

## CJLOG Update

**On the Strategic Management of Ammunition.** The war in Ukraine continues to bring critical focus to the requirements of Strategic levels of ammunition inventory. This view is now shared across NATO allies and partners, who, like Canada, are working to increase inventory levels while simultaneously investing in modernizing and domesticating / onshoring production capabilities and capacity. As an integral part of Canada's revised Defence Policy, ammunition as a key capability / enabler, will see the benefits of increased investment both to increase inventory to meet 30 Days of Supply across the CAF (~\$9.2B via ONSAF), but also to domesticate and modernize large caliber land-centric munitions capacity across our Munition Supply Program industry partners (currently \$300M+). In parallel to these investments, senior leadership has approved the realignment of CAF strategic ammunition oversight within SJS / CJLog with the establishment of a dedicated Directorate (Director Ammunition Capability Integration - DACI) led at the civilian Director-level to ensure consistency over time and oversee this key capability. DACI, with J4 Ammo moving from D Log P, will grow slightly in the coming years to be augmented at APS 25 by a LCol / Cdr position to assume responsibility for pan-CAF strategic requirements / engagements as well as the hiring of an analyst to enable ongoing efforts to develop greater visibility and understanding of the portfolio. In out-years, DACI will establish a new Section to include alignment areas for R&D / Innovation / Design, FVEYs / NATO / NORAD & Partner Engagements and Industrial Capability / Capacity / Resilience & Responsiveness. DACI's focus is to cohere the Ammunition Program and shift to a pan-CAF enablement perspective. As this capability evolves, it will enable greater synergies across the ammunition portfolio and facilitate integration of capabilities in coordination with key CAF and Departmental stakeholders.

**On Joint Logistics COP & Intelligence** – As DND/CAF continues to emphasize Logistics as a key enabling capability and pacing function, the CAF, in alignment with its FVEY partners, are developing a Logistics Intelligence Line of Effort which will eventually be fused with Operations and Intelligence in a single common operating picture (COP). This will be a component of the National Defence Operations and Intelligence Center (NDOIC), where an interim NDOIC (iNDOIC) will be stood up in 2027. The objective of Logistics Intelligence is to develop an understanding of the threats, weaknesses and risks within the supply chain from industrial inputs into capabilities to delivery and management of capabilities and systems within the CAF.

**On logistics mobility security resilience** – DND/CAF is partnering with other government departments to develop a Government of Canada approach to logistics mobility security resiliency. As components which will inform updates to the National Security Strategy, Public Safety and Transport Canada are the leads on this portfolio. These departments have partnered with DND and participated in US DoD, NATO, FVEY and GC wargames and tabletop exercises which has enabled rapid learning to develop policy and framework to enable rapid mobility of CAF assets in parallel to the spectrum of conflict.

**On Chief of Joint Logistics Spiral 2 initiatives.** Building upon a successful Armed Forces Management Board (AFMB) on 5 Dec 2022, where Level 1s provided their support to Spiral 2, SJS CJLog embarked upon an examination of Joint Logistics activities, with a view to clarifying ARAs, and aligning Force Functions, with the right Functional Authorities, under the right organizations. In order to achieve an effective state of evolution, it is assessed that the critical path lies in the clarification and alignment of ARAs across the Joint Logistics Network (JLN), which is also captured under LoE 4 – Governance as the centre of gravity of the Joint Logistics Modernization Campaign Plan (JLMCP). Since then, the CDS has approved phases 1 and 2 of CJLog Spiral 2 at Armed Forces Council on 10 November 2023 and 20 January 2025 respectively. The key outcomes are highlighted below:

- Phase 1:
  - o Delegate SJS Director of Staff (DOS) DSC related ARAs and FAs to the CJLog – Completed
  - o Appoint CJLog as the Occupation Requirements Authority – Completed
  - o Realign CMSG, as the cornerstone warehousing and distribution enabling capability, under CJLog – Completed
- Phase 2:
  - o Appoint CJLog as the Designated Training Authority for Logistics MOSIDs – underway
  - o Realign CFLTC under CJLog – underway

Finally, it is with great enthusiasm that I inform you that CMSG has effectively started reporting to CJLog on 30 May 2025. This realignment will allow the Joint Logistics Authority to cohere Joint Logistics requirements for Force Development (FD) and implement strategic Modernization initiatives throughout the 3rd and 4th line of sustainment while also closely linking strategic policies into operational and tactical effects in the ammunition and supply depots. As for the realignment of CFLTC, key stakeholders are actively collaborating to meet the mandatory conditions necessary to proceed with the realignment, which includes MND approving a Ministerial Organization Order. Consequently, it is difficult to predict a date for the change of reporting, but the CJLog team is committed to keep the community informed of significant progress in due time.

