



CORE TECHNOLOGY LEADERSHIP PROJECT

Guidelines

2024

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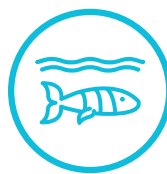
INTRODUCTION

Canada's Ocean Supercluster accelerates the development and commercialization of made-in-Canada ocean solutions in sectors spanning energy transition, food security, the future of transport, and climate change while growing more companies, creating more jobs, and attracting ocean talent. As Canada's national ocean cluster, the OSC is a convener of members, partners, and networks and a catalyst for transformative growth that helps build the robust ecosystem needed to help realize [Ambition 2035](#) - a 5X growth potential in the ocean economy in Canada by 2035. To date, the OSC has approved more than 90 projects with a total value of more than \$400 million, delivering more than 200 new made-in-Canada ocean products, processes, and services to sell to the world. For more information visit oceansupercluster.ca

The sustainable development of our ocean is one of the most significant opportunities of our time. Canada's Ocean Supercluster's Core program is instrumental in achieving transformative growth in our ocean economy. The Core program is a continuous intake program, serving as a mechanism to support collaborative, commercialization-focused projects. While the following investment focus areas are not exhaustive, these are priorities for the ocean economy in Canada. Submissions for the Core program may be aligned with any of the following focus areas or be focused on relevant ocean sector opportunities.



Renewable ocean energy



Sustainable food from ocean-based sources



Marine transportation, including marine decarbonization, transforming port and vessel efficiency, autonomy, and powering.



Ocean climate solutions accelerated delivery of innovations that mitigate climate change.

The Core program provides financial support in the form of nonrepayable, non-dilutive funds under a reimbursable model, at a maximum 40% reimbursement rate, and will help industry access and acquire the capability Canadian companies need now to become and stay globally competitive. This is an open process for project consortiums that wish to co-invest with the OSC.

DIVERSITY, EQUITY, AND INCLUSION STATEMENT



The OSC strives to create a diverse, equitable, and inclusive (DEI) environment that supports the OSC and our associated projects as a safe, creative space for innovation. Through our operations, projects, and development of our ecosystem, the OSC promotes DEI through meaningful collaborations and partnerships with Indigenous Rights Holders and underrepresented communities. The OSC DEI commitment extends to our support of the 50/30 challenge, our Two-eyed Seeing Initiative, and increasing the visibility of historically underrepresented groups in the ocean workforce. Seeking a diverse consortium of Project participants and collaborators in your project proposal demonstrates how the Project will contribute to social and economic benefits to our underrepresented communities and environmental benefits for healthy oceans, which are all critical to the health of our people and our planet.



KEY DEFINITIONS

(Used to describe roles held by organizations involved in the proposal application process and, ultimately, in approved OSC projects)

“Proposal Application Process” means the Core program process described herein.

“Project Agreement” means the agreement that will eventually follow a successful proposal and be signed by all Participants setting out the terms and conditions of the proposed and approved Project.

“Lead Partner” means the organization leading the project proposal application process and the OSC’s main point of contact and, if successful, the organization that ultimately becomes the “Lead Partner” to the Project Agreement responsible for overall management of the Project. All Lead Partners must meet the definition of “Industry Investing Organizations”.

“Partner” means an organization that is seeking matched funding from the OSC and who is signing onto the Project Agreement and includes the Lead Partner but excludes the OSC. Prior to becoming a Partner to the Project Agreement, an organization must be or become a member of the OSC. All partners must meet the definition of “Industry Investing Organizations”

“Collaborator” means an organization that is not a signatory to the project agreement and is not seeking matched funding from the OSC, but (1) is included in a project work plan and is responsible for project activities outlined in a project proposal, or (2) is making a non-matched to a project that enables completion of project activities. All Collaborators must submit a Collaboration Letter in the form prescribed by the OSC to be accepted as such. For greater clarity, Subcontractors, Funders and Non- Investing Contributing Organizations and those defined as Industry Investing Organizations may all be collaborators.

“Subcontractor” means an organization that signs a separate agreement with a Partner to perform some portion of the Partner’s work under the Project Agreement. A subcontractor cannot sign the Project Agreement and is generally paid for their performance by a Partner.

