



Progress that matters

2025 Annual Report



Celebrating where we've been — and everything still to come.



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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This report includes photography by Paul Wash. Thank you for helping bring our story to life.



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

This year marked an important milestone for Utilities Kingston as we celebrated 25 years of service to our community. It was also a year of steady progress – one where we remained focused on delivering reliable service today while preparing for what comes next.

Throughout the year, we advanced key priorities that strengthen both our organization and the community we serve. The completion of our Climate Action Leadership Plan and Customer Experience Strategy marked meaningful steps forward – both shaped by community input and grounded in a commitment to listen, learn, and improve. These initiatives reflect our focus on long-term sustainability, service excellence, and creating value for our customers.

We also continued to invest in our infrastructure, systems, and governance, while fostering a workplace where employees feel supported and empowered to do their best work. Together, these efforts position us to respond to change, manage growth responsibly, and maintain the high standards our customers expect.

When challenges arose, our teams responded with professionalism, care, and a strong sense of responsibility – restoring service, supporting customers, and reinforcing the trust placed in us every day.

We are proud of what our employees accomplished this year. Their dedication and expertise continue to define our organization. We also extend our thanks to our Board of Directors for their guidance and to the City of Kingston for its ongoing trust and support.

As we look ahead, we remain focused on building on this momentum – making thoughtful investments and continuing to deliver reliable, forward-thinking service for our community, now and into the future.

Nancy Taylor,
Chair, Board of Directors

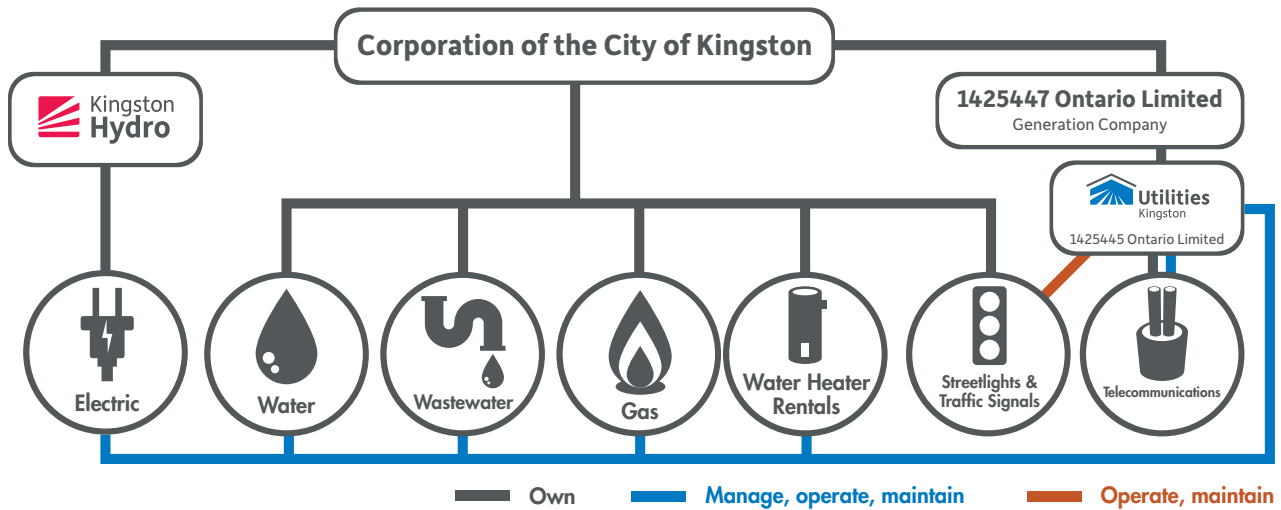
David Fell,
President and Chief Executive Officer



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.



Utilities Kingston honours the memory of Dr. William (Bill) Leggett, a valued member of the Board of Directors since 2012. His thoughtful leadership, professionalism, and commitment to the Kingston community left a lasting impact on our organization. He will be deeply missed.





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



Rene Gatien
Independent Director



Donna Janiec
Independent Director



William Leggett
Independent Director



Robert Little
Independent Director



Todd Williams
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 entirely of 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	8/9	3/3	1/1
Lanie Hurdle, Vice-Chair	9/9	N/A	N/A
David Fell	9/9	N/A	N/A
Donna Janiec	8/9	2/2	2/2
William Leggett	8/9	2/2	2/2
Robert Little	8/9	2/3	1/1
Rene Gatien	3/3	N/A	1/1
Todd Williams	3/3	1/1	N/A

Notes:

- Donna Janiec served as Chair of the Audit and Risk Management Committee.
- William Leggett served as Chair of the Governance, Nominations, and Compensation Committee until October 2025, when Todd Williams assumed the role.



