

COMMON FUTURES



2021
COOPERATIVE
GUIDANCE
PLAN

Starting in 2020 and all throughout 2021, 52 people involved in various ways in the project at La Friche la Belle de Mai met in groups.

Together, they shared views and listened to one another, with the goal of envisaging the potential common future(s) of La Friche for the next 10 years.

These groups convened and continue to bring together: cooperative shareholders, inhabitants, residents, artists, representatives of associations, employees, and public institutions from diverse backgrounds.

Co-led and coordinated by cooperative shareholders and employees, the process required time. It brought the idea of a cooperative to life and a step closer to being reality.

As a result, this cooperative guidance plan was created.

INTRODUCTION AND PRESENTATION

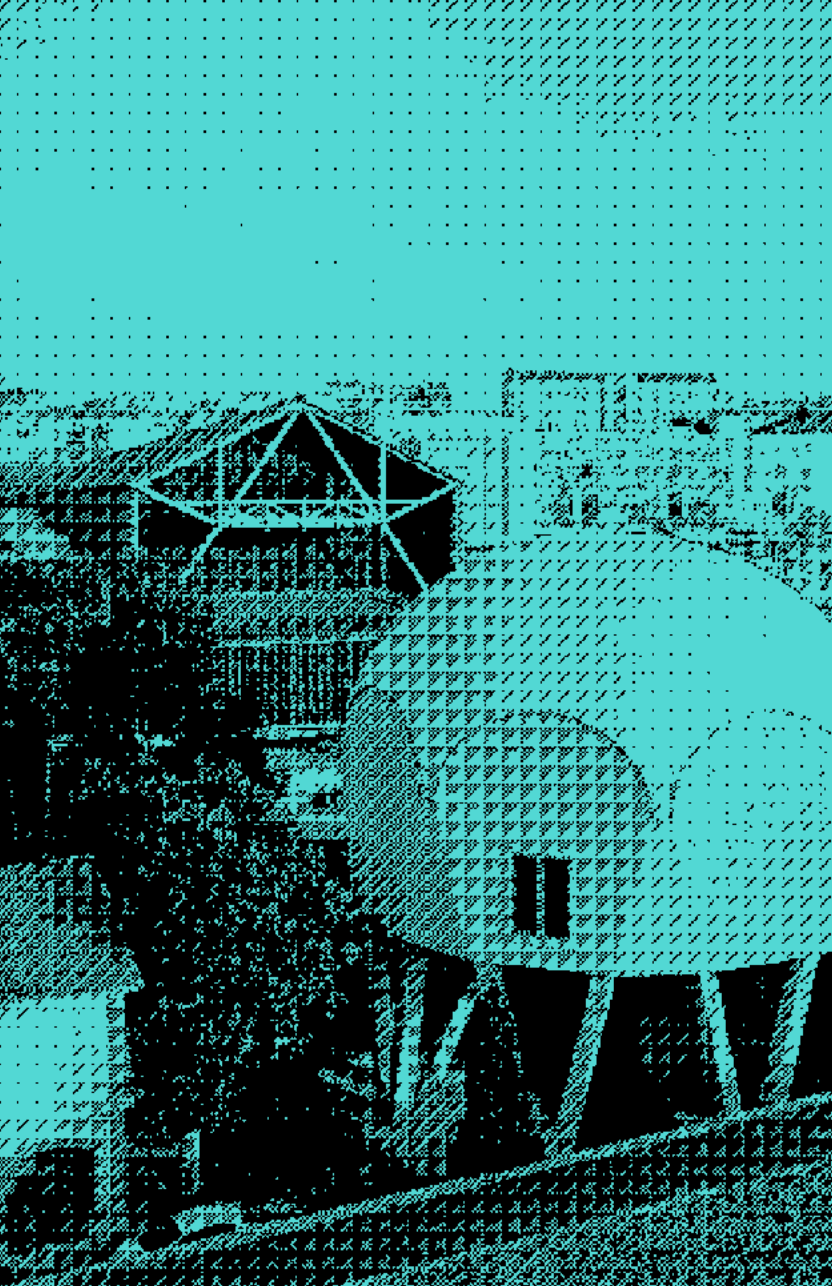
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**“IF YOU’VE
FIGURED OUT
LA FRICHE,
IT MUST NOT
HAVE BEEN
EXPLAINED
TO YOU
PROPERLY”**

as visitors who pass through its doors are
often told – a catchphrase from its founder,
Philippe Foulquié.

To explain La Friche is to take the risk of speaking about the present day with words of yester-year, because no sooner has a page been written in its history than it has already turned towards tomorrow.

It's true that La Friche is spurred on by a "complex organisation", the fruit of a blend — whether intentional or fortuitous — of individual initiatives that form a real-life artistic adventure; a collective matter.

Let's not seek to understand La Friche but rather let ourselves ease into its intricate entanglement of spaces, thoughts, actions, and political acts. Here, we share in the unheard-of, unpredictable, and unexpected.

For 30 years, La Friche has empirically created what is today called a "cultural hub" This has transpired through the accretion of the powerful creative wills that occupy it. There are 65 organisations that call its four walls home, accommodating nearly 400 people.

La Friche is one of the oldest "cultural

hubs" in France and so much more than this.

Each and everyone's wishes and imaginations had to be taken on board to transform and set into motion all 100.000 square metres of this boundless space.

La Friche is not one to be swept off its feet at the first flirtatious wink. You must take your time, contemplate, and sense the cultures that populate it before being invited to go along with its infinite possibilities.

From that moment, the windows and doors will fling wide open in this "cultural, societal and sustainable" project that speaks of today and questions tomorrow.

From then on, all those with an irrepressible desire to build a common future are welcomed with open arms. In fact, their participation is vital.

La Friche gathers up these energies to form a utopia that places the artist at the heart of the city, and sets the city in the artist's heart.

This is the momentum that public institutions share, and in which they join to provide support and guidance: the City of Marseille, the PACA Region, the French Ministry of Culture, and the Bouches-du-Rhône administrative department.

La Friche sets the tone as a model and example of governance that exudes diversity in its interactions. It is organised as a Cooperative Society of Collective Interest (Société Coopérative d'Intérêt Collectif, or "SCIC") where each person's vote counts equally, and where a flurry of ideas abound. It is endowed with freedom of speech and strengthened by each person's buy-in.

La Friche is a collective "WE".

This "WE" is a union of strengths and passions, the formidable sum and intertwining of echoes that radiate across all networks, disciplines, professions, audiences, media... The neighbourhood's inhabitants

and those across Marseille have all taken up the "WE". Joined in. Adopted the "WE". They are "Frichists" because they are what makes La Friche. Their presence, participation, needs, hopes and fears for the future appeal to our responsibility of being and doing with them, and for them.

To continue our collective march forward, we have come up with and written out this new cooperative guidance plan for La Friche la Belle de Mai. It will expand and extend the participatory undertaking that the previous directors, their teams, and the entire Friche community have implemented since 1992. It is around this new direction that the "WE" will deploy our DESIRE FOR A COMMON FUTURE here, in our neighbourhood, in Marseille, and beyond.

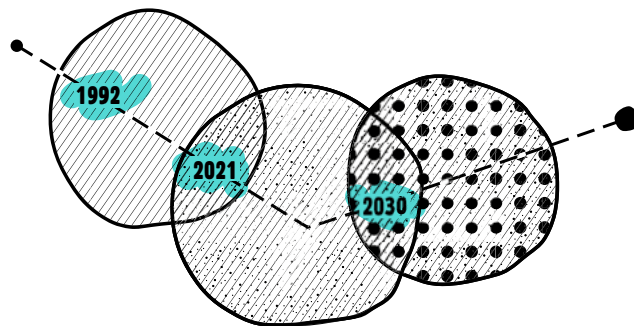
Marc Bollet

Chair of the SCIC La Friche la Belle de Mai

What's the CGP all about?

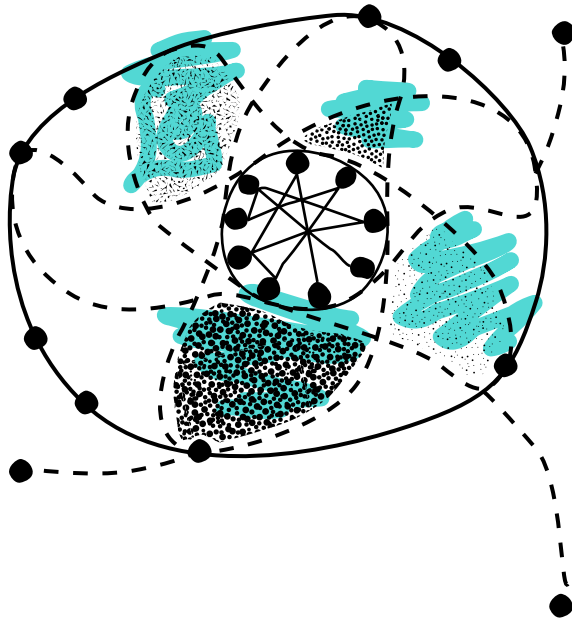
A cooperative guidance plan sketches out a collective future based on cooperation.

Recognised as a pioneer in a movement which, today, is founding places committed to giving art and culture a permanent place in local communities, La Friche la Belle de Mai carries the responsibility of showing and leading the way. Thirty years have been interspersed with many experiments developed by a community of active participants, uncontested recognition from institutions, high expectations from the Marseille area, and are what give La Friche a singular destiny.



