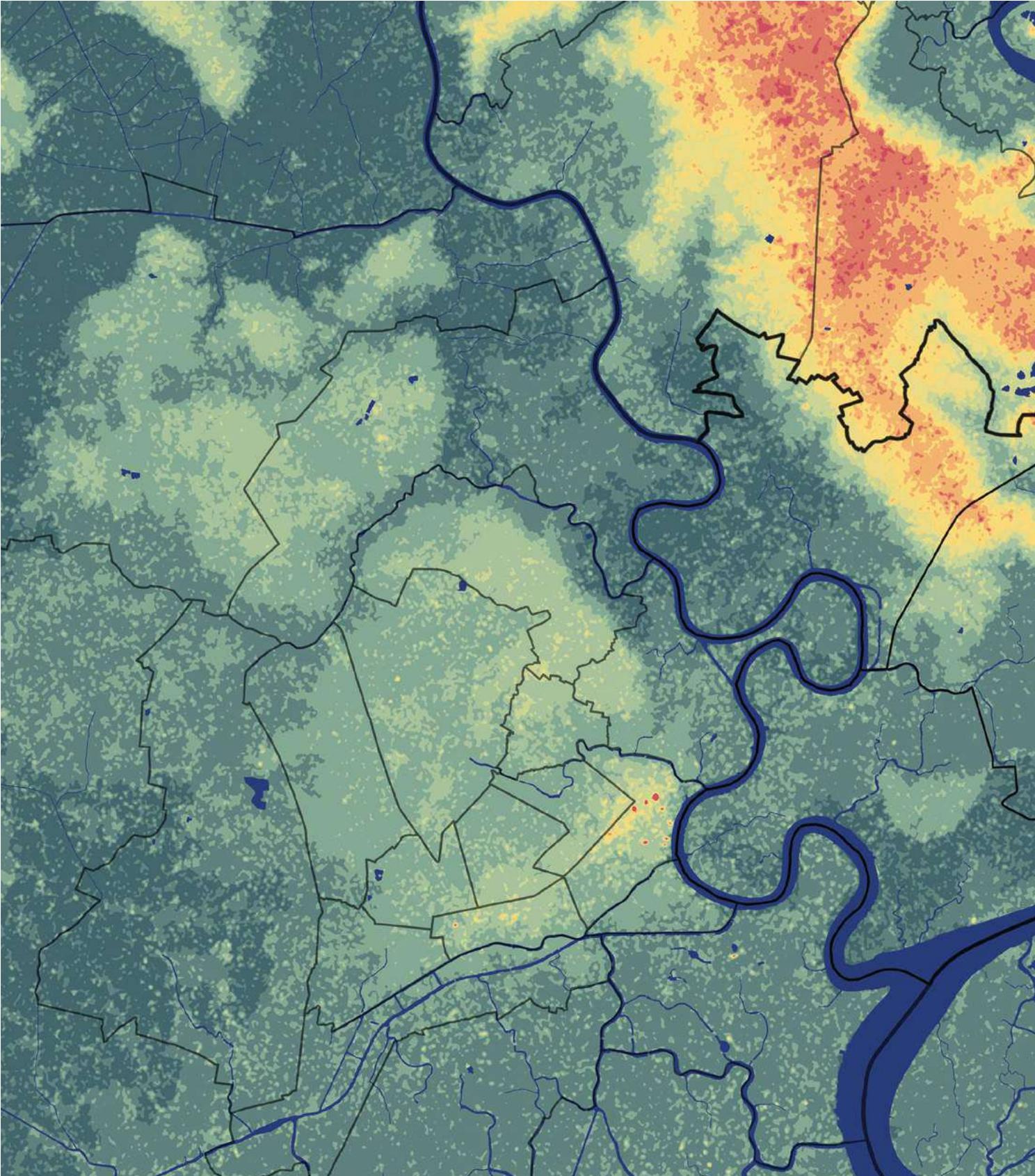
The regional framework is defined by zones that inform land use and implementation strategies from the implementation toolkit. Each zone outlined key regulations, incentives, guidelines, infrastructure development, land banking, and programming according to a holistic innovation strategy. The regional framework does not illustrate a land use plan, but suggests ways in which land use and development can be guided along four guiding principles:

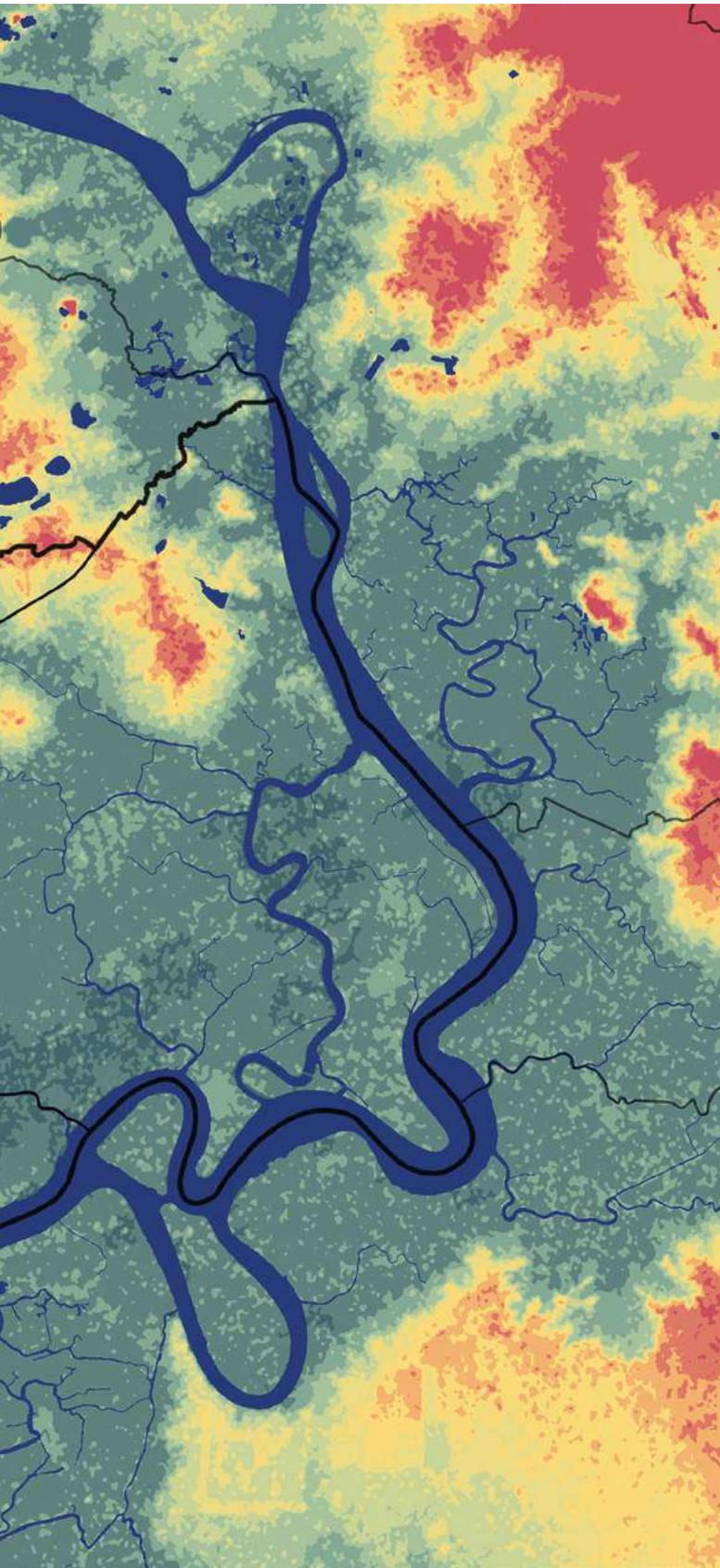
- **Be Connected:** Cultivate investment through programmatic and infrastructural connections. The regional development framework reinforces key regional corridors that provide connection between industry, agriculture, and research.
- **Be Ubiquitous:** Develop an innovation ecosystem that spreads across zones and moves between scales. The regional development framework strengthens the “production belt” by identifying transit investments.
- **Be Glocal:** Celebrate local culture and communities, while welcoming global talent and investment. The regional development framework emphasizes the role existing neighborhood cores play in the development of innovation zones. Development should build on these areas while ecologically sensitive areas should be built using flood-smart and low-impact development techniques.
- **Be Resilient:** Promote innovative ecological, social, economic, and governmental responses to future shocks and changes. “Sponge” landscapes mitigate flooding downstream, while stream corridor buffers provide protection from flooding as well as mobility routes.

Population and Development Strategy

Compared to the 2020 master plan, the regional framework incentivizes growth near higher ground and existing development for two reasons: Mitigating exposure to flood risk is important to protect livelihoods and investments. Development should be incentivized in areas with less risk exposure and regulated where risk is high.

To attract top-tier talent and promote population growth that includes a skilled, professional workforce, new developments should capitalize





on public transit investments and existing urban areas. These considerations support place-making and provide attractive environments for active residents instead of passive residential investors.

Population growth dynamics have been assessed at a high level, illustrated by a ward-level population projections that see growth along key corridors. The framework adjusts previous population growth targets across the districts but maintains a 1.7 million population assessment assumed in previous studies. Comparison between the 2020 master plan growth targets and the proposed target is shown in the adjacent table.

Area Descriptions

The following area descriptions are keyed to the regional framework and describe the innovation tools identified for each area.

Agro-technology test fields

Agro-technology test fields can provide a platform for research and development for the benefit of the region. This leverages the recent history of agriculture in the area and extend the interdisciplinary collaboration between tech and agriculture across enterprise and institutions such as Nong Lam University. It also provides character to the Eastern areas that can help to build an eco-tourism industry.

Zone Implementation Tools

- **Regulations:** Prohibit development of high-density residential. Retain low-density in area.
- **Incentives:** City can promote collaborative programs and leasing incentives for use by Southern Agriculture (Nong Lam) University and technology university consortium for agriculture production.

Major parks and open spaces

Major parks and open spaces anchor neighboring urban cores and provide “sponge” landscapes that mitigate downstream flooding tied to the hydrology and stream network of the region.

Zone Implementation Tools

- **Regulations:** Prohibit development within areas identified for parks and regulate development around streams with buffers.

Flood-risk areas

A significant portion of the region is prone to flooding – the risk of which is expected to grow in the near future. Steps should be taken to mitigate this risk such as:

Zone Implementation Tools

- **Regulations:** Establish conservation land to protect open areas for storm water management.
- **Guidelines and Regulations:** Flood-smart Development guidelines tied to low-rise/mid-rise development patterns. Require Low-Impact Development techniques. Promote access to stream corridors and open space.

Local anchors

Local anchors are identified as key assets from which to build on. These include schools and other technical institutes for vocational training that can be leveraged in building an innovation ecosystem.

Zone Implementation Tools

- **Incentives:** Utilize innovation programming to link local anchors (education, culture, etc.) to innovation areas.
- **Infrastructure Development:** Invest in connections through street upgrading with bike lanes, bus connections, etc. Link to future metro stations.
- **Programming:** Coordinate training programs with key industry sectors to develop skills in the local workforce and transition from manufacturing base to high-tech and other sectors.

Existing Urban Fabric, Urban Cores and Key Neighborhoods

The existing urban fabric and urban cores are the foundation upon which a development strategy should build. New development should respect and reconnect to existing cores from which place-making can be leveraged to create innovative environments and attract world-class talent.

Development focus

As the population grows, so will the urbanized area. Steps should be taken to develop near existing neighborhoods and limit building on ecologically-sensitive sites. Leveraging existing areas can better sustain growth and liveability as transit

investments can support a larger population and thus become more viable. Future infrastructure investments and programming can be clustered for the benefit of a greater population through land readjustment and mixed-use place-making.

Zone Implementation Tools

- **Incentives:** Link financing opportunities with key corridors to fund redevelopment through land readjustment.
- **Programming:** Combine smart city projects with the financial center project combined with service infrastructure planning initiatives.
- **Infrastructure Development:** Lead redevelopment of major infrastructure (metro/rail) nodes through land readjustment. Promote land readjustment techniques along key corridors to enhance road network connectivity.

Innovation areas (industry and higher-education)

The innovation economy will be the primary driver of urban growth in the future. Utilizing higher-education institutions and industry is a critical aspect of developing the innovation ecosystem.

Zone Implementation Tools

- **Incentives:** Incorporate a “sandbox” policy to support innovation and test-bedding.
- **Land Banking:** Relocate Inner-city University Campuses (or provide satellite campus spaces for research and technology) to strengthen education ecosystems while generating revenue from land to fund research.
- **Programming:** Identify key sectors for HIID. Develop collaboration opportunities across sectors. Develop collaboration with leading local and international universities. Set up technical training programs with leading international universities and MNCS.
- **Regulations:** Consider a flexible regulatory environment to support high-tech development.

Land bank potential

As development pressures expand through key investments, land banking will be an important tool for the government to consider to provide for amenities and future economic development opportunities in the future. Areas have been

identified as important on this front, but would also include public land.

Zone Implementation Tools

- **Land Banking:** Utilize public land and future areas of development to maintain affordability through land conversion
- **Incentives:** FAR bonus incentives for development and amenity provision for future development.

Transportation corridors

Transportation investments identified include the completion of the ring road system identified in the regional plan, and expansion of the metro/rail network to support new development and innovation areas within the region. This includes

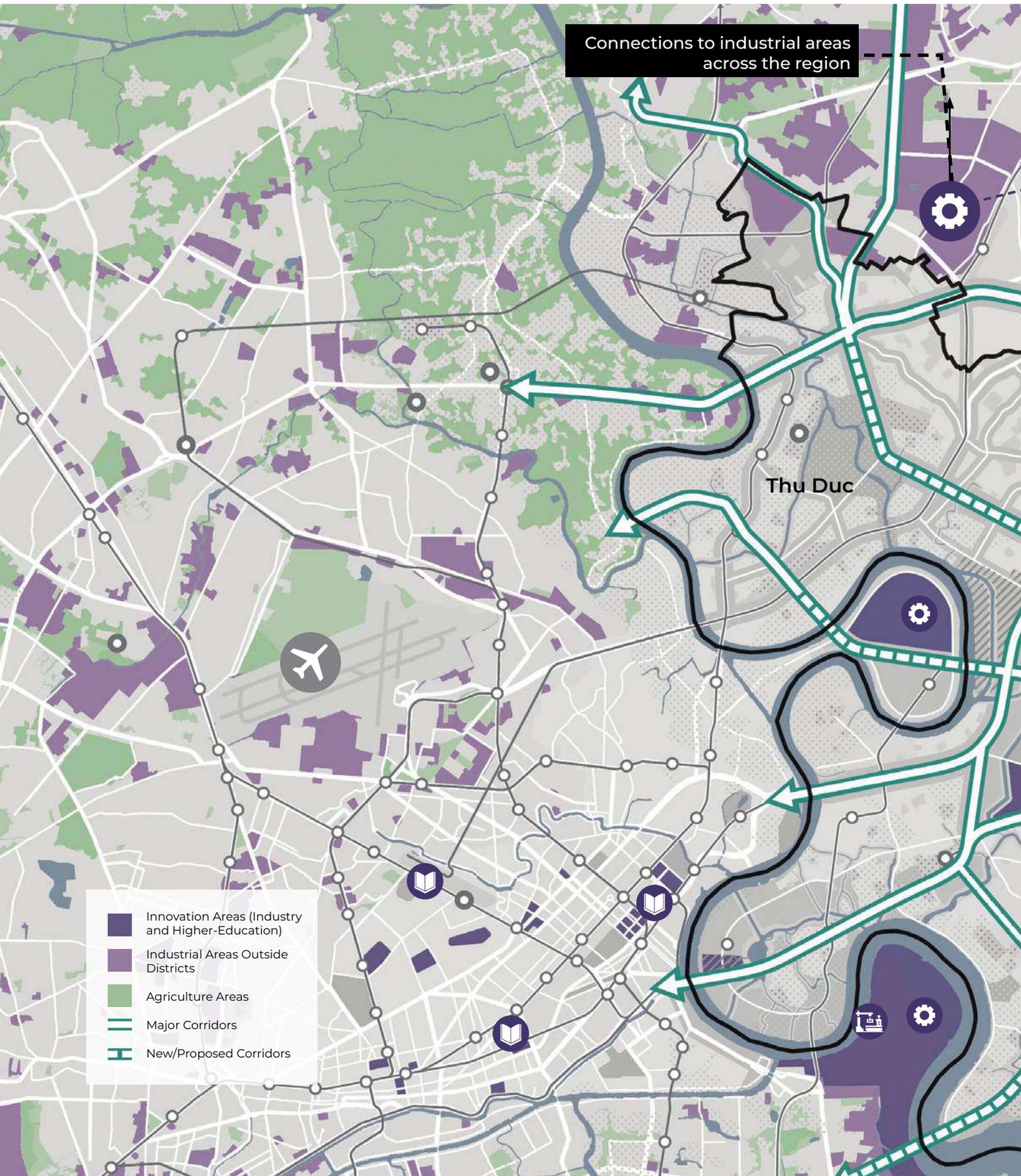
two major metro extensions that provide links to the “production belt” across the North and to the East, but also cross-district connections between the ring roads that support regional flows into the heart of the three-district area.

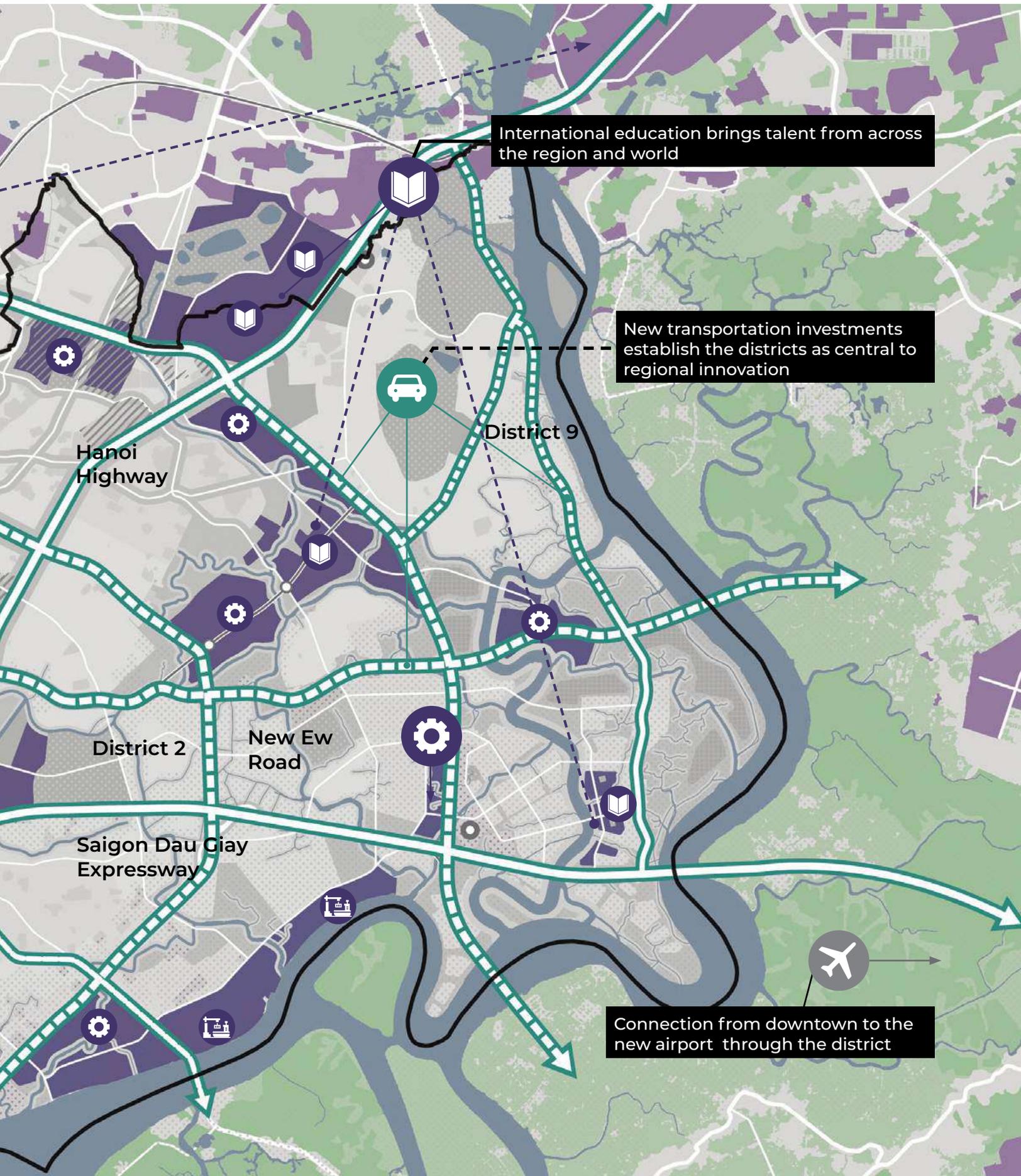
Zone Implementation Tools

- **Infrastructure Development:** Establish medium- to long-term plans and studies for implementing transit extensions to support development and investment across the district.
- **Incentives:** Fund infrastructure improvements through land-value capture techniques (property tax increases, land use conversion fees, etc.). Formulate tax incentives to develop service infrastructure.



Transportation and Connectivity





International education brings talent from across the region and world

New transportation investments establish the districts as central to regional innovation

District 9

Hanoi Highway

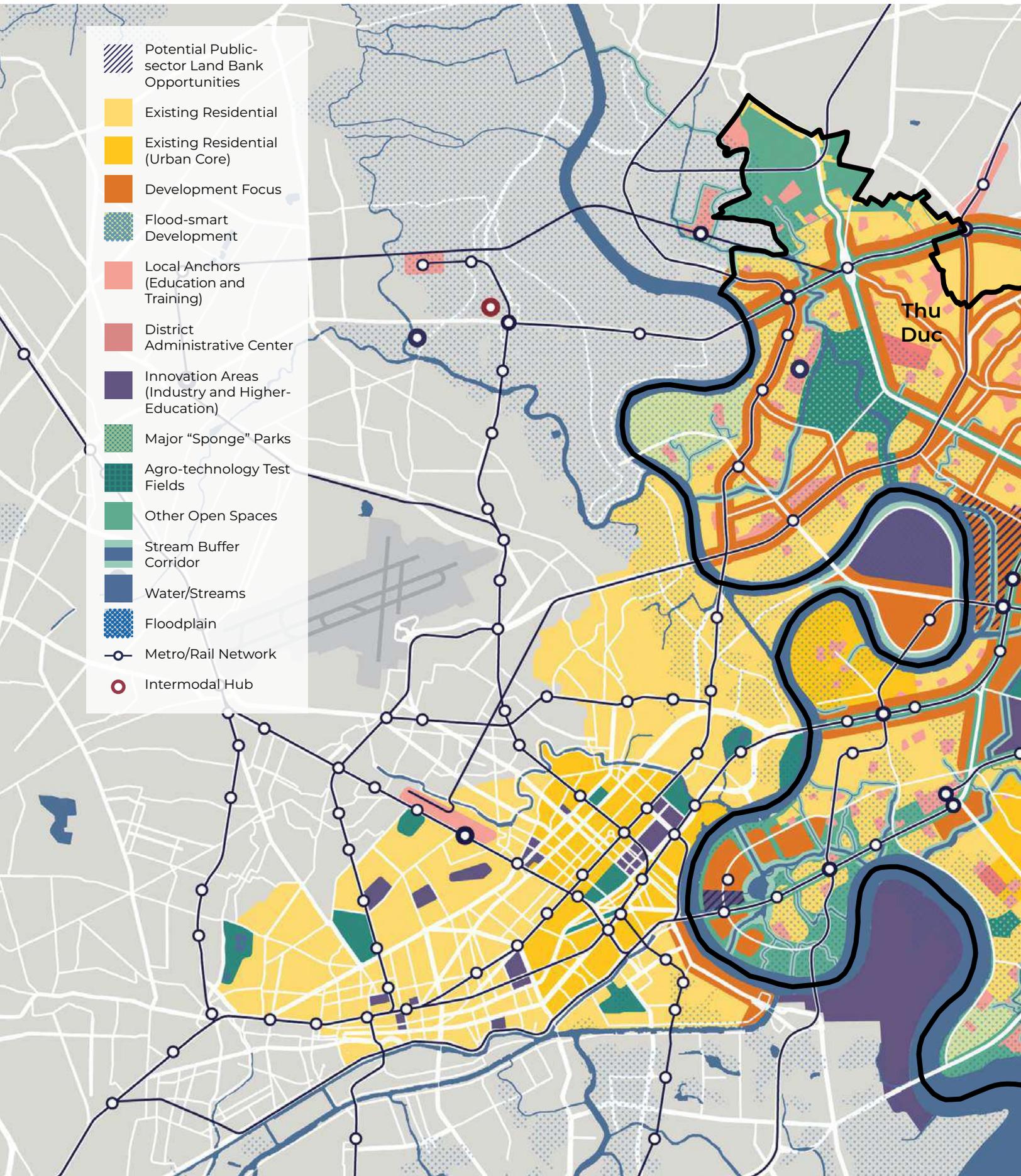
District 2

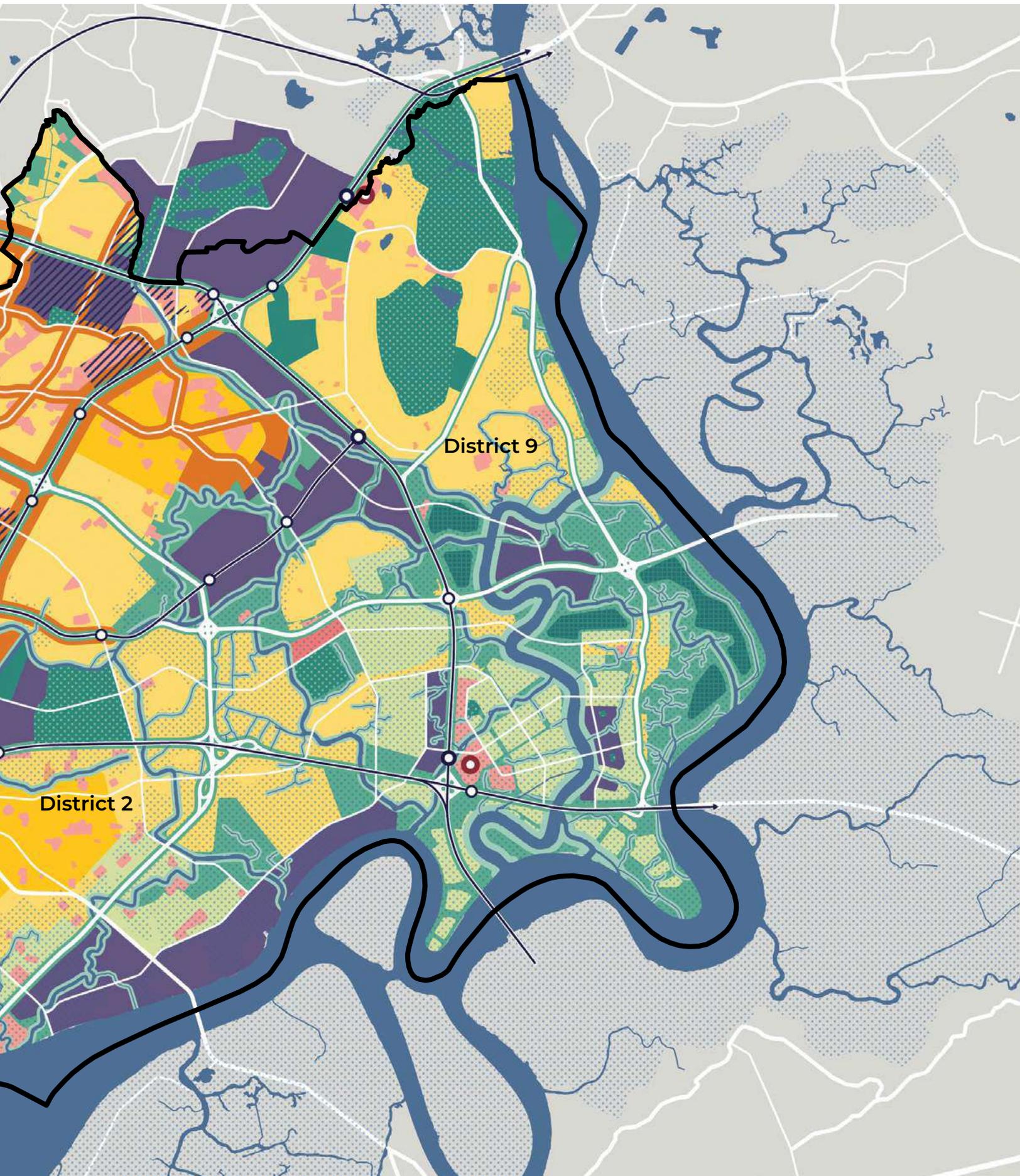
New Ew Road

Saigon Dau Giay Expressway

Connection from downtown to the new airport through the district

Regional Development Framework





Site Selection

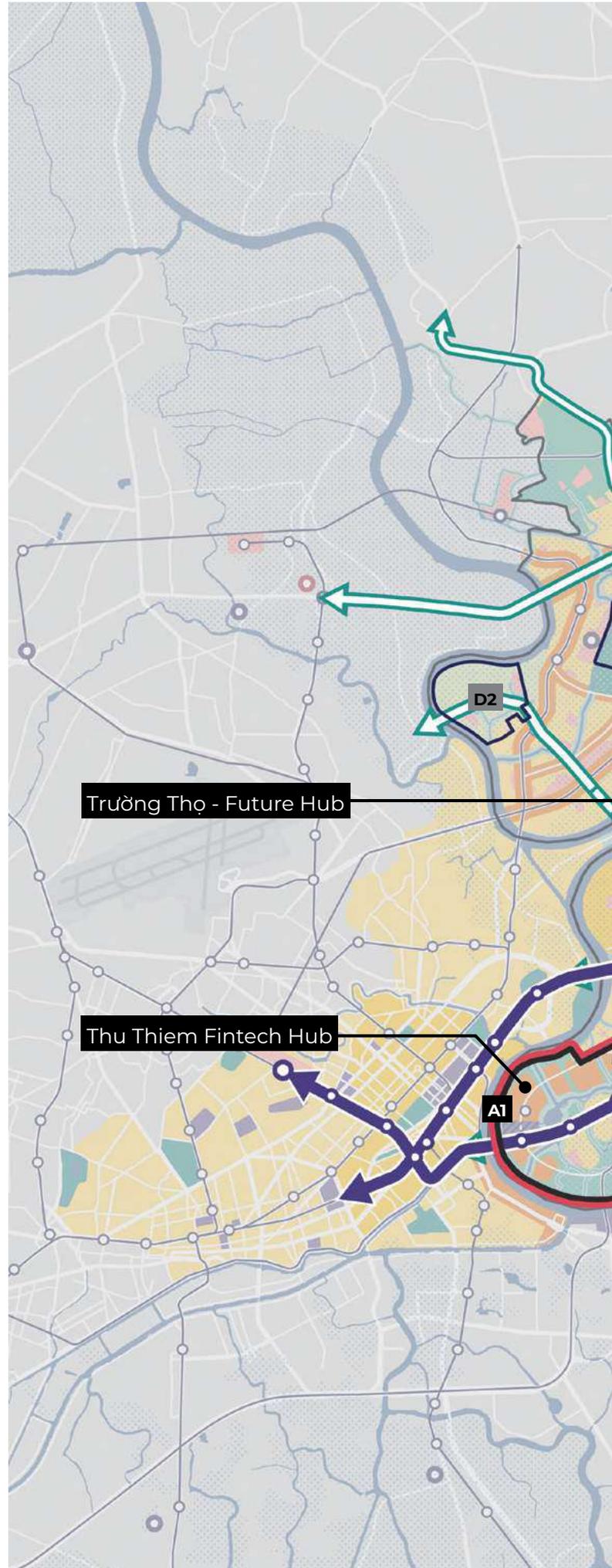
Across the functional zones identified within the scope of the project, 6 key zones have been selected as key areas of investment to promote innovation. This selection is aligned with market positioning and zones have been selected to best take advantage of ongoing investments and planning.

