



Should we invest in Sport?

Why and how the Dutch invest in sport?



Palanka

André de Jeu, 15th October 2026



André de Jeu. Proud to be...

- Director of Association Sport and Municipalities NL
- Advisor of the Minister of Sport (NL)
- Board member ACES (World wide Capitals, Cities and Regions of sport)
- Chair of Eurocities' working group Sustainable and healthy cities through sport
- Proud partner UNESCO, UCLG, OAS, UNESCO ICCAR



Somethings you need to know...

- 18 million+ inhabitants
- 342 municipalities in the Netherlands
- 25 regions - 12 provinces
- Ministry of Health, Welfare and Sport
- Approximately 9 million people engage in sports at least once a week
- Approximately 4.5 million individuals are registered members of one of the ca. 22.000 voluntary sports clubs with about 1.2 million volunteers
- Approximately 13,500 private sports providers, including commercial gyms, fitness centers, and yoga studios. About 2 million people are active at these private sport providers.
- Ca. 2.5 million is active in nature, parcs etc.
- There is no law for sport
- Municipalities anual budget over 2 billion euro's (1.5 hardware, 0.6 sport stimulation)
- Ministry budget ca, 450 miljon (275 goes directly to municipalities)
- 1 billion euro's = 1.000 miljon euro's



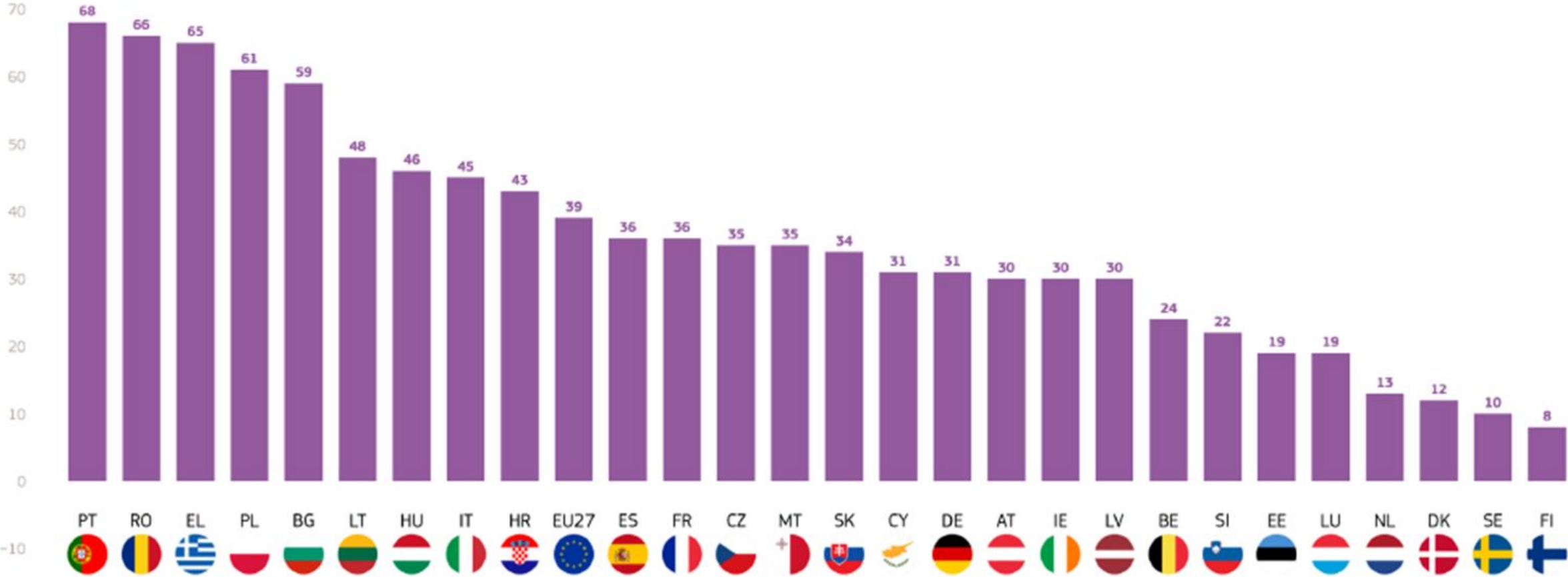
Team	Olympics 2024				①	②	③	🏅
1  Verenigde Staten	40	44	42	126				
2  China	40	27	24	91				
3  Japan	20	12	13	45				
4  Australië	18	19	16	53				
6  Nederland	15	7	12	34				

Paralympics 2024								
1  China	94	76	50	220				
2  Groot-Brittannië	49	44	31	124				
3  Verenigde Staten	36	42	27	105				
4  Nederland	27	17	12	56				
5  Brazilië	25	26	38	89				

2026 MILANO CORTINA WINTER OLYMPICS MEDAL COUNT				
COUNTRY	GOLD	SILVER	BRONZE	TOTAL
 NOR	18	12	11	41
 USA	12	12	9	33
 NED	10	7	3	20
 ITA	10	6	14	30
 GER	8	10	8	26
 FRA	8	9	6	23
 SWE	8	6	4	18
 SUI	6	9	8	23
 AUT	5	8	5	18
 JPN	5	7	12	24

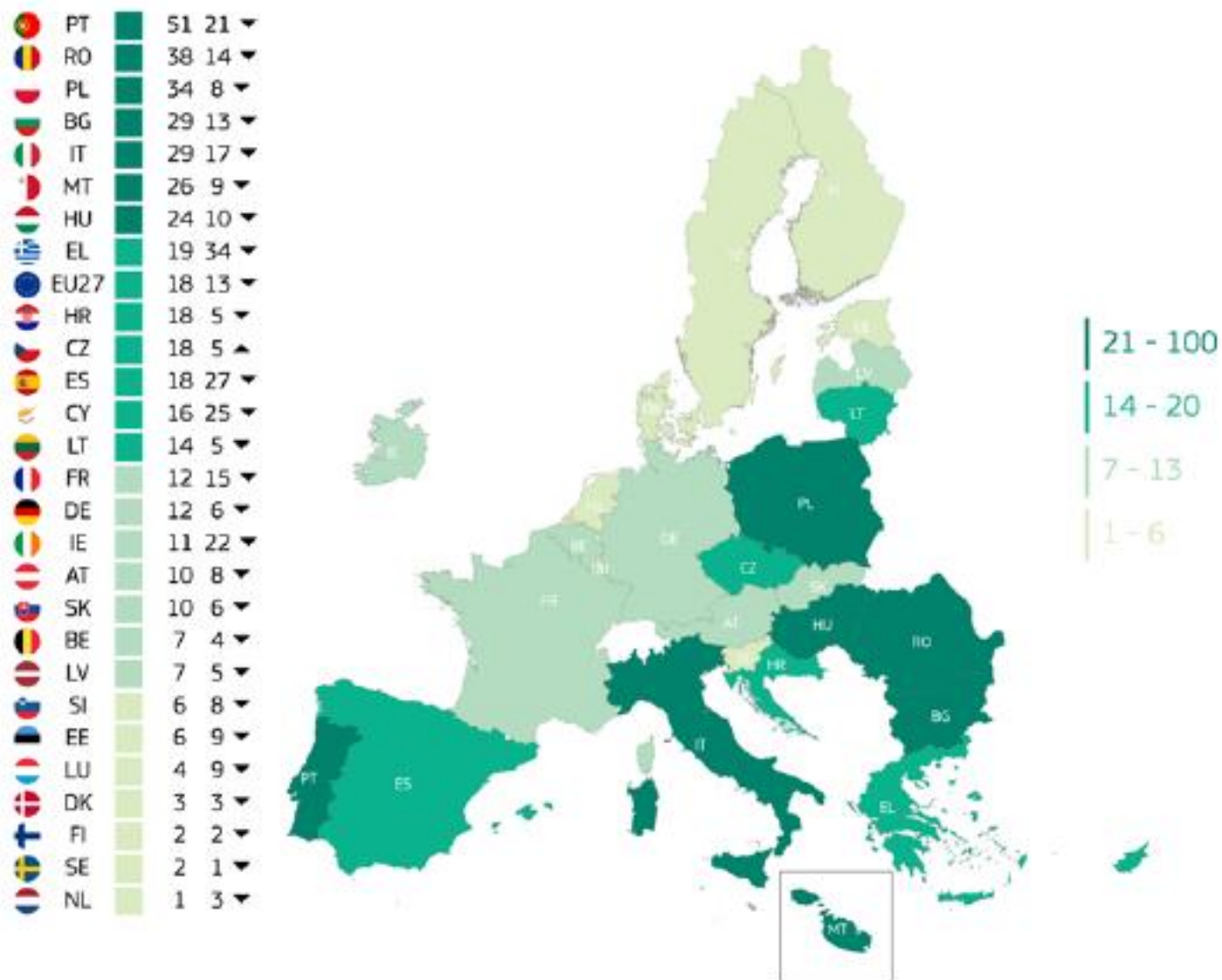
**So, we are doing ok, but what about the other 18 milion inhabitants
Let's have a closer look...**

