2018-2019 ECONOMIC DEVELOPMENT SUMMIT REPORT

A Public-Private collaboration addressing Economic Development priorities and challenges of both business and governments, to improve the efficiency and effectiveness of collective efforts in Langlade County.

TABLE OF CONTENTS

TABLE OF FIGURES

ATTACHMENTS
1. **INVITATION LETTER**
2. **CORE VALUES HANDOUT**

REFERENCES
1. **COMMUNITY HEALTH NEEDS ASSESSMENT OF LANGLADE COUNTY, WI**
   Aspirus Langlade Hospital: REPORT TO THE COMMUNITY (2016)
2. **LOCAL CLUSTER AND TARGETED INDUSTRY ANALYSIS, LANGLADE COUNTY, WI; REDEVELOPMENT RESOURCES, (2014)**
3. **ANTIGO DESTINATION ASSESSMENT; WI DEPT OF TOURISM (2017)**

ACKNOWLEDGEMENTS
Langlade County Economic Development Corporation would like to acknowledge the time and thoughtful effort expended by the following people and organizations, making this Summit possible:

Antigo/Langlade County Chamber of Commerce
Amron
Aspirus Langlade Hospital
City of Antigo
CoVantage Credit Union
Kretz Lumber
Langlade County
Northcentral Technical College (NTC)
Unified School District of Antigo
UW Extension - Agriculture Educator for Langlade County
Village of White Lake
Volm Companies
Wisconsin Economic Development Corporation (WEDC)
White Lake School District

2018-2019 Economic Development Summit Report

On June 6, 2018 the Langlade County Economic Development Corporation (LCEDC) facilitated the first Langlade County Economic Development Summit. This report describes the Summit purpose and methods, conveys the participants' stated economic development goals and challenges, provides analysis of common goals and challenges, and translates those common objectives into a future vision and path forward, building on Langlade County's strengths and core values.

BACKGROUND

In recent years, a number of published studies have offered recommendations for improving the economy and health of Langlade County, or its county seat Antigo, such as:

- ➢ Local Cluster and Targeted Industry Analysis, Langlade County, WI; Redevelopment Resources (2014)
- ➢ Community Health Needs Assessment of Langlade County, WI; Aspirus Langlade Hospital: REPORT TO THE COMMUNITY (2016)
- ➢ Antigo Destination Assessment; Wisconsin Dept of Tourism (2017)

These reports, as well as recent public and business forums, have generated a large "wish-list" of potential Economic Development (ED) activities. And while improvements initiatives have been evaluated, and some successfully undertaken, most have been at smaller-scale organizational levels, versus a wider-scale collective economic development. Part of the reason for this is that, with some exceptions, each governmental agency or private business tends to develop plans within their respective organization, with limited or no input from other community leaders.

PURPOSE & METHODS
Purpose

One purpose of the Summit was to raise mutual awareness of community ED plans, as a step towards aligning and reinforcing similar efforts - thus improving overall effectiveness. Similarly, mismatches in organizations' objectives or timing could lead to later revisions of plans or de-conflicting ED efforts – saving scarce resources and improving efficiency.

A second purpose was to find the most pressing common needs in the near term. By analyzing the shared data after the Summit, LCEDC could determine the overall community's greatest need – based upon the participants. Then, LCEDC could move forward with confidence to coordinate a focused effort to improve a single ED objective, or eliminate an obstacle, of great interest to many community stakeholders. With limited resources, this is likely the most effective way for the County to "move the needle" on an important issue, rather than being overcome with the many day-to-day issues that can prevent action on bigger issues.

Another purpose was to aggregate ED goals and challenges to leverage funding sources for the improvement efforts. After the Summit, LCEDC will have greater confidence and effectiveness in "Speaking for Langlade County" with regional/state/federal agencies when the county's collective governmental, business and community needs are clear and succinct.

Finally, with good data and a Summit report in hand, there would be another tool for aiding public understanding and support needed to achieve the goals, as the community would better understand ED objectives and plans.

Methods

In the spring of 2018, Angie Close (Executive Director – LCEDC) invited 25 leaders of Langlade County's largest government agencies and businesses to come together and share each organization's economic/business development plans over the next one to two-year timeframe, and the challenges opposing those efforts (Attachment 1). Space was limited for this first Summit, so the largest organizations – representing the area's greatest economic impact – were invited.