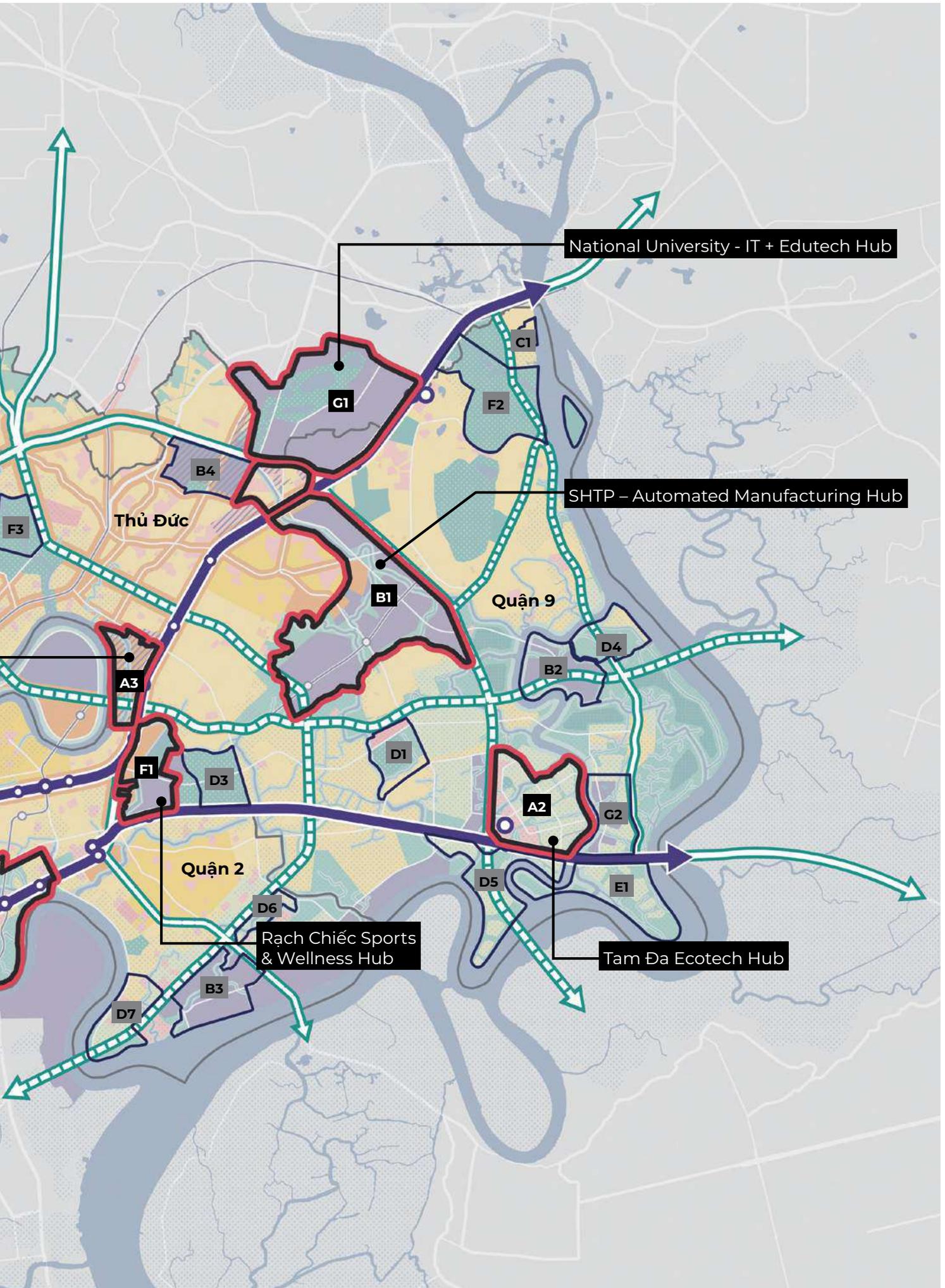
The criteria for selecting Innovation Hotspots are:

- Holding or being close to existing innovation ecosystems (e.g. National University and Saigon Hi-tech Park)
- Being open for future investment (i.e. land availability for new investment)
- Connecting to existing major transportation corridors (e.g. MRT Line 1, Hanoi highway, and Saigon – Dau Giay expressway)
- Located along existing and future growth corridors (e.g. Hanoi highway and Saigon – Dau Giay expressway)

Each district leverages its existing assets to provide sector-specific programming approach:

- **A1** Thu Thiem Fintech Hub has been planned to host a financial core for HCMC and is an ideal site to host innovation activities near the waterfront and in close proximity to downtown.
- **F1** Rach Chiec Sports and Wellness Hub builds on the site's previous planning revolving around sports and wellness to take advantage of the increasing popularity of health and wellness industry in Southeast Asia.
- **B1** Saigon Hi-tech Park – Automated Manufacturing Hub currently has international educational investments and key high-tech companies that provide the foundation for local economic development and continued growth across related sectors.
- **G1** National University – IT & Edutech Hub provides a cluster of educational institutions from which to extend its research capacities in collaboration with innovation industries.
- **A2** Tam Da Ecotech Hub leverages the natural site conditions of the Eastern parts of District 9 to promote eco-tourism and hosts a regional rail station and food-processing hub that can support culinary development and agro-tech industry in the area.
- **A3** Truong Tho Future Hub is an ideal site for the redevelopment of the port along the lines of smart city model that leverages its adjacency to Thao Dien and other urban cores for place-making.





Thu Thiem Global Fintech Hub

Vision

Thu Thiem benefits from visibility and connections to District 1, making it an incredibly important development for the future of Ho Chi Minh City. In addition, its waterfront access and proximity to the proposed redevelopment of Truong Tho port adds further international exposure to the site. Key transit connections across Thu Thiem integrate it into a broader network and provide opportunity for the flow of ideas and capital.

Advanced communication technologies, connections to District 1, and spaces for collaborative R&D support the growth of Ho Chi Minh City's financial industry while creating a vibrant, active, and comprehensive community.

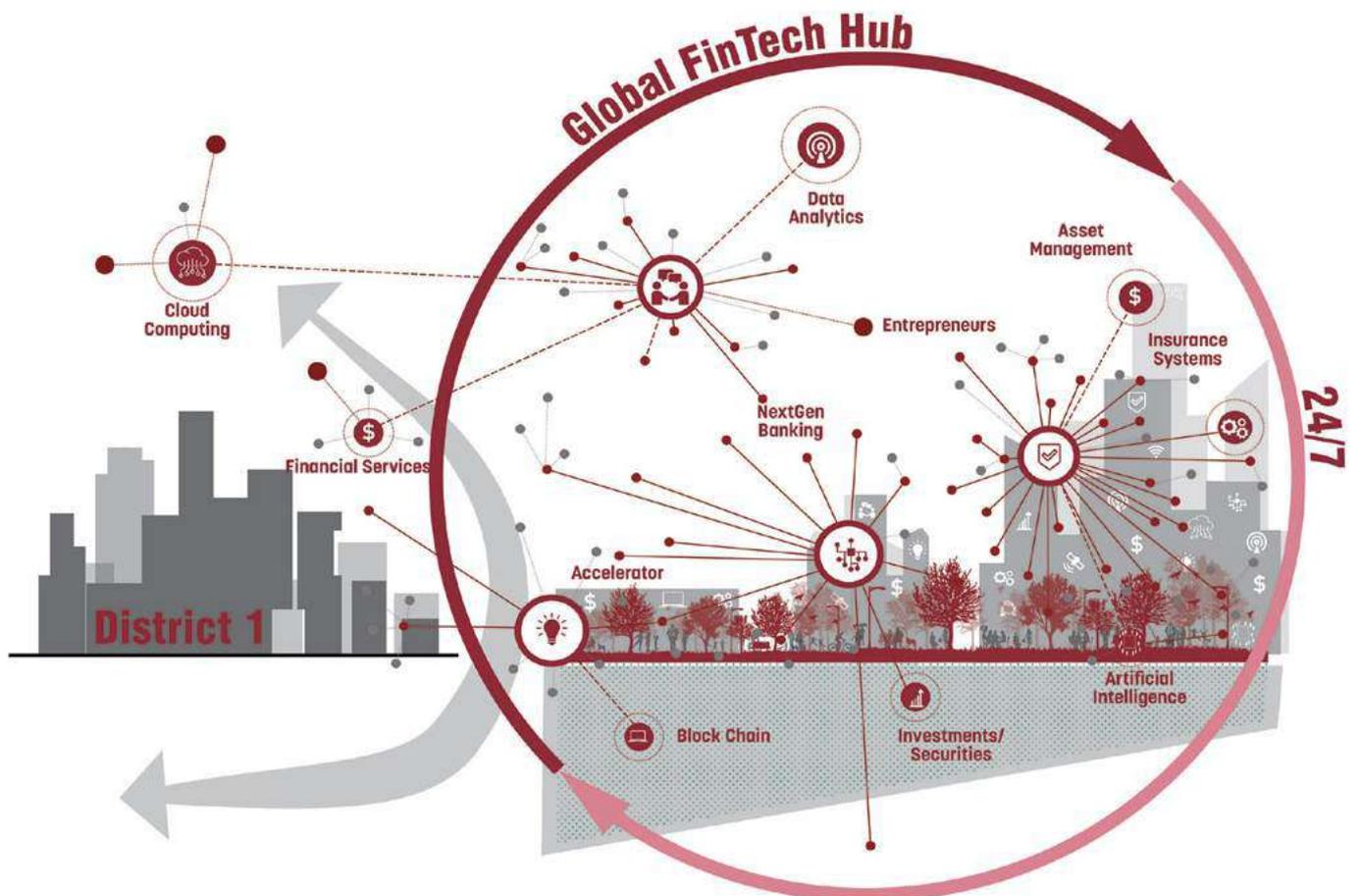
Existing Conditions

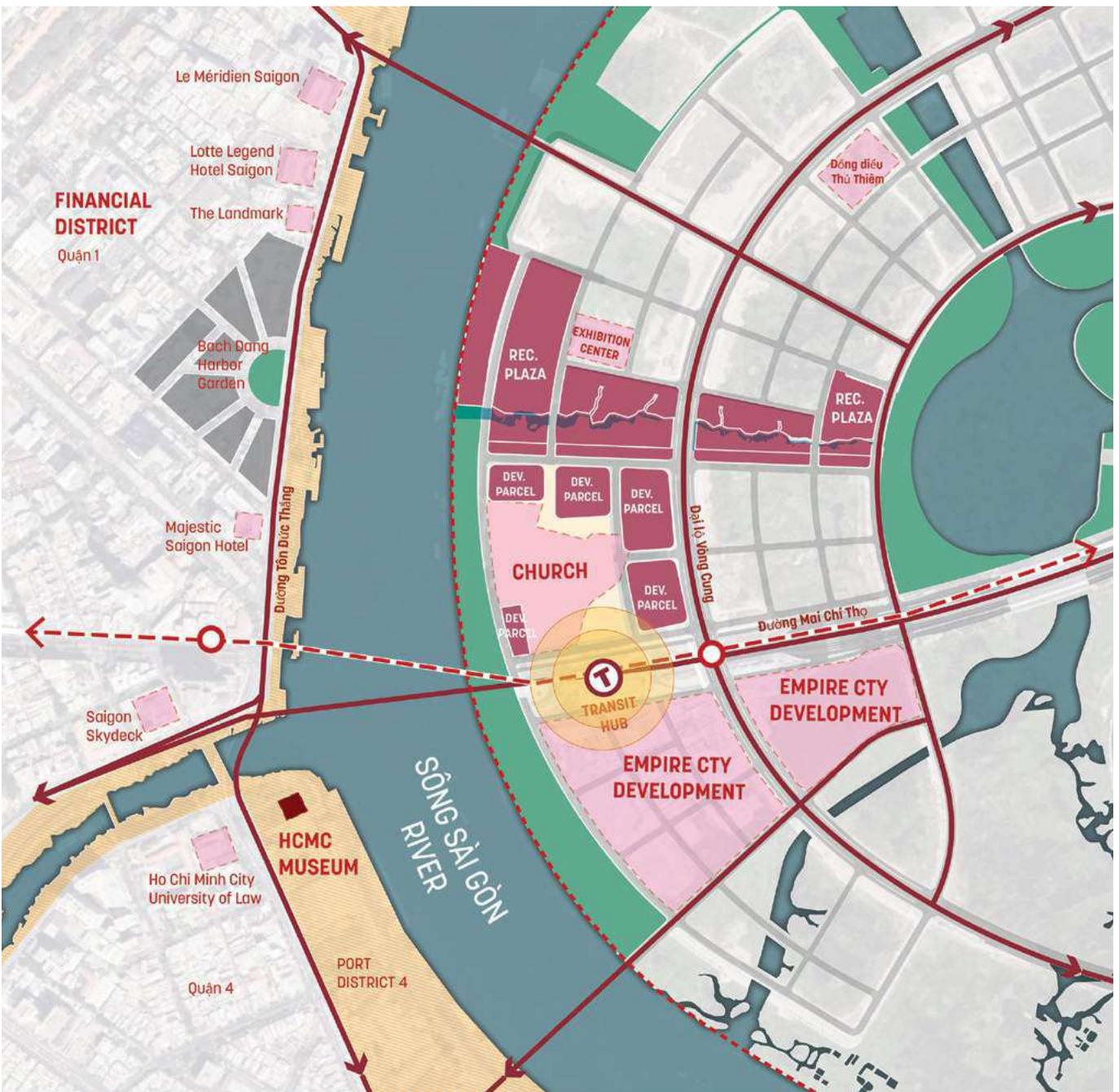
Thu Thiem benefits from a strong sense of character created by the Sai Gon riverfront and the mangrove wetlands to the southeast. In addition, the historic church site near the new MRT station provides the opportunity to weave new development into areas of considerable cultural importance. Existing pedestrian, vehicular, and MRT connections make the area a natural hub, and supports the proposed mixed-use Empire development.

Key Considerations

This site surrounded by Song Sai Gon river and with a group of churches to the south water front area.

It has strong pedestrian, vehicular and metro connection to all major districts in Ho Chi Minh City. It is adjacent to Empire development.

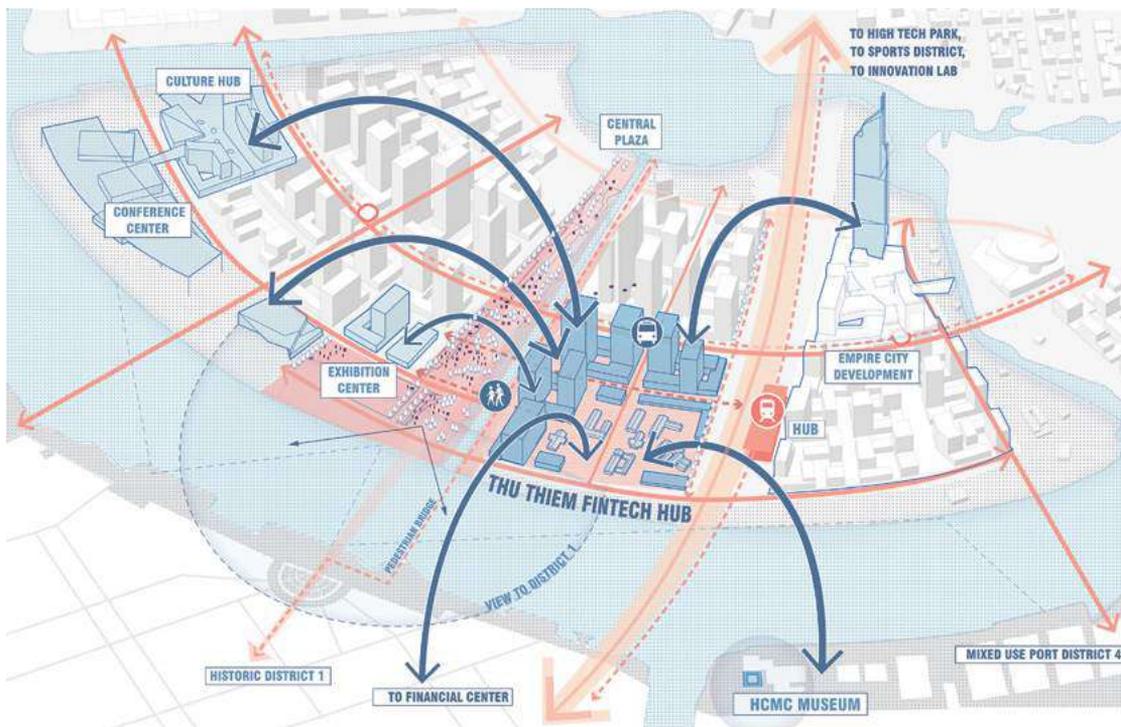


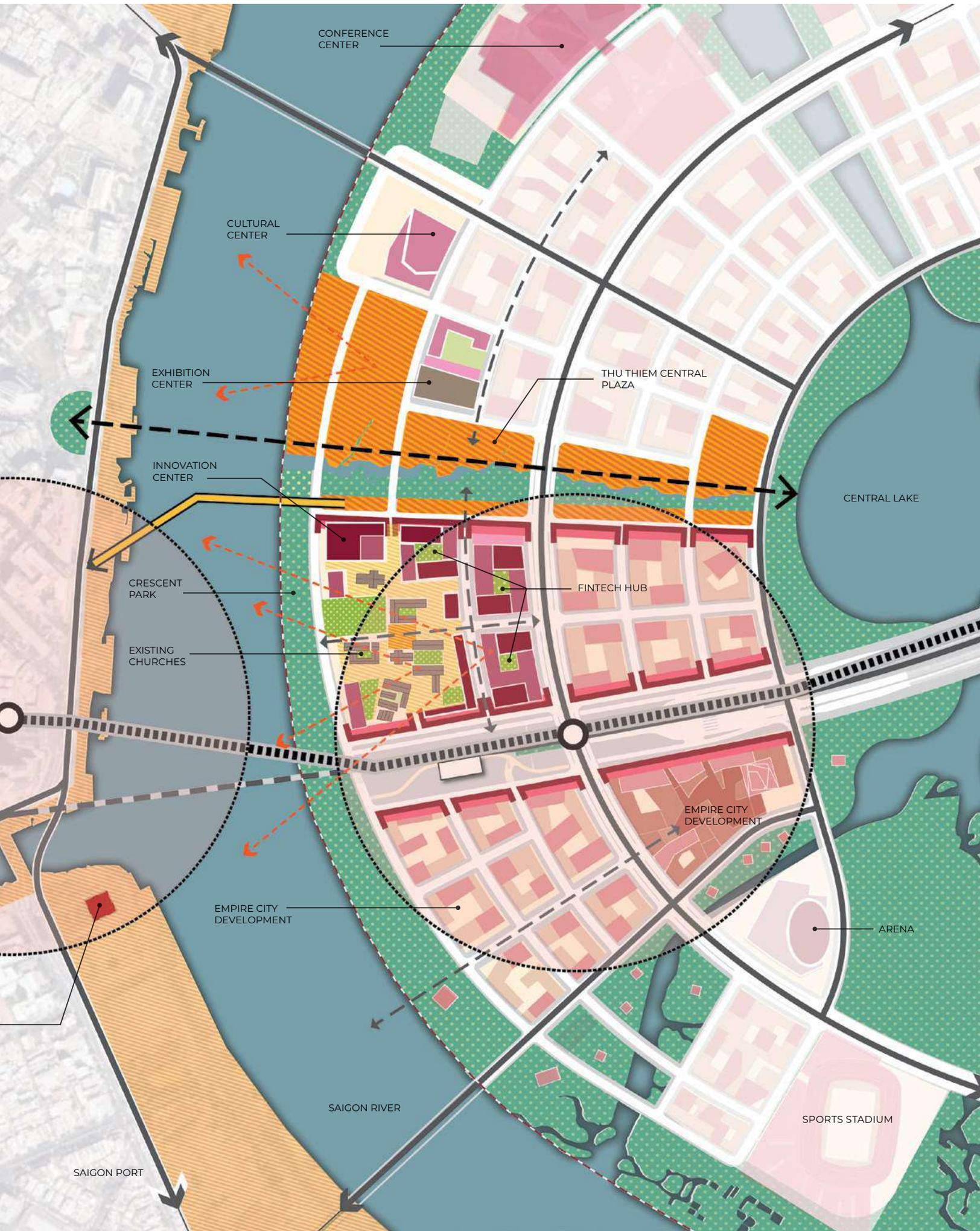


Proposed Framework Plan

The development is an expansion of existing Fintech hub and the public realm in Downtown Ho Chi Minh City connected by a pedestrian bridge over the Sai Gon River. New buildings adhere to the fabric of existing churches and create active streets and plazas for public gatherings, retail and cultural events.

The riverfront promenade and existing church courtyards generate continuous street connections for art & culture, retail and recreational activities. Fintech innovation in the district benefits from coworking spaces, accessibility from nearby metro and bus station, and a linear event plaza stretching linearly along the canal.





Community Experience

A reimagined plaza and landscape blends historic religious sites with new development while creating space for the strengthening of community. Active ground floors ensure a vibrant streetscape and an engaging public realm.

Active ground floors ensure a vibrant streetscape and an engaging public realm.





Rach Chiec Sport & Wellness Hub

Vision

Existing transit connections to key regional attractions, including the airport, give Rach Chiec the potential to be an international destination for innovation in sports and wellness. The adjacent mixed-use development areas provide the opportunity to grow this district into a holistic community aimed at improving the human condition.

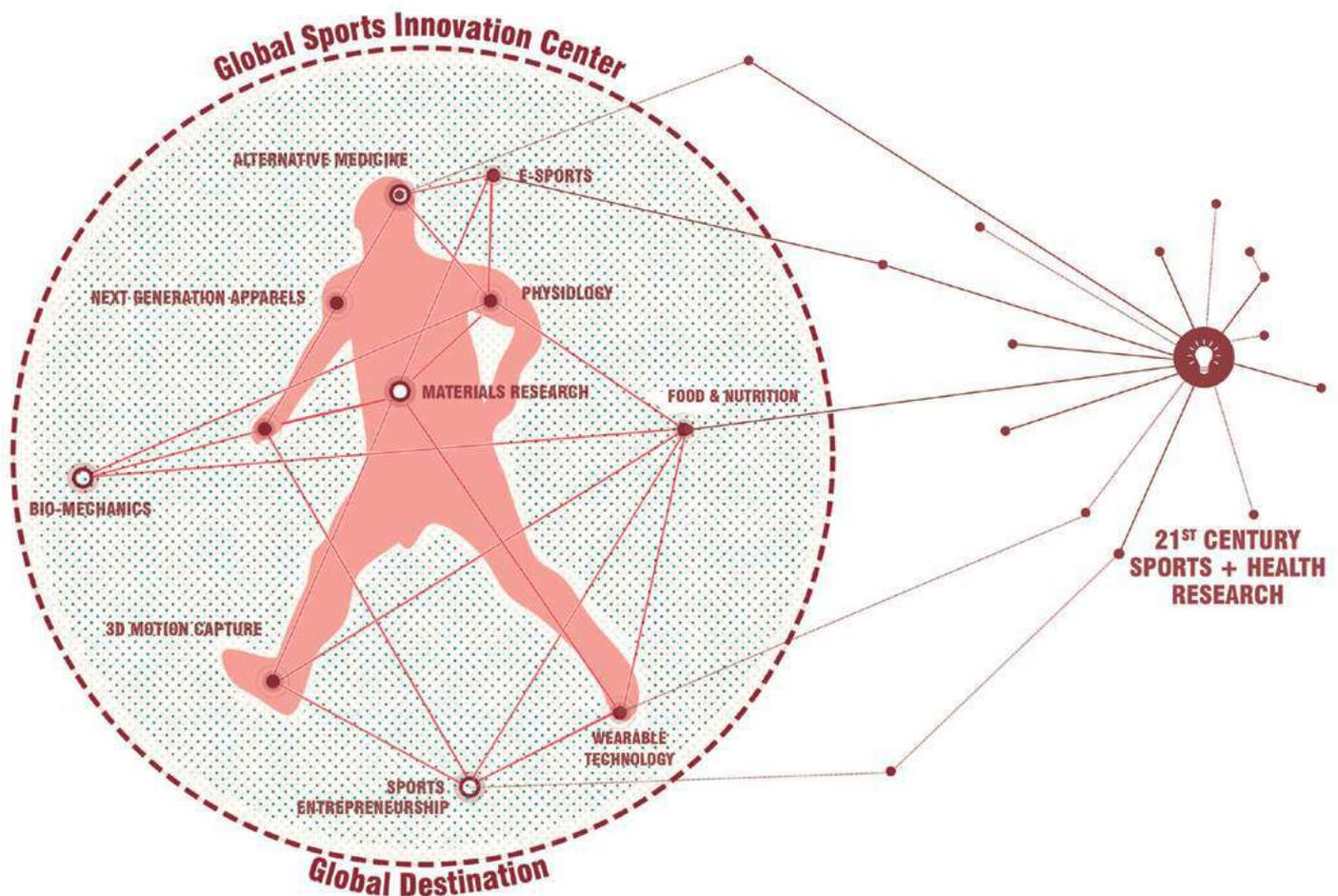
Health and wellness research, sports entrepreneurship, and competition-based entertainment anchor a new destination for all things sports in Southeast Asia.

