

1. SUMMARY

This strategic plan asserts our capacity and will to shape and manage our economic destiny. It springs from an attainable vision for Oregon's development over the next two decades, and it draws a blueprint for the work we have to do to achieve that vision.

This plan envisions a vital, industrious Oregon that shines in all spheres of life. It envisions diverse businesses that provide quality jobs for Oregonians. It envisions Oregonians who have the knowledge and skills to perform those jobs well. It foresees safe, livable communities with quality facilities and services, and an environment that is clean and unspoiled. The Oregon we foresee will remain a uniquely wonderful place to live, rich in quality of life and opportunity.

KEY STRATEGIC INITIATIVES

In order to build an advanced economy that provides well paying jobs to the maximum number of our citizens, Oregon should distinguish itself in three ways:

- **A Superior Work Force.** Invest in Oregonians to build a work force that is measurably the most competent in America by the year 2000, and equal to any in the world by 2010. In order to provide a work force that will drive and support the advanced industrial and service economy we envision for Oregon, we must challenge and enlist the state's social service and education institutions to serve competitive economic objectives. We must nurture the development of our young children, prepare our young adults to enter a skilled and globally-oriented work force, and provide continuing education to our workers and managers to stay abreast of changing markets and technologies.

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- **An Attractive Quality of Life.** Maintain Oregon's natural environment and uncongested quality of life to attract the people and firms that will drive an advanced economy. Oregon's quality of life is a major competitive advantage, attracting people and advanced industrial firms. We must take special care to preserve those environmental qualities as we grow, or risk losing our most important comparative advantages.

- **An International Frame of Mind.** Create an international orientation in Oregon's business and cultural life that distinguishes Oregonians as unusually adept in global commerce. We must increase Oregonians' knowledge of international opportunities through foreign culture and language education in schools, and through creation of cultural and professional exchanges and internationally focused institutes.

These initiatives will distinguish *Oregonians as a people* who are unusually capable of working in an advanced economy and *Oregon as a place* where the environment and quality of life is preserved and enhanced as the state grows. These initiatives should position us well in building a stronger, more diversified economy.

Support Initiatives

In addition, we must accept the challenge facing every state, to provide the elements of an economic climate conducive to business growth. We can do this by concentrating on three supportive initiatives:

- **Form Institutional Partnerships.** In order to establish a framework for a productive, competitive Oregon, build partnerships among groups who have traditionally operated independently of each other, or, at worst, antagonistically toward one another: business, labor, government, education, and environmental groups. Accomplishments of such partnerships will range from the efficient transfer of ideas between universities and businesses to improved labor-management relations.
- **Invest in Public Facilities and Services.** We must invest in facilities which directly affect business operations and costs, including roads, ports, and utilities, and in services which enhance the quality of the human environment, including schools, police and fire protection, and parks.
- **Contain Costs of Business.** State programs and policies can substantially affect the competitiveness of industries. In Oregon, we still have work to do on a number of cost-cutting issues, including workers compensation rates, unemployment insurance, and energy rates.

We propose creation of an Oregon Development Board to see that these initiatives are implemented. The board, appointed and chaired by the Governor, would guide and amend this strategy over the long term, cut across institutional barriers and inspire cooperation among various sectors, measure the degree to which initiatives recommended in this plan are achieved by those responsible, and report to the Legislature and the Oregon people each biennium on progress toward Oregon's strategic goals.