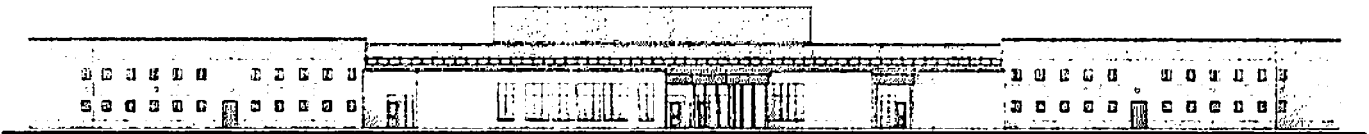




Northeast Nova Scotia Correctional Facility

Site Analysis and Selection Business Case for Candidate Sites



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October 2010

Northeast Nova Scotia Correctional Facility Site Analysis and Selection Business Case for Candidate Sites

INTRODUCTION

The Government has determined that a single 100-cell (200-bed) correctional facility will be built to house offenders, who are remanded into custody pending court appearances at Amherst, Truro, New Glasgow/Pictou, Antigonish, and where operationally appropriate, Port Hawkesbury courts. This facility will also provide accommodation for sentenced offenders from all parts of Nova Scotia.

From approximately 80 candidate sites, three sites were identified for further investigation. In alphabetical order:

- Addington Forks in Antigonish County
- Coalburn in Pictou County
- Debert Business Park in Colchester County

The following paper is presented in two parts. Part one uses the experiences gained by the Department of Justice and Transportation and Infrastructure Renewal to update Chapter 13: Site Analysis and Selection of the *Nova Scotia Custody Configuration Plan*. Part two is a discussion of the three candidate sites against this updated site analysis and selection criteria.

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INTRODUCTION

The *Nova Scotia Custody Configuration Plan* was completed in 1997¹. The Plan is the master plan for a modern configuration of correctional facilities for Nova Scotia.² Nova Scotia continues to work toward the modernization of necessary correctional facilities.

Included in the work completed for this master plan was an overview of the siting of correctional facilities. This paper is intended as an update to Chapter 13: Site Analysis and Selection of the *Nova Scotia Custody Configuration Plan*.

As noted in the opening sentence of Chapter 13 of the *Nova Scotia Custody Configuration Plan*:

“Siting correctional and forensic facilities is both an important process in any project as well as potentially contentious. Site selection will impact, very directly, the initial costs of each facility as well as its future operating costs.”

This statement remains as true today.

BACKGROUND

In larger jurisdictions, correctional configurations often have correctional facilities which have specialized purposes. Jails and detention facilities are usually located in, or near larger communities to provide ready access to the courts to facilitate appearances by remanded offenders and other temporarily detained offenders, and to house intermittent and other short-sentence (e.g., 90 days or less) offenders. Long-term facilities such as penitentiaries, prisons, reformatories and correctional centres, are used to house sentenced offenders serving longer sentences; longer-term facilities are often located in rural areas. Smaller jurisdictions normally rely on multi purpose facilities; a configuration of single or special purpose facility is too expensive to construct, maintain and operate, and the numbers of offenders for each purpose are not sufficient to warrant separate or specialized facilities.

Nova Scotia's correctional facilities are multi purpose facilities; they provide accommodation for remanded and other temporarily detained persons, e.g., immigration detention, federal parole suspensions. As well, they provide accommodation for all types of sentenced offenders, e.g., intermittently sentenced offenders, offenders serving less than two years, and offenders serving more than two years who are waiting transfer to a federal penitentiary. Due to the broad mandate for Nova Scotia's provincially operated correctional facilities, the type of facility constructed and where they are located must be carefully considered.

The overall recommendation of the master plan was that all of Nova Scotia's (nine in 1997) correctional facilities be replaced with a configuration of modern regional multi purpose correctional facilities. To date, the Province has constructed the recommended 224 male

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cell/48 female cell facility in the central region, and 38 cells (rather than 57 cells) facility in the southwest region.

Chapter 13 of the *Nova Scotia Custody Configuration Plan* mapped select areas of the Province on a regional basis, identified specific sites within the selected regions, and established criteria for evaluating sites. These factors were used for the site selection of the co-located Central Nova Scotia Correctional Facility and East Coast Forensic Psychiatry Hospital in Burnside Industrial Park in Dartmouth, Nova Scotia.

When Government approved the construction of the Southwest Nova Scotia Correctional Facility, the site selection criteria from Chapter 13, together with the expertise of the Department of Transportation and Infrastructure Renewal was used in identifying and selecting the site for this facility.

PROXIMITY CHARACTERISTICS

A correctional facility, like other public institutions, does not exist in a vacuum. Proximity to other parts of the criminal justice system, emergency services, community infrastructure, and community-based support services are all essential considerations when selecting a site for a correctional facility.

1. **Courts:** In discussions with Sheriff Services, a driving time of no more than 90 minutes or 135 kilometres (one-way) from the Justice Centres was preferred. Subsequently, as a result of Nova Scotia's improved highway infrastructure, and an increase in the maximum allowable speed on the 100-series highways to 110 kilometres per hour, this proximity standard was adjusted to 90 minutes or 150 kilometres (one way).

Proximity to the courts directly impacts the costs for the transportation of offenders between correctional facilities and courts. Distances traveled also correlate with the safety and security risks during the transportation of offenders.

2. **Hospitals and Community Health Centres:** Emergency rooms should be located within a 30-minute drive or 30 kilometres of a correctional facility.

The ability for correctional facility staff to transport offenders to an emergency room in an expedient manner is key to the effective operation of correctional facilities. Offenders, particularly those recently admitted into custody, often have serious medical problems as a result of chronic medical conditions or due to the use/abuse of alcohol and other drugs.

As well, access to a broad selection of medical specialties within a 30-minute drive or 30 kilometres is essential to correctional facility operations, as offenders, like all

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other Nova Scotians, have a variety of medical needs. Reasonable proximity to various medical disciplines ensures transportation times are kept to a minimum.

3. **Ambulance Services:** Emergency Health Services should be located within a 15-minute drive or 15 kilometres of a correctional facility.

Emergency health services are required by correctional facilities when medical emergencies develop that are beyond the capabilities of on-site staff.

4. **Law Enforcement:** Police forces should be located within a 15-minute drive or 15 kilometres of a correctional facility.

Close proximity is important should an emergency develop that requires police members to attend at the scene, or to augment the security provided by on-site correctional staff.

5. **Fire Services:** Fire fighting service should be located within a 15-minute drive or 15 kilometres of a correctional facility.

Fire protection is necessary to the health and safety of offenders, staff, and the public in the event of a fire in a correctional facility. Similarly, an adequate water supply and appropriate fire fighting equipment are necessary to ensure fire personnel can fight any fire that may develop in the correctional facility.

6. **Highways:** Series 100 highways should be located within a 15-minute drive or 15 kilometres of a correctional facility.

