



Flanders
State of the Art

HOW TO DEVELOP A CONFERENCE WITH A LEGACY

A GUIDE

VISITFLANDERS

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DE HOORN, LEUVEN

INTRODUCTION

The Conferences of the Future

VISITFLANDERS strives to host conferences that have a **positive impact in the long-term** and that have a **legacy**. Our organisation stimulates and supports associations in developing successful conferences with legacy. This is part of our long-term vision 'Travel to Tomorrow' which is based on the positive power of tourism in Flanders.

Do you want to develop a conference with a legacy? Take a look at our practical manual. It features inspiring insights and conceptual frameworks offering guidance, combined with

a practical **roadmap** and specific examples. In addition, VISITFLANDERS can coach you to facilitate this process.

VISITFLANDERS and BSAE, the Belgian Society of Association Executives, have developed these guidelines with the assistance of a group of driven pioneers, based on pilot projects in the field. We wish to thank the participants in our 'legacy and conferences' expedition for their insights and expertise.

'PEOPLE ARE USUALLY AFRAID OF CHANGE BECAUSE THEY FEAR THE UNKNOWN, BUT THE SINGLE GREATEST CONSTANT OF HISTORY IS THAT EVERYTHING CHANGES.'

Yuval Noah Harari, Homo Deus: A History of Tomorrow





INSPIRING INSIGHTS AND CONCEPTUAL FRAMEWORKS FOR GUIDANCE

1.1 WHAT IS A LEGACY?

A legacy is something that lives on. It is what you leave behind or **what remains in the destination after the conference has ended**. It can be both small or large and brings about physical, socio-economic or cultural change in the long-term. A legacy benefits people, society and the destination.

1.2 WHY A CONFERENCE WITH A LEGACY?

Organising a conference requires major effort and investment on behalf of associations. Conferences facilitate meeting points for members and stakeholders. But the 'outside world' often raises questions about their use or relevance. How do you offset the impact of traveling to a conference, against the goal of sustainability? What about the impact of pandemics, environmental or medical crises and the value of a face-to-face encounter as opposed to digital options? Legacy demonstrates the **social value of associations and conferences**. It constitutes the **positive power** of congress tourism.



HEALTH HOUSE, LEUVEN

‘THE PROCESS PUT THE CONFERENCE DEVELOPMENT INTO WORDS, HELPING TO GET ALL THE CONFERENCE’S STAKEHOLDERS ON BOARD FOR THIS ‘JOURNEY’

Erica van den Oever, BLCB



1.3 WHAT ARE THE BASIC PRINCIPLES?

If you want to work with VISITFLANDERS to develop a conference with a legacy, the following 4 basic principles will determine how you proceed:

- positive impact in the long-term
- added value for 4 target groups
- co-creation
- monitoring for permanent improvement

1.3.1 POSITIVE IMPACT IN THE LONG-TERM

You create a positive impact in the long-term with your conference. You can do this on **3 levels**:

- at the level of the organisation of the conference itself
- at the level of the association, community and members
- at the policy level

This also applies to **local actors**. The benefits are:

- Any actions that you undertake are linked to this. Making the right choice is easier as it is ensuring that your message (mission/vision) remains clear for your target group(s);
- By raising interest among locals for your topics -> See **Added value for 4 target groups**, you develop ambassadors. As such, you garner support for the development of future initiatives, for which you may require government financing;
- Legacy helps you to achieve the long-term objectives of your association and/or local organising committee.
- > See **How to start with a strong local organising committee (LOC)?**

By creating legacy, **associations** strengthen their own community in addition to empowering the **local one**. This can really help them to bring change. They also serve their members more optimally by opening new pathways to (potential) customers, new **members** and partners. It can stimulate further development and learning around the topic. By raising awareness around their collective ambition (or topic) towards society but also towards politics e.g. the European Union the association may benefit from more support and can plan for the longer term.

-> See **Open Empowered Community**.

EXAMPLE:

The Belgian Chapter of the VR/AR Association hopes to organise the XR Summit (Virtual, Augmented and Mixed Reality) in Flanders:

- at the level of the **organisation of the conference**, the intention is to make the conference the preferred place for major players to make announcements related to XR in Europe;
- at the level of the **association, community and members**, the intention is to develop a mature industry and bring XR to the attention of European leaders in a more structured manner;
- at the **policy level** the intention is to turn Flanders into the ‘XR Valley of Europe’.

You ensure that your conference contributes to the ambitions of the various policy levels. The theme of your conference has substantive support from the policy level, from the local to the regional level, and possibly even at the federal and European level.



'THANKS TO THIS PILOT PROJECT MECHELEN HAS FORMULATED THE AMBITION TO ATTRACT THE HANDS'ON CONGRESS IN 2023 TO THE CITY. WE SEE THIS CONGRESS AS A CATALYST TO MAKE MECHELEN FLOURISH'

Els Van Zele, City of Mechelen

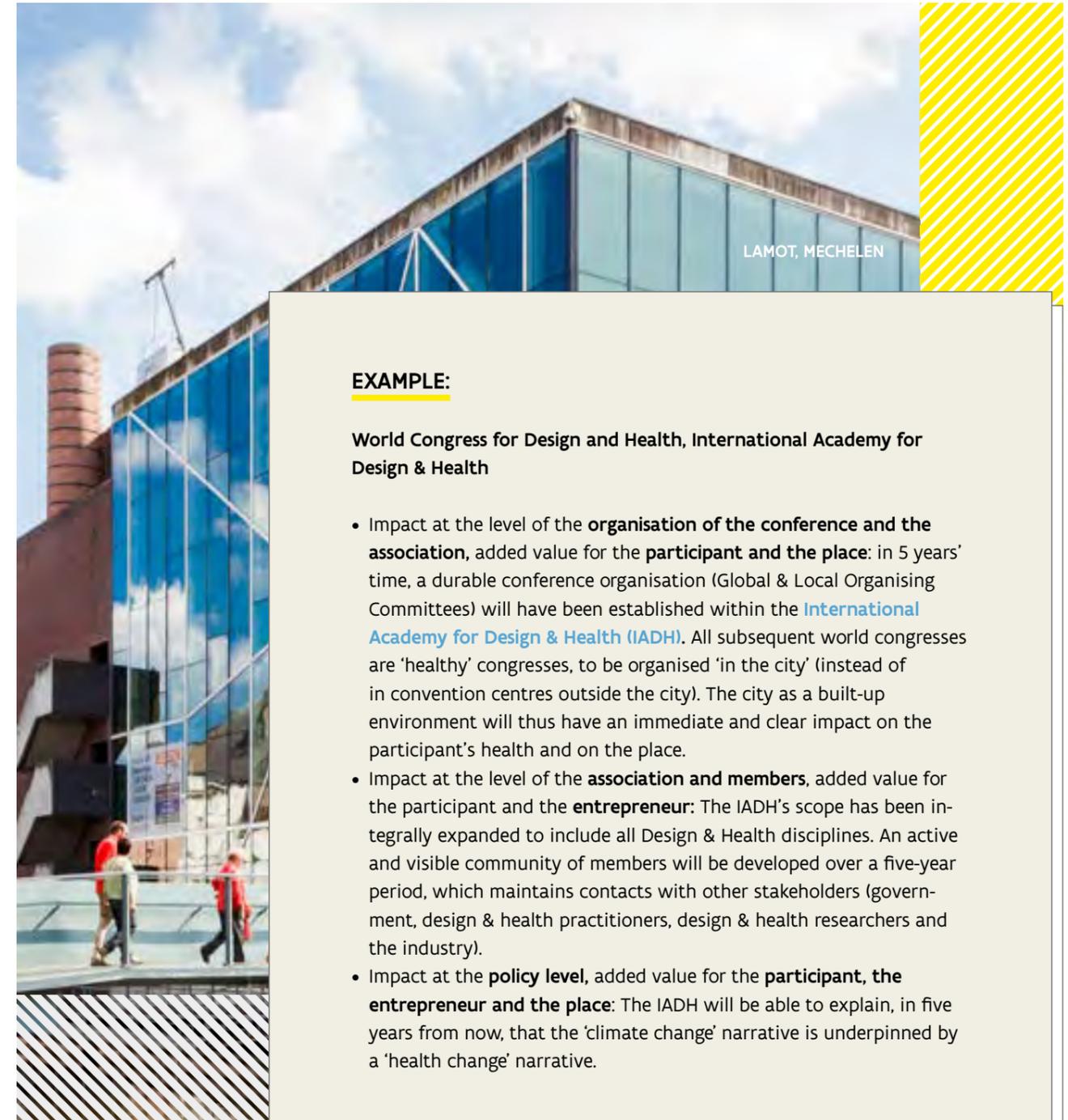
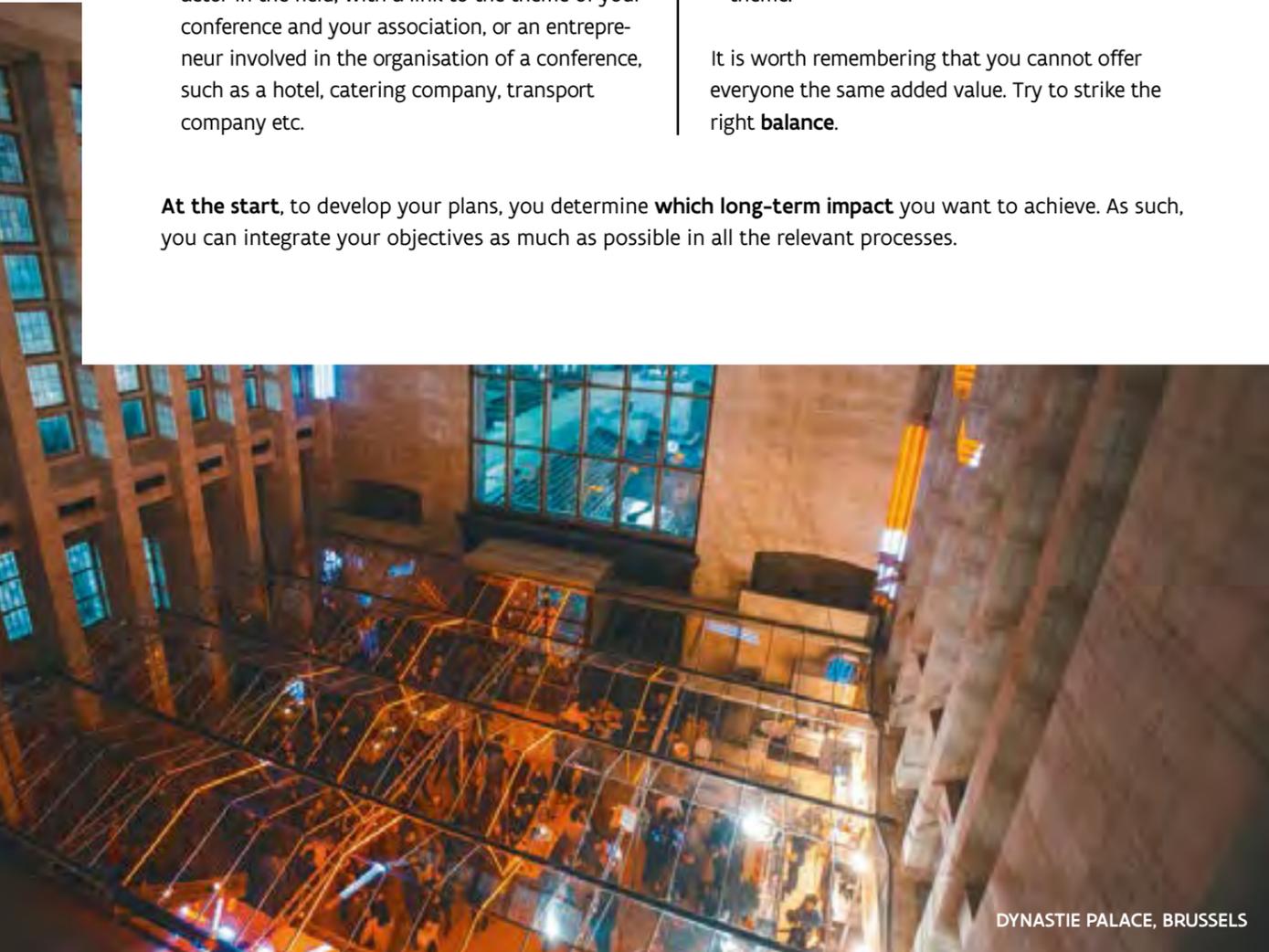
1.3.2 ADDED VALUE FOR 4 TARGET GROUPS

