

Culture & Economic Performance



What strategies for
sustainable employment and urban
development planning ?

Case study : Avignon

Preface

Avignon, city in the south of France with 90,000 inhabitants, known around the world for its theatre festival, boasts a cultural activity worthy of a city with 300,000 inhabitants. Historically, its cultural development is based on two mainstays: the performing arts and heritage.

Avignon today is in the midst of deploying this development strategy, and is on the lookout for leverage to accelerate and to optimise social and economic return.

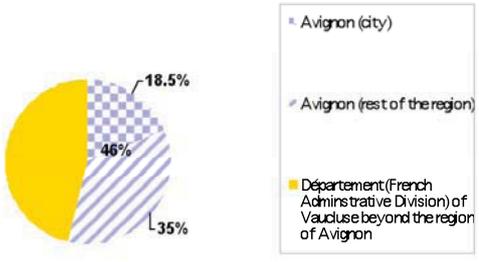
To this end, the city must step up to two main challenges: firstly, developing « the Festival effect » so as to safeguard its visibility (and therefore develop cultural tourism) and through utilising this festival event sustain permanent activity levels throughout the whole year; secondly, support cultural historical industries and develop new sectors within the financial constraints to which it is subjected (progressing from a focalisation strategy to a diversification strategy).

In order to bolster development in the performing arts sector, Avignon has introduced a specialised training system providing training to the professionals in this industry, and is striving to establish links between the university, public and associative players and private businesses. Projects designed with their sights set on applying new technologies in the performing arts industry are also encouraged with a view to reaping the benefits from this developing and broadcasting leverage.

Avignon's also fits its strategy into the scheme of the urban community to which it belongs (the Greater Avignon area), with a view to overcoming the financial constraints that it endures and to combining the strengths of the different groups and establishments that are geographically close by, so as to take cultural development in the region to the next level.

Strengths/Weaknesses/Opportunities/Threats in Avignon

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ <i>City's international renown (Avignon is one of the most famous French cities in the world)</i> ▪ <i>Theatre Festival with international acclaim, with 10% of its visitors from abroad.</i> ▪ <i>Heritage with worldwide recognition (particularly well-known is the Palais des Papes)</i> ▪ <i>Extremely appealing to professionals in the performing arts industry</i> ▪ <i>Geographical position and communication hub (motorway, airport and TGV train station)</i> 	<ul style="list-style-type: none"> ▪ <i>Population (92,454 inhabitants in 2006)</i> ▪ <i>High unemployment rate, low number of taxpayers</i> ▪ <i>Financial capacity of the district of Avignon</i> ▪ <i>Lower numbers of students</i> ▪ <i>Struggle to retain students taught in the region</i> ▪ <i>A road transport network full to bursting</i> ▪ <i>Absence of a permanent place dedicated to theatre throughout the whole year</i> ▪ <i>Tourists' average spend is relatively low</i>
Opportunities	Threats
<ul style="list-style-type: none"> ▪ <i>Population catchment area of more than 300, 000 people that is reaching critical numbers</i> ▪ <i>Cultural offering that benefits the entire population and is able to justify pooling financial resources between Avignon and other close by communities</i> ▪ <i>Impressive level of activity linked to the Festival of Avignon, which can be sustained through the year and developed further</i> ▪ <i>Proximity of other remarkable sites and also with a rich cultural offering</i> ▪ <i>Development of high-end tourism so as to increase the amounts tourists spend (worth noting: luxury tourist accommodation could be lacking should there be development in high-end tourism)</i> 	<ul style="list-style-type: none"> ▪ <i>Regional competition :cities and their surrounding areas networking in the South of France</i> ▪ <i>City's heavy dependency on the image and appeal of the Festival</i>