In all 52 stakeholders from La Friche project have committed to this responsibility: directors, cooperative shareholders, resident non-members, employees of the cooperative, financial partners, and neighbours from La Belle de Mai district threw themselves wholeheartedly into writing this cooperative guidance plan, to do their part in building La Friche of the future.

Beyond defining the main lines of programming, the challenge was implementing a process that, by building a common culture for cooperation, would also serve as a catalyst in regenerating La Friche's project. It was also about giving these active participants, cooperative shareholders, and users of the space the opportunity to imbue the project with an exemplary nature both inspirational and infinite, playing on the “*dialectic of invention and imitation*”. (Joëlle Zask, philosopher).



La Friche is dotted with a rich ecosystem from which to draw – both within and without – from the mainstream and from the fringe, from art and culture. It pursues the experience of being a manufactory of cooperation, rising above the interest of the individual and tending towards a common, higher interest.

This orientation scheme is therefore the result of collective energy that is resolutely creative, that looks to a desirable future – one that we hope to have traced out the contour. A fierce, modern and open ambition is inspiration for those who endeavour to keep it alive, just as much as for public authorities.

It's an approach to cooperation with high expectations, deriving from the will to share intentions and knowledge, to produce principles on how to function collectively, to liberate the power to act, and to construct processes for assessment and capacity building.

And finally, it's the path to making space for the values and the challenges defined in La Friche's Manifesto.

MANIFESTO FRICHE LA BELLE DE MAI A POLITICAL LAB

In a time of upheaval, with choices to make, will partners of art, culture and social matters know how to capitalise on a lab like La Friche? It is urgent that public and private, associations and individuals, join forces in their efforts to meet the challenges with which we are confronted.

La Friche la Belle de Mai is already in action and mobilised to go farther.

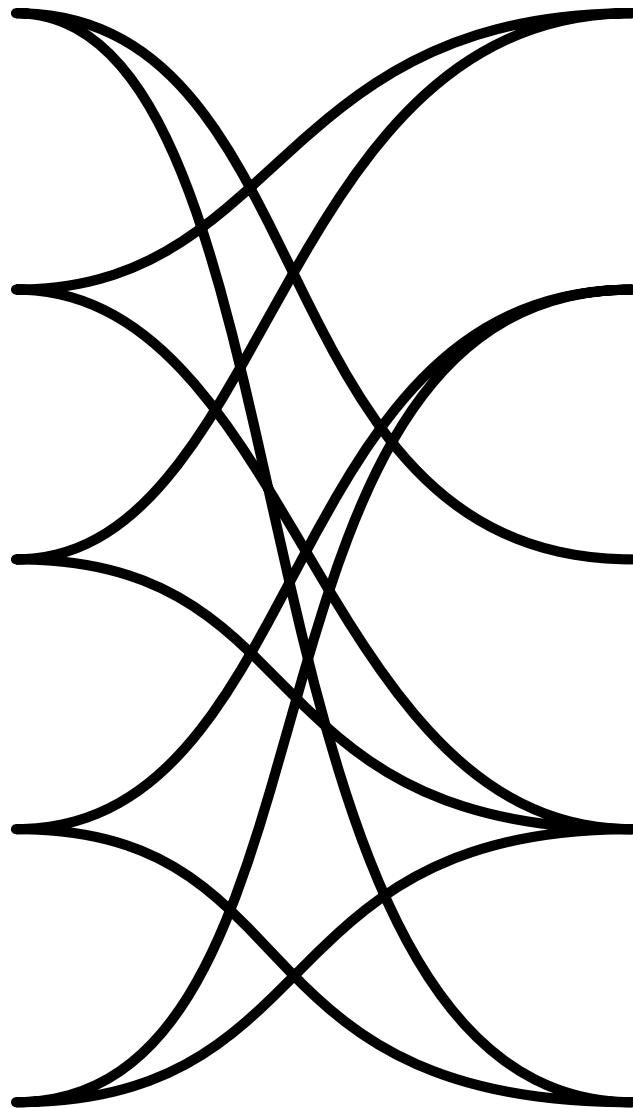
The world is undergoing major transformations: technological, ecological, migratory, demographical and urban, but also structural changes, by way of new modes of emerging social organisation and communication. Our communities, especially those around the Mediterranean, are ever more fragmented, and prey to extreme social violence, fear of the future, isolation and destabilisation of democratic values. Ever higher walls are going up between the world's citizens.

It is against this backdrop that La Friche endeavours to bring the necessary clarity and watchfulness to shed light on such realities and mutations, in order to contribute, along with all players in civil society, to co-constructing a common future that is protective of all. The creation and experience of art are part and parcel of the liberating forces that aid in deconstructing the representations that we are assigned, which bind us both individually and collectively.

La Friche is a political experience, a place for thinking, in which "doing and making" renews the relationship of art with a territory, with society, and with the world. The founding intuition, which put forth out-of-the-ordinary experimentation by passing time in its vast, neglected expanses, gave rise to unclassifiable forms and to never-before-seen projects. La Friche skilfully pulled together false steps, and, above all, the indisputable illuminating force to forge ahead in search of new practices and new uses.

The multitude of these artistic strokes, sustaining discussions and confrontations – at times even clashes – are just as many blades of unruly grasses that pass on their folly and surpass their own capacity to venture out into another unheard-of experience, that of the collective, an exercise in plural and complex intelligence. La Friche considers itself to be a wider community that includes people active in the arts, education, social work, training, law, and the economy, as well as users of the space, institutions, and the whole of civil society. It places young people at the heart of its story, with a desire to listen, meet and empower. Because La Friche is for everyone, it is a boundless space that invites each one to share their desires and concerns, to question today and ponder tomorrow.

Unruly grasses are infectious and full of life. Today, they are pursuing a collective way to explore how to think up and make art. They want to take cooperative governance



yet further, to invent forms of socialisation for new models of empowerment. La Friche dreams of being a lab that experiments with building a more openminded and more enlightened society. With the artistic experience as its starting point, La Friche expresses the desire to cultivate humanism, and test out the question of democracy. Its political movement is maturing and spreading.

The Cooperative Society of Collective Interest (SCIC) is the place where these challenges meet, which is to say where the unifying values from this living matter are recorded, where paths are laid out and intersect. It is the driving force of the momentum, of this participatory movement. Multiple, indecisive, polysemous and intuitive, La Friche has arisen from a lack of definition that is also its strength.

La Friche la Belle de Mai covers
a territory  of 100.000
square metres loaned by the City
of Marseille  to the Belle de Mai
Cooperative Society of Collective
Interest within the scope of
an emphyteutic lease. This large
multipurpose public space is home
to galleries , theatres ,
a cinema , artists' studios
, a bookshop , a childcare
centre , training facilities ,
shared kitchen gardens ,
urban recreational sports areas
and playgrounds, ,

a cafe-restaurant , and more. 
Sixty-five organisations   
employing  350 permanent  
 staff members have taken up
residence here, as well as freelance
entertainment  industry
professionals and contract staff 
 who head up far-reaching public
service  and general interest
missions in social  and cultural 
mediation, artistic creation, or arts
education.  They organise around
600 annual events   attended
by upwards of 500.000 visitors  
yearly.  

30 years together, samples of a common narrative



HOW CAN WE LIVE
TOGETHER?



CULTURAL EVENTS



OPENING PROGRESSIVELY
TO VARIOUS AUDIENCES



+ A FEW ANECDOTES

La Friche
is a river
formed by
3 streams

*“They say that you
never swim twice in
the same river. It’s the
same way here, you
never step in the same
Friche twice.”
Claude – 2021*

1992



The *Système Friche Théâtre* (SFT) directed by Philippe Foulquié, also founder-director of Théâtre Massalia, and Alain Fourneau, director of the Théâtre des Bernardines, arrived within these four walls. They took up residence in the twelve-hectare former tobacco factory overlooking the Belle de Mai working-class neighbourhood.



MUSIC
First *Marseille Rave - Rave Atomix* by DJ Jack from Marseille.

CREATION

Le décapité récalcitrant, a show by Jean-Pierre Larroche... to attend, the audience entered La Cartonnerie and La Friche spaces aboard an actual train.

1993



CREATION
Creation of *Adam quoi?* by Armand Gatti, a foundational theatrical work of gigantic proportions (16 hours long), bringing together both professional and amateur actors, who took an active part in La Friche and the city.

DIGITAL ARTS

Imagina, First public festival of computer-generated images in France.

1994



JOINT CREATION
creation by Lucien Bertolina on the SEITA factory cigar makers, entitled *Il était une fois une acuité odoriférante*.

CONTEMPORARY CIRCUS

The Théâtre Massalia hosted the *Cirque du Docteur Paradis*, the first contemporary circus in Marseille. Théâtre Massalia is the leading producer at La Friche, well-known in France and abroad for its spirit of openness and innovation. It and focuses on productions for youth and the general public.

1995



Jean Nouvel becomes chair of the association and gets involved in the development of this industrial wasteland unique in all of Europe, with his *Projet Culturel pour un Projet Urbain*.



Inauguration of the *Cyb.estami.net*, the first cybercafé in France.



READINGS

A night of readings of Charlotte Delbo's poems on the theme of resistance. Delbo was a writer, poet, and assistant to Louis Jouvet.