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,
Energy Services



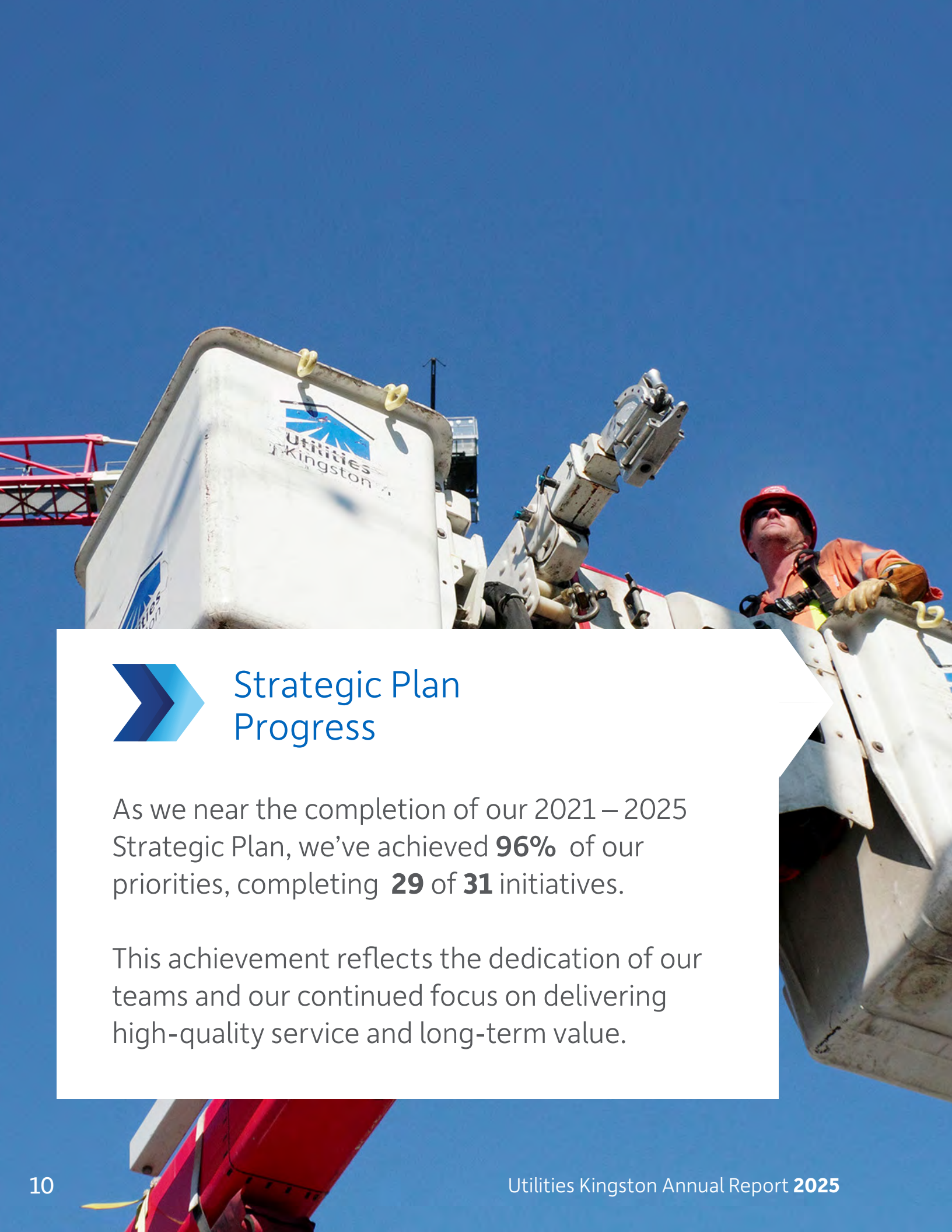
Kevin McCauley
Director,
Telecommunications
and Technology
Infrastructure



Julie Runions
Director,
Utilities Engineering



Nancie Knight
Acting Director,
Corporate Services



Strategic Plan Progress

As we near the completion of our 2021 – 2025 Strategic Plan, we've achieved **96%** of our priorities, completing **29** of **31** initiatives.

This achievement reflects the dedication of our teams and our continued focus on delivering high-quality service and long-term value.