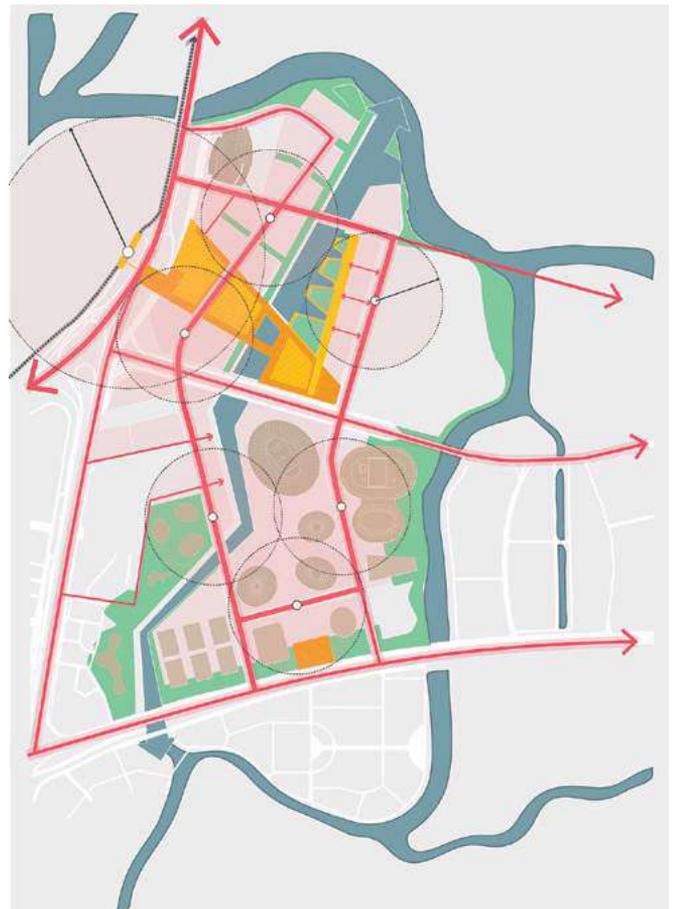
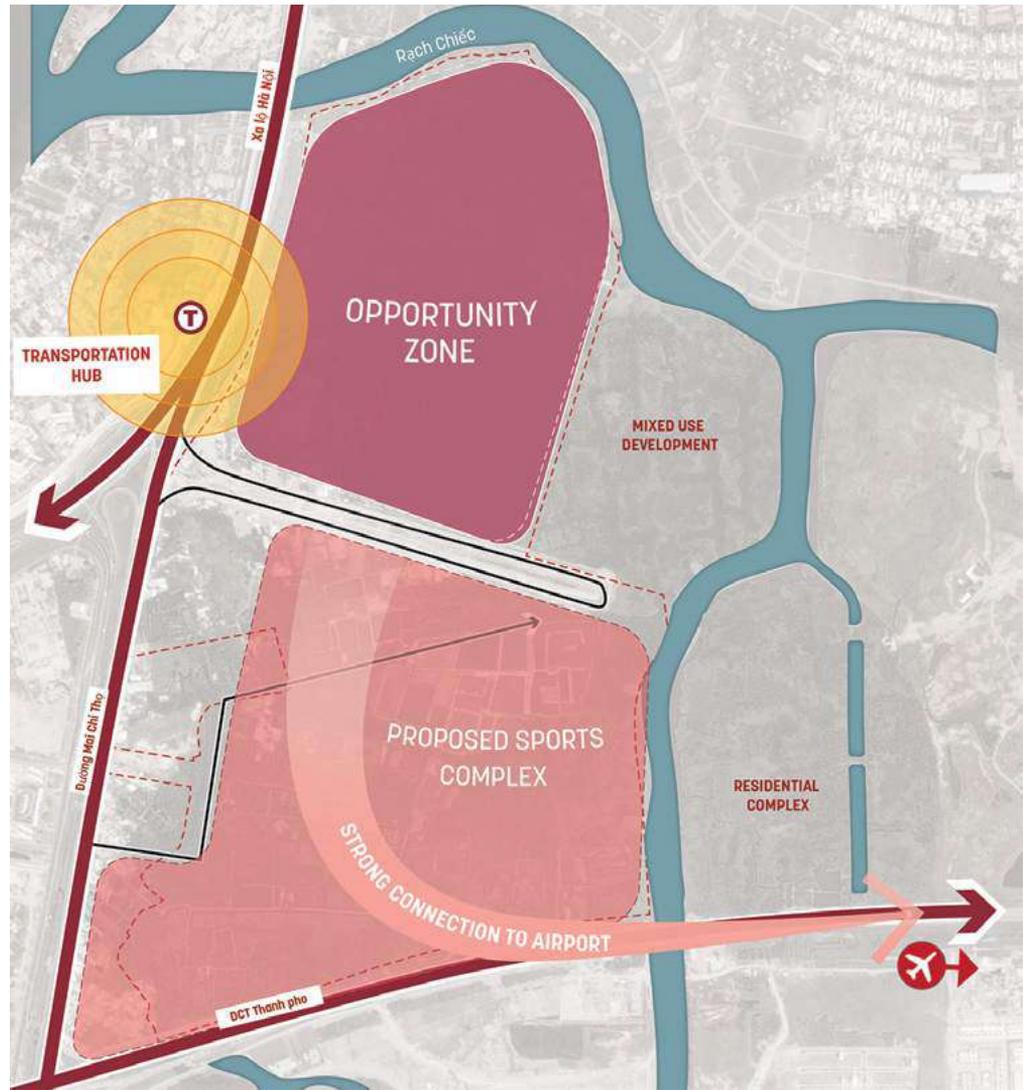
Existing Conditions

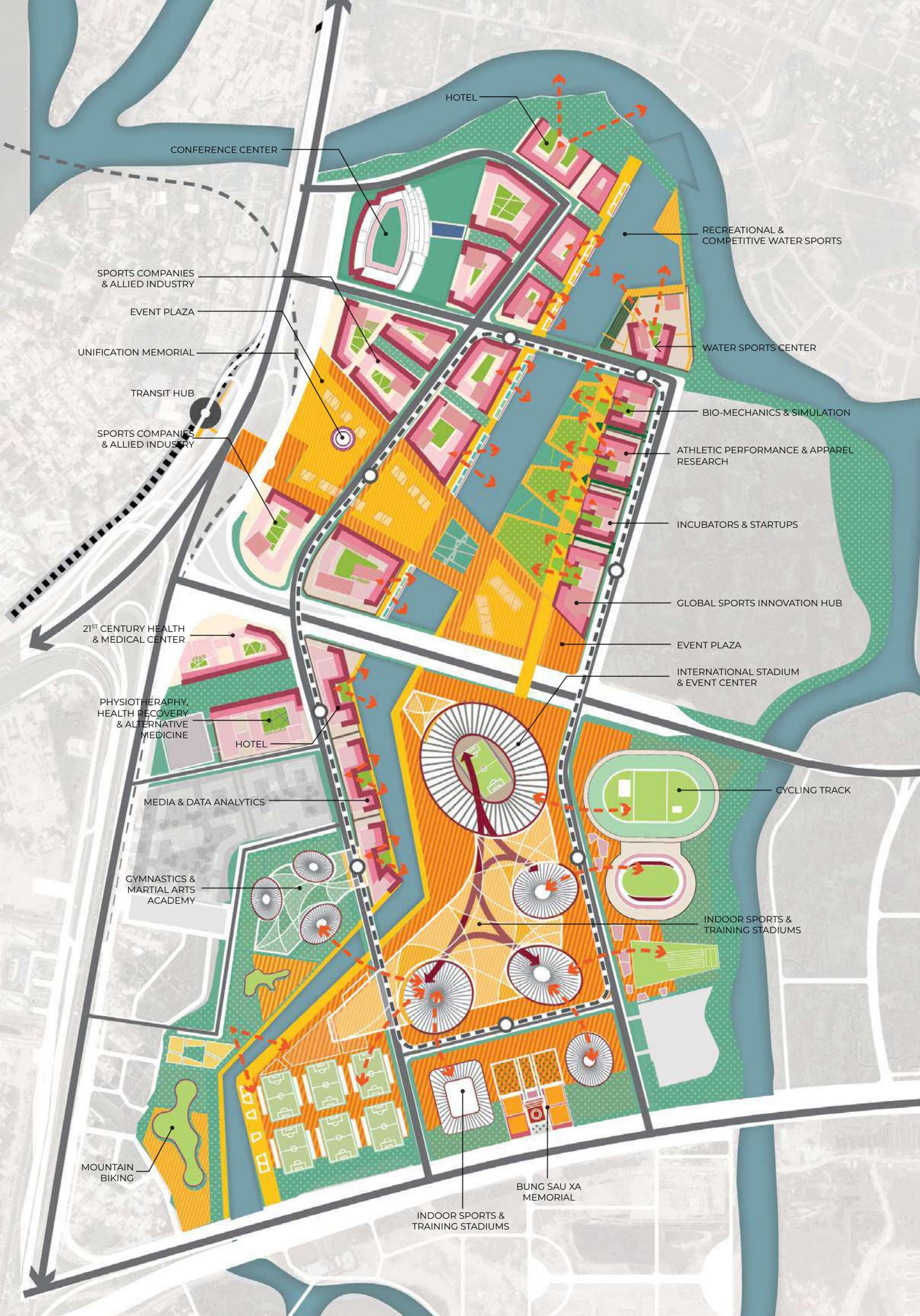
Rach Chiec is surrounded by the Rach Chiec River and is well connected to the airport via Long Thanh – Dau Giay highway. The proposed MRT station provides a strong north-south connection to the historic center of the city, as well as to the National University and Truong Tho port areas. The site boasts several opportunity zones for new development that can take advantage of key transportation networks.

Key Considerations

Site is surrounded by Rach Chiec River and well connected to the airport via Long Thanh - Dau Giay (highway). The new proposed metro stop provides strong north south connection to the historic center, AI as well as to university and port district.







HOTEL

CONFERENCE CENTER

RECREATIONAL & COMPETITIVE WATER SPORTS

SPORTS COMPANIES & ALLIED INDUSTRY

EVENT PLAZA

WATER SPORTS CENTER

UNIFICATION MEMORIAL

TRANSIT HUB

BIO-MECHANICS & SIMULATION

SPORTS COMPANIES & ALLIED INDUSTRY

ATHLETIC PERFORMANCE & APPAREL RESEARCH

INCUBATORS & STARTUPS

21ST CENTURY HEALTH & MEDICAL CENTER

GLOBAL SPORTS INNOVATION HUB

PHYSIOTHERAPY, HEALTH RECOVERY & ALTERNATIVE MEDICINE

HOTEL

EVENT PLAZA

INTERNATIONAL STADIUM & EVENT CENTER

MEDIA & DATA ANALYTICS

CYCLING TRACK

GYMNASIACS & MARTIAL ARTS ACADEMY

INDOOR SPORTS & TRAINING STADIUMS

MOUNTAIN BIKING

BUNG SAU XA MEMORIAL

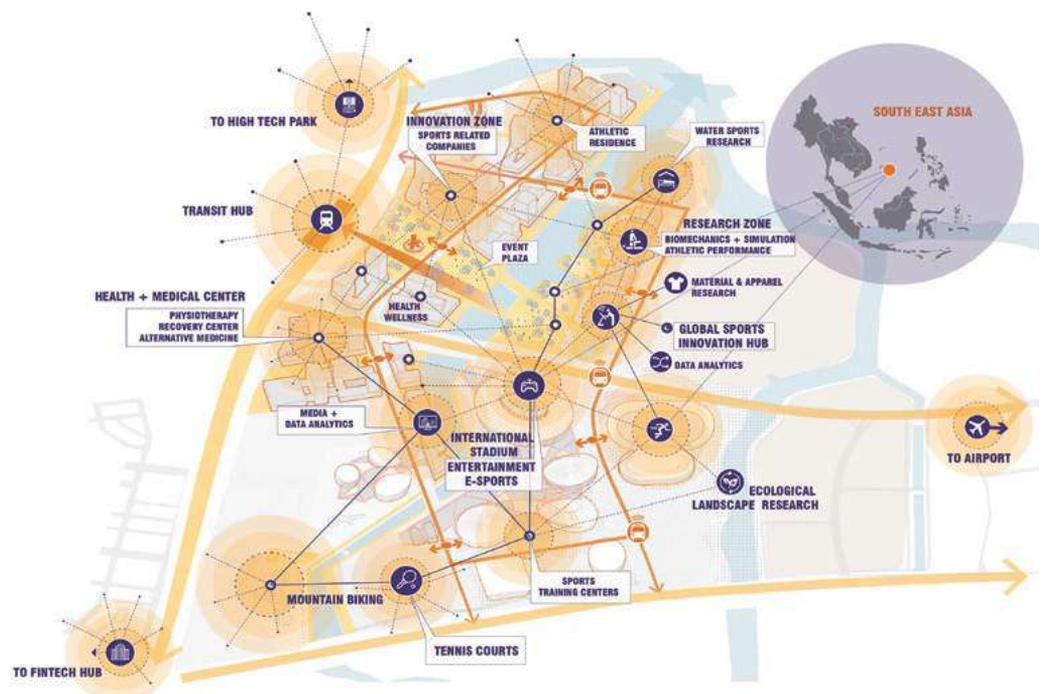
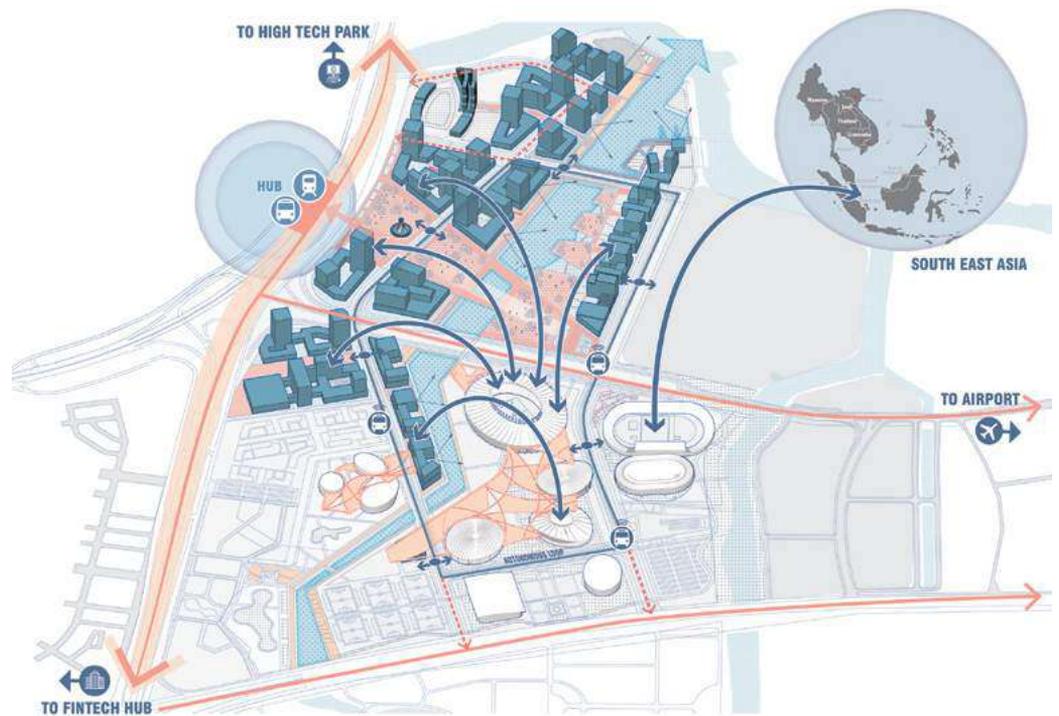
INDOOR SPORTS & TRAINING STADIUMS



Proposed Framework Plan

The framework structures new development along the canal edge to bridge people between transit hub and sports hub. Canal-front plazas connect parcels for sports companies, sports innovation hub, wellness centers to culminate into a large public space around the stadiums for assembling, sport-viewing and interaction.

The public spaces along the canal edge, on either side of it, create a continuous flow of people and activities in athletics performance areas, sports-related companies, and cluster of stadiums.



Community Experience

Daily life at Rach Chiec is filled with fitness instruction, sports research, and community-driven excursions.

Innovative interactivity supports a range of events and visitors, including a 21st century definition of competition.





Saigon Hi-Tech Park

Vision

Building on its existing hi-tech manufacturing industry, Saigon Hi-tech Park is envisioned to promote the future of innovative production and design. Connections to adjacent existing and proposed research entities further strengthen the already vigorous manufacturing sector with inventive methods and products.

Opportunities to scale from ideation to prototyping to exporting support a dynamic district that drives inventive product development and advances economic development.

Existing Conditions

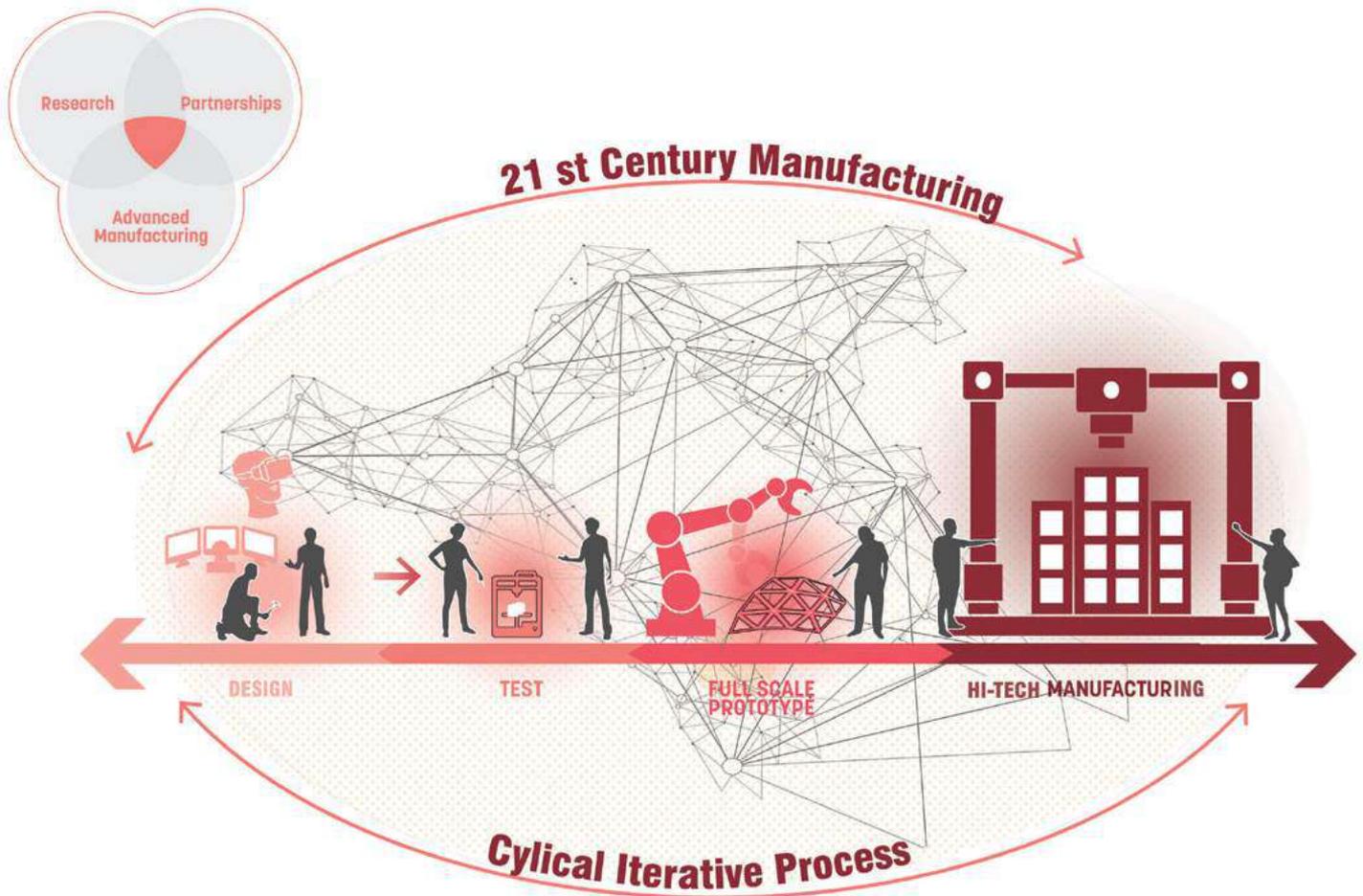
The robust presence of major anchors like Samsung and Intel serve as the engine for economic development in the area. Proximity to the National University area indicates the potential for improved connections to this source of talent and ideas, while the proposed Fulbright University will place academic activity directly on the site. Key transit connections, including a new MRT stop, are already proposed on site.

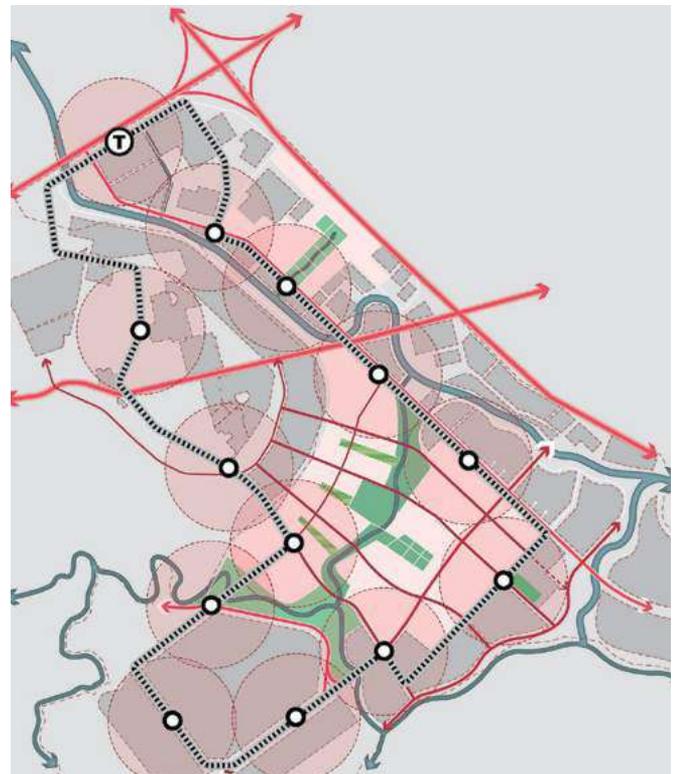
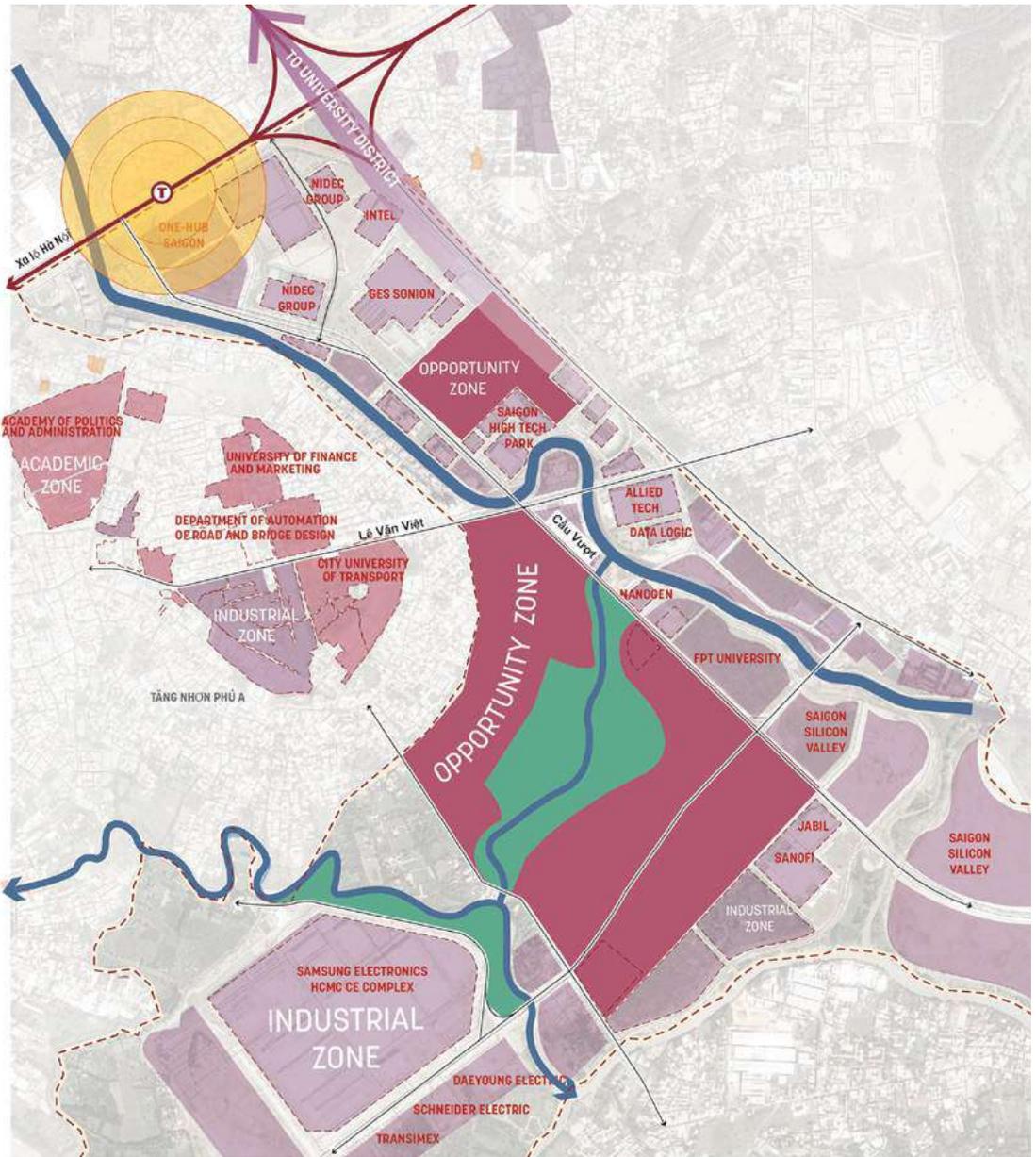
Key Considerations

A metro stop is proposed to the north of the site which shall connect it to university District and to the Port district and Fin tech hub.

Existing small and large scale manufacturing companies in and around the site - like Samsung and Intel. Fulbright University is proposed to be on this site.

The adjacent neighborhood has many Academic institutions.

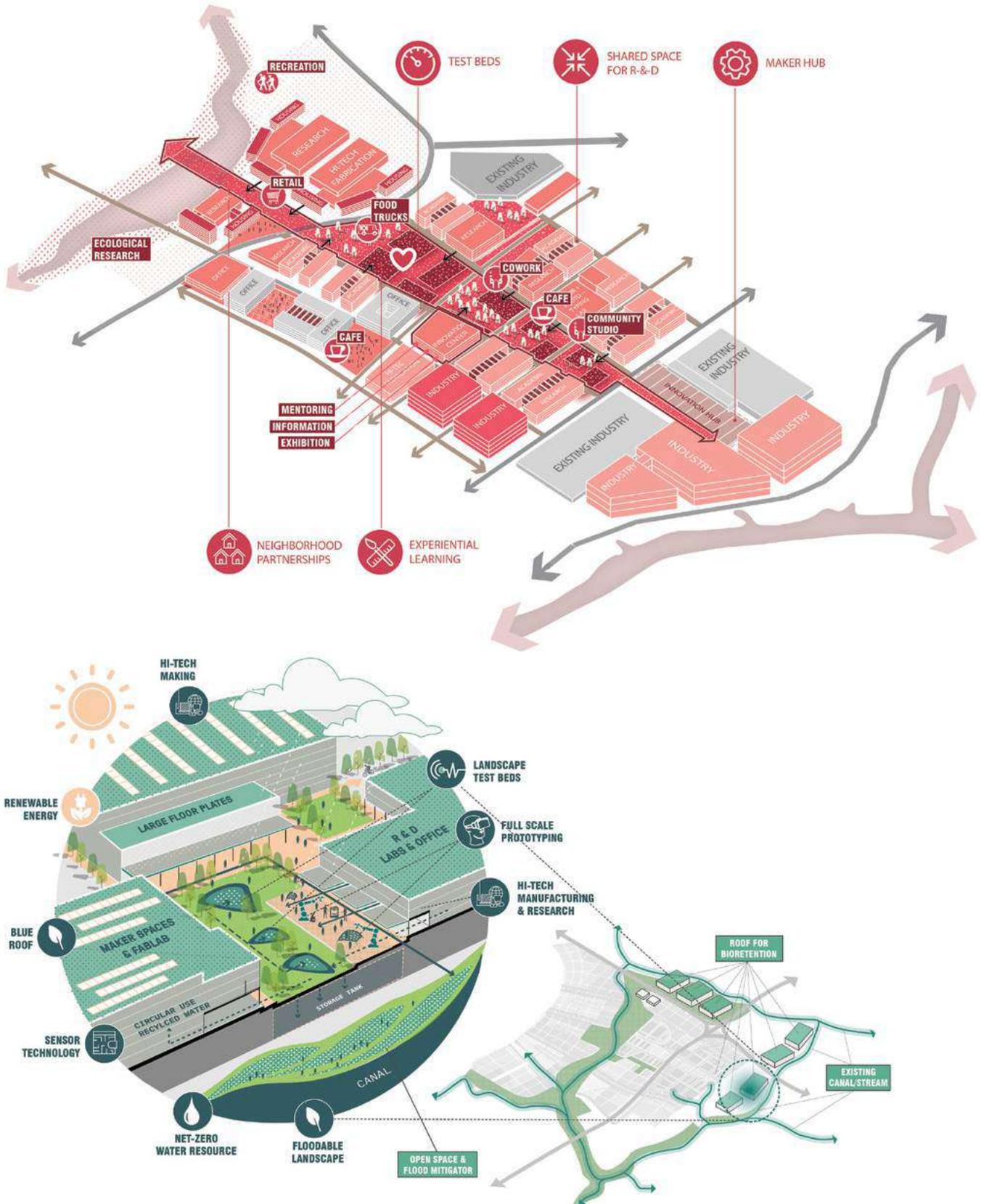


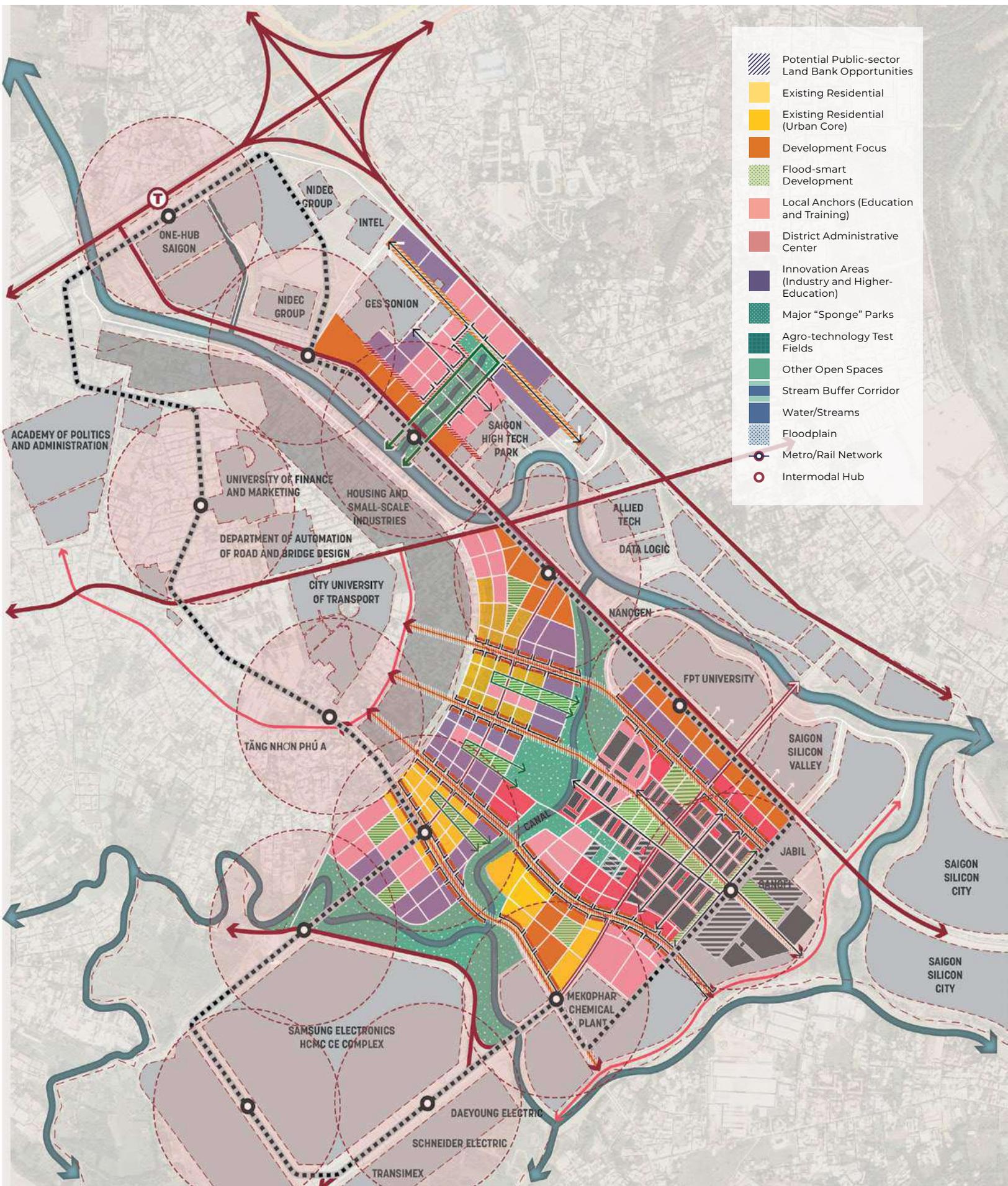


Proposed Framework Plan

The proposed framework creates spaces for collaborative production, research and prototyping by infill-developments for small and medium scale enterprises to interface with existing large industries and manufacturing setups in the district. Mixed-use spines connect new research and academic program clusters with neighboring small-scale industries.

New R&D clusters support ongoing development of academic campuses and production in large industries, in order to reinvent methods of industrial production. These require learning commons for large-scale prototyping and testing in outdoor areas along the canal and academic quads.





-  Potential Public-sector Land Bank Opportunities
-  Existing Residential
-  Existing Residential (Urban Core)
-  Development Focus
-  Flood-smart Development
-  Local Anchors (Education and Training)
-  District Administrative Center
-  Innovation Areas (Industry and Higher-Education)
-  Major "Sponge" Parks
-  Agro-technology Test Fields
-  Other Open Spaces
-  Stream Buffer Corridor
-  Water/Streams
-  Floodplain
-  Metro/Rail Network
-  Intermodal Hub

Community Experience

New urban courtyards connect designers, researchers, and business elites and promote collaboration through interactive programming.

