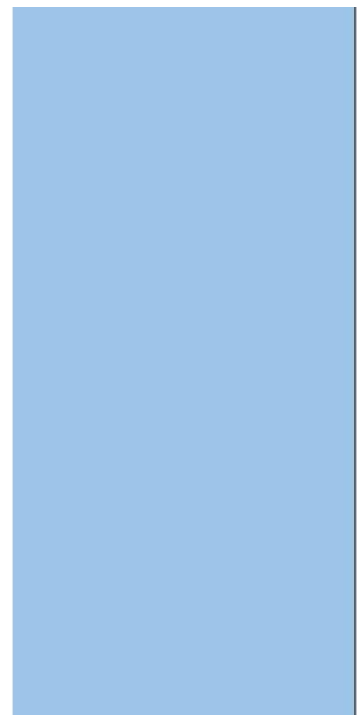


THE LOGISTICIAN

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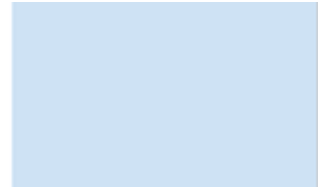
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Newsletter articles

Evolving Joint Sustainment for Modern Operations



By Maj Annie Kerr

A New Home for Joint Capabilities

In November 2025, the Minister of National Defence established the new Canadian Joint Forces Command (CJFC) to strengthen leadership, coordination, and accountability for Joint Capabilities to strengthen joint management and development coherence across all domains and information systems. CJFC's joint mandate focus responds to multiple longstanding gaps in generating, managing, and sustaining those Joint Capabilities demanded by Canada's defence policy and today's geopolitical threats and challenges.

This new structure transformed the previous Chief of Combat Systems Integration (CCSI) into Chief Joint Capability Integration (CJCI) and integrated various joint enablers such as the Canadian Joint Warfare Centre, Director General Health Services and CF Health Services Group, Chief of Joint Logistics, and the Joint Information and Intelligence Fusion Centre. CJFC is truly unique and never have joint enablers been so proudly represented.

Directorate Joint Operational Support and Sustainment (DJOSS)

Previously known as the Directorate of Operational Sustainment within CCSI, DJOSS now resides within CJCI. It remains focused on the implementation of the Operational Modernization Sustainment (OSM) Strategy that drives implementation of Joint Enabling Capabilities (JEC) directives and projects, and the integration of Operational Support as a distinctive Line of Effort.

DJOSS also houses an Experimentation and Innovation Cell, which transforms innovation into practical outcomes by linking emerging technologies, innovation programs, and CAF stakeholders – especially where sustainment, data, and decision-making meet real operational needs.

Published in 2023, the OSM Strategy has since produced three JEC Strategies, to also include the Joint Logistics Modernization Campaign Plan (JLMCP). Additional Strategies and Campaign Plans will be released over the next two years.

CJFC future growth

In the coming years, this new command will continue to grow and expand on its mandate and CJCI will continue to be focused on advancing and strengthening joint integration and sustainment modernization. CJCI and DJOSS continue to collaborate with CJOC to explore how CFJC can champion Operational Support requirements, including force development.

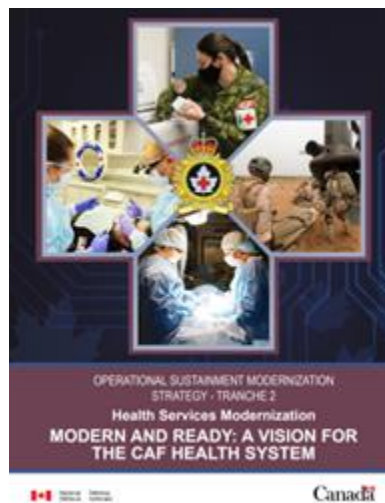
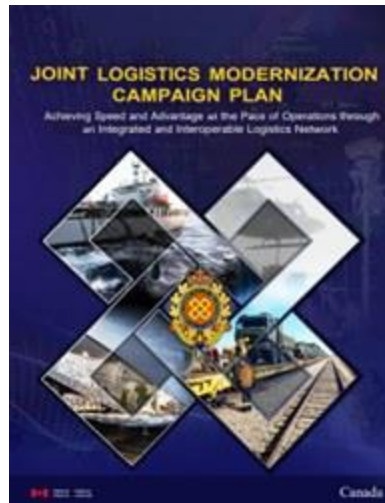
The stand-up of CJFC also witnessed a transition from the Joint Capability Steering Committee to the Joint Capabilities Board (JCB). Under the JCB, a Joint Operational Support and Sustainment Working Group (JOSS WG) is now championing the modernization and integration of CAF joint sustainment capabilities. One of its primary responsibilities is to harmonize and advance JEC operational support and sustainment initiatives. The JOSS WG also serves as a collaborative forum to coordinate efforts, resolve cross-cutting issues, and report progress, risks, and resource needs to the JCB through its Executive.

