



AMCC

2026
Edition



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The Work Behind Reliable Industry

Maintenance contractors are essential to Canada's industrial economy. They ensure plants operate smoothly, crews stay productive, and production remains steady. From planning and scheduling to workforce dispatch, safety supervision, and technical tasks, they manage the operational realities that determine whether a shutdown succeeds or fails or whether systems continue to operate efficiently.

Across energy, manufacturing, and major industrial facilities, maintenance work safeguards billions of dollars in assets while ensuring safe and efficient production continues.

The Association of Maintenance Contractors of Canada (AMCC) exists to support this work.

AMCC brings together contractors, labour partners, owners, and industry leaders to enhance how maintenance is planned, staffed, and delivered. Through research, labour relations leadership, training, and industry collaboration, the Association works to reduce friction between stakeholders and strengthen the systems supporting safe, reliable facilities.

The result is increased workforce stability, safer worksites, and more predictable outcomes for Canada's critical infrastructure.

A Message from the AMCC Board Chair

Building a Stronger Maintenance Industry

When AMCC was founded in 2023, the goal was to bring maintenance contractors together under a national voice that could help strengthen labour stability, enhance understanding among stakeholders, and support better outcomes across Canada's industrial sector.

In just a few years, the Association has achieved significant progress. Members have collaborated to support key bargaining efforts, expand labour relations training, strengthen industry partnerships, and initiate research to better understand the value of Canada's maintenance workforce.

In 2026, AMCC is entering an important new phase.

Our work increasingly concentrates on strengthening the evidence supporting maintenance decision-making. Too often, maintenance is judged narrowly by cost, despite its direct effects on safety, reliability, productivity, and workforce preparedness. Through research, data, and improved communication, AMCC is helping the industry better understand the full value that skilled maintenance labour provides.

At the same time, the Association continues to support members through leadership in labour relations, industry collaboration, and constructive engagement with governments and partners across Canada.

None of this work occurs in isolation. It is enabled by the dedication of our members, board, and partners who believe that improved coordination, stronger relationships, and practical leadership can enhance outcomes across the entire maintenance sector.

Thank you for the role you play in building that future.

Ken

Ken Sandmoen

Board Chair

Association of Maintenance Contractors of Canada



Why Maintenance Matters

The Work That Keeps Canada Running

Across Canada's industrial economy, maintenance work largely occurs out of sight, but its impact remains constant and vital.

From oil sands facilities and refineries to manufacturing plants, utilities, and major infrastructure, skilled maintenance contractors ensure that complex industrial operations stay safe, reliable, and productive. Their work protects billions of dollars in assets and supports the industries that drive Canada's economy.

Beyond repair work, maintenance is a coordinated system of planning, scheduling, engineering, workforce deployment, and safety oversight that determines whether facilities operate efficiently and whether major projects are successfully completed.

The Complexity Behind Every Turnaround

Large industrial shutdowns and turnarounds demand exceptional coordination. Thousands of skilled tradespeople may be mobilized to a single site in a short timeframe. Work must be completed safely, accurately, and within strict operational schedules.

Every decision impacts productivity, safety, and cost.

Maintenance contractors manage these realities every day. They assemble specialized teams, coordinate intricate work scopes, and ensure the workforce is trained and ready to perform under demanding conditions.

When the system works well, facilities operate safely and reliably.

When coordination breaks down, the consequences can include delays, cost overruns, and safety risks.

A Workforce That Supports Industrial Reliability

Canada's maintenance workforce is a highly trained and specialized segment of the skilled trades. Workers operate within established training standards, collective

agreements, and safety systems that guarantee consistency across worksites.

This workforce offers the flexibility and expertise needed to support large-scale industrial maintenance while upholding high safety and productivity standards.

Strengthening this workforce and enhancing coordination across the sector benefits everyone involved—from contractors and labour organizations to facility owners and the communities that rely on safe and reliable operations.

One Industry. One Workforce. One Future.

The future of Canada's maintenance sector relies on robust coordination across the system. Contractors, labour partners, facility owners, and governments all have a role in ensuring the workforce is available, skilled, and ready to meet the needs of modern industrial operations.

Through collaboration, better information, and shared leadership, the maintenance sector can continue to improve how work is planned, staffed, and delivered.

This is the work that AMCC exists to support.



Maintenance work protects billions of dollars in industrial assets and supports the facilities that power Canada's economy.

Reshaping the Canadian Maintenance Industry

2025 marked an important year for AMCC

Building on the foundation established in its first two years, AMCC advanced several initiatives that strengthened labour stability, deepened national collaboration, and positioned the Association to contribute meaningfully to conversations about the future of industrial maintenance.

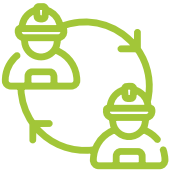
At the centre of this work was the completion of the One Industry. One Workforce. One Future. discussion paper.

