

2025 President's Report

Advancing a Coordinated
National Approach to Industrial
Maintenance

DECEMBER 2025



The 2025 President's Report highlights the major events, initiatives, and accomplishments that defined AMCC's work this year, including industry engagements, partnership activities, advocacy efforts, and the release of the One Industry. One Workforce. One Future. discussion paper.

RELEASED DECEMBER 2025.

Message from the Board Chair

As we share the 2025 President's Report, I want to take a moment to reflect on the progress our industry made this year and to recognize the leadership that made it possible.

This past year marked a significant step forward for AMCC and for Canada's industrial maintenance sector. What began as a young association with a clear vision has grown into a respected national voice, one that brings owners, contractors, unions, educators, and government partners together behind shared goals. The accomplishments captured in this report are a result of President Shandra Linder's steady leadership. I extend my sincere thanks to her for guiding this work with such clarity and purpose.

2025 was a year defined by collaboration. From the completion of One Industry. One Workforce. One Future. to the creation of the Executive Advisory Council, AMCC has helped build the structures and relationships needed to support a more coordinated, future-ready maintenance workforce. None of this would be possible without the commitment of our members and the exceptional leaders who stepped forward to shape the Advisory Panel's work.

As you read this year's report, I hope you feel the same optimism I do. Our industry has long needed a shared roadmap and a forum for honest, solutions-focused dialogue. In 2025, we built both.

Thank you for your continued trust and engagement.
I look forward to the work ahead as we enter the
next chapter together.

Ken Sandmoen
Board Chair
Association of Maintenance Contractors of Canada



Letter from the President

Dear Members,

As we close out 2025, I want to express my gratitude for your trust, collaboration, and commitment to strengthening Canada's maintenance industry. This year marked a turning point for the Association of Maintenance Contractors of Canada. We moved decisively from building foundations to shaping the future of a sector that is critical to our national economy.

When AMCC launched, our aim was to bring contractors together to solve shared problems, problems that no company could fix alone. Three years later, that vision has expanded into a movement supported by owners, unions, educators, and governments who recognize the essential role maintenance plays in keeping Canada's industrial backbone strong.

This year, our most significant achievement was the completion of the One Industry. One Workforce. One Future. discussion paper. Its recommendations reflect the challenges we face, and the optimism, expertise, and determination of the people doing this work every day.

We also strengthened labour stability by supporting the implementation of the new CPMA/NMA agreements, expanded our national presence through high-impact partnerships, deepened our engagement with labour and government, and invested in building AMCC's internal capacity for long-term success.

Looking ahead to 2026, AMCC is poised to take the next step in its evolution. With a member survey now in the field, we will work to advance the priorities identified by members, our new Executive Advisory Council will deepen engagement with governments and industry leaders, and we will build on the momentum created this year to continue improving predictability, collaboration, and workforce development across the country.

To all who have worked with AMCC over the last year, I thank you for the work you do, the perspective you share, and the role you play in Canada's maintenance sector.

To close, I want to acknowledge the exceptional leadership of our Board, and to recognize the two new members elected at our June AGM - Mandy Kaiser and Amir Shami. We were also fortunate to welcome Doreen Cole as our Executive Strategic Advisor this year. Her insight and guidance have already strengthened our work in meaningful ways. Finally, I extend my sincere appreciation to our partners across the country who continue to join us in building a more coordinated, resilient, and future-ready maintenance workforce.

Sincerely,

Shandra Linder

Shandra Linder, BA, MBA
President, AMCC



A Recap on our Strategic Priorities for 2025

AMCC's strategic priorities for 2025 continued to build on the strong foundation established in 2023 and 2024. They reflected the Board's commitment to strengthening labour relations, deepening member engagement, and positioning maintenance as critical to Canada's economic resilience and infrastructure reliability.

Our focus for 2025 was organized around five key areas:

ADVOCACY

AMCC pledged to continue advancing thoughtful, evidence-based advocacy on issues that matter most to the maintenance sector, including labour relations, regulatory change, and mental health. This included finalizing and supporting implementation of the Advisory Panel's Discussion Paper recommendations, and monitoring and responding to regulatory and policy changes.

LABOUR RELATIONS AND WORKFORCE STABILITY

AMCC committed to continue to support robust, constructive labour relations that benefit both workers and management. This included ongoing labour relations training for site leaders, sharing key lessons from the recent Alberta bargaining round and the highlights of the new agreement.

INDUSTRY PARTNERSHIPS AND CONFERENCES

We set a goal to strengthen AMCC's presence across the country through strategic partnerships and active participation in key industry events.

