

# Class of 65 Newsletter

## Bulletin d'Information—Classe de 65

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### Editor's Corner/Coin du rédacteur

It has been a fairly busy time since our last edition, perhaps dominated by the gathering to remember **6604 Jim Carruthers**. Other entries for this Edition include a report on the Annual Ottawa RMC Branch Golf Tournament; a poignant blog by **6532 Gord Forbes**; a biography from **6370 Jean-Louis Bolduc**; and, a single reaction to our report in Edition 150 on the Arbour Report.

#### Farewell to Jim

On Friday afternoon, 16 July, over a hundred people gathered to celebrate the life of **6604 Jim Carruthers**. The bittersweet event was held at his house on Constance Bay, the site of many gatherings large and small over the years. Our hosts were Jim's wife Gail and his daughters Sharon and Kerry. The guests represented the many interests in Jim's full and active life - RMC; the Navy; his old company Norpak; fishing buddies; and, family. The Class of 65 was well represented by 33 members, including many spouses/partners.

The afternoon event was fully catered and the tables decorated with an assortment of Jim Carruthers memorabilia. Despite the sad reason for the occasion, it was conducted with a festive air, something that would have pleased Jim whose presence was felt throughout.

After an opportunity for the guests to mingle and to enjoy the excellent buffet and drinks bar, Sharon Carruthers, acting as Emcee, introduced a number of speakers from various aspects of Jim's life to provide their recollections of a life well led. The speakers were led of by Vice Admiral (Ret'd) Mark Norman who expressed his gratitude and that of the Royal Canadian Navy for Jim's contributions, not only as an active naval officer, but for his unrelenting advocacy of the RCN as an executive of the NOAC/NAC.

I was proud to be asked to say a few words on our friendship over almost 60 years including our time as two fifths of the "Gatineau Five", the five graduates of the Class of 65 who were posted to HMCS Gatineau and subsequently ended up after retirement living in Ottawa. The other three are **Jim Cale, Peter Houlston and Hugh Spence**.

Other speakers represented Norpak, a business Jim brought from the brink of failure to considerable success



# Numéro 151

## July/juillet 2022

Page 2

### Farewell to Jim (Continued)

in the global forum; a fishing buddy who had shared Jim's passion for fishing and taken part in the regular fishing expeditions; and, poignant farewells from Gail and her daughter Lorie.

These presentations summarised a life of dedication, achievement and philanthropy that were hallmarks of every phase of Jim's passage.

Finally, and despite the overall positive tone of this celebration, it left a taste of sadness that this would be the last gathering at this same location and that we had all lost a good friend and a dynamic force.

### Genius Career by 6585 Richard Archer

I confess that I came prepared to say a few words about Jim and his achievements, but as the speakers gave their warm memories of Jim, I came to the conclusion that most of what I wanted to say was already being mentioned. But for the record, the following my speaking notes.

"Thanks for this opportunity to say a few words about my very good friend, Jim Carruthers.

Beyond his warm friendship, it was my privilege to have Jim as a Royal Military College classmate, and as a fellow member of the Naval Association of Canada. '

Another thing I appreciated about him was his true genius. And I don't use the term lightly.

I came to realize that his genius, as with other geniuses in history, was the ability to precipitate *a radical change in perspective*. In short, each recognized genius turns his or her own particular genre on its ear. In terms of historical geniuses, I could perhaps best compare Jim in scope, style, vision, innovation and enterprise to Steve Jobs. Think about that!

Jim's radical change? He had observed as to how the various shipboard departments, and even related industry, operated in virtual *silos*. They had difficulty sharing information. He saw that in those days all navies operated under this weakness.

To re-use a phrase, Jim turned this world of shipboard system design on its ear. Most importantly, his invention eliminated all the silos. His revolutionary concept found its way into the new Canadian ships. It changed forever the way that combat systems are designed. The methodology was also adopted amongst other NATO navies, and it became the more-or-less world standard.

