



CLEARVIEW  
TOWNSHIP

# Economic Development Strategic Plan

2026 - 2031





CLEARVIEW  
TOWNSHIP

## Economic Development Strategic Plan

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We recognize the First Nations, Metis and Inuit peoples of Canada as traditional stewards and caretakers of the land. We acknowledge that Clearview Township is located within the boundaries of Treaty 18, the traditional lands of the Anishinaabeg, Haudenosaunee, Tionontati, Wendat, and is the home of many First Nations, Metis, and Inuit peoples as part of an intricate nationhood that reaches across Turtle Island. At this time of truth and reconciliation, we welcome the opportunity to work together towards new understandings and new relationships and ask for guidance in all we do.





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## Executive Summary

Clearview Township, located in the Georgian Bay region of Simcoe County, borders the Town of Blue Mountains, Collingwood, and Wasaga Beach and is approximately 2 hours north of Toronto and 1 ½ hours to Toronto Pearson International Airport. The Township is mostly rural, supported by a strong agriculture sector. The rolling hills of the Niagara Escarpment runs along the western edge of the Township and offers picturesque 'clear views' that can be seen at many strategic vantage points. With a 2025 population of 16,036 (Manifold population estimate), it is defined by its twelve historic settlement areas, including Stayner, Creemore, New Lowell, Nottawa, Singhampton, Dunedin, Avening, Brentwood, Duntroon, Sunnidale Corners, Batteaux and Glen Huron.

The process for the development of the Strategic Plan began by understanding the economic and social situation in Clearview through a quantitative and qualitative analysis. Following the analysis, the process involved transitioning from ideas to actions beginning with the identification of key themes arising from the analysis. Stakeholders were then consulted again during a Working Session. Following this Working Session, Clearview staff helped to develop, revise and refine the final actions. Council has final approval authority in July 2026.

This comprehensive Strategic Plan will help to guide future decisions in economic development over the next five years.



A low-angle photograph of the Brentwood Community Centre, a brick building with a prominent gabled roof. The roof's eaves are lined with white horizontal siding. A small, square, white cupola sits atop the roof. The brickwork is a mix of red and brown tones. A small, arched window with a brick surround and a light fixture is positioned above the main sign. The sign itself is white with a decorative border and contains the building's name and history. Below the sign, two large, arched windows with white frames and brown trim are visible. The sky is filled with soft, white clouds, suggesting a bright day.

**BRENTWOOD  
COMMUNITY CENTRE**

Former Sunnidale Township  
• School Section #3 (1874-1965) •

# Goals and Actions

The following are the Economic Development actions that were created based on discussions with key stakeholders from the business community, local organizations, residents, Clearview Township staff and elected officials. The actions were developed to be doable and realistic based on the resources available. The following five goals are Clearview Township's areas of importance that will be focused on to move the economy forward over the next five years:



## Local economic development is about making a community a good place to invest.

There are foundational items that need to be in place to have an effective economic development program. It is important to have Township staff and elected officials on the same page regarding processes, policies and creating a welcoming business environment. The Township's ability to understand that business is crucial to the well-being of the community is essential and their opportunity to offer an environment to support and grow business.

The following actions are to be completed over the next five years.



## Goal 1: To Be Investment Ready

Clearview Township has an opportunity to become known as a municipality that is 'the best place to invest' and is willing to go the extra mile to be supportive for existing businesses, as well as welcoming to new investors. Strengthening relationships through open dialogue between the Township, local businesses, and organizations will help to support economic development initiatives, while better understanding the business community.

### Actions:

1. Develop a comprehensive list of businesses located in Clearview Township.
2. Establish and implement a formal Business Visitation Program.
3. Ensure that Economic Development is invited to participate in the Development Team to better understand the development processes and the issues facing investors to develop in Clearview Township.
4. Develop an inventory of employment lands that are for sale or lease.
5. Complete an inventory of available commercial and industrial buildings for sale or lease.
6. Build an updated and comprehensive investor focused economic development website.
7. Develop a Marketing Plan to communicate Clearview's investment opportunities.





