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Item No. 15.1.2

Halifax Regional Council
February 11, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

FROM: Cathie O'Toole, Chief Administrative Officer

DATE: January 17, 2025

SUBJECT: Community Mediation Pilot

ORIGIN

Regional Council meeting, November 23, 2021 (Item 15.7.1)

MOVED by Councillor Mancini, seconded by Councillor Kent

That Regional Council request a staff report outlining the possibility of implementing a Neighbour Mediation/Alternative Dispute Resolution Program. This would be in partnership with an outside community group or stakeholder.

MOTION PUT AND PASSED

EXECUTIVE SUMMARY

Community mediation represents an opportunity to promote public safety, improve community wellbeing and further civilian delivery of non-core policing functions. Appropriately trained and supervised community mediators can support neighbors, relatives, and acquaintances who are dealing with interpersonal conflict. Mediation can prevent the escalation of community disputes, minimize the harm caused, and, when successful, avoid the time and cost of resolving conflicts through the legal system.

Staff propose a one-year community mediation pilot (with the possibility of year-by-year renewals). Pilot delivery would require collaboration with an arms-length program-delivery partner. Due to their community development expertise and municipality-wide presence staff approached the United Way. Contingent on Council endorsement, and municipal financial support, the United Way have tentatively agreed to develop and manage a one-year community mediation pilot program.

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Direct funding in the amount of \$100,000 for the creation and implementation of a Community Mediation pilot program, as identified in the financial implications section, to be added as an option over budget on the budget adjustment list (BAL) for Budget Committee to consider in the 2025/26 Operating Budget.

2. Subject to the approval of the 2025/2026 Operating Budget, direct the CAO to provide a contribution of \$100,000 to the United Way of Halifax to create and implement a Community Mediation pilot program for the fiscal year 2025/2026; and
3. Direct the CAO, or their designate, to negotiate and execute a Contribution Agreement with the United way of Halifax which is to include the key terms and conditions identified in Attachment 1 to this report.

BACKGROUND

What is Mediation?

Mediation is the intervention into a dispute, by an impartial, neutral third party (who has no decision-making power) to help disputing parties reconcile, narrow, or settle a dispute.¹ While the mediator is not empowered to impose a solution, their involvement alters the dynamics of the dialogue. Mediation is especially helpful when the disputing parties need to or want to maintain an ongoing relationship. The consensual process allows parties to avoid the adversarial aspects of law enforcement and litigation which often make it difficult, or impossible, to continue a productive relationship.²

The presence of the neutral third-party is particularly useful if previous discussions have broken down or if the issue being mediated sparks strong emotions. Mediators confidentially facilitate difficult, but constructive, conversations in safe and comfortable environments. The mediated process allows parties to share feelings, reduce hostilities, clear up misunderstandings, determine underlying interests and concerns, and find areas of mutual agreement. Disputants retain agency and decision-making authority throughout the community mediation process.

What is Conflict Coaching

Conflict coaching is a one-on-one process where an individual (often called the coachee), works with a coach to explore and address conflict. Conflict coaching helps individuals to shift their conflict mindset – about a specific conflict, or conflict in general.³ Coaching is designed to build the coachee’s self-awareness, conflict resolution skills, ability to think strategically (about their options), and capacity to respond appropriately to conflict situations.⁴ Developing a conflict-resolution-mindset means adopting a constructive attitude towards resolving disagreements, rather than avoiding or escalating them.

Conflict coaching, paired with mediation, may lead to a mutually acceptable agreement. However, some interpersonal conflicts simply cannot be resolved. In such irresolvable scenarios, conflict coaching remains invaluable. equipping the coached individual with de-escalation and coping strategies to deal with strife and conflict-driven stress.

What are Community Mediation Centres?

During the early 1980s, Canadian communities witnessed the development of dispute resolution programs and centers which sought to provide alternative methods for resolving community conflict.

¹ Canadian Bar Association (1989) Task Force Report on ADR in Canada.

² Government of Canada. Dispute Resolution Reference Guide (see [here](#)).

³ A person’s conflict mindset is a set of beliefs that shape how they make sense of conflict and their contributory role. Mindset influences how people in dispute think, feel and behave. Kleiman, T. and Enisman, M. (2018) The conflict mindset: How internal conflicts affect self-regulation. *Social and Personality Psychology*. Volume 12, Issue 5.

⁴ Short, R. Conflict Coaching: An Empowering Approach to Navigating Workplace Conflicts. Workplace Peace Institute.