Your conference creates added value for the **participant** as well as for:

- **The resident:** a person living in Flanders, in the host city. This can be a student, an amateur, a scientist, etc.
- **The entrepreneur:** a company, organisation or actor in the field, with a link to the theme of your conference and your association, or an entrepreneur involved in the organisation of a conference, such as a hotel, catering company, transport company etc.
- **The place** where your conference takes place: the conference and events venues, as well as the site, the neighbourhood or surroundings and the local knowledge centres with a link to the conference theme.

It is worth remembering that you cannot offer everyone the same added value. Try to strike the right **balance**.

At the start, to develop your plans, you determine **which long-term impact** you want to achieve. As such, you can integrate your objectives as much as possible in all the relevant processes.



EXAMPLE:

World Congress for Design and Health, International Academy for Design & Health

- Impact at the level of the **organisation of the conference and the association**, added value for the **participant and the place**: in 5 years' time, a durable conference organisation (Global & Local Organising Committees) will have been established within the **International Academy for Design & Health (IADH)**. All subsequent world congresses are 'healthy' congresses, to be organised 'in the city' (instead of in convention centres outside the city). The city as a built-up environment will thus have an immediate and clear impact on the participant's health and on the place.
- Impact at the level of the **association and members**, added value for the participant and the **entrepreneur**: The IADH's scope has been integrally expanded to include all Design & Health disciplines. An active and visible community of members will be developed over a five-year period, which maintains contacts with other stakeholders (government, design & health practitioners, design & health researchers and the industry).
- Impact at the **policy level**, added value for the **participant, the entrepreneur and the place**: The IADH will be able to explain, in five years from now, that the 'climate change' narrative is underpinned by a 'health change' narrative.





THOR CENTRAL, GENK

1.3.3 CO-CREATION

You don't do this alone. Instead, you will work with various actors, each with their own role and expertise, who have a link to the theme of your conference and your intended legacy.

- companies
- umbrella organisations
- academics
- the host city
- the conference venue
- local authorities
- etc.

Don't forget to involve locals and local entrepreneurs.

-> See **Tips: How to involve locals?**

VISITFLANDERS can also coach you with the development of your legacy.

-> See **Additional information:**

VISITFLANDERS CONVENTION BUREAU

-> See **Tip: How to start with a strong local organising committee (LOC)?**

1.3.4 MONITORING FOR PERMANENT IMPROVEMENT

You have a **mindset** that focuses on **continuous improvement**. From the outset, you pay attention to **monitoring and measurement**. You want to know whether your additional efforts enhanced the conference. In addition to evaluating the impact, you share the acquired knowledge with others

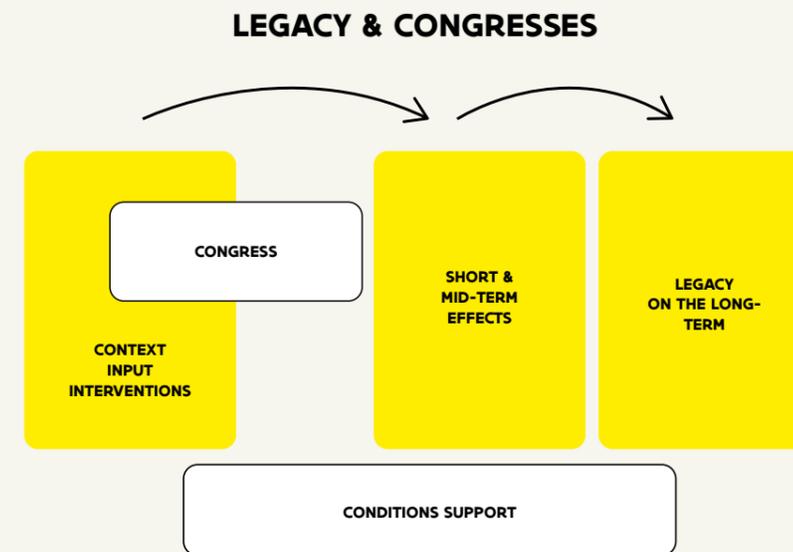
-> See **Tips: How can you measure and monitor legacy in the short to medium-term future?**

1.4 WHICH INSIGHTS AND CONCEPTUAL FRAMEWORKS CAN HELP YOU?

The following insights and conceptual frameworks can help you develop a conference with a legacy:

1.4.1 THEORY OF CHANGE

Working on a conference with a legacy means working towards a positive impact in the long-term. A conference with legacy implies **kicking off a change process**. The Theory of Change' model is a conceptual framework that you can use to make such a process tangible.



Theory of change' converted to legacy and conferences

You stage an **'intervention'** by organising a conference in a given **context** (trends, policy of the organisation, government etc.) using resources (conference venue, speakers, etc.), with which you hope to achieve a positive effect (**impact**) on the long-term. To achieve the intended impact, you must meet various **conditions** and provide **support**.

Because the long-term impact is difficult to measure and you cannot fully control this impact, you must focus on **effects that can be achieved in the short to medium-term future** and that contribute to the long-term impact.





Based on experience, good practices and expertise, you determine the **conditions** that are necessary or which you must focus on to achieve the intended impact. If you don't define your 'Theory of Change', your intended impact will be nothing more than a 'black box'.

'**Long-term**' means a term that is longer than the current policy period of your association or the policy period of the policy level (Europe, Belgium, Flanders, local, etc.) at which you operate. The long-term extends beyond the current policy period.

EXAMPLE

The legacy of the international congress of a Flemish sectoral federation in the biomedical industry is: 'becoming leading within the European umbrella association in the long-term and to be the leader in Flanders for a specific technology, working method or methodology.'

During the congress, Directors and active members of the European association are invited and introduced to practices in Flanders, generating knowledge and interest in Flemish initiatives and expertise that is shared after the congress.

The **year after the congress**, several Flemish experts are invited as speakers to a subsequent congress.

When a number of mandates become available to the board of the European association **3 years** after the congress, Flemish experts fill in the mandate. Examples of conditions include active participation in the European association's activities and articles of association that facilitate a regular rotation of board mandates/directorships.

Shortly after the congress, the entire field (experts and interest groups) in Flanders is informed about the lessons learned from the congress. Working groups and projects are also launched over a 2 to 3-year period, in collaboration with the Government of Flanders. Conditions for disseminating knowledge in the short term include the presence of resources for communications channels after the congress and the involvement of patient representatives (locals) in the organisation of the congress.

Coordination and integration of the theme in policy papers or memorandums is an important condition in the **medium to long-term**.

More information about an impact-oriented approach (www.socialeinnovatiefabriek.be) and the Impact Wizard (impactwizard.eu/).

1.4.2 ASSOCIATION 3.0

This model can help you to examine the different elements in the **functioning of an association or member association** (focus, strategy, management, secretariat, earnings model, etc.) and to work on this in a targeted manner to organise a conference with a legacy.

| ASSOCIATION 1.0 | ASSOCIATION 2.0 | ASSOCIATION 3.0 |
|---|--|---|
| Focus: the organization of the association | Focus: the members | Focus: sector, market, society |
| Most important task: advocacy | Most important task: advocacy and services | Most important task: development of the sector, the profession, innovation, innovating the branche/sector |
| Business model | Business model: membership fees and services | Hybrid model: membership fees, retribution, financing of projects |
| Slogan: supporting the community | Slogan: from supply to demand | Slogan: pioneering in innovation within the sector/branch |
| Instruments: meetings and network events | Instruments: research of members and social media | Instruments: co-create with stakeholders |
| Profile board: pioneers of the community | Profile board: balanced representation of the members | Profile board: innovators - decrease importance of hierarchy and increase partnerships around content |
| Function of the secretariat: general administration | Function of the secretariat: policy preparation and services | Function of the secretariat: connecting with members and society |

Models are developed by Ivan Pouwels

The model illustrated in function of an association congress:

- an **association 1.0** focuses on the organisation itself, for example 'will our logo and name be displayed on the invitation and be featured in all communication about the conference?'
- an **association 2.0** focuses on the members, for example 'will our members be able to participate in the conference (at a preferential rate)?'
- an **association 3.0** focuses on the market, the customer, the user, the patient, the participant and its members, e.g., 'how can we have an impact on policy, the market or people's living conditions with our conference?'