“Funder” means an organization committed to providing non-matched funding to the Project that is not a signatory to the project agreement.

“Industry Investing Organizations”, as defined by Government, means entities with operations in Canada whose contributions towards Eligible Costs qualify as Industry Matching Funds include (a) for-profit organizations; (b) not-for-profit organizations that facilitate and fund research and development on behalf of the ecosystem and whose funding and/or revenue is received primarily from private-sector or industry organizations; (c) non-federal Crown corporations whose funding is derived from commercial activities; and (d) Indigenous organizations.

“Non-Investing Contributing Organizations”, as defined by Government, means entities whose contributions do not qualify as Industry Matching Funds include: (a) not-for-profit organizations not within the scope of Industry Match Contributing Organizations; (b) federal Crown Corporations; (c) post-secondary institutions; and (d) federal, provincial-territorial or municipal government sources.

“Participant(s)” means the Lead Partner and other Partners, collectively, who have signed Project Agreement or any one of them.

APPLICATION PROCESS

Steps	Phase	OSC Responsibilities	Project Team Responsibilities
Step A1	Preliminary Qualification Preparation	Provide Preliminary Qualification word project overview and budget templates	<ol style="list-style-type: none"> 1. Complete word document outlining high level concept 2. Identify project partners and collaborators 3. Complete Preliminary Qualification budget template 4. Submit to technology@oceansupercluster.ca
Step A2	Preliminary Qualification Review	OSC to review Preliminary Qualification. Provide feedback	<p>Meet with OSC to receive feedback about Preliminary Qualification.</p> <p>Projects be invited to submit a proposal based on alignment with OSC criteria.</p> <p>If invited to proposal, feedback provided should be incorporated into the proposal.</p>
Step A3	Proposal Preparation	OSC to provide zip file of proposal templates.	<ol style="list-style-type: none"> 1. Review and complete proposal materials. 2. Provide OSC with draft proposal and budget for review and input. Incorporate feedback. 3. Ensure all documents are completed. 4. Final proposal must be signed by all project partners. 5. Submit all proposal files.
Step A4	Proposal Submission	Reviewed by 1. Project Assessment Panel (PAP) and 2. Project Selection Committee (PSC) review	<p>Meet with the Project Selection Committee to present project and answer questions raised by PAP technical assessment.</p> <p>Be available to answer questions or make adjustments to proposal or budget template.</p>
Step A5	Project Assessment	Assessment outcome finalized	<p>If requested, make adjustments to project details.</p> <p>If not successful, explore alternative project options with OSC.</p>
Step A6	Board Ratification	Ratify PSC approved project. Issue Letter of Conditional Approval (LOCA).	Ensure all required parties sign LOCA. Proceed to Contracting.

APPLICATION PROCESS

PRELIMINARY QUALIFICATION

Steps A1 and A2

- Lead Partner must complete and submit Preliminary Qualification concept using the OSC prescribed template and budget template.
- OSC will review Preliminary Qualification documents and provide feedback to Project Participants. Projects meeting Preliminary Qualification may be invited to submit a proposal.

FULL PROPOSAL

Steps A3 and A4

- All Lead Partners will be provided with feedback on their Preliminary Qualification Project submission in relation to how their Project and proposal can be strengthened. The purpose of this feedback is to provide Lead Partners with insight into potential areas of weakness or insufficiency.
- Lead Partners must prepare and submit proposals in the prescribed format. Please review Appendix A for templates of all documents that will be required for submission with a proposal.
- Lead Partners who are not yet OSC members will be required to become OSC Members before the full proposal submission. All Participants to the Project Agreement are required to become OSC members prior to signing the Project Agreement as well.

PROPOSAL SELECTION AND AWARD

Steps A5 and A6

- Proposals will be evaluated by the Project Assessment Panel (PAP) and Project Selection Committee (PSC), and project selection recommendations will be ratified by the OSC Board. All individuals involved in the evaluation process will be under an OSC Non-Disclosure Agreement (NDA) and in compliance with the Conflict of Interest Policy.
- The PSC may request Lead Applicants to revise one or more aspects of their proposal before their Project's selection outcome is finalized.
- Lead Partners will be notified of the selection outcome, whether successful or unsuccessful in their proposal, including any conditions for funding, if successful.
- All Participants noted on a successful project proposal are required to sign a Project Agreement which sets out the terms and conditions of the approved project before any funding is advanced in relation to the project. Lead Partners who are not successful in their full proposal submission will be invited to discuss proposal evaluation feedback.
- Canada's Ocean Supercluster reserves the right to withdraw commitment to co-invest in any selected project if the OSC solely determines that it no longer meets the requirements of the Core program or if there is an unapproved or substantial change from the project proposal.



