

Cover note to Strategic planning document.

It is my full intention to be present at the BOT meetings in Buffalo. I have bought my and Gretta's airline tickets and we have registered. However, unfortunately there is no guarantee. There is a possibility that I shall have to be in Holland. If needed, in my absence President Owens Whalen will present the report of the Strategic Planning committee.

This is a report produced in response to several comments and follows from the previous reports. The input into the reports has not been as great as I would have liked, perhaps everyone is just too busy. For this report, I had comments from John Ellis, Dic Baskwill and L. Owens Whalen. I have changed the draft to incorporate some of the suggestions, but as chairman I have the responsibility to present the document.

There are some comments on the process.

First the need for a written document: There is always the need for written guidelines to provide a framework for execution of the NAFOW. WNGGGA has written guidelines for the National Gymanfa Ganu, which need updating but which if read thoroughly do provide very significant guidance and advice. The real problem with the WNGGGA guidelines (which is the basis of the New Concept introduced by Col.Reese and which engendered the additional changes and name change) was that there was no follow through. The system was 'here are the guidelines now run the event, we'll help with the mailing. I experienced this approach for Bellevue in 1994 and I will be honest, we ignored those guidelines and got on with doing it our way (which in retrospect, was not so different from what the guidelines tell you to do). No wonder there was wheel reinvention and complaints of lack of support

So in writing a new document, which in my opinion must be read in conjunction with the old, it is very important that WNGGGA do not fall into the same trap. We have to remember that we began to make changes because the local planning groups were not paying enough attention to critical factors like programming and finance. The Festival is the main source of income for the WNGGGA. We cannot afford to allow an independent group to make a hash of it and not make much profit, or even lose money. Control is necessary and while a written document guides, it does not control.

There are recommendations in the report, one of which will require a discussion of committee structure. I think this important for program development. Who we invite has a direct bearing on success and we need people who know the scene back in Wales.

I hope to see you all in Buffalo

Regards
Alan

Draft NAFOW Strategic Planning report

To be circulated to Strategic planning committee and the WNGGA executive Committee.

Please forward comments to Alan Upshall by August 10

This report includes five recommendations for adoption, listed below, for consideration at the BOT meeting in Buffalo. This Strategic plan also includes a draft document entitled "Planning a North American Festival of Wales."

Proposed Recommendations

Recommendation: that the venue committee treasurer maintain the budget in conjunction with the WNGGA treasurer

Recommendation: WNGGA BOT approve the creation of a program development committee comprised of 3 WNGGA members one of which must have past experience in arranging a coordinated program. Committee members would serve for a maximum of 3 years with a rotation of one member very year. The designated venue committee member for any one year would be co-opted on to this committee. The committee would be appointed by the president with recommendations by any BOT member. Members need not be members of the BOT. It is understood that in this recommendation, it may be necessary to make a special amendment to allow a committee without automatic Presidential and ED membership. The experience of the committee members in defining quality Welsh entertainment is very important. Entertainment under the direction of the Program Development Committee normally comprises:

- Opening ceremony
- First evening concert
- After banquet entertainment
- Grand concert

Overall responsibilities include:

- Develop a balanced and coordinated entertainment program
- Invite and contract specific entertainers and presenters
- Ensure invited persons looked after e.g. transportation, accommodation etc
- Contract with external theaters if necessary
- Coordinate rehearsal times
- Choreograph the performances (appendix 9)
- Ensure technical requirements understood and provided
- Coordinate with market place for entertainer CD sales etc
- Obtain performer biographies and photographs

Recommendation: That the WNGGA sponsorship committee develops a program to identify and recruit both corporate and individual sponsorships. This committee, as well as soliciting corporate sponsorship should interact extensively with the NAFOW program planning committees and venue organizing committee. This sponsorship committee also

assumes the responsibility for developing sponsorship literature packages (attach Don's package)

Recommendation: That the Eisteddfod Committee recommend the number and type of competitions to be held at the NAFOW. The nature of this recommendation will be reviewed annually on the basis of competitor interest.

