

## **New Rural Economy Role of Cooperatives and Entrepreneurship in Rural Communities**

**Thank you very much** for agreeing to participate in our research on the new rural economy in Canada.

The purpose of this survey is to explore issues related to entrepreneurship and business development among cooperatives in rural communities. There are two parts:

- ! First, please answer all of the questions in this survey that are applicable to your coop business. This should take approximately 35 minutes to 50 minutes, depending on how many questions are applicable to your coop business.
- ! Second, there will be a short interview based on the twenty-one (21) questions marked in bold throughout the survey. The questions generally ask for an explanation or more detail than can be provided in a simple “yes” or “no”. This will help us to better understand the answer you provide. The interview will be conducted when the survey is picked up at a pre arranged time. The interview should last about 25 minutes.

What you should know:

- ! We are asking the manager or senior employee, plus one board member, from each coop in this community to complete the survey and interview. We are also asking people who were involved in any cooperative which have closed in the past 10 years to participate.
- ! The research is part of the 5-year NRE Project with an objective to discover how the economic and social conditions in rural Canada have changed over the last few years. The information will help us develop policy recommendations to revitalize rural Canada.
- ! All cooperatives from 20 different rural communities are participating in this project.
- ! Your individual responses will be confidential within the people on the research team.
- ! Generally distributed information will only be provided in an aggregated or summary form.
- ! You can refuse to answer particular questions or participate in the interview at any time without cost.

There are ten sections:

- ! General business profile questions.
- ! Questions about business location, growth, and competitiveness.
- ! Questions about market coverage and exporting
- ! Questions about networks and information.
- ! Questions about work force issues.
- ! Questions about finance & administration.
- ! Questions about technology.
- ! Questions about business climate in the community.

- ! Questions about global trade impacts.
- ! Questions about new coop opportunities.

Your Name \_\_\_\_\_ Gender Female / Male  
Your Position in this Coop (manager, board member, etc) \_\_\_\_\_

Coop Business name \_\_\_\_\_  
Address \_\_\_\_\_  
Phone number \_\_\_\_\_ URL (website) \_\_\_\_\_  
Fax number \_\_\_\_\_ E-mail address \_\_\_\_\_

Interviewer \_\_\_\_\_  
Community name \_\_\_\_\_ NRE cell number \_\_\_\_\_

**Please note the following:**

- ! Not all of the questions will be applicable to your coop. Please write “not applicable” and continue to the next question.
- ! If your cooperative is active and open for business, please begin with Question #1 and answer all applicable questions.
- ! If your cooperative has closed or it merged with another cooperative in the past ten (10) years, please also begin with Question #1, but answer the questions based on the last year of operation of the cooperative. Many of the questions will not be applicable to you. There are four (4) extra questions at the end of this survey for you.

**General Business Profile**

1. Is this an existing coop, or one that closed, or one that merged with another coop? What year?  
a existing \_\_\_\_\_  
b closed - Year \_\_\_\_\_  
c merged - Year \_\_\_\_\_ -----> Name each of the coops which merged together.

2. What year did this coop open?  
Year opened \_\_\_\_\_

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**If this coop opened in the last 15 years:**

**3a. What were the three main reasons why this coop was developed?**

1

2

3

**3b. Who initiated the startup? Check all categories that were important to the startup.**

a general citizens

b local church

c local politicians

d local business people

e farm union leaders

f coop organisers from outside the community

g leaders from outside the community

h regional or national organizations

i others (specify:)

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**4. Which of the following best describes the major activity of this coop?**

a primary (including fishing, forestry, agricultural, extraction related)

b secondary (any value-added or construction activity)

c tertiary (any service related including housing, day-care, funeral, etc)

d financial (credit unions, caisses populaires)

e artisan/crafts

f utilities

g other (please specify)

**5. What is the total membership of this coop? How many board members are there?**

Total membership \_\_\_\_\_

# of Board members \_\_\_\_\_

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**If this coop is more than 15 years old:**

**3c. Please describe the origins of this coop.**

What were the circumstances or conditions in the community at that time?

**6. Who are the members of this coop?** Can anyone in the community join, or is just for one or more particular subgroups (such as parents with children, local agricultural producers, small woodlot owners, craftspeople only) within the community? If it serves subgroups, please describe.