DJOSS Annual OSM Symposium – Call for all Sustainers!

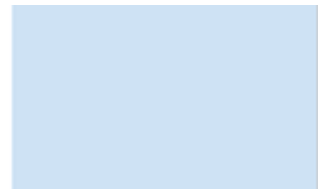
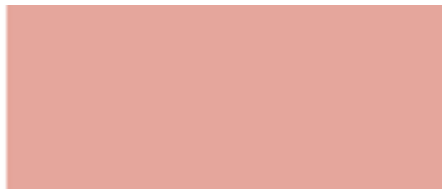
DJOSS' annual symposium is focused on sustainment interoperability and provides JEC updates, discusses emerging challenges and capabilities, and highlights ongoing implementation of the OSM Strategy. Joint Logistics representatives will be presenting updates on the JLMCP and ongoing implementation initiatives. The symposium will be held on 03 June 2026, and attendance is open to all trades and ranks. Please reach out to Maj Anne Kerr at anne.kerr@forces.gc.ca¹ for participation details.



¹<mailto:anne.kerr@forces.gc.ca>



Enabling Sustainment Innovation in Canadian Joint Forces Command (CJFC)



By Maj Cassandra Browning

The stand-up of CJFC is a turning point in how the CAF integrates joint command with enterprise support. Within CJFC, the Directorate of Joint Operational Support and Sustainment (DJOSS) is focused on ensuring sustainment systems are agile, relevant, interoperable, and ready for future demands. The DJOSS Experimentation and Innovation Cell helps to turn

innovation into action, by connecting emerging technologies, innovation programs, and CAF customers—particularly where sustainment, data, and decision-making intersect with real operational challenges.

Turning Ideas into Insight

One current effort is a logistics common operating picture being explored with Canadian industry. This initiative aims to bridge the gap between numerous siloed CAF information systems to provide modern data integration and visualization, as well as AI COA support to logisticians and decision makers at all levels. Key objectives include alignment with broader defence and sustainment enterprises, with hopes to leverage the ORION unified data layer, as well as integration with the Tacteris MAESTRO platform being trialed by the Canadian Army. The development process has been focused on discovery—understanding what information matters most, how it should be presented, and how digital tools can meaningfully support logisticians and commanders.

Finding Your Innovation Path: ISC, IDEaS, and DIANA

Innovation does not need to begin with a major project, and many opportunities already exist for CAF teams.

Innovative Solutions Canada (ISC)² connects real government challenges with innovative Canadian companies through funded experimentation. Departments publish challenge statements, industry proposes solutions, and selected projects progress through structured trials. For teams with clearly defined sustainment problems, ISC offers a practical path to exploring near-term solutions.

The IDEaS (Innovation for Defence Excellence and Security)³ program is DND/CAF's primary innovation engine, supporting efforts from early concepts to advanced prototypes. Through competitive calls, rapid challenges, sandboxes, and test drives, IDEaS is particularly well suited to novel or unconventional approaches to military problems.

Responsive Limited Experiments (RLX)⁴, led by Canadian Joint Warfare Centre (CJWC) with Defence Research and Development Canada (DRDC) support, are short experiments focused on real operational problems. Typically taking only weeks to a few months, RLX test mature or emerging solutions to assess interoperability and integration, particularly in support of Pan-Domain Command and Control.