MUSIC

First *Logique Hip Hop* performance organised by AMI, IAM and SFT in the AMI studios and throughout La Friche la Belle de Mai.

1996



JOINT CREATION

Bassens, Support Cité by Malik Ben Messaoud with the participation of Richard Ray Whitman, Joe Dale, Tate Nevaquaya and residents of the Bassens housing project.

1997



MUSIC

Release of the IAM's third album, entitled "*L'École du Micro d'Argent*", recorded in part in the AMI studios.

1998



DANCE

The Marseille *Objectif Danse* programme *On The Edge, Risquer le vide*, improv festival with Steve Paxton, Lisa Nelson, Mark Tompkins, Vera Mantero, Julien Hamilton, Nuno Rebelo... full of performances, jam sessions, master classes, video nights, and concerts.

1999



Founding of an employer working group ("GIEQ") focused on jobs in culture that would remain active until 2005.

This working group was a tool that made it possible to have an impact on how employment and new trades (such as mediation) were developed and fleshed out, as part of an approach to professional integration.



ART INSTALLATION

Groupe Dunes created the *Vous êtes ici* installation on the future rooftop terrace.

2002



Patrick Bouchain facilitated work with institutions and residents, alongside the board of La Friche. Matthieu Poitevin

develops an initial draft of the *L'air de ne pas y toucher* guidelines.



INTERNATIONAL SYMPOSIUM

Les Nouveaux Territoires de l'Art, an international conference, brought together nearly 2,000 people – from the likes of Michel Duffour to Paul Virilio, Jean Nouvel and Edward Bond, Aminata Traoré and Fazette Bordage.

2004



ONGOING ACTOR'S STUDIO WORKSHOP

Starting in 2004, François Cervantès and his company "l'Entreprise" opened the doors to an ongoing workshop for professional actors, not affiliated with any school, to share their reflections on the art of acting. As of 2014, about a hundred artists had gone through this space: writer-directors, producers, actors, scenographers, composers, musicians.

2005



Drafting of the new Master Plan: *L'air 2 ne pas y toucher*.



JOINT CREATION

Composer Nicolas Frize was invited by the radio station, Radio Grenouille; First Friche-wide collab with mobilisation of various producers.

FILM

Lieux Fictifs produces Jimmy Glassberg and Joseph Césarini's film, *9m² pour deux*, the result of a cinematographic experiment carried out in prison environments.



A chromatic dinner thought up by two artists in the historic exhibit "Viewer and Participant" by Michel Auder.



The police and the stations we called would only come in exchange for passes to events.



VISUAL ARTS

Enlarge Your Practice, a monumental exhibition spread out over 2.500 m² of La Friche. Contemporary to MTV's "Jackass" show, as well as online gaming networks, car tuning, and fan fictions that abounded on the 'net. The exhibit, unique in its usage of La Friche spaces (show venues, galleries, "cathedrals") contributed to making visual arts a real focus at La Friche.



The artists Tixador and Poincheval, still a team in 2007, shut themselves in for 3 weeks in individual cells built for the exhibit in the first show venue, each one with its own sink and toilet. Twice a day they got meals of unperishable food served on a tray shoved through a slit in the cell's door.

2008



URBAN PARKOUR

Two days of acrobatic, dizzying parkour itineraries across the rooftops, leading participants on a peculiar urban hike (involving getting up on the roof, crossing monkey bars, taking a zipline, etc.) that was guided by rock climbing specialists.



The *Jamais 2 sans 3* master plan continues on from *L'air 2 ne pas y toucher*.

2009



Matthieu Poitevin-ARM and Constructo design and build the skate park over top of one of the faults in the site. Artist Lionel Scoccimaro installs the work *Skateboarding is not a crime*.



IN SITU ARTWORK

On the roof of the Tower building, Bruno Peinado was commissioned by La Friche, the City of Marseille and the Ministry of Culture to create a work called *Sans titre, Le gris du ciel*.



A sculpture of an immense cube of ice that flooded the lower offices in 2009 because of cracks in the tower floor.

2010

Marc Bollet becomes Chair of the SFT (then in 2013, Chair of the SCIC).



FESTIVAL

Marsatac, the electronic music festival, is held all throughout La Friche, in 360° and all dimensions.

2011

Alain Arnaudet succeeds Philippe Foulquié and takes over general management of La Friche la Belle de Mai.



Récits d'arbres coupés (sic) "Stories of cutdown trees" to send a pirate ship a sailing on flatbed lorry (still in Marseille).



The start of a period of extensive rehabilitation works. On this occasion, the Marseille Objectif Danse company puts forward *La Friche dedans/dehors*, a key event to mark the beginning of the works, with performances/installations from Daniel Larrieu, Martine Pisani, Mark Tompkins, Eva Meyer Keller, Groupe Dunes.

2012



Inauguration of the childcare centre at La Friche: Klara, Gino, Emy, Melvil, Leya, Rayan, Zoé, Maryam and others take their first steps at school!



A WEEKEND WITH NO SHUT-EYE

48h Chrono: arts-related programming entrusted to Erikm - 2 full days and nights to listen, look, savour, discover, amble about, exchange views, share... and stop time at La Friche.

2013

Marseille Cultural Capital. La Friche is one of the five noteworthy sites in Marseille.



Inauguration of the new gallery spaces in the Tower and the Panorama, a space hanging 12 metres high off the ground, and cantilevered on the aerial rooftop terrace (ARM - Matthieu Poitevin),

and of the Petit Plateau and Grand Plateau show venues (Construire-Sébastien Aymard); respectively 150 and 372 seats.



Merging of SFT, the founding association, with the SCIC. From then on, the SCIC would hold all the cards.



MP2013 (JUST A FEW OF MANY)

This is not music

An arts-related project revolving around urban cultures that took multiple forms: exhibits, concerts, film, and urban sports, put on by La Friche and Cabaret Aléatoire within the framework of the MP2013.

Cuisines en Friche

A culinary project with fine dining outdoors under a marquee, workshops, culinary shows and concerts, and construction of the Grands Carrioles.

The Butcher

banquet-performance by Joep van Lieshout for around 500 people on the rooftop terrace.



In some tucked-away spaces of La Friche, a faint odour of tobacco still remains, the memory of what La Friche was in bygone days.

2014



YOUTH AUDIENCES

En Ribambelle! is adapted by Théâtre Massalia, in association with La Criée playhouse - CDN de Marseille.

CINEMA

Inauguration of the new Gyptis cinema. First showing: *Rebelle*, by Mark Andrews and Brenda Chapman.

VENDETTA TATATA

Le Dernier Cri put on the first international fair on serigraphy and micropublishing.

2015



The IMMS, Mediterranean Institute of Performing Arts, was set up at La Friche continuing on from the years that the regional actor's school in Cannes had already spent on the site. The Pôle Arts de la Scène, a platform for coproducing performances, was also created.



Following on from the skate park, a playground designed by Matthieu Poitevin-Character Spécial is built at the entrance of the site.



IN-HOUSE EXHIBIT

Gilles Barbier, artist-in-residence at La Friche since 1993 and founder of Astérides, exhibited his work in three of the galleries. It was entitled *Echo Système*.

CITIZEN ART DAY

Prière de Déranger! brings together more than 60 artists and 2,000 people at La Friche for a day held in defence of artistic liberty against the far right: performances, talks, mobilisation and celebration were all on the agenda!

2016



Launch of the participatory social habitat project (until 2017) involving the SCIC, the social housing landlord Sud Habitat, *La Belle ensemble* neighbourhood resident association, and architect Kristell Filotico, developed and designed as a collective movement. Project not realised.



MASSILIA AFROPEA

The brainchild of Eva Doumbia, it was a weekend all about Afro-European culture in France comprised of encounters, workshops, debates, readings, performances, a natural beauty fair, food... With the participation of Maryse Condé, Penda Diouf, Rokhaya Diallo...

2017



Caractère Spécial opens *Le Module*, a studio for contemporary musical creation on behalf of the GMEM, which moves in to La Friche.

2018



VENICE!

La Friche and nine other "Infinite Places" are invited to represent France at the Venice Biennale, International Architecture Exhibition by architecture firm Encore Heureux. Jean Nouvel and Patrick Bouchain, former chairmen of La Friche, take part in the opening conference.

HIP-HOP

AMI and Radio Grenouille launch *Hip Hop Society* as a co-production along with MP2018 and the SCIC.



Starting point for consideration of a pedagogically-innovative public elementary school for neighbourhood children at La Friche. Project underway.

2020



The ball gets Getting the ball rolling to write a new master plan.

2021



Creation of the Fabrique de Territoire within the SCIC as a consortium between AMI, ZINC and Radio Grenouille.

The Champ de Mai is built. Dreamt up by architect Kristell Filotico and landscape designers from Atelier Roberta, it is both a semi-underground parking and a modulable public esplanade that can be transformed into living quarters and an event venue.



