

# General Policy Plan 2025 – 2035

*“A solid foundation for the future”*

Policy outlines and facilitating framework

Adopted on 13 September 2024



stichting het nationale park  
DE HOGE VELUWE

## 1. Introduction

The *Stichting Het Nationale Park De Hoge Veluwe* Foundation (hereafter: the Foundation or the Park) was formed in 1935 in order to maintain the Park independently on a permanent basis and open it to the public, following in the tradition of Mr and Mrs Kröller-Müller.

**De Hoge Veluwe National Park** (hereafter: the Park) is the green treasure chamber of the Netherlands. The Park is **the largest contiguous, actively managed, privately owned nature reserve in the Netherlands**, and it is managed on the basis of autonomy and financial independence. This is also the Park's motto.

The **Mission** is as follows:

- I. Sustainable maintenance and future-proof management of The National Park, focusing on biodiversity.**
- II. To inspire as many Park visitors as possible and enable them to enjoy to the full:**
  - **nature & landscape;**
  - **heritage, architecture & art;**
  - **education;**
  - **public amenities.**

This Policy plan give the outlines of the policy, the strategy and the facilitating framework.

It is built up as follows: In turn, **Chapters 2 to 5** give the outlines of the *basic principles, ambition, strategy and organisation*. Further elaboration of the policy is subsequently given in two sections: maintenance of the Park is covered in **Chapter 6 Management** and opening the Park to the public in **Chapter 7 Visitors**. Topical themes such as nitrogen, climates, relevance to society and diversity are covered in **Chapter 8 Facilitating framework** and **Chapter 9 Risks and opportunities**. The *Key Performance Indicators* are given in **Annex 1**.

## 2. Basic principles

De Hoge Veluwe National Park came about through private initiative, its design was modelled on that of national parks in the USA, and it meets the criteria for national parks formulated by the IUCN. Although the Park was not formally 'designated' a national park by the State of the Netherlands, the State does recognise it as such. Its status as a 'national park' is incorporated in the Park's name and 'Het Nationale Park De Hoge Veluwe' [De Hoge Veluwe National Park] is a protected brand name.

**The Foundation is administratively and financially independent.** The Foundation works on a not-for-profit basis and applies the user-pays principle. Since, as a private foundation, the Park receives virtually no operating subsidies, it charges an admission fee. Revenue generated from visitors is used to fund Park operations.

**Nature is the Park's core business.** The focus of all endeavours is to conserve and enhance nature quality, biodiversity and landscapes. The Park is a biodiversity hotspot within the Natura 2000 Veluwe area. The visual landscape of the Veluwe is undisturbed and its history is clear to see.

**Education is very important.** We would like to teach all visitors something about the Park. Education in the broadest sense (for schools, and also teaching visitors something new) will contribute to the body of knowledge and the De Hoge Veluwe experience of all visitors.

**One condition for being able to balance the Park's operational budget is that we have at least 600,000 paying visitors per year.** The Park aims to have at least 600,000 paying visitors per year, which includes visitors to the Kröller-Müller Museum. To guarantee the ecological qualities of the Park, together with the Museum it ensures that no more than 700,000 paying visitors are admitted to the Park per year. Based on the nitrogen calculations drawn up by the province, the upper limit for the total number of visitors (including non-paying visitors to the Park and the Museum) is 800,000.

As an organisation, the Park strives to be a good employer and have staff members who feel engaged. The Park is a foundation run on commercial principles that respect corporate social responsibility. The Park is known as a good employer and is an accredited practical training company. Its staff and volunteers act as ambassadors for the Park. With a view to social involvement, the Park offers individuals with poor job prospects the opportunity to learn and trade and to gain work experience. The Park makes internships available at all levels and in all branches of the organisation.

### 3. Ambitions

**The Park wishes to be and to remain the foremost national park in the Netherlands with national and international appeal.** In this way the Park wishes to deliver on the name 'De Hoge Veluwe National Park'. It wants to show that its policy and management and the continuity in terms of policy and management achieve an effective balance between ecology and economy and that they result in a high level of biodiversity. It wishes to be an example of good management and good policy both locally and internationally.