## Goal 2: Celebrate the Agricultural Sector and Grow Clearview's Farming Community

Clearview Township's largest economic driver in the Township is agriculture. Increasing the on-farm business activities through farm diversification and agritourism will enhance the agriculture sector. The recent changes in the Township's zoning bylaw, especially as it applies to the farming community, is a step in the right direction.

As the population grows in and around Clearview Township, there is a need to better communicate the benefits of agriculture and what the farming population provides to the success of the community.

### Actions:

1. Produce an annual report to inform the public, residents, and elected officials on the impact of local agriculture and the importance of this sector to the local community.
2. Work with the agricultural community to develop informational signage to educate the public about what is locally grown and produced in Clearview Township.
3. Partner with the Township's Parks and Recreation Department to produce a Clearview Township-specific Farm Map, promoting local agricultural businesses and smaller farms.
4. Partner with Simcoe County and the South Georgian Bay Economic Development Teams to explore the feasibility of establishing an agri-food hub in Clearview Township.
5. Work with the Clerk's Department to ensure Economic Development staff are formally established as a member/staff liaison of the newly formed Clearview Township Agricultural Committee.
6. Engage with Public Works Department to develop a program to educate the public on sharing the road with farm equipment, specifically, but also potentially all-terrain vehicles (ATVs), cyclists, et cetera.





**Farmers' Market**

**EST. 1997**

## Goal 3: Develop Vibrant, Walkable and Connected Communities.

Clearview Township is defined by its twelve communities. These include the urban settlement areas of Stayner and Creemore, the community settlement areas of New Lowell and Nottawa, and the rural settlement areas of Singhampton, Dunedin, Avening, Brentwood, Duntroon, Sunnidale Corners, Batteaux, and Glen Huron.

By strengthening connections among these communities and investing in vibrant, walkable downtowns, the Township can further enhance these important assets.

### Actions:

1. Tie the communities together on a year-round basis, by marketing (i.e., hyperlinks for each community that takes the visitor/resident to information on the community), and providing opportunities for visitors and residents to see and do (i.e., public art pieces, culinary tourism) that will further enhance and strengthen all the communities across the Township.
2. Explore the opportunity to work with the Chamber of Commerce to produce the Clearview Restaurant Guide/Map.

**Stayner:** As the largest community in Clearview Township, Stayner currently has the most potential for growth and the opportunity to attract new business. With a highway that goes through downtown Stayner, the traffic is significant enough that pedestrians feel it is uncomfortable to walk. There is an opportunity to create a more walkable downtown, resulting in a place where people want to visit and support local business.

### Actions:

1. Work with the business community to explore the idea of establishing a Stayner Business Improvement Area (BIA) that encompasses downtown Stayner and is inclusive of other contiguous commercial areas within the community.
2. Support a pedestrian-friendly streetscape strategy/initiative to provide a safe and enjoyable place to walk and shop (could include benches, streetlamps, trees, park space, crosswalks, banners, flowers, reducing traffic, improved parking, etc.).
3. Collaborate with the Stayner business community to create short-term opportunities to encourage people to get out of their cars in downtown and visit the local shops. (i.e., public art, historical walking tour, unique window displays, pop up shops, etc.).



4. Relook at the Downtown Revitalization Plan and Program and develop an action plan to implement the Plan over the next five to ten years.

**Creemore:** Well-known as a destination with a strong BIA that invests in their downtown. With the development of a streetscape plan in process, and a renowned reputation, Creemore BIA requires greater support from the Township.

### **Actions:**

1. Develop a Memorandum of Understanding (MOU) between the Township and the Creemore BIA to ensure policies are in place to support the needs of the BIA that are outside of the BIAs purview. (i.e., event support, maintenance, etc.)