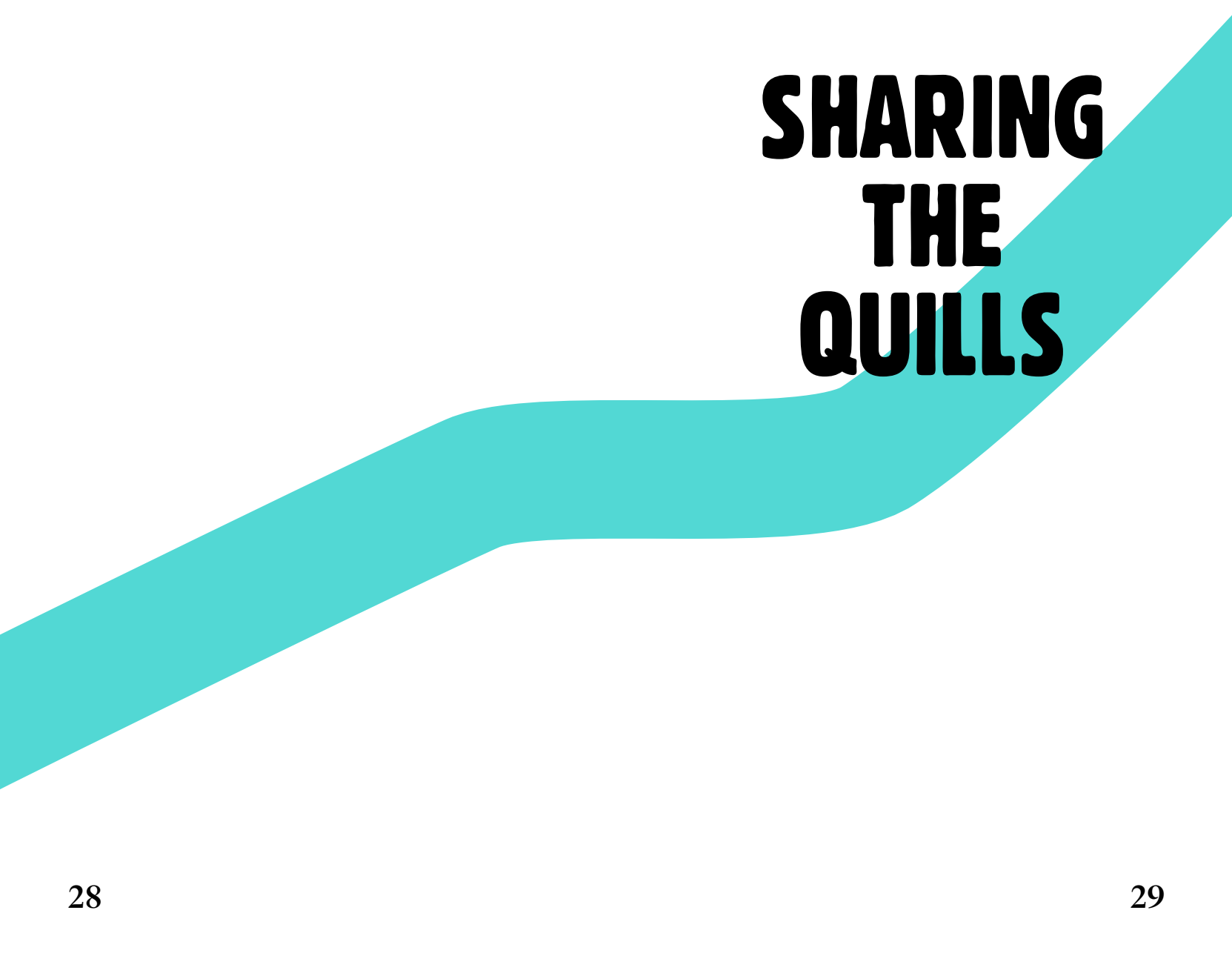
YEAH!

Triangle-Astérides, active at La Friche for 27 years through residences and exhibitions, is designated a noteworthy national centre for contemporary art.



BIENVENUE!

12 people, including 10 employees, become members of the SCIC.



SHARING THE QUILLS

**From a journey
of introspection
to project into
the future**



**FRICHE, WHO
ARE YOU?**



**FRICHE, WHAT
IS IT YOU WANT?**

In public policies, as in the world of business, dynamics of cooperation and ecosystem – in other words fostering interaction between the various spheres of interest for a common higher purpose – are pillars of new organisational models, facilitating how space is made for art and culture in our society and local communities.

It's with this perspective in mind that a field of study and "research-action" was opened up with research professors Isabelle Horvath and Gaëlle Deschamps, in order to bring to light the cooperative potential within La Friche and cut new paths that would make it possible to build a culture of cooperation, together.

This study examined the reality of cooperative practices at La Friche. A survey was conducted by interviewing the various in-house players and La Friche stakeholders such as residents, employees and cooperative shareholders, to measure the interactions that were on the line. The goal of this study was also to put into perspective main avenues for improvement and transformation, on the scale of a place of unusual proportions (100.000 m² of developed spaces, 65 resident operators, 400 workers).

One year of research and 31 individual and small group interviews led to generating a constellation of 2.492 testimonials. Establishing a dialogue between these allowed feelings, impressions, sensitive or political words and topics – as well as concerns – to be teased out (see pages 36 to 42). This set of subjective points of view provides the means for identifying the big questions on various topics, ones that are likely to define future challenges and issues that would reinvigorate the collective dynamic within the scope of a cooperative guidance plan.

The accounts indiscriminately bring up various topics: the porous nature of La Friche in relation to its setting, the connection with the outside world, the place of people within the system, the relationship of the cooperative to the rest of the ecosystem, the breaking down of (or interaction between) the activities, multiplicity and complementarity, the role of art and artists in place creation, the relationship with the institution, the sense of belonging to a community, the place that possibility and experimentation hold, the link between centrality and periphery, invisibility and the value of its impacts, the capacity to pursue transformation, regeneration of the economic model, defining rules, etc.

In short, there are a boatload of questions and countless projects to undertake, debates to get started, and orientations to lay down to collectively create new times

for La Friche. With the questions, comments and desires brought forth by Horvath and Deschamps' study as a starting point (from which a few sentences can be read in the following pages), groups were formed, which would work together on formulating mutual answers about the art, cultural, social project and plans for governance, operation and entrepreneurship.

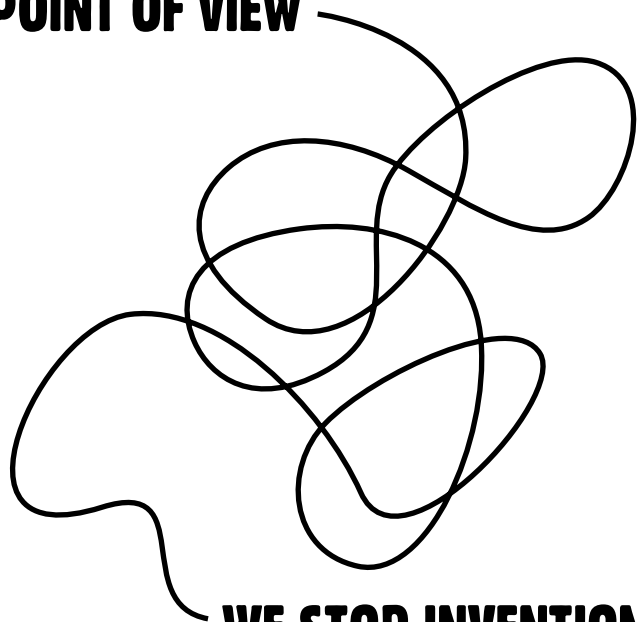
And so, that is how the process for developing the new cooperative guidance plan came about.

*“WE ARE
OFTEN
PERCEIVED AS
A BIG MACHINE
COMPOSED OF
A SUCCESSION
OF THINGS
WITHOUT
ANYTHING
LINKING
THEM”*

**“GOING
IN
ALL
DIRECTIONS?”**

*“THE
QUESTION
ABOUT THE
PLACE OF
THE ARTIST IS
WHAT SHOULD
BE AT THE
HEART OF
THE PROJECT
BUT IS LESS SO”*

**“IF WE THINK OF THIS PLACE
FROM AN INSTITUTIONAL
POINT OF VIEW**



**WE STOP INVENTION
IN ITS TRACKS”**

*“THE DAY THAT
LA FRICHE IS
ONLY ABOUT
PRODUCING
ART, INTEREST
WANES.
THE DAY
WHEN ONLY
PLAYGROUNDS
ARE LEFT,
INTEREST WANES”*

**“FROM
A POLITICAL PERSPECTIVE,
HOW CAN WE RESOLVE, BEING:**

A USER

AN OCCUPANT

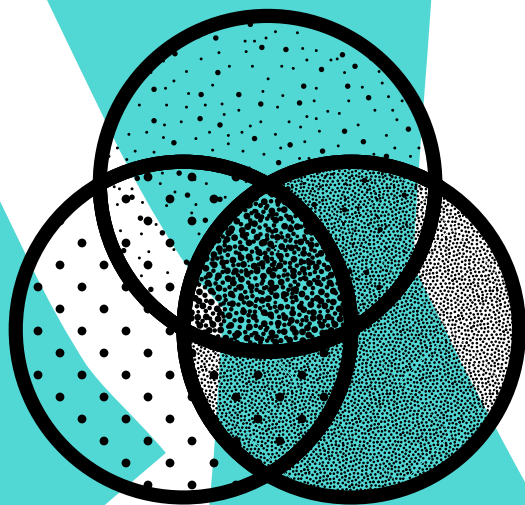
A LESSEE

**A DIRECTOR OF
A MANAGEMENT
ORGANISATION**

**ALL AT THE SAME TIME? THIS
EXPRESSES THE ORIGINALITY
AND THE COMPLEXITY OF THE
ORGANISATION”**

*“THE SCIC'S
VOCATION IS NOT
TO DEVELOP
THE RESIDENT'S
ACTIVITY, AND YET
SOME OF THEM
EXPECT THIS SORT
OF GUIDANCE –
WITHOUT EVER
DISCUSSING IT”*

Strengthening cooperative and collaborative dynamics



ORGANISING A DYNAMIC

The SCIC La Friche la Belle de Mai's governance is shored up by its general management and chairmanship, and revolves around its Board of Directors and General Assembly, split up into three colleges ("Management & Development" composed of resident-operator shareholders, "Contributors", including public funder shareholders, and "Community Relations", involving neighbourhood residents and individuals with key qualifications). Steering committees are added to the mix, in order to form the two governing bodies.

