



# EUREKA Canada Smart Cities Partnering Mission London and Stockholm: April 25-29, 2016

## MISSION REPORT

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## Mission Overview






During the week of April 24th, 2016, Canada's EUREKA Office at the National Research Council Canada (NRC) led a delegation of twenty-eight officials from nineteen Canadian firms and organizations on a Smart Cities Partnering Mission to Europe. The Mission began in London on April 25<sup>th</sup>, with a "Canada-UK Smart Cities Partnering Event" to promote collaborative projects between Canadian and U.K. firms involved in Smart City initiatives. The mission moved to Stockholm from April 26 to 29, kicking off with a Globalization Day and Canada-EUREKA Smart Cities Partnering Event on April 26, followed by an Innovation Day and B2B Meetings on April 27, and closing out with a two-day EUREKA Cluster Conference. Over 900 participants from 33 countries attended the EUREKA Innovation Week in Stockholm, providing Canadian delegates privileged insight into European Smart City initiatives and networking with some of the leading players.

The mission was organized in close collaboration with Sweden's Innovation Agency VINNOVA, the Embassy of Canada to Sweden and the Canadian High Commission in the UK, and was part of the EUREKA Swedish Chairmanship's "EUREKA Innovation Week: Smart Cities – Sustainable & Attractive Communities".

Vinnova's recount of the week-long event can be found at the following link:

[www.vinnova.se/en/EU-and-international-co-operation/News/2016/160503-Eureka-Innovation-Week-2016-/](http://www.vinnova.se/en/EU-and-international-co-operation/News/2016/160503-Eureka-Innovation-Week-2016-/)  
 Speakers' presentations: <http://www.vinnova.se/sv/misc/Speciella-sidor/EUREKA-Innovation-Week/>

## Program Overview

TRAVEL April 24 LONDON	DAY 1 April 25 LONDON	DAY 2 April 26 STOCKHOLM	DAY 3 April 27 STOCKHOLM	DAY 4 April 28 STOCKHOLM	DAY 5 April 29 STOCKHOLM
  Travel to London  Meet&Greet Supper	 <b>Canada-U.K. Smart Cities Partnering Event</b> Project Ideas Meetings Roundtables  Networking Reception	 <b>Global Collaboration Day</b>  <b>Canada-EUREKA Smart Cities Partnering Event</b>  EUREKA Gala	 <b>EUREKA Innovation Event</b> Innovation Awards Breakout Sessions B2B Meetings  Canadian Embassy Reception	 <b>EUREKA Clusters Conference</b> Intercluster Session Break-out Sessions Celtic+ Proposers' Day Ericsson Site Visit  "It's a Wrap" Canadian Supper	

## Mission in Numbers

- 29 Canadian officials from 19 firms and organizations.
- Over 900 participants from 33 countries attended.
- More than 800 matchmaking meetings, of which 134 were with Canadian delegates.
- 75 attended the UK Partnering Event from 48 organizations including 28 from the UK.
- 125 at the Stockholm Partnering Event featuring the Mayor of Canada's 2<sup>nd</sup> largest city, Montréal.
- 141 guests partook in the warm hospitality at the Canadian Embassy Reception in Stockholm.
- 91% satisfaction rate in the Mission Organization, 90% expressing it met or exceeded expectations.
- 85% indicated a positive change in their awareness of EUREKA and Canada's role.
- 82% reported partnership opportunities of which 50% indicated three or more possibilities.
- Partnership countries include: Sweden, U.K., Turkey, France, Spain, Austria, Germany, Denmark.
- 61% of those indicating potential partnership with other Canadian delegates.
- 95% would participate in future EUREKA missions.

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## Mission Objectives

### 1. Establish new EUREKA projects in Smart Cities with European partners

**RESULTS:** Many business contacts were made over the five-day mission, including between the delegates, resulting in a good number of project ideas and opportunities in the works.

### 2. Showcase Canadian expertise and role of NRC in the field of “Cities of the Future”

**RESULTS:** Canada was very well represented with the officials at the appropriate senior level, contributing to our overall standing within the EUREKA Network

### 3. Gain intelligence on European Smart Cities initiatives

**RESULTS:** Canadian delegation was very impressed with the breadth of initiatives in Europe, particularly in London, raising questions on what Canada can do to better seize opportunities in this emerging smart cities sector.

## Canadian Delegation

The Canadian delegation consisted of 29 officials from 19 organizations located across Canada (see Appendix 1 for List of Canadian Participants); 5 selected participants regretfully were unable to attend at the last minute for personal or professional reasons:

- 11 Private Firms
- 6 Accelerators, Centres of Excellence
- 2 Governments: Federal and Quebec

Canada's EUREKA Office carried out a national recruitment process to select this delegation of senior-level decision makers (CEOs, CTOs, VP Business Development) from a cross-section of SMEs, large firms, research institutes and universities that had a solid expertise in smart city applications and/or infrastructure:

- Applications (data-centric apps/devices that transform the quality/efficiencies of cities & citizens)
- Infrastructure (system architecture technologies and services that enable Smart Cities to operate)



Candidates were required to demonstrate a capacity and desire to expand into new markets for their Smart Cities capabilities through a collaborative R&D project with one or more foreign partners as a means to growth. The emphasis was on the strength of proposed pre-commercial project ideas that could be turned into tangible EUREKA Projects, and not on product sales or placement with distributors. The selection was principally based on the responses candidates provided to a series of questions in the application form:

1. Are you currently pursuing Smart Cities technologies, products or services, at the commercial and/or pre-commercial stages in domestic or foreign markets?
2. Is your firm or organization seeking to expand into new markets and willing to consider a collaborative R&D project with one or more foreign partners as a means to growth?
3. Do you have sufficient experience, skills and resources (working capital, human resources) to enter into a multi-year R&D collaboration with one or more foreign partners and commercialize the results?
4. Do you have an existing relationship with foreign partners, or have you targeted a potential partner (or partners) with whom you would be interested in securing a strategic alliance?
5. Do you have a specific project idea that you could pitch to a European partner?

## Mission Costs & Travel Support

There was no fee to participate to this mission. All participants were responsible for their own travel expenses. Group rates were negotiated and offered at selected hotels.

NRC-IRAP provided travel funding support for eligible expenses of up to \$3k to one official from 10 SMEs on the mission. Recognizing the important role of technology accelerators and collaboration facilitators, NRC-IRAP extended this support to the six not-for-profit organizations on the delegation. This incentive was decisive for a significant number of participants (64%) who indicated that they would not have participated without it.

## Program Highlights

### DAY 1 – April 25<sup>th</sup>: Canada-UK Smart Cities Partnering Event at Canada House in London, U.K.

En route to Stockholm, a “**Canada-UK Smart Cities Partnering Event**” was organized in collaboration with Canada’s High Commission and InnovateUK, to promote potential partnerships/projects with U.K. firms and Catapults involved in Smart City initiatives. This was the first Canadian mission of its kind and size to London. UK is one of, if not “the”, most active countries in the field of Smart Cities, with considerable synergies between the private and public sector through industrial accelerators or “catapults”, primarily the Future Cities Catapult.

A total of 75 participants from 48 organizations attended, pitching ideas and networking over the course of the day. Overall, many Canadian delegates considered this Partnering Event as the most fruitful venue for forging partnerships and gaining insight into Smart City initiatives that could (or should) be considered by Canada. The group was inspired and impressed by presentations by Peterborough Smart City Demonstrator, Bristol is Open, Future Cities Catapult, and the Hypercat Consortium of Interoperable IoT for Industry/Cities – raising calls for Canada to develop similar models of collaboration. Afternoon Roundtables provided for dynamic discussions on the “Opportunities & Barriers to Collaboration” in this emerging field, conversations and networking that continued during the Wine and Cheese Reception co-hosted by the NRC and the Canadian High Commission in the UK, closing out a very productive event at this beautiful location.



