

THE CALL CENTER LOCATION
WITH THE GOLDEN RING

ONTARIO CANADA

THE FUTURE'S RIGHT HERE

"When your business reputation is on the line, place your Call Center in Ontario."

PAUL TSAPARIS, PRESIDENT & CEO
HEWLETT-PACKARD (CANADA) LTD.

"Our search for the best available people led us directly to Ontario."

ALAN STARK, PRESIDENT AND GENERAL MANAGER
AMEX CANADA INC.

Special supplement to Call Center and Site Selection magazines.

WHY ONTARIO?



A PRIME LOCATION FOR TELECOMMUNICATIONS SERVICES AND PEOPLE

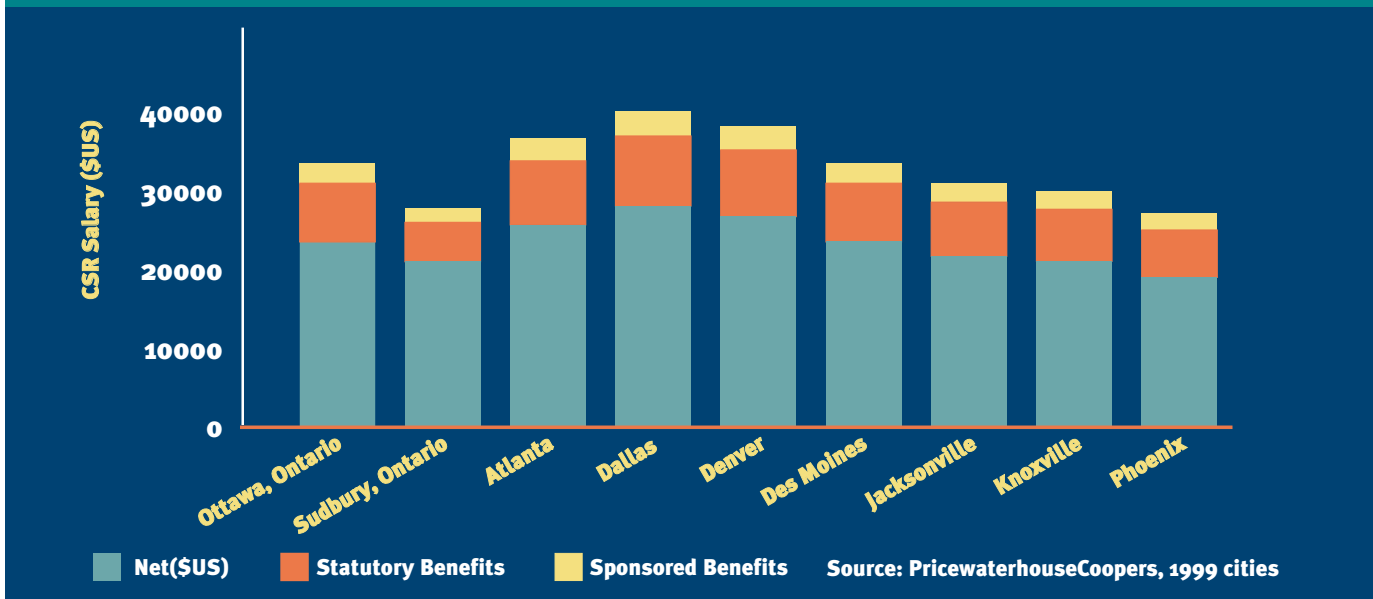
- Ontario has become the location of choice for a large number of U.S. Call Centers. What's more, the majority of their calls are made to service U.S. customers.
- Call Centers are big business in Ontario. There are more than 3,000 in the province, along with 30 service bureaus - Call Center outsourcing companies. That's more than half the Call Centers in Canada, and one of the largest concentrations in North America.
- Our telecommunications infrastructure is second to none and our population is multicultural, multilingual, well educated and highly skilled. And we have a growing population to provide a steady and future source of workers.
- The majority of the country's top corporations have their Call Centers in Ontario, including:
 - 3M Canada
 - AT&T
 - American Express
 - Bell Canada
 - British Airways
 - Citibank
 - Compaq
 - Dell Canada
 - Epson Canada
 - IBM
 - MBNA
 - Oracle
 - Sears
 - Sprint Canada
 - TeleTech

A DOLLAR THAT WORKS IN YOUR FAVOR

- **U.S. dollar exchange rates** have averaged the equivalent of CDN\$1.43 per U.S. dollar for the past 5 years and averaged CDN\$1.48 in 2000. Which means close to a 50% boost in spending power for you.
- **Low labor costs:** wage and benefit costs to employers are lower in Ontario than in many U.S. cities. CSRs (Customer Service Representatives) in Ontario earn, on average, US\$7.50/hour.

