

# ANNUAL REPORT

2019/2020

LEGAL SERVICES BOARD OF NUNAVUT

## CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
<b>MESSAGE FROM THE CHAIR OF THE BOARD .....</b>	<b>5</b>
<b>GOVERNANCE.....</b>	<b>6</b>
<b>ORGANIZATIONAL STRUCTURE .....</b>	<b>10</b>
<b>FINANCIAL STATUS OF THE BOARD.....</b>	<b>13</b>
<b>INUIT EMPLOYMENT PLAN.....</b>	<b>14</b>
<b>THE PRACTICE OF LEGAL AID .....</b>	<b>15</b>
<b>INUIT COURT WORKER PROGRAM.....</b>	<b>20</b>
<b>COMMUNITY AND PROFESSIONAL RELATIONS.....</b>	<b>20</b>
<b>CONCLUSION .....</b>	<b>22</b>
<b>APPENDIX A – AUDITED FINANCIAL STATEMENTS.....</b>	<b>23</b>
<b>APPENDIX B – STATISTICAL SUMMARY.....</b>	<b>24</b>

## EXECUTIVE SUMMARY

### General Overview

The Legal Services Board (LSB), also known as Nunavut Legal Aid, had an incredibly challenging and busy but successful year during 2019-2020. This year not only tested us as an organization, but it also allowed us to demonstrate our strength, endurance, and uncompromised dedication to the highest level of service delivery to Nunavummiut.

Like many other Government of Nunavut (GN) departments, the LSB was subject to the 2019 ransomware attack. This resulted in the infiltration and compromise of the GN network including LSB files, emails, and other electronic data. As a result, our staff were unable to access their accounts. However, the LSB responded by joining our Kitikmeot server based out of Cambridge Bay. LSB issued new email addresses for all our staff across the territory. In short order, LSB managed to continue our day-to-day operations with minimal disruption to our service delivery, which would not have been possible if LSB waited for GN technical support especially to our clinics and offices outside of Iqaluit. Of note, it flagged to the LSB that a more independent system and infrastructure is required to maintain autonomy and control over our data and communications systems.

### Board Activities

The LSB welcomed a new Chief Executive Officer (CEO), Benson Cowan in January 2019. The Board only met in person once in Iqaluit. To respond to some of the travel logistics and delay between board meetings, the Board implemented several committees (Executive, Panel Admissions, Finance) to assist in the timely review and approval of private panel applications, budget matters, human resource issues, and other Board business. Due to some of the ransomware challenges, and global pandemic in March 2020, the Board did not meet again in person during this reporting period.

### Finances

For 2019/2020 the LSB's total budget was \$12,411,313. Majority of this funding, \$4,939,709 was spent on criminal cases, \$1,582,279 was spent on family cases, and \$433,488 was spent on civil cases.

In addition, LSB provides funding to the three regional clinics that provide office space and administrative support including Court Workers in the communities was \$3,161,119:

1. Maliiganik Tukisiniiakvik in Iqaluit, Qikiqtani Region received \$1,797,158.
2. Kivalliq Legal Services in Rankin Inlet, Kivalliq Region received \$820,791.
3. Kitikmeot Legal Centre in Cambridge Bay, Kitikmeot received \$543,170.

The LSB takes pride in being a careful steward of the public's monies. The organization ensures its resources are spent effectively and efficiently for Nunavummiut needing legal services. At the end of the year, LSB had a surplus of \$48,264. This was the smallest surplus it has had in the previous five years.

## **Law Practice**

### ***Criminal Law***

For 2019/2020, LSB opened a total of 2,886 criminal files and closed 1,793 files. That is a significant increase over the two previous years, as we saw 2,482 in 2018/2019 and 2,506 in 2017/2018. At a simple level, this means that there has been an increase in the number of charges laid and, likely, the people charged. In addition, LSB provided representation at circuit and presumed eligibility for 2,423 cases. This is a significant increase over the two previous years, where we recorded 1,971 in 2018/2019 and 2,178 in 2017/2018.

The LSB also provided representation at 1,178 bail hearings, representing a significant increase from 2018/2019, where we recorded 296 bail hearings. This is more likely due to a more accurate and tracking system.

The LSB provided support to 95 circuits in communities outside of Iqaluit and 27 special sittings. These are relatively the same as for the two previous years – any changes reflect the normal year to year variances and are not part of a larger trend.

### ***Family Law***

In 2019/2020, the LSB received 253 applications for coverage for Family Law Act matters. The LSB also received 194 Children's Law Act applications and 59 Child and Family Services Act Matters.

Providing timely client service for our Family Law applicants has been a challenge. Given the demand in the territory for representation on low and high conflict files, it has been increasingly challenging for the LSB to keep-up and provide timely assistance to clients applying for family law assistance. The LSB requires full applications for any family law matters. However, any adult or child applicant with a child welfare matter is deemed eligible. These matters usually result from child and family services, a court ordered appointment, or individual application.

The client service processes that the LSB has in place have contributed to backlog and created further barriers to providing service to clients. Some clients who have applied may go months without any contact from LSB or with a lawyer. This is a serious problem. The LSB is developing changes to its process and a strategy to reduce the backlog for 2020/2021 and connect clients to lawyers – and solutions to their legal problems – faster.

### ***Civil Law***

In 2019/2020, the Legal Services Board made significant changes to its civil practice. In the past applicants would fill out an application with a court worker and be assessed for eligibility before being contacted by a lawyer. This created a significant delay between the time an application was submitted, and the applicant could speak to counsel. This not only left serious, time-sensitive matters waiting but matters that did not qualify legally or for which simple advice or information could be provided occupied the same queue and contributed to a growing backlog.

In this year, LSB hired three new civil lawyers. LSB also changed the intake process so that applicants would speak to lawyers much earlier in the application process and before they were assessed for financial

eligibility. This allowed lawyers to identify clients with urgent need and fast track them for approval. It also allowed lawyers to screen out cases that did not meet our legal criteria or which could be resolved with summary advice or simple information. This new process removed the backlog and ensured improved client services for civil applicants.

In 2019/2020, the LSB received 272 civil applications. These applications included 25 employment files, 35 housing matters, 18 police misconduct cases and 3 human rights matters. The remainder were general civil poverty law matters.

### **Inuit Employment & Inuit Employment Plan**

The LSB has continued to comply with our responsibilities pursuant to Article 23 of the Nunavut Land Claims Agreement. Best efforts are made to hire, train, and support the professional development of Inuit frontline staff and also with the hiring and promotion of Inuit staff in midlevel management positions and director positions. In 2019/2020, the LSB employed 24 Inuit court workers across the territory who provided a broad range of services to client from intake, translation, community outreach and litigation support. Each clinic had a full-time Inuit Clinic Director. In addition, we also saw the promotion of one of Maliganik Tukisiniarvik's long-time Inuit court workers to a Senior Paralegal Court Worker position within the LSB.

### **Nunavut Law Program**

Throughout 2019/2020, the LSB continued to support the Nunavut Law Program (NLP) in a variety of ways. The LSB hired four of the NLP students for summer employment between May and August 2019. We also participated in partnering with the NLP for their clinical placements, hosting six students over the academic year. Our lawyers were paired with the students and provided oversight and mentorship on a variety of projects, including research, legal memo writing, practice management, client intake, and attending court. In addition, we saw significant involvement of our staff lawyers with the NLP in a volunteer capacity, including as guest speakers, Gale Cup Moot coaches, and as mentors. In addition, one of our LSB's staff lawyers was seconded to manage the Nunavut Law Program when the former Director left to become the Deputy Minister of Justice with the Government of Nunavut.

### **COVID 19 – Global Pandemic**

In March 2020, almost at the end of the fiscal year, the LSB shut down its operations and shifted to provide services by phone because of the COVID-19 pandemic. Therefore, COVID had very little effect on our work and budget for 2019/2020. However, it did impact how LSB responded to client, staff, and community needs for the one month of the 2019/2020 reporting year. Within the first few weeks of the pandemic, the LSB organized toll-free numbers for each of our practice groups, assigned lawyers to monitor the calls and provide advice, waived the requirement for formal legal aid applications, and devised a contingency plan for our operations, practice management, and pandemic management. This would continue throughout 2020 and 2021.

## MESSAGE FROM THE CHAIR OF THE BOARD

With its new CEO at the helm, Benson Cowan led the Legal Services Board through a very busy year in all service areas from criminal law, family law and civil-poverty law throughout 2019-2020.

I'm happy to report that LSB saw the promotion of its longest standing Inuk Court Worker to a Senior Paralegal Court Worker. In addition, LSB was able to assist the Nunavut Law Program by seconding one of its lawyers to be the Northern Director – when the former Director left to become the GN's Deputy Minister of Justice.

