
Village of Cremona Viability Review

Mid-Review Public Information Session
March 25, 2026

Ross Zimmermann
Dee Deveau
Ken Allan



Objectives



What is a viability review?



What have we heard from you?



What have we learned?



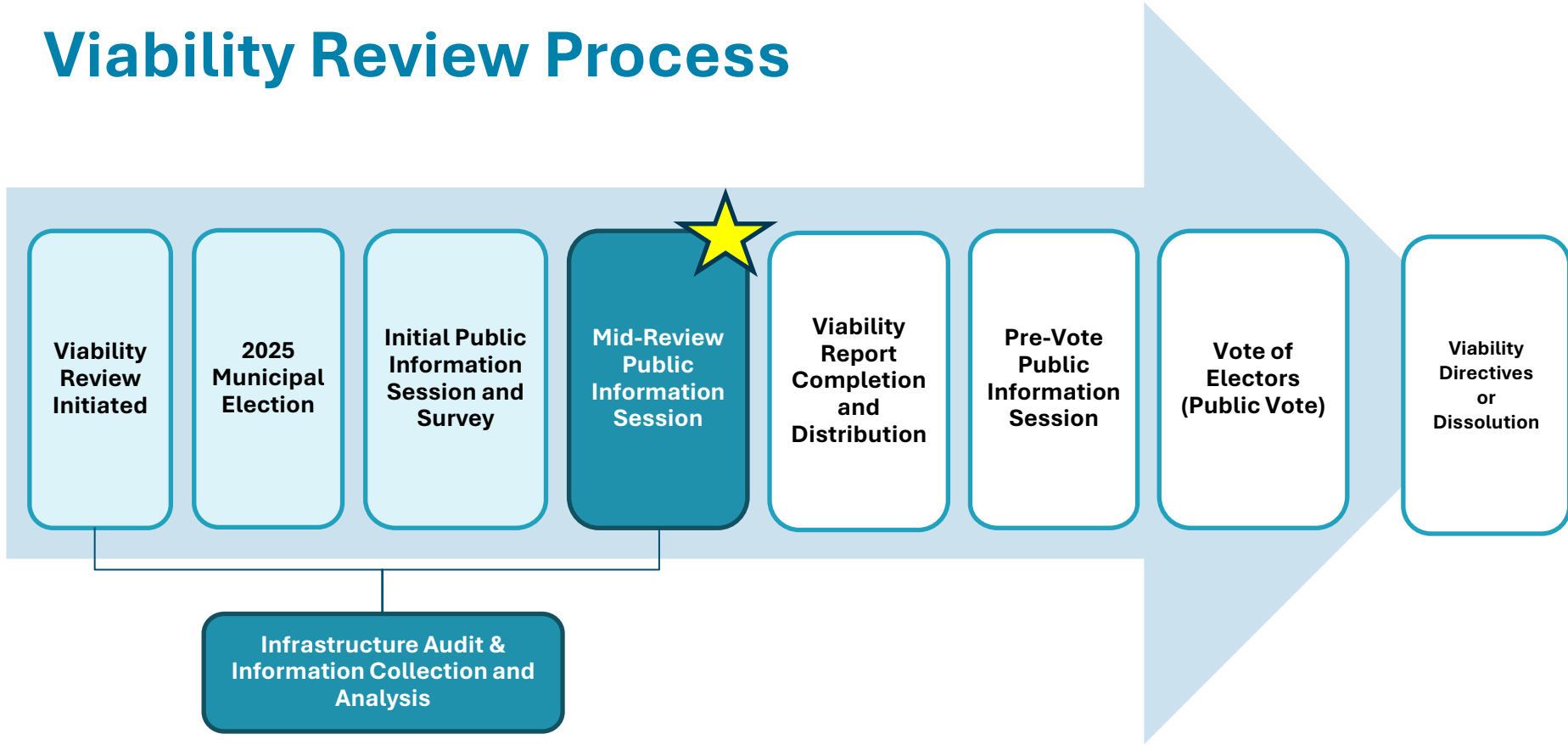
What are the next steps?

What is a viability review?

- Objective review of the village
- Focuses on:
 - Community
 - Government
 - Administration
 - Finances
 - Infrastructure
 - Services
- Vote on the question:
 - Remain and make changes
 - Dissolve



Viability Review Process



What have we heard from you?