7. To what extent is the board of directors made up of people with mostly local connections (their personal and business networks are mostly with others in the community) or mostly external connections (their personal and business networks are mostly with others in other communities or to provincial or national organizations)?

Mostly local    1        2        3        4        4        5        Mostly external Don't know

8. Where were you born?

- a born locally (within 50km of this community)
- b born more than 50km away but in another rural community in this province
- c more than 50km away but in an urban community in this province
- d another province
- e another country

9. How have your sales and employment levels changed since 1995 (or since the coop opened, if opened after 1995)? Circle the appropriate number beside each item.

	increased	about the same	decreased
sales volume	1	2	3
full time employees	1	2	3
part time employees	1	2	3

**10. Do you have any registration or certification with international quality standards such as ISO 9000 or 14000 series?**

- a no, this is not applicable to our coop business
- b no, and we have no intention of doing so (Please explain the reasons why you have no intention of doing so.)
- c no, but we are thinking of doing so
- d no, but we are in the process of doing so (Please explain why you chose to do this, and what benefit

you expect it to bring to your business.)  
e yes, we are certified (Please explain why you chose to do this, and what benefit has been.)

### **Business Location, Growth, And Competitiveness**

**11. In what ways does the population size of this community and its relative location to other communities serve as an advantage to your coop?**

**12. In what ways does the population size of this community and its relative location to other communities serve as a disadvantage to your coop?**

13. What are the five (5) most important factors which contribute to the success of this coop? Please rank in order with "1" being the most important. Write the number beside the statement.

- |  |  |
|--|--|
| a we have a good reputation  | m we contribute to the community                               |
| b our prices are competitive   | n we have partnerships with other businesses                   |
| c our products/services are of a high quality                                | o we have a good distribution network                          |
| d we only offer a few products/services, but they are of the highest quality | p we are good at marketing our products/services               |
| e we have a large range of products/services                                 | q we do research and development to test new products/services |
| f our operating costs are relatively low                                     | r we develop new products/services                             |
| g we have skilled workers  | s government assistance programs                               |
| h our workers are committed to the coop                                      | t support from parent coops                                    |
| i our knowledge of the market is good  | u member service   |
| j the business skills of the manager   | v member education   |
| k local people support our coop  | w other (please specify)                                       |
| l our members are loyal to/support our coop                                  |  |

14. What were the main challenges you faced in trying to start this coop business? During the first year of operation? What are your current challenges? Please place a check mark beside each issue, in each column, as appropriate.

	Challenge when trying to start this coop	Challenge during first year in business	Current challenge
Lack of money for buildings and equipment			
Lack of money for week-to-week operations			
Lack of money to adopt new technologies			
Lack of money for marketing			
Building awareness in the market that the business is open			
Lack of support from local government and agencies			
Lack of information on markets			
Lack of research & development			
Labour/employee problems			
Poor productivity			
Poor quality of product / service			
Increasing competition			
Problems obtaining patents or permits			
Facilities and buildings don't meet our needs			
Membership problems			
Lack of community support / patronage			
Declining customer base			
Local taxes too high			
Provincial/federal business taxes too high			
Other (please specify)			

15. Are your equipment, techniques of production, and skills of your staff more or less advanced compared with others in your sector?

	more advanced	same	less advanced	don't know	not applicable
equipment	1	2	3	4	5
production techniques	1	2	3	4	5
skills of your staff	1	2	3	4	5

16. To what extent is your coop generally a leader in your sector when it comes to making changes, or do you tend to make changes after others in your sector have done so? Circle the appropriate number beside each item below. (Note: an example of being a leader in human resource training is to have an ongoing program of training for staff; an example of following others is to implement a specific training program in response to a new development forced upon your coop in order to remain competitive, and it is likely a one-time activity.)

	almost always a leader	usually a leader	neutral	usually follow others	almost always wait for others
Developing/marketing new products/services	1	2	3	4	5
Adopting new technologies	1	2	3	4	5
Human resource training	1	2	3	4	5
Enhancing customer relations	1	2	3	4	5
Changing Pricing	1	2	3	4	5
Purchasing practices	1	2	3	4	5
Targeting new markets	1	2	3	4	5



17. Describe the degree to which each of the following statements apply to your coop as a whole. (Note: please provide your assessment based on the characteristics of the coop collectively, not on those of yourself or other individuals within the coop).

