

ANNUAL REPORT

2020/2021

LEGAL SERVICES BOARD OF NUNAVUT

CONTENTS

EXECUTIVE SUMMARY	2
MESSAGE FROM THE CHAIR OF THE BOARD	2
GOVERNANCE.....	6
ORGANIZATIONAL STRUCTURE	9
FINANCIAL STATUS OF THE BOARD.....	12
INUIT EMPLOYMENT PLAN.....	13
THE PRACTICE OF LEGAL AID	13
INUIT COURT WORKER PROGRAM.....	14
COMMUNITY AND PROFESSIONAL RELATIONS.....	27
CONCLUSION	29
APPENDIX A – AUDITED FINANCIAL STATEMENTS.....	30
APPENDIX B – STATISTICAL SUMMARY.....	31

MESSAGE FROM THE CHAIR OF THE BOARD

As the Chair of the Board, it is my pleasure to present the 2020-2021 Legal Services Board Annual Report.

I would like to thank our staff for dealing with two extremely difficult and unforeseen challenges, specifically the Government of Nunavut ransomware attack and the onslaught of COVID-19 global pandemic. These two issues required our organization to act quickly and find ways to prevent as little disruption to operations and ensure continued services. Providing legal services and protecting the legal rights of eligible Nunavummiut is our core mandate. As a result, LSB has professional, legislative and an ethical duty to find its timely and appropriate solutions – which is exactly what LSB managed to do.

Our senior management team was able to implement technical solutions that permitted our organization to access emails and files compromised by the GN ransomware attack. Also, when COVID-19 struck, our managers were able to adapt to the new realities by immediately equipping our staff with the necessary resources and supports to facilitate working from home and serve our community members and clients remotely.

COVID-19 created a lot of uncertainty and stress especially for our clients whose matters were suspended and delayed due to Court cancelling in-person hearings and circuits. Fundamental principles of justice include being able to access legal services and that legal matters are dealt with by the courts in a reasonable time. Therefore, LSB continued to strongly advocate for our clients' rights under the new COVID reality. During most of the year, a high number of matters before the courts were dealt with remotely either by videoconferencing and/or telephone. There were numerous technical challenges due to the quality of Nunavut's telecommunications, especially for Court appearances. LSB lawyers advocated to ensure that the rights and interests of our clients were not negatively affected.

As the Chair, on behalf of the Board, I would also like to thank Benson Cowan for his time as LSB CEO. Although, his time with the organization was short, Benson was able to bring about some important operational changes especially as it relates to fully utilizing LSB's finances to further improve operations and service delivery to our communities and clients. Benson brought about changes to ensure that more Nunavummiut had access to justice by identifying and removing barriers to increase legal aid coverage in the civil poverty practice. We wish Benson and his family all the best.

LSB continues to advocate for Nunavummiut that there be adequate supports and services to help people deal with many underlying issues that contribute to factors that cause problems and result in harms. This includes adequate housing, reducing poverty and increasing food security, sufficient and culturally competent mental health services, trauma counselling- including addiction treatment, low levels of education and high unemployment. There is tremendous value in proactive support –which both saves the government money - and strengthens the compelling argument that preventing criminal, family and civil problems through supports is more humane.

It is time for LSB to review and develop a new 5-year strategic plan. A plan that both focuses on operational and service improvements, but also looks to what larger role LSB can and should play in helping Nunavummiut. From providing them information on their rights, access to justice, and advocating for the necessary services that can assist people to achieve restorative justice and overall wellbeing. Therefore, we recommit to developing a plan with clear goals as our incentive to continuous improvements in our services to Nunavummiut.

Madeleine Redfern, Chair

“The true measure of any society can be found in how it treats its most vulnerable members.” — Mahatma Gandhi

EXECUTIVE SUMMARY

General Overview

For the last ten years, LSB has tried to ensure the organization has the necessary resources to fulfil its mandate to provide legal aid to eligible Nunavummiut in criminal, family and civil matters as defined under Nunavut’s Legal Services Act. However, like Health – LSB has no control on the number of Nunavummiut who will seek and be approved for legal aid – whether from crimes committed, families breaking up or struggling to provide the necessary care for children or the number of human rights, tenancy, labour violations or how many complaints resulting from excessive use of force by police. While LSB has managed to stay within budget, the organization is very aware that the true demand and need for our legal aid services is greater than what we currently provide Nunavummiut. This is especially true when LSB is able to provide residents more public legal information resulting in greater awareness of rights and LSB services that lead to more requests for LSB services. The Board and management, as a team, continues to commit to reviewing, evaluating, identifying and improving operational and efficiencies to improve service delivery for our communities and clients. LSB remains fully committed to the principles of transparency and accountability. The annual independent audits and annual reports are a testament to fulfilling our obligations as a public agency.

The work of the staff – administrative and legal – should be highlighted for praise. These have been extraordinarily stressful times including for our clients as court significantly reduced its dockets resulting in many deferments and delays to access to justice. The LSB was unable to provide its usual drop-in service for most of the year. As a result, the LSB staff were called upon to change their approach to providing services, prioritizing our most vulnerable clients, carrying far heavier workloads due to the inability to have private counsel fly into the territory. This pandemic highlighted how much LSB relies on this outside assistance, and without it, our need to provide our staff adequate mental health supports and to try to minimize burnout. This type of work cannot go unnoticed; however, this should also not be idolized. LSB is indebted to our staff and are proud of their unwavering commitment to our clients and the communities which the LSB serves.

Ransomware

The organization continued to deal with some challenges resulting from the ransomware attack of the Government of Nunavut systems in the Winter/Spring of 2019-2020. Thankfully due to the quick actions of management, the organization was able to re-establish communications both internally and externally. The ability to continue to provide legal aid services to our communities and clients is paramount. As a result, it is extremely important as an organization that is decentralized with over 70 staff and over 35 private lawyers that communication disruptions and delays to fix can create undue stress and negative impact client’s legal matters that are before the courts. Ransomware also impacted the ability of LSB to access some of its digital files related to management, administration and finance associated with the GN system. In some cases, it took months to regain access to important systems and digital documents. LSB had long known that there are challenges and vulnerabilities being on the GN system especially as it relates to protecting solicitor-client privileged information. As such GN’s ransomware, reaffirmed that there is real value and need for LSB to have independent and secure systems for its communications and digital information.

The Legal Services Board (LSB), also known as Nunavut Legal Aid, had an incredibly challenging year due to the COVID-19 global pandemic. This year not only tested us as an organization, but it also allowed us to demonstrate our endurance, and uncompromised dedication to our service delivery to Nunavummiut.

Board Activities

In 2020-21, the Board of Directors met 2 times via online/conference calls due to COVID, however, with restrictions lifted the Board was able to meet in person/online conference call in Iqaluit in December 2020. To respond to some of the travel logistics and delay between board meetings, the Board continued to rely on 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.

In early 2021, the Board was given notice that our CEO, Benson Cowan, would be departing the LSB as of August 31, 2021. The search for a new CEO through a headhunting firm began in the Spring. In the meantime, the plan is to have the CLO step into the acting role to provide stability and consistency to the organization during the recruitment and transition.

Finances

For 2020/2021 the LSB's total budget was \$12,411,333. The majority of this funding, \$4,337,052 was spent on criminal cases, \$1,447,200 was spent on family cases, and \$604,707 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 \$2,749,177.

1. Maliiganik Tukisiniiakvik in Iqaluit, Qikiqtani Region received \$1,478,067.
2. Kivalliq Legal Services in Rankin Inlet, Kivalliq Region received \$703,737.
3. Kitikmeot Legal Centre in Cambridge Bay, Kitikmeot received \$567,373.

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 \$2,364. This was the smallest surplus it has had in the previous five years.

Law Practice

Criminal Law

LSB employs 16 Criminal Law lawyers: 11 in Iqaluit, 3 in Rankin Inlet and 2 in Cambridge Bay. In addition, LSB has 33 Criminal Law private lawyers on its Criminal Law Panel.

For 2020/2021, LSB opened a total of 2690 criminal files. That is a significant increase over the two previous years. At a simple level, this means that there has been an increase in the number of charges laid and, likely, the people charged.

The LSB also provided representation at 1,134 arrest calls and 1,040 bail hearings.

