



District 17

Toastmasters International

Program Year 2026-2027

District Success Plan

As submitted to Toastmasters International

SUBMITTED



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1. Team Charter

1.1 Team Composition

Core team:

Maree Pickens	District Director
Desmond Miranda	Program Quality Director
Souzy Theophilopoulos	Club Growth Director
Mairia Te Are	Public Relations Manager
Melanie Jackson	Administration Manager



Kalavathy Govindarajoo	Finance Manager
Tom Bielski	Immediate Past District Director
Mariana Paliu	Central Division Director
Jo Parker	Northern Division Director
Frank Crisafio	Southern Division Director
Gavin Hyslop	Parliamentarian

Extended team — Area Directors:

Divyanshu Narula	C1 Area Director
Patricia Kelly	C2 Area Director
Agata Dharma	C3 Area Director
David Sawyer	C4 Area Director
Vacant	N21 Area Director
Jill Kadota	N22 Area Director
Liz Fisher	N23 Area Director
Richard Yap	N24 Area Director
Samantha Craig	S31 Area Director
Soovanch Sungur	S32 Area Director
Sophie Amat	S33 Area Director
Isaiah Eringo	S34 Area Director
Surya Ambati	S35 Area Director

Extended team — District roles:

Ross Wilkinson	DTM & Leadership Development Chair
Robyn Richards	Contests and Awards Chair
Juliana Kelly	Speechcraft Manager
Monica Malaga	Maali News Editor
Karen Passamani	Pathways Champion
Cassie Walraven	NextGen Team Lead
Mark Richards	Website Manager
Tom Bielski	Technology Manager

1.2 Values

Toastrasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organisation and should be incorporated as anchor points in every decision made within the organisation.

- Integrity: Be honest, be transparent, be accountable. Do what we said we would, as far as possible. Communicate clearly when issues arise. Accept help and ask for it when required.



- Respect: Collaborate inclusively, respecting everyone's values and principles.
- Service: All District officer actions should support the District Mission and support the Club Mission. District officers should also take care of their own goals and their own and members' why.
- Dedication to excellence: Innovate, explore new ways of doing things, evaluate processes and continually improve. Provide a strong legacy for future leaders.
- Presence: Be available to members, clubs and District officers where possible, to support the fulfilment of Club, District and Toastmasters missions.

1.3 Team Operating Principles

- Honest communications between the Trio, cascading down to the full team. Authority granted and support given to perform each role.
- Respect opinions and experience in decision-making and communication.
- Innovation — consider innovative communication mediums. Support implementation for time-saving and work-saving platforms.
- Planning — organise the calendar plan and communicate early to the team and extended membership as necessary. Include all members in outcome-based decision-making.
- Delegation — delegate the responsibility, not just the task. Delegate the what and the when, not the how; explain the why; and acknowledge success and growth.

1.4 Potential Obstacles

- Many team members have significant work and family obligations.
- Challenges in meeting in person due to excessive venue hire costs, and distance in where members live.
- Many leaders are members of multiple clubs with officer roles and may struggle to balance club and District roles.

1.5 Meeting Protocol

- The Trio will meet fortnightly, and weekly leading up to milestones. The Finance Manager will join every month.
- The District Director will meet with the Finance Manager and Administration Manager fortnightly, and regularly via WhatsApp.
- The District Management Meeting will be held every two months, in person.
- The extended team will meet four times at District Executive Committee Meetings.
- Communication via WhatsApp for urgent and important reminders, email for detailed updates, and phone call when necessary.
- Agendas will be set, meetings recorded where notes are critical, action items assigned, and calendar and budget checked every meeting.

1.6 Team Interactions and Behavioural Norms

How will decisions be made?

- Officers will be empowered to make decisions which are within their remit.
- All expenses will be pre-approved by the District Director.
- Issues will be raised early and dealt with respectfully, and any conflicts will be mediated by the District Director.
- We will always defer to Toastmasters International governing documents for finalising a decision, and seek guidance from our Region Advisor and Toastmasters International for further interpretation or clarification.

What will be the team's method of communication?