The reasons for their emergence were numerous and varied, including the decline of social, cultural and religious institutions which traditionally mediated community conflict.⁵ Perceived, or real, inadequacies in the formal justice system may also have contributed to their development.

Since the 1980's, many mediation programs have come and gone, but numerous sites continue to operate. Today's Community Mediation Centers (CMCs) can be private non-profit or public agency-affiliated, with mediators and staff representing the diversity of the community they serve. Existing CMCs offer a mix of conflict coaching and mediation processes that depend both on participants' desires and the center's own capacity

DISCUSSION

Cross-Jurisdictional Scan

To inform a response to Council's motion, staff conducted a pan-Canadian jurisdictional scan. Consistent with Council's direction, staff focused on cities where community mediation was done by arms-length, third-party service delivery organizations. Staff identified and surveyed twelve (12) active CMCs, located in Calgary, Durham, Edmonton, Halton, Mississauga, Ottawa, Strathcona, Toronto, Winnipeg, Waterloo, Windsor, and York. Surveyed CMCs differ in terms of scope, delivery model, staff/volunteer complement, case-volume, budgets, funding sources, cost recovery and degree of municipal-third-party cooperation. Attachment 2 captures program details for the CMCs reviewed by staff. Staff's findings are further described below.

Voluntary Participation

Voluntary participation is key to effective community mediation.⁶ Parties who feel coerced may resist agreements or disengage from the mediation process altogether.⁷ Staff-surveyed CMCs, therefore, allow the parties to decide for themselves if they wish to mediate their dispute. The CMC's community mediator is only needed if that is what the disputants decide. Participants either self-refer or are referred to mediation by courts, community organizations, other citizens, municipal staff or elected officials.

Impartiality and Confidentiality

Operating independent of municipalities (as arms-length third parties) helps CMCs to preserve mediator impartiality and client-confidentiality. To instill participant trust in the process, community mediators act as impartial, neutral third parties and the mediation process is treated as confidential. Nothing discussed with mediators is used for prosecutorial purposes (including by-law enforcement). Consequently, information revealed during community mediation does not influence any subsequent municipal enforcement decisions.

The separation of prosecutorial investigation and mediation helps ensure that participants fully engage. Participants do not need to fear disclosing information that could be used to assign "responsibility" or to determine "guilt". Impartiality and detachment from prosecutorial fact-finding means that the focus can be on resolving disputes with little downside risk for the participants.

Scope of Services

All twelve of the surveyed CMCs offer mediation services to municipal residents. Some models make mediation available to schools and non-profit organizations (including their Boards). A few staff-reviewed CMCs offer mediation services to for-profit businesses and/or are involved with federal or provincial restorative justice programs.⁸ Conflict coaching, and mediation is used to resolve a wide variety of disputes

⁵ Moore, B., Morris, C. and Pirie., A. (1994) Resolving Community Disputes: An Annotated Bibliography. UVic Institute for Dispute Resolution.

⁶ Voluntary participation refers to the principle that individuals choose to engage in a process or activity willingly, without any coercion or pressure.

⁷ Smith, G. (1998) Unwilling Actors: Why Voluntary Mediation Works. Osgoode Hall Law Journal Vol.36 No.4

⁸ Restorative justice programs facilitate dialogue between victims, offenders, and communities. Victims and others can express the impact of the offenders' actions. Offenders are encouraged to take responsibility for their actions. This may be by apologizing, returning stolen money, working for the community or repairing the harm they caused.

including neighborhood disputes⁹, landlord-tenant issues¹⁰, familial issues¹¹, work disputes,¹² education system issues¹³ and minor criminal matters. Surveyed CMCs do not offer therapy or counselling services. Nor do the staff-surveyed models provide legal advice.

Revenue Models and Cost Recovery

All staff-surveyed models offer community mediation services free of charge to community members. CMCs operate with significantly differing budgets. Overall program-funding typically comes from a mix of provincial, municipal and philanthropic sources. Municipal contributions range from a high of \$75K/annum to a low of \$9K/annum. Volunteers (see below) play an important role in containing the costs associated with community mediation. CMCs with minimal funding typically manage smaller volunteer complements and therefore mediate fewer conflicts during a year. While uncommon, some programs generate revenue through paid mediation. For-profit businesses (that pay for mediation) effectively subsidize unpaid resident-who pay CMCs for training, do so because they intend to operate outside the CMC delivery-model as 'professional' mediators serving paying clientele

Volunteer Mediators

Staff-surveyed CMCs rely heavily on volunteer contributions. Complements of CMC volunteers range from a high of 69 to a low of 6 active volunteer-mediators. With few exceptions, community mediators are entirely unpaid, or nominally paid. Volunteers are typically given formal training, although the content and depth of training varies.¹⁴ Community mediators often work in pairs as co-mediators. Inexperienced volunteers are usually mentored by more experienced volunteers.