MEMBER ENGAGEMENT AND COMMUNICATIONS

We committed to continuous enhancement of our communications, so members are informed, involved, and able to shape AMCC's direction. This includes ongoing digital communications through the website, newsletter, and social media channels, as well as a comprehensive member survey to gather feedback and refine AMCC's priorities and services for the years ahead.

INTERNAL OPERATIONS AND GOVERNANCE

To support long-term stability and effectiveness, AMCC stated a need to focus on strengthening its internal governance and operations. Priorities included working on a Board succession plan, providing governance and media training for Board members, and reviewing and updating financial strategies to ensure strong oversight and fiscal sustainability.

Together, these priorities position AMCC to continue maturing as a national voice for maintenance contractors while delivering tangible value to member companies across Canada.

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Executive Summary

2025 was a breakthrough year for the Association of Maintenance Contractors of Canada. Building on the foundation established in its first two years, AMCC advanced several major initiatives that strengthened labour stability, deepened national collaboration, and positioned the association as a leading voice on the future of industrial maintenance.

The year's **Signature Initiative** was the completion of the *One Industry. One Workforce. One Future.* discussion paper, a national roadmap produced through extensive research, cross-sector engagement, and member consultation.

Released in September 2025 at the Building Trades of Alberta Convention, the paper outlines coordinated recommendations to improve workforce mobility, strengthen labour stability, enhance safety and training, and modernize maintenance practices across Canada.

AMCC also advanced a number of major accomplishments:

- **Labour Relations & Workforce Stability**

AMCC supported members in implementing the 2025–2028 CPMA/NMA agreements by publishing a clear highlights document and integrating agreement changes into labour relations workshops.

- **National Leadership & Industry Engagement**

AMCC grew its profile through participation in national conferences and panels, contributing practical insight on collaborative contracting, workforce development, and labour readiness.

- **Work to Advance Member Priorities**

A structured member workshop translated the Discussion Paper's recommendations into clear 2026 priorities and informed the creation of AMCC's new Executive Advisory Council.

- **Strengthening Cross-Sector Partnerships**

AMCC expanded collaboration with owners, unions, educators, and government partners through events including CBTU, Supply Chain Canada, BTA, NCLRA, and AMCC's own annual symposium.

In addition to its major accomplishments, AMCC strengthened its national voice through continued advocacy with provincial governments across Alberta, Saskatchewan, Ontario, and New Brunswick, advancing discussions on workforce readiness, labour mobility, and policy alignment. Members were kept closely informed through timely updates on strategic priorities, tariff impacts, labour agreements, policy developments, and industry forecasts.

Internally, AMCC continued to build its organizational strength by expanding the Board, welcoming Executive Strategic Advisor Doreen Cole, and worked on enhancing governance through board training.

These achievements position AMCC as a national leader driving structured collaboration across Canada's industrial maintenance sector.

AMCC's Year in Review

SIGNATURE INITIATIVE 2025

AMCC'S NATIONAL HEAVY INDUSTRIAL MAINTENANCE INDUSTRY ROADMAP

In 2025, AMCC's most significant undertaking was the completion of the Shaping Our Future discussion paper, a national roadmap designed to strengthen the long-term competitiveness, stability, and sustainability of Canada's industrial maintenance sector.

Building on the foundational work initiated in late 2024, the Advisory Panel advanced the project through research, analysis, cross-sector engagement, and structured collaboration, resulting in a set of recommendations that will guide AMCC and its partners for years to come.

A Year of Structured Collaboration

Throughout the year, the Advisory Panel, co-chaired by Mandy Kaiser and Robert Kucheran, brought together senior leaders from contractors, owners, unions, government, and training organizations. This diverse representation ensured that the roadmap was grounded in real-world experience, informed by practical constraints, and shaped by the collective aspirations of the industry.

The Panel's work unfolded across several key phases:

- **Industry Research & Consultation**

Over the first half of 2025, the Panel conducted interviews, gathered data, and listened to the experiences of workers, site leaders, owners, contractors, and union partners. These conversations identified the systemic issues affecting workforce stability, mobility, and project predictability across the country.

- **Draft Recommendations & Member Review**

Initial recommendations were shared publicly at the Canada's Building Trades Union Conference in April. AMCC members then provided focused feedback during the Annual General Meeting in June, ensuring the roadmap reflected the perspectives of those operating on the front lines of maintenance projects every day.

- **Refinement & Finalization**

Through the summer and early fall, the Panel refined the recommendations, analyzing emerging trends, labour market demands, and regional realities. The final paper reflects a unified perspective on the actions required to support a modern, competitive, and coordinated maintenance sector.



