COVID-19 is shaping up to be the defining crisis of a generation, impacting the world, our country, our region, our partners, our current and prospective students, and our staff. In short, it has changed how we operate now, and how we will operate in the future as we gradually re-open our campuses.

As we deal with many immediate issues and continue to do our part to minimize the spread of COVID-19, we must also look to the future and determine a path forward to re-engaging in campus activity and transition to an innovative new normal. To do so, we have developed a conservative, gradual approach to reopening our campus, prioritizing the academic delivery of our programs, while considering the health, safety and security of our students, staff and partners. Student supports and services, and the overall student experience will also be addressed in progressing degrees over the course of the re-open plan.

Our plan will be informed by the ongoing and evidence-based assessment of public health officials as we move towards a post-pandemic period with readily available treatment or vaccine for the disease. Until such time, we will be navigating a very fluid state that is shifting in real-time, with very little precedent to guide decision-making. As such, our plan takes into account regional differences and influences impacting Cambrian, all of which could impact the time spent in each phase, or if the College may co-exist in more than one phase at a time.

Guidelines for Cambrian’s Phased Re-open Plan:

- Follow federal, provincial and municipal government and public health directives
- Rely on up-to-date data, evidence and fact
- Remain flexible, gradual, and not date specific
- Mitigate risk
- Protect people – students, staff, and partners
- Be customized by region, program and department as required
- Consider any Cambrian-specific circumstance
- Be articulated frequently and clearly through multi-channel communications
Phases may overlap, though in general, progression from one phase to another will be determined by the achievement of identified exit criteria. Phases may mirror the 2-4 weeks as stipulated in the Framework for Re-opening our Province (Government of Ontario) as required, and will also consider other implications, like semester start/end dates, appropriate notification to students, etc.

Cambrian’s residence buildings are also home to nearly 600 on-campus residents. While respecting the privacy of our residents, staff overseeing the residence operation and students living in dormitories and townhouses will implement and follow directives from public health authorities during each phase regarding social gatherings, best practices for increased sanitizing of high-touch and common areas, and plans to accommodate the need to quarantine as required.

Factors Influencing Phase Advancement or Decisions to Maintain Phase or Regress to Previous

• Multi-level government and public health data
• Alignment with Ontario’s “A Framework for Reopening our Province” and informed by Ontario’s Chief Medical Officer of Health regarding:
  ‣ Cancellation of State of Emergency
  ‣ Healthcare system capacity
  ‣ Public health system capacity
  ‣ Incidence tracking capacity
  ‣ Assessment of risk to vulnerable populations
  ‣ Public gatherings
  ‣ Physical distancing
• Alignment with Cambrian’s capacity regarding:
  ‣ Establishment of phase-appropriate preventative measures
  ‣ Education and engagement of College stakeholders
  ‣ College-specific implications

It should also be noted that given the potential of a second or even third wave of the pandemic, we could see potential – and hasty – return to previous phases. Thorough preparation and planning, and a conservative approach to the health, safety and security of our people, is key to our ability to navigate the phases safely and efficiently.
The Phases

Cambrian has been engaged in Phase 0 for some months, commencing with increased cleaning and sanitizing, elimination of non-essential and then all business travel, moving to faculty-led remote teaching and learning, virtual service delivery, and the eventual closure of campus March 24th. Our responses have been consistent with school closures, the declaration of a state of emergency in Ontario, and the closure of all non-essential businesses. Measures to date have been aimed at minimizing the spread of COVID-19 in Ontario, protecting students and staff and maintaining academic delivery.