Other items: There is a need to define who gets the free suites by the hotel for each NAFOW

With submission of this report, the committee has fulfilled its original objectives and recommends it be stood down.

NAFOW Planning

INTRODUCTION

Summary of WNGGA BOT decisions taken at Stratford and Richmond in 2003 and Peterborough in 2004.

THE BOT ACCEPTED THE FOLLOWING GOALS

- **Social and financial success**
- **Attract the new generation**
- **Display our Welsh heritage and culture as well as modern and contemporary Wales to the North American community: "Wales, past present and future"**
- **Promote interaction and involvement from Welsh groups (e.g. business, sport, religion etc)**
- **Raise the profile of Wales in North America**

THE NAFOW MESSAGES WERE ACCEPTED

- **Welsh Culture and Heritage including Gymanfa Ganu**
- **Wales' past and continuing contributions to North American development**
- **Wales in the growing Europe**

THE BOT ACCEPTED THE DESCRIPTION OF THE AUDIENCE THAT THE NAFOW WERE TARGETING

- **Members of the WNGGA, AWO's and other North American Welsh Societies**
- **Non society members with Welsh ancestry and an interest in Wales**
- **Local community: (educate about Wales)**

THE BOARD ACCEPTED:

- **The development of a policy of pricing for advertising in the brochure so that this can be standardized from year to year**

- **The NAFOW web site as the official Festival site and that it is become the property of the WNGGA**
- **The logo as the official NAFOW logo to be used on NAFOW letterhead and all relevant NAFOW documents, including the program booklet**
- **That HQ was the sole provider of the electronic list of past dignitaries (directors, PPs, venue chairperson etc) so it is easier to include (without errors) in successive years**
- **That HQ would be responsible for obtaining liability insurance for the Festival**
- **That the ED would be responsible for negotiating hotel contracts**

AGREED IN PRINCIPLE WERE:

- **Separation of local NAFOW budget from WNGGA budget**
- **Principle of sponsorship and sponsorship team including both corporate and local (large and small sponsorships)**
- **Investigate the possible solicitation of cities to hold the Festival for a future period of years was accepted**

PLANNING AN NAFOW

Goal: To create a professional, high quality and attractive Festival program that will encourage attendance and display the best of Wales and the Welsh in North America.

This outline is broken down into the main stages involved in planning for an NAFOW and identifies the main components of the process. In writing a planning document such as this it is difficult to write a fully comprehensive plan because of all the facets involved and also because the NAFOW is a living event, i.e. it needs to have some flexibility in planning to be able to adapt, change and bring in new segments as the years go by. For these reasons no plan can be fixed. Also the WNGGA does have an out of date written plan that contains much good tips and background. We recommend that this plan is read alongside that one.

A. **SITE SELECTION PROCESS AND CONSIDERATIONS. (PERFORMED BY FUTURE VENUES SUBCOMMITTEE OF WNGGA WHICH WILL RECOMMEND FUTURE VENUES TO WNGGA BOT FOR ADOPTION AND APPROVAL)**

1. General Outline of NAFOW needs:

Quality hotel of suitable size, at least 250 rooms available per night

Hotel must have good meeting room space or have it close by

Meeting rooms should be a range of sizes from 40 to 150 theater style seating

At least 10 meeting rooms

Executive room for committee meetings

Multiple restaurants and bars (one is not enough, but adjacent restaurants would compensate)

Hotel must have disabled access

Grand ballroom should hold at least 550 banquet style with room for a stage also

Hotel with good technical support capabilities

Internet access if possible

Car rental available

City should have good commercial community

Significant shopping and restaurant support (but make sure restaurants are open on Sundays)

2. Identify potential cities. Consider the following factors

- Local environment shops, parks, tourism, transportation
- Attractiveness of the location to attendees and for potential profitability
It is important to select a location that people will want to visit. While attendance at the Festival may be the prime reason for coming, having other things to do in the city is important.
- Support facility infrastructure e.g. theaters, commercial and technical support, nearest airport etc.
This is very important. A hotel may have space but the quality of a room (e.g. banquet room for a concert) may be poor. Good city facilities can be very useful and help to attract local people into the Festival.
- Board representation in the local area
- Local Welsh associations
- Volunteer availability
These last three factors will help smooth the planning and may also be of financial value.

