

Assessment of the Economic, Social and Cultural Impact of Galeri Caernarfon

An evaluation of the impact of creative and cultural facilities, focusing particularly upon the impacts of Galeri Caernarfon Cyf, on wider social and economic regeneration.

Executive Summary

Prepared for:



G A L E R I
C A E R N A R F O N



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

By



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Executive Summary

1. This report presents the findings of an impact study focused on Galeri Caernarfon Cyf, examining the social, cultural and economic impacts of the organisation's creative and cultural facilities. The study was commissioned by Galeri Caernarfon, with support from the Welsh Assembly Government, and was undertaken by Arad Consulting.
2. The study's objectives were to assess the economic, social and cultural impacts of Galeri Caernarfon on the local economy. The research has also examined Galeri Caernarfon's contribution to wider regional and national agendas such as culture-led regeneration, skills development, the knowledge economy, creativity, tourism and social enterprise. In addition, the report offers recommendations for benchmarking Galeri Caernarfon's future development and impact.
3. The methodology employed during the study comprised the following strands of research:
 - Interviews with Galeri Caernarfon's management and staff, organisations who use facilities and other key stakeholders in the tourism, economic and cultural sectors.
 - Surveys of Galeri Caernarfon's tenant organisations, supplier businesses and visitors.
 - Secondary analysis of data including Galeri Caernarfon's records.

Background and Development of Galeri Caernarfon Creative Enterprise Centre

4. Galeri Caernarfon Creative Enterprise Centre was established in 2005 at a cost of £7.5m. The development built on the earlier work and asset base of Cwmni Tref, an independent Development Trust which regenerated properties and areas in the town. By creating a new artistic and performance space, the Development Trust sought to address what the director of an association of community enterprises referred to as *'the inertia... and spiral of decline that had developed in Caernarfon.'*
5. Galeri Caernarfon was also a response to a growth in micro-businesses in the creative industries in the region. The aim was to create a central hub for local companies and individual artists and exploit their latent potential through clustering. Galeri Caernarfon would also provide a base from which the Trust could extend its creative projects further into the local community.
6. Galeri Caernarfon's core goal, therefore, was true to the guiding principles on which Cwmni Tref was formed, namely *'to implement sustainable projects in a creative way to realise the social, economic and environmental potential of the local community and its environs.'* Galeri Caernarfon's long term vision includes creating wealth for, and in, the community, enhancing the local environment, using local suppliers and encouraging the development of a mixed economy.

'Galeri has used the social, cultural and environmental capital of the area, which are powerful drivers, to achieve its success.'

Welsh Assembly Government official

7. From 1996 to 2005 the Development Trust received no revenue funding and the company has therefore striven to be financially self-sustaining from early on in its history. Galeri Caernarfon Creative Enterprise Centre provided the Trust with the opportunity to generate further income through its tenant companies, the Doc cafe and an artistic events programme. In 2007/8 Galeri Caernarfon's turnover was over £1.2m, generating a net profit of £51,309.

'Galeri has led to genuine community empowerment through ownership and is benefiting the mainstream economy through tourism and culture where there wasn't previously a perceived market.'

Director of a UK association of community based enterprises

The Economic Impact of Galeri Caernarfon Creative Enterprise Centre

8. Galeri Caernarfon contributes almost £2.5 million to the economy of Gwynedd and Ynys Môn each year. This value is generated through spending by visitors within the centre as well as expenditure by Galeri Caernarfon on local goods, services and salaries. This value also includes other spending by Galeri Caernarfon's visitors within the local economy as well as the additional local spending that this contribution induces.
9. The annual economic impact generated by Galeri Caernarfon in Gwynedd and Ynys Môn is almost £1.3m. This figure represents the additional spend that occurs within the local economy as a result of activities supported within the Centre. This means that each pound spent in Galeri is worth over £2 to the economy of Gwynedd and Ynys Môn.
10. Galeri Caernarfon contributes a positive return on revenue and project grant funding received. In the last year, Galeri Caernarfon received just over £230,000 in grant funding, resulting in an economic impact of almost £1.3m. Analysis reveals that every pound of grant funding received by Galeri Caernarfon generates £9.65 in the economy of Gwynedd and Ynys Môn.
11. In terms of employment, Galeri Caernarfon directly and indirectly supports over 50 full time equivalent jobs in the economy of Gwynedd and Ynys Môn as well as over 40 employees in tenant businesses. As a direct employer of 36 full time equivalent staff Galeri Caernarfon is among just 6% of firms in Gwynedd that have more than 25 employees.

12. Galeri Caernarfon's economic impact compares favourably with a number of similar venues across a range of measures including economic impact, return on investment, additional visitor spend and the ratio of grant received to turnover (see section 3.4). At less than 20%, the proportion of grant funding received to turnover is significantly less than Aberystwyth Arts Centre, which in 2004 was found (at under 30%) to be *"considerably lower than that found for comparable centres in the UK"* (Cardiff Business School, 2004).
13. Galeri Caernarfon has acted as a catalyst for further investment in Doc Fictoria, where the Centre is located. In 2006, the Welsh Assembly Government announced that it was to invest £4.3million in the area to supplement £23m of private sector investment. Senior representatives from organisations consulted during this study were of the opinion that this public and private investment may not have occurred without the development of the Creative Enterprise Centre.
14. Galeri Caernarfon has delivered benefits through the clustering of creative tenant businesses in the building and has gained status as an economic and cultural 'centrepoint'. The 16 companies currently based in Galeri Caernarfon also impact on the local economy in terms of expenditure and employment. Tenants who contributed to this research consider that Galeri Caernarfon has improved Caernarfon as a place to do business.

'It's a great site to locate our business for several reasons e.g. location, image (very important), friendly staff and co-tenants, networking and resources available.'

Director of Galeri Caernarfon tenant business

15. Galeri Caernarfon has impacted on the image of Caernarfon as a place for business and culture according to visitors, tenants, and stakeholders who contributed to this study.

The Impact of Galeri Caernarfon on Skills

16. The workshops and classes that take place in Galeri Caernarfon help to develop young people's technical and creative skills in a wide range of fields. 'SBARC!', Galeri Caernarfon's flagship programme for young people, is currently in its ninth year. The programme includes a variety of technical workshops including set design, performance art, film and digital story creation, make-up and composition.
17. While the courses and workshops are not currently accredited, there is evidence that young people participating in events have improved their skills as evidenced by improvements in confidence, aspirations and motivation. At least 6 participants have progressed to work in theatre or have undertaken FE or HE courses to further develop their skills.

'My son has been a member of SBARC! for two and a half years. This practical experience and the enjoyment he has had has motivated him to go on to do a further course, a National Diploma in Media Production (TV and Film) in Coleg Menai.'

Parent of SBARC! participant

18. Based on training delivered through the SBARC! programme alone, Galeri Caernarfon contributes over £20,000 in value each year to the skills base among young people in the local area. Furthermore, the work experience and employment opportunities provided by Galeri Caernarfon have also impacted on skill levels among young people.

The Cultural Impact of Galeri Caernarfon

19. Galeri Caernarfon's contribution to excellence in the arts is recognised by the Arts Council of Wales through annual revenue funding and being awarded Beacon Company status in 2008. The additional funding associated with Beacon status seeks to *"enable those companies and organisations which consistently create work of high quality and achieve levels of excellence to develop"*.
20. Data collected from the latest *Audience Wales* report demonstrates that Galeri Caernarfon has succeeded in targeting a very wide customer base and sustaining their interest over the past four years. The centre has adopted a flexible audience development strategy aimed at a range of age and interest groups and with a view to ensuring the widest possible appeal. Senior figures in the cultural sector interviewed for this project stated that Galeri Caernarfon provides an effective mix of quality, mainstream entertainment and innovative art.

"An impressive new theatre which offers a lot to the whole area, and is testament to the artistic drive in the region."

Leading UK composer

21. The emphasis on delivering high-quality Welsh language events has generated significant linguistic and cultural impact, which has the potential to change perceptions at a wider level. Galeri Caernarfon has collaborated with companies and organisations that haven't previously worked through the medium of Welsh, including international artists.
22. There was a 7% increase in the number of performances at Galeri Caernarfon between 2006/07 and 2007/08. The revenue generated by Galeri Caernarfon's cultural programme also increased by 1.4% to £151,693 in 2007/08. Galeri Caernarfon has also developed links

with the private sector to support specific cultural events as well as strategic partnerships with cultural organisations such as the Wales Millennium Centre.

23. Galeri Caernarfon has had an impact on visitors' perception of Caernarfon. Visitors, tenants and stakeholders overwhelmingly agreed that the centre had improved Caernarfon's cultural offer. The Centre's design, location and cultural programme also chime with Visit Wales' guidelines which place an emphasis on mixing modernity with a sense of history, place and language.

'It would be a joy if there were places like this everywhere. Galeri offers a lot under one roof...because it comes from Cwmni Tref Caernarfon it is from the town for the town.'

Leading Welsh artist

24. Galeri Caernarfon has had positive indirect effects on cultural activities in the area. Events organised by Communities First in Peblig were given a greater status through their association with Galeri Caernarfon and their use of the centre as a location. This in turn has helped increase motivation and aspirations among participants, leading to better events and outcomes for the organisations involved.

Galeri Caernarfon's Impact on the Local Community

25. Galeri Caernarfon's community arts programmes aim to encourage participation, confidence and empowerment, providing access to a wide range of art forms. Galeri Caernarfon works closely with local Communities First groups and other local organizations and has ensured community involvement in the development of the centre from the outset. As a result, the local community has embraced the building and the activities taking place within it, ensuring a strong sense of ownership and engagement.

'Galeri has pioneered a new type of sophisticated community arts through allowing the community to express themselves and the kind of events they want to see/participate in as well as encouraging them to inhabit art forms they haven't had experience in.'

Arts Council of Wales representative

26. Galeri Caernarfon has engaged with harder to reach groups through a number of different outreach projects, including the Pas Peblig scheme, which enables residents from one of the poorest wards in Wales to attend events at discounted rates.

27. Through its community programmes Galeri Caernarfon has also worked with disadvantaged young people, including those with disabilities, SEN and behavioural issues. A wide range of impacts in terms of personal development, self esteem, increased pride and participation in the local community have been reported at an individual and group level during the research.

'There is no doubt that the pupils benefitted a great deal from the experience of taking part in this project – it led to a significant increase in their self confidence, they were particularly proud of the fact that they had been chosen to take part.'

Head of Ysgol Syr Hugh Owen Special Needs Unit

Galeri Caernarfon's Environmental Impact

28. The construction of the centre on a brown field site has been a catalyst for environmental and economic regeneration across Doc Fictoria. Galeri Caernarfon, through its attractive, modern, multi-functional building, has made a disused area an attractive place to visit.

'Galeri is testament to how visionary clients and simple but spatially rich architecture can be constructed under challenging circumstances to make for a culturally and commercially more civilised world.'

The Architects' Journal

29. The building's qualities and impact on the local environment have resulted in a number of awards including a Royal Institute of British Architects (RIBA) award in 2005 and a joint RIAW (Royal Institute of Architects in Wales) and RIAS (Royal Institute of Architects in Scotland) award in 2006.

'It is difficult to imagine any arts centre in Wales with a better location. It is a well thought out design that will have a big impact on the whole area.'

Former Welsh Assembly Minister for Culture

Conclusions

30. The development of Galeri Caernarfon Creative Enterprise Centre has had a major impact on the economic, social and cultural life of the town and its community in a very short space of time. Galeri Caernarfon is a major economic driver for the local economy while also contributing to urban regeneration, skills development and environmental improvement.

31. In addition to the economic impact generated (see sections 9-13, above) Galeri Caernarfon also contributes to developing the local economic infrastructure and is a regional hub for culture and innovation. Galeri Caernarfon's programme of activity delivers high-quality and challenging arts events alongside a range of community events and more popular entertainment. The centre has become a home to a range of art forms and this diversity of cultural offer has been essential for Galeri Caernarfon to reflect and develop the cultural interests and awareness of the local community.
32. The centre has also impacted on the self-expression and self-confidence of the town through its community arts and cultural programme as well as contributing to changing perceptions and promoting Caernarfon at a wider national and international level.
33. Galeri Caernarfon can continue to develop its regional role by complementing organisations such as Oriel Mostyn and Venue Cymru, as well as strategic partners at a national level. The closure of Theatr Gwynedd offers an additional opportunity for Galeri Caernarfon to enhance its theatre programme and engage in further audience development.
34. The challenge for Galeri Caernarfon is to sustain its impacts and continue to develop its brand and cultural programme while continuing to generate income. The senior management team have indicated that Galeri Caernarfon will continue to be driven by its social mission and commitment to a range of partnerships in the region. Galeri Caernarfon's recognition and exploitation of the economic, social and cultural capital of the region has been a key feature of its success and can provide the basis for further growth and development over the coming years.

Crynodeb Gweithredol

1. Mae'r adroddiad hwn yn cyflwyno canfyddiadau astudiaeth effaith a oedd yn canolbwyntio ar Galeri Caernarfon Cyf, gan archwilio'r effaith a gaiff cyfleusterau diwylliannol a chreadigol y sefydliad ar gymdeithas, diwylliant a'r economi. Comisiynwyd yr astudiaeth gan Galeri Caernarfon, gyda chefnogaeth Llywodraeth Cynulliad Cymru, ac fe'i cynhaliwyd gan Arad Consulting.
2. Amcan yr astudiaeth oedd asesu effaith economaidd, cymdeithasol a diwylliannol Galeri Caernarfon ar yr economi leol. Bu'r ymchwil hefyd yn edrych ar gyfraniad Galeri Caernarfon i agendâu rhanbarthol a chenedlaethol ehangach megis adfywio yn sgil diwylliant, datblygu sgiliau, yr economi wybodaeth, creadigrwydd, twristiaeth a menter gymdeithasol. Ar ben hynny, mae'r adroddiad yn cynnig argymhellion ar gyfer meincnodi effaith a datblygiad Galeri Caernarfon yn y dyfodol.
3. Mae'r fethodoleg a fabwysiadwyd yn ystod yr astudiaeth yn cynnwys y ffrydiau ymchwil a ganlyn:
 - Cyfweiliadau gyda rheolwyr a staff Galeri Caernarfon, sefydliadau sy'n defnyddio'r cyfleusterau a rhanddeiliaid allweddol eraill o'r sector twristiaeth, y sector economaidd a'r sector diwylliannol.
 - Arolygon o sefydliadau preswyl (tenant) Galeri Caernarfon, yn ogystal ag ymwelwyr a busnesau sy'n cyflenwi.
 - Dadansoddiad eilaidd o ddata gan gynnwys cofnodion Galeri Caernarfon.

