A ROADMAP TO RECOVERY

CNL’s Plan for Safe Business Resumption
This too shall pass. Timeless words, spoken in one variant or another, for centuries. While the COVID pandemic has thrown our global community into never-before-seen turbulence for the past few months, it too will draw to a close. When and how exactly this will play out is not known, but it is critical that CNL is ready when it does.

This plan presents our approach towards a careful, thoughtful, and reasonable return to routine operations across CNL. It is guided by our unwavering commitment to the protection of our staff, the safety of our campuses and facilities, and protection of public and the environment; and reflects the advice and guidance of provincial and federal health authorities.

Only once conditions are right and measures are in place to manage risks appropriately, will we begin our move towards the “new normal.” CNL will take the necessary precautions to help prevent the spread of COVID-19 on our sites, with measures that include, but not limited to, a phased return-to-work process, physical distancing measures, increased availability of protective equipment, and improved sanitation.

Over the recent period of reduced operations, I’m pleased to say that our sites across Canada are being kept in good working order. While our activities have been reduced, we do have personnel working on our sites who are doing the necessary work to ensure that our facilities, equipment, and grounds are well-maintained and meet the regulatory requirements of our site licence as set out by the Canadian Nuclear Safety Commission.

I also want to express my deep thanks and pride in the many staff across CNL who responded to the call, and turned their attention and abilities to assisting in the global fight against this virus. As Canada’s national nuclear laboratory, we have unique competencies across a range of scientific disciplines, and a talented team to bring these skills to bear when called upon. From international efforts to prototype rapidly deployable ventilators, or efforts closer to home and the many donations of time, resources to community organizations, we have an amazing team at CNL and their response to COVID-19 has been nothing short of remarkable. Thank you!

Stay safe.

Joe McBrearty
President & CEO
CNL, through the work of the Crisis Management Team, has begun planning for a gradual phased recovery of operations from our current period of reduced operations, which began on March 18.

This approach is based on controls we now have in place to protect workers from COVID-19 related hazards, and will be guided by a series of recovery plan objectives outlined in this document. The selection of work to be performed, in reduced operations and in the future recovery phases, is risk-informed.

To minimize the COVID-19 risk during the recovery period, a “Control Strategy” will be in place limiting the number of personnel on site, and wherever possible, remote work will continue. The control will not be a specific number, but each of our primary mission areas will be allocated a percentage of staff to have on site.

CNL will routinely communicate and engage with our suppliers and contractors to ensure work can resume in a controlled and safe manner. Contractors will be made aware of new CNL COVID-19 related requirements.

The CNL Health Centre has and will remain fully operational throughout the pandemic with dedicated staff at all CNL sites to provide essential guidance and support to employees. Screening protocols have been established and will continue to be aligned with evolving public health protocols.

Getting back to a ‘new normal’ is a journey that will take months and will not be rushed. Our actions have been and will continue to be consistent with provincial and federal guidelines, and we will continue to place the highest priority on the safety of staff, the public, and the environment.

Dan Wood  
Chief Operating Officer  
Director, Crisis Management Team
RECOVERY PLAN OBJECTIVES

The recovery will ensure the safety of our workers, the public, and the environment.

The recovery will ensure that any increase in site activities (from reduced operations to the new normal operations) is structured, controlled, and monitored.

Where remote work can meet essential business needs, CNL employees will continue to work remotely during the recovery phases.

Recovery phases will allow time for preparations, lessons learned, and consideration of changing pandemic data (including possible resurgence) prior to progressing to the next level.

Activities selected for each phase of recovery will consider both the benefit to be gained from the activity and the risks associated with the activity.

COVID-19 related hazards will be assessed and controls will be established for specific recovery activities.

Communications with employees and other stakeholders will occur throughout the recovery.
ENTRY CRITERIA

Each phase will be entered only when the entry criteria have been met. If the criteria are not met, the phase will be extended. Phases 4 and 5 are dependent on government and local Public Health officials beginning to relax the non-essential business restrictions.

CONTROL STRATEGY

For each phase, mission areas will be allowed a percentage of staff to have on site. Prior to the pandemic, CNL had approximately 3,300 personnel across all sites. During reduced operations, our “on site” personnel numbers have been between 250 and 350 daily.

These percentages are designed to set a manageable target that allows for lessons to be learned, before stepping into the next phase.

The percentages are subject to change as lessons learned are applied. Phase durations are not fixed.

The time needed to meet the Entry Criteria for the next phase will be taken. This will not be rushed.

RISK-INFORMED DECISION MAKING

The selection of work to be performed, in reduced operations and in the future recovery phases, is being risk-informed. We will proactively identify and address hazards, using sound procedures and proper oversight.
RECOVERY PHASES

The recovery includes five phases, from planning through post-pandemic, over an undefined period. Transition from one phase to the next will require meeting defined criteria.

Phase 1 – Preparation: Activities needed to ensure that an increase in site activity will not endanger the workforce

Entry Criteria: Site access screening in place; COVID-19 Hazards Analysis Checklist issued; Phase 2 work scope defined

Phase 2 – Isolated Activities: Includes work inside construction zones and defined zones within the primary sites

Entry Criteria: COVID-19 protocols training completed by all employees, subcontractors, and visitors; common seating areas re-configured; work specific COVID-19 protocols defined, documented and briefings completed

Phase 3 – Moderate Operations: Outdoor work on the primary site, indoor work with specific tasks, evaluations, and “take out” cafeteria services

Entry Criteria: Government begins to relax non-essential work constraints; community evaluated as moderate risk or below

Phase 4 – New Normal Operations: All activities where the benefit of the activity exceeds the mitigated risk associated with performing the activity

Entry Criteria: Local Public Health officials recommend relaxation of community-wide self-isolation; community evaluated as minimal risk; COVID-19 protocols incorporated into hazard identification and control procedures, processes and programs

Phase 5 – Post-Pandemic: Activities will be performed without COVID-19 specific controls

Entry Criteria: Government and local Public Health officials remove most COVID-19 related controls
ONGOING HEALTH MONITORING AND COMMUNITY EVALUATIONS

The CNL Healthcare Centre, in collaboration with the CNL corporate physician and public health authorities, will continue monitoring and providing situational guidance for general and case-specific management at all CNL sites.

COVID-19 entrance screening protocols have been established at all CNL locations and are aligned with changing public health protocols. This entrance screening tool allows CNL to screen for COVID-19 symptoms and other COVID-19 risk factors before approval to enter any CNL site.

CNL will continue to efforts to align with advice and directives from health authorities including signage, training, increased cleaning, enabling social distancing, flexibility to provide remote work options, distribution and access to necessary PPE, and incorporating COVID-19 lessons learned and best practices into our work environment.

We also recognize that CNL's COVID-19 risks are tied to the communities in which we live. To this end, CNL has hired Gevity, an epidemiology firm in Ottawa. Gevity’s team will assess the communities around our sites. Our initial focus will be on our Chalk River, Whiteshell and Port Hope operations.
Thank you to our staff, host communities, partners, suppliers and importantly the front-line workers for their patience, generosity, dedication and hard work throughout the COVID-19 pandemic.