Eighteen individuals representing 15 organizations (Table 1) attended the June 6th meeting, and their data and comments form the basis of this report. Each presented their respective organization's ED priorities and challenges, followed by questions and discussion amongst the group. These organizations were represented, some by more than one person:

Antigo/Langlade County Chamber of Commerce	Amron
Aspirus Langlade Hospital	City of Antigo
CoVantage Credit Union	Kretz Lumber
Langlade County	Langlade County Economic Development Corp.
Northcentral Technical College (NTC)	Unified School District of Antigo
UW Extension – Agriculture Educator for Langlade Co	Village of White Lake
Volm Companies	Wisconsin Economic Development Corp (WEDC)
White Lake School District	

Table 1 – Organizations represented

DEVELOPMENT PLANS

There were 23 specific development plan responses during the Summit, falling into 4 broad categories:
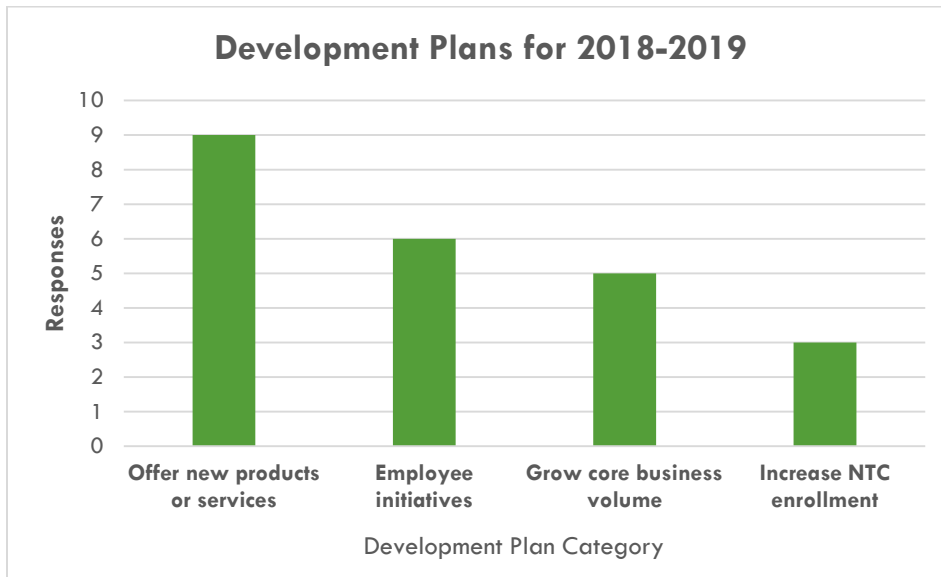
Development Plans for 2018-2019

Table 2 – Economic Development plan responses

New Products and Services – 39%

The most frequently cited development plan was for offering new products and services. Although this was the top category, the nature of the new products and services vary widely by organizations. These were the new products/services mentioned:

- New value-added products (manufacturing)
- Student career-readiness and planning tools (two responses)
- Agricultural value-added products to differentiate from commodities
- New City infrastructure
- Partnering younger students with businesses (two responses)
- Expand healthcare access – onsite clinics
- Expand healthcare access – improve transportation options

Employee Initiatives – 26%

The second-most frequent plan was the development of employee initiatives. Specifically:

- School staff growth
- Recruiting 10-12 new employees per year from outside the area due to needed skill set
- Target 50+ year-old employees
- Offer flexible schedules to attract and retain employees
- Make wages more competitive
- Offer entry-level bonuses

Grow Core Business Volume – 22%

The third-most frequent development plan was growth of the core business:

- Grow market share by merger or acquisition (two responses)
- School consolidation
- Agricultural consolidation
- Grow the City of Antigo from within

Increase NTC Enrollment – 13%

Three respondents indicated that filling NTC with students was critical to their development.

