

The City of Iqaluit

Coordinated Access Protocol



Version 1

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Coordinated Access Overview

A Coordinated Access System is a community-wide strategy to help prevent homelessness and match individuals and families experiencing homelessness to housing and support resources. Using a Housing First approach, participating agencies in Iqaluit work together to assess people's housing related needs and connect them to available supports to find and keep housing.

"Housing First is a program model, a systems approach, and a philosophy that recognizes housing as a basic human right and focuses on helping people experiencing homelessness obtain housing stability."

Serving People Who Are Experiencing Homelessness

This includes individuals and families who are:

1. Unsheltered (sleeping outside, vehicle etc.)
2. Emergency Sheltered
3. Temporarily Sheltered (couch surfing, motel etc.)

Community Access Points

Community access points are identified agency locations in Iqaluit who have regular contact with those experiencing homelessness and have been trained to assess individuals and family's needs. Community access points ensure that anyone experiencing homelessness in the Iqaluit area has equitable access to available housing and support that are appropriate to their needs.

Community Entry Points are shown in Appendix A.

Additional Resources Points

Additional resources are identified organizations in Iqaluit who have may provide additional services for those experiencing homelessness.

Additional resources are shown in Appendix B.

System Map

The system map shows all the service providers participating in a community's Coordinated Access system. It describes who they are, what they do, who they serve, and how they fit into the homelessness response system.

The City of Iqaluit's system map is shown in Appendix D.

Homeless Individuals and Families Information System (HIFIS)

The Homeless Individuals and Families Information System (HIFIS) is a shared database, hosted by the City of Iqaluit, that houses all information about people experiencing or at risk of homelessness. HIFIS is the database that houses Iqaluit's By-Name List and is the primary source of information about homelessness statistics. HIFIS data is used to report on Reaching Home program outcomes and outputs.

It is vital that the data in HIFIS be kept complete and up-to-date. It is expected that HIFIS is updated:

- When a new client is first encountered, the information on intake forms is entered into HIFIS
- Whenever a client receives a service (e.g. books into a shelter, is assigned to a case manager, accesses a meal program)
- Whenever a client has a change in housing status (e.g. from housed to homeless, from sheltered to couch surfing)
- Whenever there is a noteworthy change about a client that requires documentation (e.g. change in phone number, change in family composition)

Consent + the By-Name List

When a person experiencing homelessness has been identified by a community access point, the client will be asked if they consent to their information being added to HIFIS. If they provide informed consent, the person is added to the By-Name List (BNL).

In HIFIS, a person is added to the By-Name List by:

1. Creating a client file
2. Indicating that they have provided "Coordinated Access + Explicit" consent
3. Booking them into a shelter bed OR adding a Housing History record to indicate they are currently homeless

The By-Name List is a real-time, up to date list of all people experiencing homelessness in Iqaluit. The BNL helps community partners know every person experiencing homelessness by name, understand what their unique needs are, coordinate services, and then prioritize them for the most appropriate and available housing intervention.

In addition, maintaining a By-Name List aids with the planning and allocation of resources. It helps to identify gaps in service, advocate for additional resources, and examine whether outcomes are equitable.

Individuals and families may continue to receive services if they refuse to consent to information sharing, but these people cannot benefit from a coordinated service approach. They are not added to the By-Name List however, they can complete an application to be considered for available housing resources.

Assessment

If an individual or family has not been able to resolve their homelessness after 30 days, they will be approached to discuss housing solutions and complete a Nunavut Vulnerability Assessment (NUVAT). If they have not yet consented to information sharing, they will be asked again.

The NUVAT provides a structured way of measuring an individual's vulnerability to continued instability. In general, the higher one's score on the NUVAT, the higher they should be prioritized for housing, but also the higher their support needs are.

In HIFIS, a NUVAT assessment is added by going to Front Desk > Assessments > VAT > Add VAT.

As part of the intake and assessment process, service providers will ensure that individuals and families experiencing homelessness are supported to complete an application to their Local Housing Organization, where eligible. Where an application has already been submitted, staff will confirm application status and assist with updates or missing documentation as needed. Support with applications may include assistance with form completion, gathering required documentation, follow-up with the housing authority, and ongoing updates to reflect changes in household composition or circumstances.