Avignon's identity card	
Population	<ul style="list-style-type: none"> ▶ 92,454 inhabitants in 2006 (within the city perimeter) ▶ Avignon and surrounding areas: 269,828 inhabitants (+8% between 1999 and 2006) <i>(Source : Vaucluse General Council, key figures)</i> ▶ Département of Vaucluse: 499,685 inhabitants <i>(Source : Vaucluse General Council, key figures)</i> <p style="text-align: right;">Total Population of Vaucluse : 499 685 inhabitants</p>  <p style="text-align: center;">The city of Avignon accounts for 18.5% of the total population in the <i>département</i></p>
Surface area	<ul style="list-style-type: none"> ▶ City of Avignon perimeter : 65km² ▶ Avignon and its surrounding areas (Avignon catchment area): 565,95 km²
City perimeter	<ul style="list-style-type: none"> ▶ Avignon's catchment area includes 26 <i>communes</i>/districts across 3 <i>départements</i> : <ul style="list-style-type: none"> ▪ the <i>département</i> of Vaucluse (Avignon, Althen-les-paluds, Bédarrides, Entraigues, Morières-les-Avignon, Le Pontet, Sorgues, Vedène), ▪ the <i>département</i> of the Gard (Les Angles, Villeneuve-les-Avignon), ▪ the <i>département</i> of Bouches-du-Rhône (Barbentane, Châteaurenard, Rognonas)
Economic dynamic	<ul style="list-style-type: none"> ▶ Urban and economic focal point for the <i>département</i> of Vaucluse ▶ Economic development underway since 1st January 2001 within the Greater Avignon metropolitan area ▶ Dense economic fabric, characterised by the importance of the SMEs (7,000 businesses, 1550 associations, 1764 stores and 1305 service providers) ▶ Growth in the employment rate in terms of Avignon's population catchment area: +11.1% on average since 1975, or three times more than the national rate (approximately 180,000 jobs registered in 2010). ▶ High unemployment rate : 13.7%
Key tourism figures	<ul style="list-style-type: none"> ▶ Extremely appealing PACA region: <ul style="list-style-type: none"> ▪ Ranked 1st for welcoming French tourists (12.5 % of the market¹) ▪ Ranked 2nd for foreign tourists behind Paris - Ile de France (14.8 % of the market¹) ▪ Development in river tourism and a development in business tourism (+15% in 2009) ▶ A major economic asset for the City of Avignon where tourism and culture are inextricably linked: <ul style="list-style-type: none"> ▪ 4 million visitors every year ▪ One job in six linked to tourism (tourism is the leading sector in terms of generating jobs in the <i>department</i>)
Cultural sector	<ul style="list-style-type: none"> ▶ The Avignon theatre festival is renowned worldwide which has meant the city has left its mark on the European market for performing arts ▶ A city that is unrivalled in terms of its influence in theatre: 19 permanent companies, an Opera-Theatre, and the largest number of permanent theatres per inhabitant in France ▶ An extremely rich heritage, with 150 listed buildings the most prestigious amongst those besides UNESCO, 13 Museums (3 of which are private foundations) ▶ A well-known Conservatory, a School of art, 140 subsidised cultural associations ▶ Events taking place throughout the year
Education	<ul style="list-style-type: none"> ▶ University of Avignon : 7,500 students 8% of which in the artistic sectors ▶ ISTS (<i>Institut Supérieur des Techniques du Spectacle</i>) – a Higher Institute for Performing Arts Techniques ▶ <i>Ecole Supérieure</i> for Art in Avignon (in design, conservation and restoration) ▶ Conservatory for drama, dance and music

¹ http://www.avignon.fr/fr/ecodev/eco/action_eco.php

Avignon boasts an extremely rich cultural offering dependent on two mainstays: the performing arts sector and heritage sector

▶ **The Festival of Avignon is a theatre festival renowned across the world**

A historic event founded by Jean Vilar in 1947, it catapulted Avignon into a city unrivalled in terms of theatrical influence. Since 2005, the average number of attendees has reached numbers above 90% capacity. 35% of spectators come from the region of Avignon, 20% from the *Ile-de-France*, 35% from other parts of France and 10% from abroad. Held at the same time is the OFF version of the festival which hosts performances from almost 1000 acting companies at approximately a hundred different locations. In 2009, the IN version of the Festival welcomed more than 150,000 visitors (which has rocketed the IN version of the Festival of Avignon into the 4th position for festivals in France behind the « *Festival inter-celtique de Lorient* », « *Le printemps de Bourge* » and « *Châlon dans la rue* »). As for the OFF Festival this sold a million tickets and generated almost 40 million in economic return.

