

# Legal Services Board of Nunavut 2016/17 Annual Report



## Executive Summary

In 2016/17, LSB within its four legal aid offices including the three regional clinics employed 67 employees: 5 managers, 25 staff lawyers, 24 court workers working in all 25 communities. All 34 employees (administrative, legal support and court workers) of the three Regional Clinics are Inuit. There were 42 panel members, 6 of whom are resident in Nunavut.

LSB has once again completed a clean audit for the 2017 year end. With an annual budget of 11,818,000, LSB recorded a surplus of 538,882 (4.5% of the budget), largely due to vacancies under active recruitment.



In the Criminal Law practice lawyers attended 269 circuit weeks; 213, 23 and 33 in the Qikiqtaaluk, Kivalliq and Kitikmeot, respectively; plus 38 special sitting weeks (Jury and Judge alone trials) of the court. In total, legal aid covered 307 Court weeks this year<sup>1</sup>. There were 374 individuals who applied for full coverage, similar to that of previous years, the LSB opened 2510 new criminal law files and closed 1959 in this reporting cycle.

In the Family Law practice, a total of 134 applications were received while 192 approvals were issued – 61 a direct response to state instituted proceedings. The practice is currently providing services to some 615 clients while 68 matters remain pending and 74 files were closed.

In the Civil/Poverty Law practice, a total of 155 applications for civil/poverty legal aid assistance: 47 (31%) employment, 41 (27%) landlord/tenancy, 40 (27%) poverty miscellaneous, 14 (9%) small claims) and 9 (6%) police misconduct. This is an increase from previous years due to an increased demand.

For the Mental Health Review Board, LSB received and approved 1 new application or legal services and continued to assist on the 16 outstanding matters from previous years.

Increasingly, LSB is being asked to provide support for families attending and participating in inquests. Last year, LSB assisted three families in different type of inquests, including death within police custody and suicide inquest. The Board has begun policy discussions with a view of formalizing a policy in the next year and working with its justice partners to ensure families and communities are adequately informed and supported through the inquest process and outcomes. The organization has become increasingly involved in a number of inquests, which has

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<sup>1</sup> Multiple court hearings occur at the same time, within Iqaluit at the three court rooms and court circuits, where judge, crown and legal aid lawyers with support staff travel to the communities to facilitate court hearings.

posed some challenges, especially inquests that may or may not fall within the organization's mandate.

LSB is committed to supporting and stabilizing its management within the organization, especially at the Regional Clinics. LSB is ending the historical practice of having staff lawyers tacking on Regional Clinic duties to their existing work and instead hiring dedicated Regional Clinic Director managers that will be filled by Inuit from within the community. This increases organizational management and brings greater stability within both the LSB and its three regional clinics to support all lawyers and its own administrative staff and court workers throughout their respective regions.

The Board of Directors approved the Inuit Employment Plan for LSB and its regional clinic offices and began to implement the plan by hiring an Inuk Regional Clinic Director at its Maliiganik office. A draft Court Worker Report was developed and was sent out for review before being brought to the Board for final approval and will guide the enhanced support for Court Workers throughout the territory.

A Strategic Planning Session was held in March 2016 and was attended by the territorial Board members, executive management team, and regional clinic directors. A comprehensive multi-year plan was developed and approved before the end of the session. LSB continues to implement recommended actions to improving operational stability, efficiencies and service delivery.

The strategic plan is SMART: Specific, Measurable, Attainable, Reliable and Timely. The primary focus of the strategic plan is committed to improving operational efficiency to improve services to our clients and increasing access to justice. The Board also committed to increasing operational stability in the three regional clinics by hiring local Inuit as full-time Regional Clinic Directors, the first of whom was hired in Maliiganik Tukisinarvik in Iqaluit. Additionally, the Board set its sights higher in finding an Inuk for Comptroller trainee by increasing the level of financial experience required for the position and committing to a long-term plan to provide the successful candidate a multi-year training plan that includes obtaining their accounting designation and on the job work experience.

The Board submitted a new business case to its primary partner, the Government of Nunavut, for additional funds to implement the strategic plan, Inuit Employment Plan, Success Plan and the Court Worker Plans. The plans are useful inasmuch as identifying key areas of required improvements for operational efficiency and service delivery effectiveness but it takes resources to implement. Another key area identified for significant improvements is the Court Worker program by providing court workers the much needed support and training, both at the individual, regional and territorial level. The Board recognizes that it requires a full-time dedicated employee, an Access to Justice Director, to provide the Court Workers this support but also to work with other justice partners with respect to potential or improved partnerships such as restorative/community justice, family abuse intervention orders and public legal education. The goal is for this position to be filled with an Inuk with strong human resource

management skills, strong preference towards someone who speaks Inuktitut and has some familiarity with the law, however, the latter is less important.

The Board and the GN continue to investigate and assess the Gjoa Haven office structure, insomuch, ascertaining which GN positions were properly approved and to ensure there is a proper organizational chart that reflects both formal government ratification and operational reality. The goal is that in the next year, the operational chart will be accurate with always the focus on ensuring operational efficiencies and effectiveness.

The CEO informed the Board of her plans to leave the territory with her family within the next year and would give the organization time to find her replacement. Thankfully, the organization has a good solid governance and management team that is capable of ensuring there is little to no operational disruption during this recruitment and transition period. The Board engaged a professional recruitment firm to assist them with the process with the goal of hiring a fully qualified CEO to help the organization in the next phase of operational improvements.

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## Message from the Chair

On behalf of the Board of Directors of the Legal Services Board of Nunavut, I am pleased to present the Board's 2016-17 Annual Report.

A number of significant activities and initiatives were done this year, including the development of a LSB's five-year strategic plan, development and approval of LSB's first Inuit Employment Plan and Succession Plans. The Executive Summary provides an excellent overview of the organization's key achievements and goals for the upcoming year.

The organization is fortunate to have a strong, dedicated and stable Board of Directors and senior management staff, which has always recognized the value and need to make operational and service improvements. The organization has grown and changed in the past seven years, through the development of policies, improved operational and financial management, stronger and better working relationships with its regional clinics, commitment towards Inuit employment and professional development for all its staff, from senior managers, lawyers, administrative support staff and court workers.

The organization is committed to enhancing access to justice for Nunavummiut and is excited that our justice partners share the same commitment. We look forward to implementing all the initiatives that we believe will and can make a difference in the lives of our clients, their families and the communities we serve.

Sincerely,



Madeleine Redfern, LLB

Chair, Legal Services Board of Nunavut



## Mandate

The Legal Services Board (“LSB”) mandate is articulated in section 7 of the *Legal Services Act, RSNWT*. The organization provides legal representation to eligible applicants and delivers public legal education and information to Nunavummiut. *The objects of the Board are to ensure the provision of legal services to all eligible persons.*

*The Legal Services Board also ensures that the legal services provided and the various systems for providing those services are the best that circumstances permit; this is assessed by thorough examination of the relevant available information.*

*We are tasked with developing and coordinating territorial or local programs; this includes increasing knowledge of the law, legal processes and the administration of justice; and, providing public education and outreach.*

The Legal Services Board of Nunavut remains committed to meeting its legislative obligations that is transparent and accountable to funders, the clients and to Nunavummiut.

## Governance and Board of Directors

The Legal Services Board of Nunavut (LSB) was incorporated in July 2000, pursuant to the *Legal Services Act* as Nunavut’s legal aid plan.

The LSB is governed by a Board of Directors comprised of representatives of the Government of Nunavut, the Law Society of Nunavut, three regional representatives, and two members-at-large. The Minister of Justice appoints all LSB Board members for a three-year term pursuant to the relevant provisions of the *Legal Services Act*. Legal services are provided through three regional legal aid clinics, each of which has a regional board of directors. The administrative offices of LSB are located in Gjoa Haven, Rankin Inlet and Iqaluit. Functions including accounts payable and receivable, client intake management, application assessments, and financial eligibility analysis are handled in the Gjoa Haven office. The Chief Executive Officer is located in Rankin Inlet, and is supported by a Chief Operations Officer in Iqaluit, a Comptroller.

LSB’s regional legal aid clinics are located in Cambridge Bay (Kitikmeot Law Centre), Rankin Inlet (Kivalliq Legal Services), and Iqaluit (Maliiganik Tukisiniarvik). Each clinic is staffed by a complement of criminal lawyers, family lawyers, administrative support, and Court Workers. Court Workers are based both within the clinics and in most Nunavut communities. There are also civil/poverty lawyers on staff at the Rankin Inlet and Cambridge Bay clinics.



**The Legal Services Board partnership works closely with its regional offices to ensure affective and efficient response to community needs.**

The Board of Directors is responsible for financial management and reporting, policy development, strategic planning and for oversight and accountability of the organization. It is normal course for the Board to rotate in person meetings between regional communities. The Board is also responsible for hearing Appeals in respect of denials of legal aid coverage. This year the Board heard five such Appeals.

