

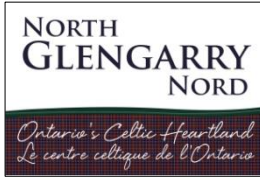
## Community Development Committee

### AGENDA

Wednesday, October 27 at 3:00 pm

**In-Person** at the Sandfield Centre, Island Park  
102 Derby Street West, Alexandria Ontario

- 1) **CALL TO ORDER**
- 2) **DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
- 3) **ADDITIONS, DELETIONS OR AMENDEMENTS**
- 4) **ADOPTION OF THE AGENDA**
- 5) **ADOPTION OF PREVIOUS MINUTES**
  - a. Minutes for September 29, 2021
- 6) **BUSINESS ARISING FROM THE MINUTES**
- 7) **DELEGATIONS**
- 8) **AGENDA ITEMS**
  - a. Educational Reform / School Boundary Working Group – Update
  - b. Development and Marketing
    - i. CAO Update
      1. Master Servicing Plan
        - a. Alexandria Lagoon
        - b. IHA
      2. Development Charges Study
    - ii. Development & Marketing Coordinator Update
      1. Commercial Gap Analysis Key Information Report – Attached
      2. Development and Marketing Coordinator Monthly Update Report – Attached
      3. My Main Street Accelerator Summary – Attached
  - c. Economic Development & Communications Officer Monthly Update – Attached
  - d. 2022 Community Development Committee Meeting Dates – Attached
- 9) **PENDING BUSINESS**
- 10) **CORRESPONDENCE/INFORMATION ITEMS**
- 11) **NEXT MEETING** – November 24, 2021 at 3 pm at Island Park
- 12) **ADJOURNMENT**



## Community Development Committee

### MINUTES

5a

Wednesday, September 29 at 3:00 pm  
Meeting through ZOOM

**PRESENT:** Carma Williams, Chair  
Michael Madden, Councillor  
Jeff Manley, Councillor  
Brenda Noble, Councillor  
Gina Dragone, Community Representative  
David Fillion, Community Representative  
Rory Levert, Community Representative  
Dean MacGillivray, Community Representative  
Anne Leduc, Director – Community Services / Recording Secretary  
Natalie Charette, Economic Development and Communications Coordinator  
Darrell Cox, Development and Marketing Coordinator

**REGRETS:** Sarah Huskinson, Chief Administrative Officer / Clerk

#### 1) CALL TO ORDER

The meeting was called to order at 3:01 pm by Carma Williams.

#### 2) DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest by the members present.

#### 3) ADDITIONS, DELETIONS OR AMENDMENTS

Item 10 – EOAN Brochure Shop Local Food

#### 4) ADOPTION OF THE AGENDA

**Moved by: Michael Madden**

**Seconded by: Jeff Manley**

THAT the agenda for the Community Development Committee for September 29, 2021 be adopted as amended.

**Carried.**

#### 5) ADOPTION OF THE PREVIOUS MINUTES

**Moved by: Brenda Noble**

**Seconded by: Jeff Manley**

THAT the minutes of the August 25, 2021 Community Development Committee meeting be accepted as presented.

**Carried.**

**6) BUSINESS ARISING FROM THE MINUTES**

There was no new business arising from the minutes.

**7) DELEGATIONS**

None

**8) AGENDA ITEMS**

**a. Educational Reform / School Boundary Working Group**

An update was made by the Chair that a draft report will be coming to the SDG Counties Council. The report is still under embargo but the Committee has made comments on the draft and is going back to the consultant for some reviewing and rework as it needs to be more concise and focus on the priority issues.

Mr. Jeff Manley indicated that the numbers at the Glengarry District High School are up by 30 individuals. There is an increase in numbers and stand at 217 in Laggan and Maxville Public School Kindergarten has seen an increase. Mrs. Gina Dragone will verify the numbers for Maxville. The numbers at GDHS are driven by new residents coming into the Township and area.

**b. Development and Marketing**

**i. CAO Update**

**1. Master Servicing Plan**

**a. Alexandria Lagoon**

An update will be done by Mrs. Sarah Huskinson at the next meeting.