²<https://ised-isde.canada.ca/site/innovative-solutions-canada/en>

³<https://www.canada.ca/en/department-national-defence/programs/defence-ideas.html#:~:text=What is IDEaS%3F,building a defence innovation ecosystem.>

⁴https://018gc.sharepoint.com/:p:/r/sites/000-001-183/_layouts/15/Doc.aspx?sourcedoc={6485EE3A-DBC3-4356-8737-8E64705FB414}&file=RLX Presentation-Aug25.pptx&action=edit&mobileredirect=true&DefaultItemOpen=1

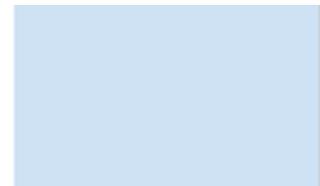
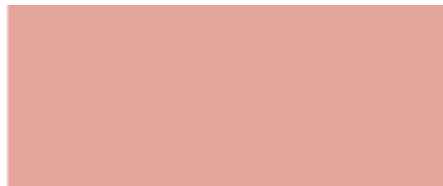
At the alliance level, NATO’s Defence Innovation Accelerator for the North Atlantic (DIANA)⁵ provides access to allied innovation ecosystems, test centres, and dual-use technologies. While typically coordinated at strategic levels, awareness of DIANA efforts helps sustainment stakeholders prepare for future collaboration.

Innovation often begins with a simple question or frustration. If you have an idea but are unsure where to start—the DJOSS Experimentation and Innovation Cell is a resource that can help you to begin achieving forward momentum.



1 - CFB Suffield was recently connected with Cyberworks Robotics to test this Multi-Role Autonomous Workhorse through ISC.

From Reactive to Proactive: Using Artillery Ammunition to Begin Solving the Logician's Dilemma



By Major Hansen Tan and Major (US) Brent Payne

The XVIII Airborne Corps is widely recognized as a leader in innovation and data-centric warfare within the U.S. Army. As a Canadian Army embed within the Corps G4, Major Hansen Tan is currently supporting efforts to modernize sustainment mission command in preparation for large-scale combat operations (LSCO).

This recently published article in the *U.S. Army Sustainment Professional Bulletin (ASPB)* examines how the Corps is beginning to solve the “logician’s dilemma,” a condition in which labour-intensive, manual data collection constrains proactive analysis and decision-making. The

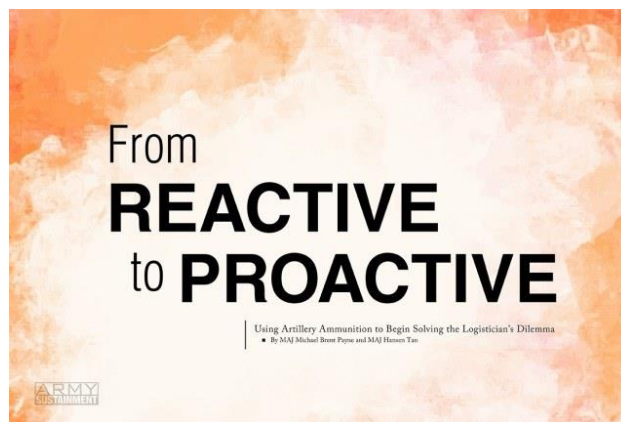
⁵<https://www.diana.nato.int/>

article highlights how the Corps is deliberately bridging the gap between fires and logistics by leveraging data already generated by fires mission command systems.

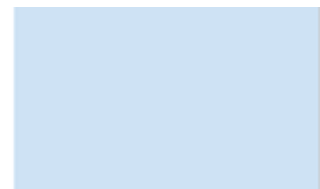
Through the XVIII Airborne Corps' *Scarlet Dragon* exercise series, G4 planners successfully integrated artillery expenditure data from fires systems into a common sustainment visualization using Maven Smart Systems and other experimental mission command capabilities. This integration enabled logisticians to gain near-real-time visibility of ammunition consumption without increasing reporting burden on subordinate units.

By shifting ammunition tracking from a reactive, report-driven process to a more automated and anticipatory workflow, the XVIII Airborne Corps is taking concrete steps to ensure sustainment can keep pace with the speed, massing, and convergence of fires required in LSCO. This approach demonstrates how data integration and cross-functional collaboration can enable sustainment formations to operate with the same tempo and precision as manoeuvre and fires.

