

CANADA^{*}



BUSINESS EVENTS LEGACY & IMPACT STUDY

ENGINEERING EXTRAORDINARY EVENT IMPACT
FINAL REPORT

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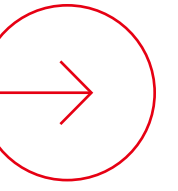
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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Business events have the potential to do far more than generate short-term economic activity. When designed intentionally, they can influence policy, attract investment, strengthen sectors and elevate a destination's global position.

For meeting planners, destination organizations, strategic leaders and sector associations, this represents an opportunity to deliver value far beyond the event itself.

The Legacy & Impact Study provides the evidence to prove it.

For decades, the business events industry has shared powerful stories about how events can spark collaboration and drive change. Now we have the data to explain how—and why—these impacts endure.

Over three years, Destination Canada, with #MEET4IMPACT and GainingEdge, analyzed thousands of data points from 15 international events across Canada, providing the most comprehensive view to date of how events create lasting economic, social and environmental impact.

The findings are clear: impact is not accidental. It is intentionally designed, supported and sustained over time.

These outcomes span multiple dimensions, from policy and investment to knowledge, community and environmental priorities. This impact unfolds as a chain reaction, beginning with individual learning and extending through organizations, sectors and ultimately destinations.

Delivering this level of impact requires more than strong programming. It demands collaboration and ongoing stewardship. When these elements are in place, events move beyond temporary gatherings to become drivers of long-term change.

To support this shift, the study identifies 18 impact accelerators—practical levers that expand and deepen an event's legacy across systems and sectors. The research also highlights the critical role of inclusion. Embedding diverse perspectives into event design and governance strengthens legitimacy, improves outcomes and ensures that benefits are more widely shared.

Taken together, these insights offer both proof and direction. They provide decision makers, destination organizations and meeting planners with a clear path to designing events that deliver extraordinary impact and lasting legacy—across Canada and around the world.

Virginie De Visscher
Executive Director, Business Events
Destination Canada



“ The findings are clear: impact is not accidental. It is intentionally designed, supported and sustained over time. ”

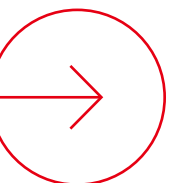
INTRODUCTION

WHAT IS THE LEGACY & IMPACT STUDY?

For decades, the success of business events has been measured by delegate numbers, hotel nights and economic impact. While these metrics matter, they do not reflect the full, transformative potential of these events.

The Legacy & Impact Study, conducted between 2022 and 2025, was designed to address this gap.

Destination Canada, in collaboration with research partners #MEET4IMPACT and GainingEdge, tracked the short-term impacts of international business events hosted in Canada between 2018 and 2025—and generated evidence-based insights into how impact can be intentionally designed so it is sustained over the long term.



THE LEGACY & IMPACT STUDY JOURNEY

For three years, Destination Canada investigated the powerful regenerative impact of business events, evaluating the economic, social and environmental benefits of 15 global conferences across Canada.

YEAR 01

- 7 events studied
- 4 success factors identified
- 2 case studies published

YEAR 02

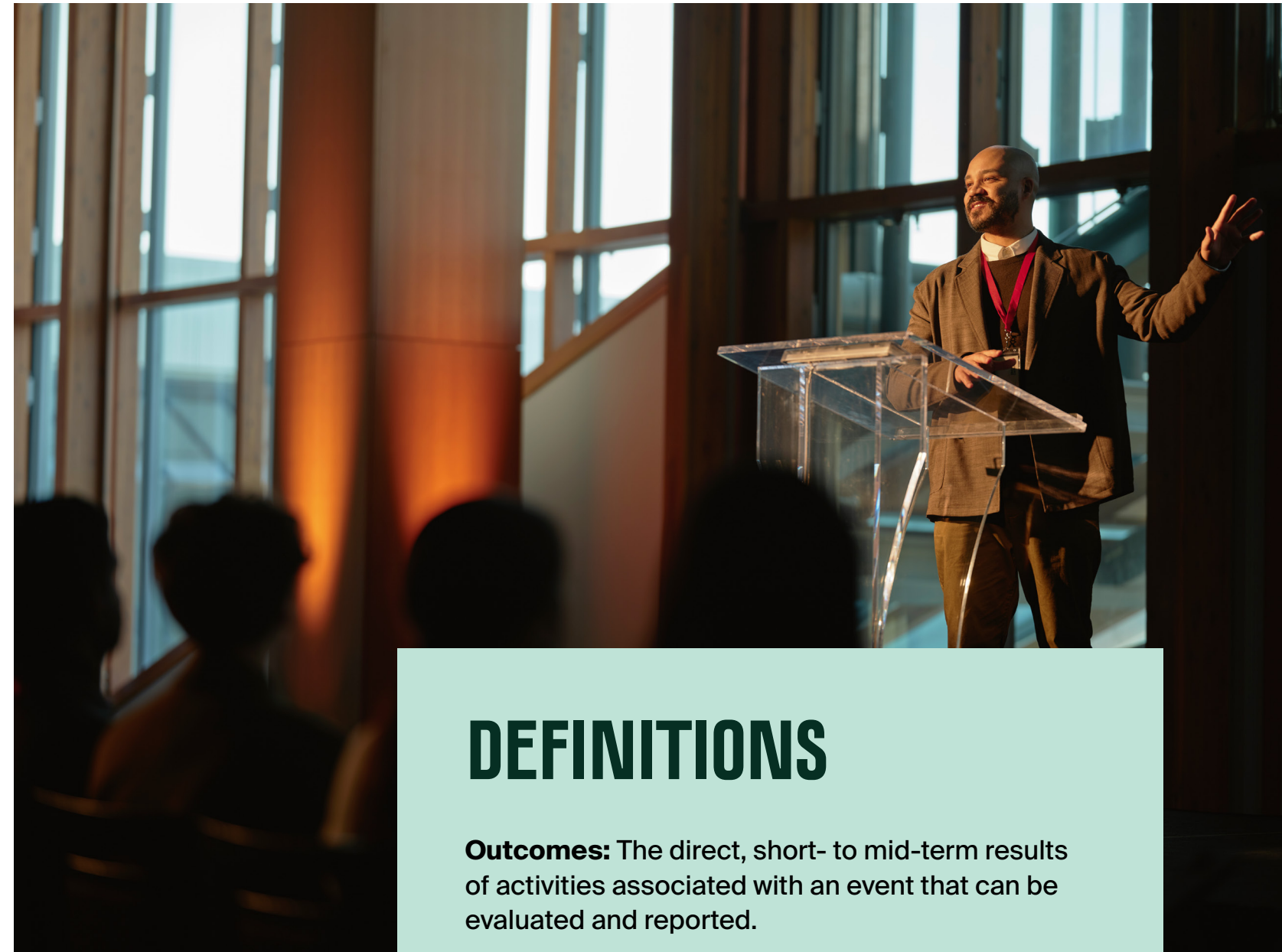
- 12 events studied
- Expanded research** to include Indigenous perspectives and longer-term economic impacts
- Expanded data sources** to include event sponsors, participant surveys and key informant interviews
- 9 legacy drivers identified
- 5 new and updated case studies published

YEAR 03

- 15 events studied
- New analytical tools** introduced
- 18 impact accelerators developed
- Expanded examination of the importance of **Indigenous involvement**
- 15 case studies published

WHY STUDY LEGACY?

To realize the full potential of business events, we must establish a new definition of success. By looking beyond immediate economic returns—and examining the effects an event can have months or even years later—we can better understand how events become catalysts for widespread change and how to design with this end goal in mind.



DEFINITIONS

Outcomes: The direct, short- to mid-term results of activities associated with an event that can be evaluated and reported.

Impact: Positive outcomes that benefit specific individuals or groups. Unlike direct outcomes, impact is more diffuse and often harder to attribute to a specific meeting activity.

Legacy: The tangible and intangible effects of an event that endure beyond the event itself.

WHY LEGACY MATTERS FOR YOUR NEXT EVENT

Studying legacy is only the first step. The real opportunity lies in applying these insights to deliver greater value from every event.

Designing events for legacy requires greater intention, coordination and investment. But when done well, the returns extend far beyond the event itself. The findings of the Legacy & Impact Study show that business events can be powerful tools for achieving long-term objectives—across sectors, communities and destinations.

For those who plan, support and invest in events, this creates a clear opportunity.

For strategic leaders

Designing events for legacy strengthens return on investment by extending impact beyond the event itself—supporting long-term objectives such as investment attraction, policy influence, sector growth and global positioning. It also enables organizations to demonstrate sustained value and align events with broader strategic priorities.

For destination organizations

Legacy-driven events contribute directly to destination priorities. They can strengthen communities, showcase local identity, build economic resilience, and create lasting social, cultural and environmental benefits. By aligning events with local strengths and priorities, destinations can extend the impact of hosting well beyond the event itself.

For sector associations

Business events are powerful platforms for advancing sector priorities. They can accelerate knowledge exchange, influence policy direction and strengthen global networks. When designed intentionally, events become catalysts for progress—supporting members, elevating sector visibility and driving long-term change across the sector.

For meeting planners

Designing for legacy strengthens an event's overall value. It enables planners to deliver more meaningful experiences for delegates, attract stronger partners and sponsors, and build a more compelling case for planning future conferences. Events designed with impact in mind are more relevant, more differentiated and more likely to endure.

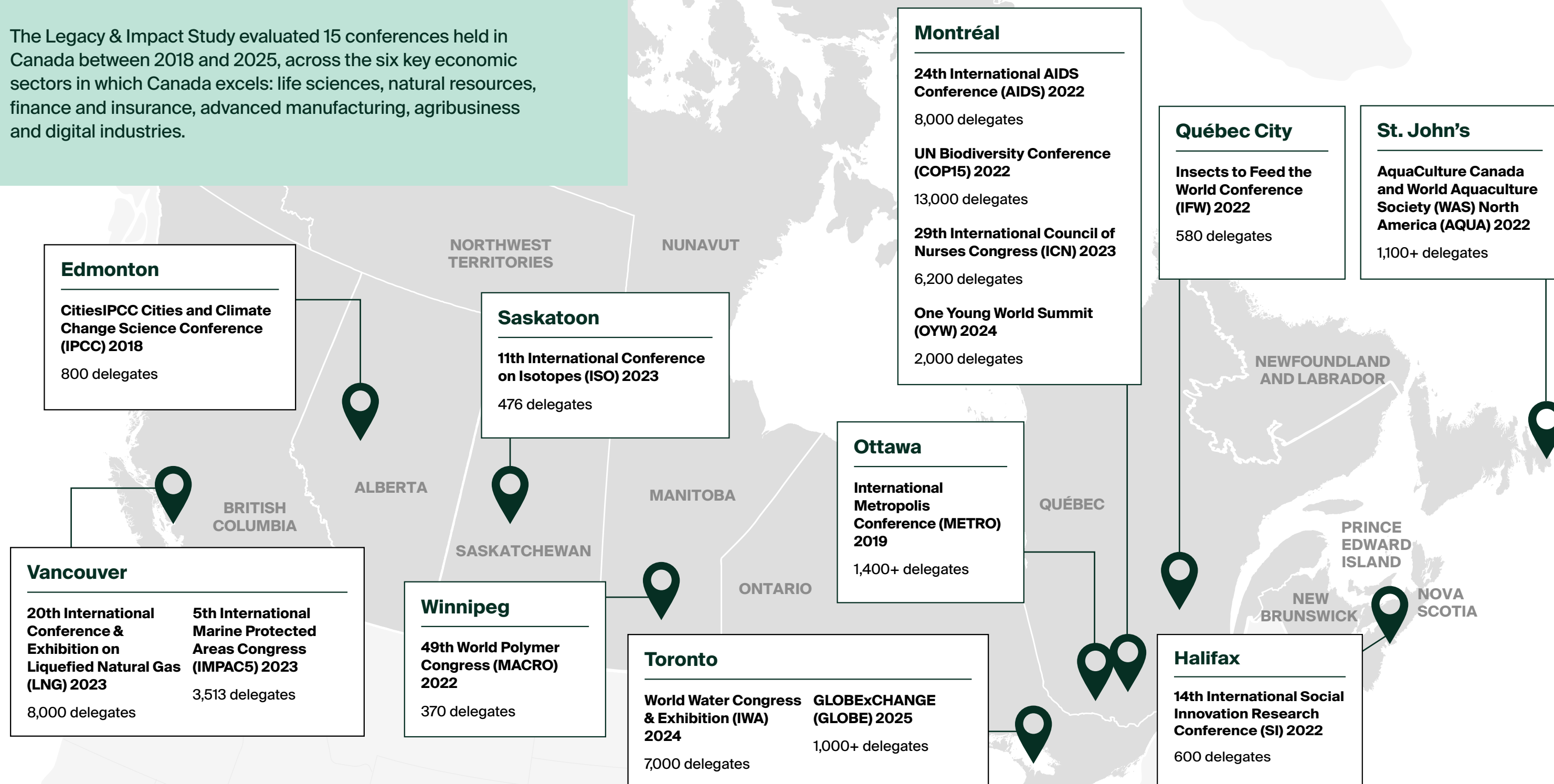
Across all audiences, the message is clear: designing for legacy transforms events from one-time gatherings into strategic drivers of long-term impact.



EVENTS STUDIED

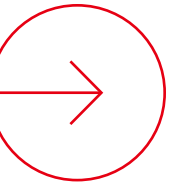
Events studied in Year Three

The Legacy & Impact Study evaluated 15 conferences held in Canada between 2018 and 2025, across the six key economic sectors in which Canada excels: life sciences, natural resources, finance and insurance, advanced manufacturing, agribusiness and digital industries.



A BLUEPRINT

3



Business events decision makers can deliver extraordinary impact by harnessing five key insights.



The Full Potential of Events



Impact Accelerators



Impact as a Chain Reaction



The Power of Inclusion



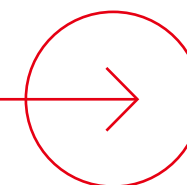
Foundations of Legacy

FOR LEGACY

THE FULL POTENTIAL

Business events create unique opportunities for collaboration, learning and resilience. As a result, their benefits expand far beyond economic advantages to the host city.

OF EVENTS





THE FULL POTENTIAL OF EVENTS

How do we measure outcomes?

Destinations are increasingly incorporating legacy measures into the events they host. Previously, this legacy has been difficult to measure.

By examining event outcomes across eight core categories, the Legacy & Impact Study captures how they shape organizations, sectors and destinations over time.

Together, these categories show the full potential of events to create lasting impact across multiple dimensions.

These eight categories are:



Intellectual

Research, development and innovation created through knowledge creation, knowledge transfer, technology transfer, data acquisition and transfer, and entrepreneurship.



Social

Positive contributions to social capital, such as strengthened networks, partnerships, shared experiences, social inclusion or a sense of community belonging.



Policy

Positive influences on institutional and government policy which help attract more resources, increase the profile of organizations and sectors, or create shared value.



Human

Any value or opportunity created for individuals, such as skills and career development, talent recruitment, improved work conditions, or any benefits to socioeconomic status, health and wellbeing.



Financial

Direct economic impacts and broader economic development drivers, such as attraction of foreign and local investments, trade, contributions to local enterprises or businesses, and the creation of grants.



Cultural

Outcomes that reinforce local or national values, customs and traditions, showcase local assets, language or knowledge, or promote local heritage.



Natural

Positive contributions to the conservation or restoration of ecology, biodiversity, ecosystems, energy, water and climate.



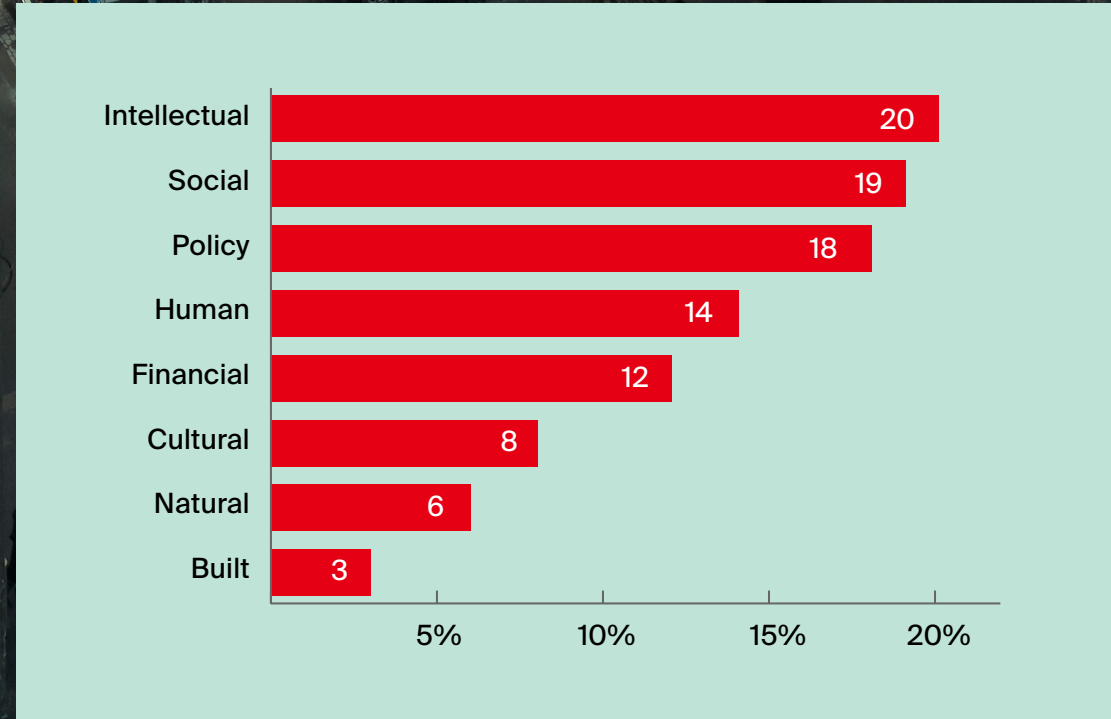
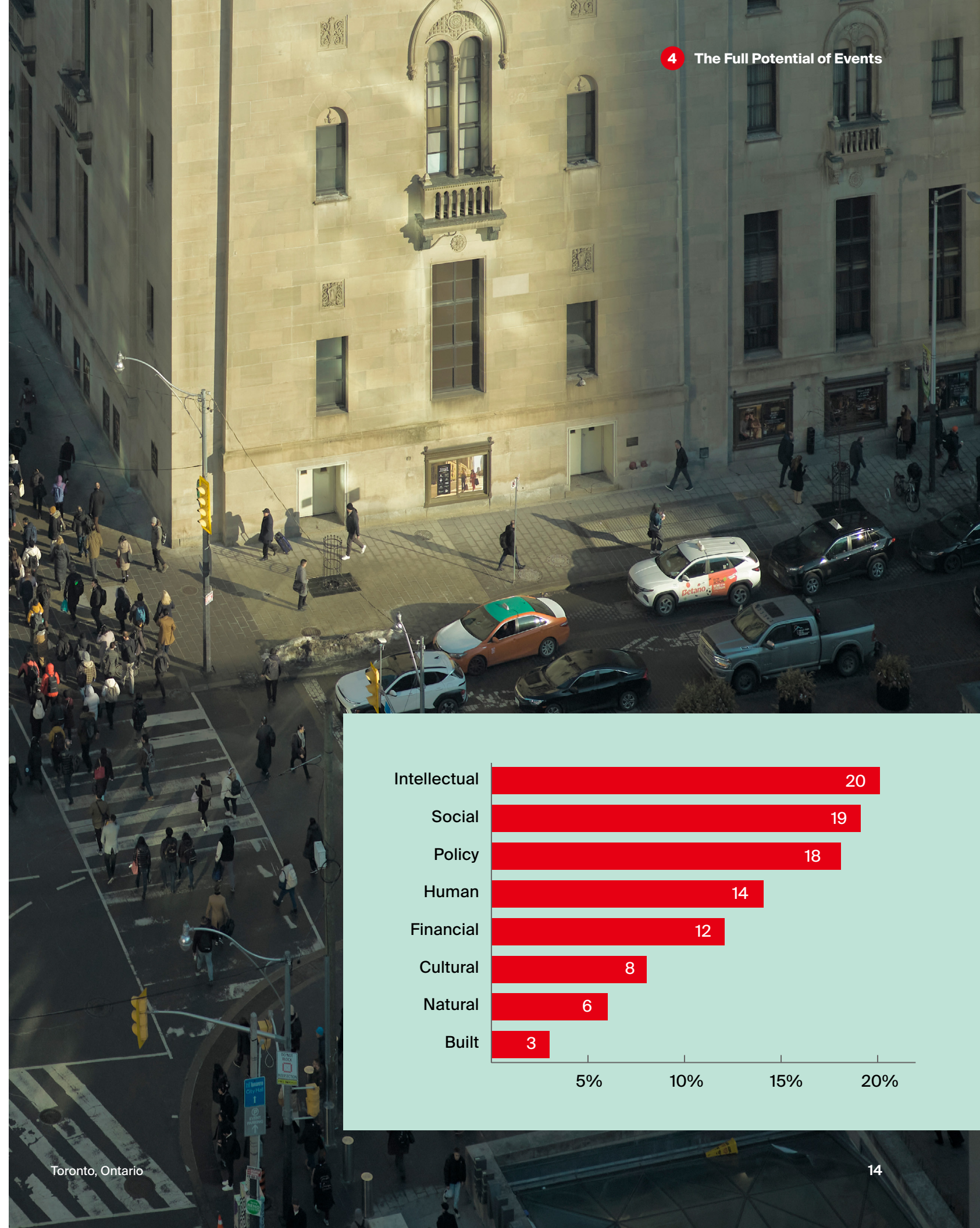
Built

Additions or modifications to infrastructure, manufacturing, tangible goods, technology and transportation networks.

These categories are best understood as a connected system. For instance, social outcomes, such as strengthened networks, often lead to intellectual outcomes as delegates collaborate and share knowledge. These interactions can also build skills—a human outcome—or contribute to increased investment in the months following a conference, representing a financial outcome.

THE MOST COMMON OUTCOMES

The graph on the right outlines the different categories of outcome and how often they occurred for the events studied. Three of the top four—intellectual, social and human—are early-stage outcomes and typically occur during the event itself. These help unlock later-stage outcomes in the months and years afterwards.





INTELLECTUAL OUTCOMES

Representing the most prevalent category, intellectual outcomes are the sparks that ignite subsequent outcomes—facilitating the introduction and widespread adoption of new ideas, best practices and research. They fuel innovation and scientific advancement in every sector.

Top 5 intellectual outcomes:

1. Sharing of new ideas or theories
2. Discussion of best practices and sector standards
3. Destination-level skills development
4. New intellectual collaborations within the destination
5. Increased sector innovation

Example

The 2022 **Insects to Feed the World Conference (IFW)** in Québec City was strategically designed to highlight Canada's emerging leadership in entomoculture and position the sector as a credible contributor to food security, sustainability and the circular economy.

It facilitated the adoption of new ideas and research through technical tours of the Insectarium (an insect producer in Montréal), engagement with government officials to position insects as legitimate livestock, and a student-run edible insect market, which offered tastings, culinary demonstrations and public dialogue.

Two other intellectual outcomes of the event included the creation of a permanent knowledge exchange platform, as well as the establishment of the Chair of Leadership in Education in Primary Production and Processing of Edible Insects (CLEIC) at the Université Laval, which secured long-term specialized research capacity for entomoculture.



SOCIAL OUTCOMES

Social outcomes help transmit ideas, allowing information to spread through professional networks, communities of practice and cross-border collaborations. The second most cited category, social outcomes frequently occur in combination with other outcomes, making it the central connector of the entire system.