AMCC's Advisory Panel pictured from left to right **Sean Strickland**, Executive Director, CBTU, **Robert Kucheran**, Chairman of the Executive Board, CBTU, **Mandy Kaiser**, Chief Operating Officer, Connect Group Inc., **Allan To**, President and CEO, Supply Chain Canada West, **Kyle Downie**, CEO SkillPlan, **Bill Ferreira**, Executive Director, BuildForce Canada.

Not pictured: **Brett McKenzie**, Executive Director, GPMC/NMC, **Tony Fanelli**, Executive Director, CLRA Ontario.

A Milestone Made Possible by Exceptional Leaders

The *One Industry. One Workforce. One Future* . project would not exist without the commitment and candour of the Independent Advisory Panel. These leaders stepped forward at a pivotal moment for Canada's maintenance industry, and brought honesty, experience, and a willingness to confront long-standing challenges together.

Over months of dialogue, the Panel built a shared understanding of what the industry needs to thrive. Their insights sharpened the analysis, strengthened the recommendations, and ensured this work reflects the realities of owners, contractors, unions, educators, and workers across the country.

The result is a roadmap with the potential to reshape how our sector plans, collaborates, and delivers. It is a legacy of their leadership, and a catalyst for the coordinated action our industry has long needed.-

AMCC extends its deepest appreciation to the Advisory Panel members whose vision and dedication made this milestone possible. Their contribution will influence Canada's maintenance industry for years to come.

A Roadmap to Strengthen Maintenance for the Decade Ahead

Released at AMCC's signature event in Jasper, Alberta, in September 2025, the *One Industry. One Workforce. One Future.* discussion paper provides a structured set of recommendations focused on:

- Improving workforce mobility and utilization
- Enhancing labour stability and project predictability
- Strengthening safety, training, and mental health supports
- Fostering more collaborative owner-contractor-labour relationships
- Positioning maintenance as critical infrastructure within national policy discussions

These recommendations are intentionally practical, offering a clear path forward for implementation beginning in late 2025 and into 2026.

Why This Work Matters

Canada's industrial maintenance sector faces a pivotal moment. Demand for skilled labour continues to grow, major projects are becoming more complex, and the need for reliable infrastructure has never been greater. The *One Future* roadmap provides a coordinated response to these challenges, a roadmap built on evidence, shared experience, and a collective desire to strengthen the maintenance industry.

For AMCC, this project marks a transition from being a new organization to becoming a national thought leader with the ability to convene stakeholders, shape policy, and influence the future of the sector.

Looking Ahead

With the roadmap now complete, AMCC will begin moving into the implementation phase. In 2026, new working groups, partnerships, and engagement processes will be launched to support the rollout of recommendations. This work will ensure the momentum created in 2025 continues to drive real, measurable change across the Canadian maintenance landscape.

MAJOR ACCOMPLISHMENTS 2025

LABOUR RELATIONS & WORKFORCE STABILITY

With the successful completion of the Alberta GPMA/NMA bargaining cycle in late 2024, AMCC's labour relations focus in 2025 shifted from negotiation to implementation. The introduction of the new 2025-2028 Terms of Settlement marked an important milestone for the industry, but realizing the full value of the agreements required members to understand how to apply the changes confidently and consistently on their sites.

To support this, AMCC developed and released the **Key Highlights of Alberta GPMA/NMA Terms of Settlement 2025-2028**, a clear, accessible guide designed to help members interpret, communicate, and operationalize the new agreement language. The document distills complex updates into practical explanations, providing a shared baseline of understanding for contractors across the province.

Building Clarity and Confidence for Members

The 2025-2028 settlement brought forward major financial adjustments, improved workforce management tools, updated hiring rules, and meaningful clarity in several operational areas. The Highlights document summarizes this work and ensures members can apply it effectively.

Key improvements are explained in the document and can be found on our website.

Supporting Members with Education and Engagement

In addition to producing the Highlights document, AMCC integrated the new agreement into its **labour relations workshops**, ensuring site leaders gained the practical context needed to apply these rules in real time. These sessions reinforced the intent behind key changes and offered a forum to ask questions, share scenarios, and align interpretations across companies.

Positioning AMCC as a Trusted Labour Relations Resource

By translating a highly technical settlement into a user-friendly tool, AMCC has established a new standard for member support following bargaining. This work ensures:

- greater consistency in how contractors apply the new agreement
- fewer disputes arising from misinterpretation
- increased labour stability and job-site predictability
- stronger alignment between unions and employers
- a shared understanding of rights, responsibilities, and expectations.

Looking Forward

The 2025–2028 Alberta GPMA/NMA agreements provide a strong foundation for labour relations stability in the province. AMCC's 2025 focus on education, clarity, and member support ensures that contractors not only understand the agreement but are equipped to use it confidently.