Volunteer recruitment focuses on attracting culturally, linguistically and socioeconomically diverse mediators.¹⁵ Diversity helps ensure mediators can relate to persons in conflict and communicate effectively. Wherever possible, mediators are chosen (from the available roster of volunteer mediators) based on their cultural competence¹⁶ and their capacity to demonstrate cultural sensitivity.¹⁷

This approach to community mediation is consistent with the work of HRM's Office of Diversity and Inclusion/ANSAIO. Diversity means understanding and utilizing different views, ideas, life experiences, skills and knowledge.¹⁸ Cultural competence and sensitivity are vital to addressing diverse cultural perspectives and achieving successful community mediation outcomes.

Paid Staff

Among surveyed CMCs, paid staff do not typically act as mediators.¹⁹ Instead, they provide logistical support including client intake, venue booking, volunteer-mediator training, mediation case assignment,

⁹ Children, animals/pets, noise, harassment, parking (including shared driveways), trees, property lines, fence upkeep, snow removal/clearing, garbage, and nuisance lighting related conflicts.

¹⁰ Rent, use of common areas, property maintenance, tenant noise, and interference with privacy related conflicts.

¹¹ Intergenerational, co-parenting, divorce, separation, custody, and visitation/access related conflicts.

¹² Personal harassment, employee-direct supervisor issues, performance reviews, environmental and workspace complaints, human rights, and workplace wellness related conflicts.

¹³ Absenteeism, vandalism, interpersonal violence, and academic performance related conflicts.

¹⁴ The Ontario Community Mediation Coalition (OCMC) has established training standards and professional designations for community mediation (see [here](#)).

¹⁵ Some staff-surveyed CMCs actively recruit post-secondary students to act as volunteer mediators. Volunteering can help students meet internship and practicum requirements (see [here](#)).

¹⁶ Cultural competence refers to the mediator's ability to understand, respect, and adapt to diverse cultural perspectives and norms. Mediators with cultural competence can recognize their own biases and stereotypes, ensuring impartiality

¹⁷ Cultural differences can significantly influence how individuals interpret and address conflicts. Perceptions of time, power dynamics, communication styles, and decision-making processes may vary across cultures. These differences can lead to misunderstandings, biases, and barriers to effective communication during mediation. Without cultural sensitivity, mediators may overlook underlying cultural factors that impact conflict resolution.

¹⁸ As outlined in HRM's Diversity and Inclusion Framework (see [here](#)).

¹⁹ In niche cases, paid staff may be directly engaged in mediation if the CMC is delivering fee-for-service mediation to for-profit business clients.

financial management, and recordkeeping. Staff complements are minimal and exist only where the mediation program gets substantive financial support and/or where the program is embedded within a parent organization.²⁰ Where CMCs are embedded in an organization, human and physical resources (including workspaces, computers and office equipment) are shared.

Mediation Venues

With rare exceptions, mediation is not hosted at a location owned or occupied by either party to a dispute. Neutral meeting-sites are used to limit real and perceived bias and to allow participants to be heard in a safe environment. To minimize delivery costs, mediation is typically provided in cost-free, communal spaces or delivered virtually. The Covid-19 pandemic pushed many of the staff-surveyed CMCs to turn to online mediation and several continue to use virtual/online meeting spaces to mediate disputes. Where partnerships have been forged with the local municipality, city-owned/operated spaces may be provided (at minimal or no cost) to the CMCs' community mediators.

Outcomes and Participant Satisfaction

While some community mediation programs track the success of mediated agreements, many CMCs simply rate participants' satisfaction after mediation concludes.²¹ To address this gap, researchers have tried to broadly gauge the effectiveness of volunteer-led community mediation. Canadian and American data provides evidence of community mediation's capacity to help resolve private, interpersonal conflicts.

Researchers have noted that participants' improved self-awareness leads to better understanding the experience of the other party, not speaking without thinking first, not making assumptions about others, and increased awareness that they too had some responsibility for the conflict situation.²² Research participants have also reported communicating differently, improved listening, being able to peacefully discuss issues, controlling emotions, and managing stress.²³ These new skills not only help to increase confidence around neighbourhood conflicts, but also are transferable into other areas of life, including workplace and familial conflicts.

