



# SOUNDINGS



**PATRON H.R.H. THE PRINCE PHILIP  
DUKE OF EDINBURGH**

**OTTAWA BRANCH  
THE NAVAL OFFICERS ASSOCIATION OF CANADA  
Box 505, Station B, Ottawa, ON K1P 5P6**

*"To make all levels of Government and the general public clearly aware of the vital need for, and value of adequate and effective Maritime security forces to protect and further the interests of Canada." (Branch Constitution, Article III.)*

46.02

"Trying the depth of the water and the quality of the bottom line...."

November 2010



*On May 15<sup>th</sup>, 2010, NOAC Ottawa helped memorialize the final resting place of the first Canadian CNS, Admiral Sir Charles Kingsmill, in Portland, Ontario. Among the Branch members in attendance were, from left, John Bell, Jim Carruthers, Bob Bush, Richard Archer, Richard Gimblett and Fred Herndorf.*





## From the President

By Bob Bush

Dear Ottawa Branch



We are just getting started on the Fall NOAC program with our speakers topics aimed at examining the status of “our sailors”. Last year’s

program, “our ships” was very successful and topical, as the Canadian National Shipbuilding Procurement Strategy (NSPS) has been announced and dialogue with industry has begun. In our role of supporting the Navy, I believe that the NOAC can apply

our assistance in a very meaningful way to help achieve a successful plan for Canada, our Navy and other government fleets. However, without the sailors to fill these ships, it is all for naught. Therefore the sailors topic, and excellent range of speakers that Jim Carruthers has organized for this year’s program, will be key to our understanding of the challenges involved and in focusing our supporting efforts to best effect.

As many of you know, **Richard Archer** has decided to give up the post of Executive Director. Richard has done an outstanding job in the position, and has led the charge with regard to implementing the NOAC renewal plans. He has also done an exceptional job of bringing the NOAC and the Navy League closer together and we hope that our combined voices will carry further and lend stronger support to Canada’s Navy. He has also seen the execution of an MOU with CMS to more formally define our relationship with the Navy. All-in-all, Richard has moved the yardsticks significantly during his tenure, and I take this opportunity to thank him for his superb leadership and devotion to the NOAC. I understand that Richard will continue to assist in the ongoing renewal initiatives. His relief, **Ken Lait**, will take over the position in early October. Ken is an excellent choice for the job, and I’m sure that we all wish him the best of luck as the new Executive Director.

This Remembrance Day, we are planning for the NOAC to provide a marching contingent. We have all noticed that the ranks of the WWII and Korean War vets are growing thinner, and it is time for the whole of the NOAC to do our part. There will be more on the subject coming out by e-mail, and I trust that we can rely on the Ottawa Branch to turn out on November 11<sup>th</sup>. On a final note, the Board is still looking for a Secretary. I hope that one of you will hear the call and volunteer for the job!

With the fall program underway, I hope to see all of you at one of our monthly meetings or at the Fall Reception.

Yours aye, **Bob Bush**

**S**

### *In this edition....*

<i>From the President</i>	<i>p.2</i>
<i>Financial Report</i>	<i>p.3</i>
<i>Battle of Atlantic</i>	<i>p.3</i>
<i>Walk D’Feet</i>	<i>p.3</i>
<i>Binnacle Presentation</i>	<i>P.4</i>
<i>Branch Program</i>	<i>P.4</i>
<i>Navy Personnel</i>	<i>P.5</i>
<i>Navy Recruitment</i>	<i>P.8</i>
<i>Bytown Bridge Club</i>	<i>P.11</i>
<i>Navy Family</i>	<i>p.12</i>
<i>HMCS Ottawa Report</i>	<i>P.14</i>
<i>From SLt on Down</i>	<i>p.16</i>
<i>CNAG</i>	<i>p.18</i>
<i>Working at NATO</i>	<i>p.19</i>
<i>Remember</i>	<i>p.20</i>
<i>Nuclear-Propelled Subs</i>	<i>p.21</i>
<i>Officers and Directors</i>	<i>p.27</i>
<i>Branch Info</i>	<i>p.28</i>





## Financial Report

By John Chow

As the “new boy” on the Branch Board of Directors, my first order of business is to thank my predecessor, Richard Guitar, for his dedicated service over the past three-and-a-half years as Treasurer. Rick generously gave of his time and talent, and I am sure you will all join me in a vote of appreciation to him for providing us with such excellent service.

The Branch has made the customary annual donation of \$1,000 to the Royal Canadian Sea Cadet Education Foundation. We are proud to support the Foundation in providing one of the scholarships awarded to a deserving Sea Cadet in pursuing education at the post-secondary level. This, of course, was made possible by your generosity.

Our Branch also made a donation of \$880 to the HMCS *Bytown* History Project. This amount comprises a Branch donation of \$250 and \$630 given by nine individual members. We understand that the project is near completion and the book will be published in the near future. This book will no doubt serve as the authoritative source of information on the elegant building that has seen several generations of Naval Officers and will bring back fond memories of camaraderie and friendship for many of us.

We have had little choice but to increase the 2011 membership dues by \$10. This is as a result of an agreement to increase the national annual levy on each member by \$10, made by the National Board of Directors at the 2009 national conference in North Vancouver. The additional income is needed to support activities agreed in the strategic business plan aimed at renewing NOAC. Accordingly, at the Ottawa Branch’s May 2010 AGM, it was decided that annual dues will be \$80 for ordinary and associate members, \$70 for out-of-town members, and \$45 for serving members.

Finally, I am pleased to report that our Branch financial situation remains solvent. **S**

## Battle of Atlantic Commemoration



*Representing all of NOAC, Ottawa Branch President Bob Bush lays the NOAC wreath at the Battle of Atlantic Commemoration at the National War Memorial on May 2<sup>nd</sup>, 2010.*

## Walk D’Feet for the ALS Society

By Fred Herrndorf

The NOAC Ottawa Branch has been a long time and generous supporter of the battle against Amyotrophic Lateral Sclerosis (ALS) or Lou Gehrig’s Disease. This year we were directly impacted by the sudden passing of our fellow member **Gordon Moyer** on September 10, 2010. Gordon, a naval aeronautical engineer, was remembered at his funeral service on Saturday, September 18<sup>th</sup> by a large contingent from the Canadian Naval Air Group (CNAG) and a flypast by a lone Corsair.

This year the ALS Walk D’Feet was held on Saturday, June 19, 2010 at the War Museum.

**Allan and Pat Brookbank, Pat Barnhouse, Jim Carruthers, Cliff Chaulk, Len Forrest, Jake Freill, Andy Geddes, Stan Hopkins, Ken Lait, Bud Maclean, Ron Mace, Chip Milsom, Bill Mercer, David Moilliet, John Nash, Tim Porter, Paul Roquet, Bill Van, and Jean Weber generously sponsored Elizabeth and Fred Herrndorf to participate in the Walk.**





In the Walk D'Feet one thousand persons participated, including Mayor Larry O'Brien, and they raised \$185,000 for ALS Research and Patient Care. Bravo Zulu to the NOAC Ottawa Branch for their continued support (\$425). The 2011 ALS Walk D'Feet will be dedicated to Gord Moyer's memory. We shall not forget! **S**

## Binnacle Presentation to HMCS Bytown Mess



*NOAC Ottawa member **Gord Smith** has generously donated a ship's binnacle compass to the HMCS Bytown Mess. Gord (right) is flanked by **Bill Dziadyk**, Mess Heritage Coordinator. **S***

## NOAC Ottawa 2010 Fall Program

By Jim Carruthers

As is customary we continue to hold our meetings on the first Monday of the month. Last year we had a very successful program focused on **'Our Ships'**. This year we intend to follow the same type of program focussing on **'Our People'**.

This fall we have planned the following:

- **A look at the problem.** Recently on October 4th **Capt(N) Martin Teft**, Director Maritime Personnel, Chief of Maritime Staff delivered a presentation on the current state of the Navy's Human Resources. The presentation looked at where we are, with a snapshot of the Navy Personnel and Positions, how we got here and how do we get where we need to be through retention strategies, current and future fleet initiatives. See the picture on page 17.
- **An examination of how requirements drive the situation**, with a particular eye on how we are currently looking at ship manpower requirements. Capt(N) Teft will be followed on November 1st by **Cmdre Daniel Sing**, Director General Maritime Force Development.
- **Eric Lehre** gave a paper at the Dalhousie Naval Conference entitled **"Getting the Capital and Personnel Mix Right – Implications for the Future of the Canadian Navy"**. We hope Eric can make our December 6th meeting.

In the New Year we will have three more meetings following this important subject. Our plans are not definite and what we do will depend on what we learn this fall however at this time we see the following:

- In February we hope to have someone from the technical side of the house address how engineering design can help. It seem unlikely that the Navy will be able to get the numbers or quality of people it wants and perhaps this is a problem which the technical side can help solve through approaches such as automation, redundancy to avoid repair, self repairing devices and such.
- For our March meeting we would like to address officer production.
- A panel discussion with a number of the speakers returning to update us and look at how the pieces fit together is planned for our AGM in May.

