



2025

# ANNUAL REPORT



Emergency Response Assistance Canada (ERAC)

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# ABOUT US

Emergency Response Assistance Canada (ERAC) is a not-for-profit emergency preparedness and response organization created by industry for industry, and a subsidiary of the Canadian Propane Association. For more than forty years, we have developed, implemented and supported over 350 emergency response plans—including Emergency Response Assistance Plan (ERAP)'s, environmental emergency plans, rail security plans and spill contingency plans, on behalf of 320+ Plan members across Canada.

Supported by a nation-wide network of highly trained and skilled responders, ERAC ensures safe, timely and effective management of incidents involving flammable liquids and liquefied petroleum gases, whether by road, rail or stationary tanks. Through strong regulatory relationships, comprehensive online training programs and annual regional training and assessment events, ERAC delivers industry-leading preparedness, technical expertise and best practices that help protect people, product, property and the environment.





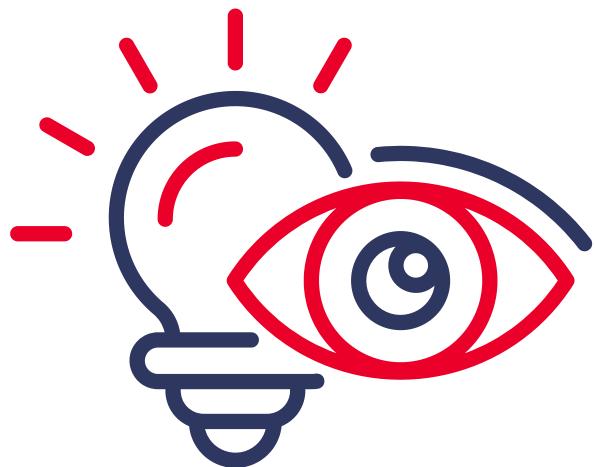
# OUR VISION

To be the highest quality emergency preparedness and response assistance organization in Canada.



# OUR MISSION

As a single, comprehensive service provider, Emergency Response Assistance Canada's mission is to deliver safe, timely and effective dangerous goods emergency response services and training on behalf of our Plan members and first responders.

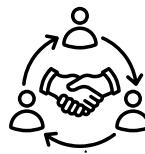


# OUR VALUES

Emergency Response Assistance Canada is committed to five core values, which guide our decisions, shape our interactions, and influence every aspect of our daily work.



SAFETY



COLLABORATION



INTEGRITY



RESPECT



LEARNING



# MESSAGE FROM THE PRESIDENT



2025 was a year of meaningful progress for ERAC. We strengthened Canada's dangerous goods preparedness and response capabilities by supporting more than 320 plan members and maintaining over 350 response plans. Our teams delivered over 30 regional training and assessment events while expanding online learning to ensure responders remain confident, capable, and aligned with the highest safety standards.

We also advanced key internal initiatives, from modernizing emergency response resources to developing new training modules that prepare our teams for emerging risks. These improvements, supported by strong regulatory relationships and a nation-wide network of responders, reinforce ERAC's commitment to protecting people, product, property, and the environment.

As we approach ERAC's 40th anniversary in 2026, I want to extend my sincere thanks to our plan members for their continued confidence and trust in ERAC. Your partnership is the foundation of our work and the reason we have been able to operate, evolve, and lead in emergency preparedness for four decades. Without your engagement and support, ERAC would not be the organization it is today.

I am grateful to our responders, ERAC Board of Directors, staff, partners, and especially our plan members, for their dedication. I look forward to building on our momentum in the year ahead.

**Spencer Buckland**  
President  
Emergency Response Assistance Canada



# MESSAGE FROM THE **CHAIR, BOARD OF DIRECTORS**

As Chair of the Board of Directors, I have the privilege of viewing ERAC's work from a broad, industry-wide perspective, one that reflects both the trust placed in us by our plan members and the critical role we play in Canada's emergency preparedness landscape. Each year, ERAC demonstrates its ability to evolve, strengthen partnerships, and deliver programs that uphold the highest standards of safety, compliance, and operational excellence.