▶ **Other festivals, notably in the fields of music and dance, more than 10 registered theatres, and an opera house, cap the performing arts sector, the jewel in the crown being the Festival of Avignon**

▶ **With 150 listed buildings in which the most prestigious are classified by UNESCO as world heritage, Avignon's cultural offering puts its stakes in its significant numbers of museums and buildings**

- The Delegation of Public Services responsible for the *Palais des Papes* and the *Pont Saint-Bénézet* account respectively for 5.7 million and 1.2 million Euros in turnover. The Palais des Papes is the 9th most visited building in France behind the buildings in Paris.
- With 610,000 visitors and a 35% increase in the number of visitors between 1992 and 2007, the *Palais des Papes* has to some degree pulled the strings in developing cultural tourism in Avignon, injecting enthusiasm for the city's other buildings and museums (in particular the *Pont-Saint-Bénézet* or "*Pont d'Avignon*" made famous by the well-known song.).

▶ **Avignon's cultural offering is disproportionate to the size of its population. Funding presents a challenge for the city.**

- Avignon boasts a cultural offering equivalent to that offered by a city with 300,000 inhabitants. By way of illustration, Avignon is the only French city with less than 100,000 inhabitants that has an opera house. This establishment has a capacity of 1,240 (or 1 seat per 75 inhabitants, compared to 1 per 147 on average for the 25 members of the ROF Reunion of Operas in France to which it belongs).
- The financial capabilities of the district of Avignon are representative of a very small city. Avignon subsidises associations (half of which are cultural) up to 10 million Euros, the opera up to more than 5 million Euros, approximately ten theatres (up to approximately 300,000 Euros for each one), the School of Art...

The entertainment sector is historically known for employing people in PACA, and this is particularly true in the performing arts sector

▶ **The performing arts sector² plays an especially dynamic role in PACA**

- In 2003, the performing arts sector in PACA accounted for more than 9,000 establishments and 14,000 professionals in the private sector.
- At the regional level there are :
 - more than 400 festivals and 1,700 artistic groups,
 - more than 50 businesses in phonographic production and 80 recording studios
 - 3,351 days of shooting for 160 films, this therefore ranks PACA as one of the leading regions in this field.

▶ **In terms of the employees working in the entertainment sector in France as a whole, the PACA region employs 6.8%. It is the third region for providing work to the workforce in this part of France. In 2001, the region employed 8,139 contract workers (who may or may not be compensated).**
(données 2001)

	Professions in entertainment	Entertainment sector	
		Performing Arts	Audiovisual
PACA	6,80%	8,10%	3,80%
Rhône-Alpes	7,30%	8,60%	5%
Ile-de-France	48,90%	41%	68%
Other regions	37,00%	42,30%	23,20%

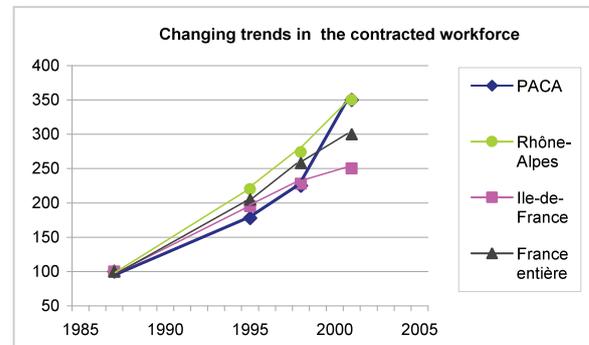
Source : 1999, Insee RGP 99 / DEP

² The performing arts include : theatre, music, dance and audio-visual production: cinema, television, radio
Forum Avignon 2010
Case study: Avignon

- ▶ The performing arts and artists leave a profound footprint on employment levels in this field:
 - Artists represent more than half of the jobs in the entertainment sector in PACA (54%), compared to 43% nationally
 - The power of the performing arts sector is more significant in the PACA region than in other regions (76.6% of employees in the entertainment sector, compared to 60.1% nationally)
 - The audiovisual sector carries less weight, but the PACA region still remains the 3rd region for employment in this sector.

▶ **Growth in the entertainment sector has skyrocketed.** Between 1987 and 2001 the number of contract workers multiplied by 3.5 (compared to 3 at the national level). The workforce has increased by +56% since 1998 (nationally: +17%).

▶ **However this growth is unstable.** For the last 15 years, professions in the entertainment sector have had to face increasing job insecurity. As a result it appears that the volume of work and the annual wage have not grown as much as the workforce. In France, the volume of work and the total wage bill have experienced more moderate growth levels (multiplied by 2) than the actual workforce itself. As a result the number of days that a contractor works has dropped (-35%) in addition to a drop in the average wage (-29%). The average term of an employment contract has dropped from 20 days in 1987 to just 6 days in 2003. Artists in particular felt the full force of these destabilising factors.