In addition, LSB has been an active partner and supporter of the Nunavut Law Program by offering students the opportunity to work at its three clinics in Cambridge Bay, Rankin Inlet, and Iqaluit. The goal is to expose the Law Students to different areas of law with the possibility of interesting some of the students to article and work at Nunavut Legal Aid upon completion of their studies in 2021.

Unfortunately, LSB was also affected by the Government of Nunavut's ransomware. Thankfully, our team was able to respond and put in new communication systems to quickly allow our staff to be able to communicate with each other, with private counsel, clients and partners. The need for LSB to be on its own IT system was very apparent and something that LSB will continue to work on.

When COVID-19 struck end of this reporting year, LSB had to shut-down its operations and shift to remote services. Since COVID hit towards the end of the reporting period, the fiscal impact on our budget was minimal. However, the first few weeks of COVID required LSB staff to find new ways in which to support its staff to work from home and try to minimize the disruptions as best as possible. This included waiving the immediate requirement for legal aid applications, increase our telephone support system so that clients could receive advice by phone and formalize a COVID plan to manage operations and practice management, including pandemic management.

I'd like to acknowledge and thank all our staff for their commitment and dedication to work through the numerous challenges that happened this year. We are lucky to have a team that recognizes that our focus must always be on helping our clients and the communities that we endeavour to serve.

## GOVERNANCE

The LSB is governed by a Board of Directors with representation from the three regional clinics, two members-at-large, the Law Society of Nunavut, and Government of Nunavut. The Minister of Justice appoints all LSB Board members for a three-year term.

Legal services are provided through three regional legal aid clinics, each of which has a regional board of directors. The Chief Executive Officer is supported by a Chief Operations Officer, a Chief Legal Officer, and a Chief Financial Officer.

The Board of Directors is responsible for financial management and reporting, policy development, strategic planning and for oversight and accountability of the organization. The Board is also responsible for hearing appeals of denials of legal aid coverage.

The members of the Legal Services Board for the 2019/2020 fiscal year were as follows:

- Madeleine Redfern – Chair and Qikiqtani Representative
- Tara Tootoo-Fotheringham – Kivalliq Nominee
- Julie Ann Bedford – Law Society of Nunavut Representative
- Shauna Angulalik – Kitikmeot Representative
- Erin George – Department of Justice Representative
- Elijah Padluq – Member at Large
- Vacant – Member at Large

There is also an Executive Committee of the Board comprised of at least three board members. The Executive Committee usually meets on an as needed basis, either in person, by teleconference or email, which is dictated by the amount of Board business requiring attention and/or decisions in-between regular Board meetings. The Chair ensures information flow and oversight to the full Board by providing regular updates on Executive business and decisions at the following in-person Board meeting.



Key elements of the LSB’s envisioned future, overarching goals and strategic priorities of the strategic plan are described here:



**OVERARCHING GOALS OF THE STRATEGIC PLAN**

- Accountability
- Transparency
- Consistency
- Improve efficiency and effectiveness
- Improve financial processes and controls

**THE STRATEGIC PRIORITIES**

- Client Services
- Territorial Board Governance
- Corporate Structure
- Communication
- Human Resources

**Application of Inuit Qaujjimajatuqangit**

Inuit Qaujjimajatuqangit has been an essential part of the Inuit way of life that has been passed on from time immemorial. LSB management and staff work in constant awareness of these values and fulfilling them in the workplace and with the clients and communities LSB serves.

**Pijitsirarniq: Concept of serving**

The concept of serving is central to Inuit, as a measure of the individual responsibility to others, including colleagues and clients. This stems from a sense of maturity and well-being, for oneself but also for others. Key is the understanding that each person has a contribution to make and is or can be a valued contributor to his/her workplace and community. LSB fosters this commitment by having a workplace where staff respect and value each other, priority focus on helping and serving our clients, community, and territory through the provision of legal aid for the common good.

**Aajiiqatigiingniq: Cooperation & Decision-Making**

The concept of working together to achieve the same goals and objectives relies on strong communication skills, acceptance, and commitment to shared goals. All staff are expected to become contributing members of the organization and their community, and to participate actively in supporting the wellbeing of Inuit in Nunavut.

Being able to think and act collaboratively, and to assist with the development of shared understandings are valued skills at LSB. LSB supports the provision of legal aid services in a manner that helps clients deal with difficulties resulting from criminal charges, family breakdowns, and conflicts with employers, landlords, government for denial of services or human rights violations. LSB is committed to helping clients resolve conflict in ways that are least disruptive to the lives of our clients, their families and communities, and brings about just outcomes. Staff at LSB and its regional clinics are committed to learning, considering and respecting that there exists various perspectives and worldviews within the communities and to developing and promoting justice processes that allow for inclusive decision-making - where appropriate and possible.

### ***Pilimmaksarniq: Skills and Knowledge Acquisition***

The concept of skills and knowledge acquisition and capacity building is central to the success of Inuit in a challenging environment. Building personal capacity in Inuit ways of knowing and doing are key expectations for staff. Supporting and demonstrating empowerment to lead successful and productive lives, that are respectful of all, is a powerful end goal of the Legal Services Board. Indeed, growing the skills and knowledge base of all levels of our staff result in better service quality for our clients across the territory.

### ***Qanuqtuurungnarniq: Being Resourceful to Solve Problems***

The concept of being resourceful to solve problems, through innovative and creative use of resources and demonstrating adaptability and flexibility in response to a rapidly changing world, are strengths all our staff continue to develop. Resourcefulness is demonstrated in all aspects of daily operations and also thinking that seeks to improve the way the LSB staff and its regional clinics handle problems both within the organization, with its partner agencies, with our clients and challenges within the communities we serve. This is a skill that is vital to our staff. Working in communities where there is a chronic lack of mental health, addictions, educational, counselling, and crime prevention programs, our legal staff are forced to be very resourceful when developing alternative plans for clients to bring before the Court.

### ***Piliriqatigiingniq: Collaborative Relationship or Working Together for a Common Purpose***

The concept of developing collaborative relationships and working together for a common purpose is vital to achieving the goals of LSB and its regional clinics in fulfilling our mandate. LSB recognizes the importance of balancing the rights of individuals and the broader community, whether within the LSB team or with our clients and their families or communities they live within. Nonetheless, LSB recognizes often its primary focus will be and must be the rights of the individuals it serves but does so within the broader community context. Expectations for staff reflect working for the common good, collaboration, shared leadership, and volunteerism. Piliriqatigiingniq also sets expectations for supportive behaviour development, strong relationship-building and working together to achieve good outcomes.

### ***Avatimik Kamattiarniq: Environmental Stewardship***

The concept of environmental stewardship stresses the key relationship Inuit have with the world in which we live. Staff are expected to articulate respect for this mutually interdependent relationship and to demonstrate responsible behaviors that seek to improve and protect the relationship in ways that meet global challenges to environmental wellness.