Top 5 social outcomes:

1. Stronger, more connected professional communities
2. New international collaborations among sector partners
3. Inclusion of diverse perspectives
4. Increased awareness of social issues
5. Shifted social attitudes



Example

Delegates at the 2023 **International Council of Nurses Congress (ICN)** in Montréal identified opportunities to further advance equity and reconciliation within nursing. These concerns, including gaps in the congress's programming and design, were raised with event leadership. In response, the International Council of Nurses and the Canadian Nurses Association encouraged open dialogue, worked to understand these gaps, and ultimately implemented measures to ensure the adoption of Indigenous-led approaches and robust cultural safety practices at future congresses.



POLICY OUTCOMES

Policy outcomes show up prominently, highlighting how business events shape government relations, influence policy agendas, and enhance both national and international reputations. They typically occur after information passes through social networks and begins to permeate the greater social conscience—capturing the attention of the media, the public and governments.

Top 5 policy outcomes:

1. Government recognition of the sector
2. Media coverage and exposure to global audiences
3. Influence on political leadership
4. New strategic and/or policy direction
5. Amplification of the voice and profile of the organization or sector



Example

The Change for Climate Global Mayors Summit brought together global city networks, mayors and the science community ahead of the 2018 **CitiesIPCC Cities & Climate Change Science Conference (IPCC)** in Edmonton. This pre-event activity helped catalyze global and local action on climate change in many ways, including through the creation of the Edmonton Declaration. This document called for mayors to lead through science-based climate action, and was endorsed by 4,500 municipalities from across the world.



HUMAN OUTCOMES

Human outcomes reflect an event's impact on the individual delegate, such as skills development and leadership growth. They emerge alongside immediate intellectual outcomes and are reinforced through social outcomes.

Top 5 human outcomes:

1. Skills development
2. Positive attitudes, feelings or inspiration
3. Enhanced profiles of researchers or speakers
4. Professional training
5. Local talent development

Example

The 24th International AIDS Conference (AIDS) in Montréal in 2022 provided an opportunity for international colleagues to reconnect following the pandemic—boosting knowledge exchange and network development. Individuals could advance their skills through a conference program that included 150 sessions, as well as pre-conference presentations from key experts. Additionally, Tourisme Montréal and the Palais des congrès de Montréal partnered to provide an ambitious scholarship program to encourage the participation of delegates from low- and middle-income countries.

The conference also sought to create a sense of positivity and community, reduce the stigma around HIV and AIDS, and give a platform to marginalized communities. The Global Village, for example, provided a space for gatherings, speakers, activities and performances designed to create visibility, while fostering a sense of belonging and community. Media coverage shared the experiences of people living with HIV, helping to broaden understanding and awareness.



Montréal, Québec



FINANCIAL OUTCOMES

Financial outcomes typically refer to the direct and indirect economic benefits generated by a business event—often the most visible and immediate impact of large conferences. Longer-term economic gains, like influencing investment decisions or accelerating sector growth, usually come later and are built on strong intellectual, social and political outcomes.

Top 5 financial outcomes:

1. Direct financial benefits to local businesses
2. Delegate spend in region or city
3. External recognition of the sector that increases its legitimacy
4. Increased funding to the sector or cluster
5. Extended visitor stays, before or after the event



Saskatoon, Saskatchewan

Example

The **International Conference on Isotopes (ISO)** in 2023 in Saskatoon advanced the profile of Saskatchewan's nuclear ecosystem, leading to new production contracts for medical isotopes. The conference also helped publicly showcase and strengthen partnerships and initiatives led by the Sylvia Fedoruk Canadian Centre for Nuclear Innovation. This contributed to a five-year, \$2 million agreement between the Fedoruk Centre and Canadian Nuclear Laboratories to increase production of Actinium-225, a rare medical isotope in demand for cancer treatment around the world.



CULTURAL OUTCOMES

Cultural outcomes enrich the conference experience, create emotional connections and elevate the perception of the destination. These outcomes, while often subtle, deeply intersect with social and financial outcomes to foster community pride, promote recognition and ensure event legacies are rooted in a lasting, inclusive identity.

Top 5 cultural outcomes:

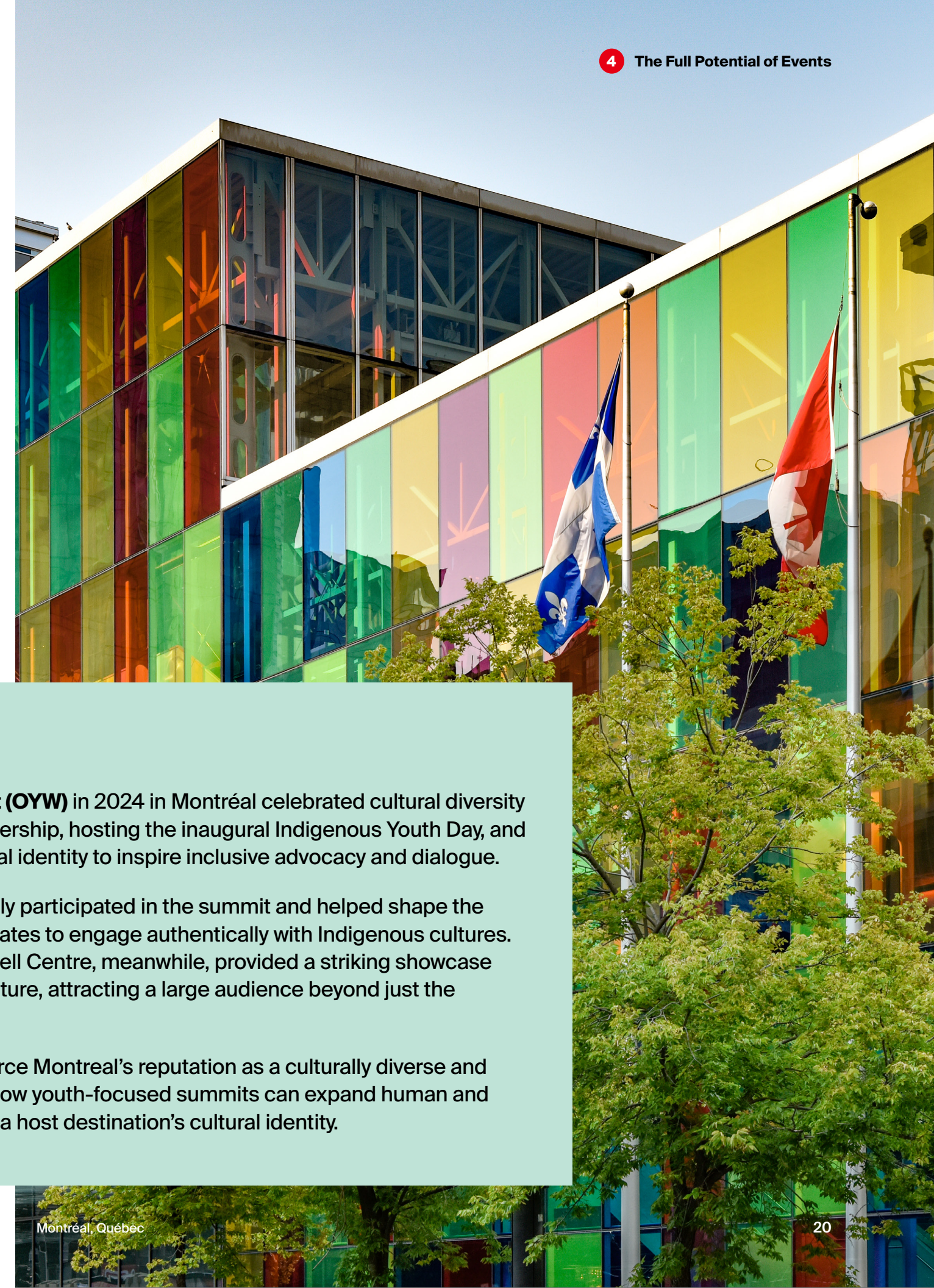
1. Connections between delegates and local culture
2. Introduction to Indigenous cultures
3. Introduction to cultural assets
4. Representation of local culture in marketing imagery
5. Amplification of local narratives

Example

The **One Young World Summit (OYW)** in 2024 in Montréal celebrated cultural diversity by spotlighting Indigenous leadership, hosting the inaugural Indigenous Youth Day, and leveraging the city's multicultural identity to inspire inclusive advocacy and dialogue.

Indigenous communities actively participated in the summit and helped shape the event's content, enabling delegates to engage authentically with Indigenous cultures. The opening ceremony at the Bell Centre, meanwhile, provided a striking showcase of Québécois and Canadian culture, attracting a large audience beyond just the conference delegates.

Overall, the event helped reinforce Montreal's reputation as a culturally diverse and inclusive city, while illustrating how youth-focused summits can expand human and social outcomes, and reinforce a host destination's cultural identity.





NATURAL OUTCOMES

Natural outcomes advance environmentally responsible practices, influence climate policy and embed sustainability into the built environment. Unlike other outcomes that may be achieved during an event, natural outcomes are usually only attained when other types of impact are sustained over time, allowing environmental change to take hold and scale across other domains.

Top 5 natural outcomes:

1. Locally sourced food and materials at event
2. Delegates are empowered to make sustainable choices
3. Increased awareness of environmental risks and issues
4. Event contributes to sector's climate change goals
5. Improvements in sustainable infrastructure

Example

The **UN Biodiversity Conference (COP15)** in 2022 in Montréal resulted in the historic adoption of the Global Biodiversity Framework (GBF), which includes 23 global targets and the 30x30 pledge, encouraging governments to formally protect 30 per cent of Earth's land and ocean area by 2030.

The framework is more inclusive, measurable and reportable, strengthening biodiversity policies at all levels of the public and private sector and making them easier to implement. It also prompted parallel commitments in Canada and Québec, including Plan Nature 2030, which reframed biodiversity as a mainstream policy priority in domestic planning, and the Tiohtià:ke/Montréal Pledge, which encourages other cities to take bold action for biodiversity. Signatories to the pledge agree to voluntarily track their progress toward 15 specific biodiversity targets.





BUILT OUTCOMES

Built outcomes encompass both physical and technological changes, from accessible venues to digital tools. They were less prevalent in the events studied, but when taken into consideration, they can enable outcomes across multiple domains.

Top 5 built outcomes:

1. Awareness and knowledge sharing of technological advances
2. Showcasing and testing of new technologies
3. Development of new technologies
4. Event environment supports accessibility, wellbeing and safety
5. Higher understanding of circularity in manufacturing and consumption



Example

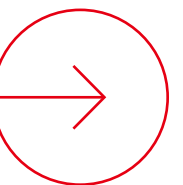
The **International Conference & Exhibition on Liquefied Natural Gas (LNG)** in 2023 in Vancouver offered a tour of the first electric tugboat capable of docking liquefied natural gas tankers. The HaiSea Wamis tugboat, a joint venture between the Haisla Nation near Kitimat, British Columbia and marine services provider Seaspan, is expected to help reduce the environmental footprint of the liquefied natural gas sector.

IMPACT AS A

When an event evolves from a temporary gathering into a powerful engine of national transformation and global influence, it does not happen all at once. Rather, it unfolds as a chain reaction.



CHAIN REACTION



LINKS OF THE CHAIN REACTION

The chain reaction of impact provides a practical way for those designing and supporting events to understand how early-stage outcomes translate into long-term impact—and how to strengthen impact over time.

Each impact builds on the last, creating momentum across five sequential levels. For an event to achieve a profound, lasting legacy, impact must progress through each of these levels.

For example, when an attendee leaves an event empowered to apply new knowledge or skills within their organization, the process begins. This is level 1.

If that individual then influences leadership to adopt new processes that alter the way they operate, the impact extends further. The chain reaction advances to level 2, building momentum toward broader, system-wide change across subsequent levels.

Level 1: Individual Learning and Empowerment

Delegates, students and early-career professionals are often the first to feel the tangible benefits of events. They gain new knowledge, skills and perspectives they can take back to their work, planting the seeds for wider legacy development.

Outcomes: Personal development, skill acquisition

Level 2: Organizational Innovation and Capacity

The collective learnings of participants permeate the organizations they represent. Organizations apply these insights to drive new practices, research, development and growth.

Outcomes: New processes, research and development investments, organizational growth

Level 3: Stronger Networks and Community Inclusion

Individuals bring their knowledge, skills and experiences into collective spaces that foster dialogue, collaboration and change. Events create relationships that strengthen professional networks and support diversity, equity and inclusion.

Outcomes: Strengthened networks, increased awareness of pressing issues, cultural enrichment, enhanced inclusion for diverse groups

Level 4: Sector and Policy Advancement

Impact moves beyond communities and begins to reshape entire sectors and fields of practice. Ideas and collaborations emerging from the event influence sector priorities and government policies.

Outcomes: Advanced industry standards, widespread adoption of innovative practices, new government policies, structural growth

Level 5: Destination-Level Legacy

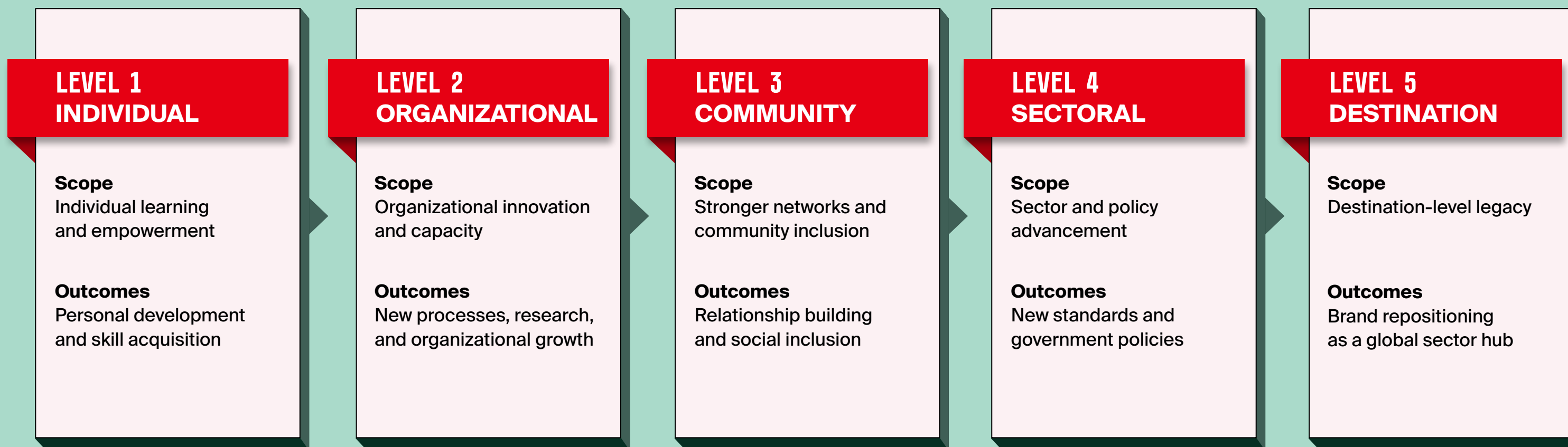
The host destination benefits from the business event through enhanced reputation and investment attraction.

Outcomes: Destinations permanently reshape their global positioning to become recognized international hubs for targeted trade, investment, talent and sectoral innovation



Montréal, Québec

IMPACT AS A CHAIN REACTION



CHAIN REACTION CASE STUDY

Attributing far-reaching impacts to a single business event is challenging. Not only does the full chain reaction take years—if not decades—to unfold, it also requires highly sophisticated measurement processes and practices.

None of the events studied have yet moved through all five levels. However, using the **Insects to Feed the World Conference**, we can show how it has moved through Levels 1 and 2, and extrapolate how Levels 3, 4 and 5 may unfold in the coming years:

LEVEL 1: At the conference, a researcher exchanges knowledge with international colleagues, industry leaders and regulators. She leaves with new knowledge, new contacts and a stronger understanding of the sector's global challenges and opportunities.

Outcomes: Skills development and knowledge exchange

LEVEL 2: After the conference, she applies this knowledge to her company and research work, contributing to the development of a new insect-based food product.

Outcomes: New processes, innovation and organizational capacity

LEVEL 3: Through contacts made at the conference, the company becomes aware of other events and public-facing food markets. They demonstrate their new product and share information about entotechnology—increasing public awareness and reducing stigma around insect consumption, while conducting market research.

Outcomes: Increase awareness and community engagement

LEVEL 4: As the insect sector grows and becomes more structured, the organization joins the new industry association. The researcher and her colleagues lead discussions with governments about how insect farming should be regulated and recognized within agricultural and food systems. This contributes to regulatory evolution and sector structuring.

Outcomes: New regulations, sector structuring and policy influence

LEVEL 5: Over time, Québec and Canada become increasingly recognized as leaders in entotechnology and insect-based food innovation, attracting international researchers, companies and investment.

Outcomes: Destination positioning and sector hub development



FOUNDATIONS

For an event to complete the chain reaction and create a lasting legacy, impact must be intentionally embedded from the outset.

For meeting planners and destination organizations, these foundations provide a clear starting point for designing events with long-term impact in mind.

Intentionality is the core driver—the force that sustains momentum from one level to the next.

It must be present in the event design, delivery and in the months and years that follow. Events that achieve a lasting legacy consistently demonstrate three forms of intentionality:



Intentional Design

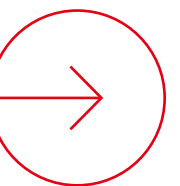


Strategic Collaborations



Sustained Stewardship

OF LEGACY

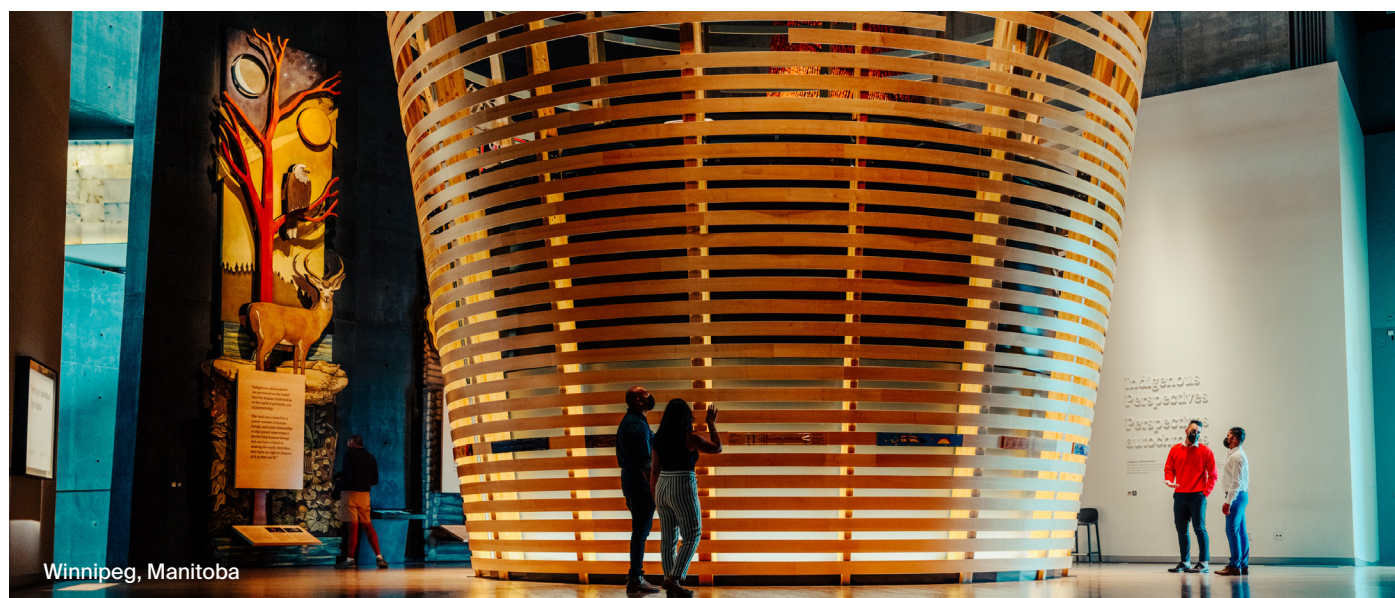




INTENTIONAL DESIGN

Intentional event planning starts with clear, long-term objectives and legacy goals, typically set out in a legacy plan.

Strong legacy planning is mission-driven and activities are clearly aligned to an event's purpose, as well as the host destination's strengths.



Winnipeg, Manitoba



Calgary, Alberta

Example

In 2024, Destination Canada, in collaboration with the federal government and local destination management organizations (DMOs), established the **International Convention Attraction Fund (ICAF)**.

Unlike traditional bid-support programs focused primarily on economic outcomes, ICAF embeds legacy considerations into the investment process—demonstrating how funding mechanisms can support social, environmental and community objectives from the outset.

This innovation has encouraged local organizing committees (LOCs), with DMO support, to take a more intentional approach to planning meaningful event legacies.



STRATEGIC COLLABORATIONS

Longstanding event impact requires the collaboration of many different stakeholders—including DMOs, LOCs, governments, academia, industry associations, community organizations, sponsors, Indigenous communities and non-governmental organizations (NGOs).

These types of collaborations are purposeful, cross-sectoral and coordinated.

Example

GLOBExCHANGE 2025 in Toronto fostered active participation from business, government, academia and civil society enabling practical, solutions-oriented discussions and partnerships.

The program was shaped by delegate feedback from the previous year, ensuring it addressed key challenges in developing climate and sustainability strategies.

Alignment with Canada's federal climate and clean economy strategies helped secure government engagement. At the same time, the Canadian Sustainability Standards Board (CSSB) convened Indigenous leaders and changemakers in an interactive session to inform its inaugural strategic plan.



SUSTAINED STEWARDSHIP

Many impacts take 12-36 months to materialize. Without dedicated follow-up, they remain invisible to policymakers and funders. Capturing these longer-term outcomes requires sustained, destination-level stewardship.

Strong stewardship plans are accountability-driven and remain aligned with the event's long-term mission.



Charlottetown, Prince Edward Island

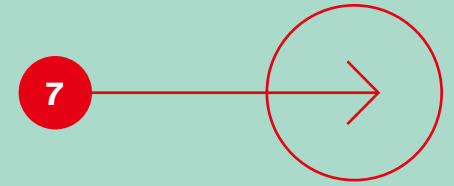


Example

The **Insects to Feed the World Conference** in Québec City started with a strategic action plan—a set of goals and objectives the organizers aimed to achieve, both during and after the conference. In the years since, this action plan has served as a roadmap, helping organizers track, measure and share impact on an annual basis.

Overall, this exercise in intentionality and sustained stewardship has allowed organizers to focus their follow-up efforts and identify longer-term outcomes that would previously have remained invisible.

IMPACT



To strengthen intentional legacy planning, we identified 18 impact accelerators that expand and deepen impact across systems and sectors.

These accelerators offer practical levers that planners and decision makers can use to strengthen outcomes and maximize the long-term value of their events.

When applied effectively, impact accelerators strengthen outcomes across multiple domains—ensuring events deliver lasting value.



Vancouver, British Columbia

ACCELERATORS

IMPACT ACCELERATORS

Impact accelerators take two forms: legacy drivers and success factors. While both shape an event's legacy potential, they operate in different ways.

WHAT IS A SUCCESS FACTOR?

A success factor is a supportive circumstance that is either pre-existing or concurrent with the timing of the event. While organizers may be able to influence some success factors—for example, by building strong relationships with government over time—others may arise from external conditions. For instance, a sudden shift in the economic climate can create new government priorities.

WHAT IS A LEGACY DRIVER?

A legacy driver is an operational lever that event organizers can use to strengthen an event's impact. These drivers are intentionally integrated into event planning and programming.