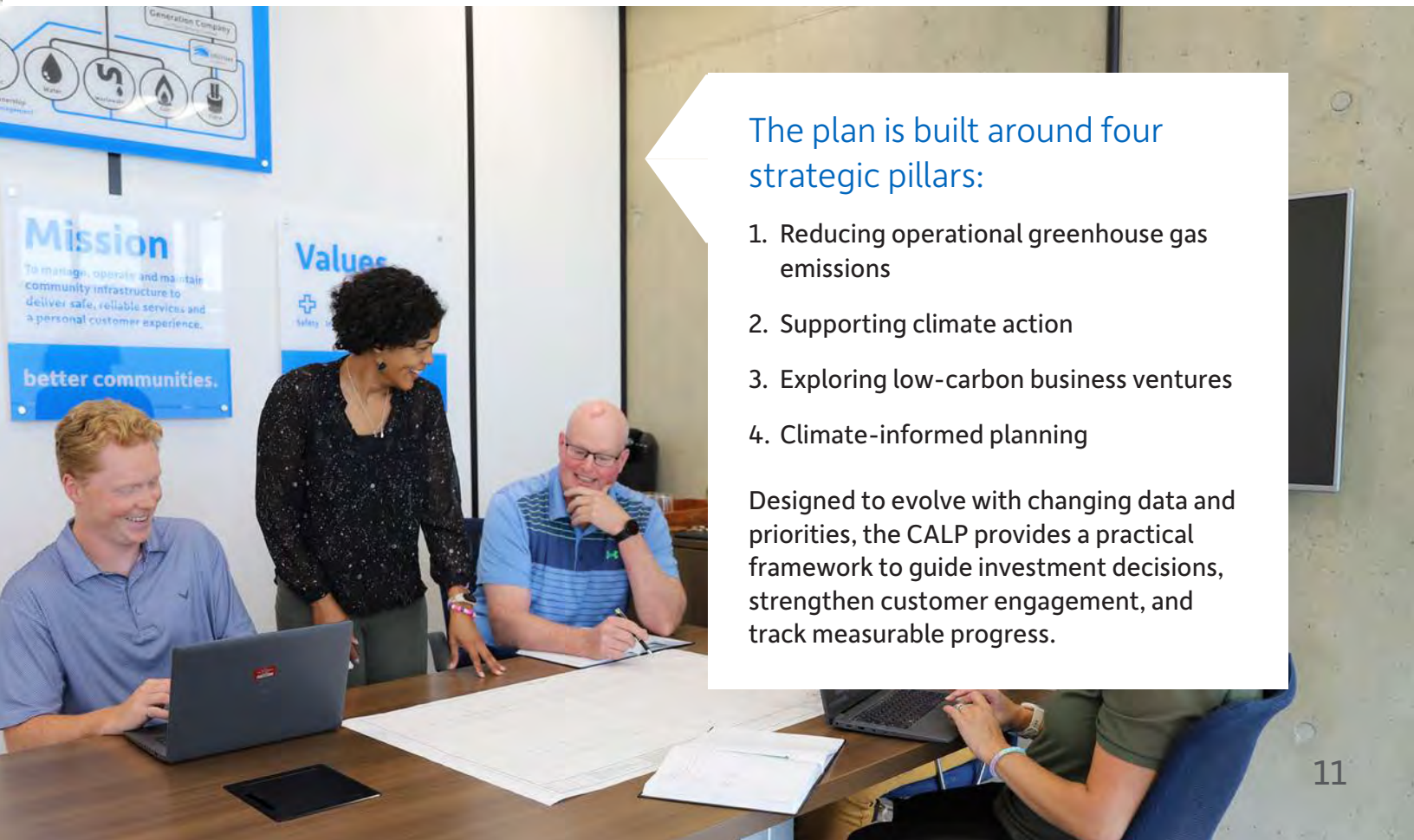
Key highlights from 2025

Our journey, your community

We are proud to celebrate 25 years of serving our community with safe, reliable, and innovative service. Over a quarter century, our unique multi-utility model has strengthened efficiency, resilience, and local decision-making, while supporting Kingston’s growth and quality of life. As we mark this milestone, we also look ahead – investing in infrastructure, advancing innovation, supporting climate leadership, and expanding our fibre network to meet the needs of our community. Our 25th anniversary is a moment to honour the past, celebrate our people, and commit to the future.

Our path to a sustainable future

We are proud to introduce our Climate Action Leadership Plan (CALP), a defined path forward to supporting the City of Kingston’s goal of becoming carbon neutral by 2040. As your local multi-utility provider, we are helping advance the transition to a low-carbon economy while continuing to deliver safe, reliable, and affordable service.



The plan is built around four strategic pillars:

1. Reducing operational greenhouse gas emissions
2. Supporting climate action
3. Exploring low-carbon business ventures
4. Climate-informed planning

Designed to evolve with changing data and priorities, the CALP provides a practical framework to guide investment decisions, strengthen customer engagement, and track measurable progress.



Listening, learning, and enhancing the customer experience

Targeted research and direct feedback helped deepen our understanding of what customers value most and how they interact with our services. These insights informed the development of our Customer Experience Strategy, providing a clear roadmap for enhancing how we serve our community.

Overall experience

93% customer satisfaction

📞 43,219 calls

✉️ 9,069 emails

🌐 7,408 online move applications

69% of calls handled within 30 seconds, exceeding the Ontario Energy Board mandate of **65%**

Evolving networks, expanding possibilities

Our telecommunications business continues to evolve to meet growing demand. We connected more customers, renewed more contracts, and completed our new telecommunications hub to support future growth. With our business plan nearly complete, we are positioning our 25-year legacy of reliable service for the next chapter.



Kingston: Connected and competitive

Kingston has earned **Full Certification** from the Intelligent Community Forum, joining just six communities worldwide and three in Canada. The recognition celebrates the City's leadership in connectivity, innovation, and digital inclusion, reflecting years of collaboration.

Our unique multi-utility model underpins this digital excellence. Our network supports smart infrastructure, reliable business connectivity, and encourages private investment.





Local sponsorships with lasting impact

Environmental impact through water heater rental revenue

A portion of proceeds from our water heater rental program support the City's Environmental Reserve Fund, advancing brownfield redevelopment and sustainable forest management initiatives locally.



Helping our community use water more efficiently

Rain Barrel Program

 **283** rain barrels sold

62,260

litres of water conserved via rain barrels

Retrofit Incentive

53,934,000

litres of water conserved through the Water Efficiency Retrofit Incentive Program

Toilet Rebate Program

8 residential participants

\$270 in rebates

63,000 litres saved

1 commercial participant

\$2,820 in rebates

1,407,000 litres saved



Creating impact together with United Way

In collaboration with KFL&A United Way, we're helping to improve lives by backing essential programs and services for our community.

