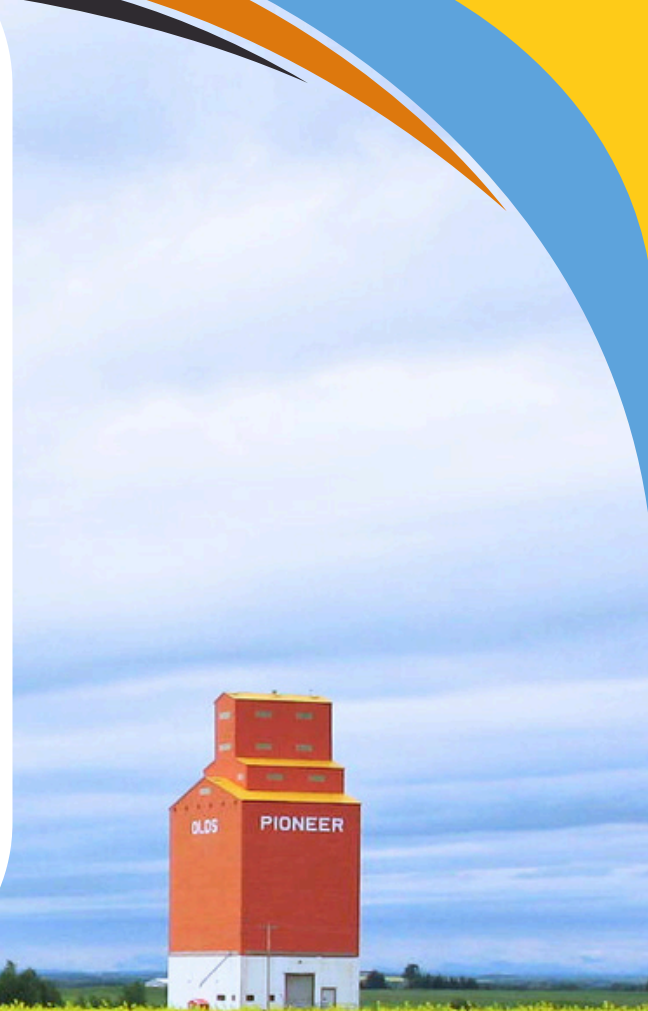




ECONOMIC DEVELOPMENT STRATEGY

2026 - 2031



www.investolds.ca



INTRODUCTION

Olds is an agricultural community, a college Town, a commercial hub, and great place to call home. Shaped by more than a century of farming, agri-business, and applied agricultural education, Olds has built a reputation that reaches well beyond its borders. At the same time, Olds is evolving. Technology, trades, retail, health care, and industrial investment are all part of the community's economic story, and together they represent the path to a stronger, more resilient local economy. This strategy offers clear direction to grow the tax base, attract investment, support local businesses, and secure long-term financial sustainability for the community.

Olds' success rests on strengths that few communities can replicate. Olds College has anchored the community for more than a century, driving innovation in agriculture, applied research, and workforce development. Large annual agriculture events have established Olds and the surrounding region as a destination for agricultural knowledge and commerce. The Town also benefits from a strategic location as a transportation and logistics hub, growing interest in energy and natural resource investment, and a business community that spans retail, health care, and skilled trades. These assets do not exist in silos. They reinforce one another and together make Olds a compelling place to invest, work, and build a business.

Long-term sustainability for Olds depends on growing the tax base through increased economic activity, particularly in commercial and industrial sectors. While residential growth is important, it often brings service costs that offset any new tax dollars. Commercial and industrial development generates stronger net fiscal returns, job creation, and reinvestment capacity. Meeting the Town's financial goals requires a deliberate focus on attracting and retaining businesses that deepen the non-residential side of our assessment base.

This strategy builds on years of research and planning, including the BREWD (Business Retention, Expansion, and Workforce Development) regional economic analysis, the Industry Cluster Analysis, the Town's Housing Strategy, and the Commercial Gap Analysis. This strategy translates this evidence into clear targets, coordinated actions, and shared accountability across the organization. Economic development in Olds is not confined to a single department. It is shaped by how the Town plans land, delivers services, invests in infrastructure, supports businesses, and presents itself every day. The sections that follow outline the priorities, roles, and performance measures needed to move from intent to action.