Full Article - here ⁶



Mission Nutrition – Nutrition to improve CAF readiness, performance, recovery and resilience



By LCol Kim Van Muyen & Heidi Boilard

⁶https://www.army.mil/article/290035/from_reactive_to_proactive_using_artillery_ammunition_to_begin_solving_the_logisticians_dilemma

Sound nutrition is the foundation for Canadian Armed Forces (CAF) health and physical fitness, and quality eating behaviours are essential for job performance(1). High-quality dietary behaviours provide sufficient energy to support an ideal body composition; adequate nutrient intake to sustain operational readiness; and optimal nutrition strategies to meet the cognitive and physical demands of the operational environment(2). High quality diets are high in fruits, vegetables, fibre, whole grains, nuts and seeds, calcium, seafood, omega-3 fatty acids, polyunsaturated fatty acids, and legumes(3).

Recent findings from multiple CAF surveys indicate that most military members do not meet general Canadian healthy eating guidelines, characterized by low fruit and vegetable intake (often fewer than two servings per day) and habitual breakfast skipping(4)(5). As performance is directly linked to high-quality diets, there is an opportunity to improve dietary behaviours.

On 5 & 6 May 2026 a nutrition symposium will be hosted by Canadian Joint Forces Command to discuss nutrition and food services research, policy, provision and intervention strategies related to the CAF.

This symposium will bring together CAF / Department of National Defence leaders, researchers, members and nutrition enthusiasts to discuss relevant nutrition topics related to defence personnel readiness, performance, recovery and resilience.

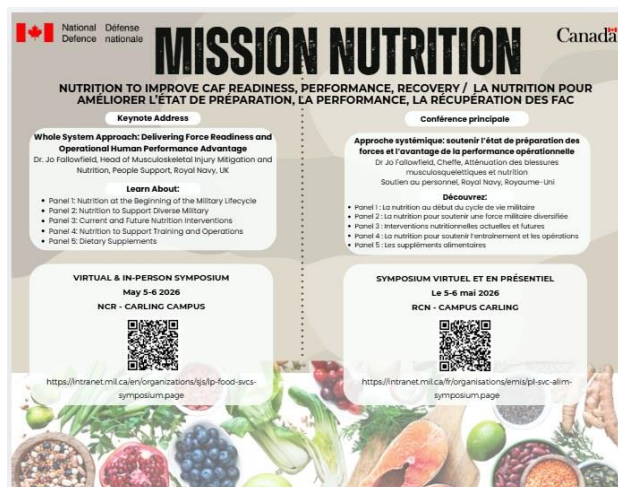
Objectives:

- Promote greater understanding of the unique nutrition considerations throughout the military lifecycle
- Share current nutrition research within the CAF and associated application of evidence-based data to nutrition and food policy, provision, and education
- Foster an understanding of revised CAF food policy and provision strategies to enable its application at the tactical and operational level to improve timely and relevant support to CAF member nutrition requirements
- Encourage discussion on current and potential nutrition interventions such as future education pathways and leadership modelling
- Provide education and resources on dietary supplement use within the CAF, and the associated risks with inappropriate use and poor quality of products available to enable leaders and members to make informed decisions

Join us as we review some of the latest research, relevant evidence-based policy and provision and discuss what these mean to you!

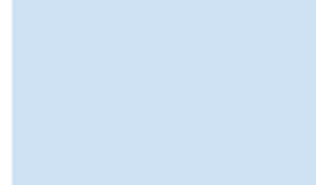
References:

- (1) Kullen, C. J., Farrugia, J. L., Prvan, T., & O'Connor, H. T. (2016). Relationship between general nutrition knowledge and diet quality in Australian military personnel. *The British journal of nutrition*, 115(8), 1489.
- (2) Kilding, H., Fallowfield, J., Gaffney-Stomberg, E., McClung, J., Probert, B., and Richer, I. The Technical Cooperation Program Position Statement, Nutrition for Military Capability. April 2021, p.4.
- (3) GBD 2017 Diet Collaborators. (2019). Health effects of dietary risks in 195 countries, 1990–2017: A systematic analysis for the Global Burden of Disease Study 2017. *The Lancet*, 393(10184), 1958–1972.
- (4) Laferrière, D., Wang, Z., & Hopkins, R. (2026). Dietary habits and nutritional needs among Canadian Armed Forces Regular Force and Primary Reserve members (DRDC-RDDC-2026-R024). Defence Research and Development Canada.
- (5) Laferrière, D., Wang, Z., & Hopkins, R. (2026). Dietary habits and nutritional needs among Canadian Armed Forces Regular Force and Primary Reserve members (DRDC-RDDC-2026-R024). Defence Research and Development Canada.