IMPACT ACCELERATORS

Impact Accelerator	What Is It?	Why Does It Matter?	Example
Success Factors			
Government Participation	Governments actively support every stage of the event, from planning through to delivery.	Helps events achieve greater legitimacy and influence, as well as mobilize resources.	COP15 led to Canada’s 2030 Nature Strategy and Québec’s Plan Nature, both backed by substantial funding. All levels of government—municipal, provincial and federal—were involved in event planning.
DMO Involvement	Destination marketing organizations (DMOs) act as the connective tissue between organizers, government and communities.	Ensures outcomes are aligned with destination strategies, sustained beyond the event and integrated into sectoral positioning.	OYW elevated Montréal’s global profile with strong support from Tourisme Montréal.
Pre-Event Activities	Delegates and communities are primed for participation through early training and collaboration.	Maximizes the value of in-event interactions.	OYW included extensive pre-summit community engagement, reflecting Montréal’s local character and spirit.
External Collaboration	Organizers expand their reach through partnerships with external stakeholders, including universities, non-governmental organizations (NGOs), Indigenous groups and international institutions.	Events achieve greater outcomes and partners help carry legacies forward.	Organizers at IMPAC5 recognized the essential role of Indigenous Peoples in achieving Canada’s biodiversity targets and partnered with Indigenous representatives to lead congress planning.
Policy Alignment	Event timing and outputs support global policy cycles or key sectoral milestones, accelerating policy uptake and sectoral transformation.	Magnifies event relevance and impact.	IMPAC5 built on the momentum of COP15 , focusing on how the new marine protection target could be achieved.

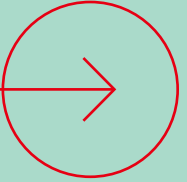
IMPACT ACCELERATORS (CONTINUED)

Impact Accelerator	What Is It?	Why Does It Matter?	Example
Defined Impact Strategies	A plan that clearly outlines how the event will deliver impact and defines the roles stakeholders play in its execution.	Prevents impact efforts from becoming fragmented, reactive, or unnecessarily limited.	IFW influenced Québec's Ministry of Agriculture, Fisheries and Food to formally recognize insects as livestock, unlocking new funding and industry support.
Human-Centred and Experiential Meeting Design	Forges human connections through things like youth engagement, public participation, cultural inclusion and authentic representation.	Allows events to generate stronger legitimacy and social cohesion.	The COP15 Youth Summit provided an important opportunity before the main summit for youth to showcase their work in conservation, helping inspire the next generation of biodiversity leaders.
Longitudinal Tracking	Tracks and reports delayed impacts, which are often difficult to measure.	Increases outcome visibility, potentially attracting the attention of policymakers and funders.	Longitudinal tracking through the Legacy & Impact Study shows how a commitment made at IFW in 2022 led to the launch of the edible insect sector's first association in 2024.
Sustained Funding	Governments and DMOs make sure event pledges extend beyond the event, by providing seed funding, dedicated legacy resources and appropriate downstream infrastructure.	Mitigates risk to legacy by providing sufficient funding and operational systems.	Canada's Strategy to Protect Nature, launched in 2026, stems from global commitments made at COP15 . It is backed by significant federal funding, including \$1.63 billion for conservation and Indigenous-led stewardship, \$444.3 million for marine protected areas, and \$231 million for Indigenous Guardians programs.
Legacy Drivers			
Knowledge Transfer	The exchange of scientific, technical, or professional expertise through presentations, workshops and publications.	Expands collective understanding within and beyond the sector.	IFW hosted a public insect market to educate the public on the benefits of insects as a sustainable food source and promote local expertise.
Capacity Building	Strengthening human and institutional capabilities by developing skills, leadership and professional networks.	Creates potential for impact to persist after the event ends.	IFW led to the establishment of a Chair of Leadership in Education in Primary Production and Processing of Edible Insects at Université Laval, increasing research capacity. This resulted in eight new courses, expanded curricula, advancements in research and development, and enhanced postgraduate training in entotechnologies.

IMPACT ACCELERATORS (CONTINUED)

Impact Accelerator	What Is It?	Why Does It Matter?	Example
Sector Innovation	Fostering collaboration between groups such as industry, academia and policy makers.	Catalyzes new research, products, services or processes.	At ISO , the Leaders Summit showcased Saskatoon's reputation as a global leader in isotope research.
Legacy Frameworks	Formal strategies, governance structures or action plans designed to amplify impact.	Defines long-term objectives, roles and measurement pathways for legacy implementation.	The Edmonton Declaration, created as part of IPCC , has been endorsed by more than 4,500 municipalities.
DEI Initiatives	The integration of inclusive values into event planning, content and community engagement.	Ensures equitable representation and participation.	COP15 , IPCC and IMPAC5 promoted youth and Indigenous participation in global processes, amplifying underrepresented voices and supporting more sustained inclusion of youth and Indigenous leadership in international environmental decision making.
Showcasing Local Expertise	Demonstrating a destination's intellectual and cultural assets.	Positions local stakeholders as global contributors and enhances regional reputations.	A local hospitality showcase at WAS resulted in more than half of delegates extending their stay.
Sustainable Practices	Integration of environmental and social responsibility into event operations.	Reduces resource consumption, waste and carbon emissions while modelling best practices.	Ahead of COP15 , a sustainable event management plan was implemented, certified, and later presented as a model for future federal government events.
Community Engagement	Connects events with residents, local organizations and beneficiaries through outreach, volunteering, education or public programming.	Allows event benefits to extend beyond delegates.	At AIDS , legacy initiatives drove pre-event collaboration between clinicians, researchers, patients, community organizations, government, Fierté Montréal and local artists. This strengthened community health initiatives, enhanced support for marginalized groups and fostered more equitable engagement.
Advocacy Activities	Use of the event platform to influence agendas, raise awareness, and secure long-term commitments.	Mobilizes policy attention and collective action.	Pre-event advocacy for IMPAC5 culminated in the Leadership Forum, which brought leaders together to align efforts to protect oceans.

THE POWER



Inclusion shapes legitimacy, social licence and the quality of business event outcomes.

For organizers and destinations, designing for inclusion ensures that diverse perspectives shape event outcomes, leading to more widely shared and lasting benefits.

Our research highlights a growing strategic shift towards embedding diversity, equity and inclusion across event design, governance and delivery.



OF INCLUSION

THE POWER OF INCLUSION

For underrepresented groups, events are transformative vehicles of inclusion and inspiration, offering visibility, validation and a sense of belonging.

More business events are deliberately integrating diversity, equity and inclusion (DEI) initiatives to ensure equitable representation and participation. Meeting planners are also embedding inclusive values into event planning, content and community engagement.

Initiatives like these do more than build skills. They also develop future leaders, create role models and demonstrate the value of diverse perspectives in shaping sectors and communities.

Inclusion efforts succeed when leadership and governance roles are shared across diverse groups, protocols are co-developed and honoured, and invitations to participate are genuine.

Example

The **International Council of Nurses Congress** was held in Montréal in 2023, as national debates on systemic racism and cultural safety gained momentum across the health sector and the global workforce faced a shortage of 5.8 million nurses.

In this context, event organizers embedded anti-racist, equitable and inclusive practices into the event planning to help reduce inequalities and foster global dialogue on the workforce crisis.

These efforts positioned the International Secretariat of Nurses in the French-speaking World (SIDIIEF) as a leader in the event's planning. They also increased participation by students and trainees from under-resourced countries through targeted scholarships, and advanced anti-racism and cultural safety commitments within the Canadian Nurses Association's governance and training.



SPOTLIGHT ON INDIGENOUS ENGAGEMENT

While Indigenous engagement is a core pillar of equity-focused work, it has a distinct focus.

DEI aims to address systemic barriers affecting racialized and marginalized groups, including Indigenous Peoples. Indigenous engagement, meanwhile, focuses on advancing Truth and Reconciliation, including the 94 Calls to Action outlined in the Truth and Reconciliation Commission of Canada's 2015 report. These Calls to Action address the ongoing impacts of colonialism on First Nations, Inuit and Métis Peoples.

Several events in the study demonstrated Indigenous engagement. However, in many cases, efforts remained focused on representation and participation, rather

than deeper integration into event planning and structure. These observations highlight a clear opportunity to strengthen how Indigenous engagement is approached across the sector.

Our findings point to the importance of moving beyond participation toward genuine partnerships and shared authority. Embedding Indigenous perspectives in governance, design and evaluation will help ensure that future engagement is both credible and complete, and that outcomes reflect the priorities and leadership of Indigenous communities.

Example

The 2023 **International Marine Protected Areas Congress (IMPAC5)** in Vancouver, co-hosted by Canada and the Musqueam, Squamish and Tsleil-Waututh First Nations, placed a strong emphasis on Indigenous involvement. It provided an unprecedented platform for incorporating Indigenous knowledge into global marine protection strategies.

Indigenous leaders were engaged in event planning roles, a dedicated Indigenous Leadership Program stream was created, and space was made for Indigenous communities to lead their own programming.

The event also saw the recognition of the first marine refuge under Indigenous stewardship within the Northern Shelf Bioregion, a groundbreaking example of Indigenous-led environmental protection. Media attention further showcased the critical role of Indigenous perspectives.

INDIGENOUS ENGAGEMENT OUTCOMES



Social

The **One Young World Summit** ensured more diverse representation by establishing a dedicated Indigenous Youth Day and prominently including Indigenous voices across plenaries. This promoted inclusivity at both individual and community levels, embedding Indigenous perspectives within the summit's global dialogue.



Human

The **UN Biodiversity Conference** launched the First Nations National Guardians Network, providing tools, funding and training for Indigenous-led conservation efforts. The event also explicitly recognized Indigenous contributions to global biodiversity governance.



Financial

The **UN Biodiversity Conference** also facilitated an \$800 million federal funding commitment for Indigenous-led initiatives like the Great Bear Sea project in British Columbia and the Omushkego Wahkohtowin Conservation Project in Ontario, as well as projects in the Qikiqtani Region of Nunavut and the Northwest Territories.



Cultural

The **One Young World Summit** featured Indigenous figures like former Grand Chief Kahsennenhawe Sky-Deer, the first woman who also identifies as Two-Spirit to be elected Grand Chief of the Mohawk Council of Kahnawà:ke. Also invited was social media influencer Scott Wabano, an award-winning Two-Spirit Cree fashion stylist and designer, creative director, media host and youth advocate.



BARRIERS TO INDIGENOUS ENGAGEMENT



Yellowknife, Northwest Territories

Our research identified a range of approaches to Indigenous engagement across the case studies. While some events demonstrated strong, integrated practices, others reflected earlier stages of development—highlighting opportunities to deepen engagement over time.

In some cases, access to first-hand Indigenous perspectives was limited, underscoring the importance of building strong, sustained relationships and recognizing the significant demand on Indigenous leaders.

Based on these observations, we have identified four key barriers that may limit the depth and sustainability of Indigenous engagement, offering insight into where future efforts can be strengthened:

Underrepresentation and symbolic inclusion

Despite efforts to include diverse voices, Indigenous perspectives were sometimes underrepresented in core discussions and leadership roles.

Limited consideration of systemic issues

Some events demonstrated a willingness to include Indigenous representation, such as cultural performances, but did not fully address underlying systemic issues within event design and delivery that would ensure the inclusion of Indigenous perspectives.

Challenges in sustaining long-term impact

While events facilitated dialogue and networking, it was not always evident how these engagements advanced reconciliation or true partnerships with Indigenous Peoples.

Structural and political constraints on advocacy

Advocacy efforts were sometimes constrained by structural barriers, such as negotiations dominated by federal or provincial governments, limited resources for Indigenous delegations and the absence of direct funding mechanisms.

RISKS TO MITIGATE

By tracking events over multiple years, this study provides a unique perspective on how outcomes evolve over time. In some cases, however, early momentum is not sustained.

We refer to this as “legacy mortality”—when initiatives, commitments or outcomes generated by an event diminish once it concludes. This can occur when sustained funding, clear ownership or long-term systems are not in place to support continued impact.

For meeting planners and decision makers, recognizing these risks is essential to sustaining impact over time and building lasting legacy.

To mitigate these risks and support long-term outcomes, impact must be intentionally embedded throughout the event and beyond.

Through our research, we identified five key risks that can limit the development of event legacies:

Limited or unclear evaluation frameworks

Legacy plans may lack clear metrics, baselines or governance structures, leading to fragmented efforts and reduced impact over time.

Superficial or unclear legacy positioning

Legacy may be described broadly or symbolically, without clear articulation or meaningful stakeholder input.

Unclear stakeholder roles and commitments

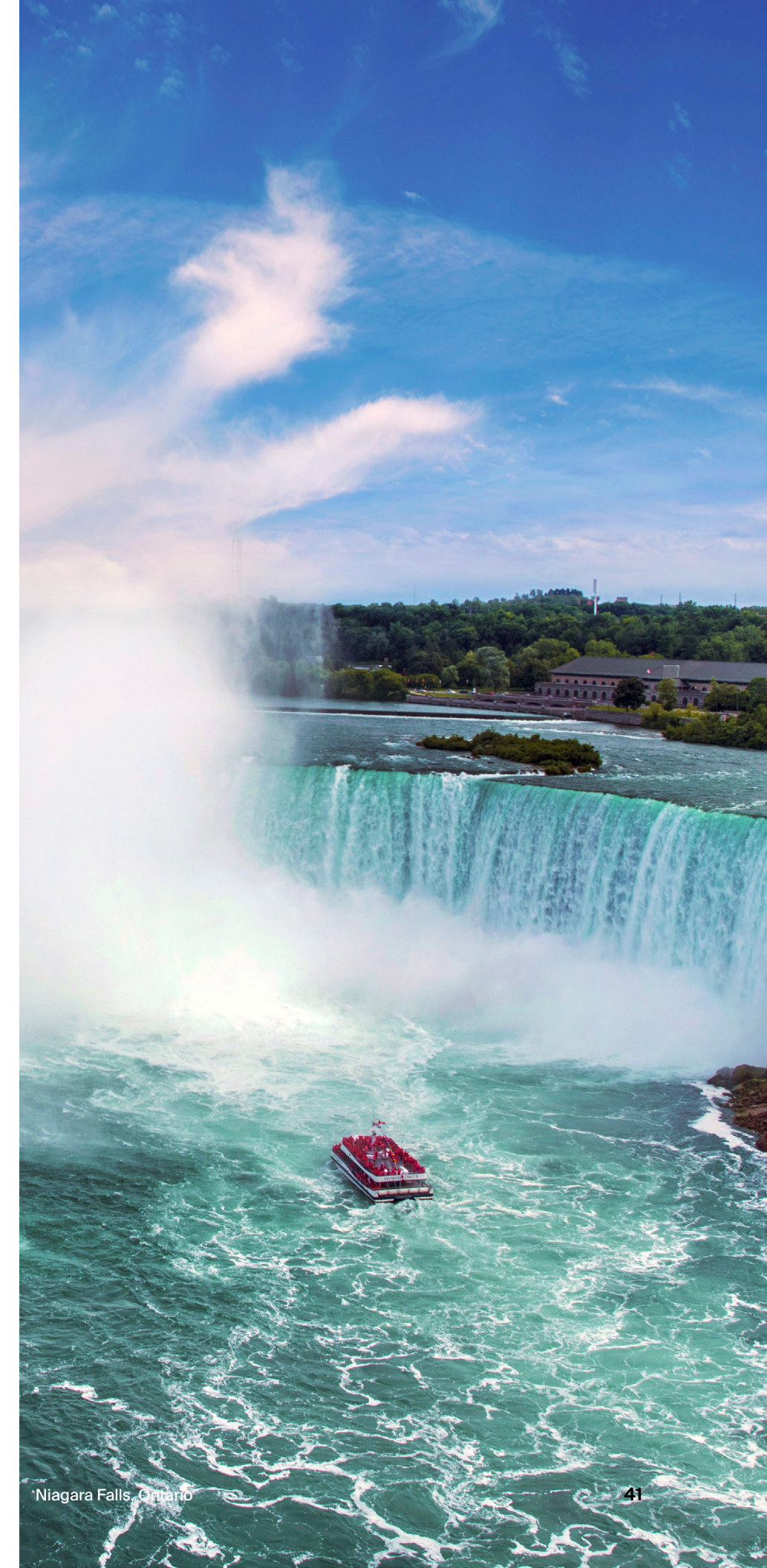
Governments and key partners may be identified, but roles and commitments are not always clearly defined. This can limit accountability for sustained funding, legacy stewardship and long-term delivery.

Standardized approaches without local adaptation

Legacy plans may be reused without sufficient adaptation to local context or sector-specific goals, limiting their relevance and effectiveness.

Dependence on uncertain funding

Legacy activities may depend on future grants, sponsorships or unconfirmed contributions, limiting their continuity and long-term impact.



A MODEL FOR ENGINEERING BUSINESS EVENTS LEGACY

To mitigate risks to legacy and amplify intentional impacts, it is essential to take a holistic view of business event planning.

On the following page, the infographic offers a visual representation of how business event legacies are created, mapping the full process from left to right.

The graphic shows how harnessing the foundations of legacy, impact accelerators and the power of inclusion translates into powerful outcomes across multiple domains.

When decision makers and meeting planners apply this model, they can design and deliver events that generate lasting legacy and far-reaching impact.

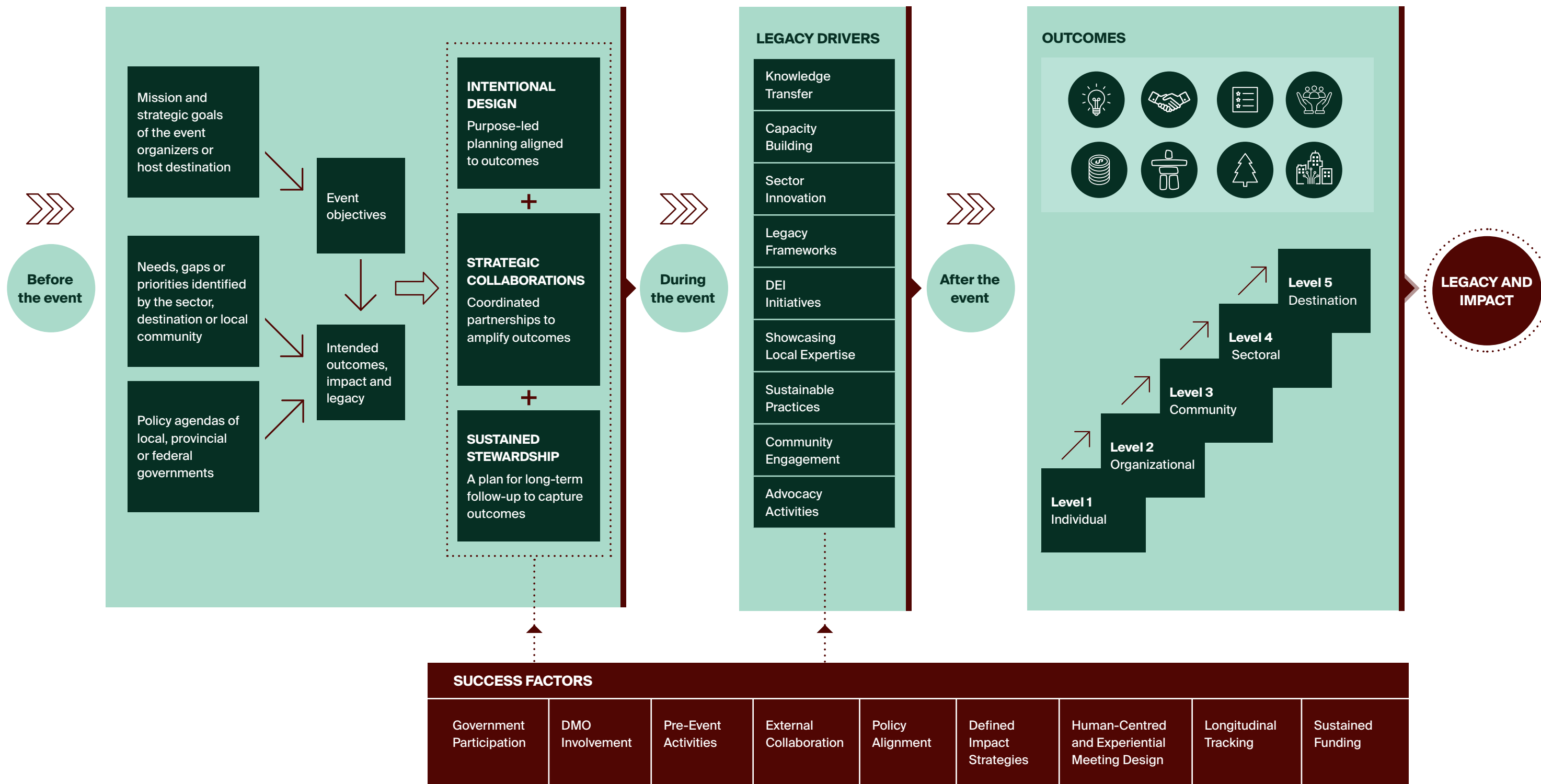


Victoria, British Columbia

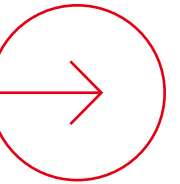


Toronto, Ontario

A MODEL FOR ENGINEERING BUSINESS EVENTS LEGACY



WHAT'S



The future of business events will be defined by the lasting legacy they deliver for sectors, communities and destinations.

NEXT?

ENGINEERING EXTRAORDINARY EVENT IMPACT



Halifax, Nova Scotia

Business events are powerful drivers of long-term change—shaping policy, advancing innovation and strengthening communities.

The Legacy & Impact Study provides the most comprehensive evidence to date of how these outcomes are created, along with a clear blueprint for designing impact intentionally.

For those who plan, support and invest in business events, this creates an opportunity to deliver value far beyond the event itself.

Realizing this potential now depends on coordinated action across the global business events ecosystem—including governments, destinations, associations, event planners, academia, and community and Indigenous partners.

This includes aligning strategies, investing in measurement and intervention capacity, and embedding intentional event design across every stage of event planning, delivery and evaluation.

By applying these principles, the business events sector can evolve into a powerful platform for sustainable development and inclusive growth.

As a next step, Destination Canada will build on these findings to develop a Legacy & Impact Framework—a practical action plan for meeting planners, governments and destinations.

Together, these tools will support the industry in designing events that deliver lasting legacy and far-reaching impact.



Edmonton, Alberta

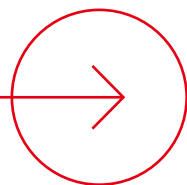
THANK YOU



Our sincere appreciation to all partners, stakeholders and communities who have contributed to the Legacy & Impact Study. Your collaboration has been instrumental in demonstrating how business events drive meaningful, lasting change—far beyond economic benefits. Together, we are reshaping the future of the industry.

Thank you for helping us turn insights into impact.

APPENDIX: METHODOLOGY



METHODOLOGY: MEASURING EVENT IMPACT



Saskatoon, Saskatchewan

To better understand the full impact of business events, the Legacy & Impact Study used a custom measurement framework designed by #MEET4IMPACT.

By applying this structured framework, the study captures the full depth and breadth of event impact across multiple domains. This approach enables a more comprehensive understanding of how outcomes extend beyond immediate economic benefits.

The framework examines event outcomes across eight core categories: intellectual, social, policy, human, financial, cultural, natural and built.

These categories were adapted from the Community Capitals Framework and informed by feedback from the business events industry, the Destination Canada Wealth & Wellbeing Index and the United Nations Sustainable Development Goals.

Together, they provide a common reporting language tailored to the diverse needs and priorities of the business events sector.

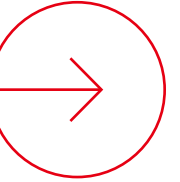
By applying this framework across 15 international business events, the study was able to track how outcomes emerge, interact and evolve over time—offering a clearer picture of how business events generate lasting impact.



Vancouver, British Columbia

APPENDIX:

11



CASE STUDIES

CITIESIPCC CITIES & CLIMATE CHANGE SCIENCE CONFERENCE

Edmonton, Alberta
March 5 - 7, 2018



Edmonton, Alberta

Overview

The CitiesIPCC Cities & Climate Change Science Conference in Edmonton was the first global event focused specifically on the science of cities and climate change.

It exemplifies how strategically hosted business events can position cities as platforms for global leadership and long-term impact.

