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2026 -2028 STRATEGIC PLAN

Message from the Executive Director

This Strategic Plan comes at an important time for YFNCC.

We are operating in a Yukon economy that is changing quickly. Procurement, infrastructure, resource development, tourism, investment, and northern sovereignty are all shaping the next chapter of economic growth in this territory. At the same time, expectations around Indigenous participation are rising. That creates real opportunity, but it also raises an important question: are Yukon First Nation businesses and economic entities positioned to fully participate in that growth, influence it, and benefit from it over the long term?

That is the question behind this plan.

I believe YFNCC has an important role to play in this next chapter of Yukon's economy. We have an opportunity to strengthen our position, deepen our impact, and help ensure that Yukon First Nation businesses and economic entities are not on the margins of economic growth, but helping shape it.

That work matters. This plan is how we intend to do it.

Richard Eden
Executive Director
Yukon First Nations Chamber of Commerce

Executive Summary

The Yukon First Nations Chamber of Commerce enters the 2026–2028 period with a clear opportunity and a clear responsibility. Yukon is experiencing major economic change driven by infrastructure needs, resource development, procurement reform, investment activity, and growing expectations for Indigenous participation and ownership. In this environment, YFNCC has an important role to play in ensuring Yukon First Nation businesses and economic entities are not only included in growth, but positioned to lead within it.

This Strategic Plan sets the direction for YFNCC over the next three years. It builds on the organization's progress to date and reflects a more focused and disciplined role for the Chamber: to convene, connect, advocate, and strengthen the conditions for Yukon First Nation economic success. YFNCC will serve as a trusted platform for member businesses, development corporations, wealth entities, and partners by helping improve access to opportunities, strengthen business readiness, support investment relationships, and advance practical solutions to system-level barriers.

From 2026 to 2028, YFNCC will focus on five strategic priorities. These are: Procurement and Business Readiness; Investment Capacity and Collective Wealth; Enterprise, Workforce, and Shared Capacity; Policy, Systems Navigation, and Advocacy; and Strategic Convening and Pan-Northern Partnerships. Together, these priorities reflect YFNCC's role as both a voice and a vehicle: advocating for better systems while also creating practical pathways for participation, partnership, and growth.

By 2028, YFNCC aims to be recognized as a strong, credible, and high-value economic organization with a distinct role in Yukon's business and investment landscape. Success will mean stronger member engagement, more procurement-ready businesses, improved visibility of Yukon First Nation enterprises, greater coordination around investment opportunities, and a stronger YFNCC presence at the tables where economic decisions are shaped. It will also mean greater clarity about where the Chamber leads, where it convenes, and where it supports the work of others.

This plan is practical, ambitious, and grounded in outcomes. It is designed to guide decision-making, align resources, strengthen partnerships, and keep YFNCC focused on the work that matters most. Above all, it reflects a commitment to advancing long-term economic opportunity, influence, and prosperity for Yukon First Nation businesses and communities.

Who We Are

The Yukon First Nations Chamber of Commerce is the territory-wide chamber dedicated to advancing the economic interests of Yukon First Nation businesses and economic entities. YFNCC exists to strengthen Indigenous participation in Yukon's economy by serving as a collaborative voice, a practical support organization, and a trusted convening table for businesses, development corporations, trusts, and strategic partners.

YFNCC has grown beyond a traditional chamber model. While advocacy, promotion, and relationship-building remain core parts of its role, the organization is increasingly positioned to do more: connect members to opportunity, improve business and procurement readiness, support investment relationships, reduce administrative burden, and help create the conditions for long-term Indigenous economic growth. Across the strategic planning process, this role was consistently framed not as generic business networking, but as building the convening and enabling infrastructure for Yukon First Nation businesses and wealth entities to participate in procurement, investment, major projects, and Indigenous-led northern economic growth.

YFNCC serves a broad and evolving economic constituency. That includes Yukon First Nation entrepreneurs and small businesses, development corporations, and, increasingly, trusts and wealth entities that are shaping long-term investment decisions and community prosperity. This evolution reflects both the reality of Yukon's economy and the direction identified by the board: YFNCC must continue supporting member businesses while also making space for stronger coordination around capital, ownership, and major economic opportunities.

At its best, YFNCC is a bridge organization. It helps members navigate systems, builds productive relationships with governments, industry, and institutions, and creates shared tools, forums, and pathways that make participation more possible and more strategic. It is not intended to replace the role of First Nations governments or development corporations. Rather, it exists to complement their work by creating value in the spaces where coordination, market access, readiness, and collective economic strategy matter most.

This strategic plan reflects that identity clearly. YFNCC is a chamber, but it is also more than a chamber: it is a Yukon First Nation-led economic connector, advocate, convener, and systems builder focused on turning opportunity into measurable outcomes for members and communities across Yukon.