Motor vehicles are the primary form of transport for staff, volunteers, professional and personal visitors, deliveries, as well as the transportation of offenders between the facility and the court, and other essential services.

AVAILABILITY OF HUMAN RESOURCES/SOCIAL SERVICES

Correctional facilities require staff, volunteers and visitors to operate effectively. As well, local contacts and strong working relationships with a wide variety of community-based support services are important to the rehabilitation of offenders.

7. **Proximity of Human Resources:** Ideally, a pool of potential staff who can be drawn from the communities adjacent to candidate sites is preferred. Up to 50 kilometres is considered an ideal commuting distance to and from work, particularly, when staff is called back to work on short notice due to an emergency or unexpected staff absences.

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8. **Staff Relocation:** Where the staff of a new correctional facility is being drawn from displaced staff of closed facilities, one-time relocation costs will be incurred by the employer for staff who are eligible for this type of support.

The anticipated relocation costs should be included in the analysis of possible sites for a new facility.

9. **Volunteers:** Volunteers representing the full spectrum of spiritual and secular backgrounds from the community are important to a correctional facility; they provide offenders with important connections to the community. A correctional facility should be located in, or close to, communities where there is a potential pool of volunteers willing to become involved with the mission of the correctional facility.
10. **Diversity:** A correctional facility should also be located in, or close to, communities where there is a diverse pool of volunteers from which to draw both staff and volunteers, so that both staff and volunteers are representative of racial and ethnic diversity of all Nova Scotians.

11. **Community Programs and Services:** Community programs and services are essential to the effective operation of a correctional facility. Offenders need access to social, community, mental health, housing and reintegration services.

Strong discharge plans developed with these services increase the likelihood that offenders will not return to criminal behaviour upon discharge, but will make a successful reintegration into the community.

A site that is close to existing social and human resources departments and agencies is an important consideration in selecting a site for a correctional facility.

12. **Public Transit:** To facilitate visits to offenders by their family and friends, candidate sites with public transportation, or the potential for public transportation, are preferred. Strong family and social supports are a factor in successful reintegration of offenders upon their release.

Public transportation may also be a factor in attracting qualified staff and volunteers, and enabling offenders serving intermittent sentences to report for their sentences.

Availability of public transportation should be considered when analyzing potential sites.

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LAND CHARACTERISTICS

The size of a candidate site for a correctional facility is important. Unlike many other public institutions which tend to be integrated into the fabric of the local community, correctional facilities are often located on larger tracts of land away from nearby residential neighborhoods. In many cases, business parks or similar light industrial areas have been selected as sites for correctional facilities as the facility's facade and trespass fences tend to blend into the business park or industrial area, rendering the facility invisible in time.

13. **Site Size:** The *Custody Configuration Plan* calls for a minimum of 24.25 acres as the site of a mid-sized. (i.e., 114 bed correctional facility)⁴

Additional land for a buffer zone between the facility and the surrounding community is required. The balance of the site should be left "as is" after a minimum of 150 feet is cleared back from the facility's exterior walls, security and trespass fences, driveways and walkways to enable clear visibility of approaching vehicles and pedestrians. This additional land helps ensure the greatest possible buffer and the least possible visual delineation between the facility property line and the surrounding community.

14. **Facility Expansion:** The balance of the site/buffer zone should be large enough to facilitate expansion of the facility⁵, should the need arise, without encroaching on the surrounding community or diminishing the buffer zone significantly.

INITIAL SITE ACQUISITION AND DEVELOPMENT

To manage costs for the project public land, reasonable initial site development costs and access to essential services is important consideration in analyzing candidate sites.

15. **Crown Land:** Ideally, candidate sites should be public land. If acquisition from a private land owner is required, full disclosure as to the proposed use for the land should be made prior to the land purchase.
16. **Site Topography:** A level site with well-drained granular soil and limited rock is preferred. Such a site minimizes the costs for developing and readying the site for the construction of the facility. Ideally, any waterways and wetlands, or elevations would be located on the site, so as to augment the buffers between the facility and the surrounding community, rather than increase costs of the site development.

Flood plains, restrictive covenants, easements, environmental hazards and other serious constraints should be avoided, as they tend to escalate site development costs, or limit effective use of the site.

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17. **Man-made Buffers:** Adjacent roadways, easements for future roadways, railways should ideally be located to augment the buffering between the facility and the surrounding community.
18. **Leadership in Environmental and Energy Design (LEED):** New government buildings are to attain at least a silver LEED ranking. Specific to sites, the project should seek to achieve a high level of erosion and sediment control, redevelopment of contaminated (brown field) sites, reduction of site disturbances during and after construction, and storm water management during and after construction. The site should also provide opportunities to optimize energy efficiency through geothermal heating, passive solar heating, wind turbines and other energy conservation and energy management principles.
19. **Natural Gas:** Sites which can access natural gas as an option for building and water heating and/or kitchen operation are preferred.
20. **Water Availability:** Access to potable water and water for fire fighting purposes is critical to a correctional facility. Opportunities for partnerships with the hosting municipality for expansion of water services to the correctional facility, where it also benefits the local community, should be considered where reasonable and affordable.
21. **Sanitary Services:** Access to a municipal sewer system which provides treatment for sewage is preferred. An on-site septic system is not normally seen as preferable alternative.
22. **Electrical Services:** Access to a reliable electrical service is critical to the operation of a correctional facility. On-site back-up generators are required to ensure minimal safe operations in the event of an interruption in the electrical service.
23. **Communications:** Access to the Provincial data and email networks, video conferencing, trunk mobile radio system, and other communication services are essential to the operation of a correctional facility within the overall configuration of correctional facilities and the wider public service.
24. **Zoning:** While Crown land is not subject to municipal zoning and can be developed as-of-right, compatible or appropriate municipal zoning on adjacent land is preferred. Where a candidate site is on municipal land, it is desirable that it be zoned to allow for this type of development.
25. **Micro climates:** Nova Scotia has many micro climates. Candidate sites should be located away from particularly problematic micro climates as they impact on transportation services and operating costs.

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GENERAL COMMUNITY IMPACT

In the past, correctional facilities were often built in the centres of cities and towns to facilitate easy access to the local court. The community grew around the correctional facility so “not in my backyard” sentiments did not develop. Today, “not in my backyard” sentiments can become a factor in site selection when a new correctional facility is being added to a community. Therefore, as noted above, a sufficient buffer between the correctional facility and the surrounding community is desirable.

26. **Impact on Neighbours:** The least possible residential development adjacent, or in close proximity to, a new correctional facility is desirable. Undeveloped rural or light industrial land away from most residential development and on the perimeters of a community is preferable.
27. **Reception from Local Municipality:** A welcoming, ideally an inviting, local municipality is desirable. In many cases, municipalities will bid for the opportunity to have a correctional facility in, or adjacent to, their community. A correctional facility provides employment opportunities in the local community which, in turn, may have a positive impact on the local tax revenues.

