

Village of Cremona Viability Review

Pre-Vote Public Information Session
September 9, 2026

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Alberta

Objectives



What is a viability review?



What did we learn?



What are the next steps?



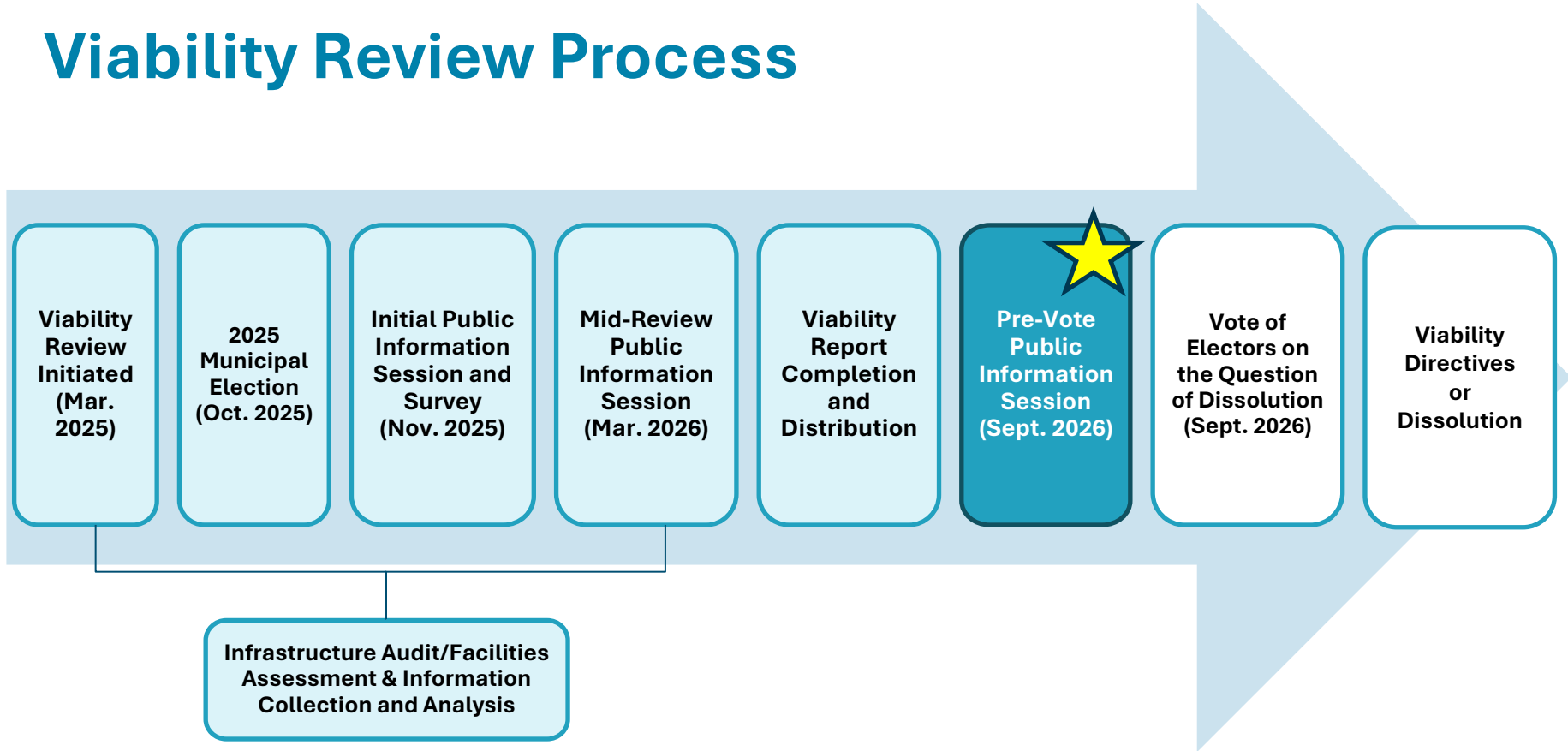
What questions do you have?

What is a viability review?