**b. IHA Project**

Ms. Huskinson will update the group at the next meeting but IHA has received comments after the first circulation. At a recent Council meeting, the Chair asked that a separate dedicated meeting be held for the IHA site plan review. The planning meeting information will be circulated to the Community Development Committee members in advance so that they can attend the meeting in person.

Mr. David Fillion spoke about the Wellness Centre in Winchester which has been built with several issues such as a lack of sidewalks, difficult access to the grocery store, etc. Transportation might be an issue for individuals in the IHA location if they don't own a vehicle. This is an example where community input would be valuable to the process as this is a large, important project for North Glengarry.

The Committee was interested in finding out if IHA is looking at doing a full site plan or doing it by phases.

## 2. Development Charges Study

An update will be provided by the COA at the next meeting.

### ii. Development and Marking Coordinator Update

#### 1. Monthly Update Report

Mr. Darrell Cox indicated that Mr. Jim MacEwen is now the lead on the Maxville MacEwen property and that he will be following up regularly with Mr. MacEwen. A firm has been hired to do elevations.

The Théoret properties in Alexandria are poised for development in the near future and this information will be fed into the Master Servicing Plan.

Mr. Murray McEwen has elected to move forward with the development of the south property in Maxville.

Mr. John Hope had developed some engineering for his properties in Alexandria and will circle back with the firm to move forward on his project.

Most of the vacant lands in Maxville and Alexandria have been identified as interested for development / sale or where there is no interest for development / sale. The next step is to do the same for the vacant rural lots. The SDG portal is being updated for residential properties and will be working with Ms. Natalie Charette to do the updating of the commercial properties.

In the near future, Mr. Cox expects that Development Advisory Team meeting will be organized for the Mr. John Hope and Mr. Murray McEwen properties. Mr. Ali Elsayad will be bringing a concept plan to the building department shortly. The property has been cleared of shrubs and overgrowth.

The marketing brochures are moving along well for the properties and Mr. Cox has calls set with two large property developers regarding development in the area and identified properties that owners are looking to develop in the near future.

Discussion with the Committee members occurred on housing starts and the ease in which properties are selling.

Mr. Cox spoke about a Commercial Gap Analysis for the Township to identify leakage. Funds would come from the Economic Development Budget.

## 2. Vacant Property Maps

Maps have been provided to the Committee that identify vacant properties for development in Alexandria and Maxville.

Mr. David Filion asked about the sewage capacity in Maxville for development with his expectation that information would be provided at an upcoming meeting.

### 3. Residential Development and Business Investment Marketing Strategy

Mr. Cox presented on a strategy to promote the Township through media. Destination Marketing video – tourism perspective, schools, hospital, and other distinct advantages. The second one would be targeting home builders then to prospective residents.

Staff has expressed the desire to create a Marketing Working Group. The Committee felt that Ms. Dragone and Mr. David Filion would be logical choices to represent Maxville and Alexandria. Ms. Dragone suggested reaching out to the Counties because they have lots of stock footage from the video shoot this summer. Staff will follow up directly with the two members.

### 4. Municipal Affordable Housing Strategies Working Document

The Committee was presented with an internal working document that researched four communities that created Affordable Housing Strategies. The members are encouraged to read through the document and contact staff if they require any further information.

Mr. Michael Madden spoke with a resident who suggested that the municipality should have funding to support supplementary housing on already existing properties (carriage housing). It may be a suggestion for the CIP.

The Chair spoke about a presentation that occurred at the Counties by the House of Lazarus regarding the lack of affordable housing. There seems to be several housing options for seniors but little for single individuals and families. SDG County Council will create a working group to access this issue.

#### c. Economic Development Update

Ms. Natalie Charette discussed working with Community Improvement Plan grantees as they move through their processes.

- Tapis Ranger has asked for a change of location for their sign on their property.
- Staff is working with Carole's Boutik to try to move forward for the signage for that property with the property owner.
- The logo has not been finalized for the 23 Kenyon Street West property.
- The flower shop has changed ownership and a CIP will be forthcoming shortly.