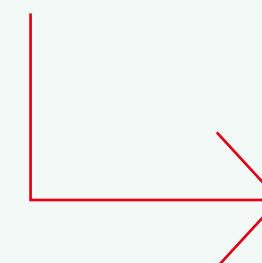
The event was designed with clear impact intentions that aligned with the mission of the Intergovernmental Panel on Climate Change (IPCC) to inspire the next generation of research focused on the science of cities and climate change.

Aims

- Enhance Edmonton's international reputation as a host city.
- Engage the local community in a conversation about climate change.
- Promote Edmonton's leadership in the global effort to address climate challenges.

Key highlights

- By aligning with national climate priorities and international science agendas, the event not only influenced local policy and practice but also helped shape the global urban climate research landscape.
- The event led to the co-creation of the Global Research and Action Agenda on Cities and Climate Change Science, a roadmap designed to accelerate climate action through urban-focused research.
- It demonstrated the value of early legacy planning, community engagement and multisector collaboration—showing that business events can catalyze real change beyond economic gains.
- It demonstrated an event's ability to elevate Canada's global profile, attract investment, and embed policy and scientific legacy.
- It set a precedent for how Canadian destinations can leverage events to lead in areas of global importance, such as climate action, innovation and inclusive governance.



IMPACT ACCELERATORS

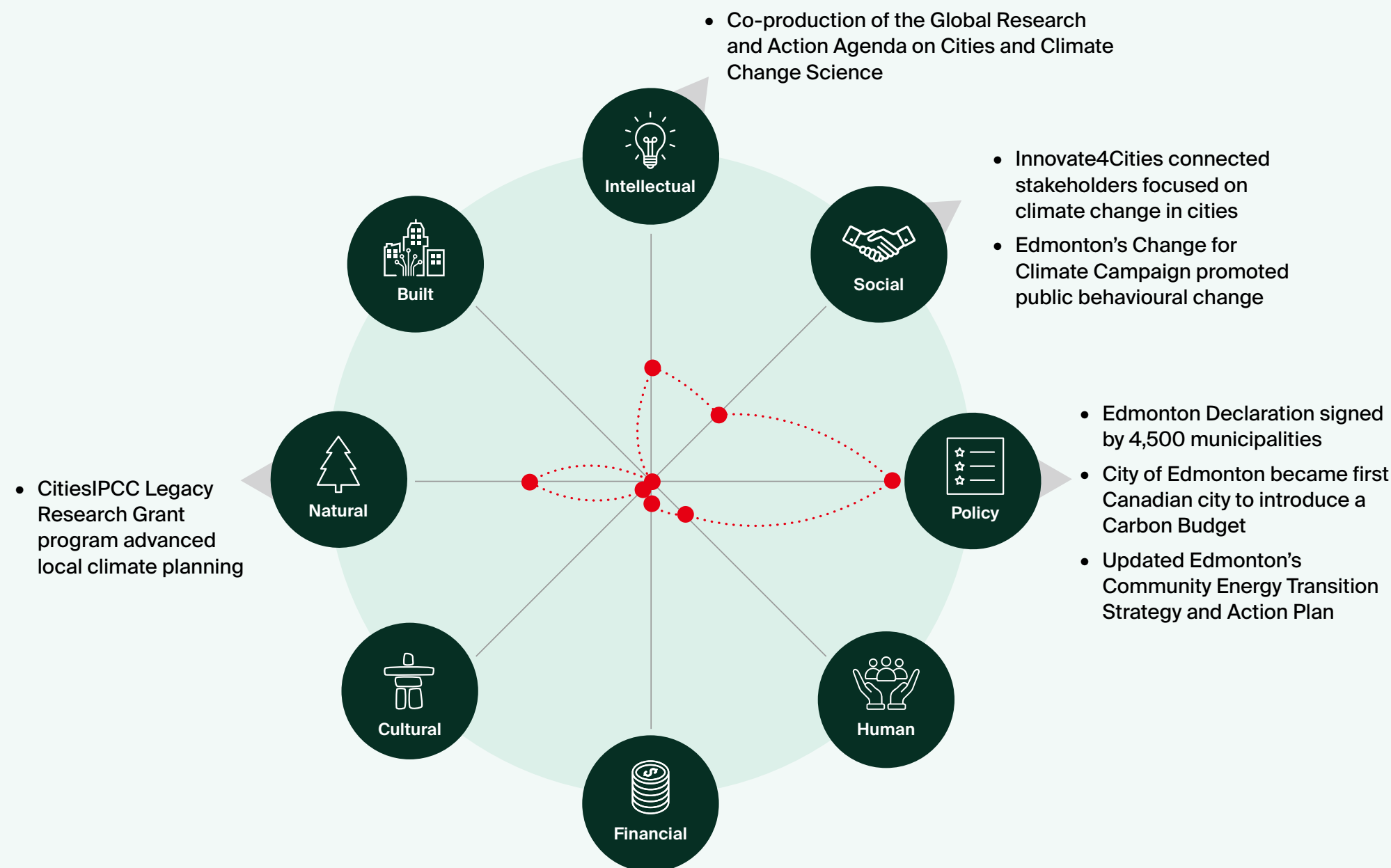
Legacy Drivers	Examples
Legacy Frameworks	The Edmonton Declaration , which was created at the event and has since been endorsed by 4,500 municipalities, called on signatories to take targeted and accelerated action to limit global warming to 1.5 C, aligning with the goals of the Paris Agreement.
Community Engagement	The launch of Edmonton’s Change for Climate Campaign promoted public behavioural change through climate-focused online resources, public events and new initiatives.
Capacity Building	The CitiesIPCC Legacy Research Grant program offered direct funding for local climate planning, resulting in a new climate strategy for the City of Edmonton.
Sector Innovation	The Climate Resilient Edmonton: Adaptation Strategy and Action Plan was the first strategy of its kind in Edmonton and focuses on science- and evidence-based decisions.
Knowledge Transfer	The Innovate4Cities City Research Agenda (CRA) was developed to help cities establish local climate strategies by tracking progress in evidence-based reports and peer-reviewed publications, and identifying new research gaps relating to cities and climate change.

Success Factors	Examples
Pre-Event Activities	The City of Edmonton’s Change for Climate Campaign and the Change for Climate Global Mayors Summit were two key activities undertaken before the conference to raise awareness of issues relating to cities and climate change.
DMO Involvement	Explore Edmonton supported the bid for the conference and aligned event objectives with the city’s climate goals.
Government Participation	The City of Edmonton , including then Mayor Don Iveson, as well as federal agencies supported planning. Federal and provincial representatives contributed to high-level visibility.
External Collaboration	Multiple municipal departments, global NGOs and the IPCC worked in coordination. The Change for Climate Global Mayors Summit brought together global city networks, mayors and the science community to discuss unique needs prior to the main conference.



Edmonton, Alberta

OUTCOMES ACROSS DOMAINS



Intellectual and Policy Outcome:

Empowered mayors from around the world to lead on climate change through the Edmonton Declaration.

Social Outcome: Elevated climate awareness in Edmonton and inspired the creation of community-led groups focused on delivering positive change.

Natural Outcome: Catalyzed the City of Edmonton's bolder approach to climate action, including a refreshed Energy Transition Strategy, new Carbon Budget and appointment of a Carbon Budget Manager.

Intellectual Outcome: Developed a collaborative agenda that helped lay the groundwork for the IPCC Special Report on Climate Change and Cities.

Financial Outcome: Inspired funding for projects addressing issues like wildfire risk modelling and community vulnerability and resilience, which support Edmonton's climate-related decision making.

Intellectual and Natural Outcome: Helped develop the Innovate4Cities City Research Agenda (CRA), developed to track progress and identify research gaps, as well as the Innovate4Cities Conference.

29TH INTERNATIONAL COUNCIL OF NURSES CONGRESS

Montréal, Québec
July 1 - 5, 2023



Overview

The **International Council of Nurses (ICN) Congress** in Montréal highlighted the significant impact of global business events in raising visibility, shaping policy and promoting sectoral reform.

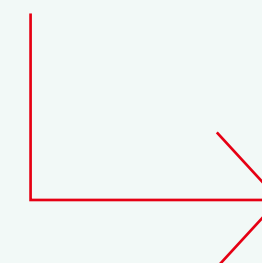
The event set out to address post-pandemic workforce challenges, stimulate dialogue on systemic racism and equity, and influence ethical recruitment practices amid acute global nursing workforce shortages.

Aims

- Influence international health governance by positioning nursing at the centre of policy reform.
- Strengthen the global nursing profession by advancing education, policy and practice.
- Provide a platform for dialogue on pressing challenges such as workforce migration, equity, systemic racism, Truth and Reconciliation, and health system resilience.
- Address Canada's acute nursing workforce crisis while accelerating ethical recruitment reform.

Key highlights

- Despite limited intentional legacy planning, the event served as a platform to unite nurses and policymakers, strengthen global collaboration and address critical workforce challenges.
- High-profile attendees—including then Prime Minister Justin Trudeau, Minister for Health Jean Yves Duclos and Chief Nursing Officer Dr. Leigh Chapman—brought rare attention to nursing's critical role, encouraged new partnerships, and strengthened Canada's commitment to health equity and workforce reform.
- Montréal's successful hosting of this major health event showcased its ability to contribute to international collaboration and influence the future direction of global health workforce development.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Legacy Frameworks

The federal government commissioned an **ethical recruitment framework** to better manage the inflow of internationally educated nurses.

Advocacy Activities

After delegates noted the lack of Indigenous and equity narratives in the event design, ICN announced it would prioritize **meaningful inclusion efforts in future**.

Capacity Building

Indigenous and international nursing networks fostered **mutual support structures**, expanding the collective voice of equity-focused nursing communities in global health debates.

DEI Initiatives

The Canadian Nurses Association (CNA) **advanced anti-racism and cultural safety commitments** within its organizational governance and training, improving its capacity to address systemic bias.

Through feedback from Indigenous delegates, the CNA also **recognized a need for Indigenous-led approaches** and strengthened its commitment to advancing Truth and Reconciliation as a separate, culturally-grounded priority.

Success Factors

Examples

External Collaboration

By including the International Secretariat of Nurses in the French-speaking World (SIDIEF) in a leadership role, the congress **strengthened ties between francophone countries** and expanded visibility for French-language nursing communities.

DMO Involvement

The Palais des Congrès de Montréal led the bid effort, positioning the event to **elevate the profile of Canadian nursing** and Montréal's reputation as a hub for global healthcare dialogue.

Pre-Event Activities

The LOC participated in workshops to help **define impact intentions and priority areas**, identify key stakeholders and partners, and co-develop preliminary action plans and legacy initiatives.

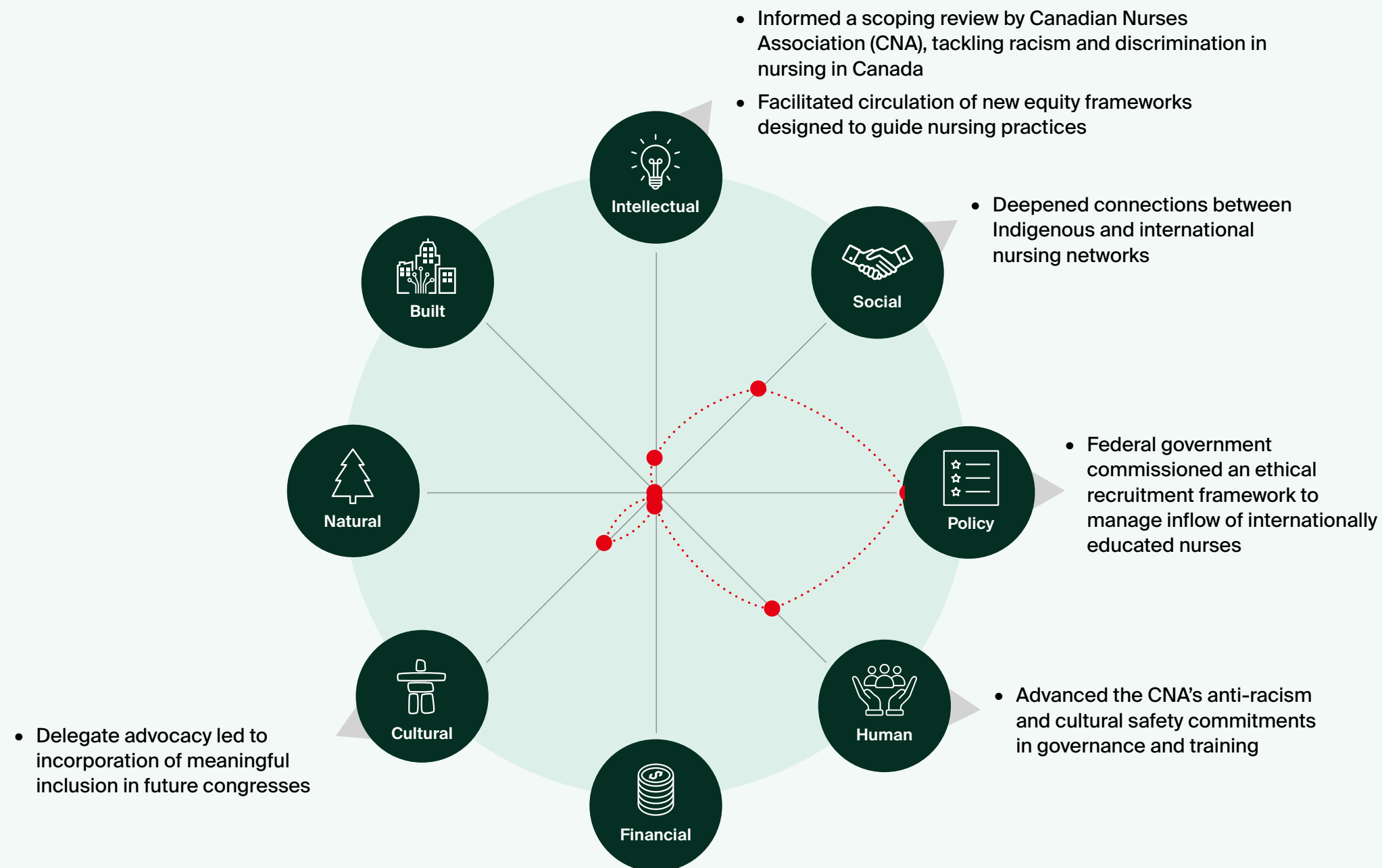
Government Participation

Key political figures in attendance raised the profile of the conference and the nursing profession.



Montréal, Québec

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: Helped inform the CNA's scoping review, *Racism and Discrimination Among Nurses in Canada and the Impacts of the COVID-19 Pandemic*, and facilitated the circulation of new equity frameworks designed to guide nursing practices.

Social Outcome: Deepened connections between Indigenous and international nursing networks, fostering mutual support structures between Canada, Australia, New Zealand and francophone countries.

Policy Outcome: In addition to inspiring the federal government to commission an ethical recruitment framework, the congress also provided a platform for several key announcements designed to influence the sector. These included the ICN's Charter for Change aimed at solving the global nursing workforce crisis, an emergency resolution demanding humane treatment of migrants, the launch of the World Health Organization's *Second State of the World's Nursing Report*, and the *Caring with Courage* video series, showcasing some of the world's extraordinary nurses.

Human Outcome: The event design highlighted significant barriers to inclusion, creating pressure for the ICN to address key issues.

24TH INTERNATIONAL AIDS CONFERENCE

Montréal, Québec
July 29 - August 2, 2022



Montréal, Québec

Overview

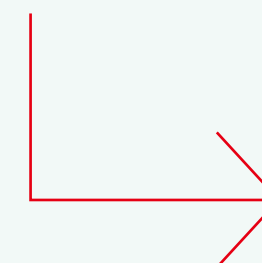
The **24th International AIDS Conference** represented a significant moment in the global HIV response, uniting researchers, policymakers, clinicians and people living with HIV. For the International AIDS Society (IAS), it was an opportunity to accelerate scientific evidence and global solidarity. For local stakeholders, particularly community-based organizations, it was a chance to mobilize in pursuit of renewed advocacy and expanded service access.

Aims

- Align with the mission of the IAS by presenting the latest evidence, addressing gaps in implementation, and mobilizing global leadership and funding to end AIDS as a public health threat.
- Strengthen and formalize local advocacy networks through the Local Community Impact Committee (LCIC).
- Reinforce Montréal's reputation as a convening hub that bridges science, activism and policy.
- Facilitate collaboration and knowledge sharing to unify lobbying efforts, improve access to medication, reduce barriers to diagnosis, and reduce stigma around HIV and AIDS.

Key highlights

- While the IAS positioned the event around accelerating scientific evidence and global solidarity, Québec's community-based organizations used it to drive renewed advocacy, expand service access and increase visibility within the national policy sphere.
- Montréal's well-established activist ecosystem, alongside its biomedical research infrastructure, provided fertile ground for coalition-building, even as visa restrictions and geopolitical inequalities highlighted ongoing challenges to inclusive participation.
- This event underscores the vital role of inclusive, impact-driven events in shaping policy, reducing stigma, and strengthening global solidarity in health research and practice.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Advocacy Activities

Media coverage during the event **helped reduce stigma** by sharing the experiences of people living with HIV.

Capacity Building

Partnerships with local organizations such as Spectre de Rue, which focuses on harm reduction in downtown Montréal, emerged as a direct result of the conference. This collaboration has led to ongoing cooperation in various activities, such as ensuring services for vulnerable populations during events.

Sectoral Innovation

Federal funding of \$8 million to support the purchase and distribution of HIV self-tests increased testing accessibility.

Legacy Frameworks

Launch of a **public consultation on reforming Canadian criminal law regarding HIV non-disclosure**.

Community Engagement

Community-led activities by Fierté Montréal and partners increased public awareness, empathy and understanding of HIV/AIDS, leading to stronger working relationships and ongoing collaborative work.

Success Factors

Examples

Pre-Event Activities

Targeted media campaigns raised awareness before the conference.

DMO Involvement

Tourisme Montréal and the Palais des Congrès de Montréal supported IAS in planning the event, working with the local organizing committee to implement the society's event vision.

Government Participation

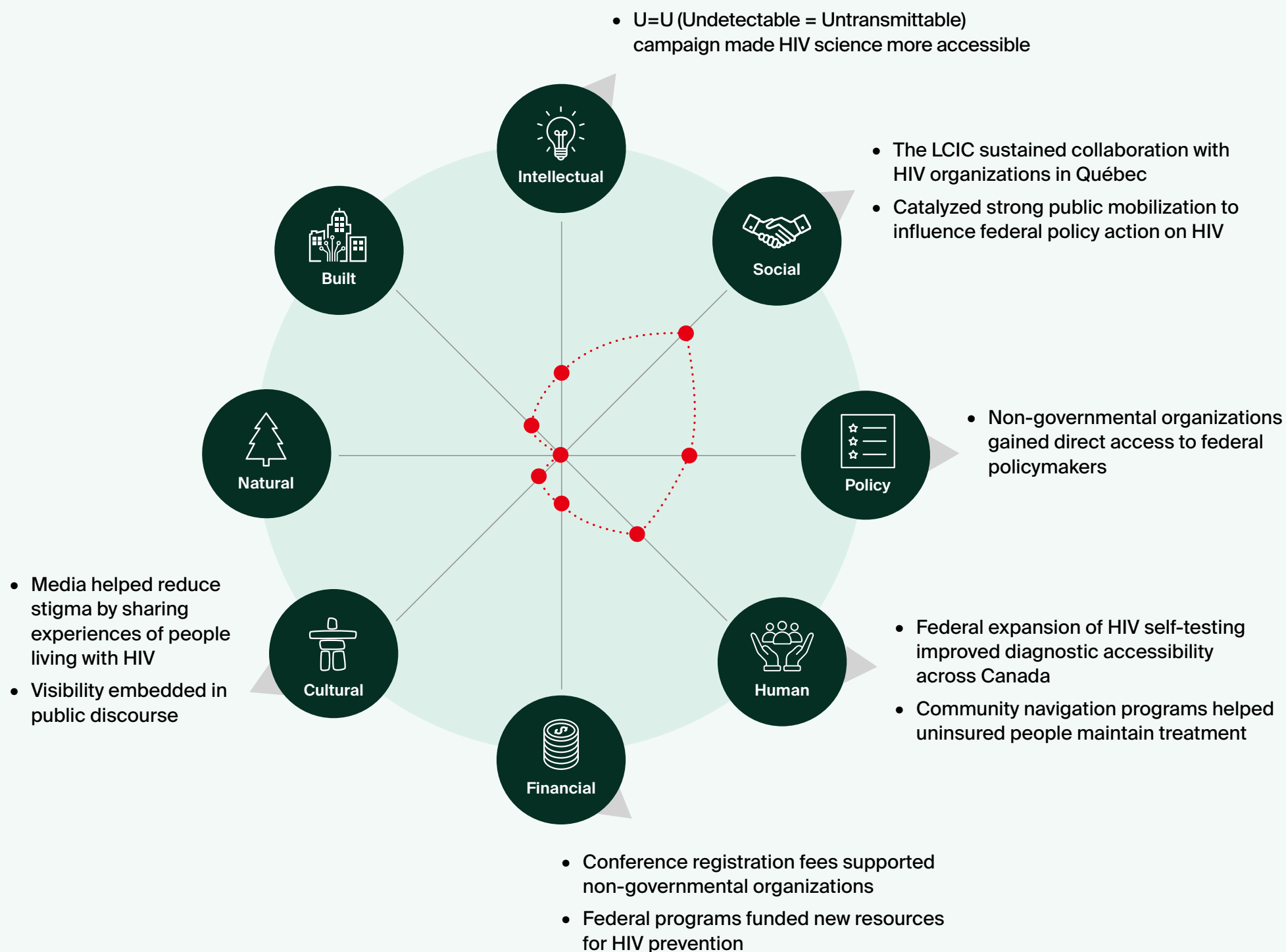
Federal support for the conference was high, resulting in public funding announcements and the launch of a public consultation to reform the criminal law regarding HIV non-disclosure.

External Collaboration

The IAS worked alongside **local hosts, government bodies, community organizations, researchers and advocacy groups** to jointly deliver the conference.



OUTCOMES ACROSS DOMAINS



Intellectual Outcome: The U=U (Undetectable = Untransmittable) campaign aimed to make HIV science more accessible to the public. Through focused and simplified messaging, organizers shared harm reduction information in media coverage, posters and podcast appearances—helping improve public understanding of HIV and reduce stigma.

Social Outcome: The Local Community Impact Committee (LCIC) established standing collaborative relationships with various HIV organizations in Québec. These groups continue to meet bimonthly to discuss strategy, allowing them to mobilize quickly when funding opportunities or law reform debates arise.

Policy Outcome: NGOs gained direct access to federal policymakers during and after the event, allowing them to contribute to consultations on HIV non-disclosure and self-testing policy.

Human Outcome: The federal expansion of HIV self-testing improved diagnostic accessibility for thousands of Canadians who previously faced barriers in clinic-based testing. Community navigation programs like Cercle Orange enabled more than 300 uninsured individuals to maintain treatment continuity, addressing a long-standing equity gap in care access.

Financial Outcome: Registration fees provided immediate program funding for frontline organizations, while federal announcements mobilized new resources for HIV prevention.

Cultural Outcome: Media coverage during the event elevated the visibility of people living with HIV and LGBTQ+ communities. This reframed national discourse by embedding narratives of resilience and inclusion into Canadian public life.

AQUACULTURE CANADA AND WORLD AQUACULTURE SOCIETY NORTH AMERICA 2022

St. John's, Newfoundland and Labrador
August 15 - 18, 2022

Overview

The **AquaCulture Canada and World Aquaculture Society North America** event showcases how business events can deliver substantial value across multiple domains when it is strongly linked to sectoral development. The conference amplified visibility for the local industry and provided momentum for long-term positioning in ocean tech and sustainable seafood development.

Aims

- Provide a platform to share knowledge and scientific advances and showcase new technologies.
- Elevate local expertise and create opportunities for new partnerships and agreements.
- Bring the global aquaculture community back together after the prolonged disruption of the COVID-19 pandemic.
- Promote St. John's, and Newfoundland and Labrador, as a capable host city and province, boost the local economy, and strengthen the destination's profile as a leader in aquaculture and ocean technology.