Mission

Yukon First Nations Chamber of Commerce advances the economic interests of Yukon First Nation businesses, development corporations, and trusts by convening partners, advocating for better systems, and strengthening access to procurement, investment, and business opportunity.

Vision

YFNCC envisions a Yukon where Yukon First Nation businesses, development corporations, and trusts are full and recognized participants in the economy as owners, investors, employers, partners, and builders of long-term prosperity. This means a Yukon economy in which Indigenous economic leadership is visible in procurement, major projects, investment, tourism, infrastructure, and community wealth creation, and where Yukon First Nations are positioned not at the margins of growth, but at the centre of it.

Mandate

YFNCC's mandate is to represent, convene, and advance the economic interests of Yukon First Nation businesses, development corporations, and trusts. The Chamber exists to strengthen Indigenous participation in Yukon's economy by connecting members to procurement, investment, partnership, and business development opportunities; advocating for more effective systems and policies; and creating practical forums, tools, and relationships that support long-term economic growth.

YFNCC's mandate is also defined by clarity of role. Through the strategic planning process, the board consistently identified that the Chamber should **lead, convene, support, and stay out of certain areas**. YFNCC should lead trade missions, partnership opportunities, investor tables, and other spaces that create access to opportunity. It should support Indigenous businesses and community economic development, strengthen procurement and investment readiness, and help members navigate systems and relationships that affect economic participation.

At the same time, YFNCC's mandate has clear boundaries. The Chamber is not a substitute for First Nations governments, nor is it meant to lead on nation-to-nation agreements or broader political matters that properly belong to governments and rights holders. Its role is to complement, not replace, the work of First Nations, development corporations, and trusts by occupying the specific space where business advocacy, economic coordination, market access, and practical support create value.

In practical terms, this means YFNCC serves as a chamber of commerce, an economic connector, and a disciplined convening body. It brings the right people to the table, helps define and communicate member interests, opens pragmatic pathways to opportunity, and ensures that its work remains aligned with the unique needs of Yukon First Nation businesses and economic entities.

Core Values

YFNCC's work is guided by a set of core values that reflect both who we serve and how we operate. These values are intended to shape decision-making, partnerships, advocacy, and delivery across the organization.

Indigenous Leadership
We are grounded in Yukon First Nation priorities, perspectives, and economic aspirations. We believe Yukon First Nations should be visible and influential in the modern economy as owners, investors, employers, partners, and builders of long-term prosperity.

Respect
We approach our work with respect for Yukon First Nations, for our members, and for the distinct roles of governments, development corporations, trusts, and partner organizations. We advocate firmly, but with discipline, professionalism, and respect for the relationships that make long-term progress possible.

Collaboration
We believe stronger outcomes are achieved through partnership, coordination, and shared effort. YFNCC exists to connect people, align interests, and create value in the spaces where businesses, communities, institutions, and economic leaders can work together.

Integrity and Accountability
We are committed to clear roles, sound judgment, and responsible leadership. We seek to be credible, trustworthy, and transparent in how we represent members, convene partners, and pursue opportunities on behalf of the organization.

Practical Impact
We value action that leads to measurable results. Our work should reduce barriers, strengthen readiness, open doors, and help members access real opportunities in procurement, investment, business development, and strategic partnerships.

Generational Prosperity
We are guided by a commitment to lasting economic benefit for Yukon First Nation businesses and communities. This includes supporting wealth creation, encouraging reinvestment, and helping ensure more opportunity and value remain in the North and within Yukon First Nations over the long term.

Strategic Positioning Statement

YFNCC is the convening and enabling infrastructure for Yukon First Nation businesses, development corporations, and trusts to participate in procurement, investment, major projects, and Indigenous-led northern economic growth.

As a Chamber, YFNCC creates value by connecting members to opportunity, strengthening readiness, convening strategic relationships, and advocating for more effective economic systems. Its role is to serve as a trusted economic connector and disciplined voice: one that helps open doors, align partners, and translate opportunity into practical outcomes for Yukon First Nation businesses and economic entities.

YFNCC's position is distinct. It does not replace the role of First Nations governments or development corporations. Instead, it occupies the space where business advocacy, economic coordination, market access, partnership development, and shared economic strategy can create the greatest value. Over the next three years, this positioning will guide how YFNCC prioritizes its work, builds partnerships, and delivers measurable impact.

Our 2028 Outcomes

By 2028, YFNCC will be recognized as a strong, credible, and well-resourced economic institution with a distinct and trusted role in Yukon's economy. The Chamber will be known not only as an advocate, but as a practical convener, connector, and enabling platform for Yukon First Nation businesses, development corporations, and trusts.