Initial Public Information Session

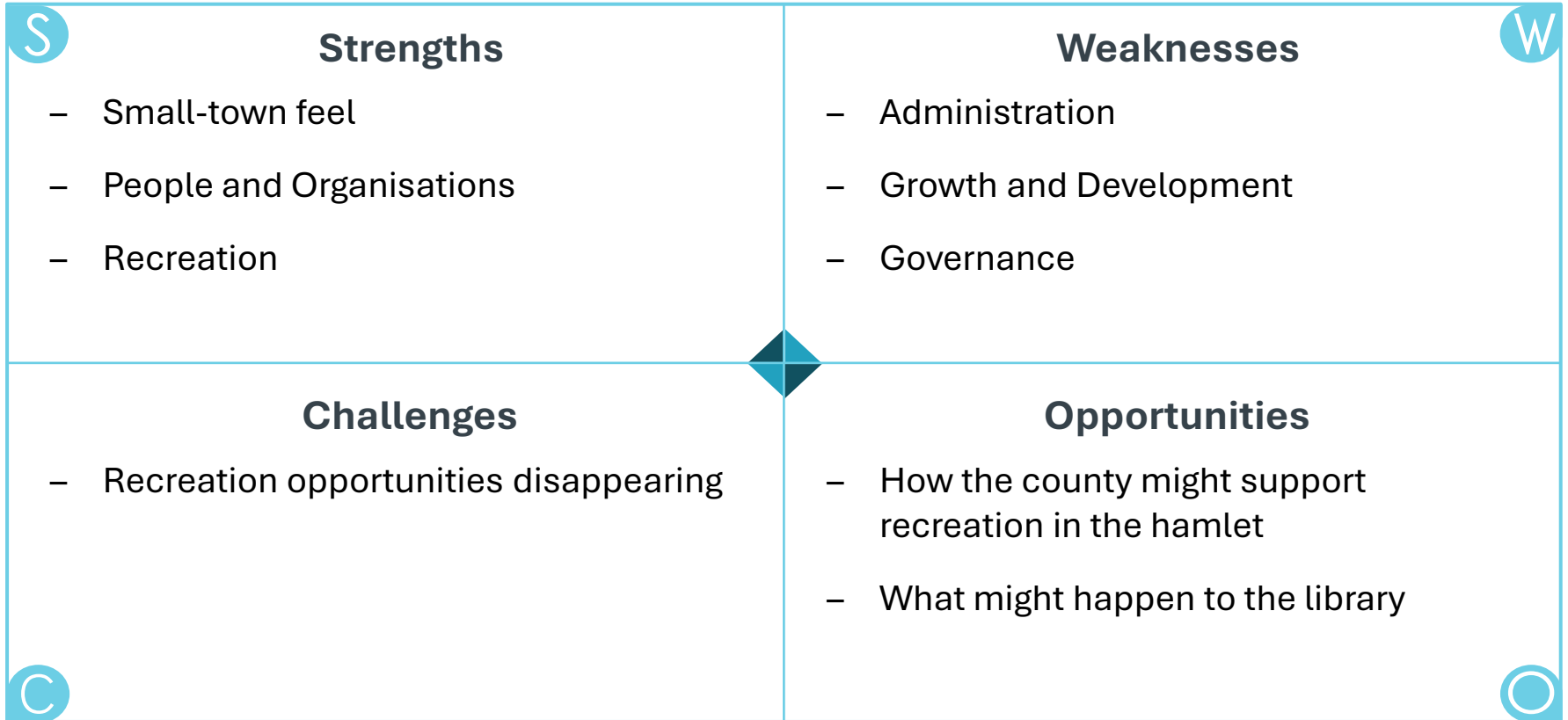
- November 19, 2025

Community Survey

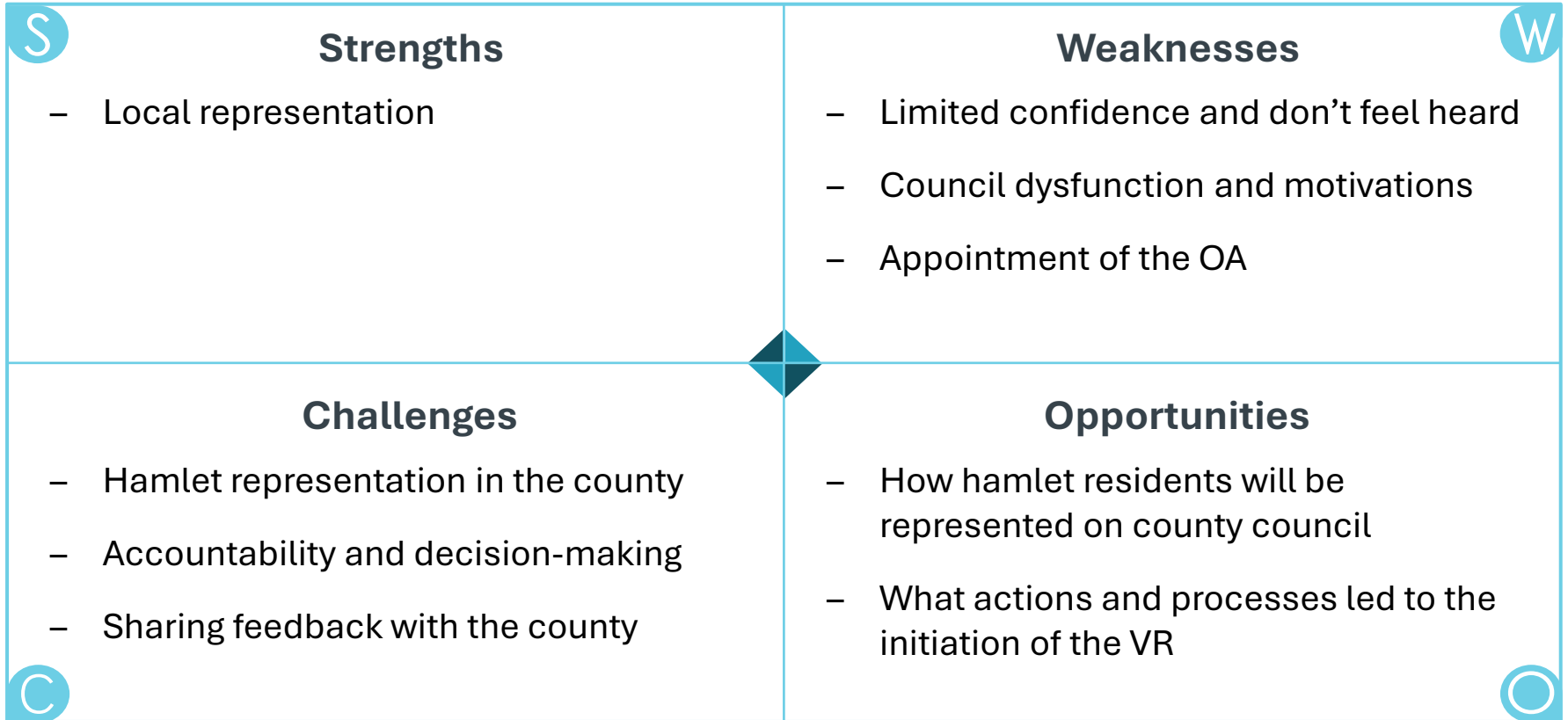
- Oct. 25, 2025 to Jan. 5, 2026



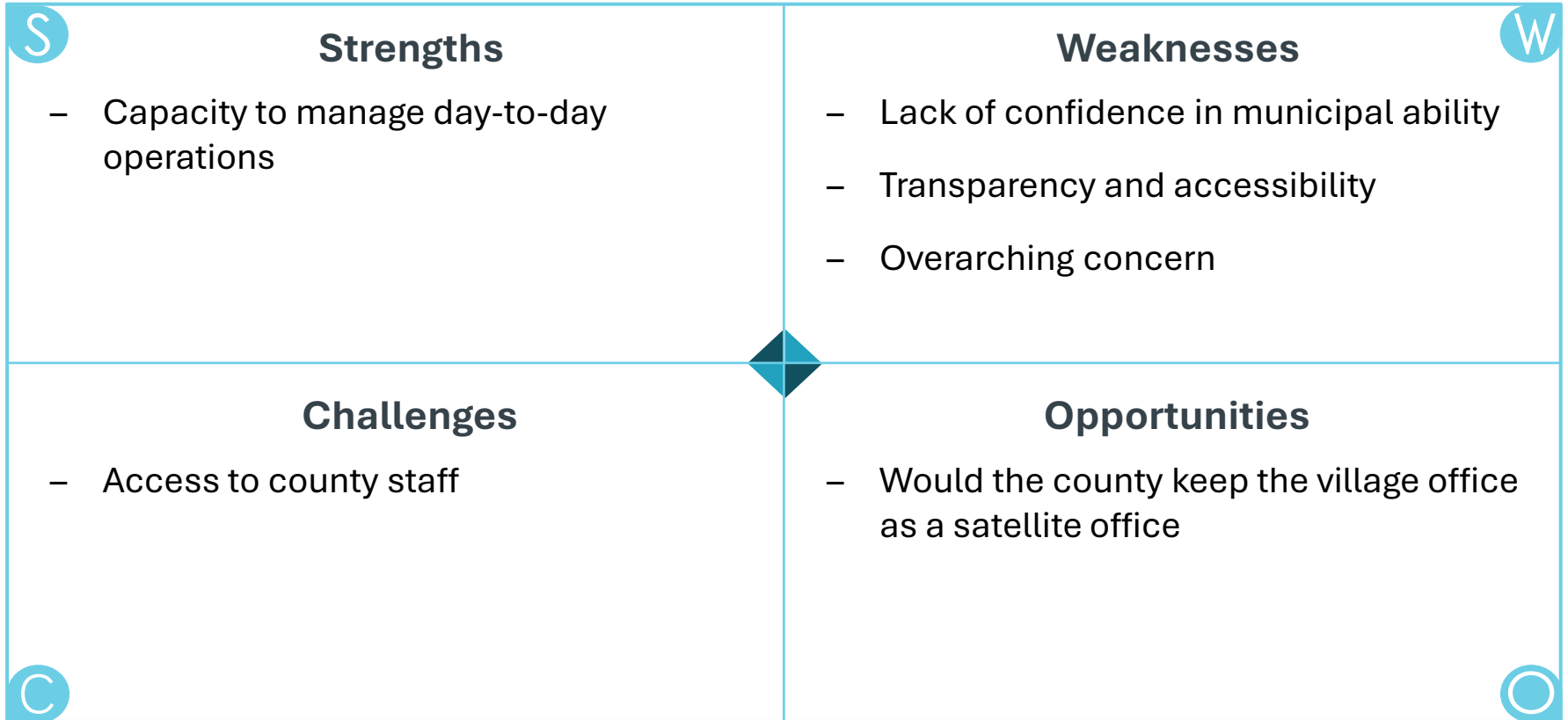
Community – Identity and Recreation



Governance – Council Perspectives



Administration – CAO and Staff



Finances – Taxation

S

Strengths

- Strong municipal finances

