

**THUNDER BAY:
CONTACT CENTER LOCATION**

by

**Thunder Bay
Community Economic Development Commission (CEDC)**
*P.O. Box 800
Suite 201, 34 Cumberland Street North
Thunder Bay, Ontario
Canada P7C 5K4*

Toll Free: 1-800-668-9360
*Tel: 807-625-3960
Fax: 807-623-3962*

*Email: develop@ThunderBay.ca
Website: www.ThunderBayCEDC.ca*

March 2009

INTRODUCTION

The following information has been prepared by the City of Thunder Bay's Community Economic Development Commission Division. It provides an overview of the strategic advantages Thunder Bay has to offer as a site for a new call center operation.

The submission contains information on the following areas:

- Thunder Bay's strategic location in North America
- Population and Labor Supply (unemployment levels, wage rate information, Employment Insurance Claim loads)
- Education and Training (Lakehead University and Confederation College)
- Government Assistance and Incentive Programs
- Telecommunications Infrastructure
- Site Location Opportunities

Thunder Bay Strategic Considerations - A Call Center Perspective:

- The availability of a stable, competitive and productive workforce is of paramount importance to the ongoing success of a telecommunications center.
- Local labor force is approximately 67,700 workers (Statistics Canada, March 2008).
- Thunder Bay unemployment rates are consistently above the Ontario average. This is a positive indicator relative to workforce availability. The local monthly average Employment Insurance claim load is approximately 4,000 unemployed workers.
- Local skill levels exceed the Canadian average in two key categories: high school graduates and college graduates.

- There is a significant student labor pool associated with the local college and university. Confederation College and Lakehead University represent a total of approximately 31,000 full-time and part-time students.
- Thunder Bay has an extensive and modern municipal telecommunications infrastructure.
- **Competitive Long Distance Rates** - Rates for calling from Canada into the U.S. could be lower than rates for domestic long distance within the U.S. (all rates would be subject to confidential negotiations).
- Thunder Bay offers a number of excellent and competitively-priced properties suitable for use as call centers.
- The potential to access significant financial incentives.

THUNDER BAY - STRATEGIC LOCATION

- Located in the center of North America
- 32 miles from the U.S. (Minnesota) border
- 340 mile drive from Minneapolis, Minnesota

THUNDER BAY - WORKFORCE AND POPULATION

- Population of 122,907 (Statistics Canada 2006)
- Ontario's 14th largest city (CMA)
- Canada's 31st largest city (CMA)

Thunder Bay (Census Metropolitan Area) - Population by Age

Characteristics	Total	Male	Female
Total population	122,910	59,885	63,025
0-19 years	28,515	11,685	11,190
20 to 24 years	8,050	4,020	4,030
25-44 years	31,260	15,215	16,035
45-74 years	45,165	22,245	22,925
Over 75 years	9,915	3,810	6,095
Median Age	42	41	43
% of the population aged 15 and over	84	83	84

Note: Due to rounding of figures, the bottom total may not equal the column totals.

Source: Statistics Canada 2006 Census

Thunder Bay and Area Population

Region	Population 2006
Thunder Bay	109,140
Fort William 52	909
Conmee	740
Neebing	2,184
O'Connor	720
Oliver	
Paipoonge	5,757
Shuniah	2,913
Gillies	544
Total	122,907
District of Thunder Bay (which includes the above)	149,063

Source: Statistics Canada 2006 Census

Thunder Bay (Census Metropolitan Area) – Labour Participation Rates

**LABOUR FORCE CHARACTERISTICS, SEASONALLY ADJUSTED, BY CENSUS METROPOLITAN AREA
 (3 MONTH MOVING AVERAGE)**

	February 2008	February 2009	February 2008 to February 2009	February 2008 to February 2009
	thousands		Change (Thousands)	% change
Population	104.0	103.5	-0.5	-0.5
Labour force	66.8	63.4	-3.4	-5.1
Employment	63.3	58.6	-4.7	-7.4
Unemployment	3.5	4.8	1.3	37.1
Participation rate (%)	64.2	61.3	-2.9	...
Unemployment rate (%)	5.2	7.6	2.4	...
Employment rate (%)	60.9	56.6	-4.3	...