Yukon First Nation businesses will be better positioned to compete for and win work. More businesses will be active, visible, and procurement-ready, and more of them will be participating in public contracts, major projects, tourism opportunities, and private-sector supply chains. YFNCC will be recognized as a trusted entry point for governments, proponents, and partners seeking to engage Yukon First Nation businesses in a meaningful and practical way.

Yukon First Nation development corporations and wealth entities will be better equipped to assess, structure, and advance investment opportunities. YFNCC will have helped build a more disciplined investment ecosystem through stronger opportunity screening, improved investment readiness, better access to advisory support, and a clearer pipeline of investable opportunities. Success will include tangible progress on real files, with opportunities advanced, partnerships developed, and concrete deals materially supported.

Members will have stronger access to shared capacity, practical tools, and strategic support. This will include better access to business readiness supports, training, partnership pathways, templates, market intelligence, and trusted referrals. Independent businesses and smaller enterprises will see clearer value from YFNCC through more direct support, stronger pathways into opportunity, and a more responsive chamber model that reflects both the realities of small business and the scale of major economic change.

YFNCC will also have a stronger and more visible voice in the policy and partnership environment. By 2028, the Chamber will be more routinely engaged on major economic files, better positioned to influence procurement and economic systems, and more widely recognized as the Yukon Indigenous economic voice in territorial, northern, and selected national forums. Its events, missions, and convening tables will be tied more directly to outcomes, including tracked leads, follow-up actions, stronger relationships, and measurable economic impact.

Finally, YFNCC itself will be stronger as an organization. It will have greater internal clarity, stronger governance, improved financial sustainability, and a more disciplined service model. By the end of this plan period, YFNCC should be able to demonstrate not only activity, but results: more businesses supported, more opportunities advanced, stronger partnerships, and greater long-term economic value created for Yukon First Nation businesses and communities.

Strategic Priority 1: Procurement and Business Readiness

YFNCC will strengthen the readiness, visibility, and competitiveness of Yukon First Nation businesses so they are better positioned to access and succeed in public-sector, private-sector, and major project procurement. This priority reflects a consistent message throughout the planning process: procurement is one of the most immediate pathways to economic participation, but many businesses still face barriers related to awareness, capacity, systems navigation, bid readiness, and access to practical support. At the same time, governments, proponents, and contractors do not always have the tools, knowledge, or discipline to engage Yukon First Nation businesses effectively.

Over the next three years, YFNCC will focus on making procurement more workable from both sides. For members, this means improving business readiness through targeted supports such as bid and proposal coaching, one-on-one guidance, capability mapping, and practical workshops in areas such as accounting, taxation, marketing, and business setup. For governments, proponents, and larger contractors, this means stronger advocacy, clearer engagement pathways, and better use of tools such as the Yukon First Nation Business Registry to identify and work with Yukon First Nation suppliers.

A central part of this priority is ensuring that the Yukon First Nation Business Registry functions as a meaningful tool for member businesses, not simply as an administrative list. The planning process identified both the importance of the Registry and the need to improve how it is used, governed, and positioned. YFNCC will advocate for stronger integration of the Registry into procurement systems, clearer expectations for government project managers, and a more strategic use of registry data to understand capability gaps, sector strengths, and areas where Yukon First Nation businesses can be better connected to opportunity.

This priority also includes a stronger focus on small and mid-sized enterprises. The board discussions were clear that YFNCC must continue to support development corporations and larger economic entities, but not at the expense of independent businesses and smaller operators that need more direct and practical support. YFNCC will therefore prioritize tailored service models that reflect the actual size and needs of its membership, including one-on-one engagement, targeted procurement supports, and stronger pathways for smaller businesses to participate in larger projects through partnerships, subcontracting, and supply-chain coordination.

By 2028, YFNCC will aim to see more Yukon First Nation businesses registered, active, and procurement-ready; greater use of the Business Registry by governments and buyers; stronger participation by member businesses in contracts and supply chains; and a clearer role for YFNCC as the organization helping bridge procurement policy, business readiness, and real economic opportunity. This priority is about practical results: helping more Yukon First Nation businesses move from being interested in procurement to being visible, prepared, and competitive within it.

Strategic Priority 2: Investment Capacity and Collective Wealth

YFNCC will strengthen the ability of Yukon First Nation development corporations, trusts, and economic entities to identify, assess, and advance strategic investment opportunities that generate long-term benefit. This priority reflects a clear direction from the planning process: YFNCC has an important role to play in supporting a stronger Indigenous investment ecosystem in Yukon by helping convene relationships, improve readiness, and create more disciplined pathways for evaluating major opportunities.