CSR Salary + benefits

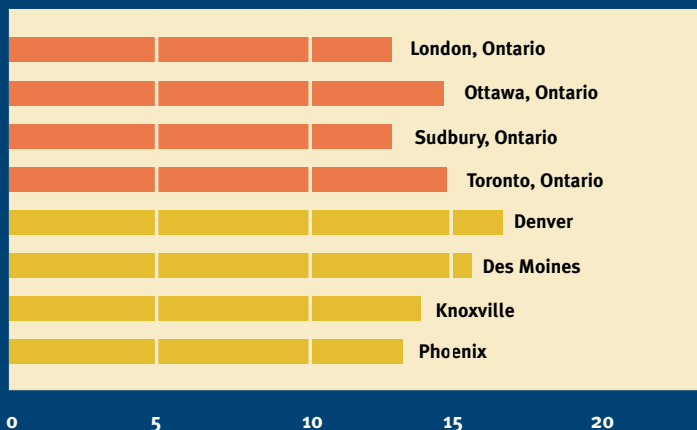
least expensive & most expensive Ontario cities to selected U.S. cities



- **Affordable real estate:** Average net rental rates for industrial buildings range from US\$2.81 to US\$6.80/sq.ft.
- **Annual operating costs** are lower compared to many U.S. locations such as Atlanta, Dallas, Denver and others.
- **Lower corporate tax rates.** The Ontario Government has announced a comprehensive plan for reducing corporate tax rates to 8% by 2005 - which will be 10% lower than the average in neighboring Great Lakes States.

Annual Operating Cost Comparison

Operating costs include labor, utilities, facility, telecom & other costs (\$ US Million)



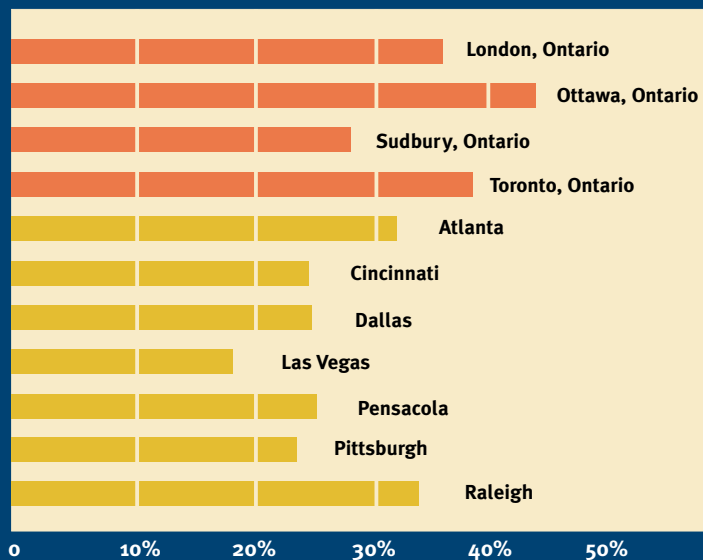
Source: PricewaterhouseCoopers, 1999

A LARGE, WELL-EDUCATED, MULTILINGUAL WORKFORCE

- Ontario has a **growing population** of 11.7 million, with a workforce of over 6 million, to provide a steady and future source of workers.
- Over 90% have attended secondary school, and **60% have college or university training**, one of the highest rates in North America.
- 20% of Ontario's workforce speak at least one language besides English, including Chinese, French, German, Greek, Italian, Japanese, Portuguese or Spanish.

Education Profile

Post-secondary education attainment



Source: PricewaterhouseCoopers, 1999

“In our job fairs, we saw an incredible, qualified pool of candidates with a strong work ethic.”

DANEL KUHLMANN
COMPANY REPRESENTATIVE,
TELETECH

- Our Call Center workers are personable, polite and speak with an easy-to-understand neutral accent.
- Of the 25 colleges of Applied Arts and Technology across Ontario, 16 now offer some form of specialized training in Call Center operations.

More dedicated employees:

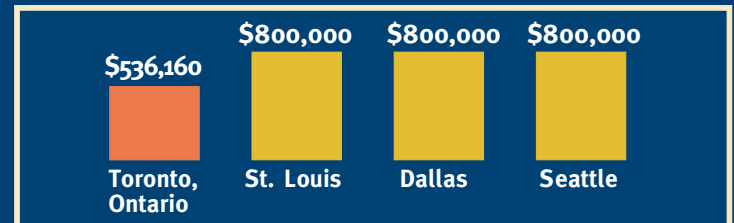
- Staff turnover rate is approximately 18% per year - one of the lowest rates in North America.
- Ontario Call Centers lose less than 3% of time to absenteeism.

