

*John to review  
Long Range Planning*

From: "Richard Baskwill" <rbaskwill@peterborough.gov.uk>  
 To: "Robert H. Roser" <rosync@peterborough.gov.uk>, "Connie Claypool" <cwholmes@peterborough.gov.uk>, "Gerri Baker Parry" <gbakerparry@peterborough.gov.uk>, "Joan Owen Mandry" <dmandry@peterborough.gov.uk>, "Lynn Owens-Whalen" <lowens@peterborough.gov.uk>  
 Cc: "Myfanwy Davies" <myfanwy.davies@peterborough.gov.uk>, "Alan Upshall" <aupshall@peterborough.gov.uk>, "Huw Williams" <huw.williams@peterborough.gov.uk>, "John Ellis" <WNGGA@peterborough.gov.uk>  
 Subject: **Development of a long-term planning report for Peterborough**  
 Date: **Thu, 29 Jan 2004 20:20:20 -0500**

To: Members of the WNGGA Long-Range Planning Committee – Connie Claypool, Joan Mandry, Lynn Owens-Whalen, Gerri Baker Parry, Robert Roser

From: Dic Baskwill

I would like your help in developing an interim report to present at Peterborough. I have put forth some thoughts below for your consideration. I would appreciate having your thoughts on these, as well as any other topics of interest or concern to you, by February 29, 2004. Diolch yn fawr!

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 The Board of Trustees (BOT) of the WNGGA developed a Long-Range-Plan in 1997 and updated it in 2002. It is now time to reevaluate it and update it where needed.

The report identified nine areas where attention should be focused. Those areas were as follows:

- Section 1. International Headquarters,
- Section 2. The Membership Situation,
- Section 3. Marketing of WNGGA,
- Section 4. The Publications Program,
- Section 5. Governing Documents Review,
- Section 6. Increased Involvement of the BOT in the Planning of the Annual National Gymanfa Ganu,
- Section 7. WNGGA's Relationship to Local Organizations,
- Section 8. The Welsh Associated Youth Situation, and
- Section 9. WNGGA's Relationship to Other National and International Welsh and/or Other Ethnic Organizations.

I would like to offer some comments and suggestions on the current status of these areas for the purpose of initiating discussion of them. I would appreciate receiving your comments and suggestions.

Section 1. The International Headquarters, and Section 4. The Publications Program, are "givens", and only need continuing reappraisal of their effectiveness. They are essential to the functioning of the organization, but require continual re-evaluation. The Executive Director, being the person with day-to-day experience of their functioning, is in a good position to perceive whatever modifications need to be made and recommend them to the BOT.

Similarly, Section 5. Governing Documents Review, requires updating on an as-needed basis. That, too, goes without saying.

The results of many of the other areas of concentration manifest themselves in the annual North American Festival of Wales (NAFOW). That event is a showcase of our efforts in all of these areas:

- 3. Marketing of WNGGA,
- 6. Increased Involvement of the BOT in the Planning of the Annual National Gymanfa Ganu,
- 7. WNGGA's Relationship to Local Organizations,
- 8. The Welsh Associated Youth Situation, and

## 9. WNGGA's Relationship to Other National and International Welsh and/or Other Ethnic Organizations.

In the time that has passed since these goals were formulated, several important trends have surfaced which affect our future course of action. Of paramount importance from our current perspective has been the study done by the Strategic Planning Committee and the recommendations it put forward. As a result, the WNGG has passed through the process of migration to the NAFOW. Two aspects of this development of crucial importance are the leadership of the BOT, in conjunction with local volunteers, in all aspects of planning and staging the NAFOW, and the mutually profitable relationship with sponsors of specific NAFOW events and performers. Both of these were successfully implemented in Richmond, and from all appearances seem to be functioning well in the planning for Buffalo.

The increased involvement of the BOT in the planning of the NAFOW has resulted in improved communication and control of its events and finances. Unfortunately, it has also increased the burdens of responsibility that fall upon the individual members of the Board. So far, they have risen to the occasion, but repeating the process every year is going to require an allocation of resources that the Board has not yet had to deal with. The logistical planning for the festival requires specialized knowledge and dedicated effort: The hotel arrangements, the marketplace, registrations, tours, opening ceremony, tea room, eisteddfod, folk concert, informal singing, banquet, seminars, church service, gymanfa sessions, intercession meals, and children's programs require months of planning by knowledgeable and committed individuals. Such people already exist on the board, but its continued success will rely on there being a steady influx of members of the same talent, dedication and willingness to work.

The NAFOW does not have to be exactly the same every year. It can fluctuate (within the parameters of our stated purpose) to provide content that is precisely aimed at the needs of the time. The board will have to annually reevaluate the direction it should go.