CHALLENGES

Participants were also asked to provide their interpretation of issues or challenges opposing their development plans. There were 36 responses, greater than 50% more than the development plans responses, falling into 14 categories:
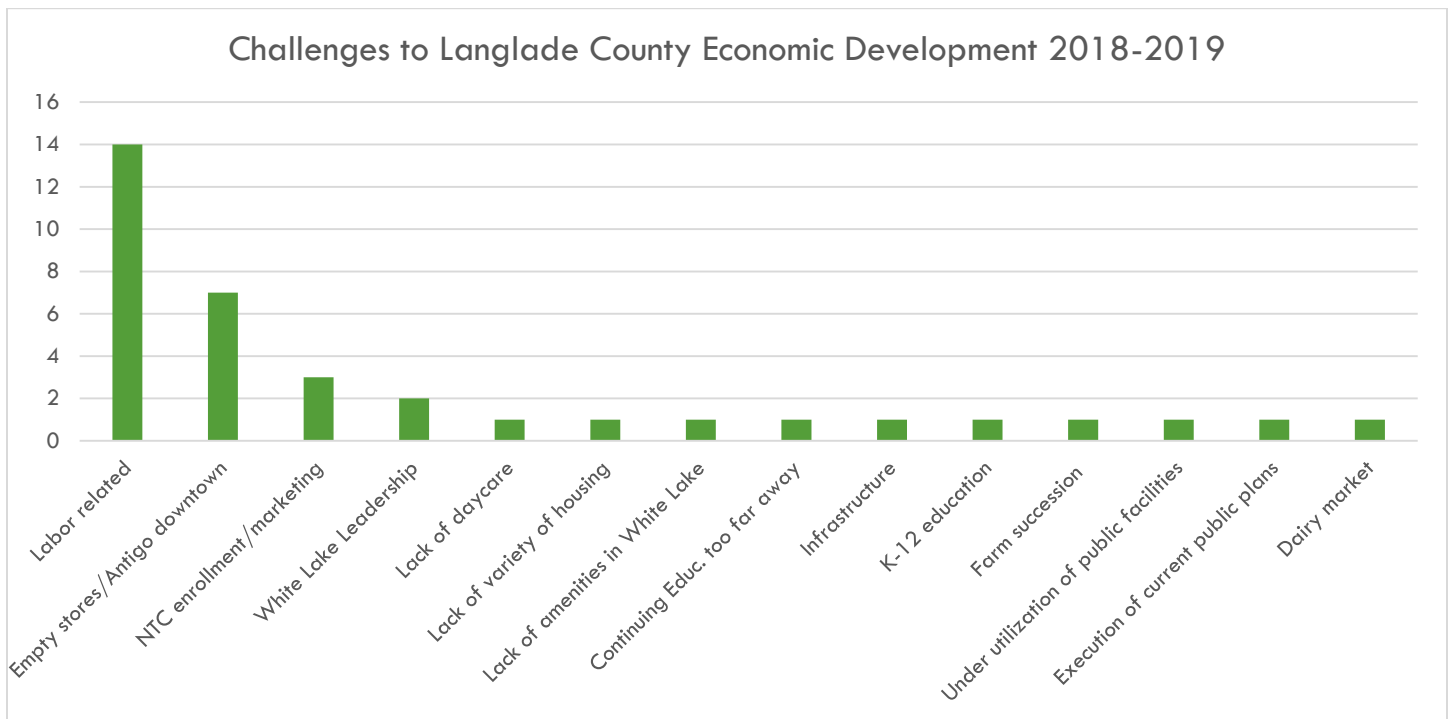

Table 3 – Economic Development challenges

Four of the categories had more than one response each – labor, Antigo downtown, NTC enrollment and White Lake leadership.

Labor Related – 39%

Current challenges to finding new employees was mentioned by nearly everyone. From the 14 responses, the nature of the issue was inadequate labor pool (11 responses), and I response each for excessive turnover, lacking work ethic and drug issues with employees.

Empty Storefronts/Downtown Antigo – 19%

Seven responses specifically called out the deteriorated appearance of downtown Antigo as a direct or indirect challenge to their development plans. Generally, the discussion revealed a consensus that numerous vacant or dilapidated structures and residences along the main downtown drag are an eyesore, resulting in fewer tourists stopping in Antigo to spend money, businesses discouraged from relocating into the area, non-residents (potential labor pool) disinclined to move to Antigo, and current businesses dissuaded from further investment in the area. Specific comments include:

- There is no cohesiveness in the building facades.
- Highway 64 bypass was done without any thought to revitalizing the downtown.
- Antigo City Hall is reluctant to tear down failing structures because there is no alternative plan for the space.
- A nearby business would like to expand but is landlocked – despite numerous vacant buildings.
- Revitalization is needed in downtown.
- The community needs more supportive businesses to move in to the downtown.
- Perception is reality and the downtown is old. So, people go north for action and a good night life.

NTC Enrollment/Marketing – 8%

Three responses cited low NTC enrollment or a need for better marketing this great resource and provider of skilled workforce. It was noted that declining enrollment is not just an issue for NTC itself, but for the local manufacturing companies as well.

White Lake Leadership – 6%

Two responses called on the need for strong leadership in White Lake. Specifically, the Village of White Lake Board members are getting older, but just one younger member has been elected. And a need for White Lake leadership to take on the issues of lack of employees and basic amenities.

The remaining 10 categories each received a single response. They are important as well, and self-explanatory.

- Lack of daycare eliminates some parents from labor pool
- Lack of variety of housing discourages moving here
- Lack of amenities in White Lake
- Continuing Education is too far away
- Lack of some infrastructure
- K-12 education needs improvement
- Farm succession planning
- Under-utilization of public facilities
- Limited execution or information of current public plans
- Current dairy market harming dairy farmers, and shutting down farms

ANALYSIS OF COMMON PLANS AND CHALLENGES

Development Plans

Overall, development plans showed only one consistent line of effort – recruit and maintain an adequate workforce.

The top development plan category - Introduction of New Products and Services - entailed a good variety of different activities between industries, but there wasn't much common ground. The biggest consistencies were:
  o   Student career-readiness and planning tools (two responses), and
  o   Partnering younger students with businesses (two responses).
Both of those efforts are aimed at preparing youth for eventual employment – serving both the youth and the local employers.

The second category of Employee Initiative spoke directly to utilizing techniques to either recruit or retain labor. This was a consistent reflection of the priority of maintaining an adequate workforce.

Growing Business Volume was another category where very different activities were identified in each of the industries that responded, presenting little opportunity to combine or focus efforts.