We also hope **CMS** will visit for what has become an annual presentation in April. **S**





## Putting a Fix on the Status of Navy Personnel

By Lieutenant Commander Dave King

### Introduction

The movement of personnel into, within and out of the CF is a dynamic process – with people continuously enrolling, releasing or changing occupations. Maintaining the proper balance of personnel can be challenging and for the better part of the past decade the Canadian navy, as a whole, has been operating approximately 10% (850) below its preferred manning level (PML). In short, the PML is the number of trained officers and sailors the navy requires to fill its established positions and is measured in terms of Trained Effective Establishment (TEE) vs. Trained Effective Strength (TES) – requirement vs. actual number of trained personnel. While shortages exist, it is also important to point out that during this same period that several occupations have remained healthy. Table 1 depicts several of the more pronounced occupational overages and shortages, as represented by a percentage of their respective PML values.

delays in training and stagnation in promotions, whereas shortages can affect operational readiness. Unless the navy experiences significant organizational growth or decline the key to sustaining a healthy navy personnel establishment is maintaining the proper balance between the ingress of personnel through recruitment and training

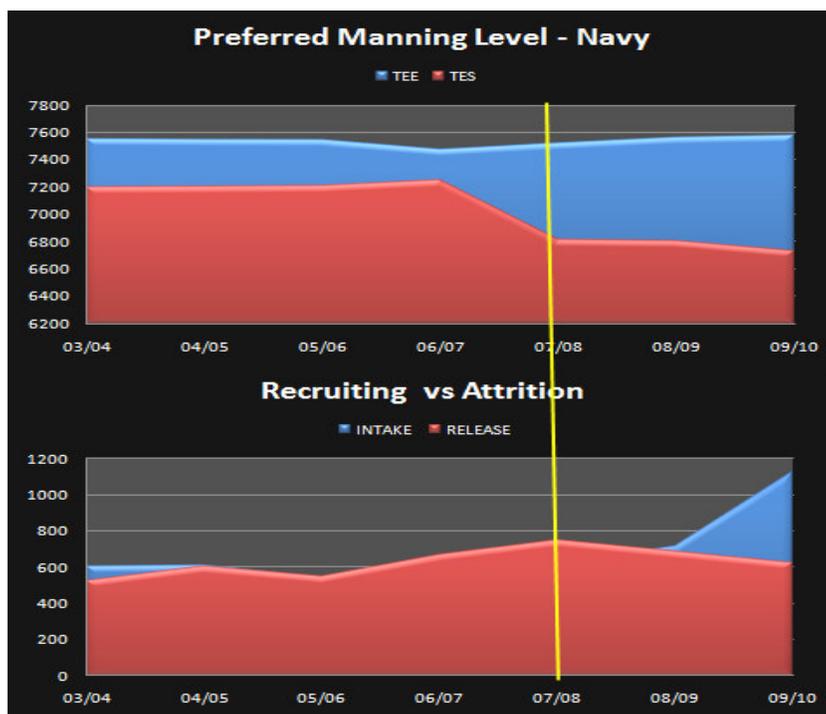


Figure 1

and the exodus brought on by release. Figure 1 compares the status of the navy personnel establishment for FY 03/04 through 09/10 with the corresponding recruitment vs. attrition values.

As represented in Figure 1. FY 07/08 was a low point with regard to the health of the navy personnel establishment – highlighted by increased attrition and modest recruiting results. Most significant, however, is that a large portion of those who left the navy during that period were trained personnel. Equilibrium, if not a reversal of this trend, needed to be established in order to counter this effect and to set the conditions for the recovery of the navy’s personnel establishment. With a fix on the chart, a five year recovery initiative was put in motion with a focus on retention and the replacement of trained personnel through increased recruitment and basic military and

Table 1

Occupation	FY 03/04	FY 06/07	FY 09/10
H TECH	112%	103%	103%
MAR EL	99%	98%	102%
BOSN	106%	91%	105%
NESOP	89%	100%	92%
NCIOP	92%	94%	94%
NAV COMM	94%	102%	83%
NW TECH	89%	91%	85%
MARS	89%	91%	84%
NCS ENG	91%	86%	76%
NET (A)	80%	81%	64%
NET (T)	69%	78%	66%

Neither shortages nor overages are particularly desirable. Overages can produce





occupational training. The balance of this article will be devoted to understanding and examining the recruitment aspect of the solution; in particular how it is executed, its challenges, the shape of the recruiting landscape over the past decade and what CMS is doing about it.

## Recruitment

The Canadian Forces subscribes to a tri-service approach to recruitment, whereby the Canadian Forces Recruiting Group (CFRG), in collaboration with environmental support to attraction activities (i.e. Great Lakes Deployment), is charged with meeting the annual recruiting goals. These goals are defined by annual recruiting requirements as laid out in the CF's Strategic Intake Plan (SIP) - a multi-year document that projects and adjusts the intake requirements of the CF by occupation. Chief of Military Personnel (CMP) staff promulgates the SIP and constantly monitors the PML status and other attrition values and adjusts the recruiting targets accordingly.

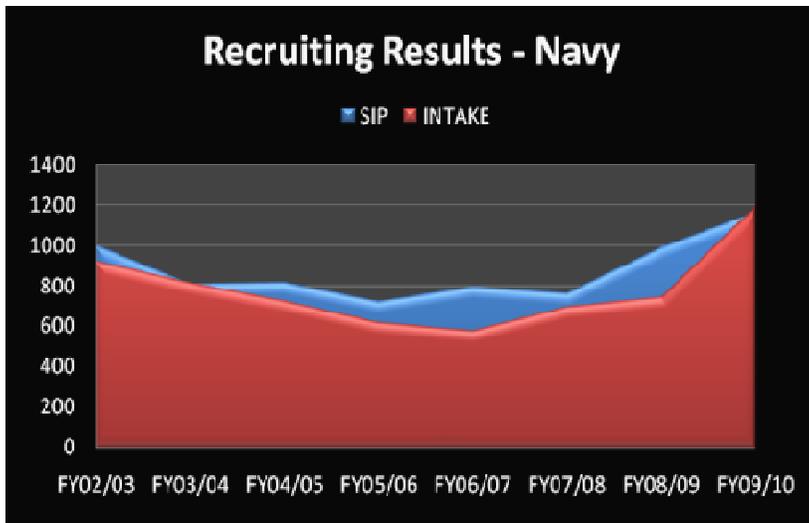


Figure 2

Establishing the intake requirement is one thing, to execute and continually satisfy this annual requirement is quite a different matter. When the number of sailors releasing from the navy exceeds the number of enrolments, as was the case for much of the past decade, conditions are set for the

creation of a personnel deficit. With the annual replacement requirement of naval personnel now set at approx 10% (or 1000 officers and sailors) of the establishment, there is little question that the recruitment of Canadians is an essential first step to regaining the health of the navy personnel establishment. Figure 2 represents the enrolments over the past eight years vs. the SIP requirement.

Having met the recruiting intake requirement only twice over the past eight years signifies that the navy remains astern of station in rebuilding the strength of its personnel. In order to gain a better appreciation of how the current state of navy personnel has materialized the challenges to recruiting and the shape of the recruiting landscape will be examined. The article will conclude with a glimpse into what correctives measures the navy is taking to set a course to regain the health of the naval institution with respect to numbers of sailors in uniform.

## Challenges

There have been two distinct challenges to naval recruitment over the past decade – first and foremost is the matter of maritime blindness. The second is the elevated competition for technical expertise:

**Maritime Blindness** - Despite having the world's longest coastline many Canadians remain largely unaware of the maritime nature of their country. Canada's vast continental expanse and the fact that so many Canadians live away from the ocean has generated what has been described by some as

“maritime blindness”. Even for those landlocked Canadians who have some degree of maritime awareness gaining access to information about their navy is, at times, difficult to obtain. Media coverage of naval activity (if covered at all) is often relegated to the back burner in favour of more pressing regional issues.





**Recruiting Technical Officers and Sailors** – Referring to Table 1, one of the most severe aspects of the personnel deficit is the recruiting and retention of technical officers and sailors. Fleet maintenance and the continued effort to modernize the navy have become issues as a result of the high demand for technical expertise, both internal and external to the CF.

### **Recruiting Landscape**

Understanding the recruiting landscape over the past decade provides perhaps the best insight into the reasons for the current state of navy personnel. The Force Reduction Program of the late 1990s was followed by two periods of upsizing as part of the CF Force Expansion initiative. Although the expansion was primarily through the growth of the Army establishment, it did have a negative effect on naval recruitment. The negative aspect was that the Army now had many more jobs to give away during a time of heightened media coverage of Canada's involvement in Afghanistan. This produced a very Army centric view of the CF, and many Canadians, who perhaps would have decided on the navy option, instead enrolled into regiments. Additional internal competition for recruits also appeared within the air force whose SIP requirement for aircraft technicians increased in the middle of the decade. Nowhere, however, was the competition for talent fiercer than the Canadian labour market. Canadians enjoyed the flexibility of having the choice of employment opportunities and the strong economic climate produced a buyer's market condition for CF recruiting, in that the CF had more jobs to give away than there were people interested in joining. Figure 2 supports this statement as the navy fell short of its recruiting targets for the better part of the decade. The reasons for this shortfall and a contributing factor to the overall state of the naval personnel establishment can be summed up as: trying to recruit for an organization that few people know about, during a period of strong economic growth

with plentiful job opportunities – made for a daunting task.

### **Mitigating Strategy**

Understanding these conditions was necessary in order to formulate a plan of action to reverse this trend and to identify which of the conditions the navy had the ability to influence. Commencing in 2005 CMS made a commitment to assist CFRG in marketing the navy to Canadians, combating maritime blindness was the one condition that the navy could directly manipulate. This commitment comprised of establishing a support to navy recruiting cell within the Directorate of Maritime Training and Education (DMTE - later transferred to Directorate of Maritime Personnel [D Mar Pers]). Three staff officers and five CPO2/PO1 Regional Attraction Coordinators, situated across the country, work collaboratively with CFRG, ADM PA and Formation personnel to educate Canadians about their navy – who we are and what we do. In support of this initiative CMS purchased five naval display buses, used as rolling classrooms to educate Canadians about the employment and educational opportunities offered by the navy. Most importantly, however, is the extensive use of sailors to tell the navy story – who is better at telling the story than those who are currently involved in writing it. With only about 10% of the CF recruiting establishment wearing a naval uniform this approach is considered to effectively contribute to curing maritime blindness. Also effective was ADM PA's success at soliciting the approval to produce navy oriented television advertisements and their integrated marketing approach to promoting the Great Lakes Deployment. Not to be overlooked in the effort to overcome maritime blindness was the increased exposure of the navy throughout the Canadian Naval Centennial celebrations across the country.