Respondents most often answered that they never exercise in Portugal (68%), Romania (66%) and Greece (65%).

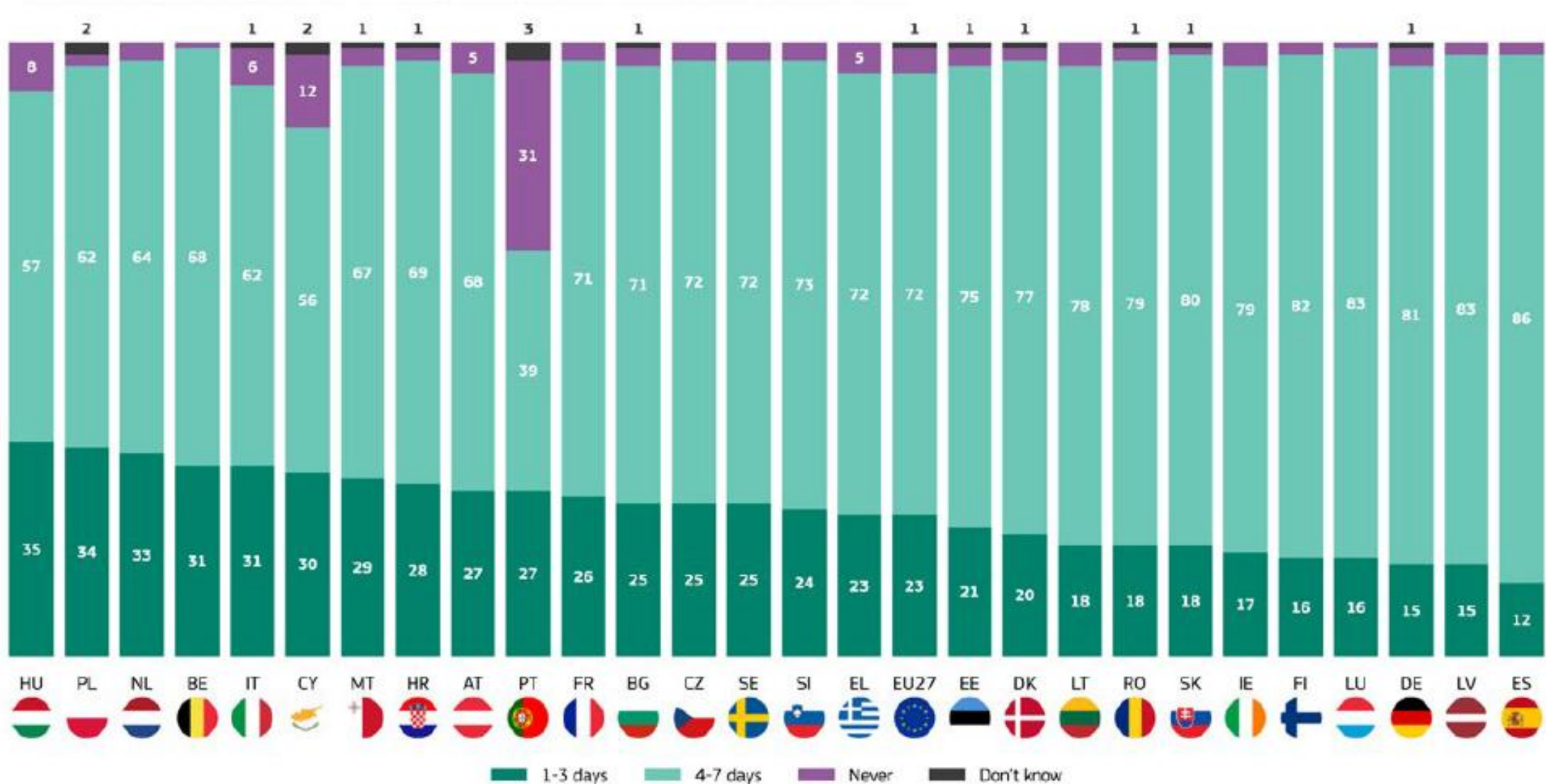


Never engaging in physical activity for non-sport related reasons was most common in Portugal, Romania and Poland.