The final category, Increase NTC Enrollment, speaks again to the desire to generate skilled workforce of all ages, but also to train and retain young adults who might otherwise move from the area. This strongly reinforces the common ground noted in the first two development categories – develop and maintain an adequate workforce.

Challenges

Labor related challenges were clearly identified as the greatest perceived obstacle to fulfilling organizations' development plans. This directly echoes the common theme in development efforts noted above – to develop/recruit and maintain an adequate workforce. More specifically, an inadequate labor pool exists in Langlade County. From discussion, underlying causes suggest this is the result of current economic conditions and low unemployment regionally, young adults leaving the county to start careers in preferred locations, and historical difficulty in persuading outside job candidates to move to this area. The lack of daycare, available housing, amenities and high-quality K-12 education were suggested root causes for people either moving from the area or not moving here – as was the general unattractive appearance of Antigo's main street.

Empty storefronts and the run-down condition of downtown Antigo was called out as directly or indirectly inhibiting organizations' development plans. As noted above, numerous vacant or dilapidated structures and residences along the main streets are an eyesore. The sense was this has lead to a number of consequences over time. These consequences include fewer tourists stopping in Antigo to spend money, current businesses dissuaded from further investment in the area, and individuals, families and new businesses discouraged from remaining or relocating into the area.

This is consistent with the recommendation of the Antigo Destination Assessment, Executive Summary Report from September 2017, issued by the Wisconsin Department of Tourism. The report recommended (report pg. 24): "Develop a "First Impressions" program to help promote a thriving downtown. A strong component of the

area's development vision should focus on improving the downtown area; the business climate, the number and variety of business and retail opportunities. The heartbeat of small towns is found in its people and in the vitality of its downtown. Keep in mind, if the locals don't want to hang out downtown, neither will visitors."

Low NTC enrollment was also cited as a challenge to growth, which complements the stated growth objective to increase NTC enrollment. Low enrollment presents operational challenges for NTC itself as a viable and ongoing concern. Lower enrollment could lead to fewer class offerings, which attracts fewer students, in a vicious cycle of declining enrollments. As the primary local source of post-secondary education, that is a critical short and long-term concern. It also means fewer graduates providing skilled workforce to the local labor pool. This directly contributes to the now common theme of labor pool shortage.

The final noted challenge related to elected Leadership in White Lake. The supporting comments indicated few young people are showing interest in the government participation required to address community issues in White Lake. This may be the result of shifting interests, or a lack of young people living in the area, or both.

Conclusions

The analysis of these common organizational development plans and related challenges helps to distill the many issues faced day-to-day to the vital few. The noted issues were neither new nor surprises. In fact, previously published reports called out pending labor pool issues in Langlade County, as well as the need for downtown revitalization in Antigo.

➢ In 2014, the Local Cluster and Targeted Industry Analysis, Langlade County, WI (Redevelopment Resources, April 2014) provided final conclusions, recommendations and strategies addressing these same issues. *"In light of the demographic trends highlighted in this report, as well as the ever-shifting landscape of required skill sets needed in business, human capital – the knowledge and skills local workers possess – is a critical area for increased investment in Langlade County….In light of the aging workforce in several of Langlade County's most prevalent industrial sectors, steps must be taken with urgency to ensure existing jobs are able to be filled with new, younger workers (emphasis added)."*

➢ And two years later, the Community Health Needs Assessment of Langlade County, WI – Aspirus Langlade Hospital: REPORT TO THE COMMUNITY (June 2016) reported demographic shifts on pg 19 *"While the county population between the ages of 0 and 44 has declined by 2,944 people or 23% since 2000, the people aged 45 and older has significantly increased by 2,181 people or 27%....This shift in age demographics with declining population under age 45 and increasing population over that age is expected to continue for at least 20 years. (emphasis added)"*

From these reports, the alarm was sounded that without some type of decisive and firm action to change the situation, a shrinking labor pool was upon Langlade county and would continue for another generation. Not surprisingly, this was now the single biggest issue reported at the Summit.

➢ The 2014 report went on to identify community development strategies, prefacing the section with, *"In every business retention and attraction effort, as well as workforce recruitment efforts, efforts are fruitless if there isn't an appealing location with the proper infrastructure and amenities. Community*

development is an unending task that is best implemented at the municipal level but if left unattended, infrastructure and assets deteriorate rapidly and have a cascading effect communitywide."

It seems the downtown Antigo area has followed this path of deterioration and cascading effects, directly impeding the ability to retain and recruit people and businesses to the area.

> ➤ The 2014 report continued with, "Attending to the housing stock in Langlade County is another community development activity that if left unattended will have far reaching ramifications. Blighted properties and lack of options for new workers will turn potential employees away from jobs or force them to live outside the county and commute."

This prediction of the consequences of blighted properties has come to fruition and was even observed at the Summit itself. Eleven of the community leaders in attendance served organizations based in Antigo. Seven of those 11 leaders have permanent residences outside of Antigo – only four live fulltime in the city. This also speaks to the cascading effect of deteriorating assets. When a place doesn't look inviting, people are not attracted – neither residents nor tourists. Attracting labor continues to be difficult. But when even the people who work here don't want to live here, there is an urgent problem requiring immediate attention.

