



Reliable today, resilient tomorrow

2024 Annual Report



Our vision

To advance the unique multi-utility model to benefit our customers and build better communities.

Our mission

To manage, operate, and maintain community infrastructure to deliver safe, reliable services, and a personal customer experience.

Our values

Safety, integrity, innovation, and reliability.



Land acknowledgement

We have prepared this annual report in the ancestral and continuing unceded territory of the Huron-Wendat, Anishinaabe, and Haudenosaunee Peoples. We thank these Peoples for their stewardship of the land. As we preserve and protect the land and water, we commit to delivering our services with care for the Earth.

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The majority of photography in this report is by Paul Wash. Thank you for helping us share our story.



Message from the Chair of the Board and the President and Chief Executive Officer

For every home, business, and neighbourhood we serve is a promise to deliver reliable service today, while planning for a stronger tomorrow. In 2024, we renewed that promise through collaboration, innovation, and responsible governance. This report highlights the progress we've made together and the steps we're taking to build a more resilient and sustainable future.

Over the past year, we focused on strengthening the systems and strategies that support long-term success. We refined how we manage risk and measure impact, beginning with a comprehensive review of our Environmental, Social, and Governance practices. This work helped to identify key priorities, enhance transparency, and align with leading industry best practices. At the same time, an independent Enterprise Risk Management review and update provided valuable insights and tools to further strengthen our governance and accountability.

Alongside these efforts, we completed the development of three of the pillars in our Climate Action Leadership Plan, wrapped up the Regional Biosolids and Biogas project, and continued investing in infrastructure renewal. These initiatives support our long-term goal of building a more resilient, sustainable future for Kingston, with a focus on growth, reliability, and community.

A major highlight was bringing the expanded Cataraqui Bay Wastewater Treatment Plant online. This milestone reflects our ongoing commitment to renewing core infrastructure and ensuring our systems meet the needs of Kingston's residents and businesses. We also advanced our asset management program with improved data and planning tools, while proactive inspections and leak detection further strengthened safety and reliability across all utility services.

Throughout it all, we kept the customer experience at the forefront. We reopened our front lobby for in-person service and introduced a refreshed bill design to make it easier for customers to understand their usage and charges. We also continued to support community-focused programs, helping residents use resources more efficiently and sustainably.

As we near the end of our 2021 - 2025 Strategic Plan, we are proud of what our team has accomplished and confident in the path ahead. Thank you to our employees for their continued dedication, our Board of Directors for their guidance, and our Shareholder, the City of Kingston, for their ongoing support.



Nancy Taylor,

Chair, Board of Directors



David Fell,

President and Chief Executive Officer

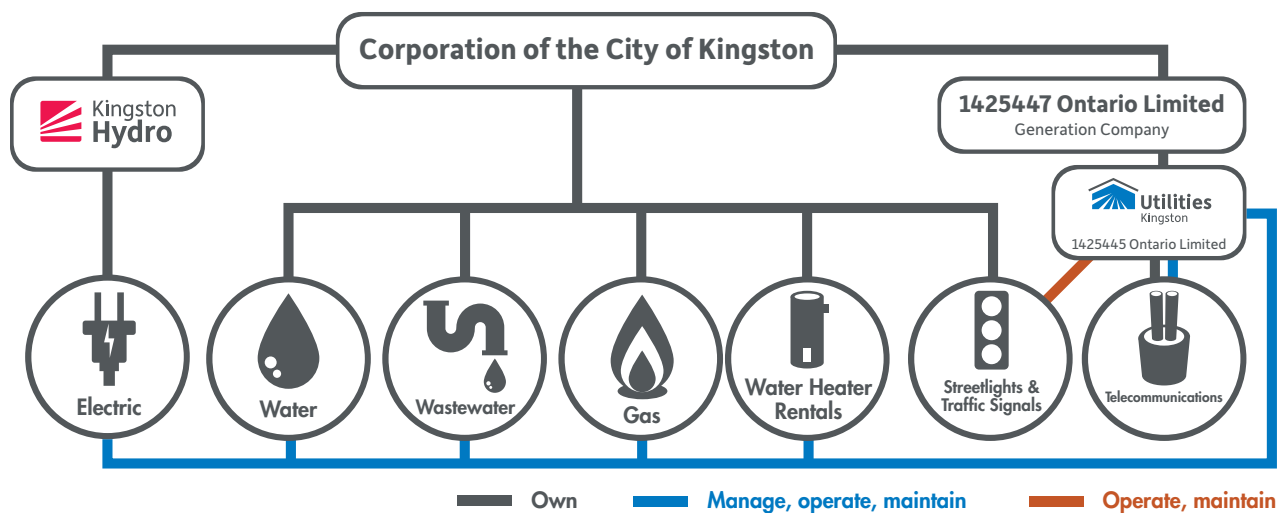




Strong governance for a stronger company

Utilities Kingston integrates water, wastewater, natural gas, electricity, and telecommunications under a unique multi-utility model that enhances efficiency, service delivery, and community impact.

Owned by the City of Kingston through its subsidiary (1425447 Ontario Limited), we operate under Ontario's Business Corporations Act and a Shareholder Declaration, ensuring transparency and municipal alignment.



Leadership and oversight

Our Board of Directors provides strategic direction, ensuring long-term stability and proactive risk management.

Directors



Nancy Taylor
Chair,
Independent Director



Lanie Hurdle
Chief Administrative
Officer, City of Kingston



David Fell
President and Chief
Executive Officer



William Leggett
Independent Director



Robert Little
Independent Director



Donna Janiec
Independent Director

Officers



David Fell
President and Chief
Executive Officer



Randy Murphy
Chief Financial Officer and
Treasurer, Corporate Secretary



Governing Committees

The Board of Directors has established two committees to support its work, both composed of the four independent directors.