THE AFRICAMUSEUM, TERVUREN

The elements of **association 1.0** are used as a basis by many associations. An **association 2.0** puts its members first, which is obviously crucial for a member organisation. An **association 3.0** offers opportunities to tackle the challenges that an association 2.0 encounters: a customer-oriented approach instead of focussing on the involvement of members or the continuous broadening of advocacy so that everyone continues to recognise themselves in the association.

According to the association 3.0 model, a **modern association** is characterised by:

- A clear vision on the future of the industry or profession

- A focus on social issues and proactive advocacy
- A position of authority in terms of knowledge and data
- An intermediary role in innovation
- Services and a training programme that are in line with a strategy or combined in an autonomous body
- A decisive and flexible association organisation
- A hybrid business model

More information cooperationnext.nl (only in Dutch)

1.4.3 OPEN EMPOWERED COMMUNITY

An organisation that wants to develop a conference with a legacy is a **strong, open and connected community (open empowered community)**. This vision can also be applied to how the conference's local organising committee functions.

-> See **Tip: How to start with a strong LOC?**

An open empowered community is united around a **collective ambition**. **Collective** refers to all the members, in addition to everyone involved who is cooperating based on a shared, common responsibility. This is more than a 'mission', which often mainly focuses on the organisation. Instead, the ambition focuses on the intended impact and effects. A collective ambition is inspiring and motivating, as is also the case when entering into partnerships.

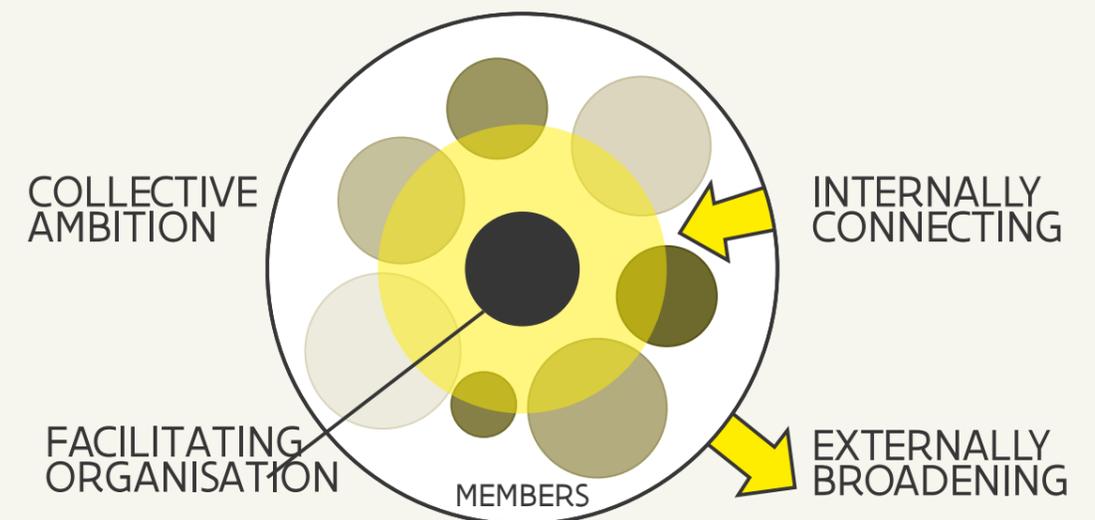
In addition, 'internal connection' and 'external broadening' are the two most important activities/roles of an open empowered community:

The **internal connection** of the members, supporters, not (just) by 'servicing' or approaching members as customers, but by actively involving them and capitalising on their strengths. This benefits the members themselves as well as the organisation as a whole and its social relevance.

You focus on members' knowledge and strength with the aim of connecting personal ambitions with the desire to work with others to make a real difference. The identity of the members of a community, moreover, is defined in relation to the other members and what connects them.

As an association, you should not only look over the wall of your association and observe, but also actively, and preferably even pro-actively, interact with the 'outside world'. That is what **external broadening** means. Member loyalty does not just imply a connection between the organisation and the member, but also between members themselves and between members and the 'outside world'. The value of the community therefore no longer consists of bringing together as many similar members as possible, but of the connections between members who are very diverse. The members also connect with external actors and partners inspired by the same collective ambition.

OPEN EMPOWERED COMMUNITY



As an association you must do more than just organise conferences and provide services. You must have a **facilitating organisation** to make a difference in your field, with your members, etc.

A network is not a community

| NETWORK | VS. | COMMUNITY |
|--|-----|--|
| Connecting | | Belonging |
| Communication | | Interaction |
| Information and knowledge | | Empowerment |
| Participating | | To contribute to |
| Nice experiences | | Giving a purpose |
| Feeling of safety | | Discovering the future |
| Quantity | | Quality |
| Self-organised | | Consciously organisation |
| Opportunity of advantages (what's in it for me?) | | Solidarity/taking care of all members |
| No membership (maybe pay-as-you-go) | | Membership fee (package of services to unburden) |
| Stand alone | | Part of a bigger group (ecosystem) |
| Value = connection between 2 dots | | Value = relation between 2 dots |

These models were developed by [Marc Mestdagh \(in Dutch only\)](#): association adviser, community expert and founder of the [BSAE \(in Dutch only\)](#).

EXAMPLES:

- communicating to participants or local residents compared with ensuring interaction with participants and residents;
- passive listener or participant compared with actively contributing to solutions or thinking along to solve practical challenges;
- a large number of participants (quantity) compared with participants to build qualitative and effective expertise or initiate a change in mindset;
- pay-as-you-go to participate in the conference compared with a fee to participate and acquire even more knowledge later, participate in working groups etc.;
- a conference as a 'fun experience' compared with a conference with a purpose;
- etc.



**ROADMAP:
HOW TO DEVELOP A
CONFERENCE WITH A LEGACY?**



KEY QUESTIONS

The first **KEY QUESTION** you must ask before you start: this is the 0 question

Which legacy do you want to achieve with this conference?

-> See **What is legacy, Positive impact op long-term** and **Added value for 4 target groups**.

Generally speaking, a conference is developed in 4 major steps:

- **EXPLORATION:** you think about the potential that your conference has to develop a legacy and check whether you have sufficient support to get started;
- **PREPARATION:** what you do for your conference from 1 to 2 years up to 6 months prior to the start date: determining the theme and objectives, setting up partnerships and planning how to embed your conference in the community;
- **ORGANISATION:** the organisation of your conference: approach, programme, catering, location, and so on;
- **EMBEDDING:** what you are going to do and how do you intend to follow up on your conference from 6 months to a few years after the event. This is an essential step as a conference is not an end in itself, but a catalyst.



In the roadmap, we suggest **a number of key questions for each step** in function of legacy. It also includes additional tips and inspiration and we explain how VISITFLANDERS can help

EXAMPLE:

The **Royal Institute for Cultural Heritage (KIK-IRPA)** wants to organise the annual congress of 'The International Institute for Conservation of Historic and Artistic Works' in Flanders.

They want to serve as an example for a continued and improved collaboration between the various partners involved (impact **organisation of the conference**). In addition, they want to involve **local residents** based on the notion that everyone cherishes an object: some people clean a church building as a volunteer, others have 'golden household tips' for cleaning a painting. They want these 'volunteers' to exchange experiences with conference participants/professionals who do the same.

With the congress they want to engage their **members** to openly share knowledge about Conservation & Restoration (C&R) (both within and outside the sector), leading to central access in the long-term.

The **intended long-term impact** is to develop a policy and framework around Heritage Science in Open Access.

'THE PROCESS MADE ME THINK ABOUT THE LEGACY THAT I COULD CREATE WITH THIS CONGRESS, WHICH INITIALLY WAS UNCLEAR. IT MADE ME REFLECT ON THE CONGRESS'S FUTURE AND ON THE ADDED VALUE THAT WE CAN CREATE IN THE LONG-TERM.'

Jurgen Plyson, European Biosafety Association



GENERAL TIP

Gather information about other conferences (with a legacy) by for example, visiting other (international) conferences. Learn from what works and what doesn't.



STEP 1: EXPLORATION

KEY QUESTIONS

Which **KEY QUESTION** must you ask?

Assets for a conference with a legacy

What are the **assets** of your association, the members, the (intended) location, the (intended) concept etc. with a view to organising a conference with a legacy?

Analysis of the association

Analyse and position your association in relation to the association 3.0 model and the Open Empowered Community model.

- What is a **positive aspect** of your operation with a view to organising a conference with a legacy?
- What are the **obstacles** in how you function with a view to organising a conference with a legacy?

-> See **Association 3.0** and **Open Empowered Community model**.

'I OFTEN HEAR THAT WE FLEMISH PEOPLE ARE TOO MODEST AND THAT WE SHOULD BE MORE VOCAL ABOUT HOW PROUD WE ARE OF OUR ASSETS.'

Guy Coolen, Music Theatre Transparant



EXAMPLE 1:

The International Association of Children in Museums organises its biennial **Hands On! congress** with the intention of exchanging knowledge and developing an international network focussing on the theme of child-friendly museums. The conference gathers culture professionals from around the world.