Over the next three years, YFNCC will focus on building the practical conditions required for stronger investment participation. This includes supporting the continued development of the investor table, improving access to opportunity screening and investment readiness tools, strengthening relationships with capital partners and advisors, and helping create a clearer pipeline of investable opportunities aligned with Yukon First Nation interests. YFNCC's role will be to help bring the right people, information, and opportunities together in a way that supports informed decision-making and collective strategic advantage.

A central consideration under this priority is collective wealth. Yukon First Nations are increasingly engaged not only as business operators, but as owners, equity participants, and long-term investors. YFNCC can add value by creating space for collaboration around shared opportunities, common challenges, and strategic economic interests. This may include convening discussion on co-investment opportunities, partnership models, screening frameworks, and sector-specific opportunities in areas such as infrastructure, tourism, energy, procurement, and major projects.

This priority also requires discipline and clarity of role. YFNCC is not intended to replace the role of individual development corporations, trusts, or investment decision-makers, nor should it position itself as the body conducting formal due diligence or making investment decisions on behalf of others. Its role is to convene, connect, support, and strengthen the ecosystem around investment readiness and opportunity development. The value of YFNCC is in helping members access better information, stronger relationships, and more coordinated entry points into economic opportunity.

By 2028, YFNCC will aim to see a stronger and more connected Indigenous investment landscape in Yukon, with better coordination among economic entities, more structured approaches to opportunity screening, stronger access to advisory support, and measurable progress on real investment files. Success under this priority will mean that YFNCC is recognized as a credible convening table for strategic economic opportunity and as an organization that helps turn investment interest into practical momentum, better decisions, and long-term collective benefit.

Strategic Priority 3: Enterprise, Workforce, and Shared Capacity

YFNCC will strengthen the broader conditions that support Yukon First Nation enterprise growth by improving access to shared capacity, workforce pathways, and practical business supports. The planning process made clear that economic participation is not only a matter of opportunity. It is also a matter of whether businesses, development corporations, and communities have the tools, people, systems, and support needed to respond effectively when opportunities arise.

Over the next three years, YFNCC will focus on reducing the structural and administrative barriers that limit business growth and participation. This includes supporting access to shared services, practical business tools, trusted referrals, training opportunities, and stronger connections to partners who can provide specialized expertise. The Chamber will work to help members navigate common challenges such as limited administrative capacity, uneven access to professional support, and the practical demands of growth, compliance, and business development.

This priority also recognizes the importance of workforce development as part of the economic ecosystem. Yukon First Nation businesses and economic entities need stronger pathways to recruit, retain, and develop talent, particularly in sectors connected to procurement, infrastructure, tourism, investment, and major projects. YFNCC will support partnerships and initiatives that strengthen training, mentorship, and employment pathways, while also helping ensure that workforce conversations are connected to real economic opportunities and business demand.

A key part of this priority is the concept of shared capacity. Throughout the planning discussions, there was recognition that not every business or economic entity needs to build every function on its own. There is value in shared approaches to services, tools, and supports where collaboration can reduce duplication and strengthen outcomes. YFNCC can play an important role in helping identify where shared models make sense and in convening the relationships required to make those models more practical and accessible.

By 2028, YFNCC will aim to see stronger business support systems, better access to shared capacity, more practical workforce pathways, and improved readiness across the membership base. Success under this priority will mean that members experience YFNCC not only as an advocate, but as a useful and responsive organization that helps make enterprise growth more achievable, more coordinated, and more sustainable over time.

Strategic Priority 4: Policy, Systems Navigation, and Advocacy

YFNCC will strengthen its role as a clear, credible, and practical voice on the policies, systems, and economic conditions that shape Yukon First Nation business success. The planning process confirmed that advocacy remains a core part of the Chamber's mandate, but that YFNCC's advocacy must be focused, disciplined, and tied to practical outcomes. The organization is best positioned to advocate where policy, procurement, economic development systems, and partnership frameworks directly affect the ability of Yukon First Nation businesses, development corporations, and trusts to participate in and benefit from Yukon's economy.

Over the next three years, YFNCC will focus on improving how member interests are represented within territorial, federal, and institutional systems. This includes advancing practical advocacy on procurement implementation, business access, economic development programming, infrastructure and investment conditions, and the broader barriers that limit Indigenous participation in growth sectors. YFNCC will work to ensure that the needs and perspectives of Yukon First Nation economic entities are brought forward early, clearly, and consistently in the spaces where economic policies and decisions are being shaped.

This priority also includes systems navigation. For many members, one of the greatest barriers is not simply the absence of opportunity, but the complexity of the systems surrounding it. Procurement processes, government programs, partnership pathways, and economic development mechanisms can be difficult to access or navigate, particularly for smaller businesses and organizations with limited internal capacity. YFNCC can add value by helping members better understand these systems, identify points of entry, and navigate them more effectively through practical information, referrals, convening, and advocacy for simpler and more responsive processes.