VISION AND COMMITMENTS

Vision Statement

Olds is open for business, grounded in agriculture, driven by innovation, and built for growth.

Responsibility to Reconciliation

Reconciliation and economic development are increasingly understood as inseparable at the national and provincial level. The Government of Alberta has recognized Indigenous economic participation as a strategic priority, and the broader success of Alberta's economy is increasingly tied to the full and meaningful inclusion of Indigenous peoples in its growth. Communities like Olds benefit from a stronger provincial and national economy, and that strength depends in part on closing the economic gaps that reconciliation seeks to address. This strategy is developed with an awareness of that broader context and a commitment to economic growth that is inclusive in its outlook.

The Town of Olds is located within Treaty 7 territory, the traditional lands of the Blackfoot Confederacy, including the Siksika, Piikani, and Kainai Nations, as well as the Tsuut'ina Nation and the Stoney Nakoda Nations of Bearspaw, Chiniki, and Wesley First Nations. We also acknowledge the Metis Nation of Alberta, Region 3.

Sustainability as an Economic Responsibility

A thriving local economy and a healthy environment are not competing priorities. Communities that invest in sustainable land use, energy efficiency, and environmental stewardship are increasingly attractive to the businesses, workers, and investors who will drive the next generation of economic growth. Olds is well-positioned to contribute to this shift. Our agricultural heritage reflects a long-standing relationship with the land, and emerging opportunities in bioenergy, agri-tech, and renewable energy align naturally with both our economic strengths and our responsibility to future generations. As this strategy is implemented, environmental sustainability will be considered alongside economic opportunity, not as a constraint on growth, but as a condition of it.

STRATEGIC FOUNDATION



This Economic Development Strategy builds on a strong foundation of research, engagement, and planning already completed by the Town of Olds and its partners. Over the past three years, the Town has invested in understanding local housing needs, commercial market gaps, and broader regional economic trends through multiple studies and surveys. Below is a summary of the key efforts that form the evidence base for this strategy.

BREWD Regional Strategy

The BREWD (Business Retention, Expansion, and Workforce Development) survey and analysis gathered input from residents, businesses, and regional partners to identify strengths, challenges, and opportunities for economic growth across the region. Key findings for Olds include strong regional recognition of its educational assets, central location, and agricultural base, alongside concerns about workforce attraction, business retention, and competition from larger centres. The report emphasized the value of collaboration between municipalities and the need for coordinated marketing and investment attraction strategies.

BREWD Community Summary Report (Olds)

In addition to the BREWD Regional Strategy report, seven BREWD Community Data Summary Reports were also developed to provide a comparison of individual community data against the regional dataset. This report allows each partner community to understand how it aligns with, or differs from, the larger region and identify projects to spur growth within its local business community.

Town of Olds Corporate Plan

The Town's Corporate Plan provides the internal strategic and operational context for this Economic Development Strategy. It establishes Council's priorities against organizational capacity, our financial framework, and performance measures required to support economic development activity. While not a research document, the Corporate Plan ensures this strategy is aligned with Council direction and grounded in the Town's operational and financial realities.

2025 Housing Needs Assessment

This assessment quantified current and future housing demand in Olds based on demographic trends, market activity, and household income levels. It identified shortages in rental housing, attainable ownership options, and housing suitable for seniors and smaller households. The report also recognized the unique impact of Olds College's student population, which increases housing demand by approximately 30% beyond the permanent resident base. Projections show continued pressure on affordability and availability without new development.

Town of Olds Housing Strategy

Building on the Housing Needs Assessment, the Housing Strategy sets out a roadmap for addressing gaps in the housing market through targeted policies, partnerships, and incentives. Priorities include diversifying housing types, encouraging infill development, supporting purpose-built rental construction, and aligning municipal processes to reduce barriers for developers. The strategy emphasizes the role of the private sector in delivering housing and calls for proactive municipal action to ensure supply keeps pace with demand.