Governance, Nominations, and Compensation Committee

Oversees executive succession, governance, and fair compensation.

Audit and Risk Management Committee

Ensures financial integrity and effective risk management.

Strong governance relies on the active participation of board members

Board member	Board meetings	Governance, Nominations, and Compensation Committee meetings	Audit and Risk Management Committee meetings
Nancy Taylor, Chair	12/12	3/3	3/3
Lanie Hurdle	11/12	N/A	N/A
David Fell	12/12	N/A	N/A
Donna Janiec	10/12	3/3	3/3
William Leggett	12/12	3/3	3/3
Robert Little	11/12	3/3	3/3

Notes:

- Donna Janiec is the Chair of the Audit and Risk Management Committee
- William Leggett is the Chair of the Governance, Nominations, and Compensation Committee

Senior Leadership

Our senior leadership team is responsible for executing the overall strategic direction, ensuring we achieve our mission and advance our vision.



David Fell
President and Chief
Executive Officer



Randy Murphy
Chief Financial
Officer and Treasurer,
Corporate Secretary



Heather Roberts
Director, Water and
Wastewater Operations



Kate Tindal
Director, Corporate Services



Kevin McCauley
Director,
Telecommunications and
Customer Care



Julie Runions
Director,
Utilities Engineering



Strategic Plan Progress

As we near the completion of our 2021 – 2025 Strategic Plan, we have achieved **86%** of our priorities.

Our progress reflects a commitment to service excellence, innovation, and sustainability.

Key highlights from 2024

The pivotal relationship with the City of Kingston

Strengthening collaboration and adaptability

Regular service reviews ensure our agreements with the City of Kingston remain valuable and aligned with shared goals. While these reviews will continue in 2025, staff have been strengthening relationships with the City Information Systems and Technology team, leading to greater transparency and collaboration.

Enhancing risk management and accountability

An independent Enterprise Risk Management review identified best practices and software improvements to enhance governance, alignment, and accountability.

Supporting growth

We continued to support community growth through collaboration with the City, enhancing capacity and planning for the future. With City Council's approval of asset management plans for non-core infrastructure, we also began work to align our Water and Wastewater Master Plan with the City's Official Plan and Integrated Mobility Plan updates, ensuring coordinated, forward-thinking planning.

Climate action leadership

Accelerating climate resilience and innovation

We continue to embed climate action into our operations, actively supporting the City of Kingston's goals to reduce greenhouse gas emissions. With three of four pillars in our Climate Action Leadership Plan now developed, we're making strong progress on sustainability.

Networking Business Strengthening Kingston's connectivity

Expanding broadband access is key to Kingston's economic growth, and our new five-year plan will enhance telecom services, meet customer needs, and support a competitive market.

Asset Management Planning for long-term reliability

We advanced our asset management program to boost reliability, optimize costs, and strengthen long-term planning with a data-driven approach, meeting regulatory requirements and enhancing transparency.

Key highlights from 2024

Setting the direction and priorities for ESG

Our Environmental, Social, and Governance (ESG) review is complete, providing a clear path forward. Guided by a formal Position Statement and informed by a materiality assessment, this work reinforces our role as a climate action leader and strengthens how we integrate ESG considerations across our operations.

9 Strategic Outcomes

3 Focus areas

18 Factors

A clear strategy, aligned with what matters most

Our updated ESG framework connects long-term goals with day-to-day decision-making. It focuses on the priorities that are essential to delivering safe, reliable services and advancing outcomes such as infrastructure resilience, financial responsibility, and a positive customer experience.

Our top ESG priorities



Water and wastewater management



Grid resiliency and service reliability



Cybersecurity and data privacy



Public safety and emergency preparedness



Workforce health and safety



Human capital management



Greenhouse gas emissions



Climate change transition



Service affordability

For more than 150 years, we've served our community with care. Today, we're strengthening that legacy through thoughtful governance, responsible growth, and a commitment to the people and places we serve.





Within the first month of reopening our front lobby, nearly 100 customers visited our customer care desk for in-person services!

Meeting customer expectations

Seamless customer service integration

We successfully transitioned customer service operations to our headquarters, improving collaboration across the organization and allowing us to bring back in-person customer service.



87.25%
of calls handled within **30 seconds**,
exceeding the Ontario Energy Board mandate
of **65%**

In 2024, our customer service team managed a growing volume of interactions, reflecting a steady increase compared to the previous year:



41,118 calls



8,462 emails



7,036 online move applications



New in 2024

A refreshed bill design with a clear layout and improved accessibility makes it easier for customers to understand their usage and charges.

Local sponsorship and community involvement

Empowering sustainability at the Kingston Climate Expo

The Kingston Climate Expo brought together businesses, community leaders, and sustainability advocates to explore solutions for a greener future. As presenting sponsor, we championed climate action, innovation, and collaboration - engaging businesses on low-carbon solutions and funding opportunities while sharing insights on inclusive workplaces at the Women in STEM panel.



Strengthening our community through United Way

Through our partnership with the KFL&A United Way, we're driving meaningful change by supporting essential programs and services for those in need.

Cornerstone Achievement Award – Honouring workplaces that raised between \$25,000 and \$49,999.

Britton Smith Foundation, Diamond Leadership Award – Celebrating 10 – 24 “Leaders of the Way” employees who donate over \$1,200 annually.