Our Board's mandate is to ensure that ERAC's strategic direction remains tightly aligned with the needs of industry. This means maintaining strong governance, supporting thoughtful innovation, and ensuring that our mission, vision, and values—Safety, Integrity, Collaboration, Respect and Learning, guide the decisions we make and the services we oversee. From overseeing long-term planning to monitoring performance and organizational resilience, our role is to champion ERAC's continued growth as the leading emergency preparedness and response organization in Canada.

Looking ahead, the Board remains committed to supporting ERAC as it enters its milestone 40th year, ensuring that strategy, governance, and industry alignment continue to strengthen the organization's position and value for members across the country.

**Kevin Johnson**  
Chair, Board of Directors  
Emergency Response Assistance Canada



# ERAC

# GOVERNANCE

ERAC's governance framework ensures strong oversight, transparency, and accountability across all areas of the organization. As a subsidiary of the Canadian Propane Association (CPA), ERAC maintains an independent mandate but remains aligned with CPA and its members. The organization is governed by a Board of Directors composed of industry representatives from retail, wholesale, production, and transportation sectors.

The Audit & Finance Committee oversees ERAC's financial stewardship, ensuring sound budgeting practices, responsible fiscal management, and robust internal controls. This committee also plays a central role in preparing budgets for approval and guiding ERAC's long-term financial sustainability, as reflected in regular audit and budget preparation activities discussed at team and board levels.



# OUR BOARD

ERAC's Board of Directors is composed of experienced leaders from across Canada's propane, oil and gas, transportation, and energy sectors, bringing together the perspectives of retailers, wholesalers, producers, and transporters to guide the organization's strategic direction.

*Superior Propane*

**Kevin Johnson**  
*Chair*  
*Transporter Road*

*Eco-Pro Services Inc.*

**Rob Barrow**  
*CPA Representative*

*AltaGas Ltd.*

**Michael De Paoli**  
*Producer (LPG)*

*Irving Oil*

**Evan Doucet**  
*Retail*  
*Marketer/Wholesale*  
*East*

*Kelly's Fuel*

*CN*

*CPKC*

*Cenovus Energy*

**Kevin DuPuis**  
*Retail*  
*Marketer/Wholesale*  
*East (LPG)*

**Anthony Ippolito**  
*Transporter Rail*

**Darlene Nagy**  
*At-Large*

**Steve Plewes**  
*Flammable Liquids*  
*Producer*

*Parkland Corporation*

*Keyera Corp.*

*Kiros Energy Marketing*

**Alison Pratt**  
*Retail*  
*Marketer/Wholesale*  
*West (LPG)*

**Shivaughan Sky**  
*Producer (LPG)*

**Todd Temple**  
*Retail*  
*Marketer/Wholesale*  
*West (LPG)*



# OUR TEAM

Emergency Response Assistance Canada is a dedicated group of highly trained professionals committed to strengthening Canada's dangerous goods preparedness and response capabilities.



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11



12



13



14



15



16



17



18



19

- 1) Spencer Buckland - President
- 2) Patrick Knight - Safety & Emergency Management Director
- 3) Linus Lau - Finance Director
- 4) Cheryl Dahlager - Member Services Director
- 5) Yves Hamel - Operations Director
- 6) Kristie O'Brien - Executive Assistant
- 7) Charlotte Stevens - Regional Manager/Technical Advisor
- 8) Chris Whitman - Regional Manager/Technical Advisor
- 9) Josh Watts - Regional Manager/Technical Advisor
- 10) Marc-Oliver Boudreau - Technical Advisor
- 11) Cody Davis - Technical Advisor
- 12) Buddie Reed - Equipment & Maintenance Technician

- 13) Aidan Osborne - Emergency Management Advisor
- 14) Kai Lausten - GIS Specialist
- 15) Lisa Reyes - Health & Safety Specialist
- 16) Tate O'Dwyer - Communications & Marketing Specialist
- 17) Joanna Bossert - Member Services Specialist
- 18) Debbie Norris - Member Services Coordinator
- 19) Espie Dreza - Finance Administrative Assistant