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

LSB employs 5 Family Law staff lawyers: 2 in Iqaluit, 2 in Rankin Inlet and 1 in Cambridge Bay. LSB also has 8 private family law lawyers on its Family Law Panel.

In 2020-2021 LSB received 147 applications and approved 76, of which 54 were approved under the presumed eligibility requirements as the LSB responded to incidents where children were apprehended.

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.

Following an audit of our backlog, the LSB has worked on an entirely revised intake process which is focused heavily on a client-centred approach and access to justice. This will require the lawyers to adapt their practice to accommodate less administrative hurdles and to uphold the facilitation of contact with a client within 48-72 hours. We now will see a client contact a court worker or clinic, information processed and sent to a central intake email, and then assigned to a lawyer immediately to review and complete an intake with the client. Once the intake is complete, the matter will be screened through a number of paths, including identifying the application as meritorious, the application requires further research and approval, providing summary assistance to the client or classifying the application as outside the scope of LSB and closing the file.

This work will continue to be a priority until the LSB has been able to reduce the backlog entirely but it will likely take a year or two to get to the place that LSB wants and needs to be in providing timely family law service.

Civil Law

LSB employs 3 Civil Law staff lawyers: 2 in Iqaluit and 1 in Cambridge Bay. The Board directive and goal is to have 1 Civil Law staff lawyer per region. Until such time, LSB is able to relocate or hire a Civil Law staff lawyer in Rankin, this region is being supported by the other 2 Civil Law staff lawyers.

In 2020, the Legal Services Board continued to review and assess the significant changes we implemented to the civil practice in late 2019. Over the reporting period, the process has been implemented, reviewed and revised. This is a significant achievement for this practice area and LSB as a whole. We have a full complement of civil lawyers, with a senior civil lead managing our intake process.

In 2020-2021, the LSB received 274 civil applications. These applications included 34 employment files, 40 housing matters, 28 police misconduct cases and 12 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

LSB participated in the 2021-2022 Articling Student Recruitment Program, which was administered by the Law Society of Nunavut for the Nunavut Law Program students. We interviewed 17 candidates and hired six students: four 12-month placements and two six-month placements. Three of our students are Inuk, and three are long-time residents of Nunavut. All students are set to commence their articles in the summer and fall of 2021.

COVID 19 – Global Pandemic

In March 2020, the LSB shut down its operations and shifted to provide services by phone because of the COVID-19 pandemic. This impacted how LSB responded to client, staff, and community needs during the entirety of the reporting period. 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.

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, a Chief Financial Officer, and a Manager of Strategic Policy and Planning.

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.

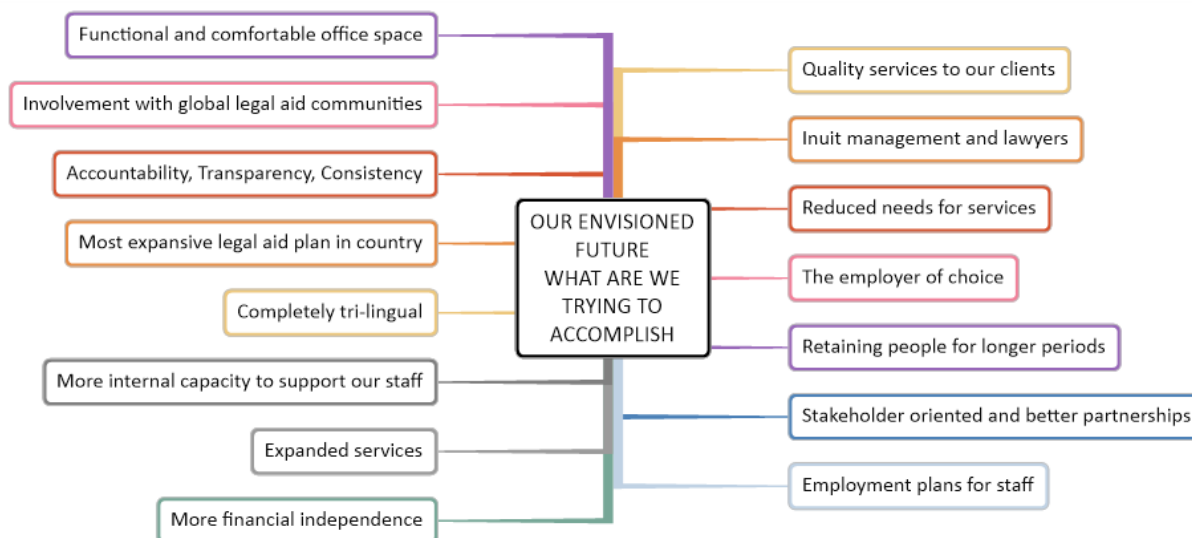
The members of the Legal Services Board for the 2020/2021 fiscal year were as follows:

- Madeleine Redfern – Chair and Qikiqtani Representative
- Tara Tootoo-Fotheringham – Kivalliq Nominee
- Simon Qingnaqtut – Kitikmeot Representative

- Julie Bedford – Nunavut Law Society Representative
- Michelle Kinney during the fiscal year – Department of Justice Representative
- Elijah Padluq – 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 Qaujimaqatunqangit

Inuit Qaujimaqatunqangit which means “that which has long been known by Inuit” and is a concept that covers the Inuit ways of doing things, and includes the past, present and future knowledge, experience and values of Inuit society. The three regional clinic’s administrative staff and courtworkers in the communities are all Inuit. As such, the ability to incorporate IQ in service delivery to our clients is key. Our Inuit staff also help our non-Inuit staff from management to lawyers, both staff and panel lawyers, become more aware of the value and need for IQ in respectful and culturally appropriate service delivery in a predominantly non-Inuit justice system.

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 good 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 and non-Inuit in a challenging environment including in a foreign Justice System. Building personal awareness, respect and capacity in Inuit ways of knowing and doing are key expectations for all our 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.

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 helping to identify regional access to justice issues and public legal education priorities.
- Headquarters in Gjoa Haven with seconded GN employees.
- 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

Legal Services Board of Nunavut Organization Chart (Simplified)



The Team

The LSB prides itself on its team approach and is comprised by the Board, regional clinic boards, senior LSB staff, GN seconded Gjoa Haven staff, lawyers, and regional clinic administrative staff and court workers. In addition, the LSB uses private lawyers to assist with 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). LSB staff positions for 16 criminal lawyers, 5 family lawyers (and one vacancy), 3 civil/poverty lawyers and the CEO who is required by statute to be a lawyer.

Panel lawyers are legal counsel that are contracted to assist LSB in the provision of legal services. In 2020-2021, there were 29 lawyers on the criminal panel, 6 lawyers on the family panel and 5 lawyers on the civil law panel. Given the Territorial COVID-related travel restrictions, the LSB saw a number of criminal counsel on our panel decide to not renew their Nunavut licenses, which has reduced the number of counsel slightly.

During the 2020-2021 year, the LSB saw one of our senior criminal lawyers undertake a secondment to the Nunavut Law Program in the role of Director. The LSB entered into a Service Agreement with the University of Saskatchewan. This agreement ensured that a long-term resident of Nunavut, with significant legal experience, provided direction, support, and oversight to the program in its final year. Further, the financial assistance provided to the Law Program by the LSB will help ensure that all students are adequately and appropriately supported throughout the transition from law student, into their articling year, and onwards. We remain committed to this very important program especially being able to contribute to the success of the students to become lawyers in Nunavut. We are proud of the all the students.

Management and Administrative Support Staff

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

Court Workers

A fundamental component to LSB's successful service delivery is the Inuit Court Worker Program. In 2020-2021 there were 21 court workers working in most of Nunavut's communities. In communities that do not have a resident Court worker, the community is provided support by a neighbouring community Court worker. 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, facilitate client and witness meetings, help preparation court appearances, and assist with community clinics, and access to justice and public legal education work.