Cefndir a Datblygiad Canolfan Mentrau Creadigol Galeri Caernarfon

4. Sefydlwyd Canolfan Mentrau Creadigol Galeri Caernarfon yn 2005 ar gost o £7.5m. Roedd y datblygiad yn adeiladu ar waith cynharach Cwmni Tref a'i sylfaen asedau. Ymddiriedolaeth Datblygu annibynnol sydd wedi bod yn adfywio eiddo ac ardaloedd yn y dref yw Cwmni Tref. Drwy greu gofod perfformio ac artistig newydd, aeth yr Ymddiriedolaeth Datblygu ati i fynd i'r afael â'r hyn y cyfeiriodd cyfarwyddwr cymdeithas o fentrau cymdeithasol ato fel *'inertia... a'r patrwm o ddirywiad a oedd wedi datblygu yng Nghaernarfon.'*
5. Roedd Galeri Caernarfon hefyd yn ymateb i dwf ym maes busnesau micro yn y diwydiannau creadigol yn yr ardal. Y nod oedd creu canolbwynt ar gyfer cwmnïau lleol ac artistiaid unigol a gwneud y mwyaf o'u potensial - potensial nad oedd wedi'i ddarganfod yn

iawn eto - drwy glystyru. Byddai Galeri Caernarfon hefyd yn darparu sylfaen lle gallai'r Ymddiriedolaeth ymestyn ei phrosiectau creadigol ymhellach i'r gymuned leol.

6. Felly, roedd gwir nod Galeri Caernarfon yn driw i egwyddorion craidd sefydlu Cwmni Tref sef *'rhoi prosiectau cynaliadwy ar waith mewn modd creadigol er mwyn gwireddu potensial cymdeithasol, economaidd ac amgylcheddol y gymunedol leol a'r ardal gyfagos.'* Mae gweledigaeth hirdymor Galeri Caernarfon yn cynnwys creu cyfoeth ar gyfer y gymuned yn ogystal ag yn y gymuned honno gan wella'r amgylchedd lleol a hynny drwy ddefnyddio cyflenwyr lleol ac annog datblygiad economi gymysg.

'Mae Galeri wedi defnyddio ysgogwyr cryf i lwyddo sef cyfalaf cymdeithasol, diwylliannol ac economaidd yr ardal.'

Swyddog Llywodraeth Cynulliad Cymru

7. Rhwng 1996 a 2005, ni ddaeth unrhyw gyllid refeniw i law yr Ymddiriedolaeth Datblygu ac mae'r cwmni felly wedi ceisio bod yn hunangynhaliol yn ariannol ers y dyddiau cynnar. Roedd Canolfan Mentrau Creadigol Galeri Caernarfon yn rhoi i'r Ymddiriedolaeth gyfle i greu incwm pellach drwy gyfrwng y cwmnïau preswyl, caffi'r Doc a rhaglen o ddiwyddiadau artistig. Yn 2007/8, roedd trosiant Galeri Caernarfon dros £1.2m, gan greu elw net gwerth £51,309.

'Mewn gwirionedd, mae Galeri wedi arwain at rymuso'r gymuned drwy gyfrwng perchenogaeth ac mae economi'r brif ffrwd yn elwa yn sgil twristiaeth a diwylliant lle nas ystyriwyd bod marchnad o'r fath yn bodoli o'r blaen.'

Cyfarwyddwr cymdeithas o fentrau cymunedol y DU

Effaith Canolfan Mentrau Creadigol Galeri Caernarfon ar yr Economi

8. Mae Galeri Caernarfon yn cyfrannu bron i £2.5 miliwn i economi Gwynedd ac Ynys Môn bob blwyddyn. Caiff y gwerth hwn ei greu gan ymwelwyr sy'n gwario yn y ganolfan yn ogystal â gwariant Galeri Caernarfon ar gyflogau, gwasanaethau a nwyddau lleol. Mae'r gwerth hwn hefyd yn cynnwys gwariant arall gan y rheiny sy'n ymweld â Galeri Caernarfon yn yr economi leol yn ogystal â'r gwariant lleol ychwanegol y mae'r cyfraniad hwn yn ei ysgogi.
9. Mae'r effaith economaidd blynyddol a gynhyrchir gan Galeri Caernarfon yng Ngwynedd ac Ynys Môn gwerth bron i £1.3m. Mae'r ffigur hwn yn cynrychioli'r gwariant ychwanegol sy'n digwydd yn yr economi leol o ganlyniad i weithgareddau a gefnogir gan y Ganolfan. Mae hyn yn golygu bod pob punt a gaiff ei gwario yn Galeri werth dros £2 i economi Gwynedd ac Ynys Môn.

10. Mae Galeri Caernarfon yn gwneud elw cadarnhaol ar gyllid grant prosiect a referiw a ddaw i law. Yn ystod y flwyddyn ddiwethaf, cafodd Galeri Caernarfon ychydig dros £230,000 mewn cyllid grant, gan arwain at effaith economaidd o bron i £1.3m. Mae gwaith dadansoddi wedi datgelu bod pob punt o'r cyllid grant a ddaeth i ran Galeri Caernarfon yn cynhyrchu £9.65 yn economi Gwynedd ac Ynys Môn.
11. O ran cyflogaeth, mae Galeri Caernarfon yn cefnogi dros 50 o swyddi cyfwerth ag amser llawn yn economi Gwynedd ac Ynys Môn, boed hynny'n uniongyrchol neu'n anuniongyrchol yn ogystal â dros 40 o gyflogeion mewn busnesau preswyl. Fel cwmni sy'n cyflogi staff sy'n gyfwerth â 36 o staff llawn amser, mae Galeri Caernarfon ymysg dim ond 6% o gwmnïau yng Ngwynedd sy'n cyflogi mwy na 25 aelod o staff.
12. Mae effaith economaidd Galeri Caernarfon yn cymharu'n ffafriol â nifer o leoliadau tebyg ar draws ystod o fesurau gan gynnwys effaith economaidd, elw ar fuddsoddiad, gwariant ychwanegol ymwelwyr a'r gymhareb o grant a dderbynnir i drosiant (gweler adran 3.4). Ar gyfradd is nag 20%, mae cyfran y cyllid grant a dderbynnir i drosiant yn is o lawer na Chanolfan y Celfyddydau, Aberystwyth. Yn 2004, gwelwyd bod y ganolfan honno yn Aberystwyth (ar lefel o dan 30%) "yn sylweddol is na'r ffigur cymharol a welwyd mewn canolfannau tebyg ledled y DU" (Ysgol Fusnes Caerdydd, 2004).
13. Mae Galeri Caernarfon wedi ymddwyn fel catalydd ar gyfer buddsoddiad pellach yn Noc Fictoria, sef lleoliad y Ganolfan. Yn 2006, cyhoeddodd Llywodraeth Cynulliad Cymru y byddai'n buddsoddi £4.3miliwn yn yr ardal i'w ychwanegu at £23m o fuddsoddiad gan y sector preifat. Roedd uwch-gynrychiolwyr sefydliadau yr ymgynghorwyd â hwy fel rhan o'r astudiaeth hon o'r farn bod posibilrwydd na fyddai'r arian cyhoeddus a phreifat hwn wedi'i fuddsoddi oni bai am ddatblygiad y Ganolfan Mentrau Creadigol.
14. Mae Galeri Caernarfon wedi llwyddo drwy glystyru busnesau creadigol sy'n denantiaid yn yr adeilad ac wedi ennill ei statws fel 'canolbwynt' diwylliannol ac economaidd. Mae'r 16 o gwmnïau sy'n gweithio o Galeri Caernarfon ar hyn o bryd hefyd yn cael effaith ar yr economi leol o ran gwariant a chyflogaeth. Mae'r preswylwyr yr ymgynghorwyd â hwn yn ystod yr astudiaeth hon yn meddwl bod Galeri Caernarfon yn fan lle gellir cynnal busnes.

'Mae sawl rheswm pam fod Galeri yn safle gwych ar gyfer ein busnes, er enghraifft lleoliad, delwedd (pwysig iawn), cydbreswylwyr a staff cyfeillgar, rhwydweithio a'r adnoddau sydd ar gael.'

Cyfarwyddwr busnesau preswyl Galeri Caernarfon

15. Mae Galeri Caernarfon wedi cael effaith ar ddelwedd Caernarfon fel lle i gynnal busnes ac ar gyfer diwylliant ymysg yr ymwelwyr, y preswylwyr a'r rhanddeiliaid sydd wedi cyfrannu i'r astudiaeth hon.

Effaith Galeri Caernarfon ar Sgiliau

16. Mae'r gweithdai a'r dosbarthiadau a gynhelir yn Galeri Caernarfon yn helpu i ddatblygu sgiliau creadigol a thechnegol pobl ifanc, mewn ystod eang o feysydd. Mae 'SBARC!', sef rhaglen flaenllaw Galeri Caernarfon ar gyfer pobl ifanc wedi bodoli ers dros wyth mlynedd. Mae'r rhaglen yn cynnwys amrywiaeth o weithdai technegol gan gynnwys dylunio setiau, celfyddydau perfformio, ffilm, creu straeon digidol, colur a chyfansoddi.
17. Er nad yw'r cyrsiau a'r gweithdai wedi'u hachredu ar hyn o bryd, ceir tystiolaeth bod y bobl ifanc sy'n cymryd rhan yn y digwyddiadau wedi gwella eu sgiliau. Mae cynnydd mewn hyder, dyheadau ac ysgogiad yn dystiolaeth amlwg. Mae o leiaf 6 o'r bobl ifanc sydd wedi cymryd rhan wedi mynd i weithio i fyd theatr neu wedi dilyn cyrsiau AB neu AU i ddatblygu eu sgiliau ymhellach.

'Mae fy mab wedi bod yn aelod o SBARC! ers dwy flynedd a hanner. Roedd y profiad ymarferol a'r mwynhad a gafodd yn ddigon i'w ysgogi i ddilyn cwrs pellach, sef Diploma Cenedlaethol mewn Cynhyrchu Cyfryngau (Teledu a Ffilm) yng Ngholeg Menai.'

Rhiant un o bobl ifanc rhaglen SBARC!

18. Yn seiliedig ar yr hyfforddiant a ddarperir drwy gyfrwng rhaglen SBARC! yn unig, mae Galeri Caernarfon yn cyfrannu dros £20,000 mewn gwerth bob blwyddyn i'r sylfaen sgiliau ymysg pobl ifanc yr ardal leol. At hynny, mae'r profiad gwaith a'r cyfleoedd o ran cyflogaeth a ddarperir gan Galeri Caernarfon hefyd wedi cael effaith ar lefelau sgiliau pobl ifanc.

Effaith Galeri Caernarfon ar Ddiwylliant

19. Caiff cyfraniad Galeri Caernarfon i ragoriaeth ym maes y celfyddydau ei gydnabod gan Gyngor Celfyddydau Cymru drwy gyfrwng cyllid refeniw blynyddol a dyfarnwyd statws Cwmni Disglair i'r cwmni yn 2008. Mae'r cyllid ychwanegol sy'n gysylltiedig â statws 'Disglair' yn ceisio "galluogi'r cwmnïau a'r sefydliadau hynny sy'n creu gwaith o safon uchel yn gyson ac sy'n cyrraedd lefelau rhagoriaeth i ddatblygu".
20. Mae data a gasglwyd o adroddiad diweddaraf *Cynulleidfa Cymru* yn dangos bod Galeri Caernarfon wedi llwyddo i dargedu sylfaen gwsmeriaid eang iawn gan gynnal eu diddordeb dros y pedair blynedd a aeth heibio. Mae'r ganolfan wedi mabwysiadu strategaeth datblygu cynulleidfa hyblyg wedi'i thargedu at ystod oedran a grwpiau diddordeb eang a chyda'r nod o sicrhau'r apêl ehangaf bosibl. Soniodd uwch ffigurau yn y sector diwylliannol y buom yn cyfweld â hwy ar gyfer y prosiect hwn fod Galeri Caernarfon yn darparu cymysgedd effeithiol o gelf arloesol ac adloniant y brif ffrwd, a hynny i safon.

“Theatr newydd drawiadol sy’n cynnig llawer iawn i’r ardal gyfan ac sy’n dyst i egni artistig yr ardal.”

Un o gyfansoddwyr mwyaf blaenllaw y DU

21. Mae'r pwyslais ar ddarparu digwyddiadau o'r radd flaenaf drwy gyfrwng y Gymraeg wedi cael effaith ieithyddol a diwylliannol sylweddol sydd â'r potensial i newid canfyddiadau ar lefel ehangach. Mae Galeri Caernarfon wedi cydweithio gyda chwmnïau a sefydliadau nad ydynt wedi gweithio drwy gyfrwng y Gymraeg o'r blaen, gan gynnwys artistiaid rhyngwladol.
22. Gwelwyd cynnydd o 7% yn nifer y perfformiadau a fu yn Galeri Caernarfon rhwng 2006/07 a 2007/08. Cynyddodd y refeniw a gynhrychir gan raglen ddiwylliannol Galeri Caernarfon hefyd o 1.4% i £151,693 yn 2007/08. Mae Galeri Caernarfon hefyd wedi datblygu cysylltiadau â'r sector preifat i gefnogi digwyddiadau diwylliannol penodol yn ogystal â phartneriaethau strategol gyda sefydliadau diwylliannol megis Canolfan Mileniwm Cymru.
23. Mae Galeri Caernarfon wedi cael effaith ar ganfyddiad pobl sy'n ymweld â Chaernarfon. Mae ymwelwyr, preswylwyr a rhanddeiliaid oll yn cytuno'n unfryd bod y ganolfan wedi gwella'r hyn sydd gan Gaernarfon i'w cynnig o ran diwylliant. Mae dyluniad, lleoliad a rhaglen ddiwylliannol y Ganolfan hefyd yn taro tant gyda chanllawiau Croeso Cymru sy'n rhoi pwyslais ar gymysgu moderniaeth ag ymdeimlad o hanes, lle ac iaith.