RCLS Birthday Special

Celebrating the 58th Anniversary of the RCLS - 8 Wing



By Lt Ethan Coltart



2 - Major General Luc Girouard speaking to the audience.

Photo Credit Michel Deschamps, Replen Flt

On 30 Jan 26, 8 Wing/CFB Trenton celebrated the 58th anniversary of the Royal Canadian Logistics Service (RCLS) by welcoming DND/CAF members of all ranks from integral and lodger units. This event was an opportunity to celebrate the identity, pride, and contributions of the logistics community in enabling operations, while fostering esprit de corps, teamwork, and cohesion among all professional logisticians.

The event was honored by the presence of MGen Girouard, who delivered remarks highlighting the central role logistics plays in enabling operations at home and abroad. They spoke about the evolving complexity of the operating environment, the importance of readiness and integration across domains, and the need to continue investing in people, processes, and innovation to meet future challenges. Their message reinforced that while platforms and technology may change, effective logistics remains the foundation of operational success.

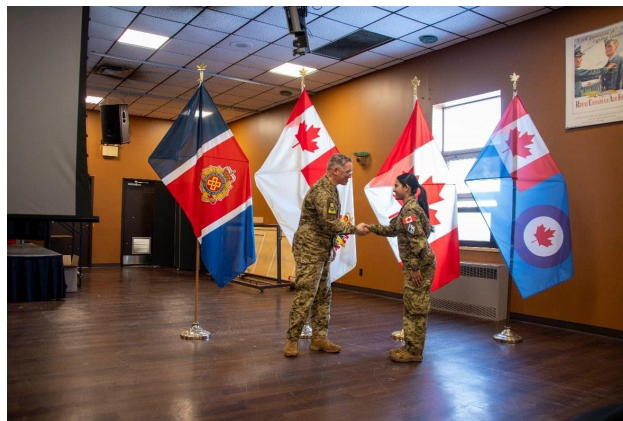
There were six members that received the Chief of Staff Materiel coin from MGen Girouard for their contributions to the logistics community. These members were Sgt Christopher Landry,

MCpl Austin Black, MWO Alan Brown, MCpl Kalinka Giroux, and the event OPIs, Capt Dungey and Lt Fernandes.

After cake, members were invited to an afternoon of curling at the Trenton Curling Club. The friendly competition reinforced a strong sense of camaraderie, teamwork and shared identity within the logistics community.

This birthday celebration was organized by 8 Wing/CFB Trenton's RCLS committee. Formed in September 2025, the committee consists of ten members from various ranks and units across the Wing. The committee intends on organizing activities for logisticians throughout the year, including unit PD sessions, coffee breaks, TGITs, BBQs, and sports days to promote esprit de corps, offer networking and professional development opportunities, and enhance morale. Funding in support of this event was provided by the RCLS National Fund. For those interested in viewing the PowerPoint presentation that was on display at the event, you can view it here⁷.

HAPPY 58TH ANNIVERSARY ROYAL CANADIAN LOGISTICS SERVICE!



3 - Lt Fernandes being presented the Chief of Staff coin for their efforts in organizing the event.

Photo Credit Michel Deschamps, Replen Flt

⁷<https://018gc.sharepoint.com/:p:/r/sites/000-000-514/Shared Documents/02-MSS HQ/2 - DCO/Royal Canadian Logistics Service 58th Anniversary.pptx?d=wfd9a691556e24f769af73167ab42503c&csf=1&web=1&e=btbgPT>



4 - From left to right: MGen Girouard, Pte Thomas, LCol Beaulieu, Col Bowser, LCol Demers, CWO Griffin, and Hon. Col Julie Lang.