- WhatsApp — urgent updates, important reminders, key achievements. Limit comments, use emojis, expand via email, use polls for quick surveys.



- Email — for more detailed updates. Use group email alias, use links to Google Docs, and attachments only for important items.
- In person — regularly when practical.
- Phone — when it needs a personal contact.
- Text — when needing to chase up officers or members, as not all use WhatsApp.

What will the communication parameters be?

- The Trio will meet fortnightly, and weekly leading up to milestones. The Finance Manager will join every month.
- The District Director will meet with the Finance Manager and Administration Manager fortnightly to review budget and calendar, and regularly via WhatsApp.
- The District Management Meeting will be held every two months, in person at the local Dome Cafe meeting room.
- The extended team will meet four times at District Executive Committee Meetings, hybrid.
- Agendas will be set, meetings recorded where notes are critical, action items assigned, and calendar and budget checked every meeting.

How will the team resolve differences of opinion?

- Team discussion: listen for understanding, discuss impacts on person and/or team, and work through to a resolution.
- Be open to others and create a plan moving forward.
- Where necessary a vote may be undertaken to resolve a situation. If unresolved, the District Director will make the final decision.

How will the team support one another?

- Create a safe space for the team to discuss our challenges without fear of judgement.
- Understand others and be open to discuss our limitations and areas of development.
- Share experiences and lessons learned, but encourage people to own their ideas.

How will the team ensure equitable participation?

- Ensure we delegate roles correctly, discuss the delegation with the team and keep track of the activities. If there is an imbalance, address it diplomatically and reassign tasks.
- Communicate expectations clearly and often, discuss challenges, re-evaluate goals and motivate to achieve.
- Acknowledge that at times some officers may be tasked with more responsibility than usual.
- Respect people's time for work and family commitments, and that some may have less time than others.

How will team members be held accountable?

- Every team member shall be accountable for something that they have committed to do.
- Failure to meet commitments should be a learning experience, openly acknowledged, and constructive feedback provided.
- Team members should provide clear expectations to others, as well as accepting expectations from others.
- Team members should be open to other officers providing accountability feedback.

How will the teams be recognised for their efforts?

- Recognition during Area, Division and District events, such as DOTs, COTs and speech contests.
- Annual Awards Night Gala in July, with certificates, plaques and trophies as deemed necessary by the District Director.
- Publishing of achievements on the website, the District newsletter and social media channels.
- Personal phone calls, personalised emails and shared WhatsApp congratulatory messages.



2. Goal 1 — Membership Payments Growth

2.1 Situation Analysis

Achieved Smedley Distinguished with a total increase of 10.47% from 2263 to 2500, 1178 members and 1069 unique individuals, and achieved distinguished payments early. We also recruited 583 new members, 115 from forming new clubs, but lost 50% of existing members, so retention continues to be a challenge.

It is encouraging that we have registered 125 new members in the first 3 months of this year, despite not chartering any new clubs. We have also achieved an exceptional renewal rate, including doubling the usual rate of annual memberships, but this was to lock in savings at the old dues price. With the increase in dues as a result of the Toastmasters International increase and the introduction of GST, a higher than normal number of members have not renewed. This will be a challenge for some clubs to rebuild, and some clubs may even be at risk of folding, but our membership building will focus on District messaging and promotional and public relations efforts highlighting the value of membership, not the cost.

District 17 is aiming to achieve Smedley Distinguished with 2700 membership payments, including:

- Charter 6 new clubs with 20 members — 120 charter payments
- Hosting two mass open house events to help raise awareness and drive new members — 600 payments
- Maximising early renewals by promoting the current USD60 renewal fee before the price rise — 600 payments
- Promoting benefits of annual renewals in October — 250 payments
- Incentivising Clubs, Division and Area Directors to maximise renewals at over 80%

Our goal for membership payments will be to achieve 2702 payments and be Smedley Distinguished.

2.2 Strategy

Develop incentive campaigns that focus on membership growth and retention, such as the World Cup Challenge.