‘Fe fyddai gweld canolfannau fel Galeri ymhobman yn achos gorfoledd. Mae Galeri yn cynnig gymaint o dan un to... gan ei fod yn dod gan Gwmni Tref Caernarfon, fe ddaw o'r dref ar gyfer y dref.’

Arlunydd blaenllaw o Gymru

24. Mae Galeri Caernarfon wedi cael effaith gadarnhaol anuniongyrchol ar weithgareddau diwylliannol yr ardal. Rhoddwyd mwy o statws i weithgareddau a drefnwyd gan Cymunedau yn Gyntaf ym Mheblig drwy eu cysylltiad â Galeri Caernarfon a'r ffaith eu bod yn defnyddio'r ganolfan fel lleoliad. Yn ei dro, mae hyn wedi helpu i gynyddu cymhelliant a dyheadau'r bobl ifanc a oedd yn cymryd rhan gan arwain at well digwyddiadau a chanlyniadau ar gyfer y sefydliadau dan sylw.

Effaith Galeri Caernarfon ar y Gymuned Leol

25. Mae rhaglenni celf gymunedol Galeri Caernarfon yn ceisio annog cyfranogiad, hyder a grymuso unigolion gan ddarparu mynediad at ystod eang o wahanol fathau o gelf. Mae Galeri Caernarfon yn gweithio'n agos gyda grwpiau Cymunedau yn Gyntaf lleol a

sefydliadau lleol eraill ac wedi sicrhau cyfranogiad y gymuned wrth ddatblygu'r ganolfan o'r cychwyn cyntaf. O ganlyniad, mae'r gymuned leol wedi croesawu'r adeilad a'r gweithgareddau a gynhelir ynddo gan sicrhau ymdeimlad cryf o berchenogaeth a chyfranogiad.

'Mae Galeri wedi arloesi math newydd o gelfyddyd gymunedol soffistigedig drwy ganiatáu i'r gymuned fynegi ei hun a'r math o ddigwyddiadau y maent am eu gweld/cymryd rhan ynddynt yn ogystal â'u hannog i gael blas ar fathau o gelf nad ydynt wedi'u profi o'r blaen.'

Cynrychiolydd Cyngor Celfyddydau Cymru

26. Mae Galeri Caernarfon wedi ymgysylltu â grwpiau anodd eu cyrraedd drwy gyfrwng nifer o wahanol brosiectau allgymorth gan gynnwys cynllun Pas Peblig, sy'n galluogi trigolion un o wardiau tlotaf Cymru i fynychu digwyddiadau ar gyfraddau rhatach.

27. Drwy gyfrwng ei raglenni cymunedol, mae Galeri Caernarfon hefyd wedi gweithio gyda phobl ifanc dan anfantais, gan gynnwys y rheiny sydd ag anableddau, anghenion addysgol arbennig ac anawsterau ymddygiad. Yn ystod yr ymchwil, nodwyd ystod eang o effeithiau o ran datblygiad personol, hunan-barch, cynnydd mewn balchder a chyfranogiad yn y gymuned leol ar lefel unigol a grŵp.

'Nid oes amheuaeth bod disgyblion wedi elwa'n fawr iawn o'r profiad o gymryd rhan yn y prosiect hwn – fe arweiniodd at gynnydd sylweddol yn eu hunanhyder, roeddent yn arbennig o falch o'r ffaith eu bod wedi cael eu dewis i gymryd rhan.'

Pennaeth Uned Anghenion Arbennig Ysgol Syr Hugh Owen

Effaith Galeri Caernarfon ar yr Amgylchedd

28. Mae adeiladu'r ganolfan ar safle tir llwyd wedi bod yn gatalydd ar gyfer adfywio economaidd ac amgylcheddol ar draws ardal Doc Fictoria. Mae Galeri Caernarfon, drwy gyfrwng ei adeilad amlgyfrwng, modern a deniadol wedi troi ardal nad oedd yn cael ei defnyddio i ardal sy'n ddeniadol i ymweld â hi.

'Mae Galeri yn dyst i sut y gall cleientiaid â gweledigaeth a phensaerniaeth ofodol syml ond cyfoethog gael ei hadeiladu o dan amgylchiadau heriol i greu byd sy'n fwy sifil yn fasnachol ac yn ddiwylliannol.'

The Architects' Journal

29. Mae nodweddion ac effaith yr adeilad ar yr amgylchedd lleol wedi esgor ar nifer o wobrau gan gynnwys gwobr Sefydliad Brenhinol Penseiri Prydain (RIBA) yn 2005 a chydwobr RIAW (Sefydliad Brenhinol Penseiri Cymru) a RIAS (Sefydliad Brenhinol Penseiri yr Alban) yn 2006.

'Mae'n anodd dychmygu unrhyw ganolfan gelfyddydol arall yng Nghymru sydd mewn gwell lleoliad. Mae gwaith meddwl mawr y tu ôl i'r cynllun ac fe fydd yn siŵr o gael effaith fawr ar yr ardal gyfan.'

Cyn-Weinidog Diwylliant Llywodraeth Cynulliad Cymru

Casgliadau

30. Mae datblygu Canolfan Mentrau Creadigol Galeri Caernarfon wedi cael effaith fawr ar fywyd economaidd, cymdeithasol a diwylliannol y dref a'i chymuned mewn cyfnod byr iawn o amser. Mae Galeri Caernarfon yn ysgogwr economaidd mawr yn yr economi leol tra hefyd yn cyfrannu at adfywio trefol, datblygu sgiliau a gwella'r amgylchedd.
31. Ar ben yr effaith economaidd a gaiff Galeri Caernarfon (gweler adrannau 9-13, uchod), mae'r ganolfan hefyd yn cyfrannu at y gwaith o ddatblygu'r seilwaith economaidd lleol ac mae'n ganolbwynt rhanbarthol ar gyfer diwylliant ac arloesi. Mae rhaglen weithgareddau Galeri Caernarfon yn darparu digwyddiadau celfyddydol heriol ac o'r radd flaenaf ochr yn ochr ag ystod o ddigwyddiadau cymunedol ac adloniant mwy poblogaidd. Mae'r ganolfan wedi dod yn gartref i ystod o wahanol fathau o gelfyddyd ac mae'r amrywiaeth celfyddydol hwn wedi bod yn hanfodol i Galeri Caernarfon adlewyrchu a datblygu diddordebau diwylliannol y gymuned leol.
32. Mae'r ganolfan hefyd wedi cael effaith ar hunanfyngiant a hunanhyder y dref drwy gyfrwng ei rhaglen gelf gymunedol a diwylliannol yn ogystal â chyfrannu at ganfyddiadau sy'n newid a hyrwyddo Caernarfon ar lefel genedlaethol a rhyngwladol ehangach.
33. Gall Galeri Caernarfon barhau i ddatblygu ei rôl ranbarthol drwy fodoli ochr yn ochr â sefydliadau megis Oriel Mostyn a Venue Cymru, yn ogystal â phartneriaid strategol ar lefel genedlaethol. Mae cau Theatr Gwynedd yn cynnig cyfle ychwanegol i Galeri Caernarfon wella ei rhaglen theatrig ac ymgysylltu ymhellach yn y gwaith o ddatblygu cynulleidfaoedd.
34. Yr her i Galeri Caernarfon fydd cynnal yr effaith a gaiff a pharhau i ddatblygu ei frand a'i raglen ddiwylliannol wrth barhau i greu incwm. Mae'r Uwch Dîm Rheoli wedi nodi y bydd Galeri Caernarfon yn parhau i gael ei yrru yn ei flaen gan ei genhadaeth gymdeithasol a'i ymrwymiad i ystod o randdeiliaid yn yr ardal. Mae'r modd y bu Galeri Caernarfon yn cydnabod ac yn manteisio ar gyfalaf economaidd, diwylliannol a chymdeithasol yr ardal wedi bod yn allweddol yn ei lwyddiant a gall ddarparu sylfaen ar gyfer datblygiad a thwff pellach yn ystod y blynyddoedd sydd i ddod.

1 Introduction

Galeri Caernarfon Cyf, with assistance from the Welsh Assembly Government, commissioned Arad Consulting to undertake an *Evaluation of the impact of creative and cultural facilities, focusing particularly upon the impacts of Galeri Caernarfon Cyf, on wider social and economic regeneration*. Based on wide-ranging consultations and research this report details the development of Galeri Caernarfon Creative Enterprise Centre and its social, cultural and economic impact on the surrounding economy and community. The report also examines Galeri Caernarfon's contribution to wider agendas such as culture-led regeneration, skills development, the knowledge economy, creativity, tourism and social enterprise. In addition, the report offers recommendations to support the continued benchmarking of Galeri Caernarfon's development.

1.1 Methodology

Arad's methodology to undertake this evaluation has focussed on gathering quantitative and qualitative data from a range of sources to provide evidence of Galeri Caernarfon's impact. This methodology has included desk research and data collection from a wide range of sources to identify direct, indirect and induced impacts brought about by Galeri Caernarfon. Arad undertook a number of interviews with representatives of local organisations, representatives of Galeri senior management and staff engaged with specific projects as well as those who use the facilities and other stakeholders in the tourism, economic and cultural sectors. Arad has also identified further data collection strategies for assessing the future impact of Galeri Caernarfon as well as providing evidence of the centre's inputs, activities, outputs and longer term outcomes. Further breakdown and details of the quantitative analysis can be found in Annexe 1 of this report.

1.2 Structure of the report

Section 2 of this report examines the development of Galeri Caernarfon Creative Enterprise Centre over recent years. Section 3 outlines the economic impact of Galeri Caernarfon in more detail while Section 4 examines a range of social, cultural and environmental impacts, including the effect of the Centre on skills development and creativity in the local community, inclusion and urban regeneration. The conclusions from this research are outlined in section 5. Further information on the economic impact calculation is included in Annexe 1.

2 The development of Galeri Caernarfon

The development of the Galeri Creative Enterprise Centre (CEC) in Caernarfon in 2005 was the culmination of a process which had its origins in the formation of Cwmni Tref Caernarfon in the early 1990s. Cwmni Tref Caernarfon was set up as an independent Town Development Trust, with the aim of transforming and regenerating run-down properties and areas of the town. The company renovated and filled whole properties and their property development role acted as a catalyst for urban regeneration at a time when there was a lack of both public and private investment in the town. Through this property acquisition and renovation over a ten year period Cwmni Tref developed an asset base of around £3m by 2004 and the credibility provided by this equity base was a critical factor in the subsequent development of Galeri Caernarfon.

2.1 Vision and Growth

A number of contributors to the study have stated that the development of Galeri Caernarfon Creative Enterprise Centre was both a response to, and an expression of, local need. The initial sustainable, community led approach adopted by Cwmni Tref in the 1990s was a response to what the director of a UK association of community based enterprises considered as *'the inertia that had developed in Caernarfon alongside a low vision for the area and a spiral of decline'*. The development of the Galeri Caernarfon Creative Enterprise Centre can therefore be considered to have taken place at a time when there was a recognition of the cultural, social and economic challenges still facing the town.

These challenges included the need for an artistic and performance space in the locality, presenting a varied programme of entertainment across a range of art forms. The Trust also required a base to focus and extend its creative projects further into the community with the aim of further developing skills, confidence and self-expression. An additional strategic factor was that such a facility would also respond to growth in the number of local creative micro-companies and provide them with a central hub to work from. This would help enhance the latent potential of a cluster of creative enterprises that were operating in that area, but generally in isolation.

The development of the £7.5 million Galeri Caernarfon Creative Enterprise Centre in 2005 has been the largest and most ambitious of the Development Trust's projects to date. The Centre remains true to the guiding principles on which Cwmni Tref was formed, namely *'to implement sustainable projects in a creative way to realise the social, economic and environmental potential of the local community and its environs'*. For the Development Trust the construction of this space reflects the rich cultural heritage of the region while offering an opportunity to

promote contemporary, creative activities. This has been part of its ethos as a social enterprise - developing local infrastructure as a means of enhancing the diversity of the local economy.

From 1996 to 2005 the Trust received no revenue funding and the company has therefore striven to be financially self-sustaining from early on in its history. It is notable that the Trust built in asset development and income generation from the outset - a key aspect of any sustainable approach to economic regeneration. The Trust has also adopted an innovative approach that has secured public and private sector funding and encouraged partnership across sectors. Community asset development while accessing private sector enterprise and expertise is an innovative economic model and Galeri Caernarfon's progress and impact provides a successful example of this.

“Galeri has led to genuine community empowerment through ownership and is benefiting the mainstream economy through tourism and culture where there wasn't previously a perceived market.”

Director of a UK association of community based enterprises

The development of the Creative Enterprise Centre has therefore provided the Trust with the opportunity to generate further income through tenant companies, the Doc cafe and an artistic events programme while allowing a continued focus on property development, regeneration and community activity. This balance of activities has allowed Galeri Caernarfon Cyf to continue to develop, with the support of a professional, pro-active board of directors, towards its goal of being financially self-sustaining over the long term. In 2007/8 Galeri Caernarfon's turnover was just over £1.2m (£1,211,604) generating a net profit on ordinary activities of £51,309 illustrating the progress Galeri has made towards this goal through its wide range of income generating activities.

3 The Economic Impact of Galeri Caernarfon

This section examines the impact of Galeri Caernarfon Creative Enterprise Centre on the local economy - defined as Gwynedd and Ynys Môn. This impact is described in terms of the value generated through Galeri Caernarfon's direct expenditure on goods and services, as well as the knock-on effects generated by this expenditure on businesses and households within the local economy. This section also considers Galeri Caernarfon's impact on employment in the local economy and looks at these impacts in a wider context.