## Goal 4: Build on Clearview Township's Tourism Product that Aligns with Simcoe County and Clearview Township Tourism Strategies

With a great deal of emphasis on tourism in the region, and two tourism strategies in place for both Simcoe County and Clearview Township, the Clearview Economic Development Strategic Plan aligns with, but does not duplicate, these strategies.

Clearview competes with the neighbouring communities of The Town of Blue Mountains, Collingwood and Wasaga Beach. Clearview Township has tourism assets that include unique events (like the Small Halls Festival), the Niagara Escarpment—which runs along the west side of the Township offering rolling hills and superb views—and farmland, offering agritourism experiences.

With its proximity to the Greater Toronto Area there is opportunity for Clearview to refine and grow its unique tourism product and to complement the strong tourism sector that is already established in Simcoe County.

### Actions:

1. Promote alignment between tourism and economic development and ensure each Economic Development newsletter (delivered quarterly) includes a dedicated tourism update.
2. Work with the Parks and Recreation Department to develop a wayfinding signage program, as an extension of the existing Clearview Township signage program, to make it easier for visitors and residents to navigate to local attractions.
3. Establish a stronger relationship between Economic Development and the Parks and Recreation Department to better market the unique events and festivals that Clearview Township has to offer.

The following actions are priorities as identified in the Tourism Strategies.

1. Establish a Tourism Roundtable made up of Clearview Township tourism stakeholders that meet on an ongoing basis to discuss tourism opportunities, challenges, and directions.
2. Improve the opportunities for overnight stays by encouraging niche accommodations to invest in the Township.
3. Define and develop the structure and oversight of a Municipal Accommodations Tax (MAT) Program.





## Goal 5: Supporting Business to Help Grow and Diversify the Economy

As the population, along with industrial and commercial investment, continues to grow outside of Clearview, this draws residents to work and shop outside of the township. Clearview Township would benefit from having a more diversified economy, offering good paying jobs that allow residents to work within their community. With designated industrial areas located in Creemore, New Lowell, Stayner and Sunnidale Corners there is opportunity for further industrial investment. Having settlement areas with main streets and commercial cores can provide opportunities for improving commercial investment that support the growing population.

### Actions:

#### 1. Support the needs of business:

- a) Develop a customized sell sheet based on each individual and unique investment inquiry that includes Clearview's value proposition.
- b) Create a quick reference guide to educate businesses/investors on the steps that need to be completed throughout the development process, at a high level (e.g., applications, fees, timelines, bylaws and regulations, and a single point of contact for the project or task at hand).
- c) Develop a series of sector roundtables to engage industry stakeholders on a consistent (i.e., quarterly) basis. Use these roundtables to better understand ongoing issues on a sectoral basis and allow for a two-way stream of communication.
- d) Refresh the Township-wide Community Improvement Plan (CIP) and market the Plan to the business community.

#### 2. Develop a Film Program:

- a) Develop a film policy for Clearview to streamline the approvals process and support filming that takes place in the Township.

#### 3. Work with Entrepreneurs:

- a) Develop an inventory of commercial kitchens and promote this inventory to entrepreneurs interested in starting or growing food micro businesses.