KEY REQUIREMENTS

PROGRAM ELIGIBILITY

Submissions to the Core program must:

- Be complete;
- Have a Lead Partner and at least one Project Partner(s) that are entities that meet the definition of “Industry Investing Organizations” and who are or will become an OSC Member before submitting a full proposal; a full proposal. Specifically at least two (2) Industry Investing Organizations.
- Demonstrate they are collaborative.
- Demonstrate how Projects are transformative; and the technology capability of the product(s) and/or solution(s) being developed will advance through the life of the Project;
- Demonstrate true Canadian innovation with commercial viability of product(s) and/or solution(s) with a goal of advancing from TRL 3-4 to TRL 7-8 throughout the project;
- Demonstrate projects are distinct from investments that would otherwise have occurred and include a scope of work incremental in size and scope to any existing project underway;
- Demonstrate projects are distinct from previous OSC projects, if applicable;
- Comply with instructions and requirements as detailed in this guidelines document and other documentation posted on the TL Core program webpage, from time to time;
- Have a consortium that recognizes the importance of diversity, equity, and inclusivity, and the value in seeking meaningful collaborations and partnerships with Indigenous Rights Holders and underrepresented communities. This includes actively working towards increasing new hires and project resources that are women, non-binary people and Indigenous and other underrepresented groups. Participants must submit a Diversity and Inclusion Policy or statement outlining project commitments during the Preliminary Qualification phase of the application process.

Proposed projects must not:

- Be incomplete;
- Subsidize existing production or full production activities;
- Contain Project costs that are resident in a previously approved OSC project; or,
- Request reimbursement for project cost overruns of a previously approved OSC Project.

KEY REQUIREMENTS

PROJECT DURATION

- Projects must have an end date by or before October 31st, 2027.

FINANCIAL REQUIREMENTS

- The OSC is only able to reimburse Funded Eligible Project Costs. Funding must adhere to the [OSC In-Kind Contributions to Projects](#), [OSC Foreign Costs Guidelines](#), and [OSC Cost Eligibility Guidelines](#).
- The OSC will reimburse up to 40% of Total Funded Eligible Project Costs contributed by Participants, with a minimum OSC contribution of \$400,000. Participants must pay 100% of the project costs upfront (on a cash basis) for a specific period, of which they will be reimbursed on a quarterly basis upon submission of a claim for reimbursement and reconciliation purposes.
- Projects may be eligible for a quarterly advance of OSC funds in accordance with the terms of their Project Agreement.
- While all Participants must be Canadian entities, foreign costs can be reimbursable and can be eligible for industry matching funds, subject to approval requirements as noted in [OSC's Foreign Cost Guidelines](#).
- In-kind contributions are eligible as industry matching funds. At least 75% of industry-matched funds must be eligible cash and cannot be in-kind costs. The OSC does not reimburse In-kind contributions. No more than 80% of matched industry contributions (cash or in-kind) shall come from one Project Participant; the remaining 20% must come from a cash and/or in-kind contribution from additional Project Participant(s).

MEMBERSHIP

- The Project Lead Partner does not need to be a current OSC Member to submit a Preliminary Qualification, but must become an OSC Member before the full Project Proposal submission.
- If a Project Proposal submission is selected, each investing organization making cash and in-kind contributions and seeking OSC matching funds must become an OSC Industry Member and must sign a Project Agreement setting out the terms and conditions of the Project prior to any eligible funds being disbursed by the OSC. Other organizations involved as Collaborators but not seeking matched funding are not required to become an OSC Industry Member or sign the Project Agreement.
- Organizations that invest in industry led OSC projects are Investing Industry Members. Each Investing Industry Member contributes a portion of their OSC reimbursement to ecosystem-building activities (12.75%). For greater clarity, core projects can be reimbursed up to 40% of eligible costs. 12.75% of the reimbursement is redirected for investment in cluster-building activities. Example: A project has \$100 of eligible expenses, \$40 is reimbursed. The Investing Industry Members will be invoiced and contribute \$5.10 of the reimbursement to ecosystem building activities.