Pedestrian-focused landscapes integrate innovative stormwater management while supporting an ecosystem of invention and creativity.





National University Edu-Tech Hub

Vision

Additional development near National University can support the school's academic mission while spurring additional economic growth. In particular, new locations for research, study, and collaboration can be created to bridge the gap between knowledge and production and support the teaching of new skills and methods.

Flexible and adaptive learning, research, and collaboration environments cultivate opportunities for the generation of new ideas and the development of new skills.

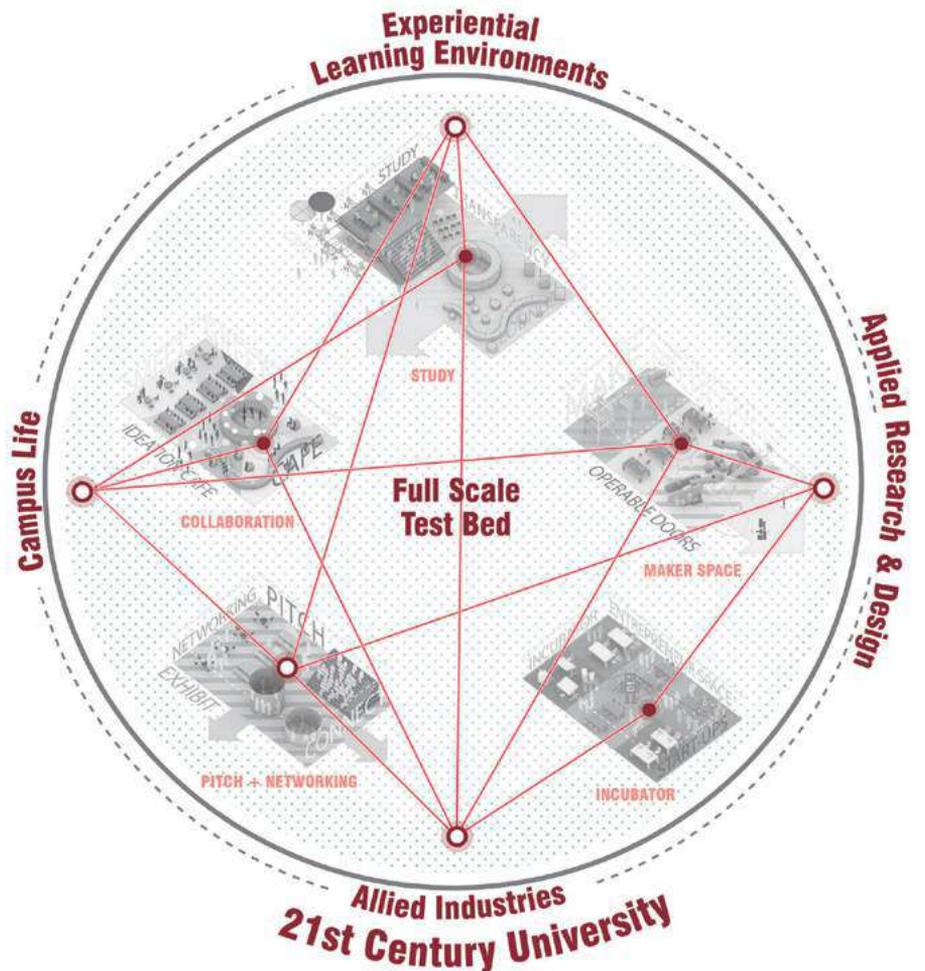
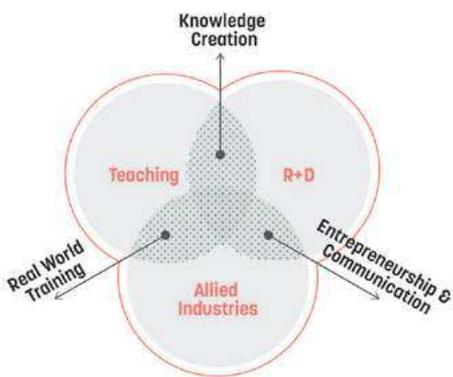
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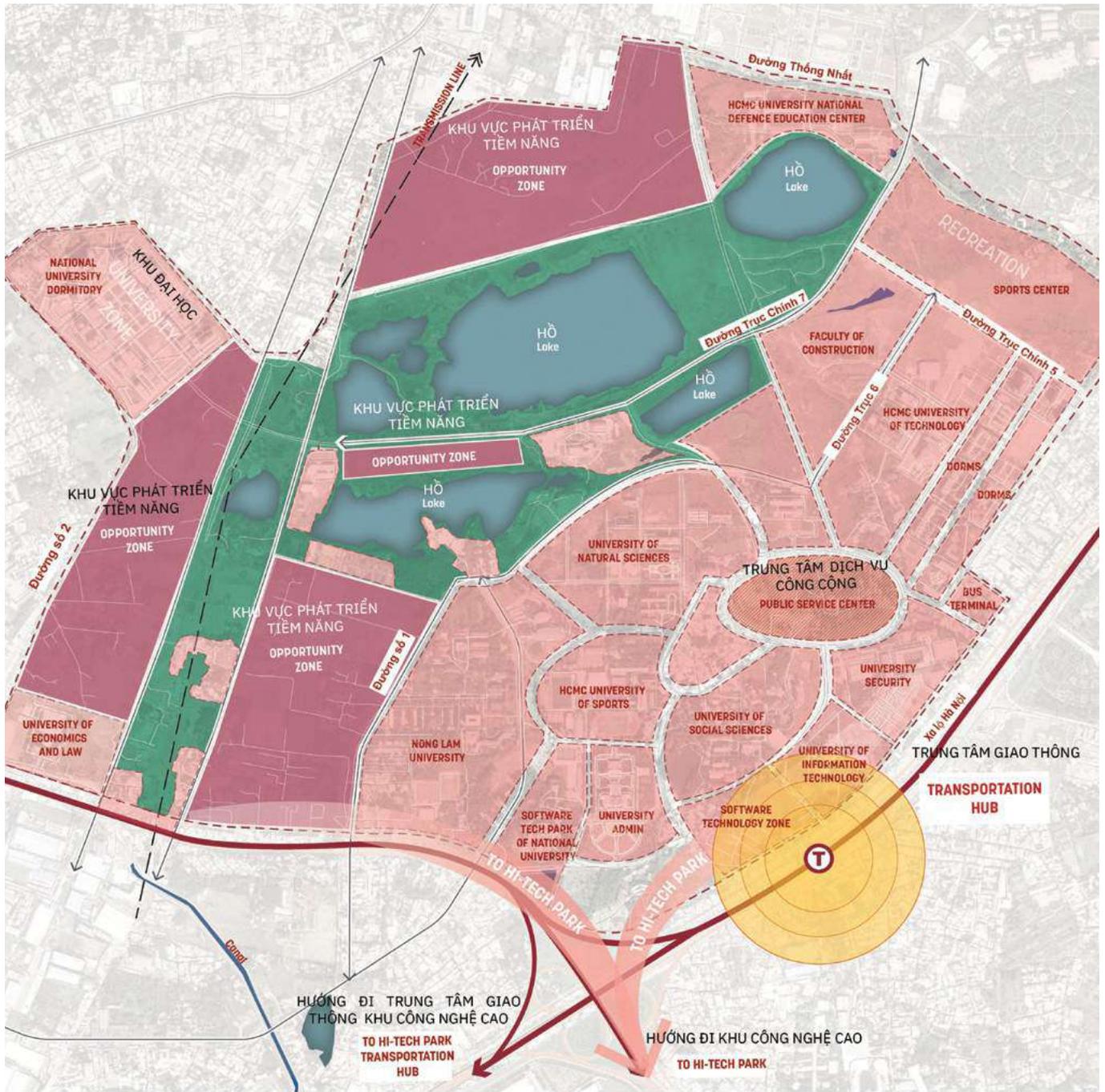
Located at the far northern extent of the study area, the National University area depends on improved transit connections, especially to the nearby Saigon Hi-tech Park. In addition, strong potential exists to connect the canal to the south with the University area's lakes and ponds to create a resilient green infrastructure system.

Key Considerations

A high power transmission line passes through the west of the districts so limits construction.

Opportunity to connect and integrate all different university districts present on site. Opportunity to extend the canal into the district and form a resilient green infrastructure system.

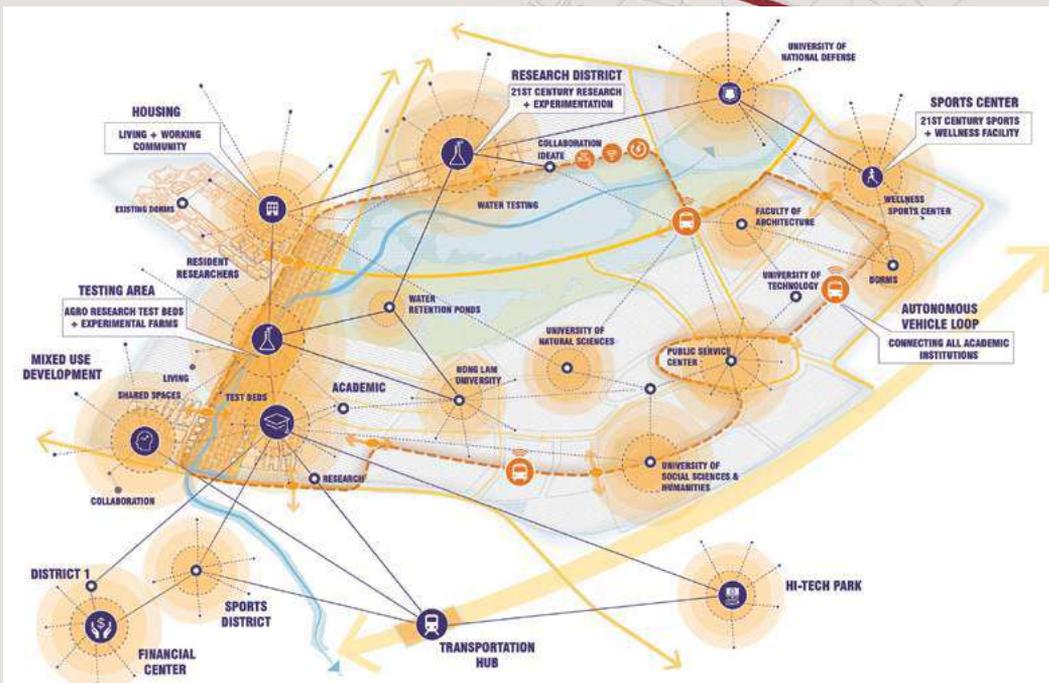
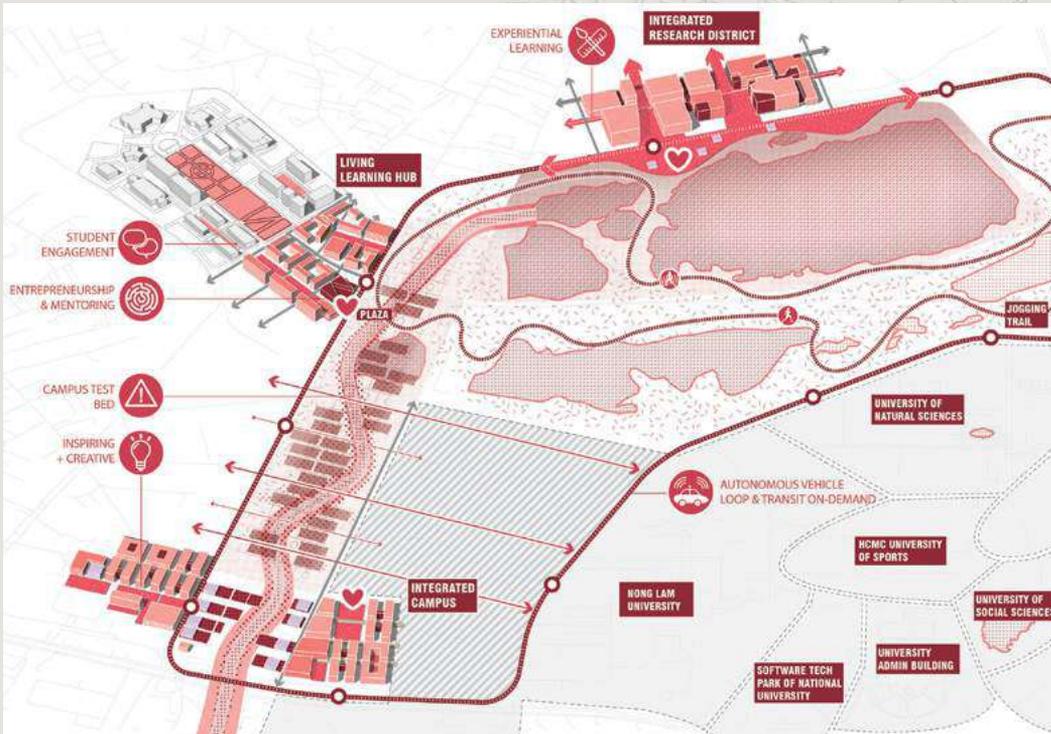


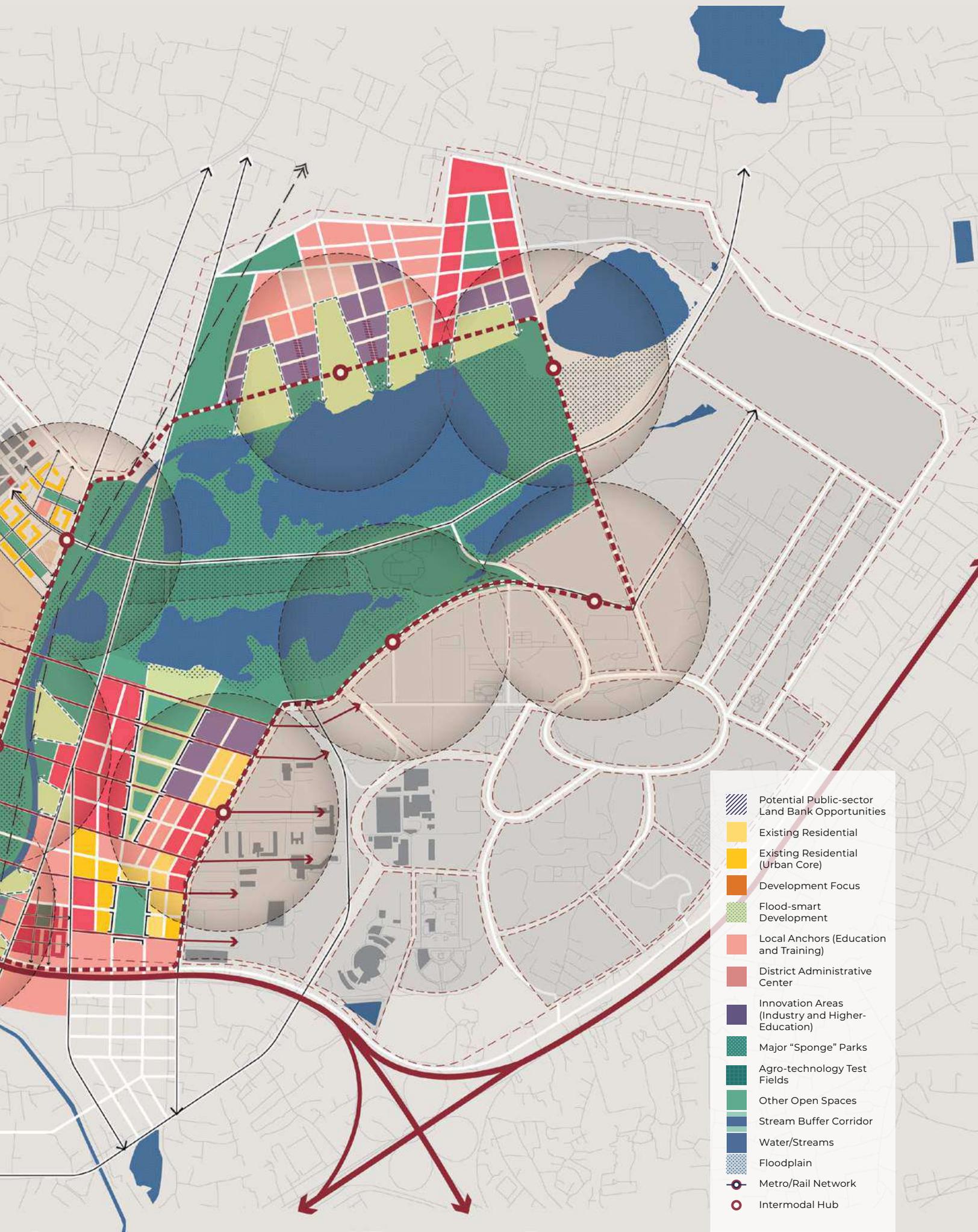


Proposed Framework Plan

New developments for innovation, research and education are planned as extension of existing universities and dormitory areas. These developments surround the existing lakes and canal to create an ecosystem for innovation through diverse programs including test beds, collaborative research labs, experimental farms and learning commons.

Creating a knowledge hub for collaborative research between universities, R&D companies, research labs. New developments planned in Science Park, Nong Lam University expansion and National University Dorm are supported with an active living and recreational environment along the canal and lakes.





-  Potential Public-sector Land Bank Opportunities
-  Existing Residential
-  Existing Residential (Urban Core)
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-  Flood-smart Development
-  Local Anchors (Education and Training)
-  District Administrative Center
-  Innovation Areas (Industry and Higher-Education)
-  Major "Sponge" Parks
-  Agro-technology Test Fields
-  Other Open Spaces
-  Stream Buffer Corridor
-  Water/Streams
-  Floodplain
-  Metro/Rail Network
-  Intermodal Hub

Community Experience

Interior and exterior spaces are integrated to inspire adaptive learning and collaboration.





Tam Da Eco-Tech Hub

Vision

The most ecologically sensitive district, Tam Da provides the opportunity to be innovative in design and practice. Responding to key transportation routes, including the new connection to the airport, development can be clustered in areas that can support new growth, while environmentally rich areas can be preserved and protected.

Integration of natural systems, advanced engineering, and adaptive infrastructure allows a new neighborhood to thrive while facilitating regional environmental processes.

Existing Conditions

Tam Da is identified by its existing agricultural land and marshes, which are seen not as barriers, but as opportunities for creative new community building. Still, the flood-prone nature of the area requires a combination of engineering and planning solutions to accommodate mixed-use development and further strengthen cross-district transportation infrastructure.

Key Considerations

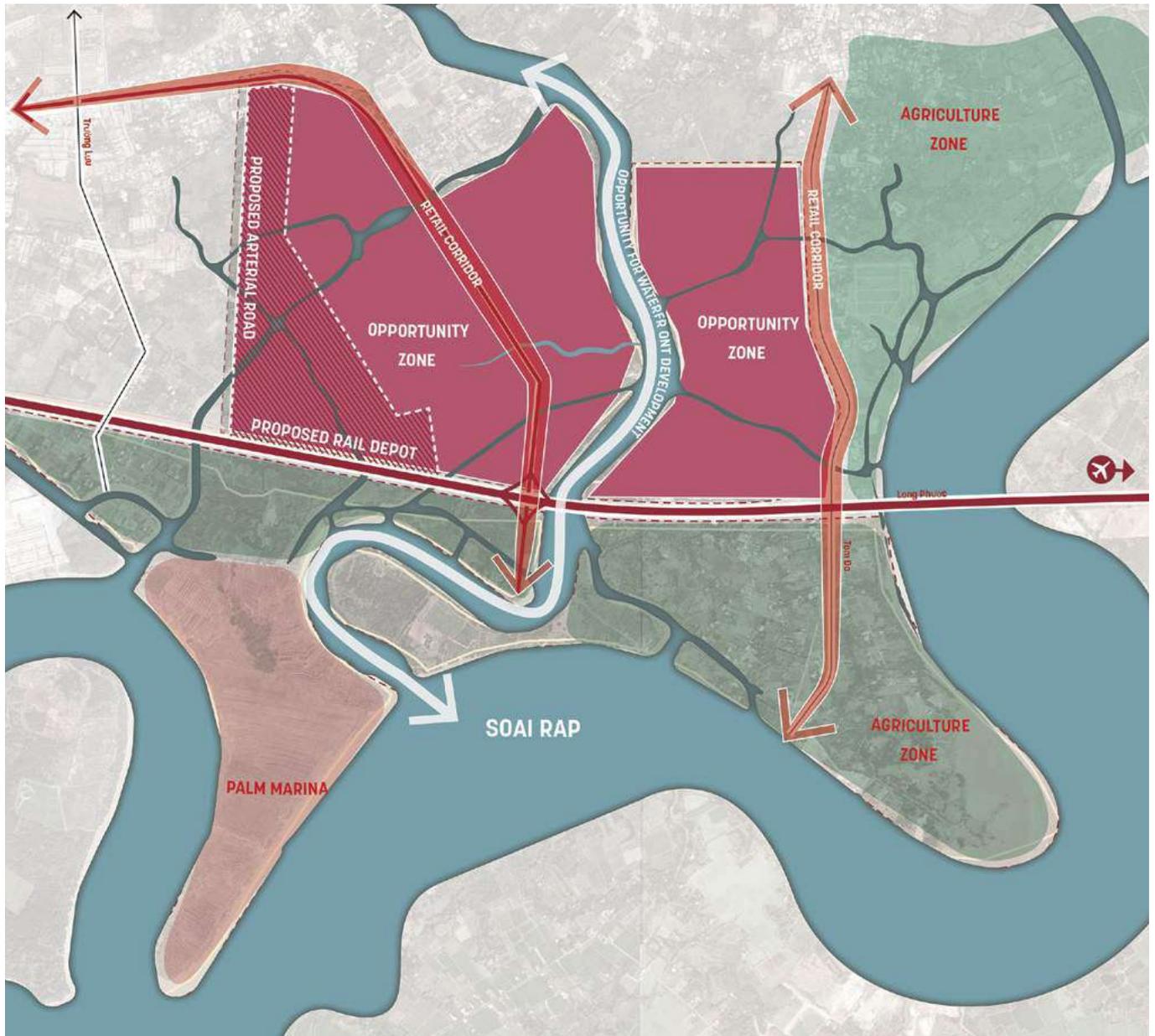
Site is located far east of the city, surrounded by agriculture farms and marshland.

Sits in a low lying flood prone area. Neighboring sites are zoned for Housing, research, mixed use and health resorts.

Strong connection to Fit tech hub to the west and the airport to the east.

Typical Urban Development

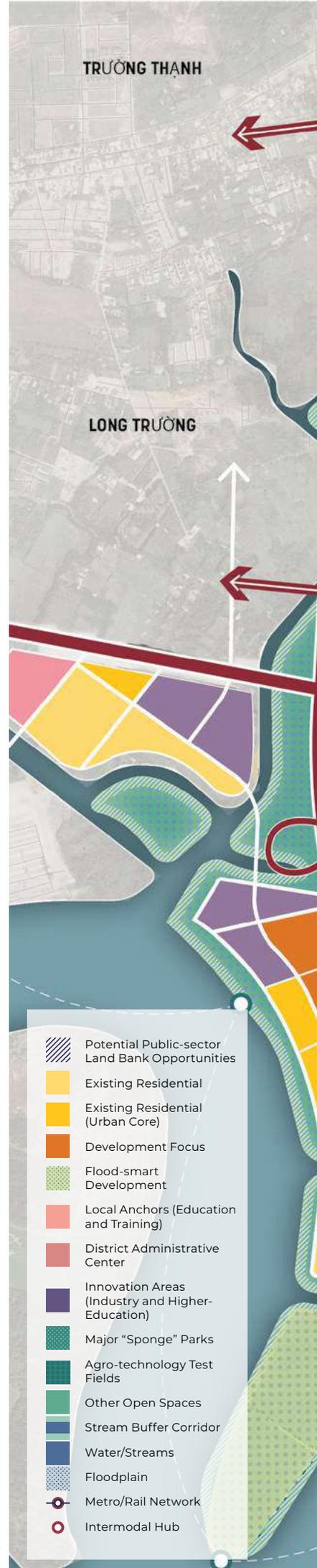
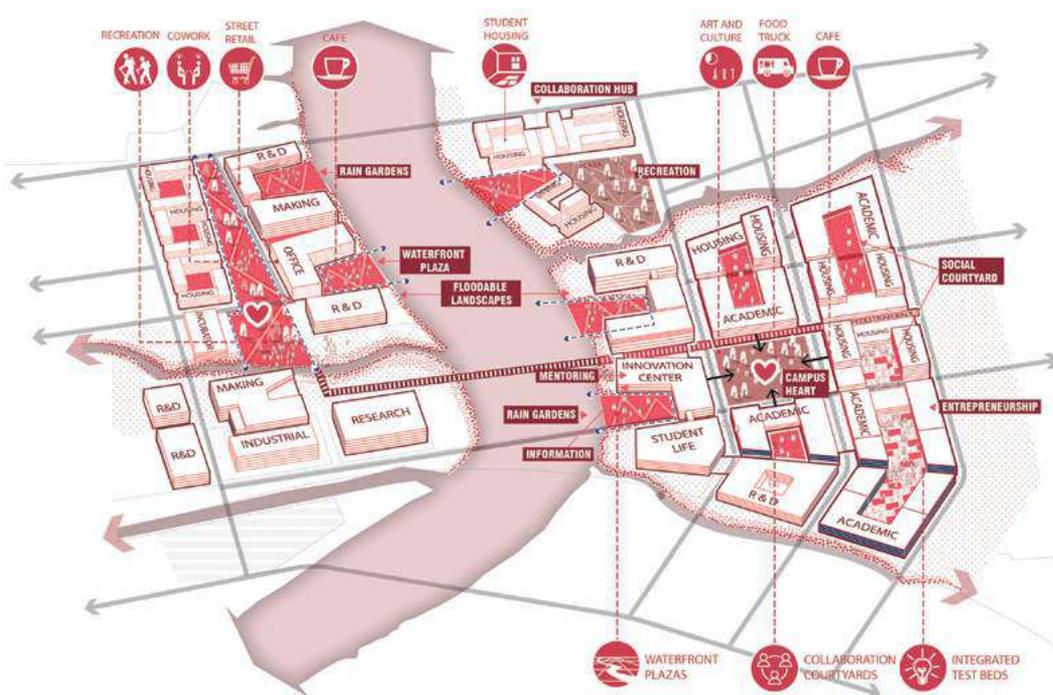
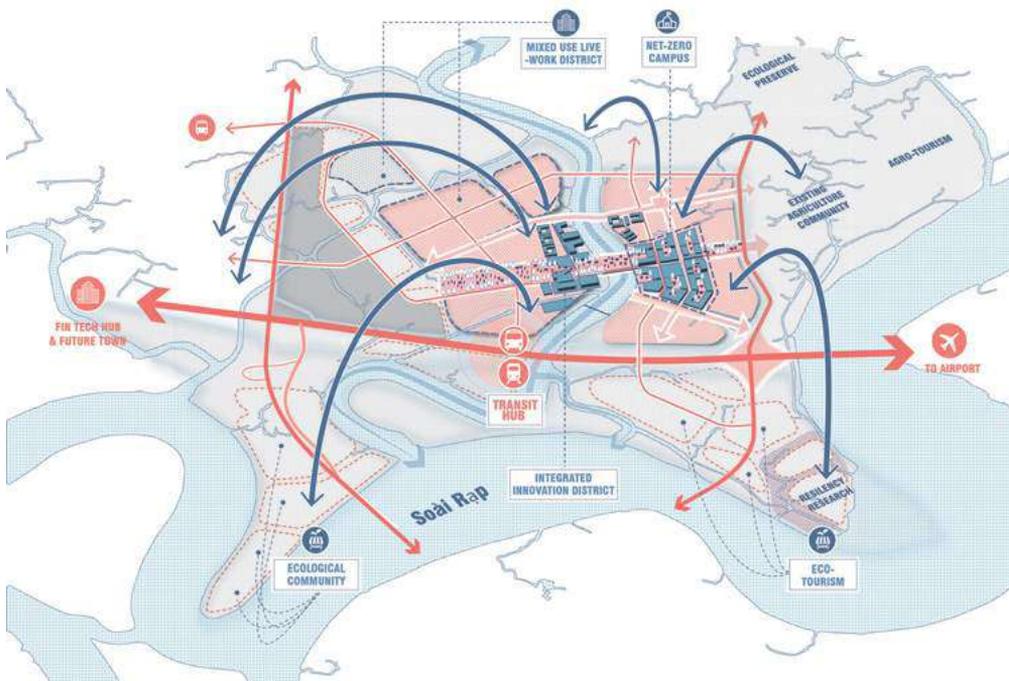




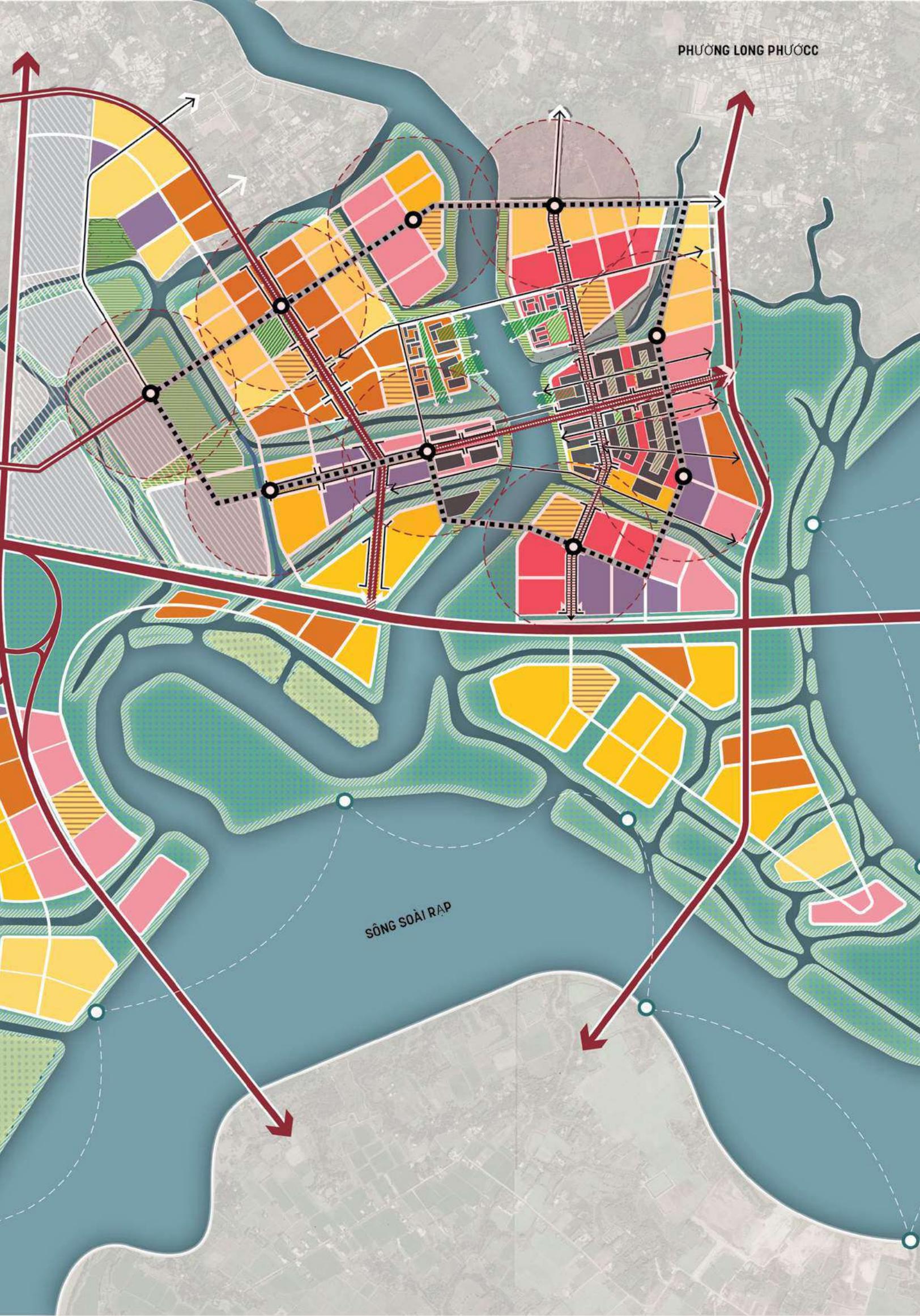
Proposed Framework Plan

Creating high ground for new developments protects it from inundation risks. The new developments for campus and R&D programs promotes ecological innovation along both banks of the river for experimental aquaculture.