Housing Resource Inventory

Housing resources can include affordable, supportive, or transitional housing.

All such housing resources funded by Reaching Home must be filled with the coordinated access protocol outlined in this document. These resources are collectively known as the Housing Resource Inventory. Iqaluit will work towards adding additional housing resources to the Housing Resource Inventory.

When a resource from the Housing Resource Inventory becomes available, the following steps are performed:

- Identify any demographic eligibility requirements for the resource, if any. For example, a housing unit might be available only to women etc.
- For housing units, identify any housing attributes that might affect who could live there, if any. These include what floor the unit is on, whether there are stairs, how many bedrooms it has, how much the rent is, whether pets are allowed, etc.
- Identify the level of support available for this housing resource. For example, if there are on-site caseworkers 24/7 that can provide addiction and health supports, that would be "high". If the unit is simply an affordable apartment, the available supports would be "none."

Housing Resource Inventory is identified in Appendix C.

Prioritization and Matching to Available Resources

Iqaluit's BNL matches dedicated support and housing resources, as they become available, prioritized to meet an individual or family's depth of need.

In general, Iqaluit will prioritize people experiencing homelessness in descending order of acuity score. However, that does not always mean that the person with the highest score is prioritized next; there are other factors that mitigate the prioritization decision.

The Vacancy Matching and Referral Policy as shown in Appendix E outlines the standardized process for matching individuals and families experiencing homelessness to available housing resources. It ensures transparency, equity, and alignment with Reaching Home directives. It values equity, transparency, collaboration, cultural safety and client-centeredness and principles focus on fair access to housing, respect for client autonomy, data privacy and community accountability

Removing People from the BNL

People who were once on the BNL are removed from the list if they are known to:

- Have become stably housed
- Deceased
- No longer consent to their information being included in HIFIS

In HIFIS, a deceased individual is indicated by editing the Client Vitals and changing the Client State to "Deceased."

In HIFIS, a housed individual is indicated by their Housing Status. This can be updated via the Housing History. When a client becomes housed, add a new Housing History record with a "Housing Type" corresponding to the type of housing they are now in. Ensure that the Start Date field is accurate. Also, update any previous Housing History records to indicate that they are no longer current.

When an individual or household is missing or without contact for 90 days or more; or has moved out of the area, they are temporarily removed from the BNL with a status of "Inactive."

In HIFIS, clients automatically become "Inactive" after 90 days have passed since the date of most recent activity.

If an individual or family's status changes, their status will be returned to the active list.

In HIFIS, an inactive client becomes “Active” if they receive a new service, such as being booked into a shelter bed or receiving a Goods & Services transaction.

Case Conferencing

It may be the case that some people with high acuity remain homeless for a long period of time, and are passed over repeatedly for housing options. This can happen for a number of reasons:

- The person is deemed to be too high needs for the available housing resource(s);
- Service providers keep selecting a different person when that person is on the list of the top 3 priorities for the unit;
- The person is missing required documentation;
- The person is experiencing long-term homelessness but refuses to complete a NuVAT assessment;
- The person is spending a lot of time in and out of institutional facilities;
- Other reasons are also possible.

Individuals with high needs are also more likely to be unsuccessfully housed and return to homelessness quickly. In this context, this can be defined as moving into housing and then being housed for less than one month before returning to their prior situation of homelessness.

When an individual or household is passed over for housing reasons 5 or more times, or has returned to homelessness after being unsuccessfully housed for a 3rd time, a case conference is convened. This case conference includes representatives from all service providers that are assisting the client, as well as all housing providers that have units the person would normally be eligible for.

Case conferences can also be convened whenever there is a problem that needs to be solved. These could include:

- Someone is housed at one of the housing providers and is at risk of losing their housing;
- A person in a hospital or jail is about to be discharged into homelessness;
- There was a fire causing the displacement of a number of people all at the same time;
- Any other challenges that could benefit from community partners working together.