Note: Population 15 and over.

Source: Statistics Canada

Updated: March 2009

THUNDER BAY - LABOR AVAILABILITY & COSTS

Labor rates in Thunder Bay are very attractive and extremely competitive with other jurisdictions. The following is an overview of several occupations requiring skills similar to those found in a call center:

Wage Rates - \$US (Rates in Bold)/\$Canadian

Occupation	Starting Rate/Hr
Receptionist & Switchboard Operators	\$7.77 /\$ 8.75
Computer Operators	\$9.71 /\$ 10.00
General Office Clerks	\$7.77 /\$8.75
Data Entry Clerks	\$10.95 /\$11.28
Customer Service, Information & Related Clerks	\$7.77 /\$8.75
Call Center Telephone Service Representative	\$8.74 /\$9.00

- Workers compensation costs (per \$100 of payroll): coverage is not mandatory for call center employees, but if desired the cost would be \$0.67 per \$100 of payroll.
- Employment Insurance (EI) costs: premium of 2.52% of payroll on a maximum salary up to \$40,000 (employee maximum annual contribution is \$1008.00). Employer contributes amount equal to 1.4 times employee contribution.
- Canada Pension Plan (CPP): employees and employers each contribute 4.95% of (maximum annual employer contribution - \$1989.00 Canadian)
- Employer Health Tax : employer contributes 1.95% of payroll on amounts over \$400,000
- The standard practice and policy for vacation and other paid time off is 4% of annual wage (equal to 2 weeks annual vacation).
- The length of a standard work week is 5 days or 40 hours.
- There are 9 statutory holidays which are paid at regular time if not worked and regular time plus one and a half times if worked (conditional upon 3 months prior employment with employer).
- Local labor force is comprised of approximately 67,700 workers (*Statistics Canada, March 2008*).
- Approximately 40% of the workforce has university/college/trade certificate
- Minimum wage in Ontario is \$8.75 (effective March 31, 2008).
- Language: Although English is the primary language for most of Thunder Bay's 122,907 residents, the community's multi-cultural population offers a Call Center the ability to access a diverse linguistic base to offer unique client services. The Thunder Bay population is considered to be accent neutral.

THUNDER BAY – EDUCATION (2006)

Thunder Bay (Census Metropolitan Area) - Educational Attainment

Characteristics	Total
Total population 15 years and over	89,545
No certificate: diploma or degree	22,900
High school certificate or equivalent	22,710
Apprenticeship or trades certificate or diploma	9,630
College: CEGEP or other non-university certificate or diploma	18,055
University certificate or diploma below the bachelor level	2,690
University certificate: diploma or degree	13,560

Source: Statistics Canada, Census 2006

Employment By Industry

Industry	Thunder Bay (CMA)		
	Total	Male	Female
Total experienced labour force 15 years and over⁷⁶	62,930	32,385	30,540
Agriculture and other resource-based industries	2,825	2,250	575
Construction	3,490	3,165	325
Manufacturing	4,995	4,375	620
Wholesale trade	1,840	1,425	415
Retail trade	7,840	3,395	4,450
Finance and real estate	2,535	1,180	1,355
Health care and social services	9,400	1,600	7,800
Educational services	5,345	1,755	3,595
Business services	10,610	6,855	3,755
Other services	14,040	6,380	7,660

Source: Statistics Canada, Census 2006

THUNDER BAY – UNIVERSITIES AND COLLEGES

Confederation College

Established in 1967, Confederation College serves an area exceeding 215,000 square miles from the principle campus in Thunder Bay and area campuses located in a number of northern Ontario communities. The college offers a full range of programs and educational services throughout the region; full-time post-secondary programs, part-time credit and non credit courses, specialty programs for business and industry, pre-employment and skills training programs; apprenticeship programs and cooperative/workplace training programs. Many of these educational services are provided utilizing a combination of traditional and distance modes of delivery.