In addition, as soon as the SCIC was created, members of the board gave the impetus to form working groups that would support permanent staff on technical topics (parking facilities, facility management, finance, and so on). Working groups would also give input on major developmental questions such as plans to create an elementary school at La Friche. Finally, on interdisciplinary art-related topics involving co-production and coordination processes (48h Chrono, Africa 2020 season, fall contemporary art programme, On Air), the SCIC took the initiative to set up meetings.

EXCHANGING VIEWS TO PAVE THE WAY TO BETTER COOPERATION

Stemming from their desire to see the cooperative principle through and to throw themselves fully into their roles as members of the cooperative, the Management & Development college meets once a month to share with one another and to make suggestions and proposals on La Friche projects. This is how the commissions that work on priority stakes identified collectively have come into existence.

Their vocation as commissions is to be vested in the issues and offer up solutions, thereby greasing the wheels of the working relationship between permanent staff, residents and cooperative shareholders. This is an important stake, an essential one even, as common as it is to observe the various governing bodies of organisations like SCIC, SCOP (French participatory cooperatives) and associations have difficulty understanding one another.

This dynamic was corroborated by the results from Horvath's study, which put a finger on the necessity of tackling a certain number of questions collectively. It enabled potential next steps to be imagined as follow-up to this process. For example, at the end of a seminar, the SCIC chair suggested that a working group come together to draft a cooperative guidance plan for the years to come.

THE COOPERATIVE PROCESS IS MATERIALISED THROUGH THE DRAFTING OF A COOPERATIVE GUIDANCE PLAN

Working groups on the cooperative guidance plan were formed following a call for expressions of interest that went out to all “inhabitants” of La Friche. This is how fifty-some people got involved in the collaborative drafting process (see list on page 91). Research professor Horvath, and lecturer accredited to supervise research at the University of Upper Alsace, was also brought in to provide the methodological approaches.

For more than a year, working groups developed concepts, thinking, intentions, recommendations as well as proposals for actions.

In March 2021 a seminar was held, during which the 50 working group participants came together to deliver the results of their work.

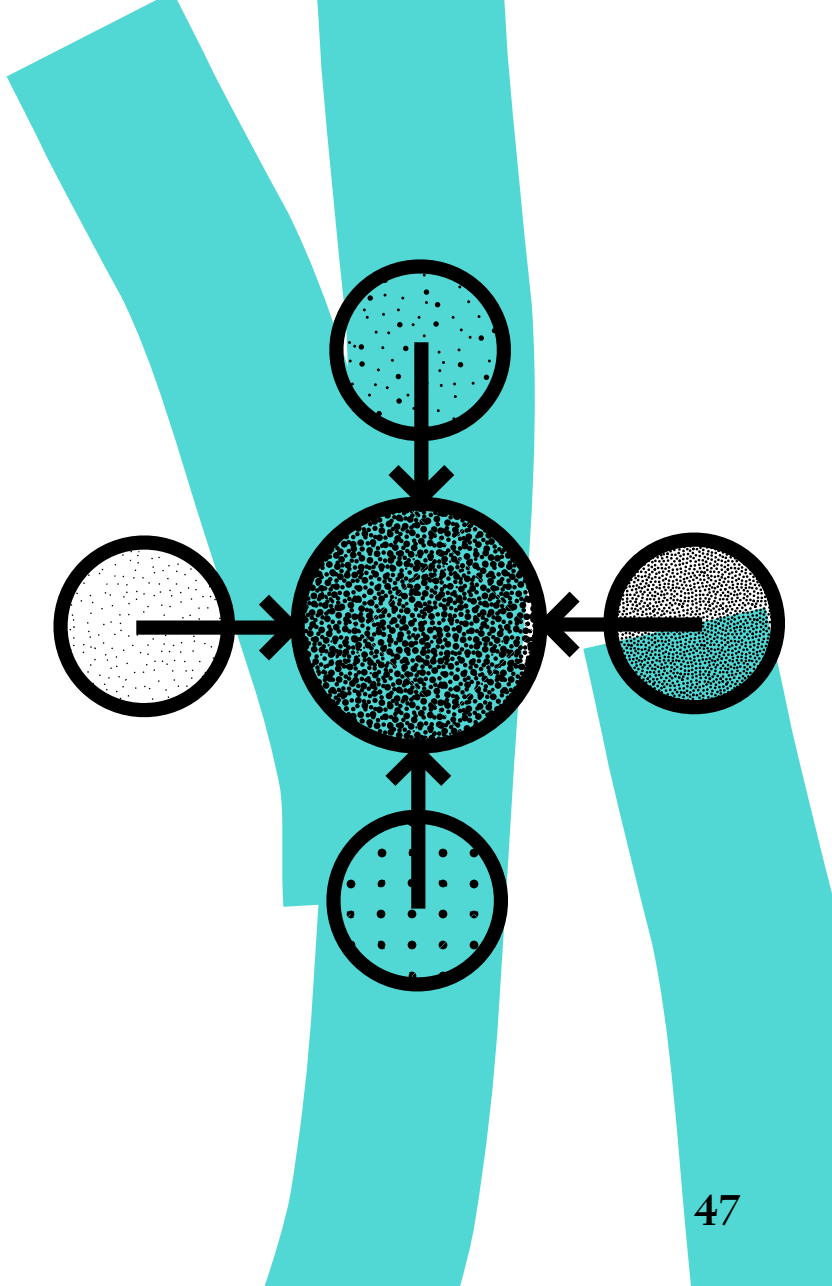
A workshop by Facilitator Marie Picard uncovered connections and collectively devised next steps. Philosopher Joëlle Zask also participated, sharing her impressions on each group's work. She also helped to articulate the links that some had with concepts she works with, particularly concerning participatory democracy.

For La Friche, the unique nature – and one quite rare for a cultural hub – of this joint process was forged by delineating independent and nesting circles. This way of functioning was made possible as a result of both intense involvement from a dozen people, and a strong, collective will to triumph over conflicts and manoeuvre around dead-ends, in order to overcome misunderstandings and existing barriers.

INHABITING THE SAME TERRITORY INEVITABLY BUILDS A COMMON CULTURE

Going beyond the structure and method used to make progress in the working groups, a quasi-organic operation has truly settled in, reflexes created, postures evolved, and conflicts surmounted.

What has been underway at La Friche la Belle de Mai for three years now, despite nearly 30 years of existence, is without equal in France. In spite of a measure of institutionalisation, this place – where around 400 people live and work daily – continues to be avant-garde. With this process and commitment to a cooperative project more than ten years, following on from the SCIC's creation, a new page is being written. It must set a precedent.



SCIC FRICHE LA BELLE DE MAI

BOARD OF DIRECTORS
13 members
GENERAL ASSEMBLY
42 members

3 COLLEGES

CONTRIBUTORS COLLEGE
2 members

COMMUNITY RELATIONS COLLEGE
17 members

MANAGEMENT & DEVELOPPEMENT COLLEGE
24 members

3 COMMITTEES

INFLUENCE & STORYTELLING COMMITTEE

SKILLS SHARING & POLICY COMMITTEE

PRODUCTION COMMITTEE

OPERATIONAL WORKING GROUPS

SCHOOL WORKING GROUP

PARKING/MOBILITY WORKING GROUP

SPACE USE WORKING GROUP

FINANCE WORKING GROUPE

GENERAL MANAGEMENT + STAFF

LA FRICHE'S RESIDENT WORKERS

"GREEN FRICHE" COLLECTIVE

GOVERNANCE

ROLE & OPERATIONALITY

ARTS, CULTURE, EDUCATION SOCIAL

CULTURAL ENTREPRENEURSHIP

PROJECTS

CGP

An abstract graphic on the left page of a spread. It features two large, irregular teal shapes. The shape on the left is a vertical band, and the one on the right is a wider, more complex shape. Overlaid on these and the white background is a pattern of black dots of varying sizes, creating a halftone or matrix effect.

A matrix for the years to come

A SUCCESSION OF MASTER PLANS

La Friche's nearly 30 years of history have been marked by a succession of individual and collective surges of momentum, of which master plans have both been the source and representative of the compilation. In 1992, *Hypothèses et tentatives d'artistes* set out the conditions for its existence and affirmation of how the artist is central to it. In 1995, chaired by Jean Nouvel, *Projet culturel pour un projet urbain*, known as the "PCPU", took over.