Available evidence also supports the conclusion that mediation both reaches more durable outcomes and generates more participant satisfaction.²⁴ Those who participate in mediation are more satisfied with outcomes than those who resort to legal proceedings (including court hearings and trials). Moreover, research suggests that when participants are part of developing a mediated solution, they are more likely to follow through on their commitment because of a personal sense of responsibility.²⁵

Officer De-Tasking and Municipal Cost Savings

A significant part of by-law enforcement and police work involves managing community conflicts. Service calls frequently involve disputes among neighbors, relatives, and acquaintances. Often a few homes in a neighborhood generate a disproportionate share of calls (because of festering, ongoing disputes).²⁶ Residents in conflict can disrupt life in an entire neighborhood and act as a drain on scarce and costly police and by-law enforcement resources. These resident conflicts can also result in calls to 311, to the Mayor's Office and/or to Councilors – the disputants seeking some sort of municipal intervention.

²⁰ Parent organizations typically are community focused and provide other related services that are either offered free or at minimal cost to municipal residents.

²¹ Court-connected mediations have garnered more attention from researchers, as there is a great interest in determining the efficacy of court-connected mediations and the attendant cost savings to society.

²² Ries, H. and Power, P. (2020) Community Mediation Research Summary Report. St Stephen's Community House and Winkler Institute for Dispute Resolution.

²³ IBID.

²⁴ Hedeem, T. (2004) "The Evolution and Evaluation of Community Mediation: Limited Research Suggests Unlimited Progress." *Conflict Resolution Quarterly*. 22(1–2), 101–133.

²⁵ Charkoudian, L. (2010) Giving Police and Courts a Break: The Effect of Community Mediation on Decreasing the Use of Police and Court Resources.

²⁶ McGillis, D. (1997). Community Mediation Programs: Developments and Challenges. U.S. Department of Justice Office of Justice Programs National Institute of Justice.

Not all types of interpersonal conflict are suitable for referral to mediation.²⁷ However, community mediation programs can intercept and settle minor disputes before they escalate and result in petty or serious crimes. Community mediation is designed to address the root causes of problems, rather than just the symptoms. As discussed elsewhere, community mediators have sophisticated tools, at their disposal, to unearth and resolve underlying problems.

Studies have shown that local police and by-law enforcement departments benefit greatly when residents' disputes are resolved by community mediation. Researchers studying programs in multiple American states²⁸ have found that community mediation participants are likely to decrease their use of courts and law enforcement after mediation (compared to participants in cases not mediated).²⁹ Moreover, those who had not used law enforcement and court resources prior to community mediation are less likely to use these resources in the months following the mediation (compared to those who did not use mediation).

In the defunding context, de-tasking entails identifying areas where the scope of policing reaches too far—where officers are ill-equipped, uncomfortable, or not able to fully dispense their duties.³⁰ Dispute resolution is one such area. Community mediation can free police resources to deal with pressing and critical matters. Less officer time navigating residents' disputes translates into more time devoted to conducting foot and car patrols, pursuing ongoing investigations, filing reports, attending court as witnesses, and responding to emergencies. Moreover, practical experience has demonstrated that access to community mediation can improve officer-community rapport.³¹

Re-tasking is about taking (de-tasked) police responsibilities and putting them into the hands of those who are best suited to deal with those tasks. Staff assert that community mediation has tremendous potential to advance civilian delivery of non-core police functions.³² Appropriately trained and supervised community mediators would be well-placed to support residents experiencing interpersonal conflict. As such, a local pilot could help to advance HRM's goal to reposition policing in the municipality.³³

Need for Third-Party Delivery Agent

Effective delivery of a local community mediation program will require oversight by a third-party. In all staff-surveyed cases, an arms-length relationship exists between the local municipality and those who are coordinating the mediation. As stated elsewhere, confidentiality and impartiality are key to the success of mediation. This degree of separation also ensures that ongoing or future legal action (including by-law enforcement) is not compromised by anything that occurs during the community mediation process. Experience in other jurisdictions suggests that embedding the community mediation function in an existing community-focused parent organization has pluses, both in terms of in-house resource sharing and longer-term stability. As such, staff would recommend that the pilot be delivered by an existing local, non-profit agency which has a community-focused mandate.

²⁷ Cases involving substantial power disparities among parties are problematic. By staying neutral (in the sense of being impartial) mediators can reinforce injustices arising from such power disparities.

²⁸ Delaware, Maryland, New York, North Carolina, Pennsylvania, Virginia and Washington.