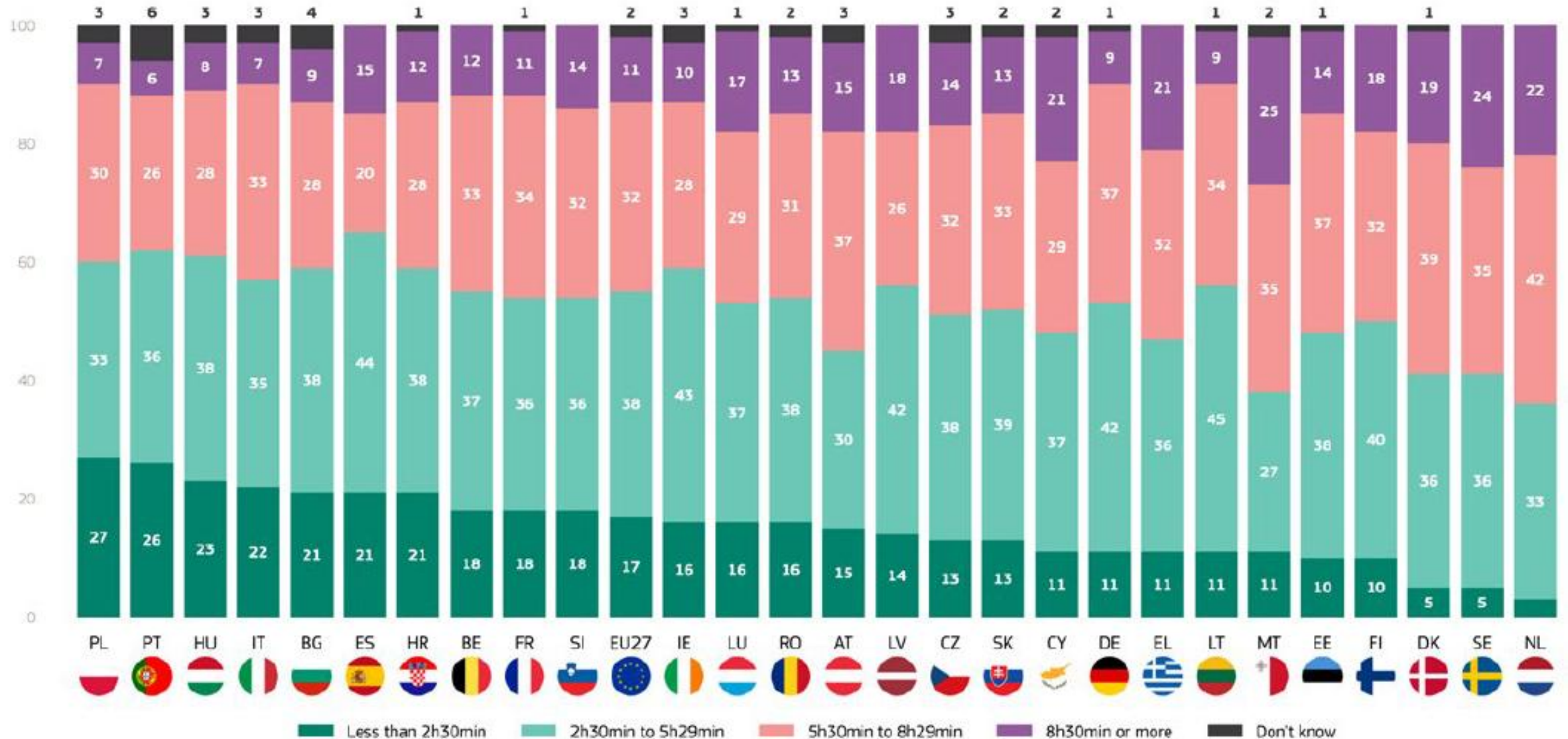
The trend for this answer is negative both at EU level and in the majority of Member States.



Respondents most often never walk for at least 10 minutes at a time in Portugal (31%), Cyprus (12%) and Hungary (8%).



Spending 8,5h or more sitting was most commonly reported in Malta (25%), Sweden (25%) and the Netherlands (22%).



*A verry important moment for the
later Sport Agreement in 2018*

*The biggest competition of all:
the struggle for money... or not!
(2013-2014)*



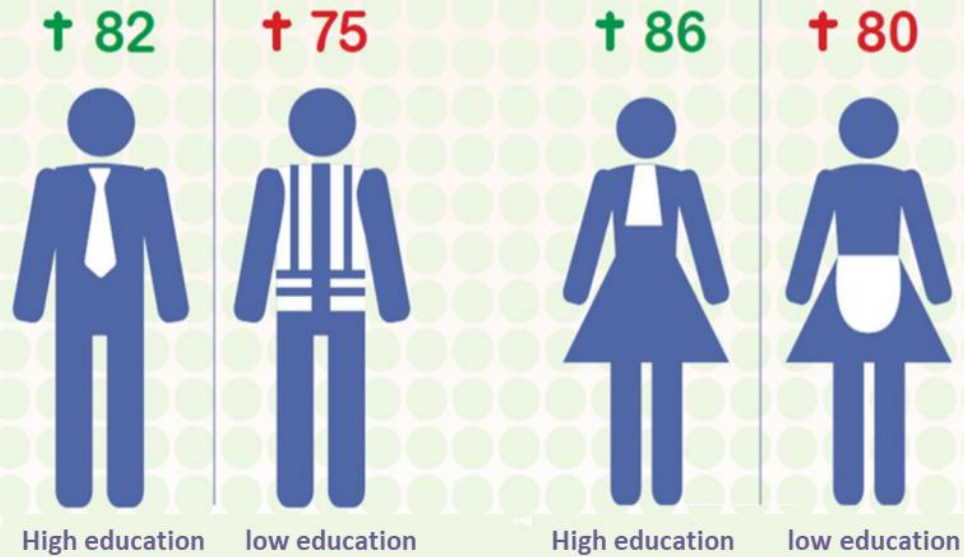
2014: Public Health Future Exploration “A healthier Netherlands 2040”

- long-term analysis **identified three major challenges:**
 1. Chronic diseases like cancer and cardiovascular conditions.
 2. Aging population with increasing dementia cases.
 3. Rising mental health concerns among youth.
- **It's all about data**



Health differences

LIFE EXPECTANCY

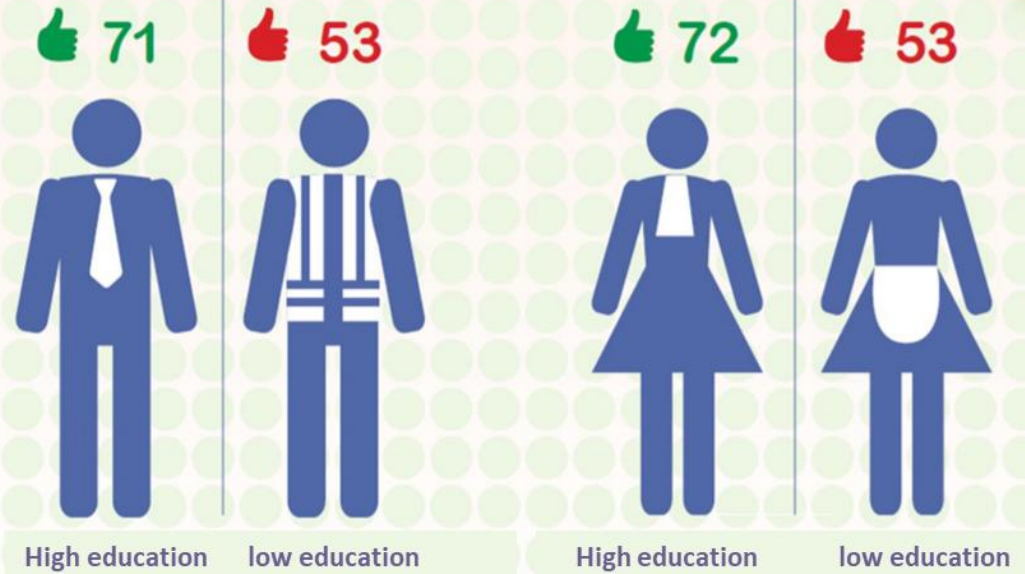


Close
the
gap

AMBIT

Health differences

HEALTH EXPERIENCED YEARS



Close
the
gap

AMBIT

Amounts of different determinants In disease burden, mortality and healthcare expenditure

⚠ Numbers cannot be added together!

Why is
attention
to preventive
health
important?

High mortality rates and
costs due to smoking,
overweight and
problematic alcohol use.