Cultural tourism is a major sector in Avignon, which has felt the effects of the economic crisis since 2008 and which has to face increased regional competition

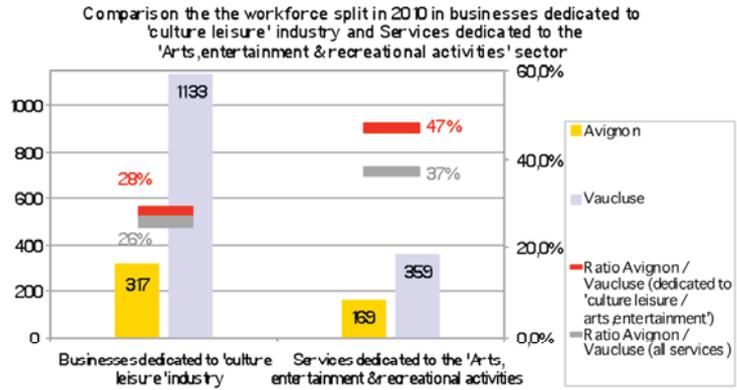
- ▶ **In Avignon, culture and tourism go hand to glove.** The city is typified by an urban, cultural and business tourism. Cultural tourism in Avignon has three main characteristics:
 - A high proportion of international tourists
 - The strongest hotel, leisure and business facilities in the *département*
 - A « short city break » destination outside the festival season
 - These three characteristics form part of the branches of tourist activity that were worst hit in 2009, which explains why tourism is faltering more so in Avignon than in the rest of the *département*. **Nevertheless, the appeal of its places of interest and huge events (In and Off festivals, Cheval Passion- horse exhibition and equestrian event...)** has led to maintaining a **satisfactory level of tourism**. The only sector experiencing a consistent increase in the number of visitors, festivals and events in 2009 witnessed an upward trend. These benefit from strengthened numbers of local attendees but also from the new trend to look for places where there are regular 'festive' activities, or else periods where such activity is concentrated and also from festivals being held locally.
- ▶ **In spite of unfavourable economic conjecture, the region of Vaucluse remained a leading tourist destination in 2009**, illustrated by the 4.4 million visitors recorded as having attended organisations and staying in tourist accommodation. Tourism is ranked in 2nd place in Vaucluse's economic activity sectors. In 2009, Vaucluse saw a general drop in the number of tourists estimated at -3%, with a net decline in foreign visitors (with the exception of the Belgians). The number of French visitors remains stable. This sector can at times be difficult to comprehend: it is cross-disciplinary and is made up of many industries. In addition, it is fragmented (thousands of small organisations) and constitutes many label networks and distribution networks. The average tourist nowadays tightens the purse strings.
- ▶ **Regional competition in Provence-Alpes-Côte d'Azur, is becoming increasingly stiff, particularly in terms of cultural offerings.** Avignon enjoys a strategic geographical location at the juncture of two attractive, dynamic regions that are open to the international market (the Rhône valley and the Mediterranean arc), having facilitated a positive level of economic growth, diversified and dominated by trade and logistics (economic activities which capitalise on these influxes).

Avignon is Vaucluse's main employer in the cultural sector, and is home to a quarter of businesses and companies dedicated to the 'Arts, entertainment and recreational activities' in addition to 'Culture and leisure activity'.

- The population of Avignon equates to 18.5% of the total population in this *département*. However, the city utilises a third of the *département*'s resources in the cultural sector:

- the workforce employed in businesses dedicated to the 'Culture and leisure industry' amount to 28% of the *département*'s total workforce³

- The workforce employed in services dedicated to the 'Arts, entertainment and recreational activities' sector represent 47% of the *département*'s total workforce². That can be explained due to the city's stance on the promotion of cultural activities such as festivals.



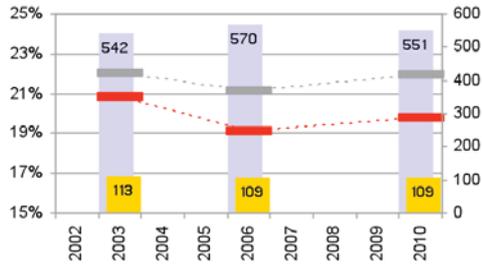
- ▶ This yield is lower when referring to distribution/broadcasting organisations (stores and businesses) amongst them, and not the workforce, and it becomes comparable to the ratio against the population. In fact, in 2010, businesses offering services in 'Arts, entertainment and recreational activities' represent 20% of businesses in the *département*, whilst stores dedicated to 'Culture and leisure ' represent 28% of business in the department.