3. Contact City Tourism and Convention bureau: Contact must be made with the prospective local city Tourism and Convention bureau. This service will greatly assist the early stages by providing support and assistance in determining the facilities available and they will circulate hotels and obtain contract proposals from those interested. The service greatly reduces the footwork needed in finding possible hotel venues. An outline of the NAFOW requirements will be needed to give to the bureau (appendix)

4. Receive and consider proposals from interested hotels. In this initial consideration the following critical points must be reviewed in detail. In making this assessment it may be practical to consider using two or more closely situated hotels to satisfy the needs.

HQ hotel and support hotel quality and capabilities

- Quality of rooms: *very important* the hotel must be inspected. Also determine if the hotel is scheduled for refurbishment. Remember that we are booking ahead and the quality could deteriorate between signing the contract and the festival.
- Restaurant capabilities and quality of food and service. *Very important. Poor food and slow service will alienate the attendees. All "complaints" generally go first to the NAFOW committee rather than the hotel. How many can the restaurants accommodate?*
- HQ hotel must be able to offer at least 250 room nights per night for the duration of the festival
- Must have, or have access to, suitable and sufficient meeting space
- Hotel room costs must be realistic for potential attendees. Attendance cost is becoming an important consideration.
- Convenient adjacent overflow hotel

- Experience of hotel in hosting conventions like the Festival. The requirements for an educational meeting are quite different from those of the NAFOW.

Other considerations:

- More than one hotel can be considered in partnership but they must be closely located and have a strong working relationship
- Hotels with adjacent convention centers can be considered to satisfy meeting room and performance space.

However, it is to be remembered that going outside of the HQ hotel for additional space will incur significant extra cost and inconvenience.

B. HOTEL CONTRACT NEGOTIATION. THE FOLLOWING ARE ESSENTIAL ITEMS (BOT HAS AUTHORIZED THE ED TO CARRY OUT THE NEGOTIATION) (APPENDIX 1 HAS THE RICHMOND CONTRACTS).

Cost of room:

- Determine hotel room rack rate
- Identify current web rate
- Negotiate a rate that is close to the current web rate

Points in our favor are: Relatively large group in one place; arriving at a slack period for the hotel.

Free rooms:

- Must have at least 2 free suites for the duration of the festival. (Chairman and Pres.)
- Must have a minimum of 1 free room night for every 50 room night booked on a cumulative basis for all rooms booked under the NAFOW agreement. (ask for 1 for 40)

Room night reservation:

- Must have the negotiated rate for the 3 days before and the 3 days after the festival dates
- Recommended minimum room numbers per night

Wed	Thur	Fri	Sat	Sun	Total
50	150	300	350	300	1150

- Per night guaranteed room capacities can be extended at the same room rate if space is available in the hotel. This is important if the numbers are more than expected.

Room release dates: The guaranteed rooms block to be held until 30 days before the Festival start date

Function space: these are ideal but negotiable numbers

All meeting room and functions space rental:

- Free if 75% of guaranteed room night (GRN) fulfilled
- 10% of scheduled meeting space cost if 50-75% GRN filled
- 25% of scheduled meeting space cost if 0-50% GRN filled

Pre Festival planning:

- The hotel must identify its festival representative(s) and primary contact
- A meeting room for any preplanning meeting undertaken at the hotel and including the hotel representative(s) must be provided free of charge. Always invite the hotel rep. to any meeting at the hotel.

Festival master account: To be set up by hotel

Cash back account: At least \$2 to be added to the negotiated room night cost. This is to be deposited in the Festival/hotel master account. This becomes equivalent to a deposit and helps in the cash flow.