A STATE-OF-THE-ART TELECOM INFRASTRUCTURE

- Local and long distance lines are 100% digital.
- Long distance trunk lines are 95% fiber optic.
- Ontario offers a choice of carriers and has seamless voice, video and data links with Teleglobe and major U.S. and international carriers.
- Ontario is an undisputed world leader in digital microwave transmission, satellite communications services and data distribution networks.

Annual Telecom Operating Cost Comparison (US \$)

• Annual calling volumes (minutes)	10,000,000
• Average call length (minutes)	5
• Number of calls (annually)	2,000,000
• % of calls inbound	70%
• % of calls in peak period	50%
• % of calls to/from Canadian customers	30%



- Costs include access charges and applicable taxes
- Rates estimated in the order of 5.3 to 6.7 cents US for larger telecom providers and as high as 8.0 cents US for smaller providers

SOURCE: PRICEWATERHOUSECOOPERS, 1999

RIGHT IN THE HEART OF NORTH AMERICA

- Ontario is just a day's drive from more than 130 million U.S. and Canadian consumers. 60% of the U.S. population lives within a 2-hour flight of Toronto.
- Our major corporate centers are 1 hour away by air from many major U.S. corporate centers, with direct air service from Toronto's Pearson International Airport to 49 U.S. cities daily.
- The Greater Toronto Area is North America's 5th largest - and 2nd fastest growing - urban area.

WITH A QUALITY OF LIFE SECOND TO NONE

- Ontario's capital, Toronto, has been ranked #1 by Fortune magazine as a safe, hospitable, culturally vital place to do business.
- For the 7th consecutive year, Canada ranked 1st among 174 countries on the United Nation's Human Development Index which measures overall quality of life.
- Ontario offers diverse cultural and recreational amenities - from major league sports teams (Blue Jays, Maple Leafs, Raptors, Senators) to first-run musicals, wilderness areas, and many lakes and forests.