POTENTIAL MI'KMAQ INTEREST

28. **Consultation:** Any sites being considered for a correctional facility should be reviewed to determine if the sites have the potential to impact asserted or established Aboriginal interests, including title and/or treaty rights. The extent, scope and content of consultation will be determined by the strength of the claimed right, and the level of impact on the claimed right.

IMPACT ON SHERIFFS SERVICES

During the development of the site analysis and selection criteria in the *Nova Scotia Custody Configuration Plan*, the transportation needs of Sheriffs Services, specifically the proximity to the courts were included. Subsequently, additional Sheriff Services operational considerations have been identified for inclusion in the analysis of potential sites.

29. **Round Trip Costs:** Calculation of anticipated costs based on cost per kilometre and staff costs should be calculated using the actual number of trips to courts within the facility's catchment area.
30. **Way-points:** Sheriffs Services is responsible for the transportation of offenders between correctional facilities. Correctional facilities should be located far enough from each other to serve as appropriate way-points for Sheriffs Services vehicles when they are moving offenders between correctional facilities.

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This is particularly important when moving offenders between the Nova Scotia Youth Facility or the Central Nova Scotia Correctional Facility, and the Cape Breton Correctional Facility/Youth Detention Facility. Wherever possible Sheriff Services staff and vehicle "relay" offenders between Mainland Nova Scotia and Cape Breton Island, e.g., deputy Sheriffs from the Halifax Regional Municipality transfer offenders en route to Cape Breton Island to deputy Sheriffs from Pictou/New Glasgow, Port Hawkesbury or Sydney who continue to destination.

Given the various micro climates within Nova Scotia, it is also advisable to locate facilities away from storm-prone areas. (Also see commentary under Site Acquisition and Development: Micro climates)

31. **Pre-placement:** Women offenders are housed at the Central Nova Scotia Correctional Facility and youth are housed at the Nova Scotia Youth Facility. When they are required to attend court outside the immediate environs of Kentville/Halifax Regional Municipality/Truro, it is preferable to house them as close to the court they are scheduled to attend as is possible to minimize the time needed to transport them to court. This is particularly important if their court time is in the morning. Pre-placement the day before at a closer correctional facility reduces the need, and associated costs, for early morning call-in for deputy Sheriffs.
32. **Transfers Between Facilities:** The configuration of correctional facilities allows for sentenced offenders to be housed in any correctional facility in Nova Scotia.

Transfers to a facility outside of the catchment area of the sentencing court may be considered for a variety of reasons, including: balancing the capacity utilization of the correctional facilities, providing offenders with specific program opportunities in other facilities, separating incompatible offenders. The Sheriffs Services completes these transfers by relaying offenders between deputy Sheriffs traveling between specific points within the province. Currently, the majority of such transfers are between the Central Nova Scotia and Cape Breton correctional facilities.

Ideally, the location of a new correctional facility within the configuration of correctional facilities would provide an additional and alternative destination to the current Central Nova Scotia and Cape Breton correctional facilities.

IMPACT ON CORRECTIONAL SERVICES

Generally, the operating costs for a correctional facility are not directly impacted by its site; salaries and most operating costs will be the same wherever the facility is located.

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33. **Operating Costs:** Operating costs for municipal services, i.e., fire rate, water, sewage/sanitary can vary from municipality to municipality, and therefore, should be analyzed during the site selection process.

Additional considerations for Correctional Services are with respect to the integration of any new correctional facility into the overall configuration correctional facilities for the province. While each correctional facility may operate as a distinct entity, it does not operate as an independent entity. How a new correctional facility functions within the overall configuration is an important consideration when determining the site for the facility.

34. **Catchment Area:** The *Custody Configuration Plan* recommended specific catchment areas⁶ for the correctional facilities, specifically:
- a. Cape Breton region: Cape Breton, Inverness, Richmond and Victoria counties
 - b. Central region: Halifax, Hants, Kings and Lunenburg counties
 - c. Northeast region: Antigonish, Colchester, Cumberland, Guysborough and Pictou counties
 - d. Southwest region: Annapolis, Digby, Queens, Shelburne and Yarmouth counties

When the Central Nova Scotia Correctional Facility was opened in 2001, its catchment area for male offenders was expanded to also include Colchester and Pictou counties. This adjustment caused the facility to have to accommodate an offender population greater than its design capacity.

Any new site for new correctional facilities should, to the extent possible, comply with the catchment areas recommended in the *Custody Configuration Plan*.

35. **Intermittent Sentences:** The court may, where a custodial sentence will not exceed 90 days, order that the sentence be served intermittently. This sentence is commonly used in Nova Scotia, particularly for offences where a mandatory minimum custodial sentence of less than 90 days is required by the *Criminal Code*. Offenders receiving such sentences normally serve them on consecutive weekends, usually from Friday evenings until Monday mornings. It is the offender's responsibility to arrive at the correctional facility by the time specified on the warrant, e.g., Fridays at 7 P.M.

The site of a correctional facility should, to the extent possible, be located where the greatest number of offenders serving intermittent sentences can get to the correctional facility. A similar proximity standard as that for courts, i.e., 150 kilometres, 90 minutes, would be appropriate. A site close to a public transportation terminal would be ideal.

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36. **Capacity Utilized:** The optimum capacity utilization (i.e., occupancy rates) for modern single/double cell correctional facility is 90%.⁷ All new single/double cell correctional facilities in a configuration should ideally operate at 90% occupancy.

CONCLUSION

This first part of this report is intended for use as a general guide, together with the expertise of the Department of Transportation and Infrastructure Renewal, for quantitative and qualitative analyses when considering where to site a correctional facility. Specific projects for new correctional facilities may identify additional factors that warrant consideration when determining the best possible site for a correctional facility. As indicated in the *Custody Configuration Plan*, site selection "should be approached with sensitivity to all individuals and groups which may be directly impacted, as well as those who may only perceive a problem."

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INTRODUCTION

This next part of the report summarizes the analysis of three potential sites for the Northeast Nova Scotia Correctional Facility against the first part of this paper.

BACKGROUND

The Government has determined that a single 100-cell (200-bed) correctional facility will be built to house offenders who are remanded into custody pending court appearances at Amherst, Truro, New Glasgow/Pictou, Antigonish, and where operationally appropriate, the Port Hawkesbury courts. This facility will also provide accommodation for sentenced offenders from all parts of Nova Scotia.