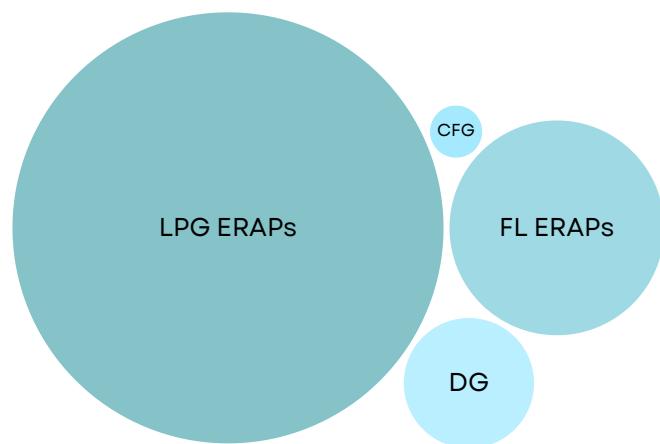
# ERAC MEMBERSHIP

ERAC's membership continues to represent a diverse and growing cross-section of Canada's dangerous goods sector. Our members span producers, transporters, retailers, and wholesalers across flammable liquids, liquefied petroleum gases, and other dangerous goods.

## Plan Breakdown

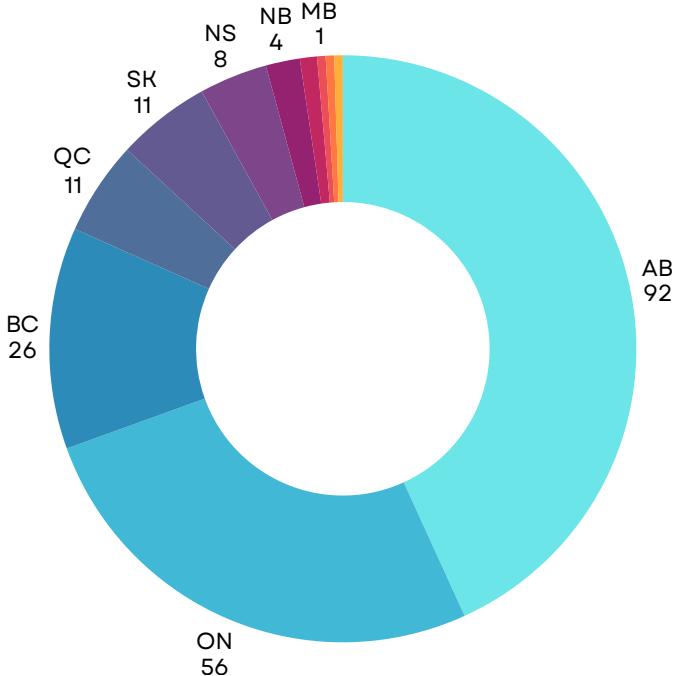
**323**

ERAC Plan Members in 2025.



LPG = Liquified Petroleum Gas, FL= Flammable Liquid,  
DG= Dangerous Goods, CFG= Compressed Flammable  
Gas

## Number of Members by Province





# FOUR PILLARS OF SERVICE

Our four pillars of service: emergency response planning, responder training, first responder training, and 24/7 dangerous goods emergency response, provide a comprehensive, end-to-end framework that equips industry and communities with the expertise, preparedness, and support needed to manage dangerous goods safely and effectively. Together, these pillars form the backbone of our service offering, ensuring our Plan members receive consistent, high-quality guidance and operational excellence across every stage of emergency preparedness and response.