The main findings outlined in this section are that:

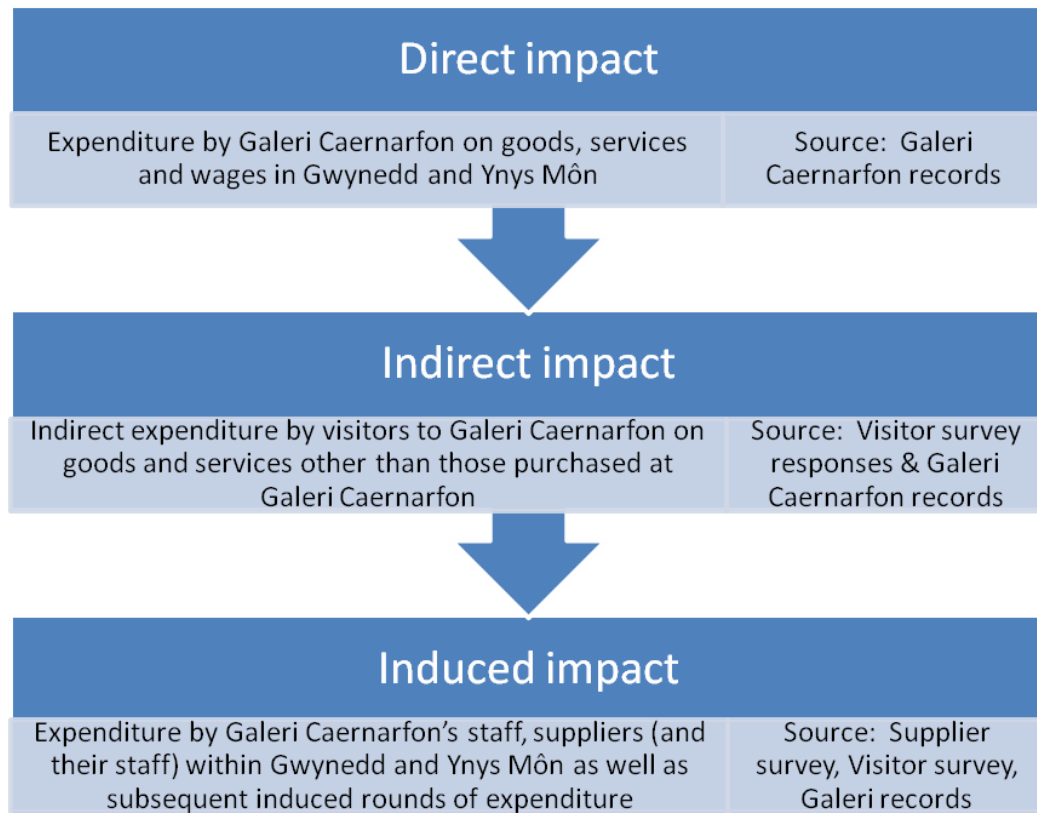
- Galeri Caernarfon contributes almost £2.5 million in total to the economy of Gwynedd and Ynys Môn each year.
- The annual economic impact generated by Galeri Caernarfon in Gwynedd and Ynys Môn is almost £1.3m.
 - This means that every pound spent in Galeri Caernarfon generates over £2 (£2.05) in the local economy.
- Galeri Caernarfon generates a positive return on the grant investment it receives, generating a return on investment of £9.65 per pound of grant funding received.
- Galeri Caernarfon directly and indirectly supports over 50 full time equivalent jobs in the economy of Gwynedd and Ynys Môn as well as over 40 employees in tenant businesses.
- Galeri Caernarfon's economic impact compares favourably with a number of similar venues across a range of measures including economic impact, return on investment additional visitor spend and the ratio of grant received to turnover.

3.1 Our approach to assessing the economic impact

This study has examined the economic impact of Galeri Caernarfon based on the premise of a *Keynesian Multiplier Effect* whereby 'knock on' effects stimulated by Galeri Caernarfon's expenditure on goods and services are taken into account. In the simplest terms, data from Galeri Caernarfon's accounts, sales and expenditure data together with a survey of suppliers, visitors and tenant businesses has been used to determine the amount of income generated by the centre in the local economy. This has been analysed in terms of both direct and indirect impacts as well as induced effects generated through spending by Galeri Caernarfon's visitors and suppliers on goods, services and wages within Gwynedd and Ynys Môn.

A full description of the methodology is provided in Annexe 1, but the following diagram summarises the approach taken.

Figure 3.1 - Summary of direct, indirect and induced economic impacts



The sum of each of these direct, indirect and induced impacts is the total economic impact of Galeri Caernarfon within Gwynedd and Ynys Môn.

3.2 The economy in Gwynedd and Ynys Môn

Galeri Caernarfon operates within an economic context that poses a number of challenges for local and national policymakers. The economy in Gwynedd and Ynys Môn is characterised by lower levels of economic activity, population density and GVA per head than the UK and Wales averages. Median gross weekly earnings are lower than the Wales and UK averages in Gwynedd whilst being slightly higher than the Wales average in Ynys Môn¹. The unemployment rate in Gwynedd, however, is below both the Wales and UK averages although it remains higher in Ynys Môn. The table below outlines a number of indicators of economic activity in the economy around Galeri Caernarfon.

¹ Large confidence intervals on local data from the Annual Survey of Hours and Earnings mean that local authority earnings figures should be treated with caution

Table 3.2. Economic Indicators in Gwynedd and Ynys Môn

Indicator	Gwynedd	Ynys Môn	Wales	UK
Population 2008	118,200	69,000	2,993,400	61,383,200
Economic Activity Rate - working age (2008-9)	74.6	74.5	75.8	78.7
Employment Rate - working age (2008-9)	71.0	68.9	70.4	73.7
Unemployment Rate - working age (2008-9)	4.8	7.5	7.1	6.4
Median gross weekly full time earnings 2008	389.9*	427.9*	425.3	478.6
Gross Value Added per head (2006)	£12,972	£10,560	£14,226	£19,430
GVA per head index 2008 (UK = 100)	68	56	75	100

*Large confidence intervals mean that these figures should be treated with caution

Sources: Mid Year Population Estimates (Office for National Statistics), Annual Population Survey, Regional GVA Estimates, Annual Survey of Hours and Earnings

3.3 The economic impact of Galeri Caernarfon Creative Enterprise Centre

The findings from the research indicate that Galeri Caernarfon Creative Enterprise Centre contributes almost **£2.5 million** in total to the economy of Gwynedd and Ynys Môn each year. This total can therefore be considered as the local economic value that would be lost if Galeri Caernarfon did not operate in the area.

The £2.5 million contribution is made up of the £1.2 million turnover generated within Galeri Caernarfon as well as a further £1.3 million additional spend that occurs within the local economy as a result of activities supported within the Centre. This outlines that for every pound spent in Galeri Caernarfon an additional pound (£1.05) is spent elsewhere in the local economy as a result. In other words, each pound spent in Galeri is worth over £2 (£2.05) to the economy of Gwynedd and Ynys Môn.

This economic impact data also demonstrates that Galeri contributes a positive return on revenue and project grant funding investments made. In the last year, Galeri received just over £230,000 in grant funding, and this has led to an economic impact of almost £1.3m. Analysis of this data reveals that for every pound of grant funding received by Galeri, an additional £4.45 is generated in the local economy. Taking into account spending within Galeri (turnover minus grant funding), it can be demonstrated that every pound of grant expenditure generates **£9.65** in the economy of Gwynedd and Ynys Môn.

Each of these economic impacts is explored in more detail in Annexe 1, alongside a more detailed outline of the economic impact study methodology.

3.4 Galeri Caernarfon's economic impact in context

Galeri Caernarfon's economic impact of almost £1.3m and its contribution of £2.5m to the economy of Gwynedd and Ynys Môn compares favourably with other similar centres. Benchmarking Galeri Caernarfon's impact is challenging given the limited number of similar venues and the lack of research that is publicly available and up-to-date. Nevertheless, we are able to draw a number of indicative examples that can be used to place this research in context.

In 2004, a study by Cardiff Business School found that the Arts Centre in Aberystwyth generated £4.9m of economic impact in the Welsh economy. This reflects the fact that Aberystwyth Arts Centre is considerably larger than Galeri Caernarfon, with a turnover of £2.5m in 2003/04, compared to £1.2m in Galeri Caernarfon. Nevertheless, an examination of the economic impact data reveals that Galeri Caernarfon compares favourably in terms of the relative impact generated by the centre in Gwynedd and Ynys Môn.

The Cardiff Business School (2004) report notes that the level of grant provided to the Arts Centre in Aberystwyth was, at under 30% of turnover, "considerably lower than that found for comparable centres in the UK". Galeri Caernarfon's grant receipts as a proportion of turnover is less than 20% (19.2%) and as such compares favourably with both the Aberystwyth Arts Centre and other UK centres.

The table below sets out a range of measures of impact for both Galeri Caernarfon and Aberystwyth Arts Centre. Due to differences in the methodology, timing and scale of both studies, this information should be treated as indicative and comparisons should be treated with caution². However, the table shows that:

- Every pound spent in Galeri Caernarfon and Aberystwyth Arts Centre generates a total of £2.05 in Gwynedd and Môn and £1.96 in Wales respectively
- Every pound of grant funding spent on Galeri Caernarfon and Aberystwyth Arts Centre generates a total of £9.65 in Gwynedd and Môn and £5.53 - £6.84** in Wales respectively

² Firstly, the Galeri Caernarfon study examined the impact on the economy of Gwynedd and Ynys Môn whilst the Aberystwyth study examined impact on the economy of Wales. Secondly, the Galeri study also used a multiplier approach using primary data whilst the Aberystwyth study adopted an input-output table methodology. Thirdly, the Galeri study took place in 2009 whilst the Aberystwyth study took place in 2004.

Table 3.4.1. Economic impacts of Galeri Caernarfon (2009) and Aberystwyth Arts Centre (2004)

	Galeri Caernarfon (2009)	Aberystwyth Arts Centre (2004)*
Total economic impact (including turnover)	£2,483,254.69	£4,900,000.00
Turnover	£1,211,604.00	£2,500,000.00
Grant	£233,159	£625,000-£725,000**
Economic impact per £1 grant funding	£9.65	£5.53 - £6.84**
Grant as a proportion of turnover	19.20%	25-29%**
Economic impact per £1 expenditure	£2.05	£1.96
Full time equivalent jobs supported***	50	100-105

*Comparisons should be treated with caution due to differences in the scale, methodology and timing of both studies

**Some figures are given as a range due to approximate data given in *The Economic Impact of Aberystwyth Arts Centre* (2004)

***Excludes incubators in Aberystwyth Arts Centre and Tenant businesses in Galeri Caernarfon. See section 3.5

Sources: *The Economic Impact of Aberystwyth Arts Centre*

The economic impact of Galeri Caernarfon can also be placed in the context of other studies undertaken by Sheffield University on behalf of a number of theatres in Wales and England. Rhyl Pavilion Theatre, the Torch Theatre in Milford Haven and a number of English theatres have commissioned economic impact assessments. The methodology used by the researchers was based on a national study commissioned by the Arts Council England (2004) with the support of the Theatrical Management Association, Independent Theatre Council and Society of London Theatres³.

The relatively simple formula used by the researchers can be used to develop an alternative measure of economic impact for Galeri Caernarfon that is comparable with Rhyl Pavilion Theatre, the Torch Theatre in Milford Haven and a number of English theatres.

Formula used by Sheffield University in *An economic impact study of UK Theatre (Arts Council, 2004)*⁴

(Additional Visitor Spend + Salaries + Subsistence Allowances + Goods and Services Expenditure)

x a multiplier of 1.5 (to take into account the knock on effect in the local economy)

³ See Shellard, D.E. (2004), *Economic impact study of UK theatre*, University of Sheffield.

⁴ Also used in *An economic impact study of Rhyl Pavilion Theatre* (2008) and *An economic impact study of Torch Theatre Milford Haven* (2002/3).

Using the data we have collected and collated for Galeri Caernarfon we can show that the economic impact of Galeri Caernarfon is **£1,233,748** using this simpler measure of economic impact. We can see that this is a similar figure to the **£1,271,651** calculated using our approach above. Comparisons between Galeri Caernarfon's economic impact (Arts Council methodology) and a number of theatres for which data is available are included below.

Table 3.4.2. Economic Impact & Additional Visitor Spend of Galeri Caernarfon in context

Centre	Total economic impact (excluding turnover)	Additional Visitor Spend (per person)
Galeri Caernarfon - Arts Council Methodology	£1,233,748	£5.75
Torch Theatre (2002/3)	£1,070,161	£3.47
Rhyl Pavilion Theatre (2008)	£4,142,038	£5.50
The Royal Centre, Nottingham	£9,428,400	£7.11
Everyman Theatre, Cheltenham	£4,105,691	£6.15
Derby Playhouse	£3,872,526	£5.70

Source: Galeri Caernarfon Visitor Survey, Galeri Caernarfon Records, *An economic impact study of UK Theatre (2008)* An economic impact study of Rhyl Pavilion Theatre (2008) and *An economic impact study of Torch Theatre Milford Haven (2002/3)*.

Whilst these figures provide useful contextual information, we should consider that Galeri Caernarfon is a new venue fulfilling a multitude of activities and purposes in addition to theatre. This is reflected in the levels of ticket sales made in Rhyl Pavilion and Rhyl's expenditure on goods and services (Galeri sells just over a fifth of the number of tickets sold by Rhyl Pavilion and has spending on goods and services of around 14% of that in Rhyl). It could be anticipated that Galeri Caernarfon's influence on the local economy will grow in forthcoming years to reflect its increased popularity and audience reach.

3.5 Galeri Caernarfon's impact on employment

As an employer of 36 full time equivalent staff, and with annual expenditure in excess of half a million pounds on wages, Galeri Caernarfon is an important provider of employment. The Centre directly employs 16 full time and 50 part time staff as shown in the table below.

Table 3.5. Employment in Galeri Caernarfon

	Full time	Part time	Full Time Equivalent staff
Staff living in Gwynedd or Ynys Môn	15	50	35
Staff living outside Gwynedd or Ynys Môn	1	0	1
Total staff	16	50	36

The nature of the employment opportunities provided by Galeri Caernarfon varies from managerial and skilled technical roles to clerical and administrative jobs. The nature of many of the jobs in the cultural industries sector (e.g. stewards) means that many staff are employed on a part time or casual basis and therefore whilst Galeri Caernarfon has a lower number of full time staff (16), the total number of households directly benefiting from the centre's expenditure on wages (66) is large compared to most employers in Caernarfon⁵. Furthermore, Galeri is among just 6% of firms in Gwynedd that have more than 25 employees⁶.