The suggestion form for the Community Improvement Plan is on-line for the CIP review process.

Ms. Charrette is partnering Tranquility Acres with accommodations in North Glengarry to house individuals that would participate in the events at their property.

A new resident in Glen Robertson is looking at an on-site agri-experience to create a dome on his property. The owner is looking for funds to develop this program.

There is a huge push to bring youth into the trades and the various governments are promoting programs to increase the numbers.

The Glengarry Golf & Country Club is having issues accessing internet looking at opportunities to increase their access. Their present supplier is Bell.

A Heritage Routes Map contest was launched to encourage tourism up until October 11<sup>th</sup>. The prize is North Glengarry swag. It promotes the different points of interest on the map.

The video promotions are being reworked as there is less interest since the reopening. There may be a shift to a Shop Local campaign.

Staff attended several on-line trainings and there is a meeting set up with Doreen Wagner from the Community Futures Office to discuss programs.

Form builder was used to receive comments from the public. The Dog Adoption Form for North Glengarry has received a lot of interest with over 100 applications completed to date.

For the most part, social media responses to posts are positive with the “odd” negative post that are responded to in a timely and courteous manner.

Videos were taken on the ice going into the Maxville & District Sports Complex.

A new alpaca farm has opened in Apple Hill. It will offer different services such as alpaca products and walk an alpaca.

Communications bans have been lifted and a ribbon cutting will be held for Creek Road Bridge.

#### **9) PENDING BUSINESS**

None

#### **10) CORRESPONDENCE/INFORMATION ITEMS**

Ms. Brenda Noble shared information on the Eastern Ontario Agri-Food Network’s fundraising Brochure for Local Food which promotes vendors in the region.

**11) NEXT MEETING** – October 27, 2021 at 3 pm at the Sandfield Centre at Island Park.

#### **12) ADJOURNMENT**

The meeting was adjourned at 4:21 by Michael Madden.

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**Carma Williams**  
**Chair**



## **COMMUNITY DEVELOPMENT COMMITTEE**

### **KEY INFORMATION REPORT**

October 27, 2021

From: Anne Leduc – Director of Community Services

RE: Community Gap Analysis

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This report contains information on the Community Gap Analysis as well as the proposed Request for Quotes document.

The information from the Community Gap Analysis would feed into the Settlement Boundary Study, the Development Charges Study, the Zoning By-law review and the Official Plan. This is an important step in ensuring that the business needs and growth potential are identified prior to completion of these studies.

### **Request for Quotes**

#### **Commercial Gap Analysis**

#### **Background**

The Township of North Glengarry is seeking professional services to undertake a Commercial Gap Analysis to support its Development and Marketing Strategy and its Economic Development Strategy. This information will also be used to guide economic development priorities for the municipality and provide supporting data for the review of the Official Plan.

A balanced mix of retail and service businesses is an important part of a healthy and thriving community. This mix often indicates growth and prosperity, attracts new residents and visitors and in turn makes a community more appealing to those seeking investment and business opportunities. Through the production of a Business Mix Analysis and Business Gap Analysis, the goal of this study is to identify specific business opportunities that will increase economic growth in the villages of Alexandria and Maxville.