- **Asset:** the association is a growing international and qualitative network of museum professionals. The board is dynamic and flexible. The intended concept (i.e., involving more children in museums, thus making them more resilient) ties in perfectly with the current policy of the City of Mechelen (one of their policy pillars is to reduce child poverty). For a number of years already, Mechelen has been working on the Children's City theme, which means that many of the city's museums as well as other stakeholders are already focussing on this theme. The association and the City of Mechelen also share a common theme, namely 'families with children and inclusion'.
- The association is 'interactive/social', an association 2.0, en route to becoming an association 3.0.
- **Positive:** there is a growing network of members and communities associated with the theme, both in Mechelen and in Flanders. VISITFLANDERS has also extensively focused on the of family friendly theme.
- A potential **obstacle** is that many of the partners are unfamiliar with the conference approach, which affects their ambition or willingness to participate. .

-> See **Appendix** for other examples.





OPERA, GHENT



CRITICAL SUCCESS FACTORS

WHAT DO YOU NEED TO TAKE CARE OF FROM THE **START**?

- Set up a **broad and diverse Local Organising Committee (LOC)** or a partnership with different working groups or organisational structures. Multidisciplinary, from a substantive and organisational point of view, with direct or indirect representation of the 4 target groups: local residents, participants, entrepreneurs and place.
- Determine a **clear and shared collective ambition** and the **intended long-term impact on all key partners** (associations involved, organisational partners, the conference location and host city and any policy actors involved).
- **Link** the collective ambition and intended long-term impact **to one of the current spearheads and policy ambitions of relevant governments.**
- Draw up a **long-term planning** schedule: from idea and nomination/concept phase, to preparation, effective organisation and actions 'afterwards' in the short (within 6 months), medium (within 1 to 2 years) and long-term (2 to 5 years or extending beyond the policy period). Then refine this step by step. -> See **A good roadmap will get you started.**
- Develop a long-term **business model** (incl. 'post-hoc' actions) that is embedded in or linked to the business model and policy plan of the leading association and possible key partners.

'THE PROCESS REALLY EXPANDED MY SCOPE, BRINGING ABOUT A SHIFT IN MY WAY OF THINKING ABOUT CONGRESSES. MY TAKE-AWAYS: A GOOD PREPARATION, EVEN BEFORE YOU TAKE THE FIRST, CONCRETE STEP, IS NECESSARY IN ADDITION TO THE SPACE TO CO-CREATE.'

Robrecht Janssen, Royal Institute for Cultural Heritage



WHAT MUST YOU **CONTINUALLY** TAKE INTO ACCOUNT?

- Create a mindset that is focused on **process communication** (how can each person involved actively contribute to the intended legacy?), to permanently **teach** the members of the association or community **to be a 'good' member**, and to help the conference participants to **participate and contribute as actively and as much as possible.**
- Assess each action, use of resources, etc. against the **contribution to the intended long-term impact** through a short or medium-term result.
- Focus on the **support and involvement of the key partners** in the intended legacy. Take any changing circumstances or a changing context into account.
- Focus on **involving residents and the place** in the preparation, during and after the conference. -> See **Added value for 4 target groups**
- Look at the environment of the intended key target group to make connections with the outside world and to respond in a relevant manner to what is happening in the social context.

These critical success factors or 'conditions' for a successful process are based on experiences from the 'legacy & conferences' expedition with 15 pilots.

'I NOTE THINKING AS A COMMUNITY AND ANALYSING WHETHER YOU ARE AN ASSOCIATION 1.0, 2.0 OR 3.0. AND THE IMPORTANCE OF EMBEDDING THE CONFERENCE IN THE LOCATION.'

Ann Decock, International Academy for Design & Health

HOW CAN **VISITFLANDERS** HELP YOU? ?

- We can assist you in thinking about which legacy you want to achieve and what the positive impact can be on your association and on Flanders.
- We can offer you a theoretical framework to examine your association and get a better idea of your strengths and weaknesses.
- We can inform you about the clusters and ecosystems in Flanders and Brussels that match your association, which can help when you are setting up the LOC.





STEP 2: PREPARATION

KEY QUESTIONS

Which **KEY QUESTION** must you ask?

Composition of the local organising committee (LOC)

- Who will you include in the local organising committee (LOC)?
- How will you incorporate permanent consultation with other bodies that are important for your conference?
- How will you match the 'content' with the 'organisation/approach'?
- How do you ensure direct/indirect representation of the local population, participants, entrepreneurs and the place?

-> See **Tip: How to start with a strong LOC?**

Involving locals

How will you **involve locals** in the preparation and the organisation of your conference and the period after this?

-> See **Tip: How to involve locals?**

EXAMPLE 1:

International Association of Children in Museums - Hands'On congress

- **Composition of the LOC:** the tourist office of the City of Mechelen (Visit Mechelen) takes the lead. The city thinks this conference has plenty of potential and intends to use it as a catalyst for the flourishing destination. Meet in Mechelen offers logistical support together with a PCO (Professional Congress Organiser). They are assisted by the people responsible at 'Mechelen Kinderstad' and the museums, such as Hof van Busleyden, for the development of the congress content. The LOC also includes 2 VISITFLANDERS experts, more specifically an expert from the VISITFLANDERS convention bureau and an expert in family-friendliness.

Various members of the following organisations and services are invited and engaged to participate in the LOC:

- City of Mechelen: tourist office: (Meet in Mechelen & Visit Mechelen)
- Museums and attractions in Mechelen: Hof van Busleyden, Technopolis, Speelgoedmuseum etc.
- The VISITFLANDERS team: experts in family-friendliness and congress tourism
- Museums in Flanders and Brussels: the MAS, the Children's Museum in Brussels, the Suske & Wiske Museum etc.
- Education: Thomas More university college etc.
- Aid organisation(s)
- Organisation(s) of local residents
- Youth workers and youth movements
- Other sectoral organisations, such as FARO*
- Etc.

- **Modus operandi:** the LOC meets every 3 months for consultation and the core group of the LOC meets on a monthly basis. In October 2019, a Flemish delegation travelled to Frankfurt to participate in the HandsOn! congress and meet the international association and its directors on location.

- **Representation of the 4 target groups:** the City of Mechelen organises an inspiration event with local businesses and traders prior to the congress, to develop innovative products that tie in with the local legacy. The city also searches for new actors, partners and residents that want to participate. The following actions and ideas are presented.

- call for speakers
 - the list is extended to include local entrepreneurs, best local practices with a link to flourishing entrepreneurship or product development
 - enter into valuable partnerships
- All possible partnerships are examined and checked against the intended objectives (catering, location, suppliers, goodies, accommodation, fringe programme, etc.)
- Setting low-level conditions: conclude partnerships with partners who at least fulfil x conditions (context & change)
- Stimulating out-of-the-box possibilities
- Organising an efficient think tank composed of all the parties involved, stimulate engagement and develop specific projects and processes
- Stimulating links with the surroundings and the community
 - such as giving back a local or global community using a menu of options, e.g., day trip for a poor family, donate speaker's fee to an organisation for people in difficulties, or even planting sustainable greenery

- **Involving the local population:** this process starts two years before the congress. Mechelen creates a space for experimentation where locals, in particular (vulnerable) children, can experiment to their heart's content, based on the 'Hands on!' premise. The space is a place for inspiration in Mechelen where (part of) the congress will also take place. After the congress, it can still be used as a space for experimentation. Contacts with existing local organisations (e.g., a panel of local residents, representatives from neighbourhoods and shopping streets, and so on) and launch of the collaboration.

Streaming of some of the sessions during the congress. These will be published on an online platform. Participants who are unable to physically attend the congress can attend remotely. Museums and cultural institutions use different digital formats to facilitate knowledge sharing with the local population. Launch during the congress in addition to permanent focus in the operations of all the municipal institutions in the city for the following years. Schools also benefit from the digitisation of services, facilitating children's digital literacy.

-> See **Appendix** for other examples.



GENERAL TIP

Draw up a **communication plan**. Communication that takes into account the 4 target groups is important before, during and after the conference. Use different communication channels and tools for this. Involve the host city in all your communication.



TIP HOW TO START WITH A STRONG LOCAL ORGANISING COMMITTEE (LOC)?

The LOC is the team of people who work together to bring the conference to Flanders and who are responsible on location for the smooth running of the conference. The LOC consists of different profiles and the LOC members all have specific tasks. They are usually volunteers. Their work is performed within a professional framework, and therefore does come with obligations. The LOC's tasks can be both substantive and executive.

- Set up the LOC as a **project organisation** with several project leaders and different project teams, with their own tasks and a responsible person.
- Draw up a **joint mission statement**, a permanent touchstone so that everyone knows which goal they are working towards.
- Take into account the different **profiles required**, depending on the conference theme and the legacy that you have in mind. Involve local residents, local entrepreneurs and policy-makers. You can do this by organising a co-creative session (e.g., through an **Appreciative Inquiry**, a listening exercise, etc.).
- Prepare a document that outlines the **roles and responsibilities** of the various people involved.
- Designate a **legacy curator** to ensure that you stick to the positive impact planning and that it is an item on the agenda of every meeting.





KONINKLIJKE VLAAMSE SCHOUWBURG, BRUSSELS

- Organise a **kick-off meeting** where you clearly explain the purpose of the LOC and the different tasks, how the planning and timing is organised and what the modus operandi is. You can use a co-creative process for this.
- Enquire about the group's **motivation** at the start. Ask people why they chose to participate and what they expect to gain from it so that everyone can contribute to this before/during/after the conference.
- Give the LOC a **name** and make sure that the LOC **can continue to exist** after this conference. The LOC can be a starting point to take action within the local community after the conference. You can, for example, take someone from the LOC with you to the next conference in a different location.

The LOC often plays a decisive role in the success of a conference, and therefore also in its legacy.

'I NOTE HOW IMPORTANT IT IS TO PROPERLY INVOLVE ALL THE PARTIES AND GET THEM INVOLVED IN YOUR NARRATIVE AS WELL AS THE IMPORTANCE OF THINKING ABOUT LESS OBVIOUS STAKEHOLDERS; THE NEED FOR A PARTICIPATORY PROCESS.'

