

Where Are The Canoes?

Assessing the potential of Canoeing in 'Het Groene Hart'



Research conducted by Wageningen University MSc. students:

Liisa Marjoniemi

Jolanda Zwagemaker

Thomas Hartjes

Paul Koeper

Jackline Langat

Malou Heidekamp

Petronela Somi Kedan

Commissioned by: Programma Bureau Groene Hart

May - July 2013, Wageningen

Where Are The Canoes?

Assessing The Potential of Canoeing in 'Het Groene Hart'

Team 1150:

Liisa Marjoniemi

Jolanda Zwagemaker

Thomas Hartjes

Paul Koeper

Jackline Langat

Malou Heidekamp

Petronela Somi Kedan

Coach: Claudia Heemstra

PW-trainer: Gerda Wink

CPD-trainer: Nynke Okma

Expert: Karin Peters

YMC-60809 Academic Consultancy Training

May-July, 2013 Wageningen

Acknowledgment

We would like to thank the Programma Bureau Groene Hart for giving us students from the Wageningen University the possibility to gain a valuable learning experience by conducting a real research project. Especially we want to thank Gerard Agterberg for his support and cooperation in providing us with ample information and contacts to carry out the project.

Furthermore we want to thank all the stakeholders for scheduling in time for an interview with us. We were pleasantly surprised by all the enthusiastic responses we received, and appreciated that most of you were able and willing to be interviewed in English.

Lastly we want to thank Karin Peters and Claudia Heemstra for giving their expert opinion on the content and team process during the last two months. It was appreciated and helped us to create a pleasant working environment, and come to the results presented in this report.

Content

Acknowledgment.....	3
1. Executive Summary	6
2. Introduction.....	8
3. Literature review	10
3.1 Development of the Green Heart.....	10
3.2 Stakeholder Collaboration.....	12
4. Methodology	13
4.1 Data collection.....	13
4.1.1 Methods and sampling.....	13
4.1.2 Interview setting.....	14
4.1.3 Topics and interview guides	15
4.2 Data analysis.....	16
4.2.1 Transcribing	16
4.2.2 Coding.....	16
4.2.3 Grouping.....	16
4.3 Limitations and delimitations	17
4.3.1 Validity and reliability.....	17
4.3.2 Time pressure	17
4.3.3 Language issues	18
5. Results	19
5.1 Current and desired state of canoeing in the Green Heart.....	19
5.1.1 Entrepreneurs.....	19
5.1.2 Canoe clubs and TKBN.....	20
5.1.3 Municipalities	21
5.1.4 Regional Stakeholders	21
5.1.5 Concluding observations	22
5.2 Roles of stakeholders in developing canoeing in the Green Heart	23
5.2.1. Entrepreneurs.....	23
5.2.2. Canoe associations and the TKBN	24
5.2.3. Municipalities	24
5.2.4. Provinces	25
5.2.5. Programma Bureau Groene Hart	25
5.2.6. Vereniging Regio Water.....	26
5.2.7. Other stakeholders.....	26

5.3	What is the potential for turning the Green Heart into an attractive canoeing area?	27
6.	Advices.....	29
6.1	Advice for stakeholders.....	29
6.1.1.	Clarifying organizational structure	29
6.1.2.	Collaboration	29
6.1.3.	Strengthen online presence and promotion	30
6.1.4.	Market potential primary schools	30
6.2	Advice for Green Heart Academy.....	31
6.2.1.	Study of Best Practices	31
6.2.2.	Market Analysis	32
6.2.3.	Smart Phone Application.....	32
6.2.4.	Promotional Video.....	33
7.	Conclusions.....	34
8.	References.....	36
	Appendix A	37
	Appendix B	39
	Appendix C.....	41
	Appendix D	43

1. Executive Summary

This research was conducted by an international interdisciplinary team of seven Wageningen University students. The project initiative was commissioned by *Programmabureau Groene Hart (PBGH)*, which works on improving the recreational potential of the Green Heart in the Netherlands. Canoeing was identified as one of the recreational possibilities in the area, but issues such as budget cuts, lacking physical infrastructure, and a complex organizational structure are hampering these possibilities. This research aimed at assessing the potential for turning the Green Heart into an attractive canoeing area, by focusing on the different perspectives stakeholders have on the current and future state of canoeing and their view on the roles they are able, can and willing to take in developing canoeing.

Based on phone interviews with 20 primary schools, 14 in-depth qualitative interviews with several stakeholders, such as canoe clubs, entrepreneurs, municipalities and province representatives, the following main conclusion was formulated. There is a potential for canoeing in the Green Heart, but this potential can only be developed in combination with other land- and water- based activities and an increased collaboration among stakeholders. Without these combinations investments (e.g. people, time & money) from governmental agencies for development in canoeing alone are not likely to happen.

The statement that there is potential is based on the below listed findings:

- There is a growing interest in leisure that involves nature, peace and quiet and stimulates people's health.
- Despite the increase in international vacations, the number of (short) holidays in the Netherlands is also increasing. This shows a market potential to attract tourists to the Green Heart to engage in a multitude of activities, including canoeing.
- The Green Heart has enough natural resources to develop canoeing and there is an increasing interest in developing small water recreation. However, this is mainly focused on *sloepen*. Canoeing could be integrated and developed simultaneously.
- Primary schools represent a potential market. Phone interviews indicated a significant interest in working together with canoe clubs and entrepreneurs in offering canoeing as an after school activity and/or including it during camps grade 7/8 take each year.

The need for combining land-water based activities is based on the following findings:

- Canoeing is highly weather dependent. Diversity in arrangements and what entrepreneurs can offer therefore has to incorporate this risk.
- Amongst most stakeholders there is doubt about the impact of the current economic crises and if this will lead to more or fewer people who will rent or buy canoes.
- Governmental agencies (e.g. municipality and province) are experiencing severe budget cuts. They also perceive canoeing as small in terms of number of people and its potential to stimulate the regional economy, and hence providing a low return on investment.
- As a consequence of perceptions of governmental agencies about canoeing, there is little or no budget allocated for the maintenance and development of the physical infrastructure needed to develop canoeing further.
- Governmental agencies stress the need for other stakeholders to come to them with initiatives that not only include canoeing, but several activities and benefit more than just one stakeholder. In this way there might be more possibilities for governmental facilitation and support.

The need to increase collaboration among stakeholders is founded on the following results:

- Entrepreneurs show enthusiasm and willingness to invest in canoeing, but cannot do it alone since their resources are limited. They would like a more active municipality providing them with clear information and support.
- Entrepreneurs perceive that their initiatives are often hampered by lengthy bureaucratic processes and the complex organizational structure.
- As became clear from the gaps in the role stakeholders assigned to other stakeholders it is for most stakeholders unclear who performs what role. These gaps were mostly related to the available budget, man power and time each party has, the amount of interest they have in developing canoeing, and who should be responsible for the maintenance of the physical infrastructure that is present and needed in the future.
- Interviews indicated that no stakeholder, governmental or non-governmental agency feels responsible to make investments into canoeing single handedly. This should be done by multiple parties.

Based on the above summarized research findings the following advices were formulated for the stakeholders:

- Clarify which role each stakeholders has in regard to small water recreation and canoeing in particular. Who is responsible for doing what? This includes the question: 'Who is responsible for providing funds, who invests in the development of new routes and who is responsible for maintenance now and in the future?
- Clarify to all stakeholders who is responsible for questions within a particular institution for small water recreation.
- Private stakeholders should come with multi party initiatives they want to realise for example physical infrastructure.
- Be more creative and search for new ways of collaboration and financing. Crowd funding might be a way to look for more private financial support, e.g. a canoe club in Nijmegen are currently trying to find support through Crowd funding.
- Explore and use the existing online promotional tools such as Facebook, LinkedIn, Twitter, YouTube and Google + business page, possibly executed by an intern.
- Create a video of canoeing in the Green Heart.
- Create an app for smartphones that includes the existing canoe network and facilities in the Green Heart.
- Conduct a market analyses on the number of canoeists in the Green Heart and how much they spend, and if there is a potential growth.
- Canoe clubs and entrepreneurs could approach primary schools to explore the possibilities to offer canoeing as an activity.

Based on the above summarized research findings the following advices were formulated for the Green Heart Academy:

- Study of Best Practices: For example a comparison between the province of Friesland and the Green Heart.
- Market Analysis: Research on the actual and potential market of canoeists in the Green Heart.
- Smartphone Application: Develop an app on canoeing in the Green Heart that includes all necessary information.
- Promotional Video: Create a video about water recreation especially on canoeing in the Green Heart.

2. Introduction

This rapport is the result of research carried out by seven students from the Wageningen University as part of the course Academic Consultancy Training. Five of us study the master program Leisure, Tourism & Environment, the other two follow the master International Development Studies. Besides the interdisciplinary setting we also had five different nationalities in our group, Indonesian, Finnish, German, Kenyan and Dutch. The Green Heart is being managed through the governmental implementation program, in which the three provinces are working together in the steering committee Green Heart. The program bureau is the operational part of the steering committee and is the commissioner of our project. One of the themes the steering committee is working on is 'chances for recreation and tourism' (www.groene-hart.nl) and canoeing has been identified as one of the recreational possibilities in the area. There are however some challenges and problems faced by the different stakeholders involved in canoeing which are hampering these recreational possibilities¹.

We started this project with a stakeholder meeting, organized by the Green Heart steering committee on the 8th of May 2013, in which the stakeholders identified problems regarding canoeing in the area. The main topic of the meeting was: 'How to turn the Green Heart into an attractive canoeing area?' In the wake of the current economic crisis and following budget cuts at the different governmental levels there are less resources available for projects regarding small water recreation and canoeing in particular². With funding decreasing there is a need for a more successful market oriented bottom-up approach to keep the canoes afloat in the Green Heart, in addition to the top-down initiatives that have already been taken in the past³. Therefore, there is a situation in which roles and responsibilities are shifting. As became clear in the meeting there is a continuing debate on how the stakeholders in the Green Heart can cope with a retreating government.