A central principle under this priority is clarity of role. YFNCC will advocate strongly on economic issues, but it will do so within its mandate as a chamber and economic organization. It will not duplicate or displace the role of First Nations governments in nation-to-nation matters, rights-based issues, or broader political advocacy. Instead, its value lies in representing the economic interests of members with professionalism, discipline, and a clear focus on practical system change.

By 2028, YFNCC will aim to be more consistently present and influential in the policy and systems environment affecting Yukon First Nation businesses and economic entities. Success under this priority will mean stronger recognition of YFNCC as the Indigenous economic voice on key business and economic issues, more effective advocacy on procurement and economic participation, better support for members navigating complex systems, and greater alignment between policy intent and practical outcomes on the ground.

Strategic Priority 5: Strategic Convening and Pan-Northern Partnerships

YFNCC will strengthen its role as a strategic convenor and relationship-builder, using its platform to connect Yukon First Nation businesses, development corporations, trusts, governments, industry leaders, and investment partners around shared economic opportunity. The planning process reinforced that this is one of YFNCC's strongest and most distinctive functions. The Chamber is well positioned to bring the right people together, create trusted spaces for dialogue, and translate relationships into practical pathways for partnership, procurement, investment, and long-term economic collaboration.

Over the next three years, YFNCC will focus on making its convening role more intentional and more outcome-driven. This includes strengthening flagship events, investor and leadership tables, business-to-business connections, trade and relationship-building missions, and strategic forums tied to major economic files. The goal is not convening for its own sake. The goal is to ensure YFNCC's events and partnership activities generate stronger visibility for members, better access to decision-makers, clearer follow-up, and tangible economic value.

This priority also reflects the importance of pan-northern and external partnerships. Yukon First Nation economic interests are increasingly connected to broader northern, national, and international conversations around Arctic sovereignty, infrastructure, Indigenous procurement, resource development, tourism, and investment. YFNCC will build relationships that position Yukon First Nation businesses and economic entities within these wider networks, while ensuring those partnerships remain grounded in member benefit and strategic fit. This includes working with Indigenous, public, and private-sector partners where collaboration can open doors, strengthen influence, and create access to opportunities that would be more difficult to advance alone.

A key consideration under this priority is reputation and positioning. YFNCC's convening power depends on trust, credibility, and clarity of purpose. The Chamber must be seen as a disciplined organization that convenes with intent, follows through on relationships, and creates value for members through the spaces it hosts and the partnerships it builds. This means being selective, strategic, and aligned in how YFNCC shows up at territorial, northern, national, and international tables.

By 2028, YFNCC will aim to be recognized as a leading Yukon Indigenous economic convenor with a strong and growing network of strategic partnerships. Success under this priority will mean more effective events and missions, stronger visibility for Yukon First Nation businesses and economic entities, deeper relationships across the North and beyond, and a clearer connection between YFNCC's convening work and measurable outcomes in procurement, investment, advocacy, and economic opportunity.

Cross-Cutting Strategic Enablers

The success of this Strategic Plan will depend not only on the priorities themselves, but on YFNCC's ability to build and sustain the organizational conditions required to deliver them. Over the 2026–2028 period, the Chamber will focus on a set of cross-cutting strategic enablers that support execution across all areas of work. These enablers are not separate priorities. They are the internal capabilities, systems, and disciplines that will allow YFNCC to operate with greater clarity, consistency, and impact.

A first enabler is organizational clarity. As YFNCC's role continues to evolve, the Chamber must remain disciplined about where it leads, where it convenes, and where it supports the work of others. Clear mandate boundaries, defined service expectations, and strong internal alignment will be essential to managing growth and avoiding mandate creep. This includes maintaining a clear distinction between YFNCC's role as a chamber and economic connector and the distinct governance and rights-based roles of First Nations governments, development corporations, and trusts.

A second enabler is governance and decision-making. YFNCC will need governance structures that support strategic oversight, timely decisions, and responsible stewardship as the organization takes on more visible and complex work. This includes board alignment around strategic priorities, clearer decision-making frameworks, and appropriate policies to manage partnerships, conflicts of interest, and emerging opportunities. Strong governance will help ensure YFNCC remains credible, trusted, and focused.

A third enabler is operational capacity. The ambitions of this plan will require sufficient staffing, strong internal coordination, and practical systems that allow the organization to deliver consistently. YFNCC will need to strengthen its internal operating model, clarify roles and responsibilities, and ensure that staff time is aligned with strategic outcomes rather than dispersed across reactive activity. As the Chamber grows, operational discipline will be essential to maintaining quality and momentum.