From approximately 80 candidate sites, three sites were identified for further investigation. In alphabetical order, they are:

- Addington Forks in Antigonish County
- Coalburn in Pictou County
- Debert Business Park in Colchester County

PROXIMITY CHARACTERISTICS

1. **Courts:**
 - a. The Addington Forks site meets the proximity standard for all courts within the proposed catchment area except the Amherst court; Amherst court is 61 kilometres beyond the 150 kilometre proximity standard for courts.
 - b. The Coalburn meets the proximity standard for all courts within the proposed catchment area except the Amherst court; Amherst court is 14 kilometres beyond the 150 kilometre proximity standard for courts.
 - c. The Debert site meets the proximity standard for all courts within the proposed catchment area, except the Port Hawkesbury court; Port Hawkesbury court is 36 kilometres beyond the 150 kilometre proximity standard for courts.
2. **Hospitals and Community Health Centres:** The proximity standard of a 30-minute drive or 30 kilometres to a hospital or community health centre is acceptable for all three sites. A selection of medical specialties exists within a 30-minute drive or 30 kilometres of all three candidate sites.
3. **Ambulance Services:** The proximity standard of a 15-minute drive or 15 kilometres from Emergency Health Services is acceptable for all three sites.
4. **Law Enforcement:** The proximity standard of a 15-minute drive or 15 kilometres from police services is acceptable for all three sites.

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5. **Fire Services:** The proximity standard of a 15-minute drive or 15 kilometres from fire fighting services is acceptable for all three sites.
6. **Highways:** The proximity standard of a 15-minute drive or 15 kilometres from the 100-series highway, i.e., Highway 104 is acceptable for all three sites.

HUMAN RESOURCES/SOCIAL SERVICES

7. **Proximity of Human Resources:** A pool of potential staff exists in the communities within a 50 kilometres radius of all three candidate sites.
8. **Staff Relocation:** Staff relocation costs are based on the current information on the home communities of current full-time staff, assuming only eligible full-time staff would relocate, and based on an average cost per employee of \$22,500 for relocation costs. The estimates indicate that the Addington Forks site would result in the lowest relocation costs as none of the current Antigonish Correctional Facility staff would be eligible for relocation expenses.
 - a. Addington Forks \$450,000
 - b. Coalburn \$607,500
 - c. Debert \$630,000
9. **Volunteers:** A pool of potential volunteers exists in the communities surrounding all three candidate sites.
10. **Diversity:** African Nova Scotian settlements were established near all three sites, i.e., in Truro, New Glasgow, Trenton, and Antigonish.

With respect to nearby First Nations communities

- a. Addington Forks: The First Nation community of Paq'tnkek is 20 kilometres west of the site.
 - b. Coalburn: The First Nation community of Pictou Landing is 15 kilometres north of this site.
 - c. Debert: The First Nation community of Millbrook is 16 kilometres south of this site.
11. **Community Programs and Services:** All three candidate sites are close to communities, i.e., Truro, New Glasgow and Antigonish, where various social and community services have offices.

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12. **Public Transit:** none of the sites are adjacent to a bus terminal, however, with respect to each site:
- a. Addington Forks: Acadian Lines travels to Antigonish.
 - b. Coalburn: Acadian Lines travels to New Glasgow.
 - c. Debert: Acadian Lines does not travel to Debert, although it does travel to nearby Truro.

LAND CHARACTERISTICS

13. **Site Size:** All candidate sites are of sufficient size for the proposed facility.
- a. Addington Forks: 205 acres (once additional property is purchased to allow site access)
 - b. Coalburn: 243 acres
 - c. Debert: 120 acres

All three sites provide for the potential of very large buffer zones beyond the 24.25 acres required for the building site, security and trespass fences, driveways and walkways to enable clear visibility of approach vehicles and pedestrians.

On all three sites the balance of the property will be left "as is" to ensure the greatest possible buffer and the least possible visual delineation between the facility property line and the surrounding community.

14. **Facility Expansion:** All three sites are large enough to facilitate expansion of the facility (should the need arise) without encroaching on the surrounding community, or diminishing the buffer zone significantly.

INITIAL SITE ACQUISITION AND DEVELOPMENT

15. **Crown Land:**
- a. Addington Forks: The building site is Crown land. Additional land to provide for site access would have to be purchased.
 - b. Coalburn: This site is Crown land.
 - c. Debert: This site is municipally owned and has been offered to the Province for a nominal sum (\$1.00).
16. **Site Topography:**
- a. Addington Forks: Well-treed, hill site, which will require manipulation and modification of grades for access road and creating a flat building site.
 - b. Coalburn: Well-treed, hill site, which will require manipulation and modification of grades for access road and creating a flat building site.

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- c. **Debert:** This site is a tree-covered, fairly flat site. It is anticipated that manipulation and modification of grades for access roads and building site is of a lesser scale for this site.

A geo-technical assessment remains to be completed for the selected candidate site but no significant geo-technical issues are anticipated for any of the sites.

Phase 1 Environmental Site Assessments have been completed for all three sites. Although no significant environmental hazards have been identified or are expected for any of the sites, a Phase 2 assessment has been recommended for whichever site is selected.

No flood plains, restrictive covenants, easements and other serious constraints has been identified with any of the candidate sites.

17. Man-made Buffers:

- a. **Addington Forks:** Highway 104 provides buffering of the facility from the community to the north.
- b. **Coalburn:** Highway 104 provides buffering of the facility from the community to the south.
- c. **Debert:** Adjacent street (Plains Road) provides limited buffering between the facility and the surrounding community.

- 18. Leadership in Environmental and Energy Design (LEED):** Many of the LEED target points, such as erosion and sedimentation control, reduced site disturbance, storm water management, etc., are obtainable for all three sites. Assessments will also be made to determine the ability to support geothermal, passive solar, wind generators and other energy conservation and energy management principles and opportunities.

- 19. Natural Gas:** Currently, none of the three sites has present opportunities to access natural gas as an option for building heating, hot water heating, and/or kitchen operation. The possibility of future availability will be investigated so that the appropriate choice of heating, ventilation and air-conditioning systems can be made.

- 20. Water Availability:** Access to the municipal water supply is available for all three candidate sites.

21. Sanitary Services:

- a. **Addington Forks:** An on-site sanitary system, operated by the Province, is required for this site. The Municipality is open to providing some technical support/oversight for Provincial staff operating this on-site sanitary system. Access to a municipal sewer system, which provides treatment for sewage,

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- is preferred. An on-site septic system is not normally seen as an preferable alternative.
- b. Coalburn: Municipal sanitary service is available, however, there is a need to separate some of the combined storm and sanitary lines in the Town of New Glasgow, in order to create adequate sewer capacity for the correctional facility which is further “up-stream”. The approximate cost of \$300,000 for the separation of infrastructure is being carried as a development cost for this site. An on-site sanitary system, operated by the Province, is an alternative for savings but this method of sanitary disposal is not preferred.
 - c. Debert: Municipal sanitary services are available for this site.
22. **Electrical Service:**
- a. Addington Forks: Three-phase electric power available but distant from the site.
 - b. Coalburn: Three-phase electric power adjacent to site.
 - c. Debert: Three-phase electric power adjacent to site.
23. **Communications:** Reliable access to communication systems and networks is assumed to be available for all three candidate sites
24. **Zoning:** No zoning issues have been identified for any of the candidate sites.
25. **Micro-climates:**
- a. Addington Forks: East of Mount Thom, near St. Georges Bay. The proximity to St. Georges Bay may pose some problems for travel between this site and Cape Breton Island.
 - b. Coalburn: East of Mount Thom, west of St. Georges Bay. Travel in the immediate area should not be adversely impacted by local weather patterns; travel to Truro can be impacted by weather at Mount Thom.
 - c. Debert: East of Mount Thom and south of the Cobequid Pass. Travel in the immediate area should not be adversely impacted by local weather patterns; travel to Pictou/New Glasgow and point east can be impacted by weather at Mount Thom; travel to Amherst can be impacted by weather in the Cobequid Pass. Highway 102 to Halifax had no recorded closures in 2009/10 so continued travel to the Central Nova Scotia Correctional Facility is a feasible option to stopping in Debert.