During the stakeholder meeting we got the impression that the stakeholders who face the most difficulties are the canoe associations and the rental companies. For issues on physical infrastructure they need to collaborate with for example municipalities, provinces and Water boards (*Waterschappen*). With budget cuts they might be forced into a more pro-active role in promoting, improving and maintaining the current state of canoeing in the Green Heart. There is however knowledge gap on how to do so, and if they are willing and able to take up this role, and which outside parties might be relevant in this regard. We assume that the underlying problem is that all stakeholders at the regional and local level have differing perspectives on the potential of canoeing in the Green Heart, which influences the role they can and are able and willing to take.

Therefore our project's purpose is to explore the potential for turning the Green Heart into an attractive canoeing area by mapping the perspectives and roles of already involved and potential local and regional stakeholders on the present and future state of canoeing in the Green Heart. The purpose is formulated in the following main research question: *What is the potential for turning the Green Heart into an attractive canoeing area?* In order to answer these questions we will answer the following sub-questions. *What is the current perspective of regional and local stakeholders on the*

¹ Source: Kwakkermaat, S. (2012) Verslag Versnellingskamer Kanovaren in het Groene Hart, 8 mei 2013.

² Source: Agterberg, G., S Kwakkermaat, H van Kessel (2013), Uitvoeringsprogramma Waterrecreatie Groene Hart, Programmabureau Groene Hart, 07 juni 2012.

³ Source: Kwakkermaat, S. (2012) Verslag Versnellingskamer Kanovaren in het Groene Hart, 8 mei 2013.

present and future state of canoeing in the Green Heart? And which stakeholders can play a role in developing canoeing in the Green Heart?

This could clarify what the potential for further development of canoeing in the Green Heart is and the roles and responsibilities stakeholders can and are willing to take in the future. The results of such an analysis will also indicate those areas which seem to be most fruitful for the further development of canoeing in the Green Heart and can resultantly be deeper explored by the several stakeholders and the HBO-students of the Inholland University of Applied Sciences, who will start a follow-up research project in September 2013.

In chapter 3 we will provide you with a literature review discussing the historical development of the Green Heart in general and the role of small water recreation and canoeing in the region specifically. Furthermore, a short theoretical introduction into the topic of stakeholder collaboration will be given. This is followed by chapter 4 on the methodology and methods, which includes our practices and considerations concerning the data collection, data analysis and the limitations of our research. Chapter 5 will present and discuss the results of our research and will give answers to our sub- and main research questions. Based on these results in chapter 6 we indicate those areas which seem to be most fruitful for the further development of canoeing in the Green Heart and give advice to stakeholders and the HBO-students of the Inholland University of Applied Sciences how this potential could be actually developed. The report will end with our conclusions in chapter 7.

3. Literature review

3.1 Development of the Green Heart

The Green Heart is an area in the western part of the Netherlands spread over three provinces (Utrecht, Noord Holland and Zuid Holland). The area is situated between the big cities of Dordrecht, Rotterdam, Den Haag, Leiden, Amsterdam and Utrecht. The area between those big cities exists of a polder landscape of 180.000 hectares⁴. The future of 'The Green Heart' has been a topic of discussion since the end of the 1950s. This discussion and concern was fuelled by the increasing urbanization after the Second World War in the Randstad area, making the Green Heart smaller and smaller over the years. In 1977 the Dutch government decided to halt the building of residency and industrial areas in the Green Heart and label the area as agricultural space, in which the care for the landscape by farmers is highlighted. The boundaries between the four large cities – Amsterdam, Rotterdam, Utrecht and The Hague – are established in the same year and the term 'Het Groene Hart' is officially formalized⁵.

The future of the Green Heart is however again become more questionable when in 2004 the Green Heart was labelled as national landscape in the *Nota Ruimte* by the ministry of housing, spatial planning and environmental management⁶. The title of the nota being *ruimte voor ontwikkeling*, meaning room for development shows a renewed focus on the opening up of the area for development, instead of limiting the use and changes in the area as was the main priority in the 1970s. Through the *Nota Ruimte* the central government has decentralized its influence, and has given the local municipalities more freedom to create their own policies, including the possibility of building residency and industrial areas⁷. In cooperation with municipalities, *Waterschappen* & civil society organisations the Program Bureau Green Heart (PBGH) has established a development program for the Green Heart in which the main focus is to create and maintain: 'A scenically beautiful, ecological valuable and economically vital heart of the Randstad, in which for citizens as well as recreationists the Green Heart remains an attractive area to live and be in'⁸.

The recreational use in the Green Heart and the connection between urban and rural areas has been improved, but the steering committee Green Heart has identified that there is much more potential for recreational development than is currently tapped into⁹. In the development of the recreational use the emphasis has been on land based recreational activities. However, currently the potential of (small) water recreation has been identified and has been adopted into related projects of the steering committee Green Heart, and PBGH's working theme Changes for Recreation and Tourism¹⁰.

Small water recreation comprises various forms of recreation, including canoeing, that are mainly focused on the use of water for which none or relatively limited facilities are needed. Small water recreation is often seen as an environmentally friendly activity, of significant economic value, and as

⁴ Source: Stuurgroep Groene Hart (2007) 'Het Groene Hart Icoon van Nederland: Uitvoeringsprogramma 2007-2013', *Programma Bureau Groene Hart*.

⁵ Source: <http://tegenlicht.vpro.nl/afleveringen/2005-2006/new-orleans-in-de-polder.html>

⁶ In Dutch het ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer

⁷ Source: <http://tegenlicht.vpro.nl/afleveringen/2005-2006/new-orleans-in-de-polder.html>

⁸ Translated from 'Directie Grondgebied, Afd. ROV (2005) 'Plan van Aanpak, Plattelandsontwikkeling'

⁹ Source: Stuurgroep Groene Hart (2011) 'Het Groene Hart, ambitieus en gedreven'

¹⁰ Source: Stuurgroep Groene Hart (2011) 'Het Groene Hart, ambitieus en gedreven'

beneficial for people's health by reducing stress and providing a relaxing nature based activity¹¹. Interestingly in the steering group Green Heart's rapport of 2010, initially the development of the canoe network was specifically mentioned and other small water recreation such as *sloepen* was not mentioned¹². In the rapport of 2011 this specific focus on canoeing is not present anymore and the more general term water recreation is used¹³. At the start of our research project initiated by the PBGH to assess the potential for turning the Green Heart into an attractive canoeing area on 8 May 2013, it was interesting to observe that the PBGH indicated that they are currently mainly focused on the development and increase of water recreation related to the use of *sloepen*¹⁴. This shift in focus is an interesting point of attention we took with us during our research, as will become clear further on, and is essential in indicating the potential for turning the Green Heart into an attractive canoeing area.

In general in order to increase the potential of small water recreation, and specifically canoeing, some bottlenecks have been identified and are worked on by the steering committee Green Heart and PBGH¹⁵:

- There is a lack of a coherent network of waterways, and clarity on what is already available in the whole Green Heart.
- Despite that small water recreation and canoeing requires limited facilities, the provision and presence of these facilities needs to be improved in order to make it more attractive for recreationists to engage in small water recreation.
- There is lack of sufficient unity and clarity in the regulations. Different types of small water recreation are therefore faced with a multitude of regulations, which sometimes are insufficiently matched.
- The presence of obstructive structures in waterways, such as weirs, dams, and low fixed bridges for example causes reduced passage opportunities for canoeists and rowers.
- There is a lack of cooperation between interest groups, which causes threats to be insufficiently averted and opportunities not being used or build upon.

Despite the willingness to tackle these bottlenecks a dominant trend and challenge for the development of the Green Heart as a whole, and hence small water recreation, are the large budget cuts that are currently going on. In the wake of the current economic crisis and following budget cuts at the different governmental levels there are less resources available for projects regarding small water recreation and canoeing in particular (Uitvoeringsprogramma Waterrecreatie Groene Hart, 2012).

Since the 1970s the assumption came up that 'mutual beneficial relationships can exist between the state, the market, and other social actors'¹⁶, and given the current economic crises the need for these mutual beneficial relationships has become apparent once again. Budget cuts and a retreating Dutch government have led to a situation in which roles and responsibilities are shifting. This was apparent during the meeting on 8 May, 2013, with stakeholders that are involved with canoeing in

¹¹ Source: 'Beleidsvisie Kleine Waterrecreatie Nederland 2001-2020'

¹² Source: Stuurgroep Groene Hart (2010) 'Het Groene Hart, Duurzaam en Ondernemend'

¹³ Source: Stuurgroep Groene Hart (2011) 'Het Groene Hart Ambitieuus en Gedreven'.

¹⁴ Personal notes and provided summary by PBGH of 'de versnellingskamer' on 8 May, 2013

¹⁵ Translated from: 'Beleidsvisie Kleine Waterrecreatie Nederland 2001-2020' (P. II), and Stuurgroep Groene Hart (2011) 'Het Groene Hart Ambitieuus en Gedreven'.

¹⁶ Source: Guzmán & Sierra 2010:994, citing Waddock 1988

the Green Heart, in which a reappearing topic of discussion was; ‘How the stakeholders in the Green Heart can cope with a retreating government?’¹⁷

3.2 Stakeholder Collaboration

The Green Heart has a complex network of stakeholders that are involved and play a role in developing canoeing, such as; 3 provinces, 51 municipalities, 5 water boards¹⁸, canoe clubs, entrepreneurs and others. With stakeholders we refer to actors: ‘...with an interest in a common problem or issue and include all individuals, groups or organisation “directly influenced by the actions others take to solve a problem”’¹⁹. This adds a dimension of difficulty in developing small water recreation, including canoeing, in the Green Heart. A complex network can lead to a lack of coordination and collaboration between different stakeholders, especially within the tourism industry this is a common problem in destination development²⁰. Achieving collaboration among stakeholders is a challenging task, but as stated before, a necessary one. However before stakeholders will engage in collaborative efforts three conditions must be present²¹:

- Recognition of independence;
- Perception that significant benefit will result from the collaboration;
- Recognition on the importance of the issue.

An issue that often hampers successful collaborative efforts is the wide diversity of viewpoints and strong vested interest each stakeholder has. Achieving a collaborative solution then depends on acknowledging all the different value orientations of the stakeholders and coming to a consensus and common vision²².