For discussion purposes, I submit these ideas for consideration:

Several aspects of the festival raise the possibility of outreach to other groups. For example, the marketplace could be expanded to outside groups which would offer goods not in direct competition with dealers in Welsh goods, tours could be coordinated through local companies (as is being done in Buffalo), the tea room could be expanded beyond the current "Welsh Tea" paradigm to offer more variety (subject to negotiation with the host hotel), the eisteddfod could be expanded to include categories which would be attractive to younger people who are able to relate to the Welsh heritage, and perhaps also broader categories which would appeal to the general public in the host city. The folk concert, Banquet entertainment, informal singing and Grand Concert could expand to include local musicians and young performers from Wales, as well as the usual Welsh choir. The seminars have been gaining tremendously in popularity and have changed the NAFOW to a major educational experience. The breadth of topics that can be offered is limited only by our imaginations. There could be attractive Welsh-related children's activities – again, Buffalo is doing a good job of providing a variety of such activities. (The commercial world is able to tap into the Celtic subconscious and imagination with blockbuster profit-making topics such as "Harry Potter" and "Lord of the Rings". Welsh history is almost as mysterious and interesting as these!) ←

Younger people today are much more emotionally involved with electronic technology than the previous generation. Older people may be just as knowledgeable about technology, but do not as a rule have the emotional attachment to it which is held by people who cannot imagine life without it. I mention this on the suspicion that the NAFOW may be viewed as "low-tech", hence old-fashioned, by young people. There may be easy ways to correct this if we look around.

Involvement and coordination with organizations of all types in contemporary Wales continues to grow in scope and significance. In this, as in many other things, we have to be willing to let such groups enter into a constructive partnership with us, rather than our dictating that they must fit into the mold of what we have done in the past.

As clearly demonstrated at Richmond, obtaining outside sponsorship of events or performers is essential to assuring financial viability. Perhaps the WNGGA should adjust its structure to recognize the importance of this, such as by forming a sponsorship committee/task force.

The ongoing question of the date of the NAFOW needs to be addressed. On the one hand, there is the demonstrated dedication of a core of people to the "Labor Day" weekend. On the other hand, there are people with school-age children who cannot attend then and would like to have something during the summer months. Some possibilities come to mind: 1) On an experimental basis, have a "special" NAFOW during the summer. 2) "Spin off" certain activities to be held in advance of the regular NAFOW. For example, this could include the eisteddfod (either in whole or in part, such as special children's categories). 3) Have a "preview" abbreviated introduction to the NAFOW, with topics and activities especially aimed at families.

Many other ideas will no doubt come to mind in the BOT, and that is good. It is time for creative thinking. In my view, nothing we've done in the past is sacrosanct except the Sunday worship service and the gymanfa sessions, and even they can take on slightly different emphases depending on whom we choose to lead them. I look forward to hearing new ideas, and I hope to never again hear "but we've never done it this way"!

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**Karen Ellis**

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**From:** "Richard Baskwill" <rbaskwill@att.net>  
**To:** <huw.williams@att.net>; <WNGGA@att.net>  
**Cc:** "Huw Williams" <huw.williams@att.net>, "Alan Upshall" <alan@att.net>  
**Sent:** Monday, February 09, 2004 2:12 PM  
**Subject:** RE: NAFOW pricing

John: I will pass on your recommendation to members of the long-range planning committee. Meanwhile, I agree that it makes a lot of sense and would be easier to administer. One question I have is, what about the people who pre-register at the lower rate and then want to make changes when they arrive on the scene? (We have experienced a fair number of last-minute changes from people who want to adjust their schedule by, say, dropping one seminar and adding one or two others.)

Dic

(p.s. I have an appointment to meet with Marty Kamrada this Thursday at Coronado Springs in Orlando.)

-----Original Message-----

**From:** huw.williams@att.net [mailto:huw.williams@att.net]  
**Sent:** Monday, February 09, 2004 3:08 PM  
**To:** WNGGA@att.net  
**Cc:** Huw Williams; Alan Upshall; Richard Baskwill  
**Subject:** Re: NAFOW pricing

John: Your recommendation makes a lot of sense and would make the registration a lot easier at the venue. Also it would help with the cash flow to have the majority of attendees pay prior to the opening date. The same price for everyone, members and non members and a higher price for members and non members who pay at the venue. My question is are we setting the prices correctly, both for pre-registration and at the venue. Huw

> Dear Alun and Dic,  
 >  
 > The issue of revamping the NAFOW pricing structure has come up in discussions  
 > within the Buffalo committee. Out of consideration of not overburdening our  
 > staff on their first registration assignment, the committee has been good enough  
 > to defer such revisions for a future date and to refer them to the appropriate  
 > committee (I would think NAFOW Strategic and/or Long Range Planning).  
 So, this  
 > may be something you want to bring up at some point in your committee  
 > discussions. I am providing below a brief synopsis of the discussion

for your

> files and my own recommendation.

