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	Q1	Q2	Q3	Q4
	April - June 2021	July - September 2021	October - December 2021	January - March 2022
GRANTING	Ongoing management of Operating and Project grant programs.	Ongoing management of Operating and Project grant programs.	Ongoing management of Operating and Project grant programs.	Ongoing management of Operating and Project grant programs.
		Processing and payment of Operating grants in the following programs:		
		Literary Organizations; Arts visuels, arts médiatiques et métiers d'art :		
	Processing and payment of Operating grants in the following programs:	organismes et centres d'artistes autogérés francophones; Diffusion		
	Publishing Organizations; Dance Organizations; Visual Arts Artist-Run	francophone; Édition francophone; Organismes francophones de service		
	Centres and Organizations; Media Arts Organizations; Multi and Inter-Arts Organizations; Music Organizations and Theatre Organizations	aux arts; Théâtre francophone; Arts Organizations in Communities and Schools; Public Art Galleries; Publishing Organizations		Processing and payment of Operating grants in the following programs:  Theatre Organizations; Music Organizations
	Organizations; Music Organizations and Theatre Organizations	Design program changes for 2022-23; synthesize existing feedback on	Develop funding framework for 2022-23; Finalize and post new	meatre Organizations; Music Organizations
		programs and plan improvements and re-design including any potential	application forms for 2022-23 programs reflecting program changes as	
		new programs	well as any change in policy and process	
OMMUNICATIONS				
	Showcase impact stories that express the responses from artists and arts	Continue to showcase impact stories that express the responses from	Continue to showcase impact stories that express the responses from	Continue to showcase impact stories that express the responses from
	organizations to connecting with audiences, in the context of COVID-19;		artists and arts organizations to connecting with audiences, in the context	
	amplify OAC efforts to support the arts community through the pandemic; if possible, integrate the short shareable videos that were created prior to	of COVID-19; amplify OAC efforts to support the arts community through		context of COVID-19; amplify OAC efforts to support the arts community
	the pandemic that demonstrate how the arts contribute to strong	the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute	the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute	through the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts
	communities	to strong communities	to strong communities	contribute to strong communities
			Support the CEO and OAC Board in arts advocacy efforts, including	
		MPP riding roll-ups - grants per riding for 2019-20	building and strengthening OAC's relationship with MPPs	MPP mailing of new deadlines brochure
	Based on the results of the previous impact story project (The Ripple			
	Effect) start working on the project to create follow up stories if budget			
	allows	Pending budget, continue to work on Phase II of The Ripple Effect	Pending budget, finalize work on Phase II of The Ripple Effect.	Finish release of next iteration of Ripple Effect project if budget allows
	Work on developing next strategic plan	Work on developing next strategic plan	Work towards launch of next strategic plan	Support to Outreach activities/Awards
	Explore opportunities for MPP engagement and OAC-funded arts activities			
	aside from grant	each riding with the MPP Create new ways for grant recipients to recognize OAC funding, including	organizations Produce events, eblasts, news releases, advertising, publications and	Provide ongoing Communications support to programs/initiatives
	Provide Communications/event support to Awards	a social media toolkit	other communications products (videos, webinars) as needed	Develop new social media templates
	Continue to provide communications support to Nova related changes in	Produce events, eblasts, news releases, advertising, publications and		
	granting	other communications products as needed	Develop deadlines brochure	
	Begin work on Annual Report	Finalize, produce and submit Annual Report	Provide Communications support to Outreach activities/Awards	
INANCE &	Establish financial structure to support the implementation of 2021-22			
DMINISTRATION	budget	Review OAC investment performance	Conduct mid-year financial reviews	Develop 2022-23 OAC budget
	Support and complete 2021-22 agency attestation process	File CRA annual tax returns	Complete Ministry multi-year plan process	Complete financial year-end activities
	Complete 2020-21 year end audit and finalize OAC year end audited financial statements	Povious IT cocurity and undate the procedures as peeded	Develop financial plan for 2022-23 OAC Business Plan	
		Review IT security and update the procedures as needed		Propaga the financial coction of Quarterly Covernance Package for
	Prepare the financial section of Quarterly Governance Package, for submission	Prepare the financial section of Quarterly Governance Package, for submission	Prepare the financial section of Quarterly Governance Package, for submission	Prepare the financial section of Quarterly Governance Package, for submission
				Submit quarterly expense reports to the Integrity Commissioner and