Adopting a collaborative recruiting approach with CMP, CFRG and ADM PA is another essential aspect of achieving recruiting success. To tackle the shortage of technical expertise, emphasis was placed on expanding and marketing the Non-





Commission Members Subsidized Education Plan (NCM-SEP). This plan now comprises over 40 Canadian Community Colleges and CEGEPs who assist in delivering initial technical training to NET, NWT and Mar Eng Mech recruits. Last year (Figure 2) was the first time since FY 03/04 that the navy achieved its overall recruiting targets and more significantly the individual requirements for NET, NWT and Mar Eng Mech.

## Conclusion

The hole in the naval personnel establishment was a decade in the making and cannot be filled-in quickly. It will take several successive years of achieving the intake requirement in order to regain and then maintain the stability of naval personnel. Through a combination of increased public awareness, the promotion of the employment and educational opportunities offered by the navy, a decrease in the army's intake requirement and the effects of the current recession, the recent encouraging recruiting results are anticipated to continue.

As the sun sets on this centennial year, it is also important to maintain situational awareness of the factors that affect recruiting success and to take positive and early action in order to ensure a steady and continuous flow of navy recruits continues for the next 100 years. **S**

## Great Lakes Deployment – A Great Place to Recruit

By Lieutenant Commander Dave King

Approximately eight out of ten Canadians are afflicted with a condition referred to as maritime blindness. The onset of this condition is caused by the demographic distribution of the Canadian population and the expanse of the country's geographical territories and boundaries. The predominant symptom of this condition is the overwhelming lack of awareness of maritime activity, including having an understanding or even knowledge of the existence of the Canadian Navy. Even for those landlocked

Canadians who have some degree of awareness, gaining access to information about their navy is, at times, difficult. Media coverage of navy activity (if covered at all) is often relegated to the back burner in favour of more pressing regional issues. Not the ideal conditions in which to effectively recruit future sailors into the fleets.

All however is not lost - while in one sense Canada's unique geography poses a challenge to naval recruitment, it also provides an opportunity to showcase the navy to a significant inland segment of the Canadian population. The St Lawrence Seaway and Great Lakes Basin provide the navy with access to a region of the country that has the highest population density. Exploiting this resource as a means of combating maritime blindness has been used by the Canadian Navy for several decades in the form of annual Great Lakes Deployments (GLD). These deployments hold the potential to significantly increase the public's awareness of and garner support for the navy; and equally important it provides a near optimal platform to conduct naval recruiting activity. Each year during these deployments thousands of Canadians have the opportunity to visit/tour a Canadian warship, to personally interact with her sailors and to gain a sense of what their navy is about and what it does.

While many HMC Ships have made the annual pilgrimage along this track, none had adopted the approach to recruiting as was unveiled during HMCS *Ville de Québec's* GLD 09 tour. What was so different about last year's GLD? For starters the importance placed upon recruiting operations was unprecedented and established early-on in the planning process. The CO of *Ville de Québec* made it evidently clear during the initial planning conference that support to navy recruiting activity was a major objective of the deployment, and that all facets of the ship's program must be linked in one manner or another in support of achieving this objective.

Additionally a well intended group of likeminded recruiting stakeholders from





several key organizations (CFRG, ADM PA, DMTE and CMS Strat Comm) set out to develop a supporting program that would showcase the navy as a unique element of the Canadian Forces (CF) and to proactively market the employment and educational opportunities offered by the CF/Navy. In order to accomplish this several important themes needed to be developed:

- Integrated marketing scheme
- Pro-active recruiting techniques
- Centralized control of guest lists
- Ship's company involvement

### **Integrated Marketing Scheme**

In order to develop an integrated marketing scheme it was important to develop the proper messaging. The message was simple - to promote the navy and navy careers. Simple, yes, but in order to deliver this message it was imperative that the navy be presented front and centre in the public eye. This would pose to be a challenge as, since 2006, GLDs have been part of OP CONNECTION, a pan-CF series of activities designed to showcase the CF as a whole – as such these events would normally also include displays from the Army and Air force. As an influential ADM PA staffer put it “if the navy is to be showcased then the messaging must be clear and stripped of clutter and confusing visual cues – having a soldier in CADPAT manning a tank on the jetty turns the ship into an Army boat”. In the end, success in getting GLD 09 to be a navy only event was achieved due to the navy's priority recruiting status and it's readiness to measure the recruiting success of the deployment. As a result ADM PA was able to develop its integrated marketing plan – one that exploited a cross section of multimedia products – including print, radio announcements, press releases, web presence and promotional items – all adhering to the FORCES.CA common look and feel brand. This marketing juggernaut preceded the *Ville de Québec's* ports of call and saturated local media outlets with

information about the navy, the ship and the fact that we are hiring. The “common look and feel” was also evident throughout the ship as some spaces were transformed into a mobile recruiting offices (much to the chagrin of the Buffer even the rat guards were repainted to reflect the FORCES.CA moniker).

### **Effective Recruiting Techniques**

Overcoming maritime blindness is one thing – it is quite another to get a Canadian to sign on the dotted line and join the navy. With the additional attention being focused on recruiting, CFRG and DMTE realized that extraordinary measures to recruit sailors needed to be developed. It would not be enough to show up on the jetty with a six-foot folding table and passively respond to questions about jobs in the CF. What needed to be established was a pro-active recruiting program – one that focused on the immediate recruiting requirement. While vacancies exist across all naval occupations a decision was taken to pay particular attention to the recruitment of technicians – a significant recruiting challenge in recent years.

How to be pro-active? CFRG and DMTE leveraged the re-birth of the Non-Commissioned Members Subsidized Education Program (NCM-SEP) as the ground to which their program could be anchored; and in doing so established a recruiting framework that commenced long before and continued long after GLD had concluded. It involved:

- Educating educators [Community College (CC) administrators] with respect to the employment and educational opportunities offer by the CF/Navy via influencer visits to CFB Esquimalt during Spring 09.
- Soliciting a commitment from the educators to bring technical CC students to the ship during GLD for specialized tours of the technical spaces and equipment.





- Employing Lead Generation Cards for the purpose of capturing contact information from Canadians interested in navy employment opportunities. With these cards recruiters could conduct follow-up and provide additional information with the prospect that the contacts would be better informed prior to submitting an application.

Another innovative approach was to embed a core of CFRG Recruiters on board for the duration of the deployment. In essence the recruiters became part of the ship's company and the ship's company became recruiters. This mutually beneficial arrangement provided a component of continuity and simplified the recruiting set-up in each port and during transits.

### Centralized Control of Guest Lists

Formulating the appropriate messages that outline the deployment's objectives is a good idea, but it is somewhat meaningless unless they can be delivered to the proper audience. An audience capable of assisting in achieving the desired effect of enhancing public support for the navy, and to spread the word that the navy is hiring and offers meaningful employment and educational opportunities. Based on lessons learned from previous GLDs the management of who was to be invited to each event was centrally controlled by CMS Strat Comm. The traditional guest list of supporters would give way to a more influential group of educational and community leaders, captains of industry and potential recruits. Individually and collectively this assembly of influencers possess the clout to directly and indirectly support the navy and navy programming. As such, a comprehensive

GLD 09 VIP and social program was developed and tailored to satisfy the unique requirements and interests of the intended audiences. While it may take time to realize the benefit of this approach, there was consensus among GLD organizers that this was a step in the proper direction and it should be repeated during subsequent deployments.



*VDQ's ceremonial gun-crew fires a salvo during the entrance to the Port of Toronto*

*Photo by/par: Pte Dan Bard, Formation Imaging Services, Halifax*

### Ship's Company Involvement

To the ship's company, GLD offers a once in a life-time experience, one that provides a unique opportunity to connect with Canadians, to show them what it is we





*HMCS Ville de Québec at Toronto*

template for future success. A template based on the collaboration, innovation and participation of all stakeholders. For HMCS *Fredericton's* GLD 10, an event that coincided with the Canadian Naval Centennial celebrations, offered even greater opportunities to showcase the navy. The all hands-on-deck approach employed during both GLD 09 and GLD 10 will continue to be needed to ensure continued recruiting success and to progress the fight against

do in their navy. While the ship served as a beacon to which thousands of curious Canadians were drawn - it was the pride, commitment and professionalism displayed by the crew and the sailors manning the Naval Display Bus that really impressed the multitude of GLD visitors. When it comes to recruiting, sailors are a force multiplier. What they bring to the table is a genuine sense of enthusiasm and passion about their occupation - qualities that can rarely be replicated in the more formal setting of high school recruiting presentations. In order to leverage this ability to generate excitement about jobs in the navy, the members of the ship's company had direct access to the core recruiting team and were provided with lead generation cards. Contact with Canadians is a key factor in combating maritime blindness and it is absolutely a critical component to achieve recruiting success - connecting without capturing contact information is a missed opportunity. Who better to sell a career in the navy than those who do it for a living? Recruiting is everyone's business.