Evert Verreth, Herita

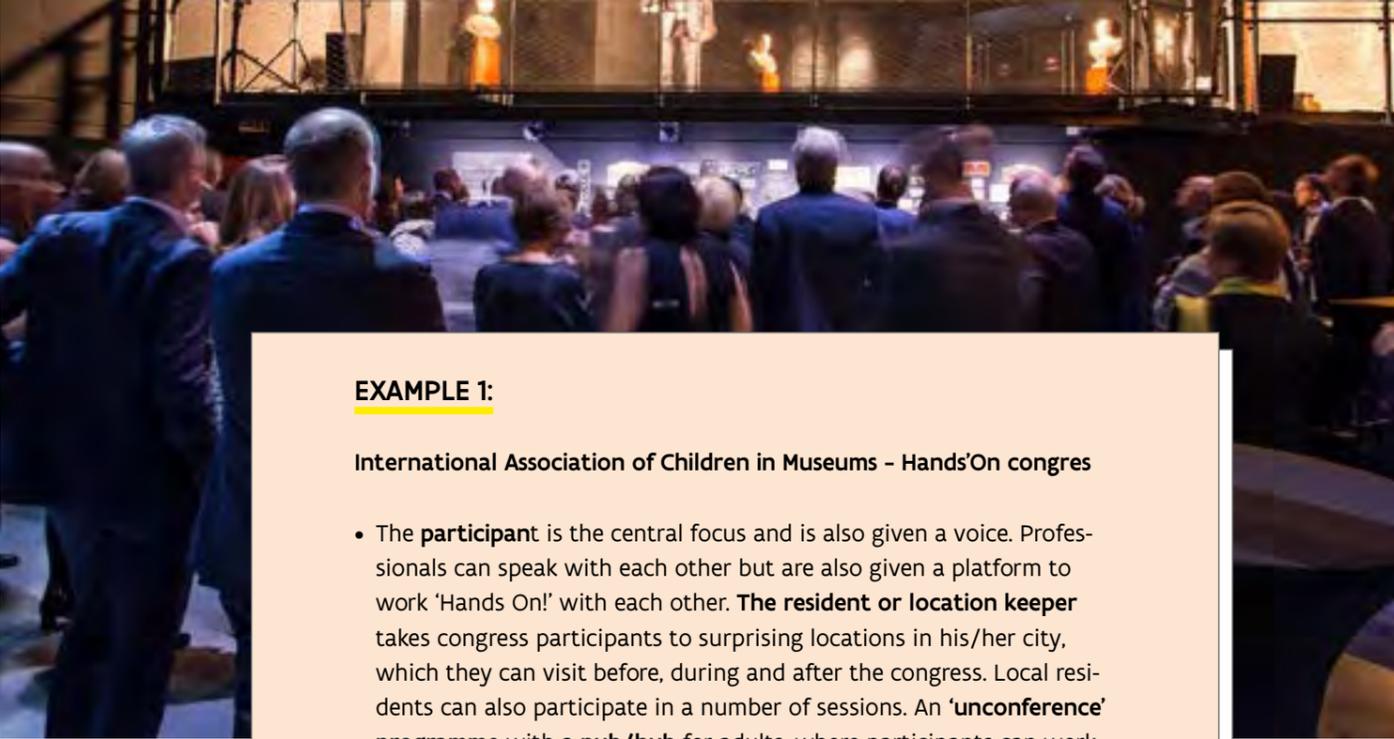


HOW CAN VISITFLANDERS HELP YOU?

- We put you in touch with potential partners in Flanders, linked to the theme of your conference.
- We put you in touch with the right people at policy level in Flanders.
- We help you start up the LOC by organising a kick-off meeting.
- We offer support to the legacy curator.
- We put you in touch with local resident and entrepreneur organisations in Flanders.
- We assist you with a co-creative session.

*Member of the LOC who closely monitors whether the organiser adheres to the planning for the positive impact and whether this is an agenda item at every meeting.





STAP 3: ORGANISATION

KEY QUESTIONS

Which **KEY QUESTION** must you ask during this phase?

Active involvement of the participants

What are you going to do to ensure that participants actively get involved before, during and after the conference?

Active involvement of the conference location (and surroundings) and the host city

How can you actively involve the conference location (and surroundings) and the host city during the conference, depending on the legacy you are aiming for?

EXAMPLE 1:

International Association of Children in Museums – Hands'On congress

- The **participant** is the central focus and is also given a voice. Professionals can speak with each other but are also given a platform to work 'Hands On!' with each other. **The resident or location keeper** takes congress participants to surprising locations in his/her city, which they can visit before, during and after the congress. Local residents can also participate in a number of sessions. An **'unconference' programme** with a **pub/hub** for adults, where participants can work in between sessions while also connecting with the local (student) clubs, partners, residents, and so on and a **'speel'plaats or place to play for children**, in addition to a space where everyone comes together. Connect with the participants using **online community tools** (digital platform) and ensure the integration of the online community within the network and on the association's website.
- Stimulate **participation with local (starting) entrepreneurs**, across all layers: organisation, catering, reception, speakers, accommodation, etc.
 - stimulating impactful contacts between the conference group and the environment by means of an adapted fringe programme: e.g., through the type of transport, valuable visits, type of catering, etc.
 - involve residents during the conference: open up all levels and opportunities and actively target them, e.g., through buddies, inspirers and so on.
 - question participants and all the parties involved (before/during/after the event) by means of appreciative enquiry, in order to increase the involvement of members within the association and with the location. Use what has been learned in subsequent processes.
- Choice of **3 conference locations** in the city, which means that there is already a connection with the city in the programme (among others, thanks to ambassadors). Children are ambassadors and need to become resilient and proud of their city. During the conference, children are given a platform and a voice. All the city's schools are invited to an art festival during the conference. A biennial exhibition is also launched by and for children.

-> See **Appendix** for other examples.

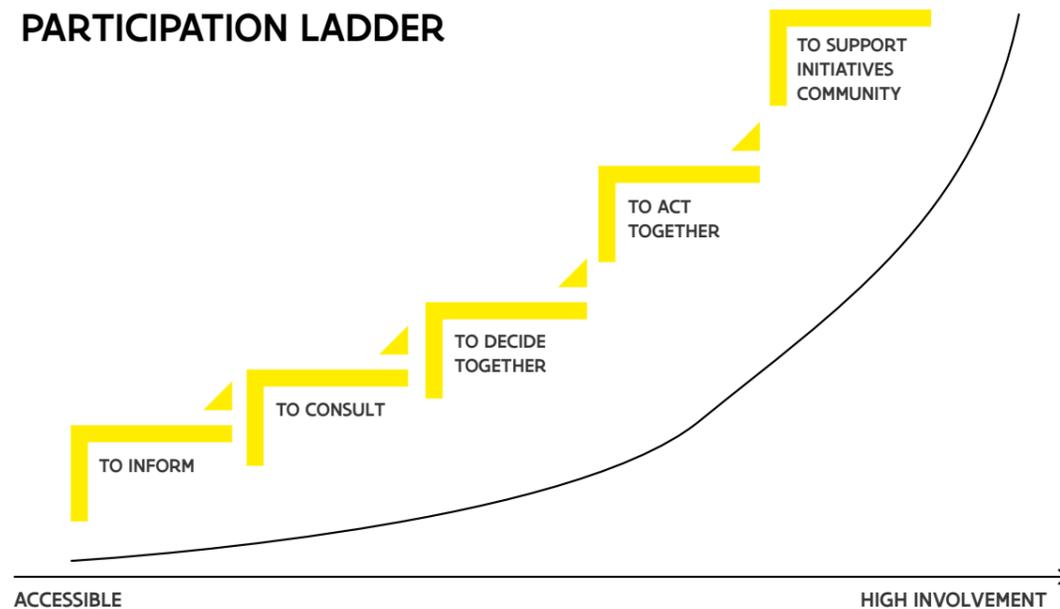
GENERAL TIP

- Schedule an **evaluation**, as well as a **follow-up meeting** with all the partners involved, shortly **after the conference**. Organise a member survey.
- Continue to build the **offline and online community**, e.g., by working with a community manager and launching a digital platform. Store the knowledge gained during the conference on this platform as part of a lifelong learning process for your members.

TIP HOW CAN YOU INVOLVE THE LOCAL POPULATION IN YOUR CONFERENCE?

- Use the **participation ladder as a framework**: from informing to consulting, making joint decisions and taking joint action, to offering support for local community initiatives. Challenge yourself to climb one or two steps up: from asking a few local residents for their opinion to developing a fringe programme together with a few resident (groups).

PARTICIPATION LADDER



- **Take a broad view of the notion of a local 'resident'**. Local residents can be the residents that live around the conference venue, as well as the residents/customers of your members/consumers/participants in the wider region where you want to have an impact on policy.
- **Involve them directly or indirectly**. If the residents are difficult to reach directly or you have limited capacity, work through intermediaries (patient associations, coordinators of community programmes or target group organisations).
- Involve residents in the **fringe programme** as well as in the content of your conference or issues relating to the conference theme.



INSPIRATION HOW CAN YOU INVOLVE THE LOCAL POPULATION IN YOUR CONFERENCE?

- The exhibition floor of the SuperNova innovation and technology festival was open to the public during the weekend (SuperNova).
- Involve residents in the social fringe programme. International researchers thus come into contact with the local population (ICCPR).
- Involve residents as a 'challenger' on policy and education and as a 'speaking witness' of scientific evidence (multilingualism, low literacy, etc.) during a language conference (De Taalsector).
- Have local residents give guided tours of the heritage sites. This fosters pride among the locals and strengthens the local networks (Herita).
- Involve representatives from patient groups and people in vulnerable positions in the conference. Patients and people who need care can share their experience at the conference (the Flemish Agency for Care & Health).
- Conduct a local survey before the conference to see to what extent the new approach has made a difference to local residents. Present these findings to a number of focus groups and discuss the results of this survey at the conference (European Forum for Primary Care).

HOW CAN VISITFLANDERS HELP YOU?