	Submit ministry public account reporting	Complete quarterly reporting package	Review and test the business continuity plan	respond to follow up questions
		Submit quarterly expense reports to the Integrity Commissioner and		
	Complete the upgrade of the financial system	respond to follow up questions	Cultivate quarterly avenues reports to the leteration Commission	Provide training on IT security and record management
	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions

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				Perform vendor evaluations and procurement review	
HUMAN RESOURCES					
			Begin exploration for new HRIS/payroll system	Issue RFP for new HRIS/payroll system	
			Implement changes as required to annual performance appraisal	Develop and implement Merit Increase Plan for 2021 Performance	
	Issue Merit Increases for 2020 Performance Evaluation Year		process/system	Evaluation Period to be issued in 2022	
	Implement re-organization or reallocation of human resources and/or	Continue to implement re-organization or reallocation of human			
	assignments as deemed necessary as a result of program/budget changes	resources and/or assignments as deemed necessary as a result of			
	and the Granting Department process review	program/budget changes and the Granting Department process review	Review staffing/headcount requirements for 2022-23 Business Plan	Review staffing/headcount requirements for 2021-22 budget	
	Annual review of Health & Safety and Respect in the Workplace Policies	Implement any required training as a result of any changes to the Health		Remind staff of PSOA, Code of Conduct and Conflict of Interest	
		& Safety and Respect in the Workplace Policies		Requirements, review disclosed conflicts for resolution	
	Hold Deaf and Disability Arts and Access Advisory Group (DDAAG)		Hold Deaf and Disability Arts and Access Advisory Group (DDAAG)		
	Meeting.	Review recommendations from DDAAG and implement as appropriate	Meeting	Review recommendations from DDAAG and implement as appropriate.	
	Research Options for Staff Demographic Survey	Develop Staff Demographic Survey	Conduct Staff Demographic Survey	Report on Staff Demographic Survey	
		Begin data cleaning/verification of OAC CADAC data from 2020-21	Complete data cleaning/verification of OAC CADAC data from 2019-20		
RESEARCH	Begin verification of data process for 2020-21 grant statistics	operating grant applications	operating grant applications	Add 2020-21 data to Open Data Inventory and post online	
	Complete reconciliation of Nova 2020-21 grants data with Finance Section				
	data	Begin analysis of project grant final report statistics	Complete analysis of project grant final report statistics		
	Begin work on data pull for 2020-21 Annual Report grants listing and	Complete work on data pull for 2020-21 Annual Report grants listing and			
	riding roll-up	riding roll-up Begin analysis of 2020-21 priority group statistics	Continue analysis of 2020 21 priority group statistics	Complete analysis of 2020 21 priority group statistics	
	Complete data for operational performance measures re: stakeholder	Begin analysis of 2020-21 priority group statistics	Continue analysis of 2020-21 priority group statistics.  Begin analysis of data to update existing performance	Complete analysis of 2020-21 priority group statistics	
	satisfaction and complaints process		measures/indicators	Complete update of existing performance measures/indicators	
	Participate in data partnerships (e.g. CADAC, Statistical Insights in the Arts,	Participate in data partnerships (e.g. CADAC Statistical Insights in the Arts	,	Participate in data partnerships (e.g. CADAC, Statistical Insights in the	
	Arts Research Monitor, Cultural Statistics Strategy)	Arts Research Monitor, Cultural Statistics Strategy)	Arts, Arts Research Monitor, Cultural Statistics Strategy)	Arts, Arts Research Monitor, Cultural Statistics Strategy)	
	Arts research Montest, cultural statistics strategy)	Arts Nescardi Womton, curtaral statistics strategy)	Complete environmental scan for Business Plan	Arts, Arts Research Monitor, Cartaral Statistics Strategy)	
	Continue analysis of economic/demographic profile of arts occupations	Continue analysis of economic/demographic profile of arts occupations			
	Further explore approaches to impact measurement	Further explore approaches to impact measurement	Further explore approaches to impact measurement	Further explore approaches to impact measurement	
	Coordinate strategic planning process	Coordinate strategic planning process	Coordinate strategic planning process	Coordinate strategic planning process	
EXECUTIVE					
	Ongoing liaising with Ministry on issues as they arise	Ongoing liaising with Ministry on issues as they arise.	Ongoing liaising with Ministry on issues as they arise.	Ongoing liaising with Ministry on issues as they arise.	
	Organize and execute board meetings as required	Organize and execute board meetings as required	Organize and execute board meetings as required	Organize and execute board meetings as required	
			2. games and an acting as required	Garanta and an annual meetings do required	
	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.	
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		Begin work on 2022-23 Business Plan.	Complete work and submit 2022-23 Business Plan.	Begin work on 2022-23 Budget	