DANGEROUS GOODS EMERGENCY  
RESPONSE **PLANNING**

ERAC RESPONDER **TRAINING**

FIRST RESPONDER TRAINING

DANGEROUS GOODS  
EMERGENCY **RESPONSE**

01

# DANGEROUS GOODS EMERGENCY RESPONSE PLANNING

Dangerous Goods Emergency Response Planning is the foundation of ERAC's preparedness model, providing Plan members with comprehensive, regulatory-compliant emergency response plans that anticipate risks and strengthen operational resilience. Through the development and management of Emergency Response Assistance Plans (ERAPs), environmental emergency (E2) plans, rail security plans, and spill contingency plans, ERAC ensures members are equipped with the right tools, information, and exercises to maintain compliance, enhance readiness, and respond confidently to potential incidents. This pillar sets the strategic groundwork that supports safe, effective emergency management across Canada's dangerous goods sector.



## 2025 Highlights

- 12** New E2 plans were developed for plan members.
- 20** Full-scale E2 exercises were facilitated and completed.
- 205** ERAPs updated and/or renewed with Transport Canada.





02

## ERAC RESPONDER TRAINING

ERAC Responder Training ensures our contracted response teams are fully prepared to manage dangerous goods incidents with skill and confidence. Through annual regional training and hands-on assessments, we maintain a high-performing national network of responders ready to support Plan Members safely and effectively when an incident does occur.



### 2025 Highlights

**36**

Total Regional Training & Assessment events completed in 2025. 16 Flammable Liquids (FL), 19 Liquified Petroleum Gas (LPG), and 1 Compressed Flammable Gas (CFG).

**333**

Team Members Trained and Assessed in 2025.

- 185 for LPG
- 140 for FL
- 8 for CFG

**13**

Transport Canada personnel trained.

03

## FIRST RESPONDER TRAINING

A large, intense fire is erupting from a building, with thick orange and yellow flames billowing upwards. Several firefighters in full protective gear, including helmets and oxygen tanks, are spraying water on the fire. The scene is set outdoors, likely at a training facility or actual emergency site.

ERAC's First Responder Training equips community fire departments and frontline personnel with the knowledge and skills needed to safely and effectively respond to dangerous goods incidents. Through specialized LPG and flammable liquids programs delivered across Canada, we help ensure first responders are prepared, confident, and ready to protect their communities when hazardous situations arise.

*Historical Figures***4,000+**

Canadian first responders have completed ERAC's LPG Firefighting Awareness Online Training over the last five years.

**534**

First responders completed in-person LPG Level 1 Operations courses over the past ten years.

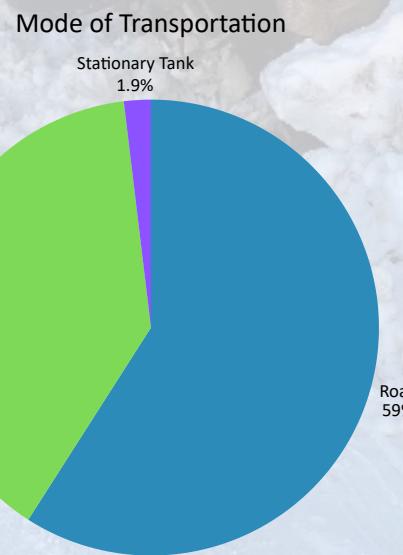
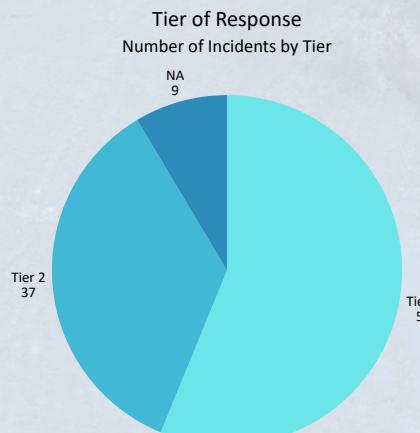
## 04

## DANGEROUS GOODS EMERGENCY RESPONSE

ERAC's fourth pillar, Dangerous Goods Emergency Response, provides members with reliable, 24/7 incident support through a highly trained national network of responders. Whether involving flammable liquids, LPG, or other dangerous goods, our teams are equipped to mobilize quickly, coordinate effectively, and manage emergencies with a strong focus on safety, technical expertise, and public protection whether it is a tier one or tier two response.