²⁹ Charkoudian, L. (2010) Giving Police and Courts a Break: The Effect of Community Mediation on Decreasing the Use of Police and Court Resources; and Charkoudian, L. and Bilick, M. (2015), State of Knowledge: Community Mediation at a Crossroads. *Conflict Resolution Quarterly*, 32: 233-276.

³⁰ Research out of the US has found that many law enforcement officers view problem-solving/dispute resolution tasks as outside the realm of traditional policing and enforcement. Their discomfort with these tasks stems, in part, from a relative lack of de-escalation/mediation training and policing practices that reward or commend officers for filing charges or making arrests.

³¹ McGillis, D. (1997). *Community Mediation Programs: Developments and Challenges*. U.S. Department of Justice Office of Justice Programs National Institute of Justice.

³² For a fulsome discussion of enforcement delivery and the evolving role of police agencies in HRM see [Item No. 11.1.4](#) Halifax Regional Council April 20, 2021 and [Item No. 4](#) Committee of the Whole April 25, 2023.

³³ Board of Police Commissioners - Subcommittee to Define Defunding the Police (2022) *Defunding the Police: Defining the Way Forward for HRM* (see [Pillar #2](#)).

Due to their community development expertise and municipality-wide presence staff approached the United Way. Contingent on Council endorsement, and municipal financial support, the United Way have tentatively agreed to develop and manage a one-year community mediation pilot program. At Council's direction, staff could instead undertake an expression of interest process to solicit interest in developing and delivering a community mediation pilot program.

Pilot Roll-Out

If Council is supportive of a local pilot, roll-out will require close cooperation between HRM and the arms-length organization selected. This would necessitate (a) developing protocols and processes for referrals; (b) developing the scope and jurisdiction of the program; (b) identifying mutually agreeable pilot-project objectives; and (c) reaching agreement on methods for tracking referrals and evaluating mediated outcomes.

To support the pilot's success, steps should be taken to strengthen HRM/delivery-partner cooperation. Consideration should be given to adopting collaborative approaches used in other municipalities, including (but not limited to) the following tactics:

- profiling/publicizing the pilot through municipal communication channels (including social media platforms and HRM's website);
- co-hosting info-sessions to convey why, when and how to refer parties to mediation;
- establishing protocols to facilitate (subsidized/free) use of municipally owned/operated spaces as community mediation venues.
- using a citizen call-center (311) script to support referrals to the pilot;
- deploying referral forms and info-cards to expedite case referrals;³⁴ and
- providing feedback (to parties who make referrals) on mediated case outcomes.³⁵

While the degree of city-CMC collaboration differs from jurisdiction to jurisdiction, experience elsewhere demonstrates that municipal support is a key success-factor. If a local pilot is launched, staff strongly recommend adopting as many of the above-described tactics as budgets and resources permit.

Knowledge Transfer Opportunity

While researching this report, staff spoke with program staff employed by established CMCs across Canada. These individuals were very receptive to staff's inquiries and offered to support the development of a local (HRM-based) CMC. This generosity extends to sharing of resource materials (including training and orientation documentation), consulting on start-up challenges, recommending approaches to publicizing the pilot's launch and assisting with the initial training of volunteer-mediators. Assuming Council is supportive of a pilot, staff will reconnect with these individuals to draw on their expertise and access their resources.

Conclusion

Community mediation services across Canada provide neighbours, family members, roommates, tenants and many others with free mediation and conflict coaching services. These services help people deal with conflicts that are creating stress in their lives and disrupting peace in their communities. A local pilot would allow participants to actively create their own alternatives to avoidance, destructive confrontation, prolonged litigation and violence.

FINANCIAL IMPLICATIONS

The proposed program cost for the Community Mediation Pilot Program is \$100,000, to cover program delivery, including projected staffing and administration costs. The full program costs of \$100,000 funding

³⁴ Depending on the community served, mediation-referral cards may be produced in several languages that can be given out to disputants when a case seems appropriate for mediation.

³⁵ In some jurisdictions, police departments routinely send notes to officers who have made referrals letting them know whether a mediation hearing was held and whether an agreement was reached.

will require approval to be an option over budget on the BAL (budget adjustment list) for the 2025/26 budget for Community Safety.

RISK CONSIDERATION

No risk considerations were identified.

COMMUNITY ENGAGEMENT

Community engagement was not undertaken.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

1. Regional Council could choose to direct the CAO to conduct an expression of interest process to solicit interest, among third parties, in developing and delivering a community mediation pilot program.
2. Regional Council could choose not to approve the recommendation.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter, S.N.S. 2008, c. 39 provides:

Section 7A The purposes of the Municipality are to...