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



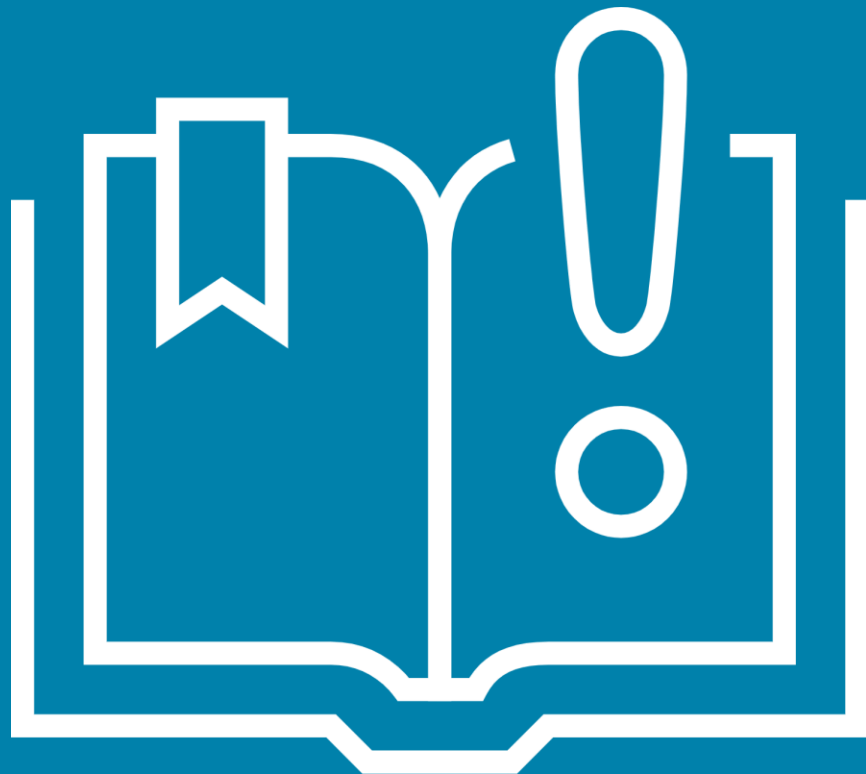
Viability Review Process



What did we learn?

Viability Review Report

- Each theme:
 - Introduction
 - Current Status
 - Comparison of Option 1 and 2
- Recommendations if remaining



Recommendations

The Minister may direct the municipality to make changes to improve long-term viability.

This may involve:

- Fulfilling Report Recommendations to the satisfaction of the Minister
- Making hard choices about the future of the municipality
- Reporting to the ministry annually for 5 years

The Ministry would remain committed to supporting the village

Community Well-Being

Option 1: Remain

Municipal Recreation (Green Spaces)

- Green spaces continue to be managed by village staff
- Village adopts recreation plan

FCSS

- FCSS continue to be offered in the village from the Old United Church

Option 2: Dissolve

Municipal Recreation (Green Spaces)

- Hamlet greens spaces would transfer to county, and county would be responsible for maintenance

FCSS

- Hamlet FCSS would be centralised and delivered from the county office

Community Well-Being

Option 1: Remain

Library

- Cremona library would remain, and village council would continue appointing board members

Option 2: Dissolve

Library

- Hamlet library would close and residents would access library services in other communities

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

Community Well-Being Recommendations

- Promote and encourage growth and development
- Access provincial supports to improve communication and conflict management
- Develop a community recreation plan
- Develop policies and procedures to formalise financial and in-kind support for community organisations

Governance and Local Decision Making

Option 1: Remain

Council Composition

- Village-elected council of Mayor and 4 Councillors
- Village rebuilds trust between municipality and community

Local Elections

- Electors vote for local Mayor and council at-large

Option 2: Dissolve

Council Composition

- County council composed of Reeve and 7 Councillors
- Part of Division 2, including other areas like Water Valley and Dog Pound

Local Elections

- Electors vote for Division 2 Councillor



Mountain View
COUNTY

Legend

- Railroads
- Rivers/Creeks
- River and Lake Polygons
- County Electoral Districts
- Paved Roads and Highways
- Towns/Village
- Mountain View County
- Parcels (PGIS) - Owner Label
- County Land
- Crown Land (Prov. and Fed)