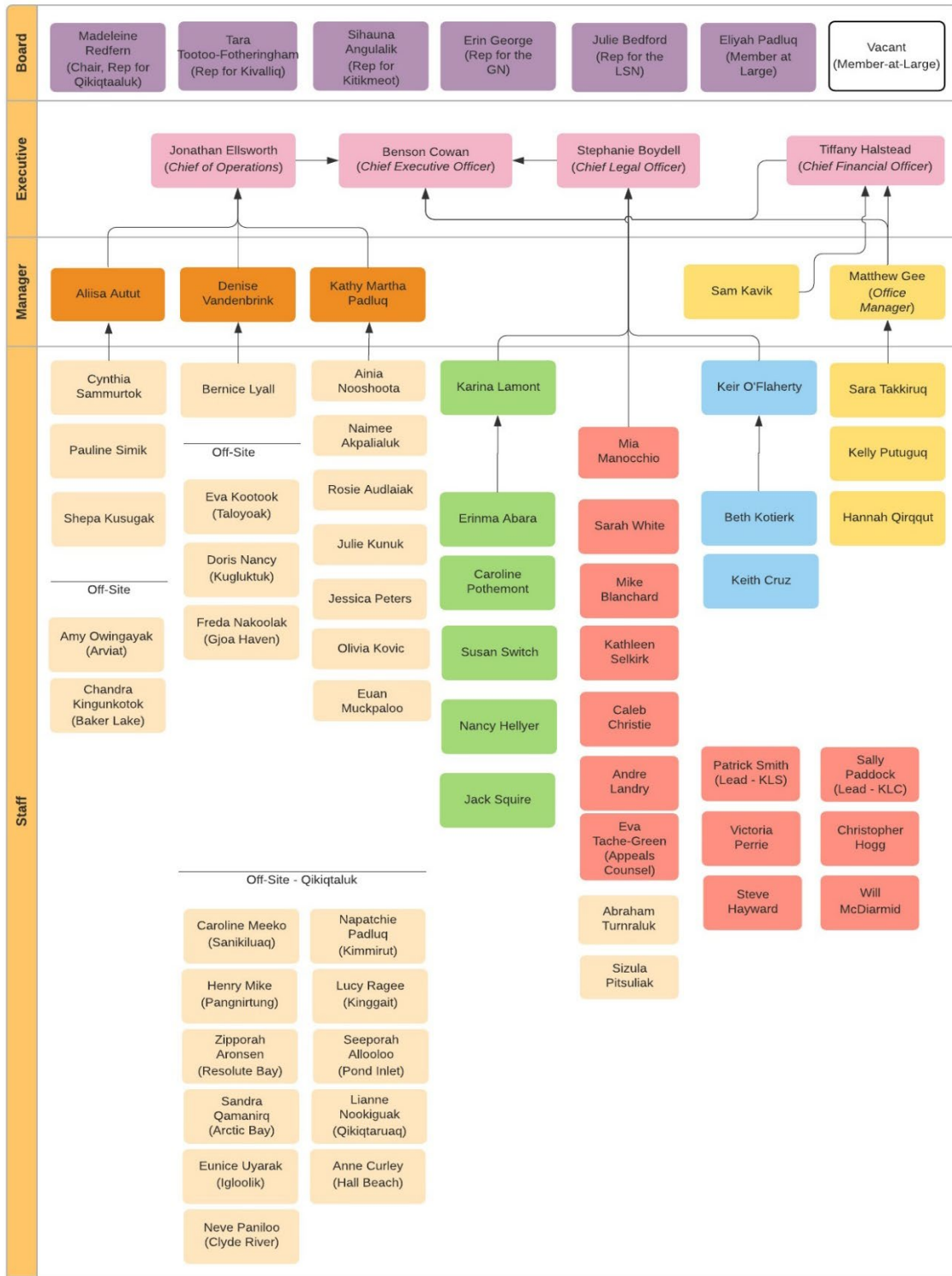
## ORGANIZATIONAL STRUCTURE

LSB's organizational structure is difficult to accurately reflect in an organizational chart. The LSB comprises:

- The Legal Services Board which employs senior and middle managers, staff counsel, and some administrative staff and has overall responsibility for the delivery of legal aid in Nunavut.
- Three regional clinics (each with a separate Board of Directors) in Rankin Inlet, Cambridge Bay and Iqaluit that are responsible for overseeing the work of regional court workers, coordinating, and supporting the work of lawyers, and addressing regional access to justice and public legal education priorities.
- Resident Inuit court workers in most communities in Nunavut.
- Legal Services Board partnership works closely with its regional offices to ensure affective and efficient response to community needs.



## Organizational Chart – Legal Services Board of Nunavut



## **The Team**

The LSB prides itself on its team approach and is comprised by the Board, regional clinic boards, senior LSB staff, GN Gjoa Haven staff, lawyers, and regional clinic administrative staff and court workers. In addition, the LSB uses private lawyers – both resident and non-resident - to meet the workload.

## **Lawyers**

Staff lawyers are based in 3 regional clinics: Maliiganik Tukisiniarvik Legal Services (Iqaluit), Kivalliq Legal Services (Rankin Inlet), and the Kitikmeot Law Centre (Cambridge Bay). For 2019-2020, LSB had staff positions for 16 criminal lawyers, 6 family lawyers, and 3 civil/poverty lawyers. In addition, both the Chief Legal Officer and the Chief Executive Officer are lawyers.

Panel lawyers are legal counsel that are contracted to assist LSB in the provision of legal services. In 2019-2020, there were 29 lawyers on the criminal panel, 4 lawyers on the family panel and 6 lawyers on the civil law panel.

## **Management and Administrative Support Staff**

LSB employs an executive management team comprising a Chief Executive Officer, a Chief Operations Officer, a Chief Legal Officer, and a Chief Financial Officer. LSB also employs a regional director in each region, positions filled by Inuit. In the Gjoa Haven office there is a Finance/Office Manager, Senior Statute Administrator and a Finance & Operations Analyst/Statute Clerk.

## **Court Workers**

A fundamental component of the LSB is the employment of 24 Inuit court workers working in the majority of Nunavut's communities. Court workers provide clients with a critical link to the justice system, and provide lawyers with an important cultural connection to the communities and clients they represent and serve. Court workers coordinate legal aid applications, interpretation and translation services, facilitate client and witness meetings, assist with the preparation for court appearances, assist with community clinics, and access to justice and public legal education initiatives.

## **Acknowledgement of Appreciation**

LSB extends sincere gratitude to all staff for their efforts to deliver high quality legal aid services and access to justice in Nunavut. This team has proven itself to be dedicated, hardworking, and committed to enhancing access to justice for Nunavummiut.

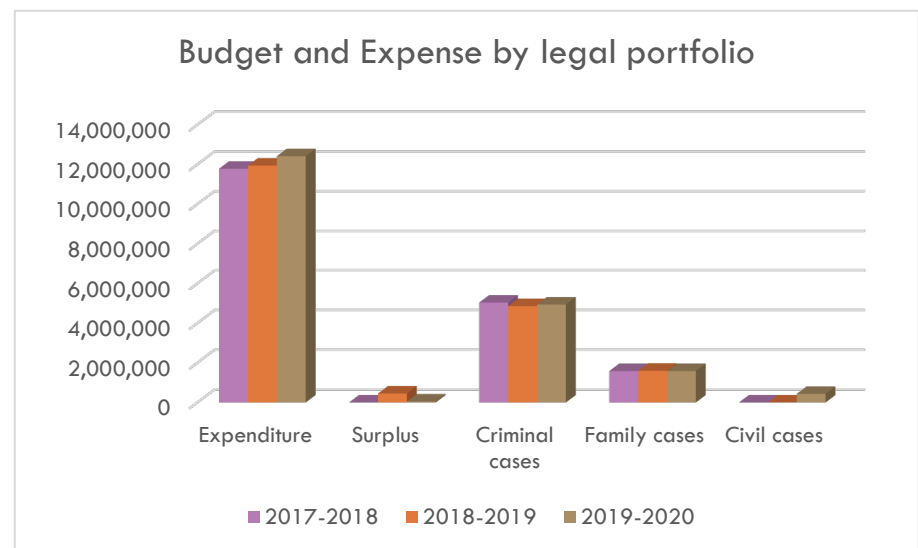
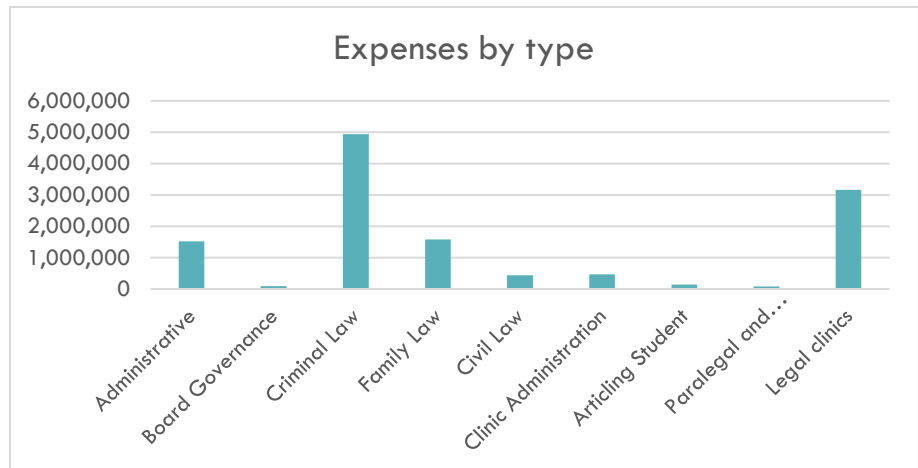
## FINANCIAL STATUS OF THE BOARD

The Legal Services Board of Nunavut is a publicly funded agency. Funding is allocated by the GN Department of Justice through a contribution agreement that incorporates the federal-territorial Access to Justice Agreement between Justice Canada and the Department of Justice Nunavut to the Legal Services Board.

The LSB budget for 2019/2020 was \$12,411,333. The surplus was \$48 264. The LSB utilized 99.6% of its budget.

Regional clinics are societies pursuant to the *Societies Act*. The LSB funds the regional clinics (\$3.16 million per year) by way of contribution agreements.

The audits produced annually are a testament to LSB's pursuit and commitment to transparency and accountability. It is also a clear demonstration of the development of the organization's capacity to manage and report accurately on services and finances responsibly. For additional information on the finances for LSB for the year 2019-2020, see the independently Audited Financial Statements attached as Appendix "A".



## INUIT EMPLOYMENT PLAN

In 2015, the LSB Board of Directors committed to develop an Inuit Employment Plan (“IEP”). The IEP was finalized and approved in 2016-2017. The LSB is committed to the longer-term goal of representative levels of 85% Inuit in all areas and levels within the organization in the foreseeable future.