**On Defence Supply Chain Resilience.** ONSAF identifies DSC resilience as a key objective contributing to a ready, resilient, and relevant CAF. The GoC considers supply chains to be critical and requiring a holistic approach and coordination with other Government Departments (OGDs). ADM(Mat) and SJS CJLog/DGS have been leading the development of a DSC Resilience Strategy (DSC RS) focusing on CAF materiel requirements that are necessary to ensure military equipment is serviceable to meet training and operational requirements. To achieve resilience in practice, the DSC must be made robust, redundant, and responsive. The DSC RS is aligned with the Defence Industrial Strategy (DIS), Operational Sustainment Modernization (OSM) Strategy, and Joint Logistics Modernization Campaign Plan (JLMCP), and informed by other important work conducted by/with our Allies, NATO, partners and OGDs. Still under development, the DSC RS should be endorsed by DSC Governance in the coming months with an anticipated public-facing publication in the Fall of

2025. In parallel, future Implementation Plans are being developed to further detail how the DSC RS will be actioned in concrete means and ways.

**On the Joint Logistics Modernization Campaign Plan.** Nested under the CDS-signed Operational Sustainment Modernization (OSM) Strategy, the VCDS-signed Joint Logistics Modernization Campaign Plan (JLMCP) took effect on 1 August 2024, is the first CP to be released under the OSM Strategy and sets the conditions for implementing significant investments described in Our North, Strong and Free. The JLMCP explains the role of the Chief of Joint Logistics (CJLog) and the Joint Logistics Network (JLN) within the Pan-Domain Command and Control (PDC2) concept. It articulates key Joint Logistics Modernization initiatives within a single strategic document and provide CAF and JLN stakeholders with a vision and path for modernizing. Through its four Lines of Effort – People, Processes, Systems & Technology, and Governance – the JLMCP will empower the CJLog to strategically lead and govern through digitally enabled processes and decision-making, fully integrating into CAF readiness and contributing to military advantage and integrated deterrence. Governance modernization, through the Spiral 2 initiatives, is the centre of gravity of JLMCP underway activities and will further enhance implementation of the other LoE.

### **On RCLS Pride & Sense of belonging**

**RCLS Fund & Constitution:** The RCLS Fund and Constitution structure had not been reviewed since 2017 and so a full review was conducted. As a result more funds will be available to units planning events for Logisticians. New initiatives were undertaken to return more to our Fund members as a thank you for their continued support.

**Cultural Growth and Evolution:** The end of 2024 saw the publication of the RCLS Culture Philosophy and Cultural Growth & Evolution strategy. Endorsed by senior Logisticians these two documents work in harmony to establish an environment in which all Logisticians are encouraged and enabled to maximise their growth potential.

**Transfer of the Canadian Forces Logistics Training Centre to Chief Joint Logistics:** CFLTC currently falls under CMP as a unit of MPGTG. Armed Forces Council has directed that CFLTC be transferred from MPGTG to the SJS under CJLog. Bringing CFLTC under the RCLSI and CJLog will not only allow for a more direct linkage between key Logistics leadership and our training establishment but will fulfill the need to have it nested ‘at home’ within the RCLS. The next steps are to create a Training Authority headquarters inside of the RCLSI and to build the Accountabilities, Responsibilities, and Authorities necessary to effectively Command and Control CFLTC.

### **On the strategic management of Logistics Programs**

**Operational Energy.** The J4 Fuel and Lubricants (J4 F&L) section has been seized with the challenge of modernizing our approach to managing what clearly remains as a critical strategic commodity in terms of being able to operate in the current domestic and international security

environment. In fact, operational energy is considered a capability more so than a mere commodity. Beyond fossil fuels, a myriad of energy sources are being considered for future applications amongst our Allies. From electric to nuclear, bio and hydrogen, there are operational imperatives, environmental necessities and political drivers that are key driving factors in considering alternatives. J4 F&L will continue to navigate this space with a view of creating opportunities for CAF/DND to evolve alongside Allies and Industry to ensure continued operational readiness.

