

Section 1	Section 2	
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District Mission

The mission of this District is to enhance the quality and performance and extend the network of the member clubs of Toastmasters International within the boundaries of this District, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by:

- Focusing on the critical success factors as specified by the District educational and membership goals.
- Ensuring that each club effectively fulfills its responsibilities to its members.
- Providing effective training and leadership-development opportunities for club and District officers.

District Strategies

Team Composition

Name the members of the District's core team.*

DD - Ben McCormick
PQD - Shubi Chattergee
CGD - Suzanne Gogolin
DAM - Deb Barnett
PRM - Mel Surplus

Name the members of the District's extended team.*

CDD - Tara Singh
EDD - Fawzia Batty
MDD - Zach Davis-Hancock
NDD - Lesley Storkey
PDD - Okera Amini

Values

Toastmasters 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 organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

What are the District's core values?*

Integrity, Respect, Service, and Excellence

Team Operating Principles

What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)*

Fit into Defined Roles.
Regularly Collaborate with others in the District Team.
Share Our Expertise.
Feel Supported.
Motivated to Innovate.

Need Help?
Chat with Ora Tor

Potential Obstacles

What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)*

Ineffective leadership; Goal Confusion; Different Priorities
Lack of Trust; Lack of Communication; Inability to make timely decisions;
Unresolved Conflict; Personality Clashes; Lack of Respect;
Unreliability of Team Members; Not fulfilling tasks; Workload Distribution;
Team vs Individual Goals

Meeting Protocol

In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)*

Assign action item owner and time frame. The assignee does the how.
One person talks at a time - learn to listen respectfully
Every member gets a chance to speak and participate
Open Agenda and Time Allocation
Read all reports before meeting

Team Interactions and Behavioral Norms

How will decisions be made?*

Actively listen and participate.
Ask questions.
Do what needs to be done by the due date, preferably earlier. Raise blockers early.
Seek clarification of issues
Set expectations.

Goal 1: Membership Payments Growth	Goal 2: Club Growth	Goal 3: Distinguished Clubs	
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Membership payments base **6,132**

Distinguished (Membership payments base x 1.01) **6,194**

Select Distinguished (Membership payments base x 1.03) **6,316**

President's Distinguished (Membership payments base x 1.05) **6,439**

Smedley Distinguished (Membership payments base x 1.08) **6,623**

Situation Analysis

What is the current situation in the District? How many members did the District add last year? Does the District have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)*

What is the current situation in the District - Distinguished for Club Growth and Membership Payments. Not Distinguished for Distinguished Clubs.
How many members did the District add last year - 51 increase in net membership payments, 0.86% increase as at 3 July.
Does the District have special challenges? - the District is dense in clubs in the SEQ corner

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)*

Encourage annual membership payments for 1 October 2026 - 30 Sept 2027.
Charter new clubs in Q1 TMY27.

Action 1*

Fortnightly lead generation reporting

Action 2*

Fortnightly demo meeting reporting

Action 3

Monthly status update to be added to pack for DD to send to RA and ID

Action 4

Action 5

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and gift certificates to the Toastmasters store.) *

Trio
Top Table
Division Directors
Club Coaches
Area Directors

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

The Club Growth Director has appointed Division Delegates to provide hands-on assistance to local, struggling clubs and lead the building new clubs. Additionally provide support for troubleshooting lead conversion pipelines and help clubs build an active base. The Club Officers will be responsible for recruiting Club Coaches from stronger clubs in the local Area or request directly from the District.

Action 1*

Audit Guest-to-Member Conversion: Division Delegates to forensically audit

Action 2*

Deploy Targeted Speechcraft Iterations: Clubs under 13 members

Action 3

Public Relations Manager to conduct targeted local market research

Action 4

Enforce Administrative Hygiene: Teach struggling club executives to utilize Club Ce

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

All projects will run continually all year on an ongoing basis.
Progress will be tracked in terms of leads and interest.

Action 1*

Ongoing monitoring against previous year (YoY comparison).