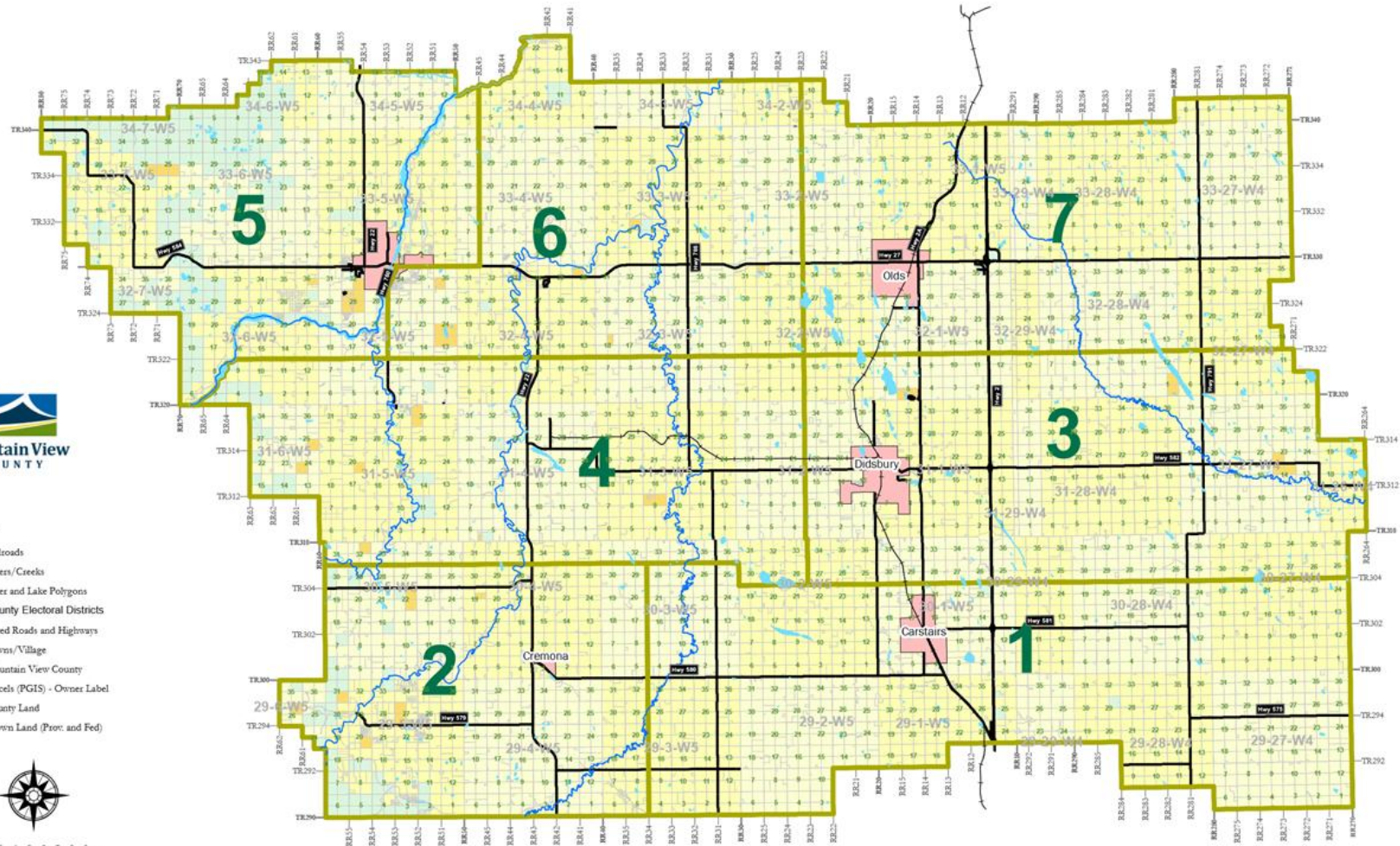


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Km

Scale: 1:250,000

Mountain View County

Classification: Public



Governance and Local Decision Making

Option 1: Remain

Bylaws

- Village bylaws remain
- Council reviews all bylaws every 4 years

Long-Term Planning

- Strategic Plan, LUB, and MDP
- Village reviews and updates all plans

Option 2: Dissolve

Council Meetings and Committees

- Village bylaws remain until the county reviews and repeals or replaces them
- County makes hamlet-specific changes

Long-Term Planning

- County plans updated to apply to the hamlet
- Hamlet residents have opportunities to share perspectives and input with county

Governance and Local Decision Making Recommendations

- Access available toolkits which could improve trust
- Conduct orientation training for councillors
- Encourage and budget for council training and professional development
- Share all approved meeting and special meeting agendas and minutes
- Explore regional opportunities for joint service delivery
- Share all adopted bylaws and long-term plans
- Review all bylaws once per council term
- Review its procedural bylaw to encourage councillors to participate fully

Village Administration

Option 1: Remain

Municipal Staff

- Village has 4-8 staff
- Council reviews staffing levels

Operational Capacity

- Village does not have adequate capacity to effectively serve the community
- Village improves operational capacity

Option 2: Dissolve

Municipal Staff

- County has 97-140 staff
- County staff would support the hamlet

Operational Capacity

- County has adequate capacity to serve the hamlet and residents

Village Administration

Option 1: Remain

Administrative Processes

- Village has limited processes guiding municipal operations
- Administration adopts new policies and reviews resident expectations

Municipal Office

- Village office would remain

Option 2: Dissolve

Administrative Processes

- County policies would apply to the hamlet
- County may adopt new policies to compliment administrative processes

Municipal Office

- Village office would close and services would be provided from the county office

Village Administration Recommendations

- Adopt staff training and evaluation policies
- Conduct an annual written CAO performance evaluation
- Consider budgeting additional funds for new staff
- Conduct a comprehensive policy review during each election cycle
- Follow all relevant provincial legislation and related regulatory requirements
- Update its public engagement policy

Sustainable Finances

Option 1: Remain

Property Assessment and Taxation

- Continue to collect most revenue from residential property taxes
- Village diversifies revenue
- Property assessments may continue to rise