Analysis of the information gained from the Summit leads to a short list of common, actionable issues:
1. **Increase the local labor pool.**
2. **Revitalize downtown Antigo.**
3. **Increase NTC enrollment.**

The approach and methods to accomplish these objectives are addressed further in the Focused Efforts – Recommendation/Path Forward section.

VISION

A clear vision of what Langlade County will be is critical to moving forward and addressing these issues in a focused way. A clear vision simplifies all the details, motivates people to move in the right direction, and aligns and coordinates actions of many different people – all needed for success. The group of Langlade County leaders assembled at the Summit discussed their views and vision of how they want Langlade County to be, which could be summarized like this:

Langlade County is a place people want to be. For residents it is a community they are proud to call home, work and raise happy and successful families. Residents place great pride and value upon the county's appearance and reputation to tourists; recognizing the potential to attract new businesses new workforce, and new families. To outsiders, it has a beautiful, peaceful and welcoming appearance – it's somewhere they want to stop to visit, shop, recreate, or recharge – away from the hectic pace.

This vision will certainly be refined over time, but is useful now in providing a beacon that can be used for decision-making. When long-standing debates or discussion might derail progress, a simple question – is this inline with the vision? – can eliminate months or years of painful discussion.

CORE VALUES

A discussion of the Langlade County community's "core values" took place during the summit. These community values are the non-negotiable core principles or standards that the community's citizens wish to maintain. They must be acknowledged, honored and constantly defended to ensure that change and development occur in accordance with these core principles and standards. (Attachment 2)

A list of possible values was provided, and others were added through discussion. Participants were asked to identify those they felt most closely represented Langlade county's core values. From the list, fifty-one responses were made:

8	Service to Others
5	Strong Work Ethic
4	Compassion
4	Patriotism
4	Passion
3	Loyal
3	Commitment to Each Other
3	Environmentalism - natural resources, protecting farm land
2	Commitment
2	Integrity and Ethical Values
2	Consistency
2	Good Humor
1	Dependability
1	Honesty
1	Spirit of Adventure
1	Positivity
1	Idealism
1	Respect
1	Education - the need for strong School District
1	Perseverance
1	Pride