But Jim's propensity for initiating unprecedented change didn't end there. He later applied his particular genius to industry, to the ongoing value of the Royal Military College and to the necessary relevance of the Naval Association of Canada.

Jim has now left us, but for a long time the legacy of his wisdom, his vision, his enterprise, and his ability to radically change people's perspective – his genius – will continue to influence today's and tomorrow's Canadian Navy, as a major contribution to Canada's security and standing in the world. Jim, you showed us what can be accomplished with brilliance, grit and determination, and we will forever remember you for it.



# Numéro 151

## July/juillet 2022

Page 3

2022 RMC Alumni Association, Ottawa Branch  
Annual Golf Tournament by 6496 Charles Emond

*Ce tournoi de levée de fonds s'est déroulé au Club de golf « **Greensmere** », à l'ouest d'Ottawa.. Some \$13K was raised to support officer-cadet activities. **John Adams**, notably, and other classmates (**Terry Colfer**, **Ken Clarkson**, **Peter Cooke** and **Charles Emond**) further contributed a number of golf balls to the treed areas and water holes bordering the hilly course. Despite John Adams' travails finding fairways, he got his act together when it counted, on the "Closest to the Pin" hole, which netted him a prize and cost him a round for his "threesome". **Mike Braham**, who had already contributed his entry fee and was playing his best golf in years, thoughtfully benched himself after becoming aware that he had come in close contact with someone with Covid. As regard Covid, I guess we are not yet out of the woods!*



*Photo courtesy 6523 Terry Colfer*



# Numéro 151

## July/juillet 2022

Page 4

### Grief by 6533 Gord Forbes

This afternoon I spent time cleaning out my dead wife's clothes. It was difficult, it has taken almost six weeks for me even to contemplate such an undertaking. I'm not finished, but I have made a good start.

So, I am grieving my lovely wife, Dennee. We had 56 years of married life together. I loved her as much the day she died as the day I married her.

I'm grieving but I'm not sure if I am doing it right. I looked up the five or seven stages of grief. The five stages are denial, anger, bargaining, depression, acceptance. The seven stages add shock as the first stage and processing grief as the last stage.

I've read the stages but I'm still not sure that I have any better understanding. I don't know where I am and what I'm supposed to feel. There doesn't seem to be any rules about grieving. What stage am I supposed to be in now? I don't think I denied her death. We had known it was coming for quite a few days. When they move someone from a regular ward to the palliative care wing of the hospital, it is a pretty good indicator. Anger? I don't think that I ever felt that. I wasn't angry with Dennee or with anyone else. What purpose would it serve? Bargaining they say involves dwelling on what could've been done to prevent the loss. But how far back do you have to look for some clue to that? A week, a month, a year? Did my battle with depression in the 1990s do harm? Was our move to Peterborough from Ottawa late last year to be near family a mistake? The accident that precipitated her hospitalization was just that – an accident. What could I have done differently? Nothing that I can determine other than perhaps love her even more.

Depression is the most difficult phase they say. But it is something that I am very familiar with having been diagnosed with it over 30 years ago and been treating it with prescription medication ever since. I have come to know when my mood has changed and what to do about it. Does that mean that I am somehow immune to this stage? Probably not, but hopefully I will recognize it and deal with it as I usually do by seeking help from my therapist. And finally, there is acceptance. Do you ever fully accept the death of a loved one? I don't know but I think this stage will take a long time to fade. Yes, I know that Dennee is dead and that I will never see or hear her again except through pictures and the odd video. I will never forget her, but I will know that she is gone.

Perhaps the best advice that I have received about all of this is, "Everyone does it differently".

GRIEF IS UNIVERSAL - GRIEVERS ARE DISTINCTIVE.

*(Touching, but important thoughts Gord. Thank you for sharing this in your time of grief. Editor)*



# Numéro 151

## July/juillet 2022

Page 5

### Biographie 6370 Jean-Louis Bolduc

Aussi bien vous raconter mon parcours de vie avant de devenir poussière.