The goal of the case conference is to collaborate on making a plan that will result in the shortest possible route to stable housing for this person. The person or family has been identified as one of the highest priority people that needs housing in the community, and the system is failing them. So what can be done?

In this case conference, service providers are encouraged to think creatively and work together. For example:

- If a housing provider is unable to provide adequate supports to assist the person to remain housed, can a different service provider provide additional supports?

- If the individual is missing required identification, can someone vouch that the person is who they say they are? If that is not sufficient, what steps can be taken to speed up the process of obtaining ID?
- If housing is simply unaffordable, can a roommate situation be arranged?

Note that case conferencing participants should approach the conference with a solution-focused mindset.

Case conferencing overview and examples: <http://bfzcanada.ca/wp-content/uploads/Case-Conferencing-Overview-and-Examples.pdf>



Appendix A - Community Access Points

Uquutaq Society – Men’s Homeless Shelter

- Located on the first floor of 1077 Akilliq Drive, this shelter can accommodate up to 30 men.
- It operates 24/7 and provides meals and support programming to help clients transition into the Transitional Housing Program, public housing, or other independent living arrangements.
- This is a high-barrier shelter, meaning clients must not be impaired upon entry.
- Contact: 867-979-0266 | info@uquutaq.org | 1077 Akilliq Drive

Uquutaq Society – Low Barrier Shelter

- Located at 534 Apex Road, this shelter accommodates up to 12 men and 5 women.
- It operates nightly from 8:00 p.m. to 8:00 a.m.
- As a low-barrier shelter, it accepts individuals who may be intoxicated or impaired.
- Contact: 867-979-1489 | info@uquutaq.org | 534 Apex Road

YWCA Agvik Nunavut – Qimaavik

- Qimaavik is a 24-hour emergency shelter for women and children fleeing violence.
- The 21-bed facility (capacity 26) offers crisis intervention and trauma support.
- Contact: 867-979-4500 | info@ywca-agvik.org

YWCA Agvik Nunavut – Sivummut Women’s Homeless Shelter

- Provides housing and support services for women and their children experiencing homelessness.
- This four-bedroom facility accommodates up to 12 residents and offers advocacy and individualized support.
- Contact: 867-979-6900 | info@ywca-agvik.org

Government of Nunavut – Homelessness Initiatives

- Provide advocacy, referrals and one-on-one support to homeless clients
- Distribute care packages for Nunavummiut living in shacks, shed, cabin or a place not meant for permanent housing.
- Coordinate respite hotel accommodations and travel within Nunavut to a shelter or to home where there is safe place to stay.
- Contact: 867-975-5223



Appendix B - Additional Resources

Qajuqturvik Community Food Centre

- Provides a free community lunch Monday to Friday from 11:30 a.m. to 1:00 p.m.
- Contact: 867-979-4863 | info@qajuqturvik.ca | 655 Mattaaq Crescent

Tukisigiarvik Society

- Empowers individuals through skills development and cultural programs promoting community well-being.
- Services include breakfast and lunch programs, laundry and shower facilities, counselling, employment support, and resume writing.
- Contact: 867-979-2400 | info@tukisigiarvik.ca | 674 Palaugaa Drive

Uquutaq Society – Transitional Housing

- Located on the second floor of 1077 Akilliq Drive, the Avataq Transitional Housing Program offers 30 beds in a communal living facility.
- Participants work with staff to develop individualized plans toward independent living.
- Meals are provided, and staff are available 24/7 to accommodate participants' work or training schedules.
- Contact: 867-979-0266 | info@uquutaq.org | 1077 Akilliq Drive

Uquutaq Society – Affordable Housing Program

- This program provides 11 affordable one- and two-bedroom units.
- Contact: 867-979-0266 | info@uquutaq.org | 1079 Akilliq Drive

YWCA Agvik Nunavut – Transitional Housing

- Includes three programs for women:
 - Immilajuq Transitional Housing – affordable housing for women pursuing independent goals.
 - Saimavik Supported Living – affordable housing for women needing more intensive support.
 - Makittuq – housing for women and children fleeing violence who cannot safely return home.
- Contact: 867-979-4500 | info@ywca-agvik.org