- We can develop your legacy more broadly than in the city where you organise your conference. We can search for, and involve, partners from all over Flanders that work together with the LOC and that can broaden your intended legacy across borders.
- We offer advice on how to develop a sustainable and digital conference.
- We assist you with the development of a roadmap
-> See **Inspiration: A good roadmap will get you started.**





THOR CENTRAL, GENK



INSPIRATION A GOOD ROADMAP WILL GET YOU STARTED

Good planning and organisation are essential for developing your intended legacy with your conference. You need to think about what you want to achieve **before, during and after** the conference. A roadmap can help you keep an overview of your actions.

A roadmap resembles a **zoomed-out route** and includes your starting point and destination in addition to all the intermediate steps. The advantage of this is that you have an overview, at a glance, of your long-term planning: all the milestones are visualised on one A4 page and all the links between the various intermediate steps are clear and easy to understand. Objectives that are still far off can be transposed into intermediate objectives that you must first achieve. Divide the volume of work into smaller segments to make progress.

Develop a roadmap with a **time-line, milestones and actions** and think in **4 phases**:

- set yourself a clear starting point
- add the intermediate steps, actions and important milestones for the success of your conference
- the conference itself
- the destination. Think about which period you will allocate 'after' the conference

The conference is a **milestone** in the entire process, not the destination or end goal.

ROADMAP

| TIMING | START | INTERMEDIARY STEP 1 | INTERMEDIARY STEP 2 | THE CONFERENCE | INTERMEDIARY STEP 3 | DESTINATION |
|-------------|--------------|---------------------|---------------------|----------------|---------------------|--------------|
| | month / year | month / year | month / year | month / year | month / year | month / year |
| | | Milestone: | | Milestone: | | |
| KPI's | | | | | | |
| RESOURCES | | | | | | |
| BUDGET | | | | | | |
| KNOWLEDGE | | | | | | |
| MEASUREMENT | | | | | | |



You can also add the following items:

- **KPIs** (Key Performance Indicators): this helps you to maintain a focus and achieve (intermediate) objectives in the run-up to the conference
- **resources** per action / milestone
- **budget** per action / milestone or per phase
- which knowledge sharing happens when
- when you are going to measure and monitor

Above all, the roadmap must be clear, well-structured, convincing and visually strong





FLANDERS MEETING & CONVENTION CENTER, ANTWERP



STEP 4: EMBEDDING

KEY QUESTIONS

Which **KEY QUESTION** must you ask during?

Embedding in the short (6 months) & medium (1 to 2 years) term

- What will you do in the short term after the conference, in terms of knowledge sharing and further knowledge development? What resources will you provide for this?
- Which indicators will you use to measure and monitor in the long-term whether the correct steps have been taken towards the intended legacy

Long-term embedding (2 to 5 years or exceeding the policy period)?

- How does this conference fit in with the association's multi-annual plan? Do consultations or partnerships for your conference tie in with the stakeholders of your operations? Could the conference be a milestone in your operations in the coming years? Where does the knowledge sharing after the conference, or the involvement of members, fit in with your planned activities or key themes for the coming years?
- When and how will you use and deploy the relationships you built, the lessons learned, and the recommendations in the 6 years following your conference? This in accordance with the policy of the relevant government (Flanders, Belgium, Europe, etc.) and the host city of your conference.

EXAMPLE 1

International Association of Children in Museums – Hands'On congress

To achieve the intended legacy, the LOC is building new bridges with poverty organisations, youth workers and residents, among others. Creating legacy is a valuable and innovative way to link the potential and positive impact of this conference with the challenges that the local community faces. Clear social added value is created thanks to new dialogues.

During the entire partnership, Meet in Mechelen inspires the association and all partners involved to continue to embed the flourishing strategy in the future, as part of a collaboration with other partners and destinations. Added value is explained, successes are shared transparently and celebrated.

More specifically: Ensure, in the **short and medium-term future** that a Mechelen partner joins the association's international board so the knowledge sharing continues to grow in step with the international platform. The conference **continues** to have an impact on Mechelen:

- both in terms of content: for example with a permanent experiment room
- as well as at an inspirational level where the conference continues to be an important reference for Mechelen and the association.

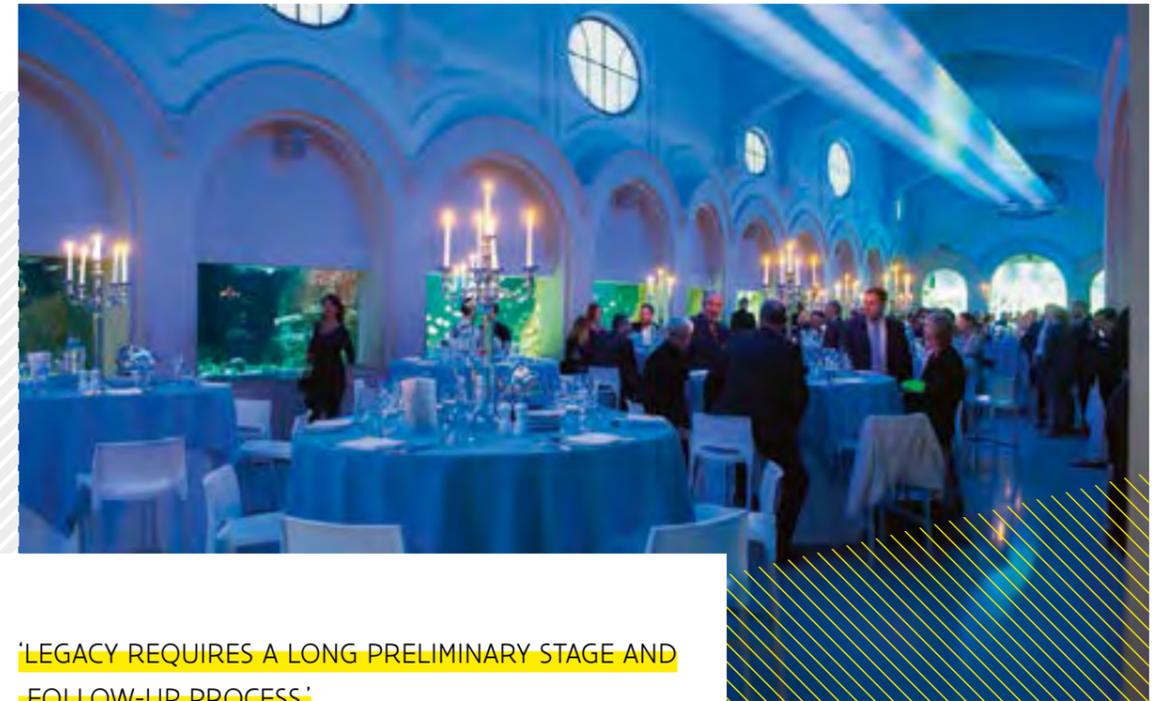
The association includes 'legacy' as a recurring item on the agenda of its annual general meeting. The association adopts a new mindset. The LOC communicates with all the partners and stakeholders using an evaluation e-mail, among other things. The organisation of an appraisal few weeks after the conference to gather the necessary feedback from the residents and the children. Taking the lessons learned into account for the next conference. Launch of a newsletter on the theme of children and art/museums for the entire region. Official kick-off of a collaboration between partners with an agenda that focuses on children until the end of 2024.





Policy adjustments in the **long-term** in museums and increase in the number of visits by children in Mechelen and throughout Flanders. Local partnerships are created between all museums in Flanders and Brussels, which consider children's activities as one of their priorities. In the long-term Flanders, and Mechelen, at the forefront for family-friendly policy in museums. From 2023 onwards, measure poverty figures in Mechelen and notice a decrease. Cross-policy approach and reduce the inclusion of the policy pillar on child poverty in Mechelen. The ties with Hands On! will not be cut after the conference: the valuable partnership continues as part of a learning network.

-> See **Appendix** for other examples.



'LEGACY REQUIRES A LONG PRELIMINARY STAGE AND FOLLOW-UP PROCESS.'

Dries Debackere, De Taalsector

TIP HOW CAN YOU MEASURE AND MONITOR LEGACY IN THE SHORT TO MEDIUM-TERM FUTURE?

- Develop the **right mindset**. You want to know if things are evolving in the right direction, with a view to achieving your desired impact. Don't (just) pin yourself down on measuring whether your intended impact is entirely and completely present.
- Clarify your legacy and **define some of the indicators that** you want to measure from the outset.
- Look for **indicators that clearly indicate** whether you are effectively achieving impact. These can be scientifically-based indicators, but also indicators that are based on the experiences of experience experts or stakeholders in your working group.
- Impact can also be an **attitude that you want to change**. For example, you can organise a survey among the participants of your conference or the patients/customers of your members (before and after the conference). Sample questions: 'To which extent do you have confidence in methodology X or Y?', 'To which extent do you think that you'll be working from vision X or Y in X years, in line with the conference theme?'
- Establish a link between the intended legacy of your conference and the **objectives and ambitions of your functioning as an association**. Or at least make sure that there is a link. Check for with which aspects the conference wants to make a difference and make a unique contribution.
- Don't forget that stories or testimonials of patients, entrepreneurs, members, local residents etc. can all be indicators of your intended legacy.

GENERAL TIPS

- Take the **learnings** of the conference on board in your association work. Combine the preparation (consultations, possible partnerships etc.), the conference itself, and the embedding (such as knowledge sharing) with, and to, your members in the association's multi-annual plan. Include the preparation in the association's multi-annual plan.
- Embed the **legacy in the association's day-to-day running/operations**. Make legacy a **recurring** item for the board and members, e.g., by including it on the agenda of the annual general meeting.

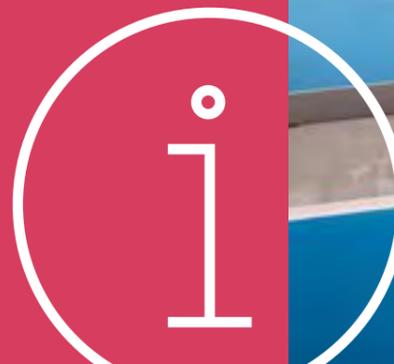


INSPIRATION HOW CAN YOU MEASURE AND MONITOR LEGACY IN THE SHORT TO MEDIUM-TERM FUTURE?