W

Weaknesses

- Property taxes
- High mill rate for level and types of service
- Limited financial transparency

Challenges

- Changes to property tax

Opportunities

- How would property tax rates compare between the village and county
- Would the county impose additional taxes for hamlet-specific projects and services

C

O

Infrastructure – Physical Assets

S

Strengths

- Infrastructure audit

W

Weaknesses

- Does not meet the needs of the community
- Poor road and water infrastructure
- Underprioritised projects

Challenges

- Affect on hamlet infrastructure
- Day-to-day public works and repairs
- County selling assets

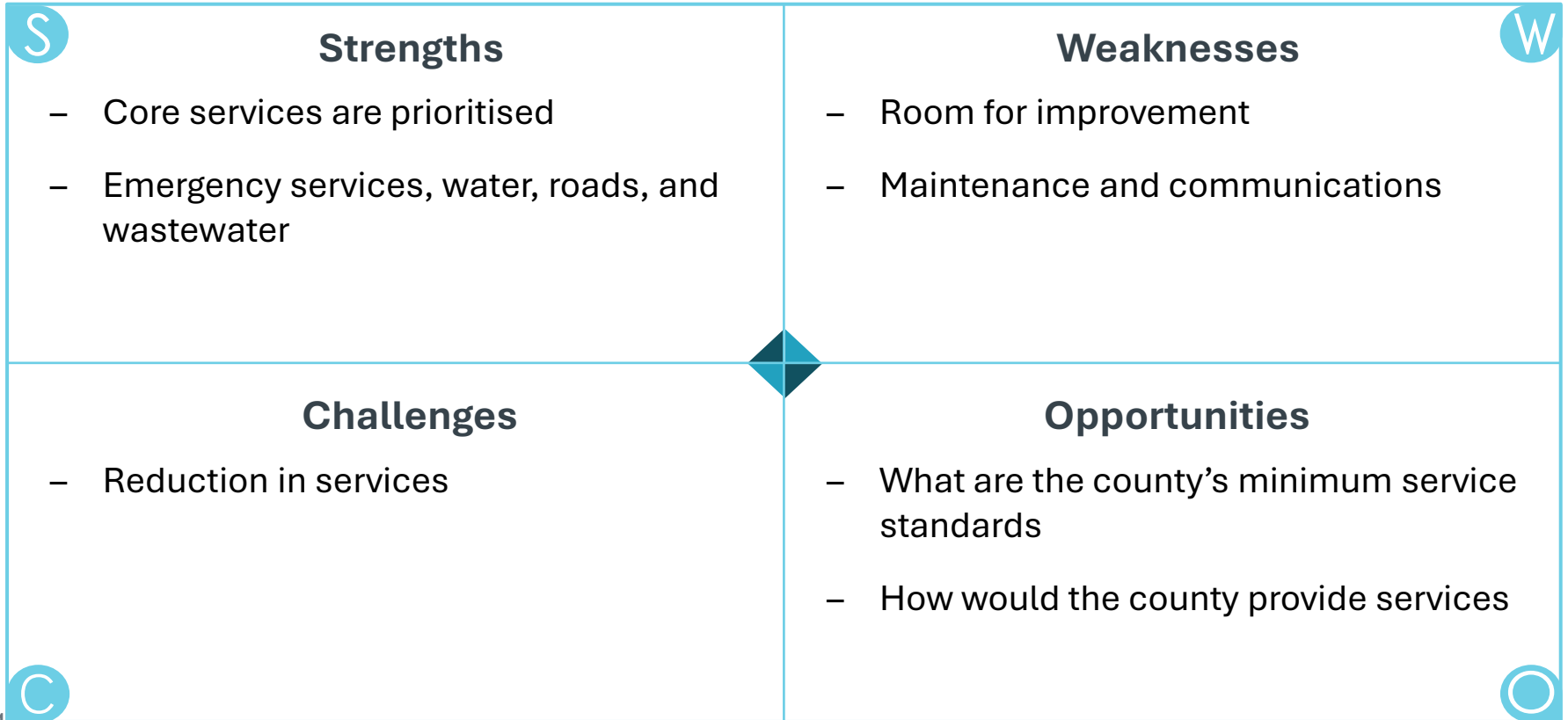
Opportunities

- How does the county maintain and manage infrastructure
- How would the county fund projects in the hamlet