- 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, serves on the United Way Community Impact Panel, helping direct funding where it's needed most.

Kingston Climate Summit

As a proud sponsor of the Kingston Climate Summit, we were excited to participate in an event that brought community partners together to share ideas and drive collective climate action. Our team showcased key conservation initiatives, engaged with attendees, and contributed to lively discussions on sustainability, energy efficiency, and building a more resilient future for the region.





Stronger together, better together

United Way

- Period Promise
- Day of Caring
- Smile Cookies
- Backpack Program
- Banner Program



Sustainable Kingston

- Pitch-in Day
- Climate Action Workshops



City of Kingston

- Kingston Climate Summit
- Spring into Summer



Pink Shirt Day

Steps for Life Kingston

5km Fundraising Walk

Chamber of Commerce

State of the City

Earth Day

Earth Day Kingston
Celebration

Industry Conferences

- Commerce & Engineering
Environmental Conference
- Eastern Ontario
Water Works Association
- Ontario Water Works Association
Conference and Trade Show

Queen's University

- Engineering
Sustainable Solutions
& Technologies
Competition
- Queen's QHacks



Safety at the core

Our dedication to safeguarding our employees and the communities we serve has been recognized through multiple safety awards, highlighting the strength of our programs and safety culture.

Canada's Safest Employers – Excellence Awards

Electrical & Utilities | Young Worker Safety

Recognized for our strong safety culture, leadership, and programs supporting new and young workers.

OHS Honours – Holistic Employee Health (Silver)

Celebrating ergonomics programs, wellness events, and initiatives that put employee wellbeing first.

Canada's 2025 Best Safety Cultures

Acknowledged for fostering a workplace where safety and wellbeing are at the heart of everything we do.



We continued to build on the foundation of safety through the year by investing in training and development—increasing learning opportunities, expanding course offerings, and completing hundreds of safety assessments to further strengthen our safety culture across the organization.

3,486 training hours

93 training sessions

356 site safety inspections conducted by management

With **512 delegates from 93 contracting firms**, this year's **Safety Days** event demonstrated the power of collaboration in building a strong safety culture.



Kingston on the move

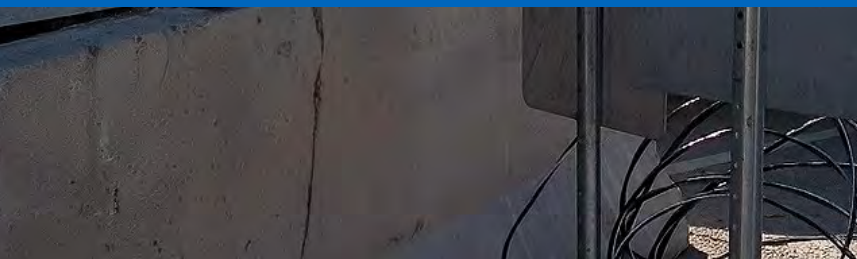
In partnership with the City of Kingston, transportation improvements focused on safer streets, improved mobility, and reliable infrastructure that supports everyday movement across the community.

- ✓ Advanced priority road projects on Bayridge Drive, Montreal Street, and John Counter Boulevard to support safe, efficient movement
- ✓ Maintained streetlighting across the city, responding to 257 service calls to restore visibility and support safe nighttime travel
- ✓ Enhanced intersection performance and traffic flow through the installation of 50 Miovision detection cameras, supporting safer movement for pedestrians, cyclists, and drivers



Raising the standard

Through participation in Ontario One Call's Compliance Support Program, on-time locate performance improved from 74.21% to 92.33% - a result that earned the team recognition for excellence and reflects their strong commitment to safety and teamwork.





From reliable infrastructure to safe, healthy water

Utilities Kingston manages, operates, and maintains Kingston's drinking water system to protect public health and support community growth through sound planning, compliance, and maintenance.

Planning for growth, renewal, and long-term performance

In collaboration with the City, water system planning progressed to better align infrastructure investments with growth and evolving service needs. Asset management plans were approved by Council and informed by detailed facility condition assessments, helping to guide future capital renewal decisions.



2025 highlights

- Water system master planning advanced to support future growth
- Asset management plans approved by Council, strengthening long-term decision making
- Facility condition assessments completed to inform renewal priorities
- Priority watermains assessed to support risk based renewal planning
- Capital planning aligned with City growth forecasts
- Renewal and upgrades in action

2,615 metres of watermain relined to extend asset life

124 water services replaced

1,146 metres of new watermain installed



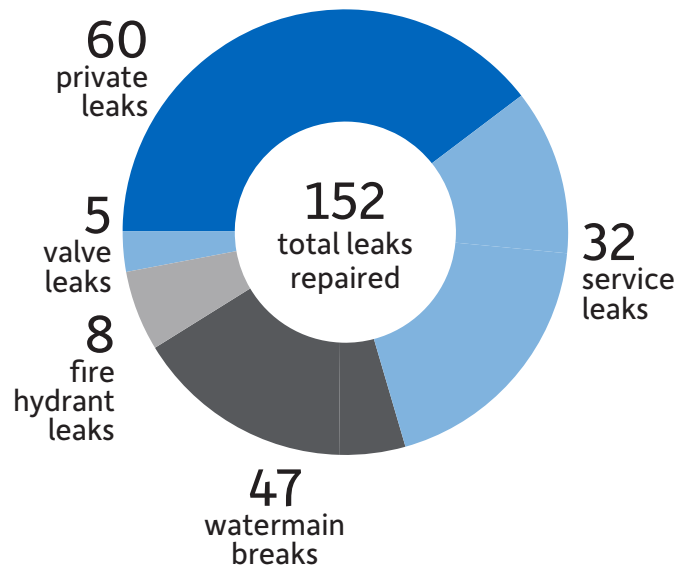
Maintaining system integrity and performance