Rain gardens, academic quads, campus spines, and mangrove coastal areas foster an environment suitable for agro-innovation, as well as, eco-tourism. Levee construction makes river edges protects from flooding risks, and creates safe recreational environments.



- Potential Public-sector Land Bank Opportunities
- Existing Residential
- Existing Residential (Urban Core)
- Development Focus
- Flood-smart Development
- Local Anchors (Education and Training)
- District Administrative Center
- Innovation Areas (Industry and Higher-Education)
- Major "Sponge" Parks
- Agro-technology Test Fields
- Other Open Spaces
- Stream Buffer Corridor
- Water/Streams
- Floodplain
- Metro/Rail Network
- Intermodal Hub



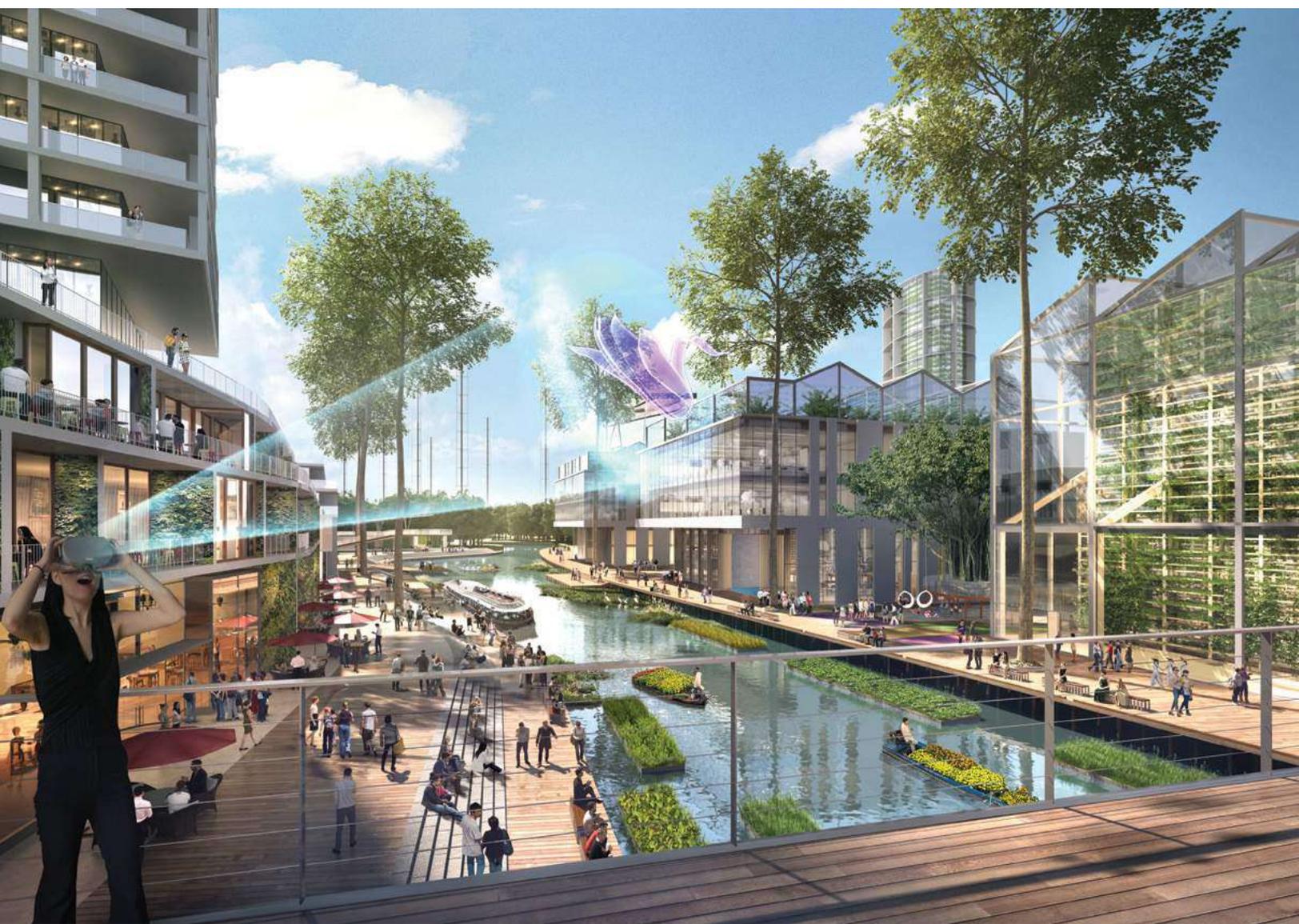
SÔNG SÀI RÁP

Community Experience

The ecological identity of Tam Da is crucial to its appeal, as wildlife, recreation, research, and living are able to coexist in harmony.

Where nature and city blend, ecological engineering, active ground floor programming, and showcased urban agriculture promote a vibrant public realm.





Truong Tho Future Hub

Vision

The most transformative recommendations take root at Truong Tho, where a working port evolves into a new neighborhood that showcases the potential of innovative development. Envisioned as a model for integrating advanced technologies into all forms of daily life, Truong Tho serves as the ideal new city with resilient and responsive infrastructure, new forms of mobility and communication, adaptive building technology, and a data-infused public realm, with a particular focus on innovation in arts and entertainment.

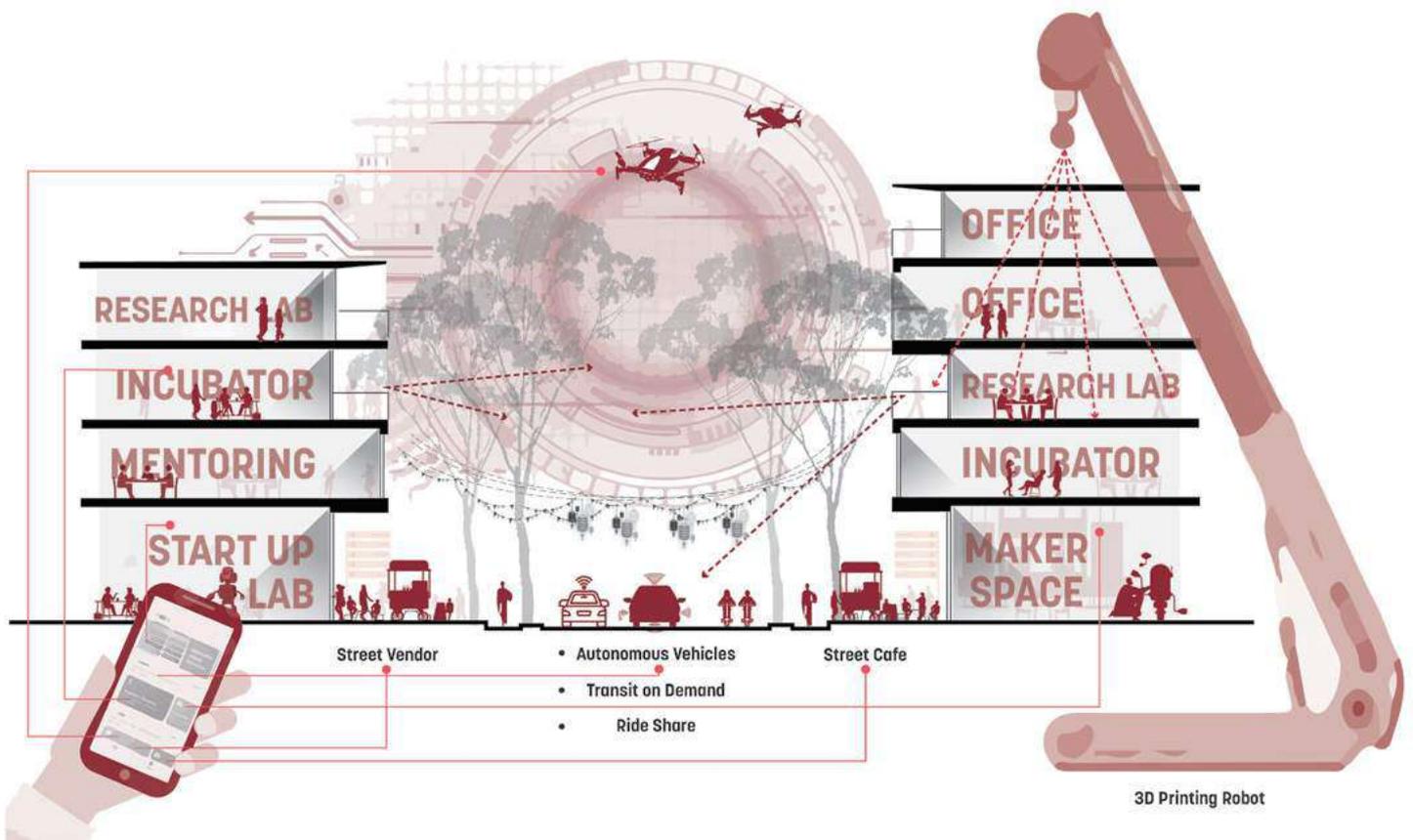
Cutting edge building technologies, transportation strategies, and communications systems create a district that serves as a model for connected and comfortable urban development.

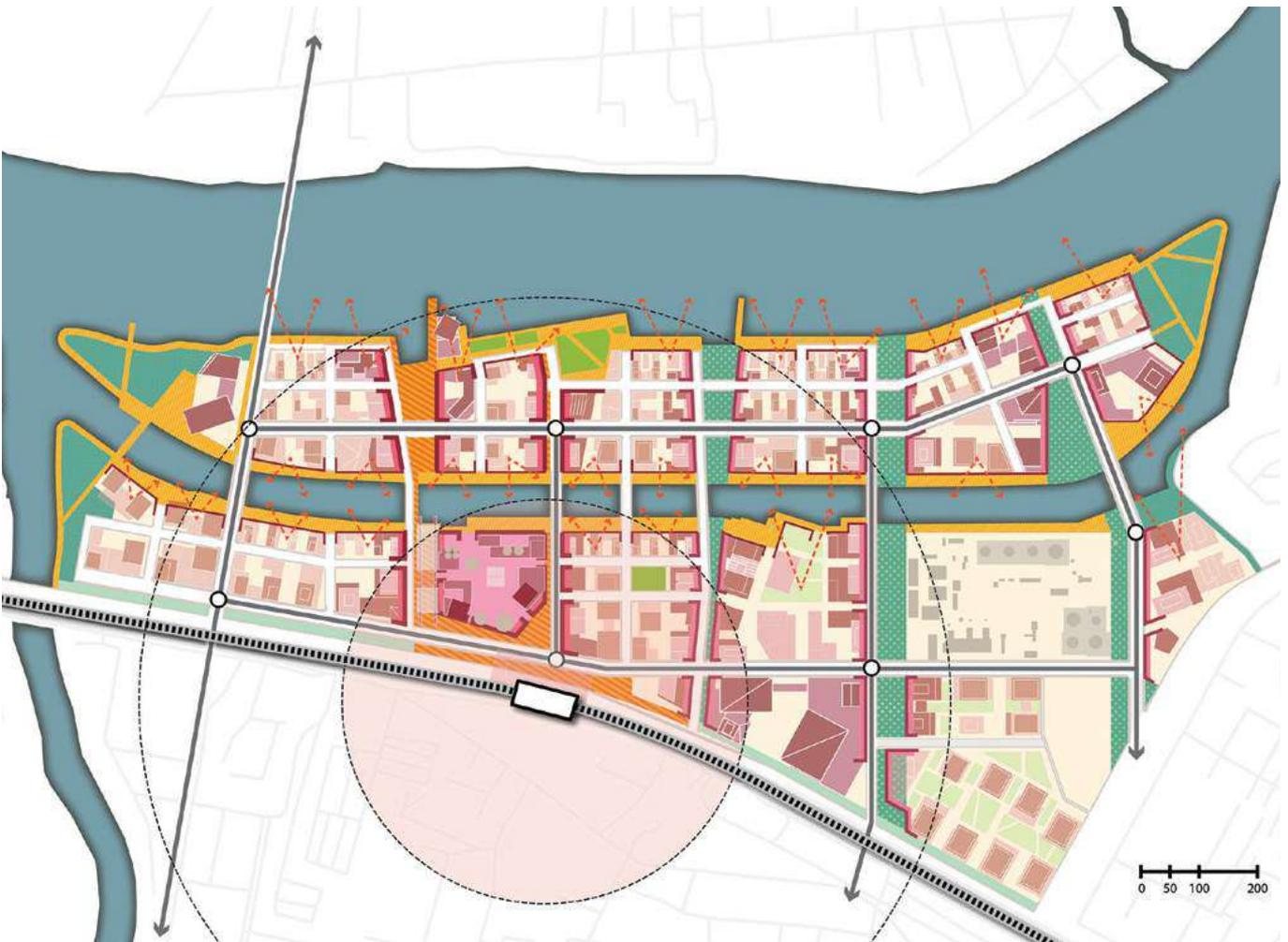
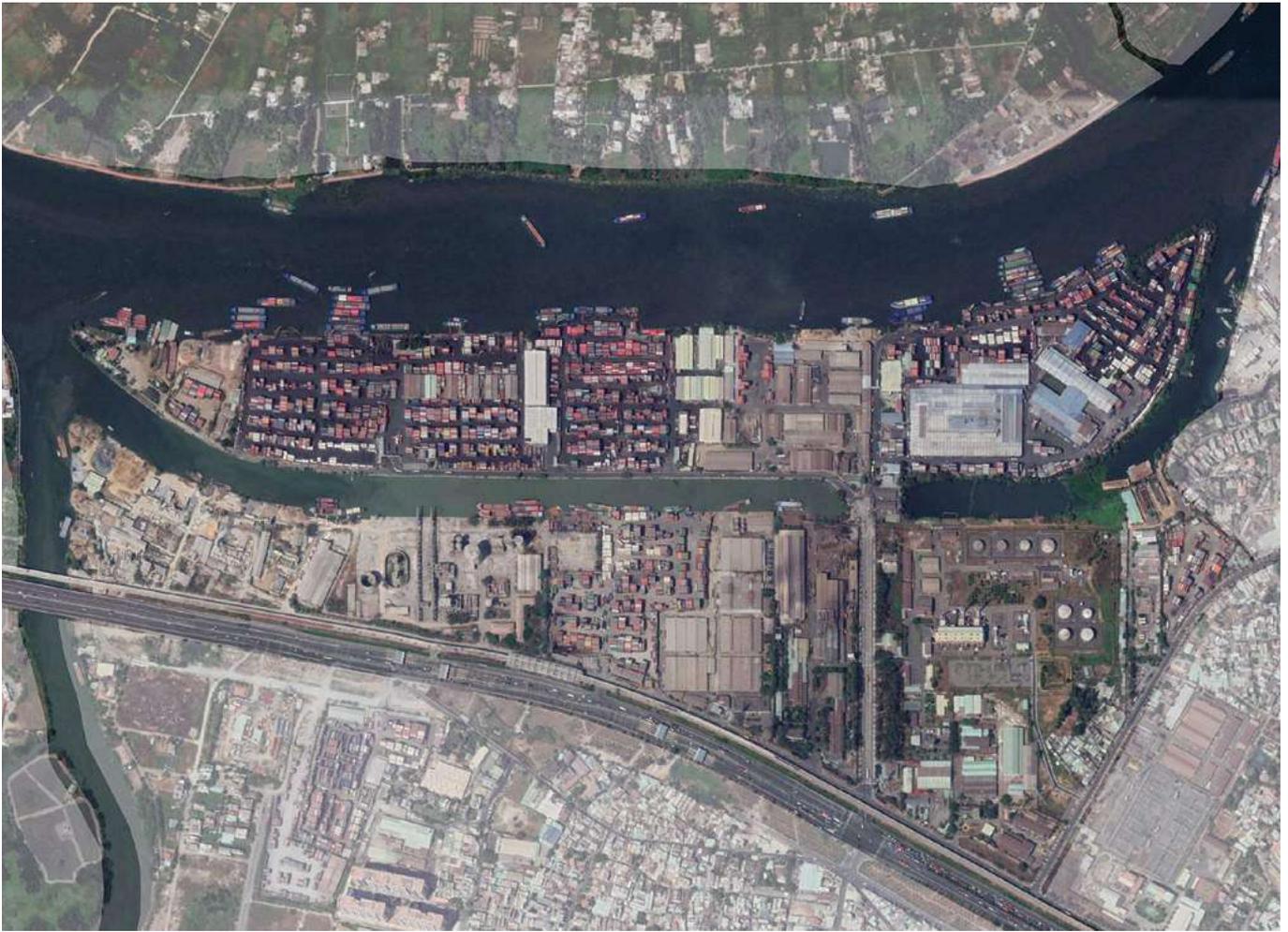
Existing Conditions

The existing port facilities represent both a challenge in terms of environmental remediation, but also an opportunity as the legacy of shipping and industry can live on through the adaptive reuse of select structures. North-south connections are provided by the adjacent highway and MRT station, while the Sai Gon River and Phuoc Long Canal provide the opportunity for additional waterborne connections.

Key Considerations

Site is located along a major transit corridor (Xa lo Ha Noi) with an artificial canal cutting through it creating multiple water front sites. This site is zoned for innovation and mixed use development.





Proposed Framework Plan

Creating a vibrant and flexible small urban grid system with actively programmed open space system. Using a transit loop to connect all neighborhoods to efficiently provide access and encourage pedestrian. Reverting the industrial waterfront sites into vibrant public open space.

Adaptively reusing industrial heritage and celebrate it as a destination art district. Provide floodable landscape and strategically elevate core development areas to protect it from inundation risks.





INTEGRATED LIVE
WORK HOUSING

INTEGRATED LIVE
WORK HOUSING

WATER TAXI
STOP

COMMUNITY CENTER

RAIN GARDENS

RECREATION
CENTER

INNOVATION HUB

21ST CENTURY
UNIVERSITY CAMPUS

EXISTING POWER
PLANT

RESEARCH AND
MANUFACTURING HUB

RESEARCH AND
MANUFACTURING
HUB

INFORMATION
AND RESOURCE
GATEWAY

HOTEL

CONVENTION CENTER

Proposed Framework Plan





Community Experience

The testing of new technologies spurs innovative thought while encouraging continued investment in burgeoning industries.

The identity and heritage of Truong The port is not lost, as the site transforms to an arts and innovation hub through the adaptive reuse of existing structures integrated with a new waterfront.





Implementation Strategies

1



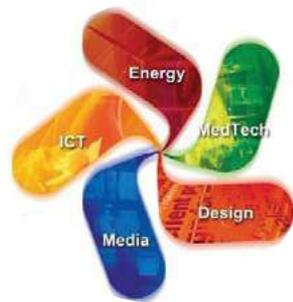
Create a Municipal Development company in charge of developing the project.

2



Apply for a Special Economic Zone status to incentivize FDI.

3



Prioritize economic sectors present in HCMC and develop a cluster strategy to support them.

4



Develop solutions for the city's 7 breakthrough initiatives and 4 local programs.

5



Develop a Master Plan providing land banks and setting up PPP models for infrastructure co-finance.

6



Relocate inner-city University campuses and attract international institutions.

7



Leverage on existing assets like transport infrastructures and educational hubs.

8



Support innovation today by providing funding, opportunities and affordable rental and services to tech start-ups

IMPLEMENTATION

First steps

Promote collaboration with international universities and establish training programs along key sectors of innovation (fintech, agro-tech, etc.).



Promote collaboration between hardware companies and research.



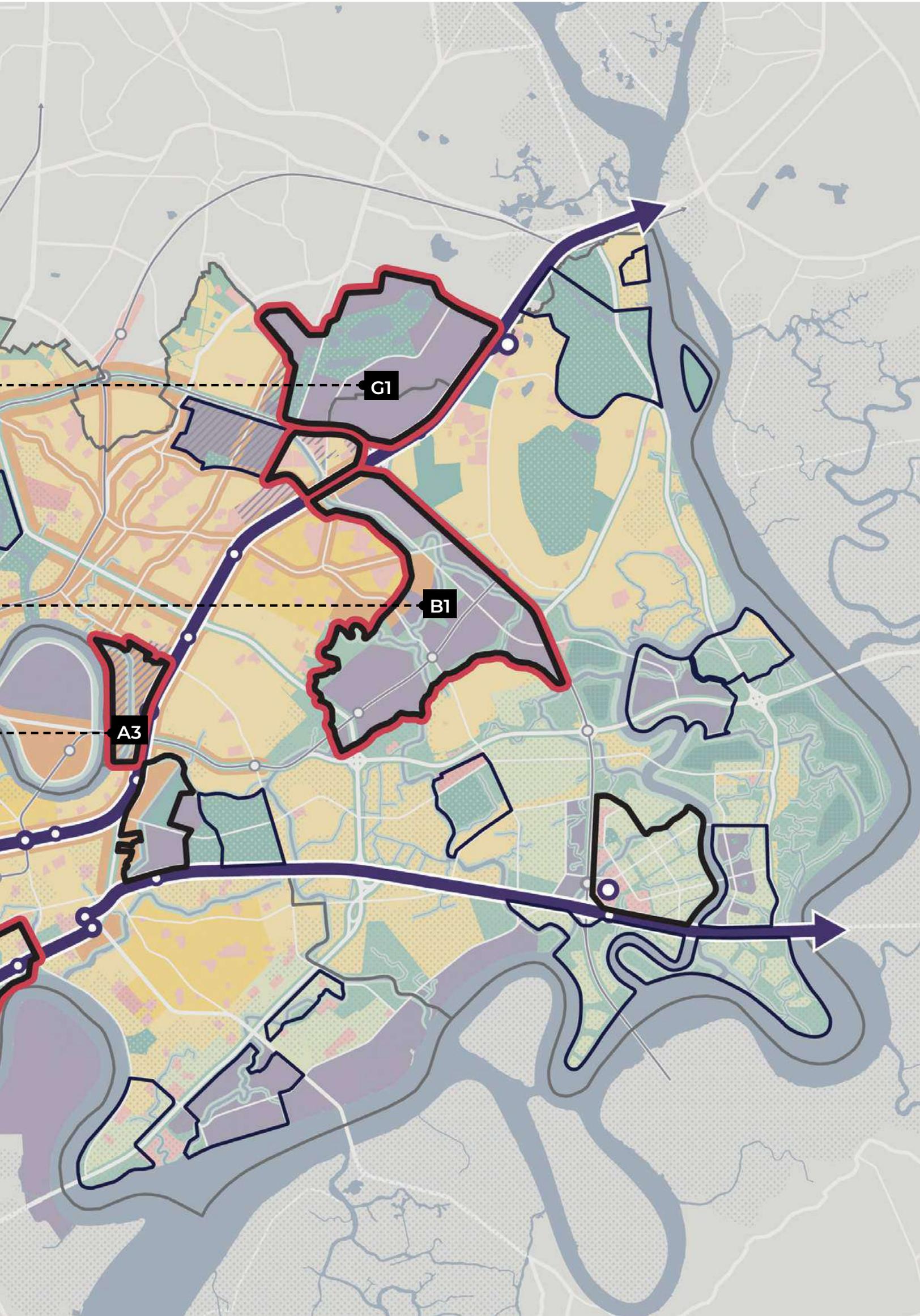
Create incentives for R&D while channeling urban growth into key areas.



Leverage fintech anchors to promote collaboration and investment in startups and industry leaders.



A1



Implementation tools

Innovative development should accompany with new regulations and rules focusing on the flexible application of governance policies (hard - soft) and fiscal policies (spending - earning). Accordingly, depending on the characteristics of the area to be developed, the governance policy will aim at either (i) issuing binding regulations and mechanisms or (ii) applying incentives and non-binding rules. Similarly, the fiscal policy to be applied may vary from (i) increasing public spending to fund smart projects and accelerate the creative process or (ii) generating revenue through land sale or taxes to invest in other priorities.

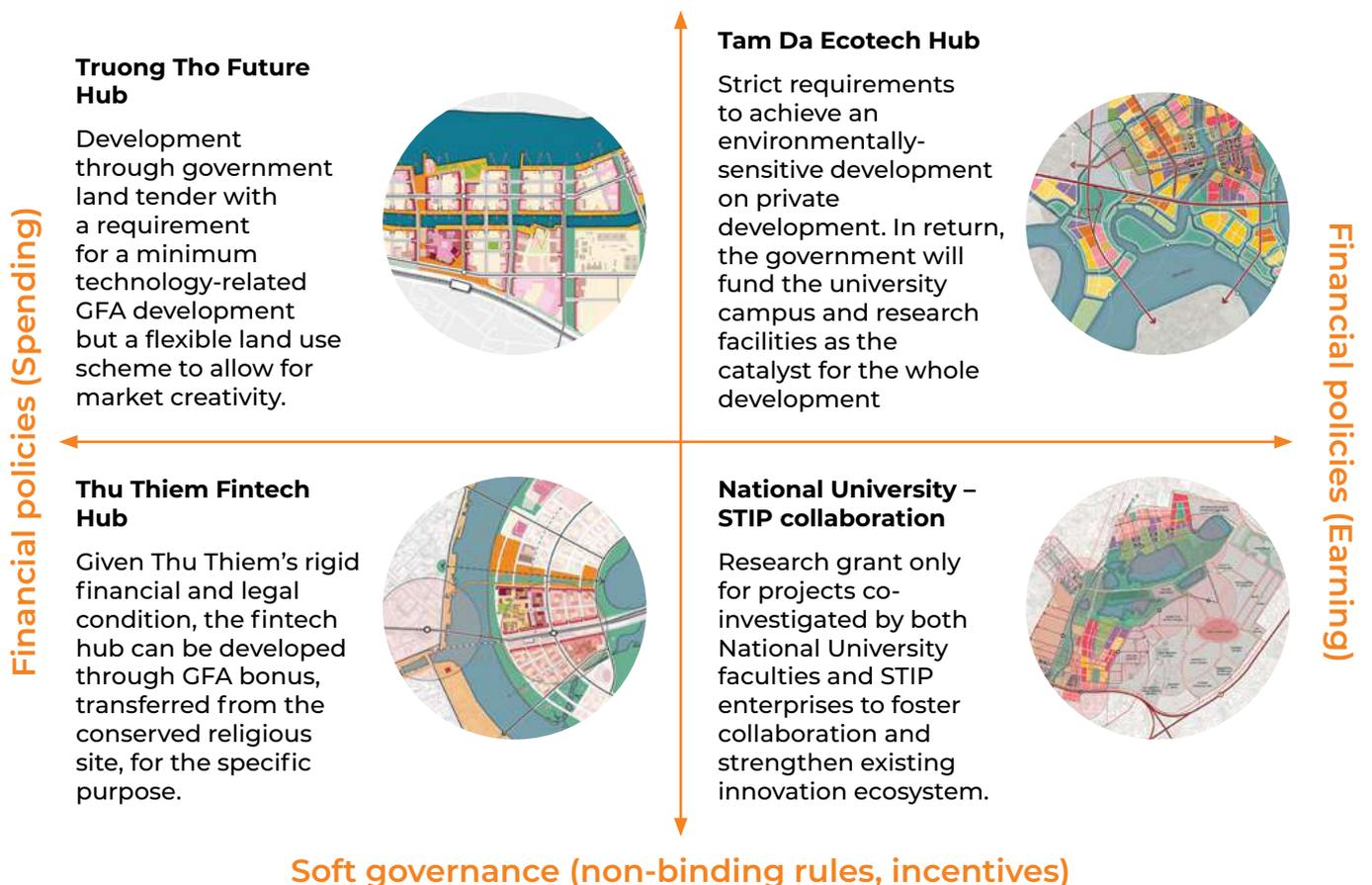
The creation of these regulations and orientations ensures new growth towards broader economic development goals and improvement of the common interests of the community.

The interactions of these policies will help create four key mechanisms that promote the development of functional zones in the innovation network. More importantly, depending on the characteristics, an area can apply many different mechanisms.

Provide incentive mechanisms financially and institutionally to enhance transformation, promote investment, redevelop urban and accelerate innovation at the expenses of provincial budget. For example, conditional seed grants for cross-sector collaborations between the National University and the companies in the SHTP High Technology Production Center, which can help strengthen the link between academia and industries.

Develop infrastructure to provide transport connections and improve public spaces to eliminate barriers to cooperation, while ensuring quality of life and supporting creativity.