- The VR/AR Association want to have an impact on policy and develop Flanders as a region: monitor how **many policy papers** at the relevant policy level, pay attention to the theme and monitor the **number of jobs** in the industry.
- The International Theatre Congress & World Capital of Performing Arts wants to set up collaborations and create engagement: organise regular surveys about the **engagement of the partner involved**.
- Energie Mission Limburg (Flux 50): measures **how many journalists attended** the conference and contacted the conference venue, i.e., Thor Park in Genk, after the event. Based on the intended legacy to put participants in contact with each other and to monitor the statistics of the **network app** used.
- De Taalsector wants to organise an international language conference: measure the evolution of the number of policy documents on the legacy themes of their conference (coalition agreement, policy memorandum, parliamentary documents, etc.) and the budgetary evolution (literacy, multilingualism, etc.) after the conference. In addition, conduct a **sentiment analysis** of the main legacy themes (literacy, multilingualism).
- The European Safety Association focuses on biosafety. They want to motivate young professionals with their conference and increase the professionalism of the profession. Indicators: monitor the **age of the participants** (rejuvenation), experience of the participants (starters, etc.), % work volume in biosafety (full-time job, a much-valued discipline, etc.).

HOW CAN VISITFLANDERS HELP YOU?

- We are available to answer any questions throughout the entire process.
- We offer support for your communication in Flanders, and any international communication if necessary through our international network.
- We offer digital solutions and tools that you can use to share learnings and the best cases from your conference with others.



CYCLING THROUGH WATER, BOKRIJK



3 ADDITIONAL INFORMATION

3.1 VISITFLANDERS CONVENTION BUREAU

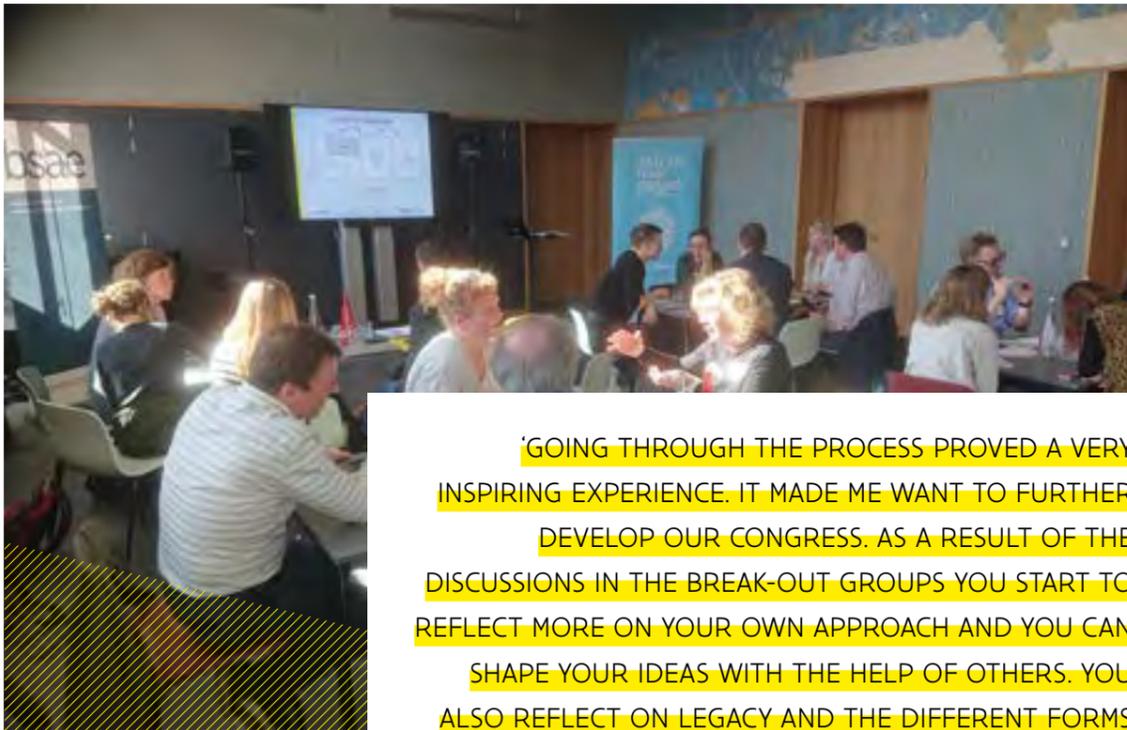
VISITFLANDERS wants to promote Flanders at the international level as the preferred congress destination. The main objective is to generate a positive impact for Flanders as a destination, by attracting international association congresses that match its economic and cultural clusters.

The professional team of the VISITFLANDERS Convention Bureau is the initial, important link for international associations wishing to organise a congress in Flanders. The team has the required expertise and in-depth product knowledge. We have a global MICE team to offer optimal, tailor-made service.

Our association experts Gemmeke De Jongh, Tuya Beyers and Milo Vergucht will assist you with the development of your congress with a legacy in Flanders.

For all general inquiries our support for congresses you may contact Sylvie Lejour.

More information: www.meetinlanders.com



'GOING THROUGH THE PROCESS PROVED A VERY INSPIRING EXPERIENCE. IT MADE ME WANT TO FURTHER DEVELOP OUR CONGRESS. AS A RESULT OF THE DISCUSSIONS IN THE BREAK-OUT GROUPS YOU START TO REFLECT MORE ON YOUR OWN APPROACH AND YOU CAN SHAPE YOUR IDEAS WITH THE HELP OF OTHERS. YOU ALSO REFLECT ON LEGACY AND THE DIFFERENT FORMS IT CAN TAKE.'

Nathalie Verboven, University Antwerp



3.3 BSAE

BSAE, the Belgian Society of Association Executives, is the association of association managers and professionals in member organisations, sectoral organisations and professional federations in Belgium. BSAE offers support and provides professionals with a platform for exchange and development. The emphasis is on the special operating mechanisms of these member organisations and association management. BSAE's slogan is: 'Horizontal. Working on the future as professionals who bring people together'. A broad view across sectoral boundaries with an emphasis on the socially valuable role of association

professionals. Association professionals who, as liaison professionals, connect their members with each other and with the 'outside world' in order to ensure that the industry, the profession, the interest group etc. is always ready for the future.

David Nassen, Association Coordinator BSAE, supervised the 'Legacy & Conferences' expedition along with the VISITFLANDERS team and also helped draft this guideline. Thanks also to Filip Callewaert, who offered support in the knowledge management process.

More information: www.bsae.be

3.2 'LEGACY & CONFERENCES' EXPEDITION

Flanders launched a 'legacy & conferences' expedition in order to develop this guideline. People in the field were brought together four times during interactive sessions. They focused on their own work/congress. The assignments, exercises and inputs of these 'pilots' helped shape this guideline. Together with VISITFLANDERS and the BSAE, these pioneers conveyed the value of conferences.

We wish to thank the following organisations for their participation: Flanders DC, the Belgium Chapter of the VR/AR Association, Flux50, Flanders Make, Muziektheater Transparant, De Taalsector, the City of Mechelen, UAntwerp, Herita, the Royal Institute for Cultural Heritage (KIK-IRPA), the Flemish Agency for Care & Health, the European Biosafety Association, the European Forum for Primary Care, the International Academy for Design & Health, the Flemish Institute for Biotechnology, the Belgian Limburg Convention Bureau and Event Flanders.

'GOING THROUGH THIS PROCESS HELPED ME TO MAKE THE CONGRESS AND ITS LEGACY MORE TANGIBLE.'

Cederik Haverbeke, Belgium Chapter AR/VR Association





APPENDICES

Below we have brought together a number of examples to clarify the roadmap:

STEP 1: Exploration

Example 2

The [International Academy for Design and Health \(IADH\)](#) is a global non-profit, interdisciplinary knowledge organisation which that focuses on stimulating and applying research into the interaction between 'design, health, science & culture'.

During the biennial three-day event, researchers, architects, scientists and government representatives meet for a preceding one-day symposium, a three-day conference and a full day of study visits to interesting locations.

- **Assets:** the IADH is at a turning point in its history after completing its first reorganisation and restructuring The 13th World Congress Design & Health is the first congress to be organised under the new structure. Despite the fresh start, the association has 20 years of research at its disposal.
- **Positive:** the association is an association 2.0, en route to becoming an association 3.0. Currently, the emphasis is on information and consultation. The intention is to grow towards joint decision-making and action. The aim is to become an active and visible community of members that is connected with all other stakeholders: governments, health & design professionals and researchers, the industry and local residents.
- The fact that it is not yet visible or clear what the academy does and how this is relevant for the membership base could be a possible **obstacle**. In addition, connecting two worlds that are not naturally connected with each other, i.e., health & architecture, can be challenging.

Example 3

The objective of the '[Energy Mission conference](#)' is to gather policy-makers from the industry, the policy level and knowledge institutions and to demonstrate real innovative developments and cases based on three missions or themes: built-up environment, industry and electrification.

A successful conference is a conference where you can inspire, share and connect in an informal, laid-back environment. You must examine change from the right perspective and discuss it with 'fellow change agents'.

- **Assets:** energy is a transition priority within Vision 2050 and therefore a top priority within the policy of Flanders, but also in the Limburg region. A collaboration with various stakeholders is being set up within the core team (POM, EnergyVille, IncubaThor and Flux50). The team is supplemented with players at the academic, policy and company level. This team thus includes both national and local players. Energy Mission was created to put the policy objectives in Flanders and Europe on the map and to help achieve them. For Limburg, 'Energy' is also a theme that inspires the region's innovation, economy and marketing. The perfect mix to create legacy.
- The **association behind this congress** is rather atypical in the sense that it is a platform of associations and organisations rather than one single association that organises the congress. It consists of a combination of various research organisations, agencies and a member organisation. While this is the organisation's strength, it can also be an obstacle due to the different structures.