100% of system was surveyed

3,717 hydrants inspected

706 hydrant flow tests completed

Through acoustic monitoring, hydrant inspections, infrastructure checks, and public reports, crews prioritize high risk areas and respond quickly to issues to protect system integrity.





Investing in reliable water infrastructure

King Street Water Treatment Plant

A phased, inhouse upgrade replaced aging control systems at the King Street Water Treatment Plant, modernizing critical plant controls while keeping the facility fully operational. This approach avoided service disruptions, strengthened reliability, and positioned the plant for future operational improvements to continue delivering safe drinking water.



0 service interruptions



30 valve actuators replaced



1 fully modernized control system



41 valve communications integrated



6 filters upgraded




King Street
Water Treatment Plant

300

Every
one
is
welcome
here





Protecting the environment and supporting community growth

Utilities Kingston manages, operates, and maintains Kingston's wastewater system to protect the natural environment, reduce risk, and support sustainable growth. Through disciplined planning and system renewal, we ensure wastewater infrastructure continues to perform reliably under changing conditions.

Planning for growth, renewal, and long-term performance

Wastewater system planning advanced with the City to align infrastructure investment with growth, supported by Council approved asset management plans and condition assessments.



2025 highlights

- Wastewater system master planning advanced
- Asset management plans approved by Council
- Condition assessments completed to inform renewal priorities
- Capital planning aligned with City growth forecasts



Trusted, secure, and compliant

Wastewater systems were operated in compliance with all environmental legislation and approvals, with required effluent monitoring and reporting completed and real-time overflow and bypass information available online.

Renewal and upgrades in action

Targeted renewal and capacity upgrades focused on extending asset life, reducing inflow and infiltration, and supporting growth in priority areas.

10,013 metres of sanitary sewer lined to extend asset life

1,322 metres of new sanitary sewer installed to support growth and system upgrades



Combined sewer separation

Sewer separation on Victoria Street and Earl Street advanced to reduce inflow and infiltration, improve system capacity, and lower the risk of wet weather overflows.



River Street Pumping Station

Backup generator controls were upgraded to strengthen system resilience and maintain reliable operation during power outages.

Dockside Pumping Station

Placed into service to expand system capacity and support reliable servicing for new development off Highway 15.



Protecting systems and supporting customers

The Preventative Plumbing Program supports customers and strengthens system resilience.



198 customers supported in reducing risk of sewer backups



\$402,375 invested in protective measures

144

backwater valves installed

164

sump pumps installed





Investing in reliability and resilience

Reliable electricity depends on continuous investment in the systems that power our community. Across the system, we're renewing aging infrastructure, modernizing key assets, and preparing for future growth to ensure dependable service today and into the future.

Delivering reliable service

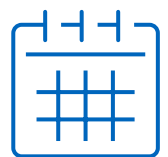
Reliable power starts with strong performance. Here's how we delivered in 2025:

Average Number of Hours that Power to a Customer was Interrupted



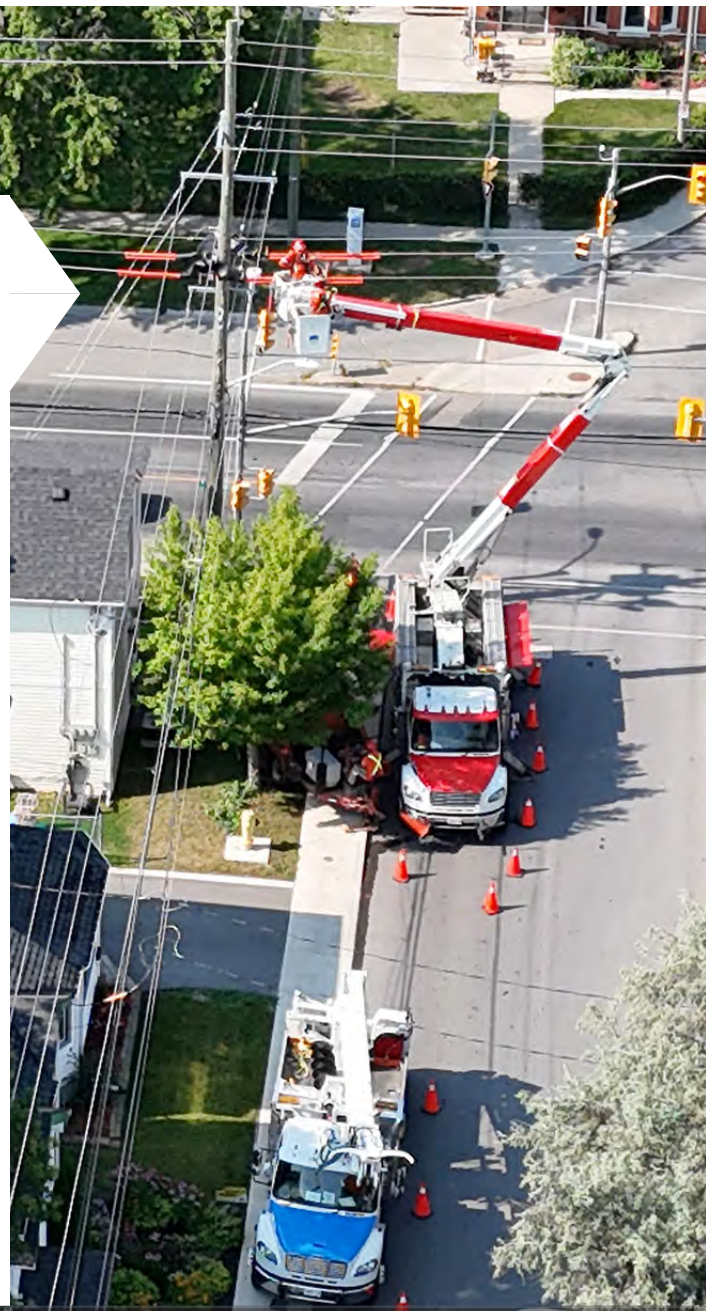
1.07 hours per customer
Better than the distributor target of **1.19 hours**