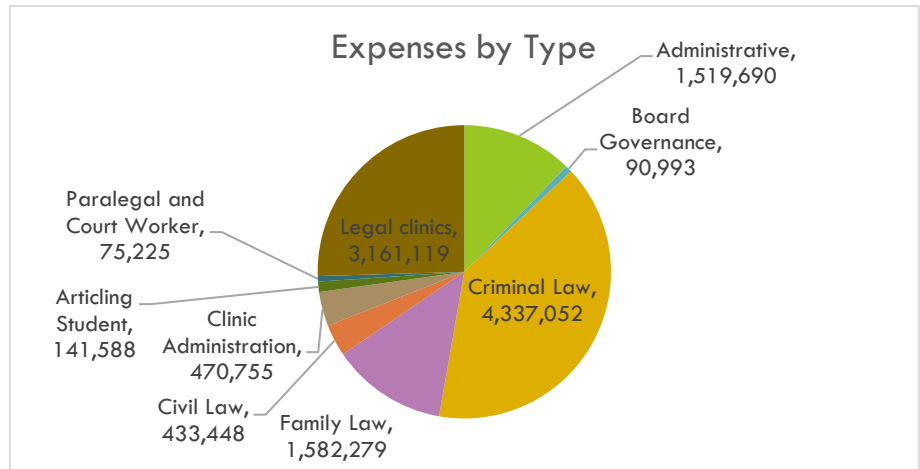
Acknowledgement of Appreciation

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 ongoing efforts to improve and enhance access to justice for Nunavummiut.

FINANCIAL STATUS OF THE BOARD

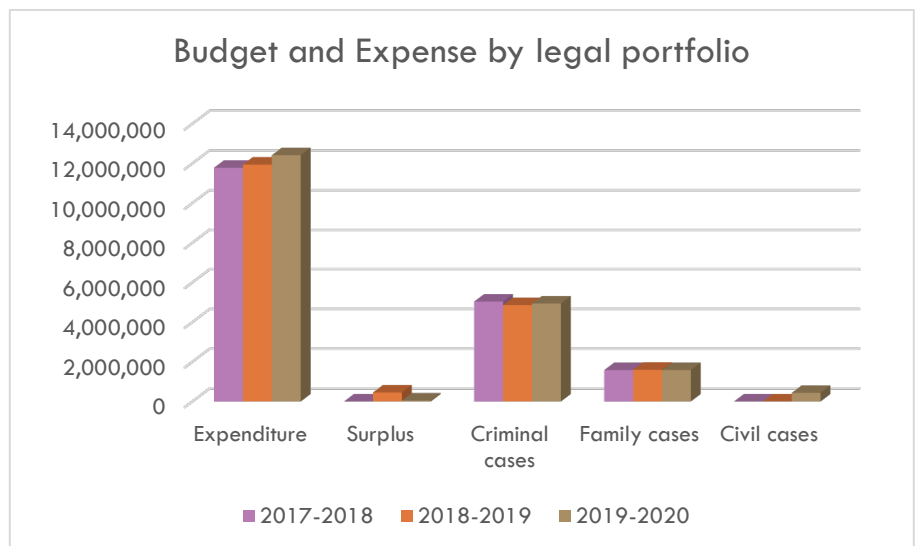
The Legal Services Board of Nunavut is a publicly funded agency. Funding is allocated by the GN Department of Justice through a contribution agreement that incorporates the federal-territorial Access to Justice Agreement between Justice Canada and the Department of Justice Nunavut to the Legal Services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

The LSB budget for 2020/2021 was \$12,411,333. The surplus was \$2,364. The LSB utilized 99.98% of its budget.



Regional clinics are societies pursuant to the *Societies Act*. The LSB funds the regional clinics (\$2.75 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 2020-2021, see the independently Audited Financial Statements attached as Appendix “A”.



INUIT EMPLOYMENT PLAN

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. During the 2020-2021 year, the clinic director position in the Kivalliq has remained vacant, despite a number of recruitment efforts. This is a priority for the LSB and we will continue to make efforts to have this position filled.

The biggest and most important factor affecting Inuit employment within LSB is outside of its control: Nunavut needs more Inuit lawyers. However, a significant development with regards to the LSB commitment to supporting and hiring Inuit staff is with the recent completion of the Nunavut Law Program, the LSB has hired three Inuit, and three long-term Nunavut residents, as articling students. The hiring was all finalized in early 2021 and with the impending graduation of the Nunavut Law Program students a number of Inuit students will article with LSB.

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
- Consistently reviewing and discussing organizational changes and career development opportunities that would result in the creation of additional mid-level management positions for our Inuit staff
- 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 53%. 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.

INUIT COURT WORKER PROGRAM

A fundamental component to LSB's service delivery is its support of the Inuit Courtworker Program. While court workers are 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 2020-2021, 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. In communities that do not have a resident Court worker, the community is provided support by a neighbouring community Court worker.

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.

OPERATIONS OVERVIEW

Operations is divided into the front-end and back-end side of the business of LSB, the front-end being the public facing delivery of our services, and the back end being the business and administration of running legal aid. It is the role of operations to ensure that the two divisions are running efficiently and effectively and that services being requested are matched by internal resources being allocated. Operations focusses on making sure each of the organization's divisions are working to streamline service delivery to clients to increase their satisfaction. In short, operations are responsible for getting things done for the execution of all things related to legal aid in Nunavut. The COO partners extensively with the CEO, CFO and CLO in providing leadership and guidance for all LSB business activities.

General Business

Shortly after the last Board of Directors meeting of LSB we completed the 17/18 & 18/19 Annual reports, and Access to Justice Agreement reporting, recall that timely submission of these reports was challenged by the ransomware attack on the GN's network infrastructure. The audits were completed in accordance with contribution agreement timelines, for the first time ever. The LSB conducted RFP or competitive processes for travel, audit, and technology privacy impact assessment ("PIA") and a threat and risk analysis("TRA") – contracts awarded for these services in accordance with GN procurement policy. The PIA and TRA are now completed, and has been reported, we began work on the statement of principles and division of work around reviewing key findings and implementing recommendations.

The GN's business planning cycle, which LSB subscribes to, normally begins in late June of any given year. LSB undertook a historical cost analysis in conjunction with clinics and leadership to determine whether any forced growth costs existed within the expenditure framework of the operation. LSB declined to request additional

funding due to the narrow nature of the GN's definition of forced growth, and covid fiscal realities. Shortly thereafter LSB submitted its 3-year forecast and other materials, and in doing so, met all prescribed deadlines including for GN briefing, and business planning materials

THE COVID-19 GLOBAL PANDEMIC AND LSB'S ON-GOING RESPONSE

The Covid-19 pandemic created an unprecedented disruption to the LSB's operations and ability to provide services. This note provides an overview of the steps the organization took to address the short- and medium-term impacts of the pandemic and some of the successes and challenges we encountered.

First Shut Down

LSB shut down its clinics and offices on March 16, 2020 in anticipation of a broader shutdown by the GN and the Courts. The GN issued its shutdown notice in late March. The court, March 17, 2020, issued what they called an Emergency Closure Order (ECO).

The effect of the ECO was to cancel all regular in-person court sittings including all circuits. Some court time was made available in Iqaluit and over the phone on an as needed basis to deal with urgent matters.

Immediate Operational Response

The shutdown posed an immediate and unprecedented set of challenges for LSB. We had to ensure the safety of our staff and clients. We had to support and oversee staff working remotely in communities where there are significant phone and internet challenges. We had to look for ways to continue to provide service to our clients. And we had to work with our various justice sector and institutional partners to ensure, where possible, that our efforts in re-opening were coordinated and recognized our clients' rights and interests.

One of the first challenges we had was relying on the existing phone numbers to provide service. These numbers could only be answered at the clinic and could not be forwarded to mobile phones. We worked to change the numbers, to ensure staff were responsible for answering them and to communicate them to the community, our partners and the media. By April 1, 2020 we had new numbers in place, staff assigned to respond to calls, and the numbers were distributed widely.

We also recognized that staff might face a range of challenges working remotely. We ensured staff had access to the hardware they needed including laptops and Wi-Fi hubs. We also instituted a technology allowance to ensure that staff were not subsidizing the LSB using personal internet and phone accounts.

On April 1, 2020, we also completed and circulated a Covid-19 Operational Plan, which laid out organizational responsibilities, protocols, assignments and priorities in one place. This document was distributed to all staff and was regularly updated. It served as our central pandemic operational planning tool.

