



DELTAS IN TIMES OF CLIMATE CHANGE II

INTERNATIONAL CONFERENCE

OPPORTUNITIES FOR PEOPLE, SCIENCE, CITIES AND BUSINESS
 ROTTERDAM THE NETHERLANDS, 24-26 SEPTEMBER 2014

Deltas in Practice, policy-practice sessions	
Deltas in Practice Theme 3. Urban design and infrastructure	
DP 3.1 Developing Multipurpose Infrastructure for Climate Resiliency	
Chair	Jurgen van der Heijden, AT Osborne, the Netherlands
Organised by	Jurgen van der Heijden, AT Osborne, the Netherlands
Presentations	<ul style="list-style-type: none"> • Jurgen van der Heijden, AT Osborne, the Netherlands • Arjan Hijdra, Rijkswaterstaat, the Netherlands • Rosalie Franssen, Deltares, the Netherlands
Session topic	<ul style="list-style-type: none"> • The development of multipurpose infrastructure for climate resiliency to creatively expand narrow infrastructure planning to incorporate benefits from multiple related projects
Objective of the session	<ul style="list-style-type: none"> • To enable practitioners to create multipurpose delta infrastructure solutions in their own context, whether international or domestic. It creates business cases for funding from multiple private and public sources, attracting new parties as shareholders. The resulting system of linked infrastructure and community assets offers more flexible and comprehensive solutions to climate change.
Main conclusions and lessons learnt from the presentations	
<p><i>Combining water infrastructures</i></p> <p>Multiple space use is defined as two or more functions that share the same space at the same time, or the one after another. It is not just about cost reduction. It is about the creation of value, to generate income. Reduction of costs comes from buying, building and managing space together. The extra income comes from the exploitation of new possibilities. Multiple space use requires real cooperation. Real cooperation is investing in the other, in order to have him profit from the investment and invest in you within a lasting relation that will bring profit more than once. That is the combination of functions, and that goes further than simple 'win – win' wherein all take their gains and leave. Common obstacles are 1) mass production, project scope, 2) meritocracy, 3) culture, 4) protection of interests by the law and 5) split incentive.</p> <p><i>Value creation in capital waterways</i></p> <p>An organisation has a limited mandate when it creates a product. Joint ventures allow to broaden the range. The principle to maximize joint value is to reduce transactions costs and maximize benefits for all parties involved. Three conditions must be met for all parties: 1) positive balance, 2) the joint solution must be better than the best alternative to the negotiated agreement (BATNA), and 3) good value capturing ability.</p> <p><i>Strategic scenario planning</i></p> <p>Multipurpose infrastructure planning has to deal with long term strategies planning in particular. Important is to decide when to involve which stakeholder. In dealing with long term planning people prove not to think far ahead in time, this is a difficulty to overcome. Long term planning needs to be flexible. Once a base time series has been made, discussion should begin to further optimise the planning. In the base time series stakeholders demands should already be incorporated as good as possible. A long term strategic planning should form an integral plan with the (most often readily available) short and midterm planning.</p>	
Main conclusions of the discussion	





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The first topic of the discussion is how to initiate joint ventures, corporations, etc. It often originates from a single person or a single group that acts as a crowbar. The presence of such an organisation or person is a common factor of all successful corporations. This leads to the discussion whether or not there should be a special organisation to stimulate and facilitate joint ventures in infrastructural and urban planning.

Secondly, there is a discussion about changes of stakeholders over time in long term planning. It might be an idea to keep them involved by selling water safety as an insurance. An innovative solution could be to set up an insurance business case.

Thirdly, frustrating attitudes of governments is discussed. Their classical business case to make money on projects frustrates strategic and multifunctional solutions or approaches. Participants argue to give the money to society, the money will find its way back to the government one way or another.

Main result or conclusion of the session

Building multipurpose infrastructures has a high potential for safety as well as for economics. A lot still has to be developed in this area although great examples are being conducted.

Most exciting insights or outcomes

- For joint ventures to work, transaction benefits must be higher than transaction costs
- Making combinations is the best kept secret of economy and society
- Strategic scenario planning calls for proper involvement of stakeholders
- Multipurpose infrastructure can improve safety and benefit society
- Strategic long term planning should form an integral plan with short and midterm plans