Our Canadian High Commission was extremely supportive of this event and in recruiting participants, engaging KTN (Chris Bagley) to put together a substantial agenda. Established and supported by InnovateUK, the *Knowledge Transfer Network (KTN)* is UK’s Innovation Network, connecting people to speed up innovation and helping to scale up firms to compete in the wider knowledge economy.

InnovateUK was closely involved and supportive, as the managers of the UK’s participation in EUREKA. Despite a recent cut in the InnovateUK budget of approx. 30%, UK still invests a sizeable amount in Eurostars (6.7M Euros in 2016) and is promoting projects with Canada for the September 2016 call.



## **DAY 2 – April 26<sup>th</sup>: Global Collaboration Day**

The Swedish EUREKA Chairmanship officially kicked off **EUREKA Innovation Week “Sustainable & Attractive Communities”** on Tuesday, April 26<sup>th</sup> with a **Global Collaboration Day** dedicated to EUREKA Associate Countries: Canada, South Korea, and South Africa.

The Keynote Address by Dr. Sylvia Schwaag, Vinnova’s Executive Director of International Strategy and Networks focused on leading statistics and trends in globalization – providing a thought-provoking “reality check” of the dynamic environment in which we operate. She was followed by Canada’s Ambassador to Sweden, Kenneth Macartney, who stressed how Canada’s business-friendly approach to collaboration and commitment to supporting an innovation agenda have helped to make Canada a reliable partner collaboration in Sweden and beyond. Closing off the morning was a panelist of officials involved in technology R&D and global partnerships, including François Cordeau, VP of Emerging Platforms at NRC.

The Canadian Embassy organized a Business Luncheon hosted by his Excellency Ambassador Macartney, on the occasion of the visit of the Honourable Denis Coderre, Mayor of Montréal, in Europe during this same week for a series of meetings under his new role as Head of Metropolis, the World Association of the Major Metropolises. Invited guests were firms and organizations located in Sweden having strategic interests in the Montreal Region: Ericsson, Swedish Game Development Assoc., Bombardier, WSP Sverige AB, CLX Communications, BEMZ, Mobilearm, Montreal International, and NRC. Also in attendance was his Excellency Ambassador Per Sjögren, Swedish Ambassador to Canada, also in Sweden that week.



The **Canada-EUREKA Smart Cities Partnering Event** took place after lunch, with over 150 participants in attendance. Kicking off the event was the Mayor of Montreal with an insightful Keynote Address on the City of Montréal’s strategy to become one of the most digitalized cities in the world. He was followed by presentations by NRC-IRAP on International Support to SMEs (Drew McNaughton, Exec. Lead, International IRAP), Canadian R&D Technology Accelerators & Partnering Enablers (James Maynard, CEO, Wavefront); Upside Cluster Network (Åke Lindström, ICT Development Director, Kista Science City, Sweden), and Celtic Plus Opportunities (Peter Herrmann, Operations Director, Celtic-Plus). These presentations were followed by pitches by the Canadian delegates.



*"Our government recently committed to creating a new innovation agenda for Canada, and EUREKA will continue to be an important component in this agenda."*



Canadian Ambassador Kenneth Macartney



Sylvia Schwaag Serger, Executive Director International Strategy & Networks, Vinnova



Peter Lindberg (National Project Coordinators' Chair), Per Tervahauta (Chair President; Ministry of Enterprise & Innovation) and Tomas Aronsson (Coordinator for Chair and Event, Vinnova)

To close out the first day, participants were treated to an incredible **Opening Banquet** at the Stockholm City Hall (Stockholms Stadshus), the same location and same meal served to the Nobel Laureates since 1930.



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### **DAY 3 – April 27th: EUREKA Innovation Event and Matchmaking Sessions**

The EUREKA Innovation Event showcased EUREKA Innovation and Smart Cities initiatives. The Enterprise Europe Network (EEN) managed close to 800 B2B Meetings, 134 involving Canada's delegates. Feedback on the B2B was generally positive, with a number of very productive and pertinent meetings with foreign partners on potential EUREKA projects (Networks and Clusters). There were, however, a number of no-shows and Canadian delegates remarked that certain foreign participants were either too early stage research or commercial for an R&D partnership idea.



In the afternoon, two Canadian delegates (CENGN and Juniper) gave an excellent presentation as part of a panel on Smart Cities Living Labs, highlighting a new Ottawa-based platform to test and deploy Smart Cities technologies.

In the evening, Canada was once again on the agenda with a Canadian Networking Reception generously hosted by the Canadian Embassy on the occasion of the EUREKA Innovation Event and presence of the Canadian delegation. Over 125 guests attended, allowing the delegation to interface with numerous European officials. A short pre-event bilateral meeting was organized just prior to the reception between the Ambassador and NRC officials, to provide the NRC the opportunity to thank the Ambassador and the Embassy staff for their invaluable support and to have a brief conversation on collaboration between Canada and Sweden in the area of Smart Cities.



### **DAY 4 & 5 – April 28-29th: EUREKA Cluster Conference**

The EUREKA Clusters Conference proved extremely effective to network and learn about this EUREKA mechanism, which constitutes 70% of the entire EUREKA Network portfolio. Canadian delegates/SMEs were provided the opportunity to give presentations/pitches at the Cluster break-out Sessions, notably at the Common ITEA and Celtic-Plus Session and Euripides/PENTA Event. This was the first EUREKA venue at which all of the EUREKA Clusters were present (with the exception of Acqueau, which ended in July), accompanied by industrial partners from each of the cluster who had gathered in Stockholm to promote intercluster collaboration on a common Smart Cities theme. A significant advantage for the Canadian delegates was the presence of both the Cluster Chairs and Program Managers, allowing ample opportunities to obtain strategic advice on matchmaking and Cluster processes.

During the SMEs pitch sessions, Wavefront chaired a **Smart Cities Roundtable** for Canadian NPOs and government officials on the delegation, hosted at the Canadian Embassy. The goal was to exchange ideas on how the various players can accelerate a smart cities ecosystem in Canada by filling a number of "gaps" in Canada's approach to Smart Cities. A summary of this roundtable is provided further in this Report.



## Friday, April 29: The Celtic-Plus Event 2016 (Day 2)

Day Two of the Celtic-Plus Event started with an impressive presentation by Anna Piperal, Managing Director of the e-Estonia Showroom, entitled “eEstonia – News from one of the Most Digitalized Countries in the World” ([https://bscw.celticplus.eu/pub/bscw.cgi/d12469/E-Estonia\\_conference\\_25min.pdf](https://bscw.celticplus.eu/pub/bscw.cgi/d12469/E-Estonia_conference_25min.pdf)). Many in the conference room, this author included, were unaware of how advance Estonia had become in digitalizing their services to citizens, compared to most other major city centres.