Confederation College provides educational services to approximately 3,200 full-time post-secondary students; 410 apprentices; 550 adult training students and 17,000 part-time continuing education students annually. Services are provided by a workforce of 418 full-time and approximately 300 part-time employees and the operating budget is approximately \$45 million.

The College has developed a long list of programs that fall into the following general categories:

- (a) Full-time (2-3 year) diploma programs.
- (b) Certificate programs tailored for industry and business sectors.
- (c) Apprenticeship training with government and sponsoring employers.
- (d) Skills training for industrial and business sector application.
- (e) Adult retraining and upgrading for entry into certificate / diploma programs.
- (f) Part-time adult education.
- (g) Specialized contract training for business and industry (i.e. hi-tech).
- (h) International trade programs for companies doing business in other countries.

Confederation College operates a full-time, year-round placement service. This service assists organizations in recruiting graduates and students. With an annual output of more than 1,000 graduates from a wide range of training programs, the college has an excellent source of skilled and motivated potential employees eager to develop careers in Thunder Bay and surrounding area.

Confederation College is willing to match the specific requirements of the business community and provide custom programs for students.

Lakehead University

Lakehead University's faculty, staff, programs and services team up to provide an extensive range of learning choices and alternatives, offering an unbeatable combination of quality education at one of the most beautiful campuses in Canada. Fieldwork complements the academic component of many Lakehead programs. Outdoor Recreation, Forestry, Geology, Biology and Geography, have been designed to focus on and take advantage of the natural laboratories of Northwestern Ontario. Northern socio-economic issues are addressed in such programs as Sociology, Commerce, Social Work, Nursing, Psychology, Indigenous Learning and Teacher Education. Lakehead's Engineering program is unique in Canada, combining a diploma program in Engineering Technology with a Bachelor of Engineering degree program.

Lakehead University evolved from the Lakehead Technical Institute that was established in 1946. From LTI, as it was known, Lakehead became the Lakehead College of Arts, Science and Technology in 1956. The Lakehead University Act was given Royal Assent by the Lieutenant Governor of Ontario in 1965. The first degrees in Arts and Science were granted in May, 1965.

The institution has an approximate full-time enrollment in the fall and winter of over 8,000 students and a part-time enrollment of 2,500 students.

Lakehead University Full-Time Enrollment 2006:

<http://jobs.lakeheadu.ca/employer/documents/2006GraduateStatistics.pdf>

Private Sector Business Colleges

Thunder Bay residents also take advantage of options in programming and curricula through a well-established private sector business college, the Toronto School of Business.

Receptive to the needs of the business community, graduates are ready and willing to enter or re-enter the workforce with new skills in communication, administration and fundamental business practices.

Education and Training

Education and training play a fundamental role in Thunder Bay and is therefore considered vital to the economic growth. Specific skills are necessary to service the

ongoing requirements of the local employers, and to meet the ever changing technological advancements in every sector.

Thunder Bay's workforce is skilled to meet the challenges and opportunities in any workplace. And, with the quality, flexibility and target programming of our educational institutions, specific required skills for any enterprise are assured for now and secured for the future.

Training, skills, market service flexibility, employment programs and selection options are all factors easily addressed within the Thunder Bay environment.

THUNDER BAY – TELECOMMUNICATIONS

TBayTel is Canada's largest independently owned telecommunications company. Owned by the Corporation of the City of Thunder Bay, TBayTel is a full service telecommunications carrier operating a digitally switched fibre optic based network throughout the City of Thunder Bay and twenty one (21) surrounding townships. In addition to its local presence, they currently provide Internet and advanced broadband data services to several communities located throughout Northwestern Ontario. TBayTel is also the region's largest Mobility provider, with service that extends from north of Sault Ste. Marie to the Manitoba border. TBayTel brings over 100 years of proven performance in the delivery of quality, reliable and affordable communications solutions to customers. From its origins in 1902, TBayTel has pioneered new technologies in Thunder Bay and Northwestern Ontario.