**Final Say**

Was everything perfect? Absolutely not! Were valuable lessons learned that can be refined, improved upon and put into play for subsequent GLDs? Certainly yes! More importantly what was established was a

maritime blindness. **S**

**Bytown Bridge Club**

By Gord Smith

The Bytown Bridge Club continues to increase its membership and we now have 32 active members. The Club provides a great opportunity to renew friendship with active and retired Naval Officers and their significant others. All bridge players are welcome to join and play with us in the Bytown Officers mess on Thursday afternoons every 2 weeks from September to April.

For more information, please contact Tony Bernard at [sharon-tonybernard@sympatico.ca](mailto:sharon-tonybernard@sympatico.ca) or telephone 613 737 4899. **S**





## Helping the Navy Family In the NOAC Ottawa Branch

By Denny Boyle

### Rationale

In the fall of 2009, the Board of Directors had a series of discussions about NOAC's Charter objectives, particularly "Camaraderie". In the eyes of many this was perceived to mean our Mess and the friendships reinforced therein. Some, including me argued this was indeed a factor, but it didn't represent the full intent of this objective.

Eventually, it was agreed the intent of "Camaraderie" should include "maintaining and reinforcing the Naval Family and supporting our aging community". My reward for pushing this debate was to be anointed Ottawa Branch Director of Member Support, responsible for defining this concept and developing programmes to support it.

Early in 2010, fate thrust me into this position on a "cold start". I soon became so busy I requested to be relieved as Branch Secretary.

Please excuse me, Dear Reader, but I will now have to be vague with details so as not to inadvertently identify individuals.

### Objectives, Goals, and Plan of Attack

It rapidly became obvious that support was needed in a number of distinctly different areas:

- Death of a Spouse, Partner or Other Family Member.
- Caregiver Burnout.
- A Buddy System for members not on email or unable to drive at night.
- Alcoholism.
- Estate Planning.
- "I have a problem, could you help me?"

### Death of a Spouse, Partner or Other Family Member

The basic approach is to request a friend, (preferably an NOAC member, an ex-NO or CF retiree), of the Deceased and his family to become Team Leader providing guidance and assistance to the Survivor with

respect to the 87 things that must be checked or actioned. His team would consist of himself and a family member or friend, but there is no fixed formula. This team leader subsequently becomes "Coach" for the next case.

My role is to organize the team, contact the Survivor, offer our assistance and provide an introductory package explaining actions which may now be required along with a list of references and contacts. I also monitor the team's progress, provide guidance and more detailed documentation to the Team Leader and Survivor. Occasionally, I just listen when the Survivor needs to talk.

My other functions are: become the "bulldozer" when the team runs up against a roadblock or bureaucratic brick wall; have a wash-up meeting with the Team and Survivor; and refine the introductory package and the Team Leader's more detailed guidance documentation.

I must interject at this point to stress two points. Firstly, when I contact a prospective Team Leader, he willingly volunteers before I finish explaining why I called. This makes one very proud to be a member of our magnificent Naval Family. Secondly and most important, the degree of assistance needed in each case varies widely indirectly with the extent and depth of the Deceased's Estate Planning.

Sadly, I have made this offer to six times. In all but one, it was accepted fully or partially. The non-acceptance was because by the time I contacted him, the family member was well along; even so, he found the introductory package helpful.

Unfortunately, the same significant "roadblock" arises in most "spousal" cases. Senior officers of DND have agreed to a meeting to resolve this.

### Caregiver Burnout

I have become aware of three cases where caregivers were either unaware of the assistance available from various sources or more seriously unwilling to admit there was a problem and they needed help. In a fourth case, the family was in firm control and proceeding logically and effectively. One case





was resolved before the caregiver's stress level became serious and obvious. In the other two cases, I felt compelled to interfere in order to convince the caregiver there was a problem and provide guidance. All four cases have now essentially been resolved.

Each case was so different I have yet to conceive of or develop an SOP, other than the need for someone to interfere and convince the caregiver there is a current or potential problem and explain how to access assistance which may be available. Unfortunately this assistance varies extensively between provinces.

### **A Buddy System**

Eighteen percent of our Branch members are not on the Internet. Another unknown number is unable to drive or drive at night. Thus, about one in five is unaware of Branch interests and activities and unable to attend or has forgotten the dates of Branch events. The intention is to identify a friend, living close to their "Buddy", who will ensure they are kept informed of Branch activities, receptions and meetings and driven to Branch events if they so wish.

Another Director and I are currently attempting to develop such a system.

### **Alcoholism**

This is by far the most difficult and intractable of all these issues.

I am aware of some retired naval officers who are in need of help. I am certain there are more; however, because of my ignorance of this problem and fear of getting it wrong, I have, as yet only dusted the surface. I intend to have a meeting with an AA representative in the near future.

### **Estate Planning**

This area could more appropriately be entitled "Dier Beware". Our experience to date has clearly illustrated that far too many of our members are inadequately prepared for the possible, let alone the inevitable. To prove my point, ask yourself these two questions:

- Do you know about Testamentary Trusts and why they may apply to you?

- Do you know why all of your children and grandchildren should, nay must, have a (two part) Power of Attorney once they become 18 years old?

If the answer to either question is "No", you may well be inadequately prepared.

I now have a stack of related reference material, and with the assistance of a few experts, my intent is to produce a beginners guide to "Estate Planning", which once approved, will be mailed to members along with other information for them to consult as they see fit. This would also be posted in our Branch and National's website.

### **"Can you help me please?"**

Out of the blue, I received an email from someone asking if I could find an elderly family friend, and work-mate with whom they had unexpectedly lost contact. My name, position and email address had been found in the family patriarch's copy of Soundings.

To cut a long story short, after consulting: "The Log", Canada 411, newspaper obituaries and retirement homes in the area, and having a relative of another branch NOAC member visit the last known addresses, I was close to concluding this could well be a "Missing Person" case.

Thus, I explained my challenge to the local police. They visited the three possible addresses and phoned me the next day to say, "*We found the 'family friend'!*"

She had been hospitalized twice, forced to sell her home, was now essentially bedridden and living with a sibling. When I hung up, the phone rang again. It was the sibling and the "family friend".

I am at a total loss to describe the feelings that overtook me after I phoned the family patriarch.

### **Conclusion**

Dear Readers, please understand that our extended Naval Family is out there, alive and well, wanting to be reconnected and reinvigorated. **S**





## HMCS *Ottawa* Report

By SLt Scott



Despite only 33 days at sea, 6784 miles steamed, and one foreign port visited, the past 21 months have been intense for HMCS *Ottawa*. January 2009 saw command transferred from **Commander Martin Teft** to **Commander Stan Bates**. In February, after several days assisting the RCMP's Emergency Response Team with maritime operations, *Ottawa* and HMCS *Winnipeg* departed Esquimalt for Pearl Harbor to play the role of anti-submarine warfare units for the US Navy's Submariner Command Course.

After a day of rest in Pearl Harbor, *Ottawa* joined United States Ships *Chaffee*, *Reuben James*, and *Russell* and US Naval Ship *Yukon* to both refine her anti-submarine warfare skills and to demonstrate her capabilities to the submarine command candidates.

Following the intense anti-submarine warfare exercise, eleven relatives of the ship's crew members were embarked for a 'Tiger Cruise' (Dependants' Cruise) back to Esquimalt. In a summertime return transit, these guests would have experienced a cruise ship atmosphere: mini-golf throughout the flats, banyans, films on the flight deck, skeet shooting, and many other activities. The storm-force winds and nine metre seas of late February and early March gave a different experience. After returning to home port, *Ottawa* sailed one last time before her refit period, conducting exercises supporting Canadian Special Operations Forces Command.



Heading home from Pearl Harbor

After *Ottawa's* ammunition and fuel were removed, her crew spent April removing everything that was not bolted down—and some things that were. In May, *Ottawa* was tugged across the harbour to the Esquimalt Graving Dock, ending a four-and-a-half-year operational cycle that began in February 2005. In autumn 2010, she will resume her operational cycle.

As a ship in dry dock is no place for the solemn ceremony of a change of command, the drill hall of Venture, the Naval Officers' Training Centre became the venue for *Ottawa's* change of command in August. Commander Bates passed Command of the 'Eager Beaver' to **Commander Frederick Caron**.



In the Esquimalt Graving Dock

In September, seven members of *Ottawa's* crew took part in a visit to the Nation's Capital. The goal was to foster the interest of the people of *Ottawa* in what their ship does on a daily basis and to remind them why Canada needs a navy. The crew visited several schools, speaking to, amongst others, a group of grade 10 students in a





career studies course. Several members spoke with MPs on Parliament Hill, while two Combat Systems technicians and the Combat Officer travelled to Collège Heritage in Gatineau to speak with the school's engineering department faculty about the Navy's need for technically-inclined persons and what it can offer them.

At HMCS *Bytown's* Wardroom, the ship's bell of HMS *Griffin* was presented to Commander Caron by Lieutenant Commander John Bell, the Commanding Officer of Thunder Bay's Naval Reserve Division HMCS *Griffon*. *Griffin* was renamed HMCS *Ottawa* three weeks after being transferred to the Royal Canadian Navy in 1943. The bell will be put in a prominent place onboard *Ottawa*. Honorary Captain(N) Bill Wilson was instrumental in helping former *Ottawas* take part in the ceremony.



School visit in City of Ottawa

On October 1st, *Ottawa's* Engineering Officer signed for custody of the ship from the Victoria Shipyards Company. After the ship was cold-moved back to HMC Dockyard, she saw an influx of new personnel and the training of the Shipboard Response Watch—a newly-created organisation for ships in extended work periods, composed of three sailors and a commissionaire.