At Speak|Connect|Lead open house event on Tuesday 13 October we will also launch the Thank You Toastmasters campaign, modelled on the D91 UK campaign success. We cannot afford train or bus advertising, but we will develop banners and a social media campaign to raise awareness of Toastmasters and how it has helped people nail an interview, get a promotion, score a new client or launch a project. We plan to invest in 6-10 banners and showcase en masse at community festivals, chamber of commerce events and pop-ups in shopping centres — any marketing outside Toastmasters event to inspire people to visit a club and join. Feature at International Women's Day event to engage more women and inspire younger women to join Toastmasters and be the voice in the room.

Create meeting experience enhancement initiatives to help with guest conversion and support, and engage Tier 3 clubs, for example the Travelling Gavel time capsule and engaging social events that help with member retention, including Awards Night Gala (July), Quiz Night (November) and Matagarup Bridge Walk (May).

Promote sharing of novel ideas to enhance club meetings and incentivise clubs to contribute ideas and use ideas.

Develop a dedicated VPM / VPPR webinar training series, alternating with PQD webinars.

Actions

Action 1 Develop a series of incentive campaigns such as World Cup Challenge to recruit new members, renew existing members annually and reinstate members.

Action 2 Launch Thank You Toastmasters campaign at Speak|Connect|Lead event with banners and social media campaign, and expand at external events.



- Action 3** Implement a Travelling Gavel time capsule with goal of travelling to all clubs and collecting agendas, stories and photos for showcasing online.
- Action 4** Promote sharing of novel ideas to enhance club meetings and incentivise clubs to contribute ideas and use ideas; showcase in Maali News.
- Action 5** Develop a list of topics, presenters, schedule and resources to support Club VPMs and VPPRs; add to YouTube channel.

2.3 Resources

- Incentive campaigns — budget for prizes, Toastmasters merchandise, Toastmasters Pres to judge Visions, social media, website leaderboard.
- Thank You Toastmasters campaign — UK campaign info, banners, social media, webpage, Division Directors and Area Directors for local activations in shopping centres, festivals, business showcases, and at International Women's Day event.
- Travelling Gavel — conference gavel, capsule box, binder to store agendas, website page, DTM project.
- Novel ideas — webpage, initial ideas, guest speaker (Margaret Hope), Maali News, DTM project.
- VPM / VPPR training — Rising Leaders, guest speakers, program, PRM Mairia, VPM / VPPR champions.

Detailed narratives in budget for all actions, and each cell in spreadsheet tabs explains how budgeted amounts were calculated.

2.4 Assignments

- Incentive campaigns — Trio, IPDD Tom, PRM Mairia, Digital Marketer Lynn, Maali News Editor Monica, Division Directors and Area Directors.
 - Thank You Toastmasters campaign — PRM Mairia, Maali News Editor Monica, VPPRs, Area Directors, Division Directors.
 - Travelling Gavel — CGD Souzy, DTM Candidate, Diana Simich, Maali News Editor Monica.
 - Novel ideas — CGD Souzy, DTM Candidate, PRM Mairia, Juliana Kelly.
 - VPM / VPPR training — CGD Souzy, Denise Rhodes, with Rising Leaders Ross and Gavin, VPMs.
- Action 1** Incentives — Trio sets goals, IPDD sets up tracker, PRM and Digital Marketer design page and PRM promotes on socials, CGD via emails and presentations.
- Action 2** Thank You Toastmasters — PRM designs banner concepts and social media campaign, Digital Marketer produces banners, VPPRs, Area Directors and Division Directors help leverage at events.
- Action 3** Travelling Gavel — CGD designs campaign and material, DTM Candidate supports and tracks travel, PRM highlights progress, Editor shares travel stories.
- Action 4** Novel ideas — CGD and JK collate popular suggestions, PRM preps promotion, DTM Candidate tracks suggestions, monitors use, identifies value, Editor showcases.
- Action 5** VPM / VPPR training — CGD Souzy shortlists topics, Rising Leaders Ross and Gavin run sessions, VPMs share ideas, test new ones, provide feedback.