Members of the Legal Services Board for the relevant fiscal period were as follows:

Madeleine Redfern	Chair, and MT Board Member, Qikiqtaaluk
Malcolm Kempt	Board Member, Law Society of Nunavut Representative
Stephen Mansell	Board Member, Government of Nunavut Representative
Tara Tootoo-Fotheringham	Board Member, Kivalliq Legal Services Representative
Wendy Kootoo-Wood	Board Member, Kitikmeot Legal Services Representative
Tommy Owljoot	Board Member-at-Large, Nunavut
Kimberly Tattuinee	Board Member-at-Large, Nunavut

Legal aid offices in Nunavut are situated in regional clinics: Iqaluit, Rankin Inlet, and Cambridge Bay; and also, in a number of communities housing Court Workers. Funded by the LSB, each clinic is a separate registered society and is governed by their own regional board of directors and by-laws. Each regional board is responsible for the financial and administrative management of its respective clinic. Legal services are provided by staff LSB lawyers, working out of the Regional Clinics or private lawyers contracted by engagement letter by the LSB.

In 2015, the LSB began transitioning the Clinic Director positions into a new model. Historically, the clinic directors were practicing lawyers who had dual responsibilities of managing the affairs of the clinic while also carrying a full caseload. In the Kitikmeot, this posed ongoing problems as there is a high-turnover of lawyers resulting in lack of stability in management. This approach also creates stable middle-management and expands LSB's management team from four to

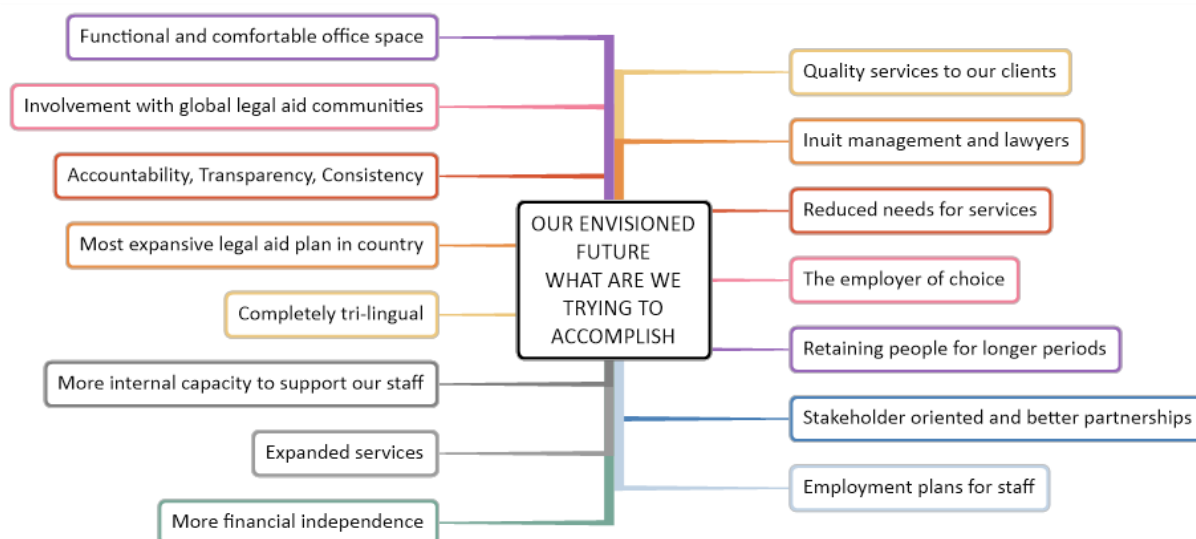


seven. In addition, LSB designated these new management positions for Inuit for several reasons, the clinic staff are predominantly Inuit and the goal of hiring Inuit from the community should result in organizational stability both within the clinic and within the LSB management team. Last year saw the appointment of an Inuk, non-lawyer clinic director for Qikiqtaaluk. For 2017, the LSB prioritized the hiring of Inuit to manage the affairs in Kitikmeot and Kivalliq regional offices. The Clinic Directors are LSB employees who work closely with Regional Boards in fulfilling their respective legal aid mandate in providing organizational and administrative support to LSB lawyers and provide greater support to other LSB senior managers.

There is also an Executive Committee of the Board comprised of at least 3 Board members. The Executive Committee members were: Madeleine Redfern, Tara Tootoo-Fotheringham, and Malcolm Kempt. The Executive Board or Committee, usually meet on an as needed basis, either in person, by teleconference or email; depending on 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.

A Strategic Planning Session was held in March 2016 and was attended by the territorial Board members, executive management team, and regional clinic directors. A comprehensive multi-year plan was developed and approved before the end of the session and LSB continued to implement recommended actions arising from the session this year.

Key elements such as 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

This year, the Board passed the LSB's Inuit Employment Plan. The Plan addresses the current obstacles to LSB achieving legal and senior level Inuit employees, along with detailed suggestions for overcoming them. A section relative to the advancement of the plans objective is discussed in further detail below.

The Legal Services Board convened its in-person meetings in Cambridge Bay, Rankin Inlet and Iqaluit in June, September and January respectively. The Executive met approximately every six weeks to review and provide direction on ongoing matters.

Board governance accounted for \$301,138 of the budget in this reporting period.

## Organizational Structure

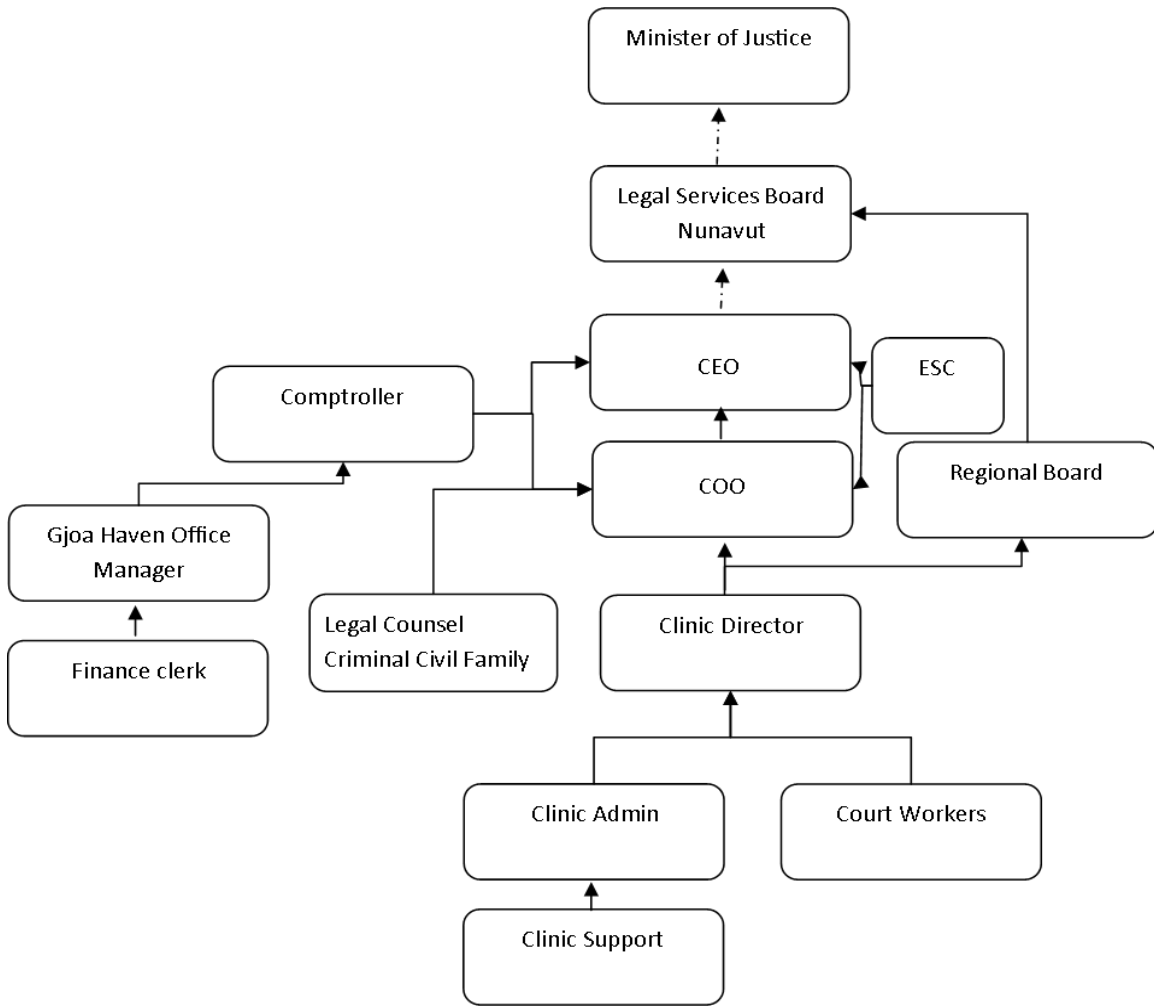
LSB's organizational structure is challenging to accurately reflect in an organizational chart.