2010 has had two memorable events for the Canadian Navy. First, the Vancouver Olympic and Paralympic Games, which gave a major role to many *Ottawas*, who—because of the ship's refit—were able to participate in Operation PODIUM, the Canadian Forces contribution to Olympic security. As well, on March 6th, 2010, sailors from *Ottawa* assisted the Paralympic Torch relay as it passed through Esquimalt.

Second, the Canadian Naval Centennial gave many opportunities for the

ship's company to celebrate being a part of this institution, even if its own ship was not sailing.

In April, the ship's company said good-bye to the shore office and moved back aboard, getting set-up for Harbour Readiness Training exercises by the beginning of May. The Naval Centennial caused a flurry of activity for *Ottawa*, beginning with marching in the Freedom of the City of Victoria parade on May 4<sup>th</sup>. Although she could not participate in the anchorage and Governor General's review itself, the June 9<sup>th</sup> to 14<sup>th</sup> International Fleet Review allowed *Ottawa* the opportunity to host the companies of two RNZN ships berthed alongside her.

July saw another change of command from Commander Caron to **Commander Jon Allsopp**. This time, the ship was in a state fit enough to be able to conduct the ceremony on her own flight deck. Following the standard summer leave period in August, *Ottawa* is in the final stage of her work period. She will also be conducting her annual Namesake City Visit to Ottawa in mid-October. This, like previous visits to Ottawa, will allow the ship to renew relationships with civic officials and citizens and to form new bonds with the city. *Ottawa's* next cycle will focus mainly on local missions. This begins with Reduced Readiness Inspections at the end of October, a ten-day sail that will be *Ottawa's* first in 19 months. Judging by the excellent work of the ship's company over the past year and a half, this next operational cycle of *Ottawa* will be a continued success. **S**



Ottawa Mayor Larry O'Brien meets with three HMCS *Ottawa* COs, Capt(n) Teft, and Cdrs Caron and Allsopp





## From Sub-Lieutenant on Down – Part 15

By Ted White

*Fond memories of our formative years as young officers can be characterized in the great numbers of minor, mostly humorous incidents, that we all lived through, by merely going the 'nothing ventured--nothing gained' route. Herein are selected vignettes from the 'fifty's, reflecting our life and times.*

**"You don't learn to hold your own in the world by standing on guard, but by attacking, and getting well hammered yourself."**

**George Bernard Shaw**

A little out of context is a personal story that should not be held against to-day's attitudes, but try to remember those that prevailed in the immediate post-WW II.

The locale is HMS *Dryad*, formidable Southwick House, north of Portsmouth, Hampshire County, which housed the very prestigious Eisenhower Room where General Dwight D. Eisenhower, as Commander of Allied Expeditionary Forces, planned and directed 'Operation Overlord', the 06 June 1944 Allied invasion of Europe.

It is late October into November 1956. The day is Friday, cold and uncomfortably wet. I had just joined the establishment to attend the Short (6 week) Navigation Course.

Being assigned first cabin in the metal framed 'H' barracks, I set to my move-in drill. First item was to locate and plug in my portable heating coil. It was not long before darkness and a very chilly evening predominated.

Into mufti, I searched for the wardroom with hoped-for fellowship.

Being advised by the Hall Porter that the extension of the main Bar was open to resident officers but that some restrictions applied to full use of facilities because the Commanding Officer was about to entertain the Southwick '400' Club in the Eisenhower Room for the evening.

I entered the assigned bar to find three officers (naval aviators from RNAS

Lossiemouth, located on Moray Firth, Scotland) These gentlemen were bidding time with a short Nav course before proceeding to RNAS Seahawk at Culdrose for their instrument training.

Near the long draped windows I noticed what appeared to be a barber's chair, rigged in seat straps and sitting on rollers, attached to elevated tracks, constructed on an incline facing the windows.

The game at the bar was with Liar's Dice in a small leather barrel. In simple terms, one rolls and spills the dice, adding up the aces. He who first rolls the first 7 aces names a mix of any three alcohols. He who rolls the 14<sup>th</sup> ace pays for the obnoxious mix and he who rolls the 21<sup>st</sup> ace drinks same. Two similar losses at the 21<sup>st</sup> ace puts you into the barber's chair, strapped in, glass in hand, chocks pulled and drink must be downed before seat straps can be unbuckled and bailout attempted before the chair rolls out into the garden adjacent to the opened window.

Well, just guess who rolled the second 21<sup>st</sup> ace. On an empty stomach and copious beverages, trying to keep up with my adversaries, I was strapped in and released.

I never finished the abortion. I went out the window fully strapped in, to the one foot drop into a mucky garden.

Having lost all dignity, I stormed my way back to my cabin and because of increasing unsteadiness, I removed all clothing down to pusser shorts and socks, opened the window to get a cold air bath, as I refused to sit or lie down.

Co-incidentally, Officer-of-the-Day rounds were being carried out. I noticed a red bicycle leaning against my window.

Sounds like a good idea. I outed the window, bare-chested, and proceeded to tour the station with the OOD's bicycle.

Quite naturally the alarm was sounded and as I unfortunately came under the bright lights of the parade area near the gatehouse, I attracted some SP's to mount a chase. I remember hearing the steel plates of their boots hitting the pavement.

My only hope for escape was to enter the privileged area of the Wardroom.





Right! Into the main door at too high a speed, my wet tires let go traction and I slid the better part of the hall, smashing into what looked like a J.Arthur Rank dinner gong.

All in the presence of the Captain's dinner party, now leaving the premises for the evening.

I took off in sheer fright.

Back in my cabin, I started to mentally compose my letter to my father, why I had been released and sent home.

I ate all my meals in the village of Southwick for the entire weekend.

Monday morning, beginning of classes. I dressed in my best numbers, crossed over to the Wardroom, sheepishly requesting, of the hall porter, the door to dining. I detected a very controlled, subdued grin.

"There you go Sir! Last on the right".

Opening the large doors slowly, I saw twenty or so officers mutually engaged in morning chatter. Some turned heads in my direction and I responded by remaining in the hall, quietly closing the door.

Quietly feeling it was all over for me, I took a firmer grip on my dilemma, opened the door and headed for the quiet end of a large table. Noticeably, the room had assumed a nervous quietness, and then, a goodly number of gentlemen rose, faced my direction and clapped.

Sitting in the bleachers for the commencement of my first class, the assembly was initially addressed by Commander (N), one who had served in HMS Hood.

He addressed we all, "Is there a Sub-Lieutenant White of Her Majesty's Royal Canadian Navy present?"

Ready to face my execution, I rose.

He, in no uncertain firm stance, spoke,

"I understand Sir (addressing me in the style of Dickens and Austen) you have accommodated us with a most noteworthy joining routine...I trust we will have no more of that!"

I was informed later, by the Commander, as to why he had not put me before the mast.

His answer, "In my long career, especially at critical times there has always been the isolated requirement for a one-way operation".

Two fallouts come to mind.

A few evenings later, I trundled off to the Nuffy Club in Pompey. I entered the noisy lounge, recognizing other classmates of my Royal Navy Greenwich time who turned and in unison yelled, "Hey Kingfish, we heard about your smashing Dryad joining".

As I very well remember, having our daily lunch at Lynholme House on Lorne Terrace a few years later, Admiral Dyer, for whom I was serving as Flag Lieutenant pointedly asked if I had enjoyed my time at Dryad.

I truly wonder. **S**

## Personnel Briefing October 4<sup>th</sup>, 2010



In the *Bytown* Crowsnest at the Ottawa Branch October monthly meeting, Capt(N) Martin Teft, Director Maritime Personnel, spoke provocatively and entertainingly on the state of play and issues regarding naval personnel. Branch President Bob Bush presents him with a copy of Salty Dips Vol 9. **S**





## A Brief Synopsis of the History of The Canadian Naval Air Group

By Paul Baiden  
National Chairman, CNAG

For those of you that may not be familiar with the Canadian Naval Air Group (CNAG), our constitutional goals, our history, and some of our major accomplishments, we offer the following brief synopsis.

CNAG was founded on January 23, 1970 at Edmonton, Alberta, by a small group of land-locked ex-naval airmen that wished to perpetuate the traditions of the Royal Canadian Naval Air Arm. Their major goal, at that time, was to foster the companionship of those who served in or were associated with the Canadian Naval Air Arm while encouraging the organization of CNAG Chapters throughout Canada. Within a few short years there were nine Chapters and thus established our existence from coast-to-coast. Although our numbers are now dwindling, we still have seven active Chapters that continue to strive to meet the original constitutional goals of the Founding Members.

On January 23, 2011, we will celebrate our fortieth anniversary. Over this forty-year period, CNAGers have established themselves as Authors, Historians, Doctors, Lawyers, Politicians, CEOs of major Aeronautical Corporations and many other distinguished positions within our Canadian Society. To attempt to list all of the names and examples of the accomplishments of these individuals, is far too extensive a task to attempt in this article. Therefore we offer just these few: *A Formidable Hero and Hands to Flying Stations* by **Stuart E. Soward**; *The Bonnie* by **J. Allan Snowie**; *“Certified Serviceable” Sword Fish to Sea King, The Technical Story of Canadian Naval Aviation by Those Who Made It So*, produced under the Chairmanship of **Dudley Allan**; and *“THE VX 10 STORY”* by **Peter Charlton**. It is also important to emphasize the fact that many of our members are volunteer workers at the Canadian War Museum, the Canada Aviation and Space Museum and, in particular, the Shearwater Aviation Museum, where several hold positions on the Board of Directors. We also maintain an active/supportive interest in The Navy League of Canada, and one of our local

members, **Stan Conner**, has been on the board of the Royal Canadian Naval Benevolent Fund for the past twenty-two years. And how can we ever forget the fourteen year effort (1980-1994) of twelve dedicated ex-naval technicians and civilian engineers that spent 28,000 man hours under the guidance of **John Eden** and **Brian Aston** refurbishing a Sword Fish, the infamous warrior of the skies during WWII, from junk status to a fully airworthy flying machine. That Sword Fish is still a major attraction at the Shearwater Aviation Museum in Dartmouth NS.