Key highlights

- Despite two postponements due to the COVID-19 pandemic, Destination St. John's remained steadfast, secured the event's future and reaffirmed the city's capacity to deliver large-scale international events.
- The event reinforced the importance of aligning events with regional strengths and demonstrated how destinations can use business events to drive sector development, economic impact and international visibility.
- While data on policy shifts and investment is limited, the event's success became a reference point for future bids and sector strategy funding for the destination marketing organization (DMO).

IMPACT ACCELERATORS

Legacy Drivers

Examples

DEI Initiatives

Sessions on Indigenous partnerships demonstrated a clear intent to recognize and discuss the role of Indigenous Peoples in North American aquaculture. **Sessions on Women in Seafood** highlighted the critical role women play in the sector and the need for gender equality to achieve sustainable growth.

Showcasing Local Expertise

With more than 100 booths and 1,200 visitors, the event's trade show was the largest aquaculture show in Canada. It **elevated the visibility of the local industry**, highlighted local expertise and sparked new collaborations.

Knowledge Transfer

More than **50 scientific sessions** introduced delegates to cutting-edge aquaculture research and technologies.

Success Factors

Examples

DMO Involvement

Destination St. John's was pivotal in the bid, ensuring the event was secured despite multiple postponements. This helped secure funding for a three-year sector project supported by the Atlantic Canada Opportunities Agency (ACOA), as well as both municipal and provincial governments.

Government Participation

Following the conference, **the municipal and provincial governments provided funding to the DMO** for their sector strategy.

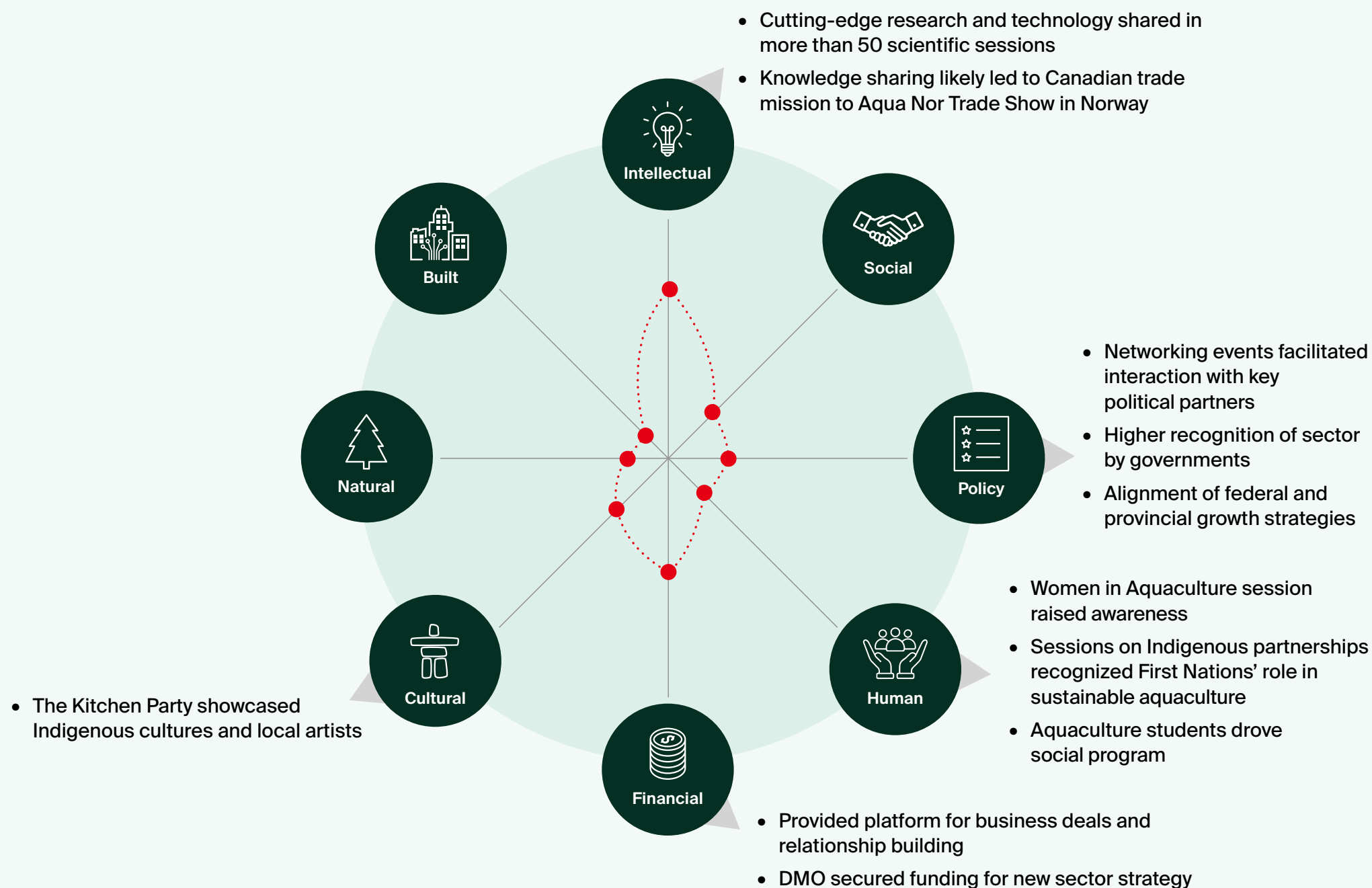
External Collaboration

Student members of the Aquaculture Association of Canada (AAC) helped organize the social program, while collaboration between the AAC, the Newfoundland Aquaculture Industry Association and the World Aquaculture Society enhanced the event's international profile.



St. John's, Newfoundland and Labrador

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: Connections and knowledge sharing at the 2022 conference are believed to have contributed to the formation of a Canadian trade mission, which attended the Aqua Nor Trade Show in Trondheim, Norway in 2023—one of the sector’s largest global events.

Political Outcome: The event enhanced political recognition of the sector, leading to federal and provincial growth strategies aligned with aquaculture priorities.

Human Outcome: A considerable volume of work was published following the conference that addressed the empowerment of women in aquaculture. This suggests the event’s dedicated sessions on the topic may have raised awareness.

Financial Outcome: The DMO used the event’s success to win funding from ACOA and the provincial government which will be used to develop and enhance the destination’s sector strategy.

Cultural Outcome: The Kitchen Party introduced event delegates to the cultural side of St. John’s by showcasing regional food, Indigenous cultures, local artists, and other creative communities.

UN BIODIVERSITY CONFERENCE

Montréal, Québec
December 7 - 19, 2022



Overview

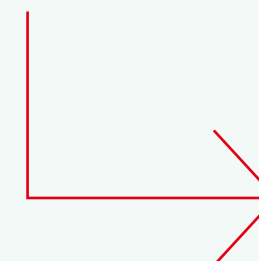
The **UN Biodiversity Conference (COP15)** aimed to finalize and adopt a new post-2020 Global Biodiversity Framework (GBF), which would guide international action to halt and reverse biodiversity loss by 2030. Canada's role as host city was to provide the political and logistical platform for multilateral negotiations.

Aims

- Negotiate and adopt the United Nations (UN) post-2020 Global Biodiversity Framework (GBF).
- Help the UN mobilize global commitments to conservation, sustainable use and equitable benefit-sharing.
- Position Montréal and Canada as conveners in global environmental governance.
- Highlight federal and provincial leadership on Indigenous rights.
- Showcase local culture, traditions and talent in a Canadian Pavilion and a new Place Québec.
- Demonstrate the role of municipal leadership in implementing nature-based solutions and ecological planning.
- Showcase Montréal's biodiversity initiatives and embed cities more firmly within the negotiation architecture of the conference.

Key highlights

- Through its public engagement zones, the integration of Indigenous perspectives and leadership, and sustainable event delivery, the conference exemplified the role of business events as platforms for transformative environmental policy.
- It fostered legacy outcomes that continue to shape Canada's 2030 Nature Strategy, and global commitments to halt and reverse biodiversity loss.
- It strengthened collaboration among governments, Indigenous communities, youth and civil society, advancing both global and local biodiversity agendas.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Community Engagement

Through forums like Les Dialogues pour la biodiversité (Dialogues for Biodiversity), the event **expanded access to biodiversity knowledge** and mobilized public support for increased funding.

Advocacy Activities

The conference earned Montréal an influential position in the creation of the **2030 Biodiversity Strategy for Canada**, allowing it to impact the national agenda around biodiversity loss.

DEI Initiatives

Through explicit recognition of Indigenous contributions to biodiversity, the event **reshaped global biodiversity governance**.

Capacity Building

The event **facilitated the launch of the First Nations National Guardians Network**, including up to \$340 million in federal funding to support Indigenous leadership in nature conservation.

Legacy Framework

The **adoption of the Global Biodiversity Framework** introduced 23 global targets, including a landmark pledge to conserve at least 30 per cent of the world's land and water by 2030.

Success Factors

Examples

Pre-Event Activities

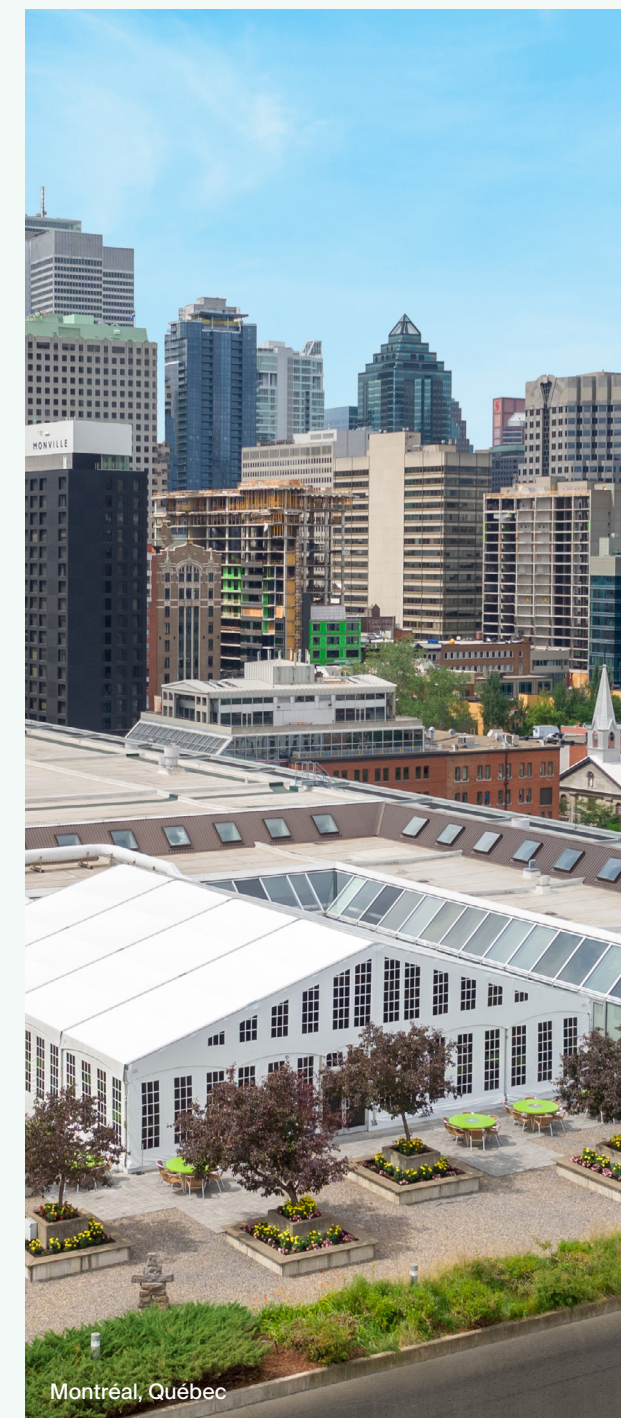
Major initiatives such as the **Tiohtià:ke/ Montréal Pledge, the formation of the Collectif COP15 alliance, and the COP15 Youth Summit** all contributed to robust engagement and preparation ahead of the conference.

Government Participation

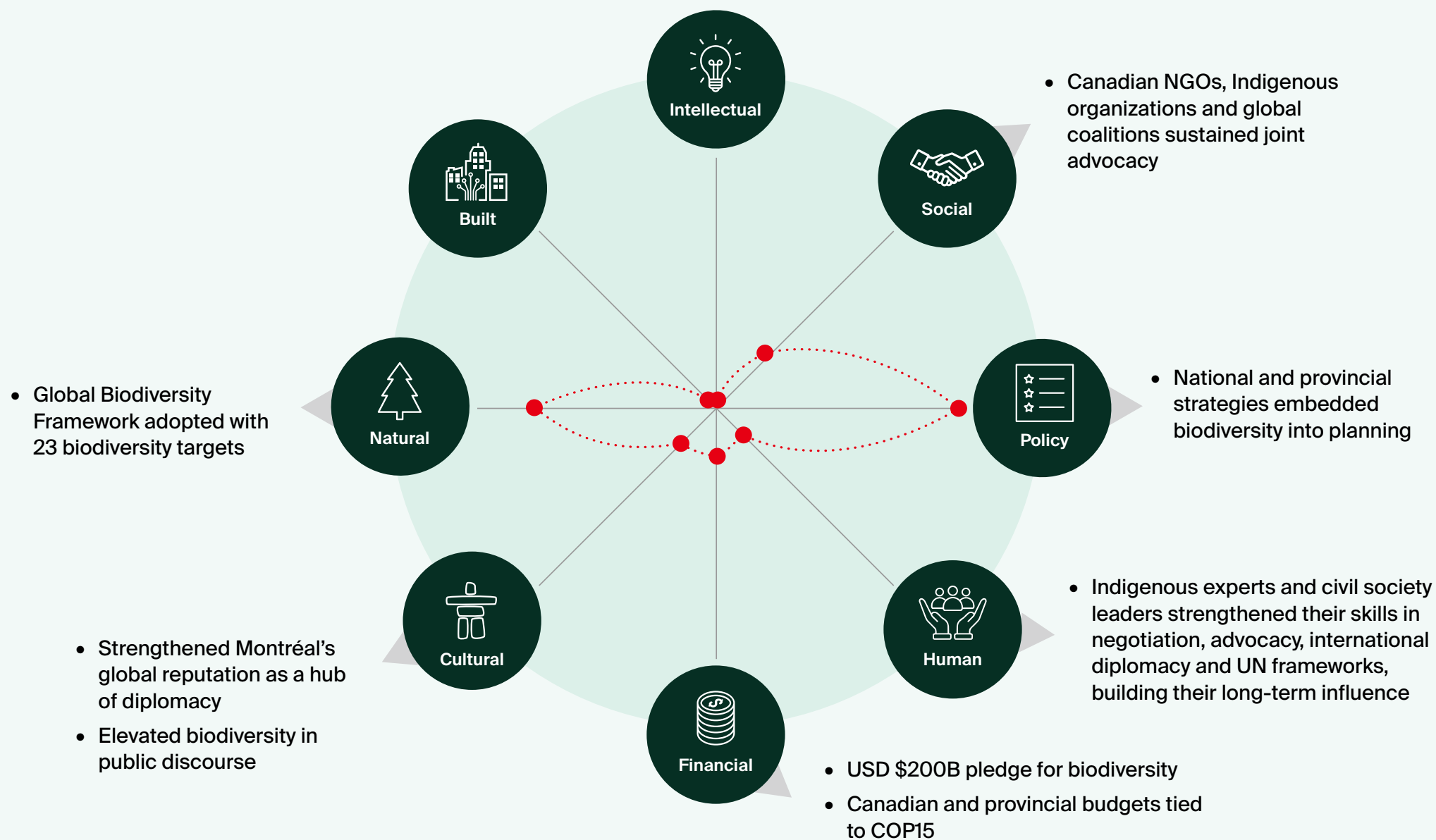
The event saw **significant collaboration and partnerships** between municipal, provincial and federal governments.

External Collaboration

Strong international cooperation led to the adoption of the GBF and reinforced Montréal's global leadership.



OUTCOMES ACROSS DOMAINS



Social Outcome: Joint declarations between Canadian NGOs, Indigenous organizations and international coalitions created sustained channels for policy advocacy and monitoring after the event.

Policy and Natural Outcome: The Kunming–Montréal Global Biodiversity Framework, with 23 global targets and the landmark 30x30 pledge, represented a significant political achievement. Canada and Québec made parallel commitments, including Plan Nature 2030, reframing biodiversity as a mainstream policy priority in domestic planning.

Human Outcome: The framework negotiations created an opportunity for Indigenous leaders and civil society representatives to contribute to the process, laying the foundation for more inclusive global biodiversity governance.

Financial Outcome: COP15 prompted a marked increase in biodiversity funding, including the global pledge to mobilize USD \$200 billion annually. As a direct result of this pledge, Canada launched its Strategy to Protect Nature in 2026. The strategy includes \$1.63 billion over five years for conservation and Indigenous-led stewardship, \$444.3 million to expand marine protected areas, and \$231 million for Indigenous Guardians programs. Additional conservation financing mechanisms are being introduced to mobilize private capital.

Cultural Outcome: Hosting COP15 cemented Montréal's global reputation for convening high-stakes environmental negotiations. The event elevated biodiversity in public discourse and cultural narratives.

GLOBExCHANGE 2025

Toronto, Ontario
February 11 - 13, 2025



Overview

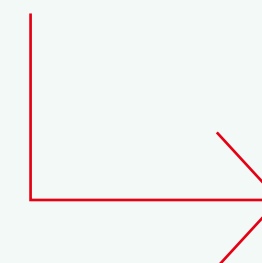
The goal of **GLOBExCHANGE 2025** was to bring Canada's clean economy transition to life. The event served as a catalyst for collaboration across government, industry, finance and civil society, translating climate and sustainability commitments into tangible partnerships, policy initiatives and new sectoral platforms.

Aims

- Foster cross-sector collaboration.
- Promote thought leadership and influence policy.
- Support youth and Indigenous inclusion.
- Drive tangible progress on sustainability and climate action.
- Showcase Canadian leadership in innovation and sustainable finance.

Key highlights

- GLOBExCHANGE's structured approach to measuring impact and its inclusive programming show how large-scale events can deliver value across multiple areas at once.
- Its launch of initiatives such as the Women Leading on Climate global coalition, the annual Food Leadership Summit, and proposals for healthcare decarbonization illustrate how conferences can mobilize real change beyond the event itself.
- GLOBExCHANGE built on and amplified Canada's commitment to climate action. It brought together federal policy, private sector innovation, civil society advocacy and scientific expertise to advance a shared agenda for climate resilience, social inclusion and economic diversification.



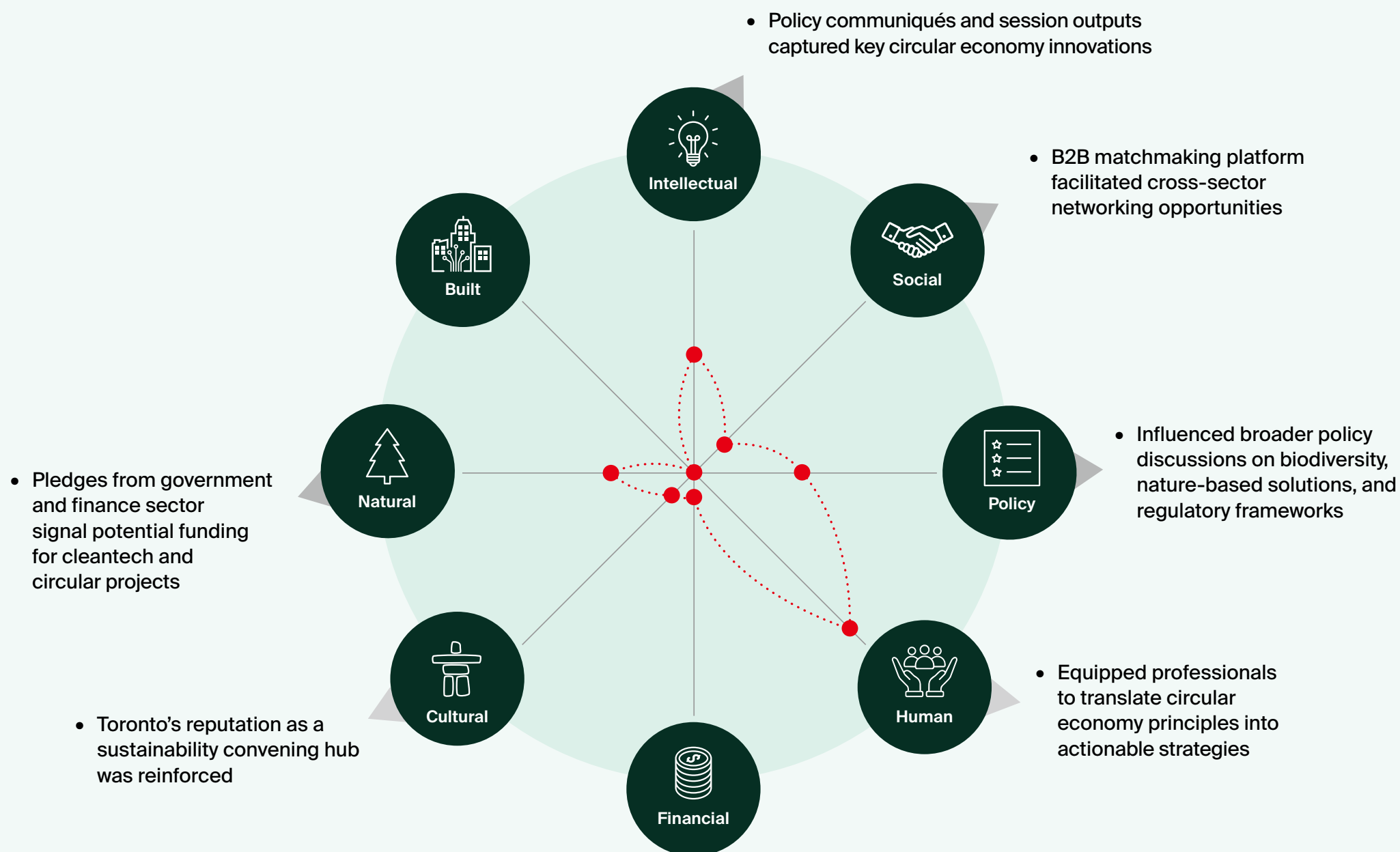
IMPACT ACCELERATORS

Legacy Drivers	Examples
Knowledge Transfer	The event’s technical sessions shared applied knowledge across finance, health and policy sectors, and strengthened the evidence base for a low-carbon economic transition.
Capacity Building	Specialized network lunches and workshops enhanced professional and leadership capacity, particularly for women and emerging sustainability leaders.
Sector Innovation	New cross-sector initiatives , such as the Food Leadership Summit 2025 and a Healthcare Decarbonization Secretariat, helped accelerate innovation in agri-food and healthcare sustainability.
DEI Initiatives	A disability arts pop-up and gender-responsive programming broadened participation and visibility of underrepresented groups while strengthening the social legitimacy of the sustainability agenda.
Sustainable Practices	Integration of circular economy and accessibility principles in event design and logistics allowed event organizers to model responsible event management standards that aligned with national sustainability objectives.

Success Factors	Examples
Pre-Event Activities	Pre-event planning of the agenda and partnerships was directly informed by GLOBE Forum 2024, ensuring continuity across the series and alignment with national clean economy policies.
Government Participation	The event included a strong federal presence , with Steven Guilbeault, then Minister of Environment and Climate Change, participating as a speaker. This aligned the event with Canada’s climate and economic policy priorities.
External Collaboration	Extensive partnerships with Nutrien, Quinn & Partners, and the Institute for Sustainable Finance reflected broad public-private collaboration around net-zero implementation.



OUTCOMES ACROSS DOMAINS



While longer-term impacts are still emerging, early insights suggest:

Intellectual Outcome: Policy communiqués and session outputs captured key circular economy innovations to provide practical guidance for practitioners and policymakers.