**PHASE 0 – The Incursion (Current)**

**GOAL:** Help reduce the spread of the disease.

**Key features:**
- Transition to remote teaching and learning
- Campus closure
- Transition to remote work, service delivery and student recruitment
- Development of upcoming semester plan
- Development of previous semester completion plans
- Revised enrolment projections
- Limiting onsite staff to key staff as required
- Conducting only critical onsite maintenance with external contractors as required

**All Phases Assumptions**
- Personal hygiene, hand washing, and cold/flu etiquette remain in place
- Physical distancing is maintained in return to study and work
- Encouragement to remain home if presenting symptoms
- Personal Protective Equipment (PPE) and medical screening will be utilized as required by public health guidelines and as available
- Enhanced cleaning of common, high-contact and high-traffic areas
- Elimination of and then minimization of large gatherings
- Elimination of business travel
- Planning ahead and adjusting quickly
- Consideration of temporary closure in event of outbreak or identified exposure
**Cambrian College Re-Open Plan**

**PHASE I - Maintain and Prepare**

**GOAL:** Continue to help minimize the spread of the disease while prioritizing academic delivery

**Key features:**
- Campus remains mostly closed
- Prioritization of hands-on instruction and placement activity in order to facilitate completion of previous outstanding semester requirements
- Continuation of remote faculty-led teaching and learning of current semester
- Remote delivery of student supports, services and virtual recruitment
- No on-campus events or activities
- Common areas closed (cafeteria, library, student gathering space, lunchrooms)
- Limited return to on-site staffing (such as: Facilities Management, bookstore, faculty and lab technicians in identified programs, IT, cleaners)
- Development and implementation of physical distancing measures (such as: traffic flow, classroom and lab set-up, workstations, etc.)
- Domestic and international business travel restrictions in effect
- Resumption of outstanding contractor maintenance and critical or prioritized capital activity

**PHASE II - Hold the Line**

**GOAL:** Re-open with controls to minimize on-campus population and activity while prioritizing academic delivery

**Key features:**
- Controlled access to campus
- In-semester hands-on learning resumes under physical distancing restrictions
- Remote teaching and learning delivery of theory
- Remote delivery of student supports, services and virtual recruitment
- Common areas remain closed (cafeteria, library, student gathering space, lunchrooms)
- No food services
- Remote work (working from home) continues
- Domestic and international business travel restrictions in effect
- Resumption of Joint Occupational Health and Safety tours
- Critical maintenance activity continues
**PHASE III – Inching the Line**

**GOAL:** Gradually broaden on-campus access

**Key features:**
- Limited access to campus
- Hyflex/blended delivery model in effect wherever available
- Limited access to student supports and services with virtual access still available
- Limited campus events and activities restricted to smaller gatherings
- Common areas re-open
- Resumption of limited food services (take-out, pick-up, delivery)
- Virtual recruitment continues with gradual return to in-person external activity
- Remote work continues where feasible with implementation of on-site work rotations
- Travel restrictions remain in effect - exceptions considered
- Resumption of capital projects in vacant areas

**PHASE IV – Advancing the Line**

**GOAL:** Re-open with further reduction in controls

**Key features:**
- Open access to campus
- Resumption of onsite delivery of theory under new blended delivery model
- Resumption of hands-on learning to pre-pandemic practices
- Student supports and services delivery face-to-face
- Increase in face-to-face recruitment gatherings
- Food services resumes (some restrictions)
- Fitness Centre opens
- Resumption of student experience with identified – events with attendance limits
- Limited resumption of varsity and intramurals
- Continuation of remote work and onsite work rotations as appropriate
- Business travel resumes, save for any international travel restrictions
- Starting new, large capital project activity
Rising from COVID-19

Through each phase of Cambrian’s re-open plan, our priority remains the health, safety and security of our students, people, and partners. Our role is to play our part in stopping the spread of COVID-19, to support our students and staff throughout the COVID crisis, and to position our organization to recover, grow and prosper under an innovative new normal.

We will be guided by government and public health, and make evidence-based decisions while we remain responsible and proactive and vigilant in enforcing personal hygiene, handwashing, physical distancing, avoiding others when ill, and working remotely when feasible. Our plan to reopen will be gradual and dynamic. Like all plans, it may change and evolve as required, and ours has the built-in flexibility to do so.

You have heard it before, but Cambrian’s biggest assets are our people, our sense of community, and our caring culture. We are all in this together, and together, we ARE making a difference.