Volunteer leadership – Heather Roberts, Director of Water and Wastewater Operations, serves on the United Way Community Impact Panel, helping direct funding where it's needed most.

Reliable water heater rentals with a lasting impact

A portion of the proceeds from our appliance rental business supports the City's Environment Reserve Fund, helping to **clean up brownfield sites** and support the planting and operation of **managed forests** in our community.



Supporting conservation through community initiatives

Beyond infrastructure upgrades and emergency response, we're helping the community use water more efficiently through targeted programs and incentives.



Water Efficiency Retrofit Incentive

Custom upgrade at newly relocated Lionhearts kitchen

\$10,000 in funding

90 m³ of water saved annually



Rain Barrel Program

307 rain barrels sold

67,540 litres of water saved annually



Toilet Rebate Program

Nearly 1 million litres of water saved

13 residential participants

\$390 in rebates

91,026 litres saved

129 commercial participants

\$7,740 in rebates

903,304 litres saved

Proud partners in community impact



Industry Conferences

Eastern Ontario Water Works Association

Ontario Municipal Water Association

Ontario Water Works Association and Water Environment Association



United Way

Tampon Tuesday
Day of Caring
Smile Cookies

BGC South East

Pink Shirt Day

City of Kingston

Spring into Summer
Kingston Climate
Expo

Chamber of Commerce

State of the City



Queen's University

Commerce & Engineering Environmental Conference
Community Resource Fair

St. Lawrence College

Kingston Hydro Award for Sustainable Energy
Leadership presented to Denis Perisyantsev

Limestone Learning Foundation

Sandra Davison memorial Golf Tournament



Committed to safety, driven by care



Karen Bell earns top safety honour

Health and Safety Coordinator Karen Bell is among OHS Canada's **Top 25 Under 40**, recognized for her leadership in workplace safety. Her innovative approach strengthens our safety culture and sets new standards of excellence.

Our dedication to workplace safety and proactive initiatives continues to earn recognition and set new standards of excellence.



Canada's Safest Electrical & Utilities Employers: Excellence Awardee

Honoured for comprehensive safety practices and effective contractor collaboration.

OHS Canada's Silver Award for Contractor Safety Management

Awarded for excellence in risk assessments, workplace inspections, and our annual Safety Days event.

Our Safety Days event brought together **448 delegates from 103 contracting firms**, uniting them under a shared commitment to safety. Through training and clear expectations, we're raising the bar for safe work practices across all our sites.

84%


Public safety scores on the rise


We check in on electrical safety awareness every two years and this year's score rose **2%**, showing we're heading in the right direction.





Strengthening our safety culture


Comprehensive training, proactive inspections, and rigorous assessments continue to keep our workforce prepared and our worksites safe.

 **78** in-person training sessions, representing **3,247** hours of training

 **5** new eLearning courses developed for accessible, on-demand training

 **247** site safety inspections conducted by management

 **62** hazard evaluations and risk assessments completed

 **58** workplace inspections completed by the Joint Health and Safety Committee





Committed to safety, driven by care

Digging into safety with proactive locates

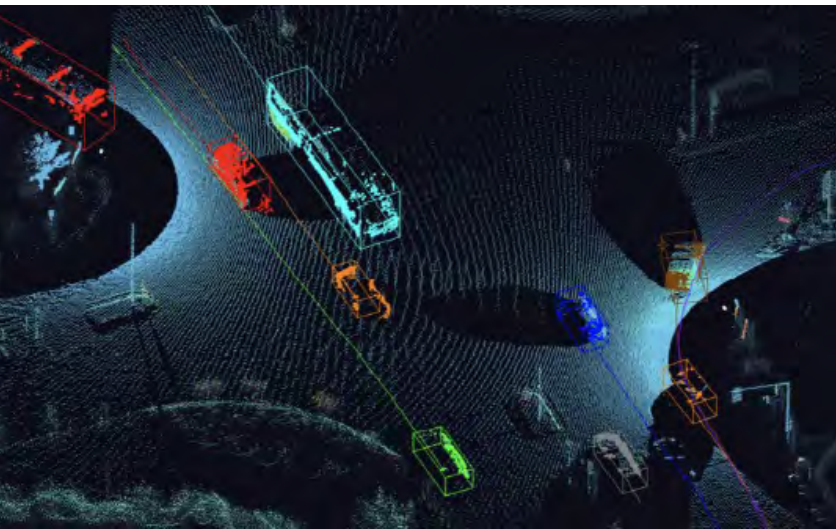
Reliable locate services are key to protecting underground infrastructure, and our damage prevention team has set a strong standard. For the past three years, their accurate locates have ensured that no infrastructure damage has resulted from errors in our process.

Ontario One Call Compliance

To further enhance our services, we participated in a voluntary compliance program focused on improving response times to locate requests.

 **91%** of locate requests completed within the required **5 or 10 day timeframe**, without renegotiation  **16%** improved over 2023





Smarter, safer streets with lidar technology

In our ongoing efforts to enhance traffic flow and safety, we introduced Canada's first lidar traffic signal system at Bath Rd and Sir John A. This advanced technology improves detection of vehicles, pedestrians, and cyclists under all conditions, enhancing responsiveness and efficiency.

Keeping Kingston moving

Our partnership with the City of Kingston ensures safer roads, improved infrastructure, and more efficient service delivery. In 2024, we continued to support capital projects, proactive inspections, and new lighting initiatives, keeping the city moving while improving reliability.

Proactive inspections – Streamlined oversight of traffic and streetlight projects, reducing defects and ensuring faster, seamless transitions back to the City.