2.5 Timetable

- Incentive campaigns — June to June; track number of clubs participating, leaderboard progress, new members, membership payments.
 - Thank You Toastmasters campaign — October to 30 June; track page visits, socials stats, comments, guest enquiries, club reports of guest visits, membership payments.
 - Travelling Gavel — start October, end 23 May (Conference); track progress by asking each club to scan QR code when they deliver gavel, agendas in capsule, photos submitted.
 - Novel ideas — launch incentive October to December, showcase January to June; track ideas submitted, ideas used (photos and agendas).
 - VPM / VPPR training — launch October, end May; track events, attendees, survey feedback.
- Action 1** Incentives — World Cup Challenge June to August; membership retention and growth October to December; New Year and new members January to March; final push May to June.



- Action 2** Thank You Toastmasters — Speak|Connect|Lead BIG Open House 13 October; shopping centre pop-ups November to February; International Women's Day event March.
- Action 3** Travelling Gavel — design campaign September to October; launch end October; travel to as many Tier 3 clubs as possible in all 3 divisions; share stories November to May.
- Action 4** Novel ideas — collate initial ideas and design page October; run incentive late October to early December; showcase ideas and recognise creativity January to May.
- Action 5** VPM / VPPR training — shortlist topics, recruit presenters, develop schedule October; launch end October; run December, February, April and June.

3. Goal 2 — Club Growth

3.1 Situation Analysis

District 17 currently has 63 clubs, a net growth of 5 clubs. We had great success with club retention, with 100% clubs in good standing and none suspended or closed. We also chartered 5 new clubs — one corporate, two bilingual (Tamil and Romanian), one specialty (Technology) and one advanced. One key challenge is getting leads to commit to demo meetings: our timing is not their timing, and then company re-organisations, holiday periods, exams and key contact absences see opportunities get delayed and some not realised. Few people have experience running demo meetings and put too much faith in interest as a sign a club will charter. We need to be running demo meetings more often to test the interest, and work many more leads to find the ones that are ready to take action and start.

We also used up our hot leads in forming 5 clubs last year, so no clubs were in formation coming into this year, and so we are on the back foot building momentum that might not pay off until the end of the Toastmasters year and into next. We need to attract more young people to avoid our clubs ageing out, and develop future leaders, so we need to look at funding opportunities from sponsors, benefactors and grants to help support clubs for young people and migrants who might struggle with meeting the increased fees.

Our goal is to have a net growth of 6 clubs to achieve Smedley Distinguished, and no clubs suspended.

3.2 Strategy

Develop a young leader in-person club in each of our three divisions, focus on 18-25 year olds to increase the number of younger Toastmasters in District 17, help build a leadership pipeline and foster stronger networks with local Rotary Clubs. Start with building a model for chartering and running a young leader club so that prospective members see a clear path for leadership achievement. Seek local council grant for membership and venue support and benefactors who want to support young people development. This effort will form the basis for developing an online leaders club for remote-based young people, and also for a club for neurodiverse people.

Expand bilingual clubs in other communities, for example Chinese, Bhutanese and Indigenous. We have four bilingual clubs — Kaya (Indonesian), Habla Hispanic (Spanish), Sangam (Tamil) and Carpathian (Romanian) — who run very engaging, diverse and supportive meetings and celebrate their culture in frequent social events. These clubs can host visits by leaders from other cultural communities to showcase their meetings and share what worked for them to build their clubs and sustain them.

Develop regional clubs in Gingin, Albany and Karratha. WA is a very large region, and it is challenging to support remote-based regional clubs if they do not have experienced local Toastmasters to run in-person meetings, the preferred option for locals. By tapping existing Toastmasters who have a personal connection to each region, and connecting with local shire, councils and Rotary clubs, we want to develop a model of Online first — Train and Develop, then In-Person Second — Thrive and Grow. The online experience first will be run like Speechcraft and Club Officer Training over 2-3 months to build expertise for a core group, and then transition to in-person with mentors online (not necessarily hybrid to lower technology concerns) before supporting their full transition to in-person clubs. To maintain engagement, build expertise and showcase with



periodic (quarterly or semi-annual) online meetings with other clubs in their area to ensure they feel part of the District community.