A fourth enabler is financial sustainability. To carry out this plan effectively, YFNCC will need a more stable and diversified resource base. This includes strengthening core organizational funding while also pursuing revenue and partnership opportunities that align with mandate and member benefit. The goal is not growth for its own sake, but a more sustainable financial foundation that allows YFNCC to plan, retain capacity, and deliver value over the full life of the strategy.

A fifth enabler is data, communications, and performance tracking. YFNCC will need better systems for understanding its membership, tracking engagement, measuring outcomes, and communicating impact. This includes strengthening data management, improving use of tools such as the Business Registry, and ensuring the Chamber can demonstrate results in a way that is meaningful to members, funders, partners, and the board. Clear communications and reliable reporting will support stronger decision-making and reinforce YFNCC's value proposition.

Finally, partnership discipline will be a critical enabler across the entire plan. YFNCC's impact depends on relationships, but relationships alone are not enough. The Chamber will need to be strategic about which partnerships it pursues, why they matter, and how they contribute to member outcomes. Over the next three years, YFNCC will focus on building partnerships that are aligned, practical, and capable of advancing the priorities set out in this plan.

Together, these cross-cutting enablers will support YFNCC in moving from ambition to execution. They provide the foundation for a stronger Chamber: one that is well-governed, operationally sound, financially stable, strategically aligned, and able to deliver sustained value to Yukon First Nation businesses and economic entities.

Implementation Roadmap

This Strategic Plan will be implemented over three years through a phased approach that balances foundation-building, delivery, and long-term sustainability. The purpose of the roadmap is to ensure that YFNCC's growth is deliberate and manageable, and that the organization focuses on sequencing work in a way that strengthens credibility, capacity, and results over time.

2026: Establish the Foundation

The first year of the plan will focus on strengthening the core conditions required for implementation. This includes confirming mandate clarity, aligning board and staff around priorities, refining YFNCC's service model, and strengthening the internal systems needed to support execution. During this phase, YFNCC will focus on defining where it leads, where it convenes, and where it supports, while ensuring that members and partners have a clearer understanding of the Chamber's role.

In 2026, YFNCC will also prioritize foundational work under each strategic priority. This includes strengthening the Yukon First Nation Business Registry as a more active procurement tool, launching or refining procurement-readiness supports, formalizing the structure and purpose of the investor table, identifying partnership opportunities tied to workforce and shared capacity, and sharpening YFNCC's advocacy focus on the economic issues most relevant to members. The emphasis in this first year will be on creating the systems, relationships, and operating discipline needed for stronger performance in later years.

2027: Expand and Deliver

The second year of the plan will focus on scaling activity and increasing measurable impact. By this stage, YFNCC should be positioned to move from foundational design into more visible and consistent delivery. This will include deeper engagement with members, more active use of the Business Registry and procurement supports, stronger investment convening activity, and more direct alignment between YFNCC's events, partnerships, and strategic priorities.

In 2027, YFNCC will also focus on strengthening its external profile as an economic convener and trusted chamber voice. This includes more intentional engagement with governments, industry, investors, and pan-northern partners; stronger follow-through on trade and relationship-building opportunities; and more visible leadership on economic files where YFNCC is best positioned to contribute. The second year should demonstrate that the Chamber is not only organized internally, but increasingly effective externally.

2028: Consolidate and Sustain

The third year of the plan will focus on consolidation, evaluation, and long-term sustainability. By 2028, YFNCC should be in a position to demonstrate tangible outcomes across procurement readiness, member engagement, investment coordination, partnership development, and policy influence. The focus in this phase will be on strengthening what is working, refining what is not, and ensuring that successful approaches are sustainable beyond the life of this plan.

This final year will also be used to assess progress against the 2028 outcomes, capture lessons learned, and identify the next generation of strategic opportunities for the organization. YFNCC should end the plan period with stronger systems, more mature partnerships, greater clarity of role, and a stronger evidence base to support future planning, funding, and growth.

Implementation Approach

Across all three years, implementation will be guided by a few core principles. First, YFNCC will prioritize disciplined growth rather than trying to do everything at once. Second, the Chamber will focus on activities that create clear value for members and align with mandate. Third, implementation will remain responsive to changes in the economic environment, including emerging opportunities in procurement, investment, infrastructure, tourism, and major projects. Finally, progress will be reviewed regularly so that the organization can adapt where needed while staying anchored to the overall direction of the plan.

This roadmap is intended to provide structure without becoming overly rigid. It gives YFNCC a practical sequence for action while allowing the organization to remain strategic, responsive, and focused on results over the full 2026–2028 period.

Performance Framework

YFNCC will use a practical performance framework to track progress, support accountability, and inform decision-making over the life of this Strategic Plan. The purpose of this framework is not to create an overly technical reporting system, but to ensure the Chamber can clearly demonstrate whether its work is leading to stronger member outcomes, better organizational performance, and greater impact in Yukon's economy.