C

O

Services – Core Community Needs



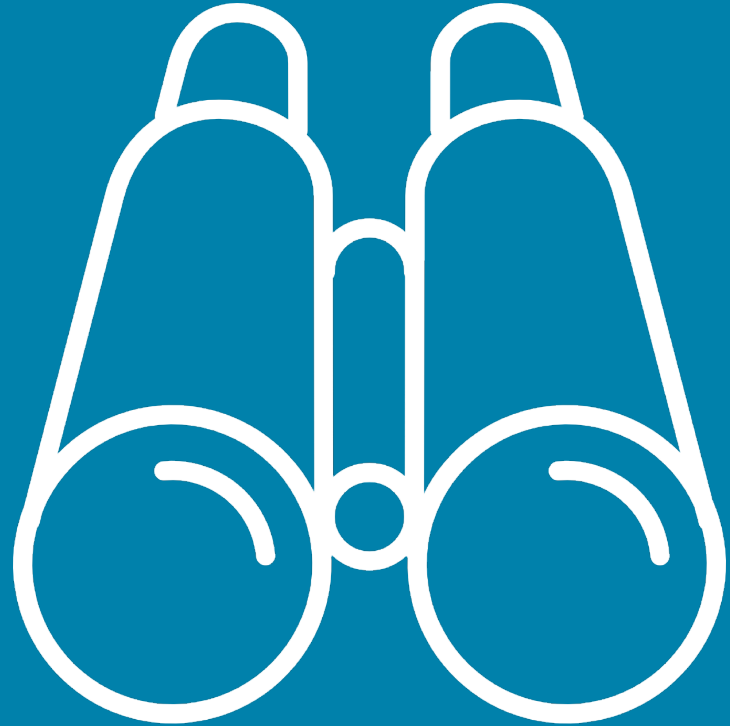
What have we learned?

Library Legislation

Public Engagement

Village and County Workbooks

Financial Analysis



Public Library Structure

- *Libraries Act* adopted in 1907
- Municipally-based service
- Governed by locally appointed boards
- Focus on local needs and local autonomy

Role of Municipal Council

- Decide whether to have library service
- Create a library board
 - Council-adopted bylaw
- Appoint all board members
 - Includes municipal councillor and other members of the public
- Fund library service
- Hold library boards accountable for funding

Role of Library Board

- Responsible for library service
- A separate corporation
- Governs local library service
- Creates strategic plans, policies, and budgets
- Monitors plans, including budgets
- Employs staff, who ultimately deliver services

If Cremona remains a village...

- Library service continues
- Board continues to oversee library
- Library remains open
- Board requests funding from village council
- Council determines levels of municipal funding

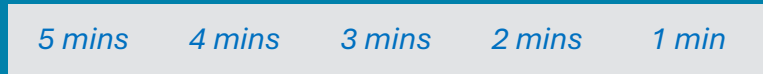
If Cremona dissolves into the county...

- Library service cannot exist without a board
- Board cannot exist without a municipality
- Library board dissolves immediately before the village
- Library closes

How could library service continue?

- Mountain View County could form a library board
- Would entail:
 - Creating a new board
 - Providing services to the entire county, not just Cremona
 - Assuming responsibility for libraries in Cremona and Water Valley
- Support is available from the Public Library Services Branch

5 Minute Break



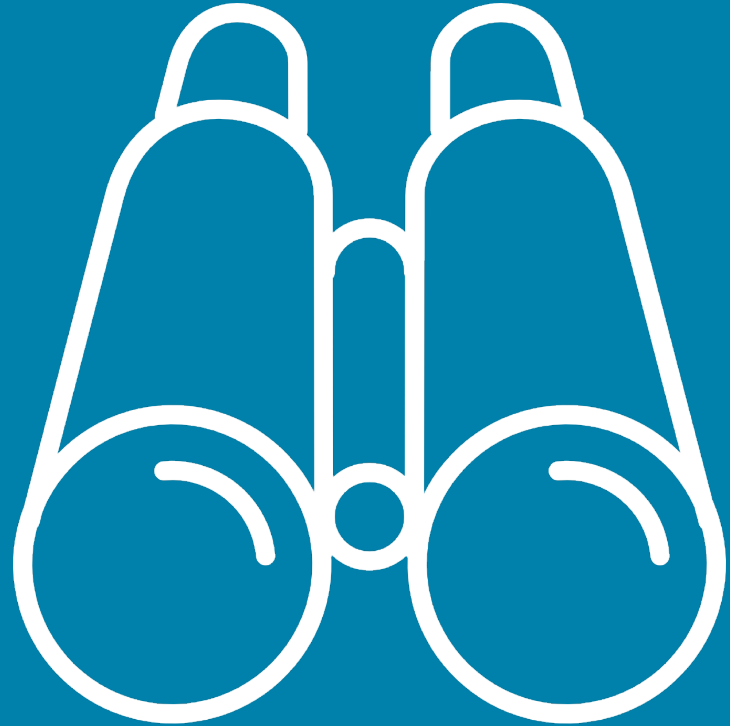
What have we learned?