Conduct a big open house event on Tuesday 13 October for non-Toastmasters, specifically corporate prospects. This will be run as an October / November event, a combination demo meeting plus corporate keynote speaker and panel discussion. We will encourage all attendees to take action either by hosting a demo meeting in-house, booking an in-house Speechcraft or workshop, or endorsing support for staff to join Toastmasters clubs as part of their professional development. We will be inviting key people from multiple leads, including Yugo, Rio Tinto, Mentoring group, The Other Guy (IT company) and Department of Education Indigenous Language division, as well as other cultural communities.

Develop a rescue plan for at-risk clubs who have had lower than expected renewals after the dues increase and introduction of GST. There could be more clubs than available coaches, so we need to tap people who want to complete a Pathways project to help with supporting these clubs to rebuild. We will focus on support for optimising their website (often FreeToastHost), improving their social media presence via video reel and posting their meetings in MeetUp, enhancing their meeting agenda with fresh ideas, and importantly getting a roster of people to commit to ensuring at least 1-2 visitors at every meeting to help fill roles and attract guests.

Actions

- Action 1** Develop Young Leaders Development Plan, find benefactors or grants for membership and venue costs, run showcase demo meeting, refine and duplicate.
- Action 2** Invite leaders in communities, for example Chinese, Bhutanese and Indigenous, to see Kaya, Habla, Sangam and Carpathian clubs in action.
- Action 3** Contact region shires and Rotary to discuss support options, develop model to build local experience in club meetings and Pathways online, then support.
- Action 4** Conduct Speak|Connect|Lead BIG open house event for 75-100 people at city hotel with guest speaker, Toastmasters panel and demo meeting.
- Action 5** Develop targeted rescue plan for at-risk clubs focused on optimising FreeToastHost website, social media presence especially with reels, MeetUp and roster of support.

3.3 Resources

- Young leaders — Division Directors, NextGen Team Lead, benefactors, grant application details, affordable meeting venue near train station or public transport and free parking, demo meeting committee. District will assist with \$XXXX for demo meeting, first three meetings venue support, promotion and new club banner.
- Bilingual — champion from each bilingual club to be key contact for prospective new bilingual club leads to arrange visits. District will assist with \$XXX for new club demos and banner.
- Regional clubs — list of current Toastmasters with strong regional ties, list of shire and council contacts and websites, list of any grants or support we can apply for, testimonials from existing regional club members and organisations.
- BIG Open House — sponsors, central hotel, cost neutral event, event committee.
- At-risk clubs — list of clubs below 12, stats on recent performance, rescue team of experienced coaches, new coaches, sister clubs.
- Past District Directors mentor Division Directors, demo team, Zoom accounts and Speechcraft lite program, social media reels for Rising Leaders and TikTok account, campaign monitor for email campaigns and FreeToastHost account.

Detailed narratives in budget for all actions, and each cell in spreadsheet tabs explains how budgeted amounts were calculated.

3.4 Assignments

- Young Leaders Club — Jo Parker, Cassie Walraven, Phillippa Henderson, Mariana Paliu and Frank Crisafio. Neurodiverse — Angenita Van Tonder and Marilyn Garbin.
- Bilingual Clubs — Mariana Paliu, Agata Dharma, Monica Malaga, Suthan M.



- Regional Clubs — Frank Crisafio, David Sawyer, Isaiah Eringo, Morrie Goodz, Souzy Theophilopoulos.
- BIG Open House — Souzy Theophilopoulos, Melanie Jackson, Ross Wilkinson, Mairia Te Are, Angela Booker, Tom Bielski, Liz Fisher, Surya Ambati, Sarah Fox.
- Rescue Plan — Ross Wilkinson, Souzy Theophilopoulos, Desmond Miranda, Tom Bielski.

Roles outlined in planning docs for each action.

- Action 1** Build team for chartering a Young Leaders Club that can be replicated in other divisions and basis for developing a neurodiverse club.
- Action 2** Develop action plan for connecting with key leaders from cultural communities, hosting them at BIG Open House and then showcase a bilingual club.
- Action 3** Identify regional shire and Rotary contacts, research support options, discuss opportunity with region contact and develop implementation plan.
- Action 4** Build event team for coordinating BIG Open House, recruit presenters for keynote, demo meeting and panel, and sell tickets, follow-up guests.
- Action 5** Build rescue team to analyse each at-risk club, prioritise resources, prepare action plan and advise Division Director and Area Director for implementation.

