



February 17, 2025

To Whom It May Concern,

I have had the privilege of working closely with Nicholas Yee for the past nine years, and I can say with confidence that he is one of the most dedicated, capable, and principled professionals I've known. Beyond his sharp strategic mind and ability to get things done, what truly sets Nicholas apart is his character—his authenticity, humility, integrity, and the genuine way he builds relationships.

Nicholas is a natural leader who balances big-picture vision with practical execution. He is results-driven yet thoughtful, always ensuring that decisions are well-informed and inclusive of diverse perspectives. He has an incredible ability to bring people together, foster collaboration, and navigate complex challenges with both confidence and humility. His work in building partnerships and driving meaningful initiatives has had a lasting impact on our organization.

What I admire most about Nicholas is his unwavering commitment to doing the right thing. His integrity is evident in every aspect of his work, and it's why people trust him—whether they are colleagues, stakeholders, or senior decision-makers. He is not only a highly skilled professional but also a person of deep principle, someone you can count on to lead with fairness, empathy, and purpose.

Any organization would be lucky to have Nicholas. I wholeheartedly recommend him and would be happy to speak further if needed.

Sincerely,

Christopher Cornish
Acting Director General
Lands and Economic Development
Indigenous Services Canada

Indigenous Services Canada

**Crown-Indigenous Relations
and Northern Affairs Canada**

To Whom It May Concern,

I am pleased to provide this reference for Nicholas Yee, whom I have had the privilege of knowing for the past eleven years. In fact, I was his first manager when he joined the Canadian federal public service, and I have followed his career with great pride ever since.

Nicholas is a dedicated, intelligent, and compassionate professional. His authenticity and ability to connect with people make him an exceptional leader and collaborator. He has consistently demonstrated a collaborative spirit that fostered positive relationships across all levels of the organization. Nicholas thrives in team environments, where his communication and interpersonal skills ensure that diverse perspectives are heard and integrated into the decision-making process. His approachability and openness to others' ideas create a supportive atmosphere in which team members feel encouraged and empowered to contribute their best work.

As a diligent public servant, Nicholas consistently delivered high-quality work, producing excellent briefings and playing a pivotal role in drafting numerous key federal government policy and program guidance. His work drafting memoranda to cabinet and treasury board submissions has directly contributed to the creation of policies and programs that have significantly advanced Indigenous economic development in Canada.

Beyond his technical expertise, Nicholas is highly dependable and has a remarkable ability to garner the respect and support of both his peers and superiors. His strategic mindset, coupled with his strong work ethic, makes him an invaluable asset in any professional setting. Nicholas is particularly adept at collaborating across departments and with stakeholders to achieve common goals, always ensuring that the work reflects the diverse needs and perspectives of those involved.

I would not hesitate to recommend Nicholas for any role in any organization. He is well-rounded, a quick learner, and possesses the leadership, analytical, and collaborative skills necessary to excel in any capacity. Any organization would be fortunate to have him on their team.

Please do not hesitate to reach out if you would like to discuss further.

Sincerely,

Michelle Gagnon

Director General, Strategic Communications and Partnerships Branch
Indigenous Services Canada
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Gatineau, QC
K1A 0H4



Government
of Canada

Gouvernement
du Canada

Canada



Reference for Nicholas Yee.

February 2025

To who it may concern:

It gives me great pleasure to provide an outstanding letter of reference for Mr. Nicholas Yee. In my 30-plus years of service at both the federal and regional government level in Canada, I have met very few individuals with whom I have been as impressed as with Mr. Yee.

Mr. Yee personifies three essential characteristics that I feel are critical for top performing individuals in any organization: humility, perseverance and insight.

Mr. Yee is exceedingly modest and displayed great humility in all circumstances. He always puts the needs of his clients (in our case, Indigenous communities) first while never seeking to take credit for successes nor wanting to be in the limelight. He demonstrate adaptability by being willing to learn new ways and consider differing approaches to solve problems. With consistent good humor, he respectfully considers the perspectives of all parties and patiently weighs options before proposing a solution to meet collective needs. He is a great team player.

Mr. Yee routinely demonstrates great perseverance in both his personal and professional life. His great success in Canada is largely attributed to his work-ethic and his determination to succeed, even under very difficult circumstances. Professionally, he has always faced difficult challenges with enthusiasm and focus – like the learning of French or in mastering the management of a complex government funding program. No task seems either overwhelming or too routine for Mr. Yee.

Finally, colleagues regularly turn to Mr. Yee for insight, knowing that they will get considered, well researched and respectful advice. Mr. Yee regularly takes a wide range of perspectives into consideration to propose innovative solutions.

Overall, Mr. Yee was a fantastic and dedicated colleague. I am sorry to see him leave. He will definitely be a great asset to any organization.

Sincerely,

Christopher Duschenes
Director General – Indigenous Institutions and Governance Modernization
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