.

We also present a checklist of informational categories that should be taken into account when siting call centers. Data fields marked with an asterisk (*) will pose a problem for comparison between U.S. and Canadian locations. Information that most often needs to be obtained from a provincial or local economic development agency is denoted with a bullet (•). Information in categories marked with a check (✓) usually must be secured via field interviews with local employers.

Site Selection Checklist

Labor Market Factors

✔ = those obtained from an "employer" survey * = data must be "rationalized" • = information that must be obtained from ED agencies

1) Demographics

- Population (reporting years by Canadian Census are 1991 and 1996 versus U.S. Census for 1990 and 2000) *
- Income (including percent house holds under $35,000). Household income often reported as average in Canada versus median in U.S. *

2) Employment

- By major industry (e.g., retail trade)
- By occupation (Canadian Census reports 712 occupations while U.S. Census includes 512) *
- Unemployment
- Underemployment (percent workers in traditionally low-paying occupations for CSRs and TSRs) *
- New workforce entrants (e.g., high school graduates) •
- Ancillary labor pools (e.g., university or armed forces bases) •
- Major employers, including call centers •
- New/expanding employers (last three years) •
- Downsized employers (last two years) •
- **Employer labor supply ratings** ✔
  - ◆ Entry-level (full-time, part-time, seasonal)
    - — CSR
    - — TSR
  - ◆ Experienced (full-time, part-time, seasonal)
    - — CSR
    - — TSR
  - ◆ Supervisory
  - ◆ Technical
  - ◆ Professional
    - — General skills (e.g., accountant)
    - — Technical skills (e.g., applications programmer)
  - ◆ Ability to relocate talent from outside the area
  - ◆ Difficult positions to fill (and reasons)
    - — Entry-level
    - — Experienced
    - — Professional

3) Labor Quality

- Workforce educational attainment (e.g., percent 12 to 15 years education) *
- Average ACT or SAT scores (not applicable in Canada) *
- **Employer experiences/ratings** ✔
  - ◆ Turnover
  - ◆ Absenteeism
  - ◆ Punctuality
  - ◆ Basic skills attainment (e.g., verbal, writing, reading)
    - — Existing workforce
    - — Applicant flow
    - — Projected (next two years)
  - ◆ PC literacy
  - ◆ Knowledge of basic software
  - ◆ Ability to operate in self-directed teams
  - ◆ Productivity
    - — Actual
    - — Compared to similar company operations elsewhere
  - ◆ Work ethic
  - ◆ Overall quality rating
    - — Two years ago
    - — Today

— Projected two years

4) Labor Costs

- Average annual salary by major industry (often unavailable below provincial level) *
- **Salary ranges (including start rate) by selected occupation, e.g., ✔ •** (local wage survey, if available)
  - CSR
    - — junior
    - — senior
  - TSR
    - — junior
    - — senior
  - CSR or TSR supervisor
  - Network technician
- **Average annual salary increases ✔ •**
- **Use of incentive compensation ✔ •**
- **Fringe benefit practices (mandatory and customary) ✔ •**
- **Wage escalation pressure ✔ •**
- **Cost and experiences with ✔ •**
  - Workers' compensation
  - Unemployment insurance

5) Training Resources

- Annual graduates in post-secondary technical schools (or community colleges), by selected programs •
- High school vocational-technical programs •
- Adult education programs •
- Four-year university graduates by selected program •
- **Employer Educational Resource Ratings ✔**
  - Post-secondary vocational-technical (community college)
  - High school
  - Adult education
  - Four-year university
  - Provincial job training assistance

6) Labor/Management Relations

- Percent workforce organized •
- Unionized companies •
- Union election results (not actually formal elections in Canada and generally overseen by Provincial Labor Ministry) •
- **Employer experiences and ratings ✔**

7) Quality Of Life/Transferee Appeal

- Cost of living
- Housing •
- Education •
- Commutation (limited statistics in Canada) *
- Crime
- **Spousal employment opportunities (especially for spouses of American transferees) ✔**
- Climate
- Arts/culture •
- Recreation •
- Medical services •
- **Employer ratings ✔**
  - Above factors
  - Overall quality of life
  - Ability to relocate professional talent to area from elsewhere

8) Overall Labor Market Rating ✔

9) Rating On Value Of Human Resource Investment ✔

10) Real Estate •

- Number and location of available buildings and sites
- Lease costs
- Land costs
- Typical lease terms and conditions

11) Telecommunications •

- Long-distance carriers
  - Carriers with local points of presence (POP)
  - Hardwire vs. microwave
  - Redundancy
- Local
  - Digital/fiber central offices
  - Fiber ring diversity system
  - Availability of dual feed

12) Electric Power •

- Cost
- Capacity
- Reliability
- Availability of dual feed

13) Tax Policy •

- Sales/use (harmonized services tax or provincial and general services tax in Canada)
  - Local telephone
  - Intra-province telephone
  - Incoming 1-800
    - — From elsewhere in Canada
    - — From U.S.
  - Outgoing WATS
    - — To elsewhere in Canada
    - — To U.S.
  - Office furniture/fixtures/equipment
  - Software
  - For each item above, determine if tax applies and if it is refundable
- Real property tax
  - Rate
  - Assessment ratio
- Personal property tax (not levied in Canada)
- Municipal tax
  - Often a minor property tax or percentage of lease
  - Rate and basis
- Corporate income
  - Combined federal and provincial rate for general business
  - Basis of tax
  - Allowable deductions
  - Depreciation rules
- Provincial payroll tax
- Personal income tax
  - Rate
  - Basis
  - Allowable deductions

14) Labor Law •

- Telephone monitoring for productivity, customer satisfaction (generally not applicable in Canada)
  - ◆ No party consent
  - ◆ Single-party consent
  - ◆ Dual-party consent
- Employment at will
- Applicant drug testing
- Mandatory parental/family leave stricter than federal
- Workplace safety legislation
- Provincial minimum wage
- Workers' compensation laws (e.g., mental stress a compensable injury)
- Unemployment insurance rate and taxable base for new employer
  - ◆ Maximum weekly benefit
  - ◆ Length of benefits
- Ease of filing/winning discrimination/harassment complaints and wrongful discharge suits

15) Transportation

- Air service
  - ◆ Nonstops or connections
    - — To/from HQ
    - — To/from other major hubs
  - ◆ Travel time
  - ◆ Travel cost
- Maximum distance from local airport
- Small package delivery service •
  - ◆ Carriers
  - ◆ Latest pickup time
  - ◆ Percentage of U.S. where next day guaranteed
  - ◆ Additional cost vs. U.S.
- Postal service (Canada Post) •
- Highway linkage

16) Incentives (As-of Right or Customized) •

- Grants
- Tax credits
- Tax refunds
- Tax abatement
- Low-interest financing
- Tax-increment financing
- Reduced land or building cost
- Electric power rate reduction
- Fee waivers
- Pre-employment training

17) Other •

- Natural disaster potential
- Community leadership attitude toward the project
- Community appearance