Photo Credit Pte Kennedy Babutac



5 - Members were invited to participate in RCLS trivia.

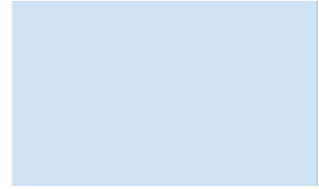
Photo Credit Michel Deschamps, Replen Flt



6 - Afternoon of curling at the Trenton Curling Club

Photo Credit Michel Deschamps, Replen Flt

2026 Canadian Army RCLS Birthday Cake Competition



We are delighted to share the results of the Army RCLS Birthday Cake Competition! The event was a wonderful celebration of creativity, skill, and community spirit, with participants presenting beautifully crafted and delicious cakes inspired by this special occasion. Choosing the winners was no easy task, as each entry demonstrated impressive effort and talent. We thank everyone who took part and are pleased to recognize the outstanding cakes that truly stood out.



7 - 1st Place - 4 CDSG Petawawa

Team Mbrs: Caitlin Hartwick, Michel Potvin, Stefanie Ruff, MCpl Lutz



8 - 2nd Place - 5 CDSG Gagetown

Team Mbrs: S3 Dubon, Laura Burt



9 - 3rd Place - 2 CMBG 2 Service Battalion

Team Mbrs: Pte Li, Pte Olsen



10 - Participant- 3 CDSG Edmonton

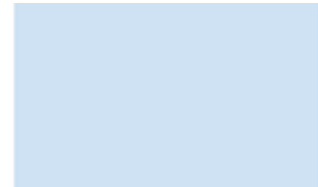
Team Mbrs: Nina Nyholm, Cpl Youssef, Cpl Chapple, S1 Park, Tony Pernindi



11 - Participant- 2 CMBG 1 RCR

Team Mbrs: MS Peddle, Cpl O'Brien, Pte Haley

Celebrating the RCLS Birthday in the National Capital Region



By Maj Rony Khalil

On 2 February 2026, members of the Royal Canadian Logistics Service (RCLS) came together in the National Capital Region (NCR) to celebrate the RCLS Birthday, an occasion that highlighted both the proud history of the Service and the vital contributions of today's logisticians.

The event brought together logisticians from across the NCR in a spirit of professionalism, camaraderie, and shared purpose. It served as an opportunity to reflect on the enduring role of logistics in enabling operations at home and abroad, while also recognizing excellence within the community.

A key highlight of the celebration was the announcement of the Logisticians of the Year, recognizing individuals whose dedication, leadership, and performance exemplify the highest standards of the RCLS. These awards underscored the critical impact logisticians have on operational success and institutional effectiveness across the Canadian Armed Forces.

The celebration was further distinguished by addresses from LGen Molstad (the Commander of the Canadian Joint Force Command), MGen Zimmer (CAF Senior Serving Logistics Officer) and BGen Arcouette (Commander CAF Joint Logistics Group/Chief Joint Logistics) who spoke directly

to the assembled logisticians. The professionalism, adaptability, and commitment demonstrated by RCLS members were highlighted, emphasizing the indispensable role logistics plays in sustaining joint and combined operations. The remarks reinforced the value of the RCLS as a cornerstone of operational readiness and mission success.

Held in the NCR, the RCLS Birthday event provided a fitting setting to honour both tradition and achievement. As the RCLS continues to evolve in response to emerging challenges, the celebration served as a reminder of the strength, resilience, and expertise of its people, past, present, and future.



12 - LGen Molstad addressing the Logisticians.



13 - RCLS Cake.

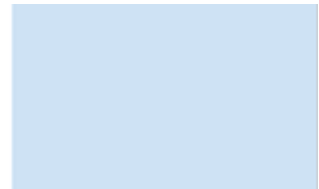
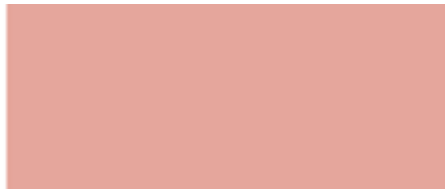


14 - Cake cutting ceremony.