Action 2*

Bring club building forwards from Q4 to Q1 and then continuously through the year

Action 3

Action 4

Action 5

Answer the same types of questions to reach each additional District goal. Additional goals might have to do with alignment challenges, new leadership opportunities, or better service to members. Where else is there room for improvement in the District?*

Leadership Training and Mentoring

How to achieve your DTM (Club Officer Training Elective)

Identifying Emerging Leaders

Timely and Impactful use of SLT's time - e.g. 1000th club meetings, 50th member anniversary.

Situational Analysis

What is the current situation in the District? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that Areas and Divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)*

There is a reluctance for members to take on leadership roles at all levels.

Leadership Training can be enhanced for professional development.

District Leaders are seen as remote and disconnected from members them vs us mentality

Introduction of District Leaders at meetings has been ad hoc and not consistent.

There has been a dramatic drop in DTM achievement, and Pathways involvement

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Senior leader mentoring program to foster skills acquisition and relationships across the District.

Recognizing & Nurturing Emerging Leaders

Involvement from all divisions in the District

Action 1*

DTM Training session to be developed for COT round 2

Action 2*

Yes Minister - A guide to parliamentary procedure workshop for COT 2.

Action 3

Action 4

Action 5

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include past District directors, Area and Division director, the District website, and a nomination committee.)*

District Leaders
District Extension Teams

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

1. PQD or delegate
2. DD or Delegate

Action 1*

Design training, submit for review. find trainer. present training. assess feedback.

Action 2*

Design training, submit for review. find trainer. present training. assess feedback.

Action 3

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

By Halloween.

Action 1*

Content developed by 30 Sept.

Action 2*

Content developed by 30 Sept.

Action 3

Action 4

Action 5

District Success Plan

Team Composition

Name the members of the District's core team.*

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Team Interactions and Behavioral Norms

How will decisions be made?*

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Do what needs to be done by the due date, preferably earlier. Raise blockers early.
Seek clarification of issues
Set expectations.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

Phone calls, instant messaging, emails, & video conferring using platforms that are mutually agreeable where practical.

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What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

DEC - minimum of three per year.

DCM - twice per year

Mentoring calls - expectation is to meet monthly

RA calls - expectation is to attend all meetings or send an apology as soon as possible. The apologise is expected to reach out to the RA or other colleague as soon as practicable to

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How will the team resolve differences of opinion?

Respectful Conversations

What is the best option for D69

Take time out to reflect

Consult RA or other key people

Refer to Conflict Resolution Manager

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How will the team support one another?

Respectful Conversations

Accountability to one other

Commitment to Goals

Active Listening

Social interaction - getting to know each other

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▼



How will the team ensure equitable participation when completing activities?

Ensuring time allocations are set and maintained

Roles are clearly defined

Ask for clarity if unsure

Support one another when assistance is required

Open ,honest communications

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How will team members be held accountable for their responsibilities?

Action List with who is doing what and by when

Reminders/ milestones established, monitored and assessed for reasonableness.

Frequent meetings with ongoing updates

Offer assistance as necessary without judgement

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How will the core team and extended teams be recognized for their efforts?

Private and public recognition
Hall of Fame
Service Badges
Level Pins
Certificates



Membership Payments Growth

Situation Analysis

What is the current situation in the District? How many members did the District add last year? Does the District have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)*

What is the current situation in the District - Distinguished for Club Growth and Membership Payments. Not Distinguished for Distinguished Clubs.
How many members did the District add last year - 51 increase in net membership payments, 0.86% increase as at 3 July.
Does the District have special challenges? - the District is dense in clubs in the SEQ corner



Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)*

Encourage annual membership payments for 1 October 2026 - 30 Sept 2027.
Charter new clubs in Q1 TMY27.



Action 1

Fortnightly lead generation reporting

Action 2

Fortnightly demo meeting reporting

Action 3

Monthly status update to be added to pack for DD to send to RA and ID

Action 4

Action 5

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and gift certificates to the Toastmasters store.) *

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Top Table
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Area Directors

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

The Club Growth Director has appointed Division Delegates to provide hands-on assistance to local, struggling clubs and lead the building new clubs. Additionally provide support for troubleshooting lead conversion pipelines and help clubs build an active base. The Club Officers will be responsible for recruiting Club Coaches from stronger clubs in the local Area or request directly from the District.