2024 Commercial Gap Analysis

This study examined Olds' existing retail and service offerings to identify unmet consumer demand and opportunities for business attraction. It found potential for additional dining, entertainment, and specialty retail, as well as service businesses catering to regional visitors and residents. The report noted that capturing more regional spending could strengthen Olds' commercial tax base, reduce leakage to larger centres, and improve community vibrancy.

Industry Competitive Advantage – Cluster Analysis

In 2024, Invest Olds conducted an industry cluster analysis for the Central Alberta region. Utilizing quantitative data to identify the best candidate(s) for cluster development, results suggest that the agriculture and food manufacturing industry (combined) is most likely for Central Alberta. Other promising industries were identified, including chemicals manufacturing, nursing and residential care facilities, and truck transportation. Additionally, some important industries that may be in decline were also identified.

The report recommends further research on the agriculture and food manufacturing industry to better understand the extent of the clustering that is currently occurring, and what gaps exist in the business ecosystem that may prevent the industry from reaching its full potential.

Alberta AI Data Centre Strategy

Released in December 2024, Alberta's Artificial Intelligence Data Centres Strategy targets up to \$100 billion in private investment by 2030, positioning the province as the premier North American destination for AI data centre development. The strategy commits to working closely with municipal governments to align local resources and accelerate project implementation. Industrial land availability, cold climate, proximate natural gas sources, and a business-friendly tax environment are the primary selection factors driving investment, all of which are assets Olds can credibly offer. While this sector is new and evolving rapidly, it represents a potential opportunity to strengthen our community's non-residential assessment base while supporting our local workforce and small businesses.

2026 Stakeholder and Community Engagement

As the strategy moved toward finalization in early 2026, the Town undertook a targeted round of engagement to confirm alignment between the research-informed direction and the priorities of key stakeholders and the broader community. Presentations were made to the Olds Chamber of Commerce, Uptowne Olds, local service clubs, Olds College leadership, and Mountain View County. The strategy also served as the featured theme of the May 2026 Coffee with Council event and an online survey was open from May 1 to May 25 where residents weighed in on the strategy's priorities. Feedback from across these sessions was broadly supportive of the strategy's direction. Residents and stakeholders confirmed housing, workforce development, and industrial growth as top priorities, and expressed strong support for building on Olds' agricultural identity and the assets of Olds College. This engagement reinforced rather than redirected the evidence base assembled over the previous two years, and provided confidence that the draft strategy reflects a realistic path forward for enhancing the economic future of Olds.



ECONOMIC TARGETS

The Town of Olds' Economic Development Strategy is anchored by five targets we seek to achieve or significantly advance by 2031:

01

Reach a 70/30 'Split' in our Assessment Base
(70% Residential / 30% Non-Residential)

Olds' current assessment base is approximately 80% residential and 20% non-residential. Increasing the share of non-residential assessment reduces the tax burden on homeowners and improves the Town's long-term fiscal position.

02

Increase taxable assessment to \$2.5 billion.

A larger tax base reduces pressure on existing taxpayers while funding the infrastructure and services needed for growth.

03

Add 620 new housing units

Expanding and diversifying our housing supply, we will bring in the workers to power our economy and the customers to help drive it.

04

Grow our population by 5%

Our goal is modest but steady population growth. This will help us preserve our small-town charm while re-establishing ourselves as a regional hub and powerhouse for education, ag-innovation, technology, and commerce.

05

Add 125,000 square feet of new
commercial space

Commercial and retail is evolving. Additional square footage is required to support our expanding economy and to adapt to the new generation of storefronts that will service our population & industry.

These targets are not the only goals of this Economic Development Strategy, but they represent the most important measures of our overall success.

SEVEN PILLARS OF OUR STRATEGY

Through focusing on the seven economic pillars outlined through the BREWD project, we will meet the targets of this strategy. These pillars are interdependent and may overlap at times, but each is focused on achieving the same outcomes.

PILLAR 1

INVESTMENT ATTRACTION

Promote Olds as an investment-ready community by marketing industrial, commercial and residential opportunities.

The Issue: To achieve long-term financial sustainability, Olds must attract new sources of investment and economic activity.