Staffing and Private Counsel Issues

We were just beginning a recruitment effort when the pandemic hit. As we were concerned about the ability of private lawyers to travel to Nunavut, we continued with the recruitment and not only filled existing vacancies but overfilled criminal staff lawyer positions. This has proved to have been helpful. We have supported a few external lawyers coming north and working through the two-week isolation period, but overall we have

significantly reduced our use of external counsel. We anticipate this to continue for much of the next calendar year.

These staffing decisions have significant budget implications. Maintaining staff positions at current levels requires a very careful management of our external counsel spend and, as discussed above, a reduction of the number of external lawyers used and paid. As this practice continues in the face of the pandemic, we run the risk of losing southern lawyers as their practices may migrate away from taking our work. This will be a central issue for LSB in the next year or two.

Again, the work of the staff should be highlighted for praise. These have been extraordinarily stressful times and the LSB has managed through it.

Work with other Justice Sector Partners

LSB always strives to be a responsible partner in the administration of justice in Nunavut. Covid-19 has created a greater need to work closely with the Public Prosecution Service of Canada (PPSC) and the courts to manage the cases affected by the lockdown to co-ordinate the re-opening to minimize chaos and inconvenience to our clients and the communities we serve.

One of the challenges for LSB in working with other justice sector partners is that we must balance any corporate position with the individual rights that each client has in respect of their matters. For example, LSB took the position that it would not support challenges to the first shut down for any delay applications. Further, the LSB took a position that the court lost jurisdiction over any matters adjourned and declined to agree with either the Court or the PPSC that jurisdiction had been maintained.

Overall, LSB strengthened its working relationship with the PPSC. Although the two organizations did not always agree, we maintained regular communication and worked together on issues where we could agree. This productive relationship has led to some early discussions about working together on increased restorative justice initiatives and some administrative efficiencies that would benefit access to justice especially for our clients.

Re-Opening the Clinics and LSB Offices

The LSB re-opened its clinics in July. This was done after the development and implementation of a detailed re-opening plan. Attached in the Appendices is a copy of the plan. All effort was made to ensure staff could continue to work from home if they felt unsafe and/or to accommodate other family circumstances related to COVID, that clinics had access to cleaning supplies and PPEs and that social distancing and the use of PPEs would be strictly mandated.

Second LSB Shut Down

In early November, following the Covid outbreak in Arviat, and the imposition of territory-wide restrictions, the LSB closed its offices and sent staff home to work remotely on the same terms as previously. This transition went smoothly with the experience and increased technical supports in place and is being monitored as conditions in the territory change.

Issues for 2020/2021

Depending on the status of COVID in the territory and the availability of a vaccine, the LSB planned much of our operations around the following assumptions:

- The two-week mandatory isolation in the south prior to re-entering Nunavut remained in place based on CPHO orders.
- LSB would have to continue to rely upon staff counsel and resident private counsel to a greater extent than before.
- Circuits would see backlog and delay, adding to the work especially future work when Circuits resumed.
- The situation would remain volatile and subject to change, including unpredictable and quick changes.
- The Court would continue to manage without regular assistance from Deputy Judges which will put further stress on the Court system.
- PPE and other public health protocols would be strictly enforced at all LSB offices and on circuit.
- Internal and external communication remain essential to ensure co-ordination and transparency.
- The events of this year have created significant stress for our staff and our clients.

Technology Adaptation

During the reporting period, the LSB had to adapt to a rapidly changing world and associated disruptions, specifically the COVID-19 pandemic shutdowns that started in March 2020. Attempting to work remotely, revealed the weaknesses in LSB's network infrastructure, difficulties in locating where information is held, and the various network discrepancies that prevented Staff from working as efficiently as possible.

However, the disruptions also revealed LSB's ability to respond and adapt to changes. This report summarizes the technologies LSB adopted to address these challenges.

Clio – Practice Management

Clio is a subscription cloud-based platform designed for practice management. "Cloud-based" means that all the documents are stored in a server that is accessible by any computer, anywhere in the world. The only requirement is to have an internet connection.

Clio simplified the way lawyers work because

- (1) client matters can be accessed anywhere where there is an internet connection.
- (2) storing data in Clio is secure, as reported by independent Security Threat Risk Assessment.
- (3) all client files are in one system, making them easy to locate.
- (4) conflict checking is more accurate and faster.

- (5) reduced paper use by as much as 80 to 90%: reduction of cost to buy toners and paper.
- (6) client matters can be transferred between lawyers of any office or to articling students working remotely.
- (7) Exec members and team leads have full visibility over which files are assigned to lawyers and how many files are carried by the lawyer.
- (8) Able to securely archive matters without taking physical space for 6 years as per the LSN record-keeping requirements.

Clio has been 100% active in the Civil Team since October 2019. Family has been in the process of transition and is expected to be completed by the second quarter of 2021.

As for criminal defence, we have tested how files could be transitioned to Clio but faced significant hurdles. The criminal defence team is distinct from the other two practice areas in that

- (1) Defence lawyers pass files between each other and needed an open system.
- (2) Internet connectivity is an issue in smaller communities. Circuits pose a unique challenge.
- (3) Onboarding must be done as a group (all defence lawyers at once)—requires significant operational implementation.

We are looking into how we can overcome these hurdles and will likely see some development by the end of the second quarter of 2021.

The Intranet

The LSB developed an Intranet site in-house. The Intranet a cloud-based platform that centralizes all internal LSB information including announcements, policies, documents, schedules, and other types of internal information.

Unlike Clio, the Intranet does not contain client-specific matters. It contains LSB-internal files. Unlike a traditional server, the Intranet does a lot more than files storage because not only does it serve as a centralized document repository; users can also chat, send messages, and screenshare.

In the past, we lose some of the legal knowledge created by departing lawyers because there was no central place to keep these precedent materials, best practices, and other LSB-specific materials. The Intranet was designed to hold information in one place and to serve as the LSB's institutional and organizational memory.

The Intranet was developed in March 2020 and launched on April 23, 2020. The LSB will continue to develop and leverage the functionality of the Intranet as users come to adopt it.

Amalgamation of Online Portfolio

Apart from Clio and the Intranet, the LSB has taken control of several online subscription products and appointed the Manager of Strategic Policy Initiatives (Keith Cruz) to administer the programs.

Some of our online subscription includes:

- Legal research platforms: *WestlawNext*, *Divorcemate*, *Heinonline*

- Practice Management: *Clio*
- Productivity: *Microsoft products (emails and Office 365), Intranet*
- Internet: *www.nulas.ca*

Amalgamating all our online technology under one portfolio benefits the LSB because:

- We have greater visibility of our systems, and we were able to:
 - o Remove stale or unused subscriptions.
 - o Recalibrate the subscriptions that we must reflect on our current practices.
 - o Respond to our current needs; and
 - o Reduce cost.
- We can respond quicker to give our users access to our online systems without having to wait for GN helpdesk; and
- We control our own information.

Moving forward, the LSB will continue to:

- Transition the Family Law to Clio by second quarter of 2021.
- Develop processes to transition the Criminal Defence to Clio.
- Develop the intranet and populate it with “durable” information including workplace policies, best practices, practice directions, training materials, and legal document precedents.
- Create a more client-centered, informative, and robust internet that distills our practice areas and public legal education materials.

Clinics

Legal aid clinics situated in Iqaluit, Rankin Inlet and Cambridge Bay are the regional administrative and services hubs for legal aid services for the Qikiqtani, Kivalliq and Kitikmeot communities. In February, regional directors and the COO met to develop the 20/21 operational work plan arising from the core business plan over the course of three days in Iqaluit. The overarching narrative of the meeting was the application of Inuit Societal Values in the workplace. The work focused largely on better internal and external communications with colleagues and stakeholders; a standardization effort of office procedures; and capacity building for admin staff and court workers. The communications aspect of the plan was fast tracked in mid-March when the clinics were closed because of covid. The result of this plan was a cohesive group of administrative professionals all working towards a common objective with benchmarks and measurables in place to see the plan executed in a meaningful way.

Staffing in the clinics was largely stable with a few exceptions in the court worker portfolio, positions are now filled, and clinics currently have 24 court workers working to bridge the gap between a foreign justice system and Nunavummiut. In May 2020, a full-time regional director was appointed to lead the team in Kitikmeot. In October, the regional director of Kivalliq Legal Services departed the LSB. Together, KLSB and LSB initiated recruitment to fill that position. The regional offices are societies in their own right, in accordance with the provisions of the Societies Act. All three Regional Boards held AGMs in accordance with respective bylaws, and they are all in good standing.