Grants

- Village continues to receive grants
- Village uses unallocated funds for village improvements

Option 2: Dissolve

Property Assessment and Taxation

- Properties charged county rates
- County may charge special taxes
- Municipal type would not affect property assessment

Grants

- Village grants transferred to the County
- County receives provincial funding to support transitional costs and hamlet infrastructure

Sustainable Finances

Option 1: Remain

Reserves

- Has limited access to reserve funds
- Village allocates additional funds for restricted and unrestricted reserves

Debt

- Village continues paying off debt
- Unable to outline how loans were used

Option 2: Dissolve

Reserves

- Receives village reserves
- County may sell village assets, with funds used in the hamlet

Debt

- Responsible for paying off village debt
- County has adequate financial resources to manage village debt
- County may apply special taxes to hamlet to pay off former village debt

Sustainable Finances Recommendations

- Ensure the public has opportunities to provide input on budget decisions
- Seek assistance in drafting future tax rate bylaws
- Identify project and submit approval requirements to the province or county
- Explore potential new revenue opportunities
- Adopt a procurement and tendering policy
- Develop a plan to build reserves

Physical Infrastructure

Option 1: Remain

Infrastructure in the Village

- Continue to own, operate, and maintain village infrastructure
- Village would fund improvements

Infrastructure Deficit

- Adopt a 10-year capital plan
- Village responsible for raising revenue to pay for infrastructure projects

Option 2: Dissolve

Infrastructure in the Village

- Village assets transferred to county
- County may charge special taxes to fund hamlet improvements

Infrastructure Deficit

- County includes hamlet projects in county plans
- County decides what projects to complete and how to fund them

Physical Infrastructure

Identified Infrastructure Projects	Total Estimated Amount	Annual Estimated Amount	Portion of Tax Rate for Infrastructure	Total Estimated Tax Rate
For Comparison – 2025 Infrastructure Investment	N/A	\$165,450	2.97	9.1
Recommended 10-Year Capital Plan	\$5,341,700	\$534,170	9.61	15.7
Additional Projects to be completed within 10 years	\$4,530,500	\$453,050	8.15	23.9
Projects to be completed within 25 years	\$3,619,545	\$241,303	4.34	10.5

Physical Infrastructure Recommendations

- Adopt a 10-year capital plan, including projected funding sources
- Comply with the annual requirement for council to approve its multi-year operating and capital plans
- Provide the public opportunities to give input and identify what infrastructure is important

Municipal Services

Option 1: Remain

Services Provided and Service Levels

- Village would continue providing services
- Village reviews service levels
- Village adopts policies supporting community expectations and finances

Utility Rates and Fees

- Village continues moving towards full cost-recovery

Option 2: Dissolve

Services Provided and Service Levels

- County provides most services
- Hamlet residents should expect adjustments and changes to delivery
- County standards apply to the hamlet, with residents providing input

Utility Rates and Fees

- County adopts new rates for services to achieve full cost-recovery

Municipal Services Recommendations

- Complete a service capacity review
- Adopt service level policies for each service
- Adopt communication policies to communicate service levels
- Review utility fees annually to reflect full-cost recovery
- Update planning documents to ensure they align with council and resident priorities
- Within its ability, facilitate rebuilding community relationships with emergency services

Questions?



5 Minute Break



5 mins

4 mins

3 mins

2 mins

1 min



What are the next steps?

Vote on the Question of Dissolution

Minister Directives **or**

Cabinet Dissolution



Vote on the Question of Dissolution

- Conducted by Municipal Affairs under the *Local Authorities Election Act (LAEA)*
- Eligible to vote:
 - 18 years of age
 - Canadian citizen
 - Live in Cremona on the day of the vote
 - Listed in Permanent Electors Register
- Mail-in Ballots Available
 - Must be returned to Edmonton by September 22, 2026, at noon

Vote on the Question of Dissolution

**Wednesday,
September 23,
2026**

4:00 p.m. to 8:00 p.m.

**Cremona Community
Hall**

**Thursday,
September 24,
2026**

10:00 a.m. to 4:00 p.m.

**Cremona Community
Hall**

Based on what the Minister decides... Remain

- Short-term:
 - Find a permanent CAO
 - Minister will issue a list of directives and recommendations
 - Municipal Affairs will present to council on the directives
- Medium-term:
 - Adopt Action Plan and 10-year Capital Plan
- Long-term:
 - Submit annual reports for 5 years

Based on what the Minister decides... Dissolve

- Short-term:
 - Minister recommends dissolution to Cabinet
 - Minister appoints an OA to supervise the municipality
- Medium-term:
 - Ministry works with village and county to facilitate dissolution transition
- Long-term:
 - Village dissolves on January 1, 2027
 - County processes outstanding financials and incorporates the hamlet

Questions?



Thank you!

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