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GENERAL COMMUNITY IMPACT

26. **Impact on Neighbours:**
- a. Addington Forks: Limited impact anticipated as the surrounding area is primarily farm land.
 - b. Coalburn: Limited impact anticipated as the surrounding area is primarily rural and light industrial, although some residents are within a kilometre.
 - c. Debert: No impact anticipated as this site is within a business park.
27. **Reception from Local Municipality:**
- a. Addington Forks: The Municipality has indicated a willingness to pay for the installation of water infrastructure to the property line. This cost is estimated to be \$243,460.
 - b. Coalburn: The Municipality has indicated a willingness to make a \$250,000 contribution towards the cost of locating the correctional facility in their community.
 - c. Debert: The Municipality has indicated a willingness to provide a site at a nominal sum (\$1.00).

POTENTIAL MI'KMAQ INTEREST

28. A request to initiate consultation on all three sites under the Mi'kmaq-Nova Scotia-Canada Consultation Terms of Reference has been sent to all the Chiefs of the Mi'kmaq.
- a. Addington Forks: To date, there is no known Mi'kmaq interest in this specific site. No archaeological assessment is recommended at this time.
 - b. Coalburn: To date, there is no known Mi'kmaq interest in this specific site. No archaeological assessment is recommended at this time.
 - c. Debert: This site is located less than 1.5 kilometres from the Mi'kmawey Debert National Historic site, the oldest known, best-documented and preserved remnants of the Paleo-Indian period in eastern Canada, and is one of the most significant sites in North America. A preliminary archaeological assessment is recommended. This assessment will determine if further and more intensive archeological exploration is required.

IMPACT ON SHERIFFS SERVICES

29. **Round Trip Costs:** Annual round trip costs⁸ to all proposed courts for the catchment area, using 2009/10 actual trips indicates annual costs for each site would be
- | | | |
|----|-----------------|--------------|
| a. | Addington Forks | \$213,624.53 |
| b. | Coalburn | \$178,711.99 |
| c. | Debert | \$203,851.12 |

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30. **Way-points:** The location of each site for use as a way-point between the Central Nova Scotia and Cape Breton correctional facilities indicates:
- a. Addington Forks: 199 kilometres from Central Nova Scotia Correctional Facility and 203 kilometres from the Cape Breton Correctional Facility
 - b. Coalburn: 152 kilometres from Central Nova Scotia Correctional Facility and 250 kilometres from the Cape Breton Correctional Facility
 - c. Debert: 101 kilometres from Central Nova Scotia Correctional Facility and 328 kilometres from the Cape Breton Correctional Facility
31. **Pre-placement:** With respect to pre-placement of women offenders from the Central Nova Scotia Correctional Facility for court the following day
- a. Addington Forks: Good for court appearances in Antigonish and Port Hawkesbury, but would result in longer distances traveled and total time traveling for court appearances in Amherst, Truro, Pictou/New Glasgow
 - b. Coalburn: Good for all court appearances except Truro; travel to the Truro court via Coalburn would result in longer distances traveled and total time traveling
 - c. Debert: Good for all court appearances except Truro; travel to the Truro court via Debert would result in longer distances traveled and total time traveling.
- With respect to pre-placement of male and female young offenders from the Nova Scotia Youth Facility for court the following day
- d. Addington Forks: Good for court appearances in Antigonish and Port Hawkesbury, but would result in longer distanced traveled and total time traveling for court appearances in Amherst, Truro, Pictou/New Glasgow
 - e. Coalburn: Good for all court appearances except Amherst and Truro; travel to the Amherst and Truro courts via Coalburn would result in longer distanced traveled and total time traveling
 - f. Debert: Good for all court appearances (albeit with slightly total longer distances traveled and travel time to the Truro court via Debert)
32. **Transfers between Facilities:** Based on 2009/10 actual trips the cost for one-way trips between the Central Nova Scotia and Cape Breton correctional facilities was \$192,294.90. Assuming 50% of these non-court related trips would be eliminated because offenders would be transferred to the new correctional facility instead of either the Central Nova Scotia or the Cape Breton correctional facilities, the costs for transfers to a facility at each of the three sites would be:
- a. Addington Forks \$ 96,327.45
 - b. Coalburn \$ 96,527.70
 - c. Debert \$121,224.15

**Northeast Nova Scotia Correctional Facility
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IMPACT ON CORRECTIONAL SERVICES

33. **Operating Costs:** The estimated annual operating costs for fire service, water and sanitary services are:
- | | | |
|----|-----------------|---|
| a. | Addington Forks | \$ 60,159.16 (excluding the cost of, an as yet unknown, percentage of a full-time equivalent (FTE) to operate same) |
| b. | Coalburn | \$ 70,133.36 |
| c. | Debert | \$114, 485.68 |
34. **Catchment Area:** With respect to the three candidate sites
- a. Addington Forks: To minimize the impact on Sheriffs Services, the Truro court should remain within the catchment area of the Central Nova Scotia Correctional Facility. Further analysis should be completed to determine whether the Amherst court should be included in the catchment area for the Central Nova Scotia Correctional Facility, rather than including it in that of a facility located in Antigonish County.
 - b. Coalburn: The Truro and Pictou/New Glasgow courts, would be removed from the catchment area of the Central Nova Scotia Correctional Facility, bringing the catchment areas for the facilities back in line with the recommended catchment areas in the *Custody Configuration Plan*⁹.
 - c. Debert: The Truro and Pictou/New Glasgow courts, would be removed from the catchment area of the Central Nova Scotia Correctional Facility and added to Debert, bringing the catchment area for that facility back in line with the recommended catchment areas in the *Custody Configuration Plan*.
35. **Intermittent Sentences:**
- a. Addington Forks: This site would see the offenders serving intermittent sentences from Pictou County reporting to the new facility rather than the Central Nova Scotia Correctional Facility. This would reduce somewhat the capacity utilization of the Central Nova Scotia Correctional Facility.
 - b. Coalburn: This site would see the offenders serving intermittent sentences from Colchester and Pictou counties reporting to the new facility rather than the Central Nova Scotia Correctional Facility. This would reduce significantly the capacity utilization of the Central Nova Scotia Correctional Facility.
 - c. Debert: This site would see the offenders serving intermittent sentences from Colchester and Pictou counties reporting to the new facility rather than the Central Nova Scotia Correctional Facility. This would reduce significantly the capacity utilization of the Central Nova Scotia Correctional Facility.