Iqaluit Housing Authority

- Operates under the Nunavut Housing Corporation to deliver public housing and homeownership programs.
- Supports Iqaluit residents in alignment with territorial housing strategies.
- Contact: 867-979-5301 | 1553 Federal Road

Piviniit Thrift Store

- Sells gently used donated items at affordable prices.
- Contact: info@piviniit.org | 867-979-2120 | 778 Fred Coman Street

Niqinik Nuatsivik Nunavut Food Bank

- Provides food distribution every second Saturday from 10:30 a.m. to 11:30 a.m.
- Contact: nunavutfoodbank@gmail.com | 655 Mattaaq Crescent



Appendix C – Resource Inventory

Organization Name	Program Name	Eligibility Criteria	Capacity to Serve
Uqutaq Society	Avataq Transitional Housing	Men	30 Beds
Uqutaq Society	Affordable Housing Program	Men and Women	11 Units
YWCA Agvik Nunavut	Transitional Housing	Women and Children	21 Bedrooms, 9 Units



Appendix D – System Map

Organization Name	Uqutaq Society	Uqutaq Society	Uqutaq Society	Uqutaq Society	Tukisigiarvik Society	Tukisigiarvik Society
Program Name	Men's Homeless Shelter	Avataq Transitional Housing	Low Barrier Shelter	Affordable Housing Program	Daily Drop-In Program	Counselling/Wellness
Funding Source	Reaching Home, Government of Canada, Government of Nunavut, City of Iqaluit, Inuit Organizations, Donations	Reaching Home, Government of Canada, Government of Nunavut, City of Iqaluit, Inuit Organizations, Donations	Reaching Home, Government of Canada, Government of Nunavut, City of Iqaluit, Inuit Organizations, Donations	Government of Canada, Government of Nunavut, Inuit Organizations, Donations	Reaching Home, Government of Canada, City of Iqaluit	Reaching Home, Government of Canada, Government of Nunavut
Eligibility of Service	Men	Men	Men and Women	Men and Women	Men, Women and Youth	Men, Women and Youth
Capacity to Serve	30 Men	30 Beds	17 Beds	11 Units	60 People	N/A
Ideal Role in Coordinated Access	Access Point	Fill vacancies	Access Point	Fill vacancies	Referral	Referral
Role in Maintaining Data Quality	Entering, reviewing and maintaining	Entering, reviewing and maintaining	Entering, reviewing and maintaining	Entering, reviewing and maintaining	N/A	N/A
Using HIFIS	Yes	Yes	Yes	Yes	Yes	Yes



Appendix E – Vacancy Matching and Referral Policy

1. Purpose

This policy outlines the standardized process for matching individuals and families experiencing homelessness to available housing resources. It ensures transparency, equity, and alignment with Reaching Home directives.

- Values
 - Equity, Transparency, Collaboration, Cultural Safety, Client-Centeredness
- Principles
 - Fair access to housing, Respect for client autonomy, Data privacy, Community accountability

2. Scope

Applies to all participating housing providers in the City of Iqaluit, Coordinated Access Lead, and the Homelessness Advisory Board (HAB), involved in housing referrals and vacancy management.

3. Definitions

- Unique Identifier List (UIL): Continuously updated master list of individuals/families engaged with the homelessness response system from HIFIS.
- External Application: An application for housing submitted outside the HIFIS system by or on behalf of a client who is not currently recorded in the Unique Identifier List (UIL). External Applications may be accepted by Housing Providers through alternative intake channels, such as paper forms, email submissions, or direct outreach, and must include answers to all questions required for eligibility and prioritization.
- External Application List (EAL): A maintained record of all External Applications received by Housing Providers outside of HIFIS. This list operates in parallel to the Unique Identifier List and ensures that clients not yet engaged with the homelessness response system are still considered for housing opportunities. The External Application List must include sufficient client and referral data to support fair prioritization and documentation.
- Priority List: Subset of the UIL and EAL, filtered for eligibility and sorted based on prioritization criteria.
- Resource Inventory: Real-time database of housing vacancies and support program availability.

