

## GOVERNOR'S INTRODUCTION

When this administration began, our immediate priority was economic recovery ... bringing Oregon back from the depths of the last recession. We saw important headway in 1987 and 1988, as a resurgent, confident economy expanded by 94,000 jobs. We are now working to sustain this comeback, and extend its reach to all quarters of the state.

In that task we face an even bigger job: building statewide capacity for long-term, well managed growth, and taking a competitive role in the growing global economy. We are clear about what we want: well-paying, productive jobs for Oregonians, providing an economic base that enriches all aspects of Oregon life.

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Reshaping the Oregon economy raises important questions. What values do we preserve? What strengths do we lead from? What investments are required? What are the trade-offs? How can we make the best use of our talents and resources?

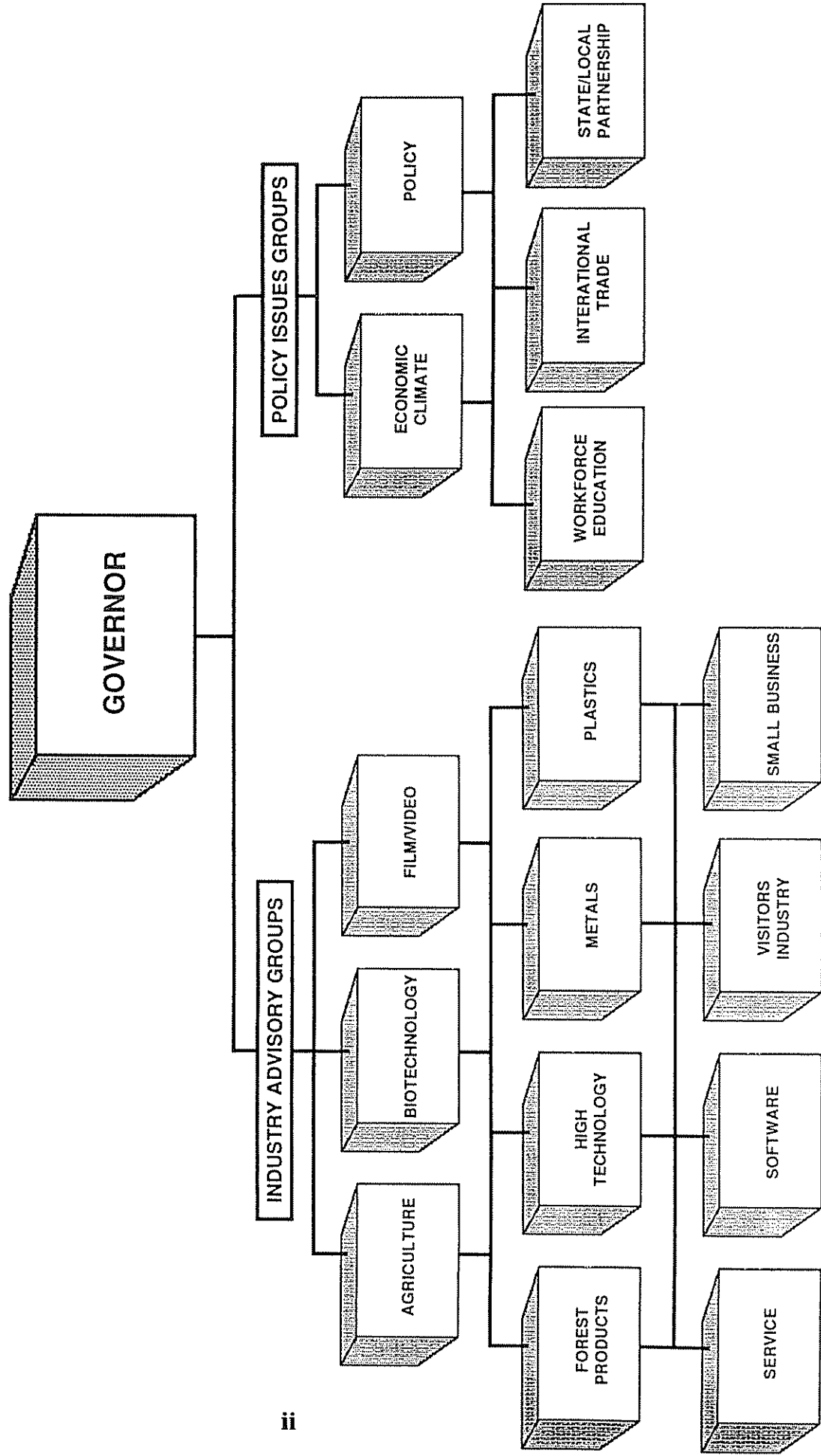
To address these issues, I asked leaders from all sectors of Oregon business and civic life to help plan a strategy for Oregon's development the next two decades. Their recommendations are reflected in this plan.