ACTIONS:

- Engage Industry
 - Engage industry leaders and service providers to identify investment opportunities and competitive advantages.
 - Establish an industry task force to develop a competitiveness strategy.
- Attract Industrial Development
 - Target key growth and emerging industries to attract investment.
 - Brand and promote the Southeast Industrial Park assets and natural resource sectors.
 - Key industries include but are not limited to Agri-Business, Agri-food, Oil and Gas, Artificial Intelligence (AI) Data Centres, Technology, Manufacturing, Bioenergy, Lithium, and Renewable Energy.
- Attract Commercial Development
 - Add 125,000 square feet of new commercial space by 2031.
 - Meet population growth projections in the Housing Strategy.
 - Develop a plan for the 27 West Lands.
 - Engage and attract Commercial Developers and Businesses.
- Market Olds to the World
 - Initiate both broad and targeted digital marketing campaigns showcasing Olds.
 - Increase event-based tourism to drive the local economy.
 - Communicate Olds' investment readiness to residents, visitors, and investors.

Retain and expand existing businesses, empower entrepreneurs, and build partnerships that strengthen the local economy.

The Issue: Olds' trade area includes an estimated 45,000–50,000 consumers, nearly five times the town's resident population, yet only about 29% of total retail spending is currently captured locally. This represents a significant and measurable opportunity for growth.

ACTIONS:

- Engage Business
 - Conduct regular business walks and targeted email campaigns
 - Host networking & information events for the business community.
 - Build collaborative relationship with the Chamber of Commerce and Uptowne Olds to strengthen coordination between the two organizations.
- Promote Business
 - Deliver proactive annual campaigns to listen to and engage with businesses, including:
 - Business walks and visits
 - Business advisory services
 - Training sessions
 - Promotional videos and reels
 - Create a brand for Olds that reflects our agricultural roots and celebrates our 'College Town' atmosphere, while positioning the community as a competitive hub for innovation and new technologies.
- Revitalize Uptowne Olds
 - Develop an Uptowne Olds Revitalization Plan to help enhance and beautify the Uptowne core.
 - Create and Action a Centennial Park Improvement Plan to enhance a key community asset.
- Attract Immigrant Entrepreneurs
 - Facilitate access to immigration entrepreneurship program.

PILLAR 3 INFRASTRUCTURE & RESOURCES ALIGNMENT

Olds is a prime location for growth in new industries, including Ag Tech, DataCentres, and Biofuels but infrastructure must be aligned to meet the needs of these emerging industries.

The Issue: Growth cannot occur without the infrastructure to support it. This pillar ensures Olds is serviced, powered, and ready for industrial investment.

ACTIONS:

- Engage Resource Providers
 - Identify and engage regional and provincial gas providers and power generators to understand future supply and co-generation opportunities.
- Identify Supply and Power Agreements
 - Identify process for securing accessible gas agreements for large-scale generation
 - Identify potential partnerships with power generators.
- Develop an Industrial Plan
 - Create a Southeast Industrial Park Business Plan
 - Market future Northeast Industrial Area for large-scale developers
- Brownfield Redevelopment
 - Develop a Brownfield Redevelopment Plan
 - Work with landowners to help spur development of underutilized properties.

PILLAR 4

ENABLE THE TOWN'S HOUSING STRATEGY

Support the development of diverse housing options to meet the needs of local employers, students, seniors, and future residents. This pillar aligns with the goals outlined in the Town of Olds Housing Strategy, BREWD Regional Strategy and 2024 Commercial Gap Analysis.

The Issue: A limited supply and lack of diverse housing are key barriers to attracting and retaining workers. This pillar focuses on aligning policy, partnerships, and development to ensure housing supply keeps pace with growth.

ACTIONS:

- Engage the Housing Industry
 - Connect landowners, developers and builders.
 - Engage local business and various community groups to collaborate on solutions.
- Attract Development
 - Promote available land for multi-unit residential development.
 - Market and develop the West Olds residential area.
 - Develop marketing tools that highlight key development opportunities.
 - Continue to streamline internal processes and regulations.
 - Leverage partnerships to streamline funding applications and advancement of projects.
- Diversify Our Housing Inventory
 - Incentivize diverse housing types
 - Encourage the development of affordable “missing-middle” housing
 - Revitalize Uptowne to attract mixed-use housing development.