**Northeast Nova Scotia Correctional Facility
Site Analysis and Selection Business Case for Candidate Sites**

36. Capacity Utilized:

- a. Addington Forks: This site would see the offenders attending the Truro, and possibly the Amherst courts, remain within the catchment area of the Central Nova Scotia Correctional Facility. As a result this facility will continue to operate above its optimum capacity utilization rate of 90%.
- b. Coalburn: This site would enable the removal of remanded offenders from Colchester and Pictou counties offenders from the catchment area of the Central Nova Scotia Correctional Facility. As a result, it is anticipated this facility will operate at, or at least closer to, its optimum capacity utilization rate of 90%.
- c. Debert: This site would enable the removal of remanded offenders from Colchester and Pictou counties offenders from the catchment area of the Central Nova Scotia Correctional Facility. As a result it is anticipated this facility will operate at, or at least closer to, its optimum capacity utilization rate of 90%.

DISCUSSION

Both quantitative and qualitative analyses are required when determining the site for a new correctional facility.

Quantitative Analyses

The quantitative analysis must include both the one-time/start-up costs associated with each site and the impact of on-going operating costs, which are influenced by the location selected for the correctional facility.

One-time/start-up costs include land acquisition and initial site development costs, and the costs to relocate staff. One-time municipal contributions are deducted from the one-time/start-up costs. For these three sites the costs are:

- Addington Forks \$1,365,460
- Coalburn \$1,545,375
- Debert \$ 832,875

The on-going operating costs that are influenced by the location selected for the correctional facility are:

- costs for transporting offenders to court (See Round Trip Costs – #29 above.)
- costs for inter-facility transfers (See Transfers between Facilities – #32 above.)
- annual operating costs for water/sanitary services (See Operating Costs – #33 above.)

When net present value (NPV) calculations¹⁰ are completed on the above noted variable costs, a facility on the Addington Forks site would cost \$732,109 more over 50 years than on the Coalburn site to operate, and a facility on the Debert site would cost \$2,621,477 over 50 years, more than the Coalburn site.

Northeast Nova Scotia Correctional Facility Site Analysis and Selection Business Case for Candidate Sites

When taken together this means the relative costs for each of the sites are:

- Addington Forks \$2,097,569.40
- Coalburn \$1,545,375.00
- Debert \$3,454,351.85

Qualitative Analyses

Colchester and Pictou counties are very similar in the size of their populations. Therefore should provide similar population bases from which staff, volunteers, and social and community services can be drawn to staff the facility and support the facility's mission.

The Addington Forks site was the least expensive with respect to staff relocation costs, with the other two sites having similar staff relocation costs.

Communities near all three sites are a potential source of a diverse workforce and volunteer pool.

All three candidate sites are close to communities with various social and community services.

While awaiting direct input from the First Nations' communities, the Debert site would appear to pose the highest risk for development, as the candidate site is located close to the Mi'kmawey Debert National Historic site, the oldest known, best documented and preserved remnants of the Paleo-Indian period in eastern Canada and is one of the most significant sites in North America.

With respect to factors impacting on the Sheriffs Services,

- the Coalburn site offers the best opportunity for savings with respect to transportation costs between the facility and the courts
- the Coalburn site also offers the best alternative for the pre-placement of women offenders attending all but the Truro court
- the Debert site offers the best alternative for the pre-placement of young offenders
- The Addington Forks and the Coalburn sites offer virtually identical potential for savings with respect to inter-facility transfers for non-court purposes

Overall the Coalburn site appears to suit the operational needs of the Sheriffs Services the best.

Northeast Nova Scotia Correctional Facility Site Analysis and Selection Business Case for Candidate Sites

With respect to Correctional Services

- the Coalburn and Debert sites are equally suitable in three key areas with respect to their positive impact on the Central Nova Scotia Correctional Facility, specifically the realignment of the catchment areas, the relocation of offenders serving intermittent sentences, and the potential for reduction of percentage of capacity utilized to, or at least closer to, its optimum capacity utilization rate of 90%
- the Addington Forks site, prior to the potential cost of an as yet unknown percentage of a full-time equivalent (FTE) to operate the sanitary services, has the least impact on the on-going operating costs, followed by the Coalburn site

CONCLUSION

When the quantitative and qualitative analyses are taken together, the Coalburn site is the best site for the Northeast Nova Scotia Correctional Facility.

Northeast Nova Scotia Correctional Facility Site Analysis and Selection Business Case for Candidate Sites

ENDNOTES

1. The *Nova Scotia Custody Configuration Plan* was released publicly in 1997.
2. The *Nova Scotia Custody Configuration Plan* was a public-private initiative by Nova Scotia government and private sector partners. The report was co-written by Nova Scotia public servants and representatives of the private contractors. As well as developing a master plan for the configuration of correctional facilities, it also reviewed the feasibility of operating some or all of the Nova Scotia correctional facilities privately. The Government subsequently determined it would continue to operate Nova Scotia's correctional facilities
3. The *Nova Scotia Custody Configuration Plan*, page 13-1, Province of Nova Scotia, 1997.
4. To further minimize the impact on the surrounding community outside exercise yards for offenders are designed to be internal courtyards within the building.
5. Nova Scotia's Central and Southwest correctional facilities, as well as the planned facility for northern Nova Scotia are designed to enable expansion without disrupting the operation of the existing facility. Basic building infrastructure, e.g., kitchens, heating plants, and mechanical/electrical rooms are located on exterior walls, and interior spaces are designed to allow "living units" to be added to the original building without disrupting day-to-day operations.
6. The *Nova Scotia Custody Configuration Plan*, page 7-2, Province of Nova Scotia, 1997.
7. Nova Scotia's capacity utilization standards are:
 - Antigonish Correctional Facility - 80%
 - Cape Breton Correctional Facility - 83%
 - Central Nova Scotia Correctional Facility - 90%
 - Cumberland Correctional Facility - 80%
 - Southwest Nova Scotia Correctional Facility - 90%Antigonish and Cumberland's standards were set at 80%, due to their multiple person living units/rooms accommodations. Cape Breton Correctional Facility's standard was set at 83% due to its mix of single cell and dormitory accommodation.
8. Costs are calculated based on \$1.20/kilometre plus salary costs for two deputy Sheriffs based on an hourly rate, including pension and benefits of \$34.29 for every hour on the road. Possible overtime costs for deputy Sheriffs when they start early or finish late are not included in the calculation.