(b) provide services, facilities, and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality; and

(c) develop and maintain safe and viable communities.

Section 79A

(1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if

(a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality;

(b) the expenditure is in respect of an emergency under the *Emergency Management Act*; or

(c) the expenditure is legally required to be paid.

(2) The Municipality may expend money provided for in an operating budget or capital budget for a purpose other than that set out in the operating budget or capital budget for that fiscal year if the expenditure does not affect the total of the amounts estimated for the operating budget and the capital budget.

(3) The Municipality may authorize expenditures from its operating budget or transfer money from the operating budget to its capital budget if the total amount of such expenditures and transfers for the fiscal year does not exceed the total amount of estimated revenue from all sources in excess of the amount estimated for those sources in the operating budget for that fiscal year.

ATTACHMENTS

- Attachment 1 Contribution Agreement Key Terms and Conditions
- Attachment 2 Cross-Jurisdictional Survey of Community Mediation Centres (CMCs)

Report Prepared by: Scott Sheffield, Policy Strategist, Government Relations and External Affairs
902.430.3654

ATTACHMENT 1

Contribution Agreement Key Terms and Conditions Community Mediation Agreement

- a) The initial term of the Agreement shall be for a maximum of 12 months, commencing on the later date of the execution of the Agreement by the Municipal Clerk or Mayor, and continue in force until March 31st, 2026 and the amount of the grant or contribution shall not exceed \$100,000.
- b) The Agreement may be renewed for a period of 12 months, commencing on April 1st of the calendar year in which the initial term expires and may continue to be renewed for further renewal periods of twelve months.
- c) The grant or contribution shall be subject to Council approving the funds for the grant or contribution in the Operating Budget for the applicable fiscal year.
- d) The grant or contribution shall be used in support of providing community mediation services for residents of HRM.
- e) The Agreement shall require reporting which accounts for the expenditure of any grant or contribution received from the Municipality.
- f) The Community Mediation Services are a voluntary service provided to residents of the Halifax Regional Municipality.
- g) Community Mediators are not to provide legal advice and cannot engage in matters related to residential tenancies, rental registry, real property disputes, family law matters, criminal law matters, labour matters, or active by-law prosecutions.

Attachment 2
Community Mediation | Cross Jurisdictional Scan

City and Status	Target Audiences	Services Offered	Excluded Services	Cost and Revenue Model	Service Delivery Model	Call Volume and Mediations	Municipal Unit Affiliations	Municipal Funding
<p>Calgary</p> <p>Community Mediation Calgary Society (Registered Charity)</p>	Individuals; Boards and community organizations.	Mediation; conflict assistance meetings; facilitated public meetings; group engagement; skills training and workshops.	Separation; divorce; disputes in legal proceedings.	Free to residents of Calgary. Annual membership fee for resource library access (\$50/year). Workshop delivery fee (\$100 per session). As a registered charity, they welcome donations.	Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 69 volunteer mediators.	Approximately calls/year. Roughly 48 mediations per year.	311 call centre; by-law enforcement; police.	None. In-kind contribution of municipally owned meeting spaces.
<p>Durham</p> <p>Community Justice Alternatives (Registered Charity)</p>	Individuals; Boards and community organizations.	Mediation; ¹ conflict assistance meetings; skills training and workshops.	Unknown.	Funded by the province, corporate sponsorships, and local municipalities. As a registered charity, they welcome donations.	Volunteer mediators, coaches, and facilitators. Volunteer training provided.	Unknown.	Police.	Unknown.

¹ Mediation services include neighbour conflicts (noise, harassment, parking, theft); landlord and tenant issues (rent and maintenance); relationship problems (between colleagues, family, friends, and roommates); By-Law issues; workplace conflicts; school conflicts (parents, teachers); and victim-offender reconciliation.