**The Park wishes to retain and strengthen its high level of biodiversity.** The Park harbours a great diversity of habitat types and species. Retaining ecological quality and a high level of biodiversity requires continuity of active management, with restoration of systems where necessary to make the Park more robust, and specific species-specific measures.

**The Park wishes to be an affordable day out in the Netherlands and to remain so.** The combination of nature and culture is what distinguishes the Park from other national parks, nature reserves and day-trip attractions. The Park has a varied offering, and caters for smaller budgets as well.

**The Park's ambition is to be CO<sub>2</sub> neutral by 2050.** This involves the balance between CO<sub>2</sub> emissions by operational activities and visitors to the Park on the one hand and the CO<sub>2</sub>

uptake through nature & landscape in the Park on the other. The first step is to calculate this balance in 2025 and repeat the exercise every year.

In the process towards being CO<sub>2</sub> neutral in 2050, the Park wants to be energy neutral by 2035. During the current policy period, it is investing in energy transition. On the one hand, by making all of the operational buildings and housing units energy neutral and, on the other, by involving possibilities for energy generation in projects such as the redevelopment of Park entrances. The only exception to this will be Country Residence/Museum Jachthuis Sint Hubertus. Rendering this property energy neutral is not possible or affordable yet.

**Since the Park was established, extensive research has taken place here. The Park would like to apply the resultant data in its management, increase public familiarity with the data and spread this knowledge.** The Park is good at translating science to practice and vice versa. In this policy period, we wish to use the results of scientific and other research more extensively in the management, publication and sharing of research results and, where possible, use these towards the education of visitors. The Park independently organises lectures, Hoge Veluwe symposia and meetings for the purpose of sharing knowledge on scientific subjects, topical themes and nature and landscape management.

The Park wishes to be known as a **Knowledge and expertise centre** on soil with reference to biodiversity and landscape. The Park wishes to share its knowledge and experience in the field of nature and landscape management actively with the scientific community, political organisations, national parks and peer organisations. Developing a new educational exhibition in Museonder will give it opportunities for more in-depth consideration of soil as a *foundation for biodiversity and landscape*. Combined with the facilities offered by the Park Paviljoen, the new exhibition, with its central location in the Park, offers new opportunities for the Park to be a *Knowledge and expertise centre*.

**The Park wishes to enhance its function as a generator of welfare for the region.** In this policy period, the Park wishes to increase its social relevance and contribute towards the well-being and health (both physical and mental) of local residents.

**The Park is working towards achieving a higher return per visitor in 2035.** Revenue generated from visitors is spent on operating the Park. However, more visitors to the Park mean greater pressure on the vulnerable nature within the Park and outside it. Instead of attracting more visitors to the Park, the Park would rather have its visitors spend more money in the Park.

It is the Park's ambition to have completed all of the investment projects outlined in the "Master Plan for Investment in spatial development and quality 2010-2030" ("*Totaalplan 2010-2030, ruimtelijke ontwikkeling en kwaliteit*") by 2035 at the latest.

## 4. Strategy

The outlines of the strategy of the Park remain unchanged. The following principles are adhered to:

### **a. An effective balance between ecology and economy**

The conservation of this cultural heritage with its great biodiversity would not have been possible without expert and active management and considered economic policy aimed at independence. The non-profit Foundation works according to a balanced budget and future-proof management. To a large degree, the Foundation funds operating the Park from the revenue generated from visitors. Following the American model, the Park's public facilities and the Kröller-Müller Museum lie at the heart of the Park and are important economic drivers for the Foundation. Sound visitor management based on recreational zoning serves to protect vulnerable natural resources. The Park wishes to apply its knowledge and experience in this area towards maintaining an effective balance between ecology and economy and revenue models.

### **b. An integrated approach based on a long-term vision**

Constant attention is paid in Park Policy to the themes of ecology, heritage, economy, research and education, and the interaction between them.