In 2002, driven by Patrick Bouchain and Matthieu Poitevin, *L'air de ne pas y toucher* took into consideration the architectural heritage, followed by *L'air 2 ne pas y toucher* in 2005. With *Jamais 2 sans 3*, these master plans progressively enhanced transformation of the site. In 2012, Marc Bollet, barrister and former chair of the Conference of Bar Chairpersons, took over chairing the SCIC, whose general management is entrusted to Alain Arnaudet. Together, they would pursue and augment the architectural and cultural programming capacities of the site, as well as its development up until now. In 2017, they updated the architectural master plan.

In 2020, they were the impetus for drafting a new plan, along with members of the board of directors.

A COMMON MATRIX FOR THE FUTURE

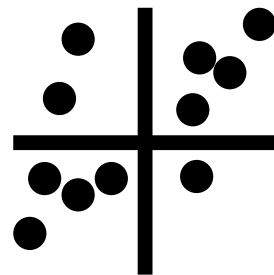
This document, from now on referred to as the Cooperative Guidance Plan (CGP), was drafted in spring 2021, when a new general management team was being recruited for the SCIC. It was the framework on the basis of which the team would carry out their duties beginning in autumn of the same year, and central to application and evolution of the plans. The new cooperative dynamic, driven by the efforts to create this document, would also be fundamental in bringing to fruition the ambitious transformations that it proposes.

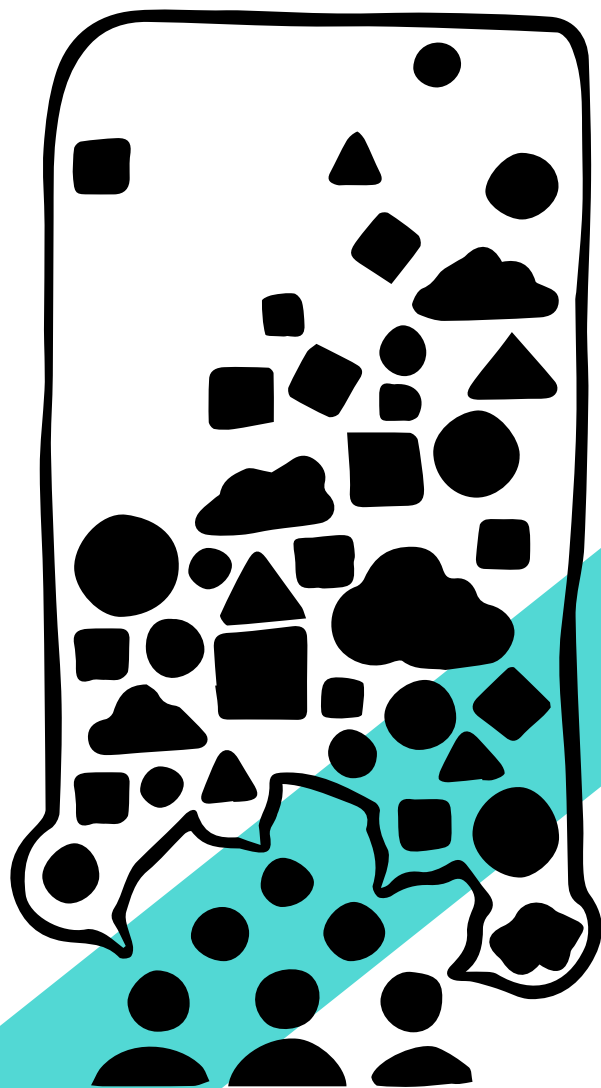
The colleges of cooperative shareholders and board members must be involved with the work to be done and the reorientations set forth by this cooperative guidance plan. New working groups had be set up, led by the management team. At the end of 2021, one was tasked with revising the articles of incorporation, following on from the Cooperative Governance working group's efforts. Others would pick up with drafting a charter and bylaws, setting up a project committee as well as a common narrative for La Friche la Belle de Mai, or the experience of a "laboratory of desires".

Groups will be created according to needs, at times, periodic. Within this plan, the methodology proposed for these informal management bodies will constitute a basis for fair and balanced cooperation between the active participants of the site. But this also stands to evolve in the future.

THE MAIN PREOCCUPATION FOR THE FUTURE WILL BE TO MAKE IT POSSIBLE TO FULLY WIELD THE NEW COLLECTIVE DYNAMIC,

intelligently with general management, and more broadly, in support of the management team on technical topics or major developmental questions. In particular, this entails cooperative shareholders and their representatives fully implementing cooperative responsibility.



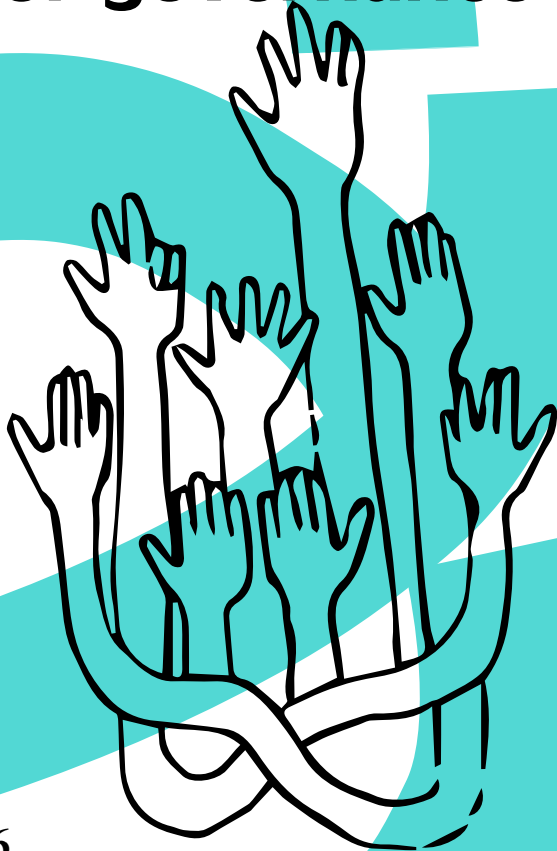


INTENTIONS AND PROCESSES

This chapter is the outcome of work by four groups that have endeavoured to examine, question, reinvent and make suggestions jointly over the course of more than a year.

*Through these four chapters, which expand on four main working areas, the principles or intentions can be found. A certain number of concrete (?) **PROPOSALS** also appear, which require further study and validation through a process incorporating input from the SCIC's governance.*

Reinventing a cooperative framework for governance



To question the terms of governance of an organisation that has made the decisive choice to form a Cooperative Society of Collective Interest (SCIC) signifies a desire to restore the full meaning and entire capacity for invention to a governance that makes use of the possibilities that this status affords. It therefore involves revesting the cooperative with the shared decision-making power, and in particular, enabling all residents and users of the space who wish to become cooperative shareholders the opportunity to do so.

From there, several principles were determined:

- ✦ **modernising the SCIC's purpose**
- ✦ **redefining what it means to be a cooperative**
- ✦ **revising cooperative member and college categories**
- ✦ **determining a method for allowing formal decision-making bodies to be activated distinctly depending on each stakeholder's role and status**

MODERNISING THE SCIC'S PURPOSE

The societal and ecological stakes must join this list of principles, placing emphasis on support of artistic endeavours and coordinating a shared cultural project with those who are producing on the site – in conjunction with local communities, including the possibility that La Friche work outside its four walls (e.g., outside of islet no. 3).



PROPOSALS

* FOREWORD

Revise the foreword to usher it into our era, addition of a paragraph on the 2006 to 2020 period, with regards to site developments as well as increasing audience capacity and the number of creations incubated.

* PURPOSE

The purpose of the cooperative is therefore to:

- contribute to nourishing societal and ecological stakes.
- encourage and support artistic endeavours by offering suitable conditions for working and sharing.
- meet the population's cultural needs: “the sum of all cultural references through which a person, alone

or in community with others, defines or constitutes oneself, communicates and wishes to be recognised in one's dignity”. (English version of the Fribourg declaration on cultural rights, 2007).

- contribute to developing the site of La Friche La Belle de Mai and its district.

As such, the cooperative shall fulfil the following missions:

- land administration and property management of islet no. 3 of La Friche La Belle de Mai.
- co-production policy creation, and support and of the artistic and cultural activities implemented on the site of La Friche La Belle de Mai. Coordination of cultural and artistic endeavours taken up by the resident structures that play a role in transforming its urban environment.
- steering the physical transformation of the site of La Friche la Belle de Mai in consultation with the City of Marseille and the various institutional players.

REDEFINING WHAT IT MEANS TO BE A SHAREHOLDER

A desire to take part in a collective dynamic that relies on the permanency of the artistic endeavour, citizen aspirations for participatory democracy that's within reach, and co-building cultural policies.



PROPOSALS

* COOPERATIVE COMMITMENTS

By becoming a cooperative member, an individual accepts commitments: taking part in formal and informal governing bodies, putting responsibilities to the test, nurturing shared projects and acting on behalf of the collective interest, conscious of the general interest.

* COOPERATIVE RIGHTS

In terms of rights, beyond access to the SCIC's information, a cooperative member may freely express themselves in the governing bodies and question their practices, inasmuch as he or she participates in the joint thought process and definition of the direction in which the project is headed.

REVISING COOPERATIVE MEMBER AND COLLEGE CATEGORIES

Out of the desire to accommodate workers from the site and all residents who wish to become members, especially independent artists, cooperative member categories will be revised, a fourth college created, and the cost of the co-op share lowered. The idea is to enable all categories of cooperative shareholders to find their place in groups that make sense. As for opening up places for new cooperative shareholders, the desire is also for the French national and local government to join.