Fees: SOCAN or ASCAP and any other specific fees must be identified.

Catering: Catering details should be negotiated as a separate contract by the venue planning committee. However, aspects of the general catering set up and financial considerations must be outlined in the general contract. Items to identify in the general contract are;

Approximate cost of menus:

- Breakfast
- Dinner
- Lunch

The above as information for attendees

- Banquet
- Intercession meal
- Per head for receptions
- Tea room, beware of exorbitant costs for tea and hot water.

Other items related to food and beverage

- *Minimum revenue clause:* Do not accept a clause that requires a minimum requirement for food sales unless it is tied to the rental cost of the room space.
- *Final guaranteed numbers:*
 - The final meal numbers must be indicated to the hotel at the earliest on the morning of the event. Essentially the later the better. The hotel may ask for a three day lead time, that's too far out, especially for on site banquet sales.
 - The hotel must guarantee a 5% overage on the availability on meal numbers
- *Service Charges:* The hotel will charge a service tax for all catered meals. The maximum should be 15%.
- *Bars:* Bars will carry a bartender service charge which can be eliminated if the bar achieves a certain level of sales. Use the bar option wisely especially if the hotel has several lounges and bars.
- *Restriction on bringing in foods:* Most hotels do not allow foods from outside for financial and liability reasons. However, in the case of Welsh Cakes negotiate this special exception for the tea room and Te Bach. Hotels make appalling Welsh Cakes.(so do some volunteers though!)

Cancellation costs: these are ideal, but negotiable numbers

- If cancel more than one year ahead...no penalty
- If cancel between a year and 6 month prior to event.....25% of estimated dollar value resulting from guaranteed room nights.
- If cancel less than 6 months ahead50% (as above)

Liabilities and Insurance: Every hotel will have different indemnity needs and hold harmless clauses. Essentially, WNGGA must indicate that it has liability insurance to cover its activities. WNGGA must not agree to indemnity and damages clauses that tie the future organization and potentially incur significant monetary penalty. It is recommended that a legal opinion be obtained if any specific contract appears complex.

Full staffing: It must be written in the contract that the hotel is fully staffed throughout the festival, especially in the restaurants. This is very important for room service and restaurant support.

Car parking: Free or reduced rate parking for all attendees

Hotel Incentives: Hotel incentives such as reward points will be awarded to the WNGGA. WNGGA needs to set up an account

General requirements, the hotel must:

- accept deliveries related to the Festival at least 3 days ahead of the festival start date
- allow signage to be displayed at appropriate locations to be agreed
- allow the festival to bring in necessary technical equipment. This is important if local services are cheaper than those of the hotel.
- allow the festival to bring in pre-made Welsh snacks for the tea room

C. VENUE ORGANIZING COMMITTEE

The venue organizing committee is a team with communal responsibility for the North American Festival of Wales. Whilst individual responsibilities are designated within the committee, decisions must be made with the agreement of a majority of the committee and taken at a planning meeting. Each member of the venue organizing committee will take responsibility for one or more specific planning areas and will bring recommendations to the venue organizing committee for consideration. The venue planning committee will be supported by smaller more focused groups, but the decision making authority lies within the venue planning committee, the smaller subcommittees recommend not decide major issues such as banquet meal.

Responsibilities

- The venue organizing committee is a subcommittee of the WNGGA. It does not report to a local society.
- To submit the written festival budgets and update reports to the WNGGA executive committee at each BOT meeting for approval (examples in appendix 2)
- To submit the minutes of each planning meeting to the HQ and Executive committee within one week of any NAFOW meeting, highlighting decisions made, financial implications and action points.
- To control day to day financial operations
- To organize activities as designated in detail below
- To submit a final report and financial statement to the next semiannual meeting of the BOT after the festival (Richmond report in Appendix 3)
- To provide sufficient volunteers to support all events
- To ensure sufficient medical support throughout the Festival
- To ensure the festival location is cleared of all Festival material immediately after the event
- To create a high quality Festival package

