

# Asset management Rotterdam



**Making sure we're doing the right things in the city, and that every euro we invest in the city's outdoor spaces is having the maximum impact: we achieve all of this through asset management, making Rotterdam a better place to live, work and relax.**

**In 2013, the Municipality of Rotterdam began using asset management. At first, we used it mainly to manage Rotterdam's infrastructure, but in the coming years the focus will be on expansion, generating broad support and ensuring further professionalisation.**

## **What is asset management?**

Asset management is the next step in the professional management of outdoor spaces. The method, which is growing in popularity both in the Netherlands and in our neighbouring countries, helps the municipality to choose the right measures and to explain that choice clearly. 'Asset management' helps us to be even more confident that we are spending our money where it is most needed. It's about finding the right balance between cost, performance and risk. We are also looking at opportunities for the city.

## **Integral**

In 2013, the Municipality of Rotterdam began using asset management. Right now, our infrastructure management largely follows the principles of this method, but to really find an integral approach to our open spaces, Rotterdam is now expanding into the Clean City and Monitoring & Enforcement sectors. Asset management must be implemented throughout the management of public spaces, and broad support within the workforce is central to that goal.

## **The core of our approach**

- Our strongest focus is on the risks that threaten the smooth functioning of the city,
- looking for the optimal balance between cost, performance and risk.
- When we consider measures, we don't only look at the costs and the technical side; we link the measures directly to the city's wider objectives.
- Our understanding of the long-term challenge means activities can be joined up and budgets can be distributed over several years.
- Asset management makes it possible for objective, city-wide choices to be made and for us to look further than our 'asset boundaries'.
- In the coming years, we will continue to engage with expansion, broad support and professionalisation.

## Rotterdam's assets



To keep the city in good shape, the Municipality of Rotterdam manages and maintains a variety of objects known as 'assets'. These include bridges, sewers and green areas, but also visual arts, roads, quay walls and lampposts. These assets ensure that citizens, businesses and visitors can move easily around the city, that they can relax in a park when the weather is good and that they don't get wet feet after a heavy shower. An asset is any outdoor object that enables people to make good use of the city.

### Public Works

- 1,500 km of roads
- 100,000 lampposts
- 350 km<sup>2</sup> of green areas, including trees
- 6,000 playgrounds
- 930 waterways
- 2,700 km of sewers
- 320 km<sup>3</sup> of underground infrastructure
- 1,130 civil engineering structures
- 30 km of inclines and quay walls
- 300 visual artworks/listed monuments
- 900 pumping stations
- 240 km of discharge pipes
- 7 water storage facilities
- 1,500 culverts
- 600 km of cycle paths
- 120,000 pieces of street furniture, benches and signs

### Parking facilities

- 16 public parking garages
- 32 bicycle garages
- 4 P+R car parks
- 1 car park
- 500 technical installations
- a variety of parking facilities

### Clean city

- 230 textile containers
- 40 'bread bins' (collection points for old bread)
- 150 containers for plastic
- 6,000 containers for glass/paper/waste
- 11,000 grey rubbish bins



# Rotterdam's core values



The Municipality of Rotterdam has formulated many different visions and policy documents for the city. These visions direct how the city will look and function in the future, centred around eight core values.

Every asset contributes to the city, and every public space policy measure must contribute to the core values. This is how the management and maintenance of public spaces is directly linked to the city's most important objectives.

## What are core values?

Rotterdam's core values outline the city's objectives and encompass qualities that residents, entrepreneurs and visitors expect of Rotterdam. All prospective measures for maintenance and management are scored on how they measure up to these eight core values, and the solution that ensures the best result for the city is chosen accordingly.