	Always	Frequently	Sometimes	Rarely	Never
We take calculated risks	1	2	3	4	5
We are creative (do things a bit differently)	1	2	3	4	5
We are innovative (try new ideas)	1	2	3	4	5
When someone says "it can't be done", we take it as a challenge	1	2	3	4	5

**18. Does the board have in place a main long term strategy for the development of this coop? If yes, please describe this strategy.**

a yes (please describe)

b no

**19. In your opinion, what types of support or resources are missing in your community or region that would help you become more competitive?**

In the Community:

In the Region:

### **Market Coverage And Exporting**

20. Indicate the percent of your sales by market area for 1995 (or for the year the business opened, if opened after 1995) and for 1999.

	1995	1999
Local, within this community		
Provincial, outside this community		
National, outside this province		
International, outside Canada		

Total	100%	100%
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21a. Which of the following describes your situation with respect to exporting your products or services to international markets?

- a exporting is not applicable to our coop (go to #22)
- b we do not export and are not interested in doing so (go to #22)
- c we do not export but are interested in the possibilities of doing so (go to #21b)
- d we currently export (go to #21c)

**21b. What assistance do you require as you explore the possibilities of exporting?**

**21c. Are you experiencing any difficulties with your current exporting activities? Please describe in detail.**

22. Do you import primary materials, pieces, production equipment, etc. directly from companies outside the province or outside the country?

- a yes, from outside this province
- b yes, from outside this country
- c no

**Networks And Information**

23. Are you part of a business network where you can obtain information, expertise or resources? How important are each of these networks to the success of your coop? Please write the name of each network in the first column, then circle the appropriate number which best indicates its importance to your coop.

A yes                      B no

Name	If yes: Relative importance for the success of our coop.				
	Very Important	Important	Neutral	Not Important	Not Very Important
	1	2	3	4	5

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

24. How interested are you in developing the following types of networking opportunities for your coop? Please circle yes or no to indicate whether or not you are already doing each type of networking. For each one that you are not doing, please indicate your relative interest in each.

Type of network	We are already doing this type of networking.		If no: Relative interest in each type of networking opportunity.				
			Very Interested	Interested	Neutral	Not Interested	Not Very Interested
regular face-to-face networking with other businesses in the community	yes	no	1	2	3	4	5
regular face-to-face networking with businesses in our sector in other communities	yes	no	1	2	3	4	5
using the Internet at your own pace to network with other businesses	yes	no	1	2	3	4	5
using the Internet for “live chats” with other businesses on a regularly scheduled basis	yes	no	1	2	3	4	5
using other communication technology (video or telephone conferences for example) to network with businesses in other communities	yes	no	1	2	3	4	5

25. Does your coop participate in one or more formal or informal arrangements with other coops or businesses for any of the following purposes? If you do not, would you be interested in such an arrangement? Please place a check mark in the appropriate column beside each activity.

Purpose	Yes, presently	No	Would be interested	Does not apply

granting licences				
manufacturing				
research and development				
client services				
	Yes, presently	No	Would be interested	Does not apply
billing clients/collecting overdue accounts				
sharing distribution and sales services				
training staff				
sharing warehousing and shipping services				
other (please specify)				

26. Do you participate in any business, retail, commercial or industrial fairs (trade shows)? What is the geographic focus of these? Please place a check mark in the appropriate column beside each location.