LSB employs three Inuit as regional clinic directors who have responsibility for clinic administrative duties, overseeing clinic operations, human resources, clinic finances, liaising with LSB management, ensuring adequate support given to both staff and panel lawyers, recruiting, managing and training court workers in the other communities within their respective regions.

The biggest and most important factor affecting Inuit employment within LSB is outside of its control: Nunavut needs more Inuit lawyers.

LSB is firmly committed to finding ways to hire more Inuit and support retention through the following objectives:

- Increase Inuit employment within LSB and its Regional Clinics to proportional representation levels within Nunavut, as required under the NLCA
- Develop an Inuit Priority Hiring Policy within the organization
- Invest in Inuit employees to improve professional skill sets through training and mentorship
- Foster and sustain a workplace environment reflective of Inuit values and culture
- Promote quality of work life as an integral part of the profession
- Promote the LSB as an Inuit employer of choice in the legal and management profession

Across the whole organization (LSB, three Regional Clinics, and seconded GN employees) Inuit employment is 59.65%. Separating the data for professional and non-professional staff shows a stark difference: The executive and financial management levels, and the lawyers, are predominantly non-Inuit. The administrative, legal support and court worker staff are all Inuit.

Here is the issue: LSB needs more Inuit lawyers, and more Inuit in management positions. For this reporting period, the LSB had filled all of the clinic director, court worker, and support staff positions in accordance with our IEP. However, LSB management positions and staff lawyers were all non-Inuit.

LSB has also committed to supporting the Nunavut Law Program, through work placements for academic credit, hiring students during the 2019 summer term, and have budgeted to hire a number of the graduates as articling students for post-graduation in 2021, and are proactively planning to develop articling plans and a student program. The LSB is committed to securing as many Inuit lawyers throughout its organization both with respect to its various regional office locations and various areas of legal practice.

## THE PRACTICE OF LEGAL AID

Household Size	Gross income
1 person	\$50,400
2 people	\$62,400
3 people	\$88,800
4 people	\$96,000
5 people	\$103,200
6 people	\$110,400
7 people	\$117,600
8 people	\$124,800
9 people	\$132,000
10+ people	\$139,200

LSB provides legal aid services to financially eligible Nunavummiut, in the legal areas of coverage as set out by the *Legal Services Act*. This includes criminal defense representation, child representation, child protection and family law coverage, and civil/poverty representation in the areas of residential tenancy, employment/labour law, poverty related issues, excessive use of force by police, human rights and sometimes Coroner's Inquests.

A Board-approved eligibility scale defines the criteria for accessing legal aid in Nunavut, with the income thresholds are defined in the adjacent chart. As a result, all of those individuals applying for legal aid who are recipients of income support are automatically financially eligible for the services LSB provides.

LSB is committed to representing eligible citizens of Nunavut in a professional and culturally competent manner. Of primary

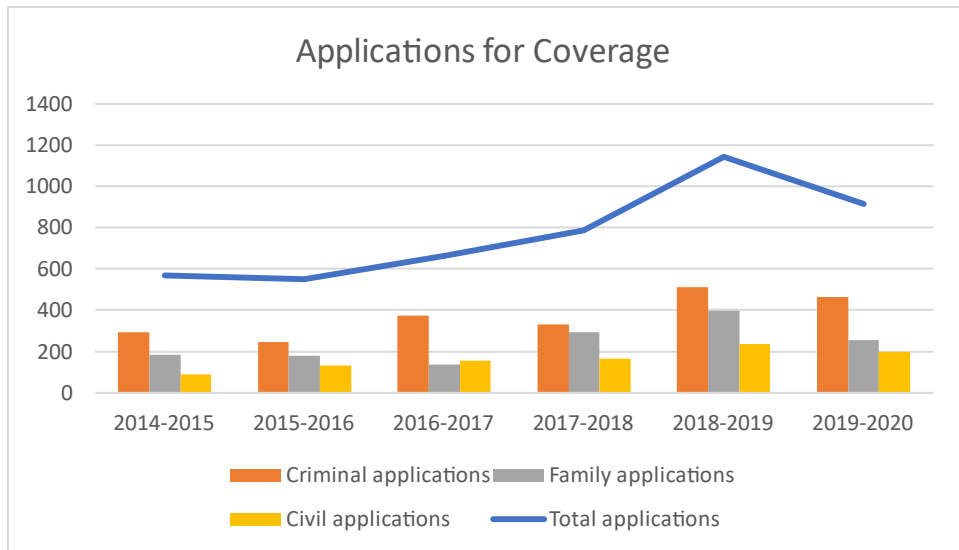
importance is protecting the guaranteed rights of those who are most vulnerable in our communities – such as those charged with offences, children, or those whose children have been taken from their homes by the state. LSB is committed to ensuring that the services we provide are regionally relevant and of a high quality and at least equal to the legal services found in other Canadian jurisdictions, if not better. As always, the context of this work shaped by the unique and vast geographical, cultural, and legal landscape that is Nunavut. It is important to note, the LSB provides the broadest coverage of any legal plan in Canada throughout the three main practice areas.

Always influencing our policy, program, and delivery development are some of the key founding principles of the territory. These include, but are not limited to, ensuring these services are available to all Nunavut communities, that language support is available for every lawyer, court worker, and client to ensure that clients participate as fully as possible in their matters. In addition, LSB is committed to the hiring, supporting and training of Inuit staff at every opportunity.

*“An individual is presumed eligible, and will receive legal aid coverage from the LSB, when that individual has been charged in Nunavut with an eligible offence. Coverage will include the provision of legal advice on a Section 10B Charter call, at a show cause hearing and at a first appearance to enter a plea. Should a plea of guilty be entered at the first appearance, coverage can be extended to allow for the making of submissions on sentencing” – Criminal Law eligibility policy*



Underlying these principles and our mandate overall is our keen understanding that the vast majority of Nunavut communities have no access to justice resources, information or support. The justice system is one that is only within reach for the vast majority of the population when the court flies into the community for a week at a time, and often, very infrequently. LSB



consistently strives to narrow that access by providing toll free information lines, a 24/7 advice-on-arrest line, ensuring lawyers' early attendance in communities for court weeks, expanding coverage areas in response to community needs, maintaining court worker positions in more than 20 communities, and when possible, community outreach and education programs.

**Criminal Practice**

The criminal practice remained stable this year despite the ongoing challenges of filling vacant staff positions. As of the fall of 2019, all 16 staff lawyer positions were filled after an aggressive recruitment effort. The LSB criminal practice provides quality representation to all Nunavummiut while on circuit in Nunavut's 25 communities. The LSB sends lawyers to communities the Friday prior to a circuit week to ensure adequate preparations with clients and negotiations with crown prosecutors. The criminal law practice management model comprises the Chief Legal Officer with oversight by the CEO on complex files.

All Nunavummiut who have been charged with a crime are presumptively eligible to receive, and do receive, support from the point of arrest, through the bail hearing stage, first appearance and subsequent elections and plea. If further help is required and clients are financially eligible, they will receive trial, sentencing, and potentially appellate services too.

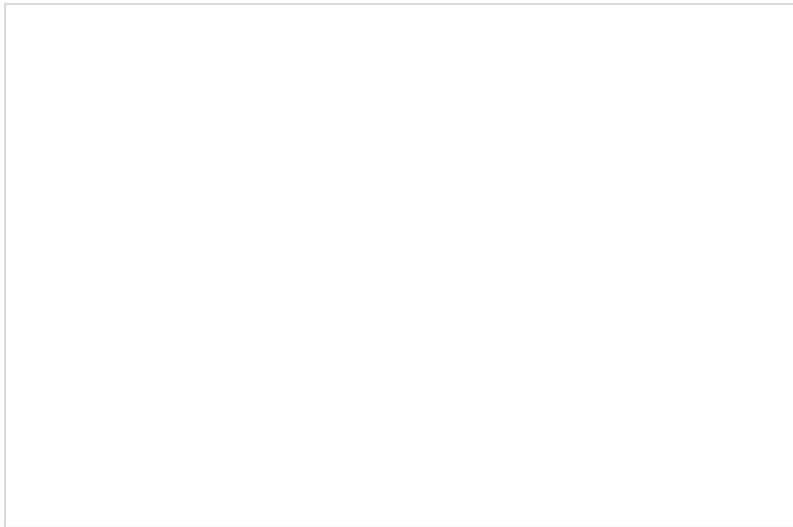
In 2019-2020 In total, legal aid covered 475 court weeks this year. Our counsel attended 412 regular court and circuit weeks. The breakdown by region:

- Qikiqtaaluk (including regular Nunavut Court of Justice sittings in Iqaluit): 247.
- Kivalliq: 88.
- Kitikmeot: 77.