- ▶ In the culture and leisure sector, Avignon plays host to a significant number of stores and businesses across its territory.

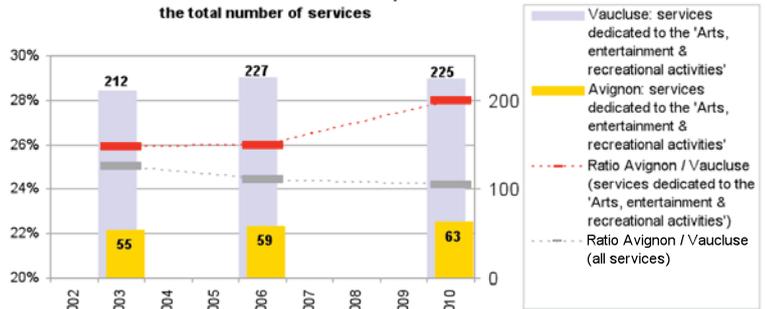
- The number of companies dedicated to 'Culture and leisuress' and businesses offering services related to the 'Arts, entertainment and recreational activities ' remained more or less consistent between 2003 and 2010 (2% growth in total). This growth is in line with growth in other sectors: the economic conjuncture in addition to tourist activity has a significant impact on these organisations.

- Businesses offering services in relation to the 'Arts, entertainment and recreational activities' taken in isolation come out better : they experienced positive growth (+2% between 2003 and 2010), whilst other sectors experienced a period of decline during the same period. This can be explained due to the overwhelming success of the festival and big events during recent years..

Comparison and changes between 2003 and 2010 in the number of businesses dedicated to 'culture and leisuress compared to the total number of businesses'



Comparison and changing trends from 2003 to 2010 of the number of Services dedicated to the 'Arts, entertainment & recreational activities' compared to the total number of services



³ Source : CCI du Vaucluse
Forum Avignon 2010
Case study: Avignon

Avignon's cultural strategy is in the midst of change, approaching its cultural strategy from a different angle, putting its stakes in its two historic cultural industries

- ▶ **Avignon aspires to maintain its current level of cultural offering.** Capitalising on its heritage, its theatre festival, renowned across the world, with its opera-theatre and its ballet, where pupils from the Conservatory may perform at a later date, Avignon would like to bear testimony to the fact that culture is also an important growth factor.
- ▶ **The cultural offering has been enriched and revitalised with a view to boosting cultural tourism:** through deploying new systems and new establishments (tours, audio guides, a new museum on the history of the construction of the *Palais des Papes*...) high-profile seasonal exhibitions (taking place in «*La Grande Chapelle* » in the *Palais des Papes*, for example).
- ▶ **The city supports the development of these two historical industries: the performing arts and heritage.**
 - The strategy deployed aims to utilise the Festival to raise the profile of the city's heritage in record time. Its purpose is to draw in even more people and professionals and to enhance the city's international renown (partnerships initiated with the *Corée du Sud*, Taiwan, the *Edinburgh Fringe* festival...).
 - One of the objectives is to develop the activity surrounding the Festival, spreading it out over the year. Therefore, there are other Festivals taking place dotted throughout the year as part of the cultural agenda: the *Cheval Passion* festival (120,000 visitors), the *Les Hivernales* festival (13,000 visitors)... In 2007 the festivals in the Greater Avignon area drew in 890,000 spectators.
 - In order to accelerate the development of the Festival, the creation of training, filing and promotional organisations is encouraged, so that this temporary event is underpinned by permanent organisations (citing the International Photography Festival in Arles, the International Comics Festival in Angoulême, the *Printemps de Bourges* music festival as examples) ;
 - The development of a training opportunity for professions in entertainment sector forms part of this strategy and aims to consolidate this industry as a centre of excellence: the creation of the ISTS (*Institut Supérieur des Techniques du Spectacle*/Higher Institute of Techniques in Performing Arts), which trains stage managers and technical directors, and the introduction of degrees related to professions in the theatre together have opened doors to stimulating creative competition in the field of performing arts.