The keynote was followed by Pitch Sessions and an Award Ceremony:

Pitch Sessions: 25 Celtic Proposers presented their Ideas in 4 minutes, including 3 Canadian firms:

Teslonix: *IoT Device Connectivity Platform*

Green Power Labs: *Predictive Energy Management of Network of Buildings Enabled with Distributed Energy Resources*

AKA Group: *Innovate In Summerside PEI*

All company presentations: <https://www.celticplus.eu/event/celtic-plus-event-2016/>

Five projects were awarded for their outstanding work: Three projects received the Celtic-Plus Excellence Award and two projects the Celtic-Plus Innovation Award. (see list of winner: <https://www.celticplus.eu/5-winners-at-celtic-plus-awards-2016-in-stockholm/>)

In the afternoon, Ericsson hosted a visit to their Ericsson Studio in Kista (a short bus ride outside of Stockholm) for approximately 15 Canadian delegates. The Studio provides visitors with a showcase of Ericsson’s leading innovations in mobile communications, generating dialogue with the delegates on potential collaborative ventures – recognizing Ericsson’s large presence in Canada, particularly in Montreal.



The week-long mission wrapped up with an informal supper for the Canadian delegates at a restaurant in the old city of Stockholm.

## Mission Take-Away Points

1. **Strong Profile:** Canada came with a very strong delegation of officials at the right level, which helped to secure meetings and make project-level decisions with potential partners. This greatly contributed to Canada's credibility amongst the EUREKA participants. The cross-section of players also proved particularly effective, notably the participation of technology/partnership accelerators including Wavefront, PROMPT, ACAMP, C2MI and CENGN. They could represent and speak to a far broader community of players in Canada, which more than justified the NRC's decision to extend its travel support to these not-for-profit organizations.
2. **Technology Focus:** Having a technology theme at the EUREKA Innovation Week has allowed participating countries like Canada to target and select the "best and brightest" in the sector. NRC Organizers focused on technology providers rather than Smart Cities in Canada (users/clients), given the project/industry driven approach under the EUREKA Network.
3. **Engage Early and Frequently:** Success was largely credited to the close and effective working relationship with – and hard work of – Canada's High Commission in the UK, our Embassy in Sweden and Vinnova, not only for logistics but for pre-mission matchmaking.
4. **Broad Promotion/Communications:** Getting the message out early to the various communities of interest cannot be understated. Significant effort is also required to solicit interest from potential participants as early as possible in order to "save the date", for example, recruitment for the EUREKA Innovation event in Valencia in April 17-21, 2017, must start in September.
5. **Leadership Gap:** Delegates were very impressed with the extent and depth of experience and opportunities in the field of Smart Cities in Europe. It raised important questions over how Canada can better organize itself nationally to take better advantage of these opportunities, and which organizations could (or should) take the reins. The Roundtable discussion raised many of these questions, generating a unanimous consensus on the need to make a more concerted effort in this emerging sector. Wavefront and NRC have agreed to take some preliminary actions in this regard. The Government of Quebec is also encouraging the NRC to work more collaboratively on some upcoming Smart Cities events (i.e. Annual Smart City Expo in Barcelona: <http://www.smartcityexpo.com/en/>).



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## Communications

**WITH DELEGATES:** At least three teleconferences were organized for the delegates, to provide details of the mission logistics and the opportunity for Q&As. Delegates were offered a number of choices to participate in these teleconferences in case of scheduling conflicts. Agendas were sent in advance and a roll call was taken at the outset. Each teleconference was 60 minutes. The final teleconference was organized one week prior to the event, and NRC organizers remained available for calls and emails directly from delegates for any inquiries.

**BETWEEN ORGANIZERS:** Regular teleconferences were organized between NRC, Canada's High Commission in London, the Canadian Embassy in Stockholm and Vinnova.

**AT NRC:** Organizers met weekly (informally and formally) to review action items. NRC Communications often participated in meetings to review the deliverables of the communications tools, many through Creative Services.

**TOOLS:** There were significant efforts and resources invested in numerous communication tools produced for the mission, done so in close collaboration with NRC Communications and Creative Services. Below is a list of the main mission tools:



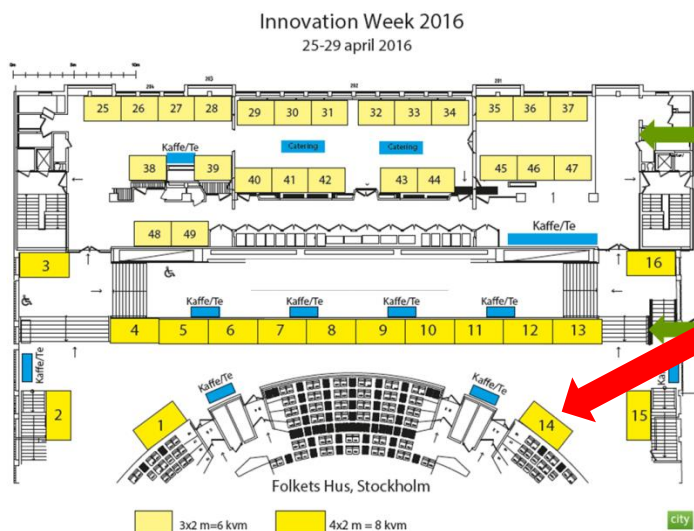
1. **Canadian Smart Cities Exhibit:** coordinated with Vinnova, NRC's National EUREKA Office and Communications produced a very appealing Canadian booth, situated at a prime location directly in front of the stairs where participants entered (see images below).
2. **Pop-up Banners:** Two Smart Cities Banners
3. **Brochure** profiling Canadian Participants: using the information sent by the firms in their application form, NRC Communications developed one-page template profiles for all of the participants. 200 were printed and carried to London and Stockholm (150 would have been sufficient).
4. Detailed **Mission Program:** 50 for Delegates
5. **Mission Flyer** (One-Pager):
6. **Templates** for Presentations, Nametags, Emails, Letterhead.
7. **Briefing Books:** 4 for Senior NRC Officials

**SOCIAL MEDIA:** NRC Organizers prepared in advance a series of Tweets (English/French) to accompany photos taken at the event and sent to NRC Communications for posting.

They also worked closely with the EUREKA Secretariat for tweets on the event, to include "Canadian content". Prior to the event, the opportunity to participate was posted on LinkedIn (Mark Burbidge's account).

**SPEECHES:** Speaking notes were prepared by NRC Organizers for NRC Spokespeople, as well as advising on suggested points for speeches prepared for Ambassador Macartney and Mayor Denis Coderre.





## Kudos

Many people and groups can take credit for the mission's overall success, however, kudos are in order for certain individuals whose contribution was most critical to pulling such a large mission together!

- Caroline Martin at Canada's High Commission to the UK, and her colleagues/team, who embraced the idea of a one-day stop-over in London to promote bilateral partnerships.
- Jillian Senkiw at Canada's Embassy in Sweden, along with Inga-Lill Olsson and Euan Scott – for their support, hosting the wonderful reception and securing the participation of Ambassador Macartney.
- Chris Bagley at the Knowledge Transfer Network (U.K.), who provided invaluable support to pre-mission matchmaking and leading the pitch sessions at the Canada House in London.
- Esa Stenberg, Maria Hagardt, Tomas Aronsson, Elisabet Nielsen and the entire Vinnova team for going above and beyond to accommodate and welcome Canada's participation. What a pleasure!
- Liz Fauteux at NRC Communications and Colin Clarke at Creative Services for their creativity and "can-do" approach to delivering in tight deadlines.
- Melanie Cullins, Director of International Relations and National Project Coordinator for EUREKA, for her guidance, advice and quick approvals.
- Randy Zadra (IRO), Patrick Sheedy (IRAP) and Bob Arnold (IRAP), the committee members tasked to select the Canadian participants amongst a diverse field of interests.