## Scope of Work

- Develop an inventory of existing businesses in Alexandria and Maxville.
- Determine business and service areas of potential growth in population-oriented retail and services in the villages of Alexandria and Maxville. The information should be based on the current population, as well as the projected growth for both villages given that the construction ban has been lifted in Alexandria and that Maxville is now serviced with municipal water.
- Perform a socio-economic characteristics analysis for the Township of North Glengarry.
- Compile an inventory of available retail and service space for Maxville and Alexandria.
- Determine square footage needs for identified retail and services spaces and compare to existing available retail and service space in Maxville and Alexandria.
- Perform an analysis of Customer Location Data (using Cellular Location Services Data).
- Determine the type of audiences for existing businesses (classified as local, visitors, or opportunistic shoppers).
- Provide business categories with gaps, categories with moderate gaps, categories with no gaps.
- Pinpoint market trends (including the impact of COVID-19) that might offer business opportunities to Maxville and Alexandria.
- Identify the top 10 specific business opportunities and the supporting feasibility. The identified businesses are to be specific industries identifiable by NAICS 6 digits codes. Take into consideration the existing business mix, statistics on the local communities and their characteristics, available (or lack of) commercial properties, approved and future residential developments, surrounding communities, market innovations and workforce availability.
- Perform a comparative analysis with at least four communities (two for Alexandria and two for Maxville) similar in size located in Eastern Ontario if possible.
- Engage stakeholder input through an on-line survey.
- Provide recommendations and an action / implementation plan.

## Timeline

<b>Request for Quotes issued</b>	<b>November 1, 2021</b>
<b>Quotes to be received by</b>	<b>November 19, 2021</b>
<b>Results presented to Community Development Committee</b>	<b>November 24 2021</b>
<b>Kick-off meeting with Community Development Committee</b>	<b>January 26, 2022</b>
<b>Deadline for Final Report</b>	<b>March 17, 2022</b>



**Final report to be presented to  
Community Development  
Committee**

**March 24, 2022**

**Final report to be presented to  
Council for adoption**

**April 12, 2022**

**Contact**

- Please submit questions and Quote by email to:

Anne Leduc  
Director of Community Services  
Township of North Glengarry  
[anne@northglengarry.ca](mailto:anne@northglengarry.ca)

**FINANCE**

After discussion with the Director of Finance, a GL line will be added to the Economic Development Budget and expenses will be offset by unspent funds in that budget.



## COMMUNITY DEVELOPMENT COMMITTEE

### KEY INFORMATION REPORT

Report No: CD-2021-09

September 29, 2021

From: Darrell Cox, Development and Marketing Coordinator

RE: Monthly Update to Community Development Committee

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The following is a summary of activities from August 25<sup>th</sup>, 2021 onwards as they relate to the Development and Marketing Strategy's Critical Steps Table.

Critical Step		Activity
1a	<p><b>Confirm Interest of Maxville Landowners to Pursue Subdivision Development</b></p> <ul style="list-style-type: none"> <li>Conduct due diligence with all landowners in Maxville with "subdivision-ready" land; be clear on the Township's motivation and commitment; identify those to proceed with.</li> </ul>	<ul style="list-style-type: none"> <li>Grant and Villeneuve property – Jim MacEwen has contacted an engineering firm and surveyor to undertake study of elevations and boundaries to determine suitability of property for development</li> </ul>

Critical Step		Activity
1b	<p><b>Country estate and infill properties in Alexandria, Maxville, and other areas in North Glengarry</b></p>	<ul style="list-style-type: none"> <li>Met with Ron and Nadine Theoret to discuss development of 34-acre property on East Boundary Rd.</li> <li>Assisted Anne and Sarah with providing information to developer interested in developing 95 Lochiel</li> <li>Creating database and maps of vacant rural residential properties, and will calculate the total potential unit yield by dwelling type (i.e. singles, semis, townhouses, apartments) to add to the development charges study.</li> </ul>
	<ul style="list-style-type: none"> <li>Clarify the inventory of sellable infill properties</li> </ul>	<ul style="list-style-type: none"> <li>Have contacted majority of property owners to confirm interest in developing</li> <li>Updated vacant residential property map to show properties by development status</li> </ul>
1c	<ul style="list-style-type: none"> <li>List properties on “real estate” portal (possibly at Township level if not yet possible at Counties level).</li> </ul>	<ul style="list-style-type: none"> <li>Uploading properties to SDG site selection service</li> </ul>
2	<p><b>Create Two Township Development Teams</b></p> <ul style="list-style-type: none"> <li>One team will consist of technical experts who will support the landowner and land developer in understanding the opportunities and challenges of the site which leads to a clear understanding of the site’s development potential.</li> <li>Another team will consist of community-minded ambassadors who will be available to answer questions from potential home buyers about aspects of living in North Glengarry.</li> </ul>	<ul style="list-style-type: none"> <li>Development Advisory Team established</li> <li>Draft Community Ambassador Program submitted for discussion. Program on hold until opportunity exists to promote new residential development.</li> </ul>
3	<p><b>Develop a Prospectus and Secure Land Developer for subdivision</b></p> <ul style="list-style-type: none"> <li>Negotiate future activities and costs with landowner.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop prospectus.</li> </ul>	<ul style="list-style-type: none"> <li>Finalized brochures for the following properties: <ul style="list-style-type: none"> <li>Carr St East: R. Metcalfe</li> <li>Carr St. E: M. McEwen</li> <li>Grant/Villeneuve: J. MacEwen</li> <li>William St.: G. McDougall</li> <li>MacDonald Bv/McDougald St. W: J. Hope</li> <li>95 Lochiel St. E: Township</li> </ul> </li> </ul>