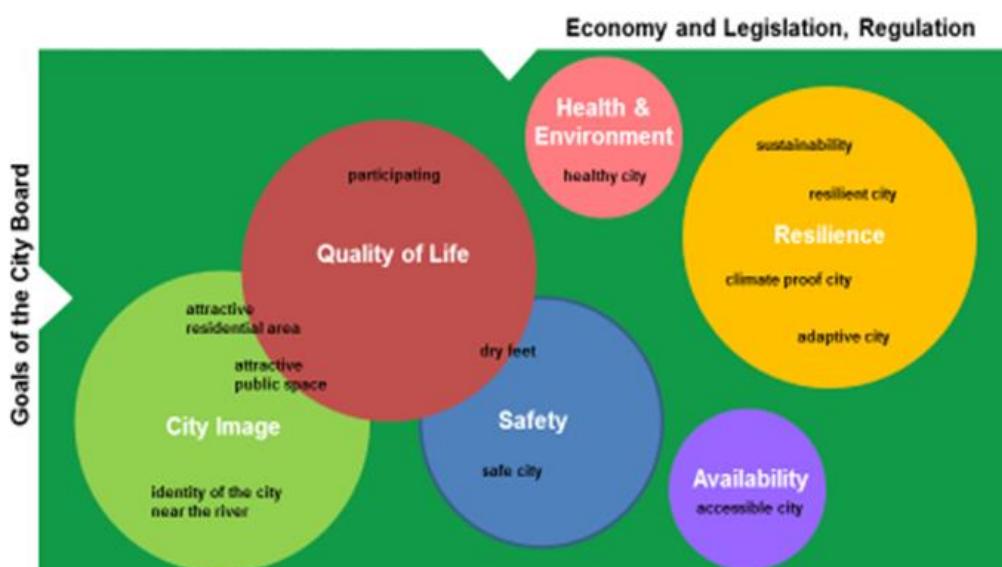
## Rotterdam's core values

Accessibility - safety - image - resilience - quality of the living environment - natural environment & health - economy - laws & regulations

## Core values model

A core values model evaluates and compares the risks associated with the eight core values.

## Rotterdam's core values as the basis for management



## Risk-based management



There can be no attractive city without well-run public spaces: safe and accessible. The Municipality of Rotterdam monitors all its assets by way of inspections, risk analyses and analyses of returns on investment. Identifying all the risks to the city makes it clear which issues need to be addressed as a priority, and we then choose the measure that offers the best return for the city. Measures for different assets can also be compared with each other.

### Considering potential measures

Asset management begins with the identification of the core values. A core values model evaluates the risks associated with the eight core values and compares them with each other. A risk is an event that has a negative effect on one or more of Rotterdam's core values. The failure of part of a bridge's mechanism carries the risk of limiting the bridge's accessibility, and a blockage in a sewage pump puts the quality of the living environment at risk (offensive smells).

### Risk = likelihood x effect

Each risk is assigned a score: the likelihood that it will happen is multiplied by its associated effect on the core values. All the risks and measures are expressed in euros, including the risks of damage to the city's image and risks to the quality of the living environment. This means that measures can be compared against each other, and it then becomes clear which solution offers the best return for the city.

### Evaluation

We constantly monitor the performance of our assets to be sure we made the right decision. We will be able to learn a lot from this monitoring in the future, and adjust our plans as necessary.

### Example

#### Looking for the greatest return

Telemangement enables street lights to be controlled remotely. This technology requires an investment in every individual lamppost, but it has great advantages. Malfunctions are discovered immediately and a report is sent directly to the maintenance team, resulting in fewer complaints from citizens.

Telemangement can also save the municipality money, and the light intensity in an area can be adjusted remotely to improve safety.

Telemangement may not look like the most cost-effective measure on paper, but the return on the investment comes from the effect on safety and the city's image and liveability. The technology is first implemented in areas that are most at risk, ensuring the best return on the city's investment.

## Our team



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Rotterdam's asset managers are keen to share their experiences, whether with colleagues from the Municipality of Rotterdam, colleagues from other municipalities, professionals at knowledge institutions or other interested parties.

Do you have any questions about the implementation of Rotterdam's asset management? If so, get in touch.

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