Geographic Focus	Yes, two or more per year	Yes, once per year	Yes, but not every year	No
local				
regional				
provincial				
national				
international				

27. Do you make use of any of the following sources of information to help you in your coop business? Please place a check mark in the appropriate column(s) beside each source to indicate that you use that source of information. Check as many in each row that apply. For example, you may use your employees for advice only, but you may use local agencies to help make important decisions and to collect information.

	to help make important decisions	to obtain advice and guidance	to discuss general business issues	to collect information	for other reasons
management					
employees					
customers					

competitors					
suppliers					
local agencies					
sector associations					
universities, colleges, research centres					
government departments					
	to help make important decisions	to obtain advice and guidance	to discuss general business issues	to collect information	for other reasons
trade shows, commercial or industrial fairs					
financial institutions					
business clubs					
coop sector associations					
our lawyer					
our accountant					
our business colleagues					
family and friends					
Internet					
general media					
sector publications					
government publications					
other (please specify)					

28. Which types of voluntary organizations do you **as an individual** currently participate in? Do you consider yourself to be a regular member or a key leader (being on the executive, for example) in these organizations? Check all of the types you are involved in, and circle “member” or “leader” for each. (Note: please answer based on your own activities and not those of other individuals in the coop.)

Organization Type	You are a member	You are a leader
Environment & Wildlife	member	leader
Multidomain	member	leader
Arts & Culture	member	leader
Health	member	leader
Law & Justice	member	leader
Social services	member	leader
Foreign & international organizations	member	leader

Sports & recreation	member	leader
Society & public benefit	member	leader
Religious organizations	member	leader
Education and youth development	member	leader
Employment & economic interests	member	leader
Other (Please specify)	member	leader

29. On average, about how many hours per month do you **as an individual** devote to the activities of these voluntary organization(s)?

# of hours per month \_\_\_\_\_

**30. In what ways - if at all - do your personal activities in these voluntary organizations contribute to your efforts, skills, and work in the coop?**

**31. What are your coop’s main financial contributions to this community? Do not include “employment for others” and “pay local taxes”. Please respond based on the work of the coop as a whole, and not based on contributions by individual members of the coop. (Examples might include but are not limited to: support or participate in youth entrepreneurship program; donate prizes to local events; contribute to fundraising efforts). Please list up to, but no more than five (5).**

**32. What are your coop’s main non-financial contributions to this community? Please respond based on the work of the coop as a whole, and not based on contributions by individual members of the coop. (Examples include: work with youth; employees can use business time and resources for their volunteer work in the community; provide space for meetings and activities; participate in school-work placements or apprenticeship programs). Please list up to, but no more than five (5).**



## Work Force Issues

33 Are any of the following labour issues problematic for you? If yes, how serious are these problems? Please write yes or no beside each issue. If the issue is not applicable to your coop, please write “n/a” in the box and skip to the next issue. If the issue is a problem for you, circle the appropriate number beside the statement to indicate how serious the problem is.

	Yes/No	If yes: how serious is this problem?		
		Minor problem	Somewhat of a problem	Very serious problem
Commitment to coop principles		1	2	3
Retention of workers		1	2	3
Reliability of workers		1	2	3
Good work ethic		1	2	3
Hiring skilled and competent people		1	2	3
Lack of professional managers		1	2	3
Lack of professional workers		1	2	3
Access to training programs		1	2	3
Attitude of youth to work		1	2	3
The current EI system discourages people from working		1	2	3
The current EI system is too expensive for employers		1	2	3
General hassle with hired labour		1	2	3
Government hassle on payroll administration		1	2	3
Level of payroll taxes		1	2	3
Can't afford the level of wages		1	2	3
Can't afford to pay full time wages		1	2	3

34. How many days of training and development did this coop provide in 1999 for each of the following:

a its board members \_\_\_\_\_ days

b its members \_\_\_\_\_ days

c its managers and senior staff \_\_\_\_\_ days



d its employees \_\_\_\_\_ days

35. On a scale of 1 to 5, where 1 is “no problem” and 5 is “major problem”, to what extent is the retention of competent managerial staff a problem for this coop? In other words, do you have trouble holding onto managerial staff once you have trained them?

Not a problem            1            2            3            4            5            Major Problem Not applicable

**36. In cases where your managers and senior staff have left the coop for employment elsewhere, what have been the typical types of businesses where they have been hired? Are these in the community or elsewhere?**

**Finance & Administration**

37. What investments have been made in your coop in the last three years? What was the purpose of these investments? Please circle all of the appropriate answers in each column. Please respond based on investments made by the coop as a whole, and not based on investments made by individuals in their own work.