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

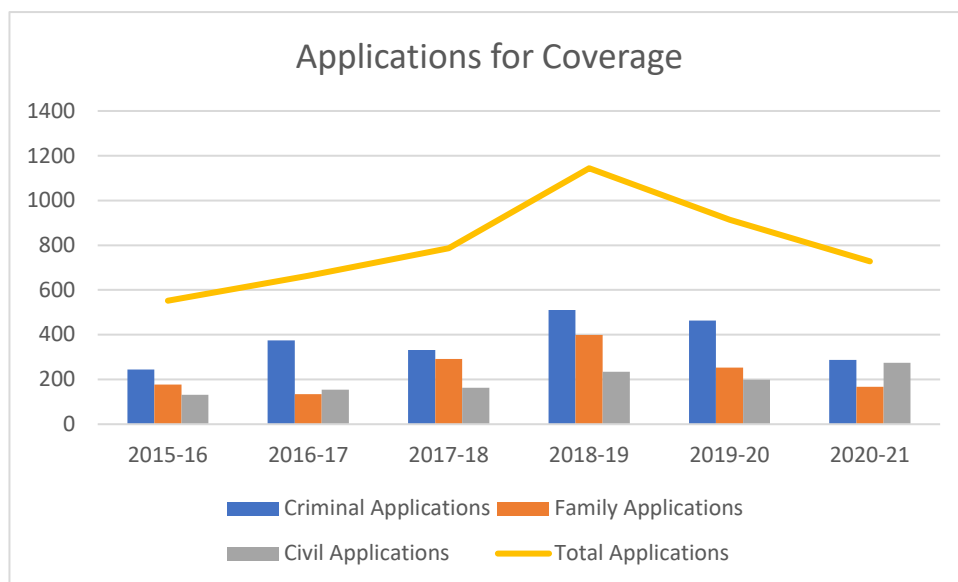
LSB provides legal aid services to financially eligible Nunavummiut, in the legal areas of coverage as set out by the *Legal Services Act*. This includes criminal defense representation, child representation, child protection and limited family law coverage, and limited civil/poverty representation in the areas of residential tenancy, employment/labour law, guardianship applications, 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. As per the *Legal Services Act*, if an applicant has greater income than the eligibility amount, it is possible for an applicant to still be eligible for and get legal aid assistance by contributing towards their legal costs and/or if the matter is deemed of sufficient public interest, such as legal support being provided for a Coroner’s Inquest.

“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

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 government. 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 legal aid coverage of any legal plan in Canada.

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.



Underlying these principles and our mandate overall is our keen understanding that the vast majority of Nunavut communities have limited to 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 criminal defence 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 23 communities, and when possible, community outreach and education programs.

Criminal Practice Overview

The criminal practice remained stable, yet strained, this year despite the ongoing challenges the global pandemic. Given the onerous travel restrictions and quarantine required for entering into Nunavut, the LSB was significantly restricted in terms of our reliance on our panel lawyers. This forced the LSB criminal lawyer staff handle the majority of the circuits, discrete trial work, dockets, and other criminal matters without the usual assistance from the private panel. From March 2020 until June 2020, the Nunavut Court of Justice operated remotely, however, the Court reopened, as did inter-territorial travel, in June 2020. At that time, the regular court and circuit schedule resumed.

During 2020/2021, we had 15 criminal lawyer staff positions filled. The increase in the number of budgeted positions was to account for the COVID restrictions and the inability/difficulty in arranging exemptions and travel for southern lawyers into the Territory. Many of our panel lawyers also expressed the inability to complete quarantine, so some privately assigned files were absorbed by the staff lawyers. In early 2021, some members of the panel also expressed their inability to continue practicing in Nunavut due to the pandemic, which put additional constraints on our practice.

During the pandemic closures, our staff worked remotely from home, across the country, and were tireless in their pursuit of continuing to keep many matters on-track, especially with the significant release rate from correctional facilities, pursuing novel COVID-related remedies and ensuring the system was responsive to the needs of our clients.

In addition, as of June 2020, the Nunavut Court of Justice (NCJ) returned to full operations despite some COVID restrictions, including community circuits. Without the assistance of our private panel, our staff lawyers absorbed all of the travel and additional base responsibilities to ensure LSB fulfilled our statutory obligations to the Court and that our frontline was not compromised.

Budget Implications

Many of the additional criminal positions were filled by articling students, therefore LSB did not incur significant relocation expenses.

LSB also implemented a pilot project in June 2020, which saw a practice structure implemented in each clinic by appointing a Senior Lead Counsel and three regional Criminal Coordinators.

LSB continues to incur additional travel costs for clients, as the DOJ continues to download travel expenses for clients released from custody to non-home communities especially during COVID. This meant many clients were released but not always to the charge-community. LSB currently covers these costs without an associated budget from the GN.

Criminal Appellate Practice Overview

LSB has significantly increased its capacity in the area of criminal appeals with at its height in December 2020, 30 active appeals before the Nunavut Court of Appeal. With the development and implementation of an appellate coordinator and dedicated resources to this practice area, LSB has been instrumental in upholding and facilitating the primary means by which, through the assessment of trial error, substantive criminal law and the law of evidence evolve and develop in Nunavut.

Criminal appeals are of particular importance, not only for the individual clients, but also to ensure that there is proper appellate oversight and direction provided to the Bar with regards to sentencing ranges and tariffs, proper evidentiary procedures, and the interpretation of the law by the Nunavut Court of Justice. Appeals are an important means to ensure that procedural and legal errors in the legal system or unfair or unjust decisions are highlighted and addressed appropriately according to the principles of justice.

Of the appeals that have been completed:

- 7 were successes or partial successes
- 5 were unsuccessful
 - of these, one was a legal loss that did not impact on our client's life, one is being appealed to the next level of court, and two are the subject of Supreme Court leave applications
- 1 was abandoned out right
- 2 were abandoned following negotiated outcomes that were to our clients' benefits
- 2 are currently on reserve (awaiting decisions)

Of the remaining appeals in the system:

- 4 were scheduled to be argued in February 2021
- 9 are on track to be argued late 2021
- 3 appeals are being evaluated for merit

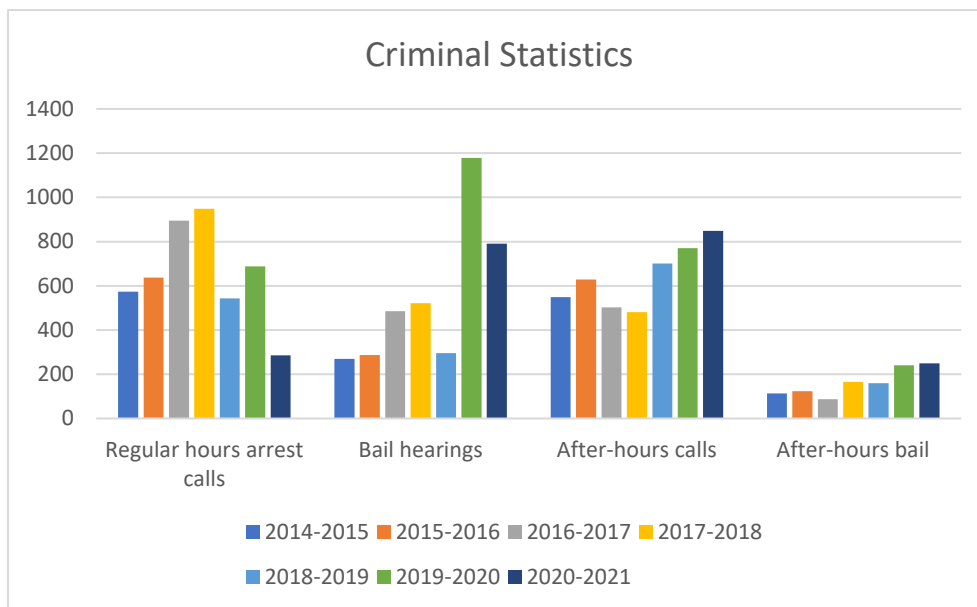
During the reporting period, our team sought leave to the Supreme Court of Canada on issues of importance to Nunavut, Inuit and nationally, specifically the application of Indigenous Principles specifically Inuit Qaujimajatuqangit, *Gladue* principles, and the consideration of the systemic factors that Inuit have endured.