Composition of Venue Planning Committee

- Recommended number is 8-10 persons
- At least 4 WNGGA board members one of which is the Treasurer and another the Executive Director

- The venue organizing committee chairperson must be a member of the WNGGA BOT
- All must be WNGGA members
- Some live in local area

D. CITY, HOTEL CONTRACT AND VENUE COMMITTEE APPROVAL BY WNGGA EXECUTIVE COMMITTEE AND BOT.

The recommendation for accepting a future venue must be placed before the WNGGA executive committee by the venue selection committee. This recommendation must identify clearly the addressing and resolution of the items listed in A, B and C above and also must identify any areas where issues could not be satisfactorily resolved according to these guidelines. The Executive Committee will recommend action to the BOT.

E. STRUCTURE AND ACTIVITIES OF ORGANIZING COMMITTEE.

Responsibility functions:

1. Budget:

- To prepare and maintain the Festival budget (using the attached budget formats in appendix 2 as examples).
- To report to WNGGA at each BOT meeting
- Day to day bank accounts. The summary chart of accounts for the bank accounting can be in parallel to this
- End of Festival reconciliation
- Audit preparation.
- Taxation issues (Canada) Canadian taxation GST number identification for WNGGA has been obtained and resides at HQ
- Recommend event pricing for items not priced by BOT agreement.

Recommendation: that the venue committee treasurer maintain the budget in conjunction with the WNGGA treasurer

2. Logistics/site liaison/activity plan. *This is a key group since it coordinates all of the activities into one plan. The festival is not a collection of individual segments it is a coordinated whole*

- Adapt WNGGA logistical plan to accommodate local situation (appendix 4)
- Liaise with hotel re. equipment (e.g. piano) Make sure the piano is tuned before the festival starts
- Liaise with technical support
- Continual review of festival plan
- Room allocation plan. Ensure that the seminar distribution maximizes the room size differences and does not overlap with other room needs. (Appendix 5)
- Ensure activities and events coordinated
- Provide information for registration and Festival booklet

- Ensure signs, banners, flags and other decorations are displayed prominently at all sites and in compliance with facility rules and other accepted protocols
- Coordinate volunteers (appendix 5a)

3. Publicity and Marketing. *This function has come more into prominence in recent years with the need to market the NAFOW to the general public to encourage and raise attendance. An attractive and professional campaign is vital to create the visibility needed to encourage attendance and sponsorship. It is no longer practical to rely on the stalwart Welsh supporters. All literature must prominently display the NAFOW logo and title. The marketing plan and other documents used by NAFOW 2003 are attached (appendix 6, 7 and the hard copies of flyers lodged at HQ.)*

a: HQ

- coordinate production of publicity flyers
- registration brochure
- registration forms
- program Booklet
- NAFOW web site
- Letter head

b: local committee

- local media, press, radio, television
- North American media (Ninnau). (A suggested plan is in Appendix 8)
- Other regions such as Wales
- Convention bureau and tourism
- Local Chamber of commerce
- Coordinate with international HQ for registration brochure and publicity flyers
- Prepare support documents for distribution at the Festival. Several examples are attached.

4. Entertainment:

- The package of entertainment activities must be considered as a unified program for planning purposes not a collection of unrelated independent events.
- It is important that the Entertainment committee chair have an appreciation of current Welsh entertainment trends.
- Venue planning committees are strongly encouraged to be imaginative and modern thinking in developing an entertainment program within the framework of requiring a Welsh flavor.

Entertainment normally comprises: (do not be constrained)

- Opening ceremony
- First evening concert
- After banquet entertainment
- Grand concert

Overall responsibilities include:

- Develop a balanced and coordinated entertainment program
- Invite and contract specific entertainers and presenters
- Ensure invited persons looked after e.g. transportation, accommodation etc
- Contract with external theaters if necessary
- Coordinate rehearsal times
- Choreograph the performances (appendix 9)
- Ensure technical requirements understood and provided
- Coordinate with market place for entertainer CD sales etc
- Obtain performer biographies and photographs

Recommendation: WNGGA BOT create a program development committee comprised of 3 WNGGA members one of which must have past experience in arranging a coordinated program. Committee members would serve for a maximum of 3 years with a rotation of one member very year. The designated venue committee member for any one year would be co-opted on to this committee.