Hard governance (regulations and directives)



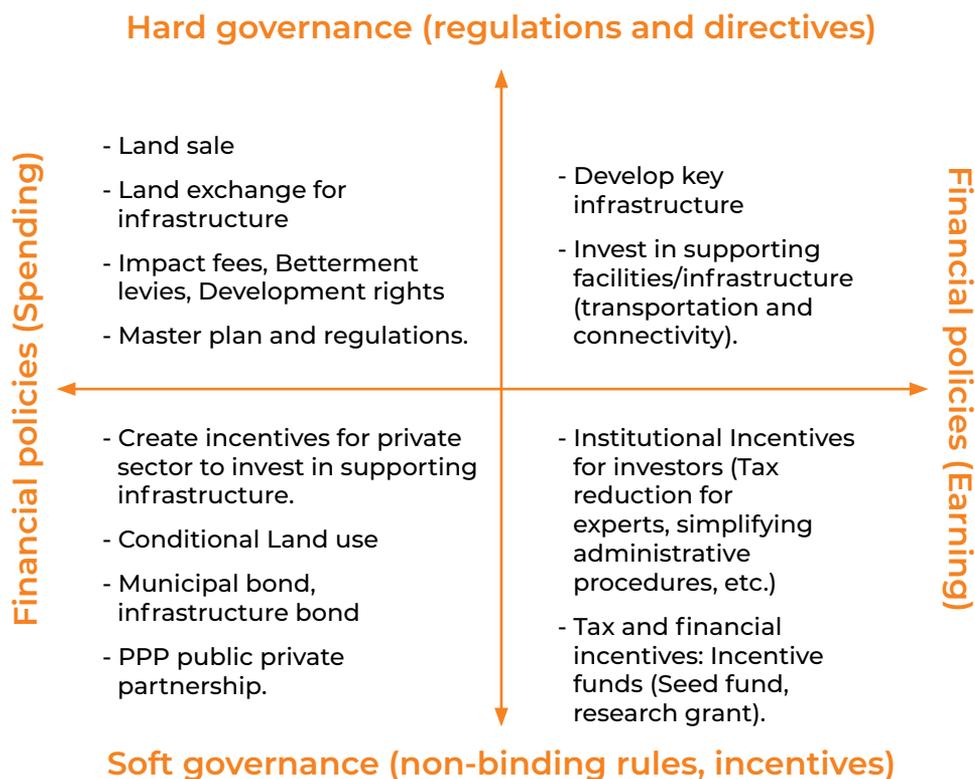
For example, connecting the National University campus and the SHTP High-tech Production Center with pedestrian bridges and an extended subway line to create a resonant link between these two innovation hotspots.

Attract private investments in innovation progress through conditional land use and public-private partnership. This solution creates opportunities for the private sector to invest in several public domains, helping ease the burden of public investments, increasing sustainable capital sources and encouraging innovation development, especially in the developed areas which have a solid governance foundation.

For example, to promote creative economies, 30% of GFA at Truong Tho Port should be invested in Research & Development; or companies in Thu Thiem should be awarded GFA for preserving religious sites.

Perfect the management mechanism and fiscal tools. Completing the mechanism of land sale and land exchange for infrastructure will help increase immediate capital to reinvest in other items while ensure fairness, efficiency and reduce disputes. Meanwhile, considering the proposals to impose new infrastructure taxes and selling development rights could optimize long-term revenue from land.

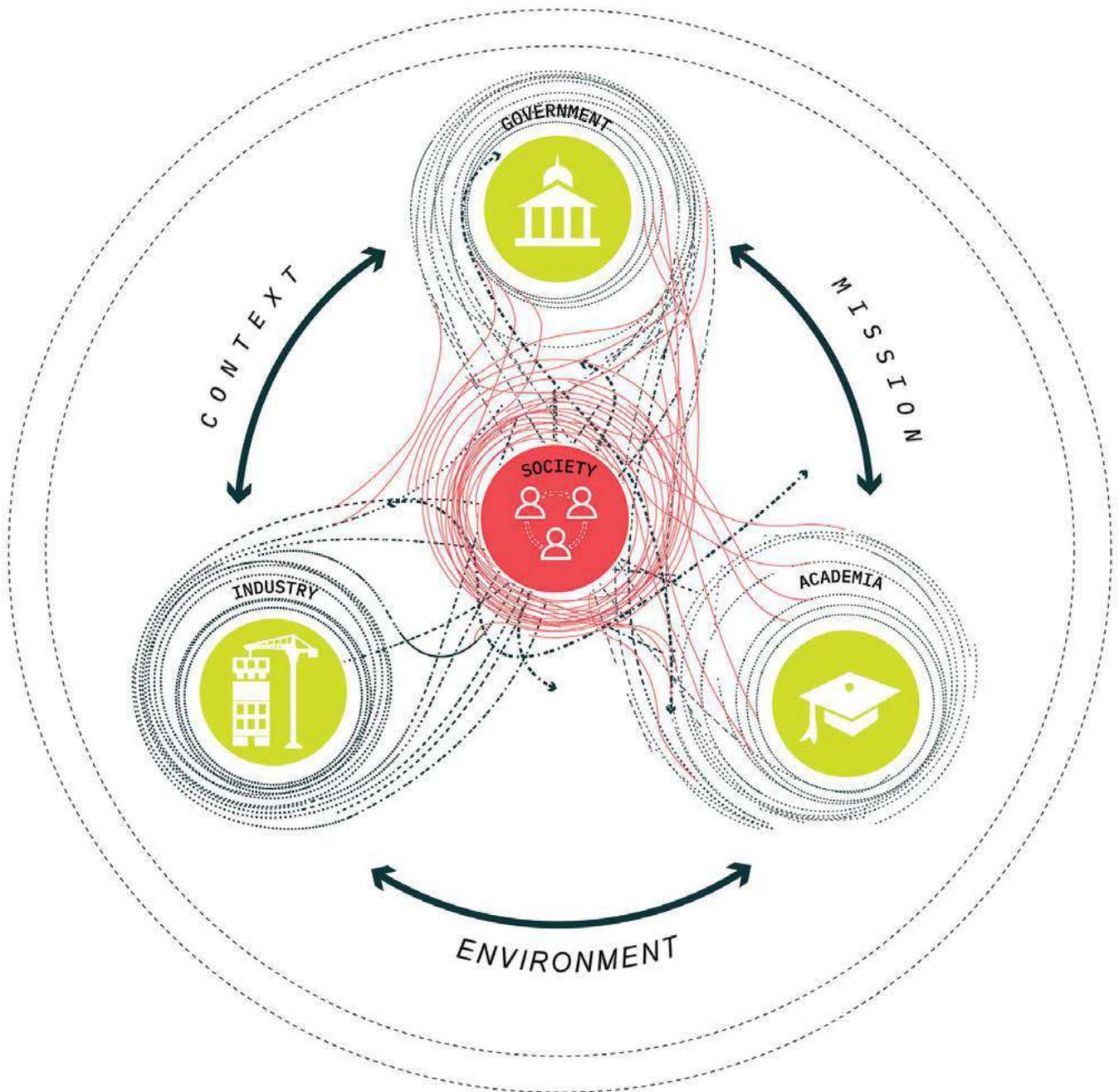
For example, by selling the Truong Tho port to a professional investor interested in creating a “Future Town”, the city can raise funds for public services, while also encouraging the contributions of breakthrough ideas, financial and human resources to serve the urban redevelopment process.



Innovative Civic Engagement Structure

By placing people and society at the center of its organizational model the Ho Chi Minh City HIID will require new forms of engaging and involving communities and individuals in civic decision-making about the future. The strategies and tools for soliciting feedback and involvement

from society should be just as innovative as the the innovation district itself, and use technology, digital platforms, and new engagement tools to place people and society at the heart of the innovation district's development.



4 Civic Engagement Strategies for Innovation

By participating in building smart communities, people will learn more and continue to devote and shape creative communities more effectively. By promoting participation of all ages and from all background, the participation of smart communities will be consolidated throughout the entire engagement process, from reporting,

supporting new initiatives, to leading in the future. Smart citizens, a civilized society, a modern workforce and a caring community are the main components of a future smart city as in the HIID project. Each of the participants will be satisfied with methods tailored to their individual needs.



SMART

Engaging Smart Citizens



CIVILIZED

Cultivating a Civilized Society



MODERN

Fostering a Modern Workforce



CARING

Supporting a Caring Community



Engaging Smart Citizens

Using mobile apps and other technologies to collect data and disseminate necessary information of environment, transportation, energy, food, health and security, etc., provide cutting-edge services and create online and interactive mechanisms and platforms for cooperation and coordination among government agencies, academia, enterprises and citizens.



Cultivating a Civilized Society

Discussion forums and social media, online town-hall meetings or allow open access to public data to encourage efficient public-private sector partnerships and smart projects.



Fostering a Modern Workforce

Create e-learning spaces, online sharing platforms, entrepreneurship support networks, incubator and innovation competitions to encourage the community participation of students and nurture young and innovative workforce.

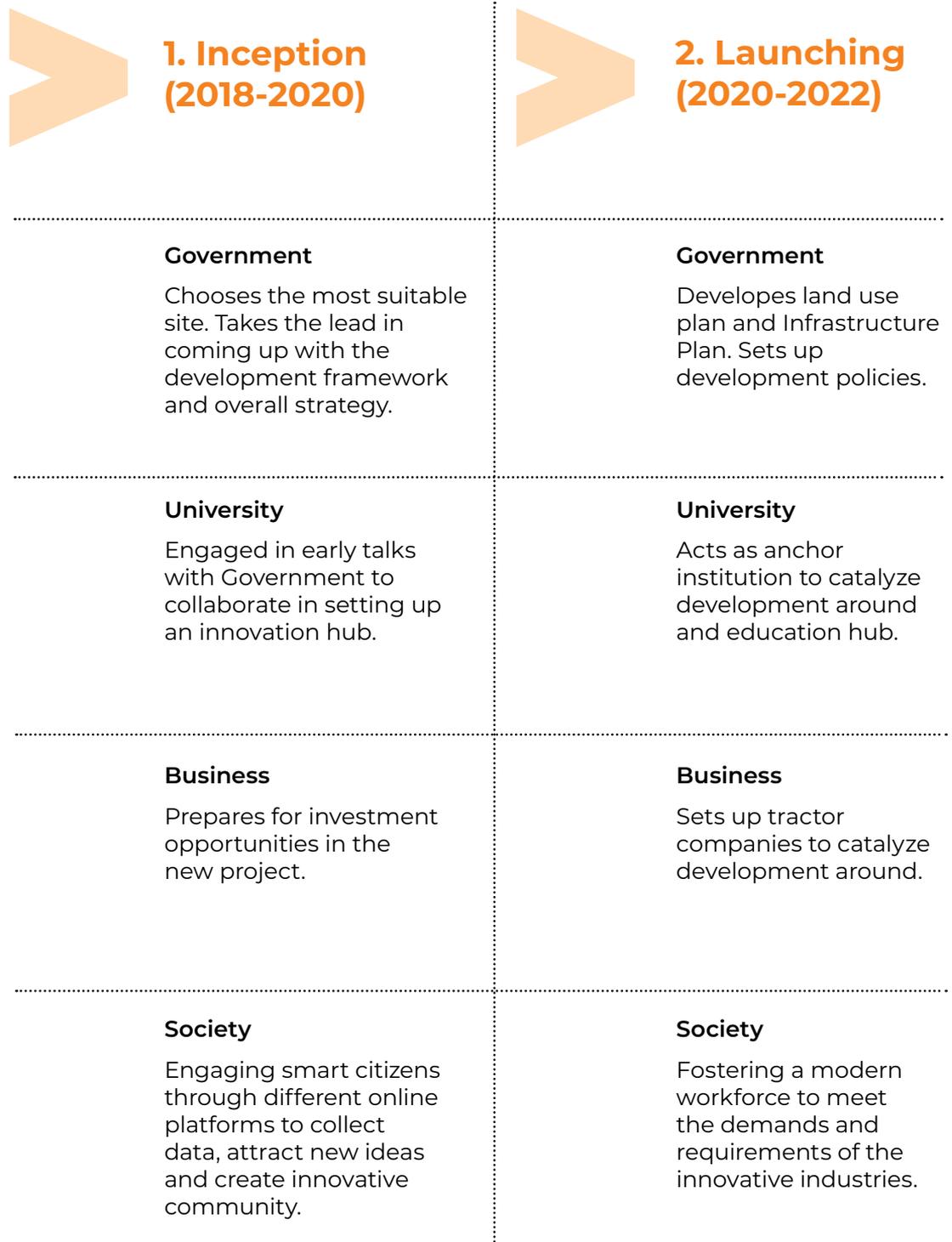


Supporting a Caring Community

Encourage socialization and legalization of community initiatives, create platforms discussion forums and social media to honor and share iconic examples of good deeds in the city.



Development Phase





3. Growth (2022-2030)



4. Maturity (2030-2040)

<p>Government</p> <p>Develop cluster strategy. Retreats from leadership position.</p>	<p>Government</p> <p>Promotes the project internationally. Sets up international networks of collaboration.</p>
<p>University</p> <p>Provides courses and R&D centers aligned with the clusters strategy.</p>	<p>University</p> <p>Sets up international links with overseas R&D centers and creates international teaching programs.</p>
<p>Business</p> <p>Supports the cluster development. Provide sbusiness associations for transversal networking.</p>	<p>Business</p> <p>Takes the explicit leadership providing talent retention programs and innovation development.</p>
<p>Society</p> <p>Cultivate a civilized society where fair and respectful interactions among smart citizens are facilitated.</p>	<p>Society</p> <p>Supporting a caring community by utilizing technologies to nurture spirit of kindness and honor good deeds.</p>

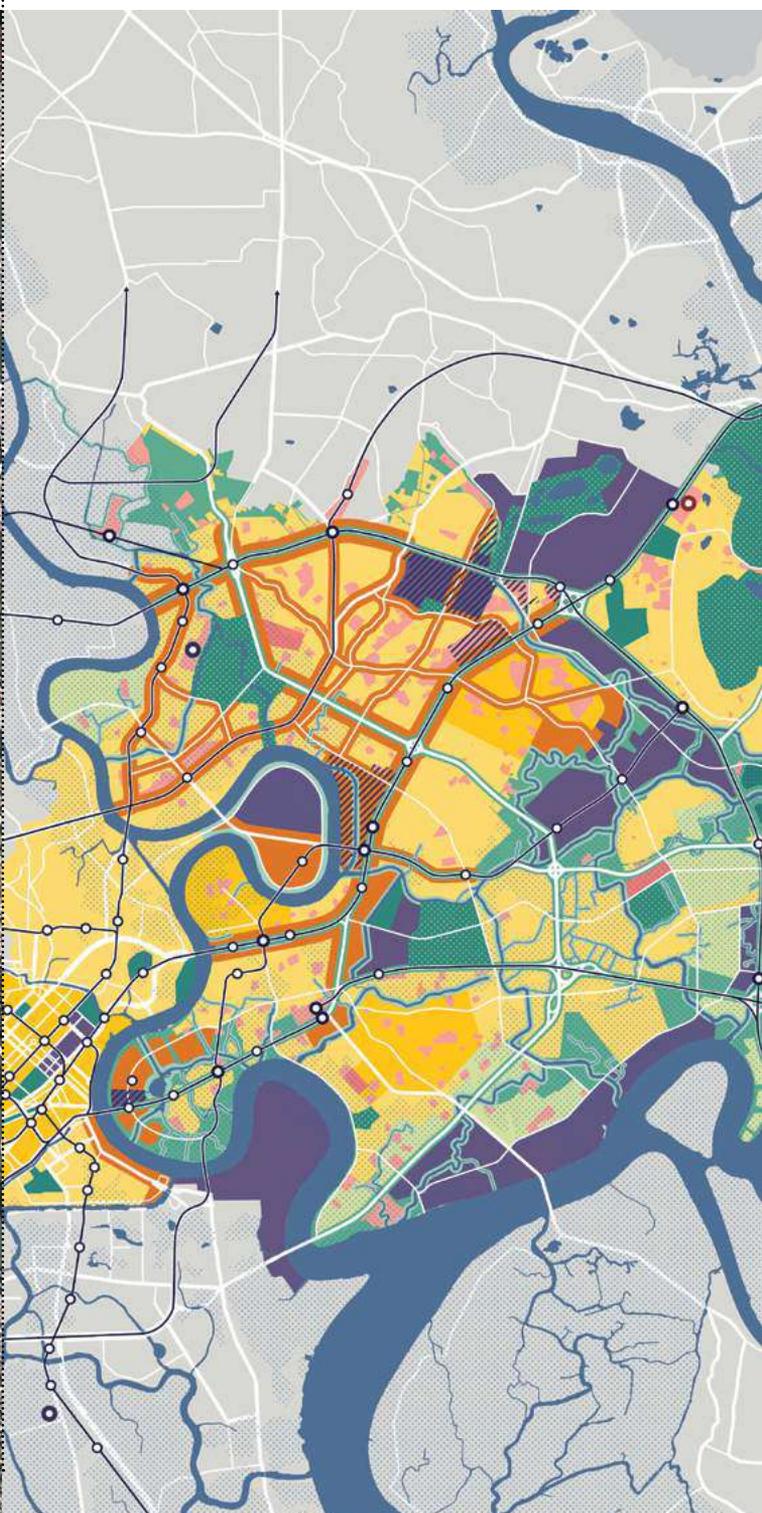
Development Phase



**1. Inception
(2018-2020)**



**2. Launching
(2020-2022)**

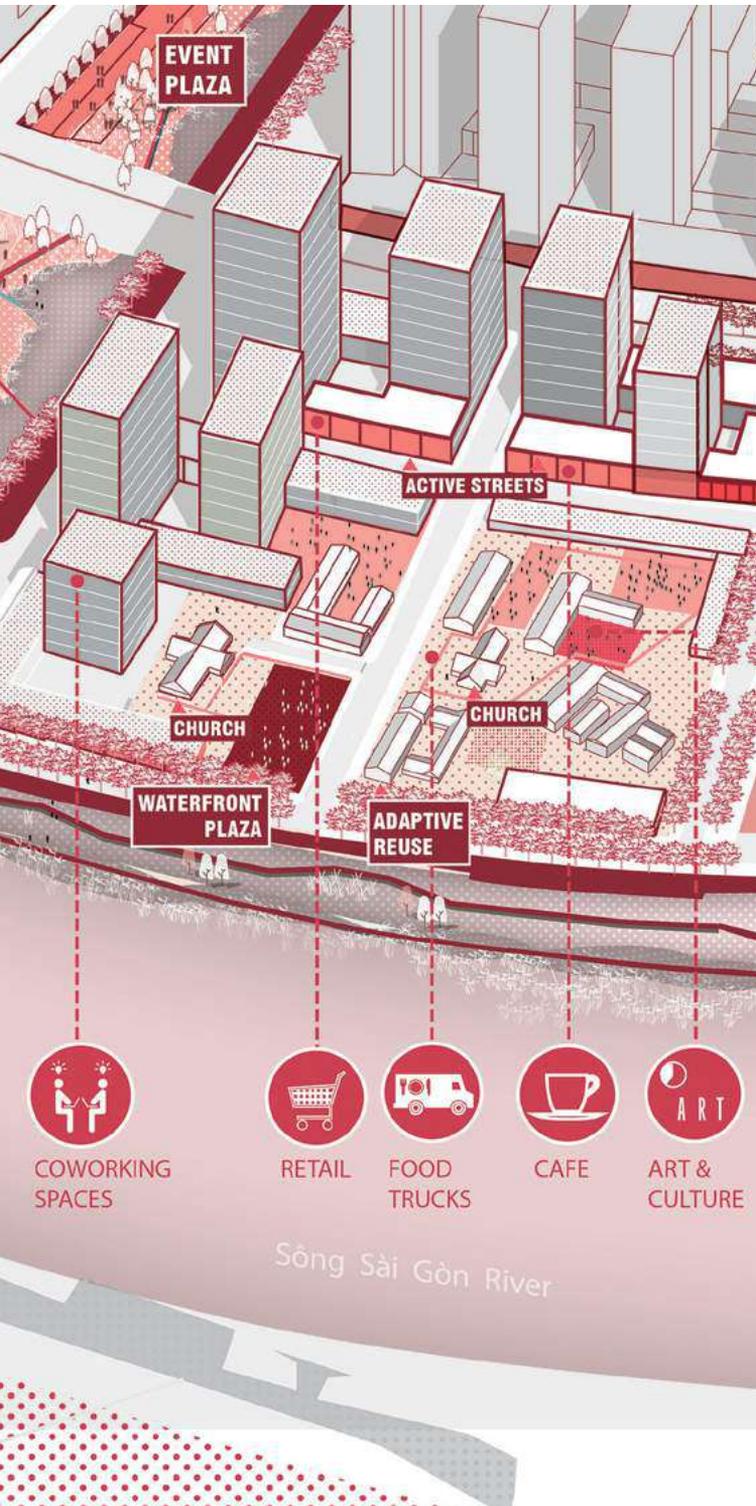




3. Growth (2022-2030)



4. Maturity (2030-2040)







HCMC EAST INNOVATION DISTRICT

THE FUTURE
IS HERE

Joint venture between ARCHITECTURE
CO., LTD. AND URBAN PLANNING G8A
(Vietnam) and KCAP ARCHITECTS &
PLANNERS (Switzerland)

Cooperative unit ARUP SINGAPORE
PTE. LTD. and RAMBOLL STUDIO
DREISEITL PTE. LTD.



Joint venture between ARCHITECTURE CO., LTD. AND URBAN PLANNING G8A (Vietnam) and KCAP ARCHITECTS & PLANNERS (Switzerland)

Cooperative unit ARUP SINGAPORE PTE. LTD. and RAMBOLL STUDIO DREISEITL PTE. LTD.

G8A is a Swiss architecture, urban planning and interior design company with offices in Geneva, Hanoi, Ho Chi Minh City and Singapore. From design principles originally established in Switzerland (2000), and with projects being developed in Asia for over a decade, G8A holds a unique position in contemporary architectural practise. Up to now, G8A has had more than 20 years experiences internationally, and more than 10 years in Vietnam.

KCAP is a Swiss architecture & urban planning company established in 1989 with offices in Rotterdam, Zurich and Shanghai with more than 30 years of experiences. KCAP Architects & Planners has been an expert in urban planning and urban design.

ARUP is an independent firm of designers, planners, engineers, architects, consultants and technical specialists, working across every aspect of today's built environment. Together we help our clients solve their most complex challenges – turning exciting ideas into tangible reality as we strive to find a better way and shape a better world.

Ramboll Studio Dreiseitl is one of the leading landscape architecture practices of Germany specialising in the integration of art, urban hydrology, environmental engineering, and landscape architecture within an urban context. Today Ramboll has offices in Germany, Singapore and Beijing. For more than 40 years we have delivered high quality projects in the field of landscape architecture, urban design and urban hydrology that enables liveability while creating climate adaptive and resilient cities.

Cities bring together a diversity of sectors, international networks and cultural life. They are vehicles of cross-fertilization of diverse activities and have therefore become the 21st century testing ground for innovation. The innovation economy has indeed rediscovered the potential of dense urban qualities: people are more closely connected and markets, finance and other enablers are also better accessible. From isolated innovation to open innovation, the new model of innovation districts shows its high appreciation of 'cityness' - complexity, density, diversity of people and cultures, and a layering of the old and the new. Innovation does no longer just happen in separated laboratories, in isolated buildings, and in the middle of nowhere. Instead, it happens on streets, squares, shared spaces, cafes and common areas in mixed-use districts and buildings.

Our proposal for the HCMC East Innovation District offers a holistic vision for the short and the long-term development of the East of Ho Chi Minh City, by building-on the success of Thu Thiem Central Business District development and further extending it to pave the way for the long-term restructuring and validation of the eastern territory.

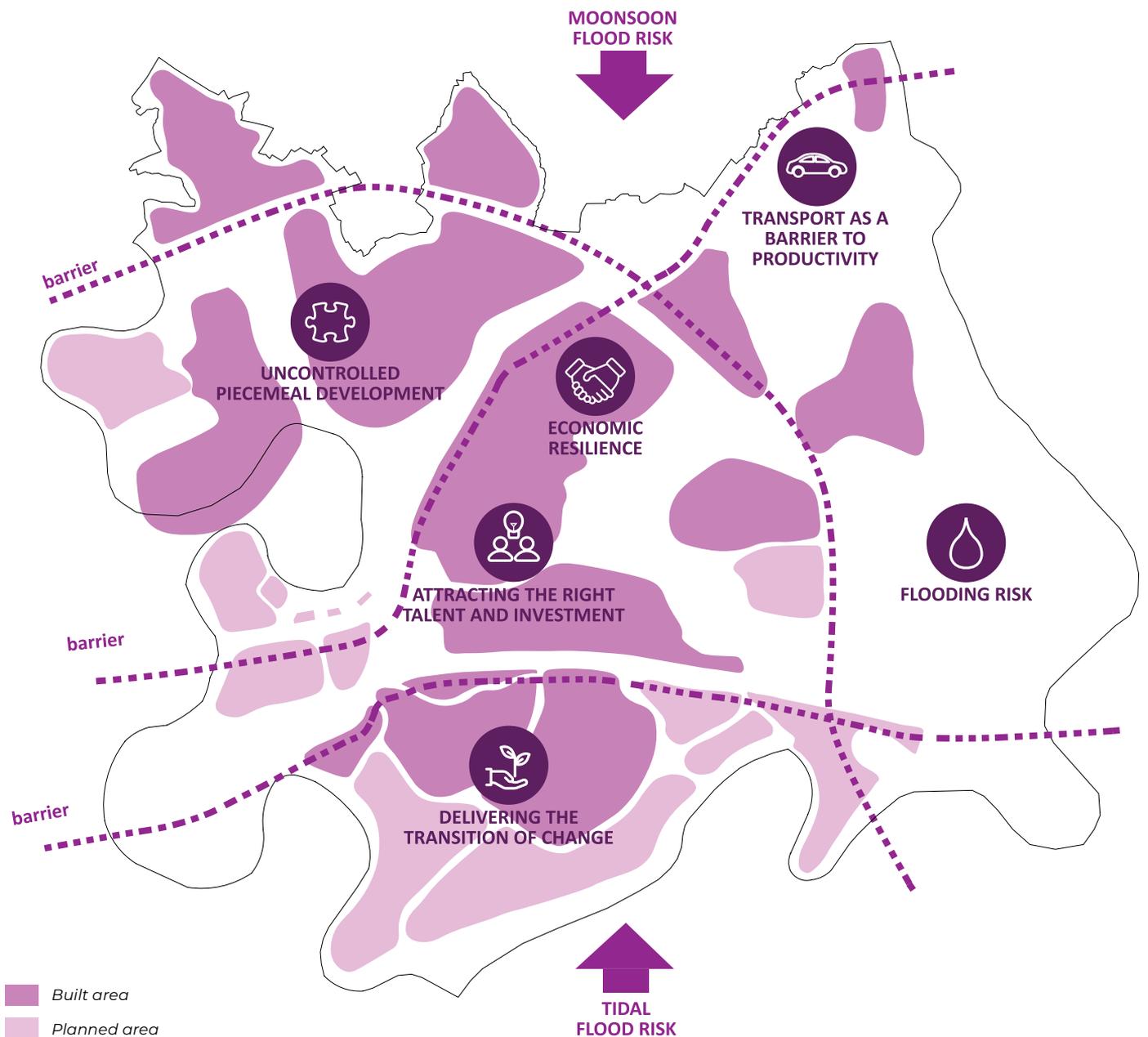
The HCMC East Innovation District Masterplan provides a robust framework for urban transformation

that capitalizes on the built and the natural ecosystem. The Masterplan is underpinned by socio-economic and sustainability objectives that are an integral part of the spatial design. The public transport and mobility system, as well as the blue and green network of waterways bring permeability and hierarchy to the existing heterogeneous urbanization. This new framework directs the much-needed overcoming of physical challenges such as barriers, large distances and dispersed urbanization to create an attractive liveable urban environment. This structuration supports a long-term process of transformation and qualification of the existing built condition on a territorial scale.

Within this urban innovation district, our plan identifies key spots for innovation and intense urban development which strategic locations increase the potential for HCMC to become a world class destination at the forefront of industry 4.0. These living laboratory areas for innovative urban development form a 'triangle of innovation' that capitalize on ongoing investments, infrastructural developments and area development potentials. From the perspective of open innovation prospering in attractive urban environments, we have built our proposal on the creation of dense, mixed use urban environments that are characterized by territorial and locational synergies with nearby economic drivers.