PROPOSALS

* 7 CATEGORIES OF COOPERATIVE SHAREHOLDERS

Three types of producers work on the site: the investor-producer, the producer-owner (usually an individual), and the independent producer.

Two other types of users of the space exist, who are not producers: workers-users of the space (from the SCIC or a resident organisation) and public users of the space. Finally, there are public and private partners.

✱ CREATION OF A COLLEGE OF WORKERS

Four colleges would accommodate everyone who is a cooperative member, or who wishes to become one: contributors, workers, management & development/producers, community relations/facility use. The representativity of the colleges with a high number of members should be examined.

✱ THE CO-OP SHARE

The co-op share price should be lowered for better affordability. Two hypotheses are offered up: either €250 or €125 per share.

DETERMINING A METHOD FOR ALLOWING FORMAL DECISION-MAKING BODIES TO BE ACTIVATED DISTINCTLY DEPENDING ON EACH STAKEHOLDER'S ROLE AND STATUS

Work and consensus are sought after in the steering committee (which could bring together all colleges in 1 or 2 meetings), and approved in a board meeting — the appropriate place for sharing views and debate.



PROPOSALS

✱ A METHOD FOR FORMAL GOVERNING BODIES

Hold 1 to 2 steering committee meetings per year, assembling all colleges.

✱ A METHODOLOGY FOR INFORMAL GOVERNING BODIES

Give greater place to colleges as soon as a working group is formed, and consider inviting people who are not members of the cooperative. The opportunities and topics of common interest should be addressed as early as possible, in a collegial way, and decisions also shared with the formal governing bodies (see previous chapter).

Being, living and working together



From the basis of a shared territory and common values, the reality of a professional cultural cooperative must be probed in order to fully implement it. How can we be, live and work together?

In the multitudinous ecosystem that is La Friche, how can we develop in a way that is harmonious for all parties? How should mutual tools for a protective and binding co-responsibility be set up, to foster creation of a like-minded community?

In the same way, it is indispensable that tools be devised collectively, enabling us to pass on our shared history and transmit it with care. This hospitable and open approach is the prerequisite for understanding. It is also what enables each person to appropriate the project, so that a living, open, clearly-understood community can come into being – the foundation of fruitful cooperation.

Finally, the matters of co-production, working together and partnerships are the fundamental area of focus for the cooperative activity on the site. It is the strategic component, and the one most visible to both audiences and partners.

Several avenues were defined:

- working on La Friche's influence, a necessity
- creating a process for coordination and internal communication
- supporting everyone's involvement and sharing responsibility
- questioning the terms of co-production
- taking stock of and intensifying the relationship of La Friche's ecosystem

WORKING ON LA FRICHE'S INFLUENCE

At the dawning of its 30th year, the idea is to develop a common narrative that can be appropriated by all. Joining professional networks, increasing visibility of the site and cultivating collective institutional relationships are all ways of extending La Friche's influence.



PROPOSALS

000H! A FRESCO

With La Friche's 30th anniversary (2022) in mind, successfully execute a project revolving around its common narrative. Firstly, by creating a mural that tells this co-authored, ever-evolving story, and outlining its possible future perspectives, which would allow each person to familiarise themselves with the history and internalise it. As a second step, a digital version combining content and archives is under consideration.

CREATING A PROCESS FOR COORDINATION AND INTERNAL COMMUNICATION

Implement new coordination and internal communication processes that would bring us closer together and increase cross-pollination, allow us to get to know each other better and create synergies.



PROPOSALS

YEAH!!! SPACE FOR WORK AND/OR COORDINATION

Come up with organised solutions to common preoccupations: creating workspaces, and/or coordinating answers to transversal issues encountered by residents, cooperative shareholders, SCIC employees, thereby placing the SCIC front and centre of La Friche.

This would be accomplished by either creating “open” groups that individuals would join voluntarily and have no term (ex. “Green Friche” Collective), or “restricted” groups working on a specific project with a deadline, that would be representative of the governance and include a lead board member from each of the colleges. Special attention would be given to integrating new cooperative shareholders into these informal groups.

YEAH!!! INTERNAL COMMUNICATION

Strive to work towards better internal communication among residents as well as between the SCIC and residents.

YEAH!!! PROJECT COMMITTEE

Create a project committee, bringing together residents and users of the space, who are tasked with providing food for thought collectively and identifying the issues to be tackled each year at La Friche.

SUPPORTING EVERYONE'S INVOLVEMENT AND SHARING RESPONSABILITY,

via a text that engages La Friche residents and users, and offers clear guidelines for recruiting, hosting and evaluating permanent residents, in line with their contractual arrangements.



PROPOSALS

OOOH! A CHARTER FOR LA FRICHE

Draft a charter for La Friche: a tool for transmission, onboarding, and co-responsibility, involving all users

of the space in a collaborative process: residents, neighbourhood inhabitants, youth that come to the playground, and workers... In addition, roll out new bylaws.

BAM!!! A PROCESS FOR ONBOARDING AND EVALUATION

Set up genuine tools and processes for onboarding and evaluation, to recruit candidates and enter into agreements with permanent residents.

QUESTIONING THE TERMS OF CO-PRODUCTION

The complexity of the productions created at La Friche require clarification of the connections between partners, their commitments, their financial participation and the terms for showing to the public. The links between artists, the administration, logistics, technical support, communication, and mediation, call for apportioning the financial load. Separating production and distribution is more complex than it appears. The current political situation highlights the need for seeking out new forms of production. While the public-private relationship is one route, that of cooperation and pooling of our tools from different sectors and skills opens up others.



PROPOSALS

OOOH! CREATING A CONTRIBUTORY FUND BASED ON A PARTICIPATORY BUDGET

YEAH!!! PROGRAMMING COMMITTEE

Radiate out from the various governing bodies, including youth, who could work together towards shared strategies.

BOOM! SET UP A GRANTS DEPARTMENT WHOSE PURPOSE IS TO SECURE FUNDING

TAKING STOCK OF AND INTENSIFYING THE RELATIONSHIP OF LA FRICHE'S ECOSYSTEM

to neighbouring areas, just like those further afield regionally, nationally, and internationally, being cognizant of the proper scope of each one, and enabling a real process of cooperation and local co-construction to be initiated, thereby avoiding significant centralisation. This ethical standpoint implies that the scope of each one be defined, in order to establish a level playing field.

An arts manufactory in touch with its surroundings



La Friche aims to be a player in a world in transition, both at the local level and global level – to impact the "state of the world" in a positive way. La Friche stands where the stakes of art, culture, education, and social issues intersect, to affirm its desire and ambition for openness and hospitality, as it crosses from the local to the global stage.

A PLAYER ON THE FRINGE OF A WORLD IN TRANSITION(S)

There's an **ecological transition**, in the sense of ecology being the science of the relationship between organisms with the world around them, as the ways and means for rethinking development that is tenable and (e)co-responsible. The COVID-19 pandemic revealed the disruption of mutations in the living world, and raised questions about the planet's inhabitability in the Anthropocene epoch. This clash has led us to mull over our ways of life and interacting, how we get about, organise, and produce – in other words, our economy, with all its variables and imbalances. It's a closed, repetitive system that cries out for an opening and a breather in order to launch viable regeneration, and more generally, great change, or a way out of the current system – a (r)evolution, a veer in the other direction.

There's also a **digital transition** taking place. It's time to lay claim to and get up to speed on new practices, seizing the digital as an opportunity to change the relationship with our environment, our practices, and to guide artists envisioning their work in relationship to this evolution.

And lastly, a **democratic transition** which, when it comes to culture, translates to the advent of cultural rights. For an inclusive La Friche that engages citizens, particularly through its expertise on democratic usages, which associates residents, inhabitants, users of the space, audiences, public institutions, and artists from here, there and everywhere.

A SHARED TERRITORY

La Friche, a place for art and culture, availed as a tool for sharing and cooperation, must enable the reinvention of individual and collective re-appropriation of spaces, practices, activities, starting from the current conditions. It puts permanency of the arts into action, affording the space and time to cultivate, share sensory activities, experiences, inventions, and projecting into the future.

La Friche is hospitable territory, and a place for experimenting with and experiencing diversity: through reciprocal transformations both from the inside and out, through local and international, it asserts sharing of the sensory and cultural, straight on from the heart of the organisations that fill it with life.

Beyond the walls of La Friche (i.e., islet no.3), this means taking part in the overall revamp of an authentic cultural district that transforms the local landscape. It also means co-constructing the Belle de Mai neighbourhood of the future with all involved, thereby foiling the traps of centralisation and derailing attempts to pit people against one another.



PROPOSALS

CITIZEN-LED ARTISTIC ENDEAVOURS

Create citizen-led artistic endeavours in association with inhabitants, starting from the desire or even the necessity of going in their direction, making WITH them and not FOR them. It's not just about opening up for the public and welcoming them in, but also learning how to make things together. A second part of this ambition could follow, by launching an ongoing project within La Friche to allow people to participate in cultural activities.

This topic is also linked with La Friche's voluntary implementation of cultural rights, whose presence features prominently in the proposals made to modify the articles of association.

A TERRITORY FOR LEARNING

La Friche is situated at the crossroads of the various components of a comprehensive long-term educational project.