#### 4. Address the Labour Shortage



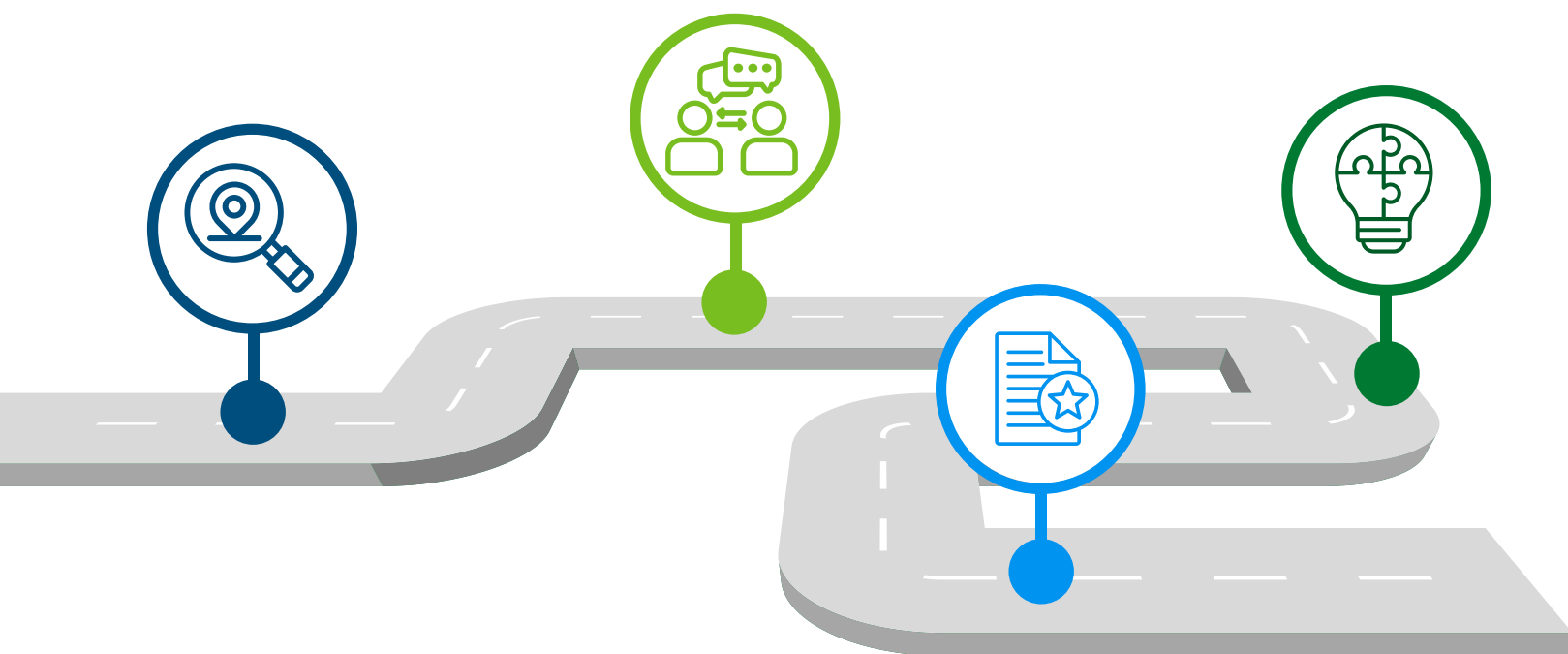
- a) Partner with local organizations such as the regional Employment Ontario, Employ Next, and Simcoe Muskoka Skillforce, to explore opportunities to support both employers and job seekers.
- b) Work with partners such as the Regional Employment Office and neighbouring municipalities to identify and implement workforce development opportunities (i.e., job fairs).
- c) Be aware of the opportunities (i.e., grants) available for affordable housing and communicate those opportunities with relevant Township departments.





## Process Followed

The Strategic Plan was developed beginning in February 2026 through to June 2026. Throughout the process there was considerable opportunity for input from the public, in-depth statistical analyses, a review of past strategic Township and surrounding municipal documents, and discussions and verification of the actions and analysis within this final document. The process undertaken ensured that the actions and content are reflective of the spirit of Clearview Township's stakeholders, with final approval from staff and elected officials.



# Discover

## Current Status Review



## Step 1: Discover

### Current Status Review

To begin the process, an in-depth review of the current situation in Clearview Township was undertaken, to gain an understanding of the history of the municipality and the Township's economic profile. The development of a Community and Situational Analysis, a document review, an Industrial and Employment Land Review, and Informal Investment Readiness Assessment helped to establish a better understanding of the township's current position.