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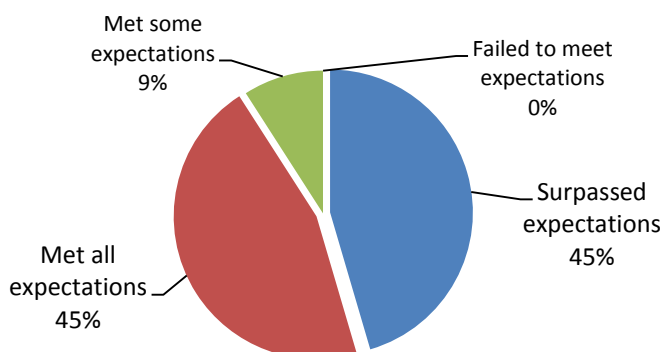
Smart Cities

Canada  
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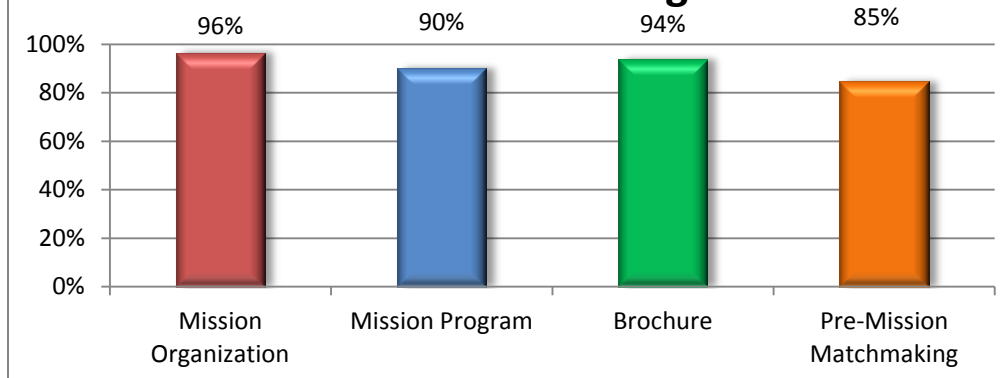
## Post-Mission Questionnaire Results

Mission organizers sent all participants a post-mission survey (Post-Mission Questionnaire Form) to obtain feedback on the mission, potential projects and recommendations for future missions. As highlighted below in summary graphs, the general response was very positive by all of the delegates who expressed their satisfaction in the mission and its usefulness in creating business opportunities with European partners. Similar to the response rates from the post-mission survey after the previous EUREKA Innovation Event in Basel, Switzerland, these missions are effective venues to position Canadian interests, showcase our expertise in a target sector, heighten awareness of EUREKA, and gain strategic insight into European market sectors, players and programs.