Table 4 – Rank-ordered complete core value responses

CORE VALUES

8 Service to Others

5 Strong Work Ethic

4 Compassion

4 Patriotism

4 Passion

3 Loyal

3 Commitment to Each Other

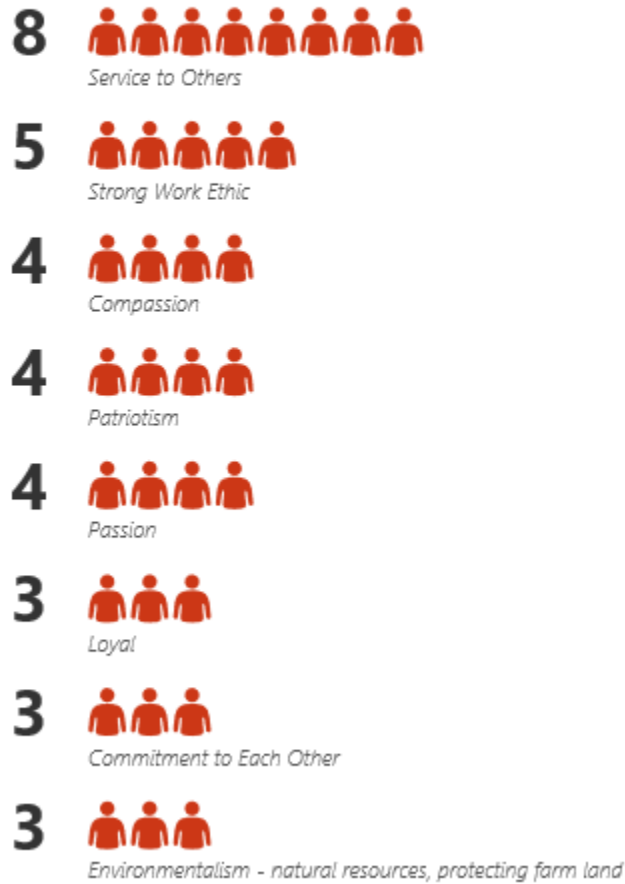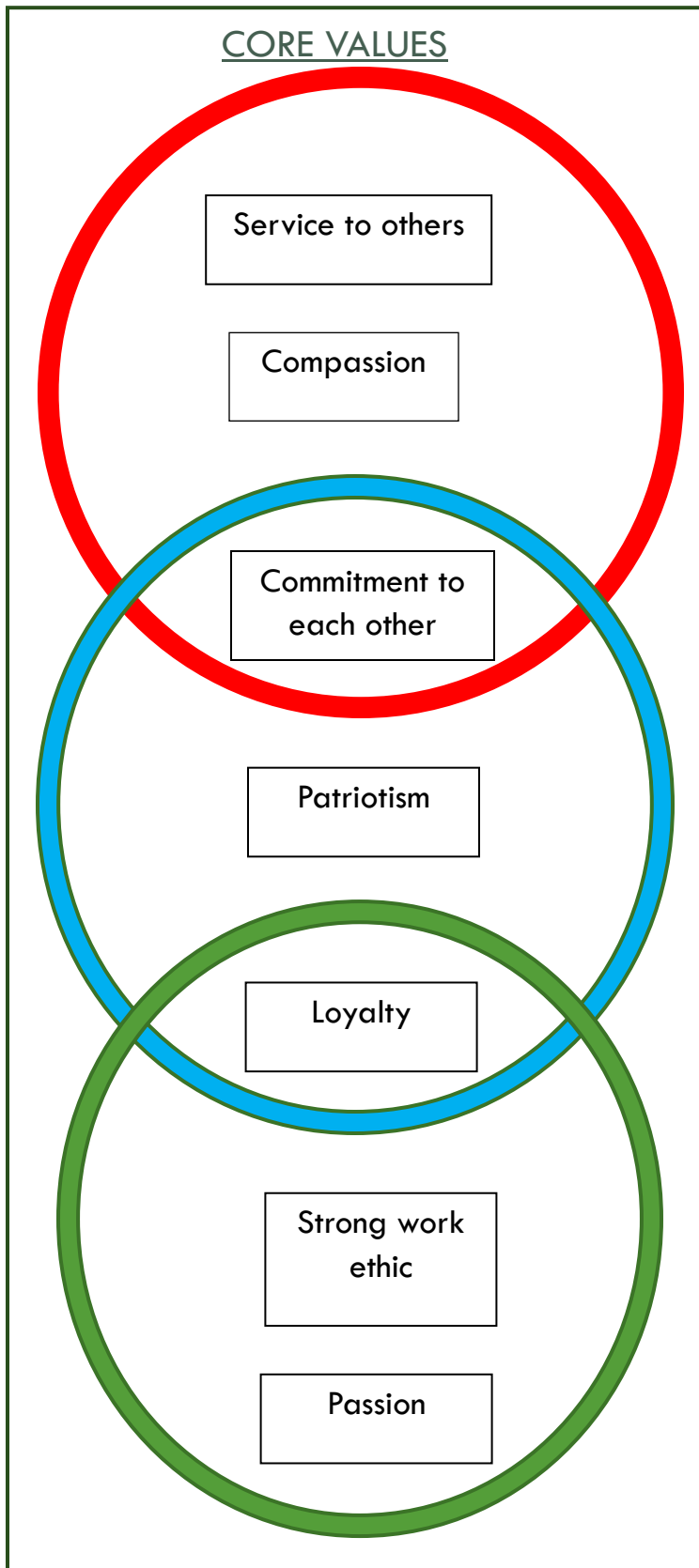3 Environmentalism - natural resources, protecting farm land

Table 5 - Core values receiving 3 or more votes

There are similarities between some of these core values. And for better understanding, looking at them another way can show groups of recurring themes. One such way is by the use of a Venn diagram. The core values in Table 6 are grouped into a Venn diagram. Each circle is a logical subset, with common elements of the sets being represented by the areas of overlap among the circles. Table 6 shows the grouped core values, and in the column to the right are ways each of the core values might be recognized or visible within the community.

CORE VALUES

Service to others

Compassion

Commitment to each other

Patriotism

Loyalty

Strong work ethic

Passion

VISIBLE IN THE COMMUNITY AS

Willingness to subordinate one's own needs for others

Empathetic – understanding of others

Binding together for collective strength

Demonstrated strength of character

Do what's needed

Won't quit!

Table 6 - Venn diagram of top Langlade County core values

This exercise reminded the group what principles Langlade County citizens wish to maintain. They must be recognized and honored during focused improvement efforts to ensure that change and development occur in accordance with these core principles and standards.

Focused efforts must therefore be both aligned with the vision for Langlade County, and be true to the community's core values.

FOCUSED EFFORTS – RECOMMENDATION/PATH FORWARD

The Summit analysis concluded with three common, actionable issues:

1. Increase the local labor pool.
2. Revitalize downtown Antigo.
3. Increase NTC enrollment.

This is the "What?"; the recommended path forward addresses the "How?". The how considers an approach to the improvement of these issues/topics, as well as sequence or dependencies between them. For example, it might make best sense to begin plans and efforts at downtown Antigo revitalization before commencing a campaign to attract labor to the area – since there will be a better story to tell.

Approach

The mission of the Langlade County Economic Development Corporation is to enhance the viability of existing businesses and recruitment of new enterprises to Langlade County, utilizing a structured, proactive approach. It has a fulltime staff and is supported by a Board of Directors representing both the community government and private business.