Behaviour

Disease load: 18,5 %
Mortality: 35.700
Care expenses: € 8,6 bio



Personal

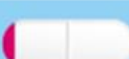
Disease load: 14,5 %
Mortality: 26.300
Care expenses: € 9,9 bio



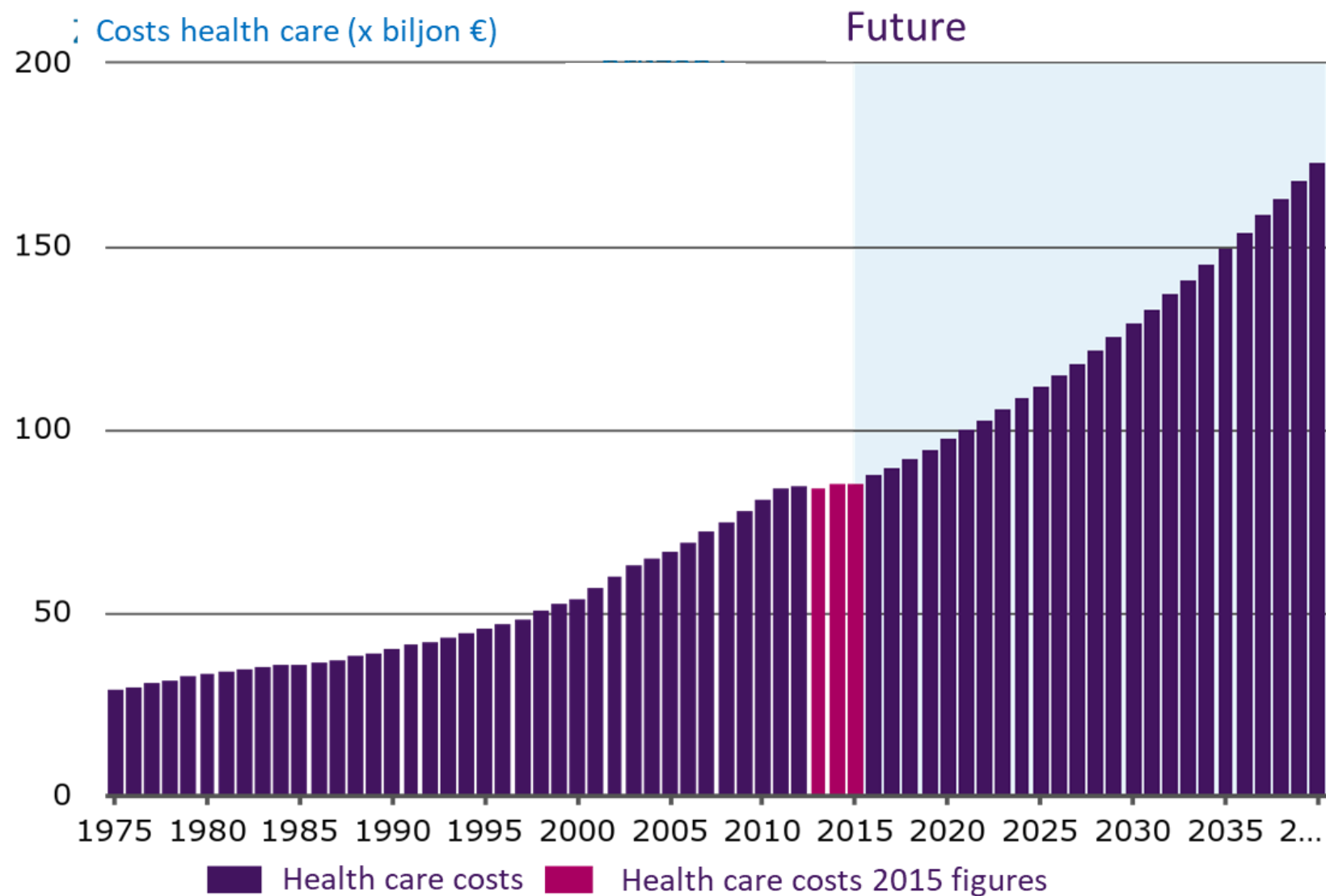
Behaviour

		DISEASE LOAD (%)	MORTALITY (X1000)	CARE EXPENSES (X €BIO)
	Smoking	 9,4%	 20,0	 2,4
	Unhealthy food	 8,1%	 12,9	 6,0
	Little movement	 2,3%	 5,8	 2,7
	Alcohol abuse	 1,5%	 1,8	 0,9

Personal

	High blood-pressure	 6,7%	 12,6	 5,6
	High blood sugar	 6,6%	 10,2	 5,8
	Overweight	 3,7%	 4,2	 1,5
	Cholesterol	 0,9%	 1,1	 0,4
	Low bone density	 0,7%	 2,9	 0,4

Health care costs will double to 174 billion euros in 2040





FAST-FOOD
CHAINES

Coca-Cola

STRESS

2015: 1st Sports Future Exploration 2030

- Ministry and ASM and partners like NOC*NSF sit together how can we help with and through sport?
- Most important suggestion:

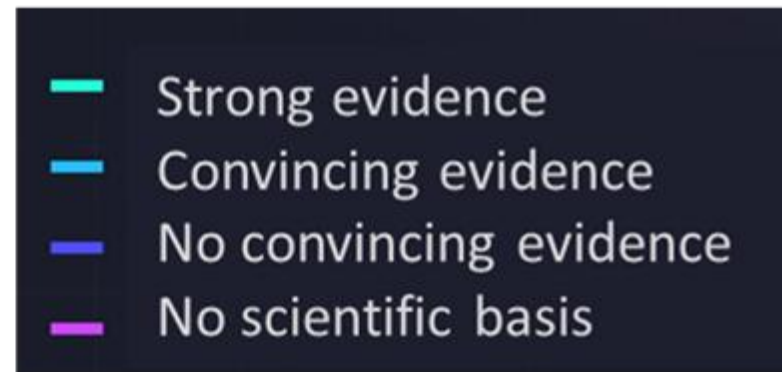
Reducing, slowing down, and, even better, preventing healthcare costs... through sport and physical activity!

- **Data and evidenced based (“we need proof”)**



Scientific proof...

Working on healthy cities doesn't cost money... It saves money!!!



The SROI of sport and Physical Activity

If you want to combat the unaffordable healthcare costs, an unhealthy nation, then you have to invest in sports and physical activity...
AND SCIENTIFICAL PROOF...

Results Netherlands
SROI = € 2.76

SROI-tool
of sports and physical activity



Municipal calculation tool

• What if 10% becomes more active?

'BV Beesel'	0,72 miljoen euro
'BV Bergen op Zoom'	3,61 miljoen euro
'BV Breda'	11,52 miljoen euro
'BV Gilze en Rijen'	1,47 miljoen euro
'BV Heerlen'	5,97 miljoen euro
'BV Helmond'	5,54 miljoen euro
'BV Horst aan de Maas'	2,24 miljoen euro
'BV Loon op Zand'	1,27 miljoen euro
'BV Maasgouw'	1,23 miljoen euro
'BV Maastricht'	7,33 miljoen euro
'BV Oss'	5,25 miljoen euro
'BV Roermond'	3,38 miljoen euro
'BV 's-Hertogenbosch'	9,86 miljoen euro
'BV Terneuzen'	2,90 miljoen euro
'BV Tilburg'	13,87 miljoen euro



And...

*Let's stop with the projects and pilots and
focus on a structural and holistic approach
on sport and physical activity*





The first National Sport Agreement 2018 signed by: The ministry of Health Welfare and Sports, ASM and NOC*NSF

and ...