- ecology: the highest level of biodiversity, achieved through active management and strengthening the ecosystem through restoration at landscape level;
- heritage: maintaining and developing the cultural heritage of the Kröller-Müllers, following in their tradition;
- economy: the continued existence of the Park (operations) depends on economic drivers. Receiving paying guests is a way of generating income, as are harvesting timber and lease of Park property;
- research: to measure is to know. The research and monitoring conducted in the Park contribute to the effectiveness of its policy, management and hospitality;
- education: sharing knowledge, strengthening the De Hoge Veluwe experience, inspiring visitors and consumers and raising awareness of the values of the Park.

The Park laid down its desired spatial development in an integrated long-term vision for the future: *“Master Plan for Investment in spatial development and quality 2010-2030”*. The Park also encourages staff and volunteers to be mindful of different values and interests in their day-to-day work. To do this by regarding in an integrated fashion, from various points of view: *What is the significance of this for nature, landscape, cultural history, recreation, education, research and local products?* And, where possible, to enhance Park qualities by really engaging with their work.

### **c. Landscape-scale approach**

De Hoge Veluwe National Park is not a standalone region but is part of a larger whole – the high-lying sandy soils of Northwest Europe, the Veluwe. Developments at quite a distance from the Park can affect the Park, and vice versa. An example that people will be familiar with is the effect of nitrogen deposition on the soil and biodiversity in the Park. Placement of wind turbines outside the Veluwe can affect the De Hoge Veluwe experience. The arrival of

large predators could also affect biodiversity in the Park. And how does the Park as a destination for day trips affect mobility around the Veluwe? Dealing with recreational pressure on the area also calls for a landscape-scale approach. Thanks to this approach, our recreational zoning aligns with the recreational zoning of the Natura 2000 Veluwe area and vice versa. For this reason, it makes sense to approach developments and projects within the Park from a higher landscape-scale level (large to small).

#### **d. Consistent policy and continuity in active management**

Consistent policy is conducive to the good running and managing of a national park. We have knowledge of and experience with active nature conservation going back more than hundred years. Ever since the initial purchase of land by the Kröller-Müllers in 1909, there has been continuity as far as conservation of the Veluwe landscape with the Park are concerned.

The Park keeps seeking an effective balance between nature and culture; between active intervention and natural evolution and between recreation and what nature can endure. In the past decades, the active management resulting from this has resulted in a high level of biodiversity, and the presence of many special species here.

To sustainably maintain a varied landscape with a high level of biodiversity and rich layers of cultural history calls for meticulous and consistent active management on the one hand and considered, sound visitor management on the other.

#### **e. Spatial zoning of recreational use**

Spatial zoning is the key to protection of the most important and most vulnerable species and areas, on the one hand, and superior De Hoge Veluwe experience for visitors, on the other. There are three zones: quiet, moderately busy and busy (see Annex 2). The recreational centre of gravity, the busiest zone, is in the Park's very heart. The zone that has the least pressure in terms of recreation, the Wildbaan, is where visitors have the most vivid experience of the idyll and of nature. Here, nature has top priority – no trace of recreation may remain here. The Park prefers that no recreational facilities be located here, so that nature and landscape are disturbed as little as possible.

The Park consciously aims to cap the number of paying visitors in any calendar year in order to be able to guarantee the ecological qualities of the Park. This calls for alertness and sound visitor management. In order to protect the Park's qualities and safeguard the experience of De Hoge Veluwe, the effects that visitors have will be monitored and, if necessary, there will be a maximum number of visitors that are allowed per day. Where possible, efforts will be made to spread visitors through applying time slots and physical separation of visitor streams and of different target groups.

#### **f. Synergies between practice and science**

The Park attaches great value to having a well-considered and carefully implemented science policy as a structural component of its nature conservation and operations. The aim of this strategy is to achieve good synergy between practical knowledge acquired through the years

and scientific knowledge and for this to serve as the foundation for policy, conservation and visitor management. High-quality scientific research enhances knowledge, feeds in new ideas and helps test the effectivity of these ideas. Besides this, research gives the Park opportunities for marketing itself to the outside world as a Knowledge and expertise centre and to provide scientific substantiation of its positions.

