

AMCC's

2026

Strategic  
Priorities

Supporting Members.

Strengthening the Workforce.

Improving Outcomes.

FEBRUARY 2026

# Setting the Direction for 2026

## RESPONDING TO THE REALITIES FACING THE MAINTENANCE SECTOR

The Association of Maintenance Contractors of Canada exists to support a safe, stable, and productive maintenance sector that delivers reliable outcomes for owners, contractors, and the skilled workforce that keeps Canada's critical facilities operating.

AMCC's Strategic Priorities for 2026 reflect a clear understanding that maintenance outcomes depend on workforce availability, safety performance, regulatory frameworks, procurement practices, and long-term asset reliability. Decisions made without sufficient data or coordination, can have significant impacts on cost, safety, productivity, and workforce stability.

The priorities outlined for 2026 are grounded in Board direction, member input, and AMCC's growing national role. They reflect a deliberate shift toward deeper leadership, stronger evidence, clearer communication, and more disciplined engagement across the system. This work is intended to reduce friction, improve understanding, and support better decision making throughout the maintenance lifecycle.

What follows outlines how AMCC will focus its efforts in the coming year, and why this work matters.

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# Strategic Priorities

## STRENGTHENING THE VALUE PROPOSITION OF THE MAINTENANCE WORKFORCE

At the centre of AMCC's 2026 priorities is a comprehensive research initiative focused on clearly defining and **articulating the value proposition** of Canada's unionized maintenance labour working under the GPMC/NMC collective agreements.

Maintenance work is often evaluated through a narrow cost lens, despite its direct impact on safety, production, reliability, productivity, workforce readiness, and long-term asset performance. AMCC believes that stronger outcomes require stronger evidence. This initiative will examine key performance indicators such as training standards, safety performance, productivity, and cost predictability to build a more complete understanding of how this workforce contributes value on maintenance projects.

The purpose of this work is to equip AMCC and its members with credible data and consistent messaging that supports informed conversations with owners, governments, and industry partners. By grounding discussions in evidence rather than assumption, AMCC can better support its members and contribute constructively to decisions that shape how maintenance work is planned and delivered.

This work is an outcome of what we heard in our member survey and reflects AMCC's

commitment to leadership that is practical, evidence-based, and focused on real-world outcomes.

## MEMBER BENEFITS

AMCC's board is driven to deliver practical value that supports informed decision making and reduces uncertainty in increasingly complex operating environments.

In 2026, AMCC will focus on developing tools, insights, and advisory structures that help members anticipate workforce needs, navigate change, and strengthen their competitive position. This includes the development and piloting of a **Labour Demand Analysis Tool** to improve visibility into maintenance workforce capacity and demand, supporting more effective planning and advocacy.

AMCC will also establish an **Executive Advisory Council** to provide strategic guidance on priorities emerging from the One Future work and Board direction. This council will bring experienced perspectives to challenges related to workforce efficiency, labour mobility, safety, and alignment across jurisdictions.

Taken together, these initiatives are intended to support better decisions, reduce risk, and ensure members are well positioned in evolving market and policy environments.

## LABOUR RELATIONS AND WORKFORCE STABILITY

Labour relations and workforce stability remain foundational to the performance, safety, and long-term competitiveness of Canada's maintenance sector. In 2026, AMCC will focus on strengthening understanding, consistency, and practical application of labour frameworks that govern maintenance work, while supporting members in navigating increasingly complex labour environments.

Since its inception, the Association has sought to improve clarity, reduce friction, and support more predictable outcomes across jurisdictions, agreements, and work sites.

AMCC's work in this area in the coming year will prioritize delivering **direct labour relations training** to member companies, supporting on site leadership in the practical application of collective agreements, and begin working with members to **identify and clarify language in the Alberta collective agreement**.

A direct result of the AMCC member survey and their objectives, this work aims to reduce conflict, improve consistency, and strengthen day to day decision making. In parallel, AMCC will engage constructively with labour organizations, governments, and industry partners to address broader structural issues that affect workforce stability and maintenance delivery.

These labour relations initiatives are intended to improve workforce reliability, site harmony, and operational confidence, while positioning AMCC as a credible, solutions-oriented leader in labour relations within the maintenance sector.