Major traffic projects – Ongoing support for Bayridge Drive, Collins Bay, and Westbrook projects, as well as collaboration with Ministry of Transportation and the City on the Gardiners Road improvements.

Streetlight maintenance – Responded to **240** service calls, addressing rising LED end-of-life challenges and increasing maintenance demands.



Strengthening infrastructure, safeguarding community health



By proactively upgrading infrastructure, monitoring wastewater for public health, and employing innovative rehabilitation methods, we're protecting local waterways and building a reliable wastewater system.

Boosting capacity at Cataraqui Bay

The upgrades to our Cataraqui Bay Wastewater Treatment Plant are now complete, marking a significant milestone for our community. This major infrastructure investment expands treatment capacity by **40 per cent**, modernizes critical systems, and enhances the quality of wastewater treatment to better protect local waterways.

Treatment capacity

55,000 m³ per day

Average daily flow

27,200 m³

Annual flow

~9.9 million m³

Treatment process upgrades:

- ✓ **Secondary Treatment** using Biological Aerated Filtration (BAF)
- ✓ **Sludge Dewatering**
- ✓ **Biosolids Storage Facility**

Scan to learn more about the
Cataraqui Bay upgrade



Reducing sewer backups and protecting local waterways

Separating storm and sanitary sewers reduces sewer backups and overflows, improving service reliability and protecting local waterways. In 2024, we worked with the City to complete key phases of this multi-year project, including:

560m of total sewer separation across multiple streets, including:

- ✓ Collingwood (Union - Couper)
- ✓ Couper (Collingwood - Albert)
- ✓ Union (Victoria - Albert)

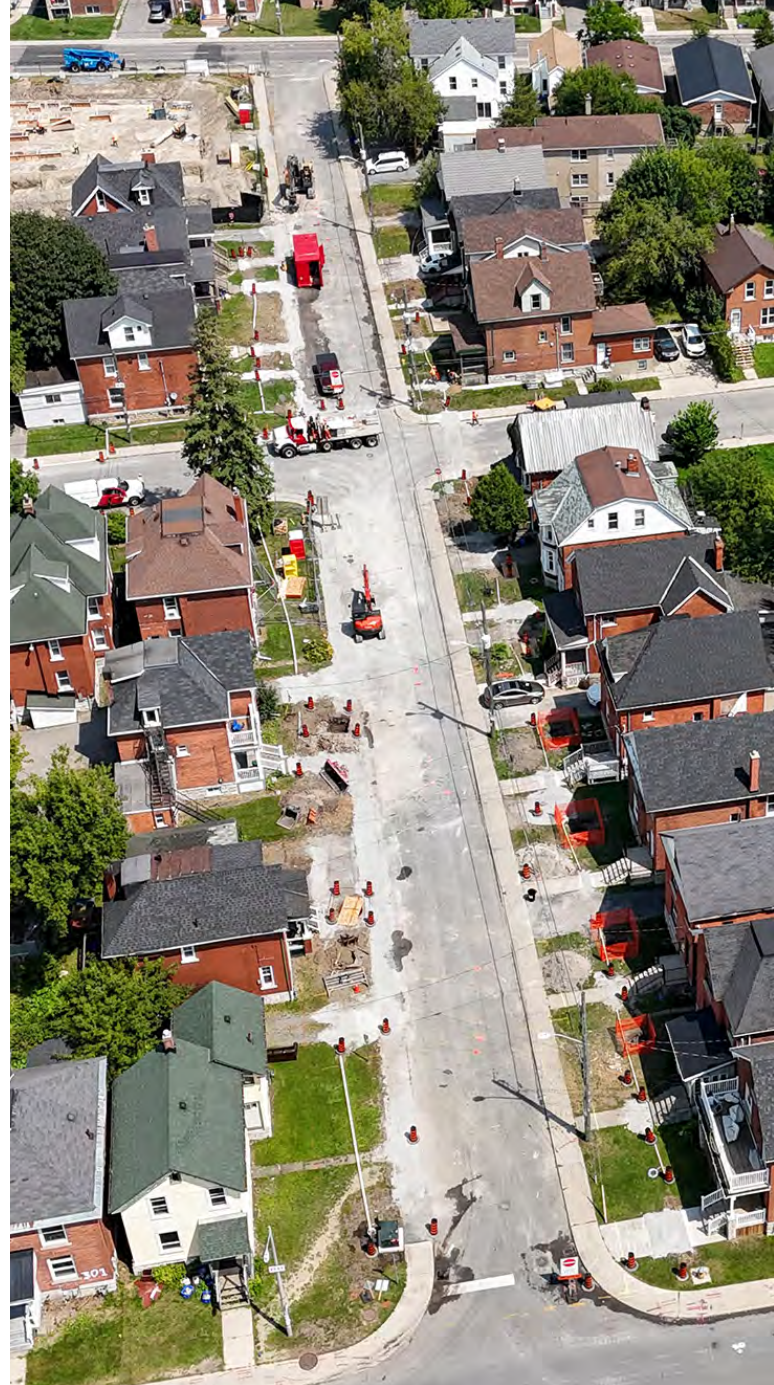
Preventative Plumbing Program

Helping **195** customers reduce the risk of sewer backups

\$401,679 in funding to install

129 backwater valves

178 sump pumps



The Days Road Sewage Pump Station replacement is now complete!

This critical upgrade replaces aging infrastructure, enhances system reliability, and ensures continued wastewater service for West Kingston's growing neighbourhoods.