The Park's areas of focus are mainly practical research questions, and it would like to work towards research results that are relevant and useful. To optimise the research programme, we actively collaborate with universities, universities of applied science and local and international research institutes, with the Park often initiating the collaboration.

## 5. Organisation

Our rapidly changing society demands of us that we are ever alert to what society demands from us as an organisation. Professional, motivated and engaged staff members and volunteers make the difference, and they are essential to our being able to pursue policy.

The Park inspires staff to contribute to achieving its mission and this enhances their pride in working at the Park. The people working at the Park are engaged staff members who work passionately to achieve the very best they can. The Park is a healthy business. Its health is built on sincere attention to and involvement with nature, our guests *and* with our staff. Because we pay attention to and feel involvement with our staff, this attention and involvement is discernible in the way the Park is managed and the way in which our guests experience the Park. In this way, the Park makes the difference.

The Park is supported by an active Volunteers' Association, with the input of the volunteers always being additional to the professional organisation.

Developments on the job market have necessitated investment in the recruitment and retention of staff and strategic staff planning. More particularly, the tight job market for the hospitality and recreation sectors is a concern.

## 6. Management

The basic principle underlying the policy is to further enhance the natural, landscape, heritage and spatial qualities of the Park on the strength of its own identity. **The policy is geared towards maintaining and enhancing the National Park as a privately owned reserve with the highest level of biodiversity that is possible.**

**The nature and landscape conservation is geared towards enhancing the biotic communities of the sandy Veluwe landscape and the related biodiversity.** This is founded on the picture we have of the Veluwe landscapes from the period of the Kröller-Müllers. The contrast and interdependence between open and closed old-Veluwe landscapes from the start of the 1900s and the transitions and gradients they contain provide a rich diversity of species. The most vulnerable and rare species in the Park are found in the open landscapes.

The nature and landscape conservation focuses on maintaining and enhancing biotic communities through active management of the vegetations distinctive to these landscapes. Consistent management has resulted in a high level of biodiversity, and the Park wishes to continue its active management. In order to conserve and enhance special, rare species in the Park, it implements specific management measures, where necessary.

The influence of climate change, nitrogen deposition, the arrival of large predators, and nature's ability to endure with reference to the public, are issues that require alertness. In order to maintain a high degree of biodiversity, the Park is working on the landscape-scale restoration of natural systems. A system analysis of the ecology of the landscape provides insight into the possibilities for restoring systems in order to develop the natural resources and landscape of the Park and make them more robust and more resilient in the face of outside influences. The system restoration of the wetland areas is already showing positive results.

The Park is monitoring the effects of mitigating measures such as administration of rock flour, lime, shell fragments, soil inoculation (spreading out soil from a particular forest floor over a different forest floor), which it expects will contribute towards sustainable restoration in the long term. Planting rich litter species, is another example of a measure that contributes to restoration of the soil system.

The quality of flora and fauna is constantly monitored. Besides this, the Park initiates research aimed at answering conservation questions and uses the research results to take targeted measures.

**The management focuses on optimisation of both biodiversity and experience of nature.**

The Park offers visitors a high-quality Hoge Veluwe experience balanced by protection of the Park's qualities. In its measures for the restoration of biodiversity, it avails itself of opportunities to strengthen the experience of nature or of heritage as much as possible. The effects of wildlife passages and the arrival of large predators in the Park could affect biodiversity, forest rejuvenation and the chances of seeing wildlife.

**Maintenance and enhancement of cultural heritage** are integrated in the Park's management. The heritage comprises a series of Veluwe cultural landscapes with a rich cultural history, enriched by an extensive 20th-century estate that unifies nature and culture. The *Cultural-Historical Vision* follows an area-based approach and provides a framework for considering policy and future developments. The management of heritage focuses on the core collection: Mr and Mrs Kröller-Müller's creation, including the landscape they used as decor; in the spirit, but not the letter, of the couple. The landscape is dynamic and constantly developing.

**Management and maintenance of buildings and infrastructure** is conducted according to a multiyear maintenance plan (MYMP) which involves ongoing attention to quality. The Park is obliged to conduct management and maintenance with care so as to guarantee the safety of visitors, staff and volunteers. Management of monuments is conducted professionally, to deliver quality. Repairs are conducted by specialists.