This year's work reinforces AMCC's role as a trusted labour relations partner. A partner committed to securing strong agreements and to ensuring their successful implementation across the industry.

STRENGTHENING AMCC'S NATIONAL VOICE AND INDUSTRY LEADERSHIP

In 2025, AMCC significantly expanded its presence as a national thought leader in industrial maintenance. What began as a young association focused on member services has now evolved into a respected, credible voice shaping the conversations that matter most to the sector – from workforce mobility and labour stability to collaborative contracting and the modernization of industry practices.

Throughout the year, AMCC was invited to speak, present, and participate in high-impact forums across the country. These opportunities reflected a growing recognition that AMCC brings a balanced, practical perspective grounded in the day-to-day realities of contractors while also maintaining a clear, forward-looking vision for the industry.

AMCC consistently emphasized several foundational messages:

- **Collaboration over competition.** The most successful maintenance outcomes arise when owners, contractors, and labour share information early, align expectations, and build operational trust.
- **Maintenance as critical infrastructure.** Canada cannot achieve its economic or energy goals without reliable, well-maintained industrial assets and that requires a stable, skilled workforce supported by modern labour models.
- **The importance of structured dialogue.** Progress can no longer depend on ad hoc conversations. The sector needs formalized processes, shared definitions, and coordinated action.
- **Workforce stability as a national priority.** With demographic pressures intensifying, AMCC continued to champion the need for coordinated planning, better mobility pathways, and training approaches that serve both workers and employers.

The year's engagements showcased AMCC's ability to bring together owners, contractors, union leaders, and policy experts, creating spaces where diverse viewpoints converged into practical, achievable recommendations.

ESTABLISHING 2026 DISCUSSION PAPER PRIORITIES THROUGH A STRUCTURED PROCESS

Following the release of the *One Industry. One Workforce. One Future.* discussion paper, AMCC undertook a formal, structured process to translate the report's recommendations into actionable priorities for the year ahead. It also established a term of reference for a new Executive Council to continue championing the ideas contained in the *One Future* paper.

Member Workshop

On October 8, AMCC members gathered in Sherwood Park for an intensive, facilitated workshop designed to evaluate the Discussion Paper's recommendations and identify the most critical areas of focus for 2026.

The session featured:

- **Pre-event interviews** to capture expectations and early themes
- **A member survey** to gather broad input from companies of all sizes
- **A half-day facilitated workshop** with presentations, digital polling, and structured breakout discussions
- **Prioritization exercises** grounded in the realities of labour availability, competitiveness, safety, and productivity

This process produced clear, member-endorsed priority areas for the coming year and provided the AMCC Board with a strong foundation for developing the 2026 Strategic Objectives.

Executive Advisory Council

At the Second Annual AMCC Maintenance Symposium, held November 24 in Calgary, AMCC announced the creation of the Executive Advisory Council. The Council creation responds to the clear industry needs for shared systems, structured collaboration, and aligned decision-making to meet growing workforce demands and strengthen long-term competitiveness.

The Council will be composed of senior leaders from owners, contractors, unions, government, and training organizations, enabling a full view of the system and the ability to address challenges no single group can solve alone.

Mandate of the Council

- Provide strategic guidance on priorities in *One Industry. One Workforce. One Future.*
- Identify systemic barriers to workforce mobility, efficiency, safety, and training alignment
- Support practical, collaborative solutions that improve productivity and execution
- Strengthen a unified national voice for modernization and workforce development

The Council will also support AMCC's growing engagement with governments and key decision-makers, ensuring policies, training systems, and workforce programs align more closely with on-the-ground realities.

COLLABORATING WITH PARTNERS

STRENGTHENING CROSS-SECTOR RELATIONSHIPS ACROSS CANADA

In 2025, AMCC continued to build strong partnerships across the industry, fostering meaningful collaboration among owners, contractors, unions, educators, and government leaders. These relationships helped advance the shared priorities identified through the Advisory Panel's work and reinforced AMCC's role as a national connector and trusted voice.

National Engagement Highlights

- **Canadian Building Trades Unions (CBTU) Annual Conference**

AMCC presented an update on the Advisory Panel's progress, highlighting opportunities for coordinated national planning, labour stability, and improved competitiveness.

- **Supply Chain Canada Conference**

AMCC sponsored the event and hosted the *Beyond the Bid* panel, exploring collaborative contracting, early alignment, and the real-world practices that deliver value in maintenance. Panelists included industry voices from owners, contractors, and advisory leadership.

- **Building Trades of Alberta (BTA) Annual Convention and Conference**

AMCC formally launched the *One Industry. One Workforce. One Future.* Discussion Paper. The event brought together labour, owners, contractors, regulators, and training partners for a milestone conversation on modernization and workforce readiness.