### Document Review

A document review was conducted to understand the local climate and economic realities impacting Clearview. This review included local documents, Simcoe County plans and strategies, and development strategies related to tourism and other departments. It allowed for a better understanding of the findings from the project's quantitative data analysis and qualitative conversations with local stakeholders.



## Community and Situational Analysis

Clearview's Community and Situational Analysis began with an overview of the township's population, providing a snapshot of local demographics and identifying potential areas of opportunity. This was complemented by an assessment of housing and income levels to evaluate overall livability. The analysis also examined the local labour force and broader economy, including business counts, participation rates, employment and sales by industry, and sector-specific export and supply chain activity. Finally, it highlighted key community assets, emphasizing the township's quality of life and social service offerings. The Community and Situational Analysis is available upon request from the Township offices.





## Step 2: Define

### Stakeholder Engagement

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The consultation process employed a comprehensive approach to ensure broad community representation, meaningful engagement, and input grounded in a statistically reliable sample. Participants included stakeholders from the business, cultural, and tourism sectors, local organizations, as well as Township staff and elected officials.

Engagement activities consisted of stakeholder interviews, an online community survey, and focus groups with representation from small business, agriculture, industry/manufacturing, tourism and downtown. Discussions were guided by five open-ended questions designed to capture perspectives on Clearview's economic vision and future direction.

In addition, a staff priority-setting session was held with Township staff to identify internal constraints, assess capacity, and explore opportunities within the organization.



**The consultation process included one-on-one phone interviews, an online survey, and in-person focus groups.**



## SCOAR® Analysis



Once the background research and initial consultations were completed, the ‘developing’ process began with a summation of the findings of the initial consultations and data analysis, presented through a Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®) Analysis. The SCOAR® was used as the fundamental basis to determine the three themes and can be found in **Appendix One**.

## Working Session

Following the initial consultation phase, community stakeholders participated in a three-hour working session to review key findings and begin developing practical, achievable actions. Attendees included representatives from local businesses, residents, community and regional organizations, representatives from Clearview’s villages and rural areas, as well as Township staff and elected officials.

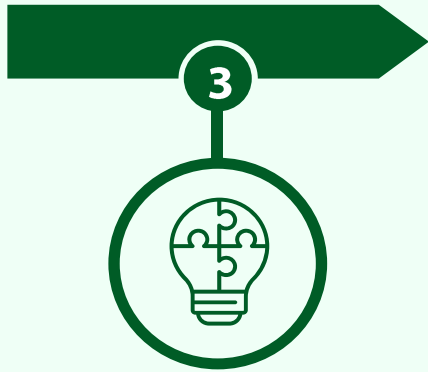
The Strategic Working Session provided a forum to generate a preliminary set of strategic actions that would serve as the foundation of the Strategic Plan.

Staff confirmed a set of themes reflecting the Township’s current context and future needs, which guided the session discussions. These themes were informed by earlier stakeholder engagement and supported by background research including the strategic document review and Community and Situational Analysis.



## Develop

### Strategic Development & Implementation



## Step 3: Develop

### Strategic Development and Implementation

#### Strategic Directions and Action Planning Session

Following the completion of the external consultation process, a draft set of strategic priority actions was developed for review. To ensure alignment with Clearview's vision and community aspirations, a virtual strategic planning session was held with Economic Development staff. This session further refined the actions and confirmed staff capacity and readiness to implement them.

#### Implementation Plan

An Implementation Plan was delivered to Economic Development staff as an internal, "living" document outlining each action in detail, including lead roles, partners, financial considerations, and timelines. It will serve as a working tool to guide the development of staff workplans over the next five years.

## Deliver

### Present the Results



## Step 4: Deliver

### Present the Results

The Economic Development Strategic Plan was presented to Clearview Township Council in July 2026 for approval.