Library Legislation

Public Engagement

Village and County Workbooks

Financial Analysis



Community

Remain and make changes

- Resident groups and the village will organise events
- Recreation facilities and programming would be operated by community groups
- FCSS supportive services continue to be provided by the village

Dissolve and become a hamlet

- County funds resident-organised events through the Community Services Budget
 - The county does not organise events
- County would sign agreements with community groups for facilities and programming
- FCSS supportive services would be provided by the county

**No matter what, Cremona's community spirit will continue.
Residents will continue to call Cremona home, and local
history and heritage will remain.**

Governance

Remain and make changes

- Represented by an elected council
- Village bylaws continue to moderate land use and resident conduct in the village
- Council does not currently have any long-range plans for village growth
- Residents do not play a role in shaping municipal goals or targets

Dissolve and become a hamlet

- Represented by an elected councillor on county council
- The hamlet would be subject to county bylaws decisions
- County council would include the hamlet in existing and future plans
- Hamlet residents can serve on steering committees and shape county and hamlet objectives

Administration

Remain and make changes

- Supported by 4 full-time and 7 seasonal staff
- Administration works from the village office and facilities
- Administration cannot perform all municipal tasks due to capacity challenges

Dissolve and become a hamlet

- Supported by 100 full-time and 43 seasonal staff
 - No dedicated hamlet staff
- County administration provided from county facilities
 - No hamlet office
- County administration can support all associated hamlet tasks

Finances

Remain and make changes

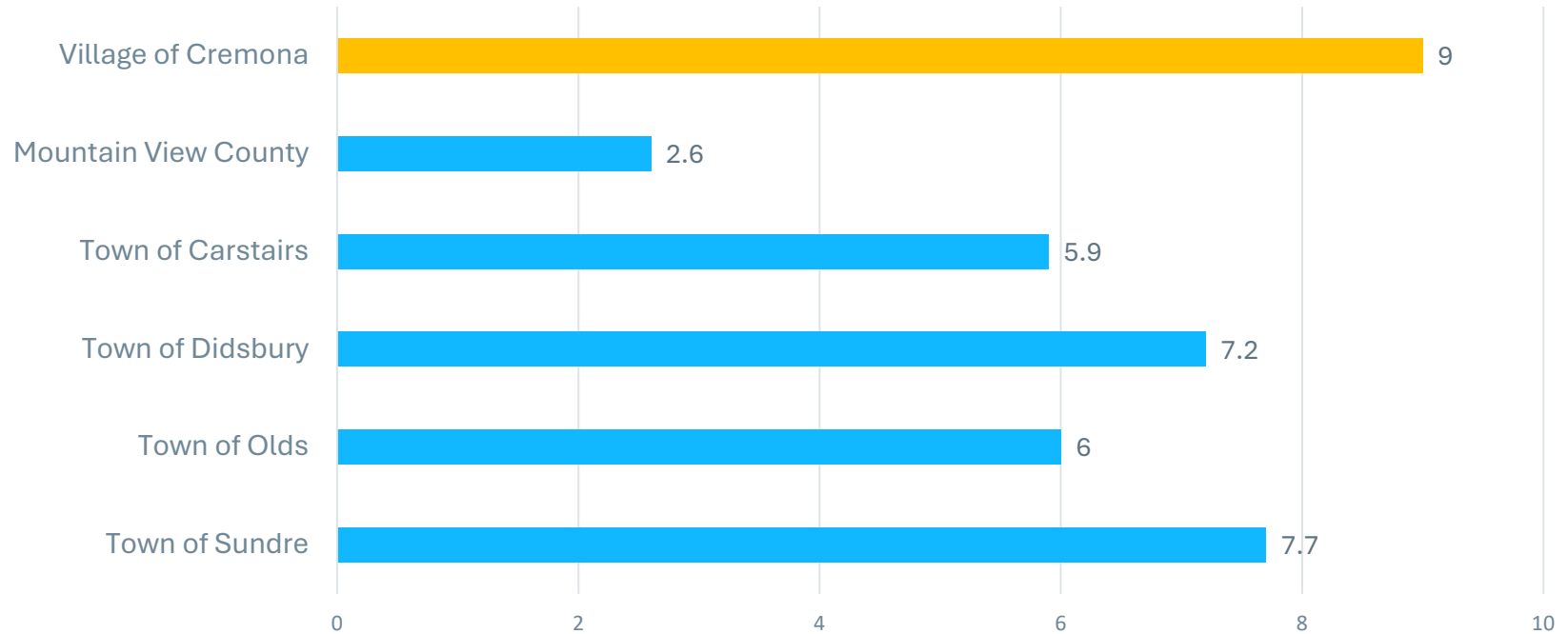
- Village council sets tax rates and adopts a budget
- No tax incentive program
- Municipal debt would remain with the village