La Friche is robust through the diversity of its organisations, professions and the know-how of its people. It

passes on its knowledge and expertise on education through art, arts and cultural education, and vocational training – but also from peer to peer, as well as via occupational integration, which are real topics that deserve to be developed. This broader consideration remains to be articulated in order to foster the conscientiousness of La Friche's ecosystem, enhance its value, and further develop its capacity for action. La Friche, through its political responsibility and its desire to project itself into the future, places young people at the heart of its plan. The practices of art, sport, culture, educational projects, pathways to occupational integration are all about coming alongside the population to empower them, and to jump start critical thinking.



PROPOSALS

A COORDINATION AND DEVELOPMENT PROJECT

Implement a coordination and development project for actions related to the issues at hand for communities. Associate concerns on training, education, and transmission, in order to increase visibility and make them accessible. It would also integrate them into the coherent development of La Friche and its ecosystem.

WHAT WE MEAN BY...

CULTURAL RIGHTS

Cultural rights provide a way of updating the paradigms of permanent education. Enabling a dialectic surpassing of democratisation vs. cultural democracy, the paradigm of cultural rights is an invitation to recognise the equality of the cultures experienced and chosen by individuals. It is about strengthening their abilities to address the expectations, social needs and demands in terms of culture, and giving them access to the sum of cultural assets – all in all characterised by a high degree of appreciation.

PERMANENT EDUCATION

La Friche affirms its ambition to empower: this means giving oneself the means to understand the world, in order to be able to transform it. Experimentation is a means by which we can strengthen our capacity to take action. In this sense, La Friche's roots are in the values of permanent education, its collective dynamic, and its critical and liberating approach.

MUTUALISING ASSETS

La Friche is engaged in thinking about what it has in "common". It defines this as any resource shared by a group of persons. What is "common" to La Friche is its territory, and its individual and collective resources, its cooperative structure. Around these common elements, a community has formed – one designed as an open community that interacts with its environment. It includes all those who practice at La Friche now, and who will in the future, who are from here and from abroad. The experiences and productions of this community become communal, appropriable and sharable across the territory.

ART

La Friche is a cultural ecosystem which places artistic creation at the heart of its project, and in this way, questions the place of the artist within its confines and in the world. The individuals active at La Friche share a concept of art that is not definitive, nor is it something essential. Rather, they take an ever-evolving and open approach to art, which corresponds to the reality of both individual and collective practices, of processes, know-how, and techniques. Above all, they hold tightly to the meanings produced by a shared experience: partaking in the sensitive, which speaks of the meaningful, intelligible link between art and society. And it considers each person to be a creative force, able to invent, worthy of attention, and a factor of empowerment.

Entrepreneurship, for a resilient economic model

An illustration featuring two hands, one on the left and one on the right, rendered in black outlines. The hands are positioned as if holding a central, stylized plant or tree. The plant has a thick, curved trunk on the left and a thinner, more vertical trunk on the right, with several branches extending from the center. The background consists of large, overlapping teal-colored shapes, including a vertical rectangle and a diagonal band.

The notion of artistic and cultural entrepreneurship explores the desire to make and to act. It is viewed in accordance with an approach that involves all of its active participants, the 65 resident entrepreneurs.

This topic has been underway for many years at La Friche, at the initiative of AMI and business incubator CADO. Effective as of 2008, the entrepreneurial focus was reinforced in 2017 upon arrival of Intermade, with the spectrum widened to include the entire Social and Solidarity Economy. Today, many paths to business incubators and training promote an entrepreneurial dynamic, and La Friche's responsibility is to support and help give structure to projects that are in phase with cultural, societal and environmental needs.

The question of entrepreneurship is also linked with the idea of cultivating and caring for common assets, namely, La Friche as a place. This includes its built heritage, and that vital spark that brings it to life daily by also summoning the notions of responsibility and sustainability.

This matter calls into question the necessity of consolidating La Friche's economic model in an innovative, solidarity-based and maintainable way, by mobilising the resources and skills of all players within the ecosystem. It suggests a dialogue between the cooperative and the resident organisations, and deployment at varying levels of cooperation (micro, stopgap, and inside/outside its borders).

These intentions are further developed along several lines, aiming to strengthen the entrepreneurial dynamics at work at La Friche:

- ➡ getting to know one another better to bring forth value
- ➡ developing together
- ➡ getting organised, pooling together
- ➡ experimenting via labs
- ➡ managing together
- ➡ getting trained

GETTING TO KNOW ONE ANOTHER BETTER TO BRING OUT VALUE

Knowing who and what our resources and in-house skillsets are will make it possible to bring out value. It will also heighten visibility of the impacts and external factors induced by the active participants of La Friche's ecosystem (residents, services, know-how, etc.).



PROPOSALS

WOW! A SKILLS MAP

Map out the entrepreneurial profiles of La Friche's ecosystem in a diagram based on the results of a survey that takes stock of the nature and volume of the activities performed by each resident within the borders of La Friche and outside of it, the type and volume of revenue generated, the professional networks, the relationship to La Friche and the SCIC co-op, the development strategies, and the environmental conditionality framework.

DEVELOPING TOGETHER

It seems indispensable that the needs, impediments and potentials contributing to the development of entrepreneurial dynamics at La Friche be identified. Moreover, the local, political and societal environment of La Friche (from local to international) should be observed, taking notice of needs and sharing knowledge.



PROPOSALS

WOW! A BUSINESS INTELLIGENCE DEPARTMENT

Create a department tasked with business intelligence, studying and observing, led by teams from the cooperative in association with La Friche's internal and external stakeholders, in order to best identify local needs and bring development opportunities to the surface. Organise and include create a basis for relaying this information to governing bodies and users of the space.

GETTING ORGANISED, POOLING TOGETHER

Organise areas to house information, where opportunities for funding can be discussed and may be contemplated, as well as ways of forming consortia with a view to aggregating and pooling skills to respond to calls for projects.



PROPOSALS

WOW! A STRATEGY COMMITTEE

Institute a strategic committee to allow a collective position on the fields of action (production, training, occupational integration, research, etc.) to be developed and shared. This can also apply to special themes, by facilitating collaborative groupings of active participants and by regulating situations of internal competition. As such, the idea is to mobilise funding, in particular European, and to respond to calls for projects.

EXPERIMENTING VIA LABS

Models of economic cooperation can be prototyped starting from experiments and local and circular trading systems.



PROPOSALS

EXPERIMENTATION LABS ON "CIRCULAR" CO-PRODUCTION

Consider how processes can be developed for actions originating from experimentation labs on "circular" co-productions that are based on artistic proposals introduced at La Friche, in association with neighbourhood residents. These labs will need to be set up according to specifications on governance and an evaluation system that allow their efficiency to be measured. The processes could draw inspiration from the "cooperation" economy, by including stakeholders in making (producer, user, beneficiary) in a sustainable perspective that also has a positive social and environmental impact. In addition, it could be grounded in the hustle and bustle of a lively shared space that is open to its surroundings. The "laboratory

of desires", an initial experiment, is under study in parallel with the finalisation phase of this cooperative guidance plan.

MANAGING TOGETHER

Pool resources and manage them in a participatory way, as a first step.



PROPOSALS

000H! A CONTRIBUTORY INVESTMENT FUND

Establish a contributory investment fund that grows through contributions on the shares and streams generated by the economic activities of the active participants at La Friche. Fund governance would be shared and transparent, and could in part be participative, if the wider circles of La Friche community (including users of the space) are involved. Use of this fund would be aimed at co-produced cultural artistic actions, R&D, CSR efforts and inclusive actions.

GETTING TRAINED

Create the conditions for strengthening the entrepreneurial logic of active participants in the ecosystem (training).



PROPOSALS

**YEAH!!! AMP UP AND STRENGTHEN
THE ENTREPRENEURIAL
CAPACITY OF ACTIVE PARTICIPANTS
IN LA FRICHE'S ECOSYSTEM**

Amp up and strengthen the entrepreneurial capacity of active participants in La Friche's ecosystem through trainings, mutualisation, incubation and acculturation developed on the basis of the needs revealed by the internal skills inventory. This would mean activating a toolkit based on the know-how of certain producer-residents involved in supporting the entrepreneurial journey. Creation of spaces for exchanging best practices locally could also be envisioned (housed within La Friche and extended to active participants from the neighbourhood) or digital tools for sharing this resource. Over time, other initiatives could be organised, such as job-sharing, French “CAE” employment support contracts, or by reproducing a La Friche-like experience

to create a youth cooperative, by extending the in-house approach to the neighbourhood and by associating it with an occupational integration programme.

FRINGE SERVICES

Mobilise and diversify financial resources, by developing an external service offering (use of spaces for private purposes, service design, etc.).



PROPOSALS

WOW! A SERVICE OFFERING

Design a service offering based on the skills and resources available at La Friche, likely to generate new financial streams. Beyond venue rental for private events, services could be deployed to provide training, support, and project engineering, with the potential grouping of several internal active participants. It could also involve providing services to users of the space (e.g., a ticket sales platform).

THIS CGP WAS MADE BY ALL OF US AND BELONGS TO EVERYBODY!

Didier Abadie (CM-R)
 Alain Arnaudet (EC)
 Maud Balizet (EC)
 Cathy Berbon (City of Marseille)
 Pakito Bolino (CM-R & MB)
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 Céline Berthoumieux (CM-R)
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