Action 1*

Audit Guest-to-Member Conversion: Division Delegates to forensically audit

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Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

All projects will run continually all year on an ongoing basis.
Progress will be tracked in terms of leads and interest.

Action 1*

Ongoing monitoring against previous year (YoY comparison).

Action 2*

Bring club building forwards from Q4 to Q1 and then continuously through the year

Action 3

Action 4

Action 5

Club Growth

Situational Analysis

What is the current situation in the District? How many clubs did the District add last year? Does the District have special challenges? (One situation might be that members in the District don't know how to generate interest in new clubs.)*

What is the current situation in the District? Distinguished for Club Growth and Membership Payments. Not Distinguished for Distinguished Clubs.

How many clubs did the District add last year? Net increase of two (2), 1.22% increase as at 3 July.

Does the District have special challenges? Club building knowledge is limited to SEQ and

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as appointing a club extension chair to pursue leads and scheduling demonstration meetings.)*

Training of building club skills will occur as soon as practicable.

As part of the DTM mentoring project, a team of sponsors and mentors will be created.

We will seek to arrange club coaches (36 currently eligible) for all low member clubs to maintain the membership and club base.

Action 1

Market Audit & Lead Generation

Action 2

Training of Club Coaches

Action 3

Assignment of Coaches before 1 October where possible.

Action 4

Conduct club building education sessions via electronic means as soon as practicabl

Action 5

Demonstration Meetings

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team, and infokits@toastmasters.org.)*

@Suzanne - some suggested resources below. Please put which actions the resource supports after it. eg supports actions 1, 2, 4 & 5.

District and Division Club Growth Teams

Demonstration Meeting Participants

Parks, Libraries , Corporate Offices, Sport Clubs, NFP function rooms

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

D69 Club Growth Director and Division CGD Teams will overview all New Club activities with delegations to extension and enrichment.

Action 1*

Club Extension Committee

Action 2*

PQD & Training Committee

Action 3

District Director & CGD

Action 4

PQD & Training Committee

Action 5

CGD & Division Demonstration Team Lead

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

Club growth activities are ongoing through out the year with at least 3 demonstration meetings per quarter.

Action 1*

by 31 August

Action 2*

by 30 September

Action 3

by 15 October

Action 4

by 30 November

Action 5

Ongoing

Distinguished Clubs

Situation Analysis

What is the current situation in the District? What percent of District clubs are typically Distinguished? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that members in the District don't know how to achieve success.)*

What is the current situation in the District? Distinguished for Club Growth and Membership Payments. Not Distinguished for Distinguished Clubs.

How many clubs did the District add last year? 61/163 Clubs were distinguished or better (37.4% vs target 45.4%).

Does the District have special challenges? Club building knowledge is limited to SEQ and

Strategy

What actions will the District take? What has worked in the past? What has not? What new programs or incentives could the District implement? How will the District promote existing programs? How have other Districts been successful? What could the District do to stretch this goal? (The strategy might include actions, such as training all Area and Division governors on the Distinguished Club Program.)*

District 69 will use a data-led strategy to achieve its stretch goal of 100 Distinguished Clubs from 166 active clubs. Varied training will be offered beyond Club Officer Training, aligned with the Training Manager's schedule, covering the Distinguished Club Program, Club Success Plans, membership growth, retention and educational planning.