Criminal Practice Statistics

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. Only if further legal aid assistance is required and clients are also financially eligible, they will receive trial, sentencing, and potentially appellate services too.

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

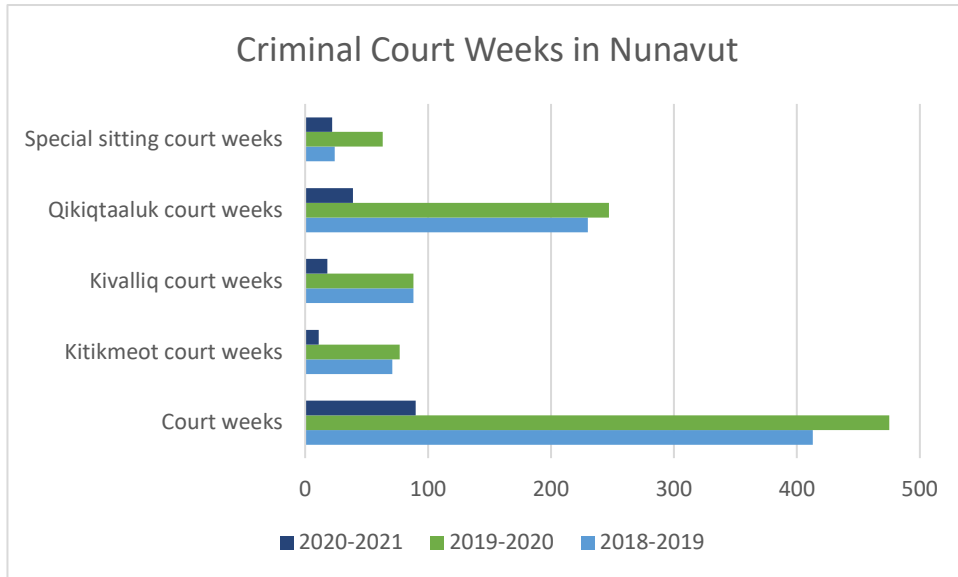
There were 287 individuals who applied for full coverage, the LSB opened 2,690 new criminal law files in this reporting cycle. This is an increase over the previous year, as we saw 2,423 in 2019/2020 and 2883 in 2018/2019. At a simple level, this means that there has been an increase in the number of charges laid and, likely, the people charged.



In addition 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 1134 arrest calls and 1,040 bail hearings. This is a

significant increase in calls from 2019-2020, where we recorded 688. This is more likely due to a more accurate tracking system.



Finally, the LSB also funds criminal appeals. With the additional of a Criminal Appeals Management Counsel, the LSB has seen a significant increase in the number of criminal appeals argued before the Nunavut Court of Appeal.

The costs of providing services in criminal law were \$4,337,052.00.

Family Practice

Overview of Challenges and Response

LSB continues to struggle with meeting the demand of those applying for legal aid assistance for regular family law matters. It has been increasingly challenging for the LSB to keep-up and provide timely assistance to clients. To further add to the volume is the lack of other Court-provided services, mediation, or other government services within the Territory, which is contrary to the services that many of the other jurisdictions provide their citizens. This means that the LSB provides family law assistance, regardless of the severity of conflict, as there are no other services agencies to help.

The LSB requires full applications for any family law matters. However, any adult or child applicant with a child welfare matter is automatically deemed eligible. These matters usually result from child and family services, a court ordered appointment, or individual application. The family law processes that the LSB has in place has contributed to the backlog and created further barriers to providing timely and appropriate services to clients. Some clients who have applied may go months without any contact from LSB or with a lawyer. The Board of Directors has repeated stated this is a serious and unacceptable situation. Despite allocating more resources and recommendations to management, the family law backlog remains a problem.

In the reporting year, the LSB committed to drafting and implementing a new family law intake process and file management system. This new intake process is designed to prioritize quick contact, avoiding a large queue and an early assessment of the client’s needs, merit of the file, and next steps.

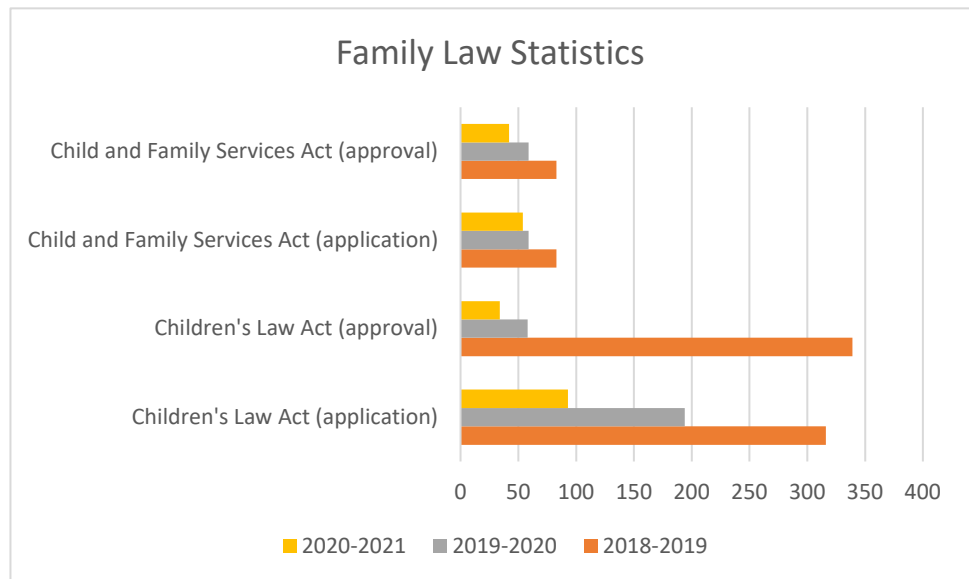
LSB was to undertake significant efforts to address the outstanding backlog of applications, specifically in conducting an audit of the backlog, devising mechanisms to prevent additional backlog and the development and adaptation of a file management system. The audit was a joint effort between the staff, court workers, lead family counsel and management. LSB contacted every client, confirmed their interest/disinterest in continuing with their application for assistance, and then prioritized the matters. This audit significantly

influenced and contributed to our discussions surrounding the need to review and restructure our intake process.

These efforts were mired at times by some challenges, primarily that although prudent and warranted, the revision of the process was long and complicated and there was a lot of confusion regarding how Clio (file management system) was going to assist with the practice and the intake process.

Following the audit, consultations ensued between our family lawyers and policy counsel. The relationship between the intake and the implementation of Clio is integral to the success of the internal review and shift in process, as so further consultations occurred with HQ to ensure the intake process and transition into Clio produced the most efficient capturing of information for both the practice and administrative areas.

Thankfully, the family law backlog had 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.



Under Family Law who does LSB assist?

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 legal conflict or breakdown receive LSB assistance with matters of support, custody, access, mobility, and contested custom adoptions.

Practice Structure Overview and Statistics

As of June 2020, we had a full complement in the family practice, however, we anticipate a future vacancy in the early months of the 2021 reporting period.

In 2020-2021 LSB received 147 applications and approved 76, of which 54 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 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 \$1,447,200.

Civil Practice

LSB has a full complement of 3 civil lawyers, with one designed as a senior civil lead to manage the civil application process. In October 2019, in joint effort between the civil team and management, LSB devised a client-centered intake process that connects clients immediately with counsel. Over the reporting period, the process has been implemented, reviewed and revised. This is a significant achievement for this practice area.

This process stresses access to justice principles, with clients being in contact with a lawyer within 48-72 hours of the initial contact with LSB. All inquiries regarding civil matters are sent to a central intake email, which is managed by LSB's civil lead lawyer. The matter is reviewed and assigned to counsel and the client is then contacted and a comprehensive intake is completed. This removes what had become a tedious and unnecessary administrative and bureaucratic problem. As a result, clients are now being assisted in a timely and meaningful way.