The above described issues and conditions for a collaborative solution can be summarized in the five steps of a collaboration process, developed by Gray (1989):

1. The stakeholders are independent;
2. Solutions emerge by dealing constructively with differences;
3. Joint ownership of decisions is involved;
4. The stakeholders assume collective responsibility for the on-going direction of the domain-meaning the problem or the issue;
5. And finally collaboration is an emergent process, where collaborative initiatives can be understood as “emergent organizational arrangements through which organizations collectively cope with the growing complexity of their environments” (Gray 1989:236).

Within stakeholder collaboration it is important to realize it is a ‘people’s business’. Meaning change often lies not with organisations or institutes but with individuals involved and working on the issue. As stated by Trist (1979) ‘The greatest leverage for change lies in the groups and temporary systems arising from networks, because individuals are changing faster than organizations and the values likely to beneficially shape the future are emerging in individuals.’

¹⁷ Source: Summary Versnellingskamer 8 May, 2013

¹⁸ Water boards, are an organisation called *Waterschappen* in Dutch.

¹⁹ Source: Gray 1989: p.5, cited by Getsz & Jamal 1995: p. 188

²⁰ Cf. Getsz & Jamal (1995)

²¹ Source: Waddock (1989)

²² Source: Brown (1991)

4. Methodology

In this chapter we describe the way our research is designed and conducted. Paragraph 4.1 is about our methods and how we collected our data, in paragraph 4.2 we explain how we dealt with the analysis of the data and paragraph 4.3 informs about the limitations and boundaries of our research.

4.1 Data collection

4.1.1 Methods and sampling

The main part of our research is formed by in-depth interviews with stakeholders involved in canoeing in the Green Heart. We have chosen to execute in-depth face-to-face interviews to get a clear overview of the perceptions of the different stakeholders. We believe face-to-face interviews in the context of this research, would provide us with more reliable and valid data. Through the literature review, our primary observation of the stakeholder meeting on the 8th of May 2013 and contact details of possible interviewees provided by the Programma Bureau Groene Hart (PBGH) we decided on a list of the most important stakeholder groups regarding canoeing in the Green Heart (see table 4.1.). This list formed the basis of our sample. From this list we contacted an equal amount of stakeholders per group. This form of sampling is called purposive sampling, which means that the sample is intentionally selected according to the needs of the study, and which is – supported by Boeije (2010) – common in qualitative research.

Our goal was to arrange between 10 and 15 face-to-face interviews. In this sample all the important stakeholder groups had to be included in order to make an elaborate *map* of the different views on canoeing in the Green Heart. To achieve this we contacted around 20 stakeholders which led to 13 face-to-face interviews and 1 elaborate phone interview. Table 4.1 shows an overview of the interviewees; as can be seen in this table we succeeded in finding interviewees from all important stakeholder groups.

Table 4.1 Overview of the interviewees

Organization	Category	Location of interview	Date of interview
De Goudse Peddel	Canoe club	Wageningen University	06-06-2013
Wyrda	Canoe club	Woerden	06-06-2013
TKBN / KV De IJsselstreek	Canoe club	IJsselstijn	14-06-2013
TKBN / KV Driestromenland	Canoe club	<i>Phone interview</i>	17-06-2013
De Blauwe Meije	Entrepreneur	Zegveld	06-06-2013
Den Haneker	Entrepreneur	Giessenburg	06-06-2013
Boerinn	Entrepreneur	Kamerik	10-06-2013
Nikano	Entrepreneur	Noorden	10-06-2013
Gemeente Nieuwkoop	Municipality	Ter Aar	12-06-2013
Gemeente Woerden	Municipality	Woerden	18-06-2013
ISMH	Municipality	Gouda	18-06-2013
Provincie Utrecht	Province	Utrecht	13-06-2013
PBGH	Interest group	Wageningen University	14-06-2013
Vereniging Regio Water	Interest group	The Hague	21-06-2013

Furthermore, to explore the potential of two new markets we conducted phone interviews with primary schools and tourism agencies in and around the Green Heart. Here we used the strategy of purposive sampling again. We tried to contact over 40 schools and over 10 tourism agencies in the area via the contact details we found online. In total 20 schools and 5 tourism agencies actually participated in the research.

4.1.2 Interview setting

Data collection took place between June 6th and June 21st, 2013. Respondents were contacted by email to schedule the face-to-face interviews. We preferred to conduct the interviews at the working location of the interviewee, yet in two cases the interviewees preferred coming to our office at the Wageningen University. The preference 'natural setting' for most interviewees was made in order to interview participants while being in an environment they are comfortable and at ease in. In one case we conducted a phone interview as it was not possible to schedule a face-to-face meeting in the given time we had.

The length of the interviews ranged from thirty minutes up to ninety minutes. The interviews were not structured meaning we didn't ask participants to answer questions in a fixed order, but allowed for them to talk about the topics in the order that they wanted and came up. This leads to a more conversational mode, providing a feeling of ease with the participant to also share other information he/she might consider relevant.

All respondents gave permission to record the interviews and to use the names of their organization in this report. Audio recordings hold great advantages for the research as they allow the interviewer to focus on the interview without having to worry about taking notes (Boeije, 2010). As the great majority of our interviews were conducted by more than one interviewer, it was possible for a second interviewer to observe and take notes. A further advantage of conducting the interviews in pairs or even with three researchers was that second and third interviewer could steer the discussion back to the topics that had not been sufficiently covered at that point. A benefit of presence of at least one Dutch speaking person was that communication difficulties because of the use of English in the interview were solved immediately.

Regarding the phone interviews with schools and tourism agencies we called them without prior notice. Therefore the non-response rate during the first round of calls was rather high. We often had to agree on a time when to call back. To convince contact persons to participate, we stressed in the beginning of the conversation that it would only take a couple of minutes. Due to the short length of the phone interviews, we did not record the phone interviews.

4.1.3 Topics and interview guides

For the in-depth interviews we developed two different interview guides (see appendix B & C): one for the canoe clubs and the entrepreneurs and one for the governmental institutions. This because the first group is more orientated on the practical implementation and development of canoeing, while the latter has a more facilitating or steering role. However, with both stakeholder groups the following topics were discussed:

- Potentials
- Problems
- Going well
- Current market
- Desired state
- Stakeholders involved
- Future role of stakeholders

After the first day of interviewing we updated and adjusted the interview guides based on our first interview experiences. For example, we changed the order of the questions in the interview guide for the governmental institutions to improve the natural flow of the interview.

For the phone interviews we developed short interview guides for the schools and travel agencies (See appendix C). The main topics are:

- Familiarity / affinity with canoeing (in the Green Heart)
- Conditions under which they would offer / promote canoeing
- Objections related to canoeing

4.2 Data analysis

4.2.1 Transcribing

After the in-depth interviews took place we transcribed the interviews based on the recordings we made. The transcribing method we used is following the thematic analysis approach which is described by Roulston (2001) as a method to reflect what is *out there*. This means that we transcribed what the interviewees said and not so much how they said it. Ideally the team members who did an interview also did the transcribing of that interview as he or she can maybe remember non-verbal situations (e.g. pointing at a map).

4.2.2 Coding

The codes we developed were based on the topics of the interview guide, which in turn were formulated to answer our research questions. This was executed before we actually read any transcripts to ensure that we do not fall into the trap of answering the research question before doing the actual analysis, creating a biased result. The complete list of our codes can be found in appendix D. By means of this list of codes each team member individually coded 4 interviews. To analyse the data we used the traditional method of assigning codes manually by circling and underlining parts of the interview transcripts. Each interview transcript was coded by two team members to check the inter-rater reliability. These pairs came together to agree on the final allocation of the codes. At least one person of these pairs was present during the actual interview to give an explanation of the context in which something was said.

4.2.3 Grouping

At this point, based on the data, we also adjusted the composition of each stakeholder group. For example, PBGH, *Vereniging Regio Water* and the province of Utrecht were allocated in the stakeholder group 'regional stakeholders' and canoe associations were grouped together with TKBN. Subsequently, we met in small groups to explore recurring patterns and themes for each stakeholder group. This information was then assigned to the research sub-questions. We analysed the data for commonalities and differences between and within each stakeholder group concerning their perspectives on the current and desired state of canoeing in the Green Heart. Furthermore, we also investigated for discrepancies and overlaps regarding the roles that each stakeholder group described for themselves and how other stakeholder groups perceived their role.

4.3 Limitations and delimitations

4.3.1 Validity and reliability

As said above we increased our reliability by using two kinds of interview guides; one for the canoe clubs and entrepreneurs and one for the governmental institutions. This was done to ensure that we were assessing the same issue repeatedly with different stakeholders to get all their views on the same matter. We kept the topics for both interview guides the same, but adjusted some of the questions for some of the stakeholders we interviewed. Yet the adjustment of the questions might have led to different interpretation by the interviewees. We did not provide the interviewees with the questions or specific topics beforehand in order to reduce the likelihood that they might lead the interviewees to give certain answers.

To ensure the validity of our research results we asked our project expert to read the interview guide and to give advice and give approval that we had come up with clear questions and that the guide was in line with our research objective in the research question. A limitation related to our research results is that due to time constraints, the sample is not large enough to represent the whole region. For example, we only managed to interview the province of Utrecht. Furthermore, we were also only able to interview three representatives from municipalities out of the forty one in the area. Another limitation of our research is that some of the potential interviewees selected by us or recommended by other interviewees could not be interviewed in the given time we had.

Recreatieschappen for example, was mentioned by several stakeholders who felt that it was important to have them interviewed. Our efforts to reach them did not succeed since some of them we contacted were on leave or did not respond to our emails. This means we potentially missed out on some information that might have assisted us in coming up with more or different advice. Because of all of the above mentioned limitations, our research has a limited external validity, meaning we cannot state as a fact that our sample population represents all the stakeholders involved with canoeing in the Green Heart, and answers might differ if another representative of an organisation is interviewed. However, the data gathered provides us with sufficient information to base our advice on for the Green Heart Academy, and HBO-students who will start their project in September 2013.

4.3.2 Time pressure

The ACT course is officially scheduled for 9 weeks, of which the first 4 are exclusively reserved to the proposal and 5 weeks are only half time meaning working hours from 8:30am -12.15 am. In addition to that, we had to attend several hours of non-content related activities such as workshops in personal development and weekly reflection meetings on the group process. Furthermore we underestimated the time it would take to transcribe the interviews we conducted.