339 (out of 342 local sport agreements signed), organized by the municipalities

Six focus areas:

1. Inclusive sports and exercise
2. Sustainable sports infrastructure
3. Vital providers
4. Positive sports culture
5. Skilled in movement
6. Elite sport inspires



"The major social challenges are too big to solve alone.
To be successful this, cooperation is necessary."

From healthcare to care for health = prevention = more people more active, more often

The National and local Sports Agreement II

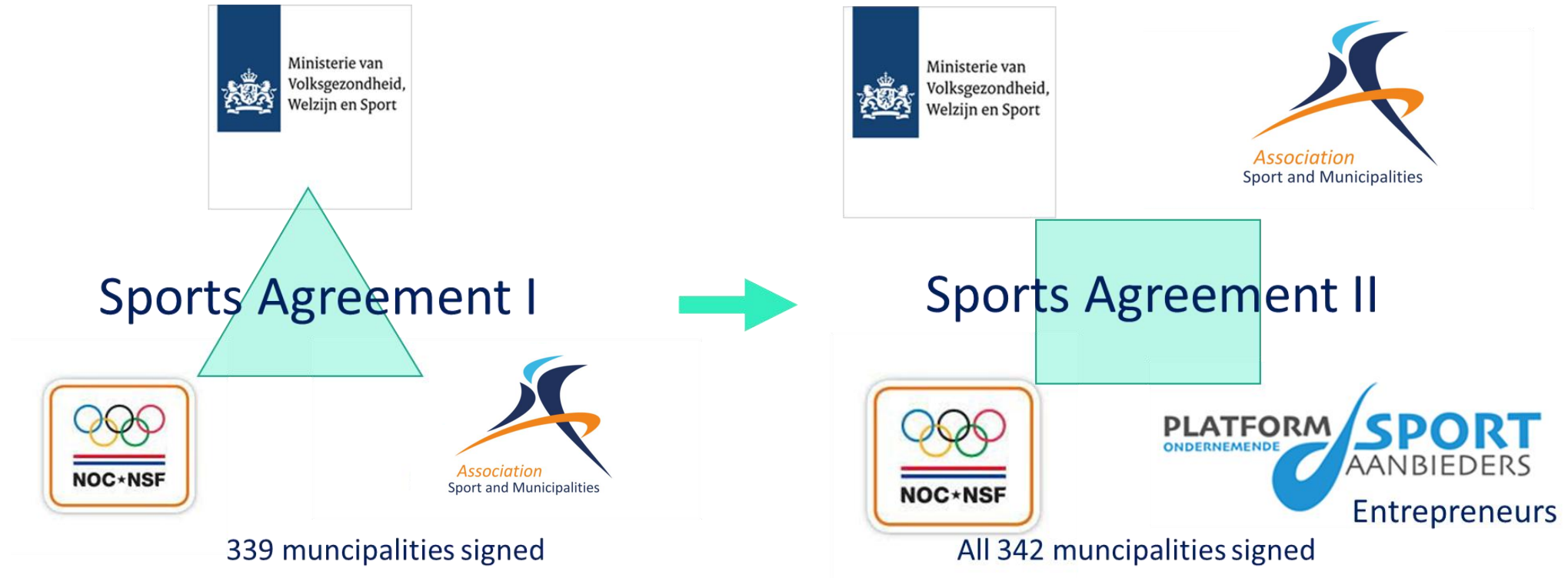
Launched in 2023

5 programs and agreements on healthy lifestyle, care, sports and the environment are integrally linked for the first time:

1. the Integral Care Agreement (IZA, September 2022)
2. the Healthy and Active Living Agreement (GALA, February 2023)
3. the National Sports Agreement II (December 2022)
4. Neighborhood Sport Coaches (BRC, February 2023)
5. the Residential Care Program (WOZO, November 2022)



A new partner in Sports Agreement II



NEW: 10 Knowledge Institutes, National Research Institute for Health, almost 100 national and regional NGO's, almost 30.000 local sport clubs (professional and voluntary) 5 ministries involved, and even Banks with Sport Impact Bounds...

So: what does this mean for the sport?

- Local cooperation
- Quality, professionalism
- Adding value (skilled, inclusive, secure)
- Health for life





Inclusive sports in the spirit of no one left behind





sustainable sports infrastructure



The Netherlands Hydrogen Nation

Missie H2 is supported by

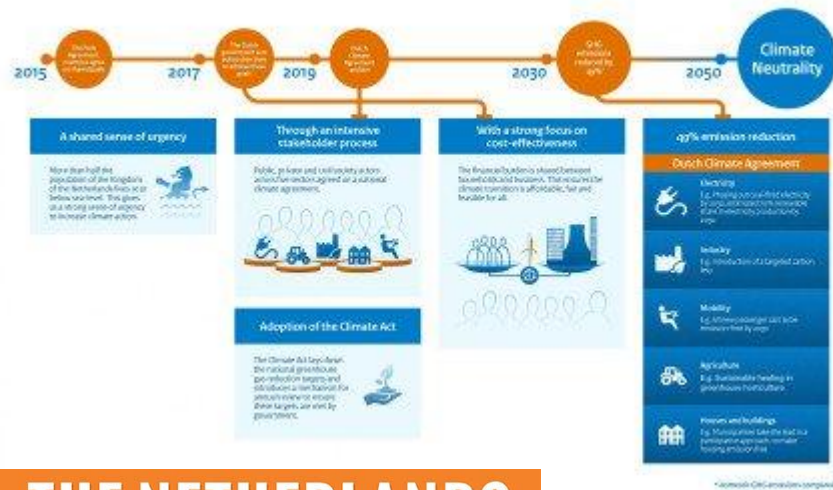


€ 87 mio annual
FOR SUSTAINABLE SPORT ACCOMMODATIONS



The Dutch Climate Approach Everyone on board

Kingdom of the Netherlands



THE NETHERLANDS FIGHTING CLIMATE CHANGE

CREATING A CIRCULAR ECONOMY



People, planet, profit: The Netherlands believes that fighting climate change and profitable business go hand in hand. This is possible in a circular economy: a sustainable economy without waste.

The Netherlands aims to become a circular economy by 2050. From construction to fashion: all materials that enter the economy will be reused time and time again. This leads to a major reduction of CO2.