In addition, the lawyers were assigned to 63 special sitting court weeks (preliminary inquiries, judge and jury trials, judge alone trials and *Charter* applications).

There were 463 individuals who applied for full coverage, an increase from recent years, the LSB opened 2886 new criminal law files and closed 1793 in this reporting cycle. This is a significant increase over the two

previous years, as we saw 2,482 in 2018/2019 and 2,506 in 2017/2018. At a simple level, this means that there has been an increase in the number of charges laid and, likely, the people charged.



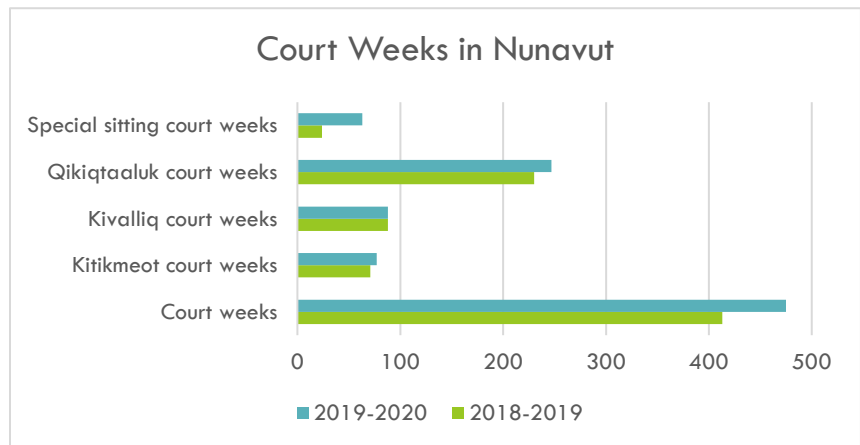
In addition, LSB provided representation at circuit and presumed eligibility for 2,423 cases. This is a significant increase over the two previous years, where we recorded 1,971 in 2018/2019 and 2,178 in 2017/2018.

In addition to the circuits attended by staff and private lawyers, the LSB also provides service for individuals who are arrested whether during or outside of office hours, including representation at show cause hearings (bail hearings) that are sometimes scheduled outside of regular working hours.

This year, there were 688 business-hours arrest calls and 1 178 bail hearings. This is a significant increase from 2018/2019, where we recorded 296 bail hearings. This is more likely due to a more accurate and tracking system.

There were 370 after-hours calls and 240 after-hours bail hearings, nearly double the previous year.

The LSB also funds criminal appeals. There were six appeals funded during the reporting period. Appeals are an important means to ensure that errors in the legal system or unfair or unjust decisions are highlighted and addressed appropriately according to the principles of justice.



The costs of providing services in criminal law were \$4,939,709.00.

## Family Practice

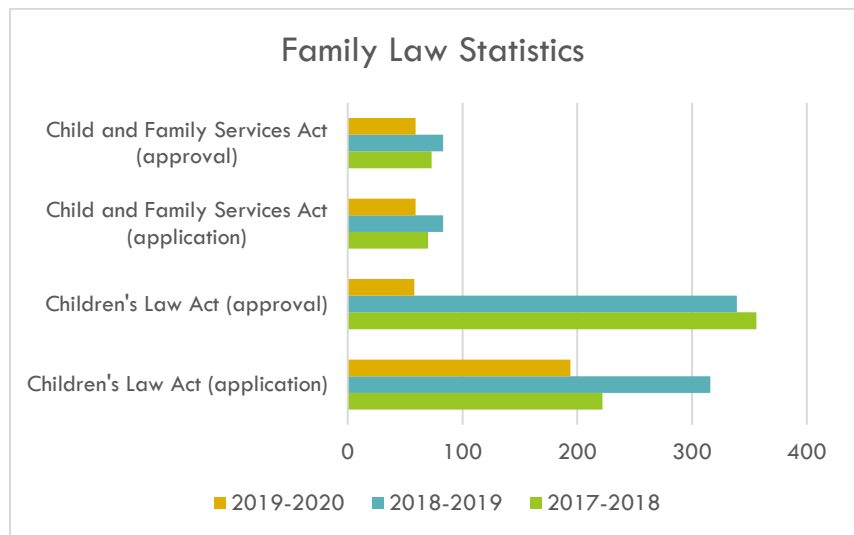
LSB continues to struggle with the demand of those applying for assistance for non-urgent matters. Given the demand in the territory for representation on low and high conflict files, it has been increasingly challenging for the LSB to keep-up and provide timely assistance to clients applying for family law assistance. The LSB requires full applications for any family law matters. However, any adult or child applicant with a child welfare matter is deemed eligible. These matters usually result from child and family services, a court ordered appointment, or individual application.

The client service processes that the LSB has in place has also contributed to the backlog and created further barriers to providing service to clients. Some clients who have applied may go months without any contact from LSB or with a lawyer. This is a serious problem. The LSB is developing changes to its process and a strategy to reduce the backlog for 2020/2021 and connect clients to lawyers – and solutions to their legal problems – faster.

However, the family law backlog has not affected Child and Family Services assignments. Despite a high number of child welfare matters and court ordered appointment of counsel for children, family lawyers continue to offer the legislated range of services to Nunavummiut. A toll-free family law information line is supported by LSB for individuals seeking general legal information on family matters.

All parents who have their children apprehended by the state are presumptively eligible for assistance from legal aid. If desired, that help is available from the moment of apprehension to the first stage hearing, to any and all subsequent motions or trial appearances.

All children who become involved in the legal system, some of whom are required to testify in court or who are able to provide input on a family law matter, will be assisted by legal aid. In addition, all youth in conflict with the law who do not choose private counsel are assisted by legal aid.



Eligible Nunavummiut who are going through a family breakdown receive LSB assistance with matters of support, custody, access, mobility, and contested custom adoptions.

In 2019-2020 LSB received 253 applications and approved 198, of which 59 were approved under the presumed eligibility requirements as the LSB responded to incidents where children were apprehended.

The practice management model comprises of lead counsel, staff counsel, the CLO and the COO who together to manage the daily requirements of this busy and important practice area. The LSB also heavily relies on our private panel counsel to assist with the volume of clients, and any conflict files that LSB staff counsel are unable to assist with. The costs of providing services in family law were \$1,582,179.

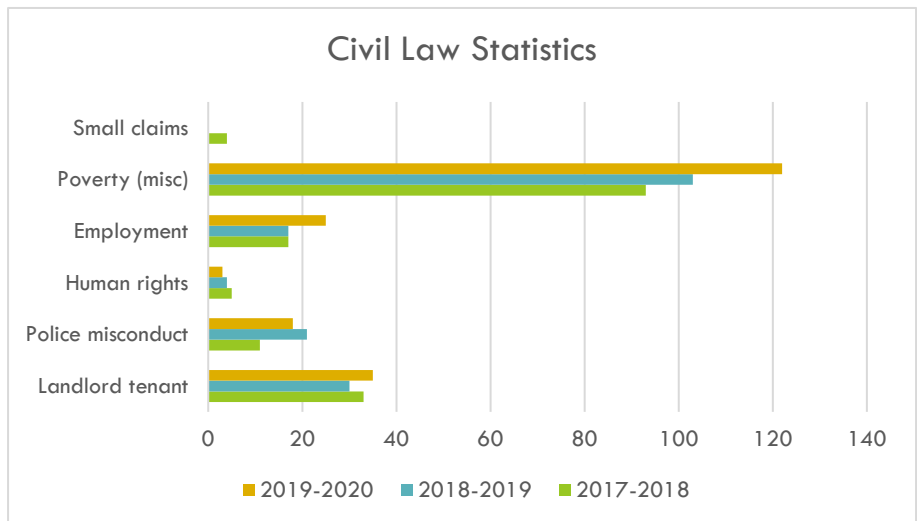
## Civil Practice

In 2019/2020, the Legal Services Board made significant changes to its civil practice. In the past applicants would fill out an application with a court worker and be assessed for eligibility before being contacted by a lawyer. This created a significant delay between the time an application was submitted, and the applicant could speak to counsel. This not only left serious, time-sensitive matters waiting but matters that did not qualify legally or for which simple advice or information could be provided occupied the same queue and contributed to a growing backlog.

In this year, LSB hired three new civil lawyers. LSB also changed the intake process so that applicants would speak to lawyers much earlier in the application process and before they were assessed for financial eligibility. This allowed lawyers to identify clients with urgent need and fast track them for approval. It also allowed lawyers to screen out cases that did not meet our legal criteria or which could be resolved with summary advice or simple information. This new process removed the backlog and ensured improved client services for civil applicants.

In 2019/2020, the LSB received 198 civil applications, down a little from the previous year. These applications included 25 employment files, 35 housing matters, 18 police misconduct cases and 3 human rights matters. The remainder were general civil poverty law matters.