### **The Strategic Planning Effort**

We launched the planning effort in June 1988 with the formation of 16 committees composed of business, labor, education, and government leaders. They had a single charge: examine and recommend how Oregon should shape its economic future.

The committees were organized to approach their task from two broad perspectives. One group of committees was formed to represent a cross-section of the state's major or rapidly growing industries. Committees in this group were asked to review the competitiveness of Oregon as a place to do business and to identify actions related both to the overall economic climate of the state and those directly tied to the specific industry which would improve Oregon's competitiveness. A second group of committees was formed to examine policy issues that effect economic performance across all industries. These policy committees included education and work force, international trade, state and local partnerships, economic climate, and general strategy. (Figure 1 describes the organization.)

Figure 1. Strategic Planning Organization.



The committee members, about 180 altogether, labored through the summer and into the fall in producing their reports. Those reports form the framework for this plan, which has been shaped at the Economic Development Department and my office.

### **How This Plan Is Organized**

This plan is divided into three parts. Part I projects a vision for the Oregon we would like to achieve in the coming two decades. It summarizes three strategic initiatives to achieve that vision as well as additional measures important to our development. Part II describes those initiatives in greater detail and suggests steps to move us forward on each. Part III summarizes a vision and strategy for the development of the ten industries that participated in this process and proposes further steps for strengthening partnerships between Oregon industries and other institutions.

### **Where We Go From Here**

This document concludes what is only the first phase of the strategic planning process. There are three steps we must take from here.

First, the State must go to work on the specific actions recommended in this plan. As the plan indicates, a number of measures are already under way. Second, we must engage all of Oregon's sectors in a partnership for progress. To compete in a global economy, businesses, labor, government, educators, and citizen groups must work together. As part of this effort, I am asking the Economic Development Department and other appropriate State agencies to assist various State commissions and others concerned about Oregon's future to focus on the issues raised in these pages. For example, I am asking that those commissions overseeing Oregon's social service and education systems look hard at whether we are taking the steps necessary to build the work force needed to drive a productive economy in the future. I am also asking the commissions overseeing environmental, resource management, and infrastructure issues to assure that the state can grow while protecting one of our key advantages, our quality of life.

Finally, I am asking for the creation of the Oregon Development Board, which will help guide Oregon into the next century. To build a future to which we all aspire, Oregonians and their institutions must work together to define

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a vision, spell out directions to achieve that vision, and then pursue those directions on a sustained basis. The Oregon Development Board will serve as the long-term caretaker of Oregon's strategic vision, identify key activities that need to be undertaken, and then measure our progress over the next several decades. One of

the Board's first tasks will be to submit this document for broad review and discussion so Oregonians can refine and modify the vision, ratify key initiatives, and identify and act upon the hundreds of steps that will be needed to build Oregon over the next two decades.

Perhaps the most central conclusion reached in this strategic planning process is that Oregonians themselves will shape what this state will be like 20 years from now. We Oregonians have the tools -- our schools and social service institutions, our management of infrastructure, our regulatory and tax policies, and most important, our collective energy -- to make an enormous difference in the future of this state. We face tough choices and trade-offs, and the directions we do pursue will require hard work over a sustained period of time.

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Yet if we do our job well, Oregon may achieve what most regions of this country only dream of -- a prosperous economy amid a rewarding quality of life sustained by sound public services and a healthy natural environment. If we ignore the work we need to do and the investments we need to make, Oregon could easily drift into the next century with a low paid work force unprepared for new technology and international competition, with deteriorating infrastructure and public services, and with the congestion and gridlock that now plague other regions.

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The choices are ours and they must be made soon. I am confident that Oregonians will choose to invest in the future.

Neil Goldschmidt  
Governor