The following sections briefly discuss key aspects of TBayTel's network and available products. Additional details can be provided upon request.

Switching and Transport

TBayTel has two Nortel DMS-100 switches with CS2K in its network. The offices are both equipped to support in excess of 50,000 lines each and together host approximately 30 remotes throughout TBayTel's wireline serving area. TBayTel's host offices are also equipped with Centrex, ISDN, and IP capability for PSTN access as well as associated services such as voice messaging.

All of TBayTel's host and key core offices are equipped with diesel generators and batteries to protect against AC outages. Fire suppression and secure access limited to TBayTel employees are also features of TBayTel's office facilities.

All toll and inter-office trunking utilizes CCS7 signaling. TBayTel has a mated pair of Tekelec Eagle STP's controlling the CCS7 network. The CCS7 links are provisioned in pairs so that if one fails the other will automatically carry all of the traffic. TBayTel's STP's are connected to Bell Aliant's SS7 network.

TBayTel's core transport back-bone consists of Dense Wave Division Multiplexing equipment along with a number of SONET based OC-48 systems configured in bi-directional rings. OC-3 and OC-12 tributaries are used for smaller office connections.

TBayTel has over 300km of fibre in its core network. Connectivity to the network from locations in commercial areas for higher capacity applications can be easily accommodated for most cases. Transport to customer premise locations can be provided in either conventional TDM forms or via TBayTel's Layer 2 Ethernet based facilities by either copper or fibre.

Network Management

TBayTel has installed a network wide management system from Smarts-In-Charge. The system interfaces to TBayTel's network elements and to the network element management systems to poll available performance and utilization data as well as the status of network links. The system is designed to perform root cause analysis in the event of a hard fault to aid in the timely dispatch of the appropriate service personnel. The system will also proactively alert operations of potential developing network conditions before this could affect customer service.

National Carrier Interconnections

TBayTel has interconnections for national toll data and voice with Bell, MTS Allstream, and Telus. TBayTel staff would be pleased to discuss and assess specific arrangements as required.

Customer Premise Solutions

TBayTel has been an authorized Meridian 1 and Centrex dealer for over 15 years and has a strong base of experienced and skilled engineers, installers and repair personnel. TBayTel will also draw upon third party partner relationships as needed to satisfy customer requirements. TBayTel offers a full range of customer premise switching, networking, and structured cabling solutions to meet any business need.

Complete Product Suite

In addition to TBayTel's landline and customer premise voice service capabilities described above, TBayTel also provides Mobility, Internet, Long Distance, Security and Managed IT services.

TBayTel provides superior local and regional Mobility coverage and has a wide range of plans to suit business and residential service requirements. Arrays of handsets are available as well as advanced business services such as Blackberry. TBayTel has extensive voice and data roaming agreements with carriers across North America and abroad.

Internet access is available throughout TBayTel's network. TBayTel has invested extensively in its core and access networks to provide increased data rate capability and enhanced reliability. Access using private line, LAN, or xDSL can easily be provided as well as flexibility for addressing, e-mail and hosting.

Competitively priced long distance services are available from TBayTel or from other carriers in the marketplace. TBayTel would be happy to assess the intended calling requirements and provide a proposal.

Security services are new to TBayTel's product portfolio. A full suite of intrusion or environmental alarm installation and monitoring options is available. TBayTel can also provide camera or card access systems to address physical security as part of a complete business installation.

TBayTel's Direct IT solutions group is also new to TBayTel. DirectIT offers a cost effective option to address IT and networking requirements through hosted e-mail, storage, server and backup services. DirectIT can also provide options for hardware and software procurement and ongoing management/maintenance as well as for the development of custom applications.