KEY REQUIREMENTS

INVESTMENT AND COLLABORATION

- Projects must demonstrate they are collaborative by meaningfully including two (2) or more Industry Investing Organizations, at a minimum.
- Projects must directly benefit and include at least one small-or-medium sized business with operations in Canada.
- No more than 80% of matched industry contributions (cash or in-kind) shall come from one Project Participant; the remaining 20% must come from a cash and/or in-kind contribution from additional Project Participant(s). This means all Projects must have a minimum of two (2) Participants to the Project Agreement.
- At least 75% of industry match must be defined as cash contribution, meaning cannot be in-kind.
- Where a Project Agreement is to be signed by multiple Participants, collaboration is possibly already demonstrated between the parties. That notwithstanding, Projects will be assessed on the quality of collaboration and reach of impact beyond the minimum requirements. In addition, Projects that include a target customer as a collaborator may be evaluated more favourably.
- Collaboration letters are required for projects that advance to the full Project Proposal phase. A collaboration letter template will be made available to successful Participants as part of the proposal process.
- The OSC will encourage and support the opportunity for Participants to meet with researchers to bolster their Project. While academic partnership is not a requirement, it is strongly encouraged.
- The OSC promotes DEI through meaningful collaborations and partnerships with Indigenous Rights Holders and underrepresented communities. Preliminary Qualification submissions must list organizations having a primary strategic focus on supporting diverse and inclusive values that can be leveraged in this Project or companies that are majority-owned by person(s) representing an Indigenous or underrepresented group.

PROJECT SELECTION CRITERIA



Project relevance and contribution to the development and commercialization of ocean solutions



Project business case



Quality of collaboration and reach of impact



Project execution plan and budget

Note: The criteria weightings above are provided as a general guide. Proposals evaluated to be excessively weak in their demonstration of any selection criteria may not be successful.

Project relevance and contribution to to the development and commercialization of ocean solutions (25%)

- Project focuses on a well-articulated, distinctive, and significant product(s) and/or solution(s) opportunity or challenge.
- Project rationalizes and demonstrates market pull for the solution being proposed.
- Tangible, well-described project outcomes and impact driving Canada's ocean economy.
- Demonstrate potential to generate significant long-term commercial and economic benefits, including jobs maintained and created.

Project business case (25%)

- The size and market for the solution being addressed and barriers that could impact project solution development and delivery.
- Overall commercialization plans and opportunities for the solution being proposed.
- Project results in a demonstrable advancement in ocean-focused technology, which has clear potential for real-world application or use.
 - Project Proposal must provide an initial view of the type and nature of anticipated Foreground IP and clearly articulate an IP Strategy to protect the commercial value of any expected Foreground IP and relate it to a potential commercialization strategy.
 - Project Proposal must include an associated IP Rationale – see OSC [Intellectual Property \(IP\) and Data Guide](#) available on the program website page for more details.
 - Where the collection and/or use of data is anticipated as a key Project activity, the Project Proposal must clearly articulate a Data Strategy or Data Plan that provides a view of the type and nature of anticipated data assets to be generated and is aligned with the goal of the OSC Data Strategy of demonstrating a commitment to explore collaboration, sharing and exploitation opportunities for Project data assets beyond Project activities.

PROJECT SELECTION CRITERIA

Quality of collaboration and reach of impact (25%)

- Project impact on the broader ocean economy within Canada.
- Economic impacts of the Project with a direct quantifiable benefit to Canada's ocean innovation ecosystem.
- Meaningful collaboration with research partners.
- There is a meaningful, distinctive consortium created to execute the Project providing clarity about each project partner's skills, experience, resources, and access to facilities to deliver the identified benefits.
 - Co-investment in the Project by two (2) Industry Investing Organizations, at a minimum, who will become signatories (Participants) to a definitive Project Agreement.
 - Active participation by Participants and Collaborators to the Project in the workplan as well as project governance (i.e., representation on the project Steering Committee).
- Ways by which projects can demonstrate their contribution include, but are not limited to:
 - Project includes collaborations with organizations to support derived opportunities for Indigenous Rights Holders and other under-represented groups.
 - New, meaningful organizational relationships across multiple provinces are fostered.
 - Project facilitates new investment into small and medium sized enterprises (SMEs).
- Improves industry stakeholders' access to and engagement with ocean solutions research and development capability and capacity in Canada.
- Project demonstrates why proposed advancements are not possible, would not have occurred, or would not have achieved a similar level of positive impact in absence of the OSC investment.