THE NETHERLANDS' GOALS FOR A SUSTAINABLE ENVIRONMENT

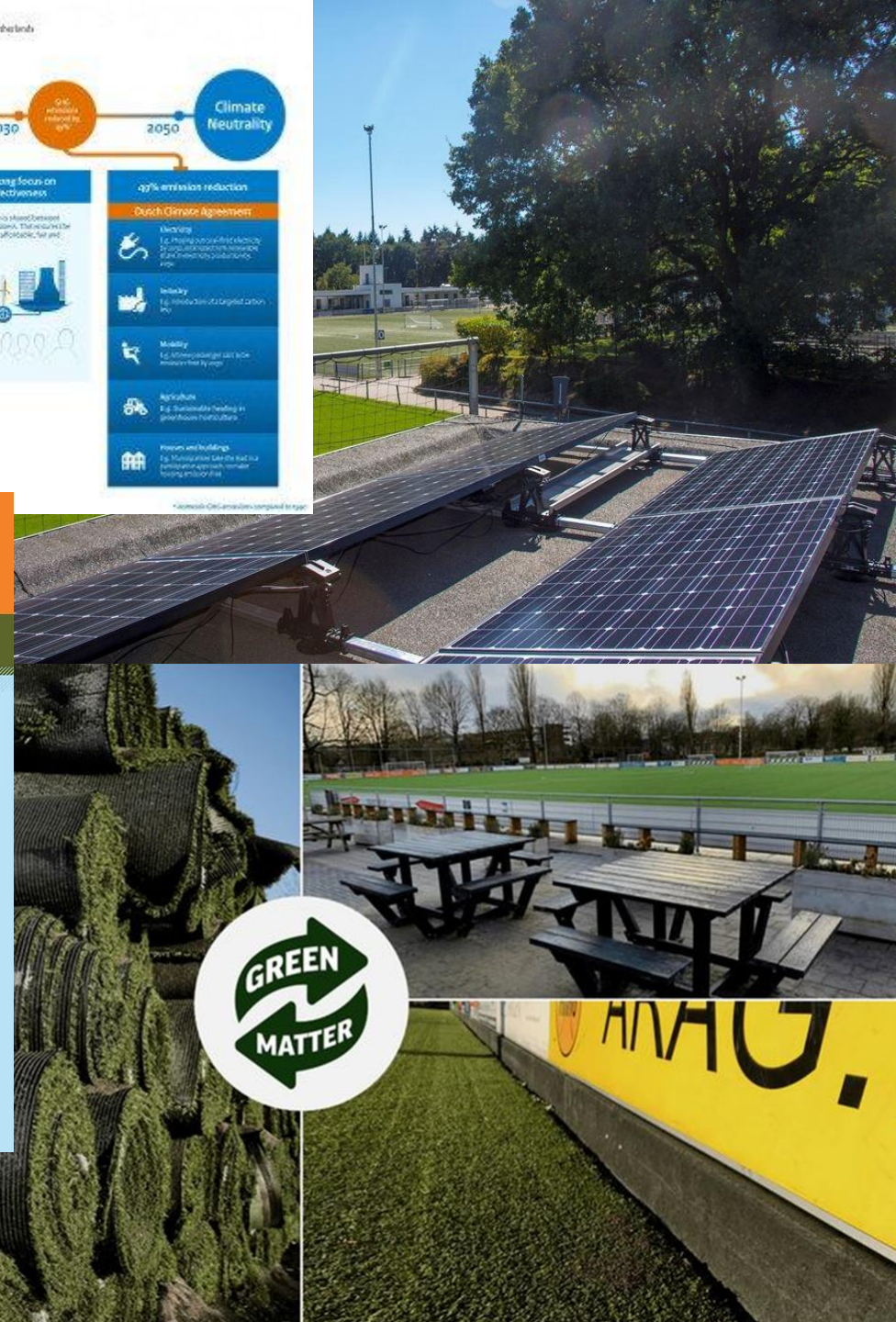
Dutch companies and universities are inventing smart solutions to achieve these goals. Dutch architects are experts in green building, energy-neutral housing and healthier work and living spaces.

- Starting in 2030, only electric cars will be sold in the Netherlands
- By 2050, the Netherlands will use only sustainable electricity
- By 2050, the Netherlands will reduce CO2 emissions by 50%
- By 2050, all new construction should be energy-neutral.

The Consulate General of the Netherlands in San Francisco works with American businesses and governments in the Western United States to exchange best practices and connect them with Dutch expertise.



Green Deal





sustainable sports infrastructure



A good life in the Netherlands

Life events and sport

Levensjaren	Stakeholders*	Interventie*
-1-0	Huisarts GGD Welzijn- en buurtvereniging wijkteams	Kensrijke start Rookvrije zwangerschap
0-2	CJG/JGZ GGD Kinderopvang Ouders	Een gezonde start Kensrijke start Rijksvaccinatieprogramma Rookvrije Generatie
2-4	CJG/JGZ GGD Kinderopvang Ouders	Een gezonde start Gezonde kinderopvang Jong leren eten Rijksvaccinatieprogramma Rookvrije Generatie
4-12	Basisonderwijs GGD Sportclubs Ouders Sociale media	Gezonde school Gezonde sportvereniging Rijksvaccinatieprogramma Rookvrije Generatie
12-18	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	Een gezonde schoolkantine Gezonde sportkantine Gezonde werkvloer NIXT8 Rijksvaccinatieprogramma Rookvrije Generatie
18-25	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	Een gezonde schoolkantine Gecombineerde Leefstijlinterventies Gezonde werkvloer i&Pas Rookvrije Generatie, Stoptober
25-35	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	Gecombineerde Leefstijlinterventies Gezonde werkvloer i&Pas Stoptober Rookvrije Generatie
35-65	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	Gecombineerde Leefstijlinterventies i&Pas Stoptober
65+	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	GALM Gecombineerde Leefstijlinterventies Sociaal Vitaal
75+	GGD Horeca Onderwijs Peergroep/Ouders Sociale media Sportclubs Werk	Beweegtuin voor ouderen Gecombineerde Leefstijlinterventies Sociaal Vitaal

* Dit overzicht geeft een overzicht van een aantal werkende interventies.

Vital providers & positive sports culture



Beweeg **A B C**

Hoe werkt het? Verantwoording AVG Contact Login

Doorlopende lijn

Beweeg A richt zich op motorische vaardigheden en is ontwikkeld voor de groepen 1 en 2 (4-6 jarigen). Deze motorische vaardigheden vormen het fundament voor goed bewegen. Beweeg B richt zich op beweeg- en sportvaardigheden en is ontwikkeld voor de groepen 3, 4 en 5. Beweeg C richt zich op beweeg- en sportvaardigheden en is ontwikkeld voor de groepen 6, 7 en 8. Goed kunnen bewegen is de basis voor sportvaardigheid.



1st 100



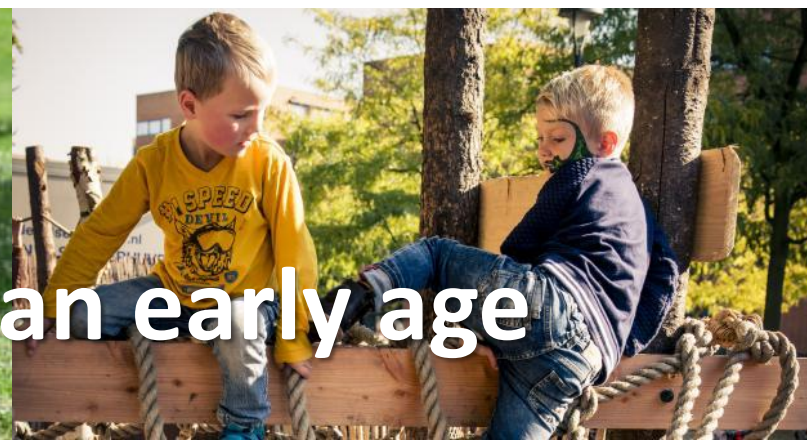
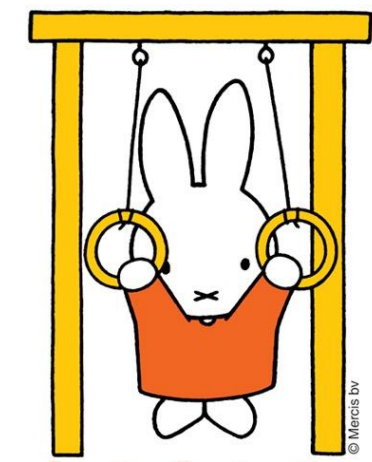
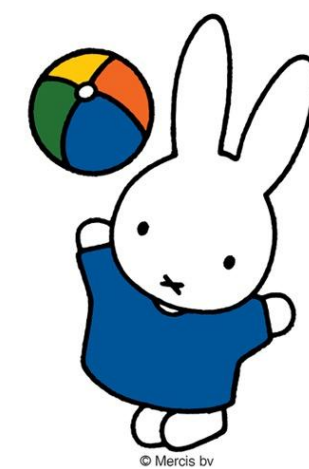
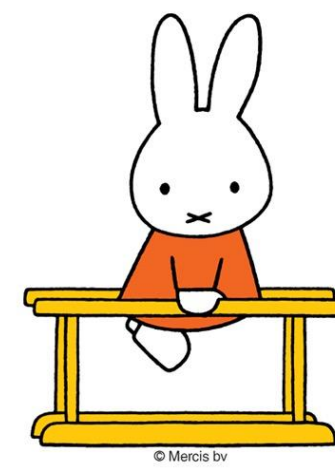
Physical development