From left to right: CWO Crawford, BGen Arcouette, LGen Molstad, MGen Zimmer, Capt(N) Edmonds, CWO Thomas

RCLS Announcements and Events

Logisticians of the Year for 2025–2026



The Royal Canadian Logistics Service is proud to announce the Logisticians of the Year for 2025–2026, recognizing one Junior Officer and one Junior Non-Commissioned Member whose exceptional performance exemplifies the very best of the RCLS. Selected through a rigorous national selection process, this year’s recipients distinguished themselves through outstanding

professional competence, innovation, mission focus, leadership, and unwavering commitment to service excellence in support of the Canadian Armed Forces.

This prestigious recognition honours individuals who consistently foster esprit de corps, demonstrate inclusive leadership, and proudly represent the values and ethos of the RCLS. The Logisticians of the Year has been formally recognized during the annual RCLS anniversary celebrations in the NCR on 2 February.

The RCLS congratulates the 2025–2026 award recipients and thanks all nominees for their continued dedication and exceptional contributions to logistics excellence.



15 - Capt Cournoyer (Logistician of the Year – Junior Officer) receiving the Trophy for Logistician of the Year.

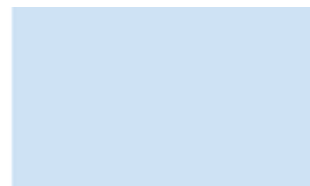
From left to right : BGen Arcouette, Capt Cournoyer, MGen Zimmer



16 - Cpl Wooden (Logistician of the Year – Junior Non-Commissioned) receiving the Trophy for Logistician of the Year.

From left to right: Capt(N) Edmonds, Cpl Wooden, CWO Thomas

Lieutenant-General Bill Leach Memorial Essay Competition 2025/2026



The Royal Canadian Logistics Service is pleased to announce the winners of the Lieutenant-General Bill Leach Memorial Essay Competition, an annual initiative that recognizes excellence in professional writing, critical thinking, and intellectual contribution within the RCLS community. Open to all serving RCLS officers and non-commissioned members, the competition invites participants to explore topics relevant to logistics, leadership, doctrine, operations, and the continued evolution of the Service. Essays were assessed by a national selection board against rigorous academic and analytical criteria, reflecting the high standard of thought leadership expected across the RCLS.

Following a competitive selection process, the Board has identified six outstanding laureates, three officers and three non-commissioned members, whose essays demonstrated exceptional insight, research, and relevance to the RCLS. The winners of the LGen Bill Leach Memorial Essay Competition are:

 **Officer Category (Icol et plus bas)**

- 1st Place - 500\$: *Maj Yi Zhang*
- 2nd Place - 300\$: *Capt Anthony Hou*
- 3rd Place - 200\$: *Capt Arkadi S. Dobriakhine*

Non-Commissioned Member Category

- 1st Place - 500\$: *Cpl Carl Bessette*
- 2nd Place - 300\$: *WO Michael J. Moloney*
- 3rd Place - 200\$: *Cpl Yu Ying Chen*

The RCLS congratulates all winners for their outstanding contributions and thanks all participants for advancing professional dialogue and excellence within the Logistics Branch.

[The RCLS Newsletter - Next edition - Contact us](#)

Next submission timelines:

- Submission no later than 01 June 2026
- Publication will take place 2nd week of June 2026



Guidelines for submissions:

We would like to thank everyone who contributed to the RCLS Newsletter, *The Logistician*. As we continue to support you, we would love to hear from you. The submission guidelines are:

- Word document between 350 and 500 words, not including image captions.
- Include up to 5 high-resolution images. These will be used as space allows. If necessary, we reserve the right to reduce the number of images to 3
- Submitted in both English and French
- Include name of the author
- Be sure to include high-resolution photos with the names of the people in the photo(s) as well as those who took them.
- Although we encourage the writing of individual articles at any rank level, agreement and verification of the chain of command should be obtained in order to ensure that the message conveyed is in line with the latter's expectations.

Contact us:

- Email (recommended): RCLSsecretariat-SecretariatduSRLC@forces.gc.ca⁸

⁸<mailto:RCLSsecretariat-SecretariatduSRLC@forces.gc.ca>

- Website: RCLS website⁹ (DWAN Only)
- Postal Address:

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⁹<http://intranet.mil.ca/en/organizations/sjs/logistics.page>