With regard the heritage sector and museums, Avignon has deployed a cultural and touristic development strategy aimed at buildings and museums in association with RMG a company with a mixed economy. Putting its trust in this mixed economy business RMG (which has managed the conference centre at the *Palais des papes* since 1977) to oversee the *Palais des papes* historical buildings since 1991, then the *Pont Saint Bénézet* in 1999, and finally, the tourist information centre in 2005, Avignon established a single company to implement a dynamic and coherent policy that accommodates the public, organised activity, mediation and cultural events, as well as the conservation of the buildings and promotional activities. Significant effort has been put in to determine the quality of the experience for those visiting the buildings.
- ▶ **Avignon is now beginning to support other cultural industries and appears to be moving towards a diversification strategy.**
 - Playing host to the Lambert contemporary art collection in the contemporary art centre fits in as part of Avignon's scheme to support the Visual Arts sector.
 - Festivals of contemporary, jazz and blues music enrich the cultural musical sector with the Conservatory of music.
- ▶ As Fabien Strack, principal private secretary for Marie-Josée Roig, explains, **cultural tourism must foster development in cultural activity, but at the same time must also develop social cohesion amongst the population of the Avignon catchment area. Avignon's cultural tourism development strategy today revolves around three principal axes:**
 - **New technologies:** Avignon has made its mark recently by setting up companies specialising in New Technologies in Data Processing and Communication. Buildings and museums are, in this context, preparing to revamp their cultural content in a step by step fashion based on themes, so as to be able to market this content through multimedia platforms, therefore responding to new tourist trends and demands (websites, guidance systems loaded or suggested on the website).
 - **Policies to revitalise culture:** the development in urban tourism of short stay city breaks engenders stiff competition between cultural destinations. Those destinations that are able to rejuvenate the cultural offerings of its buildings and museums, through the introduction of enthralling events with international scope (festivals), will bear witness to growth in terms of the numbers of tourists and in terms of economic return.

- **Conserving heritage:** the number of tourists flooding in goes hand in glove with strong economic returns, which can free up enough funds to finance all or part of the work behind restoring buildings, as is the case with the *Palais des papes* and the *Pont saint Bénézet*. On the other hand, these ever-increasing influxes of tourists can in turn pose problems in terms of conserving spaces that are susceptible to damage which, beyond a certain threshold, are under threat. Controlling these influxes has therefore become a priority.

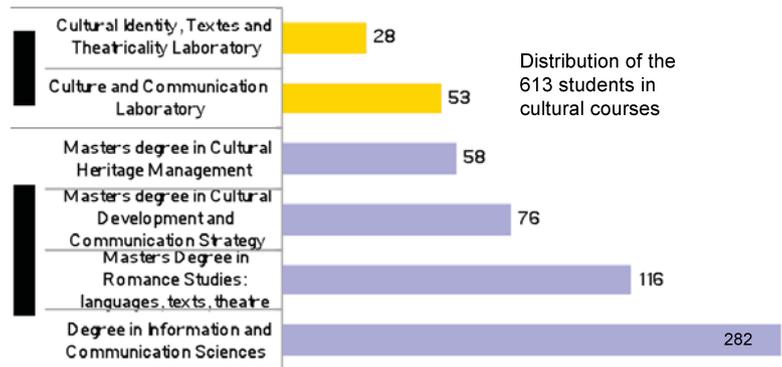
Avignon is seeking to give cultural development a second lease of life by building a strategy in association with the cities belonging to the same geographical area