**Strategic Transportation.** From contributing to the greening of our commercial fleets to developing an understanding of what would be entailed in a National Military Mobility Plan (as a subset of a National Mobilization Plan), Strat J4 Tn has increased its engagements across L1s, OGDs and with Allies over the last few months.

- NATO and EU engagements. Critical engagements have continued focussing on mobility in support NATO Plans.
- MISL. The team has also been tracking the delivery of MISL quite closely as it will come to widely affect the Transport and Movement communities. Countless hours have gone in to ensure that what MISL will deliver for Fleet Management and Distribution will assure CAF/DNDs continued progression towards more effective and efficient interconnected systems of record.
- DND 404s. The modernization of DND 404s will mark a longstanding desire to make the application for, production and management of 404s aligned with industry standards. The partnership with Canadian Bank Note Company has set CAF/DND on a path of success. Implementation of the new DND 404s is set to start spring 25.
- Cross Border Movement Requests. Strat J4 Tn took on the responsibilities for coordinating cross border movement requests from the CA. This will enable CAF units moving across the border into the US for exercises to access a more centralized process.
- Special Christmas/New Years Travel Program and National Road and Vehicle Safety Week. Both these initiatives have continued.

**Strategic Food Services.** The Strategic J4 Foods team has attacked the last few months focussed on improving their program across the board. A few of these milestones which are in the midst of or about to deliver consist of, a restructured Food Safety and Defence Program (simplified to align with industry standards as inspection cycles resume post-COVID), the longer term modernization of the National Combat Ration Program (streamlined procurement to develop more flexibility and capacity for production), transition to a CAF Menu Framework (encouraging flexibility for menu planning at the local level) and the underlying increased attention across the program to nutritional requirements for improved readiness and operational output. Further to these examples, the team has also been challenged by the continued desire to consider the adaptation of menus, training and facility management to accommodate a population with evolving feeding requirements (equity, diversity, inclusion, allergens, etc). Given the pace at which some of these changes are taking place, Foods Staff from the services are encouraged to keep in touch with the J4 Foods team should they have any questions or concerns.

**On the modernization of our DSC systems of record**

**Automatic Identification Technology (AIT)** AIT has moved to early implementation, with IRMC review scheduled and contract award anticipated for Fall 2025. It continues to advance across three streams: Materiel Management (MM), In-Transit Visibility (ITV), and Fuel Monitoring (FM). This initiative will digitize and automate data collection across the supply chain through barcoding, GPS/RFID shipment tracking, and fuel system monitoring. AIT is also a critical enabler of asset visibility and accountability in the Defence Supply Chain and will support future integration with MISL and Defence X.

**Modernization and Integration of Sustainment and Logistics (MISL)** Technical Go-Live was achieved in March 2025. Business Go-Live is forthcoming but slightly delayed due to integration challenges in the Transportation Module. MISL is replacing legacy systems (FMS/NMDS) with DRMIS-integrated capabilities (DFM/TM), and delivering enhanced visibility through Extended Warehouse Management (EWM) and AIMS. A phased rollout will begin with a 4-week pilot at Borden and Meaford. End-user training and learning product development are ongoing to support a 6-week training delivery window via DLN.

**Materiel Planning and Forecasting (MP&F)** The MP&F initiative continues through its 1A phase and has completed its fit-gap analysis to identify key data and change management requirements. It will leverage SAP's Integrated Business Planning (IBP) platform to provide improved forecasting, demand planning, and inventory management capabilities. MP&F is a key component of our Defence Supply Chain modernization roadmap, aligning with both OSM and Defence X objectives.

### **On setting our strategic logistics organization for the future**

**CJLog / DGS Reorganization** In alignment with the Joint Logistics Modernization Campaign Plan (JLMCP), OSM Strategy, and ONSAF, CJLog / DGS has completed an internal reorganization effective 15 May 2025. Key changes include:

- Rebranding of Director Sustainment Strategy and Readiness (DSSR) into the new Deputy/Chief of Joint Logistics (D/CJLog) directorate.
- Creation of a Joint Requirements Office (JRO) to centralize capability requirements for the sustainment enterprise.
- Consolidation of the Construction Engineering (CE) functions under D/CJLog.
- Expansion of the Directorate of Support Operations Coordination (DSOC) to include a J4 3-5 structure, ensuring better integration between logistics planning and operations.