PILLAR 5 ATTRACT, DEVELOP AND RETAIN WORKERS

Partner with training providers and employers to address skill gaps; to attract, train, and retain workers; and to improve relocation support for incoming workers.

The Issue: The 2025 BREWD survey found that nearly 1 in 10 employers identified a lack of housing as a barrier to staff recruitment. In addition, approximately 20% reported that potential workers were unwilling to relocate to the area, with housing availability and affordability cited as key factors.

ACTIONS:

- Engage Expert Advisement
 - Partner with training institutions, workforce service providers and employers to address workforce needs.
- Train Employers
 - Conduct multiple workplace culture enhancement training sessions.
- Support Employers
 - Develop a talent attraction website and other promotional tools.
 - Support retiring small business owners with succession planning.
- Retain Students
 - Encourage students to remain in Olds by supporting pathways for local workforce opportunities and entrepreneurship ventures.
- Attract Immigrant Workers
 - Connect business to immigrant workers to help address labour shortages.

PILLAR 6 INCREASE ACCESS TO FINANCIAL CAPITAL AND INVESTMENT

Improve access to financial capital by strengthening financial literacy and providing advisory support to businesses.

The Issue: Many businesses face barriers in accessing the capital needed to start, expand, or invest. This pillar focuses on improving financial literacy, strengthening connections to lenders, and unlocking investment to support local economic growth.

ACTIONS:

- Engage Financial Lenders
 - Engage and bring together banks, lending institutions, and venture capital experts to improve access to financing.
- Train Business
 - Provide business access to online and in-person training on how to access capital.
- Support Business Literacy
 - Provide business services to support the development of business plans, grant applications, and access to financing.
- Connect Business
 - Facilitate connections between businesses and lenders to streamline accessibility and increase investment

PILLAR 7 INNOVATION

Strengthen innovation by partnering with post-secondary institutions and industry experts to deliver programs for digital transformation.

The Issue: Innovation is essential to long-term economic competitiveness and diversification. This pillar strengthens partnerships and programs that support digital transformation and new ways of doing business.

ACTIONS:

- Engage Trainers and Experts
 - Work with post-secondary institutions and industry experts to build capacity for digital transformation.
- Build AI and Technology Capacity
 - Develop AI curriculum and host AI training workshops for business.
- Promote Digital Programs
 - Identify and promote available digital training, funding programs, and services available to help business build their digital literacy and capacity.

ROLES, RESPONSIBILITIES & INTERNAL ALIGNMENT



The Economic Development Strategy is not a stand-alone initiative. Its success depends on strong internal alignment across the Town organization, supported by effective leadership and reinforced through collaboration with community and regional partners. Economic development is shaped by attraction and marketing efforts, and how the Town plans, delivers services, maintains infrastructure, hosts events, and presents itself to investors, residents, and businesses.

Internal Alignment Across the Organization

Economic development outcomes are influenced by the collective actions of all departments. Together, they demonstrate Olds' readiness for growth, the efficiency of municipal processes, and the overall attractiveness of the community as a place to invest, work, and live. Internal alignment ensures that policies, operations, capital planning, and community initiatives consistently support the goals of this strategy.

This includes aligning land use planning with investment priorities, coordinating infrastructure delivery with growth opportunities, maximizing facility utilization, supporting event tourism, increasing public art, and ensuring that community services and protective services reinforce quality of life and public safety. A coordinated approach across departments strengthens Olds' reputation as a prepared, professional, and opportunity-ready community.

Town Council

Council provides political leadership by setting direction, approving policy, and ensuring decisions align with the Town's long-term vision. A consistent and united approach is critical to investor confidence. As the public face of the municipality, Council's professionalism and stability signal that Olds is a reliable place to invest and do business.

Senior Leadership

The CAO and senior leadership team ensure alignment between Council direction, departmental priorities, and day-to-day operations. They reinforce that economic development is a core corporate responsibility shared across the entire organization, and ensure staff have the resources, clarity, and authority needed to support investment and growth.