- ▶ **Avignon's position in the population catchment area and in terms of urban activity in the Greater Avignon area constitutes an opportunity for the city of Avignon itself.** Certain cities in this geographical area are now getting closer to implementing common strategies towards creating jobs and towards developing major economic projects, coming up to par with their main competitors. Faced with large groups working in harmony based around Montpellier, Lyon, Nice, Aix Marseille, the elected officials in the Greater Avignon area have put forward an approach based on:
 - inter-municipal cooperation, bringing with it the opportunity to control public spending at the local level, paving the way for economies of scale,
 - uniting the towns, which brings with it the possibility of pooling together the most important resources needed to carry out these far-reaching projects.
- ▶ Avignon has subscribed to this approach within the Greater Avignon area since 2001 and now seeks to involve new towns in funding a cultural offering from which the entire catchment area can benefit. The idea of increasing the financial support awarded to certain events or establishments that effect the entire population of this catchment area is under consideration. This could give way to the arrival of grants, or to assuming full financial responsibility for certain costs (by way of illustration, the opera could be linked at the urban community level.).
- ▶ By way of illustration, the Greater Avignon region has assumed responsibility for the Conservatory since 2004.
 - Comprising three sites, home to 2175 pupils, this establishment is undeniably a cultural centre of excellence for cultural education, for dance as much as for drama and music. Today it exerts its influence over three *départements* and two regions. It has the most accomplished/ dance department in all of France with more than 670 registered students. The drama department is classified as a « pilot » scheme by the Ministry of Culture in terms of teaching dramatic art. These two sections, leading to a formal qualification, represent 40% of the total number of registered students. This way of managing at a inter-community district level has made it possible to benefit mutually from resources required to implement a more ambitious project:
 - investment of 10 million Euros (for redevelopment activities) in addition to 2.7 million Euros earmarked for building a 400-seat auditorium. One of the objectives of the Greater Avignon area was to decentralise some of the Conservatory's sites so that all the inhabitants of Avignon and its surrounding areas could reap the benefits from this high-end artistic teaching.
 - In 2009 the establishment was awarded the title « Conservatoire à Rayonnement Régional » (CRR) which is a Regional Conservatory for music and dance, by the Minister of Culture (the only city with less than 100,000 inhabitants to receive this honour amongst the other 37 French establishments classified as CRR)
 - The Greater Avignon area assigns 5.2 million Euros every year for the Conservatory's everyday operations, financial assistance which more particularly enables families from across the *département* of Vaucluse to take advantage of preferential rates for enrolling at the Conservatory.

One of the most important strategic axes at the inter-municipal level is the implementation of centres of excellence, with research into new ways of encouraging cooperation between key players

- ▶ One of the Greater Avignon region's goals is to develop a **policy for excellence in terms of artistic teaching, through creating a multi-site cultural centre**, proposing a wide range of artistic subjects, from courses for beginners to those achieving a *diplôme d'Etat*- a type of national university qualification. In addition, beyond this crucial project for a multi-site cultural centre, the city and its surrounding areas also aspire to **extend this policy to the fields of plastic arts and the audio-visual sector**, with particular reference to jobs in the arts linked to heritage and to promoting image awareness.
- ▶ Two areas today are demonstrative of the **collaborative strategy for developing sectors that excel in their field**: the Agroparc-Airport area (already engaged in collaborative development activities between the University, Research and businesses) and the Greater Avignon area which meet at the town of Courtine (a strategy built on three key development themes, including cultural industries).

- Cultural courses at the University bring together 613 students (approximately 8% of the total number of registered students.) The University has developed collaborations so as to secure its progression in the cultural domain, due to its « **Culture et Communication** » **Research Laboratory**, offering 2 masters and 2 PhDs (one of which is International). Today its aim is to **create modern and versatile profiles** (artistic yet supplemented with some science or commerce), and is considering the possibility of networking with other training organisations in the city, the purpose of which being to offer students from overseas a more comprehensive teaching environment rather than teaching that is only linked to one school.



Food for thought is the possibility of driving the major cities that are close by to join forces, with a view to accelerating the region’s cultural development:

- Avignon is geographically located nearby to other cities that enjoy a wealth of culture (Arles, Nîmes...). Joining forces with some of these cities would be a step towards building and offering a more wider-reaching cultural offering. Tangible projects between two or three cities could be the first stepping stone towards a cultural development strategy that stretches beyond these regions in isolation. Such a step would bring with it the integration of the region’s heritage within tour operator circuits, and would attract and retain a more significant number of tourists for the sustainable future.
- This alliance would also enable the areas to benefit from pooled resources so as to fund more ambitious projects that one city alone could not finance. Aside from the economic aspect, these projects would champion the development of social cohesion across the entire area concerned.
- In another domain entirely, the cities have illustrated their ability to lead collaborative projects. The football team Arles-Avignon is a prime example of this. This team draws together the populations of Arles and Avignon from a cultural perspective, and its recent promotion to *ligue 1* motivated the district of Avignon to invest in a football stadium.
- This type of alliance would more than likely throw the spotlight on local district initiatives and would also stimulate cooperation on projects related to infrastructures such as improving inter-city services and transportation networks.

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- ▶ Christian MICHEL, Chambre de Commerce et d'Industrie du Vaucluse (CCI)

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