5. Sponsorship. *Sponsorship is critical to maximize the profit potential of the North American Festival of Wales. The minimal goal is to obtain sponsorship to cover costs of entertainers. It is very important that sponsors be visibly acknowledged both in print and verbally during the Festival. Some documents related to sponsorship generation are attached (Appendix 10-12)*

If possible, sponsorship should be obtained for:

- Entertainers
- Seminar speakers
- Specific concerts
- Minister
- Publicity
- Eisteddfod competitions
- Receptions

Sponsorship can be obtained from

- Corporations
- Welsh Agencies
- Private funds
- Welsh Associations
- Trade groups

Sponsorship can be in the form of

- Cash
- Expense support
- Host institution support (e.g. for seminar speaker from University)
- In kind (performer may not want a fee...self sponsored)
- Publicity support
- Free tickets

Recommendation: That the WNGGA sponsorship committee develops a program to identify and recruit both corporate and individual sponsorships. This committee interacts extensively with the NAFOW program planning committees and venue organizing committee. This sponsorship committee also assumes the responsibility for developing sponsorship literature packages (appendix7)

6. Sunday activities. *To many the Sunday activities are the highlight of the NAFOW. They are also the major drain on expenses since there is no direct income to offset expenditure.*

Gymanfa: 2 sessions

- Arrange for Gymanfa Director and Accompanist
- Arrange for prayer contributions
- Ensure Gymanfa location
- Arrange organ
- Arrange hymn selection, with Gymanfa director
- Arrange special music

Bilingual Church Service

- Arrange bilingual minister
- Arrange order of service
- Arrange collection
- Arrange roses for memorial service, obtain information from ED
- Confirm musical contributions, including accompanist/artistes
- Coordinate room set up

7. Eisteddfod. *The eisteddfod has become an important contribution to the NAFOW, especially the well sponsored semi professional competition. It must be planned as a major event in the program not as an adjunct. There is sponsorship for the next four years for the semiprofessional.*

- Arrange competitions
- Develop application forms
- Organize accompanist for vocal competitions
- Recruit adjudicators
- Ensure trophies delivered (from HQ)
- Ensure HQ knows who gets the trophies so that they can be retrieved
- Receive applications, fees and music
- Deliver music to adjudicators
- Arrange prizes
- Arrange prize presenters as recognition of the competition.
- Arrange for winners to be recognized during the NAFOW
- Organize competition rehearsals
- Ensure technical needs satisfies (microphones, piano etc)
- Publicize eisteddfod
- Ensure solicitations and forms in Ninnau and in web site
- Recommend sponsorships

Recommendation: That the Eisteddfod Committee recommend the number and type of competitions to be held at the NAFOW. The nature of this recommendation will be reviewed annually on the basis of competitor interest.

8. Market place. The market place is an important focal point for the attendees. There is a comprehensive set of documents on market place activities attached. Appendix 13

- Basic computer and word processing skills plus email
- Create vendor information package
- Publicize/Contact/ Solicit vendors
- Receive vendor application and money
- Organize vendor tables
- Identify complimentary tables
- Interact with Sponsorship committee
- Liaise with hotel/vendors
- Internet connections
- Ensure correct taxes/customs support
- Ensure security arrangements
- Ensure WNGGA registration needs accommodated (appendix)

9. Catering. *All catering activities should be complementary to the festival program and theme, if any. The quality of the food is of utmost importance.*

Catered activities include

- Banquet
- Tea room
- Intersession meal
- Te bach
- Other ticketed catered events

Overall responsibilities include (appendix)

- Development of menus
- Develop resale meal cost to maximize profit
- Liaison with hotel chef and catering department
- Ensure function room sizes sufficient
- Create table plan for banquet
- Ensure logistics of set up (liaise with logistics person)
- Decorations for catered events
- Ticket takers/ushers for each event
- Banquet ticket exchange table plan and volunteers
- Arrange tea room volunteer schedules
- Arrange storage of brought in foods
- Arrange tea and coffee supplies for tea room
- Arrange te bach if necessary
- Liaise with hotel and outside groups sponsoring receptions. (Specific receptions/meals can be facilitated by the catering committee but the responsibility for those menus and cost lie directly with the sponsor unless otherwise agreed.)