Strengthening infrastructure, safeguarding community health



Biogas project comes to a close

Following an in-depth assessment and thorough research, we completed our evaluation of a regional biosolids and biogas facility. While the project was technically feasible, our analysis showed it wasn't a financially responsible path forward. As we close this chapter, we remain committed to exploring innovative, sustainable solutions that best serve our community.

Responsible decision-making



Research



Engagement



Analysis

Learn more about
our approach



Monitoring community health through wastewater

Wastewater analysis is a powerful tool for detecting emerging health risks and tracking community trends. In 2024, we joined the **Canadian Wastewater Survey**, expanding our efforts to support data-driven decisions that protect public health.



We're collecting samples to support external monitoring of:

COVID-19

Flu A & B

RSV

Smart rehabilitation for long-lasting infrastructure

Rehabilitating sewer and watermain can prevent problems and extend their lifespan by as much as 50 years. By using cured-in-place pipe and no-dig methods, we avoided full replacements, reduced costs, and minimized disruptions while maintaining reliable infrastructure.

Watermain relined

1,383 metres

Sewer rehabilitated

7,028 metres



Meeting rigorous environmental standards

With nearly **100%** of samples meeting standards, we remain committed to protecting human health and the environment. Detailed information on exceedances is available at [UtilitiesKingston.com/Wastewater/About/Reports](https://www.utilitieskingston.com/Wastewater/About/Reports).




Ensuring safe, reliable drinking water

We proactively invest in infrastructure, respond quickly to issues, and uphold rigorous compliance standards to ensure safe, reliable, and sustainable service for our community.

From Montreal to Calgary, major watermain breaks are a growing challenge and Kingston is no exception.

The Sydenham Road watermain break put our multi-utility model into action as crews worked with the City to manage safety, traffic, and emergency repairs. When another break followed weeks later, it reinforced our ongoing commitment to infrastructure investment.

Reliable service demands strategic planning, proactive maintenance, and continuous improvements. Through ongoing assessments and upgrades, we're reinforcing our infrastructure to ensure reliable service well into the future.



1,200 metres of end-of-life watermain was replaced on Kingscourt Avenue, Hillcrest Avenue, Seventh Avenue, and Duff Street to improve reliability and service longevity.





The **Third Avenue Water Booster Station** upgrades are now complete! Work to replace aging equipment will improve reliability and ensure the continued delivery of safe high-quality water.

Rapid response and proactive prevention

After a watermain break in Westbrook and a power outage at the Cana water treatment plant, we acted quickly to protect our community.

Following public health guidance, we issued boil water advisories, completed testing, and restored service safely.

Early detection in action:

On O'Connor Drive, a customer's low water pressure report led to prompt detection and repair, preventing further damage and avoiding a potential boil water advisory.

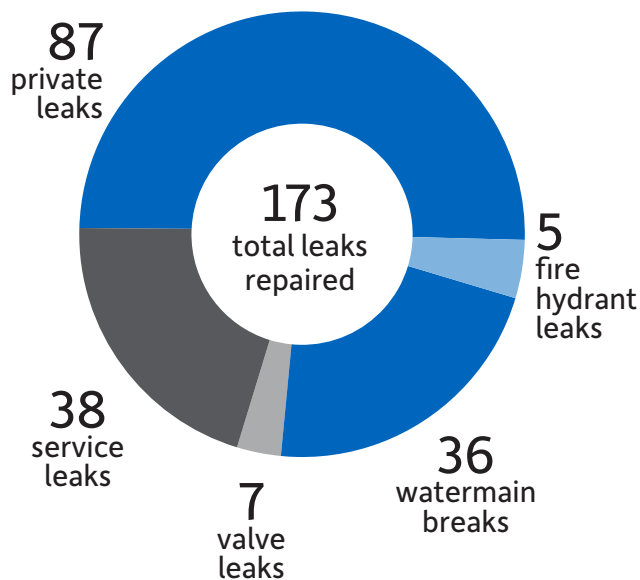


Ensuring safe, reliable drinking water



Preventing water loss, protecting resources

Our Active Leak Detection Program is a proactive, year-round effort to protect our community's water supply. Through annual hydrant inspections and acoustic listening, our dedicated crews swiftly detect and repair issues before they escalate. They prioritize high-risk areas, respond to customer reports, and target aging infrastructure to ensure reliable, efficient service.



✓ 148 leaks reported by customers,
25 leaks found through active detection



3,930
hydrants inspected

791
hydrant flow tests completed

Meeting and exceeding drinking water standards

100%

inspection rating
for compliance
with the Ministry of
the Environment,
Conservation and Parks



More than
5,500
regulatory tests
completed in 2024



Hands-on training for safe drinking water

For the second year, we partnered with the Walkerton Clean Water Centre to host MaintenanceFest, where **70 operators** including 20 from our team - gained hands-on training to strengthen their skills.

Modernizing for growth and reliability

We're investing in Kingston's electrical infrastructure to support a growing, resilient community. By upgrading our systems and committing to ongoing maintenance and modernization, we're increasing capacity, improving reliability, and preparing for future energy needs.



Upgraded **50** transformers to enhance grid reliability



Replaced **15** backyard poles in the area of Inverness & Stormont to improve reliability



Replaced an additional **49** overhead poles in several areas including Phillips St, Dufferin St, Albert & Collingwood & King St West



Removed **2** underground vault oil switches and replaced with new equipment



Achieved cost savings by completing trenching and ductwork in-house



Powering growth

The upgrade of Rigney Street to a **13.8 kV** system marked a significant milestone in strengthening Kingston's power grid.

This project not only improved efficiency and reliability, but also prepared the system for future renewable energy integration and allowed us to increase capacity in the Princess Street area.