Present fundamental organizational structural realities include:

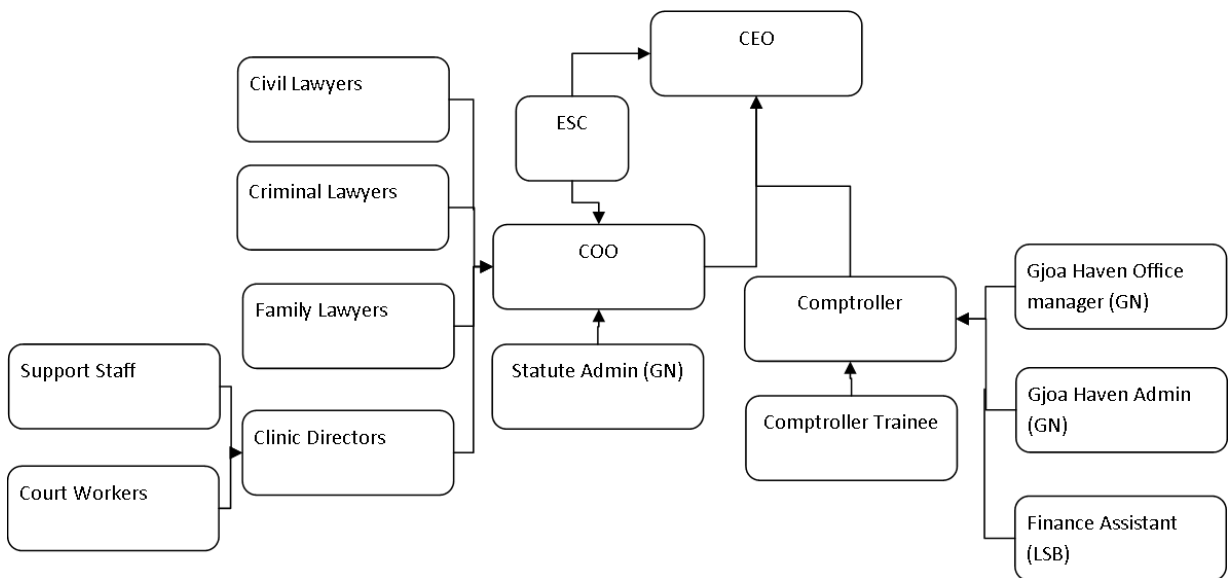
- 4 main legal aid entities with 4 Boards (LSB: territory-wide; and, 3 regional clinics)
- 5 employers (67 employees): LSB (28), three regional clinics (36) & GN (3 Gjoa Haven office)
- GN LSB employees unionized: 1 manager (exempt), 1 necessity (exempt), 1 union
- LSB employs 7 managers (executive and middle management), administrators and assistant with two employers in four locations: (4 staff) LSB and (3 staff) GN
- 4 main legal aid offices (Gjoa Haven, Cambridge Bay, Rankin Inlet, Iqaluit)
- LSB employs all staff lawyers (25), who work out of regional clinic offices
- LSB contracts with private lawyers (42) for panels (criminal, family, civil); only 6 are resident of Nunavut
- regional clinic employs their own clinic staff, but the regional clinic directors are LSB employees (currently one director is a non-lawyer while the other two are full-time practicing lawyers)
- each regional clinic employs court workers within their respective regions:
- not all communities have resident court workers, and where no court worker resides those communities are served by court workers in other communities

The legislative structure currently in place was developed in 1988. This model may have been more functional when LSB and its regional clinics were smaller and less busy. However, with an increase in workload along with the necessary increase in the number of LSB and regional clinic staff, it is increasingly more challenging and difficult to operate in this model. There are many unnecessary redundancies in respect of payroll, accounts payable and HR practices. Clearly the structure is not as efficient as it could or should be and leads to many operational inefficiencies, challenges, problems and at times conflicts for LSB, Regional Clinics and partners. Recognition of such gave rise to the Systemic (Structural) Organizational Review to identify structural problems, challenges and deficiencies and recommend changes that would lead to organizational improvements and effectiveness. The recommendations proposed include legislative reform which will lead to organizational efficiencies, operational effectiveness and maximizing value for dollar.

## Organizational Charts



### Organizational Chart – Hierarchical Structure – LSB



### Organizational Chart – Operations – Legal and Admin

## The Team

The LSB team comprises the Board, regional clinic boards, senior LSB staff, GN Gjoa Haven staff, lawyers, and regional clinic administrative staff and court workers. In addition, the private lawyers on LSB panels support and greatly assist with the workload. In 2016/17, there were 35 panel members, 6 of whom are resident in Nunavut. Nunavut resident private lawyers are given preferential consideration in the assignment of legal aid work and receive higher compensation than non-resident panel members per the tariff in the regulatory framework of the Legal Services Act.

## 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 maintains staff positions for 16 criminal lawyers, 6 family lawyers, 2 civil/poverty lawyers and the CEO who is required by statute to be a lawyer.

Panel lawyers are private legal counsel that are contracted to assist LSB in the provision of legal services. There are 26 lawyers on the criminal panel, 6 lawyers on the family panel and 3 lawyers on the civil/poverty panel. Of the 35 private lawyers on LSB's panels, 6 are residents of Nunavut. Some panel lawyers practice both criminal and family law. The panel lawyers also assist LSB with section 40 matters, addressing conflicts and fill in during staff lawyer leave or vacancies.

## Management and Administrative Support Staff

In addition to the staff lawyers, LSB employs an executive management team, a model known as the C-suite; this model consists of a Chief Executive Officer, a Chief Operations Officer, and a Comptroller. In the Gjoa Haven office there are three Government of Nunavut employees assigned to LSB: Finance/Office Manager, the Senior Statute Administrator and a Finance & Operations Analyst/Statue Clerk. As previously indicated, LSB is creating three middle management positions by hiring full-time local Inuit as Regional Clinic Directors. LSB has already hired its first regional clinic director at Maliiganik.

## Court Workers

A fundamental component to LSB's successful service delivery is the Inuit Court Worker Program. In 2016/17, there were 21 court workers working in all 25 communities around the territory. 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 worker support includes but is not limited to providing community members with legal aid applications, interpretation, finding and arranging client and/or witness-lawyer meetings in preparation for court appearances and assisting community clinics.

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

## The Board's Financial Picture

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.

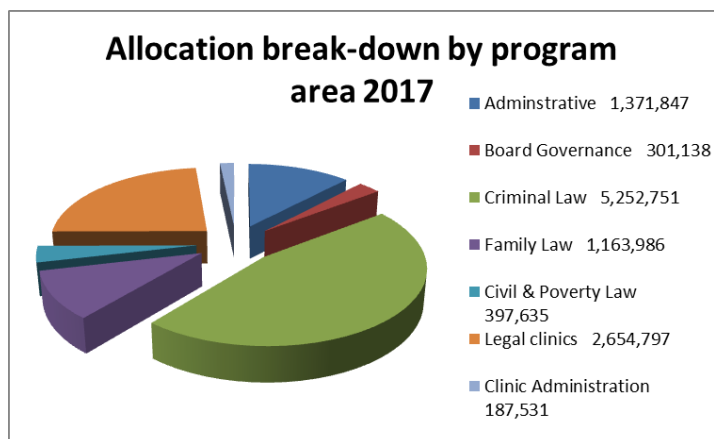
LSB and its three regional clinics successfully completed audits for 2016/17. The LSB budget for 2016/17 was \$11,818,000.

Additional funding of \$50,567 was secured to cover a total of \$11,329,685 in expenses and leave a surplus of \$538,882. This surplus was primarily due to unfilled staff positions during the year. While LSB is fortunate to have a stable and ready

compliment of staff lawyers to ensure continued availability and service to legal aid clients, the operational realities result in vacant positions. These positions can sometimes be challenging to fill in such a remote jurisdiction and not unique to LSB.

LSB continues to have two financial systems in place, but is continuing to work towards finding one that will meet all of the organization's needs. LSB's internal simple accounting system permits the organization to better manage its finances while enabling LSB to produce a budget with more appropriate and meaningful breakdown in expenditures. LSB's payments are still processed through the GN's FreeBalance Accounting System; however, the setup and mechanics of the accounting system do not meet the governance and management needs of LSB. LSB and the GN have worked over the past year to ensure that the required accounts and categories are set up in FreeBalance, and will work together in the New Year to set up reports that will meet the needs of LSB, fine tune the system and achieve financial consistency and efficiencies.