Social Outcome: The event's B2B matchmaking platform facilitated cross-sector networking opportunities, supporting potential collaborations across finance, industry and government.

Policy Outcome: Two program tracks, Restoring and Protecting Nature, and Reaching Destination Net Zero, influenced broader policy conversations on biodiversity, nature-based solutions, and regulatory frameworks that integrate economic and environmental goals.

Human Outcome: Delegates gained practical skills in sustainable finance and circular economy models, equipping them to implement these approaches within their organizations and sectors.

Cultural Outcome: Toronto's reputation as a sustainability convening hub was reinforced, supporting Canada's positioning as a leader in climate action and circular innovation.

Natural Outcome: Pledges from financial institutions and governments signalled the potential to channel significant capital into cleantech and circular projects.

INSECTS TO FEED THE WORLD CONFERENCE

Québec City, Québec
June 12 - 16, 2022



Québec City, Québec

Overview

The **Insects to Feed the World Conference** aims to foster dialogue and exchange research on edible insects, advancing legislation, communal knowledge and sector innovation. Gathering international academics, industrialists and experts, it showcases the latest advancements in edible insects and entotechnologies.

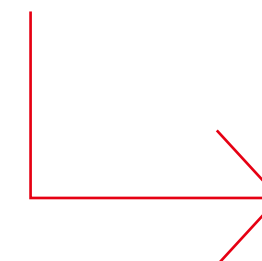
The event illustrates how scientific conferences, even in emerging fields, can have significant national and global impact when driven by visionary leadership and local expertise.

Aims

- Strengthen the sector by increasing public and formal recognition for insects as a food source, advancing its development in Québec and Canada, and establishing it as a credible industry.
- Foster scientific and industry exchange by creating a platform that connects scientists, industry leaders, students and policymakers, while engaging the public.
- Advance academic pathways by developing new courses, establishing a research chair and promoting academic–industry partnerships.
- Promote sustainability and innovation by demonstrating the advantages of the sector through its circular economy model and long-term contributions.

Key highlights

- The event included structured activities designed to build industry awareness, including cooking demos, tastings and the *Marché des Insectes Comestibles*, a public market showcasing Québec's insect producers.
- The conference enabled the creation of an international academic society, helping Canada shape global leadership in entotechnology. It also served as a model for event organizers wishing to formalize sectors and support long-term development goals.
- It mobilized Québec's entomoculture sector—including producers, researchers and policymakers—supporting its growth as a contributor to sustainable agriculture, food security and innovation.



IMPACT ACCELERATORS

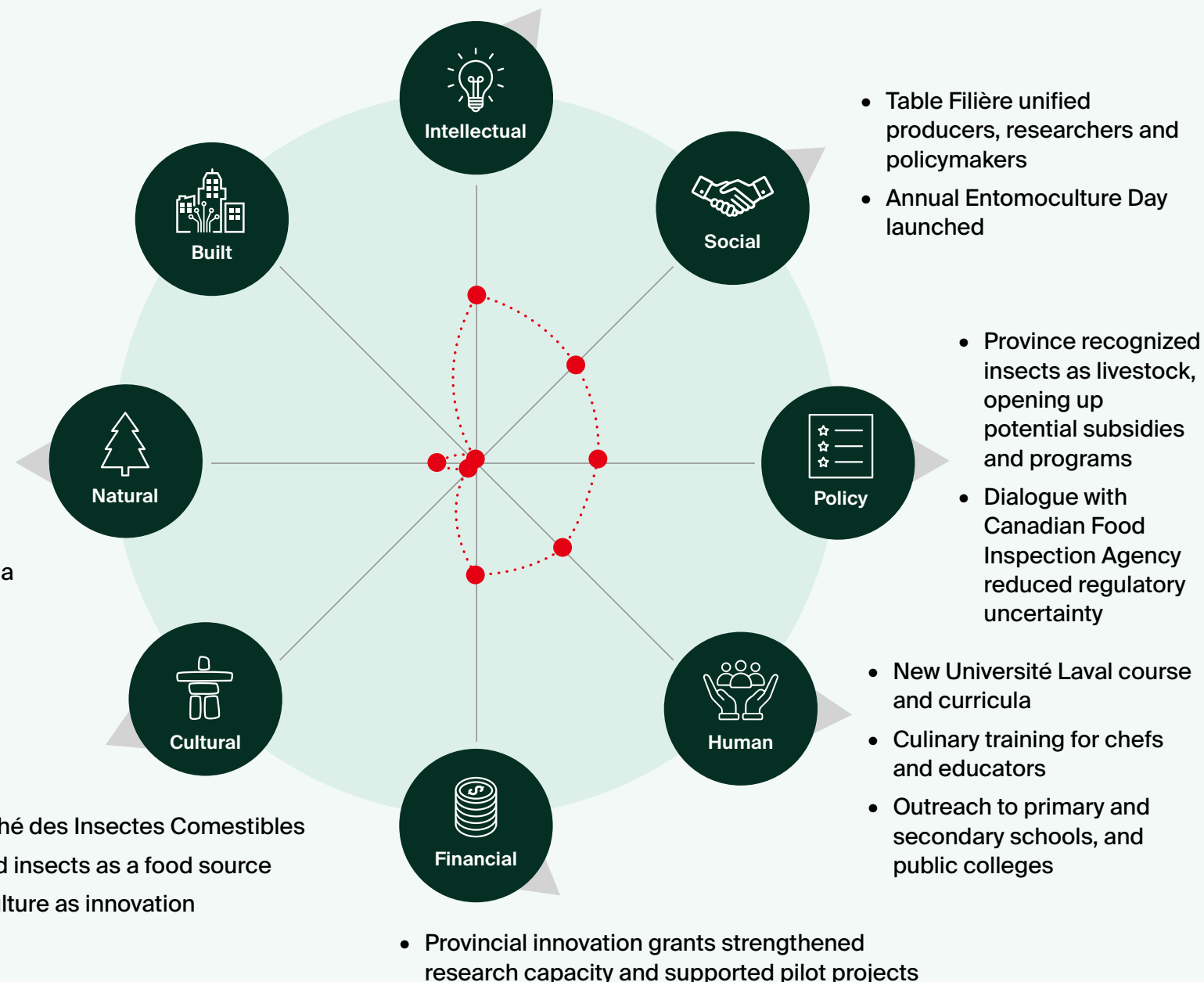
Legacy Drivers	Examples
Community Engagement	Public engagement through the Marché des Insectes Comestibles , media coverage and the creation of Entomoculture Day helped normalize insects as a food source and increase awareness of the industry in Québec.
Advocacy Activities	The provincial Ministry of Agriculture, Fisheries and Food (MAPAQ) officially recognized insects as a livestock and an agricultural science , opening the doors for future financial support and the development of the industry.
Capacity Building	The establishment of the Chair of Leadership in Education in Primary Production and Processing of Edible Insects (CLEIC) resulted in eight new courses and expanded curricula at Université Laval. It also increased research and development capacity, enhanced postgraduate training in entotechnologies, and led to the creation of a new full-time position.
Sector Innovation	The event led to the formation of the Academic Society of Insects as Food and Feed (ASIFF) , which bridges academia, industry and government in the edible insect sector to facilitate scientific exchange.
Knowledge Exchange	Two presentations on black soldier fly research were delivered at Entomoculture Day on April 16, 2024, expanding awareness of this emerging field.

Success Factors	Examples
Pre-Event Activities	Extensive stakeholder engagement over the two years leading up to the conference helped lay the groundwork for the outcomes that emerged during and after the event.
Government Participation	Engagement with MAPAQ led to government allocation of resources to support the industry.
External Collaboration	Québec’s entomoculture producers, researchers and policymakers worked together through the Table Filière des Insectes Comestibles—an organization established to structure, develop and promote the edible insect production and processing industry.



OUTCOMES ACROSS DOMAINS

- Université Laval research chair renewed until 2029
- Launch of global Academic Society of Insects as Food and Feed
- Québec positioned as an entomoculture research hub



Intellectual Outcome: The conference led to the launch of the Academic Society of Insects as Food and Feed (ASIFF)—a permanent knowledge exchange platform that brings together academics and professionals working in the field of insects as food and feed.

Social Outcome: The Table Filière des Insectes Comestibles unified Québec’s producers, academics and policymakers into a coordinated advocacy body. At the conference, the advocacy body launched the annual Entomoculture Day, a time for the edible insect sector to come together for networking and knowledge sharing.

Policy Outcome: Following the creation of the Table Filière des Insectes Comestibles in Québec, formal dialogue was established with the Canadian Food Inspection Agency, helping the sector better navigate existing federal frameworks and advocate for key technical standards.

Human Outcome: Students now have the opportunity to learn about entomoculture after Université Laval created a new course and expanded its curricula as a result of the conference. Meanwhile, outreach to primary and secondary schools, and CEGEP (public colleges) broadened public science literacy.

Financial Outcome: MAPAQ innovation grants strengthened research capacity and supported pilot projects, such as reuse of insect byproducts in circular systems.

Cultural Outcome: The Marché des Insectes Comestibles drew approximately 12,000 visitors, offering first-hand tasting experiences. Extensive media coverage and culinary demonstrations reframed insects as a credible food innovation.

ONE YOUNG WORLD SUMMIT 2024

Montréal, Québec
September 18 – 21, 2024



Overview

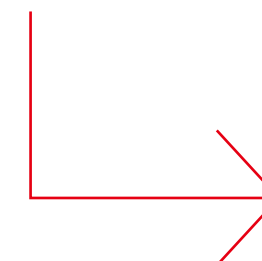
The **One Young World Summit** convened young leaders from across sectors to accelerate social impact projects, influence global policy, and build networks of next-generation changemakers. By actively engaging multiple levels of government, fostering extensive cross-sector partnerships, and prioritizing Indigenous reconciliation, the event demonstrated the strategic value of business events in positioning the host country as a global leader.

Aims

- Convene young leaders from around the world to exchange ideas and scale social impact projects.
- Provide a global platform for youth advocacy on pressing issues such as climate, equity and human rights.
- Build cross-sector partnerships that empower youth-led initiatives to drive systemic change.
- Strengthen Canada's international profile and showcase Montréal as a hub of innovation, cultural diversity and youth leadership.
- Amplify Indigenous voices through dedicated programming and create space for dialogue on reconciliation.

Key highlights

- Cultural immersion and Indigenous perspectives were integrated into the event's design. Organizers elevated Montréal's festivals, arts and bilingual character, and highlighted Indigenous leadership through elements such as Indigenous Youth Day.
- The summit mobilized corporate partners to support scholarships, ensuring broad geographic and socioeconomic representation.
- Beyond the event itself, a strong legacy of ongoing community engagement and initiatives is planned to ensure sustained local and global impact.



IMPACT ACCELERATORS

Legacy Drivers Examples

DEI Initiatives

Indigenous communities helped shape the event’s content, fostering dialogue and driving its impact. This led to the creation of an **Indigenous Youth Day**—a pre-summit event held exclusively for Indigenous young leaders from around the world.

Capacity Building

Lead2030, One Young World’s flagship funding program, provided \$300,000 for seven youth changemakers working across the UN Sustainable Development Goals.

Community Engagement

The **Jeune Chambre de Commerce de Montréal (Junior Chamber of Commerce of Montréal)** provided free passes to engage local entrepreneurs, while the opening ceremony at the Bell Centre attracted a large audience beyond the delegates.

Knowledge Transfer

Three interactive stages gave delegates the opportunity to engage directly with internationally renowned mentors, delegate speakers and One Young World ambassadors.

Success Factors Examples

Pre-Event Activities

Pre-summit community engagement included the **participation of 200 young Montréalers in the bid book submission**, fostering early community buy-in to the event.

DMO Involvement

Tourisme Montréal supported the bid and provided logistical assistance, event promotion and agenda contributions.

Government Participation

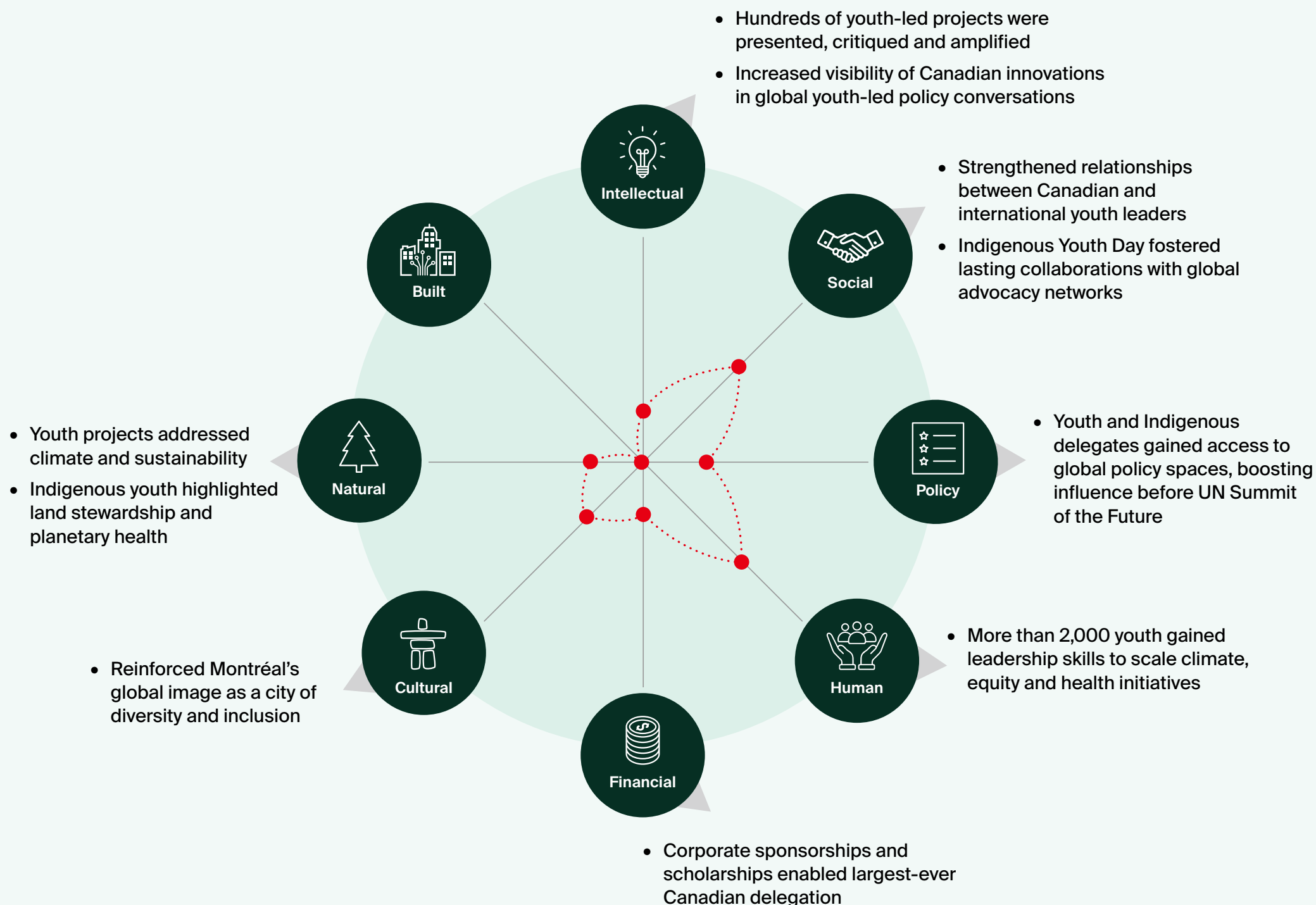
Then **Prime Minister Justin Trudeau participated in the summit**, while the provincial Secrétariat à la jeunesse (Youth Secretariat) provided funding. The City of Montréal offered local engagement.

External Collaboration

Partnerships were forged between international organizations and Canadian businesses such as Deloitte and Air Canada. Simultaneously, local Montréal groups and Indigenous communities helped amplify the event’s reach and impact.



OUTCOMES ACROSS DOMAINS



Social Outcome: The summit strengthened relationships between Canadian and international youth leaders. The dedicated Indigenous Youth Day fostered lasting collaborations between Indigenous and global advocacy networks, embedding Indigenous perspectives more firmly into international youth movements.

Policy Outcome: Youth and Indigenous representatives gained greater access to international policy spaces, increasing their influence in debates leading up to the UN Summit of the Future, which took place in New York immediately afterwards.

Human Outcome: More than 2,000 youth delegates gained practical leadership and project management skills through mentoring and workshops aimed at scaling initiatives in climate, equity and health.

Financial Outcome: Corporate sponsorships and delegate scholarships reduced financial obstacles, enabling a broader and more diverse Canadian delegation.

Cultural Outcome: The summit reinforced Montréal's global image as a city of diversity and inclusion.

INTERNATIONAL METROPOLIS CONFERENCE

Ottawa, Ontario
June 24 - 28, 2019



Overview

The **International Metropolis Conference (IMC)** brought together more than 1,400 participants from more than 100 countries, making it one of the largest global gatherings focused on migration and integration.

The purpose of the event was to reinforce Canada's international leadership on migration governance, while simultaneously strengthening local research and civil society networks addressing immigration and settlement.

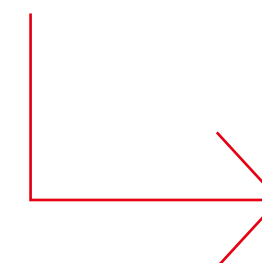
This event is a good example of how business events are not just economic drivers—they are instruments of diplomacy, innovation and nation branding that can enable host countries to lead global conversations on the issues that matter most.

Aims

- Showcase innovative research and best practices in the field of migration and integration, and promote evidence-based policymaking.
- Promote dialogue and collaboration between different stakeholders in the field.
- Explore solutions to complex challenges facing migrants and host communities.
- Increase visibility of Canada's role and leadership in international immigration policy and research.
- Profile Ottawa as a sustainable, vibrant, valued urban destination.

Key highlights

- The program featured plenary sessions on integration and diversity, parallel research tracks, and high-level policy dialogues. Keynote speeches and attendance by government officials from around the world facilitated engagement with international experts and stimulated critical policy conversations.
- Canadian universities and government agencies collaborated closely, ensuring strong domestic institutional involvement. The event also provided spaces for community organizations to highlight settlement practices and refugee support initiatives.
- Cross-sector collaborations helped drive ongoing partnerships, informing future conferences, policy frameworks and research agendas.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Advocacy Activities

The event included eight plenary sessions, 174 workshops, and keynote addresses focused on migration challenges, such as displaced persons, governance, economic impacts, public confidence and global cooperation. It also convened senior policymakers, academics, NGOs and representatives from organizations like the UN Refugee Agency (UNHCR) and the International Organization for Migration (IOM), facilitating dialogue on migration governance and policy development. These activities **brought much-needed visibility to the 40 million internally displaced persons worldwide**, calling for fresh policies and resources to address their long-term needs.

Capacity Building

Immigration, Refugees and Citizenship Canada (IRCC) and the Graduate Program in Immigration and Settlement Studies (ISS) at Ryerson University produced a book, *The Promise of Migration*, capturing key themes from the congress and sharing its ideas more broadly.

Showcasing Local Expertise

Canada's migration governance model was showcased as a credible alternative to restrictive global approaches.

Knowledge Transfer

Research and debates **shifted the immigration conversation beyond economics** to emphasize considerations such as social integration, inclusion and inequality reduction.

Success Factors Examples

Pre-Event Activities

Ahead of the event, delegates had an opportunity to attend 13 study tours across the city, a networking lunch, a dedicated PhD workshop, and a **high-level symposium hosted by the Government of Canada titled *The Promise of Migration: A Canadian Perspective***.

Government Participation

The IRCC played a leading role in helping shape the event's programming and visibility.

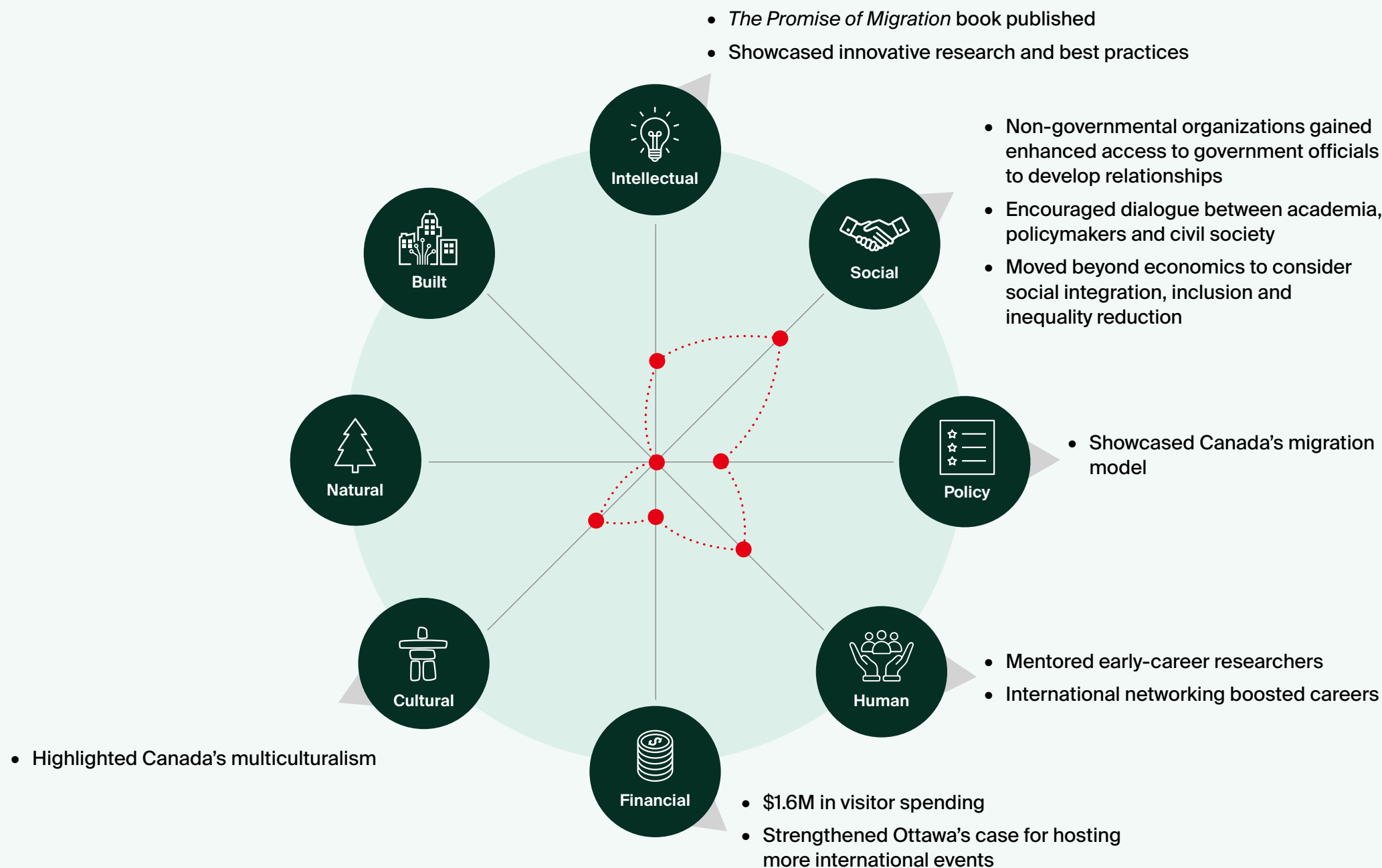
External Collaboration

The event **brought together global stakeholders from across academia, NGOs, and policy sectors**. It also included workshops that featured contributions from institutions such as UNHCR, IOM, and national governments.



Ottawa, Ontario

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: The publication of *The Promise of Migration* embedded Canadian scholarship into global migration policy debates. This ensured that Canadian perspectives were cited internationally, reinforcing the country's reputation as a knowledge leader in the field.