Critical Step		Activity
	<ul style="list-style-type: none"> <li>• Create list of potential land developers, communicate with them, and secure land developer.</li> </ul>	<ul style="list-style-type: none"> <li>• Compiling list of realtors, residential developers, and engineering firms</li> <li>• Contacting realtors and developers to discuss potential for property site visits</li> </ul>
4	<p><b>Initiate the Development Process for subdivision</b></p> <ul style="list-style-type: none"> <li>• Support the completion of the Plan of Subdivision.</li> </ul>	<ul style="list-style-type: none"> <li>• Met with Anne Leduc, Jacob Rhéaume and Dean McDonald to discuss timing of infrastructure development to service Elsayed property on McDougald St. W</li> <li>• Met with Ali Elsayed, Jacob Rhéaume, and Josh Eamon from EVB Engineering to discuss next steps in the planning and development process</li> </ul>
	<ul style="list-style-type: none"> <li>• Leverage marketing / promotions / public relations campaigns for subdivision development.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Working Group to be created to develop marketing strategy to promote North Glengarry. Focus will be on creating destination marketing videos, a social media campaign, updating current website and creating an investment attraction portal.</li> </ul>
5	<p><b>Reaching out to Home Buyers &amp; Real Estate Professionals for subdivision</b></p> <ul style="list-style-type: none"> <li>• Negotiation with land developer on who does what when it comes to marketing, promotion, and public relations.</li> </ul>	

Other parallel activities
<ul style="list-style-type: none"> <li>• As a next step to the Development and Marketing Strategy, researching best practices and cost for undertaking a commercial gap analysis. This analysis will more clearly prioritize the types of retail and services that the township could support at its existing population level and with more people once homes are built and occupied.</li> <li>• Researched Municipal Affordable Housing strategies. Working document included in agenda package.</li> <li>• Assisted Anne and Natalie with revisions to the Economic Development section of the Township website</li> <li>• Compiled a list of vacant commercial and industrial properties in Alexandria for a potential new business</li> </ul>

## MY MAIN STREET OVERVIEW

The My Main Street Program is a collaboration between the Economic Developers Council of Ontario (EDCO) and the Canadian Urban Institute (CUI) to help support the revitalization of 200 neighbourhoods across southern Ontario. My Main Street aims to revitalize neighbourhood main streets with a healthy retail mix while generating inclusive local economic opportunities. The program will feature two funding streams, the Main Street “Accelerator” Program Stream, and the Main Street “Activator” Program Stream. Applications for both program streams will begin in fall 2021, with non-repayable contributions distributed through the end of 2023.

My Main Street is built on the principles of community economic development to create vibrant and diverse neighbourhoods where all residents from all backgrounds share in the prosperity achieved through local small business ownership and employment. The program will take an inclusive approach to the idea of main streets, supporting areas that have commercial and community importance, and will provide targeted support for racialized neighborhoods and measures to reduce the barriers faced by underrepresented groups.

