

	Q1	Q2	Q3	Q4
	April - June 2020	July - September 2020	October - December 2020	January - March 2021
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.
	Board approval of all Operating grants based on 2019-20 amounts; payment of 50% issued in May and and payment of second 50% issued to recipients in the following Operating programs: Publishing Organizations; Dance Organizations; Visual Arts Artist-Run Centres and Organizations; Media Arts Organizations; Multi and Inter-Arts Organizations; Music Organizations and Theatre Organizations	Payment of second 50% grant installment issued to recipients in the following Operating programs: : Literary Organizations; Arts visuels, arts médiatiques et métiers d'art : organismes et centres d'artistes autogérés francophones; Diffusion francophone; Édition francophone; Organismes francophones de service aux arts; Théâtre francophone; Arts Organizations in Communities and Schools; Public Art Galleries; Publishing Organizations		Payment of second 50% grant installment issued to recipients in the following Operating programs: Theatre Organizations; Music Organizations
	Develop and Execute new Arts Respond Fund Program	Continue to implement Arts Response Initiative	Continue to implement Arts Response Initiative	
				Launch 2021-22 programs reflecting re-allocation plan.
		Design program changes for 2021-22, particularly in light of COVID-19; synthesize existing feedback on programs and plan improvements and any re-design including any potential new programs	Finalize and post new application forms for 2021-22 programs reflecting program changes as well as any change in policy and process	
COMMUNICATIONS	Showcase impact stories that express the responses from artists and arts organizations to connecting with audiences, in the context of COVID-19; amplify OAC efforts to support the arts community through the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute to strong communities	Showcase impact stories that express the responses from artists and arts organizations to connecting with audiences, in the context of COVID-19; amplify OAC efforts to support the arts community through the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute to strong communities	Showcase impact stories that express the responses from artists and arts organizations to connecting with audiences, in the context of COVID-19; amplify OAC efforts to support the arts community through the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute to strong communities	Showcase impact stories that express the responses from artists and arts organizations to connecting with audiences, in the context of COVID-19; amplify OAC efforts to support the arts community through the pandemic; if possible, integrate the short shareable videos that were created prior to the pandemic that demonstrate how the arts contribute to strong communities
		MPP riding roll-ups - grants per riding for 2019-20	Support the CEO and OAC Board in arts advocacy efforts, including 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	Work towards launch of next strategic plan	Develop new social media templates
	Following newly revised MOU and Communications Protocol, develop approach to MPP grant notification	Work with Directors and program area on developing next strategic plan	Pending budget, finalize work on Phase II of The Ripple Effect.	Support to Outreach activities/Awards
	Explore opportunities for MPP engagement and OAC-funded arts activities aside from grant	Enhance existing MPP strategy with new activities that connect the arts in each riding with the MPP	Roll-out OAC/ gov't funding acknowledgment strategies to OAC funded organizations	Provide ongoing Communications support to programs/initiatives
	Provide Communications/event support to Awards	Create new ways for grant recipients to recognize OAC funding, including a social media toolkit	Produce events, eblasts, news releases, advertising, publications and other communications products (videos, webinars) as needed	Finish release of next iteration of Ripple Effect project if budget allows
	Continue to provide communications support to Nova related changes in granting	Produce events, eblasts, news releases, advertising, publications and 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	

FINANCE & ADMINISTRATION	Establish financial structure to support the implementation of 2020-21 budget	Review OAC investment performance	Conduct mid-year financial reviews	Develop 2021-22 OAC budget
	Support and complete 2020-21 agency attestation process	File CRA annual tax returns	Complete Ministry multi-year plan process	Complete financial year-end activities
	Complete 2019-20 year end audit and finalize OAC year end audited financial statements	Review IT security and update the procedures as needed	Develop financial plan for 2021-22 OAC Business Plan	
	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 ministry public account reporting	Complete quarterly reporting package	Review and test the business continuity plan	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions
	Complete the upgrade of the financial system	Submit quarterly expense reports to the Integrity Commissioner and respond to follow up questions		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
				Perform vendor evaluations and procurement review
HUMAN RESOURCES			Begin exploration for new HRIS/payroll system	Issue RFP for new HRIS/payroll system
	Issue Merit Increases for 2019 Performance Evaluation Year		Implement changes as required to annual performance appraisal process/system	Develop and implement Merit Increase Plan for 2020 Performance Evaluation Period to be issued in 2021
	Implement re-organization or reallocation of human resources and/or assignments as deemed necessary as a result of program/budget changes and the Granting Department process review	Continue to implement re-organization or reallocation of human resources and/or assignments as deemed necessary as a result of program/budget changes and the Granting Department process review	Review staffing/headcount requirements for 2021-22 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 & Safety and Respect in the Workplace Policies		Remind staff of PSOA, Code of Conduct and Conflict of Interest Requirements, review disclosed conflicts for resolution
	Hold Deaf and Disability Arts and Access Advisory Group (DDAAG) Meeting.	Review recommendations from DDAAG and implement as appropriate	Hold Deaf and Disability Arts and Access Advisory Group (DDAAG) 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
RESEARCH	Begin verification of data process for 2019-20 grant statistics	Begin data cleaning/verification of OAC CADAC data from 2019-20 operating grant applications	Complete data cleaning/verification of OAC CADAC data from 2019-20 operating grant applications	Add 2019-20 data to Open Data Inventory and post online
	Complete reconciliation of Nova 2019-20 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 2019-20 Annual Report grants listing and riding roll-up	Complete work on data pull for 2019-20 Annual Report grants listing and riding roll-up		
		Begin analysis of 2019-20 priority group statistics	Continue analysis of 2019-20 priority group statistics.	Complete analysis of 2019-20 priority group statistics

	Complete data for operational performance measures re: stakeholder satisfaction and complaints process		Begin analysis of data to update existing performance measures/indicators	Complete update of existing performance measures/indicators
	Participate in data partnerships (e.g. CADAC, Statistical Insights in the Arts, Arts Research Monitor, Cultural Statistics Strategy)	Participate in data partnerships (e.g. CADAC, Statistical Insights in the Arts, Arts Research Monitor, Cultural Statistics Strategy)	Participate in data partnerships (e.g. CADAC, Statistical Insights in the Arts, Arts Research Monitor, Cultural Statistics Strategy)	Participate in data partnerships (e.g. CADAC, Statistical Insights in the Arts, Arts Research Monitor, Cultural Statistics Strategy)
			Complete environmental scan for Business Plan	
	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	Revise 2020-21 Business Plan in light of changes arising from COVID-19			
	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
	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.	Prepare and submit Quarterly Governance Package.
		Begin work on 2021-22 Business Plan.	Complete work and submit 2021-22 Business Plan.	Begin work on 2021-22 Budget