Mental development



Health development



Enjoying exercise from an early age



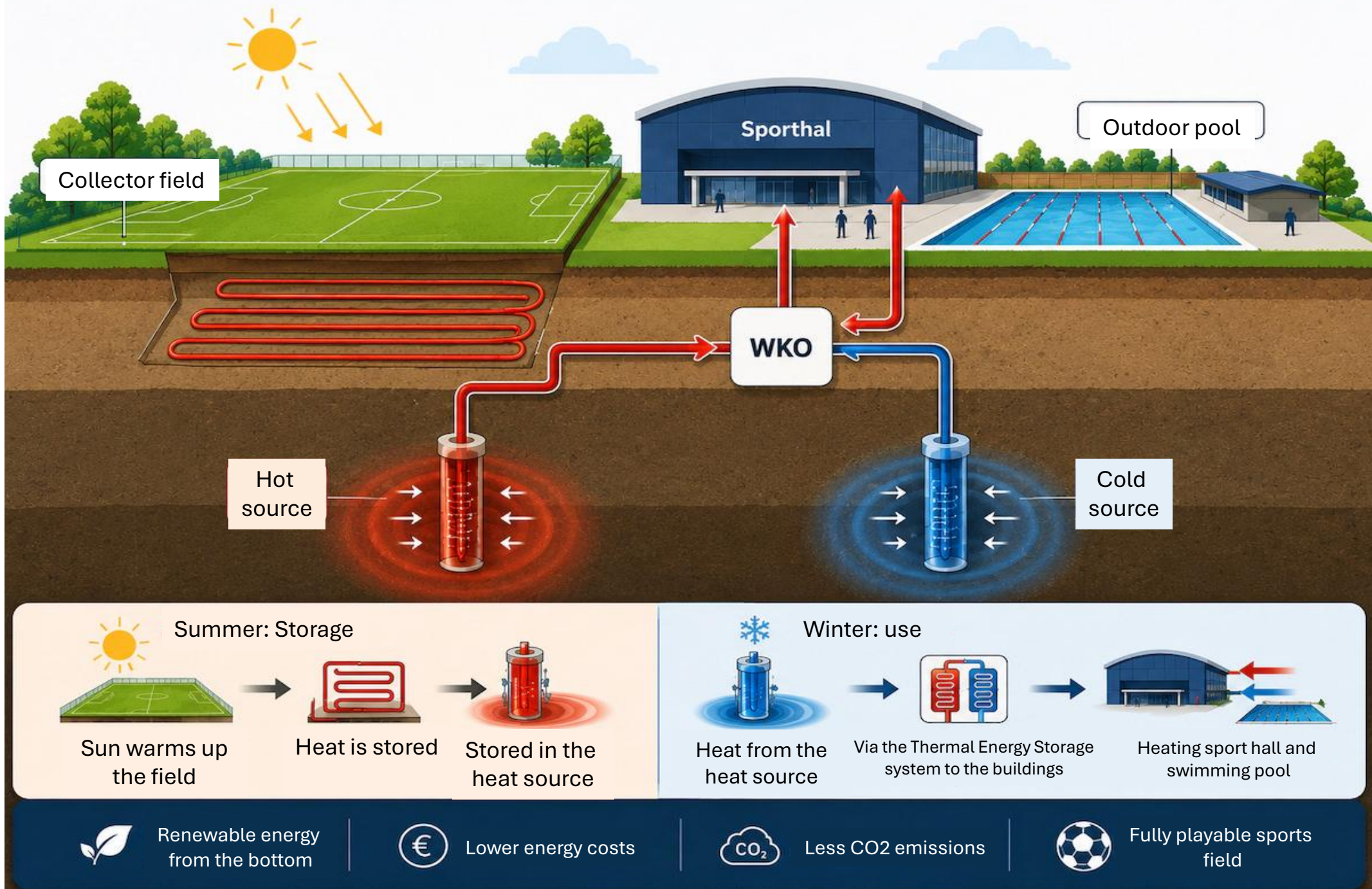
Performance, innovation and experience

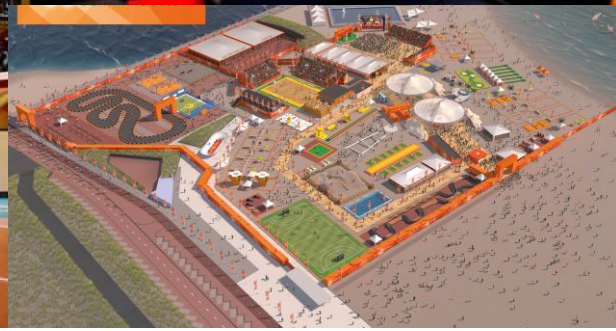


Performance, innovation and experience



Innovations









All 342 municipalities, many thousands of sports clubs and other organizations sign THEIR local agreements to make THEIR environment more FUN and SUSTAINABLE ... with a little help from the National, provincial, regional and local governments

Key take aways

A healthy lifestyle in an unhealthy environment is (almost) impossible...

*Where do we start: the individual or the environment?
What does the municipality have (more) control over?*