The performance framework will track progress at three levels. The first is **organizational performance**, including governance, financial sustainability, internal capacity, membership growth, and partner engagement. The second is **strategic priority performance**, measuring progress within each of the five priorities set out in this plan. The third is **outcome performance**, focused on whether YFNCC's work is contributing to stronger procurement participation, improved investment readiness, better system access, stronger partnerships, and more visible economic influence over time.

Performance measurement will be guided by a small number of clear indicators rather than an overly complex list of metrics. Wherever possible, YFNCC will focus on measures that are practical to track, meaningful to members, and useful for board and management decision-making. These may include indicators such as membership participation, business registry activity, number of businesses supported through procurement readiness efforts, number of strategic partnerships advanced, participation in key events and missions, investment-related opportunities convened, advocacy actions undertaken, and progress on organizational sustainability.

The Chamber will also place greater emphasis on tracking outcomes rather than activity alone. This means moving beyond counting meetings, events, or initiatives and placing more focus on whether those efforts are producing results. For example, YFNCC should be able to demonstrate whether businesses are becoming more procurement-ready, whether strategic convening is leading to stronger follow-up and economic opportunity, whether investment relationships are advancing practical files, and whether advocacy is contributing to system improvements that benefit members.

To support this work, YFNCC will strengthen its internal data and reporting systems over the course of the plan period. This includes improving membership and engagement tracking, making more strategic use of the Business Registry, and establishing simple reporting tools that allow staff and board to review progress regularly. Reporting should be consistent enough to support accountability, but not so burdensome that it diverts energy from delivery.

The board will play an important oversight role in reviewing progress against the Strategic Plan. Performance should be reviewed on a regular basis, with annual reflection used to assess what is working, where adjustments are needed, and whether new opportunities or risks require changes in emphasis. This will allow YFNCC to remain focused on results while also staying responsive to a changing economic environment.

By the end of the 2026–2028 period, YFNCC should be able to demonstrate clear evidence of progress across both organizational strength and external impact. A strong performance framework will help ensure that this plan remains active, measurable, and useful as a guide for action rather than simply a statement of intent.

Partnerships, Roles, and Boundaries

YFNCC's effectiveness depends on a clear understanding of its role within the broader Yukon First Nation economic ecosystem. This Strategic Plan is grounded in the principle that the Chamber creates the greatest value when it operates with clarity, discipline, and respect for the distinct responsibilities of others. YFNCC is not intended to do everything. Its role is to occupy a specific and important space within the economic landscape and to do so well.

YFNCC's primary role is to serve as a chamber of commerce, economic connector, and strategic convenor for Yukon First Nation businesses, development corporations, and trusts. It exists to advance economic interests by improving access to opportunity, strengthening business and investment readiness, convening practical relationships, supporting strategic collaboration, and advocating for better systems. It is well positioned to create value in areas such as procurement readiness, partnership development, investment convening, market access, business visibility, economic advocacy, and relationship-building across Yukon and beyond.

YFNCC also has an important role in building bridges. This includes connecting members with governments, industry, institutions, investors, and service providers; creating trusted forums where economic issues can be discussed constructively; and helping to align partners around practical opportunities and shared priorities. In this role, the Chamber acts as a facilitator of access, coordination, and influence, helping members navigate an increasingly complex economic environment.

At the same time, YFNCC's effectiveness depends on clearly defined boundaries. The Chamber does not replace the role of Yukon First Nations governments, Chief and Council, or nation-to-nation leadership processes. It does not speak on rights-based issues, constitutional matters, or broader political files that fall outside its role as an economic organization. It is also not a substitute for the governance, management, or investment decision-making responsibilities of development corporations, trusts, or individual member organizations. YFNCC's role is to complement and support, not duplicate or displace.

This distinction matters. When roles are unclear, there is a risk of mandate creep, overlap, confusion, and weakened relationships. The strategic planning process reinforced the importance of YFNCC being confident in its own space while remaining disciplined about where it should not lead. This means focusing on the areas where the Chamber is uniquely useful: business advocacy, practical coordination, economic convening, market-facing visibility, and systems-level support for Indigenous economic participation.

Partnerships will remain central to how YFNCC works. Over the next three years, the Chamber will prioritize partnerships that are aligned with mandate, grounded in member benefit, and capable of advancing one or more of the strategic priorities in this plan. This includes partnerships with Yukon First Nations and their economic entities, governments, educational institutions, industry associations, funders, investors, Indigenous organizations, and selected northern, national, and international partners. Partnership decisions will be guided by strategic fit, practical value, and the Chamber's capacity to contribute meaningfully.