The costs of providing service in the civil practice were \$433,448.



## INUIT COURT WORKER PROGRAM

A fundamental component to LSB's service delivery is its support of the Inuit Courtworker Program. While court workers are actually employed by the regional clinics (either full-time or part-time as needed), it is LSB that funds the clinics to support these positions.

Court worker positions are based in clinics and in smaller hamlets throughout the regions. In 2019-2020, the Kitikmeot Law Centre employed five court workers throughout their 5 communities, Kivalliq Legal Services employed 4 court workers for their seven communities, and Maliiganik Tukisiiniakvik employed 15 court workers for their 13 communities.

Court workers provide essential services in ensuring there is access to justice in the territory. Not only do court workers provide vital support to circuit lawyers such as interpretation, client and witness support, they also provide much needed administrative assistance in coordinating community legal aid applications, maintaining contact to clients without phones or computers, and serving documents.

Court workers provide clients with a critical link to the justice system, and provide lawyers with an important cultural connection to their clients and the communities.

All of the demands articulated in the previous sections are also faced by the Court Worker program. Every legally aided matter is assisted and complemented by the Court Workers. Constant pressures and demand for legal services means that Iqaluit, Rankin Inlet and Cambridge Bay Court Workers work on a daily basis providing meaningful services. Court workers are essential and involved in nearly every activity of the LSB.

This year Court Workers participated in a nationwide Court Worker meeting in Ottawa that sought to define a baseline for court worker training and to develop the framework for the sharing of information.

LSB recognizes more supports are required in the Court Worker program, in particular, ensuring increased training, assistance, mentoring and professional development opportunities along with suitable and safe workspaces within the communities. The LSB has prioritized this area for review and will be dedicating resources to ensure the program is adequately funded.

## COMMUNITY AND PROFESSIONAL RELATIONS

The LSB enjoys positive and meaningful relationships with the legal community and inter-related justice organizations in Nunavut and elsewhere in Canada. In addition, our interactions with Nunavut Health, Social Services, Family Services, and more recently Office of the Advocate for Children and Youth have been mutually beneficial.

### **Association of Legal Aid Plans**

The CEO sits on the Association of Legal Aid Plans of Canada (ALAP). This organization comprises senior management and board members from all the legal aid plans in Canada and is mandated to undertake, support and facilitate research concerning access to justice issues; to improve public awareness of access to justice issues; and, to undertake such activities, on its own or with others, as may be in the interest of access to justice in Canada. The LSB Chair along with other legal aid plan Chairs participates in ALAP meetings when

the agenda pertains to governance or areas deemed important and beneficial both at the regional and national level.

### **Provincial/Territorial Working Group re Access to Justice Service Agreement**

The CEO and COO sit, with officials of the Department of Justice Nunavut, Department of Justice Canada and other provincial/territorial legal aid plans, on the PWG/TWG groups arising from the Access to Justice Service Agreement. The representatives meet regularly to discuss issues arising from the operation of the agreements, funding formulae, and the court worker program(s). The MT Regional Clinic Director, Kathy Pudlaq, participated in the ongoing review of the strategic plan for the National Indigenous Court Worker program.

### **Nunavut Communities and Community Justice Committees**

Most importantly, the LSB engages communities at the community level in a variety of ways, including but not limited to legal counsel and Court Workers. This includes providing legal representation to eligible clients in court but also with justice committees. LSB may also reach out and share public legal information to hamlet councils, schools, mental health service providers and end users. LSB has partnered with our communities and has provided meaningful community based public legal education.

### **Public Legal Education & Information**

Public legal education and information (PLEI) is a mandated responsibility of LSB. This is a challenging task in a jurisdiction with many spread-out communities with different languages or dialects and cultural variances, especially in respect to legal concepts. Each of LSB's lawyers has committed to performing PLEI initiatives, and the result has been some creative and meaningful interaction with Nunavut's communities and their residents. Staff lawyers participated in sessions at high schools and Nunavut Arctic College campuses around the territory. Partnerships are being established with local Inuit organizations and have resulted in community sessions on residential tenancies and wills and estates in the Kivalliq region and the development of mental health programming in the Kitikmeot.

LSB continues to work towards identifying and delivering PLEI in the communities with local partners, especially through our Court Workers, once we have developed sufficient and appropriately PLEI including training and supporting Court Workers to deliver within their communities. This year saw the development of a PLEI strategy document which examined the available resources in Nunavut and identified strategies to develop relationships with Inuit organizations hamlets and citizens. This work was completed through the lens of implementing PLEI initiatives that respond directly to the needs of Nunavummiut. One goal LSB has is to increase the PLEI program by hiring an Access to Justice Director with the expressed mandate to work closely with LSB lawyers and Court Workers to support, enhance, improve, monitor and track PLEI and its potential impacts on increasing demand for legal aid as individuals become more aware of their rights and seek to assert, defend and benefit from their rights being protected and attained.

## Website

This year the Legal Services Board maintained its website by ensuring regular updates were made. Content on the LSB website is in Nunavut's four official languages and can be viewed at [www.nulas.ca](http://www.nulas.ca). The website provides information on LSB's services, policies, annual reports, along with contact information for the three regional clinics and its law lines. The website is regularly updated with revised information as necessary. Despite these efforts, the website is in need of a complete overhaul to better reach and meet the needs of our multiple audiences.

## Family and Civil/Poverty Law Lines

LSB offers a toll-free family law and civil/poverty law information lines. As of March 2020, as the LSB reacted to territory-wide closures as a result of COVID, three toll-free criminal law lines were also implemented and monitored from 9am-5pm.

## Policies, Directives and Other Projects

The Board provides senior staff directives following the review of programs and services at its Board meetings. An ongoing list of policies to be reviewed/developed and other projects are identified throughout the year with a view of assigning tasks to appropriate committees or staff. Due to organizational demands and limitations, LSB sole sourced a consultant on GN Justice's SOA list to review all existing policies and amend policies where required and draft new ones. In addition to the amendments to the Panel Policy, a list of new policies has been identified for development in the next year. Accompanying the policy review project is a plan to engage GN Justice with a view to completing a MoU on a number of administrative matters of mutual interest.

## CONCLUSION

The Legal Services Board of Nunavut is fully committed to fulfilling its mandate and providing legal services to eligible Nunavummiut.

As articulated earlier, LSB's fundamental contributions to the justice system have far-reaching impacts in every community in the territory. For many of our clients who come into contact with the legal and justice system, this is a daunting, scary and intimidating situation. LSB takes pride in providing education and advocacy to our clients during their time in need, not only through legal representation, but also through culturally sensitive supports.

Producing independent financial audits, capturing and reporting accurate statistical information, identifying organizational needs and legal practice trends has all contributed to a more productive and efficient legal aid in Nunavut. This approach has resulted in an organization that is transparent and responsive to its clients, its staff and fully accountable to its funders and public.

The exceptional efforts made by the Board of Directors, the senior management team, the legal staff, regional clinics, regional boards, the regional court workers and administrative staff, the support of our funders and justice colleagues, all have played a role in improving access to justice for Nunavummiut.

## APPENDIX A – AUDITED FINANCIAL STATEMENTS



## APPENDIX B – STATISTICAL SUMMARY

## SUMMARY REPORT FOR 2019/2020 STATISTICAL DATA AND CLINIC INFORMATION

The following is a summary of information contained within the clinic reports, law line report, civil law report and statistical data with respect to the provision of legal services offered by the Legal Services Board and its regional offices for periods April 1, 2019 to March 31, 2020.