Additional impact on employment is created through Galeri Caernarfon's expenditure on goods and services in the local economy. Analysis of the information provided by suppliers, coupled with data on the centre's expenditure on goods and services enables us to show that every £90,000 of Galeri Caernarfon's expenditure on goods and services supports an additional job in the economy of Gwynedd and Ynys Môn. Taking into account the overall economic impact (from section 3.3), we can therefore say that Galeri Caernarfon supports a further 14 full time equivalent jobs in the economy of Gwynedd and Ynys Môn annually.

Taking into account all of the above effects on employment, Galeri Caernarfon directly and indirectly supports 50 full time equivalent jobs in the economy of Gwynedd and Ynys Môn annually. To place this in context, the study undertaken by Cardiff Business School examining the economic impact of Aberystwyth Arts Centre in 2004 found that the centre supported 100-105 full time equivalent staff in Wales (excluding staff in incubators).

Furthermore, respondents to the tenant questionnaire (6 of 16 tenant businesses) employ an average of 1.8⁷ full time staff and 0.8 part time staff in Galeri Caernarfon. Tenants noted that all of these staff live in Gwynedd or Ynys Môn. If we assume that these patterns are replicated across each of the 16 tenant businesses, then tenant businesses employ a further 35 full time and 13 part time staff in Gwynedd and Ynys Môn.

3.6 A catalyst for further investment

It could also be argued that Galeri Caernarfon has acted as a catalyst for further investment in Doc Fictoria. In 2006, the Welsh Assembly Government announced⁸ that they would invest £4.3million in the area to supplement £23m of private sector investment. Senior level representatives from organisations such as Visit Wales, the Arts Council of Wales and the

⁵ Annual Business Enquiry data for 2007 shows that just 7.5% of companies in Caernarfon have 50 or more employees

⁶ Annual Business Enquiry (2007)

⁷ One tenant employing 8 full time staff (significantly more than the average for tenants) was excluded from the average figure but was included in the total to ensure that the average and total figures were representative of the tenant businesses as a whole.

⁸ <http://wales.gov.uk/news/archivepress/enterprisepress/einpress2006/1090876/?lang=en>

Development Trust Association were of the opinion that this public and private investment and the subsequent development of retail, hotels and cafes may not have occurred without the development of the Creative Enterprise Centre.

As well as the hard economic impacts of the centre itself, Galeri Caernarfon has also had a clear direct environmental and tourism impact on the Doc Fictoria area of Caernarfon. This view was expressed during consultations and was also demonstrated by responses to our visitor survey. Almost 9 out of 10 (89.3%⁹) visitors who responded survey agreed (50% of them strongly) that Galeri had improved Caernarfon as a place for visitors. Just 2.5% disagreed with this statement.

'Galeri has made a disused area an attractive, modern place to visit and inspired the development of a critical mass around it'

Visit Wales representative

3.7 Economic impact of tenant companies

Galeri currently has 16 tenant companies and these companies also impact on the local economy through employing and training individuals and using local suppliers. Most tenants rent units of between 16-20 sq m in size and these units are considered ideal for up to two people to work in and are therefore suited to small creative businesses; indeed in order to be considered eligible to take up occupancy of a unit in Galeri Caernarfon, companies are obliged to have a creative element or dimension to their work.

Over a third of the tenant businesses (6 out of 16), employing 17 full time staff and 5 part time staff completed a questionnaire relating to their views on the Creative Enterprise Centre. All of the businesses' staff were based in Gwynedd and spending, on average, 77% of their total expenditure within Gwynedd and Ynys Môn. In terms of their perception of Galeri Caernarfon's impact, tenant businesses responses to the survey were as follows:

- All 6 businesses who responded to the tenant survey agreed (4 of them strongly) that Galeri had improved Caernarfon as a place to do business.
- All of the businesses who responded to the tenant survey agreed (3 of them strongly) that Galeri had improved Caernarfon as a place for visitors.
- All of the businesses who responded to the tenant survey agreed (4 of them strongly) that Galeri had improved Caernarfon as a place for cultural events.

⁹ Based on 214 responses (0.83% of Galeri Caernarfon's annual visitors). Margin of error 4.1% at the 95% confidence level.

While the number of businesses responding to the survey was small (6), this represents over a third of the tenants in Galeri Caernarfon.

“It’s a great site to locate our business for several reasons e.g. location, image (very important), friendly staff and co-tenants, networking, resources available”

Galeri tenant business representative

3.8 Creating an environment for business and creativity

The tenant companies contribute to the atmosphere in the building itself as well as creating opportunities for partnership building and networking. It is considered that this gives Galeri a vibrant, creative feel and this atmosphere is considered conducive to encouraging collaboration and also attracting people, companies and sponsors. Some of the tenant businesses are new companies while others are established businesses who have moved into the centre to establish a presence in Caernarfon. Other businesses have moved from existing sites within Caernarfon which has ‘freed up’ space in the town although it is currently unclear whether these displacement effects have added positive impacts in terms of these spaces being let in town.

“A new, convenient location for us when we needed to move. Lots of events and visitors calling in. We have filmed here several times”

Galeri tenant business representative

3.8.1 Developing a regional hub for creativity

The clustering of micro-businesses within Galeri Caernarfon Creative Enterprise Centre was an initial part of the Development Trust’s vision, bringing together the latent potential of a cluster of creative businesses that were operating in that area but generally in isolation. In providing evidence to this study, representatives from Visit Wales, the Welsh Assembly Government and Social Enterprise Associations as well as the tenant companies themselves have all indicated that the Creative Enterprise Centre has contributed to a perception of Caernarfon as a place in which creative businesses can thrive and as a regional hub for culture and innovation.

There is evidence of developing business partnerships through the clustering of tenant companies as well as between tenants and Galeri Caernarfon itself. Several of the tenant

companies¹⁰ are suppliers of goods and services to Galeri Caernarfon and in responding to the survey, these businesses identified networking and collaboration opportunities between tenants as being one of the benefits of locating in the centre.

For example several tenant companies, including Hijacker films, Tinopolis, Dawns i Bawb and Cymdeithas William Mathias have been actively involved in Galeri Caernarfon's community arts project, SBARC!, and these are detailed in the case study in section 4.1 of this report. This clustering process is also an important aspect of more wide-ranging strategies to develop the knowledge economy within North West Wales.

¹⁰ Including *Atom PR*, *Canolfan Gerdd William Mathias*, *Dawns i Bawb*, *Hijacker Films*, *Alan Jones* and *Rhys Mwyn*

4 Social, Cultural and Environmental Impact

Conventional economic impact assessments do not capture all impacts, and miss many social, environmental and cultural benefits that are more difficult to quantify. There is an increasing understanding that economic activities generate social and environmental outcomes and that social or environmental activity can also create economic impacts. In addition, therefore, to the direct, indirect and induced economic impacts generated by Galeri Caernarfon, the centre has a number of other impacts on the local area. These include the impact on local skills levels, particularly of young people; impact on the community and social inclusion; impact on cultural expression and participation and impact on the local environment.

Each of these impacts are more difficult to quantify when compared with the pure economic impacts of Galeri Caernarfon outlined in section 3 of this report. However, there are a number of qualitative measures and proxy quantitative measures that can be employed to try and demonstrate the overall value of Galeri Caernarfon Creative Enterprise Centre to the culture, society and environment of Gwynedd and Ynys Môn. The following sections of the report will explore these impacts in turn and make suggestions on how Galeri Caernarfon could collect further evidence to benchmark its performance against these measures in future.

4.1 Galeri Caernarfon's impact on skills

Developing local skills levels is an important element of Galeri Caernarfon's strategic goals and the centre has introduced a range of initiatives aimed at improving the skills of young people. These include classes, workshops and work experience opportunities delivered in a variety of ways and with different partners within the community.

Workshops and classes organised through *SBARC!* at the Centre have generated a huge amount of interest and led to a number of positive outcomes for young people in terms of skills development and further training opportunities. These workshop events have developed young people's technical and creative skills in fields including set creation, performance, film and digital story creation, multimedia, contemporary music, technical occupations, make-up and composition. The success of *SBARC!* outlined in the case study below illustrates the importance of community arts, not only in terms of outreach, but also their mainstream economic potential through providing opportunities for individuals to develop skills as well as encouraging creativity.

Case Study: *SBARC!*

One of the *SBARC!* project's original aims was to help create a future audience for Galeri Caernarfon. The continued success of the project following the centre's opening means that the project is currently in its ninth year. *SBARC!* organise weekly 'performance classes' and 'Ysgol Roc' (Rock School) sessions with young people during term time. These weekly sessions are run in blocks of 10 at a cost of £60 per young person (£6 per session). There are currently 53 members of the rock school and 75 members of the performance class. The classes are inclusive and do not have specific entry conditions or requirements as do some other similar local provisions.

The *SBARC!* programme has also developed to include a variety of technical workshops, particularly embracing new media. Technical workshops evolved from *SBARC!* performance courses and offered another opportunity for those who wanted to work in the theatre. *SBARC!* organise three courses a year and have around 15 young people on each course. The courses are structured appropriately for those at beginner, intermediate and advanced levels to encourage take-up at different levels.

While the courses and workshops are not currently accredited, evidence from young people, tutors and parents suggests that young people participating in events have showed improvements in terms of their social skills, confidence, team working, ability to show initiative and motivation. There are also examples of cases where participants have used their experiences as evidence for applications to college or as a part of their studies. At least 6 participants have progressed to work in theatre (such as in Neuadd Dwyfor in Pwllheli) or have undertaken BTEC or Further / Higher Education course to further develop their skills. Sarah Louise, a well-known Welsh singer songwriter attended performance lessons through *SBARC!* while the highly rated young punk band The Stilettoes performed for the first time at a *SBARC!* event.

A 10 year concert with previous *SBARC!* participants is planned for 2010 to highlight the role the programme has played in the community and offer momentum for its continued growth and development.

***SBARC!* working in partnership with Galeri tenants**

The *SBARC!* project has also encouraged collaborations with some of Galeri Caernarfon's tenant businesses. Hijacker films produced a film that included young people from the performance classes and this film was nominated for an award at Leeds Young Film Festival. The TV production company Tinopolis also work with *SBARC!*, with performance class participants given the opportunity to be filmed. Cwmni Da, Dawns i Bawb and Cymdeithas

William Mathias have also shared resources with the project and this has provided further momentum and sustainability for the project and allowed a wide range of creative partnerships to develop, highlighting the important role that Galeri and its tenant businesses can play in the community.

SBARC! also organise around six workshops a year covering a variety of arts-related disciplines and sectors. These have included sound and lighting, make-up, dance, percussion, film, scripting and set design. Some previous participants have also volunteered to be tutors in other workshops illustrating the enthusiasm generated by these workshops. Digital stories have also been filmed with a number of young people and adults and these have been shown in Galeri Caernarfon. These include four digital stories that were filmed with Gisda - a hostel for the homeless and partner to *SBARC!*. Others were filmed with elderly participants in association with Cymdeithas Hanes Felinheli and Canolfan Ddydd Maesincla.

Some written responses from young people to *SBARC!* feedback questionnaires are outlined below, specifically young people's responses to the question *"What was the best thing about the session/course?"*

"Lots of fun, good time and learning skills from the tutor"

Set design workshop

"Being able to take part in a project like this with my friends. Learning to act to camera and experience of being on a professional set."

Film creation workshop

"Working with the cast was good because it was 'hands-on' experience. I am thinking of doing technical work as a job now"

Acting workshop

Technical workshops (e.g. film production workshops) are also provided to young people by Galeri Caernarfon's staff at schools in the area and in outreach settings. These workshop events have generated a great deal of positive feedback from young people, parents and teachers with young people benefiting from their involvement in workshops in terms of social and emotional skills such as communication, organisation and self-confidence. Galeri Caernarfon has also offered a number of young people work experience opportunities; giving young people experience in roles such as set design, lighting and sound. Some of these young people have gone on to work for Galeri Caernarfon on a casual basis, further developing their skills in the process and contributing to reducing economic inactivity in the area.

4.1.1 Placing a value on skills development through Galeri

It is clear that the *SBARC!* workshops and classes have brought many benefits to young people in the community through the promotion of informal learning, skills development, pathways to further courses, employment and artistic development. It is difficult to quantify the value of these benefits in the same way as the economic impact of Galeri Caernarfon's activities (see section 3). However, in the absence of accreditation and harder measures of impact we can still develop some estimates of impact based on the information available to us and some assumptions.

During 2008/9, 145 young people took part in 63 *SBARC!* workshop events, covering a wide variety of disciplines including set design, performance, film and digital story creation, multimedia, rock school, technical workshops, make-up and composition. As noted above, the performance classes cost the equivalent of £6 per hour for young people and research has revealed that this is around half the cost of equivalent local provision. This, therefore, enables many young people to get access to provision that would otherwise be unavailable to them.

While a definitive measure of deadweight / displacement is not available, Galeri Caernarfon's staff estimate that at least half the participants in *SBARC!* workshops would not be participating in similar activities if *SBARC!* workshops did not exist. In future, Galeri could consider collecting information from young people and / or parents on whether they would have participated in similar provision if Galeri Caernarfon did not exist. This would enable the centre to demonstrate additionality more effectively. However, in the absence of such data we have made assumptions based on consultations with Galeri Caernarfon's staff.

The *SBARC!* workshops generate £20,579 in revenue for Galeri. Given that the equivalent provision would cost double the rate charged by Galeri, it could be argued that the value to participants is double this figure (i.e. it would cost over £40,000 to participants' families if Galeri was not there). If we assume that half of the participants would not be taking part in similar activities if Galeri was not there then Galeri is adding over £20,000 in value to the local skills base of young people annually. However, as noted above, further research with *SBARC!* participants (and parents) could be undertaken to obtain a more accurate picture. Some suggestions for possible areas of research are included at the end of this section.