**Northeast Nova Scotia Correctional Facility
Site Analysis and Selection Business Case for Candidate Sites**

9. The *Nova Scotia Custody Configuration Plan* (page 7-2) recommended specific catchment areas for the correctional facilities, they were:
- Cape Breton region: Cape Breton, Inverness, Richmond and Victoria counties
 - Central region: Halifax, Hants, Kings and Lunenburg counties
 - Northeast region: Antigonish, Colchester, Cumberland, Guysborough and Pictou counties
 - Southwest region: Annapolis, Digby, Queens, Shelburne and Yarmouth counties
10. Assumptions associated with the NPV calculations are:
- 50 year life expectancy for the correctional facility
 - annual operating costs increase by 2.5% per annum
 - Provincial borrowing rate is 5%

Northeast Nova Scotia Correctional Facility

Coalburn, Nova Scotia

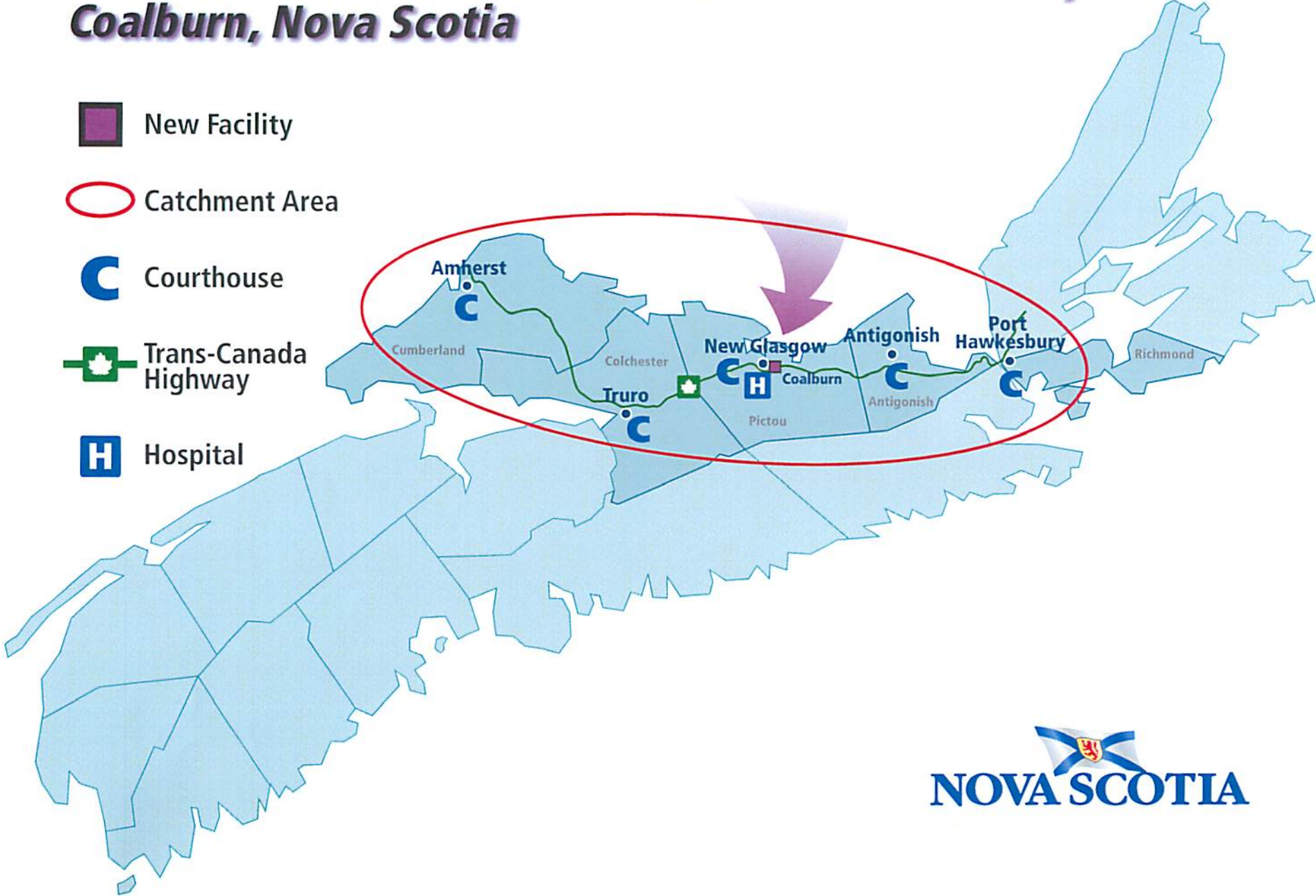
 New Facility

 Catchment Area

 Courthouse

 Trans-Canada Highway

 Hospital



Assessment Summary**Rankings 2=Best, 1=Mid, 0=Least (Equal ranking (ties) permitted)**

	Exit 26, Highway 104, Coalburn (Thorburn), NS	RANKING	2416 Highway 104, Addington Forks, Antigonish Co., NS	RANKING	1677 Plains Road, Debert, NS	RANKING
Proximity Characteristics						
Proximity to Highway 104	Excellent	2	Good	1	Good	1
Proximity to hospitals, EHS and fire services	Good	1	Good	1	Good	1
Land Characteristics						
Land Size	243 acres	2	205 acres	2	120 acres	2
Facility's impact on balance of the site/buffer zones	Large portion of the land can be left as is after provision for the footprint of the facility and any out buildings, roads, fenced areas and cut back from fences	2	Large portion of the land can be left as is after provision for the footprint of the facility and any out buildings, roads, fenced areas and cut back from fences	2	Large portion of the land can be left as is after provision for the footprint of the facility and any out buildings, roads, fenced areas and cut back from fences	2
Land for Facility Expansion Capability	Excellent	2	Excellent	2	Excellent	2
General Community Acceptance						
Impact on immediate neighbours	Limited (Rural/Residential/Light Industrial)	1	Limited (Rural/Farms)	1	None (Business Park),	2
Reception from local municipality	Good	2	Good	2	Good	2
Potential Mi'kmaq Interest						
OAA risk assessment	Potentially medium risk	1	Potentially medium risk	1	Potentially high risk. (See Note 1)	0
Specific Mi'kmaq land claims	No known existing specific land claims in this area	2	No known existing specific land claims in this area	2	No known existing specific land claims in this area	2
Archaeological	Not recommended	2	Not recommended	2	Assessment and possible investigation required	0
Site Development						
Land ownership	Crown owned	2	Crown owned - building site only (Purchase of additional land required for access to property; \$125,000 included in property acquisition costs below)	1	Offered for a nominal sum (\$1.00)	2
Site topography	Well tree-ed, hill site, ranking 1 since this will require manipulation and modification of grades for access road and creating a flat building site	1	Well tree-ed, hill site, ranking 1 since this will require manipulation and modification of grades for access road and creating a flat building site	1	Tree cover, fairly flat site, ranking 2 as anticipated manipulation and modification of grades for access roads and building site is of a lesser scale	2
Geo-technical	No significant issues anticipated	2	No significant issues anticipated	2	No significant issues anticipated	2
Technical Investigations	\$ 69,075.00		\$ 34,575.00		\$ 55,075.00	
Property Acquisition	\$ 7,500.00		\$ 138,000.00		\$ 7,500.00	
Water - Extended to site & on-site lateral	\$ 254,100.00		\$ 304,545.00		\$ 52,000.00	
Sanitary - Extend to site & on-site lateral	\$ 651,950.00		N/A		\$ 17,500.00	
Sanitary - On-site See Note 2	\$ -		\$ 300,000.00		Not required	
Roadways/paving - public road and access driveways	\$ 176,000.00		\$ 280,000.00		\$ 56,000.00	
Power to site/building	\$ 29,250.00		\$ 101,800.00		\$ 14,800.00	
Less Municipal Contribution	\$ (250,000.00)		\$ (243,460.00)		\$ -	
Total	\$ 937,875.00	0	\$ 915,460.00	1	\$ 202,875.00	2