## CRIMINAL PORTFOLIO - GENERAL

CRIMINAL LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
<b>Brydges (10b) arrest calls regular hours</b>	210	141	337	688
<b>Bail hearings Regular hours</b>	157	122	899	1178
<b>Law line Brydges (10b) calls</b>	130	208	432	770
<b>Law line Bail hearings</b>	46	57	137	240
<b>Law line Youth</b>	2	0	8	10
<b>Criminal Law files opened</b>	482	756	1648	2886
<b>Criminal Law files closed</b>	426	363	1004	1793
<b>Circuit weeks</b>	77	88	247	412
<b>Full Coverage Criminal Applications</b>	89	98	276	463
<b>Full Coverage Criminal Approvals</b>	83	92	251	426

## CRIMINAL PORTFOLIO BY OFFENCE

Charge type:		Adult			Youth			Total Clients
		Male	Female	Other	Male	Female	Other	
1	Homicide (1&2 degree murder, manslaughter, infanticide)	2	1	0	0	0	0	0
2	Attempted Murder	0	1	0	0	0	0	3
3	Robbery (firearms, other offensive weapon)	3	0	0	0	0	0	1
4	Sexual Assault (aggravated sexual assault, with weapon, other)	51	4	0	5	1	0	3
5	Sexual Abuse (other sexual offences)	6	0	0	0	0	0	61
6	Major Assault (assault with weapon level 2,3,bodily harm)	81	24	0	1	0	0	6
7	Simple Assault (Level 1)	131	29	0	3	2	0	106
8	Kidnapping (kidnapping and forcible confinement)	1	0	0	0	0	0	165
9	Abduction (person <14<16 Contravening custody order, no order)	0	0	0	0	0	0	1
10	Arson (arson)	0	1	0	0	0	0	0
11	Weapons and Explosives (prohibited weapon, restricted)	8	0	0	0	0	0	1
12	Break and Enter (business, residence, other)	3	1	0	0	0	0	8
13	Fraud and Related (cheque, credit card, counterfeiting, other)	1	0	0	0	0	0	4
14	Theft < or >\$5,000 (bicycles > \$1000, from motor vehicles)	4	1	0	0	0	0	1
15	Possession of Stolen Property (have stolen goods)	0	0	0	0	0	0	5
16	Property Damage/Mischief	2	0	0	0	0	0	0
17	Morals (gambling & betting house, gaming)	0	0	0	0	0	0	2
18	Morals Sexual (sexual, procuring, indecent acts)	4	0	0	0	0	0	0
19	Public order offences (disturb peace, obstruct, trespass at night)	2	1	0	0	0	0	4
20	Offence re Admin of Justice (breach, etc.)	25	1	0	0	0	0	3
21	Other Criminal Code Offences (impaired driving, etc.)	6	2	0	0	0	0	26
22	Trafficking or importing drugs	0	0	0	0	0	0	8
23	Possession of Drugs	0	0	0	0	0	0	0
24	Other Federal Statutes	12	3	0	0	0	0	0

25	Provincial Offences Excluding / Traffic (Liquor, Securities, etc.)	0	0	0	0	0	0	15
26	Provincial Statute Offences	0	0	0	0	0	0	0
27	Criminal Code Offenses Traffic	0	0	0	0	0	0	0
28	Reserve Local Bylaw	0	0	0	0	0	0	0
	Totals:	342	69	0	9	0	0	423

**FAMILY PORTFOLIO**

<b>FAMILY LAW Statistic</b>	<b>Kitikmeot</b>	<b>Kivalliq</b>	<b>Qikiqtaaluk</b>	<b>Totals</b>
<b>Family Applications Children's Law Act</b>	41	62	91	194
<b>Family Approvals Children's Law Act</b>	15	13	30	58
<b>Child and Family Services</b>	9	16	34	59
<b>Approvals Child and Family Services</b>	9	16	34	59

**CIVIL PORTFOLIO**

<b>CIVIL LAW Statistic</b>	<b>Kitikmeot</b>	<b>Kivalliq</b>	<b>Qikiqtaaluk</b>	<b>Totals</b>
<b>Civil Applications (all)</b>	60	61	77	198
<b>Landlord Tenant</b>	12	8	10	30
<b>Police Misconduct</b>	6	5	7	18
<b>Human Rights</b>	1	0	2	3
<b>Employment</b>	12	4	9	25
<b>Poverty (Misc)</b>	29	44	49	122

**LEGAL SERVICES BOARD OF NUNAVUT**  
**FINANCIAL STATEMENTS**  
MARCH 31, 2020

**LEGAL SERVICES BOARD OF NUNAVUT**  
**INDEX**  
MARCH 31, 2020

	<b><u>Page</u></b>
Independent Auditors' Report	1 - 3
Statement of Operations	4
Statement of Changes in Net Financial Assets (Debts)	5
Statement of Financial Position	6
Notes to the Financial Statements	7 - 10
Schedule 1 - Administrative Expenses	11
Schedule 2 - Board Governance	11
Schedule 3 - Criminal Law Practice	12
Schedule 4 - Family Law Practice	12
Schedule 5 - Civil and Poverty Law Practice	12
Schedule 6 - Clinic Administration	13
Schedule 7 - Articling Students	13
Schedule 8 - Paralegal and Court Worker	13



**Independent Auditors' Report**

To the Minister of Justice, Government of Nunavut and the Board of Directors of the Legal Services Board of Nunavut

**Report on the Audit of the Financial Statements**

**Opinion**

We have audited the financial statements of the Legal Services Board of Nunavut (the Board), which comprise the statement of financial position as at March 31, 2020, and the statements of operations and changes in net financial assets (debts) for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at March 31, 2020 and its financial performance and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

## **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

### **Report on Other Legal and Regulatory Requirements**

As required by the *Financial Administration Act* of Nunavut we report that, in our opinion, Canadian Public Sector Accounting Standards have been applied on a basis consistent with that of the preceding year.

We further report in accordance with the *Financial Administration Act* of Nunavut that, in our opinion, proper books of account have been kept by the Board, the financial statements are in agreement therewith and the transactions that have come under our notice have, in all significant respects, been within the statutory powers of the Board.

Under section 100(1) of the *Financial Administration Act* of Nunavut, the Board is required to submit its annual report to the appropriate Minister no later than 90 days after the end of its financial year, or an additional period, not exceeding 60 days that the Minister of Finance may allow. The Board was granted a 60 day extension. The annual report and independent financial audit was submitted after the legislated timeline.

Iqaluit, Nunavut  
July 27, 2020



Chartered Professional Accountants



**LEGAL SERVICES BOARD OF NUNAVUT**  
**STATEMENT OF OPERATIONS**  
FOR THE YEAR ENDED MARCH 31, 2020

	<u>2020</u>	<u>2019</u>
<b>Revenues</b>		
Government of Nunavut Contributions		
Contribution agreement	\$ 12,411,333	\$ 12,318,000
Transfer to Department of Justice	0	(336,689)
Repayment	<u>(48,264)</u>	<u>(115,399)</u>
	12,363,069	11,865,912
Government of Canada Contribution		
Justice Canada	51,737	75,208
Client contributions	<u>0</u>	<u>100</u>
	<u>12,414,806</u>	<u>11,941,220</u>
<b>Expenses</b>		
Administrative (Schedule 1)	1,519,690	1,578,039
Board governance (Schedule 2)	90,993	193,494
Criminal law (Schedule 3)	4,939,709	4,857,077
Family law (Schedule 4)	1,582,279	1,600,143
Civil and poverty law (Schedule 5)	433,448	396,422
Clinic administration (Schedule 6)	470,755	448,150
Articling students (Schedule 7)	141,588	106,558
Paralegal and courtworker (Schedule 8)	75,225	0
Legal clinics (Note 6)	<u>3,161,119</u>	<u>2,761,337</u>
	<u>12,414,806</u>	<u>11,941,220</u>
<b>Net Surplus</b>	0	0
Accumulated Surplus, beginning of year	<u>0</u>	<u>0</u>
<b>Accumulated Surplus, end of year</b>	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

**LEGAL SERVICES BOARD OF NUNAVUT**  
**STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (DEBTS)**  
**FOR THE YEAR ENDED MARCH 31, 2020**

	<u>2020</u>	<u>2019</u>
Net Surplus (Deficit)	\$ 0	\$ 0
Net Financial Assets, beginning of year	<u>0</u>	<u>0</u>
<b>Net Financial Assets, end of year</b>	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

**LEGAL SERVICES BOARD OF NUNAVUT**  
**STATEMENT OF FINANCIAL POSITION**  
AS AT MARCH 31, 2020

	<u>2020</u>	<u>2019</u>
<b>Financial Assets</b>		
Accounts receivable (Note 3)	\$ 861,361	\$ 1,439,885
Due from Government of Nunavut (Note 5)	1,098,170	727,355
Prepaid expenses	<u>20,040</u>	<u>67,534</u>
	<u>1,979,571</u>	<u>2,234,774</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	<u>1,979,571</u>	<u>2,234,774</u>
<b>Net Financial Assets</b>	<u>0</u>	<u>0</u>
<b>Accumulated Surplus</b>	<u>\$ 0</u>	<u>\$ 0</u>

**Approved by the Board**

 Director

 Director

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2020**

**1. NATURE OF THE ORGANIZATION**

The Legal Services Board of Nunavut (LSB) was incorporated in July 2000, pursuant to section 391 of the *Legal Services Act R.S.N.W.T. 1988, C-14* of Nunavut. As the territory's legal aid plan, the LSB is responsible for providing legal services to financially eligible Nunavummiut in the areas of criminal, family and civil law. In addition to providing legal counsel, the LSB is also mandated to deliver public legal education and information in the territory and to develop and support the Inuit court workers program at the local level. The LSB programs also include an After Hours Law Line for citizens seeking legal advice on arrest outside of business hours, a Family Law Line offering general family law information, and a Civil/Poverty Law Line offering general civil law information.