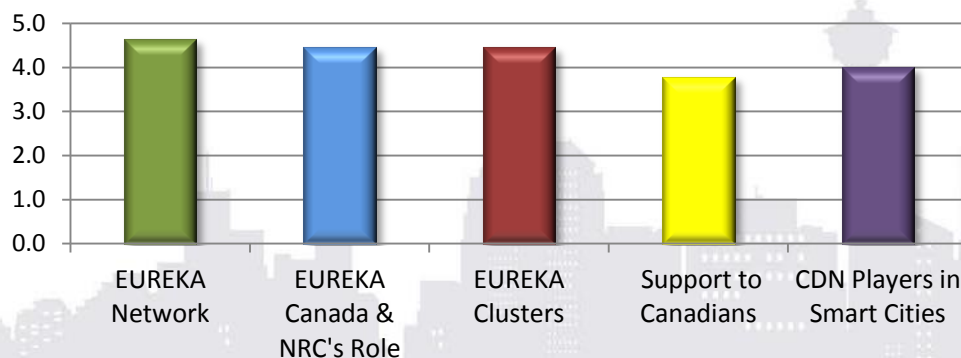
### Overall Impression



### Satisfaction in Mission Organization

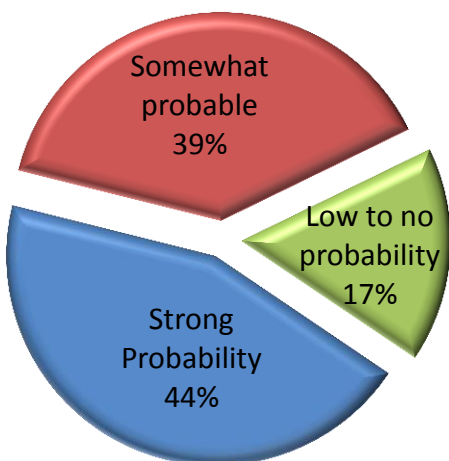


### Change of Awareness

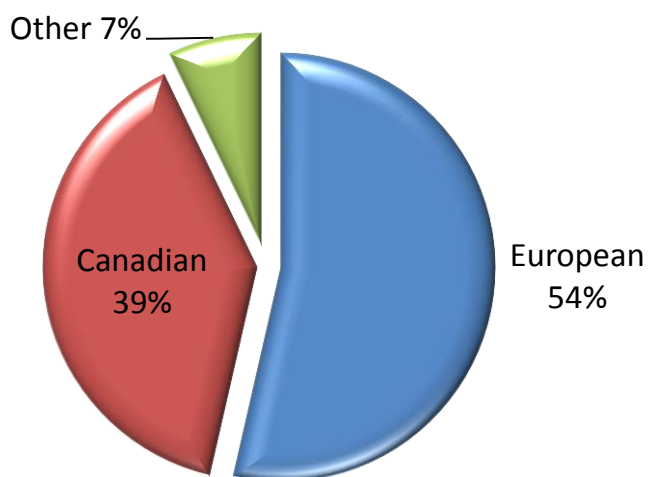




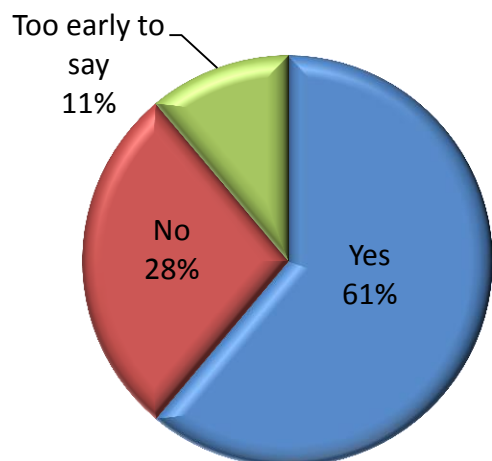
## Probability of EUREKA Project



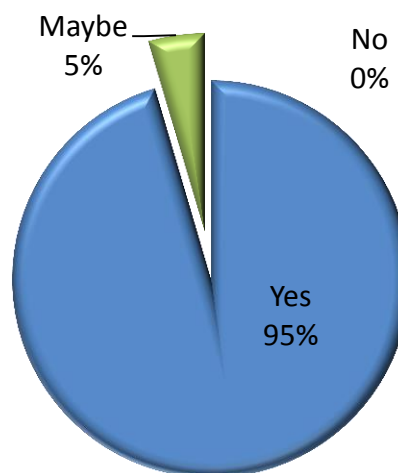
## Partners



## Intentions to Seek IRAP Support



## Participate in future missions



## ***Recommended Follow-Up Actions (Question #7)***

- Keep us informed of future NRC activities with Eureka. Does NRC have a Eureka report card/newsletter of any kind? It would be helpful to be kept up-to-date of Canadian project initiatives, what is their scope, European partners, Cluster, etc.
- It would be good to know how other companies formed proposals or made out.
- I think Canada needs to replicate something like the Smart City Catapult in the UK. Some form of distributed network, e.g. mini-catapults in 4-6 Canadian cities. These should be led by some of the existing Smart City non-profit groups that exist, e.g. Urban Opus in Vancouver, Techno Montreal etc. We should set up a partnership program for Canadian smart cities with European smart cities. For example, 'twinning' Vancouver with Vienna with the Canadian trade commissioner for Austria. Canada should quickly agree to adopt the HyperCat Smart City interoperability specification. It would allow us to work with UK cities and doesn't impose a high overhead or require Canadian cities to adopt any specific smart city platform.
- Local events could be interesting. I don't know many other NRC or IRAP clients, and I am sure I would benefit from knowing more. They are in the same domain and have the same problems, could be very beneficial to have the opportunity to meet them in Canada and get to know them and to expose my strengths to that community.
- Further discussions around how to write-up funding proposals for potential partnerships.
- Strong interest in Smart city collaboration with Bristol.
- As momentum grows around Smart / Intelligent Cities projects, it is critical for Canada to articulate a strategy that lays out a framework to mobilize all of our strategic assets and enablers. There is an engagement model for Canadian cities in addition to Eureka / Global smart city initiative.
- Interest in receiving more information on visits to Canada by EUREKA Clusters and to missions to Europe for Cluster events, for example ITEA PO Days in Sept. 2016. A joint mission could be a possibility, as well as a joint call.
- Pleased to see Wavefront taking a lead role in attempting to coordinate some sort of national program/strategy.
- It would be useful to remain aware of what is going on in Europe with regards to smart cities and cities of the future more broadly. I am especially interested in learning more about longer term plans and opportunities for Canada. Trade commissioners could keep us informed of developments and strategies.
- Better education of ITAs in general about the Eureka Network, Clusters, Eurostars, Horizon 2020 and how companies can participate in these projects. I came away feeling there are way more opportunities for Eureka projects than are currently being taken advantage of. That said it was not always clear what the economic benefits accrue to SMEs participating in Cluster projects.

## General Comments from Delegates (Question #8)

*"This was an excellent mission with relevant opportunities for our company. I was able to gain insights into how Eureka is structured and processes to undertake projects. The format of the mission was excellent (introductions in London and then to Stockholm). We would gladly undertake future missions with NRC."*

*"I think the format was excellent having UK first with a smaller focused group, then moving to the larger EUREKA community. The EUREKA meeting felt like it could have been done in 2 days. Seemed a bit slow. I realize NRC didn't have sway over the agenda but to condense our required presence into a day or two would be good."*

*"The mission was very useful. We now have a greater understanding of its role within the Smart Cities worldwide initiatives thus paving the way to a potential participation at the level of major urban cities of the world. Also, greater awareness of the Eureka program may be the difference for CSiT to break into the Smart Cities marketplace, starting with Barcelona."*

*"Very positive impression of the mission. Very high level of relevance in matchmaking in London. Excellent partnering opportunities presented by the matchmaking session in Stockholm. High visibility of the proposed projects through dedicated cluster meetings. Very strong interest to the Canadian proposals in general. We are very satisfied with the level of attention to our work and interest in partnering with us; the validity of our technology development roadmap was completely confirmed. At this moment we have four highly qualified partnership requests that may strengthen our products, offerings and market position in several European countries such as Spain, Portugal, France and Turkey. Continued attention to participating in the annual EUREKA Innovation Weeks is highly desirable; it would be of importance to know in advance the major theme of these events. Travel costs support to eligible participants is of importance."*

*"Overall I found the mission both informative and useful for my business. The ability to meet so many potential business contacts in such a short space of time is of incredible value and a rare opportunity. I enjoyed the UK event, learnt a lot but would have appreciated having more UK companies attend. I would have liked to see the discussion session having more interaction between the companies, the organisations and the non-profits. The Eureka event, especially the B2B matchmaking was extremely valuable. I'd definitely consider attending future IoT or Smart City missions – what would make them even more useful would be some attempt beforehand to set up individual B2B meetings (like Eureka) with participants. Perhaps organized by the local trade commissioners. A follow-up Smart city mission to Europe would be valuable."*

*"I enjoyed the mission and it met my expectations. Got to meet interesting people, many relationships which can help me on quite a few levels. I learned a lot about Smart City initiatives and about NRC. I was a bit disappointed with B2B meetings, and found that a lot of participants were a bit too research or academic focused for my taste. Would have enjoyed more commercialization partners or actual cities/clients to have participated. I also felt that in the Stockholm Partnering event the SMEs should have been the first to have the floor. The first hour was taken up by NRC, Wavefront, Others and I don't think that's what people that attended the event wanted to hear about. They wanted to hear about potential SME partners, and by the time we got to the stage I felt that the crowd was somewhere else."*

*"This was an excellent and productive mission for us. It was very well organized and I would like to thank the NRC/IRAP organizers for the excellent job. I would like to see another EUREKA mission next year as we would like to participate pushing forward the cluster consortium building effort."*

*"I think the mission organizers did a good job setting up the mission. Unfortunately, I think more Western Corporations could have been invited to attend."*



*“Missions should be planned well in advance. Make sure it is communicated to all regions and the not-for-profits are also a good way to get the message across to the companies.”*

*“Mark, thank you for the leadership and organization that you provided to the trip. Your personal style and enthusiasm were important contributors that kept us all focused and working together as a team. Mary-Anne was a great mission coordinator. She was always there with all the right pieces of information at the right time.”*

*“Excellent trip that was very well organized. NRC/IRAP presented a very professional image of Canadian technology that was clearly evident to the other Eureka partners.”*

*“Really excellent, especially the logistical work by Mark and Mary-Anne, well done!”*

*“All events were well organized. I believe it was a successful event for the participating SMEs. My primary goal, going in, was to gather intelligence on smart cities initiatives in the EU. Expect for a few presentations, there was not much to gather. On the other hand, I was able to make very good contacts that will serve me well in various ventures.”*

*“Very well organized and very professional. I was interested in the longer term opportunities but I recognized Eureka is more focus on short term bottom up, industry-driven opportunities. Not sure it was necessary to attend the full 4 days (I didn't). It is a long commitment.”*

*“Mission was very well organized. [There is] a need to improve the upfront marketing of these initiatives within the IRAP network.”*



## MISSION REPORT

EUREKA Canada Smart Cities Partnering Mission  
London and Stockholm: April 25-29, 2016

Smart Cities

Canada  
NRC-CMRC

## Smart Cities Roundtable Summary Notes

**Date:** April 28, 2016

**Location:** Canadian Embassy, Stockholm, Sweden

**Purpose:** At IRAP's request Wavefront chaired a round table in Stockholm of the Canadian not for profit organizations participating in the Smart Cities Partnering Mission to promote a free exchange of ideas on how we can accelerate a smart cities ecosystem in Canada.

### Participants:

1. Drew McNaughton, Executive Director International, IRAP
2. Rosy Almani, CFO & Vice President Business Development, ACAMP
3. Simon Backer, ITA, IRAP
4. Inga-Lil Olsson, Trade Commissioner, GAC
5. Bob Arnold, ITA IRAP
6. Francois Borelli, VP Strategy & Business Development, PROMPT
7. James Maynard, CEO, Wavefront
8. Francois Cordeau, VP Emerging Tech, NRC
9. Kelly Daize, VP Business Development, CENGN
10. Brian Roberts, VP Global Services, Wavefront
11. Ken Brizel, CEO ACAMP
12. Mark Burbidge, Sr. Advisor International, NRC
13. Jason Naud, International Affairs Advisor, Government of Quebec
14. Normand Bourbonnais, CEO, C2MI
15. Mary-Anne Hartlin-Leblanc, International Co-ordinator, NRC

### Action Items:

1. Build an ecosystem map of Canadian technology companies in the smart cities space and showcase Canadian solutions  
**ACTION:** Wavefront will investigate doing this with help from NRC IRAP and the other not for profits.
2. Identify the requirements of both large and small cities and develop a readiness index of Canadian cities  
**ACTION:** NRC will be investigating this.