Galeri Caernarfon's staff have also collected feedback sheets from participants during the last two years asking young people to rate (on a scale from 1-5, with 5 being the highest) the following questions:

- *Have you enjoyed the experience / course / lessons?*
- *Have you learnt a lot?*
- *How satisfied are you with the standard of teaching / the tutor?*

The research team has undertaken analysis of 223 responses from young people to these questions. These young people had participated in a variety of classes and workshop and participant responses demonstrate that young people rate the workshops and classes extremely highly:

- Over 90% of young people gave a rating of 4 or 5 for the question *Have you enjoyed the experience / course / lessons?*
- Over four fifths (83%) gave a rating of 4 or 5 for *Have you learnt a lot?*
- The vast majority (95%) giving a rating of 4 or 5 for *How satisfied are you with the standard of teaching / the tutor?*

Qualitative responses from young people also demonstrate the type of social and emotional skills they felt they had gained from their experiences at classes and workshops. These included confidence, team working, motivation, aspiration and specific skills related to particular technical and artistic disciplines. Evidence of longer term, sustained impacts on skills is also illustrated through individuals using these skills to pursue arts related courses and / or work experience. As detailed in the SBARC! case study six participants have progressed to work in theatre or have undertaken BTEC or Further / Higher Education course to further develop their skills.

Some written responses from young people to SBARC! feedback questionnaires are included below:

Young people's responses to "What was the best thing about the session/course?" - from SBARC! Questionnaires

"Having the chance to learn about what courses are available in order to carry on with this in the future and also having the chance to design a set"

Set design January 2009

"Being able to take part in a project like this with my friends. Learning to act to camera and experience of being on a professional set"

Film creation

"Working with the cast was good because it was 'hands-on' experience. I am thinking of doing technical work as a job now"

Acting workshop (weekend)

These views have been reinforced by parents of participants:

“My son has been a member of SBARC for two and a half years. This practical experience and the enjoyment he has had has motivated him to go on to do a further course, a National Diploma in Media Production (TV and Film) in Coleg Menai”

Parent of child attending SBARC performance classes

“I strongly believe in the importance of encouraging children to develop self-esteem, self confidence and social skills and I believe that SBARC is able to facilitate the development of these skills”

Parent of child attending SBARC performance classes

“Thanks for arranging the lessons and all the support. [Name] is using this work towards his Music GCSE”

Parent of child attending SBARC performance classes

4.1.2 Future data collection

In order to place a specific value on these impacts, further research would be required. Galeri could consider a number of different approaches to demonstrating impacts on skills. Each of these approaches would have different implications in terms of data collection:

- Including questions within *SBARC!* participant surveys on the choices made by young people and the influence of workshops and classes on these decisions
 - e.g. Proportion of participants taking up other formal music lessons and citing *SBARC!* workshops / classes as an influence
- Following up a sample of former participants and tracking their progress and the influence of workshops and classes
 - e.g. Proportion of participants going on to study music at GCSE and citing *SBARC!* workshops / classes as an influence
- Considering how workshops and / or classes could be linked to accreditation for participants (e.g. Open College Network qualifications)
 - Galeri Caernarfon are already developing links with the further and higher education sectors such as creation of an Arts Admin Module with Bangor University.
- Obtaining evidence from teachers and or parents to demonstrate the impact of classes and workshops on participants
 - e.g. parents survey, interview with local music teachers

- Measuring the development of social and emotional skills among participants using a specific tool
 - e.g. The Arts Council Wales' *Evaluation Toolkit for Community Arts Organisations*

4.1.3 Developing the skills of Galeri Caernarfon's employees

Like other organisations and businesses cultural organisations need to embrace continuing professional development for their staff. The fact that many Galeri Caernarfon staff have developed and been retained within the organisation with enhanced roles or responsibilities has the potential to contribute to further growth and creativity for the centre. There is also evidence of skills development at a senior level within the Galeri Caernarfon management team through individuals working across disciplines (e.g. arts, marketing, management and finance). Galeri Caernarfon's 2008/9 business plan does, however, acknowledge that further investment is required in this area and is committed to developing further the skills of staff within the organisation.

4.2 The cultural impact of Galeri Caernarfon

This section explores the impact of Galeri Caernarfon as a cultural destination, the marketing of its programme, the development of strategic partnerships and the way it reflects local cultural heritage. It also examines Galeri Caernarfon's role as a regional hub for the arts and the way it meets the cultural needs of the community while also promoting excellence in the arts.

4.2.1 Promoting excellence in the arts

Galeri Caernarfon has become recognised as a centre of excellence for the arts across Wales and beyond. This is reflected in the quality and diversity of the cultural events provided, and in the funding secured from major bodies such as the Arts Council of Wales as well as private sector companies. Data from the *Audience Wales* report demonstrate that it has succeeded in targeting a very wide customer base and sustaining their interest over the four years that the centre has been open. Galeri Caernarfon provides a specific space for the arts and the centre is part of the wider process of developing relations with the community and making art relevant to them and part of their lives.

'Galeri has made an artistic statement after only four years.'

Heritage Department official, Welsh Assembly Government

Galeri Caernarfon's contribution to excellence in the arts has been recognised through annual revenue funding from the Arts Council of Wales, who have also awarded it Beacon Company Status in 2008. The Beacon Company awards aim to *'recognise and reward excellence, enabling those companies and organisations which consistently create work of high quality and achieve levels of excellence to develop.'* Caernarfon was identified by the Arts Council of Wales as an area lacking in cultural provision and infrastructure before the development of the centre. Galeri Caernarfon also helps address the Arts Council's Welsh language arts priorities, widening access to different arts forms and promoting high quality, challenging art.

4.2.2 Meeting the cultural needs of the community

The challenge for Galeri Caernarfon's cultural events programme has therefore been to find a balance between the priorities of key funders such as the Arts Council, alongside the delivery of a range of community events and more populist entertainment. Galeri Caernarfon has therefore adopted a flexible audience development strategy aimed at a range of age and interest groups. The cultural programme relies on *'adaptation, evolution and creativity'* according to one of the events programme team. In order to ensure its sustainability and impact, therefore, there has to be a mix of concerts, performances and informal and formal events; all aimed at developing the widest possible appeal and bringing economic returns.

"As there are very limited cultural activities in the area (especially Bangor). I greatly appreciate the events programme & weekly films which the Galeri puts on."

Galeri concert-goer

"Galeri is a delightful addition to what Caernarfon has to offer - for music, events or just for a meal. We use it whenever & as often as we can."

Galeri concert goer

"We thoroughly enjoy coming to the Galeri very often and look forward to the range of concerts. And the tickets are reasonably priced."

Tonic (event for older people) audience member

The reach and variety of activities within Galeri Caernarfon's programme has been recognised by a variety of arts, culture and community organisations interviewed as part of this study and contributors agreed that the centre currently provides an effective mix of mainstream entertainment versus innovative art. Individual artists such as Marc Rees and Cai Tomos have had the opportunity to develop their skills and careers through Galeri Caernarfon and this is a further example of the centre's impact on the regional and national cultural scene.

“Galeri has pioneered a new type of sophisticated community arts through allowing the community to express themselves and the kind of events they want to see/participate in as well as encouraging them to inhabit art forms they haven’t had experience in.”

Arts Council of Wales official

4.2.3 A regional hub for the arts

In artistic terms, multi-purpose cultural sites are sometimes seen as a compromise, preventing a clear focus on excellence in one or two art forms. Galeri Caernarfon has, however, used the centre to create a hub for a range of art forms without necessarily compromising on quality and diversity. Galeri Caernarfon’s cultural offer has been essential for it to reflect, and develop, the cultural interests and awareness of the local community.

The space within the centre itself and its technical staff are considered to be of a sufficient quality to attract international artists. However Galeri Caernarfon’s cultural programme team also highlighted that the events organised are also *‘about being true to what the space can offer’*. As stated in previous sections the centre is marketed as a cultural focal point where there is always activity. Tenant companies, for example, are considered to influence the programme, footfall and animate the space through their own events, adding value to the impact of the centre.

“An impressive new theatre which offers a lot to the whole area, and is testament to the artistic drive in the region.”

Leading UK composer

4.2.4 Reflecting local cultural heritage

Galeri Caernarfon’s involvement with the local community and its reflection of the culture and heritage of the region mean that much of the cultural programme is aimed at the Welsh speaking population. The focus on delivery of high quality Welsh language cultural events offers the potential to change perceptions at a wider, national and international level. To this end, Galeri Caernarfon has generated cultural and linguistic impacts through collaborations with companies that haven’t previously worked through the medium of Welsh (e.g. Music Theatre Wales) as well as offering the potential for bilingual partnerships with international artists and the further development of its cultural programme. The collaboration between the harpist Catrin Finch and the Colombian group Cimarron is a recent example. There has also been a

commitment to develop bilingual and English language events to broaden the cultural offer and extend Galeri Caernarfon's commercial reach.

"...Galeri is one of the best things that has happened to this part of the world, socially, culturally and economically..."

...I'm a great fan of the place and think every town should have one!!"

Leading Welsh Artist and Director of Record Label

4.2.5 Strategic partnerships to extend cultural reach

Galeri Caernarfon is currently extending its activities to include co-production and supporting tours in order to diversify the centre's income stream and develop new creative partnerships. Galeri Caernarfon has also developed links with private sector companies to support specific cultural events through sponsorship. Examples of sponsorship secured by Galeri Caernarfon include Barclays, who supported the monthly *TONIC* events in their first year, HSBC, and Heritage Hardwood, who won an arts and small business award for their sponsorship of a Galeri Caernarfon event featuring Catrin Finch. Partnerships such as these provide the centre with further income generation as well the opportunity to develop wider creative networks, exchange skilled people and equipment as well as offering the opportunity for brand awareness-raising for both sets of partners.

Some artistic events such as a poetry residency with the Wales Millennium Centre (WMC) in Cardiff have further developed into more strategic partnerships that have become ongoing cultural exchanges and have helped raise the profile of Galeri Caernarfon. The strategic link between Galeri Caernarfon and the WMC has also led to the Communities First team in Peblig planning an exchange visit to Butetown in Cardiff to share information and ideas on how to create similar links between the WMC and its local community. This is a further example of an indirect cultural impact delivered by Galeri Caernarfon. Galeri Caernarfon has also enabled the Communities First team in Peblig to link up to other national projects and organisations such as Community Music Wales.

4.2.6 Marketing Galeri Caernarfon's cultural programme

Galeri Caernarfon initially aimed to raise its profile through marketing activities aimed at local schools, companies and the general public within the town. However the centre's marketing strategy has now developed to target a range of audiences within a thirty minute drive time. Galeri Caernarfon's marketing team have indicated that they are marketing the centre as a

space where there is creative activity every day and night. It is felt that the vibrant atmosphere of the location can help provide a competitive edge in attracting visitors and artists. Galeri Caernarfon's programme of events is produced and distributed three times a year as well as a further 15,000 flyers and regular updates provided through the centre's website. In addition, quarterly meetings between Galeri Caernarfon and its tenants take place to raise awareness of all planned activities and maximise joint opportunities, thus potentially enhancing sales and the cultural impact of events.

Galeri Caernarfon has subscribed to the *Knowledge Report*, a Wales-wide tracking study based on data gathered from venue box office systems, as part of their requirements to monitor and understand their audiences under Arts Council Wales funding. The research demonstrates that the percentage of Galeri Caernarfon's household penetration for Gwynedd has increased steadily from 3.5% in 05/06 and 4.7% in 2006/07 to 5.0% in 2007/08, demonstrating the impact of the marketing activities described above. Outside Gwynedd, three other Welsh Local Authorities showed some evidence of population penetration, these being Anglesey, Conwy and Denbighshire. Delivering a wide range of events aimed at the local population is part of the ethos of Galeri Caernarfon, reflecting its location and heritage, and over three quarters (79%) of those booking tickets for events at Galeri Caernarfon currently live within a 45-minute drive-time of the venue.

The research also demonstrates that there has been an increase in the number of visits made to Galeri Caernarfon (a 1.6% increase between 2006/07 and 2007/08), potentially reflecting the development of a loyalty scheme – *PRIMA* – to reward regular attendees of events with discounts. The number of performances available has also increased (a 7% increase between 2006/07 and 2007/08) illustrating Galeri Caernarfon's increased confidence in their cultural programme and growing recognition of its importance as a venue for cultural events. The revenue generated by Galeri Caernarfon's cultural programme has also increased (1.4% increase from £149,578.84 in 2006/07 to £151,693.67 in 2007/08), demonstrating its importance to Galeri Caernarfon Cyf in terms ensuring its sustainable future and highlighting the effectiveness of the current marketing strategies and the success of a varied but challenging cultural programme.

4.2.7 Galeri Caernarfon as a cultural destination

The impact of the Creative Enterprise Centre on Caernarfon as a cultural destination and the propensity of the local population to participate in cultural events can also be viewed as an important indicator of success. As part of the visitor survey undertaken through this research, visitors were asked their views on the impact of Galeri on Caernarfon and their own knowledge and choices in terms of culture in the area. As might be expected, a high proportion of visitors surveyed were positive in terms of their views of the centre's impact on Caernarfon. Over 95%

of visitors¹¹ who responded to the survey agreed (61% of them strongly) that Galeri Caernarfon had improved the town as a place for cultural events.

In terms of indirect cultural impacts created by Galeri Caernarfon, it could be argued that the centre may increase visitors' awareness of cultural events in the local area, thus leading to further development of the cultural infrastructure. This impact was also explored in the survey of visitors undertaken by the research team.

- 41%¹² of visitors who responded to the visitor survey agreed that Galeri Caernarfon had made them more aware of other cultural events in their area. Just over a fifth disagreed with this statement and around two fifths neither agreed nor disagreed.
- 60%¹³ of visitors who responded survey agreed that Galeri Caernarfon had made them more likely to attend other cultural events in the area. Around 15% disagreed with this statement and a quarter neither agreed nor disagreed.

Evidence from interviews with stakeholders also suggested that Galeri Caernarfon has had positive indirect effects on cultural events in the area. For example, events organised by Communities First in Peblig were given a greater status through their association with Galeri Caernarfon and their use of the centre as a location for these events. This in turn has helped increase motivation and aspirations among participants, leading to better events and outcomes for the organisations involved.

4.3 Galeri Caernarfon's impact on the local community

The development of Galeri Caernarfon's community arts programmes has been focused on encouraging participation, confidence and empowerment as well as promoting access to a wide range of art forms. Galeri Caernarfon has worked closely with local Communities First groups and other outreach organisation, encouraging long term commitment and investment through partnerships. Interviews with community groups revealed that there was initial scepticism about the Creative Enterprise Centre as a resource for the local community. However it was acknowledged that Galeri Caernarfon's staff have been very active in going into the community and that this has helped break down perceived barriers. It was recognised that through their efforts the community was involved in the development of the centre from the outset and this has contributed to the local population being ready to embrace the building once it was constructed.