The clean 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 on services and finances responsibly. For additional information on the finances for LSB for the year 2016/2017, see the independently Audited Financial Statements.

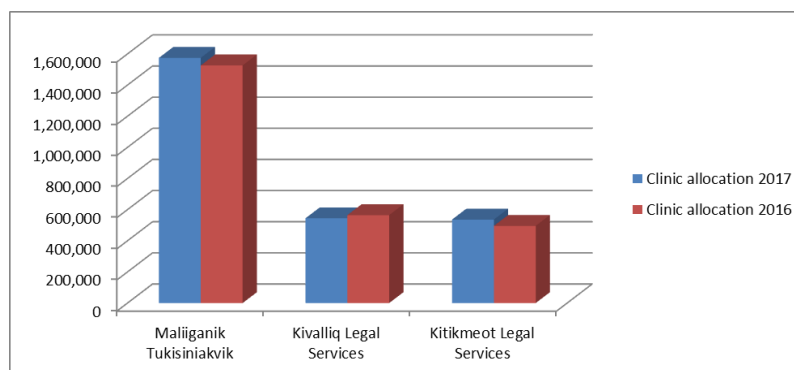


## Regional Legal aid Clinics

Regional clinics situated in Iqaluit, Rankin Inlet and Cambridge Bay are societies pursuant to the Societies Act and are in good standing with the registrar.

The LSB funds the regional clinics (\$2.6Million/per year) by way of contribution agreements. Each regional office is up to date with the reporting requirements enunciated in those agreements.

Essentially, the Clinics serve as access to justice points for their respective regions and provide support services to staff and private lawyers contracted for legal aid services. Each clinic employs support staff and court workers within the



Clinic and in the majority of communities throughout Nunavut. If there is not a court worker in a community, the community will be served by a court worker from a nearby community.

Regional clinics boast a 100% Inuit employment rate both with respect to administrative support staff and court workers. All three clinics combined, employ 34 Inuit, the majority of whom are situated in the communities throughout Nunavut. More information about the Court Workers can be found in the Inuit Court Worker Program section of this Report.

## Inuit Employment Plan

In 2015, the LSB Board of Directors committed to develop an Inuit Employment Plan. The IEP was finalized and approved in 2016/17. LSB is participating in GN-wide initiatives towards an overall average of 75% Inuit representation in its staff by the end of 2017 but will not be able to achieve this because of the lack of Inuit lawyers. 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.

The biggest and most important factor affecting Inuit employment within LSB is outside of its control: Nunavut needs more Inuit lawyers. LSB is very excited and supportive of the new Nunavut Law Program scheduled to start in Iqaluit in Fall 2017.

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

- Increase Inuit employment within LSB and its Regional Clinics to proportional representation levels within Nunavut, as required under the NLCA
- Develop an Inuit Priority Hiring Policy within the organization
- Invest in Inuit employees to improve professional skill sets
- 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, 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.

Here is the issue: 26 of the 60 LSB staff positions can be held ***only*** by lawyers, and in this reporting period only one of those lawyers is Inuk. Inuit occupy all other LSB filled positions except three, and those three are in the executive and financial management levels. The challenge is clear: LSB needs more Inuit lawyers, and more Inuit in management levels.

As previously mentioned, this year saw the appointment of three Inuit to regional director positions in Iqaluit, Rankin Inlet and Cambridge Bay. In addition, the LSB committed to hiring and training an Inuk as the Comptroller Trainee but in the past, the various trainees moved on for their own personal reasons. LSB committed to hiring a comptroller trainee with greater financial skill set, education and experience with a solid commitment to financial management positions. LSB identified and offered a recent graduate of the management studies program and LSB intends to support her through the process of attaining her CPA designation. Learning and training plans have been developed and at the time of this report LSB is working in concert with the Government of Nunavut to secure Inuit Employment Training funds to ensure adequate training and supports are put in place to safeguard the continued success of the plan.

LSB also recognizes that the Inuit staff it has hired and will hire for the Regional Clinic Director positions will almost certainly require training. The types of training will include various management courses: time management, human resources, administration, financial, board governance, appropriately dealing with conflicts and difficult situations, reporting, proposal/business case writing, policy analysis and development, project management, etc. The successful candidates will be assessed for their existing skill set and experience and both individual and group training plans will be developed. LSB will also seek to secure Inuit Employment Training funds to help train these managers.

LSB has also committed to supporting the new Nunavut Law Program, either through work placements to give students work place experience through the four years of academic period, and also articling positions for some of the graduates. LSB is committed to securing as many of these Inuit lawyers throughout its organization both with respect to its various regional office locations and various areas of legal practice.



## The Practice of Legal Aid

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

LSB provides legal aid services to financially eligible Nunavummiut, in the legal areas of coverage as set out by the *Legal Services Act*. This includes criminal defense representation, child representation, child protection and family law coverage, and civil/poverty representation in the areas of residential tenancy, employment/labour law, poverty related issues, excessive use of force by police, human rights and Inquests. A Board approved eligibility scale defines the criteria for accessing legal aid in Nunavut, the income thresholds are defined in the adjacent chart. A duty counsel service in Nunavut is defined by policy as presumed eligibility. In this reporting cycle there were 663 total applications for assistance. *“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.”*

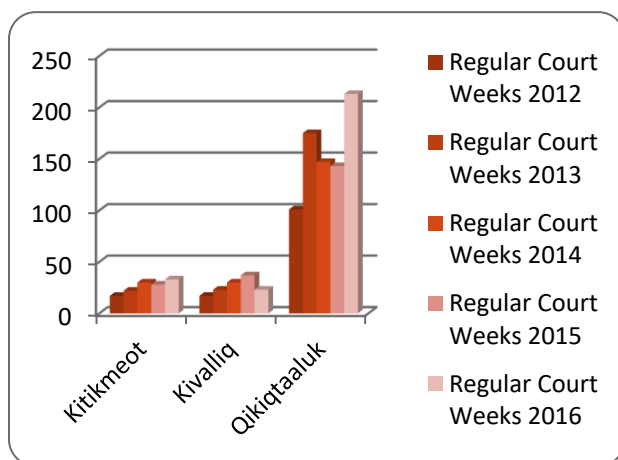
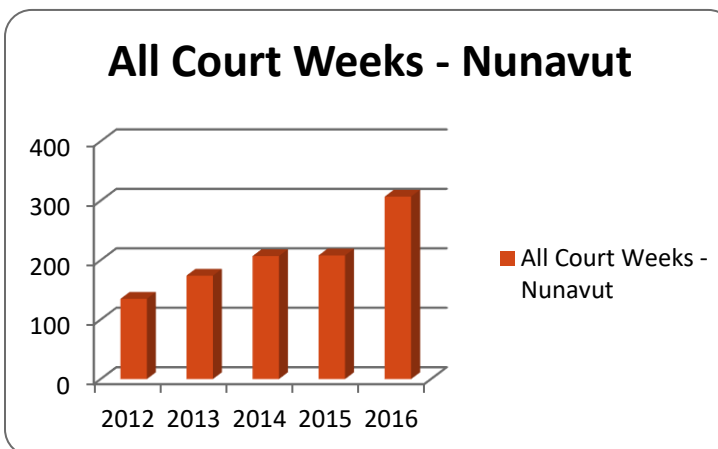
### Criminal Practice

The criminal practice remained relatively stable these past few years; however this year experienced a number of staff departures requiring LSB to lean heavily on its partners in private practice. Iqaluit remains the busiest center due largely to the population demographic and ease of access to institutions of justice. Circuit court is perhaps the most challenging part of delivering legal aid in Nunavut. The LSB prides itself on delivering quality representation to individuals while on circuit in Nunavut’s 25 communities. The LSB typically dispatches lawyers to communities by the Friday prior a circuit to ensure adequate preparations with clients and negotiations with crown prosecutors can be completed with a view to ensuring efficient use of judicial resources and effective outcomes for our clients.

The criminal law practice management model comprises lead counsel in each regional office and the COO’s office. Together they manage the file requirements arising from the practice, assign conflict files to private counsel and identify trends to ensure coverage is at adequate levels. Quality assurance processes have been developed and implemented to monitor the work of staff and private lawyers alike.