**The Park wishes to invest in spatial development and quality**, with due account to operating costs. Functionality is the premium focus when it comes to construction projects. In future developments, architecture within the Park should be cohesive and of the highest quality. The attention to architecture historically present in the Park has been set out in the *Architectural Vision*. The *Architectural Vision* is leading when it comes to the construction of new buildings. Alterations to bring buildings up to date are always done with due attention to cultural-historical and experiential value, as well as to safety and sustainability. The Park wishes to invest in spatial development and quality, while reducing operating costs, use and burden to the environment.

**The Park wishes to limit its footprint making its operations as sustainable as possible.** Sustainable construction is the main focus. The Park chooses to use materials sustainably. Reusing raw materials as much as possible results in less non-recyclable waste. The Park uses its own timber as far as possible. The Park avails itself of opportunities for reducing energy, gas and water use as much as possible. It wishes to achieve energy transition where possible. It chooses to generate energy sustainably where this is practical and economically viable.

## 7. Visitors

**The basic principle underlying visitor management is being a good host and offering visitors a high-quality Hoge Veluwe experience balanced by protection of the Park's qualities.**

In terms of being a good host, the Park would like visitors to feel welcome.

**Its visitor management is geared to lovers of nature & culture who desire carefree enjoyment, wish to relax, and who would like to learn about the Park.**

Since its establishment, the Park has been affording visitors the opportunity to enjoy the **combination of nature & culture**. The combination of three museums surrounded by valuable natural resources and landscape has made the Park an attractive day out for tourists.

It pays ongoing attention to enhancing the attractiveness and experiential value of the Park in order to remain competitive. The **Park's Brand values are encapsulated in the words *authentic, versatile and inspirational*.**

The Park wants to further develop its brand through local and international marketing. To be able to keep attracting visitors, it is important the visitors' motivation is linked to the **Park's Unique Selling Points (USPs):**

- combination of nature and culture; connection between Park and Kröller-Müller Museum;
- variety of landscapes (typical of the old Veluwe) with a high level of biodiversity;
- three museums; Country Residence/Museum Jachthuis Sint Hubertus, Museonder (Knowledge and expertise centre for soil) and Kröller-Müller Museum;
- high-quality public amenities, including the Park Paviljoen and infrastructure;

- White Bikes (free of charge);
- hospitality and accessibility, including for people with disabilities.

**The Park aims to have at least 600,000 paying visitors per year, which includes visitors to the Kröller-Müller Museum.** This number is needed to be able to balance the Park's operational books. The Park has set an upper limit of 700,000 paying visitors per calendar year in order to be able to guarantee the ecological qualities of the Park. The entrances are 'the portals to the Park'. This is where visitors' experience of De Hoge Veluwe starts. The Park wishes to improve visitor flow and information provision by redeveloping the entrances. The new access checks provide the Park with relevant management information regarding the number and origin of visitors.

**The ambition is for the Park and the Kröller-Müller Museum to be optimally accessible and reachable.** The White Bikes Plan and separation of visitor streams (cars, bikers and hikers) are contributing to all visitors having the optimum Hoge Veluwe experience. The Park has special amenities for people with disabilities.

Although it is possible to use your car in the Park, the use of environmentally friendly alternatives is encouraged. In view of this, reachability by public transport of the Park's heart and of the Kröller-Müller Museum is a major point for attention. We wish to facilitate the use of electric vehicles by providing charging points.

**The Park strives to deliver high quality that is affordable.** We wish to remain an affordable day out while at the same time increasing visitor-related revenues. This calls for a broad offering of activities and products for various target groups, at both ends of the budget spectrum. The Park wishes to grow the income per visitor through, amongst others, innovative product development and branding.

**Icons of the Park are the following:**

- Country Residence/Museum Jachthuis Sint Hubertus (architecture);
- Mouflons (fauna);
- White Bikes (recreation);
- Heathland brook (flora and landscape);
- Stone Deer (art);
- Museonder (museum).