Due to those time constraints it was not possible for us to do second and third round of coding of the interviews. Beyond that, we also did not have the time to conduct more interviews with potential stakeholders that came up towards the end of our research. Both endeavours would have allowed us a deeper analysis of the research questions. Furthermore, we were also not able to call more travel agencies or other parties such as health agencies to include more information on potential markets.

4.3.3 Language issues

Canoeing in the Green Heart and its organizational structure are predominantly a Dutch matter. The native language of all of our interviewees was Dutch. Although we are happy that most stakeholders were open to the suggestions of conducting the interview in English, it was obvious that some of them struggled with expressing themselves in English. At times it seemed that they were not able to fully express what they intended to. It is therefore likely that we missed out some potentially valuable information. However, we interviewed in pairs of international and Dutch students, so that if needed the interviewee could explain in Dutch as well when needed. In addition, most of the literature such as policy documents and governmental plans on canoeing in the Green Heart were only provided in Dutch, which made it difficult for the international members of our team to get an overview of the organizational structure and previous research that was carried out. Therefore, the Dutch students to overcome this limitation made English summaries of the main policy documents we used in this report.

5. Results

5.1 Current and desired state of canoeing in the Green Heart

Based on the conducted interviews in the following paragraph we describe the view of different stakeholders on the current and desired state of canoeing in the Green Heart. This will be the answer to our first research question of “What is the current perspective of regional and local stakeholders on the present and desired state of canoeing in the Green Heart?” The perspectives are listed per each stakeholder group and are furthermore divided into current view on and desired state of canoeing. The paragraph ends with concluding observations on overlaps and gaps between stakeholder groups concerning their perspectives on canoeing in the Green Heart.

5.1.1 Entrepreneurs

The entrepreneurs we interviewed are to a large extent satisfied with the current physical infrastructure of canoeing in the Green Heart. Many praise the beauty of the area, and its suitability for canoeing, as the area offers more water surface than the province of Friesland. However a reoccurring issue is that the entrepreneurs feel that the area is not sufficiently mapped for canoeing, especially in printed form.

They furthermore mentioned that, with the exception of a few entrepreneurs, collaboration among themselves is successful. The collaboration with governmental institutions is more difficult or even lacking. Our interviewees mentioned examples of good practice in which they took initiative and without any third party involvement made arrangements with other entrepreneurs to offer a better product (such as canoeing) for their consumers. To the contrary, the interviewed entrepreneurs described the collaboration with governmental institutions as problematic. A common complaint was the feeling that especially the municipalities do not show a particular interest in canoeing. In their views this is reflected in the lack of municipal investments into canoeing and missing contact persons in the local town halls. This often makes them go to governmental institutions on a higher level (EU and Provinces) to request support. In addition, entrepreneurs also have the perception that there are too many governmental actors involved in canoeing. In their opinion the multitude of institutions brings along lengthy bureaucratic processes, which are hampering the success of their own initiatives. A last point of criticism concerning the collaboration with governmental institutions mentioned by one of our interviewees was that the successors of the VVV, the local TIP bureaus mostly focus on different activities than canoeing.

According to the entrepreneurs we interviewed all age groups show interest in renting canoes. Despite that, they observe that the number of tourists renting a boat remains steady or even declining. The reasons the entrepreneurs give for this development are manifold. Firstly the bad and late summer weather of the last two years. Second an increasing number of people possess their own canoe nowadays, and finally the current economic crisis. As a reaction our interviewees have started to diversify and focus on other types of small water recreation such as stand-up paddling (SUP) or sloepen.

In general the entrepreneurs wish for more support from governmental institutions. Not only financially, but also in form of contact persons that in cooperation with them would help to facilitate canoeing in the Green Heart. The projects they would like to see realized are an improved mapping

of the area that in the end would be similar to the “Fietsknooppunten” system and related an optimization of the existing canoe route network. Their vision of the state of small water recreation and particularly canoeing in the Green Heart is that it should be developed and successful as in the province of Friesland.

5.1.2 Canoe clubs and TKBN

The members of the canoe clubs and the TKBN we interviewed are concerned with the state of the infrastructure for canoeing in the Green heart. They stressed that it is often hard to get in and out of the canoe, since the necessary landing stages are not present at the moment. Beyond that they find fault with the limited maintenance of some routes (no proper signage, water obstacles etc.). They also point out that if you want more recreationists the issue is that canoe rental companies do not provide essential on land facilities such as locker rooms, parking space and changing rooms. On a positive note our interviewees mentioned that they are content that recently more and more floodgates were opened and the number of landing stages is increasing.

In the opinion of the interviewees the cooperation among the different stakeholders involved in canoeing is rather low. They are satisfied with the amount and quality activities they organize themselves or in cooperation with other stakeholders such as communal trips with other canoe clubs, the presence at funfairs and/or the cooperation with private companies for extra funding. However, from their point of view such high cooperation does not apply to the other stakeholders. The members of the canoe clubs and the TKBN we interviewed displayed limited trust in governmental actions regarding canoeing and felt that the complex organizations structure was confusing and a lengthy process. Our interviewees especially criticize the municipalities for not being interested and cooperative with respect to canoeing in the Green Heart. A point raised by the interviewees was that unless a good personal contact is established within the municipalities there would be no funding from the municipality. An exception here is the welcomed and appreciated attention they receive from the PBGH, which puts canoeing on the agenda.

Our interviewees have the perception that canoeing is an activity that is done by all age groups. Furthermore, it is a rather cheap sport and therefore suitable for every budget. The downside they see from this is that there is only little money involved in the canoeing business. Internally the interviewees stated that they struggle with finding members willing to volunteer and take up other tasks within the canoe clubs and TKBN besides solely coming for canoeing. The latter development they attribute to the fact the members holding official roles within the associations are only volunteers and not compensated for their efforts.

Interviewees expressed the desire that they would like to see the physical infrastructure of canoeing improved in such a way that ideally there should be landing stages every 4 kilometres along every route and that the necessary on land facilities are present at some of these landing stages. Due to the cheap nature of the activity and the current demographic trends they envision a growing number of individual canoeists for the Green Heart. To tap into this potential they suggest that more arrangements be made with for instance horeca establishments and possible other stakeholders. Nevertheless, the interviewees stated that such growth should ideally take place, while at the same time protecting the natural beauty of the area.

5.1.3 Municipalities

The representatives of the municipalities that we interviewed foremost perceive canoeing in the Green Heart as small. This does not only apply to the number of people canoeing, but also to the amount of money canoeists spent in the region. In their opinion the return on the investments made from their side into canoeing is potentially low. Due to the interviewees' belief that people prefer passive recreation over active recreation such as canoeing municipalities currently focus their efforts and investments on *sloepen*, whereas canoeing is at times not even on their agenda at all. This is reflected by the limited amount of information they were able to provide us with on topics like the state of canoeing infrastructure or existing collaboration between stakeholders compared to other interviewed parties.

Our interviewees did not mention a concrete vision on how canoeing in the Green Heart should look like in the future. However, they made clear that canoe entrepreneurs and canoe clubs should initially seek cooperation and arrangements with stakeholders, called private-private partnerships. This is in alignment with their idea of creating a small municipality and a strong civil society, in which the latter takes over responsibilities from the former. Once such private-private partnerships have been established the interviewed municipalities stated to be willing to support initiatives, related to canoeing or in combination with the development of other activities.

5.1.4 Regional Stakeholders

The regional stakeholders we interviewed recognize some examples of collaboration between the different stakeholders involved in canoeing in some areas within the Green Heart. Another point is that they, similar to the municipalities, perceive that the return on the investments made in canoeing is low, as they do not believe in a growing market for canoeing. Beyond that, they also acknowledge the complex organizational structure present in the Green heart and the possible difficulties this can create concerning rules and policy setting and possible cooperation among stakeholders.

The interviewed regional stakeholders desire a better organized canoeing network in the Green Heart. This includes a better overview of the available canoeing facilities (routes, mapping, food and accommodation along the routes, location of canoe rental companies), but also a better organized and focused promotion of the Green Heart as an attractive water recreation and canoeing area. In addition, our interviewees stressed that most importantly it should be clear how entrepreneurs and municipalities could exactly benefit from canoeing. With this foundation the regional stakeholders we interviewed hope that future private-private partnerships focusing on the combination of canoeing with other activities and public-private partnerships will be efficient and successful.

5.1.5 Concluding observations

The analysis of the perceptions of stakeholders on the current and desired state of canoeing in the Green Heart led us to the following observations.

It seems that entrepreneurs and canoe clubs, who by the nature of their business operate on the ground, have more concerns about the state of the physical canoeing infrastructure than the more regulatory and facilitating governmental stakeholders we interviewed. Related to the physical infrastructure all stakeholders shared the opinion that the existing canoe route network should be better mapped, may that on a very local level or in the form of a national route system, including the Green Heart.

The points that all interviewed stakeholders agree on are that the market for canoeing is rather small, that the organizational structure with its many actors is complex and that the budget for canoeing is limited. In the opinion of our interviewees canoeing is small business. Not only in terms of the money spend on the actual activity and the potential trickle down effects, but also in terms of the numbers of canoeists. While municipalities and other governmental stakeholders do expect unchanged or even a decline in numbers of canoeists to the region, canoe clubs, TKBN and entrepreneurs foresee an increasing market. However, in their opinion such growth is restricted to individual canoeists that do not own their own boat and will not become members of any of the canoe associations. It is also interesting in this regard that our interviewed regional stakeholders believe that the municipalities are enthusiastic about canoeing, while our research seems to indicate a limited interest in canoeing. This misunderstanding can be related to problems that often arise in a complex network of stakeholders. As explained in chapter 3.2 a complex network can lead to a lack of coordination and overlooking of the different value orientations each party has, in this case the difference between the municipality and province and importance they place on developing canoeing in the Green heart.

The complex organizational structure is not necessarily a problem for all stakeholders we interviewed, but is simply acknowledged. Interviewed representatives of the municipalities mentioned examples of smooth cooperation with other governmental actors. In contrary to that, interviewees from canoe clubs and canoe rentals mentioned that cooperation was best and productive once a personal contact with the other party, such as the municipality or Water board was established. They stressed the importance of personal relations and explained that it is a people's business, in which personal connections are of outmost necessity. The significance of personal relations is a well known phenomena and its importance has been pointed out by researchers before (see paragraph 3.2.).