The LSB does not have a bank account and therefore is dependent on the Government of Nunavut to pay all expenses on their behalf. All expenses are paid by the Government of Nunavut through the Consolidated Revenue Fund and reimbursed from the LSB Revolving Fund up to the agreed upon annual contribution. As such, all the books and records are controlled by the Government of Nunavut and recorded in the Free Balance accounting system.

**2. SIGNIFICANT ACCOUNTING POLICIES**

The accounting policies followed by the Board are in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

**(a) Use of Estimates**

The preparation of the financial statements of the Board requires management to make estimates and assumptions based on information available as of the date of the financial statements. Therefore, actual results could differ from those estimates.

**(b) Revenue Recognition and Government Transfers**

Contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions with stipulations that meet the definition of a liability per Section PS 3200 are recorded as deferred revenue. When stipulations are met, deferred revenue is recognized as revenue in the year in a manner consistent with the circumstances and evidence used to support the initial recognition of the contributions received as a liability.

**(c) Accrual Basis**

The financial statements have been prepared using the accrual basis of accounting.

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2020**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(d) Expenses**

Direct expenditures which are wholly attributable to a specific program are charged directly to the appropriate program. In circumstances where expenditures are not wholly attributable to a specific program these expenditures are allocated amongst the programs based on management's estimates of the time, effort and resources required to support these activities.

**(e) Financial Instruments**

The Board's financial instruments consist of accounts receivable, accounts payable and accrued liabilities, and amounts due (from) to Government of Nunavut which are reported at their fair values on the statement of financial position. The fair values are the same as the carrying values due to their short-term nature. It is management's opinion that the Board is not exposed to significant interest, currency or credit risks arising from these financial instruments unless otherwise noted.

**3. ACCOUNTS RECEIVABLE**

	<u>2020</u>	<u>2019</u>
Kitikmeot Legal Services	\$ 147,325	\$ 194,584
Kivalliq Legal Services	155,442	155,442
Maliiganik Tukisiiniakvik	<u>269,875</u>	<u>200,306</u>
	572,642	550,332
GST rebate	226,250	888,233
Other	<u>62,469</u>	<u>1,320</u>
	<u>\$ 861,361</u>	<u>\$ 1,439,885</u>

**4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	<u>2020</u>	<u>2019</u>
Legal Clinics - GN funding repayable	\$ 572,642	\$ 550,332
Other accrued liabilities	876,450	1,265,122
Accrued payroll	<u>530,479</u>	<u>419,320</u>
	<u>\$ 1,979,571</u>	<u>\$ 2,234,774</u>

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2020**

**5. GOVERNMENT OF NUNAVUT FUND BALANCE**

	<u>2020</u>	<u>2019</u>
Opening balance	\$ (727,355)	\$ (930,790)
Revenues	(12,414,806)	(11,941,220)
Expenses incurred on behalf of LSB	12,414,806	11,941,220
Changes in:		
Accounts receivable and prepaids	(626,018)	270,492
Accounts payable and accrued liabilities	<u>255,203</u>	<u>(67,057)</u>
Closing balance	<u>\$ (1,098,170)</u>	<u>\$ (727,355)</u>

Amounts due (from) to the Government of Nunavut are non-interest bearing, unsecured and have no specific terms of repayment.

**6. LEGAL CLINICS CONTRIBUTIONS**

	<u>2020</u>	<u>2019</u>
<u>Kitikmeot Law Centre operating as Kitikmeot Legal Services</u>		
Contribution agreements	\$ 442,000	\$ 442,000
Supplemental contributions	177,450	91,000
Unused contributions/adjustments	<u>(76,280)</u>	<u>(47,259)</u>
Total used contributions	<u>543,170</u>	<u>485,741</u>
<u>Keewatin Legal Services Centre Society operating as Kivalliq Legal Services</u>		
Contribution agreements	589,000	589,000
Supplemental contributions	211,561	78,000
Deficit coverage contribution	<u>20,230</u>	<u>1,629</u>
Total used contributions	<u>820,791</u>	<u>668,629</u>
<u>Maliiganik Tukisiiniakvik</u>		
Contribution agreements	1,500,000	1,500,000
Supplemental contributions	412,986	55,000
Rent	51,967	51,967
Renovation contribution	21,500	0
Unused contributions/adjustments	<u>(189,295)</u>	<u>0</u>
Total used contributions	<u>1,797,158</u>	<u>1,606,967</u>
	<u>\$ 3,161,119</u>	<u>\$ 2,761,337</u>

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2020**

**7. COVID-19 IMPLICATIONS**

The COVID-19 virus is affecting businesses in Nunavut and throughout the world. A high degree of uncertainty persists surrounding the full economic impact of the situation. The unpredictable nature of the spread of the disease makes it difficult to determine the length of time that the Board's operations will be impacted. Consequently, at the time of issuance of these financial statements, the effect that the abrupt decline in economic and travel activities will have on the Board's operations, assets, liabilities, net assets, revenues, and expenses is not yet known.

**8. SUBSEQUENT EVENT**

Subsequent to the year end, the application of Keewatin Legal Services Centre Society to change its name to Kivalliq Legal Services was approved. As of June 18, 2020, Kivalliq Legal Services is no longer an "operating under" name, but is the official name of the Society. There is no financial impact to the Board of this change.

## LEGAL SERVICES BOARD OF NUNAVUT

### SCHEDULE 1 - SCHEDULE OF ADMINISTRATIVE EXPENSES

For the year ended March 31	2020	2019
<b>Expenses</b>		
Executive office operations	\$ 1,059,190	\$ 1,033,496
Administrative operations	414,606	355,468
Programs and projects	45,894	189,075
	\$ 1,519,690	\$ 1,578,039

### SCHEDULE 2 - SCHEDULE OF BOARD GOVERNANCE

For the year ended March 31	2020	2019
<b>Expenses</b>		
Administrative support	\$ 8,141	\$ 5,886
Honoraria		
Regular and executive board meeting	6,513	13,350
CEO recruitment	-	7,439
Ongoing business	26,850	62,937
Committees	433	8,990
Professional fees	11,096	57,336
Translation and interpreting	8,266	16,065
Travel	29,694	21,491
	\$ 90,993	\$ 193,494



## LEGAL SERVICES BOARD OF NUNAVUT

### SCHEDULE 3 - SCHEDULE OF EXPENSES - CRIMINAL LAW PRACTICE

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 1,966,257	\$ 1,672,062
Travel and accommodations - staff	410,567	347,022
Private counsel	1,295,742	1,586,500
Travel and accommodations- private counsel	814,778	860,832
Relocation fees	60,299	92,239
Professional development	69,002	45,707
Disbursements - court, trial and appeals	98,870	87,588
Law line	111,652	113,478
Client and witness travel	80,463	24,969
Recruitment	32,079	26,680
	<b>\$ 4,939,709</b>	<b>\$ 4,857,077</b>

### SCHEDULE 4 - SCHEDULE OF EXPENSES - FAMILY LAW PRACTICE

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 1,092,991	\$ 1,115,585
Travel and accommodations - staff	63,588	137,355
Private counsel	285,250	250,948
Travel and accommodations - private counsel	56,693	33,923
Relocation fees	20,226	22,415
Professional development	50,465	28,246
Disbursements - civil court and child welfare	888	6,100
Recruitment	12,178	5,571
	<b>\$ 1,582,279</b>	<b>\$ 1,600,143</b>

### SCHEDULE 5 - SCHEDULE OF EXPENSES - CIVIL AND POVERTY LAW

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 321,436	\$ 294,930
Travel and accommodations - civil and poverty law	5,670	19,005
Relocation fees	22,755	2,129
Professional development	27,860	6,609
Disbursements	380	1,114
Private counsel	33,393	64,061
Recruitment	21,954	8,574
	<b>\$ 433,448</b>	<b>\$ 396,422</b>

## LEGAL SERVICES BOARD OF NUNAVUT

### SCHEDULE 6 - SCHEDULE OF EXPENSES - CLINIC ADMINISTRATION

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 428,941	\$ 416,772
Travel and accommodations - staff	34,328	30,112
Recruitment	7,486	-
Supplies and equipment	-	1,266
	<u>\$ 470,755</u>	<u>\$ 448,150</u>

### SCHEDULE 7 - SCHEDULE OF EXPENSES - ARTICLING STUDENTS

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 112,560	\$ 95,463
Travel and accommodations - staff	9,398	11,095
Relocation fees	4,135	-
Professional development	15,495	-
	<u>\$ 141,588</u>	<u>\$ 106,558</u>

### SCHEDULE 8 - SCHEDULE OF EXPENSES - PARALEGAL AND COURTWORKER

For the year ended March 31	2020	2019
<b>Expenses</b>		
Salaries and benefits	\$ 69,335	\$ -
Recruitment	5,890	-
	<u>\$ 75,225</u>	<u>\$ -</u>