¹¹ Based on 214 responses to the visitor survey (0.83% of the annual visitors to Galeri). The margin of error at the 95% confidence level would be +/- 3%.

¹² Based on 214 responses to the visitor survey (0.83% of the annual visitors to Galeri). The margin of error at the 95% confidence level would be +/- 6.5%.

¹³ Based on 214 responses to the visitor survey (0.83% of the annual visitors to Galeri). The margin of error at the 95% confidence level would be +/- 6.5%.

Galeri Caernarfon have engaged with harder to reach groups within the local community through a number of different projects. Much of this activity has been focused on working with the community within the Peblig ward and specifically on Ystad Sgubor Goch (Sgubor Goch Estate). The Peblig ward is the Communities First area with the highest percentage of Welsh speakers in Wales and Galeri have worked closely with the local Communities First officer to engage the local population.

“Providing a venue for a lot of community arts organisations was a key factor in the success and impact of Galeri”

Community Group representative

The policy of engaging the public in partnership with the Communities First team in Peblig by holding regular workshops and activities is considered by community groups to have made a big impact. The centre has also made its facilities available as a venue for a number of these local and regional community groups, strengthening its role as the hub of cultural activity in the town. These professional standard facilities have been made accessible to children and young people from the most disadvantaged communities through the various projects that Cwmni Cofis Bach (and others) run.

‘It would be a joy if there were places like this everywhere. Galeri offers a lot under one roof. Because it comes from Cwmni Tref Caernarfon it is from the town for the town.’

Leading Welsh artist

This has been achieved both through activities in outreach settings and through attracting the community to events in Galeri itself. For instance, the local Communities First officer has been involved in the encouraging take up Pas Peblig (see case study below) and in taking part in workshops. The Communities First Arts Forum has three strands and Galeri Caernarfon is specifically involved with the first and third of these strands outlined below.

- Cwmni Cofis Bach - Working with young people
- Visual arts
- Pas Peblig - A pass giving holders from the Peblig ward free access to many events.

Case Study: Galeri Caernarfon and Communities First in Peblig

The Welsh Assembly Government's Communities First Programme aims to tackle the problems of social and economic deprivation and disadvantage in 142 of the most deprived areas in Wales, including the Peblig ward in Caernarfon. Galeri Caernarfon has been involved with the Communities First team since before the Creative Enterprise Centre's inception through the *SBARC!* project, engaging young people through rock schools, drama and dance workshops as well as through new media projects and other activities. Initially, meetings took place to discuss the types of community activities that could be planned, as well as the possible job opportunities for local people at early stages of the centre's development. Once the Centre was open the *Pas Peblig* scheme was launched to enable residents from Peblig to attend events in Galeri at discounted rates.

Cwmni Cofis Bach meet on a weekly basis and events they have performed in Galeri Caernarfon include *Hanes Dre Mewn Hanner Awr* and *Digital Stories*. Adults (as part of *Cwmni Cofis Mawr*) have also had the opportunity to take part in music workshops in the community. Music workshops have also been organised jointly with the Communities First Team and Community Music Wales, with Galeri Caernarfon providing musical instruments and equipment for the workshops as well as staff to run the events. These workshops have also used well known artists from a number of musical genres such as hip hop artist Mr Phormula (Ed Holden) to provide incentives to increase participation.

A workshop and gig with Bryn Fôn (a leading Welsh pop artist) proved particularly successful in engaging the local population, with several participants given the opportunity to perform on stage alongside the artist in Galeri Caernarfon. Research conducted in Peblig showed that Bryn Fôn was the most requested artist among the local population and it was decided that a 'dome' would be set up in Peblig, with local residents invited to note which songs they would like to perform with Bryn Fôn. This enabled organisers to plan the event with the artist and recruit individuals for the workshop. Many Peblig residents attended Galeri Caernarfon for the first time as a result, with the opportunity to see family and friends on stage proving particularly popular. A similar event with Elin Fflur is being planned for late 2009.

Several 'Marathon Roc' events have been organised by *SBARC!* in Peblig and these have grown in popularity over the last few years. These events have involved a day of introductory workshops involving various instruments with professional tutors followed by a day of composition, where participants have (often for the first time) come together to write a new song. At the end of the workshops the participants then perform their song as part of their newly formed band in Galeri Caernarfon. Many of the participants have never met prior to these events and most have not performed together. Some artists have then gone on to perform in further gigs in Galeri e.g. in the 'Acoustic in the Bar' series of gigs.

“The price is cheap for the course - worth the money”

Marathon Roc participant 2008

In terms of further improving the perception of Galeri Caernarfon within Peblig, the Communities First team noted that while events had proved successful in the community, many participants and observers may not have been aware that Galeri Caernarfon were responsible for providing equipment, organisation and staff for some events. There may, therefore, be scope for improving the visibility of the Galeri Caernarfon ‘brand’ at such events. Many participants noted that they had gained confidence from the events on the Communities First team’s monitoring forms. Some participants have also gone on to perform further in other cultural activities with other organisations.

“Meeting friends and acting, creating drama stories and having fun. And lots of confidence” [on the benefits of attending a workshop]

Workshop attendee January 2009

The development of trust between partners has been a key factor and this requires an understanding of the community groups involved and their own strategic goals. Those working with Galeri Caernarfon have also highlighted the long term, sustainable process of engaging with communities like Peblig and emphasised that this process cannot be rushed or associated with unrealistic expectations. Despite the success of culture-led community projects such as *SBARC!* and *Cwmni Cofis Bach* it was also emphasised by those working in the sector that the arts can’t be a panacea for all social and economic problems but part of a wider range of tools to address social deprivation.

4.3.1 Empowering young people through creativity

Galeri Caernarfon aims to provide children and young people further opportunities to work with professional artists and musicians and add value to various community projects’ work. The question of ownership is a key aspect to these activities and many of the projects involving *Cwmni Cofis Bach* and *SBARC!* are based on ideas put forward by the children and young people themselves. This has the added impact of enthusing and retaining young peoples’ interest and also the future sustainability of these activities, ensuring potential long-term engagement. A wide range of impacts in terms of confidence, personal development, self esteem, increased pride in their local community have been reported by participants at an individual and group level.

Galeri Caernarfon is also active in engaging children and young people through local schools and encouraging their presence at events. There are number of 'loyal' primary and secondary schools who participate in many events and Galeri Caernarfon staff consider they have also been successful in engaging local centres for those young people who are in danger of becoming NEET (Not in Employment, Education or Training). Galeri Caernarfon has actively programmed one animation project per year since its opening, with a premiere showing of the films created taking place at the centre's cinema at completion of the project, and in recent years opening Galeri Caernarfon's *PICS* Film Festival for Children and Young People.

Animation projects have taken place with children from Brynffynnon pupil referral unit in Felinheli, and young people from Brynllwyd pupil referral unit in Bangor, both of which are for children and young people with behavioural and emotional difficulties. Further animation projects have taken place with two local secondary schools - Syr Hugh Owen's special needs unit and young children of Ysgol Pendalar special needs school - both of which are located in Caernarfon. Galeri Caernarfon's second animation film with Brynffynnon, *Elfis Preseli* in 2009 went on to win best Welsh language film in Zoom International Film Festival for Children and Young People.

"There is no doubt that the pupils benefitted a great deal from the experience of taking part in this project – it led to a significant increase in their self confidence, they were particularly proud of the fact that they had been chosen to take part"

Head of Ysgol Syr Hugh Owen Special Needs Unit

Galeri Caernarfon also runs workshops and film sessions for children with disabilities and their families as part of each seasonal programme and in partnership with *Contact a Family*. The numbers of young people involved are growing and this has enabled parents to bring their children to a non-threatening environment to watch films and attend workshops as a family.

"A really great day –I've never had the guts before to take my autistic child to the cinema-thanks very much for the opportunity"

Parent of child attending film showing and workshop

Galeri Caernarfon have worked with young carers in Rhyl and worked in partnership with companies such as *Theatr Bara Caws* to deliver additional activities for children and young people by means of their co-production of small scale musically interactive theatre show *Llyfr Bach y Plant*. This show opened in Galeri Caernarfon and toured to Neuadd Dwyfor, Theatr

Harlech and Neuadd Buddug Bala in Gwynedd along with Ucheldre in Holyhead, Anglesey along with other rural venues throughout Wales.

“The children really enjoyed themselves. We need more shows like this one for schools”

Teacher from Ysgol Yr Hendre, Caernarfon

Galeri Caernarfon's work with *Cwmni Cofis Bach* also demonstrates the approach taken by the centre in empowering young people through creativity.

Case Study: *Cwmni Cofis Bach* and Galeri Caernarfon

Cwmni Cofis Bach was established to promote the use of drama and performing arts as a way of raising aspirations and introducing new opportunities for children and young people from disadvantaged communities in Caernarfon. The project grew out of the Noddfa Community Church and aims to introduce new experiences to young people that can transform their lives. Galeri Caernarfon has worked with *Cwmni Cofis Bach* on a number of arts projects and productions and supported their activities through the provision of the centre's venue and facilities. *Cwmni Cofis Bach* activities take place in a variety of locations around the town and, as a venue, Galeri Caernarfon was considered to be the highest profile and most 'prestigious' of these, given its position as a focal point for arts and culture in the locality.

Galeri Caernarfon therefore helps create aspirations and fosters ambition and allows young people to realise that they can perform in great places and receive professional support and training by coming together and being part of a community-led initiative. Galeri Caernarfon has supported events such as the *Cofi Opera* - the creation, production and performance of a unique opera set in the Ysgubor Goch estate - with local young people performing alongside professional opera singers; and *Lobscows* – a collaboration between Galeri Caernarfon's *SBARC!* initiative and *Cwmni Cofis Bach*.

Lobscows was a production performed by young people based on links between the Caernarfon area and the city of Liverpool and performed in Galeri Caernarfon. Other activities have involved drama, singing and dance workshops, *Cofis Gwyrdd* and *Clwb Clebran*. Representatives of *Clwb Cofis Bach* noted that joint projects organised by Galeri Caernarfon and *Clwb Cofis Bach* had an impact on young people's pride and self-esteem that has benefits beyond the cultural activity undertaken.

“I would like to say that he has had an excellent experience over the last few years that

has given him a lot of confidence”

Parent of child attending SBARC! performance classes

Galeri also target the older generation within Caernarfon through a number of specialised events as well as its more general cultural programme. These events provide a variety of benefits for older people and undoubtedly fill a gap that would exist without Galeri Caernarfon.

Case study - Galeri Caernarfon TONIC events

TONIC events at Galeri Caernarfon are specifically targeted at older people, and take place on a monthly basis. These mid-afternoon events are generally well attended and feature a variety of content. TONIC has increased in popularity originally selling around fifty tickets per show but now averaging between 120 and 200 tickets per month. In addition, TONIC attracted sponsorship from Barclays bank during its first year.

Interviews revealed that the nature of the audience for TONIC events has changed since Galeri Caernarfon's inception. At the outset, a greater proportion of older people from local Residential Homes attended TONIC events, but due to increased transport costs the audience now includes less residential home residents and more elderly people from the locality in general. Older people in residential homes, however, are now catered for through Galeri Caernarfon's outreach programmes, with live music being performed in some local homes. Galeri Caernarfon have also engaged with older people through working in partnership with *Canolfan Dydd Maesincla* (Maesincla Day Centre).

Anecdotal evidence from Galeri Caernarfon staff and a brief survey of 76 older people at a TONIC event in June 2009 showed that many of those attending TONIC events have an additional impact on Caernarfon town, spending in cafes and on other services such as hairdressers as well as in the Doc cafe within Galeri itself.

The views of TONIC audience members were also expressed in the number and nature of qualitative responses to the questionnaire. Of the 76 respondents, 29 noted comments at the end of their questionnaire and 27 of these were in praise of TONIC / Galeri Caernarfon. An illustrative selection of comments are shown below:

“Galeri is the best thing that ever happened to Caernarfon! Particularly the thoughtful way the programme is arranged - as the grandmother of a disabled child I know how much the family appreciated the events arranged for them. Also the film shows for mothers with babies. Cinema- marvellous not to have to put up with adverts!”

“It’s good to have events in the afternoon for those that cannot come in the evening”

“Bangor has no theatre therefore I enjoy visiting y Galeri.”

“The events and facilities at Galeri have been a great asset for the town of Caernarfon and to those living in nearby areas for the opportunity to attend drama events etc”

“Thanks for the variety of programmes each term and the mix of English and Welsh events. Keep at it!”

TONIC event audience members

4.4 Environmental impacts

Galeri Caernarfon’s impact on the local environment and culture is evidenced by the fact that it won a Wales Business & Sustainability Award¹⁴ in 2008 in recognition for its environmental policies. The building has won a number of awards including the *Best Building for Public Use* and the *Architecture Grand Prix Award* at the Scottish Design Awards 2006 – the first time the award has been given to a building outside Scotland, a Royal Institute of British Architects (RIBA) award in 2005 and a joint RIAW (Royal Institute of Architects in Wales) and RIAS (Royal Institute of Architects in Scotland) award in 2006.

The physical location of the Creative Enterprise Centre in Doc Fictoria is a key feature of Galeri Caernarfon’s impact on the local community and environment. The construction of the centre through the development of a brown field site has been a catalyst for environmental and economic regeneration across the Doc. In this sense Galeri Caernarfon, through its attractive, modern, multi-functional building has made a disused area an attractive place to visit. The centre can therefore be viewed as a driver in bringing people back into the town centre as event-goers, shoppers or tourists.

‘It is difficult to imagine any arts centre in Wales with a better location. It is a well thought out design that will have a big impact on the whole area.’

Former Welsh Assembly Minister for Culture

¹⁴ The Wales Business & Sustainability Awards are accredited as one of the eight UK official feeder schemes for the European Business Awards for the Environment.

Initially it was considered by many local people that the Creative Enterprise Centre could be a white elephant, however the centre has succeeded in becoming a hub for creative business partnerships and cultural events. Galeri Caernarfon delivers benefits through the clustering of creative businesses as tenant companies and has also gained status as an economic and cultural 'centrepiece'. This is an important element in creating a sense of Caernarfon as a place to do business. As the Welsh Assembly Government's Minister for Culture, Alun Ffred Jones, recently noted in a speech to the Arts Council of Wales, '*The quality of a locality's cultural facilities has a powerful influence on business people when they're thinking about where they should base their companies*'.