Planning and Development

Planning and Development plays a frontline role in shaping investor experience and development readiness. Clear communication, predictable timelines, and efficient processes help position Olds as business-friendly, while balancing economic growth with community expectations for sustainability, livability, and thoughtful design.

Invest Olds

Invest Olds leads business engagement, marketing, and investment attraction. As the primary connector between the Town and the business community, it promotes Olds' advantages, supports existing businesses, and attracts new opportunities through outreach, research, and relationship building. Invest Olds also works closely with internal departments to ensure investment opportunities are realistic, serviced, and aligned with municipal capacity.

Infrastructure Services

Infrastructure Services supports economic development by maintaining and expanding the systems that enable growth, including roads, water, wastewater, and stormwater infrastructure. Proactive capital planning and coordination with development activity demonstrate that Olds is prepared to support new residential, commercial, and industrial investment.

Protective Services

Protective Services support economic development by maintaining a safe, well-managed community. Fire Services provide emergency response, inspections, and prevention activities that protect property and reduce risk. The Royal Canadian Mounted Police and Municipal Enforcement contribute to public safety, bylaw compliance, and community standards, reinforcing confidence among businesses and residents.

External Partners

Regional collaboration is a deliberate operating principle of this strategy, not simply a courtesy extended to neighbours. No single municipality grows its economy in isolation, and Olds actively pursues coordinated action with its business community, educational institutions, neighbouring municipalities, and regional organizations as a core part of how this strategy gets implemented. The relationships Olds maintains with these partners are as important to long-term outcomes as any action taken within Town boundaries. While this strategy does not impose obligations on external partners, it is built on a recognition that sustained collaboration, where interests align, multiplies what any single partner could achieve alone.

Business Community

Local businesses, developers, and employers generate jobs, services, and tax assessment. Their role is to invest, innovate, and grow. The Town's role is to provide a stable municipal environment with reliable infrastructure and fair, efficient processes. Ongoing engagement and feedback help strengthen alignment between municipal actions and market needs. This includes key

Community Services

Community Services contributes directly to economic vitality through facility management, event tourism, and community programming. This includes maximizing facility utilization, supporting major community events, and managing assets such as Mountain View Power. Parks, recreation facilities, and community events enhance quality of life, attract visitors, and strengthen Olds' appeal to residents, employers, and investors alike.



Olds College and Educational Partners

Olds College of Agriculture and Technology is a cornerstone of the local economy and a key competitive advantage. Through applied research, innovation, and workforce development, the College supports industry growth and regional competitiveness. Collaboration with the Town and other educational partners including Chinook's Edge School Division and Red Deer Polytechnic helps align skills training with employer needs and long-term economic priorities.

Mountain View County

The Town and Mountain View County share both a boundary and an economic future. The Intermunicipal Development Plan provides a coordinated land use framework to support the long-term growth of both the Town and the County, and Mountain View County's representation on EDAC reflects a shared commitment to regional prosperity. The Town intends to build on this foundation, deepening collaboration on investment attraction, infrastructure planning, and economic development priorities where interests align. Coordinated action strengthens the competitive position of the entire region.

Community and Residents

Community support for local businesses and growth initiatives is a meaningful contributor to Olds' overall competitiveness. Residents who shop local, welcome new development, and participate in civic life help shape the conditions that make Olds an attractive place to invest. The progress this strategy aims to achieve by 2030 will be most durable when it reflects broad community ownership of the direction Olds is heading.

Central Alberta First

Central Alberta First (CAF) is a regional collaboration of businesses, municipalities, post-secondary institutions, and economic development organizations united around the goal of growing Central Alberta's economy. At the core of CAF's work is the BREWD initiative, one of the most comprehensive business engagement efforts ever undertaken in the region, grounded in direct input from hundreds of local businesses across multiple sectors. CAF operates as a lean, action-oriented partnership that translates regional data and business intelligence into concrete projects, including workforce development, supply chain competitiveness, trade acceleration, and investment attraction. Olds is a leader in the CAF partnership, and this Strategy is directly informed by the BREWD research and regional priorities that CAF has helped identify and continues to execute. CAF keeps Olds connected to partner communities across Central Alberta, ensuring local efforts are amplified rather than duplicated.