Despite the awareness of all stakeholders that there is only a limited budget from the governmental side for canoeing, some of the stakeholders do not incorporate this awareness in their operations and in their endeavours to gain funding. According to our interviewees all stakeholders have realized the necessity to cooperate. However, some of the entrepreneurs and canoe clubs we interviewed have not completely realized that without setting up an arrangement that includes more than only canoeing there will be no public funding, as is indicated in several interviews with governmental stakeholders. Where the focus in terms of collaboration on governmental side lays on the facilitation of private-private partnerships, the interviewed canoe clubs and entrepreneurs still expect foremost public-private partnerships.

5.2 Roles of stakeholders in developing canoeing in the Green Heart

In this paragraph we will indicate the different roles of the stakeholders, based on the information we gathered in the interviews. We will work toward an answer to our second research question: Which stakeholders can play a role in developing canoeing in the Green Heart? We will make a division between the role the stakeholders see for themselves, but we will also indicate what role stakeholders attribute to other stakeholders within canoeing in the Green Heart. In the analysis of this information we will indicate where there are gaps and commonalities between envisioned roles and the description of the role by the stakeholder itself.

5.2.1. Entrepreneurs

Vision on own role

Entrepreneurs in general see an active role for themselves. They indicate that they have the responsibilities to be entrepreneurial, to take action and to show initiative. However, they also indicate that they cannot do this without help. They need to be facilitated by other stakeholders, especially by the province, municipalities, and water boards. According to the entrepreneurs, without their help on issues like developing new routes and permission to place signs it is very difficult to progress.

Role envisioned by others

Other stakeholders stated that the entrepreneurs should work together and seek cooperation among each other to expand their business. This is something that overlaps with the view of most entrepreneurs. They see the value of working together with other entrepreneurs, not only within the canoe sector but also with other entrepreneurs in the region in creating packages.

The municipalities we interviewed stated that entrepreneurs need to be entrepreneurial and find solutions themselves. There are fewer subsidies and municipalities stated that they will not solely, subsidize canoeing, only multi-party initiatives comprising several activities (e.g. *sloepen*). Therefore, according to the municipalities, the responsibility to develop canoeing is more in the hands of entrepreneurs.

Interestingly the regional stakeholders, like the ISMH, are stating something different. They state that the entrepreneurs are not mainly responsible. The municipalities should facilitate the entrepreneurs. When for example there is a lack of canoe facilities it is difficult for entrepreneur to develop their business further. Therefore the municipality should facilitate the entrepreneurs in developing those canoe facilities, not only financially but also with cooperation. To achieve this also governmental will power is needed and the support of for example the alderman.

Analysis

There is overlap in the roles described for the entrepreneurs but there are also some gaps. The interviews show that both the entrepreneurs themselves and the other stakeholders are aware of decreasing available budget for canoeing. It was mentioned that it is more difficult to get support from the local governments, financially or otherwise. The entrepreneurs know that they have a responsibility and they are willing to take it.

In addition to that there is a gap between the municipalities and the regions and how they envision the role of the entrepreneurs. The regional stakeholders see a clear role for the municipality in facilitating the entrepreneurs; they state that the entrepreneurs shouldn't be the main investors. However, the municipalities themselves see a smaller role for themselves and a bigger role for the entrepreneurs.

5.2.2. Canoe associations and the TKBN

Vision on own role

The canoe associations are most often build on volunteers. Therefore, the canoe clubs and TKBN see for themselves a more advisory role. For example when a municipality wants to realise a new canoe route, the canoe associations are willing to support this endeavour by giving tips on where to put landing stages.

Role envisioned by others

According to the municipalities the canoe associations and the TKBN should promote themselves and canoeing in general, for example by organizing a big canoe event in the Green Heart. Besides that, they could play a role in checking existing routes and report when something needs to be done concerning maintenance.

Analysis

We see here a gap in the expectation of other stakeholders and the role the canoe associations actually see for themselves. The canoe associations communicated clearly in the interviews that they see a limited role for themselves. Despite their willingness they simply don't have enough manpower and funding to go beyond an advisory role. The associations are mostly run by volunteers who are a member of the canoe club to canoe and not to engage in promotional activities. Finding members to do this is found to be difficult. However, the vision of other stakeholders is that the associations should take a more active role in promoting themselves, but also canoeing in general by organising a big event. Our results indicate the perception among the canoe associations that they see the value of more promotion, but they simply lack the resources.

5.2.3. Municipalities

Vision on own role

The municipalities we interviewed indicated that their role with regard to canoeing is mainly related to facilitation of public private partnership and to maintain those routes that are already assigned in their budget. They are willing to facilitate private-private partnerships. In those partnerships private parties cooperate with other private parties such as entrepreneurs and these partnerships are facilitated by governmental institutions. Therefore it is indicated that it is important that for example entrepreneurs first seek collaboration among other entrepreneurs before going to the municipality for investment. The municipalities stated that they only want to facilitate in realising projects of multi-party initiatives.

Role envisioned by others

The role that stakeholders like entrepreneurs and canoe associations see for the municipalities is a facilitating one. They envision a municipality that is providing a physical infrastructure for canoeing along which they can develop their business. Cooperation with governmental institutions is also indicated as important by these stakeholders. Flexibility in regulation and a clear contact person for questions related to canoeing are further issues that according to them should be addressed by governmental institutions.

Analysis

We can identify a gap between the expectations of the stakeholders and the role the municipality sees for itself. The municipalities have explained a willingness to facilitate in public-private partnerships. However they state that the initiative should come from the entrepreneurs and the canoe associations. In the case of physical infrastructure the municipality only wants to maintain what already exists. Development of new facilities is something that needs to be initiated by other stakeholders. There is a gap between the expectation of the municipality for more proactive stakeholders and the expectation of those stakeholders for a proactive government.

5.2.4. Provinces

Vision on own role

We only had the opportunity to interview the Province of Utrecht. Hence, only their role will be described in this part. The province of Utrecht has at the moment the policy to maintain the networks they created. Their perception is that they invested in the last few years quite a lot in development of the canoe networks already. Therefore their policy has changed now to maintaining what is already there. At the moment it is not on their agenda to invest in the further development of canoe routes/ networks.

Role envisioned by others

The roles that are envisioned by the others stakeholders are more general and therefore not only apply to the province of Utrecht but also to the other provinces in the Green Heart (Noord-Holland and Zuid-Holland). Stakeholders such as the canoe associations see a role for the province in financing the development and maintenance of canoe networks.

Other stakeholders indicate the provinces are seen as a partner that has role in creating a good investment climate and promotion of small water recreation in general. There is the impression that the province is still willing to invest in water recreation as long as it are combination projects with multiple partners in which canoeing is integrated alongside other activities. There is the impression that provinces are not willing to invest anymore in single routes.

Analysis

There is not really a coherent view among the stakeholders about the role of the provinces. This might be due to the fact that we have not spoken to all the provinces in the Green Heart. Nevertheless, we see a gap between the general view of the stakeholders and the policy of the province of Utrecht. The stakeholders see a more active role for the province in investing and developing canoeing in the Green Heart. The province of Utrecht indicated that they will only maintain what is there already.

5.2.5. Programma Bureau Groene Hart

Vision on own role

The PBGH mainly indicated as a role for themselves to bring stakeholders together. They organise *Versnellingskamers* (Speed up meetings) which are aimed at working together and as a consequence speeding up the process of realizing common goals and projects. Furthermore they focus on finding solutions for identified bottlenecks in the development of recreation in the Green Heart. The PBGH has a role of facilitating promotion, providing advice, and support to involved stakeholders in the Green Heart.

Role envisioned by others

The program bureau popped up in different interviews and the role other stakeholders see for them is bringing stakeholders together and facilitating meetings among stakeholders.

Analysis

Stakeholders we interviewed and the program bureau have an overlap in the role they envision for the program bureau. It is clear the bureau is seen as a stakeholder that can facilitate processes in which stakeholders are brought together.

5.2.6. Vereniging Regio Water

The Vereniging Regio Water was not mentioned in interviews with other stakeholders. Therefore, we will describe only the role they see for themselves with regard to canoeing in the Green Heart. Their main target is to improve the recreational and economic potential of the Green Heart, canoeing is part of this. Besides, they also see a role for themselves in bringing the different parties together and solving bottlenecks. They like to promote the potential of the Green Heart.

5.2.7. Other stakeholders

In this section we will discuss the other stakeholders that popped up in our interviews. We did not interview those stakeholders and therefore we will only describe the role others see for them.

Waterboards

According to other stakeholders the main role that the Waterboards have is maintaining the quality of waterways. The perception of other stakeholders is that they can also play a role in maintaining the canoe routes that are already in existence. Beyond that, they are seen as responsible for the provision of permits to stakeholders so they can develop (new) physical infrastructure for canoeing. For example by giving permission to place route signs in the waterways.

ANWB

The ANWB is named several times as a partner that might be able to help in promoting canoeing, by providing assistance in mapping routes and the development of a smartphone application.

Recreatieschappen

The Recreatieschappen were named in the interviews with canoe associations as a neutral party that can bring together several stakeholders. This is because their organisation is crossing borders of provinces and municipalities and they have an overarching role. They were also named as a party that can be responsible for the development of canoe routes.

Natuurmonumenten

Education was the most important role that came out of the interviews. They are able to provide information about the nature in the area along the canoe routes. Canoe associations see the as providing an educational element during canoe trips with children about the environment.