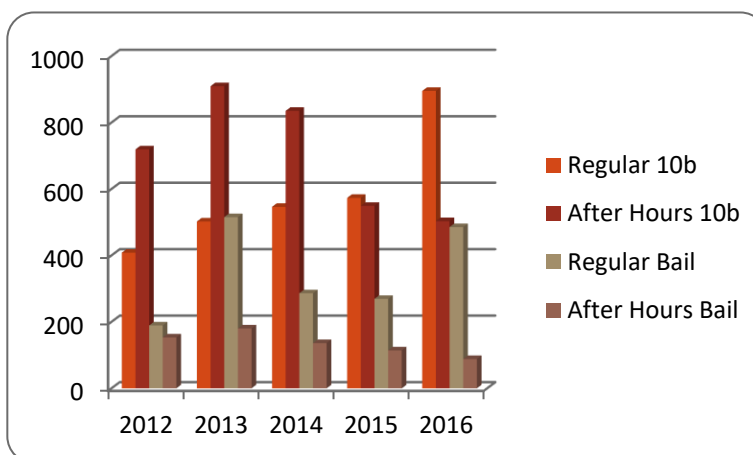
Despite the decline in actual number of criminal charges, there is an increase in the number of severe crimes including in some cases, multiple offenders of the same offence. As a result, LSB

allocated resources to meet the complexity and seriousness of these matters. Sixteen dedicated staff lawyers and some 30 private lawyers, four of whom are resident, handle criminal defense work, they attend every circuit and special sitting of the court scheduled in Nunavut.



In 2016/17 lawyers attended 269 circuit weeks; 213, 23 and 33 in the Qikiqtaaluk, Kivalliq and Kitikmeot, respectively; plus 38 special sitting weeks (Jury and Judge alone trials) of the court. In total, legal aid covered 307 Court weeks this year<sup>2</sup>. There were 374 individuals who applied for full coverage, similar to that of previous years, the LSB opened 2510 new criminal law files and closed 1959 in this reporting cycle.

In addition to the circuits attended by staff and private lawyers, the LSB also provides after hours service for individuals who are arrested outside of office hours, including representation at show cause hearings (bail hearings) that are sometimes scheduled outside of regular working hours. This year's numbers saw an increase from the previous reporting period with 895 regular hours arrest calls and 485 bail hearings. There were 503 after-hours calls and 88 after-hours bail hearings.



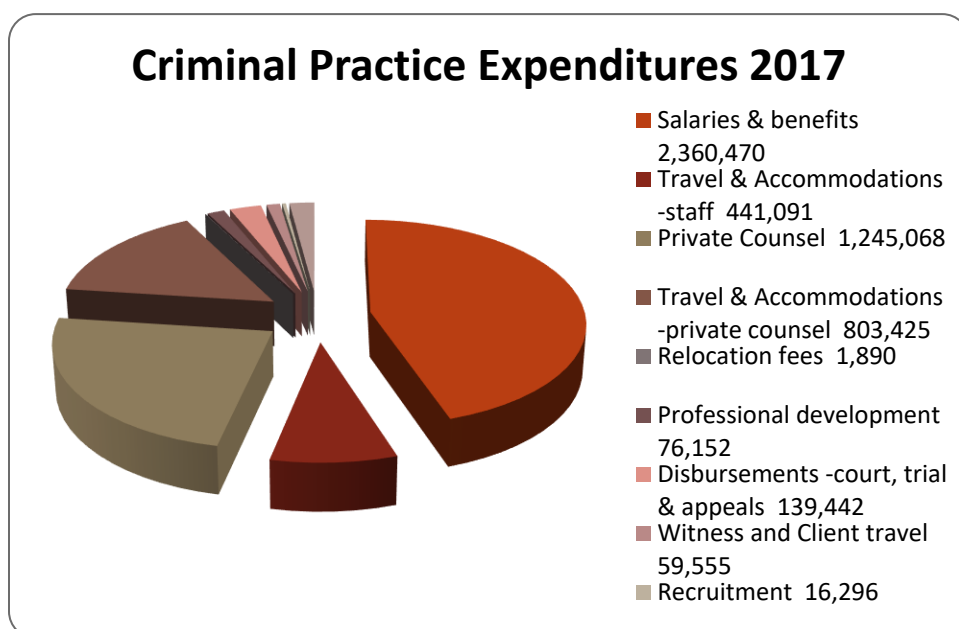
<sup>2</sup> Multiple court hearings occur at the same time, within Iqaluit at the three court rooms and court circuits, where judge, crown and legal aid lawyers with support staff travel to the communities to facilitate court hearings.

While some Rankin Inlet and Cambridge Bay legal staff positions were unfilled, Maliiganik staff lawyers provided support to the regional clinics and ensured quality client service by working for periods of time at the Kitikmeot Law Centre and Kivalliq Legal Services. Maliiganik criminal lawyers and/or private panel lawyers have also been assisting where feasible by serving as staff criminal counsel on Kitikmeot and Kivalliq circuits.

In March 2017, the Law Society of Nunavut sent a letter to the LSB, the RCMP, the Crown Prosecutors office and the Court indicating that in the opinion of the Law Society, the RCMP has been engaging in the unauthorized practice of law by acting as the crown for community show cause hearings. This opinion was accepted, and as of May 1st, all bail hearings are now being prosecuted by crown counsel. This has led to significant and continuing collaboration amongst the stakeholders to ensure that Iqaluit and community show cause policy and procedures are effective, fair, efficient and reasonably expedient, having regard to client service, the administration of justice and available resources. Bail policy and procedure development are likely to be ongoing for the foreseeable future due to the magnitude of the change that the shift from RCMP to Crown conducted hearings represents.

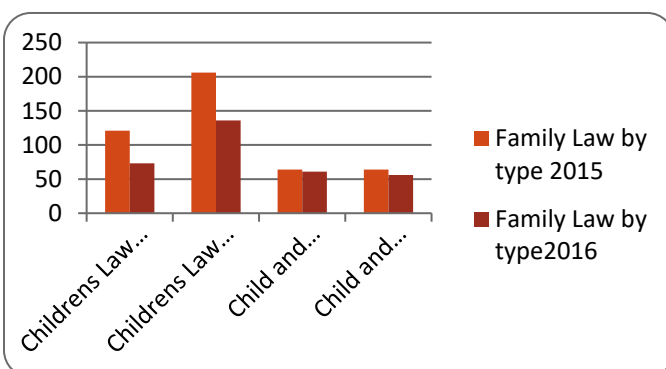
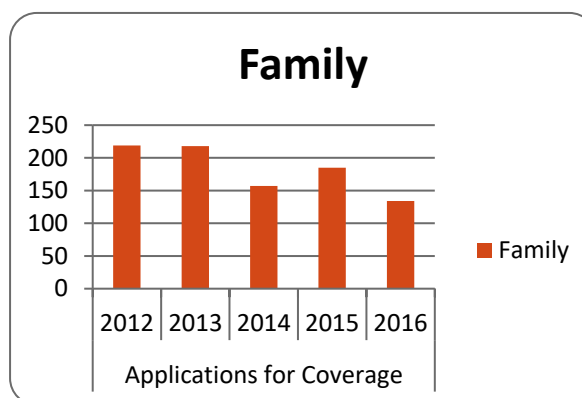
Section forty of the Legal Services Act provides that individuals who are charged with offences which could attract a potential life imprisonment jail term are allowed to choose who they will be represented by and is often referred to as “choice of counsel”. In basic terms these accused are entitled to choose their own lawyer, so long as the lawyer meets legislative criteria. The LSB administered 100% of these serious charges including homicide and related allegations such as arson endangering life, robbery, choking to overcome resistance, among other serious charges. This year there was an unprecedented increase in these section 40 matters, with 20 choice of counsel matters at any given time. There were approximately 44 ongoing matters of which 24 choice of counsel files were concluded.

The costs of providing services in criminal law were \$5,252,751 and are detailed here:



## Family Practice

The family law practice returned to near full compliment of lawyers: six family law staff lawyers and six family law private lawyers deliver services in this practice portfolio. However, LSB continued to struggle to keep up with the demand of those applying for assistance. This resulted in a slight backlog in the approval of Children’s Law Act matters but has not affected Child and Family Services assignments. Children’s Law Act matters can include, where children are involved: divorce, separation, support, custody and access. Child and Family Services files include individual interactions with the government in the context of child apprehension. 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. Much like in the criminal practice, private lawyers are important in the context of conflict and managing files with a particular degree of complexity or specialization. A toll-free family law information line is supported by LSB for individuals seeking general legal information on family matters.



In 2016/17, a total of 134 applications were received while 192 approvals were issued – 61 a direct response to state instituted proceedings. The practice is currently providing services to some 615 clients while 68 matters remain pending and 74 files were closed.

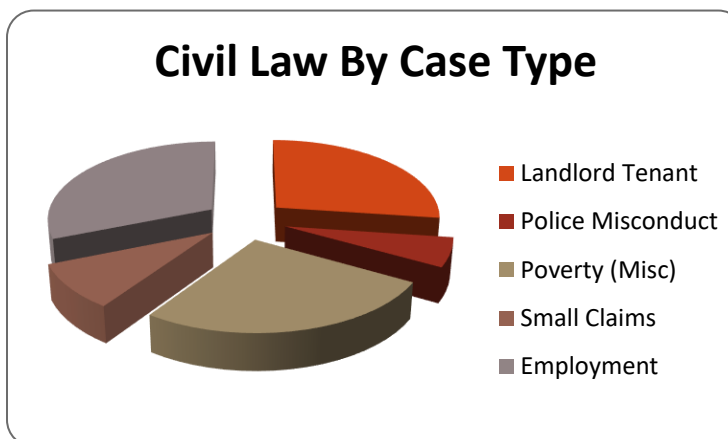
The practice management model comprises counsel, the CEO and the COO who together manage the daily requirements of this busy and important practice area.

