



**Mayoral Directive  
Decision Number: 2026-003**

Under Bill 3, the *Strong Mayors, Building Homes Act*, 2022, which amended the *Municipal Act*, 2001, I, John Beddows, Mayor of the Town of Gananoque, have decided as follows:

**Directive to the Chief Administrative Officer, Clerk and Managers of the Corporation of the Town of Gananoque:**

The employees of the Corporation, at every level, are the people who deliver the high-quality municipal services we are accustomed to, and their time and experience are critical resources. Initiatives that seek to enhance morale and retention of municipal personnel delivers a net benefit to the taxpayers of Gananoque and reflect the degree to which we value our municipal team.

As such, under the leadership of the CAO, you are directed to conduct and report back to me on a review of the relative advantages and dis-advantages of the following options while considering that service levels and work safety requirements must continue to be met at all times across the Corporation:

1. **Flex Hours** – if appropriate based on position & job description, duties and conditions of work, enabling seasonal changes to work hours with earlier, or later, start and end times. An (illustrative only) example might be to shift the hours of work of some positions from 8:00am to 4:00pm to 6:00am to 2:00pm during the summer months. This would enable avoidance of peak temperatures and UV levels for job descriptions with an outdoor nexus.
2. **Extended Daily Hours & Shorter Work Week** – given the current norm of a 40-hour, 8-hour per day, or a 35-hour, 7 hour per day, 5-day work week, conduct an analysis to identify positions that might be suitable to shift to a 40-hour, 10-hour per day, or a 35-hour, 8.75 hour per day, 4-day work week based on position & job description, duties and conditions of work. Some (illustrative only) examples of potential advantages by position and job description might be to reduce the number commutes of some municipal employees from 5 per week to 4 per week or reduction of day-care needs from 5 to 4 days per week for families with younger children.
3. **Town Hall Open 4 Days Per Week** – given the current norm for Town Hall of 35 or 40-hour, 7 or 8-hour per day, 5-days open, analyze the relative advantages and dis-advantages of shifting to a 35-hour or 40-hour, 4-day, 9 / 10-hour Town

Hall open to public work week. This option is tied to option 2, but stands alone as a separate, follow-on consideration. Potential (illustrative only) advantages to 4-day, 10-hour business days at Town Hall is that it would likely enhance access to municipal services for residents who are employed full time and it might reduce the operating costs of Town Hall to some degree by lowering electricity consumption decreasing heating bills and lowering water / wastewater consumption.

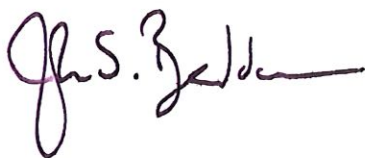
4. Any Other Recommendations – Please put forward any other recommendations that emerge during the analysis of these questions, along with supporting analysis, on ways we might flex to enhance morale and satisfaction.

Follow-on considerations would include, but not be limited to, an alignment of accruals for sick, lieu, banked, stat and vacation time so that a day taken would be logged at the corresponding number of hours, as appropriate by position. Given this, the final report must include recommendations for enabling changes to the Corporation’s HR policies if any and as appropriate.

It must be accepted that not all positions and job descriptions will be suited for either a flex-hour option or a 4-day, 8.75 or 10-hour work week, especially given the bedrock requirement to deliver municipal services at mandated service levels, and to meet work safety requirements at all times. As such, a “one size fits all” solution is almost certainly not possible, and recommendations for change will likely have to be on a function by function, and in some cases position by position basis.

The core of my intent with this directive is to try to find ways to enhance morale, job satisfaction and retention. I look forward to this report, and I am available for any follow-on questions.

Dated this 29th day of April, 2026.



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John S. Beddows, Mayor