Assessment Summary**Rankings 2=Best, 1=Mid, 0=Least (Equal ranking (ties) permitted)**

	Exit 26, Highway 104, Coalburn (Thorburn), NS	RANKING	2416 Highway 104, Addington Forks, Antigonish Co., NS	RANKING	1677 Plains Road, Debert, NS	RANKING
Environmental Assessments						
Phase 2 environmental assessment	Recommended to determine any environmental concerns regarding an up-gradient scrap yard of a neighbouring property, up-gradient coal exploration on an adjacent property and some localized contamination from abandoned building materials.	1	Required to determine the environmental concerns regarding building materials from a demolished homestead and abandoned petroleum storage cans.	1	Required to determine the environmental concerns regarding unknown elements and building materials from demolished Department of National Defence buildings and abandoned fuel oil tanks.	1
Annual Sheriffs Services Operating Budget (Effecticiencies)						
Proximity to all courts	14 KM beyond proximity standard with respect to Amherst court	2	61 KM beyond proximity standard with respect to Amherst court	0	36 KM beyond proximity standard with respect to Port Hawkesbury court	1
Annual total round trip costs all proposed courts for catchment area (2009/10 data)	\$ 178,711.99	2	\$ 213,624.53	0	\$ 203,851.12	1
Annual round trip costs to courts with 2 highest case volumes - Pictou/NG & Truro (2009/10 data) (included in annual total costs above)	\$ 38,673.12	2	\$ 47,456.48	1	\$ 80,698.28	0
Annual round trip costs to courts with 2 highest trip volumes - Amherst & Antigonish (2009/10 data) (included in annual total costs above)	\$ 126,814.17	1	\$ 125,160.46	2	\$ 134,433.05	0
Sheriffs Services Productivity (Effectiveness)						
Way-point between CNSCF and CBCF	152 KM from CNSCF and 250 KM from CBCF	2	199 KM from CNSCF and 203 KM from CBCF	2	101 KM from CNSCF and 328 KM from CBCF	0
Pre-placement of adult female offenders for court the following day in five northern courts	Good for all courts except Truro	1	Good for all courts except Truro and Pictou/NG	0	Good for all courts except Truro	1
Pre-placement of male and female young offenders for court the following day in five northern courts	Good for all courts except Truro and Amherst (Note 3)	1	Fair, most courts east of this site	0	Good	2
Micro-climate/Way-point in inclement weather	East of Mount Thom, West of St. Georges Bay	2	East of Mount Thom, near St Georges Bay	1	East of Mount Thom (in inclement weather HWY 102 has no recorded closures in 2009/10 - continued travel to CNSCF feasible option)	0

Assessment Summary**Rankings 2=Best, 1=Mid, 0=Least (Equal ranking (ties) permitted)**

	Exit 26, Highway 104, Coalburn (Thorburn), NS	RANKING	2416 Highway 104, Addington Forks, Antigonish Co., NS	RANKING	1677 Plains Road, Debert, NS	RANKING
Correctional Services Operating Budget (Efficiencies)						
Annual Fire rate	\$ 35,400.00		\$ 35,400.00		\$ 35,400.00	
Annual Water	\$ 17,704.36		\$ 15,759.16		\$ 43,085.68	
Annual Sewer (see Note 4)	\$ 17,629.00		\$ 9,000.00		\$ 36,000.00	
Total	\$ 70,733.36	1	\$ 60,159.16	2	\$ 114,485.68	0
Correctional Services Productivity (Effectiveness)						
Impact of CNSCF catchment areas	Truro and Pictou/NG courts removed from CNSCF's normal catchment area	2	Truro court should remain, and Amherst should be added to CNSCF catchment area	0	Truro and Pictou/NG courts removed from CNSCF's normal catchment area	2
Impact on CNSCF intermittent population	Removal of intermittent servers from Colchester and Pictou counties from the CNSCF count (census)	2	Removal of intermittent servers from Pictou County from the CNSCF count (census)	1	Removal of intermittent servers from Colchester and Pictou counties from the CNSCF count (census)	2
Reduction is % of capacity utilized	Removal of offenders from Colchester and Pictou counties from the CNSCF count (census)	2	Removal of offenders from Pictou County from the CNSCF count (census)	1	Removal of offenders from Colchester and Pictou counties from the CNSCF count (census)	2
Assessibility of human and social service agencies, and volunteers to work with offenders	Approximately 5 minutes from New Glasgow/Stellarton area services and population	2	Approximately 5 minutes from Antigonish area services and population	2	Approximately 15 minutes from Truro area services and population	2
Estimated Staff Relocation Costs (See Note 5)						
Costs for Cumberland Correctional Facility Staff eligible to move	\$ 450,000.00		\$ 450,000.00		\$ 337,500.00	
Costs for Antigonish Correctional Facility Staff eligible to move	\$ 157,500.00		\$ -		\$ 292,500.00	
Total	\$ 607,500.00	1	\$ 450,000.00	2	\$ 630,000.00	0
Cummlative rankings		46			36	36

Note 1: The Mi'kmawey Debert site has the oldest known, best documented and preserved remnants of the Paleo-Indian period in Eastern Canada and is one of the most significant sites in North America. The OAA is not aware of any existing specific land claims for this particular site, however, given the demonstrated historical importance of this area and the primary interest of the Mi'kmaq of Nova Scotia there are two issues for consideration:

- the unknown scope of the archaeological potential must be identified and evaluated with a preliminary archeological assessment. It is possible that the assessment may determine that further and more intensive archeological exploration is required. This could add significant time before the project could start.
- the site is located less than 1.5 kilometres from the Mi'kmawey Debert National Historic site.

Note 2: There is a need to separate some of the combined storm and sanitary lines in the Town of New Glasgow in order to create adequate sewer capacity for the correctional facility which is further "up-stream". This is a method that has been used in the past in New Glasgow to add capacity and to update their sanitary system. The net increase in costs to the Province (over the cost of an on-site sanitary system is \$351,950.

Note 3: In total Youth would travel longer distances, but distance travels on court days would be shorter than currently.

Note 4: Estimate of \$9000 included for on-site sewer annual operating costs (after construction) for Addington Forks site and assumes Antigonish Municipal employee provides oversight for Correctional Services staff operating the on-site sanitary system.

Note 5: Cost estimates, based, on \$22,500/staff member have been updated based on current staff numbers and current home communities.