Social Outcome: Civil society organizations, particularly immigrant-serving NGOs, gained enhanced access to IRCC officials. This improved their ability to bring grassroots perspectives into policy discussions.

Human Outcome: Early-career researchers and PhD students advanced their professional development through specialized seminars and mentoring. Increased visibility translated into publication opportunities and international networking, boosting career trajectories within migration studies.

Financial Outcome: The conference generated an estimated \$1.6 million in visitor spending, validating Ottawa's capacity to translate academic conferences into measurable economic returns, strengthening the case for hosting further international events.

Cultural Outcome: Canada's multicultural identity was highlighted throughout the event. This narrative strengthened public diplomacy by presenting diversity not only as a social value, but also as a driver of economic prosperity.

MACRO WORLD POLYMER CONGRESS 2022

Winnipeg, Manitoba
July 17 - 21, 2022



Winnipeg, Manitoba

Overview

The **MACRO World Polymer Congress 2022**, endorsed by the International Union for Pure and Applied Chemistry (IUPAC), brought together the global polymer science community for the first time in Canada.

The goal of the gathering was to advance international research collaborations, strengthen the profile of Canadian polymer science, and create valuable career development opportunities for graduate students and early career researchers.

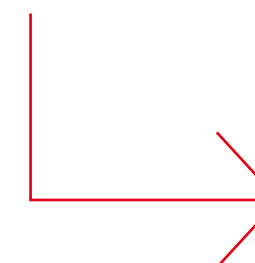
Held during an unexpected resurgence of the COVID-19 pandemic, this event highlights how local leadership can still generate meaningful global collaboration, regional visibility and sectoral development even in the face of adversity.

Aims

- Assemble polymer scientists from all over the world to exchange expertise, explore new ideas and research in polymer science, and foster future collaborations and research initiatives.
- Showcase polymer science research being done at the University of Manitoba, Winnipeg and across Canada.
- Ensure the congress was international and open to all regardless of race, religion or gender.
- Demonstrate the capability of Winnipeg to host international conferences and deliver an economic boost to local businesses.

Key highlights

- Originally designed as an in-person gathering of 1,200 delegates, the congress faced unexpected disruption due to a resurgence of COVID-19, reducing in-person attendance to 372. Despite these challenges, the congress successfully delivered high-quality scientific exchange and provided a unique platform for early-career scientists and students.
- The sector has no formal local association, therefore the event was jointly organized by the University of Manitoba, local scientists and Tourism Winnipeg, with funding support from Winnipeg's Special Event Tourism Fund.



IMPACT ACCELERATORS

Legacy Drivers Examples

Advocacy Activities

Discussions around terminology in polymer science at the conference laid the foundation for the International Union of Pure and Applied Chemistry's (IUPAC) guidance.

DEI Initiatives

The congress featured a **gender-balanced plenary lineup**, bringing together global leaders such as Zhenan Bao (Stanford) and Martina Stenzel (UNSW), alongside Nobel Laureate Ben Feringa. This approach extended across the program, with diverse speakers from 48 countries represented throughout all 45 technical sessions.

Showcasing Local Expertise

The event introduced delegates to **the latest polymer chemistry work being done at the University of Manitoba** as well as innovative biotech and materials offered by local companies.

Knowledge Transfer

The program focused on educational sessions for scientific exchange, such as Polymers in Medicine and Drug Delivery Systems, which **highlighted the intersection of chemistry and healthcare**. A Meet the Experts Lunch allowed students and early-career researchers to converse with plenary speakers. The congress also hosted formal World Polymer Council and IUPAC Subcommittee meetings, which are the primary vehicles for setting global standards and policy in the field.

Success Factors Examples

External Collaboration

The University of Manitoba, Tourism Winnipeg and IUPAC came together to ensure **the scientific program was supported by municipal funding and featured local cultural icons**, such as the Canadian Museum for Human Rights. This provided a multi-dimensional experience for international delegates.

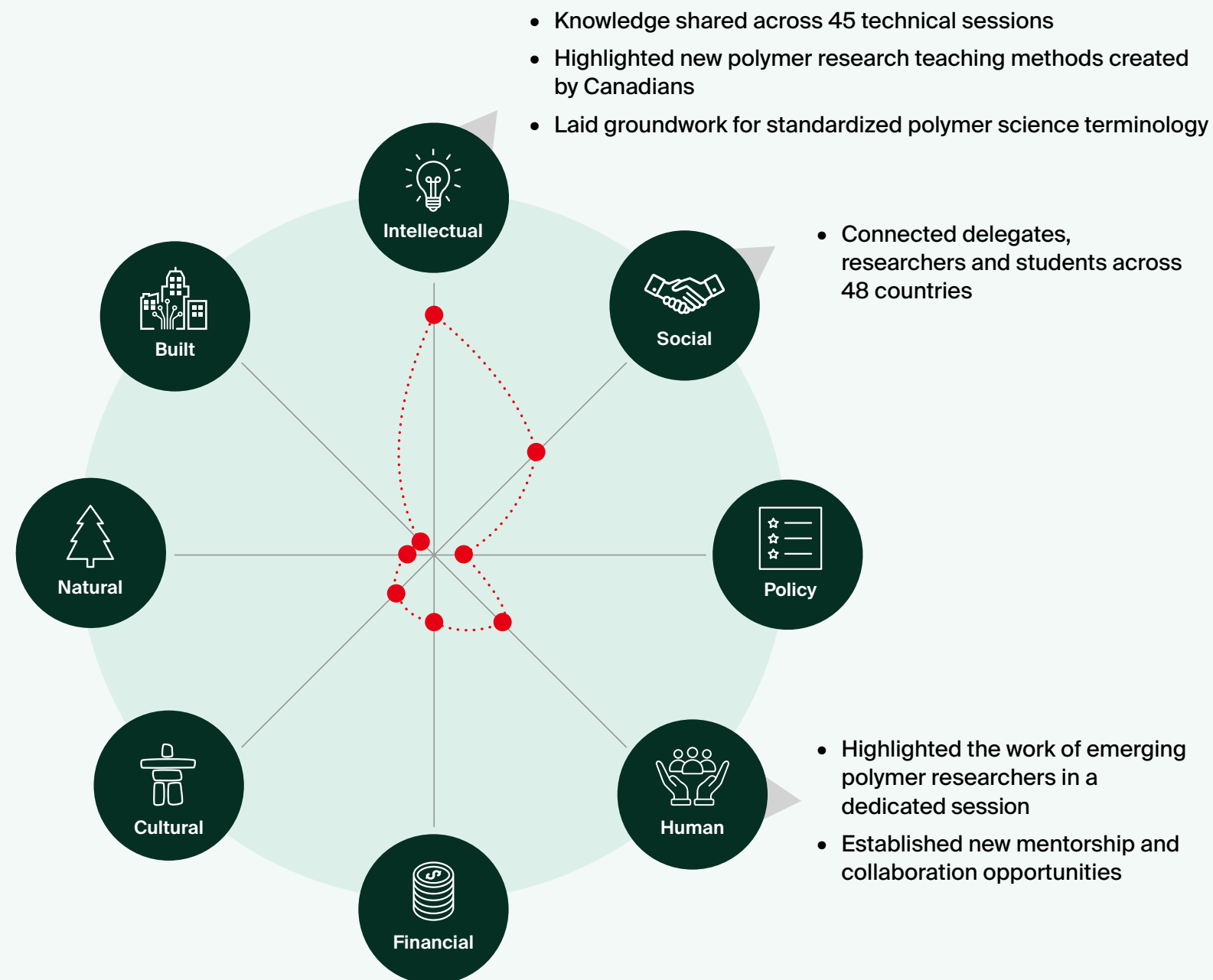
Government Participation

The City of Winnipeg supported the event through the Special Event Tourism Fund, providing critical financial backing and allowing the local organizing committee to commit to the event. The funds were specifically allocated to offset high-level operational costs, such as venue rentals at the RBC Convention Centre and the execution of the opening ceremonies, as well as a high-profile speaking lineup and large-scale international program.



Winnipeg, Manitoba

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: A key session on the development of terminology in the polymer science field helped align the scientific community around a common language, potentially paving the way for more cohesive collaboration, faster innovation and clearer learning pathways for students entering the field.

Social Outcome: The conference provided a platform to build informal networks between delegates, researchers and students across 48 countries.

Human Outcome: The conference facilitated career development opportunities for students, while also establishing new mentorship and collaboration avenues for early-career professionals and graduate students.

INTERNATIONAL SOCIAL INNOVATION RESEARCH CONFERENCE

Halifax, Nova Scotia
September 16 – 18, 2022

Overview

The **International Social Innovation Research Conference** brought together academics, researchers and practitioners from more than 30 countries to share and discuss the latest research and ideas on social innovation. The conference focused on themes such as social entrepreneurship, social impact and social innovation policy.

Aims

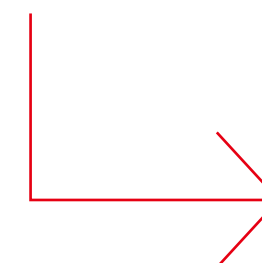
- Position Halifax and St. Mary's University as key hubs in international research networks.
- Expand student capacity through placements and training.
- Share Canadian scholarship internationally.

Key highlights

- The program design included plenaries on the social economy, Indigenous innovation and impact measurement, alongside workshops and doctoral sessions to support early-career scholars.
- The conference fostered an informal yet structured networking environment, facilitating exchanges between Canadian and international researchers and embedding policy actors into academic discussions.
- With no international association or traditional Request for Proposal (RFP) process, the event was hosted in Halifax thanks to the strategic collaboration of Destination Halifax and Chantal Hervieux, Director of the Centre of Leadership Excellence and Associate Professor of Strategy, Ethics, and Social Entrepreneurship at the Sobey School of Business at St. Mary's University.



Halifax, Nova Scotia



IMPACT ACCELERATORS

Legacy Drivers Examples

Capacity Building

The event led to **funding for research projects and internship positions at the Centre of Leadership Excellence's ImpactLab**, which brings together leading researchers, students and partners to develop and apply cutting-edge approaches to measuring social, environmental and economic impact in real-world settings.

Showcasing Local Expertise

Hosting the event on the St. Mary's University campus positioned Halifax as an academic convening hub for social innovation.

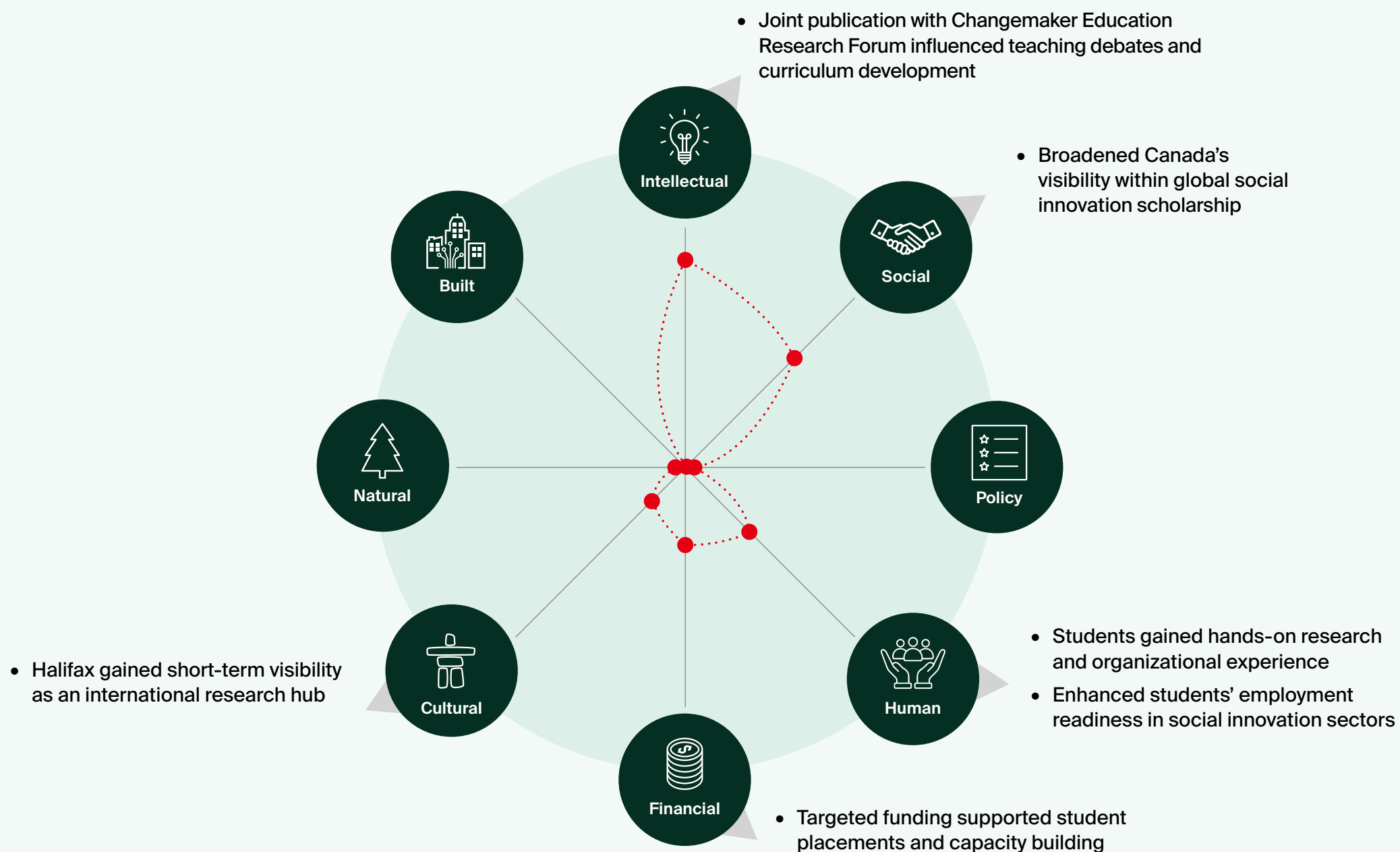
Success Factors Examples

External Collaboration

Destination Halifax worked closely with the Centre for Leadership Excellence at St. Mary's University to bring the event to Halifax. Through this strategic collaboration, organizers were able to issue a direct proposal to host the conference in Halifax.



OUTCOMES ACROSS DOMAINS



Intellectual Outcome: A joint publication issued by the Changemaker Education Research Forum (CERF) and the conference articulated systemic barriers to embedding social innovation in higher education. This influenced teaching debates and informed curriculum development at several universities, bringing Canadian perspectives into global conversations on social innovation pedagogy.

Social Outcome: The conference temporarily broadened Canada's visibility within global social innovation scholarship, enabling Canadian researchers to forge collaborations with European and Australasian peers.

Human Outcome: Students supported through the Centre of Leadership Excellence's ImpactLab gained hands-on research and organizational experience, enhancing their employment readiness in social innovation sectors.

Financial Outcome: Targeted funding supported student placements and capacity building, providing immediate resourcing for skills development.

Cultural Outcome: Halifax gained short-term visibility as an international research hub, briefly elevating the city's profile within academic and conference circuits.

INTERNATIONAL CONFERENCE ON LIQUEFIED NATURAL GAS

Vancouver, British Columbia
July 10 - 14, 2023

Overview

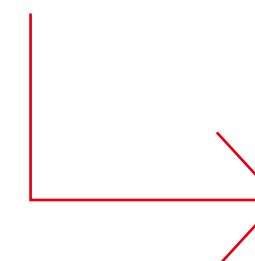
The **International Conference on Liquefied Natural Gas** offered a critical platform to discuss the energy sector's role in enhancing global security following Russia's recent invasion of Ukraine, and address other issues including eliminating energy poverty and tackling the climate crisis.

Aims

- Ensure a safe event, given that previous liquefied natural gas (LNG) events had attracted protests.
- Deliver unique opportunities for collaboration, knowledge sharing, and securing high-value deals that advance the LNG business.
- Run a profitable event.
- Establish Canada's growing role and reputation as a leader in energy security and clean energy.
- Showcase strong links and partnerships with Indigenous communities.

Key highlights

- With just 15 months of preparation, the Canadian Gas Association staged a world-class event that highlighted Canada's clean energy potential, reinforced its commitment to Indigenous partnerships, and showcased LNG as a critical player in global energy security.
- By highlighting the increasing leadership of Indigenous communities in major LNG projects, Canada demonstrated how Indigenous engagement can strengthen project outcomes.
- The event's legacy includes the creation of cross-sectoral networks, such as Energy for a Secure Future. It also fostered lasting collaborations that are advancing global gas innovation and positioning Canada as a key destination for future energy-focused events.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Capacity Building

Club LNG, a LinkedIn group, offered **early access to conference papers and research**, and built an LNG community prior to the conference.

DEI Initiatives

The event's Spotlight Session, **Reconciliation and Canadian LNG: Indigenous Energy Leadership on the World Stage**, exemplifies how the event highlighted Indigenous partnerships with Canada's LNG industry.

Sector Innovation

The newly-formed cross-sectoral network, **Energy for a Secure Future (ESF)** hosted many panels and discussions about Indigenous leadership in LNG and its role in global solutions. These activities created opportunities for collaboration between the private sector and Indigenous communities, supporting the development of a cleaner, dependable global energy sector and more resilient and equitable energy system in Canada.

Advocacy Activities

The Canadian Gas Association organized a pre-conference **Diplomatic Forum** which included more than 100 diplomatic, political, civil society and industry representatives. The forum discussed the important role that LNG plays in enhancing energy security, while at the same time reducing global emissions.

Success Factors Examples

Pre-Event Activities

Creation of the **Club LNG LinkedIn group** before the conference helped build community and engage with potential and registered delegates. The group also acted as a source of knowledge transfer through early access to conference papers and latest updates.

DMO Involvement

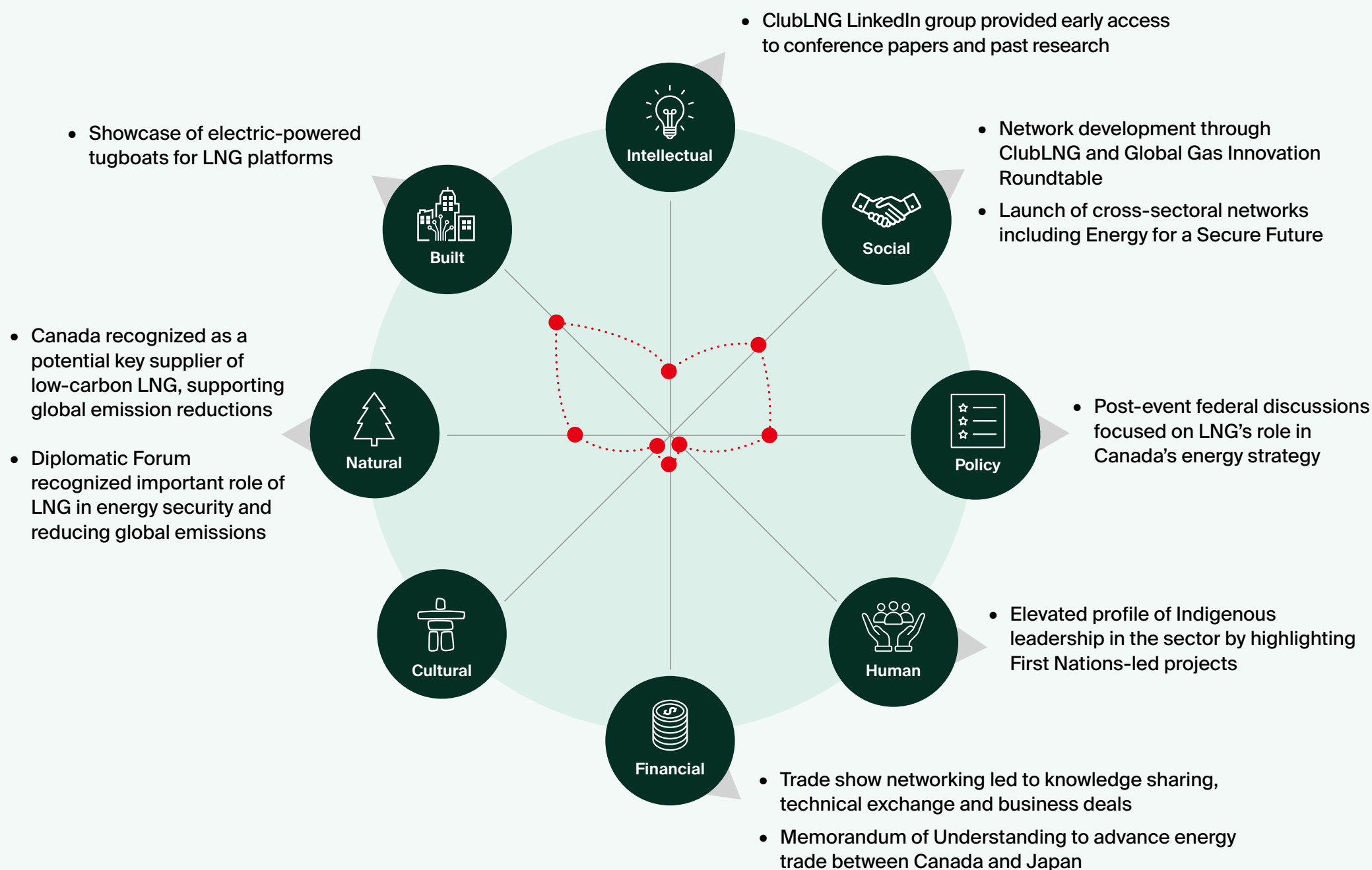
Destination Vancouver partnered with the Canadian Gas Association (CGA) to coordinate the bid and subsequent hosting logistics.

External Collaboration

The event featured **strong engagement with Indigenous partners, government and industry** before, during and after the conference. This was exemplified through the event's Indigenous Advisory Committee, which was established early in the 15-month planning window to ensure Indigenous voices shaped the programming and protocol.

During the event, **industry tech talks and innovation zones connected industry giants**, like Shell and Petronas, with smaller tech startups focusing on methane reduction and carbon capture. Following the event, the federal government participated in policy discussions which focused on how the outcomes of the conference could inform Canada's long-term energy transition and export strategies.

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: Launched at the conference, the Global Gas Innovation Roundtable established an international network of stakeholders, strengthening engagement and collaboration in gas innovation.

Social Outcome: More than 2,000 people joined the Club LNG LinkedIn group, which provided early access to conference papers and past research. An extensive trade show provided delegates with networking opportunities that led to new technical information, knowledge transfer and business deals.

Human Outcome: By highlighting projects like Cedar LNG, a proposed floating LNG facility that is majority owned by the Haisla Nation, the event elevated the profile of Indigenous leadership in the sector.

Financial Outcome: Energy for a Secure Future (ESF), the Institute of Energy Economics Japan (IEEJ), and the First Nations LNG Alliance signed a Memorandum of Understanding to advance energy trade between Canada and Japan.

Natural Outcome: The conference promoted Canada as a potential key supplier of low-carbon LNG, while the Diplomatic Forum recognized the importance of LNG in reducing global emissions.

Built Outcome: Showcased at the conference, the demonstration of electric-powered tugboats positioned Canada as a leader in maritime innovation, legitimizing the infrastructure needed for systemic industry transformation.

INTERNATIONAL MARINE PROTECTED AREAS CONGRESS

Vancouver, British Columbia
February 3 - 9, 2023

Overview

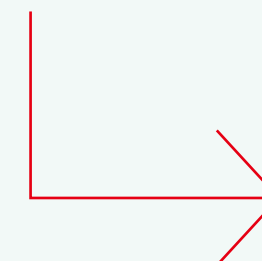
The **International Marine Protected Areas Congress (IMPAC5)**, co-hosted by Canada and the Musqueam, Squamish, and Tsleil-Waututh First Nations in Vancouver, was organized by the Government of Canada and led by teams from Fisheries and Oceans Canada, Parks Canada, and Environment and Climate Change Canada. It brought together global Marine Protected Area (MPA) practitioners to work toward conserving 30 per cent of the ocean by 2030, emphasizing MPA networks, the blue economy, biodiversity, climate action, and the connection between ocean culture and wellbeing.