The Park wishes to use these six icons to represent the Park in communications, marketing and branding. It is also working on its own line of Hoge Veluwe products. The basic principle in its product innovation is that new products and activities must be related to nature, architecture and art and match the allure of the Park.

**Being a good host is about ensuring people have an unforgettable experience.** The Park's aim is to strike an effective balance between digitalisation and personal contact. Communication with the visitor is always of a substantive nature.

**There is greater emphasis on knowledge sharing and awareness in this policy period.** The education policy is geared towards increasing the involvement of visitors by inspiring them

and making them more aware of the management and values of the Park. It wishes to convey what it stands for, what it does and why.

In the context of the Park's role as generator of welfare for the region, health, lifestyle, peace and quiet in nature are covered in its communications to visitors and in its programme of activities.

**The idea is to involve young people in the values of the Park early on.** The Park has an education programme with a continuous curriculum, allowing primary school children of all ages to get to know it. Primary school classes can enter the Park free of charge and can use the classroom in the Museonder for lessons.

The alterations to the Museonder and the upgrade of the educational exhibition is being realised in this policy period. The theme for the new exhibition is soil in relation to biodiversity and landscape. The renovated Museonder is to play an important role in providing visitors with information in a stimulating, interactive, sensory and creative manner. The new exhibition will play an important role in the development of the Park as a *Knowledge and expertise centre* on soil in relation to biodiversity and landscape.

The Park Paviljoen provides facilities for knowledge sharing, in respect of the corporate as well as the private market. The basic principle is an effective balance between service provision to visitors and revenues to the Park.

## 8. Facilitating framework

In order for the Park to be maintained and further developed, **collaboration with strategic partners is essential**, and the Kröller-Müller Museum is the Park's single most important partner. After all, the Park and the Kröller-Müller Museum are a unity: twins connected by the umbilical cord of a shared heritage. The unique combination of the top-quality natural resources offered by the National Park and the collection of the Kröller-Müller Museum allow Park and Museum to assume a strong position in the tourist market. They work together in good harmony, receiving visitors for the purpose of inspiring them and providing them with carefree enjoyment. Of importance here is the reciprocal support they show each other in suitable initiatives and the manner in which they match their manner of working, in order to exude a unity that makes visitors' experience as pleasant and simple as possible, before as well as during their visit.

Collaboration with the *Association of Volunteers of De Hoge Veluwe* has resulted in professionalisation of voluntary work. The Association organises the voluntary work in the Park according to the Park's Volunteer Policy Plan. The Park and the Association work closely together to ensure the right number of volunteers. In respect of maintenance and the opening to visitors of the Country Residence/Museum Jachthuis Sint Hubertus, the Park's relationship with amongst others the Central Government Real Estate Agency (*Rijksvastgoedbedrijf*) and the Cultural Heritage Agency (*Rijksdienst voor het Cultureel Erfgoed*) are of great importance.

Within the framework of the landscape-scale approach, good cooperation with neighbouring landowners is of great importance. A special one of these 'neighbours' is the Ministry of Defence, with the Deelen Air Force Base, the 11th Air Assault Brigade, and Harskamp ISK infantry shooting range. The Park has a good relationship with these units of the Defence Force. Where possible, the parties consult with and support one another, and this is in their mutual interest. Additionally, the Park works together closely with other private landowners via the Federation of Private Landowners. There is cooperation with partners within the *Veluwe* and with the alliance of national parks, *Samenwerkingsverband Nationale Parken (SNP)*.

Further strategic cooperation takes place within partnerships and in relation to certain themes such as nature conservation, marketing & promotion, advocacy of interests, education and science. The Park has a very extensive network: European, national, regional and local. For example, it plays an active role in the *European Landowners Organisation (ELO)*, *Friends of the Countryside (FCS)*, *Wildlife Estates Initiative* and *The International Council for Game and Wildlife Conservation (CIC)*.