## INDUSTRY PARTNERSHIPS

Collaboration across the maintenance sector is essential to addressing system-level challenges that no single organization can resolve alone. In 2026, AMCC will take a more deliberate and targeted approach to industry engagement, prioritizing relationship depth, accountability, and strategic alignment over conference participation.

The annual AMCC Symposium, taking place on November 30, 2026, remains the Association's signature convening forum. The Symposium brings together contractors, labour leaders, owners, government and strategic partners to share insights, advance informed dialogue, and address issues related to workforce stability, productivity, safety, and competitiveness.

Beyond the Symposium, AMCC will focus on purposeful engagement and meetings with key industry organizations to identify areas of shared interest, strengthen accountability, and pursue collaboration where it supports better outcomes for the maintenance sector.

## ADVOCACY

Effective advocacy is essential to improving outcomes for Canada's maintenance sector. Regulatory decisions, policy frameworks, and public narratives directly affect workforce mobility, safety standards, productivity, and the ability of contractors to deliver reliable results. In 2026, AMCC will significantly strengthen its advocacy function to ensure the Association is positioned as a credible, informed, and constructive voice.

This work reflects a shift toward more disciplined and strategic advocacy. AMCC will develop a **formal government relations strategy** that defines priorities, focus areas, audiences, and engagement pathways, ensuring advocacy efforts are coordinated and aligned with Board direction.

Advocacy will be grounded in evidence and member input, with particular **focus on labour mobility**. AMCC will also invest in the communications infrastructure required to support advocacy, ensuring the Association is prepared to engage publicly and reinforce key messages with confidence and consistency.

These efforts represent an investment in AMCC's long-term credibility and influence.

## MEMBER ENGAGEMENT AND COMMUNICATIONS

Strong member engagement and clear communication are central to AMCC's ability to represent the maintenance sector effectively. Ensuring member voices are heard, understood, and reflected in AMCC's priorities requires consistent effort, multiple points of connection, and a willingness to invest in the systems and tools that support meaningful dialogue.

In 2026, AMCC will deepen its focus on direct, two-way engagement with members. This work recognizes that members operate in demanding environments and need clear, relevant, and timely communication that supports real decisions on the ground. AMCC's role is not only to share information, but to create structured opportunities for listening, learning, and responding.

At the core of this effort is a commitment to hearing directly from members. AMCC will implement Town Halls as a forum for open discussion, testing ideas, sharing progress, and gathering feedback.

These Town Halls will be supported by in person opportunities aligned with Board meetings, creating space for relationship building between members and candid conversation. Together, these forums help ensure member perspectives are understood and inform AMCC's work.

AMCC will also expand its communications infrastructure to better serve members. A dedicated member portal on the AMCC website will be used to share member specific content and resources, including labour relations training webinars, seasonal maintenance schedules, and curated sector association and industry partner lists. These tools are designed to provide practical value and ensure members can easily access relevant information when they need it.

In parallel, AMCC will take a more assertive and coordinated approach to external communications. This includes the development of a formal media relations strategy and the delivery of media training to leadership, ensuring AMCC is prepared to engage confidently and consistently in public and policy conversations.

Key message development will further strengthen this work, providing clear and aligned narratives that reflect AMCC's priorities and the realities of maintenance work.

This external communications effort will be supported by AMCC's signature research initiative focused on clearly articulating the value proposition of working with

AMCC member companies. By grounding messaging in evidence and real-world performance, AMCC will be better positioned to explain the contribution of its members to safety, reliability, and productivity across the maintenance sector.

This work represents a significant investment in how AMCC connects with its members and how it represents them externally. This work ensures member voices are not only heard, but translated into informed advocacy, credible leadership, and stronger outcomes for the industry

## INTERNAL OPERATIONS AND GOVERNANCE

Strong governance and internal discipline underpin AMCC's ability to lead effectively. In 2026, the Association will continue to strengthen internal operations by clarifying Board roles and responsibilities, advancing policy development, and ensuring leadership is prepared to represent AMCC consistently and confidently.

Through this work, AMCC will focus on accountability, continuity, and trust, ensuring AMCC is well positioned to deliver on its commitments.

# Looking Ahead

**AMCC's 2026 Strategic Priorities** reflect a belief that the maintenance sector benefits when decisions are informed, relationships are constructive, and leadership is grounded in evidence and experience.

AMCC is committed to supporting its members, strengthening the workforce, and contributing to a more stable, productive, and competitive maintenance industry across Canada.