### Activities already under way:

- Wavefront is taking a group of Canadian technology companies on a smart cities market entry trip to New York and Washington DC, September 26-30, 2016
- CENGN is building a smart cities living lab at the network level with a community to be announced soon
- NRC will be releasing a report from the Cities of the Future meeting

### Key Challenges Identified:

- Lack of info on requirements and state of readiness of cities, technology solution providers and citizens
- Lack of financial resources for cities to adopt technology
- Lack of a smart cities strategy at the national level
- Lack of awareness at the city and citizen level of what is possible
- Smart city solutions are fragmented and need co-ordination and system integration

## Post-Mission Questionnaire Aggregate Results

Surveys Sent: 26 Replies: 22 Response Rate 85%

1	<b>Overall Impressions of the Mission</b>					
	Surpassed expectations	10	45%	22	Respondents	
	Met all expectations	10	45%	22	Respondents	
	Met some expectations	2	9%	22	Respondents	
	Failed to meet expectations	0	0%	22	Respondents	
2	<b>Satisfaction in Mission Organization</b>		4.6	91%		
	Mission Organization	4.8	96%	22	Respondents	
	Mission Program	4.5	90%	22	Respondents	
	Brochure	4.7	94%	22	Respondents	
	Pre-Mission Matchmaking	4.2	85%	22	Respondents	
3	<b>Satisfaction in Mission Activities</b>		4.3	84%		
	UK Partnering Event (April 25)	4.4	88%	17	Participating Respondents	
	Stockholm Partnering Event (April 26)	4.2	85%	22	Participating Respondents	
	B2B Meetings (April 27)	4.1	82%	10	Participating Respondents	
	Embassy Reception (April 27)	4.5	89%	22	Participating Respondents	
	Cluster Conference (April 28-29)	4.0	80%	19	Participating Respondents	
	Ericsson Visit (April 29)	4.0	80%	10	Participating Respondents	
4	<b>Change in Awareness</b>		4.3	85%		
	EUREKA Network	4.6	93%	22	Respondents	
	EUREKA Canada & NRC's Role	4.5	89%	22	Respondents	
	EUREKA Clusters	4.5	89%	22	Respondents	
	Support to Canadians	3.8	75%	22	Respondents	
	CDN Players in Smart Cities	4.0	80%	22	Respondents	
	Other	0				
5	<b>IRAP Travel Funding</b>					
	Received IRAP travel funding	14				
	Wouldn't have gone without \$3k	9	64%	14	Respondents who receiving \$3k	
	Would still have gone without \$3k	5	36%	14	Respondents who receiving \$3k	



<b>6 Partnerships/Projects</b>					
Reporting partnerships	18	82%	22	Respondents	
At least one	4	22%	18	Respondents reporting partnerships	
Potentially two	5	28%	18	Respondents reporting partnerships	
Three or more	9	50%	18	Respondents reporting partnerships	
Reporting NO partnerships	0				
<b>Which Partners</b>					
European	15	83%	18	Respondents reporting partnerships	
Canadian	11	61%	18	Respondents reporting partnerships	
Other	2	11%	18	Respondents reporting partnerships	
<b>Probability of EUREKA Project</b>					
Strong Probability	8	44%	18	Respondents reporting partnerships	
Somewhat probable	7	39%	18	Respondents reporting partnerships	
Low to no probability	3	17%	18	Respondents reporting partnerships	
<b>Will seek IRAP funding</b>					
Yes	11	61%	18	Respondents reporting partnerships	
No	5	28%	18	Respondents reporting partnerships	
Too early to say	2	11%	18	Respondents reporting partnerships	
<b>If no partnerships, why not?</b>					
No interest from partners	0		0	Respondents reporting no partnerships	
No partners in field of interest	0		0	Respondents reporting no partnerships	
Other			0	Respondents reporting no partnerships	
<b>7 Suggested Follow-up</b>				See Summary Points	
<b>8 General Comments</b>				See Summary Points	
<b>9 Participate in future missions</b>					
Yes	21	95%	22	Respondents	
No	0	0%	22	Respondents	
Maybe	1	5%	22	Respondents	
<b>Recommend to a 3rd party</b>					
Yes	20	91%	22	Respondents	
No	0	0%	22	Respondents	
Maybe	2	9%	22	Respondents	

## List of Canadian Participants

	Participant	Type/Size	Area	Snapshot
1	Esri - Toronto	SME/330	Apps-Infrastructure	3D Smart City modelling for appraisal & concepts <a href="http://www.esri.ca">www.esri.ca</a>
2	CSiT - Lachine Qué.	SME/8	Applications	Multi-modal Integrated Communications Systems (ICS) and Information Integration for transport <a href="http://csit.co/">csit.co/</a>
3	Sidekick Interactive - Montréal	SME/< 10	Mobile Apps	Tourism and utilities (i.e. fleet management, snow removal) for smart cities <a href="http://www.SidekickInteractive.com">www.SidekickInteractive.com</a>
4	Green Power Labs - Dartmouth (NS)	SME/20	Apps-Infrastructure	Predictive analytics in energy management in the utility and building space <a href="http://www.greenpowerlabs.com">www.greenpowerlabs.com</a>
5	Aspin Kemp & Assoc. - Stratford (PEI)	SME/175	Infrastructure	Micro-grid power & energy storage technology for communities <a href="http://www.aka-group.com">www.aka-group.com</a>
6	6Harmonics - Ottawa	SME/14	Infrastructure	Data acquisition & control (SCADA)-based system for waste and water management <a href="http://www.6harmonics.com/">www.6harmonics.com/</a>
7	Corsa Technology - Ottawa	SME/40	Apps-Infrastructure	Software Defined Networking (SDN) WAN optimized switch, as part of Smart City backbone <a href="http://www.corsa.com">www.corsa.com</a>
8	Teslonix - Ottawa	SME/12	Apps-Infrastructure	Novel IoT/RFID interrogators/reader systems; long-range energy transfer and 3D localization <a href="http://www.teslonix.com">www.teslonix.com</a>
9	Solace Systems - Ottawa	SME/150	Apps-Infrastructure	Hardware/software message routers to move real-time information <a href="http://www.solacesystems.com">www.solacesystems.com</a>
10	Sense Tecnic Systems - Ottawa	SME/12	Apps-Infrastructure	Software platform and tools (integration, connectivity) for the Internet of Things <a href="http://www.sensetecnic.com">www.sensetecnic.com</a>
11	Juniper - Ottawa	SME/100	Apps-Infrastructure	Networks for Smart City systems <a href="http://www.juniper.net">www.juniper.net</a>
12	PROMPT - Montréal	Non-Profit	Facilitator	Stimulates R&D partnerships in ICT. <a href="http://www.promptinc.org">www.promptinc.org</a>
13	Wavefront - Vancouver	Non-Profit	Tech Accelerator	Leader in wireless innovation <a href="http://www.wavefrontac.com">www.wavefrontac.com</a>
14	CENGN - Ottawa	Non-Profit	Tech Accelerator	Centre of Excellence in Next Gen. Networks <a href="http://www.cengn.ca">www.cengn.ca</a>
15	C2MI - Bromont (Qc)	Non-Profit	Tech Accelerator	MiQro Innovation Collab. Centre for MEMS <a href="http://www.c2mi.ca">www.c2mi.ca</a>
16	ACAMP - Edmonton	Non-Profit	R&D	Services to micro/nano technology clients <a href="http://www.acamp.ca">www.acamp.ca</a>
17	PMG Technologies - Blainville (Qc)	SME/80	R&D Testing	Testing facility of motor/automated vehicles <a href="http://www.pmgtest.com">www.pmgtest.com</a>
18	NRC - National	RTO/3,500	R&D (ICT)	Canada's National RTO <a href="http://www.nrc-cnrc.gc.ca">www.nrc-cnrc.gc.ca</a>
19	Govt. of Québec	Govt.	R&D support	Supporting Québec-based innovation <a href="http://www.economie.gouv.qc.ca">www.economie.gouv.qc.ca</a>