>

> The issue for the Buffalo committee has been whether there should be two

> registration fees- one for members, and a higher one for non-members of the

> WNGGA. This would be something new and in addition to the measure taken at

> Richmond, where we introduced double pricing of events- one price for those who

> register and another for those who do not register but purchase tickets to

> events individually on site.

>

> Myfanwy, Berwyn and Lynn support the general idea on the following grounds:

>

> (1) There should be tangible benefits to membership in the WNGGA.

Why be a

> member if you can register at the same rate as a non-member?

>

> (2) This may be a way of increasing membership and raising funds.

Non-members

> would be encouraged to join because of the economic incentive.

>

> While recognizing the problem and agreeing with the motives, I don't agree with

> this method on strategic grounds for the following reasons:

>

> (1) One of the strategic goals of the NAFOW is to increase the participation of

> local people and casual visitors who are not and may have no interest in

> becoming members. I feel that this measure would tend to discourage such

> participation and encourage the image of the NAFOW as a "members only" event.

>

> (2) I think this measure would further complicate the pricing structure and

> registration process. It is my experience that such complications create extra

> labor, confusion and discontent among both the guests and those organizing the

> festival. As I have indicated previously, I favor simplifying the pricing

> structure as much as possible.

>

> I would recommend that the relevant committees consider an alternative scheme to

- > replace both the idea of double pricing for registration (for members and non-members) and for individual events (for registered and non-registered):
- >
- > (1) Membership should be required for all registration and all registration
  - > should take place before the event by mail. Registering by mail (and paying the registration fee) would grant participants lower prices on the individual events
  - > and "first come first serve" access to tickets for events that may have a high demand. This would grant tangible benefits to members and provide incentives to joining. It would also encourage members to "preregister," thus providing the association with greater cash flow before the festival takes place.
- People who
  - > are not members but who make queries about registering before the event can be sent a registration booklet with a letter explaining the "members only" registration policy and inviting them to join.
- >
- > (2) Anyone who has not registered would purchase tickets to individual events
  - > on-site (ie., there would be no on site registration). There would only be one price structure for onsite purchases and those prices would be higher in price relative to the registration fee, ect. These higher onsite prices would apply to everyone across the board- members and nonmembers. While encouraging membership preregistration, the single price structure would avoid sending any negative messages to non-member or casual participants.
- >
- > I think this alternative scheme would address the concerns in support of double pricing while greatly simplifying the task of registration for both participants and organizers.
- >
- > Something to consider at any rate...
- >
- > I am also copying this to Huw for his review as treasurer.
- >
- > Yours truly,
- > John Ellis

Strat. Planning

**Karen Ellis**

**From:** "Lynn Owens-Whalen" <lowens-whalen@nafo.org>  
**To:** "Ellis, John" <ellisj@nafo.org>  
**Cc:** "Berwyn Jones" <berwyn@nafo.org>; "Rick Bellwood" <buck@nafo.org>;  
 <WNGGA@comcast.net>; <aupsham@nafo.org>  
**Sent:** Wednesday, February 11, 2004 9:53 AM  
**Subject:** Re: Registration Fees

"Ellis, John" <ellisj@nafo.org> writes:

>We need to get things finalized quickly, but we need to slow down a  
 >bit on this particular issue. My staff and I are going to have to  
 >learn the ropes of registration (both before and during the festival)  
 >at a very fast pace. Observing and talking about a process is not the  
 >same thing as doing it and I expect that we will have our hands full  
 >just learning what has already been established in previous years. I  
 >have talked the idea over with my staff and have a call into Ellis to  
 >get his views. Once he returns my phone call, I can better gauge  
 >whether this is something we can reasonably do this year. So, I would  
 >ask for your patience on this point.

No question, John. Take your time. This has been a point of discussion  
 for a while

now and we never did come to a 'solution' with Ellis. So, take your time  
 so that

whatever is done is not only meeting our objectives, but is also practical  
 from  
 a HQ perspective.

>  
 >I will reply soon with a decision based solely on the practicalities of  
 >implementing this fee structure this year. However, as I mull it  
 >over, I think there are some strategic flaws to the idea of a higher  
 >registration fee for non-members that needs consideration.

>  
 >(1) Part of the over all NAFOW strategy is to build up local  
 >participation so that we are not solely dependent on member  
 >participation. Given the expense of the fees now, I think raising  
 >them more would significantly discourage non-member, local and casual  
 >participation.

'Tis true. On the other hand, we should be 'rewarding' those who do put  
 out \$ and  
 commitment when they become a member of the WNGGA,

>  
 >(2) I think there may be a (reasonable) expectation on the part of  
 >members that they should be allowed to bring and register a guest  
 >(particularly a spouse and children) as a privilege of their  
 >membership. We may alienate and lose some of our own members if we  
 >insist on a higher fee for non-member spouses.