Dissolve and become a hamlet

- County council sets tax rates and adopts a budget that includes the hamlet
- Tax incentive program that reduces taxes for early payment
- The county would take on village debt
 - The county may explore charging special taxes for hamlet projects

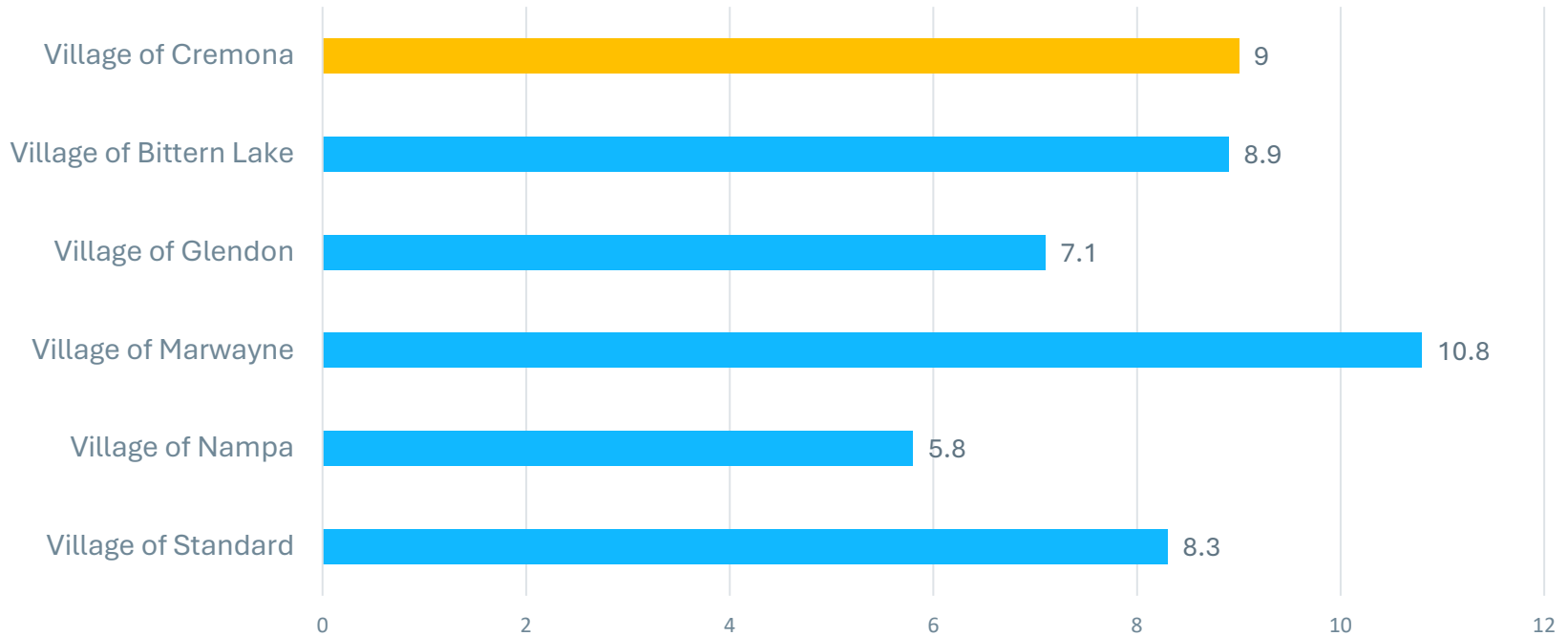
Finances

Residential Tax Rates in Mountain View County (2024)



