



Re-Open Plan

A Multi-Phase Approach

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 was 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. The College has subsequently re-engaged in on-campus activity in accordance with the Province of Ontario re-open plan.

PHASE 0 – The Incursion

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

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, plexi-glass barriers, workstations, etc.)
- Domestic and international business travel restrictions in effect
- Resumption of outstanding contractor maintenance and critical or prioritized capital activity
- Use of non-medical face coverings will be required when inside campus buildings (except when alone in personal office space, open office space, storage room, classroom, or Student Residence bedrooms), outside on campus property (when physical distancing is not possible), and at our satellite sites. When another person comes into your defined space, classroom, or lab, you are required to wear a face coverings.

We encourage you to wear a face covering at all times outside when on campus. We also strongly recommend you wear a non-medical mask as opposed to a balaclava, bandana, scarf or gaiter/buff (neck warmer), as they are not as well secured to your head and ears and are more likely to slip out of place. For religious reasons, hijabs and niqabs are acceptable.

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
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- 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, prioritize academic delivery, and minimize on-campus traffic

Key features:

- Controlled access to campus – goal of minimizing on-campus traffic
- Enhanced screening protocols, at identified entrances, prior to granting of campus access (symptom screening, proof of ID, confirmation of mandatory COVID-19 safety training)
- Increased cleaning and disinfection protocols will continue, in particular for high-traffic areas and high-touch surfaces
- Classrooms, labs, workstations, offices, and common spaces will be configured to accommodate physical distancing (minimum 2 m/6 ft between people) wherever possible
- In situations where physical distancing cannot be maintained at all times, personal protective equipment (PPEs) will be used
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- Hyflex/blended delivery model in effect – required hands-on components on campus with theory delivered remotely
- Student services will continue to be provided in an online or remote format – exceptions on a case-by-case basis
- Students, staff, and faculty will be encouraged to leave campus once work or learning assignments are completed; congregating in groups outside of class will be discouraged
- Common areas remain closed except for:
 - ▶ academic purposes
 - ▶ designated virtual study/lunch spaces for students whose schedules require them to remain on campus for extended periods of time
- Possible 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 in order to minimize on-site traffic
- Travel restrictions remain in effect – exceptions considered
- Resumption of capital projects as required

PHASE IV – Advancing the Line

GOAL: Re-open with further reduction in controls

Key features:

- Open access to campus, though some restrictions may apply
- 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 along with continued virtual delivery as required
- Use of non-medical face coverings will be required when inside campus buildings (except when alone in personal office space, open office space, storage room, classroom, or Student Residence bedrooms), outside on campus property (when physical distancing is not possible), and at our satellite sites. When another person comes into your defined space, classroom, or lab, you are required to wear a face coverings.

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- Increase in face-to-face recruitment gatherings
- Additional food services options (some restrictions may apply)
- 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

PHASE V – Establish a new line

GOAL: Return to an innovative new normal (projected sometime in 2021)

Key features:

- Campus events, activities fully resume under new norm
- No limits on events
- Food service resumes to pre-pandemic capacity with implementation of any new best practices
- Varsity and intramural activity fully resumes
- Travel resumes
- Large scale recruitment activities resume
- Remote work, hyflex delivery, virtual service and recruitment, etc. continues as appropriate

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 will 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.