Never thought of that. Interesting point.

>  
 >(3) Membership fees are not a significant revenue generating  
 >activity. As Ellis pointed out, we would have to have an awful lot of

2/11/2004

>new members to significantly change our financial picture (as opposed  
>to every current member sending in a \$10 donation). It may not be  
>financially worth the labor and the possible hard feelings of such a  
>fee. If we need more revenue from registration, it may be better to  
>just raise the registration fee across the board.

Absolutely true. But the portion that goes to the venue committee is important in running the NAFOW. Once again, I urge everyone to consider keeping the operation of the WNGGA and the NAFOW separate in terms of budget. The NAFOW should be the primary revenue maker for the WNGGA and should be giving to the WNGGA not taking away. The only way to do this is to keep the finances separate from the operation of HQ but still under the scrutiny of the BOT and the WNGGA Treasurer.

>  
>(4) Rather than raising the registration fee for non-members, it may  
>be better to only allow members to register by mail with no on-site  
>registration. All non-members (and non-registered members) would then  
>have to buy tickets on-site at higher prices.  
There is a thought. Would like to hear comments from others on this thought.

>  
>In the end, this is probably something on which the NAFOW Strategic  
>Planning Committee should deliberate and make a recommendation to the  
>board (I am cc'ing Alan on this for his consideration).  
Thanks, John.

>  
>John Ellis  
Lynn

>  
>  
>From: Lynn Owens-Whalen [mailto:lowens-whalen@att.net] [mailto:lowens-whalen@att.net]  
>Sent: Fri 2/6/2004 7:24 PM  
>To: Berwyn Jones  
>Cc: Rick Bellwood; Ellis, John; WNGGA [mailto:wngga@connetusa.net]  
>Subject: Re: Registration Fees

>  
>  
>  
>Berwyn Jones <berwyn.jones@att.net> writes:  
>>WELL, I THINK THE IDEA OF A MEMBERS DISCOUNT IS A GREAT WAY TO COUCH  
>THE  
>>SITUATION, WHILE ACHIEVING THE SAME THING.  
>>LET'S GO WITH IT!  
>>BERWYN  
>John, is this a reasonable expectation for you at HQ ? I know that  
>Ellis

- >had concerns
- >but not being there, we need to depend on you to let us know what is
- >okay.
- >Lynn
- >
- >
- >
- >

Strat Plan

**Karen Ellis**

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**From:** "Alan Upshall" <aupsha[REDACTED]>  
**To:** <WNGC[REDACTED]>; "Huw Williams" <huw.w[REDACTED]>; "Richard Baskwill" <rba[REDACTED]>  
**Cc:** <lowens-wha[REDACTED]>  
**Sent:** Friday, February 13, 2004 9:13 PM  
**Subject:** RE: NAFOW pricing

Now I am beginning to work my way through the emails.

there are several issues here:

There has never been an issue of differential pricing for members versus non members and the strategic planning committee has never suggested it. I am puzzled as to why it has come up now, this is a wholly new concept. What pricing structure has been deferred for the future? Is Buffalo still going to have early and late registration as has happened for the last few years and approved by the board and also an increased ticket price for non registrants, as proposed by strategic planning and accepted by the board?

For the last few years there have been two registration fees, not to discriminate between members and non members but between early and late registrants. This has worked well, the system was set up to handle it. Removing that double pricing is not a bad idea but it is tied to on site registration. The pattern of registration whether we like it or not is that many leave it until the last minute, even with the increased price. The Strategic planning committee for NAFOW is the right place to consider this I think. We do stand to lose revenue though.

A dual pricing structure for events was introduced in Richmond with the agreement of the Executive Committee with strong support for it being the test case for future events. I have not had time to review the files but I believe that the Strategic committee presented this to the board and it was approved for future festivals. It is not difficult to implement on site with the use of clear pricing signs and a simple, "have you registered" question. There was some abuse of the system by registrants buying tickets for non registrants but that's the Welsh for you.

I'm sorry, but I really cannot see a problem with either early or late registrations or dual pricing of tickets.

I disagree with the requirement of membership to register. We cannot afford to turn away money. The response to an enquiry as proposed below is exactly the technique that Ellis Jones used for the past few years, and it resulted in new members. But if we are going to place all information on our web site (and we should, although it is desperately lacking this year and I have had many comments about that), including registration forms, then placing the restriction for membership counteracts the open door, encourage attendance approach. yes I would like everyone to be a member but we also need to bring people in.

Neither I think can we afford to eliminate registration on site, there is money at stake. Richmond had about 50 of these an income of over \$1000. But good discussion points

alan

2/12/2004