- **National Construction Labour Relations Alliance (NCLRA) Conference**

AMCC leaders participated in national discussions on workforce development, mobility, and the future of Canada's construction and maintenance labour market. The conference reinforced the sector's shared commitment to modernizing labour practices and closing workforce gaps.

- **AMCC's Second Annual Maintenance Industry Symposium**

Held November 24 in Calgary, the Symposium brought together leaders from across Canada's heavy industrial maintenance sector for a focused discussion on the future of our industry. This year's program built on the insights of *One Industry. One Workforce. One Future.*, shifting the conversation from identifying challenges to defining the coordinated actions needed to address them.

- **Shutdowns Turnarounds Superconference**

AMCC President Shandra Linder joined leaders from NAIT, SAIT, Jardeg, and the Canadian Women in Energy to discuss *Solving the Skilled Labour Challenge: Bold Strategies to Build and Sustain the Workforce*. The panel explored practical solutions for labour planning, apprenticeship pathways, recruiting the next generation of tradespeople, and improving workforce retention.

ADVOCACY

Advocacy remained a central pillar of AMCC's work in 2025. AMCC strengthened its presence as a credible, neutral voice for maintenance contractors, and as a convener capable of bridging government, industry, and labour.

GOVERNMENT ENGAGEMENT ACROSS CANADA

In 2025, AMCC expanded its outreach to government leaders across multiple provinces, ensuring the insights from the Advisory Panel shaped early policy conversations about workforce modernization, labour mobility, and infrastructure readiness.

Over the past several months, AMCC engaged senior officials and ministers from:

- **Government of Alberta**

- Meeting with *Joseph Schow*, Minister of Jobs, Economy, Trade, and Immigration, to discuss labour stability, skilled-trades pathways, and the importance of predictable maintenance planning.

- **Government of Saskatchewan**

- Meeting with the Crown Investments Corporation of Saskatchewan, represented by *Tim Highmoor*, Vice President of Crown Sector Priorities, on behalf of Minister *Jeremy Harrison*, to explore workforce challenges amplified by competing major projects across Western Canada.

- **Government of Ontario**

- Discussion with senior staff from the office of *Stephen Lecce*, Minister of Energy and Mines, regarding workforce readiness and the role of maintenance in supporting Ontario's growing energy infrastructure.
 - December meeting planned with *David Piccini*, Minister of Labour, Immigration, Training and Skills Development, to examine skilled-trades mobility and sector-wide training needs.

- **Government of New Brunswick**

- December joint meeting with:
 - *Alyson Townsend*, Minister Responsible for Labour
 - *Jean-Claude D'Amours*, Acting Minister of Post-Secondary Education, Training and Labour focused on workforce development and regional maintenance pressures.

These meetings reflect the growing recognition among governments that the maintenance sector, and the workforce that sustains the sector, is essential to economic competitiveness, infrastructure reliability, and energy security.

LAUNCHING THE AMCC EXECUTIVE ADVISORY COUNCIL

To support the next phase of national advocacy, as noted earlier in this report, AMCC announced the formation of a new Executive Advisory Council, informed by early guidance from industry leaders Sandy Martin (Suncor) and Steve Wilson (BrandSafway).

The Executive Advisory Council represents a major step toward creating the coordinated, cross-sector leadership structure recommended in the *One Future* paper. Its work will help ensure that AMCC's advocacy remains grounded in lived industry experience, supported by diverse perspectives, and aligned with national workforce needs.



Board Chair Ken Sandmoen announced the AMCC's new executive advisory council at the Second Annual Symposium held November 24 in Calgary.

COMMUNICATING WITH MEMBERS

Throughout 2025, AMCC continued to prioritize clear, timely communication to ensure members remained informed about emerging issues, new opportunities, and changes affecting the industrial maintenance sector. Our updates focused on what matters most to contractors: stability, predictability, and strategic foresight.

STRATEGIC PRIORITIES FOR 2025

Members were kept apprised of AMCC's five strategic priorities: advocacy, labour relations, industry partnerships, member engagement, and governance. This ensured alignment between the Association's work and member needs.

LABOUR AGREEMENT HIGHLIGHTS

Following the completion of the 2025-2028 Alberta GPMA/NMA agreements, AMCC provided members with a summary of key updates, clarifications on new language, and practical tools to support implementation on worksites.

TARIFF & TRADE UPDATE

AMCC published a comprehensive briefing on the impacts of U.S. and Canadian reciprocal tariffs, outlining risks to material costs, supply chains, and procurement practices.