NRC Participants: Drew McNaughton, Executive Director, Prairies and Executive Lead, International, IRAP  
 François Cordeau, VP Emerging Technologies – Platforms  
 Carl Caron, Executive Director, Emerging Technologies  
 Mark Burbidge, Senior Advisor, International Relations  
 Bob Arnold, ITA, IRAP and Canadian Contact for EUREKA Euripides Cluster  
 Simon Backer, ITA, IRAP and Member of ICT Sector Team, IRAP  
 Mary-Anne Hartlin, International Program Officer, International Relations

### MISSION REPORT

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NRC-CNRC

## Canadian Smart Cities Mission Program

### SUNDAY, APRIL 24 MEET & GREET SUPPER

Venue: 13-15 Tavistock Street, London WC2E 7PS

18:30 Meet and Greet Dinner

### MONDAY, APRIL 25 EUREKA CANADA SMART CITIES PARTNERING EVENT, LONDON, UK

Venue: Canada House, Trafalgar Square, London, SW1Y5BJ

*NOTE: You will need photo ID to get into Canada House*

09:00 Coffee and Registration

09:30 **Welcoming Remarks:** Greg Houlahan, Senior Trade Commissioner, High Commission of Canada

09:35 **Objectives:** Mark Burbidge, Senior Advisor, International Relations, National Research Council of Canada (NRC) and Chris Bagley, Head of Energy, Knowledge Transfer Network

09:45 **Session 1: Future City Initiatives, Experiences, Challenges and Opportunities**

**Cities of the Future “Game-Changing” Initiative:** François Cordeau, VP Emerging Technologies Platforms, NRC  
**Peterborough UK Smart City Demonstrator:** Trevor Gibson, Smart City Leadership Manager, Peterborough DNA

10:05 **Session 2: Project Support Mechanisms**

**EUREKA:** Graham Mobbs, European Programme Manager, Innovate UK and Drew McNaughton, Executive Lead, International, Industrial Research Assistance Program (IRAP), NRC

**Accelerators of Canadian Smart Cities Technologies:** James Maynard, CEO, Wavefront

10:35 Coffee Break

10:50 Project Pitches

12:40 **Future Cities Catapult:** Caroline Twigg, Head of Collaborative R&D and International, Futures Cities Catapult  
13:00 Lunch

14:00 **Bristol Smart City Initiative “Bristol Is Open”:** Jessica Ellis, Director of Customer Applications, Bristol Is Open  
14:15 **Hypercat Consortium: Interoperable IoT for Industry/Cities:** Tom Brookes, Project Manager, Axillium

14:30 **Session 3: Thematic Roundtables, Project-Specific Discussions with Facilitators, and B2B Meetings**

15:55 **Closing Remarks:** Mark Burbidge and Chris Bagley

16:00 **Networking Reception:** Co-hosted by NRC and Canadian High Commission

17:00 **Event End** (Canadian delegates depart for hotels and airport)

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**TUESDAY, APRIL 26**

## **EUREKA INNOVATION EVENT: GLOBAL COLLABORATION DAY**

Venue: Stockholm City Conference Centre, Barnhusgatan 12-14

- 09:00**      **Welcome Address**  
**09:10**      **Keynote on Globalization**
- 09:55**      **Introduction of Associated Countries**  
 🇨🇦 Kenneth Macartney, Ambassador of Canada to Sweden  
 Chung Jae-Hoon, President of Korea Institute for Advancement of Technology, South Korea  
 Mamohloding Tihagale, Director Strategic Partnerships, Department of Science and Technology, South Africa
- 10:20**      **Coffee Break**  
**10:50**      **Role of EUREKA in Globalization**
- 11:55**      **Panel Discussion**  
 Jacques Magen, Chairman, Celtic Plus      Zeynep Sarilar, Chairwoman, ITEA  
 Helena Malmqvist, Corporate Research, ABB      🇨🇦 François Cordeau, VP Emerging Technologies Platforms, NRC
- 12:30**      **Networking Lunch**
- 14:00**      **Associate Countries Parallel Workshops (Canada, South Africa, and South Korea)**

### **14:00**      🇨🇦 **EUREKA Canada Smart Cities Partnering Event**

**Welcome Address:** Mark Burbidge, Deputy National Project Coordinator, EUREKA Canada

**Keynote:** The Honourable Denis Coderre, Mayor of Montréal

- 14:15**      **Smart Cities Initiatives, Networks and R&D Enablers**  
**EUREKA Canada and NRC IRAP:** Drew McNaughton, Executive Lead, International, IRAP, NRC  
**Canadian R&D Technology Accelerators & Partnering Enablers:** James Maynard, CEO, Wavefront  
**Upside Cluster Network:** Åke Lindström, ICT Development Director, Kista Science City  
**Celtic Plus Cluster Opportunities for Canada & Europe:** Peter Herrmann, Operations Director, Celtic-Plus

**14:50**      **Canadian Project Idea Pitches and Partnership Searches**

**17:00**      **Closing Remarks:** François Cordeau, VP Emerging Technologies Platforms, NRC

**18:30**      **Bus Transport to EUREKA Gala Dinner at Stockholm City Hall**

**19:00**      **EUREKA Gala Dinner**

**22:30**      **Return Transport to Conference Centre**

### **MISSION REPORT**

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## WEDNESDAY, APRIL 27

### EUREKA INNOVATION EVENT

Venue: Stockholm City Conference Centre, Barnhusgatan 12-14

- 09:00 **Welcome Address and Introduction**
- 09:05 **Keynote Presentations on Smart Cities**
- 10:10 **EUREKA Innovation Award Pitches**
- 10:30 **Coffee Break**
- 11:00 **B2B Meetings arranged by Enterprise Europe Network (EEN)**
- 13:00 **Lunch**
- 14:00 **Parallel Thematic Sessions**
  - Frontrunner Cities:** Improving Quality of Urban Life
  - Sharing Cities:** Global Trend with ICT Solutions
  - Living Labs:** Co-creation in the City 🍁 CENGN and Juniper Networks Presentation
- 16:15 **EUREKA Innovation Award Ceremony**
- 16:45 **Panel Discussion on Future Opportunities, Challenges, Demands from Smart, Sustainable and Attractive Cities**
- 17:45 **Closing Address**
- 18:15 **Refreshments**

## 19:00 🍁 Reception at the Canadian Embassy to Sweden

Host: Canada's Ambassador to Sweden, Kenneth Macartney

Venue: Canadian Embassy to Sweden, Klarabergsgatan 23, 6th floor, 111 21 Stockholm