MORE CALL CENTERS ARE CALLING ONTARIO HOME

	Population	Average Labor cost (CSR)	Major Call Centers	Technical training (Colleges)	Average Commercial real estate costs	Contact
Brantford	115,000	US\$5/hour	Extend Communications Inc., Financial Collection Agencies, Marco Sales and Incentives Ltd., RMH Teleservices Inc., Sunoco Limited, Union Gas	Conestoga College, Hamilton - Wentworth Board of Education, Kelly Services - Connect Training, Ontario Works Brant	US\$2.20-\$4.05/sq. ft.	John Frabotta (519) 759-4150 I 800 563-9999 jfrabotta@city.brantford.on.ca www.city.brantford.on.ca
Greater Toronto	4,836,000	US\$7.35-\$10.70/hour	AT&T Canada, Allstate Insurance, American Express, Citibank/Citibank Visa, Columbia House, EDS Canada, IBM Canada, Loyalty Management Group, S&P Data Inc., Sitel Teleservices Inc., Sprint Canada, Telespectrum Canada	Centennial College, Durham College, Humber College, Seneca College, Sheridan College	US\$8-\$13/sq. ft.	Doug Lindeblom (416) 360-7320 ext. 3245 dlindeblom@gtma.on.ca www.greater.toronto.on.ca
Kingston	144,000	US\$5.35-\$8/hour	Bell Canada	St. Lawrence College, Advanced Technology Education Consortium, CDI College	US\$6.70-\$8/sq. ft.	Anne Prichard (613) 544-2725 ext. 230 prichard@kingstoncanada.com www.kingstoncanada.com
Canada's Technology Triangle (Waterloo, Kitchener, Cambridge)	455,000	US\$6.08-\$8.10/hour	AK Advertising, Canadian Automobile Assoc., CT Direct, Financial Collection Agencies, Manulife Financial, Nordia, Ontario Federation for Cerebral Palsy, Rogers Cantel / AT&T, Sears Canada - Credit Dept., Sears Canada - Parts & Service, Sunoskie Office Services, World Access Canada Waterloo	Conestoga College	US\$5.35-\$13.40/sq. ft.	Randy Ellis (519) 575-4406 rectt@region.waterloo.on.ca www.techtriangle.com
London	398,000	US\$7.35/hour	Alliance, Canada Trust, Customer Service Canada, Get The Net, London Free Press, London Life, Oracle, TeleTech, The Associates, Union Gas	Fanshawe College	US\$4-\$6.70/sq. ft.	Joe Hawlik (519) 661-2377 jhawlik@city.london.on.ca
Mississauga	600,000	US\$6-\$8.70/hour	Bell Mobility, Canon, Dun & Bradstreet, Ericsson Canada, Hewlett-Packard, Ingram Micro, Microsoft Canada, Oracle, Panasonic, Purolator Courier, Royal & SunAlliance Canada, Rubbermaid Canada	Centennial, Humber, Seneca and Sheridan Colleges	US\$6-\$10.70/sq. ft.	Larry Petovello (905) 896-5013 I 800 456-2181 larry.petovello@city.mississauga.on.ca www.city.mississauga.on.ca/edo
Niagara Falls	81,000	US\$5-\$11/hour	Canadian Niagara Hotels, Casino Niagara, Day-Timers of Canada, Niagara Parks Commission	Manpower, Niagara College	US\$2.70-\$4/sq. ft.	Sergio Felicetti (905) 356-7521 ext. 5102 sfelicet@city.niagarafalls.on.ca
Niagara Region	431,872	US\$6-\$6.70/hour	Canadian Niagara Hotels (Niagara Falls), Canadian Tire Acceptance Limited (Welland), Day-Timers of Canada (Niagara Falls), Enbridge Consumers Gas (Thorold), Fantom Technologies (Welland), Great Lake Credit Bureau (Fort Erie), NuComm Marketing Inc. (St. Catharines, Welland), Telespectrum (St. Catharines)	Niagara College	US\$2-\$5.35/sq. ft.	Alan Teichroeb (905) 685-1308 ateichroeb@niagaracanada.com
North Bay	58,227	US\$4.60+ /hour	Clinidata, Flowers by Sears, MedCan Health Management Inc., National Frontier Inc., OPP NE Regional Operations Centre, Oracle The Assistance Group, Roadside Assistance, Telespectrum Canada Inc., TeleTech North Bay Centre	Canadore College, Collège Boréal, CTS Training	US\$2.70-\$9.40/sq. ft.	Stephen Sajatovic (705) 474-0626 ext. 400 I 800 465-1882 nbedc@mbox.city.north-bay.on.ca www.city.north-bay.on.ca
Oakville	140,000	US\$4.64-\$13/hour	AGF Financial Management Ltd., Access Flower Trading, Direct Energy Marketing, London Telecom	Entretel Inc., Sheridan College	US\$5.74-\$10.80/sq. ft.	David Ballam (905) 338-4201 (direct) dballam@oeda.oakville.on.ca
Ottawa	1,088,690	US\$5.40-\$8.78/hour	Carlson Wagonlit Travel, Clarica, Compaq, MBNA, Rogers, Taima Corp, TD Waterhouse, Telemark	Algonquin College, La Cité Collégiale	US\$10-\$13.50/sq. ft.	Brian Davidson (613) 236-3500 ext. 226 bdavidson@oed.on.ca
Richmond Hill	135,000	US\$4.70+ /hour	Asplundh One Call, Epson Canada Ltd., Phonetix Intelcom Ltd., Royal Bank Action Direct, Westminster International Computers Inc., Xerox Service Centre	Seneca College	US\$4.70-\$8/sq. ft.	John Meakes (905) 771-2523 wjm@town.richmond-hill.on.ca www.richmondhillonline.com
Sudbury	164,049	US\$5.35-\$7.35/hour	CapreolConnex, L&S Direct Marketing, Omega Direct Response Inc., TeleTech	Cambrian College, Collège Boréal	US\$6-\$7.35/sq. ft.	Stephanie Harris (705) 673-4161 I 800 708-2505 stephanie.harris@region.sudbury.on.ca

Site Selection Services Available

Bell Site Selection Services partners with global clients and their representatives to provide exclusive and comprehensive site selection and other consultation services for new, relocating, expanding or consolidating Call Centers. For more details:

Call: 1 800 917-1917 Website: www.bell.ca/ccsiteselection e-mail: ccsolutions@sympatico.ca

BOTTOM LINE - ONTARIO'S ADVANTAGES ARE YOUR ADVANTAGES

Add it all up and one thing rings clear. Ontario is uniquely qualified to meet your demands for Call Centers. We have the people... the technology... and the business climate. Find out how Ontario can give your Call Center a winning edge today.



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CANADA

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All figures are shown in U.S. dollars. Conversion rate: \$1US=\$1.48CDN (5-year average; Source: Bank of Canada.)

“Call Centers have been growing at a phenomenal rate across Canada over the past few years... Ontario alone has over 3,000 Call Centers that employ more than 150,000 people. The Ontario government has calculated the growth in Call Centers at over 21% annually.”

*International Market Insight Trade Opportunities Inquiries
U.S. Foreign Commercial Service, U.S. Department of Commerce*

Looking for a prime location for your next Call Center?

Give Ontario A Call

1 800 819-8701


ask for “Call Center Services”

Or visit our website at: www.2ontario.com/cc

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 **Ontario**