Again this is but a small glimpse of the accomplishments alluded to earlier. We still hold annual reunions, National Board of Directors meetings, and continue to make a sincere effort to be involved with as many commemorative ceremonies as possible. This has been particularly evident during this, “Canada’s Naval Centennial Year”, thanks, in no small part, to the relentless efforts of **Peter Milsom**, the President of the Hampton Gray, V.C. Chapter, of CNAG. Peter continuously presented our concerns for recognition of Canadian Naval Aviation to the Centennial Committee, and through his persistent efforts we were indeed not forgotten as was evident in the glowing comments from the Chief of Maritime Staff (CMS) **Vice-Admiral Dean McFadden** during several of the Centennial historical events. This recognition was further complemented when the **Prime Minister** and the **Minister of National Defence** made specific reference to the considerable efforts of both our past and present Naval Aviation Communities’ commitment to Canada.

So as you can see, we may be small in numbers, but not in spirit, especially when it comes to promoting our “Proud Heritage”. Unfortunately, our original Founders stipulated in our constitution that the prerequisite to become a member of CNAG was to have served in Naval Air prior to the decommissioning of the *Bonaventure* in 1970. This one small error in policy and/or judgment so many years ago has left us with the inevitable fate of the Swiss Mountain Climber, in that, unless we rewrite our constitution we will cease to exist within the not too distant future.

As stated in the opening remarks, this is but a brief synopsis of our proud organization, the Canadian Naval Air Group. Hopefully we have been able to clarify and/or enlighten you about just who we are, what we have accomplished and where we foresee ourselves going. In closing we





offer that until we close the hangar doors on our proud CNAG organization, we will continue to make every effort possible to ensure that the story of Canada's once "World Renowned" Naval Air Community and its history does not fade into the archives of some forgotten era. **S**

## How Do You Get Promoted Without Doing Any Work?

By George Brown



Having taken early retirement from the Navy, I was working at NDHQ in Ottawa in the 1980s and 90s. One of my favourite chores was attending the Steering Committee meeting of the NATO FORACS project [for anyone that may be interested FORACS stands for Fleet Operational Readiness Accuracy Check Sites (the US term), or alternately NATO Naval FORces Accuracy Check Sites (the NATO term) - a mouthful I know, but it is still something that may be useful in a game of NATO trivia]. Instead of always meeting in Brussels, FORACS met every six months in a different member country, which really broadened my knowledge of the NATO world.

In 1997, the NATO FORACS Project Manager decided to retire, and after much self-debate I applied for his position. I was told by the Canadian delegation not to expect much consideration or support. Canada does not lobby for NATO HQ positions as many other countries do. But I read up on everything I could find on NATO, attended trials, and came to know the most intimate details of the test procedures. To no avail - I was not successful in this competition.

Later I heard that I had been chosen by the panel but there were too many Canadians winning NATO posts, so with some Italian lobbying the panel decision was overturned and another candidate was offered the job. I thought that was the end, but I was mistaken. Someone else in the same group decided to retire six months

later, so I applied again. This time I was lucky and was accepted before they realized that yet another Canadian had breeched the defences. Then, before I arrived in Brussels, the winner of the first job decided he didn't want to continue and he returned to his family and his villa at the Mediterranean seaside. So after much muttering and internal debate the inner circle at NATO agreed to offer me the first job. That is how I came to be promoted to a higher post before I even arrived for work on the first day.

Needless to say, I thoroughly enjoyed living and working in Europe. Despite there being many Canadians at NATO, there were never more than two or three serving Naval Officers and the rare retired Naval Officer working at NATO HQ or working or retired elsewhere in Brussels. **Jim Bishop** left shortly after I arrived and I took over as President of the NOAC Brussels Branch. Your editor **Richard Archer** was there and current Brussels Branch President **Bob Alce** arrived sometime after the turn of the millennium. Notwithstanding, we were able to hold together enough people, mostly Associate Members, to keep the Brussels Branch going strong.

I also met my wife Beatrice when I was living in Brussels, and we were married in Las Vegas in 2002, because it was just too difficult to get permission to marry in Belgium. (That's another tale of endless bureaucracy, too bizarre for words). As one who still struggles to understand spoken French, I was baffled. I found that her gift for languages is outstanding. Like so many Europeans she speaks several tongues, many fluently, with no trace of an accent. She did not agree with the bureaucratic labyrinth either but understood, and took it all much more gracefully than I could. We went to "Plan B" - Vegas.

Her work took us to the US about the time I finished my work at NATO, and we now live in the beautiful Blue Ridge Mountains of North Carolina, where I am now a student again at the College for Seniors at UNC Asheville. I take classes in several areas, from Philosophy to Brain Surgery, but nothing too demanding - and I am still trying to learn French. **S**





## REMEMBER

By Pat Barnhouse

### Active Members

**John Dorian CAIRNEY**, Lieutenant Commander(O)(C), CD\*, RCN(Ret'd). In Victoria 2/08/10 at 81.

**Douglas William Sherborne COOKE**, Lieutenant Commander (L), CD\*\*, RCN(Ret'd). In Toronto 17/07/10 at 84.

**Daniel Nicholas MAINGUY**, Vice Admiral, CMM, CD\*\*, RCN(Ret'd). In Ottawa 17/08/10 at 79.

**Gordon Stanley MOYER**, Lieutenant Colonel [Commander (E)(A/E)], CD\*\*, RCN(Ret'd). In Ottawa 10/09/10 at 75.

**Robert Phillip WELLAND**, Rear Admiral, DSC\*, MiD, LoM(US), CD\*, RCN(Ret'd). In White Rock, BC 28/05/10 at 92.

### Others Known to Members

**Martin BEARDMORE**, Ordnance Commander, CD\*, RCN(Ret'd). In Ottawa 29/04/09 at 92.

**Kevin Lawrence HARGADON**, Lieutenant, RCNVR(Ret'd). In Ottawa 29/05/10 at 90.

**Philip Ralph MUNRO**, Lieutenant Commander(L), CD, RCN(Ret'd). In Ottawa 12/07/10 at 86.

**George Joseph PAYEUR**, Lieutenant, CD\*, RCN(Ret'd). In Texas (resident of Alfred, ON) at 81.

**The Reverend David Glen PEEBLES**, Lieutenant Commander, CD\*, RCN(Ret'd). In Perth 20/07/10 at 91.

**Brian Ross STRUTHERS**, Captain(N), CD\*\*, CF. In Havana, Cuba 07/09/10 at 57.

**Thomas Jaffray WILKINS**, Lieutenant, RCNVR(Ret'd). In Brockville 22/04/10 at 84.





## Nuclear-Propelled Submarines

By Richard Archer

Political cartoons from Keith Nesbit

In 1986 I had returned from two glorious years on the staff of USN Commander Third Fleet in Pearl Harbor, Hawaii. On return to Ottawa as a lieutenant-commander, I joined the Directorate of Maritime Force Development (DMFD) in NDHQ under Cdr Hans Hendel. The following anecdote is my recollection of the next three roller coaster years. I don't have any documented evidence – just my memories...for what they're worth.

I recall that the work in DMFD was just the sort of endeavour I loved – we looked at the current situation with respect to the Navy's platforms and infrastructure, then brainstormed what we'd like the Navy to look like in 15 to 20 years hence, and then formulated plans for how to get to there from where we were. I learned a lot about staff work in general, but especially how to develop, sell and control strategies. There was a Naval Strategy Committee in Halifax, but when I looked at what it did, it wasn't very much. They tended to handle both types of strategies – those applying to how the Navy was to develop, and those applying to how the Navy was going to fight the next war. I talked everyone into moving the committee up to Ottawa under the control of DMFD, and set about having it focus solely on how the Navy was to develop. The key activity was the revision of the Maritime Force Development Guide, for which I backed up with a series of studies and papers. I mention this because I began to develop a reputation for being a useful staff officer, something that led to my involvement in the nuclear-propelled submarine program.

Under CMDO RAdm Chuck Thomas, the Deputy Chief of Maritime Development and Operations (CMDO) was Cmdre John Anderson. From time to time, Cmdre Anderson would invite me to support him as staff officer in particular short-term projects. In one such project, for example, he chaired a temporary committee of about 10 one-stars looking into the re-organization of the Deputy Chief of the Defence Staff (DCDS) structure.

He seemed to like what I did, especially when I had to chair the committee in his absence. I had also developed a reputation for possessing a magic pen – I had, for example, written speaking notes for MND Perrin Beatty for a parliamentary committee meeting.

Along comes 1987. As the (possibly apocryphal) story goes, the Navy was briefing Minister of National Defence Eric Nielsen on the longer-range plans to replace the Oberon class of submarines. The briefer mentioned that while a number of air-independent propulsion techniques looked promising, "of course" the Navy had excluded nuclear power. Minister Nielsen intervened. "The decision on whether or not to go nuclear is not the Navy's to make; I'll decide." The Navy was sent off to explore and report back on the possibility of nuclear propulsion. The upshot was that nuclear-propelled submarines were included in the 1987 White Paper on Defence. A major selling point was the ability to finally go up to and exert a measure of control over Arctic waters year-round.