Released in September 2025 at the Building Trades of Alberta Convention, this document outlines a national roadmap to strengthen Canada’s maintenance sector. Developed through research, cross-sector engagement, and member consultation, it presents coordinated recommendations to improve workforce mobility, bolster labour stability, enhance safety and training, and modernize maintenance practices across the country.

Through collaboration, better information, and shared leadership, the maintenance sector can continue to improve how work is planned, staffed, and delivered.

This is the work that AMCC exists to support.

Key Accomplishments in 2025



Labour Relations & Workforce Stability

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



National Leadership & Industry Engagement

AMCC broadened its national reach by participating in conferences and industry panels, sharing practical insights on collaborative contracting, workforce development, and labour readiness.



Advancing Member Priorities

AMCC broadened its national reach by participating in conferences and industry panels, sharing practical insights on collaborative contracting, workforce development, and labour readiness.



Strengthening Cross-Sector Partnerships

AMCC deepened collaboration with owners, unions, educators, and government partners through engagement with organizations such as CBTU, Supply Chain Canada, BTA, NCLRA, and at AMCC’s annual symposium.



Advocacy and Member Communications

AMCC strengthened its national presence by engaging with provincial governments in Alberta, Saskatchewan, Ontario, and New Brunswick, advancing discussions on workforce readiness, labour mobility, and policy alignment.

Members were kept informed through regular updates on strategic priorities, labour agreements, policy developments, tariff impacts, and industry outlooks.



Positioned for the Future

Together, these accomplishments establish AMCC as a national leader fostering organized collaboration across Canada’s industrial maintenance sector.

AMCC Three-Year Strategic Priorities

Supporting Members. Strengthening the Workforce. Improving Outcomes.

AMCC's future priorities demonstrate a clear understanding that maintenance results rely on workforce availability, safety record, regulatory standards, procurement methods, and long-term asset reliability.

The Association's work in the upcoming year aims to enhance the evidence, relationships, and systems that facilitate better decision-making across the maintenance sector.

Strengthening the Value Proposition of Maintenance Labour

AMCC is launching a comprehensive research initiative to clearly identify the value provided by Canada's unionized maintenance workforce operating within the GPMC/NMC collective agreements.

The research will examine key indicators including:

- training standards
- safety performance
- productivity
- cost predictability
- workforce readiness

The goal is to ensure there is credible evidence that supports informed discussions with facility owners, governments, and industry partners.

1. Research and Value Proposition



Maintenance work is often assessed through cost, despite its direct impact on safety, productivity, workforce readiness, and long-term asset reliability.

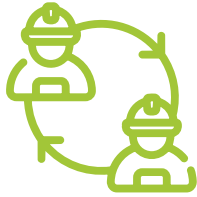
In 2026 AMCC will:

- Launch research to define the value of Canada's unionized maintenance workforce within the GPMC/NMC agreements
- Examine indicators including training standards, safety performance, productivity, and cost predictability
- Develop messaging to support informed discussions with owners, governments, and industry partners

Stronger evidence, better relationships, and improved coordination will help ensure Canada's maintenance sector remains safe, productive, and competitive.

2. Labour Relations and Workforce Stability

Clear labour frameworks and strong on-site leadership are essential to maintaining safe and productive worksites.



In 2026 AMCC will:

- Deliver direct labour relations training to member companies
- Support on-site leadership in implementing collective agreements
- Assist members in clarifying language in the Alberta agreement
- Engage labour partners and industry stakeholders to enhance workforce stability

These efforts aim to enhance consistency, decrease conflict, and strengthen daily operational decision-making.

3. Industry Partnerships

Collaboration within the maintenance sector remains crucial for addressing complex industry challenges.



AMCC will concentrate on meaningful collaboration with industry partners, labour unions, owners, and government to strengthen accountability and alignment throughout the sector.

The **AMCC Symposium**, scheduled for November 30, 2026, will remain the Association's premier national platform for industry dialogue and collaboration.

4. Advocacy and Government Engagement

Policy decisions influence workforce mobility, productivity, and the long-term competitiveness of Canada's maintenance sector.



In 2026 AMCC will strengthen its advocacy capacity by:

- Developing a formal government relations strategy
- Prioritizing labour mobility and workforce development issues
- Strengthening communications to support informed policy discussions

These efforts will ensure the industry's perspective is presented with credibility and consistency.

5. Member Engagement and Communications

Strong member engagement is essential to AMCC's ability to represent the sector effectively.



In 2026 the Association will expand its engagement tools through:

- Member town halls
- In-person engagement opportunities aligned with Board meetings
- A new member portal on the AMCC website
- Expanded communications and industry updates

These initiatives will ensure member voices continue to guide AMCC's work and priorities.



Maintenance That Keeps Canada Running

Maintenance contractors ensure Canada's industrial facilities operate safely and efficiently.

AMCC supports this work by strengthening workforce stability, improving sector coordination, and helping industry partners collaborate to achieve better outcomes.

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 **AMCC**
Association of Maintenance
Contractors of Canada