Type of investment(s)	Purpose of the investment(s)
a purchased or built new buildings b renovated or expanded existing buildings c purchased new production/service equipment d purchased new computer equipment e installed new information management systems f no capital investments g other (specify)	a to increase the volume of our products/services b to offer new products/services c to modernize your buildings/workspace d to modernize equipment e to change production/service patterns f to work with new markets or customers g to improve customer service h to improve the quality of our product/service i other (specify)

**38. Do you have precise capital investment plans for your coop in the next three years? If yes, please describe.**

- a yes (please describe)
- b no

39a. Have you ever been turned down for a business loan from any source?

- a yes (go to #39b)
- b no, applied and was successful (go to #40)
- c no, never applied for a business loan (go to #40)

39b. If yes, which of the following have been identified as issues or problems with your loan application? Please circle all that are appropriate.

- a not enough collateral
- b questioned your ability to service the new debt
- c you already had too much leverage on your existing loans
- d too much exposure for the lender
- e the high cost of borrowing
- f your proposal was considered too risky
- g the location of your coop in a rural area or small town
- h coop charter or principles
- i membership decline
- j other (please specify)

**40. To what extent do the regulations of the following groups enhance or hamper your ability for expansion. Please explain your response.**

	significantly enhance	enhance	have no impact	hamper	significantly hamper	don't know
Local government	1	2	3	4	5	6
Provincial government	1	2	3	4	5	6
Federal government	1	2	3	4	5	6
World Trade Organization	1	2	3	4	5	6

**41. What is the single most important thing each of the following levels of government could do to assist your coop today?**

Government Level	Government Action
Municipal	

Provincial	
Federal	

42. Does your coop currently benefit from any of the following supports from any level of government? If yes, how helpful are these supports to your coop? Please write yes or no beside each type of support. If you benefit, circle the appropriate number beside each statement to indicate how helpful the support is.

	Yes/No	If yes: how helpful?		
		Very helpful	Helpful	Not very helpful
Tax exemptions		1	2	3
Subsidies of any kind		1	2	3
Grants		1	2	3
Loan guarantees		1	2	3
Interest free loan / Repayable contribution		1	2	3
Exemptions from environmental regulations		1	2	3
Exemptions from labour regulations		1	2	3

43. In the last three years have you used any government programs? If yes, how satisfied were you with the programs? Please write the name of each program in the first column, then circle the number which best reflects your level of satisfaction with the program.

A yes

B no

Name of Program	If yes, your level of satisfaction with the programs.				
	Very Satisfied	Satisfied	Neutral	Not Satisfied	Not Very Satisfied
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

## Technology

44. What importance do you place on adopting new technologies for each of the following points? Please circle the appropriate number beside each statement for your coop.

	very important	more important	important	less important	not important	does not apply
to develop new products/services	1	2	3	4	5	6
to develop new processes	1	2	3	4	5	6
to use new equipment	1	2	3	4	5	6
to retain your existing markets/customers	1	2	3	4	5	6
to retain your existing suppliers	1	2	3	4	5	6
to develop new markets	1	2	3	4	5	6
to develop new suppliers	1	2	3	4	5	6
to keep up with or stay ahead of competitors	1	2	3	4	5	6
to support your members	1	2	3	4	5	6
to recruit new members	1	2	3	4	5	6
to recruit new employees	1	2	3	4	5	6
to develop more expertise	1	2	3	4	5	6
to address your training needs	1	2	3	4	5	6
for other reasons (specify)	1	2	3	4	5	6

45. On a scale of 1 to 5, where 1 is “very available and 5 is not available”, to what degree is information available to you about implementing new technologies, as it relates to your coop?

very available    1            2            3            4            5            not available    don't know    does not apply

46. In the list of technologies below, which ones does your coop possess? Please circle all that apply. Please respond based on what the coop as a whole owns, and not what individual members may own.

- |  |   |
|--|---|
| a computer operated machines               | g decision making / project management software |
| b robots                                   | h electronic data interchange (EDI)             |
| c industrial computers                     | i internal E-mail for staff                     |
| d computer assisted design (CAD)           | j other management technologies (specify:)      |
| e just in time production technology       |   |
| f other production technologies (specify:) |   |

47. Do you conduct research and development?

a yes, internally

b yes, in association with another business(es)

c yes, through an association

d no

e not applicable to our coop

48. Which of the following best describes how you currently make use of the Internet for communicating with your **customers**? For each description please choose one of the following responses: yes, no, planning in the near future, or no plans; and provide any relevant comments.