Transport: 6 minute walk southeast on Drottninggatan and is at the corner of Drottninggatan and Klarabergsgatan

NOTE: By invite only; photo ID required; arrive early, 150 guests are expected

## THURSDAY, APRIL 28

### EUREKA INNOVATION EVENT: CLUSTERS CONFERENCE

Venue: Stockholm City Conference Centre, Barnhusgatan 12-14

- 09:00 **Welcome Address**
- 09:05 **Intercluster Session**
- 10:00 **Cluster Breakout Sessions:** Celtic-Plus, ITEA 3, Euripides2/Penta, Metallurgy Europe
- 12:30 **Networking Lunch**
- 13:30 **Break-out Sessions Continue**
- 13:30 **Common ITEA and Celtic-Plus Session**
  - Keynotes: IoT and how it will change the world by Lena Carlsson, Chief Digitalisation Officer, Swedish Agency for Economic & Regional Growth; and Daniele Quercia, Leader of Social Dynamics Group at Bell Labs in Cambridge
- 15:15 **Panel: Business Impact of Celtic-Plus Projects**
  - Marc Aubree, Orange (OperaNet); Andreas Aurelius, VINNOVA (HFCC/G.fast);
  - Oscar Chabrera, VILYNX (HIPERMED, E3); Antonio Cuadra Sanchez, INDRA (IPNQSIS);
  - Marco Hoffmann, Nokia (SASER); Kate Yeadon, POST Luxembourg (CoMoSeF)
- 16:20 **Best of Celtic-Plus Project and Awards Ceremony**
- 17:15 **Exhibit Visit and Cocktail**
- 19:00 **Event Day Ends**

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**FRIDAY, APRIL 29**

## **EUREKA INNOVATION EVENT: CELTIC-PLUS PROGRAMME**

Venue: Stockholm City Conference Centre, Barnhusgatan 12-14

- 09:00**      **Keynote: eEstonia – News from one of the Most Digitalized Countries in the World**
- 09:30**      **Funding and Research Topics in Various EUREKA Countries**  
🍁 Mark Burbidge (NRC), Canada  
Gitae Shim (KIAT), South Korea  
Juana Sanchez (CDTI), Spain  
Andreas Aurelius (VINNOVA), Sweden  
Mete Karaca (Tubitak), Turkey  
Hannu Nurmi (TEKES), Finland  
Serge Bodjrenou (DGE), France
- 10:30**      **Coffee Break and Exhibit Visit**
- 11:00**      **Celtic-Plus Project Ideas Pitches of Innovative Project Ideas for Next Celtic-Plus Call**
- 12:30**      🍁 **Canadian Visit to Ericsson Studio** (runs parallel to Celtic-Plus programme, see expanded box below)
- 13:15**      **Open Networking, Bilateral discussions with Proposers and Public Authorities**  
**13:45**      **Networking Lunch**  
**14:45**      **Best Practices for Proposers:** How to set up a successful project: Maria Barros, Program Coordinator, Celtic-Plus  
**15:00**      **Celtic-Plus Event End**

### **12:30**      🍁 **CANADIAN VISIT TO ERICSSON STUDIO**

**Venue:** Ericsson Studio, Grönlandsgången 4, Kista, Stockholm

**Transport:** bus arranged to take delegation from the main entrance of Conference Centre to Ericsson

**NOTE:** This visit overlaps with the scheduled lunch; you will be responsible for your own meal

- 12:30**      **Departure from Stockholm Conference Centre**  
**13:00**      **Demo Tour of the Ericsson Studio**  
**13:45**      **Refreshments**  
**14:00**      **Ericsson Presentations**  
**14:40**      **End of Visit and Return to Conference Centre**

### **19:00**      🍁 **“IT’S A WRAP”: CANADIAN MISSION GET-TOGETHER**

**Venue:** Paganini Restaurant

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# Post-Mission Questionnaire Form

## PARTICIPANT

Name:

Organisation:

### 1. What was your overall impression of the mission?

- ☐ The mission surpassed my expectations.
- ☐ The mission met my expectations.
- ☐ The mission responded to some expectations.
- ☐ Unimpressed, the mission failed to meet my expectations.

### 2. How would you rate your level of satisfaction with the mission planning?

	Low satisfaction <span style="float: right;">→</span> High satisfaction				
	1	2	3	4	5
How the mission was organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of the mission program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brochure profiling the Canadian participants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matchmaking efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3. How would you rate your level of satisfaction with specific mission events and activities?

	Low satisfaction <span style="float: right;">→</span> High Satisfaction					
	1	2	3	4	5	Did not participate
UK Partnering Event on Monday April 25th	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stockholm Partnering Event on Tuesday April 26 <sup>th</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2B Meetings on Wed. April 27 <sup>th</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian Embassy Reception on Wed. April 27 <sup>th</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cluster Conference on April 28-29 <sup>th</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ericsson Visit on Friday, April 29 <sup>th</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



#### 4. To what extent did the mission increase your levels of awareness?

	low increase in awareness		→	strong increase in awareness	
	1	2	3	4	5
EUREKA Network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canada's membership and NRC's role in EUREKA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EUREKA Clusters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support available to Canadians, incl. NRC-IRAP and Canadian Trade Commissioners Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canadian/European players in Smart Cities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 5. Did you receive funding support from IRAP for your travel expenses?

☐ Yes ☐ No

**If yes, how much did this funding support factor into your decision to participate?**

☐ I would not have participated without this funding support.

☐ I would have participated nonetheless, with or without this funding support.

#### 6. Did the mission result in any partnership opportunities for you?

☐ Yes ☐ No

If yes, how many? ☐ At least one ☐ Potentially two ☐ Three, possibly more

**With which partner(s)?**

☐ European. Please specify country(ies): \_\_\_\_\_

☐ Canadian

☐ Other. Please specify: \_\_\_\_\_

**What is the probability the partnership(s) will generate a EUREKA Project?**

☐ Strong probability ☐ Somewhat probable ☐ Very low or no probability

**Would you be seeking support from IRAP for the project(s)?**

☐ Yes ☐ No ☐ Too early to say

**If the mission did not generate partnership opportunities, can you explain why not?**

☐ Little to no interest from participants.

☐ Few participants working in my specific field of interest or expertise.

☐ Other: \_\_\_\_\_

- 7. Are there follow-up actions or activities you would like to see organized to optimize the momentum that this mission generated to promote Canadian interests in Smart Cities? This includes support from the NRC, our Trade Commissioners, and/or other players.**

COMMENTS:

- 8. Please share your general comments or impressions of this mission, including your suggestions for future partnering missions organized by the NRC:**

COMMENTS:

- 9. Would you consider participating in similar future missions organized by the NRC?**

☐ Yes    ☐ No    ☐ Maybe

**And would you recommend to a third party to participate in such a future mission?**

☐ Yes    ☐ No    ☐ Maybe

If not, could you please why: \_\_\_\_\_

- 10. Do you give your permission to the NRC to use your name and comments in the mission's final report? (n.b. a draft will be sent to you in advance for your consent prior to its release)**

☐ Yes    ☐ No

Please send the completed questionnaire to Mark Burbidge at  
[mark.burbidge@nrc-cnrc.gc.ca](mailto:mark.burbidge@nrc-cnrc.gc.ca) or by fax at 613-952-9696.

# EUREKA

innovation across borders

[www.eurekanetwork.org](http://www.eurekanetwork.org)



Canada   
**NRC-CMRC**

