

Board of Directors Application Package

Nancy Litwin

Candidate for Member-at-Large

Shooting Federation of Canada

Letter of Interest

Dear Members of the Nominating Committee,

I am pleased to submit my application for the Member-at-Large position on the Board of Directors of the Shooting Federation of Canada.

As an educator, governance leader, nationally certified Shotgun Official, and lifelong participant in the Canadian shooting sports community, I bring extensive experience in strategic planning, nonprofit governance, financial stewardship, volunteer leadership, organizational development, and collaborative leadership. Throughout my career I have worked to build inclusive organizations, strengthen volunteers, and support ethical decision-making grounded in integrity, accountability, transparency, and Safe Sport.

Firearms and shooting sports have been part of my life since childhood. Raised in a competitive shooting family, I learned that safety, responsibility, and respect are the foundation of our sport. I competed in Black Powder Muzzleloading throughout Saskatchewan and Alberta, volunteered as a scorekeeper at provincial and national Trap & Skeet Championships in Saskatoon, Edmonton, and Winnipeg, and represented Saskatchewan on the Provincial Air Rifle Team during the 2005–2006 season.

Over the past three years I have focused on technical officiating. I am a Nationally Certified Shotgun Official, am pursuing ISSF certification, and have completed Canadian Firearms Safety Course Instructor training.

Professionally, I am an educator with more than two decades of volunteer leadership. My governance experience includes Girl Guides of Canada, Mohyla Student Residence Institute, Lastiwka Choir Executive, Ducks Unlimited Canada, the Ukrainian Students' Association, and my School Advisory Council.

The shooting sports have given me lifelong opportunities to learn, lead, compete, officiate, and volunteer. I would be honoured to help guide the future of the Shooting Federation of Canada and contribute to strong governance, athlete development, Safe Sport, and an inclusive future for our sport.

Sincerely,

Nancy Litwin

Executive Board Resume

Board Candidate Profile

Experienced educator, governance leader, nationally certified Shotgun Official, and lifelong participant in the Canadian shooting sports community. More than 20 years of nonprofit leadership in governance, strategic planning, financial stewardship, volunteer engagement, organizational development, and ethical leadership. Recognized for collaborative leadership, consensus building, and fostering environments grounded in equity, diversity, inclusion, accessibility, belonging, and Safe Sport.

Selected Governance Achievements

- Increased volunteer recruitment, engagement, and retention while providing governance oversight for more than 30 adult volunteers and 175 youth members.
- Managed annual district operating budgets exceeding \$10,000 with sound financial stewardship and accountability.
- Coordinated Ducks Unlimited fundraising supporting annual event budgets exceeding \$35,000.
- Mentored volunteers, strengthened succession planning, and supported leadership development.
- Provided executive leadership through multiple nonprofit governance roles.
- Progressed from athlete to Nationally Certified Shotgun Official while pursuing ISSF certification.

Governance Expertise

Board Governance • Strategic Leadership • Financial Stewardship • Budget Oversight • Strategic Planning • Policy Development • Risk Management • Committee Leadership • Volunteer Recruitment • Succession Planning • DEIA • Safe Sport • Stakeholder Engagement • Organizational Development • Consensus Building • Public Speaking

Board & Executive Experience

District Commissioner – Girl Guides of Canada

Provided strategic leadership and governance for multiple Guiding units; chaired meetings; collaborated with Area and Provincial leadership; managed budgets, volunteer development, succession planning, compliance, and community partnerships.

Secretary – Mohyla Student Residence Institute Board

Maintained official governance records, agendas, minutes, and documentation while supporting board policy development and informed decision-making.

Secretary – Lastiwka Choir Executive

Maintained governance documentation, executive records, and meeting minutes while supporting organizational planning.

Member-at-Large – Ukrainian Students' Association

Participated in governance discussions, organizational planning, and cultural programming.

Treasurer | Secretary | Ticket Sales Coordinator – Ducks Unlimited Canada (10 years)

Managed committee finances, fundraising, governance documentation, ticket sales, event logistics, and long-term planning.

Professional Leadership

Teacher – Annapolis Valley Regional Centre for Education

- Lead inclusive learning environments supporting diverse learners.
- Collaborate with multidisciplinary teams, families, and community partners.
- Apply equity, diversity, inclusion, accessibility, and culturally responsive practices.
- Demonstrate leadership through project management, conflict resolution, and strategic problem solving.

School Advisory Council Secretary

- Maintain governance records and minutes.
- Support transparent governance and school improvement planning.
- Strengthen communication between the school and community.

Shooting Sport Leadership

- Lifelong participant in the Canadian shooting sports community.
- Competitive Black Powder Muzzleloading throughout Saskatchewan and Alberta.
- Saskatchewan Provincial Air Rifle Team (2005–2006).
- Volunteer scorekeeper for Provincial and National Trap & Skeet Championships.
- Nationally Certified Shotgun Official.
- ISSF Shotgun Official certification in progress.
- Canadian Firearms Safety Course Instructor training completed.

Education & Professional Development

Bachelor of Education

Professional Cooking Diploma

Hotel & Restaurant Administration Diploma

Professional Development

- Autism Spectrum Disorder and Behavioural Interventions
- Social Justice Teachers' Conference
- Treaty Education Institute
- Canadian Firearms Safety Course Instructor Training
- National Shotgun Official Certification
- ISSF Certification (In Progress)

Leadership Philosophy

I believe effective governance is rooted in integrity, accountability, transparency, and collaboration. My leadership philosophy emphasizes evidence-informed decision-making, financial stewardship, Safe Sport, and creating environments where athletes, officials, volunteers, and communities feel welcomed, respected, and empowered to contribute.