3.5 Timetable

- Young Leaders — start August, end 30 June.
 - Bilingual — start August, end 30 June.
 - Regional Clubs — start October, end 30 June.
 - BIG Open House — start July, end 30 June.
 - Rescue team — start October, end 30 June.
 - All key actions tracked in TLM, detailed actions in action tracker per strategy, and new clubs report for achievement.
- Action 1** Young Leaders — Northern Club October demo, Central Club November neurodiverse demo, Southern Club February demo.
- Action 2** Bilingual — host Indigenous, Bhutanese and Chinese leads at BIG Open House 13 October, host club visits in November, demo January and February, charter March to June.
- Action 3** Regional Clubs — Gingin outreach in October, demo online in Albany and Karratha November, demo face to face in Gingin February (pending cafe opening).
- Action 4** BIG Open House — secure sponsor and hotel July, committee planning August and September, hold event 13 October, secure corporate briefings November for January to March demo meetings.
- Action 5** Rescue plan — shortlist clubs post 30 September renewals, prioritise resources and develop action plan October, incentive program November, implement plan January to June.

4. Goal 3 — Distinguished Clubs

4.1 Situation Analysis

Growing commitment from clubs to be distinguished. Achieved Smedley Distinguished with 36 of 63 clubs, being 62%, with an exceptional number — 11 — achieving Smedley Distinguished award. Several clubs were only one goal away from being distinguished, as unable to meet the membership criterion. It was too late to achieve in June and needed an earlier push. Also, some clubs were short on the Education goals because members had done the speeches but had not been completing the online Pathway modules. Clubs have a better understanding of how to achieve Distinguished, especially through the March to Distinguished campaign, but start too late. Achieving goals before December makes it easier in the second half when the focus turns to ensuring they have met the membership criteria.

Our goal is to have 38 clubs achieve Distinguished and the District achieve Smedley Distinguished.

4.2 Strategy

March to Distinguished Honour Roll Program was first launched in 2025-2026 with great success. Clubs loved the recognition, they were motivated to get on the Honour Roll and earn higher distinguished level, and they celebrated their success on social media. As a further incentive, a conference voucher was offered to every club that achieved distinguished early to give a first time conference attendee, many of whom upgraded their registration above the voucher value. We followed up the early DCP program with phase 2 to get more clubs to Distinguished and, based on membership growth and Pathway participation, an incentive of Award Night Gala tickets were offered. This campaign worked so well we will do it again with minor tweaks.

Incentives — incentive campaigns have been key to District success in past two years. We put each club into tiers based on club size, then establish a points system for achieving the incentive goals such as more than 5 officers to COT, completing Pathway levels, registering new members, which we track on a leaderboard. Incentives are limited by awarding to top three clubs in each tier. To help further motivate clubs to achieve distinguished early we plan to offer a different focus for each tier in November: for Tier 2 (Pathway levels) and Tier 3 clubs (member growth), Tier 1 club (adopt a Tier 3 club).

Targeted education program on key topics that help clubs achieve distinguished, for example Value of Membership, Mentoring, Ideas for improving club meeting experience, and helps aspiring DTMs complete higher level projects. Aim to get more officers trained earlier and increase the frequency of District recognition of individuals achieving Pathway levels.

Conference — 21 to 23 May, Perth, venue TBC. District 17 Conference has grown in past three years and attracted more first timers. The quality of the speakers in keynote, workshops and contests was the biggest drawcard. Venue needs to be bigger this year to accommodate more people, but registration fees must not increase, so more focus on getting sponsors and negotiating better rates for AV to stay on budget. The R12 International Director will be visiting District 17 Conference and cost of travel to bring a past World Champion or Accredited Speaker as a Keynote Speaker will be shared with another District, or we will source someone from another R12 District. Aim to have 175 unique members attend over the 3 day event.