Upgrading to a higher voltage reduces energy loss, increases system capacity and supports a more reliable grid - helping us meet the needs of a growing community while laying the groundwork for a cleaner energy future.



Scoring high on reliability

Kingston Hydro, proudly operated by Utilities Kingston, consistently delivers safe, reliable electricity to our community.

The Ontario Energy Board's utility scorecards provide a transparent measure of our performance, with 2023 results showcasing our commitment to exceptional service, reliability, and safety.

Key achievements:

- ✓ 99.85% billing accuracy
- ✓ 100% on-time service connections
- ✓ Strong reliability performance
- ✓ Zero serious electrical incidents



Scan to learn more
about our **utility
scorecard**

 **100%**
compliance with Electrical
Safety Authority audit

Modernizing for growth and reliability



Planning for the future

Ahead of the City's next downtown revitalization, we relocated aging underground systems to support smoother roadwork and traffic flow. Installing a new maintenance hole eliminated infrastructure from the middle of Princess Street and created space for additional equipment to support future developments.

Ensuring system reliability

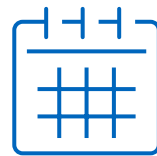
We closely track performance to ensure a reliable power supply for our customers. Here's how we measured up in 2024:

Average Number of Hours that Power to a Customer was Interrupted



0.64 hours per customer
Better than the distributor target of **1.19 hours**

Average Number of Times that Power to a Customer was Interrupted:



0.44 times per customer
Better than the distributor target of **1.01 times**

76 scheduled outages **8,689** customer hours of interruption

Rapid response to unplanned outages

From curious critters to wayward vehicles, foreign interference was the top cause of unplanned outages in 2024 - leading to **5 outages** and **7,250** customer-hours without power.

While we can't always prevent these incidents, we focus on rapid response and building system resilience to minimize their impact.

 **431** after hours calls



Strengthening our natural gas network



Our natural gas system is essential to Kingston's infrastructure, delivering safe, reliable service to homes and businesses. We're dedicated to ongoing modernization and maintenance, ensuring it meets evolving community needs while upholding the highest safety standards.



Over 1 kilometre of pipeline installed in the southwest quadrant



400 metres of gas mains replaced



314 valves inspected

City Gate Regulating Station improvements

We boosted system capacity with a new high-pressure gas line and regulating station. Additionally, repairs to the odorant system will enhance leak detection and ensure the network's long-term reliability.

Replacing aging infrastructure

To keep the system running smoothly and safely, we replaced **400m** of gas main along Princess Street, from Portsmouth Avenue to Hillendale Avenue.

Ongoing safety and leak detection

Our comprehensive safety efforts, combined with continuous inspections and advanced technology, ensure our natural gas system remains reliable, compliant, and safe for our community. These initiatives play a crucial role in reducing risk, extending the life of our infrastructure, and contributing to our long-term sustainability goals.

Investigating customer concerns



234 investigations
100% compliance

Proactive leak detection



20% of system surveyed
35 leaks identified
100% addressed

Building safety inspections

Each year, we inspect regulators and meters in customer-owned spaces to uphold safety standards and maintain reliable service.



102 building inspections

Ensuring accuracy with meter replacements

Regular meter replacements are essential to maintaining accurate billing and reliable service. In 2024, we replaced **2,100 meters**, ensuring customers were billed correctly for their actual usage while improving overall system efficiency.

Supporting customers, advancing sustainability

The Natural Gas Efficiency Upgrade Program empowers customers to reduce energy use while supporting our sustainability goals.

 **82,155m³**
of natural gas saved
\$40,000 in customer incentives

Saving energy with smart thermostats

Our Smart Thermostat Rebate Program helps customers reduce energy use and lower heating costs.



23 applicants
\$2,300 in rebates

Financial highlights

Utilities Kingston is dedicated to strengthening, modernizing, and responsibly managing the assets that serve our community.

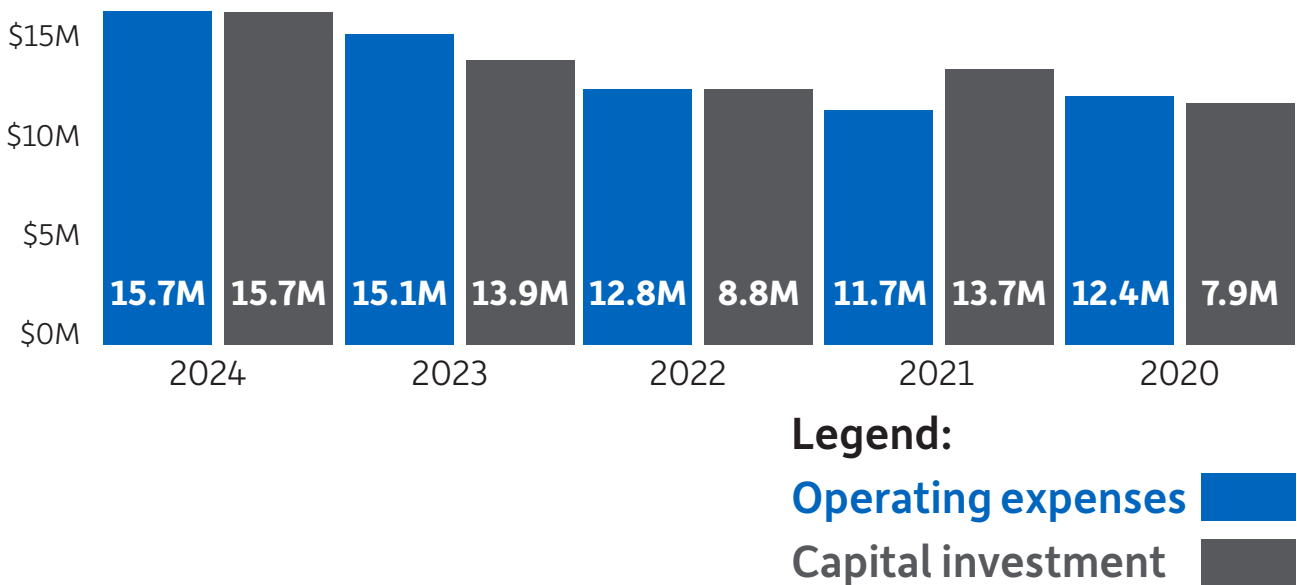
Operating expenses include annual maintenance and administration costs, while capital expenditures vary from year to year based on capital plans approved by City Council for water, wastewater, and natural gas utilities, and by the Kingston Hydro Board of Directors for electricity services.