John Anderson had just been promoted to Rear-Admiral and had relieved Chuck Thomas as CMDO in the summer of 1987 when he was appointed to head the nuclear-powered submarine project as "Chief of Submarine Acquisition" (CSA). From this position he assumed control of the existing submarine replacement project, 'til then being led by Capt(N) Dent Harrison, a marine engineer who had also gone as far as the submarine CO course. Soon after, the admiral called me into his office to announce that he'd like me to become his executive assistant. Always on the outlook for adventure, I didn't hesitate. My first job was to find suitable accommodation in an unoccupied area of NDHQ, but soon we were found digs in the North Tower of NDHQ.

As it turned out, shortly before this time as a commodore, Adm Anderson had chaired the promotion board for lieutenant-commander to commander. So he knew right away that due in part to the reports on my sojourn at Third fleet, I wasn't going to be a lieutenant commander for long (my promotion to commander became effective January 1<sup>st</sup>, 1988), and so he found another





executive assistant, a reserve officer from HMCS *Carleton*, Edith Marshall.

I was put into the CSA admin section working for submariner Capt(N) Wilf Lund. Over the objections of Capt(N) Harrison, some of the staff from the original submarine project were transferred to under my wing, and we were bestowed a barebones room. The idea was that the room was to become the control centre. We at first visualized a war room with tons of stuff like planning charts on the walls, but even though computers were in their early days, we found that we could now put everything on the small screen, and the exotic, high visibility war room never did materialize. I gave each of them things to do and targets to achieve and told them to get on with it. As it developed, the senior marine engineer on the staff, Cmdre Ed Bowkett, eventually agreed with Dent, and the seconded staff officers were returned to their previous duties. I was left to do most things myself.

I did have experience in major projects – before leaving for Hawaii in 1984 I had been the Operational Requirements Manager for the CPF project, and was in at the end when we analyzed the competing bids from Scan Marine and Saint John Shipbuilding, and then convinced the reigning Minister of National Defence that Saint John should get the contract for the first six. This was of course mangled in sordid cabinet deliberations to include three ships to be built at Davie Shipbuilding in Lauzon, QC. I took in the formal announcement at the parliamentary press centre on Wellington Street, but was surprised to see that it was the Minister responsible for what was then called Public Works Canada (PWC) that actually made the announcement. The MND (Jean-Jacques Blais?) was nowhere to be seen. The CPF project had a joint office comprising DND, Industry Canada and PWC, but the PWC guy was really only a bit player, there to make sure governmental financial and contracting rules were being followed. However, these developments opened my eyes to the way that the other two departments operated, and it sure helped when I was thrown into

another project office, the SSNs, which again was tripartite.

But first things first. Two candidate nuclear-propelled submarines were in the running for the Canadian SSN requirement -- the Royal Navy's *Trafalgar* class and the French Navy's *Rubis* class and its follow-on the *Améthyste*.

Of course, this begs the question – why wasn't the USN's *Los Angeles* SSN class in the running? Well, I had the impression that the USN was simply too sceptical of a minor country like Canada having the wherewithal to handle a major nuclear program. They were afraid of an accident adversely affecting their own programs. And Americans being Americans, they were generally unaware of Canada's world-class indigenous civil nuclear power expertise and home-grown technology – a civil technology that in those days less than 10 years after Three-Mile Island and "The China Syndrome" seemed a lot safer than the US version. I didn't detect any Canadian regret at the non-involvement of the *Los Angeles* class, probably because in any case, the US Submarines were seen to be too big for Canadian purposes. And I suppose it didn't help that the USN was focused even then on the new *Seawolf* class, and were losing interest in the *Los Angeles*.

Subm.	Disp. (T)	Length (M)	Crew
<b>Trafalgar</b>	5,200	85 (279 ft)	130
<b>Rubis</b>	2,600	74 (243 ft)	80
<b>Los Angeles</b>	6,927	110 (362 ft)	129

Besides the actual submarines to be acquired, there remained the huge issue of infrastructure in the way of nuclear propulsion support that was required – for example the handling of reactor rods and, eventually, their disposal. The preferred option was a "greenfield" site away from existing dockyards and perhaps even urban areas...although a number of boards of trade, such as the one of St John's NL, did suggest that their city be host. Both the UK and France were forthcoming in what





infrastructure was needed, and it could be fairly accurately costed. But I never did hear if a site had been found. In many ways the infrastructure requirements were on the critical path to successfully deploying Canadian SSNs on schedule, but John Anderson told me that when he discussed the proposed schedule with the French admiral who was head of the French sales team, the admiral replied, "*Oh la la, une cadence formidable!*"

The generally accepted program from cradle to grave was said to be 26 years, and the total cost was said to be 8 billion dollars (no more, no less) in 1987 dollars.

So we got on with it. Arrangements were made for John Anderson, Ed Bowkett and Wilf Lund to go to sea for a few days in both the *Trafalgar* and *Rubis*, and the UK and France were invited to submit bids to provide the end products.



This of course took several months, and once received, the engineering, operational, logistic, industrial support and contracting staffs started the long process of analysis and comparison of the two bids. And of course the project office had to work closely with both Atomic Energy of Canada Ltd (AECL) and the oversight authority, the Atomic Energy Control Board. In total, the bid submissions and analyses took the better part of a year.

So what was I doing all this time? I can tell you that it was a great working environment – I was given very little direction and was pretty well left to my own devices when it came to supporting the ultimate goal of SSNs for the Canadian Navy. Generally

speaking I offered my services in doing the necessary paperwork, and in public relations.

The "necessary paperwork" included a lot of stuff, but three major documents stood out. These were the Memorandum to Cabinet (MC), the Treasury Board Submission (TBS) and a third, whose exact name escapes me at the moment, but was probably an official report on the project. Now, I knew what these quite different documents were for, but never having crafted them before, I set about finding out what I could. I visited the stakeholders in the project office and NDHQ requirements staffs and sat down with the project representatives for PWC and Industry Canada...and started drafting.

After completing early drafts I sat down again with PWC and Industry Canada, but the meeting didn't go that well. While PWC was content with the way the project was unfolding, the Industry Canada guy had just received new direction from his department. He insisted that regional targets for industrial participation be included. That is to say, there would be quotas for the value of industrial work in the various regions, even if this meant contracting out work to Joe's Garage in Kelowna.... "No", I said.

The meeting ended on this disagreement, but it spurred me to write into the documents the strong arguments against such an idea as industrial quotas. While Industry Canada continued to campaign for the quotas, they never found their way into any draft.

From time to time I also bounced drafts off the authorities. One time I was in the Chief of Supply's office (I think it was Alan Williams) to resolve a particular question. I mentioned in passing the argument with Industry Canada. Once we had sorted out how the question that I was seeking his advice on was to be handled in the documents, he turned to me and asked, "Richard, does Admiral Anderson know you're doing this?" This made me think. "Er, no," I finally responded, then added lamely, "but I have his complete confidence." Actually, at the time I didn't know if this was indeed true – Wilf Lund was giving me free





rein and I hadn't discussed the documents with the admiral and Ed Bowkett. I thought I'd better correct that and did so at the next opportunity. They gave me the green light to press on.

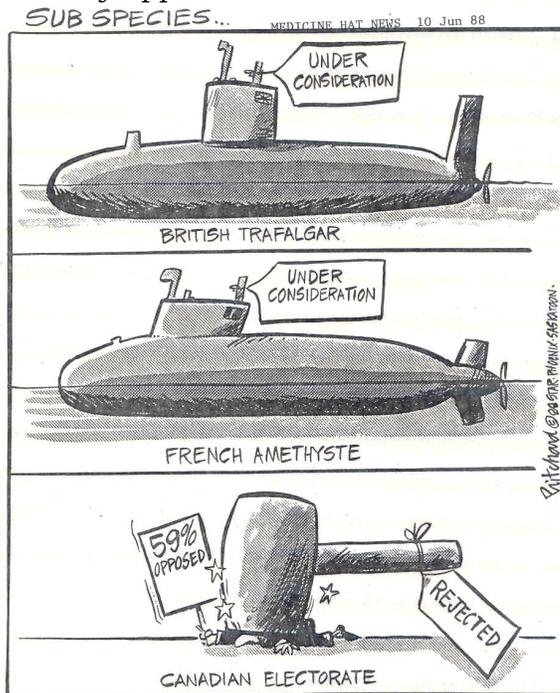


As for public relations, I simply didn't have the expertise to be pro-active, and in any case the naval staff had their own experts. What I took on was the monitoring of what was going on in the press and elsewhere, what the project honchos needed to be aware of. I'm sure you're aware that the project was highly controversial, with a lot of naysayers. In Canada, many of the pundit class had what we referred to as the "nuclear allergy" -- that is, anything that has a whiff of neutrons is automatically evil. This was particularly true of so-called peace groups like Waterloo's Project Ploughshares and Toronto's Canadian Peace Alliance. And beyond peace groups, there were credible think tanks in Ottawa that had a decided anti-military bent. One was actually a group set up by Parliament itself to act as a source of "sober second thought".

The lead guy in the Navy's submarine operational requirements was my old friend and Venture classmate **Capt(N) Keith Nesbit**, and we worked together on the PR file. We were consulted by the analysts in the parliamentary group, particularly a **Tariq Rauf**, as they tried to come to grips with the implications of the project. One line they wished to pursue was that this was not the time to launch a "major build-up" of the Navy. Try as we might we couldn't convince him that this wasn't a build-up so much as an attempt to stem a significant decline in

capability since the days when Keith and I joined a navy of 60 or more combatants.