When the Summit was envisioned by LCEDC, it was for the purpose of forming a guiding coalition of Langlade County leaders to identify issues for the greatest good to the county. LCEDC will act as overall coordinator or project manager to oversee the development and execution of the identified improvement plans. LCEDC is also the conduit to many local, regional, and state organizations that will be involved for assistance and financial support.

The plan development and execution will be the product of project teams – staffed by community stakeholders. As a starting point, the guiding coalition that participated in the Summit will be asked to staff the teams. It is envisioned that additional community involvement will be critical and needed for success once the team needs and objectives are more clearly scoped in a project charter. In some cases, other organizations have begun similar efforts and their involvement will build upon good work already in place, expediting progress. Existing groups may be utilized as-is, for example the Destination Task Force, as duplication of effort will be avoided. Participation will be as inclusive as possible to maintain efficiency and effectiveness.

Once the teams have consensus and buy-in from key stakeholders, they will present project plans for approval to LCEDC Board, and then set about kicking off the projects. Initial recommendations follow:

Revitalize Downtown Antigo

A group of involved citizens does not have the authority or means to change downtown Antigo. But the team will be tasked to develop feasible options for the revitalization of downtown Antigo, for presentation to elected officials for decision-making. The plans will include:

> ➢ acknowledgement of current approved development plans,
> ➢ alternative options for space utilization,
> ➢ vacant storefront handling,
> ➢ proposed enhancements,
> ➢ preliminary cost estimates,
> ➢ time-phased approach,
> ➢ alternative funding mechanisms, and
> ➢ a decision-making model to facilitate progress

Increase NTC Enrollment/Strengthen Strategic Partnership

The NTC Enrollment team will work with NTC to augment and support their enrollment objectives. Objectives may include tying NTC more closely to the schools which feed their enrollment, more closely to the industries requiring the workforce they produce, and more fully implementing INSPIRE.

Increase Labor Pool

The Labor Pool team will work to make Langlade County a more attractive site for outsiders to move to and market the existing assets more effectively. This may include coordinating marketing budgets across organizations for efficiency and effectiveness, continuing or augmenting the current Destination Taskforce, educating youth in Langlade County about the many advantages and assets we have, utilizing strategies from existing reports, and other ideas developed by the team.

As decisions are made and actions begun to revitalize downtown Antigo, this Labor Pool project will likely leverage and market those actions as evidence this area is serious about economic development. In this way, labor marketing will play off progress in other areas to attract people to Langlade County.

Implementation Timeline

<u>ACTION</u>	<u>DATE</u>
This report will be distributed / available publicly	September 2018
Feedback and inputs incorporated into plans	October 2018
Initial team members identified	October 2018
Project charters developed by teams (scope, timing, objectives, etc.)	November 2018
Project charters approved and projects kicked-off	January 2019

312 Forrest Avenue | Antigo, WI 54409 | 715.623.5123   www.langladecounty.org

March 26, 2018

Invitee's Name
Invitee's Title
Business Name
Address
City, WI 54409

RE: 2018 Langlade County Economic Development Strategic Planning Summit

Dear Invitee's Name,

I'm writing today to invite you to attend and participate in the first Langlade County Economic Development(ED) Strategic Planning Summit on June 6, 2018. As a leader in our community, your input is vital to our collective success.

Summit Purpose

Approximately 20 leaders from our most concentrated industries and government will convene to share information, for mutual awareness of the various entities' ED plans. The overall purpose is to improve the efficiency and effectiveness of those efforts.

Desired Outcomes

- Awareness of our community's collective ED plans is a first and vital step towards aligning and reinforcing similar efforts to improve overall effectiveness. Similarly, mismatches in objectives or timing can be revised or de-conflicted, saving scarce resources and improving efficiency.

- After the summit, analysis of the shared inputs will show with confidence our greatest mutual efforts and needs in the near-term. At that point, LCEDC will coordinate a focused ED effort into improving a single objective, or eliminating an obstacle, of great interest to many stakeholders.

- By aggregating ED goals and challenges after the summit, funding sources such as regional/state/federal agencies or non-governmental organizations can be more strongly leveraged. After the summit, LCEDC will have greater confidence and effectiveness in "Speaking for Langlade County" with these agencies about Langlade County's collective needs – governmental, business and community.

- Finally, with good data and a summit report in hand, we will have another tool for aiding public understanding and support needed to achieve our goals, as the community at large will better understand ED objectives and plans.

Located in the Wood Technology Center of Excellence at NTC's Antigo Campus

Expectations of Participants

You may have participated in Business Retention and Expansion surveys in the past with LCEDC; this summit requests similar information from your organization. You and your fellow leaders will gather and <u>share your top two or three business development priorities/initiatives over the next one to two-year timeframe, and the challenges or hurdles that oppose those efforts</u>. The depth of details you share with the group is up to you.