## Appendix One: SCOAR® Analysis



The SCOAR® is McSweeney & Associates' proprietary, in-depth assessment of the current environment, incorporating statistical analysis of the local economy, regional competitiveness, trends and forecasts, investment readiness, and a structured review of strengths, weaknesses, and opportunities.

It synthesizes findings from both quantitative background research and qualitative stakeholder engagement, such as interviews, the online survey, and focus groups conducted as part of the Clearview Township Economic Development Strategic Plan process.

The qualitative component involved consultations with representatives from local businesses, community and regional organizations, Township staff, elected officials, and residents.



## Strengths

**The People:** Tight-knit community, spirit of volunteerism, family-friendly atmosphere, and small-town friendliness where businesses and residents support each other.

**The Location:** Central location within Simcoe County in close proximity to Georgian Bay, with strong transportation links and access to population centres (Collingwood, Wasaga Beach, Barrie, The Town of Blue Mountains, and the Greater Toronto Area)

**The “Views”:** Named Clearview Township due to the impressive “clear views” of nearby mountains, the township is home to spectacular natural vistas and a host of land along the Niagara Escarpment.

**The Municipality:** Municipal staff have a good reputation for working with local businesses, residents, and supporting the needs of locals.

**The Community:** Small town quality of life with a “shop local-first” culture and is host to an authentic, independent retail experience.

**The Outdoor Tourism Assets:** Four-season destination, supported by trails (including a portion of the Bruce Trail and the Barrie-Collingwood Rail Trail) for hiking and biking, parks, rivers, golf courses, campgrounds, beaches and Nordic and downhill ski areas.

**The Region:** Clearview Township works collaboratively with Simcoe County, Grey County and surrounding communities (Wasaga Beach, Collingwood, The Town of Blue Mountains) on regional initiatives.

**The Population Growth:** The Township and surrounding area are growing, which comes with risks and opportunities, but is overall a strength for economic development.

**The Farm Community:** Clearview Township is Collingwood and Wasaga’s ‘garden’ offering farmers’ markets, 20 farm-gate/roadside markets supporting local farmers and makers.

**The Arts, Culture and Heritage:** Small Halls Festival, Creemore Springs Copper Kettle Festival, Agricultural Fair, Purple Hills Lavendar Festival, Route Champlain, North America’s smallest jail, along with geocaching, history tours, live music and theatre.

**The Architecture:** Award winning architecture (Clearview Public Library), historic main street buildings, architectural designed residences (Clearview Chalet, Hilltop House).

**The Business Community:** Two industrial parks (Stayner and New Lowell), exceptional businesses (Reinhart, Creemore Springs Brewery, two cannabis producers, etc.) and a large home-based business sector to build on.



## Challenges

- **Unwillingness to change** and lack of clear understanding as to how Clearview wants to grow in the future.
- **Maintaining sustainable population growth** in Clearview, while surrounding communities of Collingwood, Wasaga, CFB Borden are growing and could adversely affect Clearview.
- **Inadequate or lack of infrastructure** including poor road conditions, aging or insufficient downtown infrastructure, broadband and cell coverage, public transportation, water and limited servicing.
- **Lack of overnight accommodation** limiting the Township's ability to fully capture tourism-related economic benefits.
- **Difficult to attract and retain workforce** due to the small population of working age (ages 20-54) residents, lack of public transportation, and affordable/available housing.
- **Clearview Township "brand" not readily recognized** by residents and visitors, although there is recognition of towns and villages (i.e., Creemore, Stayner, New Lowell).
- **Downtown Stayner is currently experiencing** vacant storefronts, truck traffic, limited shopping/dining options, lack of "vibrancy" and pedestrian friendly attributes.
- **Limited housing options** (90% are single detached houses). High median and average dwelling values compared to provincial figures may lead to affordability challenges for those with lower incomes.
- **Limited shovel ready employment lands and buildings available** to attract and grow business.
- **No significant year-round attraction/destination in Stayner** to draw people into the downtown.
- **Concern about losing the small town feel** due to anticipated population growth.
- **Lacking a multi-use recreation facility** that could help to attract sports tourism opportunities.
- **Fear of becoming a bedroom community** with little focus on economic development.
- **Maintaining the farming community and ensuring that their needs are met** to allow them to continue to support their livelihood.
- **Excessive traffic that drives through Clearview doesn't stop** and causes frustration for local businesses and residents.
- **New Costco opening in Wasaga Beach** could negatively impact the retailers in Clearview.
- **Limited public transportation** options throughout the Township.
- **Competition from larger communities** like Collingwood, Wasaga Beach and Barrie offer more amenities making these locations more attractive places to live.
- **288-hectares of agricultural land being removed from production** due to the establishment of a new Department of National Defense radar site.