The costs of providing services in family law were \$1,163,986; and are detailed here:

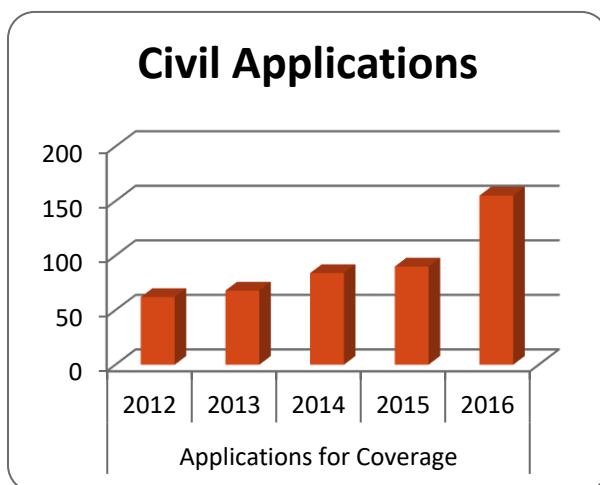


### Civil Practice

This year there were a total of 155 applications for civil/poverty legal aid assistance: 47 (31%) employment, 41 (27%) landlord/tenancy, 40 (27%) poverty miscellaneous, 14 (9%) small claims) and 9 (6%) police misconduct. This is an increase from previous years due to an increased demand.



The civil/poverty law practice saw the addition of a civil staff lawyer in Rankin Inlet - with the second position is located in Cambridge Bay. Although caseloads are on the rise, the practice enjoys stability and remains an integral core program area for legal aid in Nunavut.



There continues to be a steady and increasing need for services in the areas of residential tenancy, employment law, poverty related issues, human rights, and excessive use of police force matters. In addition, LSB has become increasingly involved in inquests. This year LSB assigned lawyers to support families in 3 inquests. Typically speaking, a lawyer is assigned where there is a connection between the cause of death and the areas in which we provide core services, for example – someone who dies while in the custody of the RCMP.

As a result of the increase in civil matters, LSB had to rely on its private panel partners to assist and provide legal aid support to clients in the various civil/poverty coverage areas.

The LSB remains committed to maintaining current service levels in the civil practice.

The costs of providing services in civil law were \$397,635;



## Mental Health Review Board

In 2014/2015 the Nunavut Department of Justice transferred responsibility of managing the services associated with representation before the Nunavut Review Board. The LSB increased the necessary support including training and required resources to assist the lawyers in representing their clients. In 2016/17, the LSB received and approved 1 new application for legal services and continued to provide assistance on the 16 outstanding matters from previous years. The costs associated with providing services in this area was \$14,750 outside of salaries.

## Inquest Support

The Legal Services Board has undertaken work at Inquests as a result of the demand presented by Nunavummiut and provides this support to family members by assigning competent lawyers to represent their interests. With the government's specific acquiescence, this year LSB assigned lawyers to support families in three inquests. Generally, LSB assigns counsel in inquest proceedings where there is a connection between the cause of death and our core service delivery areas. For example, matters related to our mandate would include people who are clients or almost certainly will be clients e.g. persons in police custody and then suffer death during custody, or children who are wards of the Crown – in foster care, who pass. The LSB views these matters as civil proceedings because of the legislative provisions in the *Coroner's Act, NU* and relevant provisions in the *Legal Services Act* around coverage of civil matters. As a result of a higher demand for these services the LSB is working to develop clearly defined terms respecting coverage for inquests by way of policy. The LSB views this service as an integral access to justice matter. This year, inquests and collateral required legal work cost LSB \$57,225 outside of salary expense.

## Practice Conclusion

During fiscal period 2016-17 the Legal Services Board was successful in providing the services it is mandated, attached and appended as Appendix B is the LSB's summary statistics which support this conclusion.

## Inuit Courtworker Program

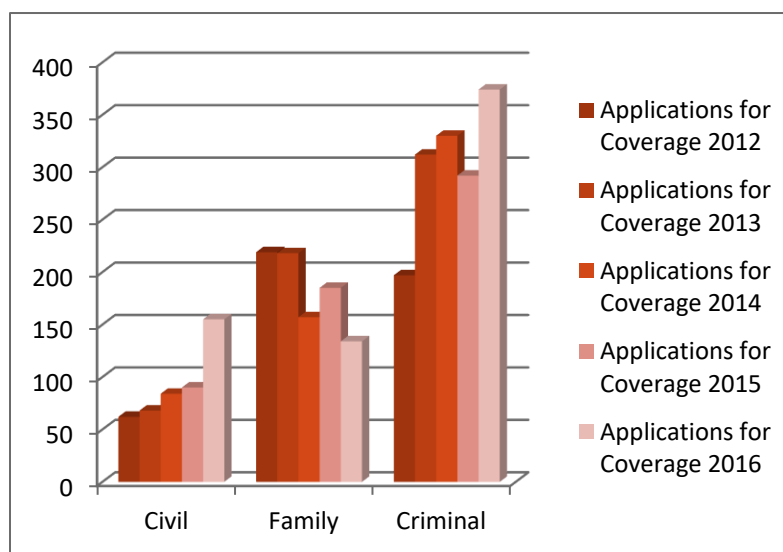
A fundamental component to LSB's service delivery is its support of the Inuit Courtworker Program. While court workers are actually employed by the regional clinics (either full-time or part-time as needed), it is LSB that funds the clinics to support these positions. This year, LSB can report that there were 24 court workers working in the 25 Nunavut communities.

Court worker positions are based in clinics and in smaller hamlets throughout the regions. The Kitikmeot Law Centre employed 5 court workers throughout their 5 communities, Kivalliq Legal Services employed 4 court workers for their 7 communities, and Maliiganik Tukisiiniakvik employed 15 court workers for their 13 communities.

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

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

All of the demands articulated in the previous sections are also faced by the Court Worker program. Every legally aided matter is assisted and complemented by the Court Workers. Constant pressures and demand for legal services means that Iqaluit, Rankin Inlet and Cambridge Bay Court Workers work almost on a daily basis. Court workers assisted some 2510



individuals on criminal matters; assisted with facilitating the applications for 374 new criminal files; assisted with facilitating 289 new family and civil matters and 615 ongoing matters; and, provided liaison, support and interpretation on 269 circuit weeks and 38 discrete trial weeks. Court workers are essential and involved in nearly every activity of the LSB.

The LSB recognized that despite the success of the court worker program, it still requires additional supports especially for the court workers. LSB undertook an assessment of the program during the previous fiscal year and approved the report in 2016-17. This review examines the current state of the court worker program in Nunavut and makes recommendations to the Legal Services Board of Nunavut (LSB) based on that analysis for the improvement of the program. Informal and formal interviews were conducted with lawyers,

clinic directors and senior court workers for the purpose of drafting recommendations to be considered by the territorial Board.

The interview process highlighted numerous areas of concern from clinic directors, lawyers and court workers. These challenges will need to be considered and addressed when planning changes to the program. There is general consensus among the court workers, lawyers and directors what the main issues of concern and areas for improvement.

Recommendations for moving forward will be presented at the conclusion of the review in relation to the following headings:

1. Clearer Roles and Responsibilities of the Court Worker
2. Adequate Office Space
3. Assist with Public Legal Education
4. Need for Full-Time Employee to Provide Support
5. Development and Delivery of Training and Increase Capacity
6. Hiring
7. Review of Pay Scale to Ensure Equitable Salary and Benefits

LSB recognizes more supports are required in the Court Worker program, in particular, ensuring better and more training, assistance, mentoring and professional development opportunities. LSB remains committed to reviewing the findings of the assessment and making positive change where necessary. LSB's Board prioritized Court Worker program support for 2017 and onward.



## **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), which organization comprises senior management and board members of all of 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.

### **Nunavut Justice Efficiency Committee**

In previous years the COO sat on the justice efficiency committee, which comprised senior officials in the justice department, the RCMP, the PPSC as well as the Senior Judge of the Nunavut Court of Justice. Together we'd examine systemic issues with a view to finding ways to increase efficiencies, maximizing value for dollars and make the experience for Nunavummiut navigating court processes less cumbersome and difficult. The Committee met once this year under a new title – Court Users Committee.