**105** incidents attended to in 2025.

 increase of 16 vs in 2024



### Average Response Times to Incidents in 2025

#### LPG Incident

LPG Response Team: 4.49 hours  
LPG RMA: 4.28 hours

#### FL Incident

FL Response Team: 1.5 hours  
FL TA: 0.56 hours

#### DG Incident

DG Response Team: 3.41 hours  
DG TA: 5.22 hours

LPG: Liquefied Petroleum Gas | FL: Flammable Liquid | DG: Dangerous Goods | TA: Technical Advisor | RMA: Remedial Measures Advisor

## 04

## DANGEROUS GOODS EMERGENCY RESPONSE

*(Continued)*

ERAC's Operations Centre Warehouse serves as the backbone of our national response capability, housing and maintaining more than four million dollars' worth of specialized dangerous goods response equipment. In addition to the trailers stored and managed at the warehouse, ERAC also positions LPG and flammable liquids trailer caches at key geographic locations throughout the country. This network of strategically situated resources ensures rapid mobilization and supports consistent, deployment-ready coverage nationwide. These caches include pumps, flare systems, firefighting tools, transfer equipment, and fully outfitted response trailers, ensuring our teams and contracted responders have rapid access to the resources they need to manage incidents safely and effectively.



# A YEAR IN REVIEW



## STRENGTHENING PREPAREDNESS AND COMPLIANCE

ERAC supported 320+ Plan members and maintained 350+ emergency response plans, reinforcing national readiness across ERAPs, environmental emergency, rail security, and spill contingency programs; growth included 11 new plan members. These results reflect our end-to-end program design, plan management, risk and program administration, contractor safety oversight, and regulatory engagement that keeps members confident and compliant.

## 24/7 RESPONSE NETWORK AND OPERATIONAL EXCELLENCE

Backed by a coast-to-coast responder network and rigorous safety/quality functions, ERAC advanced incident readiness and response effectiveness, anchored in standardized processes and continuous improvement that are core to our value proposition.

## TECHNOLOGY THAT MAKES READINESS MEASURABLE

We progressed critical data and systems initiatives, including moving key emergency response resources from GIS into SharePoint for easier access, and continued to leverage GIS-driven capabilities for planning and situational awareness, steps that sharpen our operational picture for plan members and responders. Building on ERAC's ArcGIS online environment, our GIS program integrates real-time incident dashboards, resource locators, and performance-tracking tools that streamline reporting, automate essential communications, and centralize vital emergency information. These enhancements make readiness truly measurable: responders and plan members gain immediate access to accurate data, real-time conditions, and standardized documentation, driving faster decisions and higher-quality emergency management across Canada.



## CULTURE & PEOPLE DEVELOPMENT

ERAC's strength comes from its people, and 2025 marked another year of purposeful investment in the team that supports our members and the responder network.

Building on our long-standing human resources framework, which includes performance management, succession planning, and clear recruitment and administrative policies, ERAC continued to reinforce a culture grounded in Safety, Integrity, Collaboration, Respect, and Learning.

Over the past several years, ERAC has expanded its total rewards package to strengthen retention and ensure we remain an employer of choice. This includes a Wellness Spending Account, increased employer RSP contributions, enhanced vacation entitlements, and a long-term recognition program designed to honour employee commitment and contributions. These investments reflect ERAC's belief that supporting the well-being of our people directly strengthens the quality, reliability, and continuity of service we provide to plan members.

Professional development also remained a central priority. Employees are encouraged and supported to pursue training aligned with their roles and future growth opportunities, with ERAC providing guidance and approval through its established HR policies. Continuous learning is embedded across the organization, from employee orientations to safety management system training, feedback loops, and evolving technical skill development supported by our learning management system.

Looking ahead, ERAC continues to plan proactively for the future by ensuring succession strategies are in place, maintaining competitive compensation practices, and fostering a workplace culture where people feel valued, equipped, and motivated to grow.

As our programs, technology, and regulatory landscape evolve, so does our focus on developing the team that makes ERAC's mission possible.