5.3 What is the potential for turning the Green Heart into an attractive canoeing area?

According to the Beleidsvisie Kleine Waterrecreatie Nederland 2001-2020 (Policy Vision Small Waterrecreation Netherlands 2001-2020) there are several trends concerning small water recreation from which canoeing in the Green Heart could profit. It is not only expected that the population of the Netherlands will continue to grow to 17.7 million people in 2020, but also that the composition of the population will change. The forecast for the coming decades is a disproportional growth of the number of elderly within the Dutch population. Fit elderly therefore might have a need for active forms of recreation, including small water recreation. In addition to these demographic developments, canoeing could also benefit from recent leisure trends. Concerning the use of leisure time there is a growing interest for nature, peace and health improving activities alongside active and adventurous activities. Especially higher educated individuals increasingly go further away looking for adventure. This need can be perfectly filled in by small water recreation. Despite an increase in international vacations, also the number of (short) holidays within the Netherlands and surrounding countries is increasing. The Green Heart's location surrounded by the metropolitan region of the Randstad could be the ideal short-distance getaway. Additionally based on phone interviews we conducted, primary schools represent a potential future market. The results indicated a significant interest in working together with canoe clubs and entrepreneurs in offering canoeing as an after school activity and/or including it during camps grade 7/8 take each year.

The Green Heart region has more water than the province of Friesland. Due to its natural beauty and the quality of its waterways it is perfectly suitable for small water recreation and especially canoeing. Beyond that, there are already a great amount of canoe routes available for recreationists. However, unfortunately some of these routes are in a poor condition and a general overview of all existing routes or a region-wide network seems not to exist. This general overview is also hinders the potential for a focused promotion of canoeing for the whole Green Heart. Our own desk research and the interviews revealed that promotion for canoeing in the Green Heart was either lacking or in need of improvement. This hinders the development of canoeing at the moment as people are not aware of the canoeing potential of the area. This is also affecting the market potential for using tourism agencies to offer arrangements for the Green Heart and canoeing. The respondents stated that at the moment they are not interested in offering canoeing as they do not think tourists go canoeing in the Green Heart; they do not see a market potential themselves. The agencies rather focus on trips in and to the bigger cities of the Netherlands.

Canoeing is certainly a niche sport. The number of canoeists and the money involved in canoeing is perceived as relatively little. There is no exact information on the number of canoeists in the Green Heart, but for the whole of the Netherlands there are around 100 canoe associations which come to about 10.000 organized canoeists, however it is estimated that there are around 150.000 non-organized canoeists, meaning people who canoe but are not a member of a canoe club²³. A current estimate on the average spending per person on a canoeing trip cannot be found, but in 2009 research by NBTC-NIPO stated that on average €20.38 was spend per person on a canoeing trip. Canoeing is more than other sports dependent on the weather conditions. Like any other recreational activity it is also subject to the general economic situation in the Netherlands, meaning that in times of an economic crisis it is uncertain if more or fewer people will rent or buy canoes.

Independent of canoeing, there is more interest in small water recreation in the Green Heart from governmental agencies. In general it receives more attention now from the different governmental stakeholders than a few years ago²⁴. Nevertheless, this is foremost focused on other forms of small

²³ Source: TKBN (2011) Kanosport in Nederland, projecten en cijfermateriaal.

²⁴ See paragraph 3.1. In which the review of documents by the PBGH indicated an increasing interest in the development of water recreation.

water recreation such as *sloepen*. Overall we got the impression that after the public cutbacks in the last few years, the budget allocated to the development of canoeing in the Green Heart is little to non-existing. Although all stakeholders are aware of these recent developments, no non-governmental party feels responsible for making investments into canoeing single handedly. While at the same time entrepreneurs are willing to invest, but cannot do it alone as their resources are limited. In addition canoe clubs seem not be looking for alternative sources of funding other than the governmental.

It is evident that governmental institutions will only support canoeing related projects, if entrepreneurs or canoe associations have partnered up with other private stakeholders beforehand and offer arrangements that go beyond the sole rental of canoes. Most of the entrepreneurs we interviewed already engaged in such practices and showed great enthusiasm towards canoeing. However, their enthusiasm often seems to be hindered by the complex organizational structure of canoeing in the Green Heart. The organizational set-up of three provinces, dozens of municipalities and numerous other stakeholders is at times accompanied by a form of bureaucracy that hinders the efforts taken by entrepreneurs. Those difficulties are noted by several stakeholders like the PBGH who is involved in bringing those parties together and work on solutions based on stakeholder collaborations.

In conclusion it can be stated that there is a potential for canoeing in the Green Heart. However, this potential can only be developed in combination with other land and water based activities, e.g. *sloepen*, and increased collaboration among stakeholders. Without these combinations and collaborations investments from governmental agencies for development in canoeing alone are not likely to happen.

6. Advices

In this chapter we will provide advice for the stakeholders involved in canoeing in the Green Heart. Based on the results of our research as discussed in chapter 5, our advice will indicate those areas which seem to be most fruitful for the further development of canoeing in the Green Heart and can resultantly be deeper explored by the stakeholders and the HBO-students of the *Inholland Hogeschool*. Our advice should be regarded as suggestions for the stakeholders on how to achieve the existing potential for canoeing in the Green Heart. In addition, the advice can also be used by the *Groene Hart Academie* as a scientific foundation for the students from the *Inholland Hogeschool*, who will start a follow-up research project in September 2013.

6.1 Advice for stakeholders

6.1.1. Clarifying organizational structure

As explained before some stakeholders experience they organizational structure of the Green Heart as too complex. Especially for canoe clubs and entrepreneurs it is not always clear who is responsible for investment and maintenance of canoeing in the Green Heart. The entrepreneurs and the canoe clubs found it sometimes difficult to know where to go with questions, support or advice. To improve this situation, we advise the following:

- Clarify which role each stakeholders has in regard to small water recreation and canoeing in particular. Who is responsible for doing what? This includes the question: 'Who is responsible for providing funds, who invests in the development of new routes and who is responsible for maintenance now and in the future?
- Clarify to all stakeholders who is responsible for questions within a particular institution for small water recreation.

These actions could benefit the entrepreneurs by shortening the bureaucratic process and enabling them to find a stakeholder that can assist with implementing their initiatives. Clarity about who is responsible for what will also ensure that the physical infrastructure remains of quality to stimulate and develop the potential for canoeing in the Green Heart.

6.1.2. Collaboration

It was apparent from the interviews that collaboration is important for successful development of canoeing in the Green Heart. We saw that entrepreneurs already work together in some areas with other entrepreneurs to create arrangements, for example combining canoeing and cycling. Governmental agencies showed a willingness to support public-private partnerships. However, as stated in our research results private parties should take the initiative and work together on projects which will benefit more than one stakeholder and include several activities. Otherwise governmental agencies will most likely not provide support. We advise the following:

- Private stakeholders should come with multi party initiatives they want to realise for example physical infrastructure.
- Be more creative and search for new ways of collaboration and financing. Crowd funding might be a way to look for more private financial support, e.g. a canoe club in Nijmegen are currently trying to find support through Crowd funding.

Multi-party initiatives will stimulate a feeling of joint responsibility, as they have invested and are motivated to make the project a success. Additionally, Crowd funding involves the local surrounding population. If they invest for instance in a canoe route or artificial wave they are more likely to use it and take care of it.

6.1.3. Strengthen online presence and promotion

Our own desk research and the interviews revealed that promotion for canoeing in the Green Heart was either lacking or in need of improvement. This hinders the development of canoeing at the moment as people are not aware of the canoeing potential of the area. Some of the interviewed stakeholders are well aware of and already make more use of social media such as Facebook and LinkedIn. However, some other stakeholders do not have a strong online presence and also the web activities show room for improvement, such as clear announcement about when and where a canoe event is organized. A lack of promotion limits the market potential. And if the different stakeholders are not present online an establishment of potential partnerships with other stakeholders is more difficult. We advise the following:

- Explore and use the existing online promotional tools such as Facebook, LinkedIn, Twitter, YouTube and Google + business page, possibly executed by an intern.
- Create a video of canoeing in the Green Heart (see chapter 6.2)
- Create an app for smartphones that includes the existing canoe network and facilities in the Green Heart (see chapter 6.2)

Improved promotional efforts can enhance the market potential and increase the benefits for the regional and local stakeholders.

6.1.4. Market potential primary schools

As said before, it is not clear for the stakeholders what the market potential for canoeing is and they have different opinions in this regard. Our phone interviews did indicate a potential market, primary schools, who showed interest in offering canoeing as an after school activity or activity for group 7/8 during their yearly camp. We advise the following:

- Conduct a market analyses on the number of canoeists in the Green Heart and how much they spend, and if there is a potential growth. (See paragraph 6.2.2.)
- Canoe clubs and entrepreneurs could approach primary schools to explore the possibilities to offer canoeing as an activity.

A market analyses will make clear for all stakeholders what the potential is, and if there is a potential increase the likelihood of investments from private and public parties. It might be beneficial to focus on schools as the children could be possible future members. It might also stimulate the word of mouth about the possibility to canoe in the Green Heart. The same counts for the entrepreneurs. If the children liked their first canoe experience, it can lead to follow-up visits with their parents and friends.

6.2 Advice for Green Heart Academy

The following advice is formulated for the *Groene Hart Academie* and can be used as a scientific foundation for the HBO students, who will start with a follow-up project in September 2013. The first two are research projects documenting examples of best practices and an analysis of the existing and potential canoeing market, while the latter two have a more implemental focus concentrating on the development of a smart phone application and a promotional video.

6.2.1. Study of Best Practices

The awareness for the need of collaboration within different stakeholders in developing the Green Heart area has been a discussion among the stakeholders especially during the *versnellingskamer* meeting on 8 May 2013, and was also a major result of our research. An increase of canoeing in the Green Heart can only become possible with a proactive involvement of stakeholders and if it is clear which stakeholder is supposed to play what role in the development of canoeing.

Therefore, we advise the HBO students to execute a study on examples of best practices. On a macro level this could be a comparison between the province of Friesland and the Green Heart. During our interviews stakeholders repeatedly mentioned Friesland as an ideal concerning small-water recreation. Points that could be investigated in this respect are:

- What were the steps and actions taken by the several stakeholders in Friesland to reach their success?
- An identification of how different stakeholders in Friesland filled out their role (e.g. government, entrepreneurs, associations).
- How was the initial collaboration among different stakeholders built and how did they maintain this collaboration?

An answer to these fields of investigation could provide stakeholders in the Green Heart with better information on the strengths of Friesland concerning collaboration in small-water recreation. Furthermore, this information could help the Green Heart stakeholders to:

- Detect those elements that hamper the development of small-water recreation in the Green Heart, especially concerning canoeing.
- Formulate a further vision and mission for canoeing in the Green Heart, including strategies for developing canoeing based on the successful effort taken by the province of Friesland.
- Creating their own image of water-recreation and canoeing in the Green Heart rather than attempting to copy Friesland.