Aims

- Bring the world together in a face-to-face environment to talk about the issues surrounding ocean conservation and marine protected areas.
- Address ways to achieve the new biodiversity targets set at the UN Biodiversity Conference (COP15).
- Showcase Indigenous leadership in advancing ocean conservation.
- Attract more young professionals to the field.
- Raise public awareness around ocean conservation.
- Advance the federal agenda around ocean conservation.

Key highlights

- The congress was intentionally scheduled to occur just six weeks after COP15, aligning with global momentum to maximize relevance and impact.
- The congress also aligned with Canada's ambitious agenda to surpass ocean conservation targets, providing a platform to advance federal priorities and raise public awareness.



IMPACT ACCELERATORS

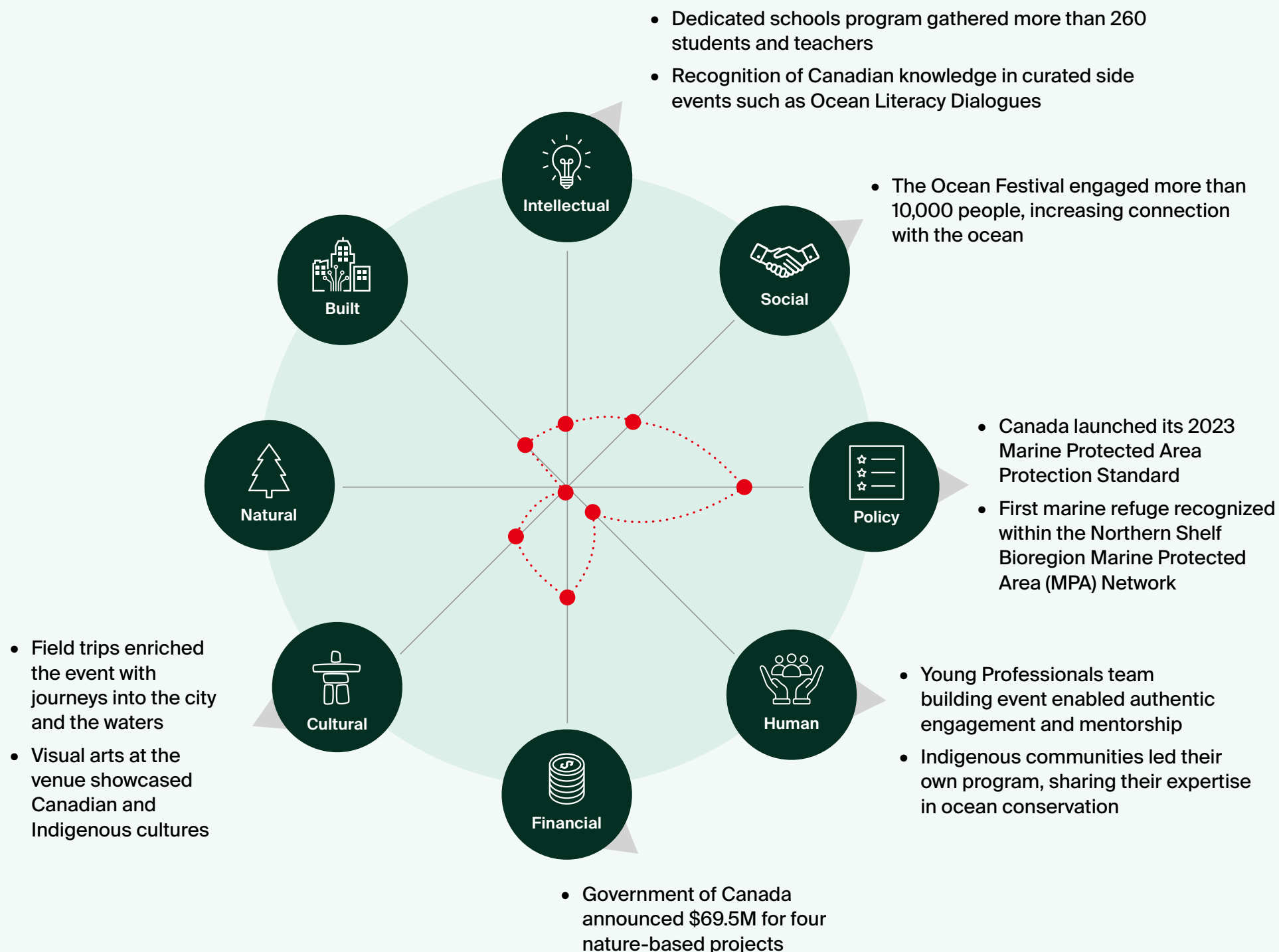
Legacy Drivers Examples

Community Engagement	The Ocean Festival engaged more than 10,000 people in learning activities and strengthened connections to Canada’s relationship with the ocean.
DEI Initiatives	The creation of an Indigenous Program Committee and Young Professionals Committee resulted in an inclusive congress that amplified underrepresented voices.
Showcasing Local Expertise	The Ocean Literacy Dialogues , led by the Canadian Ocean Literacy Group and UNESCO, are an annual series of events designed to build momentum for ocean advocacy. The IMPAC5 dialogues were a satellite event that invited local experts to talk about topics related to public education, cultural engagement, and building a community around ocean conservation. The success of the IMPAC5 event directly informed the next edition of the Ocean Literacy Dialogues, which took place in Barcelona in April 2024.
Capacity Building and Advocacy Activities	The conference led to the recognition of the first marine refuge within the Northern Shelf Bioregion MPA Network —the ecologically and culturally significant area of Gwaxdlala/Nalaxdlala in Knight Inlet on the coast of British Columbia.
Knowledge Transfer	The event helped shape a special issue of Parks Stewardship Forum , co-published with the George Wright Society, focused on marine protection, extending knowledge sharing and building momentum in the lead-up to the congress.
Sectoral Innovation	The post-congress Leadership Forum leveraged insights from the event and united leaders to plan and execute future actions by establishing a roadmap for sustainable financing of the blue economy . The forum also integrated ocean literacy targets into the 2024 UN Ocean Decade Priorities, ensuring that IMPAC5’s legacy translates into measurable legislative action.

Success Factors Examples

Pre-Event Activities	Organizers established a Project Charter to ensure all voices with responsibility and knowledge of marine protected areas would be fully represented in the event’s programming. A pre-conference Young Professionals team building event facilitated authentic engagement.
Government Participation	The event was led by the Government of Canada , with major agency coordination. The congress accelerated government announcements regarding marine protection.
External Collaboration	The event was supported by the International Union for Conservation of Nature (IUCN), UNESCO and global NGOs . Indigenous and youth communities were also involved from the start.

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: The dedicated schools program gathered more than 260 students and teachers from six different schools to a three-hour learning session at the Ocean Festival. Indigenous leaders led the expertise-sharing within the session, providing students with a holistic view of conservation.

Social Outcome: The Ocean Festival increased awareness of Canada’s relationship with the ocean, receiving more than 100,000 social media impressions and approximately 6 million earned media impressions. This momentum contributed to a surge in participation the following June, with Ocean Week Canada 2023 reaching more than 2.4 million Canadians across more than 200 events.

Policy and Natural Outcome: The event influenced the creation of the first marine refuge within the Northern Shelf Bioregion, and accelerated the Government of Canada’s launch of the 2023 Marine Protected Area Protection Standard—representing tangible progress towards global biodiversity targets.

Human Outcome: Indigenous communities led their own programming, strengthening relationships and creating space to share their expertise in ocean conservation. Participation from young professionals further broadened perspectives, resulting in a more inclusive congress.

Financial Outcome: The Government of Canada announced \$69.5 million for climate finance to support four nature-based projects that aimed to help marginalized communities adapt to climate change, strengthen biodiversity and reduce poverty.

Cultural Outcome: An extensive program of side events enriched the conference experience through innovative field trips into the city and onto the waters. The incorporation of visual and sculptural arts introduced attendees to Canadian and Indigenous cultures.

INTERNATIONAL CONFERENCE ON ISOTOPES

Saskatoon, Saskatchewan
July 23 – 27, 2023



Overview

The World Council on Isotopes (WCI) promotes the safe, environmentally sound use of isotope technologies and the sharing of their peaceful applications to support global wellbeing. The focus of the **2023 International Conference on Isotopes (ICI)** was to help steady the global supply of isotopes, which was disrupted by Russia's invasion of Ukraine in 2022.

Aims

- Position Saskatoon and Saskatchewan as key players in the global isotopes industry.
- Attract new government and industry funding for university chairs.
- Increase usage of the Saskatchewan Cyclotron Facility, allowing students, professors and industry to advance their innovations and contribute to the running costs of the centre.
- Attract new professors and international specialists to Saskatoon and the University of Saskatchewan.
- Showcase the contributions of women in nuclear science and technology, while engaging youth and Indigenous communities.
- Improve public perception of radiation safety and the benefits of isotope applications, especially among Indigenous communities.

Key highlights

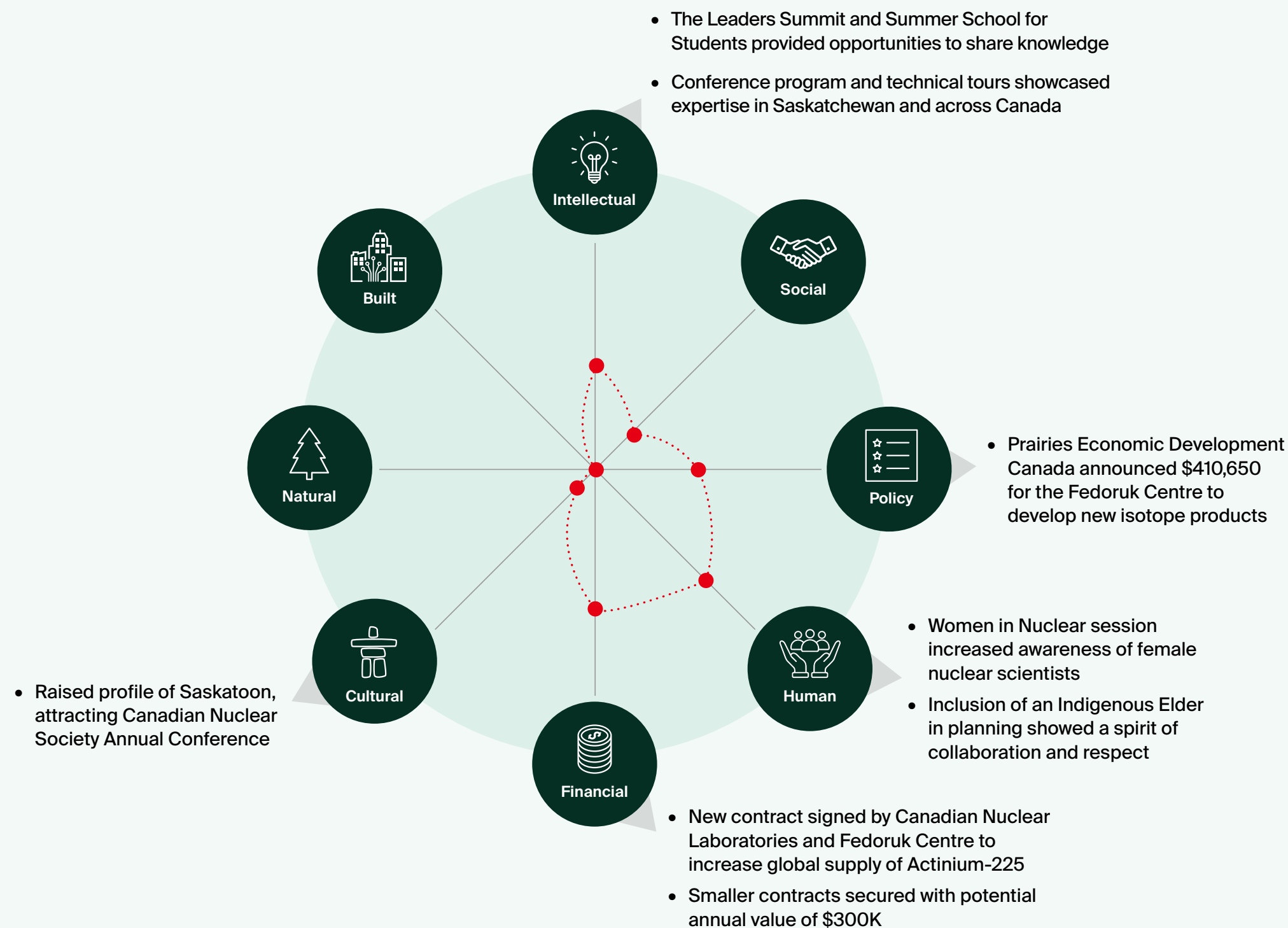
- The conference catalyzed new investments and institutional collaborations, demonstrating how business events can leverage scientific convening power to elevate global profile and local growth.
- It employed targeted legacy planning and alignment with regional expertise to deliver meaningful long-term impact.
- With strong Indigenous participation, youth engagement and international scientific collaboration, the event aligned with national innovation and health priorities, positioning Saskatoon as a future-facing global hub for nuclear development.

IMPACT ACCELERATORS

Legacy Drivers	Examples
Knowledge Transfer	A Leaders Summit brought together the Canadian and international communities to discuss common issues and strategic opportunities in the isotope industry.
DEI Initiatives	The Women in Nuclear session highlighted the prominent role of female nuclear scientists, both internationally and locally. As well, Indigenous Elders were included in planning the conference , and individual sessions promoted Indigenous nuclear stewardship.
Advocacy Activities	The World Council on Isotopes President's Forum addressed the public perception of radiation safety and the role decision makers can play in highlighting the benefits of radiation applications.
Sector Innovation	The event led to the creation of two university chairs , paving the way for new programs, courses, research opportunities, talent development and investment.
Capacity Building	Metrics tracked by the Sylvia Fedoruk Canadian Centre for Nuclear Innovation indicate growth in the nuclear ecosystem . This includes increases in academic engagement, new faculty positions, expanded partnerships—including with Indigenous communities—and international collaborations leading to local research opportunities. The Centre also monitors activity and output at the Saskatchewan Cyclotron facility.
Showcasing Local Expertise	Technical tours of local facilities showcased Saskatchewan's expertise, increasing visibility and understanding of its capabilities. The Fedoruk Centre was also recognized with the World Council on Isotopes Chair Award and the Canadian Nuclear Isotope Council Not-for-Profit Advocacy Award, for its contributions to the isotope sector and its role in bringing the conference to Canada.

Success Factors	Examples
Pre-Event Activities	The Leaders Summit and Summer School for Students offered opportunities to share knowledge in advance of the conference.
DMO Involvement	While the Fedoruk Centre and the University of Saskatchewan were the primary hosts of the event, Discover Saskatoon provided bid and planning support .
External Collaboration	Inclusion of an Indigenous Elder in conference planning demonstrated a spirit of collaboration and respect. The agreement with Canadian Nuclear Laboratories showed enhanced collaboration and set the stage for increased isotope production capacity in Canada.

OUTCOMES ACROSS DOMAINS



Intellectual Outcome: Scientific programming, the Summer School and the high-profile Leaders Summit advanced knowledge and strengthened relationships between government, academia and industry, nationally and globally.

Policy Outcome: Prairies Economic Development Canada announced \$410,650 for the Fedoruk Centre to develop new isotope products for research and applications in the region.

Human Outcome: The event increased awareness and recognition of the role women play in the nuclear industry through a Women in Nuclear session. Speakers included Dr. Melissa Denecke of the International Atomic Energy Agency, Amy Gottschling of Atomic Energy Canada Limited, Dr. Kirsten Laurin-Kovitz of Argonne National Laboratory and Kaylyn Olshanoski, a graduate student at the University of Saskatchewan.

Financial Outcome: The Canadian Nuclear Laboratories (CNL) signed an agreement with the Fedoruk Centre to significantly increase the global supply of Actinium-225, a rare medical isotope used to treat cancer. Smaller contracts were also secured, with a potential annual value of approximately \$300,000.

Cultural Outcome: Increased awareness of city, province and industry expertise helped Saskatoon attract the Canadian Nuclear Society Annual Conference in 2024.

INTERNATIONAL WATER ASSOCIATION WORLD WATER CONGRESS & EXHIBITION

Toronto, Ontario
August 11 – 15, 2024

Overview

The **International Water Association (IWA) World Water Congress & Exhibition**, hosted by the Canadian Water and Wastewater Association (CWWA) in partnership with the City of Toronto, brought together academics, utility leaders and water professionals from around the world to advance global scientific collaboration and knowledge exchange in water management.

It is a strong example of how hosting an international event can elevate domestic participation and raise the profile of national stakeholders.

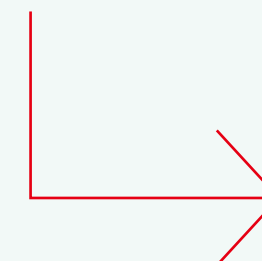
Aims

- Position Toronto and Canada as global leaders in water innovation and sustainability by showcasing local expertise, technologies and infrastructure.
- Foster trade and investment opportunities, and facilitate key discussions around potential agreements with international delegations.
- Strengthen collaboration between the academic sector and utility providers.
- Improve diversity in the water sector by delivering sessions focused on women in the industry and engagement with Indigenous communities.



Key highlights

- The local organizing committee seized an opportunity to broaden the conference's traditional academic focus, actively bringing together researchers and municipal water utilities to foster innovation and build collaborative networks.
- Despite the loss of anticipated federal funding, the conference was successfully delivered, ensuring the continuity of its intended legacy and impact.
- Inclusivity was a guiding principle in the conference's design, reflected in the expansion of the Young Water Professionals (YWP) Program, including the World Water Camp, which supported the next generation of water professionals.



IMPACT ACCELERATORS

Legacy Drivers

Examples

Capacity Building

The event saw the establishment of the **Utilities Leaders Committee**, laying the foundation for sustained international collaboration amongst utilities.

Showcasing Local Expertise

Technical and bespoke tours for delegations such as South Korea and Denmark strengthened Toronto's reputation as a centre of excellence.

Sector Innovation

Site visits **increased visibility of Ontario innovations**, potentially creating new opportunities for local companies and institutions.

DEI Initiatives

The Young Water Professionals program strengthened professional connections and raised the profile of the Canadian YWP chapter.

Success Factors

Examples

Pre-Event Activities

World Water Camp offered a unique opportunity for students and young water professionals to meet and network ahead of the event. A media campaign highlighted the significant recent infrastructure investment by Toronto Water.

DMO Involvement

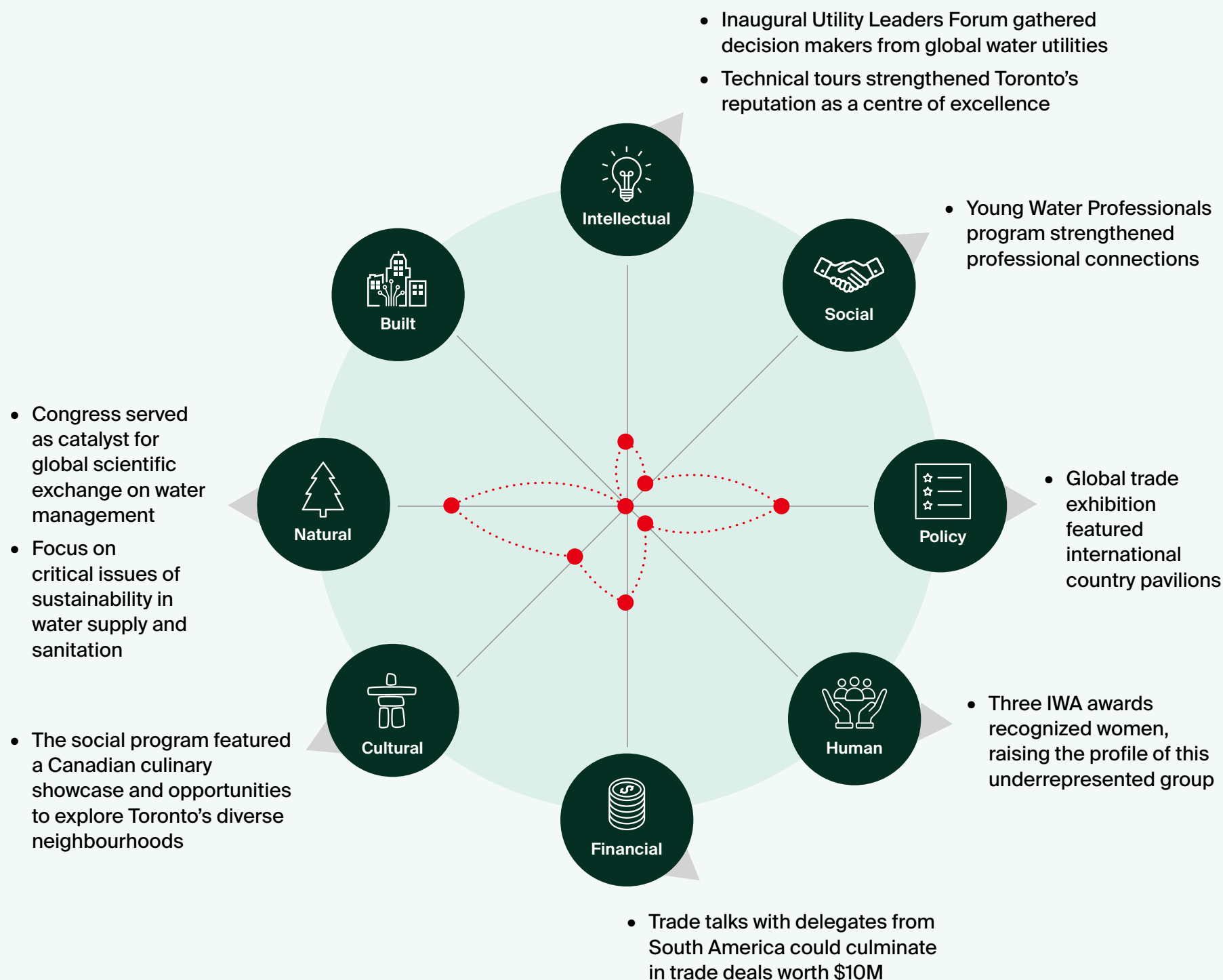
Destination Toronto acted as a primary partner and coordinated the logistics for 13 sold-out technical tours across the Greater Toronto Area.

External Collaboration

The exhibition **fostered cross-sector collaboration** between municipal water utilities, academia, industry and policymakers, creating stronger intergovernmental and cross-disciplinary dialogue.



OUTCOMES ACROSS DOMAINS



Intellectual Outcome: The Utility Leaders Forum, which brought together decision makers from global water utilities, led to the creation of the Utilities Leaders Committee to support ongoing collaboration, knowledge sharing and partnerships. This work will continue at the next congress in Glasgow in 2026.

Post-event feedback also highlighted interest in a dedicated utilities-focused conference to allow for deeper discussion of operational topics.

Social Outcome: Professional networks for young water specialists were significantly strengthened, increasing the profile of the Canadian chapter and serving as a model for the program at the next congress.

Human Outcome: In 2024, the recipients of the IWA's Global Water Award, Young Leadership Award, and Gender Diversity and Water Award were all women, raising the profile of an underrepresented group and providing a source of inspiration. The IWA awards recognize outstanding achievements and thought leadership by individuals, companies and organizations in the water sector.

Financial Outcome: The conference led to new connections and collaborations, sparking strong international interest in Canadian water technologies. Trade talks with delegates from South America could culminate in trade deals worth \$10 million.

Natural Outcome: The congress focused on critical issues of sustainability in water supply and sanitation, and the pressing challenges posed by climate change—showcasing the province's innovative stormwater solutions and sustainable wastewater treatment to an international audience.

Cultural Outcome: Local culture was integrated into the social program, featuring a Coast-to-Coast culinary showcase and opportunities to explore Toronto's diverse neighbourhoods and major landmarks.