	Status	Comment
A Advertising: you do not have a web page, but you advertise on other web sites.	a yes b no c planning in near future d no plans for this	
B Information: You have a basic web page, used almost exclusively for advertising.	a yes b no c planning in near future d no plans for this	
C Interaction: customers can download information from your website, or send e-mail directly to you.	a yes b no c planning in near future d no plans for this	
D Integration of business processes: you have a database-driven website. Customers use the Internet to carry out business functions. For example, they can check the status of their order.	a yes b no c planning in near future d no plans for this	
E E-commerce: customers pay for product or service on line (using a credit card)	a yes b no c planning in near future d no plans for this	

### Business Climate In The Community

49. On a scale of 1 to 5, where 1 is “very positive” and 5 is “very negative”, how would you describe the business attitude in this community these days?

Very positive            1        2        3        4        5            Very negative

50. On a scale of 1 to 5, where 1 is “much more positive” and 5 is “much more negative”, how would you describe the business attitude today compared to 10 years ago?

Much more positive    1        2        3        4        5            Much more negative

**51. To what extent are the people in this community entrepreneurial or non-entrepreneurial? We define entrepreneurial as being innovative, risk-taking, and acting on opportunities. Explain your answer.**

Very entrepreneurial    1        2        3        4        5            Very non-entrepreneurial

**52. Would you recommend that a young person get started in your kind of coop today in this community? Why or why not?**

- a yes
- b no

53. To what extent do you agree that the following statements apply to businesses in this community?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Businesses I know have few problems expanding to meet increased demand and opportunity.	1	2	3	4	5	6
Businesses I know face significant challenges to expand their sales in markets more than 50km away from their production site.	1	2	3	4	5	6
Businesses I know have trouble getting enough financing from banks.	1	2	3	4	5	6
Businesses I know have trouble getting enough financing from other sources.	1	2	3	4	5	6
Businesses I know are relatively content at their present level of operations.	1	2	3	4	5	6

Of the businesses I know that want to grow, most know how to take the next steps needed to grow.	1	2	3	4	5	6
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
When someone wants to start a new business, they are generally given lots of encouragement and support.	1	2	3	4	5	6
When someone wants to start a new business, they are generally able to get some financial help from the local community if they need it.	1	2	3	4	5	6
Business people tend to get involved in non-business, voluntary organizations in this community.	1	2	3	4	5	6
Business people tend to get involved as leaders in non-business activities or events.	1	2	3	4	5	6
When business people get involved as leaders in non-business activities or events, other people in the community see this as a good thing.	1	2	3	4	5	6
The businesses in this community are good employers.	1	2	3	4	5	6

54. On a scale of 1 to 5, where 1 is “strongly agree” and 5 is “strongly disagree”, to what extent do these statements apply to this community:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't know
Our local economy has a very positive effect on personal relationships in our community.	1	2	3	4	5	6
We pull together here, even without crises.	1	2	3	4	5	6



Our community is very open to outsiders.	1	2	3	4	5	6
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**55. Is your coop currently involved in disputes regarding rights to use natural resources?**

**Please describe.** (Note: an example would be First Nation land claims on forest resources.)

a yes

b no

c not applicable

56. Would you agree that the underground or informal economy now accounts for a greater share of the total local economy than it did 5 years ago. (We define the informal economy as all business activity outside the formal tax system, including free labour, all kinds of barter, unrecorded cash, and pricing based on friendships and arrangements rather than the going market prices.)