In advance of the summit, I would ask you to <u>complete and return the 3-minute questionnaire attached,</u> for my use only. This will not be shared with the group, and will prepare me for the day's topics. If you should wish to show one or two slides during your time, please send them by email no later than mid-May.

Summit Logistics

The summit will convene from 8-11am, Wednesday, June 6, 2018 at the NTC campus at 312 Forrest Avenue in Antigo. More logistics details to follow.

<u>Your RSVP is requested by accepting or declining the email invitation by April 9, 2018,</u> or call 715-623-5123 with any further questions.

I look forward to seeing you on June 6th!

Sincerely,

Angie Close

Angie Close
Executive Director

Examples of Core Values

Core values are the fundamental beliefs of a person or organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. Core values also help companies to determine if they are on the right path and fulfilling their goals by creating an unwavering guide. There are many different types of core values in the world, depending upon the context.

Core Values About Life

Often, when you hear someone discuss why they fell in love with their other half, they will mention that they have the same values. In this case, they are often talking about core values, or internal beliefs that dictate how life should be lived.

Some examples of core values people might have about life include the following:

- A belief, or lack thereof, in God or an affiliation with a religious/spiritual institution
- A belief in being a good steward of resources and in exercising frugality
- A belief that family is of fundamental importance
- A belief that honesty is always the best policy and that trust has to be earned
- A belief in maintaining a healthy work/life balance

Parents also try to instill these types of positive core values in children in an effort to give them guiding principles for living a good life.

Of course, core values aren't always positive. Some people may be driven by self-interest or greed, and these are core values, too, if they dictate the way the people live their lives. Negative core values can also develop when people live in fear or insecurity and are forced to focus on survival in difficult circumstances.

Some examples of negative core values include the following:

- A belief that the world is a fundamentally brutal place and that only the strong survive
- A belief that people are powerless to change their fates or personal situations
- A belief that you don't deserve good things or relationships in life
- A belief that other people are fundamentally untrustworthy and unloving
- A belief that life is meaningless

Corporate Core Values

Companies can have core values as well. These are the guiding principles that help to define how the corporation should behave in business and perhaps beyond, if they have an additional mission to serve the community. Core values are usually expressed in the corporation's mission statement.

Some examples of core values for a company include:

- A commitment to sustainability and to acting in an environmentally friendly way. Companies like Patagonia and Ben & Jerry's have environmental sustainability as a core value.
- A commitment to innovation and excellence. Apple Computer is perhaps best known for having a commitment to innovation as a core value. This is embodied by their "Think Different" motto.
- A commitment to doing good for the whole. Google, for example, believes in making a great search engine and building a great company without being evil.
- A commitment to helping those less fortunate. TOMS shoe company gives away a pair of shoes to a needy person for every pair it sells in an effort to alleviate poverty and make life better for others.
- A commitment to building strong communities. Shell oil company donates millions of dollars to the University of Texas to improve student education and to match employee charitable donations.

As you can see, often the core values that companies have are similar to those that individuals might choose as guiding principles as well.

What Are Community Values?

Community values are the non-negotiable core principles or standards that the **community's** citizens wish to maintain. They must be acknowledged, honored and constantly defended to ensure that change and development occur in accordance with these core principles and standards

Identifying Core Values

While some people or organizations might expressly share their core values, often the best way to identify these values is to watch how they behave. For example, a tobacco company that emphasizes profits over public health acts in a way that is not consistent with a stated core value of caring for others. No company will advertise negative core values, of course, but you can judge what really lies at the heart of a business' mission by examining how they act when it counts. A core value is only true if it has an active influence and if the people or company manage to live by it, at least most of the time.

It's also important to remember that individuals don't necessarily choose their core values. Many people have these values instilled in them by the way their parents and community raise them. You may already live by strong core values without realizing it. To get a sense of what your core values are, ask yourself what activities bring you the most joy, or what you couldn't live without. What gives your life meaning or what do you want to achieve? If you can articulate those answers, you'll likely see a pattern that you can boil down into a single concept, such as a consistently positive attitude or using your creativity to make the world a better place.

Some Types of Core Values

There are countless types of core values, as you can see, so you will need to choose the ones that are right for you or your organization. It's natural to want to choose a long list of core values in an effort to be the best you can be, but limiting your selection to two or three helps you focus on your mission in life without becoming distracted.

Here are some examples of core values from which you may wish to choose:

- Dependability
- Strong work ethic
- Loyalty
- Accountability
- Commitment
- Integrity and ethical values
- Open-mindedness
- Consistency
- Honesty
- Efficiency
- Innovation
- Creativity and risk-taking
- Good humor
- Compassion
- Spirit of adventure
- Motivation
- Positivity
- Optimism
- Idealism
- Passion
- Respect
- Fitness
- Courage
- Education
- Perseverance
- Patriotism
- Service to others
- Commitment to each other
- Environmentalism

"Examples of Core Values." YourDictionary, n.d. Web. 03 June 2018.
<http://examples.yourdictionary.com/examples-of-core-values.html >.