LSB has also implemented a summary for civil category of services. This permits LSB to ensure clients are provided basic guidance, education and assistance on matters that do not require a more comprehensive retainer. These matters have a three-week time limit for service. If the file requires additional assistance, the application is then processed accordingly.

Further, we have increased our capacity and broadened our areas of coverage, specifically with the influx of guardianship and RCMP complaint assistance. LSB opened a total of 365 new files, with 150 currently active. Of those files, 14 are guardianship files and 32 are police misconduct. The civil team has demonstrably shifted the focus to the access to justice model, prioritizing civil liberties and administrative law remedies, and completely transformed how the Government of Nunavut is addressing and approaching the guardianship files. It is now known that LSB will provide this type of support for these vulnerable members of the community and each case will be reviewed with the high level of scrutiny deserving of such an order.

The civil team has also been instrumental in transforming our breadth of scope and approaching statutory interpretation of the *Legal Services Act* in a way that most benefits our clients and the communities. We have expanded our availability of client contribution agreements, provide assistance to private counsel for

disbursements on files that would normally be undertaken on contingency, all with the vision of providing the most comprehensive and high level of representation to Nunavummiut.

Lastly, even in circumstances where the client may be refused assistance, we provide a comprehensive package to the client outlining the reason for the denial, how-to guide on the right to appeal the decision, specific referrals from the Law Society of Nunavut to other counsel, explanations and guidance for steps the client should be taking in the meantime (i.e. limitation periods, preservation of evidence, records, etc,) and any other information or resources that would serve the client well.

In 2020-2021, the LSB received 274 civil applications, down a little from the previous year. These applications included 34 employment files, 40 housing matters, 28 police misconduct cases and 12 human rights matters. The remainder were general civil poverty law matters.

The costs of providing service in the civil practice were \$604,707.

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 Padluq, 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 but has yet to do so as there has not been sufficient budget. The objective of this new position would see the Director 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.

Consultations

During the reporting period, the LSB participated in a consultation with the Auditor General of Canada in its review of the Corrections division arising from their audit. As part of our contribution to the Association of Legal Aid Plans of Canada we participated in a tariff review together with the other member plans. We were approached by the GN and identified as Nunavut's delegate to the Uniform Law Conference in Criminal law which group makes recommendations for changes to federal criminal legislation based on identified deficiencies, defects or gaps in the existing law, or based on problems created by judicial interpretation of existing law.

The LSB also participated in the Justice Canada work around the Missing and Murdered Indigenous Women Inquiry and the implementation of the recommendations. This year is an evaluation year as we draw closer to the end of the agreement's life cycle, we participated in the evaluation process and suspect findings will include a recognition of the important community level assistance this program provides to indigenous accused across the nation.

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. 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 needs a complete overhaul to better reach and meet the needs of our multiple audiences.

Family, Criminal 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 Monday to Friday 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 put on hold its policy review and policy development. 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. A list of new policies has been identified for development in the next year.

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 support and advocacy to our clients during their time in need, not only through legal representation, but also through culturally sensitive supports.

LSB also completes independent financial audits, captures and reports accurate statistical information, identifies organizational needs and legal practice trends. This important information contributes to monitoring and adjusting internal practices including best use of financial resources to help make LSB a more efficient and effective organization. This approach is designed that the organization is more responsive to its clients, and fully transparent and 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 2020/2021 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, 2020 to March 31, 2021.

CRIMINAL PORTFOLIO - GENERAL

CRIMINAL LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
Brydges (10b) arrest calls regular hours	111	76	98	285
Bail hearings Regular hours	149	98	544	791
Law line Brydges (10b) calls	182	187	480	849
Law line Bail hearings	55	47	147	249
Law line Youth	4	4	6	14
Criminal Law files opened	605	707	1378	2690
Criminal Law files closed	120	70	179	369
Circuit weeks	11	18	39	68
Discrete Trial weeks	14	5	3	22
Full Coverage Criminal Applications	71	73	143	287
Full Coverage Criminal Approvals	68	70	131	269

CRIMINAL PORTFOLIO BY OFFENCE

Charge type:		Adult			Youth			Total Clients
		Male	Female	Other	Male	Female	Other	
1	Homicide (1&2 degree murder, manslaughter, infanticide)	5	0	0	0	0	0	5
2	Attempted Murder	4	1	0	0	0	0	5
3	Robbery (firearms, other offensive weapon)	2	2	0	0	0	0	4
4	Sexual Assault (aggravated sexual assault, with weapon, other)	30	1	0	5	0	0	36
5	Sexual Abuse (other sexual offences)	6	0	0	0	0	0	6
6	Major Assault (assault with weapon level 2,3,bodily harm)	61	6	0	0	0	0	67
7	Simple Assault (Level 1)	73	12	0	0	0	0	85
8	Kidnapping (kidnapping and forcible confinement)	0	0	0	0	0	0	0
9	Abduction (person <14<16 Contravening custody order, no order)	0	0	0	0	0	0	0
10	Arson (arson)	0	0	0	0	0	0	0
11	Weapons and Explosives (prohibited weapon, restricted)	3	1	0	0	0	0	4
12	Break and Enter (business, residence, other)	3	0	0	0	0	0	3
13	Fraud and Related (cheque, credit card, counterfeiting, other)	0	0	0	0	0	0	0
14	Theft < or >\$5,000 (bicycles > \$1000, from motor vehicles)	2	0	0	0	0	0	2
15	Possession of Stolen Property (have stolen goods)	0	2	0	0	0	0	2
16	Property Damage/Mischief	5	0	0	0	0	0	5
17	Morals (gambling & betting house, gaming)	0	0	0	0	0	0	0
18	Morals Sexual (sexual, procuring, indecent acts)	0	1	0	0	0	0	1
19	Public order offences (disturb peace, obstruct, trespass at night)	3	0	0	0	0	0	3
20	Offence re Admin of Justice (breach, etc.)	6	0	0	0	0	0	6
21	Other Criminal Code Offences (impaired driving, etc.)	4	2	0	0	0	0	6
22	Trafficking or importing drugs	0	0	0	0	0	0	0

23	Possession of Drugs	0	0	0	0	0	0	0
24	Other Federal Statutes	0	0	0	0	0	0	0
25	Provincial Offences Excluding / Traffic (Liquor, Securities, etc.)	0	0	0	0	0	0	0
26	Provincial Statute Offences	0	0	0	0	0	0	0
27	Criminal Code Offences Traffic	0	0	0	0	0	0	0
28	Reserve Local Bylaw	0	0	0	0	0	0	0
	Totals:	207	28	0	5	0	0	240

FAMILY PORTFOLIO

FAMILY LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
Family Applications Children's Law Act	24	34	35	93
Family Approvals Children's Law Act	11	14	9	34
Child and Family Services	12	17	25	54
Approvals Child and Family Services	8	15	19	42

CIVIL PORTFOLIO

CIVIL LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
Civil Applications (all)	76	53	145	274
Landlord Tenant	19	7	14	40
Police Misconduct	7	5	16	28
Human Rights	1	2	9	12
Employment	2	5	27	34
Poverty (Misc.)	47	34	79	160

LEGAL SERVICES BOARD OF NUNAVUT
FINANCIAL STATEMENTS
MARCH 31, 2021

LEGAL SERVICES BOARD OF NUNAVUT
INDEX
MARCH 31, 2021

	<u>Page</u>
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 Litigation Practice	12
Schedule 6 - Clinic Administration	13
Schedule 7 - Articling Students	13
Schedule 8 - Paralegal and Court Worker	13

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
August 31, 2021

A handwritten signature in cursive script, reading "Lester Landau".