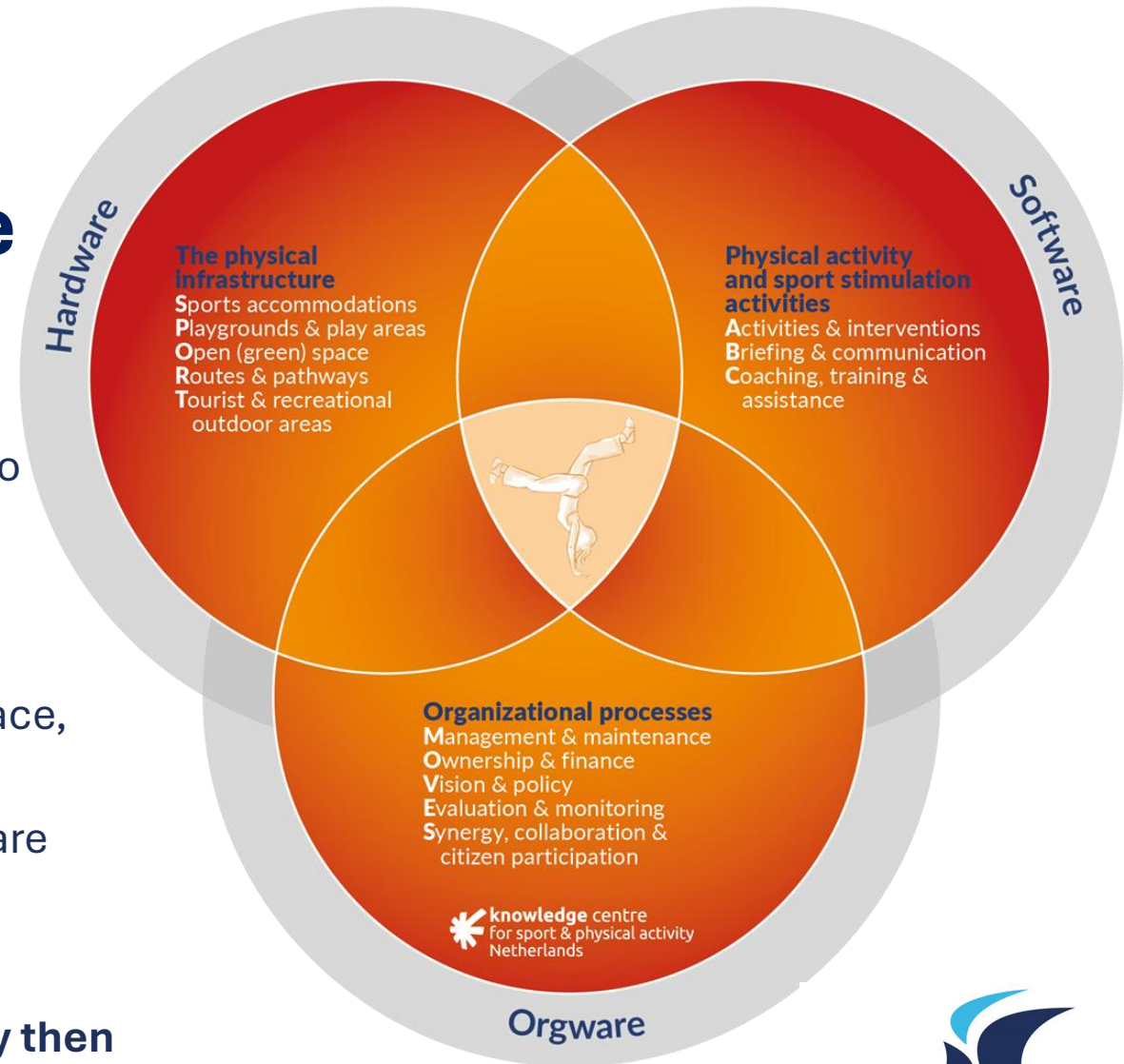


The activity friendly environment-model:

Hardware, software, orgware

To create a physical activity friendly environment, you need to combine three particular elements:

1. **Hardware:** everything that is physically present in public space;
 2. **Software:** the activities that are offered in that public space, and;
 3. **Orgware:** the organizational process behind both hardware and software.
- All three elements need to be present and in tune. Only then can your citizens be optimally physically active.



The activity friendly environment-model:

Hardware

This needs to be accessible to everyone and facilitate sports, play and physical activity.

- **Sports accommodations:** indoor and outdoor
- **Playgrounds & play areas:** schoolyards, public playgrounds, skate parks, lawns, play areas, etc.
- **Open (green) space:** squares, parks, lakes for recreational purposes, etc.
- **Routes & pathways:** includes sidewalks, walking paths, bicycle paths and highways, recreational routes, inline skating routes, horse trails, etc.
- **Tourist & recreational outdoor areas:** forests, dunes, beaches, etc.



The activity friendly environment-model:

Software

- **Activities & interventions:** all sport events, programs, interventions, tournaments, etc. in both private and public space. Also, specific interventions that schools, municipal health services, municipalities, health and welfare organizations or others can use to stimulate specific groups to engage in physical activity.
- **Briefing & communication:** campaigns, wayfinding, websites or applications to inform people about different options for physical activity. Also, a sign next to an outdoor fitness area that (visually) explains how to use the different fitness equipment can encourage people to try it out.
- **Coaching, training & assistance:** community sports coaches, youth workers, social workers, trainers, instructors, childcare centers, community managers and volunteers to train, coach and assist. These people should be based in the community and know the people, so they can get in touch with (potential) users, can help them become more physically active, or can talk about their wishes and needs.



The activity friendly environment-model:

Orgware 1

The organizational process of accomplishing and maintaining the hardware and software.

From a policy point of view, the **municipality is responsible** for and in charge of any physical activity friendly environment...

BUT DON'T ACT ON YOUR OWN!

- **Involve partners:** the community, sports clubs, schools, community sports coaches, welfare organizations, housing corporations, project developers, etc.
- **Management & maintenance:** (participatory) designing, building, organizing, managing and maintaining locations, routes and areas.
- **Communicate:** creating support for the development of sports and play areas through communication with local citizens is key. This will create a sense of ownership among residents and users, which will in turn lead to a sense of shared responsibility to maintain and manage the area.
- **Ownership & finance:** an integrated and intersectoral financial approach is necessary. Investments will pay off for multiple sectors, not only in financial terms, but also through greatly improved health outcomes and more sustainability.



The activity friendly environment-model:

Orgware 2

- **Vision & policy:** It is not a temporary investment. Most of the return requires a long-term perspective. Formulate a strategic vision for a **HEALTHY AND ACTIVE CITY**, include goals for a physical activity friendly environment.
- **Included in the policy other sectors that can contribute** healthcare, welfare, sport and recreation, urban development, traffic and transport, etc.
- **Evaluation & monitoring:** gain insight into what works, for whom, when and why. Also, remember to evaluate the process: how did the cooperation between different involved sectors and stakeholders go?
- **Synergy, collaboration & citizen participation:** When designing public spaces, it is important to take users' wishes and needs into account. Local citizens can often pinpoint bottlenecks and opportunities. If you work with partners, include other municipal departments and involve the community, you can achieve synergy and multiple goals.





Physical health

An exercise-friendly environment stimulates people to exercise and move and improves thus their physical Fitness and motor skills.



Active mobility

In an exercise-friendly environment people become more active (cycling, walking) because of the presence of attractive walking and cycling infrastructure.



Mental health

An exercise-friendly environment promotes the mental health and the well-being of residents.



Prevention of chronic diseases

An exercise-friendly environment helps to chronic disorders, including obesity, by preventing people are going more move.



(motor) development

An exercise-friendly environment contributes to the development of children by moving, learn and play facilitation.



Safety

An exercise-friendly environment contributes to move, because it is (traffic) safer.



Climate adaptation

An exercise-friendly environment can contribute climate adaptation and biodiversity due to the existing greenery and blue.



Age-friendly

In an exercise-friendly You can be healthy about and actively growing up and old by making these safe and sufficient facilities and facilities to be able to play and exercise.



Cleaner (living) environment

An exercise-friendly environment contributes to a cleaner (living) environment, because more people use active mobility..



Business climate

An exercise-friendly environment can contribute to area marketing and a inviting business climate, because an exercise friendly environment for an attractive and accessible living, working and living environment.



Quality of life and social cohesion

An exercise-friendly environment contributes to the quality of life and social cohesion, by creating a Exercise friendly environment cleaner and quieter and is less affected by crime.



Association
Sport and Municipalities

*"Alone we can do so little;
together we can do so much." (Helen Keller)*

◆ *Thank you!*

André de Jeu, 15th October 2026, Palanka