TBayTel – Your Telecommunications Business Partner

TBayTel has the capability to address virtually every business communications need. TBayTel also has a vested interest in the economic development of Thunder Bay and the Northwestern Ontario region. Flexible and tailored solutions to suit specific requirements for either services or pricing are our goal. Our team of over 400 local professionals will work to ensure that new installations exceed expectations and to ensure on-going service continuity.

THUNDER BAY - SITE LOCATION OPPORTUNITIES

The City of Thunder Bay occupies an area of 125 square miles, making it one of the largest urban centers in Canada. Within that area, the city is fortunate to have many parcels of land suitable for commercial development such as “Innova Business Park”. As well, due to the vibrancy and ever-changing activity of the retail, commercial and office sectors, **there are many site facility options in Thunder Bay suitable to the needs of a Call Center operation.**

Some examples of available large scale sites to buy or lease:

1. Innova Business Park

- 71 prime acres within the City of Thunder Bay, the regions commercial centre lots, cleared and ready for development.
- Lot sizes: from 0.3 to 2.2 hectares (0.79 to 5.4 acres).
- Lot prices starting at \$47,600 (USD) \$70,000 (CDN).
- Full range of services including:
 - Fibre optic lines.
 - 3 phase power.
 - Water/sewer infrastructure.
 - Natural gas.
 - Street lighting.
- Zoned for light industrial development to allow for both service-based and manufacturing business opportunities
- Convenient access to the Trans-Canada Highway and Highway 61 to the USA
- Direct highway access to International transportation arteries - Port, Rail, and Airport
- Situated in a park-like setting, with easy access to recreational areas and facilities
- Design and landscape guidelines will enhance and preserve the value of all lots for Innova's investors. Established standards will organize, unify, and create a distinctive character for the project. Purchasers' investments will be protected by certain covenants and conditions established for Innova Business Park.

2. Thunder Bay Port Authority

- Approximately 30 acres of vacant land
- Approximately \$13,600 to \$20,400 (USD) per acre
- Fully serviced

Thunder Bay has a number of potentially ideal sites for call center operation. The Community Economic Development Commission Division would be delighted to arrange a tour of these properties.

THUNDER BAY - PROPERTY/MUNICIPAL TAXES

Property taxes in Thunder Bay (and throughout Ontario) are based on assessment figures determined by “current market values” as at June 30, 1996. Current market values are defined as “the amount of money a willing seller can expect to receive from a willing buyer in an arm’s length transaction”.

Current value assessment is just one part of the calculation. Another part of the calculation is the municipal tax rate, set by the municipality and the education tax rate, determined by the province.

CALCULATION OF PROPERTY TAXES:
Current Value Assessment * Municipal Tax Rate = Municipal Property Taxes
Current Value Assessment * Education Tax Rate = Education Property Taxes
Education Property Taxes + Municipal Property Taxes = Property Taxes

Thunder Bay Property Tax rates can be found at:

http://www.thunderbay.ca/City_Government/Departments/Finance/Revenue_Division/02property_taxes/index0432.htm

THUNDER BAY – TRANSPORTATION (AIR/RAIL/WATER)

- The Thunder Bay International Airport provides 2 direct flights daily (Monday to Friday) to Minneapolis and 42 direct flights to Toronto per week.
- TransCanada Highway thru Canada and Highway 61 to U.S.A.
- Serviced by both of Canada's major railway companies CNR and CPR.
- Great Lakes/St. Lawrence Seaway (lake and ocean vessels).

BUSINESS INFRASTRUCTURE

- All major Canadian Banks.
- International and local accounting firms.
- Extensive legal services for business.
- Custom brokers.
- Well diversified secondary industrial base.

COMPARATIVE COSTS - PARAGON DECISION RESOURCES STUDIES

Paragon Decision Resources (U.S. based site selection consultant) examined business costs in various communities. Five cities were examined (Thunder Bay, St. Paul, Chicago, Detroit, and Milwaukee), in the context of three manufacturing sectors, (industrial machinery, process control, food processing).