I provided speaking notes where needed and accompanied the principals to meetings such as parliamentary committee sessions. One time in one such committee session where I was in support of ADM(Materiel), Ed Healey, the parliamentary group was arguing that the quoted cost in 1987 dollars, \$8 billion, didn't take into account operating costs. Indeed, led by Tariq Rauf, they had studied the operating costs and wished to inform the committee that the cost of running one SSN would be as high as 22 million dollars in each year of service. When asked to respond, Ed Healey thanked Mr. Rauf for his careful study, and noted, to Mr Rauf's evident chagrin, that an annual \$22 M was about the same cost as running a DDH 280. Even so, the matter of operating costs would be a continuing bugbear. It was one of those issues we could never put to bed. No matter how often we would provide data, "extreme operating costs" would always be used by opponents.



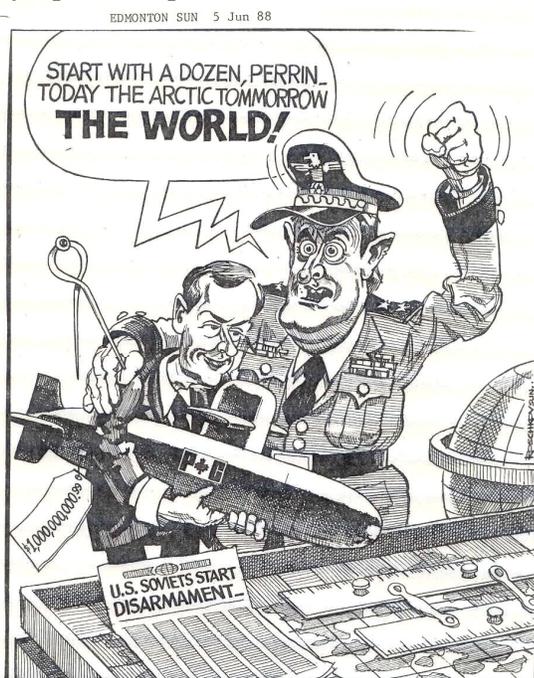
The TV, radio and print press was another matter. In those days, the press pursued what was widely called "gotcha journalism" -- they would parse the written or spoken statements of parliamentarians or anyone else in authority to detect the





slightest inconsistencies with previous output – “Gotcha!” As an example as to the extremes that such journalists went, I recall that a bit later in the project, the engineers had revised the actual duration of the program from the original 26 years to a more realistic 28 years. At least one journalist pounced on this change as “major inconsistency” in program info. He didn’t actually cry out “Gotcha!”, but he might as well have.

And once a fact, correct or not, found its way into the public domain, it was repeated endlessly. No matter how often we corrected the record, the duff information always poked up its head.



But the worst perpetrators of misinformation were the peace groups. They didn’t just have a nuclear allergy, they had a nuclear horror. They regularly, for example, associated nuclear propulsion with nuclear weapons. The Canadian Peace Alliance (I believe it was) produced a comic book-style polemic on why the submarines were a bad idea. There were a lot of very offensive “stories” in the publication, but to give you a flavour of what was being argued, one panel showed some Canadian naval officers lounging on the gunwales of a submarine conning tower out at sea. On the horizon was a mushroom cloud giving off nuclear and

radiation symbology. One officer, presumably the Captain, was saying to another along the lines of, “Oh, don’t worry about that. It’s only Halifax going up. It was bound to happen.” This was the sort of trash that the peace groups produced and probably distributed in schools. Keith Nesbit openly discussed the possibility of seeking some criminal charges of hate literature against the comic book’s producers.

So despite the best efforts of the NDHQ public relations staffs, there was a lot of bad info out there. One of the things I took on was to monitor what was being said in newspapers, and although we tried to correct the record we kept being faced by the same obsolete arguments. One of the more interesting aspects was the letters to the editor. I recall one letter in the Ottawa Citizen from a woman who said something like, “How can any Canadians support the submarine project? Don’t they know the sole purpose is to kill human beings?” Another letter published in the Citizen said something like, “Doesn’t Mr. Beatty know that if he fires his missiles over the North Pole, they will adversely impact the world’s magnetic field and our weather will never be the same?”

But we moved on, and in early 1989, the analysis of the competing bids was coming to an end. I sat in on a meeting which was attended by PMO and PCO, amongst other big players. I forget the actual purpose of the meeting but the subject of the SSNs came up. It was I believe the PMO that suggested that the government do some contingency planning in the event the submarines weren’t actually proceeded with. But I wouldn’t hear of it. After all we’d been through I didn’t want any negativity creeping in. Little did I know....

Given that my memorandum to cabinet, treasury board submission, etc, were awaiting the analysis results and I had to capture the nuances of why we were recommending one submarine and its infrastructure over the other, I was invited to sit in the room where the final decision on the winner was to be made. There were only five of us in the room, and it didn’t seem to take any time at all for all to come to a unanimous choice.





It must have been that evening when I was at home and scanning through the television channels looking for some sports in French (so as to improve my second language...). I came across a French channel, and it appeared that normal programming had been superseded by some breaking news. The reporter said something about the federal budget which was to be tabled a few days hence in Parliament. He was going through a list of items, one of which was, “Les sous-marins sont annulés.”

Holding my breath, I switched to the nearest English channel, which was Global TV. There, a smirking Global reporter was holding up a copy of a brochure that outlined all the provisions in the budget that were to be announced in the House of Commons. Sure enough, one of the items mentioned in passing was that the submarines were cancelled. Apparently, the Queen’s Printer in Hull had screwed up on an early version of the brochure and had simply dropped them in the dumpster out back. A copy inevitably found its way into the hands of the reporter, who was delighted that he had breached cabinet security and had circumvented the tradition of budget secrecy. Caught off guard, the Minister of Finance had to put the whole budget into the public domain, and go on national television later that evening essentially to give his budget speech. Whatever, the submarines were toast.

The next day, John Anderson with the Deputy Minister, Bob Fowler, and ADM(Mat), Ed Healey, gathered the project office staff and others together to officially terminate the programme. I had my game face on because I knew I was witnessing history, even if a mere footnote. My face must have been more serious-looking than I thought, because at the end, Fowler with Ed Healey in tow approached me to offer his personal commiseration. But I wasn’t in the worst shape. Keith Nesbit looked slightly hung over and was literally in tears.

If there was one, I wasn’t a party to any formal post-mortem. However, one theory beyond simple government unreliability was that the finance department had done its calculations, and had used a typical inflation rate of 4% to figure out the

actual total cost over the 28 years in expected current year dollars. Starting with the \$8 billion in 1987 dollars being spent over that period, peaking about 1997, compound inflated...well you do the math. The government’s conclusion: we’ll never be able to sell this to the Canadian people. This is what I heard – but I’m open to other theories.

Still, from my point of view the project hadn’t yet run its course. John Anderson and Ed Bowkett needed to visit Paris and London to explain the government’s decision and to thank the authorities for their hard work and support in the project. I was invited to go along, and was told clearly that I wasn’t going as a spear-carrier, but as a reward for my contributions. This was fine with me. In Paris, while the two closeted with the French Navy I was able to explore Paris from the small hotel on the rue Passy and fulfil a life-long dream of climbing to the top of the Eiffel Tower. However, I did participate in the farewell lunch hosted by Canada. On the recommendation of the embassy it was held at the Michelin three-star *Tour d’Argent*, with a view overlooking the Seine and Notre Dame Cathedral. We had the restaurant’s specialty, pressed duck. Very nice! The lunch in London was also high class but not as classy – it was held in a suite at our hotel, the Intercontinental on Grosvenor Square.

And for me, there was another welcome piece of fallout. During my time in the project, Wilf Lund had written me up for an Order of Military Merit. In due course this was approved and while my certificate was signed by Governor General Jeanne Sauv , under the gaze of CDS General John de Chastelaine and in the presence of Marilyn and our two daughters I actually received the OMM from GG Ramon Hnatyshyn.

Amongst our goodbyes back in Ottawa, Admiral Anderson told me that he’d never been informed of the results of the final analysis of the competing bids. I offered to tell him what I knew...but he declined, saying, “Richard, that’s a secret you’ll have to take to your grave.” **S**





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Ordinary & Associate Members  
 Local: \$80.00  
 Out-of-Town: \$70.00  
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“Out-of-town” is defined as residing more than 40km “as the crow flies” from HMCS *Bytown*.

Membership includes an annual membership Directory, delivery of **Starshell** and **Soundings**, and other mailings throughout the year. Our Members reside across Canada, in the United States, and overseas.

### Fellow Members of NOAC Ottawa Branch

Your Membership Chair needs recruiters! Our Branch is slowly diminishing, as of this time we number **about 320**, but we are still the largest of the lot.

The difficulty is that your Membership Director does not know the majority of the people on the lists; hence there is no personal approach.

Full details respecting membership are available on our Website:

[www.noac.ottawa.on.ca](http://www.noac.ottawa.on.ca).

### Membership Directory

A Directory is enclosed with each autumn issue as an aid to our membership. However, its accuracy depends on how we are advised about errors, changes and additions. We now have most members who are on the Internet and with whom the Branch can communicate with ease -- a magnificent medium for the rapid movement of information. Think about it! Please advise your Membership Chair, **Eric Deslauriers** of changes to your email address. When

messages are bounced you are removed from the network.

### Soundings

This newsletter was founded in 1982. It is published twice a year, normally in May and November, reporting on NOAC Ottawa Branch programs and activities, trends and other matters of interest to its members. It is posted on the branch web site.

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Contributions, input, feedback, ideas, anecdotes, naval signals, trivia, reminiscences, humour, salty dips, good and bad news items, comments and letters to the Editor are welcome and invited.

Contributions by email (preferred), telephone, mail, fax, CD or memory stick are welcome. Electronic files should be converted to Word 2003 format before transmission to the Editor. Please remove all automatic formatting!

**Soundings** returns in May 2011. Please send contributions to the Editor by March 31st, 2011.

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