Galeri Caernarfon's design, location and cultural programme also chime with Visit Wales' branding guidelines place that place an emphasis on mixing modernity with a sense of history, place and language. This connectivity to the heritage of an area is considered to be an essential element of engaging communities through culture and encouraging creativity and participation as a new model for developing culture at a community level. Galeri Caernarfon as a brand, in its role as a social enterprise, and with its diverse cultural programme reinforces that message of connectivity and has helped change perceptions of the area and the people in the local community as well as illustrate how culture can impact on quality of life in the area.

"Galeri is testament to how visionary clients and simple but spatially rich architecture can be constructed under challenging circumstances to make for a culturally and commercially more civilised world."

The Architects' Journal

4.4.1 Assessing the environmental impact of Galeri

Galeri Caernarfon Creative Enterprise Centre offers a number of services to the public that are not available elsewhere within the local area. We can therefore consider what environmental cost would be incurred if the centre did not offer these services and current service users had to travel further to access them. The service offered by Galeri Caernarfon that is most relevant to be considered in this way is the cinema as there are few other cinemas within easy travelling distance of Caernarfon. In 2008, 5,945 cinema tickets were sold in Galeri Caernarfon. It can be assumed that a significant number of those purchasing these tickets would have been prepared to travel further than the Galeri Caernarfon to an alternative cinema had the centre's cinema not been an option

In order to estimate the total environmental cost that would have been incurred if Galeri Caernarfon did not exist, we have undertaken postcode analysis of the centre's visitors who live nearer to Galeri Caernarfon than other local cinemas¹⁵. This has enabled us to determine the average additional distance that would be travelled from these postcodes to the nearest cinema (Llandudno Junction or Holyhead¹⁶) if Galeri Caernarfon did not exist.

For simplicity, we therefore assume that all those visiting the cinema in Galeri Caernarfon are based nearer to Galeri Caernarfon than other cinemas and we exclude those living nearer to other cinemas (Porthmadog, Pwllheli, Holyhead, Aberystwyth and Llandudno Junction) from our postcode analysis. This has been done on the assumption that the distance for those who live near alternative cinemas would lead them to visit those venues instead of Galeri Caernarfon. This enables us to assume that their environmental impact would not change due to Galeri Caernarfon's existence. We have also assumed that the postcode profile of those visiting the cinema at Galeri Caernarfon is similar to that for all events.

Using this information, we have calculated that the average additional distance travelled by Galeri Caernarfon cinema visitors if the centre did not exist to be 15.5 miles. Multiplying this figure by the number of Galeri Caernarfon cinema visitors gives us the total additional mileage that would be incurred if all those visiting Galeri Caernarfon's cinema had travelled to the nearest cinema. Assuming that all visitors travel on average in groups of 2 and assuming an incurred cost of 10p per mile we can calculate that the environmental impact of Galeri Caernarfon's cinema as £4,600 per year.

It is more complex to calculate a similar impact based on provision of other services at Galeri. This would require more detailed research on where audience members would have had to travel to attend the different types of events held at Galeri Caernarfon. We can, however, make some broad estimates for illustrative purposes based upon the data available to us.

Over half (52%) of the respondents to our visitor survey from Gwynedd and Ynys Môn noted that they would have to travel outside Gwynedd and Ynys Môn to visit a similar event to that which they had seen that evening. If this were the case for all events in Galeri (and it is likely that this proportion would vary for different types of events), then a similar environmental impact to that estimated for the cinema could be estimated for Galeri Caernarfon as a centre. For example, if 52% of Galeri Caernarfon's visitors from Gwynedd and Ynys Môn had visited an event at Venue Cymru in Llandudno instead of Galeri Caernarfon, then the average additional mileage per visitor would be 18.5 miles. If we again assume that all the visitors on average

¹⁵ These include postcodes LL54 to LL61 and postcodes LL72 to LL78

¹⁶ For simplicity we have assumed that of those in these postcodes most people would travel to the larger cinema at Llandudno Junction or to Holyhead rather than Porthmadog or Pwllheli

travel in groups of two and that costs of 10p per mile are incurred then this would equate to an environmental impact of £23,769 per year for all Galeri Caernarfon's visitors¹⁷.

In order to undertake a more comprehensive measure of environmental impact, further analysis would be required to take into account visitors' proximity to different venues for different types of events (theatre, music etc). This could be done by surveying a sample of Galeri Caernarfon visitors at various events over a period of 12 months. However, it has not been possible to undertake such an analysis for this study.

4.5 Social Return on Investment (SROI)

As we can see from the sections above, no study of Galeri Caernarfon's overall impact would be complete without consideration of the qualitative impact of the Creative Enterprise Centre on Caernarfon and its community. It is in this context that new forms of measurement have been sought to capture evidence of wider impacts. *Social Return on Investment* or SROI is one such method that captures the value of social benefits. Adapted for the UK by the New Economic Foundation it is a method which 'blends' social and environmental value into the traditional cost-benefit analysis.

The Social Return on Investment (SROI) model analyses the inputs (resources invested), outputs (activities undertaken) and outcomes (benefits to participants and stakeholders) of particular projects or activities in order to draw conclusions in terms of impact. A number of important outputs and outcomes for participants and stakeholders have been generated by Galeri Caernarfon. However, in order to understand these outcomes and their impact on participants and stakeholders in more detail we also need to consider longer term effects and also what would have occurred in the absence of Galeri Caernarfon's activities. This means we need to consider measures of *displacement* (to what extent activities displace other outcomes) and *deadweight* (what outcomes would have occurred anyway).

In section 3 we examined the economic impacts of Galeri in terms of its value to the local economy and the return on investment made in the form of project and revenue grants. In section 4 we have also drawn some conclusions in terms of environmental impacts (due to improved access to services) and the effect of *SBARC!* workshops on the skills of young people.

Our brief analysis of these effects considered some aspects of deadweight but also demonstrated the complexity and the amount of additional research that would be required to

¹⁷ This figure does not take into account factors such as visitors from the south of Gwynedd visiting events in Aberystwyth rather than Llandudno if Galeri Caernarfon did not exist.

do so. For example, obtaining a measure of the impact on skills would require tracking a sample of participant outcomes over time (e.g. whether a young person went on to gain a qualification or work in the arts) as well as understanding what outcomes would have occurred anyway (i.e. if they had not been to Galeri Caernarfon workshops). In order to produce a more comprehensive future measure of social impact Galeri could consider collecting further evidence from stakeholders.

Stakeholder	Approach to understanding outcomes and deadweight
Promoters / Events Organisers	Survey of promoters of different types of events at Galeri to understand whether they would have organised specific events in Gwynedd or Ynys Môn if Galeri Caernarfon did not exist
Audience	Survey at different types of events to ascertain the proportion of the audience that would have attended similar event if it had been in another venue (using outcome of promoters' survey)
Workshop participants / Parents	Survey to understand long term benefits and influence on learning as well as whether young people would have participated in similar workshops / classes if Galeri Caernarfon did not offer this provision

It is likely that the Social Return on Investment from Galeri Caernarfon is higher than that identified in the economic impact assessment for this research. For example, adding the broad estimates of Galeri Caernarfon's environmental effects and the impact on skills development made during this research to the economic impact increases the value of the centre to the local economy by 3%. However, to accurately assess these additional social impacts would require further research into the long term outcomes of Galeri Caernarfon's activities as well as taking displacement and deadweight effects into account to produce a comprehensive measure of SROI.

Whilst this report makes suggestions with regard to the future collection of data on these impacts (e.g. on skills development), it is likely that the additional social impacts would not add a significant amount to the economic impact identified in this study. Given the additional resources that would be required to undertake this type of analysis of the centre's social impact, we believe that the SROI model is not the most appropriate one for Galeri Caernarfon at this time.

A number of options for collecting further information are also outlined in section 4.1. The centre could consider collecting additional information in order to supplement research into their economic impact (e.g. adding to *SBARC!* questionnaires, collecting anecdotal information from promoters), but this could inform future updates of this research rather than specifically aiming towards a formal calculation of SROI.

5 Conclusions

Regeneration has been defined in a Department for Culture Media and Sport (2004) report¹⁸ as *'breathing new life and vitality into an ailing community, industry and area; bringing sustainable, long term improvements to local quality of life, including economic, social and environmental needs.'* The development of the Galeri Caernarfon Creative Enterprise Centre has had a major impact on the economic, social and cultural life of Caernarfon and its community in a short space of time. This has been achieved through a risk-taking community development trust responding to local need and a gap in the market. As the Quirk Review (DCLG, 2007)¹⁹ notes, *'the greater the stake, the greater the financial and legal responsibility the organisation takes on, but also the greater the freedom to exploit the asset's potential.'*

From its inception Galeri Caernarfon Cyf has exploited the potential of the centre by placing a strategic focus on sustainability, complementarity and creativity. This is reflected in the many social, cultural and economic impacts that the centre has generated. Galeri Caernarfon's Creative Enterprise Centre is a major economic driver for the town and the wider region while also contributing to ongoing urban regeneration, skills development and environmental improvement. The centre has also impacted on the self-expression and self-confidence of the town through its community arts and cultural programme as well as contributing to changing perceptions and promoting Caernarfon at a wider national and international level.

In terms of economic impact the headline figures from the research illustrate that the development of Galeri Caernarfon Creative Enterprise Centre has had a strong impact on the local economy. This is reflected in the £2.5 million that Galeri Caernarfon is worth to the local economy, the £1.3 million net economic impact it generates and the positive return it contributes on revenue and project grant funding investments made. Through its provision of space and expertise for local creative companies Galeri Caernarfon is also contributing to developing the local economic infrastructure and making a positive impact on its diversity as well as using a range of local suppliers. The Centre has also developed into a place to do business and a regional hub for culture and innovation, knowledge exchange and creative partnerships.

Galeri Caernarfon also impacts on the local economy as an important provider of employment within Caernarfon and additional impact on employment is created through Galeri Caernarfon's expenditure on goods and services in the local economy. Enhancing and raising local skills levels can be considered to be a very important aspect of Galeri Caernarfon's overall role in the local economy. Participants from various workshops and courses have gone on either to work within the cultural sector or have enrolled in further or higher education courses. Others have

¹⁸ *The Contribution of Culture to Regeneration in the UK, DCMS (2004)*

¹⁹ *Making Assets Work: The Quirk Review of community management and ownership of public assets, DCLG (2007)*

been employed by Galeri Caernarfon on a casual basis thus reducing economic inactivity and unemployment in the region.

The development of Galeri Caernarfon's community arts programmes has been aimed at encouraging participation, confidence and empowerment and this has been illustrated in the Creative Enterprise Centre's engagement with the community from the outset. This engagement is an important factor in Galeri Caernarfon's social impact and is part of the process of regenerating communities into areas where people want to live, improving quality of life and creating strong bonds and networks. The success of initiatives such as *SBARC!* illustrates the importance of community arts and link into the wider informal learning and skills agenda. These initiatives have provided opportunities for individuals from a range of backgrounds to develop skills as well as encouraging creativity, personal development and increased pride and participation in their local community.

Galeri Caernarfon's commitment to developing a high quality cultural programme has meant it has been recognised as a centre of excellence for the arts across Wales and beyond within a short period of time. The key to this success has been the development of a cultural programme that delivers quality and challenging arts events alongside a range of community events and more populist entertainment.

The centre has become a space for a range of art forms and the diversity of its cultural offer has been essential for Galeri Caernarfon to reflect and develop the cultural interests and awareness of the local community, making art relevant to them and part of their lives. The Centre has also generated cultural and linguistic impacts through its provision of a wide-range of quality events in Welsh, reflecting the area's heritage and culture, as well initiating a range of bilingual partnerships and events with a variety of national and international artists.

In cultural terms it is recognised by the management team that Galeri Caernarfon has to keep developing alongside its target audience through keeping the cultural offer fresh and exciting and identifying gaps in a changing market. Galeri Caernarfon has become a regional cultural hub and can continue to develop its regional role by complementing organisations such as Oriel Mostyn and Venue Cymru as well as further strategic partners at a national level. The closure of Theatr Gwynedd offers an additional opportunity for Galeri Caernarfon to enhance its theatre programme and engage in further audience development. Opportunities for private sector sponsorship can be developed as the brand and cultural programme continues to grow.

Galeri Caernarfon has also had an important impact on the environment of Caernarfon. The construction of the Creative Enterprise Centre through the development of a brownfield site is considered to have been a catalyst for environmental and economic regeneration across the Doc Fictoria area. Galeri Caernarfon's superb location overlooking the Menai Straits and its modern, multi-functional building has played a major role in creating an area that is an attractive

place to visit. The Centre can therefore be viewed as an important driver in encouraging people back into the town centre.

Galeri Caernarfon's growing status as an economic and cultural 'centrepiece' is also an important element in creating a sense of Caernarfon as a place to do business and which also encourages a good quality of life. Galeri Caernarfon's emphasis on connecting to the linguistic and cultural heritage of Caernarfon has also been an essential element of engaging the community and encouraging creativity and participation as a new model for developing culture at a community level.

It has been evident that Galeri Caernarfon, acting as a social enterprise, has had a clear long term vision from the outset and that this has been an important factor in its overall impact. Central to this vision are strategies aimed at creating wealth for, and in, the community, enhancing the local environment, using local suppliers and encouraging the development of a mixed economy with the aim of ensuring long term returns. During this study, a Welsh Assembly Government official stated that '*Galeri has used the social, cultural and environmental capital of the area, which are powerful drivers, to achieve its success.*'

Galeri Caernarfon's long term vision and consistent engagement with its community and audience have combined with what their Chief Executive referred to as '*a streak of independence*' to generate momentum and these multiple impacts. The challenge now for Galeri Caernarfon is to continue to sustain this impact and continue to develop its brand and cultural programme while continuing to generate income. The senior management team have indicated that Galeri Caernarfon will continue to be driven by its social mission and commitment to a range of partnerships in the region. Galeri Caernarfon's recognition and exploitation of the economic, social and cultural capital of the region has been a key feature of its success and can provide the basis for further growth and development over the coming years.