Although the Park is independent, it remains dependent on visitors, support from the region (local, regional and national) and of sound customer and other relationship management. The social and economic impact of the Park on its environment, economy and society was investigated in 2023 and reported on by an independent firm of consultants. The emergence of the 'participation society' has led to increasing participation by involved citizens. **The Park wishes to connect social society more closely with the Park**, among others through activities, with specific emphasis on the welfare function in respect of local residents, the residents of the municipalities of Ede, Arnhem and Apeldoorn. As a service to local residents, the Park offers them annual passes for no financial gain. Visitors who would like to support the Park financially can do this by becoming a Friend/joining one of the Park's Friend Circles.

While the Park is administratively and financially independent, it considers **good relationships and cooperation with government and authorities** to be important, be they European, national, provincial or local. It invests in regular meetings with government bodies and participates in international, national and regional partnerships and networks.

In order to achieving the ambitions described in this plan, the Park is dependent or partly dependent of government policy and the statutory framework. **Investment projects can only be achieved with the help of supplementary external funding.** To this end, the Park is working on recruiting funds and applying for project grants. With contributions from funds, lotteries, wealthy private individuals, companies and government, the Park will be able to invest in nature and landscape, heritage, research, education, innovation, infrastructure and energy transition.

**Availability of staff is an important aspect of the facilitating framework.** The job market is tight, particularly as far as catering facilities are concerned. Our staff policy is geared to diversity, and getting a mix of people from different backgrounds, origins, ages and qualities to work in the Park. The Park is working on inclusion and training or additional education, so nobody needs to feel left behind or excluded, and everybody can function optimally and carry on working after reaching retirement age (up to four years longer).

## 9. Risks and opportunities

The future of the Park is greatly dependent on external factors, in the region as well as on a larger scale. In its policy and its direction, the Park will continually have to anticipate unexpected developments in order to guarantee continuity. Examples of disasters the Park and its environment could have to face are the state of the economy, health risks, wars, nitrogen deposition and climate change.

### a. State of the economy

Fluctuations between periods of vigorous growth (a booming economy) and periods of slow growth (recession) or even negative growth (crisis) have an effect on visitor numbers and how much they spend. Fundraising is more difficult during a recession than it is in a booming economy. Economic crisis and inflation lead to poverty, meaning people cannot afford day trips. Low unemployment and an aging population are increasing competition when it comes to recruiting staff, particularly in the catering and recreation sectors.

### b. Health

There is growing awareness of the effect of green areas and nature on health. Together with an increasing focus on a healthy lifestyle (sport, exercise, nutrition), this creates opportunities. By offering facilities and activities, such as the *Hoge Veluwe Beweegweekend* event, the Park can contribute to a healthy lifestyle. This enhances the Park's role in regional well-being and enables it to attract new visitors. On the other hand, it is essential that the Park anticipates risks to public and animal health and pandemics. The Park's limited opening times during the Covid pandemic made the impact of this kind of emergency all too clear. The safety of visitors, staff and volunteers takes priority.

### c. The environment and nitrogen deposition

Nitrogen deposition is a particular problem for the Natura 2000 Veluwe region. Nitrogen deposition has a negative impact on biodiversity and calls for additional management efforts. With its rock flour research project, the Park can make a positive contribution in this area. By means of the White Bikes Plan and the installation of electric charging points, the Park continues to encourage visitors to leave their cars or to use electric vehicles.

### d. Climate change

The effects of climate change include desiccation and extreme weather events occurring more often. And the risk of wildfires has increased. As a result of the expected temperature rises, species are spreading further north. Invasive species have the potential to cause more disruption. By applying targeted measures, including water system restoration, the Park contributes to a more robust and climate-proof situation. The Park's forestry policy, with its focus on future-proof forests and more clearly defined horizontal and vertical stratification of the forest, will also contribute to this. In implementing measures aimed at CO<sub>2</sub> reduction, the Park can see opportunities for collaborating with companies that wish to offset their CO<sub>2</sub>. The Park wants to reduce its own CO<sub>2</sub> emissions and that of visitors to the Park, and will set requirements for contractors and suppliers as far as this is concerned as well.