Strongly agree      1      2      3      4      5      Strongly disagree      don't know

57. On a scale of 1 to 5, where 1 is very helpful and 5 is not very helpful, do you view the informal economy here as a useful contributor to:

	Very Helpful	Helpful	Neutral	Not Helpful	Not Helpful at All	Don't know
helping some people make a livelihood in difficult times	1	2	3	4	5	6
providing needed products and services other businesses currently do not offer	1	2	3	4	5	6
the survival of our community	1	2	3	4	5	6

**Global Trade Impacts**

58. Is uncertainty associated with global trade a significant obstacle to private investment in new or expanding businesses in this community?

a yes

b no

**59. What does trade liberalization mean to you?**

60. Is your coop currently affected by trade liberalization?

a yes (please continue to answer #61 - #70)

b no (please go to #71)

c don't know (please go to #71)

d not applicable (please go to #71)

61. Which countries does international competition come from for your business sector?

62. How long have you been feeling international trade effects on your coop?

Since \_\_\_\_\_ (year)

63. What has been the net effect of trade liberalization on your profits or losses since you began feeling the effects? Please circle all that apply.

a increase in revenue

b increase in total cost of operating

c contributed to profits

d decrease in revenue

e decrease in total cost of operating

f contributed to losses

64. Describe your strategy to deal with these trade effects. Please circle are that apply.

a increase our production/service

b decrease our production/service

c hire more workers

h change our market focus

i change our management style

j change our business organization

d lay-off workers  
e change production technology  
f add new products/services  
g reduce the range of products/services

k look for government assistance  
l approach politicians for help  
m other (please specify)

65. Do you have adequate information about the following issues affecting your coop specifically as it relates to the global market place and trade liberalization? Do you need more information about these? Please place a check mark in the appropriate column next to each issue.

	Have Adequate Information	Need More Information	Does not apply to our coop
Technology			
Environment			
Management			
Input supply and prices			
Output prices			
Potential new customers			
New demand for alternative products and services			

66. On a scale of 1 to 5, where 1 is “very important” and 5 is “not important”, to what extent is government an important source of business information for you as it relates to global trade issues?

Very Important      1      2      3      4      5      Not Important      N/A

67. On a scale of 1 to 5, where 1 is “strongly agree” and 5 is “strongly disagree”, to what extent do you feel that you have better access to new technology since feeling trade effects?

Strongly agree      1      2      3      4      5      Strongly disagree      N/A

68. On a scale of 1 to 5, where 1 is “greatly increasing” and 5 is “greatly decreasing”, is competition from businesses in other countries leading (or has led) you to modify your quality standards? (Note: Here we are referring to total quality control, ISO certification, etc)

Greatly increasing      1      2      3      4      5      Greatly reducing      N/A

69. On a scale of 1 to 5, where 1 is “much less pressure” and 5 is “much more pressure”, do you feel that your business is under less or more pressure to be more competitive in the global economy since feeling the effects of trade?

Much less pressure      1      2      3      4      5      Much more pressure      N/A

70. Have you had to face seriously the possibility of bankruptcy since feeling the effects of trade? a yes  
b no  
c not applicable

### **New Coop Opportunities**

71a. Has there been any interest in this community in setting up new coops?  
a yes (go to #71b)  
b no (you are finished - thank you!! - please turn to the last page of this survey)

**71b. If yes, in which sector(s). Circle all that apply, and please describe in detail.**

- a primary (including fishing, forestry, agricultural, extraction related)
- b secondary (any value-added or construction activity)
- c tertiary (any service related including housing, day-care, funeral, etc)
- d financial (credit unions, caisses populaires)
- e artisan/crafts
- f utilities
- g other (please specify)

72. Who are the people interested in setting up a new coop?

73. What are the reasons for the interest in setting up a new coop?

74. What support, if any, do these people need as they explore setting up a new coop?

**Note: Please answer the following four (4) questions if your cooperative has closed or it merged with another cooperative in the past ten (10) years.**

**75. Why did this coop close or merge? Describe the events leading up to the closure / merger of this coop.**

76. What was the impact on this community of this closure / merger? Please check all that apply and describe in detail.

a loss of jobs and income

b has led to more shopping outside the community

c vacant buildings and property in the community

d fewer choices for goods and services

e other (specify:)

77. What, if any, businesses have filled the gaps?

78. Were there any social impacts as a result of closure / merger? Please check any that apply and describe in detail.

a general community depression

b less contact among community members

c outmigration / population loss

d other (specify:)

**Thank you very, very much for helping us with this survey.**

**Please remember that we would like to discuss your answers to the questions marked in bold text when we pick up the survey.**