Contest — there is no charge to attend Club, Area or Division Speech Contests, but we do charge \$25 per person to attend the District Speech Contests held at Conference for people who do not have not registered for Conference. This is normally family and friends of the finalists who are not normally Toastmasters. We also intend to offer exclusive opportunities for businesses to sponsor each of the four District Speech Contests. As we have not done this before our expectations are modest, aiming for at least one sponsor of \$500 and another \$250, but hopefully we will get four sponsors, one for each contest. All speech contest trophies will be purchased from Muskarado, a big saving on previous years, albeit we still have to pay for shipping.

Speech Contest Progression — 1+1+2; Clubs to Area — 1st place only; Areas to Divisions — 1st place only; Divisions to District — 1st and 2nd place.

Actions

- Action 1** Refine previous March to Distinguished incentive program and relaunch at R2 COT.
- Action 2** Develop incentive program for Tier 1, Tier 2 and Tier 3 clubs to achieve key DCP goals before Christmas.
- Action 3** Develop targeted education program with international and interstate guest speakers, host COT training earlier and implement Pathways recognition program.
- Action 4** Plan and host a memorable District 17 Conference, showcase R12 International Director and international keynote, develop useful collateral for marketing campaigns.
- Action 5** Update contest support to ensure better contest quality, more cost effective trophies, and attract sponsors for District Contests.

4.3 Resources

- March to Distinguished — Honour Roll page on District 17 website, DCP, social media, Campaign Monitor customised emails, Conference vouchers, Award Night Gala tickets.



- Incentives Campaigns — DCP, Tier rankings, Devin's reports, website leaderboard, Toastmasters merchandise for club prizes.
- Education program — PQD, DTM LShip Chair, aspiring DTMs, Rising Leaders to help host webinars, international guest speakers for webinars, new and improved COT training package for Round 1 and 2, Online Mastery Exploration as incentive, daily Education Report, Devin's reports, personalised merge template for monthly recognition.
- Conference — PQD, Conference Chairs and Committee, R12 International Director, Keynote Speaker, local workshop and StoryTALK presenters, sponsors, AV company, Thank You campaign banners.
- Contests — Contest and Awards Chair, updated scripts, past District Contest package and email templates, trophies from Muskarado, sponsorship package for District.

Detailed narratives in budget for all actions, and each cell in spreadsheet tabs explains how budgeted amounts were calculated.

4.4 Assignments

- March to Distinguished — DD Maree, PQD Desmond, PRM Mairia, IPDD Tom, Division Directors and Area Directors.
- Incentive campaigns — June to June Trio, PRM Mairia, IPDD Tom, Division Directors and Area Directors.
- Education Program — PQD Desmond, Rising Leaders and RA, past International Director, Zoom Master for each webinar, Division Directors, Pathways Champion Karen Passamani.
- COT — PQD Desmond, facilitators, run Train the Trainer, Zoom Master for each online session.
- Recognition — PQD Desmond, Trio, IPDD Tom.
- Conference — PQD Desmond, Conference Chairs, Conference Committee, Contest and Awards Chair Robyn, DD Maree, CGD, IPDD Tom.
- Contests — Contests and Awards Chair, PQD Desmond, DD Maree, Division Directors, Area Directors.

Action 1 March to Distinguished — DD launches, PRM sets up Honour Roll and socials, IPDD tracks and updates, Division Directors and Area Directors promote, PQD awards vouchers and tickets.

Action 2 Incentives — Trio sets goals, IPDD sets up tracker, PRM and Digital Marketer design page, PRM promotes on socials, PQD via emails and presentations.

Action 3 Education Program — PQD shortlists topics, Rising Leaders hosts sessions, IPDD develops merge template, Pathways Champion runs training and support sessions.

Action 4 Conference — PQD selects hotel, keynote, chairs; FM tracks budget; Chairs recruit committee; Contest Chair organises contest; PRM designs promotion.

Action 5 Contests — Trio sets progression, Area Directors and Division Directors run contests, Contest and Awards Chair organises District Contest, DD orders trophies.