Key impacts included:

- Higher steel and aluminum costs
- Delays in critical supplies
- Shifts in provincial procurement policies
- Uncertainty for cross-border projects
- Potential labour market impacts resulting from slowed capital activity

These updates helped members prepare for cost increases, project delays, and regional economic pressures.

2025 INDUSTRY OUTLOOK

AMCC shared BuildForce Canada's analysis highlighting:

- Stable growth in maintenance driven by aging infrastructure
- Workforce shortages as retirements accelerate
- Opportunities for innovation, including automation, smart technologies, and broader recruitment
- The need for workforce planning to maintain competitiveness

This outlook reinforced the importance of coordinated action, echoing the recommendations found in *One Industry. One Workforce. One Future.*

NATIONAL POLICY DEVELOPMENTS

Members received timely updates on major federal announcements shaping the future of Canada's industrial economy:

- **Nation-Building Major Projects List**

Confirmed by Prime Minister Carney, with two AMCC Advisory Panel leaders standing on stage in support. This announcement validated AMCC's long-held priorities: collaboration, workforce mobility, safety, and readiness for large-scale economic opportunities.

- **Canada-Alberta Energy Agreement (MOU)**

A landmark federal-provincial partnership outlining coordinated plans for industrial electrification, nuclear expansion, transmission growth, CCUS deployment, and next-generation energy systems. AMCC highlighted the implications for long-term maintenance demand and the need for a reliable, skilled, mobile workforce.

OTHER KEY MEMBER UPDATES

- Progress on the Advisory Panel's recommendations
- Messaging to support member advocacy
- Highlights from AMCC's national events and speaking engagements
- Announcements on new partnerships and training initiatives

GOVERNANCE & LEADERSHIP STRENGTHENING

As AMCC continues to grow in influence and responsibility, 2025 was a pivotal year in strengthening the association's leadership capacity, both at the Board level and within the broader group of AMCC representatives who regularly engage with industry stakeholders. This work ensures that AMCC remains not only a unifying voice for Canada's maintenance contractors, but also a credible, confident ambassador for the sector.

BUILDING AMBASSADOR CAPACITY THROUGH MESSAGING & MEDIA TRAINING

To support AMCC's expanding national presence, Board members and key representatives participated in targeted messaging and media training. This training was designed to equip AMCC leaders with the skills and confidence needed to serve as effective ambassadors whether speaking with media, engaging government stakeholders, participating in panel discussions, or representing AMCC at national forums.

Participants strengthened their ability to:

- Deliver clear, consistent messages aligned with AMCC's strategic priorities
- Communicate complex labour and workforce issues in accessible, high-impact language
- Navigate stakeholder conversations with clarity, confidence, and professionalism
- Represent AMCC's values and position as a neutral, trusted voice across the sector

This investment ensures that AMCC's leadership speaks with one steady and unified voice.

STANDING BY OUR 2024 COMMITMENT TO DO THE WORK AND REPORT BACK

AMCC hosted its Second Annual AMCC Maintenance Symposium, November 24 in Calgary, bringing together leaders from across the country. This year's program built on the insights of *One Industry. One Workforce. One Future.*, shifting the conversation from identifying challenges to defining the coordinated actions needed to address them.

The agenda featured a fireside chat with Jeff Griffiths, Director of Research at the Canada West Foundation, moderated by media veteran Scott Dippel. This was followed by a cross-sector plenary panel representing owners, contractors, unions, government, and training providers.

A key outcome of the symposium was the introduction of the AMCC Executive Advisory Council, a new body that will guide priority-setting, identify systemic barriers, and help translate the paper's recommendations into practical, measurable progress.

WELCOMED DOREEN COLE AS AMCC'S NEW EXECUTIVE STRATEGIC ADVISOR

A major milestone for AMCC in 2025 was the appointment of Doreen Cole as Executive Strategic Advisor to the Board.

With more than 30 years of leadership experience in the North American energy sector, Doreen has driven major operational portfolios, guided transformative industry initiatives, and consistently advanced collaborative solutions in complex environments. Her arrival brought strategic depth to AMCC at a time when the Association is entering a period of significant growth and national influence.

At AMCC, Doreen will leverage her extensive expertise to support the Board in advancing the Association's strategic agenda, strengthening partnerships, and ensuring that AMCC continues to deliver meaningful value to its members.

2025 ANNUAL GENERAL MEETING

AMCC held its 2025 Annual General Meeting on June 4 at the NAIT campus in Edmonton. The session opened with remarks from Matt Lindberg, Dean of the School of Construction and Building Sciences and Dean of Apprenticeship, and Stephen McMillan, Dean of the School of Transportation and School of Manufacturing and Automation. Their remarks reinforced the shared commitment between AMCC and the post-secondary sector to develop

the skilled workforce that underpins Canada's industrial future.