EXTERNAL ECONOMIC FACTORS

While the Town cannot control broader economic forces, their influence on Olds' economic success is significant. Understanding these external conditions helps the Town anticipate risks, recognize emerging opportunities, and adjust priorities over time. This section focuses on monitoring external economic signals that shape our local economic realities.

Macro Environment (National and Global)

Canada's economy is influenced by global trade, capital flows, and national policy decisions. Interest rates, inflation, tariffs, and exchange rates directly affect borrowing costs, business expansion, and consumer spending. Immigration and labour mobility influence workforce availability, while rapid technological change continues to reshape competitiveness across industries. Economic signals to monitor include:

- Bank of Canada interest rates
- Inflation and unemployment trends
- Canadian dollar exchange rate
- Immigration levels; population growth
- Investment in clean energy and digital infrastructure

Regional Environment (Western Canada & Central Alberta)

Alberta's economy remains sensitive to energy markets, with oil and gas price volatility influencing employment, investment, and government revenues. Agriculture continues to be a core driver in Central Alberta, with outcomes shaped by commodity prices and climate conditions. However, with the Government of Alberta signaling shifts toward emergent industries, such as lithium, artificial intelligence, and nuclear energy, it is important for the Town of Olds to engage and identify potential opportunities. Regional competitiveness is also influenced by infrastructure capacity and the alignment between workforce skills and industry demand. Economic signals to monitor include:

- West Texas Intermediate and Western Canada Select oil prices and rig counts
- Agricultural commodity prices and drought conditions
- Building permit values and industrial land absorption
- Municipal tax competitiveness
- Highway traffic volumes

Local Environment (Olds and Surrounding Area)

At the local level, population trends, housing availability, and the performance of key industries have a direct impact on Olds' growth potential. Quality of life, community amenities, and the overall business climate influence whether residents, employers, and investors choose to locate or remain in Olds. Economic signals to monitor include:

- Population growth and demographics
- Olds College enrollment
- Business licenses and commercial vacancy rates
- Housing starts, prices, and rental availability
- Utilization of facilities and community programs
- Local workforce size and retail activity

KEY PERFORMANCE INDICATORS

Performance measures are aligned with the strategy's five targets and track outcomes, not activity. They will be reviewed annually and refined as conditions change.

01 Tax Base Growth and Diversification

These measures track whether Olds is expanding and diversifying its tax base to improve long-term financial sustainability.

- 1.5% annual assessment increase from new growth
- 3% overall annual assessment increase (new growth plus inflation)
- 2% annual increase in new business licenses
- 5% annual increase in development permit values
- Annual industrial land serviced and absorbed

02 Housing and Population Growth

These measures track whether Olds is growing in a balanced way by adding housing supply, increasing choice, and attracting new residents.

- At least 124 annual housing starts, with increasing diversity in housing types
- 1.5% annual population growth

03 Commercial and Industrial Development

These measures track whether Olds is attracting new investment and maintaining a healthy market across key employment areas.

- Commercial and industrial building permit values are increasing
- Non-residential assessment growth is keeping pace relative to residential assessment growth
- Commercial vacancy rate holds steady or declines even as new commercial space comes online

Annual results across these indicators will naturally fluctuate. For example, single large project can significantly shift permit values or assessment figures in any given year, and broader economic conditions will also affect outcomes beyond the Town's direct control. For this reason, performance will be interpreted in the context of multi-year trends and presented to Council and the public with this context. The true measure of success is whether Olds is on a stronger trajectory by 2031 than it was in 2026.

LEARN MORE

As referenced throughout, there are several key studies, reports, and documents that help created the Town of Olds' first Economic Development Strategy. Below are the links to explore that information further.

- [BREWD Report](#)
- [BREWD Community Survey](#)
- [Industry Cluster Analysis](#)
- [2025 Commercial Gap Analysis](#)
- [2023 Housing Needs Assessment](#)
- [2025 Housing Needs Assessment](#)
- [Town of Olds Housing Strategy](#)
- [2026 Engagement Summary Report](#)