## Opportunities

- **Continuing to revitalize mainstreets** to attract and retain businesses, increase visitation and support local residents.
- **Continuing to support the agricultural sector** to ensure that it remains a viable and strong sector.
- **Encouraging multi-day tourism offerings** to keep visitors in the area longer and to increase visitor spending.
- **Diversifying business mix** through business retention, growth and attraction.
- **Increasing the diversity of dwelling types** to support workforce attraction, population growth, and overall business viability.
- **Continuing to grow collaboration between the municipality and local businesses** with a business first attitude, stronger communication, proactive engagement, and partnerships.
- **Creating a stronger voice and better promoting Clearview Township**, its brand and what it has to offer.
- **Supporting and growing economic sectors** aligned with the skilled labour base in trades and technical fields found in the Township.
- **Providing places to develop industrial uses** through reallocation of existing employment lands from Creemore to Stayner.
- **Focusing on Stayner as an employment hub** within Clearview Township.
- **The expansion of CFB Borden** will require off-base housing and services.
- **Expanding overnight accommodation**, including, for example, short-term rentals, boutique hotels, and campgrounds.
- **Supporting and growing agriculture** through farm diversification while working together to understand their needs and accommodate their requirements.
- **Creating a sustainable environment** that supports business.
- **Leveraging Simcoe County's filming program** to attract the film industry to Clearview.
- **Expanding the cycling opportunities** and connecting with neighbouring communities.
- **Creating a 'one window approach' to the development process** including planning and building permits.
- **Continuing to recognize the importance of conservation and stewardship** to maintain a healthy environment.



## Aspirations

Clearview Township will:

- maintain the small-town feel, be a community where residents can live, work, and spend locally while accessing a full range of services and amenities without travelling to neighbouring municipalities.
- have vibrant, walkable community cores that promote active transportation with revitalized main streets, local shops, cultural spaces, recreation facilities, and public gathering areas that attract residents, visitors, and young entrepreneurs.
- have an economy that will remain centred on agriculture, manufacturing, entrepreneurship and tourism, while seeing growth in year-round employment.
- become a top-tier rural destination, with an identifiable brand.
- have a broader mix of businesses that include agri-food processing, farm-based enterprises, eco-tourism, outdoor recreation, small manufacturing, digital/remote work hubs, and expanded health-care services.
- have a strong and stable workforce with higher paying jobs.
- have housing options that support all ages and incomes, paired with improved mobility connections to regional job markets.
- focus on infrastructure, local jobs, sustainable business, affordability, and establish Clearview as a community and municipality that supports young entrepreneurs and future business owners.
- have healthy, sustainable growth that protect farmland and natural assets while supporting compact, mixed-use settlement areas.
- have modern infrastructure that supports economic growth including reliable broadband, and transportation networks that support business growth.

## Results

Clearview Township will be an innovative community that celebrates its history, people and natural landscape, while maintaining its “clear views”. As a whole community it will develop a diversified economy, maintain its agricultural roots, and support and grow local business and entrepreneurs.





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