District leaders will be trained to interpret performance reports and use the PQD

Action 1*

Deliver targeted DCP and dashboard training beyond standard Club Officer Trainin

Action 2*

Identify clubs needing support through the Toastmasters Dashboard and assign mo

Action 3

Support clubs to understand members' educational goals and track planned awards

Action 4

Promote the "Road to 100" campaign through monthly recognition, targeted comm

Action 5

Provide targeted coaching, education clinics and membership support to priority cl

Resources

What people, equipment, meeting places, and money does the District have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include Area and Division governors and the Distinguished Club Program and Club Success Plan (Item 1111).)*

District resources include the PQD, Training Manager, Division and Area Directors, club officers, experienced members and relevant District committees. Available tools include the PQD Dashboard, Distinguished Club Program reports, Club Success Plans, Toastmasters training resources, online meeting platforms and suitable club or District venues. The PQD will coordinate the Road to 100 initiative, with Division and Area

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?*

The PQD will lead the Road to 100 strategy and coordinate training, dashboard reporting, education initiatives and recognition. The Training Manager will schedule and support targeted sessions, while Division Directors will review progress across their Divisions and guide Area Directors. Area Directors will monitor assigned clubs monthly, identify risks, promote Club Success Plans and coordinate coaching or membership support. Club

Action 1*

The PQD will coordinate targeted DCP and dashboard training, with the Training M

Action 2*

Division Directors will review dashboard results monthly and assign Area Directors

Action 3

Club Presidents and VPEs will review members' educational intentions monthly, tra

Action 4

The PQD will lead the “Road to 100” campaign, with Division and Area Directors pro

Action 5

The PQD, Division and Area Directors will coordinate coaches, education clinics and

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

Actions will commence in August 2026 and continue throughout the program year, with training and dashboard reviews beginning immediately, monthly club follow-up and educational tracking ongoing, and recognition and targeted support delivered as milestones are reached. Progress will be monitored monthly through the PQD Dashboard, DCP reports, Club Success Plans, educational awards, membership levels and Division

Action 1*

Begin targeted DCP and dashboard training in August 2026, continue through sche

Action 2*

Begin monthly education and CSP reviews in August 2026, achieve 100% CSP subr

Action 3

Begin monthly dashboard reviews in August 2026 to identify priority clubs, assign A

Action 4

Launch the “Road to 100” campaign in August 2026, provide monthly progress upda

Action 5

Begin targeted coaching, education clinics and membership support for priority club

Additional Goals

Leadership Training and Mentoring

How to achieve your DTM (Club Officer Training Elective)

Identifying Emerging Leaders

Timely and Impactful use of SLT's time - e.g. 1000th club meetings, 50th member anniversary.

Situational Analysis

What is the current situation in the District? Do members understand how to achieve success? Does the District have special challenges? (One situation might be that Areas and Divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)*

There is a reluctance for members to take on leadership roles at all levels.
 Leadership Training can be enhanced for professional development.
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Recognizing & Nurturing Emerging Leaders

Involvement from all divisions in the District

Action 1*

DTM Training session to be developed for COT round 2

Action 2*

Yes Minister - A guide to parliamentary procedure workshop for COT 2.

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Action 5

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District Leaders

District Extension Teams

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Action 2*

Design training, submit for review. find trainer. present training. assess feedback.

Action 3

Action 4

Action 5

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?*

By Halloween.

Action 1*

Content developed by 30 Sept.

Action 2*

Content developed by 30 Sept.

Action 3

Action 4

Action 5

Starting Numbers

Club Base	166
Membership Payments Base	6,132
Number of Division and Area Directors	38

Qualifying Requirements

Submission of District Success Plan by September 30. Submission of Division and Area Director Training Report for 85 percent of Division and Area directors by September 30.

Number of Division and Area Directors x 0.85	32
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	Membership Payments Growth	Club Growth	Distinguished Clubs
Distinguished	Membership Payments Base x 1.01 6,194	Club Base * 1.01 168	* 0.45 75
Select Distinguished	Membership Payments Base x 1.03 6,316	Club Base * 1.03 171	* 0.5 83
President's Distinguished	Membership Payments Base x 1.05 6,439	Club Base * 1.05 175	* 0.55 92
Smedley Distinguished	Membership Payments Base x 1.08 6,623	Club Base * 1.08 180	* 0.6 100

Tracking

Use online reports, available at www.toastmasters.org/DistinguishedPerformanceReports, to keep track of the District's progress toward its goals. Create milestones throughout the year to measure your progress.*

Goals	Quarter 1			Quarter 2				Comments
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Membership Payments Growth	1518							
Club Growth	0							
Distinguished Growth	0							

Add a goal