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



1.29 times per customer
Above the distributor target of **1.01**, reflecting the impact of freezing rain and ice in March 2025.

40 scheduled outages **3,009** 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 2025 - leading to 6 outages and 12,888 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.



Highlights from the field

Municipal Substation No. 2 (MS2) Transfer Station Upgrade

Aging switching equipment was replaced with modern technology at the MS2 transfer station. The station automatically switches between supply sources when needed, helping maintain service continuity and reduce the impact of outages.

Transformer Vault 25 Equipment Upgrade

Upgrades to switching equipment and breaker panels improved reliability and enhanced safety while reducing the likelihood and duration of outages.

Targeted infrastructure renewal

Upgrades along Johnson Street, Garrett Street, and the Queen/Colborne corridor included pole replacements, line reconfiguration, and a new three-phase connection. These improvements strengthen system resilience while supporting future development and growth.

Reliability at its best

The Ontario Energy Board's utility scorecards provide a transparent measure of our performance, with 2024 results showcasing our commitment to exceptional service, reliability, and safety.

Key achievements:

- ✓ 100% of new service connections and scheduled appointments completed on time
- ✓ 99.86% billing accuracy
- ✓ 97.6% of customer inquiries resolved on the first call



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



100%

compliance with Electrical Safety Authority audit



Advancing smarter, safer metering

A next-generation metering program is underway as part of a broader **Advanced Metering Infrastructure (AMI 2.0)** initiative across Utilities Kingston's multi-utility services.

This work reflects a coordinated approach to modernizing how services are measured, monitored, and managed across electricity, water, and natural gas.

Focus areas this year included:

- ✓ Building the communications network to support future data capabilities
- ✓ Preparing internal systems for integration across services
- ✓ Advancing planning for large-scale meter deployment

Together, these investments support a more resilient, responsive electricity system and position Utilities Kingston to meet the evolving needs of our community.







Modernizing our gas infrastructure

In 2025, we replaced 632 meters of aging gas mains at key locations, including: Kingscourt, Raglan Street, Princess Street, and Carleton Street, improving safety and reliability for the community.

New gas mains **867.5m**

Safety and leak detection in action

Our safety initiatives, regular inspections and advanced technology keep our natural gas system safe, reliable, and compliant, while reducing risk and extending infrastructure life.

Responding to customer concerns

211 investigations completed

100% compliance achieved

Proactive leak detection

20% of the system surveyed

25 leaks identified and fully addressed

Building safety inspections

111 building safety inspections

100% of meters and regulators inspected

Maintaining safety standards and reliable service

Reliable service, responsible stewardship

93.9 million m³ of natural gas delivered

We're helping natural gas customers access energy efficiency upgrades through incentives and low-interest financing. Our new partnership mirrors the Home Renovation Savings Program and complements existing SaveONenergy offerings, helping expand access to energy-saving upgrades to Kingston residents who heat with natural gas.