On a micro level, the HBO students could analyze existing successful examples of collaboration among stakeholders involved in canoeing in and outside of the Green Heart. As discussed in chapter 5, one of our results is that for example some entrepreneurs are not only enthusiastic about collaborating with other stakeholders, but already do so at times. Prime examples of such collaboration are a canoe club close to Nijmegen that is trying to develop an artificial wave financed through a Crowd funding initiative and the cooperation between a canoe club and a municipality, in which the former built a landing stage while the latter provided the raw materials. An investigation of

those and other examples of good practices could especially focus on the roles that each stakeholder played within the collaboration. This could help to identify success factors, which subsequently could be applied to other projects involving canoeing in the Green Heart.

6.2.2. Market Analysis

During our interviews it became apparent that there is no single view on what the actual and the potential market is for canoeing in the Green Heart. Whereas canoe clubs spoke of a great number of canoeists, especially municipalities talked of an almost invisible market. Canoe rental companies in turn believed in a growing number of individual canoeists, but decreasing amount of canoe rentals in the future. This divergence in views on the actual and potential market was also confirmed during the discussion that followed our final presentation on 3rd of July 2013. A representative of *recreatieschappen* mentioned that they are currently developing canoeing routes, yet do not know how many canoeist will actually use the newly develop water way.

Therefore, we would advise the HBO students to deliver research on the actual and potential market of canoeists in the Green Heart. Topics that could be investigated in this regard are:

- How many canoeists come to the region
- How much money they actually spend during the canoeing
- Can a distinction be made between members of canoe associations, individual canoeists and people that rent canoes
- What are their demographics
- How many more or less people will canoe in the future

This research would help the stakeholders to get a better knowledge on the market and enable them to make more founded decisions on future investment. Such an investigation will also be useful to examine the perception of several stakeholders that canoeing does not bring any or little economic benefit to the region.

6.2.3. Smart Phone Application

Many of the interviewed stakeholders found fault with the issue that canoeing in the Green Heart is not properly mapped. Although single entrepreneurs or other stakeholders have printed information on single routes or very specific areas, an overview of all existing canoeing routes in the Green Heart is lacking. To overcome these obstacles and to increase the presence of canoeing stakeholders should embed the activities into the modern technological systems. A strategy could be to develop an application for smart phones. The application could include all canoeing routes in the Green Heart, information on the facilities available for the canoeists (e.g. parking spaces, toilets, catering, etc.) and information about the area in general. Another possibility could be to also integrate other land-and water-based activities such as *sloepen* or cycling into the application. This would be in alignment with our finding that the potential for canoeing in the Green Heart can only be fully developed if canoeing is combined with other activities. This project could be arranged by cooperation between tourism and ICT (Information Communication Technology) students.

6.2.4. Promotional Video

The *Programmabureau* Green Heart (PBGH) possesses a Green Heart brand and logo which can be freely used by stakeholders in the Green Heart. The brand Green Heart was set up four years ago and is now placed 23 amongst the top 150 brands in the Netherlands for recreation and tourism (PBGH, 2013). To increase the potential of the brand it is important to also stimulate a feeling of identity with it or to put it differently to have a feeling of pride when using it. From the interviews it was observed that stakeholders use the brand but do not feel connected to it. This means they also feel less responsible for carrying out the brand Green Heart, and contributing to the development of canoeing in the whole of the Green Heart, additionally to just their own region.

A strategy to create more pride in the Green Heart area and personal identification with the brand Green Heart we would advise the HBO students to create a video about water recreation especially on canoeing in the Green Heart. It could feature not only the regions beautiful nature, but also the activities of the stakeholders involved in canoeing in the Green Heart. It could be posted on social media platforms such as YouTube and Facebook and be subsequently shared with a larger audience. Additionally, as mentioned canoeists and canoeing were sometimes by our interviewees referred to as almost being invisible, a promotional video would make canoeing more visible to a larger audience. The development of the promotional video could be executed by both tourism and media students with potential support from the *Groene Hart Academie* and other stakeholders such as entrepreneurs.

7. Conclusions

In developing the Green Heart area further recreation is seen as an important pillar. Alongside land based recreation there is an increasing interest in developing water recreation further as well, including small water recreation and hence canoeing. The main focus of this research has been to assess what the potential is for turning the Green Heart into an attractive canoeing area. Specifically we focussed on the different perspectives stakeholders have on the current and future state of canoeing and their view on the roles they are able, can and willing to take in developing canoeing.

In chapter 5 we outlined some of the positive trends that stimulate the potential for developing canoeing further in the future. There is a growing interest in leisure that involves nature, peace and quiet and stimulates people's health. Additionally, the Green Heart has enough natural resources to develop canoeing and there is an increasing interest in developing small water recreation. However, this is mainly focused on *sloepen*, canoeing could be integrated and developed simultaneously.

Another trend we identified is that despite the increase in international vacations, the number of (short) holidays in the Netherlands is also increasing. This shows a market potential to attract tourists to the Green Heart to engage in a multitude of activities, including canoeing. As explained, based on phone interviews we conducted, primary schools represent a potential future market. The results indicated a significant interest in working together with canoe clubs and entrepreneurs in offering canoeing as an after school activity and/or including it during camps grade 7/8 take each year.

However as indicated in chapter 5 there are quite some challenges that are hampering the potential for developing canoeing in the Green Heart at the moment. Our results indicated a need for an increase of collaboration among stakeholders. It was found that entrepreneurs show enthusiasm and willingness to invest in canoeing, but cannot do it alone since their resources are limited. They would like a more active municipality providing them with clear information and support. At the moment entrepreneurs perceive that their initiatives are often hampered by lengthy bureaucratic processes and the complex organizational structure.

Furthermore, as became clear from the gaps in the role stakeholders assigned to other stakeholders it is for most stakeholders unclear who performs what role. These gaps were mostly related to the available budget, man power and time each party has, the amount of interest they have in developing canoeing, and who should be responsible for the maintenance of the physical infrastructure that is present and needed in the future. Additionally interviews indicated that no stakeholder, governmental or non-governmental agency feels responsible to make investments into canoeing single handed. This should be done by multiple parties.

Our results also indicate a need for multiple party initiatives that combine land- and water based activities or canoeing with other water based activities, such as *sloepen*. This need is founded on several findings. Canoeing is highly weather dependent, and therefore diversity in arrangements and what entrepreneurs can offer therefore has to incorporate this risk. Generally there is at the moment doubt amongst most stakeholders about the impact of the current economic crises and if this will lead to more or fewer people who will rent or buy canoes.

Also, governmental agencies (e.g. municipality and province) are experiencing severe budget cuts. They perceive canoeing as small in terms of number of people and its potential to stimulate the regional economy, and hence providing a low return on investment. As a consequence of these perceptions of governmental agencies about canoeing, there is little or no budget allocated for the maintenance and development of the physical infrastructure needed to develop canoeing further. Governmental agencies stress the need for other stakeholders to come to them with initiatives that not only include canoeing, but several activities that benefit more than just one stakeholder. In this way there might be more possibilities for governmental facilitation and support.

Based on phone interviews with 20 primary schools, 14 in-depth qualitative interviews with several stakeholders, such as canoe clubs, entrepreneurs, municipalities and province representatives, the following main conclusion was formulated. There is a potential for canoeing in the Green Heart, but this potential can only be developed in combination with other land- and water- based activities and an increased collaboration among stakeholders. Without these combinations investments (e.g. people, time & money) from governmental agencies for development in canoeing alone are not likely to happen.

8. References

- Agterberg, G., S Kwakkernaat, H van Kessel (2013), Uitvoeringsprogramma Waterrecreatie Groene Hart, Programmabureau Groene Hart, 07 juni 2012.
- Boeije, H. (2010): *Analysis in Qualitative Research*, SAGE Publications Ltd, London
- Buro Stroband (2001) *Beleidsvisie Kleine Waterrecreatie Nederland 2001-2020 van: Nederlandse Kanobond, Toeristische Kano Bond Nederland, Koninklijke Nederlandsche Roeibond, Koninklijke Nederlandse Schaatsenrijders Bond, Nederlandse Vereniging van Sportvisserij Nederlandse Toeristenbond ANVV*, published by Buro Stroband.
- Brown, L. D. (1991) 'Bridging Organisations and Sustainable Development', *Human Relations* 44: 807- 831.
- Directie Grondgebied, Afd. ROV (2005) 'Plan van Aanpak, Plattelandsontwikkeling'.
- Guzmán, F. & V. Sierra (2012) 'Public-Private Collaborations: Branded Public Services' *European Journal of Marketing*, 46-7: 994-1012.
- Getsz, D. & T., Jamal (1995) 'Collaboration Theory and Community Tourism Planning', *Annals of Tourism Research* 22-1: 186 – 204.
- Gray, B. (1989) *Collaborating: Finding Common Ground for Multiparty Problems*, San Francisco Jossey-Bass.
- Kwakkermaat, S. (2013) Verslag Versnellingskamer Kanovaren in het Groene Hart, 8 mei 2013.
- Ministeries van VROM (2004) 'Nota Ruimte, Ruimte Voor Ontwikkeling; katern over nieuw ruimtelijk beleid in 2006.
- Roulston, K. (2001): *Data analysis and theorizing as ideology*, *Qualitative Research*, 1:279, 279-302
- Stuurgroep Groene Hart (2007) 'Het Groene Hart Icoon van Nederland: Uitvoeringsprogramma 2007-2013', *Programma Bureau Groene Hart*.
- Stuurgroep Groene Hart (2010) 'Het Groene Hart, Duurzaam en Ondernemend', Programmabureau Groene Hart.
- Stuurgroep Groene Hart (2011) 'Het Groene Hart, Ambiteus en Gedreven', Programmabureau Groene Hart.
- Toeristische Kano Bond Nederland (2011) 'Kanosport in Nederland; Projecten en Cijfermateriaal', *Toeristische Kano Bond Nederland*.
- VPRO; aflevering program Tegenlicht (17-02-2010) 'New-Orleans in de Polder', <http://tegenlicht.vpro.nl/afleveringen/2005-2006/new-orleans-in-de-polder.html>, accessed on 10 May, 2013.
- Waddock, S. A. (1989) 'Understanding Social Partnerships: An Evolutionary Model of Partnership Organisations', *Administration and Society* 21: 78 -100.