## MY MAIN STREET LOCAL BUSINESS ACCELERATOR PROGRAM OVERVIEW

The My Main Street Local Business Accelerator will support the revitalization of 65 main street through \$13.25 million of funding to communities by providing each with a through dedicated Main Street Ambassador(s), customized marketing research, data analysis and non-repayable funding contributions for small businesses.

At the heart of the My Main Street Local Business Accelerator are the Main Street Ambassadors. Main Street Ambassadors provide hands-on dedicated business advisory support to entrepreneurs along your main street project costs is expected.

By participating in the My Main Street Local Business Accelerator, participating communities unlock the following resources for their Main Street neighborhoods:

- **Main Street Ambassador non-repayable contribution**

Participating Main Street communities will receive a non-repayable contribution of \$50,000 towards the 12-month salary of a Main Street Ambassador for their neighbourhood.

- **Delivery support non-repayable contribution**

Participating Main Street communities will receive a non-repayable contribution of \$7,500 to support local program delivery costs, such as hardware, local marketing, and delivery expenses.

- **Local business non-repayable contributions**

Participating Main Street communities will receive up to ten \$10K non-repayable contributions to support local businesses. Five non-repayable contributions are available for existing businesses, while five non-repayable contributions are available for new businesses.

- **Community market profile**

Before programming begins, each participating main street community will undergo a detailed Community Market Profile, conducted and paid for by My Main Street. This will involve secondary market research to understand the community's trade area, its demographics, how residents spend their money, their mobility and how they consume media. It will also involve primary research that surveys the local community to understand what types of products and services are missing from their local community. The primary and secondary research will be used to target opportunities for rebuilding the participating Main Street.

- **Wrap-around business support**

With the community market profile completed, each Main Street Ambassador will focus on providing wrap-around community economic development support for both new and existing businesses.

- **Main Street Ambassador network**

Participating Main Street communities and their Main Street Ambassadors will have access to the My Main Street Ambassador Network, which will provide leadership, guidance, tools, resources and opportunities to share and amplify best practises and success stories.



## COMMUNITY DEVELOPMENT COMMITTEE

### KEY INFORMATION REPORT

Report No: CD-2021-10

October 27, 2021

From: Natalie Charette, Economic Development & Communications Officer and  
Anne Leduc – Director of Community Services

RE: Economic Development Update

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The following is a summary of activities from September 29, 2021 onwards.

#### **Business Retention & Expansion**

- Began creating an updated Business Directory for North Glengarry, with the help of Anne Leduc and Darrell Cox.
- Will be meeting with the owner of Left & Write Paperie about a shop local event to be held in late November for an evening of holiday shopping, have put them in touch with the town of Perth as they held a very successful night market towards the end of the Summer this year to help encourage residents to shop local.
- Connected the owner of the Pharmasave in Alexandria to the Building and By-law department at the Township of North Glengarry and the Counties, for the application of road signs to promote their business.
- The Ontario Government launched a Tourism Recovery Grant which was sent to the Wood Brothers Brewery as well as Stonehouse Vineyard.
- Beginning work on shop local campaign to encourage holiday shoppers to spend their money within North Glengarry, will be advertising in the local newspaper as well as online.

#### **Branding Initiatives**

- Assisted Anne Leduc and Dane Lanken with editing and collecting images for the new interpretive panel being put in at King George Park in Maxville.
- Working alongside both Alexandria and Maxville Chamber of Commerce on completing the Welcome Packages for New Residents to North Glengarry, will be launching them by the end of October.

## **Varia**

- Have been approached by the Cornwall Chamber of Commerce to participate in a shop local campaign for Cornwall, Akwesasne and the Counties, pending more information North Glengarry may participate in the campaign.

## **COMMENTS**

This report is presented for information purposes only.



# 2022 Calendar

Council | 
  Arts, Culture & Heritage | 
  Glengarry Sports Palace Mtg  
 Community Development | 
  Committee of the Whole | 
  Holiday

## JANUARY

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## FEBRUARY

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## APRIL

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## JULY

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## AUGUST

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## OCTOBER

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## DECEMBER

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Oct 24 – Elections; Dec 5 - Inauguration