Smart thermostats:

25 applicants

\$2,500 in rebates







Financial highlights

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

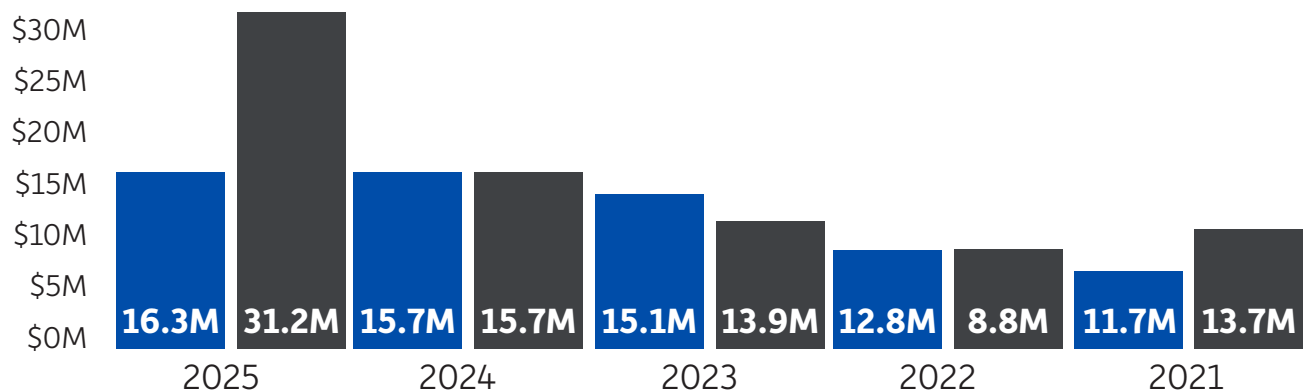
Operating expenses include annual maintenance and administration costs, while capital expenditures vary from year to year based on capital plans approved by City Council for water, wastewater, and natural gas utilities, and by the Kingston Hydro Board of Directors for electricity services.

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 \$16.3 million (2024 - \$15.7 million), an increase of 4 per cent over 2024 and 96 per cent of budget. The year-over-year increase is primarily due to an increase in water main breaks and asset management practices.

A total of \$31.2 million (2024 - \$15.7 million) in capital improvements was invested in the water utility, with the major expenditure being Front Road Watermain Phase 2A.



Legend:

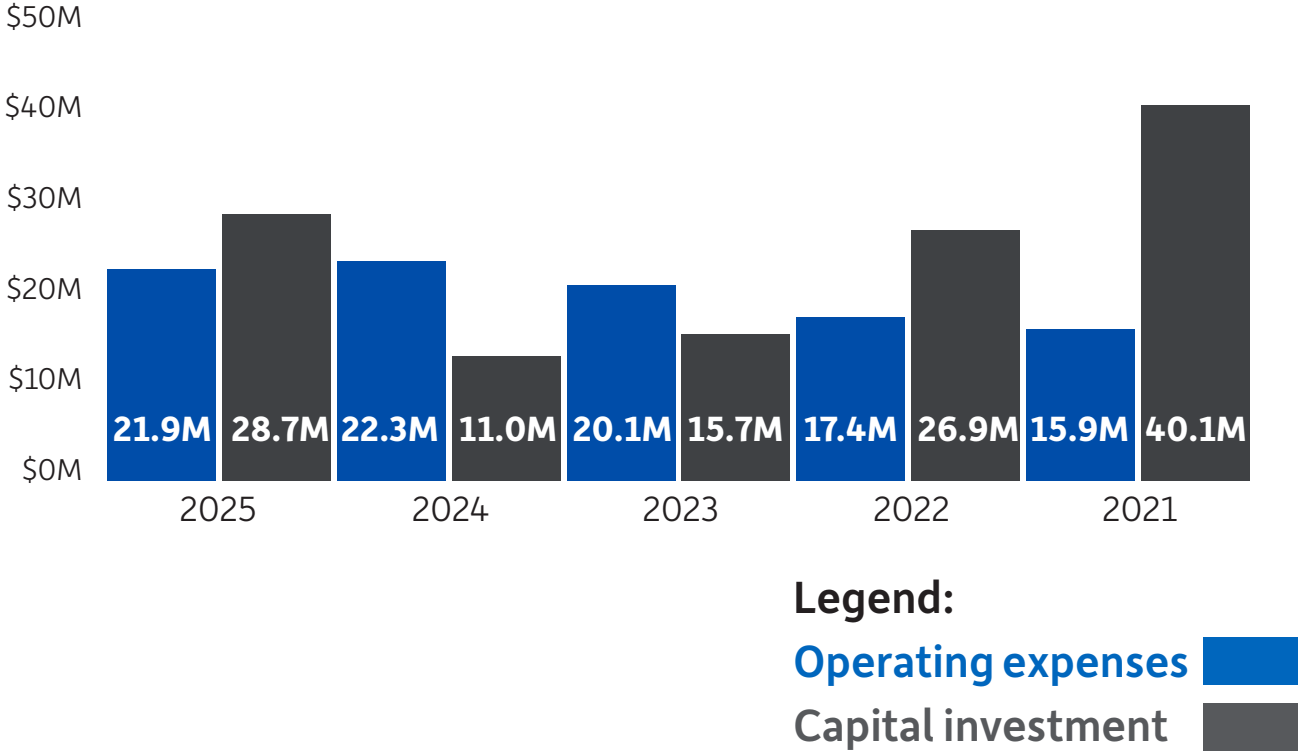
Operating expenses 

Capital investment 

Wastewater

Operating expenditures incurred were \$21.9 million (2024 - \$22.3 million), approximating prior year’s expenses.