- Nunavut Vulnerability Assessment Tool (NUVAT): Standardized tool used to assess and score client vulnerability.
- Homelessness Individuals and Families Information System (HIFIS): National data system used to manage client information and referrals.
- Homelessness Advisory Board (HAB): Community-based body responsible for the Vacancy Matching and Referral Policy.
- Conflict of Interest: A situation where a Housing Provider participating in the HAB must recuse themselves from discussions related to their own vacancies. This must be declared in advance of relevant discussions or decisions.

4. Roles and Responsibilities

This section outlines the roles and responsibilities of the Coordinated Access Lead, HAB and the Housing Provider.

- Coordinated Access Lead
 - Oversees matching process, ensures policy compliance, manages disputes
 - Maintains UIL, EAL, Priority List, and Resource Inventory
 - Reviews the Priority List and selects the clients to refer for the available vacancy
 - Records selection decisions and rationale
- Homelessness Advisory Board (HAB)
 - Reviews and approves the Vacancy Matching and Referral Policy
- Housing Provider
 - Updates HIFIS regularly to ensure the UIL is up to date
 - Ensures staff are trained in HIFIS and Coordinated Access protocols.
 - Updates vacancy availability
 - Collect External Applications if applicable
 - Reviews referrals from the Coordinated Access Lead
 - Make offers to the clients

5. Prioritization

This section outlines the process by which clients are prioritized for housing vacancies. The approach ensures that available resources are allocated transparently and equitably, with a focus on serving those with the greatest need. Prioritization is conducted in alignment with Reaching Home directives and is subject to regular review to reflect evolving community priorities and program requirements.

- Eligibility filters—such as age, gender, household composition, program-specific requirements, or geographic criteria—are applied to the UIL and EAL before NUVAT-based sorting occurs. Only clients who meet the eligibility criteria for a specific vacancy are considered.
- Prioritization is based on the NUVAT score, which ranks individuals and families by vulnerability.
- The Priority List is dynamically filtered and sorted when vacancies arise, based on eligibility criteria of the Resource Inventory.
- The Coordinated Access Lead uses the NUVAT score to identify the top 5 clients for each vacancy.
- If there are ties in NUVAT scores within the top 5, all clients with the tied score are included in the list presented to the Housing Provider.
- Prioritization criteria are reviewed annually to ensure alignment with community needs and Reaching Home guidance.

6. Referral Process

The Coordinated Access Lead will provide the Housing Provider with a list of referred clients to consider for the available vacancy.

- Number of referrals:
 - Top 5 clients based on their prioritization score
 - If there are ties in score within the top 5, all clients with the tied scores are included
- Referrals include:
 - Client name and ID
 - Referral rationale and prioritization score
- Referrals are time-sensitive and must be reviewed within ten (10) business days.
- All referral decisions are documented in the HIFIS.

7. Offer Process

Housing providers will extend offers to selected clients to fill the vacancy.

- Providers must present offers with clear, accessible information:
 - Unit type and location
 - Tenancy terms
 - Available supports and expectations
- Clients are supported to make informed decisions.
- Declined Offers
 - Declined offers are logged.
 - Clients remain eligible for future matches.
- Should the client not be able to be located, the maximum amount of time the resource is held while workers search for someone before reporting back is 14 days.
 - Housing providers should make every effort to locate the client to connect them to the available housing
 - If the 14-day mark has been reached and the housing and/or support destination agency has still not successfully housed the individual, this fact is documented, and the housing provider will select another client from the list of five.

8. Managing Challenges

- Disputes over prioritization or referrals are reviewed by the Coordinated Access Lead.
- Providers may reject referrals only under documented criteria:
 - Safety concerns
 - Ineligibility for program
 - Capacity limitations
- All rejections must be justified and recorded.
- Unresolved disputes may be escalated to the HAB Co-Chairs for review

9. Resource Inventory Management

Housing providers are responsible for timely updates to the Coordinated Access Lead regarding the resource inventory.

- Updates include:
 - Vacancies
 - Accepted offers
 - Declined offers

10. Compliance

- All vacancies are filled using the Priority List and documented matching process.
- Training is provided to all stakeholders on policy updates, HIFIS use, and Coordinated Access protocols.