Factors that were considered:

- Labor and fringe costs
- Building costs
- Taxes
- Freight
- Electricity
- Quality of life/housing

Conclusion: Thunder Bay was the lowest cost site in industries.

FINANCIAL INCENTIVE PROGRAMS (\$Canadian)

- **Targeted Wage Subsidy Program:** Targeted Wage Subsidy provides employers with a subsidy for wages and other costs to hire selected clients.

The provincial government is committed to increasing the number of apprenticeships in Ontario, thus helping to ensure that the province has skilled workers in the trades. Through this initiative, the government is supporting apprenticeship training and employment for youth who have left school and require upgrading to meet the registration standards for apprenticeship training. YES Employment Services delivers these scholarships to eligible participants and employers. For more information, please contact: reception@yesjobsnow.com.

Incentives

- A \$1,000 scholarship for a young person who returns to school and completes academic upgrading and becomes registered as an apprentice.
- A \$2,000 per newly registered apprentice signing bonus for the employer who supports the participant's apprenticeship registration and provides apprenticeship training.

(a) Eligibility for an Apprenticeship Scholarship and Signing Bonus

The Participant Must:

- Be under 25 years of age.
- Have left school before completing the necessary academic requirements for registering in a trade.
- Be committed to achieving the necessary academic requirements for entry to an apprenticeship trade within one year.
- Demonstrate interest in the skilled trades.

The Employer or Sponsor Must:

- Be legally entitled to operate in Ontario.
- Provide employment in Ontario.
- Be approved by the Ministry of Training, Colleges and Universities to provide apprenticeship training.
- Hire, train and register a scholarship candidate as an apprentice.

Job Connect Services

Job Connect links individuals to employment and training opportunities and serves as a pathway to apprenticeship.

For more information on how to register an apprentice in Thunder Bay, contact Training Consultant, Diane Corner at diane.corner@edu.gov.on.ca.

Other good sources of local apprenticeship information include:
The North Superior Training Board (www.nstb.on.ca)
and Passport to Prosperity (www.nstb.on.ca/p2p/index.htm)

SUMMER JOB SERVICE (Youth Employment Services – Ministry of Education & Training)

This program provides employers with a \$2.00/hr wage subsidy on approved positions and access to students who are ready and willing to work in the summer.

Employer Eligibility:

- Operating and offering a job in Ontario;
- In the private, non-profit or broader public sector (municipalities, schools, universities, hospitals);
- NOT related to the person they are hiring (i.e. son, daughter, spouse, brother, sister);
- Has Workplace Safety and Insurance coverage, or equivalent insurance and third party liability insurance coverage;
- Did not hire the youth before applying for the program (exception: youth whose part-time jobs - 24 hours a week or less - will be increased to fulltime - 35 hours a week or more - while they are in the program); and
- Did not displace existing staff with a student hired through this program.

Youth Eligibility:

- 15-24 years of age, up to 29 if disabled;
- Planning to return to school in the fall;
- Resident of Ontario and eligible to work in Canada;
- Hired by a person to whom they are NOT related (i.e. son, daughter, spouse, brother, sister); not currently working for the employer applying for the subsidy (exception: youth whose part-time jobs - 24 hours a week or less - will be increased to full-time - 35 hours a week or more - while they are in the program);

The Summer Jobs Service Program runs from early April until mid-September.

For more information visit: <http://www.yesjobsnow.com/sjsemployer.htm>

JOB CONNECT (Youth Employment Services – Ministry of Education and Training)

What the employer needs to know

- A job developer will pre-screen young people using criteria that the employer provides.
- The employer will consider only applicants who are willing and ready to work.
- All recruiting, job posting and screening services are provided free of charge.
- The employer makes the final decision regarding hiring.
- A job developer will provide on-going support to the employer to ensure that the person hired will become a productive member of the team.
- The employer may be eligible for a training subsidy.