Jean-Louis Bolduc est né en 1942 à Malartic, ville minière de l'Abitibi. À l'âge de 14 ans, il suit un cours en mécanique automobile, achète un "bazou" pour le simple plaisir de remonter le moteur et se dirigera plus tard vers le génie mécanique. À quinze ans, il s'intéresse aux mines d'or et il y fait ses premiers placements, encouragé par son employeur d'été; les finances et la gestion de portefeuille l'intéresseront toute sa vie. À seize ans, il travaille deux étés dans une mine d'or locale et se convainc que des études universitaires lui offriront un meilleur avenir.

En 1960, il choisit le CMR plutôt que l'École Polytechnique. La transition du CMR vers RMC pour la troisième année de génie mécanique fut très éprouvante et la plus marquante de toute sa vie. Après de nombreux échecs académiques au premier semestre, il lui fallait étudier mieux avec moins d'effort pour arriver moins épuisé aux examens d'avril et réussir sans échec. Sa vie durant, Jean-Louis répète que réussir cette troisième année a été l'épreuve physique et psychologique la plus difficile de toute sa vie.

Armé aussi d'une technique en génie aéronautique et d'une formation de base en gestion, sa première affectation le mène vers Trenton, au 6 Repair Depot. À son grand plaisir, il a le privilège d'y choisir les membres de son équipe de projet et de diriger la conception des devis et le développement du prototype préproduction pour l'installation des plus récents instruments de navigation dans l'avion d'entraînement T-33. Il se découvre une passion déterminante pour la gestion et l'organisation. Il termine son service obligatoire à l'École de radar et communications de Clinton.

Il s'inscrit à l'Université McGill. La veille de son licenciement, le chef du personnel des forces armées lui propose d'enseigner au CMR de Saint-Jean et de poursuivre son MBA en même temps. Jacques Castonguay, le futur directeur des études du collège le dirige pour sa thèse de maîtrise en leadership et motivation. Il devient membre du premier trio de la future faculté d'administration du CMR. Il enseigne la gestion du personnel, les principes de gestion et l'organisation de l'entreprise. Il entraîne l'équipe représentative d'escrime du collège.

En 1972, après une année de mandats en organisation et méthodes à la direction des services de gestion du Ministère fédéral des communications, il entreprend des mandats organisationnels dans plusieurs ministères pour le compte du Bureau des conseillers en gestion du gouvernement fédéral. Une expérience qui élargit ses horizons et ses connaissances de la fonction publique et de l'appareil gouvernemental.

En 1975, il poursuit ses études à The Advanced School of Management de Banff en Alberta avant de se retrouver à la Société canadienne d'hypothèques et de logement (CMHC). Il y établit un service conseil en gestion et participe à la transformation organisationnelle de la société. Puis, devenu responsable du bureau d'Ottawa, il contribue au développement urbain de la région, au financement de projets d'habitation et administre un portefeuille immobilier. Promu à la tête des services professionnels au siège social, il résout des problèmes techniques en collaboration avec d'autres institutions nationales, provinciales et municipales et conçoit des normes d'habitation nationales et des programmes de formation pour les architectes, ingénieurs, évaluateurs et inspecteurs de la société. Finalement, il prend en main la direction du développement informatique qu'il transforme pour entreprendre le projet de développement technologique le plus ambitieux qu'ait connu la société.

Conjointement, il enseigne à la faculté d'administration de l'Université d'Ottawa et éprouve une grande satisfaction à y enseigner différentes matières et à transmettre l'expérience acquise sur le terrain. Il préside aussi la commission scolaire de sa communauté, ce qui lui permet d'accompagner ses enfants dans leur scolarité.



# Numéro 151

## July/juillet 2022

Page 6

### Biographie Bolduc (continue)

En 1985, il devient vice-président de Montréal Trust responsable de la conception des nouveaux produits et processus d'affaires, prépare les devis techniques pour leur développement et voit à la mise en place, au bon fonctionnement et à la formation du personnel d'un océan à l'autre. Cette filiale de Power Corporation connaît une croissance énorme au cours des cinq années qu'il y passe. Il sera aussi à titre d'investisseur, membre de plusieurs conseils d'administration de sociétés immobilières.