Key Challenges

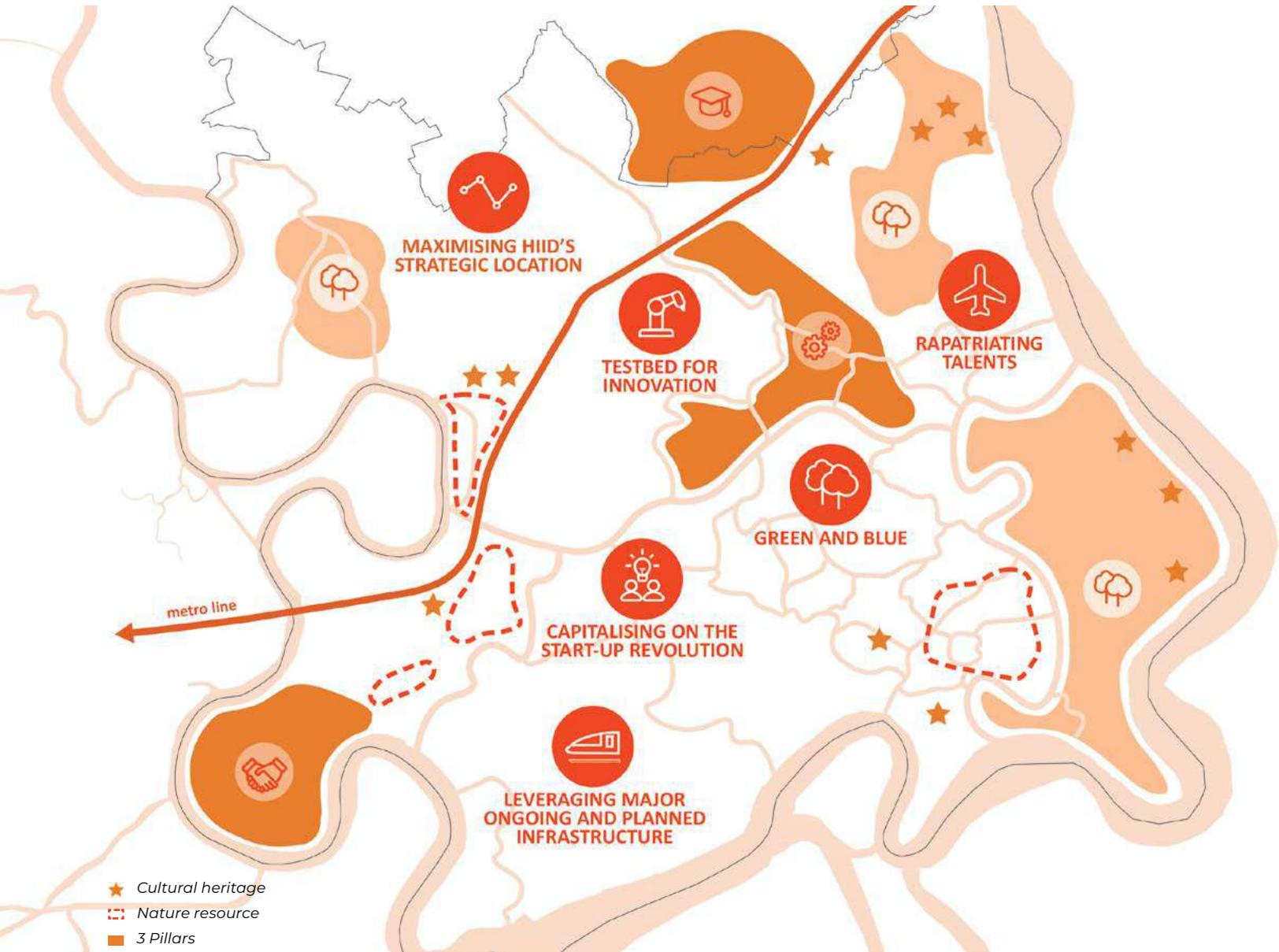
- Attracting the right talent and investment
- Economic resilience
- Transport as a barrier to productivity
- Flooding
- Uncontrolled piecemeal development
- Delivering the transition of change



Identified Constraints in the HCMC East

Key Opportunities

- Capitalising on the start-up revolution
- Repatriating talent & INSERT
- Maximising HCMC East's strategic location
- Green and blue
- Leveraging major ongoing and planned infrastructure
- Testbed for innovation



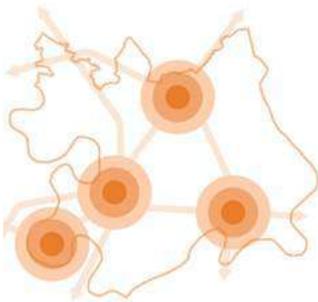
Identified Opportunities in the HCMC East

THE VISION

The Future of Ho Chi Minh City

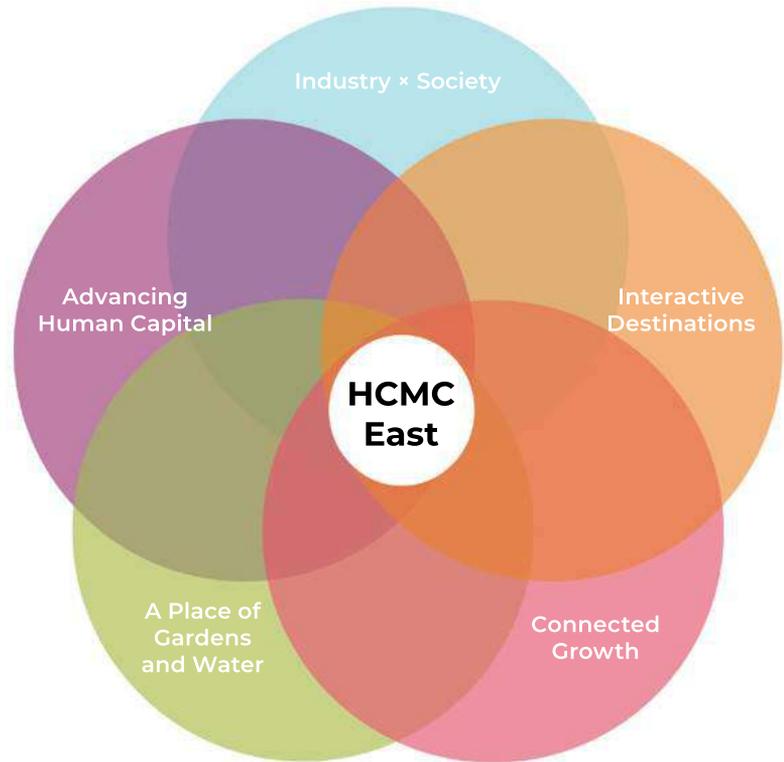
Reinforcing HCMC as a global business destination, becoming a benchmark for district development as a catalyst for the domestic startup revolution, homed within a circular economy that regenerates natural assets, as part of transitioning to a world renowned workforce that will play a key role in supporting multiple economies change to embrace the future of industry.

Our Vision for HCMC East is delivered through 5 key themes, each comprising of three clear objectives that are actioned through our design strategies.



Interactive Destinations

A robust framework identifying sweets spots for urban innovation where digitally enabled communities interact.



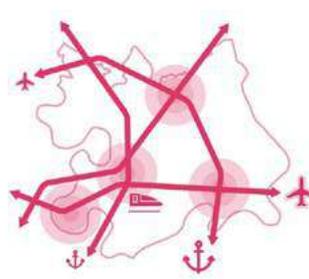
Industry Society

A world class destination at the forefront of Industry 4.0 that attracts top domestic and overseas talent.



Advancing Human Capital

A destination that any global city would be proud of which feels like home for local talent and repatriates alike.



Connected Growth

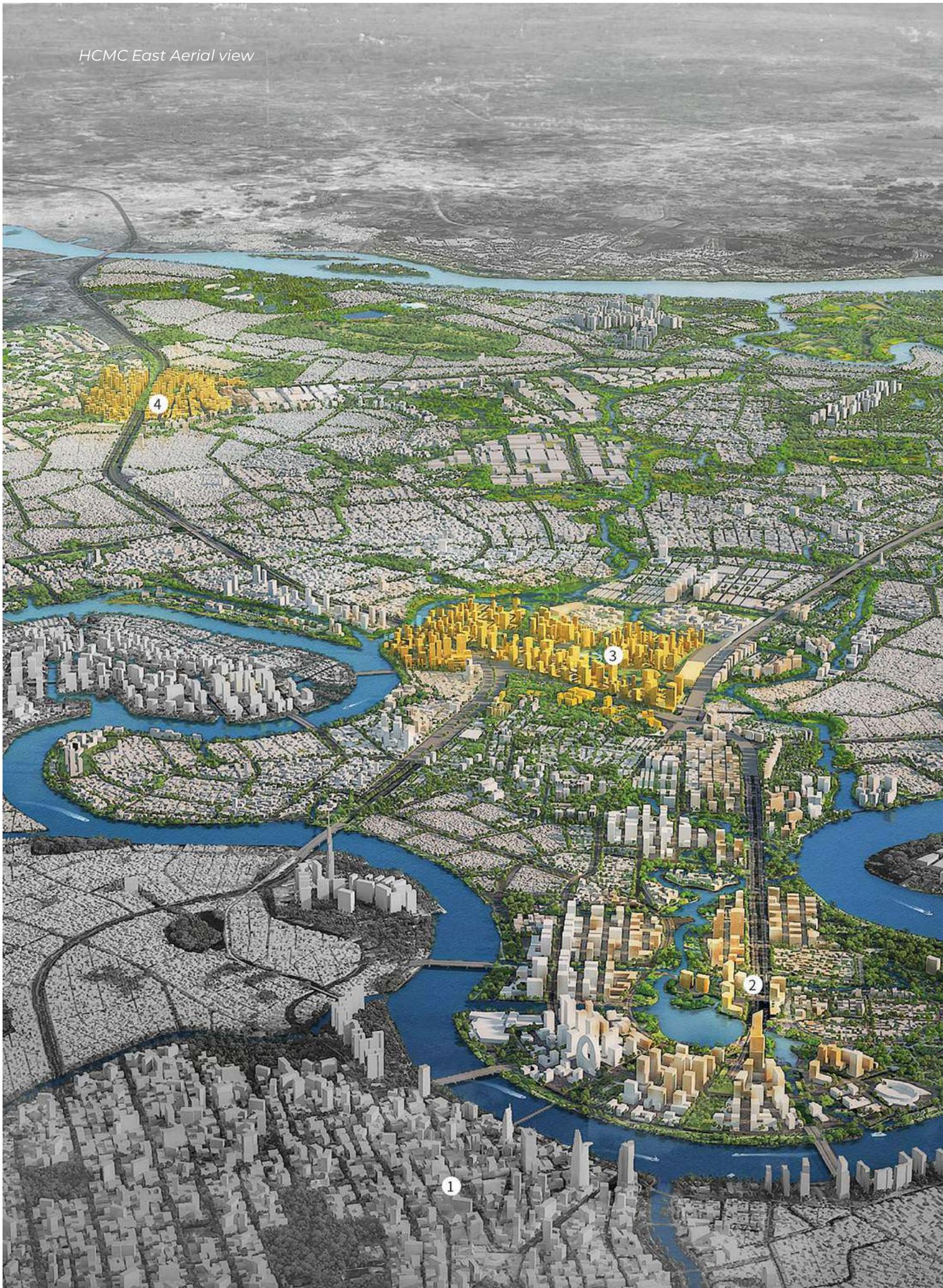
Fully leverage mobility as a key economic driver bringing together interactive and vibrant places.



A place of Gardens and Water

An identity shaped by liquid geography creating memorable places for outdoor opportunities

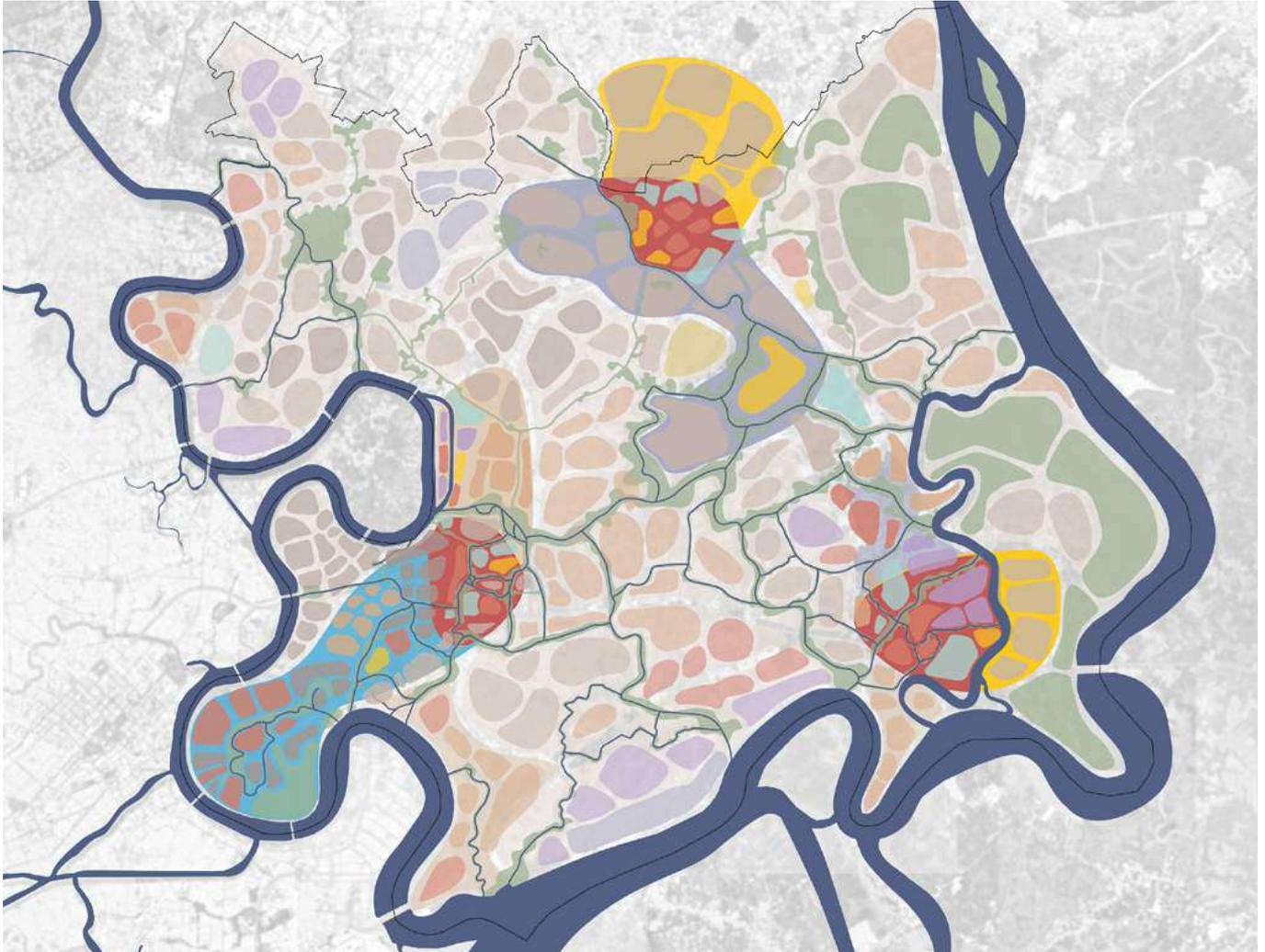
HCMC East Aerial view





- 1 HCMC City Center
Trung tâm thành phố Hồ Chí Minh hiện hữu
- 2 Thu Thiem Downtown
Khu đô thị Thủ Thiêm
- 3 HCMC East Innovation Center
Trung tâm sáng tạo phía Đông TP.HCM
- 4 HCMC East SciTech Quarter
Trung tâm khoa học công nghệ phía Đông TP.HCM
- 5 HCMC East Eco Gateway
Đô thị cửa ngõ sinh thái phía Đông TP.HCM

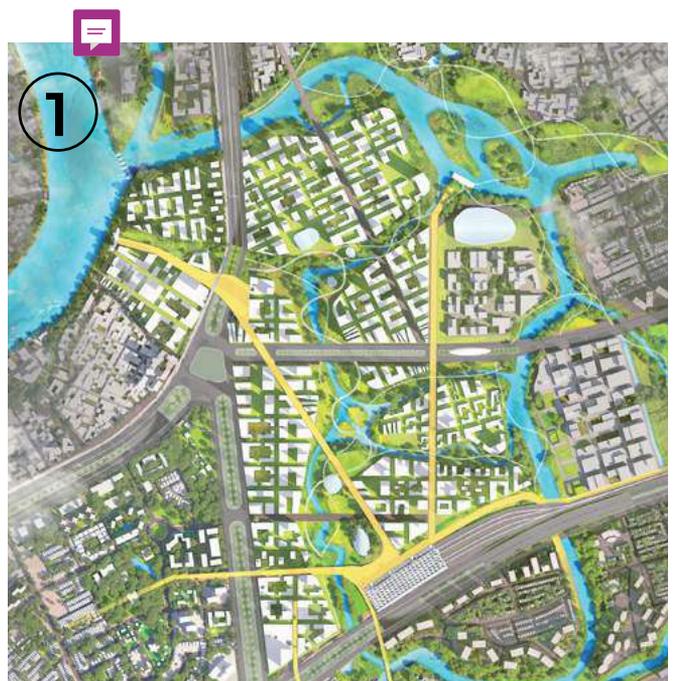
Key Design Strategies



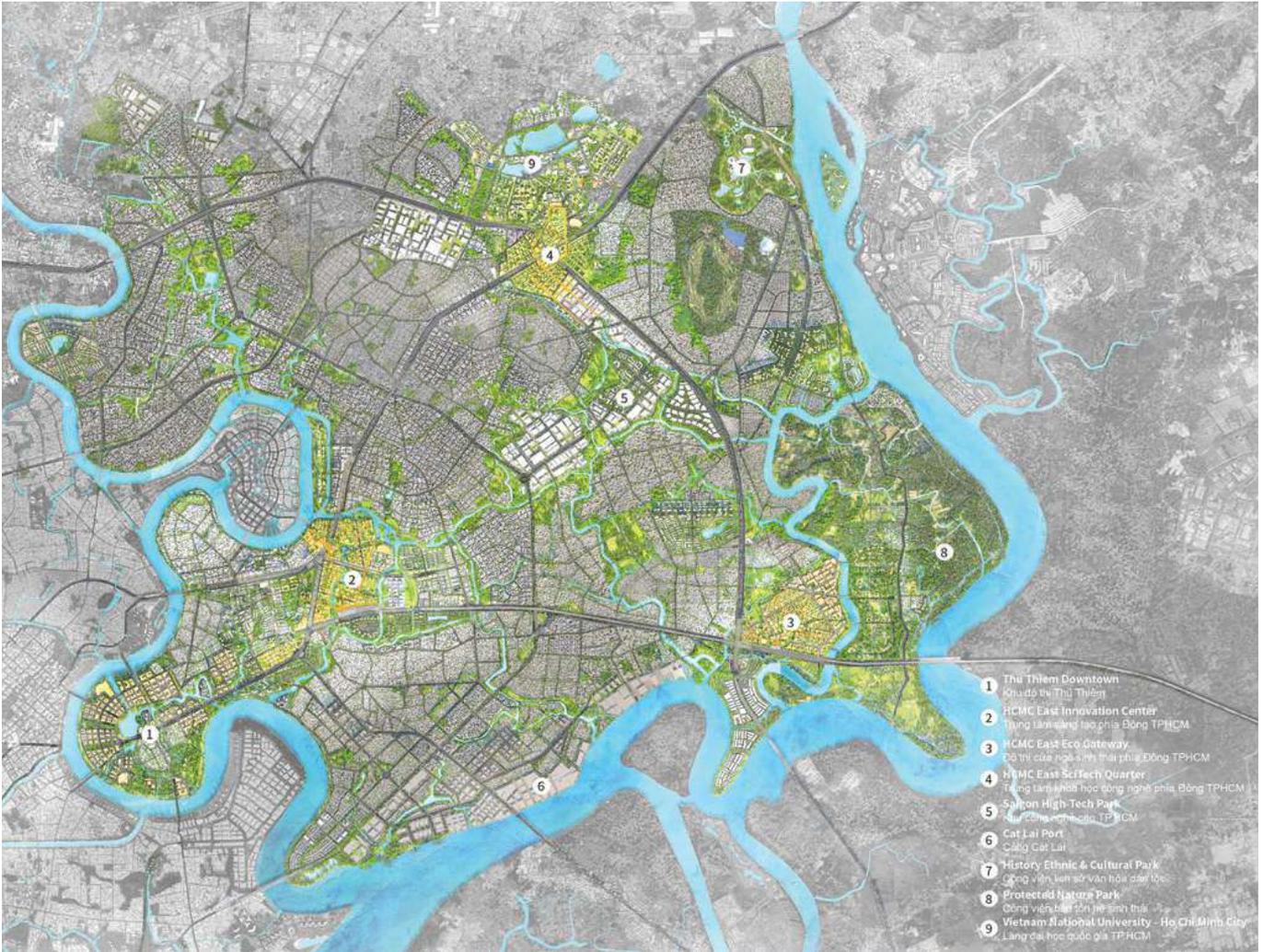
Potato plan of the HCMC East

Interactive destinations

A robust framework for urban transformation that capitalizes on the built and the natural context, strategically identifying sweets spots for innovation. An open city with thriving districts designed for people. A digitally enabled city of the future for communities to interact.



HCMC East Innovation Center



HCMC East Masterplan



HCMC East Eco Gateway



HCMC East SciTech Quarter

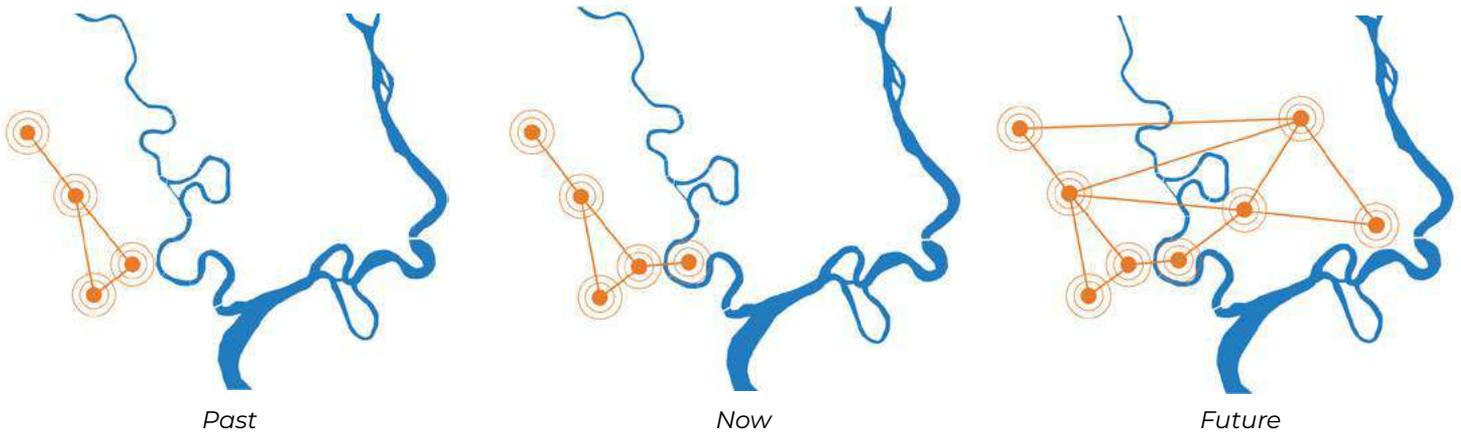


Industry society

A world class destination, where industry and society co-exist to define a region which places HCMC and the Southern Key Economic Region at the forefront of Industry 4.0. Driving economic growth by creating the right place that attracts and nurtures the top domestic and overseas talent.



HCMC has already attracted many key actors for the innovation economy.



Advancing human capital

An attractive destination that any global city would be proud of with a high quality of life, convenience, efficiency and industry support. A place that invites to life, work and play in attractive urban districts and feels like home for local talent and repatriates alike.

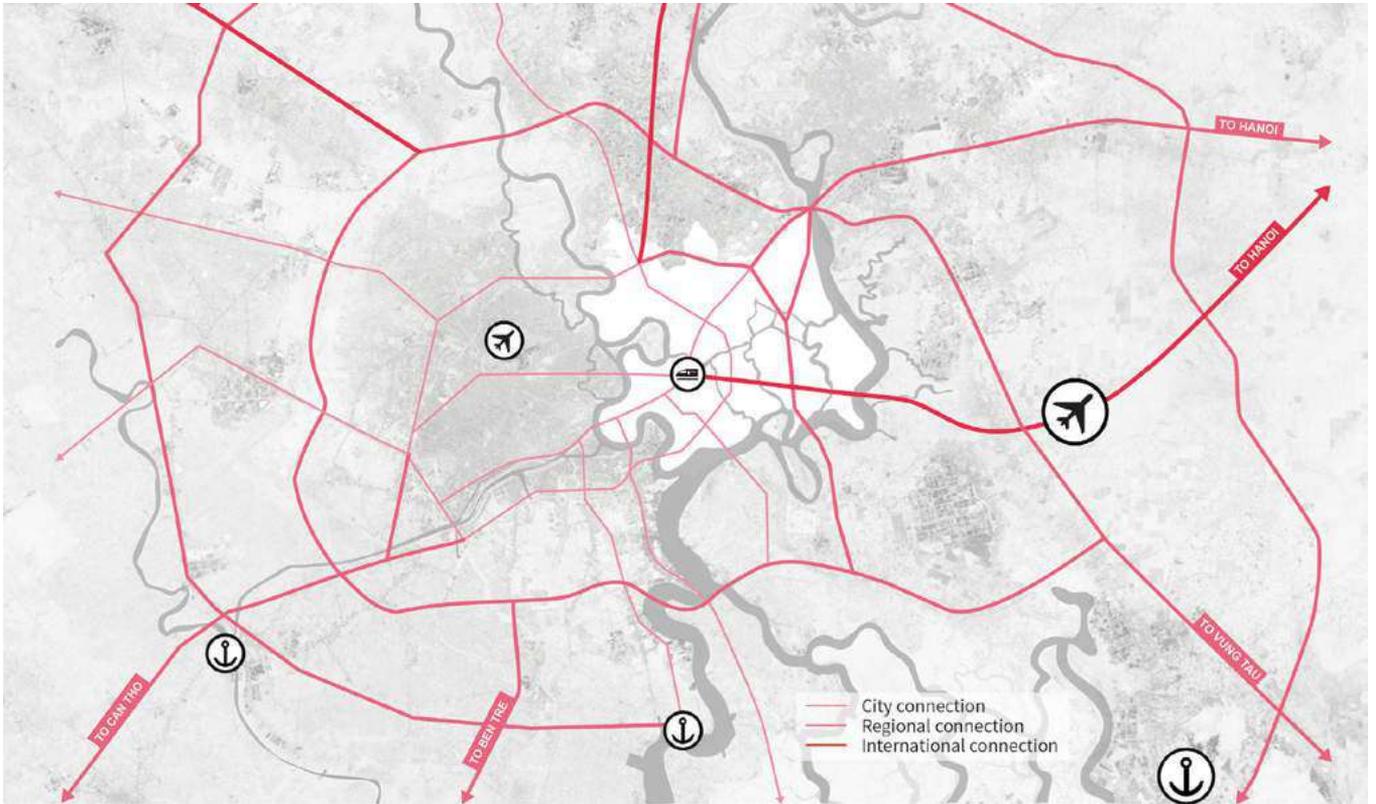


Programmatic distribution

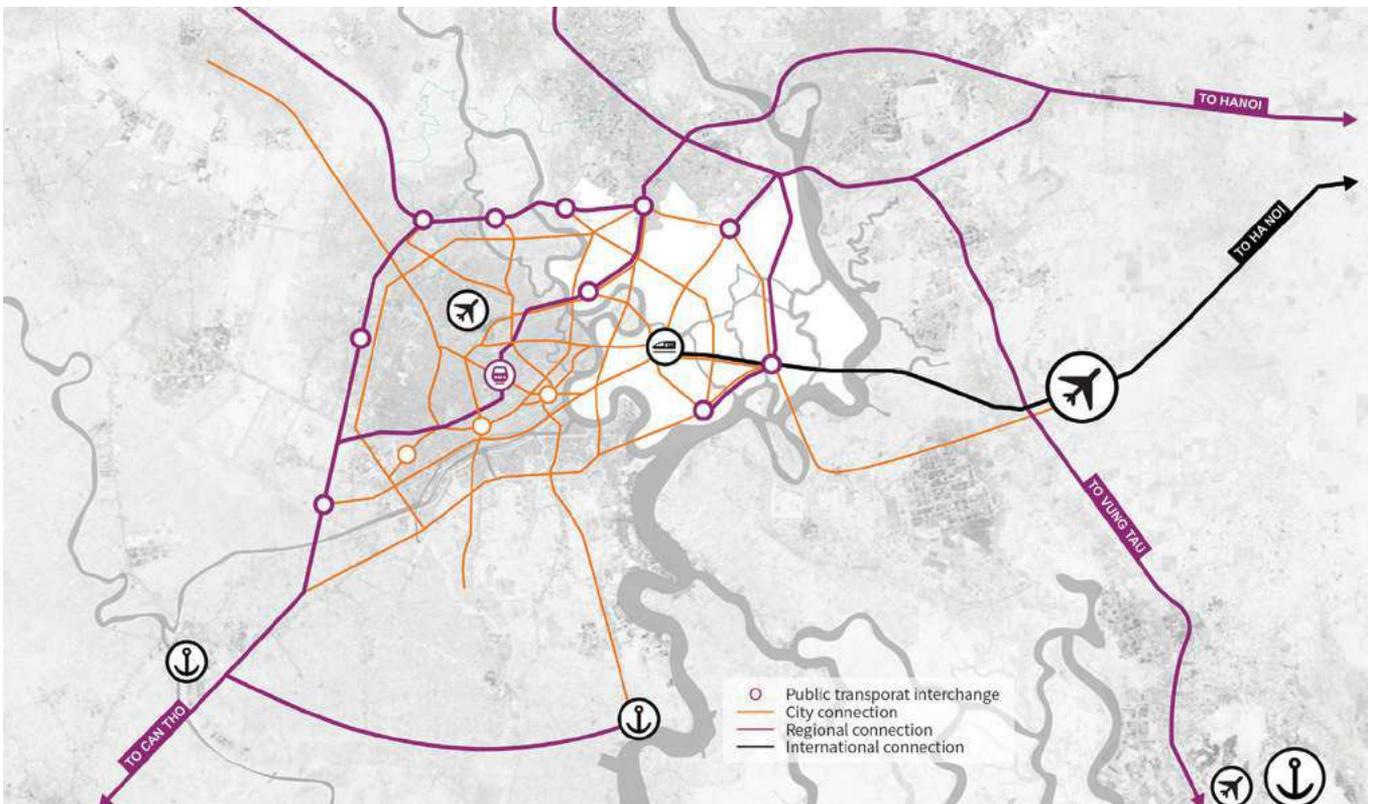
Connected growth

Fully leverage mobility as a key economic driver and differentiator for HCMC East, through highly connected, accessible, resilient and future ready networks. Together mobility delivers growth

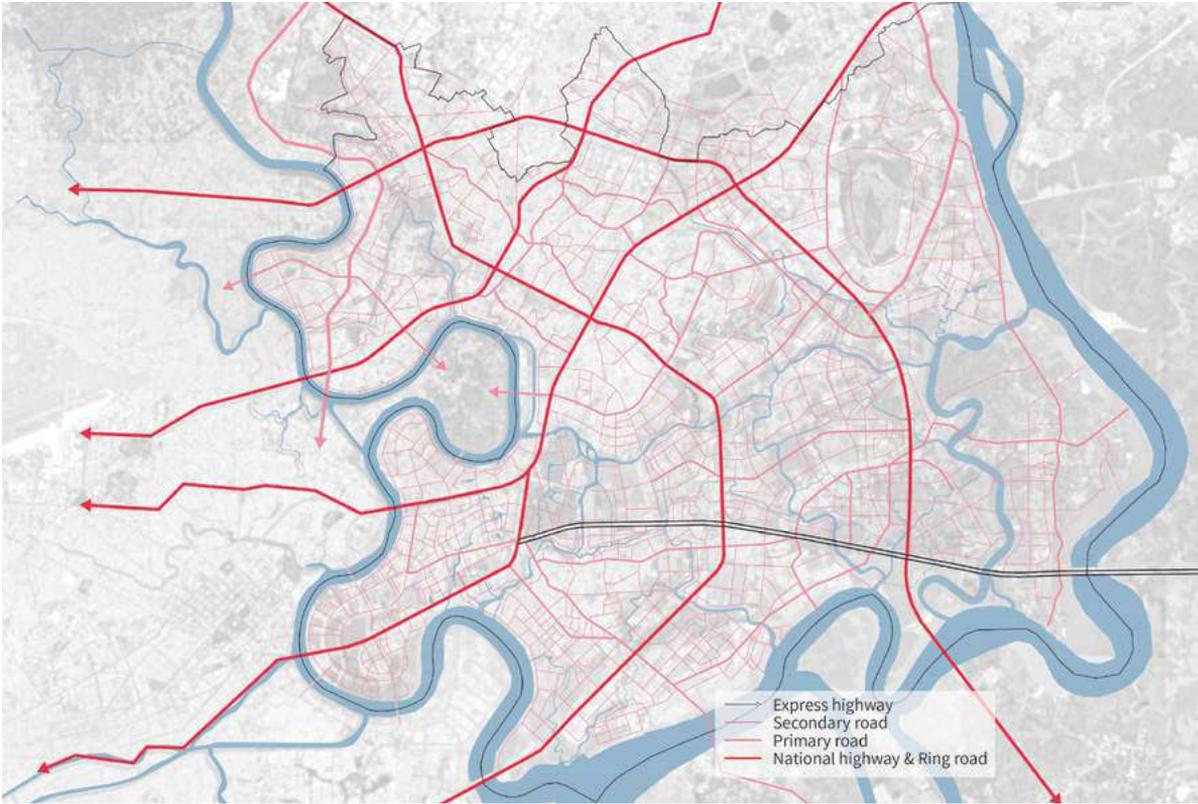
through transformative change, bringing together interactive and vibrant places which focus on quality of life which allows HCMC to be world renowned as an economic powerhouse and testbed for change.



