

## **Total Annual Operating Cost Ranking**

*Shown below is a cost ranking of the surveyed call center sites. Costs are based on a 45,000 sq. ft., 500-worker call center.*

<b>Call Center Location</b>	<b>Total Annual Operating Costs</b>	<b>Difference with Montreal</b>
New York, NY	\$33,482,053	30.95%
San Francisco, CA	\$33,107,371	29.48%
Newark/Northern, NJ	\$32,468,724	26.98%
Stamford, CT	\$32,156,306	25.76%
Los Angeles/Long Beach, CA	\$31,811,679	24.41%
Washington, DC	\$31,686,891	23.92%
Boston, MA	\$30,878,754	20.76%
Philadelphia, PA	\$29,917,187	17.00%
Chicago, IL	\$29,483,972	15.31%
Seattle, WA	\$29,440,471	15.14%
Minneapolis/St. Paul, MN	\$29,238,006	14.35%
Baltimore, MD	\$28,893,249	13.00%
Wilmington, DE	\$28,714,737	12.30%
Cleveland, OH	\$28,446,196	11.25%
Columbus, OH	\$28,117,816	9.97%
Portland, OR	\$27,975,869	9.41%
St. Louis, MO	\$27,885,563	9.06%
Denver/Boulder, CO	\$27,845,252	8.90%
Kansas City, MO	\$27,566,308	7.81%
Pittsburgh, PA	\$27,507,471	7.58%
Toronto, ONT	\$27,201,611	6.38%
Vancouver, BC	\$26,963,790	5.45%
Indianapolis, IN	\$26,830,380	4.93%
Atlanta, GA	\$26,377,723	3.16%
Phoenix, AZ	\$26,291,713	2.82%
Montreal, QUE	\$25,569,514	<b>Base</b>
San Antonio, TX	\$25,231,618	-1.32%
Tampa/St. Petersburg, FL	\$25,076,471	-1.93%
Greenville, SC	\$24,897,884	-2.63%
Jackson, MS	\$24,776,203	-3.10%

Source: The Boyd Company, Inc., Location Consultants, Princeton, NJ, 2013