Project execution plan and budget (25%)

- Role of each project Participant and Collaborator is clear.
- Consortium has appropriate experience and expertise.
- Project delivery plan is well-articulated, with clear tasks, milestones, KPIs and deliverables.
- Budget is clear and in line with project plan.
- Project timeframe is clear and feasible.
- Quality and completeness of a Project's risk register, thoroughness of identified risks, the clarity of risk mitigation strategies, and the comprehensiveness of stakeholder involvement.



ABOUT OSC MEMBERSHIP

The OSC has members across the country including for-profit companies, non-profit organizations, academic institutions, Indigenous organizations, government agencies, and others with a shared commitment to addressing shared ocean challenges. Any organization in Canada or abroad, can join as an Associate Member or an Eligible Industry Member, as appropriate, as appropriate depending on the nature of the organization, at no charge. As a Member, you'll gain access to our online OSC Member Portal (including match-making services), exclusive events ranging from networking connectors to thematic roundtables, and be able to submit project ideas for consideration.

Organizations that invest in industry led OSC projects are Investing Industry Members. Each Investing Industry Member contributes a portion of their investment to cluster-building activities (up to 12.75%), in addition to the Investing Industry Member's investment in OSC projects. More information available is available on the [OSC website](#).

FAQ

Q1. **Should we apply to this program?**

A: We recognize the proposal process takes significant time and effort from the Lead Partner, other Partner(s) and Collaborators. We want to support you as much as possible. The goal for this program is to drive significant improvement, innovation and growth in the ocean sector. We are happy to clarify questions with you to help you determine if submitting an preliminary qualification for this call is best for you and your partners, or if a future OSC program may have better alignment.

Q2. **Are infrastructure build or expansion costs eligible?**

A: Expenses related to the construction (expansion of a facility), and purchase of a building or land are considered Unfunded Eligible Project Costs. Unfunded Eligible Project Costs are not directly reimbursable but count as Industry Match. This means the OSC can match Funded Eligible Project Costs at a higher rate.

Q3. **When do project consortiums need to have their funding in place?**

A: Prior to a project being contracted, all funding and financing must be in place.

Q4: **We are the Lead Partner and have two other companies with us as team members on our Project. How will the OSC funds be distributed? Directly to each team member or directly to the Lead Partner, who then re-distributes?**

A: The OSC distributes funds based on a reimbursement model. The Project Participants incur the costs and request reimbursement to the OSC by submitting a completed claims submission form, including supporting backup documentation (invoices and receipts). It is up to the Project Participants to determine how they would like the funds disbursed, and the budget template has a table for these details. Depending on the project agreement, the funds can be distributed through the Lead Partner (acting as the banker) or to the Project Participants directly (preferred approach).

FAQ

Q5: What are the reporting requirements with a successful proposal? Will there be milestones established to correlate with the projected funding?

A: Projects selected for funding by the OSC must submit claims outlining all eligible project costs incurred. The OSC will then reimburse up to 40% of these eligible project costs – depending on the final project agreement. Other reporting requirements specific to the Project are articulated in individual Project Agreements. Claims will be processed/reconciled on a quarterly basis. Also, as outlined in the OSC Cost guidelines, the Lead Partner will need to submit an updated quarterly project forecast along with the project claim.

Q6: Can we bring in an additional industry partner not stated on the Preliminary Qualification into the full proposal?

A: Yes, generally adding new partners if they have a meaningful role to play in the Project is viewed as supportive to your application. Non-value-added partners that are listed without a clear role may present a high risk to the Project.

Q7: Could a contribution from the government or can the industry contribution come in the form of government grants (i.e., can grants be stacked on top of the OSC funding?)