By maintaining clarity about its role and boundaries, YFNCC will be better positioned to build trust, reduce duplication, and strengthen its impact. This will allow the Chamber to lead where it should lead, convene where it can add value, support where others are better placed to act, and remain focused on the work that most directly advances economic opportunity for Yukon First Nation businesses and communities.

Risks and Guardrails

YFNCC's next phase of growth creates significant opportunity, but it also introduces real risks that must be managed carefully. This Strategic Plan is intentionally ambitious, and its success will depend on the Chamber's ability to remain focused, disciplined, and aligned with its mandate. Naming these risks clearly is part of responsible governance and will help guide decision-making over the 2026–2028 period.

One of the most important risks is **mandate creep**. As YFNCC becomes more visible and more engaged in procurement, investment, partnerships, and advocacy, there will be increasing pressure to take on roles that sit outside the Chamber's proper function. Without clear boundaries, YFNCC could drift into areas better led by First Nations governments, development corporations, trusts, or other organizations. The guardrail is clear mandate discipline: YFNCC must remain focused on the space where business advocacy, economic convening, systems navigation, and practical support create the greatest value.

A second risk is **capacity strain**. The priorities in this plan are substantial, and the demand on the organization is likely to grow faster than its internal capacity unless growth is managed carefully. There is a risk that YFNCC could become overextended, reactive, or inconsistent in delivery if staffing, systems, and financial resources do not keep pace with expectations. The guardrail is phased implementation, realistic planning, and a commitment to aligning work with available resources rather than pursuing every opportunity at once.

A third risk is **role confusion and overlap**. YFNCC works in a complex ecosystem that includes Yukon First Nations governments, development corporations, trusts, sector organizations, and public institutions. If roles are not communicated clearly, there is potential for duplication, misunderstanding, or tension among partners. The guardrail is consistent role clarity, strong communication, and an operating approach based on complementarity rather than competition.

A fourth risk is **reputational exposure**. As YFNCC takes on a stronger convening and partnership role, its credibility will increasingly depend on follow-through, neutrality where appropriate, and the quality of the spaces it creates. Poorly defined partnerships, overpromising, weak execution, or unclear representation of member interests could undermine trust with members, governments, or external partners. The guardrail is disciplined partnership selection, clear expectations, transparency, and a strong internal standard for how YFNCC convenes, communicates, and represents its work.

A fifth risk is **financial instability**. Like many mission-driven organizations, YFNCC may face pressure from short-term project funding, uneven cash flow, or overreliance on a limited set of revenue sources. This can weaken long-term planning and make it difficult to retain the people and systems required to deliver effectively. The guardrail is a stronger focus on financial sustainability, diversified funding, and careful alignment between strategic commitments and available resources.

A final risk is **activity without measurable impact**. YFNCC is a relationship-based organization, and there is always a risk that effort will be concentrated on meetings, events, and conversations without sufficient evidence of outcomes. The guardrail is a practical performance framework that tracks results, not only activity, and supports regular reflection on whether the Chamber's work is creating meaningful value for members.

These risks do not diminish the strength of this plan. They reinforce the importance of disciplined execution. By approaching growth with clarity, humility, and strong governance, YFNCC can manage these risks while building a stronger, more credible, and more effective organization over the 2026–2028 period.

Conclusion: The 2028 Picture

By 2028, YFNCC will be a stronger, clearer, and more influential organization with a well-defined place in Yukon's economic landscape. It will be recognized as a trusted chamber of commerce, a credible Indigenous economic voice, and a practical convening platform that helps Yukon First Nation businesses, development corporations, and trusts access opportunity, build partnerships, and strengthen long-term prosperity.

The Chamber will be known for delivering value where it matters most. Yukon First Nation businesses will have stronger visibility, better procurement readiness, and improved access to contracts, partnerships, and growth opportunities. Development corporations and trusts will be better connected to strategic relationships and more supported in navigating investment opportunity. Governments, industry, and external partners will have a clearer understanding of YFNCC's role and a stronger basis for engaging the Chamber as a meaningful economic partner.

By the end of this plan period, YFNCC will also be stronger internally. It will have greater organizational clarity, stronger governance, improved operational discipline, and a more sustainable foundation for future growth. Its partnerships will be more intentional, its advocacy more focused, and its convening work more clearly tied to outcomes. The organization will be able to demonstrate not only that it has been active, but that it has made a measurable difference.

Most importantly, YFNCC will be contributing to a broader shift in Yukon's economy: one in which Yukon First Nation businesses and economic entities are more visible, more connected, more competitive, and more influential in shaping the territory's future. This is the long-term purpose of the 2026–2028 Strategic Plan. It is not only about building a stronger Chamber. It is about strengthening the conditions for Indigenous economic participation, leadership, and prosperity across Yukon.