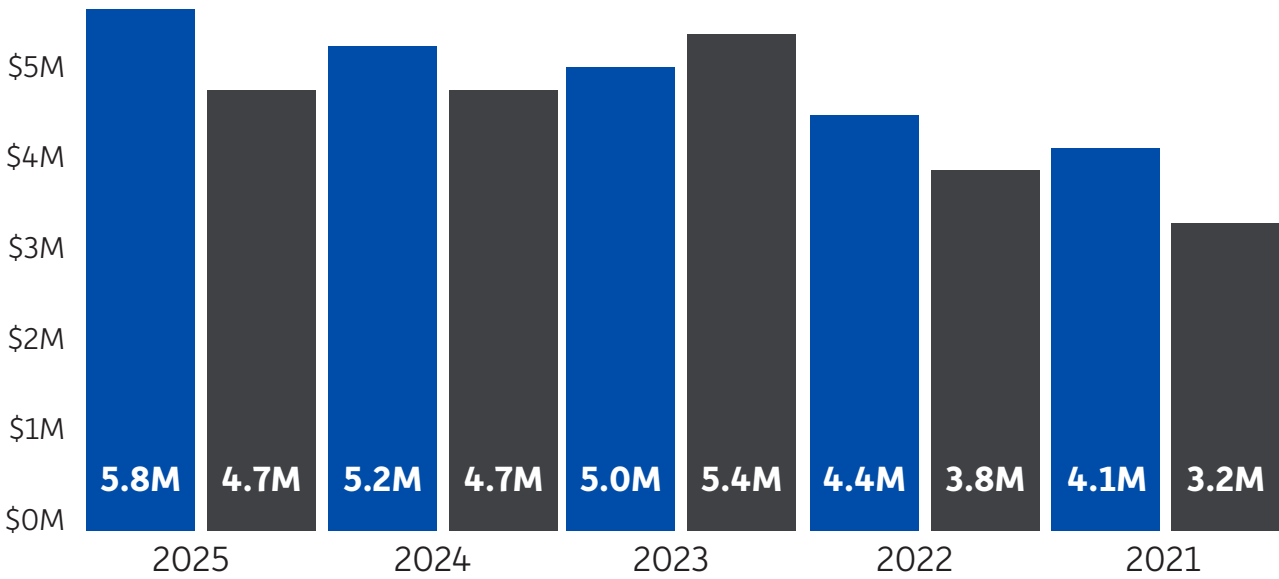
In 2025, \$28.7 million (2024 - \$11 million) was spent on capital projects for the wastewater utility with the major expenditure being the Portsmouth Redirect Forcemain Phase 2.



Natural Gas

Operating expenditures incurred were \$5.8 million (2024 - \$5.2 million), a 12 per cent increase over 2024 and 99% of budget. The year-over-year increase is primarily due to increased expenditures on planned maintenance activities.

In 2025, \$4.7 million (2024 - \$4.7 million) was spent on general capital reinvestment in the gas utility, with the major expenditure being meter replacement.



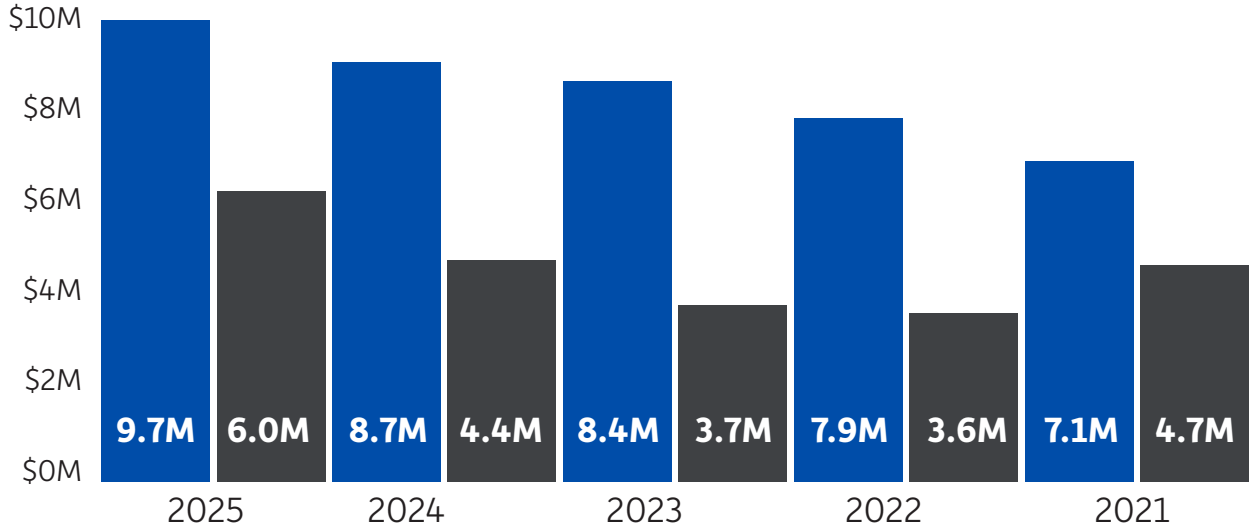
Legend:

- Operating expenses █
- Capital investment █

Electricity

Operating expenditures of \$9.7 million (2024 - \$8.7 million) were 9 per cent higher than 2024 due to increases for strategic planning and insurance.

In 2025, \$6.0 million (2024 - \$4.4 million) was invested in capital improvements to the system, with the major expenditure being meter replacements.



Legend:

- Operating expenses
- Capital investment





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