STEP 2: Preparation

Example 2: International Academy for Design and Health - World Congress for Design & Health

Composition of the LOC: gather as many local stakeholders as possible: governments, health & design professionals and researchers, the industry and locals. With special attention to:

- local students of Architecture and Medicine (possibly through the associations) – the conference can be a means of bringing these communities together around the topic of Design & Health;
- future/young politicians – they help determine the future;

Modus Operandi: the LOC will work in 'working circles', each of which take on a task and responsibility. A team directs the 'circles' and meets on a regular basis.

Involvement of participants: taking the participants to various locations throughout Flanders to visit different best cases and to connect with the professionals in the field. The students are also given a distinct place as a participant during the congress and share their views on the future in presentations. Organisation of a debate with policy-makers to help put the theme on the agenda in the minister's future policy memorandum.

Involvement of entrepreneurs: invite entrepreneurs to the congress to network and co-create around new examples for the future with hands-on sessions and workshops throughout the conference.

Achieving the involvement of residents by:

- raising awareness: organise workshops and/or study tours with **residents** in the run-up to the congress and also provide them with a place during the congress;
- attentive involvement: invite local future experts, politicians and residents to pre- & 'unconference' sessions;
- encourage participation in the design competition with a utopian question: 'The city without a hospital'. One of the selection criteria could be that the residents are involved in the design process/team and possibly even sit on the jury;
- social activity & city guide: linking **local entrepreneurs** who offer 'healthy living' (lunch/sauna/sports/etc.) to conference participants.

Example 3: Energy Mission congress

Composition of the LOC: POM Limburg, Flux 50, EnergyVille, Incubathor and UHasselt make up the LOC, representing the academic, policy and business levels. This core team is assisted by the Belgian Limburg Convention Bureau that provides logistical support and ensures the connection with the cities and VISITFLANDERS and the City of Genk and the Catholic University of Leuven as a Professional Conference Organiser. Thor Central in Genk, a Flanders Heritage Venue, is also a unique conference venue. 'Digging Energy for the Future': not just another slogan.

Modus operandi: the LOC meets once-monthly to discuss and work towards the 78 milestones that were set out in the roadmap.

Engagement of the participants: take participants on a journey through the history of 'energy', enabling them to experience this first-hand during an experience trail in the Province of Limburg. They will set to work hands on testing energy innovations. The participants visit the 'energy exhibition'.

Engagement of entrepreneurs: stimulate local traders to develop the 'products and services' theme during the congress. Possibly offer the most successful products on a permanent basis. Raise awareness among entrepreneurs, inspiring them to adapt their energy policy and make it more sustainable.

Enhance the energy experience for locals with:

- various energy walks in Genk and the surrounding area that offer participants and residents the opportunity to be energised by different walking or running trails. On these trails they are exposed to 'energy facts & figures';
- the energy exhibition introduces visitors to stories and innovative developments from the past, present and future. There is a clear link with the 'Mission 2020' energy conference. The historical mining sites form the backdrop and vantage point for various energy innovations in Limburg;
- restaurants in Genk and the surrounding area feature energy as a theme in their menus: 'food as a source of energy for a healthy life';
- Open House: companies and research institutions open their doors to local residents.





STEP 3: Organisation

Example 2: International Academy for Design and Health - World Congress for Design & Health

Participation of participants and engagement of the congress venue/city is achieved by:

- selecting **2 locations** in the city ensuring a connection with the city in the programme;
- connecting the local 'healthy/new wave' hospitality establishments with participants by means of vouchers in the programme booklet;
- sponsoring of a 'healthy' **social programme** with Shots of Healthiness/Shots of Happiness (instead of a venue) - enhanced connection between the sponsor and the participant;
- '**unconference**' programme with a pub/hub where participants can also work in between sessions.

Example 3: Energy Mission Conference

Involvement of participants and engagement of the congress venue/city is achieved by:

- using energy as a theme for catering 'brain food', 'energising breaks' and 'ice – breakers';
- the Thor Central congress venue takes you on a journey through the 'Digging Energy for the Future' narrative. This [Flanders Heritage Venue](#) is the physical embodiment of energy history in Flanders. Participants can discover the stories at their own pace throughout the venue;
- 'Energy' cycling and hiking trails in the vicinity of the venue ensure that participants feel refreshed and energised at the start of the congress day;
- local students are involved in the organisation and inspire congress participants with their infectious youthful enthusiasm. They share their knowledge and innovative ideas as well as their passion for the destination with participants.



STEP 4: Embedding

Example 2: International Academy for Design and Health - World Congress for Design & Health

In the **short and medium-term future:**

- ensure that the conference takes place more than once in the same location (instead of somewhere else every year) in order to also be able to monitor the projects initiated during the conference (while we are here);
- also scout new local projects for the next congress;
- collect stories through the blog/vlog about what people could do after the conference with the knowledge they gained there;
- start up small networks at the conference to work together in the next two years (a sort of expedition between two conferences), especially between different stakeholders.

In the **long-term:**

- In 5 years' time, a durable conference organisation (Global & Local Organising Committees) will have been established within the International Academy for Design & Health (IADH). All subsequent world congresses are 'healthy' congresses, to be organised 'in the city' (instead of in convention centres outside the city). The city as a built-up environment will thus have an immediate and clear impact on visitors' health;
- broaden the IADH's field to include all Design & Health disciplines;
- in 5 years' time an active and visible community of members and other stakeholders (governments, health & design professionals and researchers, industry, residents) will have been created;
- the IADH will be able to explain, in five years from now, that the 'climate change' narrative is underpinned by a 'health change' narrative.



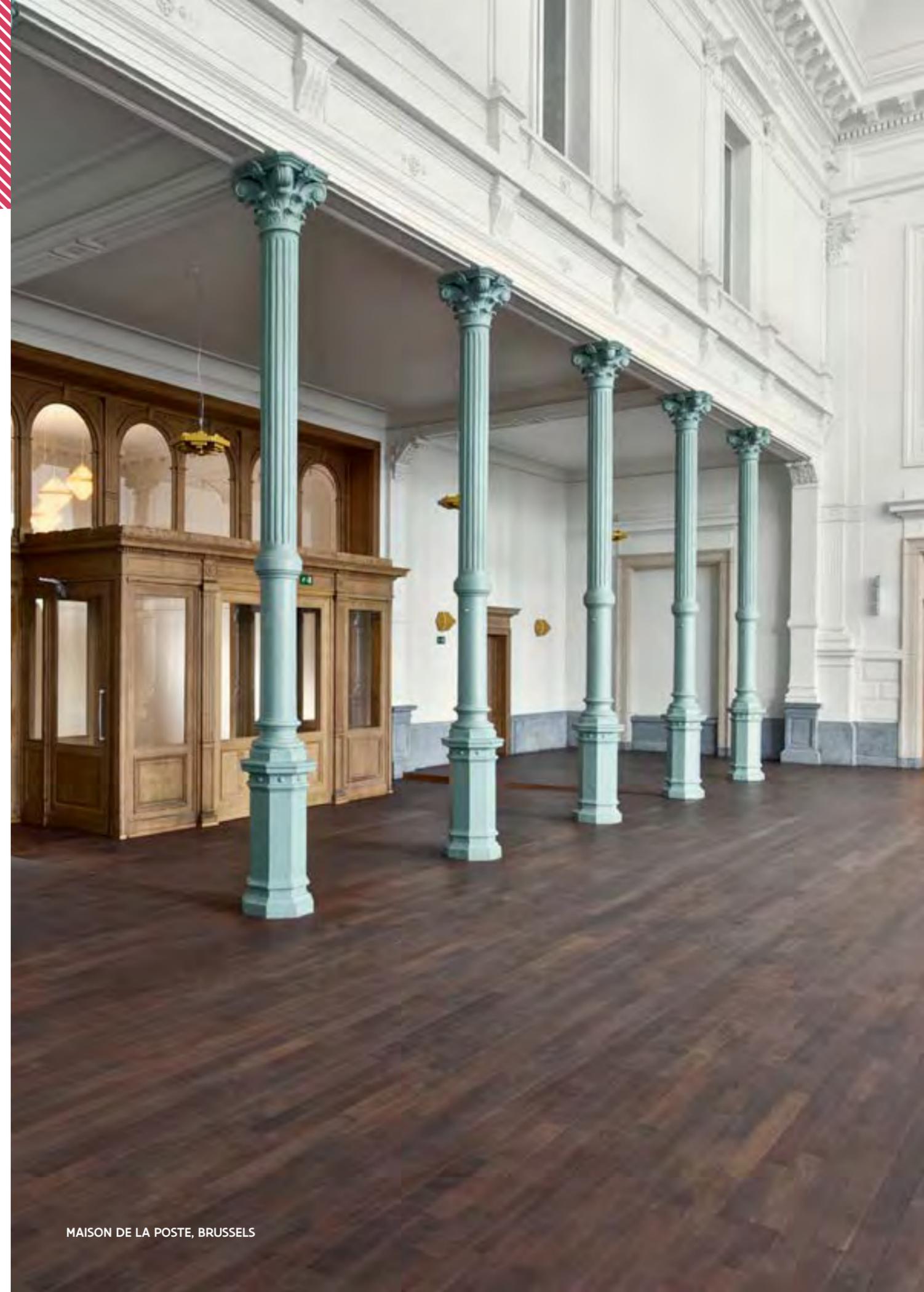
Example 3: Energy Mission Conference

In the **short and medium-term future**:

- attention to the energy theme can simplify access to subsidy flows for new research;
- participants who return year after year because Mission Energy is 'the place to be' to see their network again (relaunch contacts), let the conference grow;
- knowledge sharing: setting up new collaborations and starting up new relevant research.

In the **long-term**:

- cooperation between initiators leads to new initiatives and innovations in the long-term. These successful partnerships set an example for other companies to also reach out to knowledge institutions and the government in the region;
- the initiators (Flux50/POM) continue to be part of the variable core team, across the different iterations of Energy Mission. The wider LOC can capitalise on this experience to develop a sustainable and recurring conference, with a long-term impact that can act as a catalyst for the economy in the region.





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