Puis le désir de démarrer une entreprise conseil en organisation et système l'anime pour les douze prochaines années. Il fournit ses services à de grandes entreprises nationales ayant leur siège social à Montréal.

À l'âge de la retraite, il se joint à son épouse, Margie, son unique et grand amour et pratique le courtage immobilier, une mission qui le satisfait et le rapproche de sa communauté. Ils ont mis sur cette terre deux fils et une fille et quatre petits enfants dont ils sont très fiers.

Par passion et vocation, Jean-Louis aime transformer les organisations des grandes entreprises et gérer leur transition vers la nouveauté et la performance. Lui importent le sens de la mission et de la contribution de chacun, la pérennité des relations harmonieuses et du travail de qualité. Doté d'un esprit ouvert, curieux et novateur, c'est un être humain, accueillant, respectueux et entreprenant. Aussi modeste puisse être sa contribution, il a toujours senti le besoin de participer à l'évolution de l'humanité.

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Before I turn to dust,

Jean-Louis Bolduc was born in Malartic QC, a gold mining town. Two summers working underground, extracting stones, and breathing dust, convinced him that a higher education would offer more opportunities.

He joined CMR Saint-Jean in 1960, graduated at RMC in mechanical engineering and transferred to CFB Trenton, 6 Repair Depot where he managed the design and installation of new navigation instruments for the pre-production prototype of the T-Bird aircraft for its retrofit in the entire fleet.

At the Radar and Communication School of CFB Clinton, he taught instrumentation to future officers and then moved to CMR Saint-Jean to teach mathematics in his first year. While completing an MBA at McGill University, he joined the newly founded department of administration. He designed and taught several courses in business administration and completed his thesis in leadership and motivation under the direction of the future dean of studies, Dr. Jacques Castonguay.

In 1971, as a system analyst, he was recruited by the federal Department of communications and a year later joined the Bureau of Management Consulting of the federal government where he completed mandates for the benefit of several government departments.

In 1975, over a ten-year period at Canada Mortgage and Housing Corporation, was successively the executive officer in charge of the management consulting services that he established, the Ottawa Branch, the corporate professional and technical housing services and finally, the systems development division that he positioned for strategic projects. During that period, he also taught several courses at the faculty of business administration of the University of Ottawa. As president of his local school board, he accompanied his three children during their primary and high school years.

Joining Montreal Trust, a then subsidiary of Power Corporation, as vice-president of operations support, designed corporate products and their business processes, implemented and maintained them during. As an investor and member of several board of



# Numéro 151

## July/juillet 2022

Page 7

### Biography Bolduc (Concluded)

of directors, directed a significant real estate portfolio.

Cofounder of Info-Consult Solex Inc., he offered consulting services in organization, product and system development to large companies based in the Montreal area.

Retired, he joined his wife Margie in her residential brokerage business while a board member of his condominium association. They share their lives with three children and four grandchildren that they love very much.

Jean-Louis lives in Saint-Bruno-de-Montarville, Qc and actively practices biking, tennis, cross country skiing and hiking.

To dust, not yet.

### Letter

Thank you, Mike, for that well written piece on RMC. I strongly agree with all your points and would only add that it is a Canadian icon would be a great loss to our country and our identity. To Canadians, closing RMC would be the same as closing West Point would be to the Americans. Canada has as proud a military history as the US and GB. We cannot put a price on maintaining this heritage. We need to understand its meaning and purpose and strive to preserve it; not destroy it.

**6612 Bruce Corbett**

### Closing Notes

A somewhat retrospective edition but we are all now perhaps of an age when such things bear some thought. That said, it is always good to hear from an infrequent correspondent to learn what has occupied them since 1965. Merci Jean-Louis.

I look forward to more inputs for the next edition. In the meantime stay safe and healthy.