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

The COO also sits, 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, inter alia, issues arising from the operation of the agreements, funding formulae, and the court worker program(s). This year the COO was on the national steering committee for the Indigenous Court Worker Program; the committee met in Vancouver in December where representatives of most Court Worker programs attended, and presented its National Strategic Plan to the territorial provincial/federal counterparts for consideration. In addition, the CEO presented to Justice Canada's Northern Working group in Yellowknife and provided commentary and review of some of the challenges facing the plan.

### **Nunavut Communities**

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. We've partnered with our communities and have 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 issues, especially in respect of 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 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.



Staff conducting a call in radio show in Pangnirtung

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 the Board became active at the national level by attending, and becoming a member of, the Public Legal Education Association of Canada, with a view to enhancing networking opportunities.

## Trade Shows, High School – CBA Mock Trial/College, Shelter Visits, GN Liaison, Radio Shows

Kivalliq Legal Services again participated in the trade show in Rankin Inlet enhancing our visibility in that community. The office also partnered with the shelter society in providing general legal information to shelter staff, their volunteer board of directors, and participating in the development and distribution of a family violence prevention poster around the region.

Maliiganik Tukisiniarvik staff offers sessions at the Iqaluit Women's Shelter, Baffin Correctional and Makigiarvik Centers and volunteered with the Canadian Bar Association mock trial project with the local high school in Iqaluit. Maliganik Court Worker and support staff also assisted with the annual gathering of the Elders and provided information on Elder's rights. In September Maliiganik lawyers presented information and provided materials at the annual meeting of GN Liaison officers. In Sanikiluaq there was a presentation in respect of various legal issues and hosted a question and answer session on: what to do when you're arrested; rights to counsel, and search and seizure. Maliiganik also hosted radio shows in Cape Dorset, Pond Inlet, Pangnirtung, Iqaluit and Arctic Bay.

The Kitikmeot Law Centre also built on key partnerships with the Cambridge Bay Wellness Centre and their local high school to deliver PLEI materials and information sessions. The Kitikmeot Law Centre hosted community forums on the role of the Kitikmeot Law Centre and Family Law in Nunavut at the Campus in Cambridge Bay and attended the high school to deliver

a presentation on “law as a career”. In addition the office participated in the community readiness initiative (CRI) in Cambridge Bay.

### **Website**

This year the Legal Services Board maintained its website by ensuring regular updates were made. Content on the LSB website is in Nunavut’s four official languages and can be viewed at [www.nulas.ca](http://www.nulas.ca). The website provides information on LSB’s services, policies, annual reports, along with contact information for the three regional clinics and its law lines. The website is regularly updated with revised information as necessary.

### **Family and Civil/Poverty Law Lines**

LSB offers a toll free family law and civil/poverty law information lines.

### **Policies, Directives and Other Projects**

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

## Conclusion

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

The Board of Directors takes its responsibilities seriously and recognizes that while tremendous improvements have been made over the past seven years there are still many areas of improvement that can and should be made.

The GN provides LSB the resources to allow the organization to provide eligible Nunavummiut with the legal services they are entitled to under the law. Without this necessary and appropriate level of funding, LSB would have been forced to reduce or eliminate services. This means Nunavummiut do not have to represent themselves in court on criminal charges or less families not receiving family law advocacy, such as getting child support they need and are entitled to. In 2014/2015, LSB had for the first time in many years, received sufficient funding without having to request additional funding from the GN by developing a business case for a supplemental funding request.

Producing independent financial audits, capturing and reporting accurate statistical information, identifying organizational needs and legal practice trends has all contributed to a more productive and efficient legal aid in Nunavut. This approach has resulted in an organization that is not only transparent, but responsive to its clients, its staff and fully accountable to its funders and public.

The exceptional efforts made by the Board of Directors, the senior management team, the legal staff, regional clinics and Boards and their 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



**LEGAL SERVICES BOARD OF NUNAVUT  
FINANCIAL STATEMENTS  
MARCH 31, 2017**

**LEGAL SERVICES BOARD OF NUNAVUT**  
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MARCH 31, 2017

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## Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Legal Services Board of Nunavut as at March 31, 2017 and its financial performance and its cash flows for the year ended March 31, 2017 in accordance with Canadian Public Sector Accounting Standards.

## 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.

In our opinion, in accordance with the *Financial Administration Act* of Nunavut and the *Legal Services Act* of Nunavut, proper books of account have been kept by the Legal Services Board of Nunavut, 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 Legal Services Board of Nunavut.

Under section 100(1) of the *Financial Administration Act* of Nunavut, the Legal Services Board of Nunavut 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 Legal Services Board of Nunavut was granted a 60 day extension and remains within the legislated timeline for submission of their annual report and independent financial audit.

Iqaluit, Nunavut  
August 19, 2017



Chartered Professional Accountants

**LEGAL SERVICES BOARD OF NUNAVUT**  
**STATEMENT OF OPERATIONS**  
FOR THE YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
<b>Revenues</b>		
Government of Nunavut Contributions		
Contribution agreement	\$ 11,818,000	\$ 11,818,000
Transfer to Department of Justice	0	(100,000)
Repayment	<u>(538,882)</u>	<u>(18,013)</u>
	11,279,118	11,699,987
Government of Canada Contribution		
Justice Canada	50,567	44,258
Client contributions	<u>0</u>	<u>1,000</u>
	<u>11,329,685</u>	<u>11,745,245</u>
<b>Expenses</b>		
Administrative (Schedule 1)	1,371,847	1,208,781
Board governance (Schedule 2)	301,138	338,125
Criminal law (Schedule 3)	5,252,751	5,431,875
Family law (Schedule 4)	1,163,986	1,692,415
Civil and poverty law (Schedule 5)	397,635	453,824
Legal clinics (Note 6)	2,654,797	2,586,159
Clinic administration (Schedule 6)	<u>187,531</u>	<u>34,066</u>
	<u>11,329,685</u>	<u>11,745,245</u>
<b>Net Surplus</b>	0	0
Accumulated Surplus, beginning of year	<u>0</u>	<u>0</u>
<b>Accumulated Surplus, end of year</b>	<u>\$ 0</u>	<u>\$ 0</u>

**LEGAL SERVICES BOARD OF NUNAVUT**  
**STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (DEBTS)**  
**FOR THE YEAR ENDED MARCH 31, 2017**

	<u>2017</u>	<u>2016</u>
Net Surplus (Deficit)	\$ 0	\$ 0
Net Financial Assets, beginning of year	<u>0</u>	<u>0</u>
<b>Net Financial Assets, end of year</b>	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

**LEGAL SERVICES BOARD OF NUNAVUT  
STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2017**

	<u>2017</u>	<u>2016</u>
<b>Financial Assets</b>		
Accounts receivable (Note 3)	\$ 970,679	\$ 732,040
Due from Government of Nunavut (Note 5)	1,162,934	1,561,755
Prepaid expenses	<u>43,523</u>	<u>37,104</u>
	<u>2,177,136</u>	<u>2,330,899</u>
 <b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	<u>2,177,136</u>	<u>2,330,899</u>
 <b>Net Financial Assets</b>	<u>0</u>	<u>0</u>
 <b>Accumulated Surplus</b>	<u>\$ 0</u>	<u>\$ 0</u>

**Approved by the Board**



\_\_\_\_\_  
Director



\_\_\_\_\_  
Director

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2017**

**1. NATURE OF THE ORGANIZATION**

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

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

**2. SIGNIFICANT ACCOUNTING POLICIES**

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

**(a) Use of Estimates**

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

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

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

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

**(c) Accrual Basis**

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

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2017**

**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>2017</u>	<u>2016</u>
Kitikmeot Legal Services	\$ 196,378	\$ 153,810
Kivalliq Legal Services	180,035	164,320
Maliiganik Tukisiiniakvik	<u>200,306</u>	<u>200,306</u>
	576,719	518,436
GST rebate	392,980	169,345
Contributions receivable - Justice Canada	0	44,259
Other	<u>980</u>	<u>0</u>
	<u>\$ 970,679</u>	<u>\$ 732,040</u>

**4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	<u>2017</u>	<u>2016</u>
Legal Clinics - GN funding repayable	\$ 576,719	\$ 518,436
Other accrued liabilities	1,224,182	1,400,933
Accrued payroll	<u>376,235</u>	<u>411,530</u>
	<u>\$ 2,177,136</u>	<u>\$ 2,330,899</u>