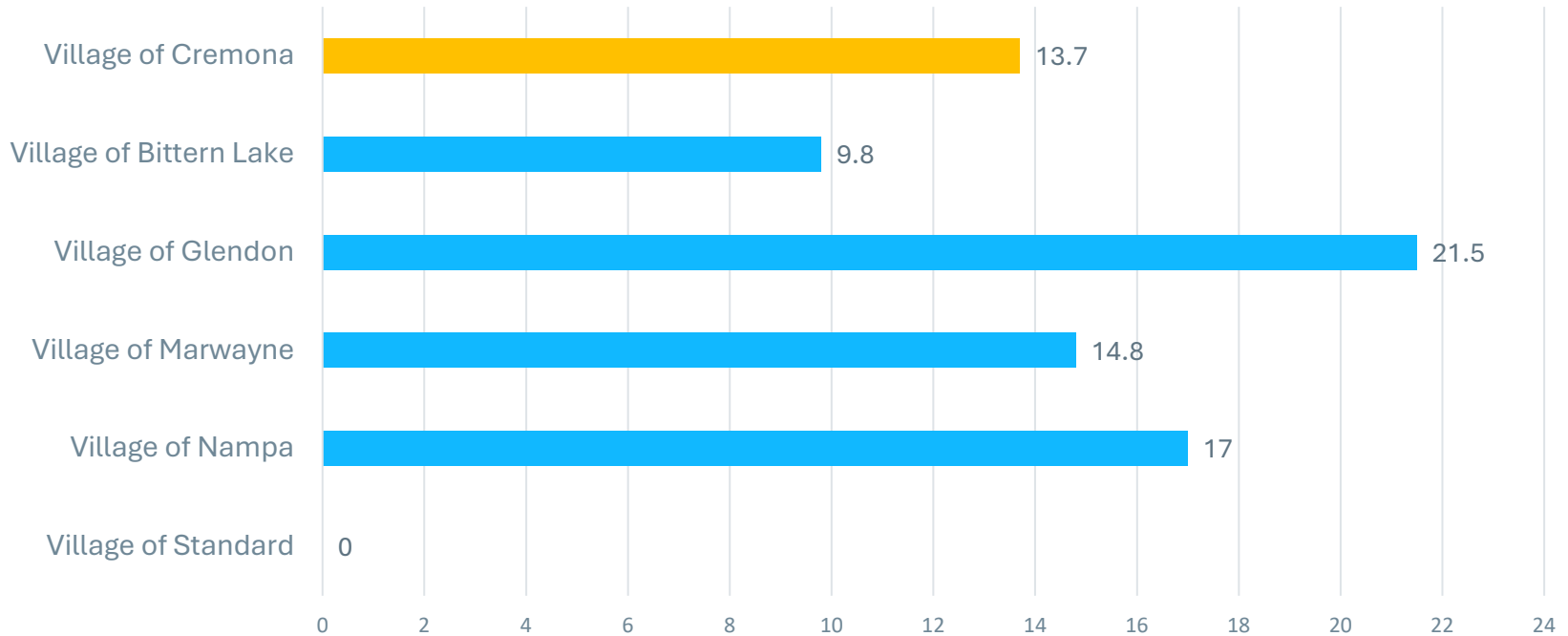
Finances

Residential Tax Rates in Similar Municipalities (2024)



Finances

Non-Residential Tax Rates in Similar Municipalities (2024)



Infrastructure & Services

Remain and make changes

- Infrastructure audit and 10-year capital plan
- Has not utilised regional and provincial grant programs
- Services will depend on audit findings and village information

Dissolve and become a hamlet

- Incorporate audit findings into county plans and priorities
- Would advocate and utilise hamlet grants to benefit the community and county
- Service delivery in the hamlet will be influenced by infrastructure and projected costs

Outstanding infrastructure and servicing information will be shared in the viability review report and will be discussed at the pre-vote public information session.

Ministerial Order

If the village votes to remain, the Minister may:

- Direct the municipality to make changes to improve long-term viability
- Adopt a 10-year capital plan
- Report to the ministry annually for 5 years

The Ministry would remain committed to supporting the village

- Goal: Make the village viable and sustainable into the future by mandating changes and improvements

We want to hear from you!

At your table:

- Decide on a notetaker who will be keeping track of the conversation
- Provide as much information as you wish within the time allotted
- Be prepared to share your thoughts

Discussion Rules:

- Respect one another
- Give everyone a chance to talk
- There are no wrong answers
- Opinions are personal and confidential

--- Blue ---

Representation



***Do you feel your perspectives and opinions
are being heard and acted on by council?
Why or why not?***

--- Blue ---

--- Light Green ---

Recommendations



If the village votes to remain, what changes should the village make over the next 5 years to become more viable?

--- Light Green ---

--- Orange ---

Services



If the village votes to dissolve, what non-utility services (i.e. not water, wastewater, or roads) are you most concerned about losing? Why?

--- Orange ---

-- White --

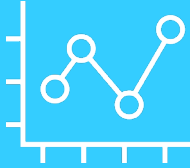
Viability Review Report



Based on what you've heard so far, what other information do you need to make an informed decision when you vote on Cremona's viability?

-- White --

What are the next steps?



**Collect information from
the village and county**

**Develop the
viability review report**



**Conduct the vote of electors
on the question of dissolution**

Questions?

Viability Review Team:

Kevin Miller

Denise Lines

Dee Deveau

Sharlene Brown

Ross Zimmermann

Phone: 780-427-2225 or toll-free dial 310-0000 first

Email: viabilityreview@gov.ab.ca