<p>Edmonton</p> <p>Mediation and Conflict Resolution Centre</p> <p>(Unknown)</p>	<p>Individuals; Boards; businesses and community organizations.</p>	<p>Mediation;² arbitration; negotiation; conflict assistance meetings; skills training and workshops.</p>	<p>Separation; divorce.</p>	<p>Free to residents of Edmonton.</p> <p>Fee for service for businesses. Jointly funded by City and Government of Canada.</p>	<p>Volunteer and paid mediators, coaches, and facilitators. Volunteer training provided.</p>	<p>Approximately 540 calls/year. Roughly 2 mediations per year.</p>	<p>Community Standards and Neighbourhoods (includes by-law enforcement, parking services, neighbourhood services, community peace officers); 311 call centre. See here.</p>	<p>\$50K per annum.</p>
<p>Halton</p> <p>Community Conflict Resolution Halton</p> <p>(Registered Charity)</p>	<p>Individuals; Boards and community organizations and businesses.</p>	<p>Mediation;³ conflict assistance meetings; skills training and workshops.</p>	<p>Legal advice; counselling; therapy; separation; divorce; custody.</p>	<p>Free to residents of Halton.</p> <p>As a registered charity, they welcome donations.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 6 volunteer mediators.</p>	<p>Approximately 64 calls/year. Roughly 10 mediations per year.</p>	<p>Police; by-law enforcement.</p>	<p>\$6K per annum.</p>
<p>Mississauga</p> <p>Dixie Bloor Neighborhood Centre</p> <p>(Registered Charity)</p>	<p>Individuals; businesses</p>	<p>Mediation;⁴ conflict assistance meetings; skills training and workshops.</p> <p>Annual Report</p>	<p>Legal advice; counselling; therapy</p>	<p>Free to residents of Mississauga.</p> <p>Funded by the province, United Way. and local municipalities (Peel Region and Mississauga). As a registered charity, they welcome donations.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 45 volunteer mediators. Cohort of student interns provide admin support.</p>	<p>Approximately 360 calls/year. Roughly 12 mediations per year.</p>	<p>Police, By-law.</p>	<p>\$70K/annum</p>

² Mediation services include neighbour conflicts (trees, property lines, fences, snow removal, garbage, lighting); landlord and tenant issues (rent and maintenance); relationship problems (between colleagues, family, friends, and roommates); By-Law issues; workplace conflicts (co-workers, partners); By-Law issues; and victim-offender reconciliation and restorative justice.

³ Mediation services include neighbour conflicts (noise, pets, parking, fences, shared driveways, nuisance lighting); l; relationship problems (between colleagues, family, friends, and roommates); By-Law issues; sports (coaches, parent, officials).

⁴ Mediation services include neighbour conflicts (noise, fences, parking, nuisance lighting, pets); landlord and tenant issues (noise, privacy, maintenance); relationship problems (between colleagues, family, friends, and roommates). See [here](#).

<p>Ottawa</p> <p>Community Conflict Resolution Ottawa</p> <p>(Registered Charity)</p>	Individuals; Boards; housing groups; community organizations.	Mediation; ⁵ conflict assistance meetings; skills training and workshops. Annual Report	Divorce, separation, custody, or estates; commercial disputes, (if there are significant sums of money involved).	Free to residents of Ottawa. Formerly \$32K core funding through Canadian Institute for Conflict Resolution. As a registered charity, they welcome donations.	Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 30 volunteer mediators.	Approximately 120 calls/year. Roughly 12 mediations per year.	Police, By-law.	None.
<p>Strathcona</p> <p>Strathcona Community Mediation</p> <p>(Non-Profit)</p>	Individuals; Boards and community organizations.	Mediation; conflict assistance meetings; skills training and workshops.	Separations; divorce; commercial disputes (between two businesses); court proceedings.	Free to residents of Strathcona.	Volunteer mediators, coaches, and facilitators. Volunteer training provided.	Unknown	Police; By-Law Enforcement; Victim Services; Culture; Parks and Recreation; and Planning and Development.	Unknown.
<p>Toronto</p> <p>The Neighbourhood Group Community Services⁶</p> <p>(Registered Charity)</p>	Individuals; Boards; community organizations; and businesses.	Mediation; ⁷ conflict assistance meetings; skills training; workshops; and business-focused consulting services. Annual Report	Family mediation (custody, divorce, separations).	Free to residents of Toronto. Fee for service for businesses. Jointly funded by City and United Way (\$75K). As a registered charity, they welcome donations.	Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 50 volunteer mediators. Cohort of 5 student interns provide admin support.	Approximately 500 calls/year. Roughly 125 mediations per year.	Police, by-law enforcement, 311 call centre; Councilor offices.	\$75K per annum.

⁵ Mediation services include neighbour conflicts (garbage, noise, snow removal, privacy, fences, parking, nuisance lighting, pets); landlord and tenant issues (noise, privacy, maintenance, smoking); relationship problems (between colleagues, family, friends, and roommates). See [here](#).