**LEGAL SERVICES BOARD OF NUNAVUT  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2017**

**5. GOVERNMENT OF NUNAVUT FUND BALANCE**

	<u>2017</u>	<u>2016</u>
Opening balance	\$ (1,561,755)	\$ (1,295,645)
Revenues	(11,329,685)	(11,745,245)
Expenses incurred on behalf of LSB	11,329,685	11,745,245
Changes in:		
Accounts receivable and prepaids	245,058	113,147
Accounts payable and accrued liabilities	<u>153,763</u>	<u>(379,257)</u>
Closing balance	<u>\$ (1,162,934)</u>	<u>\$ (1,561,755)</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>2017</u>	<u>2016</u>
<u>Kitikmeot Law Centre operating as Kitikmeot Legal Services</u>		
Contribution agreements	\$ 442,000	\$ 442,000
Reassigned/Supplemental contributions	138,000	55,000
Unused contributions/adjustments	<u>(44,053)</u>	<u>(1,485)</u>
Total used contributions	<u>535,947</u>	<u>495,515</u>
<u>Keewatin Legal Services Centre Society operating as Kivalliq Legal Services</u>		
Contribution agreements	589,000	589,000
Unused contributions	<u>(44,715)</u>	<u>(24,339)</u>
Total used contributions	<u>544,285</u>	<u>564,661</u>
<u>Maliiganik Tukisiiniakvik</u>		
Contribution agreements	1,522,598	1,500,000
Rent	<u>51,967</u>	<u>25,983</u>
Total used contributions	<u>1,574,565</u>	<u>1,525,983</u>
	<u>\$ 2,654,797</u>	<u>\$ 2,586,159</u>

**7. COMPARATIVE AMOUNTS**

Certain 2016 financial statement amounts have been reclassified to conform to the financial statement presentation adopted in the current year.

## LEGAL SERVICES BOARD OF NUNAVUT

### SCHEDULE 1 - SCHEDULE OF ADMINISTRATIVE EXPENSES

For the year ended March 31	2017	2016
<b>Expenses</b>		
Executive office operations	\$ 863,003	\$ 892,216
Administrative operations	336,993	254,063
Programs and projects	171,851	62,502
	\$ 1,371,847	\$ 1,208,781

### SCHEDULE 2 - SCHEDULE OF BOARD GOVERNANCE

For the year ended March 31	2017	2016
<b>Expenses</b>		
Administrative support	\$ 5,250	\$ 1,767
Honoraria	97,555	148,879
Professional fees	30,492	51,182
Recruitment	7,614	-
Translation and interpreting	18,785	14,120
Travel	141,442	122,177
	\$ 301,138	\$ 338,125



## LEGAL SERVICES BOARD OF NUNAVUT

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

For the year ended March 31	2017	2016
<b>Expenses</b>		
Salaries and benefits	\$ 2,360,470	\$ 2,538,430
Travel and accommodations - staff	441,091	478,485
Private counsel	1,245,068	1,090,941
Travel and accommodations- private counsel	803,425	809,799
Relocation fees	1,890	139,988
Professional development	76,152	71,249
Disbursements - court, trial and appeals	139,442	129,156
Law line	109,362	118,893
Client and witness travel	59,555	26,929
Recruitment	16,296	28,005
	<b>\$ 5,252,751</b>	<b>\$ 5,431,875</b>

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

For the year ended March 31	2017	2016
<b>Expenses</b>		
Salaries and benefits	\$ 791,360	\$ 1,346,840
Travel and accommodations - staff	124,754	116,807
Private counsel	193,909	78,432
Travel and accommodations - private counsel	74,823	18,443
Relocation fees	( 68,908)	106,954
Professional development	29,645	22,376
Disbursements - civil court and child welfare	4,239	2,563
Recruitment	14,164	-
	<b>\$ 1,163,986</b>	<b>\$ 1,692,415</b>

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

For the year ended March 31	2017	2016
<b>Expenses</b>		
Salaries and benefits	\$ 275,864	\$ 406,461
Travel and accommodations - civil and poverty law	47,990	3,967
Relocation fees	28,863	17,576
Professional development	8,252	13,726
Disbursements - expert fees	23,710	2,100
Private counsel	11,840	9,994
Recruitment	1,116	-
	<b>\$ 397,635</b>	<b>\$ 453,824</b>

## LEGAL SERVICES BOARD OF NUNAVUT

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

For the year ended March 31	2017	2016
<b>Expenses</b>		
Salaries and benefits	\$ 165,770	\$ 28,922
Travel and accommodations - staff	3,526	-
Recruitment	18,235	5,144
	<hr/>	<hr/>
	\$ 187,531	\$ 34,066
	<hr/>	<hr/>

## APPENDIX B – Statistical Summary

### SUMMARY REPORT FOR 2016/17 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, 2016 to March 31, 2017.

#### CRIMINAL PORTFOLIO

CRIMINAL LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
Brydges (10b) arrest calls regular hours	119	137	639	895
Bail hearings Regular hours	43	60	382	485
Law line Brydges (10b) calls	71	110	322	503
Law line Bail hearings	18	16	54	88
Law line Youth	6	6	18	30
Criminal Law files opened	614	508	1388	2510
Criminal Law files closed	319	721	919	1959
Circuit weeks	33	23	213	269
Discrete Trial weeks	1	5	32	38
Full Coverage Criminal Applications	116	72	186	374
Full Coverage Criminal Approvals	81	56	168	305
Full Coverage Criminal Pending	35	16	18	69
Choice of Counsel Active	2	3	22	27
Criminal appeal considered/approved	4/3	3/2	13/9	20/14

## FAMILY PORTFOLIO

FAMILY LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Reciprocal	Totals
Family Applications Children's Law Act	27	16	28	2	73
Family Approvals Children's Law Act	48	39	47	2	136
Child and Family Services	10	8	42	1	61
Approvals Child and Family Services	9	8	38	1	56
Family Appeal Considered/Approved	0	0	0	0	0

## ASSIGNMENT REVIEW

- ATP – Authorized to pursue relief applied for and approved following opinion.
- As at 2017/03/31

### Summary

Active opinions:	94
ATP matters:	453
Pending:	68
Total active files:	615
Closed in 16/17:	74

## CIVIL PORTFOLIO

CIVIL LAW Statistic	Kitikmeot	Kivalliq	Qikiqtaaluk	Totals
Civil Applications (all)	54	20	81	155
Landlord Tenant	13	5	23	41
Police Misconduct	3	0	6	9
Human Rights	3	0	1	4
Employment	16	12	19	47
Poverty (Misc)	16	1	23	40
Small Claims	3	2	9	14

## DENIALS

Denials (all)	Civil	Criminal	Family
Income over guidelines	8	2	12
Lack of Merit	5	0	0
Outside scope of coverage	15	0	1
Totals:	28	2	13

## SUMMARY OF PLEI

Date of Presentation	Community	Topic	# of Participants
31-Mar-16	Cambridge Bay - NAC	Family Violence Strategies in Nunavut	6
07-Apr-16	Cambridge Bay - NAC	Family Violence Strategies in Nunavut	14
14-Apr-16	Cambridge Bay - NAC	Family Violence Strategies in Nunavut	15
21-Apr-16	Nunavut	Access to Justice Conference in conjunction with the Law Society	na
May 9-13, 2016	Kugluktuk	Youth Rights	12
May 9-13, 2016	Kugluktuk	Radio	Community
May 9-13, 2016	Kugluktuk	Open-House/Community Feast - Law info session	50-75
23-Aug-16	Iqaluit	Worked with NCJ to develop materials for the touch screen LED – PLEI initiative	na
Ongoing	Cambridge Bay	KLC participation in Cambridge Bay crime reduction initiatives and strategies working-group (coordinated by Justice)	na
13-Sep-16	Cambridge Bay -High School	Description of practice areas/Role of KLC	8
20-Sep-16	Resolute Bay	Workshop for youth – how cases flow through the system, how legal system treats certain issues	25
26-27-Sep-17	Rankin Inlet	Staff had a booth at the Kivalliq Trade Show providing information to the public on the services of the clinic and LSB	na
09-Oct-16	Cambridge Bay - Junior School	How to become a lawyer	15
19-Oct-16	National	Board member attendance at Public Legal Education Association of Canada (PLEAC)	na
23-27-Jan-17	Iqaluit/Kimmitut/Cape Dorset/ Hall Beach/Qikiqtarjuaq/Pangnirtu ng	Presentation on service provisions to the Qikiqtani Regional Conference	20

8-Feb-17	Pangnirtung	Community Radio PLE – impaired driving, sexual consent	community
9-Feb-17	Pangnirtung	Two presentations at high school – court processes, role of defence lawyers, crown and judges; law reform; information about the new law program	25
01-Mar-17	NAC	Evidence for Conservation Officers in Training	10
02-Mar-17	Cambridge Bay - High School	Forming Healthy Relations- Legal Effects of Separation	22
02-Mar-17	Iqaluit	Collaboration with the law society on deployment of a comic strip around evictions	na
31-Mar-17	Iqaluit	Discussions with organizing parties for a Civil Liberties Union, Senator Kim Pate attendance, and LSB involvement on a discussion around civil liberties	community