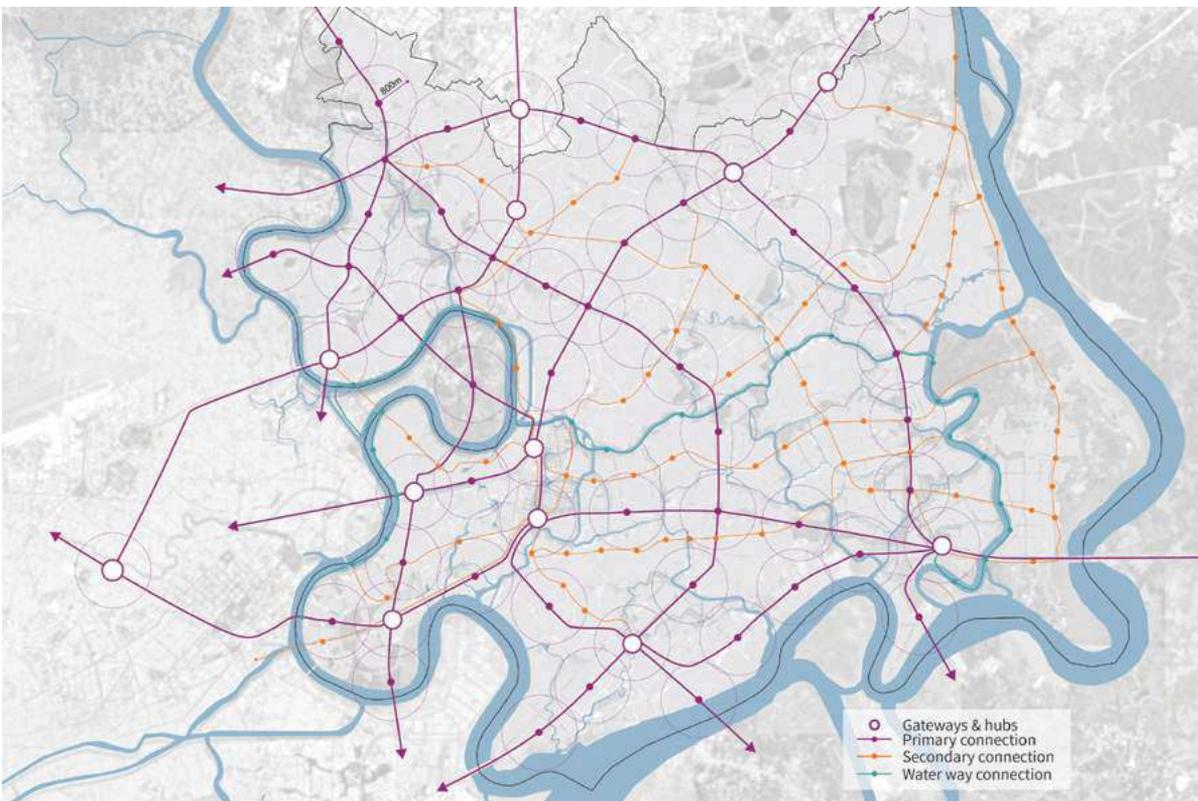
Citywide major road network plan.



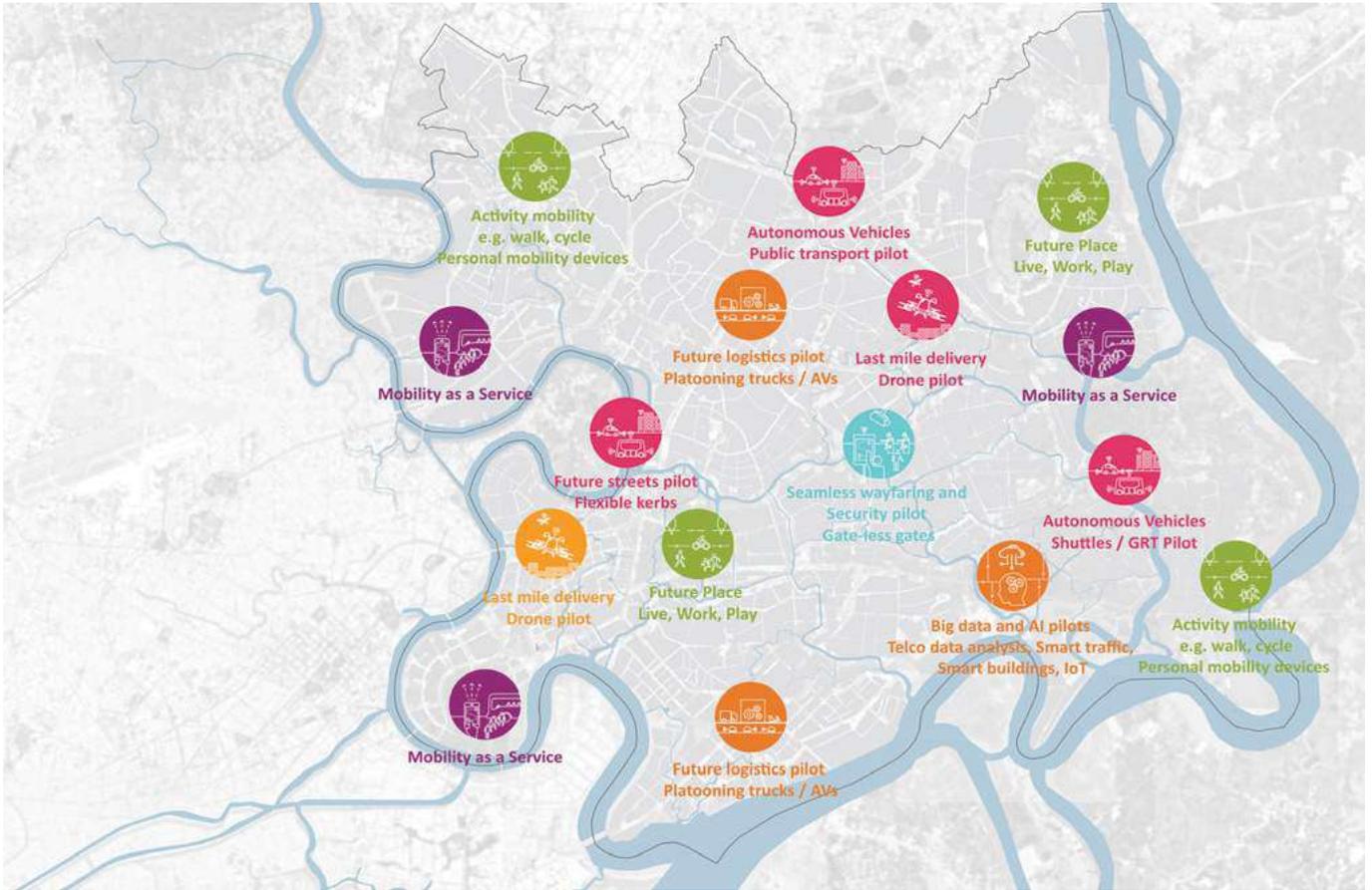
Citywide public transportation plan.



Road network plan of the HID.



Public transportation plan of the HID.



Smart mobility opportunities.

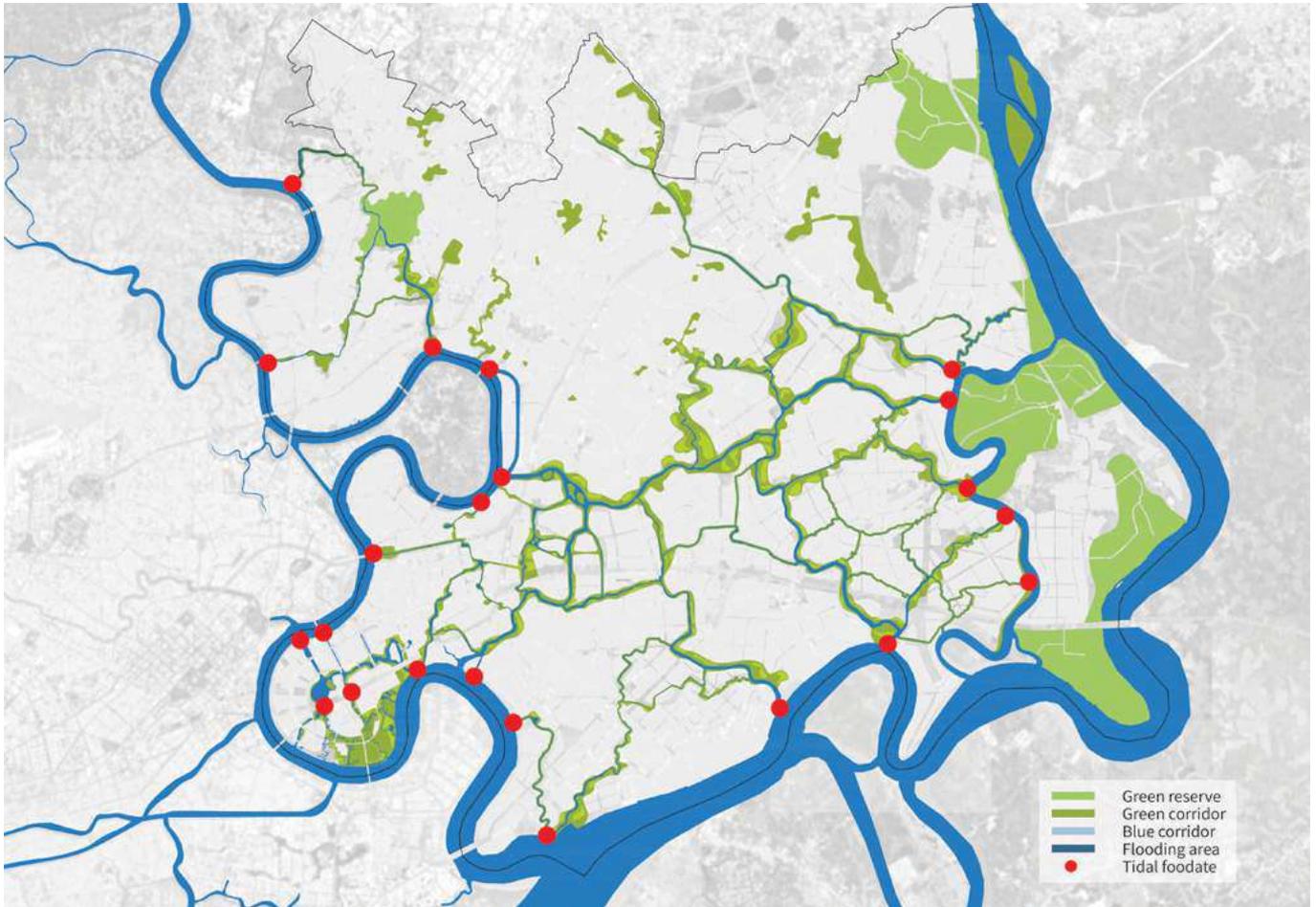


Public transport plan.

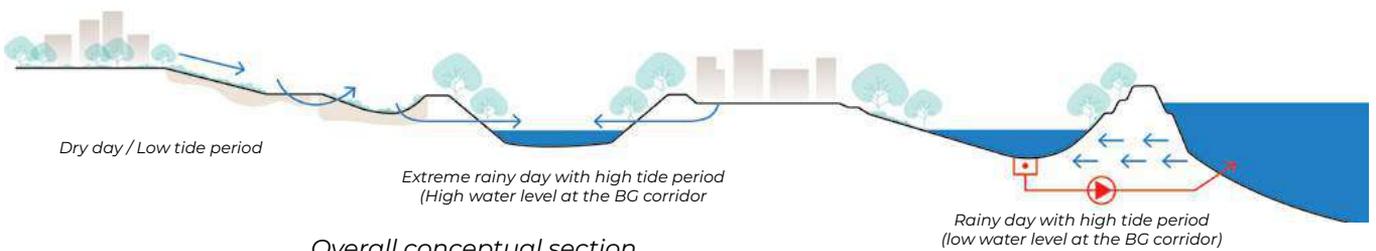
A place of gardens and water

An identity shaped by liquid geography aimed towards a blue and green infrastructure as a territorial backbone, creating memorable places for residents and tourists alike for a multitude of

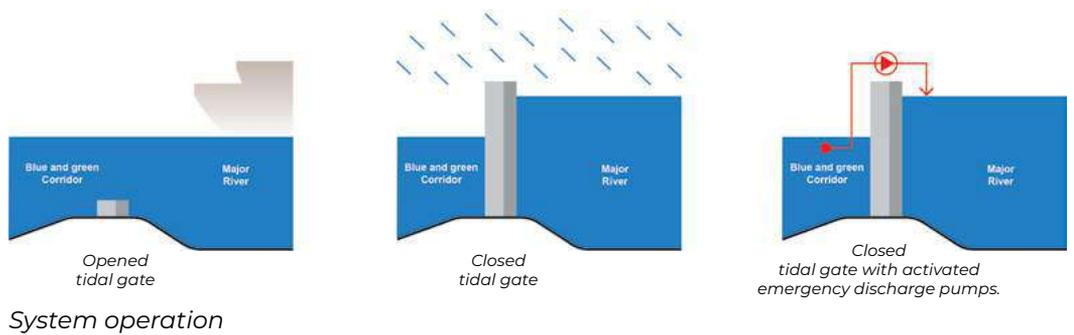
outdoor opportunities. The region as a driving force for future water-based urban development, regeneration and adaptation to climate change.



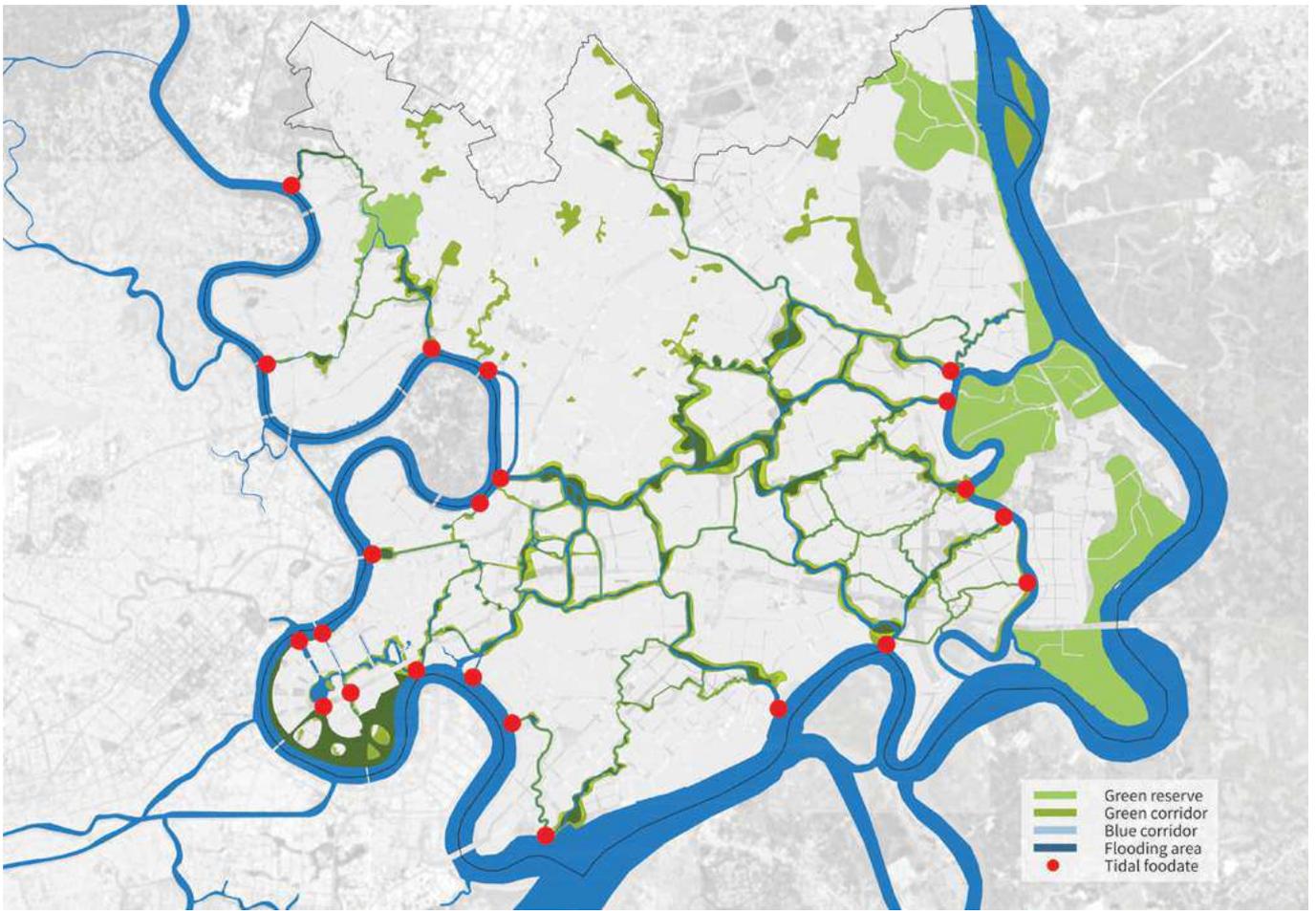
Dry weather plan



Overall conceptual section



System operation



Extreme weather plan



Water network with designated controlled flooding zones.



Ecological green network.



Delivering the Plan

Long-term vision, joined-up thinking and co-operation

The identification of city purposes/priorities of action, governance and stakeholders are closely interlinked, and are vital to form a robust basis for the design of HIID along with the set of stakeholders and their roles and responsibilities within the HIID framework. Decision makers need to define a governance model and leadership strategies required for the city's transformation.

Social Progress can act for the enhancement of social cohesion and for new and more sustainable ways of living, for all groups of the population including the young generation. Therefore, it must be structured to mediate the relation between growth and development.

HIID is an opportunity for HCMC to empower all Vietnamese citizens, by creating new opportunities, promoting social inclusion and generally addressing the various existing economic, environmental and social needs.

HCMC have done many changes along the years and to improve its governance systems and have tried to include all stakeholders and citizens in the problem-solving process. For instance, in HCMC most of the major arising issues are tackled by the government organizations that stepped in to come to the rescue.

The HIID process here is understood as the co-producing local policies and the new working methods within the administration, in which private and public stakeholders, and citizens play a key role. Changes in HCMC governance can significantly increase the capacity of the new HIID to innovate and to produce more efficient solutions.

Forward-looking city governance and proactive local government provide an effective and well-balanced regulatory, as well as compliant governance mechanisms with appropriate and equitable policies and processes in a customized manner for this special zone of HIID.

Market-Oriented Incentive must be defined to kick off the development of the new district by defining which type of project or business is eligible to use these incentives as long as it is within Opportunity.

Finally, creating a pilot project using the existing structure in all levels for a direct implementation, in adequacy with the up-coming urban development as Thu Thiem, Thao Dien - Thanh Da, which

are provisioned with new connectios of public transport (railway, subway, high speed Train, shuttle boat), HIID will be the platform vision for the HCMC future.

Stakeholder Engagement

Creation of A HIID board to coordinate and drive the development

Thus, the establishment of a cross-sectorial body, BOARD OF HIID that can provide continuous support to city council officials and decision makers could contribute to a coherent design and implementation of smart and sustainable cities over time. This body could help ensure the articulation of HIID strategies and the city's urban planning goals, as well as facilitate collaboration and strategic alignment between the multiple stakeholders (including city-level departments and structures at local, municipal and national levels) that need to be involved in the realization of HIID.

A crucial step for setting an inclusive and sustainable basis for SSC consists of identifying and implementing effective mechanisms for citizen engagement. Citizens are the ultimate beneficiaries of HIID BOARD functionalities, as these are aimed at increasing the access to and boosting efficiency of city services, in order to improve citizens' well-being.

Promote local-foreign and private-public joint venture development

Develop models of public-private collaboration, as they are powerful alliances, leading the ecosystem of innovative actors/stakeholders to obtain success. The planning must facilitate a scenario of mutual benefits between all agents, while the role of the HIID board will be to facilitate the relationship between all agents.

Public-private partnerships play an important role in supporting social innovations. Strengthening these global partnerships and platforms can be effective for understanding and fostering social innovation worldwide.

Engaging the community

Citizens should be recognized as the cornerstone of any smart sustainable city. They are the main beneficiaries of the HIID model that can provide valuable data, ideas and feedback to the city. Consequently, the city has to actively promote and enable citizen participation.

Social Progress

Reduce the unemployment rate and integrate all age actors into the new HIID growth network

Although the rate of unemployment in HCM is one of the highest in VN, the nature of jobs is sensibly different, with more high added value and also more important incomes compared to others provinces. This specificity should be maintained and even developed with the new strategy of HIID. With new residential potential and more efficient connection (in term of infrastructure, logistic and services), the new development can really contribute to amelioration of unemployment rate, quality of work and finally purchasing power.

Supported by a localized chain from educational sector as universities to the training center to startup and finally the network of the new industry 4.0, the highly educated workforce of the new HIID district will enjoy direct access to opportunities throughout a continuous and integrated process. That will surely reduce the unemployment rate and integrated all part of the age range into the growth loop of the new district.

Urban and Natural environment

As one of the most biodiverse locations of south Vietnam, the HIID has the opportunity to open a new paradigm merging urban living and nature with beautiful blue and green network, freshwater rivers and canals, subtropical forests, national parks, abundant wildlife in a tropical climate.

Within the region, there are kilometers of watercourses and hectares of national parks, state forests and forest reserves. With future infrastructure connection under construction, HIID will be distanced less than 2h to tourist coast, not more than 4h to highland area. These natural assets have made the HIID prime HCMC lifestyle destinations and the perfect place to enjoy a healthy and active lifestyle.

The HIID region will host local events each year centered around innovation, the arts, environment, heritage, education and sport. The HIID will offer a range of cultural and recreational attractions such as local dining and entertainment venues by the park or in hinterland settings, and outdoor sport and recreation. The region's tourism industry and community events are also supported by a range of community areas and facilities which include approximately 7,000 hectares of recreation parks, sport fields and gardens.

Integrated public housing program

HIID will provide the opportunity to develop the proper and ambitious public housing programs that embrace the actual HIID residents with quality homes and living environments, with efficient and comfortable connection to the working place.

1. Providing affordable, quality homes: We plan and develop public housing that provides HIID citizens with quality homes and living environments. In this effort, HIID Board will have to engage in active research and development work to ensure that cost-effectiveness and quality standards.
2. Ensuring vibrant neighborhood: Housing will have to come with various commercial, recreational, and social amenities in the new district for residents' convenience. Furthermore, a focus should be done by creating a new environment that meets the new paradigm of the HIID.
3. Focusing on the community: Communities form the backbone of our towns' vibrancy. Building cohesive communities within our towns is another key priority. We have furnished our living environments with community spaces for residents to mingle and interact.

In this effort, HIID Board will have to engage in active research and development work to set cost-effectiveness and quality standards which won't be only a new benchmark for HCMC but also for the all Vietnam. The units created a throughout new private-public development process that will be supported by the HIID Board in order to ensure a continuity and smooth transition from the provisory actual settlement to the cohesive new living environments for the inhabitants of the HCMC East Innovative District.

Governance

A nation effort to empower HCMC East as the innovative "locomotive" of Vietnam

At national level the possibility to give a special economic zone (SEZ) status to this new development area will give a huge advantage including increased trade balance, employment, increased investment, job creation and effective administration in the new HCMC East District.

This new status would boost in both absorbing foreign capital and accelerating the economic

development of the HCMC East. For instance, in addition to the preferential policies of reducing or eliminating Customs duties and income tax common to the economic and technological development zones, the state can also explore to permit the zone to allow foreign business people to open financial institutions and run tertiary industries.

On top of that, the national government can think to set up a guidance fund to attract angel investment (seed investor) from the market, and established eight angel investment funds through cooperating with venture capital investment agencies and universities, founded a risk amount.

A proactive and committed Board to meeting the market

The HCMC government through the HIID Board will have to issue a series of policies to attract innovation talent and investment. HCMC Est District will have to create a fund to subsidy high educated professor in the specific fields to be host in the HCMC East SciTech Quarter. This incentive can be seen within a large investment effort to attract brains, educated scientists and researchers from universities around the world compensation fund for technology enterprise's debt financing, and made available an amount in loans to fund college students to start businesses.

On the direct existing structure, the HCMC National University need to encourage its teachers to participate in R&D projects outside of the university and to be involve to High Tech park and industry businesses.

Externally the HIID board will have also as key goal to publicize to the outside world to its image as an innovation center in South East Asia as per the next place to live, work, learn and play.

Finally, the government have to provides all necessary services and help, including financing, business examination and approval to put the results of R&D projects into industrial application and production in the HCMC East.

This in order to push the growth speed of the number of new business in HCMC East to 15-20 percentage points higher than the Vietnamese national average. This in order to create a momentum base on a clear vision. We can estimate the number of newly founded business can increased up to 20% percent year-on-year.

A provision must be anticipated to release new plan every 6 months after launching the new masterplan vision 2030 of HCMC East to foster HCMC East's innovation atmosphere in different aspects such as reform, talent, enterprise, finance, production and branding,...

Implementation of regulatory sustainable frameworks

Organizational Governance represented by HIID Board refers to the systematic integration of sustainability principles, practices, values and culture into the new Development processes of HCMC Est. This involves planning, control, and decision-making to ensure that objectives are achieved upon the foundation of vision based on the masterplan 2030. In this way, Sustainability Management Governance covers Management and Board of Directors' Leadership in driving change, building a corporate-wide sustainability management culture, transparency in operations, and collaboration between the company, public and private sectors, and civil society and communities.

Digital Urban Planning implementation

Digital urban planning is a powerful tool for innovative communication and participation processes that facilitates a high level of engagement and interaction within communities and enables transparency during complex and long-term planning process. Furthermore, It can help to manage resources, enhance economic development, reduce ecological footprints and improve the overall quality of citizens' lives.

Insights provided by real-time data from the various sensor networks and intelligent systems can offer ways to optimize operations and maintenance of physical assets, systems and processes of the city's day-to-day routine, from traffic to the impact construction would have on inhabitants.

The implementation of such Smart system will facilitate the decision making of the stakeholders, Planners and policymakers.

Funding and Financing

Adapting the urban infrastructure to the new HIID paradigm requires substantial capital investments. The public sector cannot carry the entire burden, which means that additional sources of funding have to be tapped into. Due to the high liquidity of the current capital market,

the required capital is available. But in order to be directed towards HIID investments, the business case has to be made clear that long-term stability and income generation are at least at the same level as traditional infrastructure projects, for developers and potential investors alike.

Public-private partnerships have to play an important role in supporting the funding and financing this new type of project in Vietnam. Strengthening these global/mixed stakeholders' partnerships can be effective for understanding and fostering innovative and future project in Vietnam. Therefore, the mechanism and incentives have to be seen as new platforms and vehicle to empower the vision of the new HIID.

Funding Mechanism	Description
Taxes	Pay using taxes
Redemption from taxes (tax or rates)	Local government taxing rights are exchanged for infrastructure or services
Loans + Free Cash Flow	Initial capital comes from financial leverage from partners. After that the project can try to sustain itself
Local Government as a Major Customer	Funds provided by city government
Advertising	Funds generated by advertising
Utilities Allowance	Funds collected from other public services used to maintain infrastructures. Some regulations prevent this system
Corporate Donations	Some corporations can donate funds
Agreements with Private Companies	Agreement with private companies to offer funds free of charge to the public
National or Multinational Subsidies	Funds coming from national or multinational organizations
Cooperative Projects	Local government ends up with a project originally created as a cooperative and community project

Incentives	Description
Early years Tax reduction	Applicable for pilot project for 3 to 5 years
Early years land lease exemption	Applicable for pilot project for 3 to 5 years
No income limits	Initial capital comes from financial leverage from partners. After that the project can try to sustain itself
For-Profits are eligible	Funds provided by city government
No cap on benefits	Funds generated by advertising
GFA incentives	Extra GFA granted to any project with sustainable certification (LEED, Green Lotus, Green Mark...)

Early Stage Implementation

Creation of a HIID pilot Board

Establishing a third-party entity encourages role clarity, political feasibility, and eases procurement. A third-party entity can help partners and cities to navigate the complex structure of both city governments and private corporations. Third parties provide a clear platform for decision-making and planning.

Drive and promote HCMC East Innovative District as the key Pilot area

The pilot project of HCMC East Innovative District will have to focus on the demonstration of the feasibility (technical, financial and social) of innovative processes for buildings at the city scale, the identification and dissemination of promising management and financial schemes to facilitate large scale replication and the launch of ambitious roll up plans at several scales. By creating a pilot project, HIID Board will be able to promote the value and the vision of the new HCMC East Innovative City. The new district will have to plan in adequacy and take advantage with coming urban development as Thu Thiem, Thao Dien - Thanh Da along the metro line 1 under construction.

Launch HCM East SciTech District by bridging the actual National University, High-Tech Park and to private business stakeholders

Creating virtually the HCMC East SciTech District by bridging the existing education and R&D structures; HCMC national university pole and the HCMC High Tech Park and training Center, to new 4.0 industry. This will establish a new entrepreneurial dynamic pole that drives the youth force who still in the educational process to progressively to the productive and growth loop. In the same effort, teachers in universities will have to participate in R&D projects in the High-Tech Park and Training Center. These efforts will be promoted in eight fields as innovation incubators, information security, big-data internet, industrial R&D, design, emerging finance, science and technology R&D, and school innovation transformation. HCMC East SciTech District aims to foster a remarkable cluster of innovative elements, and to become a national pilot area for innovation-driven development and the leader of hi-tech innovation in Vietnam.