Board Chair Ken Sandmoen delivered an overview of AMCC's progress over the past year, including:

- Implementation support following the Alberta GPMA/NMA negotiations
- Delivery of labour relations workshops across Alberta and other regions
- Strengthened advocacy with municipal, provincial, and federal leaders

In addition, newly appointed Executive Strategic Advisor Doreen Cole addressed members, highlighting three key strengths that position AMCC for meaningful long-term impact:

1. A unifying national vision that brings stakeholders together behind shared goals
2. A people-centred focus on safety, mental wellness, and skill development
3. A commitment to coordinated action, exemplified through the Advisory Panel's work and AMCC's expanding influence

BOARD APPOINTMENTS

To reflect AMCC's expanding mandate and ensure the Board maintains diverse, representative leadership, members voted to add two new Board positions in 2025.

Newly elected Board members:

- **Amir Shami**, President & CEO, Rotaflow
- **Mandy Kaiser**, Chief Operating Officer, Connect Group

Re-elected:

- **Jason McNamara**, Stuart Olson Industrial Inc.
- **Jim Elliott**, 42West Constructors

This expanded and renewed governance team is well-positioned to guide AMCC's continued evolution, reinforcing stability, advancing collaboration, and strengthening the reliability and competitiveness of Canada's industrial maintenance sector.



INITIATIVES

Throughout 2025, AMCC advanced several initiatives designed to support Canada's maintenance workforce, deepen relationships with partners, and strengthen the sector's long-term resilience.

JANUARY

AMC / NACA / NABTU Joint Committee Meetings

AMCC Board Chair Ken Sandmoen, Vice Chair Jason McNamara, and President Shandra Linder were invited to the Associated Maintenance Contractors (AMC)/North American Contractors Association (NACA)/North America's Building Trades Unions (NABTU) joint committee meetings on January 18 and 19, where valuable connections were made with American employer association counterparts. Discussions included skilled workforce shortages and productivity, offering lessons from more mature organizations.

Mental Health & Addiction Announcement (Government of Alberta)

Board Chair Ken Sandmoen joined Minister Dan Williams and the Canadian Centre of Recovery Excellence (CoRE) for the release of new recovery-friendly workplace guidance. Former BTA Chair Ian Robb spoke about the Building Resiliency program, which supports mental health and recovery in the trades. AMCC continues to advocate for psychologically safe workplaces across Canada.

Canadian Manufacturers & Exporters Ministers Dinner

AMCC President Shandra Linder joined provincial ministers and industry leaders to discuss labour investment, productivity, and Alberta's competitiveness. The event reinforced AMCC's commitment to representing and supporting the contractors who keep Canada's industrial system moving.

MARCH

Small Modular Reactor (SMR) Seminar (Sherwood Park)

AMCC joined an SMR seminar in March that explored the role of small modular reactors in Alberta's future energy mix. The event brought together municipal leaders, industry experts, and technical specialists to discuss regulatory readiness, workforce development, and the community partnerships required to support SMR deployment. The sessions also underscored the need for a highly skilled labour force to build, operate, and maintain future nuclear facilities.

PetroChem Canada West Conference

Speaking on strategies to address Canada's skilled labour shortage during a session on Training, Development, and Mentorship, President Shandra Linder highlighted the role of government policy, digital transformation, and research in driving systemic workforce improvements.

Alberta UCP Leader's Dinner

AMCC President Shandra Linder attended the annual UCP Leaders Dinner in Edmonton, connecting with political and industry leaders to discuss priorities affecting Alberta's maintenance and construction workforce.

APRIL

Canada's Building Trades Unions (CBTU) Annual Conference

Advisory Panel Co-Chairs Mandy Kaiser and Robert Kucheran, along with AMCC President Shandra Linder, participated in the CBTU Annual Conference sharing progress on the *One Industry. One Workforce. One Future.* discussion paper. They emphasized the importance of national coordination in workforce planning, labour mobility, and modernized maintenance practices. The conference reinforced AMCC's role as a neutral, solutions-focused voice working across owners, contractors, and labour to strengthen workforce stability across Canada.

MAY

Calgary Chamber of Commerce Event with the Federal Energy Minister

Representing the AMCC, President Shandra Linder joined the business community for a conversation with Canada's new Energy Minister, discussing national energy leadership, major project approvals, and opportunities for industry collaboration. Shandra also connected with Corey Hogan, Parliamentary Secretary to the Minister of Energy and Natural Resources, during the event.