Revenues are recorded in the financial statements of the Corporation of the City of Kingston for water, wastewater, and natural gas services, and in the financial statements of Kingston Hydro Corporation for electricity services. Utilities Kingston also manages the purchase and transportation of gas and electricity commodities, with these costs reflected in the respective financial statements.

Water

Operating expenditures incurred were \$15.7 million (2023 - \$15.1 million), an increase of 4 per cent over 2023 and 100 per cent of budget. The year-over-year increase is primarily due to an increase in an accrual for employee future benefits.

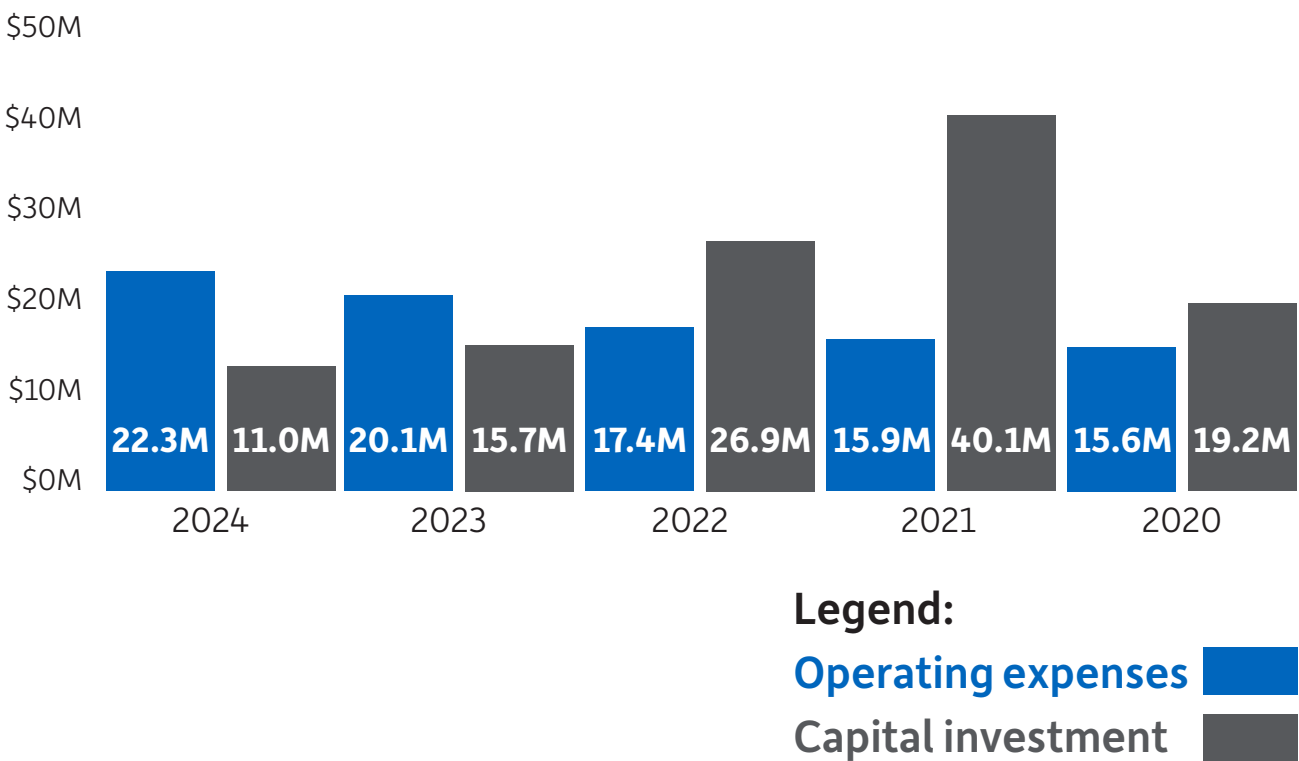
In 2024, a total of \$15.7 million (2023 - \$13.9 million) in capital improvements was invested in the water utility, with the major expenditures being water main replacements



Wastewater

Operating expenditures incurred were \$22.3 million (2023 - \$20.1 million), an 11 per cent increase over 2023 and 105 per cent of budget. The year-over-year increase is mainly due to a write-off of a wastewater capital project which will no longer be going forward to operating expense, as well as increase in an accrual for employee future benefits.