#### **e. Biodiversity**

As far as biodiversity is concerned, the Park does well. The biodiversity of the Netherlands has been declining for years due to a variety of factors. It is not only environmental conditions and climate changes that have an effect on biodiversity. The pressure from big game and the arrival of the wolf on the Veluwe have consequences for the balance between flora and fauna in the Park, which means that biodiversity in the Park is under increasing pressure. Bearing in mind the fact that too many visitors might cause disruption of natural resources, the Park wants to prevent this by introducing recreative zones and by capping the number of visitors that may be admitted. Ecological quality must not be compromised in any way. The Park has set an upper limit of 700,000 paying visitors per calendar year. Over the years, an average of a third of the visitors only visit the Park; one third of visitors come to visit both Park and Museum and one third of visitors only pass through the Park to visit the Museum. The extension of the Kröller-Müller Museum is expected to lure a greater share of visitors to the Park to visit the Museum as well. The Park is monitoring the ecological quality and investigating any effects the above developments might have on our natural resources, in order for targeted measures to be taken where necessary.

#### **f. Spatial development**

The Veluwe is regarded from the spatial perspectives of various parties. The Ministry of Defence, for example, needs extra space for its work and for holding exercises. Within the boundaries of the Park, too, there is a need for room to respond to current developments, such as the energy transition, the extension of the Kröller-Müller Museum and the construction of the resort De Hoge Veluwe. However, spatial developments must never be at the expense of the spatial qualities and experiential value of the Park. Seeking smart, healthy combinations of functions and use of space in collaboration with other parties, might still open up possibilities within and outside the Park.

#### **g. Trends and technological developments**

In terms of leisure activities, the current trend is towards an inclusive or total experience. Digital media and artificial intelligence (AI) offer opportunities for tailored research and experience. The line between real and virtual is becoming blurred. This calls for alertness in terms of cybersecurity and privacy.

#### **h. Accessibility**

In light of nitrogen deposition and the need to reduce CO<sub>2</sub>, our policy is aimed at reducing automobility in the Veluwe. While our partners in the Veluwe are investing in sustainable mobility, the bus line in the Park is still a matter for discussion in government policy. To enable the reception of local and international tourists as well as visitors with disabilities and business guests, reachability by public transport of the Park's heart and of the Kröller-Müller Museum is essential. Reachability of the public amenities in the Park's heart is important to staff, too.

## Annex 1 Key Performance Indicators

- Retaining ecological quality: more than 80% of all management types achieve a score of 'good' in 2035 on structural qualities and target species;
- The trend in Red-list species relevant to and monitored in the Park remains constant or growing;
- The surface area of the landscape types occurring here remains constant;
- 600,000 to no more than 700,000 paying visitors to Park and Kröller-Müller Museum per year;
- At least 80% of the Park's operational expenses are covered by visitor revenues;
- Total amount spent per visitor increases from €17.66 in 2022 to €35 in 2035;
- Growth in the number of 'Friends of De Hoge Veluwe' from approx. 190 in 2023 to 1.000 Friends in 2035;
- Ongoing focus on engagement and satisfaction of visitors with NPS (Net Promoter Score) of at least +50, growing to at least +60 in 2035;
- The number of visits by primary and secondary school pupils increases from 21,000 per year (in 2022) to 40,000 in 2035;
- At least two Dutch/international publications on research in the Park per year;
- Based on the long-term strategy on sustainability and energy transition, all service and rental housing units as well as all operational buildings in the Park are (generically) energy neutral in 2035, with a proviso in respect of the Country Residence/Museum Jachthuis Sint Hubertus;
- The Park monitors Staff Involvement on a regular basis, at least once every five years;
- By 2035, investment in spatial quality will have included the completion of the following investment projects (see Master Plan 2010-2030):
  - redevelopment of the Otterlo, Schaarsbergen and Hoenderloo entrances;
  - alteration of Museonder and upgrade of exhibition;
  - development of area around Hoenderloo entrance (including resort);
  - improvement of soil quality of Nardus grasslands;
  - forest revitalisation;
  - construction of new bicycle connection between Central Area and Country Residence/Museum Jachthuis Sint Hubertus;
  - rejuvenation of historical avenues;
  - Modification of the materials used for roads (according to their function).

# Annex 2 Zoning

Current (2024)

Future