4.5 Timetable

- March to Distinguished — Early DCP December to March; Achieve DCP April to June; track via dashboards, membership and education reports.
- Incentives — 3rd week of October (when dashboard published) to 2 December (after online training).
- Education Program — launch November, end May; track events, attendees, survey feedback. COT R1 June to August; R2 end November to February; track registrations, attendees, survey feedback.
- Template — August to June, send within first week post-end of month.
- Conference — 21 to 23 May 2027; track sponsorship, budget, registrations, attendees, survey feedback.
- Contests — Humorous and Table Topics Contests Club September, Area October, Division November; International and Evaluation Contests Club February, Area March, Division April; track participation, results, attendees at Division and District.

Action 1 March to Distinguished — agree tweaks and prep Honour Roll page November; launch at R2 COT end November; promote December to mid March; promote Phase 2 April to June.

Action 2 Incentives — World Cup Challenge June to August; Education and Membership Goals November and December; Training Goals January and February; Final Push May to June.

Action 3 Education Program — shortlist topics, recruit presenters, develop schedule October; alternate months to CGD webinars November, late January, March and May (conference speakers).



Action 4 Conference — secure hotel, keynote speaker and Conference Chairs September and October; theme, sponsors and pricing November; launch Early Bird at R2 COT.

Action 5 Contests — publish updated scripts August and September; order trophies September; run contests August to November and February to May; run training for District Contests early May.

5. Additional Goal — Leadership Pipeline

Develop a leadership pipeline to support District growth in the next 5 years.

5.1 Situation Analysis

Many more new leaders are stepping up to leadership roles, but not enough to fill all positions, and we rely heavily on past District Leaders to fill the gaps. This can lead to burnout. Many newer and younger members are hesitant to take on a leadership role as they feel they are not experienced enough, not been in Toastmasters long enough, and the role will take too much time. We need a bigger pool of leaders of all ages, experience and diversity to better represent our members, develop innovative ideas and spread the workload.

5.2 Strategy

Develop a leadership bench of people ready, willing and able to take on leadership roles in the next 1-5 years.

Actions

Action 1 Appoint a DTM and Leadership Development Chair to develop a target list of DTM candidates and map their path to leadership.

Action 2 Create a new role for NextGen Team Lead to specifically develop younger members for leadership roles.

Action 3 Recognise rising stars in each Division at Awards Gala.

Action 4 Develop reels of past leaders sharing the greatest benefit of being a leader.

Action 5 Encourage more people to nominate a leader for interview by the nomination committee.

5.3 Resources

- DTM pathway spreadsheets, past webinars on YouTube “The 1% Club” and “Behind the Badge”.
- NextGen Program Outline developed by Cassie Walraven.
- \$2000 has been budgeted for specific leadership development activities.

5.4 Assignments

- Ross Wilkinson — Administration Manager can help with a drop down DTM profile and planning sheet.
- Cassie Walraven.

Action 1 Ross Wilkinson — develop DTM candidate development plan: identify candidates, potential mentors, share DTM survey, convene planning meeting, share spreadsheet.

Action 2 Cassie Walraven — review Cassie's plan for overarching actions.

Action 3 Trio — draft criteria for Rising Stars and share with Division Directors who will nominate candidates for awards.

Action 4 PRM — contact past leaders, create guidance questions, develop reels and carousel for website.

Action 5 IPDD — refine call for nominations to encourage more recommended nominations.

5.5 Timetable

Progress will be tracked via regular meetings, DTM tracker, NextGen tracker, District leader nominations, past District Leader video testimonials submitted, and candidates nominated and endorsed.



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- Action 1** Start July 2026, continue through June 2027 — track via DTM tracker and how many DTMs submitted.
- Action 2** Start September 2026, continue through May 2027 — track via NextGen tracker and how many participants take on an elected or appointed leader role.
- Action 3** Start November 2026, decision May 2027, award July 2027 — track via Division Director nominations.
- Action 4** Start October 2026, publish end November 2026 in time for Call for leadership nominations — track via how many leaders submit video.
- Action 5** Start December 2026, complete when DLC nominations submitted — track via DLC how many non-self nominations received.