Employer Responsibilities

- The employer must be licensed to operate a business in Ontario (provide a Revenue Canada number).
- The employer must be offering a position in the local community
- The employer must have WSIB or alternate coverage as well as Third Party Liability Insurance.
- If a training subsidy is negotiated, the employee hired cannot be related to the employer (immediate family or by marriage).

For more information visit: <http://www.yesjobsnow.com/jobconnectemployer.htm>

DOWNTOWN CORE PROGRAM

The City of Thunder Bay has a downtown core revitalization initiative and offers a number of financial incentives to invigorate development and activity in the two downtown core locations:

Core Area Rehabilitation & Redevelopment Grant Program

Eligible property owners may be able to receive a grant equal to 100% of the increase in municipal taxes that result from the re-assessment of improved properties during a 10 year period commencing January 1, 1998.

OVERVIEW: CITY OF THUNDER BAY

The City of Thunder Bay is located in the center of Canada and enjoys access to both eastern and western markets, as well as the American Upper Midwest. The City functions as the regional center for all of Northwestern Ontario.

Thunder Bay is a crossroads city, featuring one of Canada's largest port facilities, both major railways and the junction of the Trans-Canada Highway with the principal north-south routes from the Upper Midwest to the Gulf. Natural resources provide the other major generator of local growth, primarily the forest industry, with a growing significance in the value and range of mineral extraction activities in the region. With a major international airport, Thunder Bay is a center for tourism, particularly in winter sports, since the city features the finest skiing facilities between the Laurentians and the Rockies.

Thunder Bay is also one of Canada's most diverse ethnic communities with significant representation from all of the European nationalities. As a major regional centre, Thunder Bay offers a unique and rewarding lifestyle for both the resident and visitor.

The City of Thunder Bay features better-than-average sports and recreational facilities and one of the continent's finest aquatic sports facilities. The City of Thunder Bay has a history of affordable and high quality housing and features the highest percentage of single-detached home ownership in Canada.

Thunder Bay has the resources, services, facilities and the infrastructure to ensure a successful investment. As the regional growth center for Northwestern Ontario, Thunder Bay invites you to take advantage of its "Superior Opportunities".

TIME ZONE CONSIDERATIONS

Thunder Bay is located in the center of the continent and is situated within the Eastern Time Zone. Approximately 80% of Canada's total population, or approximately 24 million people, and well over 100 million U.S. citizens live in the area covered by the Eastern Time Zone. **This offers Call Center operations ideal positioning for 'same business day' coverage to and/or from their client base.**

SUMMARY – THUNDER BAY – STRATEGIC ADVANTAGES:

- Labour Force - available and competitively priced
- Telecommunications Infrastructure - modern, cost-competitive, offering excellent access to long distance services
- Numerous business opportunities & resources
- Excellent existing and economical properties are available
- Local University and College
- Competitive business operating costs

CONCLUSION:

Thunder Bay is the ideal location for a contact center operation!

Appendix 1 - Thunder Bay – Contact Centers (Private Sector)

APPENDIX 1

THUNDER BAY – CALL CENTERS (PRIVATE SECTOR)

Company Information	Number of Seats	Number of Employees (approx.)	Facility Size (Sq. Ft.)	Date Established (Thunder Bay)	In-Bound/ Out-Bound
MCCI Global 251 Red River Road Thunder Bay, Ontario P7B 1A7 (807)	369	350	50,000	July 2005	In-Bound (technical support)
Responsive Marketing Group Inc. Suite 600 – 1265 East Arthur St. Thunder Bay, Ontario P7E 6E7 (807) 626-1900 www.rmgsite.com	66	63	5,000	Sept. 1999	Out-Bound
Star Tek 111 Syndicate Ave. S. Victoriaville Mall Thunder Bay, Ontario P7C 5K4 (807)623-8140	350	300	34,000	April 2006	In-Bound