A: No, government organizations are not eligible to become Industry Members, and therefore, cannot receive OSC Industry Matching Funds. In addition, Participants must verify that matched funding came from sources other than government funding.

Q8. Can an international/foreign company be the Lead Partner/ additional Project Participant?

A. International companies may become Associate members and get access to the OSC network and events, and participate in projects. To be eligible to receive OSC Industry Matching Funds, a company needs to be an Industry Member, which is open to for-profit companies incorporated in Canada. If a company is not incorporated in Canada, they are not eligible to become an Industry Members, and therefore cannot receive OSC Industry Matching Funds. However, Canadian companies applying for OSC funding can hire international companies as subcontractors on their projects, subject to the approval requirements in our [OSC Foreign Cost Guidelines](#). Such costs will be matched and reimbursed only after requisite approvals are in place. Please refer to [OSC's Foreign Cost Guidelines](#) for more details.

APPENDIX A: PROPOSAL TEMPLATE EXAMPLE CHECKLIST

The following section should not be completed during the preliminary qualification submission. This checklist and associated documents are made available to provide all Project Participants with the opportunity to better understand the level of detail that will be required should the preliminary qualification advance to the proposal stage.

We recognize the proposal phase will be detailed but this streamlined process has ultimately been designed to save time and reduce delays during the contracting and claims processes.

[DO NOT COMPLETE FOR THE PRELIMINARY QUALIFICATION]		
Please confirm you understand and completed all tasks required for this project		
Submission must include the following in a single email to: EXAMPLE ONLY	Project Proposal template (A) (Please submit one proposal in both pdf and word formats)	<input type="checkbox"/>
	Project Proposal Financial Workbook template (B) (One per project submission)	<input type="checkbox"/>
	Corporate Due Diligence Certificate (C) (One per Participant/ not required for Collaborator)	<input type="checkbox"/>
	Financial Due Diligence Checklist (D) (One per Participant, not required for Collaborators)	<input type="checkbox"/>
	Project Finance Due Diligence Questionnaire (E) (One per Participant/not required for Collaborators)	<input type="checkbox"/>
	Collaboration Letter(s) (F) *(if unmatched Collaborator(s) are supporting the Project, please submit one Letter per Collaborator to substantiate role in the Project)	<input type="checkbox"/>
	Project Risk Register - There is no template (G) (One per project submission)	<input type="checkbox"/>
Diversity, Equity and Inclusion Policy/Policies or Project Diversity Statement. (H) (One per Participant, not required for Collaborators)		<input type="checkbox"/>
All Project Participants signed and dated the pdf version of the proposal (Must have authority to bind the entity)		<input type="checkbox"/>
The Lead Partner understands they are required to report on all project activities performed by all Project Participants on a quarterly basis		<input type="checkbox"/>
All Project Participants are familiar with and understand the current OSC Cost Eligibility Guidelines (Cost Eligibility Guidelines) and the project costs will comply		<input type="checkbox"/>
All Project Participants understand their responsibility to submit claims and adhere to OSC determined deadlines (e.g., Quarterly claims/ Reporting/ Steering committees Jan-Mar, Apr-Jun, Jul-Sep, Oct-Dec)		<input type="checkbox"/>
Investing Participants of this Project have included Diversity and Inclusion Policy/Policies or Project Diversity Statement		<input type="checkbox"/>
All Project Participants understand additional documentation may be requested to support the application. If contacted, the proposal team must communicate with as soon as possible		<input type="checkbox"/>
Certification of Incrementality a. the same Project is not approved nor in progress at any of the Project Participant(s) organization(s); b. financial commitments to the proposed Project are distinct from investments that would otherwise have occurred; and c. the proposed Project is new or that the matched funding received will be used to expand the scope or scale of the proposed Project or transform the Project in ways that materially improve its ability to advance the objectives of the Supercluster Strategy, beyond what would have otherwise taken place. c. the proposed Project is new or that the matched funding received will be used to expand the scope or scale of the proposed Project or transform the Project in ways that materially improve its ability to advance the objectives of the Supercluster Strategy, beyond what would have otherwise taken place		<input type="checkbox"/>



Questions? Please contact:
technology@oceansupercluster.ca

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