JUNE

Supply Chain Canada West Conference

AMCC sponsored and participated in the Supply Chain Canada West Conference, hosting a panel titled *Beyond the Bid: Building Trust and Delivering Value in Maintenance Contracting*. The discussion brought together leaders from NOVA Chemicals, Stuart Olson, Connect Group, and BrandSafway to explore collaborative contracting, early alignment, and the role of transparent communication in delivering safe, high-quality, and reliable maintenance outcomes.

Celebrating Doreen Cole's Appointment to the NAIT Board of Governors

AMCC highlighted this significant appointment, reinforcing the strong linkage between post-secondary leadership, workforce development, and Canada's industrial future.

SEPTEMBER

Launch of *One Industry. One Workforce. One Future.*

AMCC kicked off the Building Trades of Alberta Annual Convention on September 8 with the official launch of the *One Industry. One Workforce. One Future.* discussion paper. The session brought together leaders from across Alberta's industrial maintenance community and marked a major milestone in advancing a coordinated, province-wide approach to support the future of the Industry.

Building Trades of Alberta Annual Convention

Joining leaders from BTA, CLRA, GPMC/NMC, and NOVA Chemicals, President Shandra Linder participated on a panel discussion on strengthening collaboration across Alberta's construction and maintenance industry. She emphasized AMCC's role in structured, solutions-focused partnerships that improve workforce planning, predictability, and project delivery.

OCTOBER

National Construction Labour Relations Alliance (NCLRA) Conference

Attending the NCLRA Conference in Calgary, AMCC joined labour and industry leaders from across the country to discuss national workforce trends, generational shifts in the trades, and the future of Canada's construction and maintenance labour market.

Canadian Safety Achievement (CS2A) Awards

Through the CS2A Awards, AMCC recognized and celebrated industry leaders whose achievements in safety and collaboration continue to raise the bar across the maintenance and construction sectors.

NOVEMBER

Teamsters Training Fund Workforce Development Session

AMCC engaged in discussions on developing new training pathways, including the proposed Material and Logistics Technician designation, highlighting support for modernizing training systems across multiple industrial sectors.

NAIT's Emergency Student Bursary Fund

AMCC contributed to NAIT's Emergency Student Bursary Fund, supporting trades students facing financial hardship and investing in the next generation of skilled workers.

Meeting With the Building Trades of Alberta Executive Committee

AMCC staff met with the BTA executive committee to discuss shared insights between the BTA Focus Group Report and AMCC's *One Future* paper. Topics included modernizing attraction and retention, improving predictability and scheduling, enhancing the value proposition of unionized maintenance, harmonizing safety, planning, and workforce practices, leveraging data for system-wide improvement.

Shutdowns Turnarounds Superconference

The AMCC team turned out for the annual Superconference with AMCC President Shandra Linder participating in a panel on *Solving the Skilled Labour Challenge*, alongside leaders from NAIT, SAIT, and Jardeg. The discussion aligned with AMCC's national work to strengthen labour planning, apprenticeship pathways, and workforce retention.

DECEMBER

GPMC State of the Industry Meeting

Expressing gratitude to GPMC Executive Director Brett McKenzie for his support serving on the Advisory Panel, AMCC President Shandra Linder highlighted AMCC's major accomplishments in 2025 including the publication of *One Industry. One Workforce. One Future.* and progress from the November 24 Symposium.

Presentation to the Canada Building Trades Unions Executive Board

Shandra Linder will present the findings of the *One Future* report and outline AMCC's next steps for the Association's 2026 Strategic Objectives, reinforcing the need for joint initiatives and collective industry progress.

Meeting With the Canadian Construction Association (CCA)

Shandra Linder will meet with CCA President Rodrigue Gilbert to discuss creating a coordinated workforce demand profile to optimize the skilled trades workforce across regions and timelines.

Meeting With the Mechanical Contractors Association (MCA)

Shandra Linder will meet with MCA Chief Executive Officer Tania Johnston and Chief Operating Officer Ken Landcastle to discuss the shared goals of the *One Future* paper and the MCA's Build Canada Now campaign.

The 2025 President's Report highlights the major events, initiatives, and accomplishments that defined AMCC's work this year, including industry engagements, partnership activities, advocacy efforts, and the release of the One Industry. One Workforce. One Future. discussion paper.

RELEASED DECEMBER 2025.



Supporting the Work That Keeps Canada Working

AMCC exists to support the work of Canada's industrial maintenance contractors. We coordinate industry expectations, reduce friction between stakeholders, and champion practical solutions that improve productivity, cost predictability, training standards, workplace safety and harmony, and overall site efficiency. Our role is to spot problems early, reduce risk, and create clearer pathways for owners, contractors, and unions to work together.

The outcomes of this collaboration are a more stable workforce, safer worksites, and reliable facilities that support energy production, industrial output, and the economic well-being of Canadian.



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