## SAFETY MANAGEMENT AND QUALITY EMBEDDED IN DAILY WORK

ERAC advanced adoption of SiteDocs software as our integrated safety and quality management platform, reinforcing the culture of safety and integrity that underpins every element of program delivery. ERAC is proud that no loss-time incident has ever occurred in our organization's history, a testament to decades of disciplined safety practices, strong leadership, and an unwavering commitment to protecting people and ensuring operational excellence. This achievement is rare in high-risk industries and underscores the maturity and reliability of ERAC's safety culture.

## NEW AND EVOLVING TRAINING CONTENT

Curriculum development continued with new ammonia modules and planning for hydrogen and LPG enhancements, ensuring our training portfolio anticipates emerging risks and aligns formats across programs. In 2026, ERAC is introducing a major upgrade to our online learning system, one that transforms traditional e-learning into fully interactive, scenario-based training environments. This upgrade means a more consistent, scalable, and high-fidelity training experience across Canada, strengthening overall emergency readiness and reinforcing ERAC's commitment to modern, industry-leading training delivery.

## MEMBER SERVICES

We continued in strengthening ERAC's connection to Plan Members by focusing on communication, responsiveness, and operational support. Throughout the year, the team worked closely with partners to ensure accurate, timely updates to plan member information and enhance administrative efficiency. This work was supported by ongoing improvements to internal tools, including IT and cybersecurity updates, and the introduction of new systems that streamline how member data is managed. Together, these efforts contributed to a more connected, informed, and supported membership community as ERAC moves into its 40th anniversary year.



## MARKETING AND COMMUNICATIONS

In 2025, ERAC's Marketing and Communications activities focused on strengthening digital reach, improving stakeholder engagement, and supporting organizational visibility across Canada's dangerous goods sector. Email remained a key communication channel for reaching Plan members, responders, and industry stakeholders.

ERAC continued to enhance its digital presence through website updates and more relevant, user-focused content. In 2025, more than 15,000 users visited our website, an increase of 16.4% from the previous year and generated over 87,000 page views, reflecting strong and growing engagement with our online resources. ERAC delivered regular e-marketing communications and program updates throughout 2025, using targeted messaging to highlight training opportunities, operational updates, and new resources. These e-marketing initiatives supported strategic objectives to strengthen awareness of ERAC's services and expand touchpoints with the responder community.

LinkedIn remained ERAC's strongest and most effective social media platform, consistently outperforming other channels in reach, engagement, and audience relevance. In 2025, our LinkedIn following grew by 13.2% (to 4,578 followers), reflecting sustained interest in ERAC's work and the value of our content.

## FINANCIAL REVIEW

In 2025, ERAC maintained strong financial stability supported by consistent revenue performance and prudent expense management. Revenue remained diversified across LPG, flammable liquids, and other services, totaling just under \$8 million, with LPG and flammable liquids continuing to represent the core of ERAC's funding base.

Operational strength was reflected in our expense coverage, sustaining multiple months of operating and restricted reserve capacity—demonstrating ERAC's resilient financial position and ability to support long-term program delivery. Administrative and governance costs remained lean, with 79% of total expenses directed to Response & Preparedness, 18% to Administration and Governance, and only 3% to Marketing, underscoring ERAC's commitment to directing resources where they provide the greatest member value.



# SUMMARY

In 2025, ERAC strengthened its position as a national leader in dangerous goods emergency preparedness and response, delivering reliable, high-quality support anchored in safety, technical excellence, and trusted industry partnerships. Through our end-to-end program, spanning plan management, responder training, 24/7 emergency support, and rapidly advancing GIS-driven capabilities we helped ensure our plan members remained confident, compliant, and prepared for an evolving risk landscape.

As we approach ERAC's 40th anniversary, we do so with a clear sense of purpose and momentum. We remain committed to advancing the systems, expertise, and collaborative relationships that protect people, product, communities, and industry across Canada.

The year ahead is an opportunity not only to celebrate our history, but to continue shaping a safer, stronger future, together.





LEARN MORE



@ERACanada

[erac.org](http://erac.org)