10. Tours: it is strongly advised that only one tour depart each day (may be >1 bus)
(Richmond Grey Line contract attached in appendix 14)

- Contact local tour companies
- Receive tour company proposals including tour options and costs
- Negotiate tour company contract
 - Times of tour departures
 - Cost range for 20, 30, 40 guests per coach to maximize profit possibilities
 - Tour pick up and drop off locations
 - Ensure exact tour schedule and inclusions (e.g. lunch included?)
 - Contract payment schedule
- Determine resale price of tours
- Shuttle bus needs should be fulfilled by the same company
- Organize ticket takers for tour departure

For pre- and post-event tours: Contract these to an independent agent and ensure direct communication between delegates and that tour provider i.e. NAFOW has no responsibility for those tours. NAFOW may receive some form of sponsorship from the tour agent in return for assisting the distribution of information.

- 11. Seminars.** *The seminar program must be considered as a balanced collection of presentations to provide information and learning opportunities about Wales, Welsh people, and Welsh culture in general. Variety of topics and it is essential to accommodate all tastes. It should also be remembered that the seminar program runs in parallel with other events such as the eisteddfod and tours and the planning must be coordinated to maximize attendance at all events, Ideally, there should be no more than 24 seminar session over two days.*

Responsibilities

- Review previous years' seminar topics. See past program books
- Identify appropriate topics and quality presenters (take advice)
- Identify Ysgol Gan director and accompanist
- Identify Wales Tourist Board speaker
- Arrange seminar schedule
- Ensure room allocation compatible with demand and needs (app 15)
- Invite Seminar speakers
- Determine if there is sponsorship support
- Obtain presenter letter of agreement
 - Agreed support (fee/travel if necessary)
 - Specify technical needs
 - Specify room requirements if necessary
 - Number of presentations (1 or 2)
- Welcome package
 - Time and room number of presentation
- Maintain continuous interaction with presenters
- Invite North American Chamber of Commerce Annual meeting

12. Film festival: *This is a new introduction and deserves encouragement. The Welsh Assembly office in New York (Catrin Brace) is the major support group for obtaining the films and providing support literature (app 16)*

- Secure permission for each film, to avoid royalty infringement and penalty.
- Develop balanced program for family audience participation
- Liaise with Welsh Assembly contacts for provision of films
- Ensure adequate room and equipment (British standard)
- Arrange posters, literature and tickets
- Technical support

13 Evening hymn singing sessions. *This is an essential part of the atmosphere of the Festival. It is a time for people to “let their hair down”*

- Organize directors and accompanists, encourage new persons
- Ensure hotel piano tuned
- Ensure bar open
- Ensure comfortable communal space

14. Youth activities. Every effort should be made to develop an original and creative support program that will encourage youth attendance as well as younger performers.

15. Other activities. The planning committee may also consider other activities appropriate for a specific venue, for example a sporting theme. However, budgetary issues must be made a priority topic in these considerations.

16. Registration. This is the responsibility of the International Headquarters

- The venue organizing committee will receive from HQ information about previous NAFOW events including registration numbers.
- HQ will also provide the venue planning committee with a monthly update of registration activity and income statement.
- The venue organizing committee will provide volunteers to assist at the registration desk if required
- The venue organizing committee will arrange a local information package for each registrant. For example:
 - Local restaurants
 - Transportation
 - City maps
 - Medical support
 - Places of interest
 - Shopping areas and discounts
 - Support flyers appendix 17