Appendix A

Interview Guide Canoe Associations & Entrepreneurs

Instructions for the introduction

- Who are we; names and study background
- Topic of the interview: the perspectives of stakeholders on canoeing in the Green Heart and the potentials it has.
- Goal of the interview: to get a picture of view of stakeholders on canoeing
- Duration of interview: between 45 minutes and an hour
- Do you mind if we record the interview?
- Confidentiality: names won't be mentioned if you don't want that but in the final report we would like to mention the organization. We will use the input in the report and in the presentation. We are writing this report for the Stuurgroep Groene Hart, during the presentation the stakeholders will be invited.

Opening question

- General introduction question to get the conversation started
- Can you tell us something about your organization and what is your function within the organization/company?

We would like to ask you some more specific questions about canoeing in the Green Heart.

Canoe associations and entrepreneurs

1) Can you tell us something about the current market situation of canoeing in the green heart?

- Can you tell us something about numbers? How many canoeists are there?
- Do you know something about the people? Are they tourists (Dutch or international?)
- What is the age of canoeists?
- Are there any organized tours?
- Are you collaborating with any tour operator or with other organizations or businesses?
- What is going well regarding the collaboration with other stakeholders? Can you give an example?

Keywords: numbers (increasing/decreasing), groups, individuals, (non)organized, personal details

2) What is going well in the green heart regarding canoeing?

- What is the current situation?
- What do you like about the current situation?
- What actions have been taken to achieve the current state?
- What is going well regarding the physical infrastructure?

Keywords: actions taken, physical infrastructure, promotion, collaboration

3) Do you face any problems regarding canoeing?

- If yes is it regarding the physical infrastructure?
- Are there any problems with financing?
- Who do you think is responsible for those problems?

Keywords: physical infrastructure, financials, collaboration

4) Is there any collaboration between different canoeing organizations, businesses, associations and public institutions?

- Between who and can you tell how this is organized?
- How are the stakeholders within the canoeing network linked?

- Do you foresee changes in the roles of the stakeholders?

Keywords: collaboration, government, stakeholders

5) Are there any promotional activities undertaken?

- What kind of activities exist and who are involved?
- Do you cooperate with other stakeholders regarding promotional activities?
- How is the financial situation organized for the promotion and infrastructure?
- Do you think that promotion of canoeing in the green heart need to be improved ?
- If so, what do you think needs to be done?

Keywords: types of activities, collaboration, promotion, infrastructure

6) Who are the essential stakeholders involved in canoeing?

- Why? What are they doing?

Keywords: stakeholders, activities

7) Do you see other potential stakeholders that could play a role in developing canoeing in the green heart?

- Within the greenheart or outside?
- What kind of role do you see for them?

Keywords: stakeholders, location, position

8) In what way is your business or association influenced by other stakeholders of the canoeing network?

- Does your organization influence other stakeholders?

Keywords: relations between stakeholders

9) How does the future look regarding financing? (specify?)

- Do you foresee changes which will affect your business?
- Do you foresee a growing market?
- Do you expect any input from the government?

Keywords: position, finances, physical infrastructure, collaboration with other stakeholders, what actions need to be taken, market potential, feasibility, future outlook

This was our last 'official' question. Are there any other topics you would like to discuss or topics you want to discuss further?

Appendix B

Interview Guide Governmental Agencies

Instructions for the introduction

- Who are we; names and study background
- Topic of the interview: the perspectives of stakeholders on canoeing in the green heart and the potentials it has.
- Goal of the interview: to get a picture of view of stakeholders on canoeing
- Duration of interview: between 45 minutes and an hour
- Do you mind if we record the interview?
- Confidentiality: names won't be mentioned if you don't want that but in the final report we would like to mention the organization. We will use the input in the report and in the presentation. We are writing this report for the Stuurgroep Groene Hart, during the presentation the stakeholders will be invited.

Opening question

- General introduction question to get the conversation started
- What is your function within the organization/company

We would like to ask you some more specific questions about canoeing in the green heart.

Canoe associations and entrepreneurs

Current market

- Numbers
- Groups or individuals
- Organized or non organized
- Age
- Origin

Topics and questions:

Stakeholders

- 1) Do you consider yourself as a stakeholder involved with developing canoeing in the Green Heart?
 - What is your role as a stakeholder
- 2) What other stakeholders are involved with canoeing in the green heart?
 - What is the role of the province/municipality?
 - How do you collaborate with the other stakeholders? Is it Synergetic or conflicting?
- 3) Do you think all the existing stakeholders have the capacity to participate in development of canoeing?
 - Please mention to us some of the stakeholders whom you think are legitimate in this product development.
- 4) Who do you think has the biggest influence in decision making? (regarding physical infrastructure, etc.)
- 5) What are your existing policies regarding canoeing in your area?
- 6) Do you have available budget to support or develop water sport recreation in the Green Heart?
 - Does that include canoeing?
 - How do you use the budget?

- Do you know if other stakeholders have available budget to support water sport recreation in the Green Heart and how they are using it?
- 7) What is the present state of network between interested stakeholders
- 8) What are your channels of communication within the network?
- 9) Who/which institutions should be responsible in managing the physical infrastructure etc. ?

Problems

- 10) What do you consider as the problems/challenges regarding the support/development of canoeing in the area?
- 11) Do you think the stakeholders share the same interests regarding canoeing in the Green Heart?
 - Are there any problems with the collaboration between the stakeholders?
 - What is going well regarding the collaboration between the stakeholders?
- 12) Do you have any ongoing water recreation projects (regarding canoeing) in the Green Heart?
 - Do you consider canoeing as part of your development plans? Is it emerging or existing?
- 13) Who is involved with the decision making process of these projects? Who should be involved?

Desired state

- 14) What do you think needs to be improved in the canoeing with regards to physical infrastructure etc.
- 15) Please tell us if there is any opportunity/possibility for canoeing development and promotion in the Green Heart.
- 16) Which areas needs more investment within the existing canoe routes?

Potentials

- 17) Do you see potential for canoeing in the green heart?
 - Are you satisfied with the level of development?
 - Do you see any constraints?
 - Do you know of any possible solutions?
- 18) Are there any canoeing routes that you currently maintain?
 - Can you mention the number and if they are in good condition?
- 19) Do you have plans of expanding the network by maintaining other canoe routes in the region?
- 20) What can you say about the trends in canoeing in the area?
 - Is the number of canoeists increasing or decreasing for the past five years?
- 21) Does canoeing add value to the current economic state in the area?
- 22) What relationship do you have with neighboring provinces/municipalities with regards to developing and promotion of canoeing?

Future role of stakeholders

- 23) Who do you see as potential investors?
- 24) How do you think the collaboration between stakeholder should be set up?
- 25) Are local communities within the mapped canoeing routes aware of this as part of their resource and its value?
- 26) Are they involved or participating in decision making?

Appendix C

Interview Guide Phone Interviews

Objectives of phone interviews with schools & tourism agencies:

Objectives Main Question

- To find out what are possible new markets for canoeing in the Green Heart
- Under what conditions would these markets want to involve in canoeing in the Green Heart

Objectives Sub-question 1

- To find out if the additional potential stakeholders are already involved with canoeing
- To find out why the additional potential stakeholders are not involved in canoeing yet

Objectives Sub-question 2

- To find out the reasons why canoeing is not offered/promoted
- To find out which markets have potential

Topics and aspects

- Affinity
 - With canoeing
 - With canoeing in the Green Heart
- Conditions
 - Conditions under which they would offer/promote canoeing
- Objections
 - Reasons not to offer/promote canoeing

Questions for Primary Schools

Introduction:

- Student from WUR, project for the Green Heart about canoeing in the area
- Explain purpose
- Ask permission, just 2 minutes
- Confidentiality guaranteed

What external sport activities are you doing with your school?

If some: Would you consider going canoeing?

If yes: Under what conditions would you consider canoeing?

If no: Why not?

If none: Why no external sport activities?

Questions for Tourist agencies

Introduction:

- Student from WUR, project for the Green Heart about canoeing in the area
- Explain purpose
- Can I ask you a few short questions, just 2 minutes
- Confidentiality guaranteed

Do you offer water recreation trips/activities?

If not: Why not?

If yes: Does that include canoeing? Why (not)?

If yes: In the Green Heart?

Are you aware of the canoeing possibilities in the Green Heart?

Under what conditions you would be willing to offer canoeing in the Green Heart? Do you see business opportunities?

Appendix D

Coding List

Code	Main Coding	Sub Coding
A	Problems	A1. Physical infrastructure
		A2. Financial Set Up
		A3. Collaboration with other stakeholders
		A4. Policies
		A5. Market
		A6. Actions not taken (promotion etc)
		<u>A7. Elements of an attractive</u>
B	Going Well	B1. Actions taken
		B2. Physical infrastructure
		B3. Financial set up
		B4. Collaboration with other stakeholders
		B5. Market
		<u>B6. Elements of an attractive</u>
C	Future State	C1. Physical infrastructure
		C2. Financial set up
		C3. Collaboration with other stakeholders
		C4. What actions need to be taken
		C5. Market potential
		C6. Future outlook
		<u>C7. Elements of an attractive</u>
D	Stakeholders	D1. Who is involved with canoeing in the green heart
		D2. Influenced or influencing
		D3. Potential stakeholder
		D4. What role of Municipality-Gemeente
		D5. What role of Canoe Club
		D6. What role of TKBN
		D7. What role of Entrepreneurs
		D8. What role of Recreatieschappen
		D9. What role of Natuurmonumenten
		D10. What role of Province
		D11. What role of ANWB
		D12. What role of Programmabureau Groene Hart (PBGH)
		D13. What role of Water Boards
E	Our Advice/ realistic vision of canoeing	E1. Financial/ investments
		E2. Collaboration
		E3. Actions (to be) taken
		E4. Motivation
		E5. Feasibility