⁶ TNG Community Services is a partnership of four organizations: Central Neighbourhood House, Kensington-Bellwoods Community Legal Services, Neighbourhood Link Support Services and St. Stephen's Community House. It has an extensive suite of services beyond community mediation. See [here](#).

⁷ Mediation services include neighbour conflicts (noise, property line, fences, shared driveways, common areas); landlord and tenant issues (rent and maintenance); relationship problems (between colleagues, family, friends, and roommates); By-Law issues; minor commercial conflicts; minor criminal matters. See [here](#).

<p>Waterloo</p> <p>Community Justice Initiative</p> <p>(Registered Charity)</p>	<p>Individuals; community organizations; and businesses</p>	<p>Mediation;⁸ conflict assistance meetings; skills training; workshops.</p> <p>Annual Report</p>	<p>Legal advice; counselling; therapy.</p>	<p>Free to residents of Waterloo.</p> <p>Nominal fee for family mediations requiring the development of a parenting plan; sliding fee scale for housing and workplace mediations.</p> <p>Funded by Foundations, United Way, Province, and Government of Canada. As a registered charity, they welcome donations.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided.</p>	<p>Approximately 160 calls/year. Roughly 60 mediations per year.</p>	<p>By-law; Police; Public Health.</p>	<p>\$10K retainer per annum. Additional \$100 per mediation case referral).</p> <p>\$20K per annum for community housing specific conflict resolution work.</p>
<p>Windsor</p> <p>Family Services Windsor-Essex</p> <p>(Registered Charity)</p>	<p>Individuals; businesses and schools.</p>	<p>Mediation;⁹ conflict assistance meetings.</p>	<p>Legal advice; counselling; therapy; divorce, separation custody.</p>	<p>Free to residents of Windsor.</p> <p>Funded by Saint Claire College and Windsor Essex Bilingual Legal Clinic. As a registered charity, they welcome donations.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 20 volunteer mediators.</p>	<p>Approximately 70 calls/year. Roughly 24 mediations per year.</p>	<p>Police.</p>	<p>None.</p>

⁸ Mediation services include neighbour conflicts (noise, property line, snow removal, parking); relationship problems (between colleagues, family, friends, and roommates); landlord tenant (property maintenance); workplace conflicts (partners, employees, employers); sports-related conflicts (parents, coaches, administrators). See [here](#).

⁹ Mediation services include neighbour conflicts (fencing, noise, harassment); relationship problems (between colleagues, family, friends, and roommates); workplace conflicts; landlord and tenant issues (noise, privacy, maintenance); school conflicts (parents, teachers, community). See [here](#).

<p>Winnipeg</p> <p>Mediation Services</p> <p>(Registered Charity)</p>	<p>Individuals; organizations (non-profits); Boards and families.</p>	<p>Mediation;¹⁰ conflict assistance meetings; skills training; webinars; court diversion.</p>	<p>Sexual violence; intimate partner violence; counselling; therapy.</p>	<p>Free to residents of Winnipeg.</p> <p>Annual membership fee (\$40). Funded by Province (\$70K), United Way (\$160K), and Foundation. As a registered charity, they welcome donations.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided. Roster of 30 volunteer mediators.</p>	<p>Approximately 400 calls/year. Roughly 40 mediations per year.</p>	<p>Police; 311 call centre.</p>	<p>\$9K per annum.</p>
<p>York</p> <p>Centre for Mediation and Conflict Resolution</p> <p>(Unknown)</p>	<p>Individuals; businesses and schools.</p>	<p>Mediation;¹¹ conflict assistance meetings; skills training.</p>	<p>Unknown.</p>	<p>Unknown.</p>	<p>Volunteer mediators, coaches, and facilitators. Volunteer training provided.</p>	<p>Unknown.</p>	<p>By-law; Planning and Development; Clerk's Office.</p>	<p>Unknown.</p>

* Per Peter Bruer (TNG Toronto), *Brampton, London, Kingston, Peterborough, Hamilton, and Saskatoon had community mediation services but have all dissolved/closed.*

¹⁰ Mediation services include co-parenting; family conflict (parent, child, elders); neighbourhood conflict (property line issues, trees, offensive behaviors, and snow clearing); and workplace conflict (non-profit workplaces only). See [here](#).

¹¹ Mediation services include workplace issues (personal harassment, employee-direct supervisor issues, performance reviews, environmental and workspace complaints, human rights, and workplace wellness); municipal matters (by-law infractions, re-appropriation of land, community, and election issues); health care service issues or disputes; schools (parents, students, and residents); real estate disputes (construction and condominium). See [here](#).