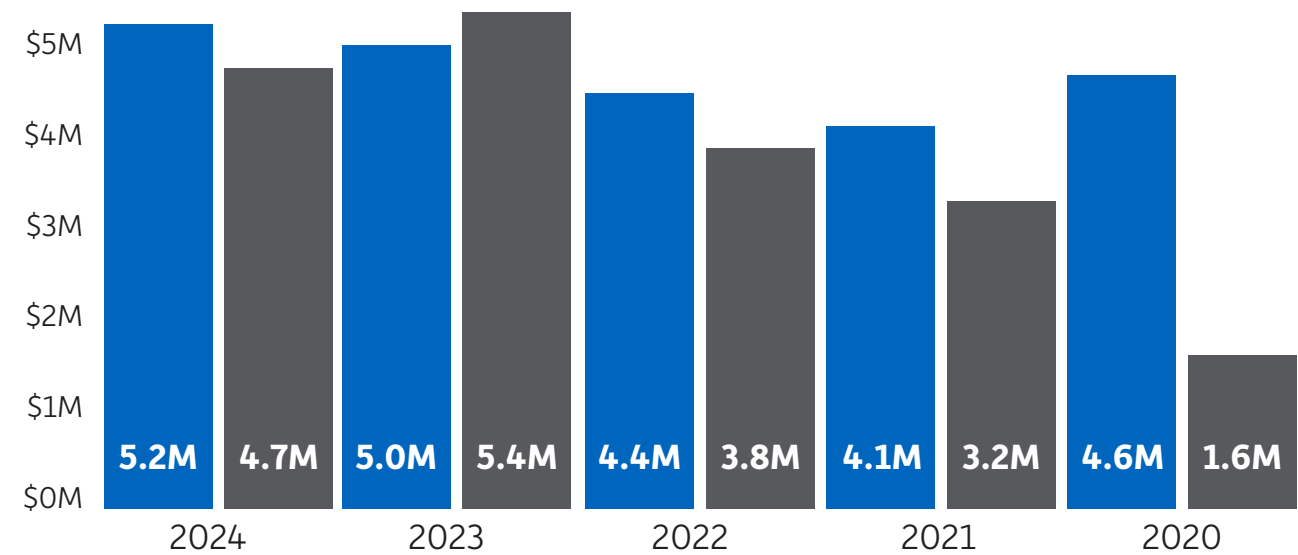
In 2024, \$11.0 million (2023 - \$15.7 million) was spent on capital projects for the wastewater utility with the major expenditures being the Dockside Drive pumping station and sanitary sewer relining.



Natural Gas

Operating expenditures incurred were \$5.2 million (2023 - \$5.0 million), a 4 per cent increase over 2023 and 98% of budget. The year-over-year increase is primarily due to increased expenditures related to the Climate Action Leadership Plan and an increase in an accrual for employee future benefits.

In 2024, \$4.7 million (2023 - \$5.4 million) was spent on general capital reinvestment in the gas utility, primarily related to meter and steel main replacement.



Legend:

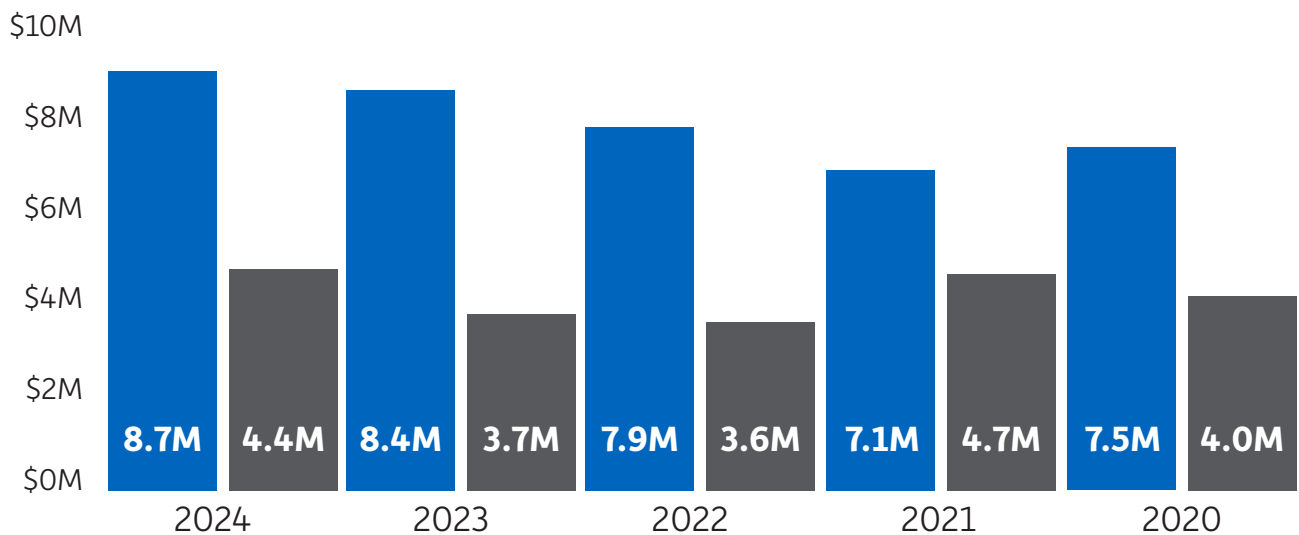
Operating expenses

Capital investment

Electricity

Operating expenditures of \$8.7 million (2023 - \$8.4 million) were 4 per cent higher than 2023 due to an increase in an accrual for employee future benefits.

In 2024, \$4.4 million (2023 - \$3.7 million) was invested in capital improvements to the system, including replacement of large trucks as well as work done for 13.8 kV conversions.



Legend:

Operating expenses



Capital investment





UtilitiesKingston.com

85 Lappan's Lane
PO Box 790
Kingston, ON
K7L4X7

613-546-1181