Chartered Professional Accountants

LEGAL SERVICES BOARD OF NUNAVUT
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2021

	<u>2021</u>	<u>2020</u>
Revenues		
Government of Nunavut Contributions		
Contribution agreement	\$ 12,411,333	\$ 12,411,333
Repayment	<u>(2,364)</u>	<u>(48,264)</u>
	12,408,969	12,363,069
Government of Canada Contribution		
Justice Canada	0	51,737
Client contributions	500	0
Employee Rent Recoveries	<u>9,856</u>	<u>0</u>
	<u>12,419,325</u>	<u>12,414,806</u>
Expenses		
Administrative (Schedule 1)	2,157,602	1,519,690
Board governance (Schedule 2)	67,611	90,993
Criminal law (Schedule 3)	4,337,052	4,939,709
Family law (Schedule 4)	1,447,200	1,582,279
Civil law (Schedule 5)	604,707	433,448
Clinic administration (Schedule 6)	452,891	470,755
Articling students (Schedule 7)	331,162	141,588
Paralegal and courtworker (Schedule 8)	262,067	75,225
Legal clinics (Note 6)	2,749,177	3,161,119
Staff rent	<u>9,856</u>	<u>0</u>
	<u>12,419,325</u>	<u>12,414,806</u>
Net Surplus	0	0
Accumulated Surplus, beginning of year	<u>0</u>	<u>0</u>
Accumulated Surplus, end of year	<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, 2021

	<u>2021</u>	<u>2020</u>
Net Surplus (Deficit)	\$ 0	\$ 0
Net Financial Assets, beginning of year	<u>0</u>	<u>0</u>
Net Financial Assets, end of year	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

LEGAL SERVICES BOARD OF NUNAVUT
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021

	<u>2021</u>	<u>2020</u>
Financial Assets		
Accounts receivable (Note 3)	\$ 349,237	\$ 861,361
Due from Government of Nunavut (Note 5)	1,791,497	1,098,170
Prepaid expenses	<u>131,510</u>	<u>20,040</u>
	<u>2,272,244</u>	<u>1,979,571</u>
Liabilities		
Accounts payable and accrued liabilities (Note 4)	<u>2,272,244</u>	<u>1,979,571</u>
Net Financial Assets	<u>0</u>	<u>0</u>
Accumulated Surplus	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

Approved by the Board

_____ Director

_____ Director

**LEGAL SERVICES BOARD OF NUNAVUT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2021**

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 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. For expenses, program costs may include amounts billed to the Board by lawyers and an estimate of amounts for work performed by lawyers but not yet billed to the Board.

**LEGAL SERVICES BOARD OF NUNAVUT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2021**

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>2021</u>	<u>2020</u>
Kitikmeot Law Centre	\$ 0	\$ 147,325
Kivalliq Legal Services	16,481	155,442
Maliiganik Tukisiiniakvik	<u>200,306</u>	<u>269,875</u>
	216,787	572,642
GST rebate	121,553	226,250
Other	<u>10,897</u>	<u>62,469</u>
	<u>\$ 349,237</u>	<u>\$ 861,361</u>

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2021</u>	<u>2020</u>
Legal Clinics - GN funding repayable	\$ 216,787	\$ 572,642
Other accrued liabilities	1,190,081	876,450
Accrued payroll	<u>865,376</u>	<u>530,479</u>
	<u>\$ 2,272,244</u>	<u>\$ 1,979,571</u>

LEGAL SERVICES BOARD OF NUNAVUT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2021

5. GOVERNMENT OF NUNAVUT FUND BALANCE

	<u>2021</u>	<u>2020</u>
Opening balance	\$ (1,098,170)	\$ (727,355)
Revenues	(12,419,325)	(12,414,806)
Expenses incurred on behalf of LSB	12,419,325	12,414,806
Changes in:		
Accounts receivable and prepaids	(400,654)	(626,018)
Accounts payable and accrued liabilities	<u>(292,673)</u>	<u>255,203</u>
Closing balance	<u>\$ (1,791,497)</u>	<u>\$ (1,098,170)</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>2021</u>	<u>2020</u>
<u>Kitikmeot Law Centre operating as Kitikmeot Legal Services</u>		
Contribution agreements	\$ 515,250	\$ 442,000
Supplemental contributions	0	177,450
Deficit coverage contribution	52,123	0
Unused contributions/adjustments	<u>0</u>	<u>(76,280)</u>
Total used contributions	<u>567,373</u>	<u>543,170</u>
<u>Kivalliq Legal Services</u>		
Contribution agreements	589,000	589,000
Supplemental contributions	100,218	211,561
Deficit coverage contribution	<u>14,519</u>	<u>20,230</u>
Total used contributions	<u>703,737</u>	<u>820,791</u>
<u>Maliganik Tukisiniakvik</u>		
Contribution agreements	1,500,000	1,500,000
Supplemental contributions	(100,000)	412,986
Deficit coverage contribution	26,100	0
Rent	51,967	51,967
Renovation contribution	0	21,500
Unused contributions/adjustments	<u>0</u>	<u>(189,295)</u>
Total used contributions	<u>1,478,067</u>	<u>1,797,158</u>
	<u>\$ 2,749,177</u>	<u>\$ 3,161,119</u>

LEGAL SERVICES BOARD OF NUNAVUT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2021

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.

LEGAL SERVICES BOARD OF NUNAVUT

SCHEDULE 1 - SCHEDULE OF ADMINISTRATIVE EXPENSES

For the year ended March 31	2021	2020
Expenses		
Executive office operations	\$ 1,263,218	\$ 1,059,190
Administrative operations	477,873	414,606
Programs and projects	153,527	45,894
Covid-19 related	66,292	-
Nunavut Law Program Support	196,692	-
	<hr/>	<hr/>
	\$ 2,157,602	\$ 1,519,690

SCHEDULE 2 - SCHEDULE OF BOARD GOVERNANCE

For the year ended March 31	2021	2020
Expenses		
Administrative support	\$ 5,635	\$ 8,141
Honoraria		
Regular and executive board meeting	5,062	6,513
Ongoing business	17,406	26,850
Committees	1,759	433
Professional fees	12,389	11,096
Translation and interpreting	23,131	8,266
Travel	2,229	29,694
	<hr/>	<hr/>
	\$ 67,611	\$ 90,993

LEGAL SERVICES BOARD OF NUNAVUT

SCHEDULE 3 - SCHEDULE OF EXPENSES - CRIMINAL LAW PRACTICE

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 2,526,082	\$ 1,966,257
Travel and accommodations - staff	422,983	410,567
Private counsel	879,635	1,295,742
Travel and accommodations- private counsel	183,397	814,778
Relocation fees	7,208	60,299
Professional development	4,228	69,002
Disbursements - court, trial and appeals	135,058	98,870
Law line	113,951	111,652
Client and witness travel	61,228	80,463
Recruitment	3,282	32,079
	\$ 4,337,052	\$ 4,939,709

SCHEDULE 4 - SCHEDULE OF EXPENSES - FAMILY LAW PRACTICE

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 1,239,356	\$ 1,092,991
Travel and accommodations - staff	24,025	63,588
Private counsel	164,813	285,250
Travel and accommodations - private counsel	1,549	56,693
Relocation fees	(2,835)	20,226
Professional development	15,923	50,465
Disbursements - civil court and child welfare	1,087	888
Recruitment	3,282	12,178
	\$ 1,447,200	\$ 1,582,279

SCHEDULE 5 - SCHEDULE OF EXPENSES - CIVIL LITIGATION

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 566,973	\$ 321,436
Travel and accommodations - civil law	10,490	5,670
Relocation fees	12,147	22,755
Professional development	1,683	27,860
Disbursements	4,204	380
Private counsel	7,166	33,393
Recruitment	2,044	21,954
	\$ 604,707	\$ 433,448

LEGAL SERVICES BOARD OF NUNAVUT

SCHEDULE 6 - SCHEDULE OF EXPENSES - CLINIC ADMINISTRATION

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 380,452	\$ 428,941
Travel and accommodations - staff	19,549	34,328
Recruitment	7,869	7,486
Covid-19 related supplies and equipment	45,021	-
	<u>\$ 452,891</u>	<u>\$ 470,755</u>

SCHEDULE 7 - SCHEDULE OF EXPENSES - ARTICLING STUDENTS

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 331,062	\$ 112,560
Travel and accommodations - staff	-	9,398
Relocation fees	-	4,135
Professional development	100	15,495
	<u>\$ 331,162</u>	<u>\$ 141,588</u>

SCHEDULE 8 - SCHEDULE OF EXPENSES - PARALEGAL AND COURTWORKER

For the year ended March 31	2021	2020
Expenses		
Salaries and benefits	\$ 256,131	\$ 69,335
Recruitment	50	5,890
Professional development	5,886	-
	<u>\$ 262,067</u>	<u>\$ 75,225</u>