



Visiting the Margins.

**IN**novative **CUL**tural **TO**urism in European peripheries

## ***Ancient paths to the future***

**BIBRACTE EPCC**

**INNOVATION FACTSHEET**

**Version 1 – 2023/01**



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## CONTEXT

***Ancient paths to the future*** is implemented in a small part of the Morvan Regional Nature Park (420 km<sup>2</sup>, 3,800 inhabitants in twelve village communities). Morvan (3,000 km<sup>2</sup>; 52,000 inhabitants) is a **mountainous area located in the centre of France, affected by a very strong population decline (80%) throughout the 20th century. Today, the economy relies on three pillars:** cattle breeding, forestry and, increasingly for several decades, the residential economy (sectors of services including tourism and welcoming of new inhabitants).



An emblematic rural path of the pilot project area.

The territory is recognised for the quality and the “wilderness” its rural landscape, as well as for its relative proximity to large population centres, such as Paris and Lyon Metropolis. These are the main factors of its touristic and residential attractiveness, which have increased since the COVID 19 crisis.

However, this landscape is rapidly changing under the triple action of the continuous decline of agricultural activity, unsustainable forestry practices and the already very visible effects of global climate change.

In this context, the pilot project aims to participate in the future of the territory **by organising a well-managed tourism offer that mobilises all local actors**, including the economic sectors that are part of the “landscape making”.

To develop these ambitions, ***Ancient paths to the future* is based on an integrated territorial approach** developed around the heritage site of *Bibracte*, an archaeological site of an ephemeral town from the 1st century BC, doubly protected as a historic monument and a natural landscape. Since the 1990, Bibracte has been a major scientific centre in Europe and a French well renowned cultural and tourist destination. BIBRACTE EPCC is the dedicated public establishment managing the site (see Appendix).

The aim of the project is to take advantage of the well-established number of visitors to Bibracte (around 100,000 per year) **to irrigate the surrounding area by developing a wide-ranging offer improving the quality of services** (accommodation, catering, mobility, etc.) **and by mobilising the maximum number of local stakeholders and inhabitants.**

***Ancient paths to the future* pursues 3 main objectives:**

1. Preserve and enhance the territory's heritage resources by activating and animating a heritage community around the "commons" of rural paths;
2. Create a new sustainable cultural tourism offer around the rural paths by targeting new segments of tourists - nature and heritage lovers;
3. Develop the pilot within the framework of an integrated territorial project, which should guarantee its sustainability.

**In this factsheet we propose to explore the main innovations developed in the framework of *Ancient paths to the future*:**

1. Use the attachment of the inhabitants for heritage and landscape as a vector for social cohesion and action, through the constitution of an active heritage community;
2. Create “territorial intelligence”, particularly in tourism sector, through a shared diagnosis.
3. Guarantee the coherence and sustainability of the territorial project through an integrated approach using territorial entrepreneurship as a tool for making different sectors of activity that shape the landscape and the economy working together.

## I. SUPPORTING THE EMERGENCE OF A HERITAGE COMMUNITY

*The attachment of the inhabitants to the territory’s heritage and landscape is a vector of social cohesion and action. Ancient paths to the Future is supporting the constitution of an active heritage community around a common good: the rural paths.*

The managing partners of the protected area of Bibracte – Morvan des Sommets have been involved in **the Grand Site de France approach** since 2007 (see appendix). In 2022, the label has been renewed for the second time with an extended territory and a more ambitious action programme. The definition of the perimeter of the new project territory and the main lines of action have been co-designed through cycles of surveys involving inhabitants and local elected representatives. In this manner, **Landscape and Heritage walking workshops** have been organised in each village community where elected officials and inhabitants were invited to identify the sites they found most interesting in their environment. After each session, meetings were organised in



Landscape and Heritage walking workshops in the village of Glux en Glenne

town councils where participants were invited to reposition the route they have walked on the oldest available cadastral maps of the region dating from the middle of the 19th century.

These surveys revealed **the strong attachment of the inhabitants to the very dense network of paths and trackways which structures the territory and constitutes its singularity**. This attachment had not been foreseen by the organizers. It is now serving as a lever for building an active heritage community that includes the twelve village communities of the Grand Site de France.

### ***Rural paths, a Common to be reactivated***

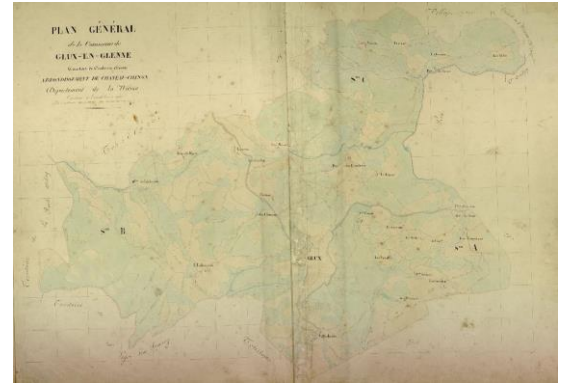
As the plans and cadastral registers clearly show, **the majority of the paths are owned by the village communities**. This network is **particularly dense** on the territory, due to two combined factors: the great dispersion of the habitat since the Middle Ages and the absence of agricultural reorganisation during the second half of the 20th century. The inventory showed that the network amounted to 1,100 km for a surface area of 420 km<sup>2</sup>, i.e. a density of 2.6 km of paths per km<sup>2</sup>. This heritage is all the more important because, in this region, village communities rarely own other communal land.

Many of these paths are now abandoned and overgrown, but even in this case their course is still visible in the form of ground movements and the remains of dry-stone walls or old hedges. For the others, maintenance is justified by different, sometimes antagonistic, uses: access to houses or agricultural plots, logging, recreational or sporting use (hunting, hiking, etc.).

In our case, **the reactivation of this common heritage requires a collective awareness of this shared resource - which is in the process of being achieved - and then the implementation of management rules and the sustainable mobilisation of resources to ensure its preservation.**

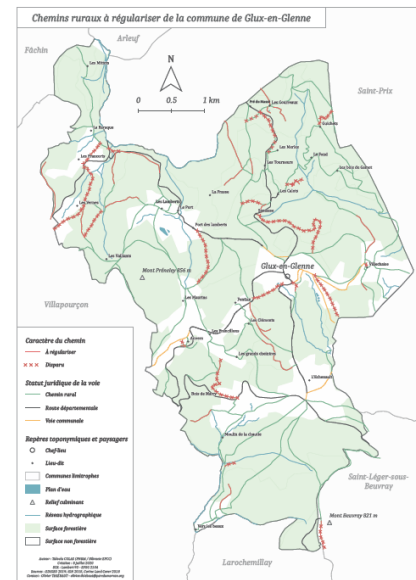
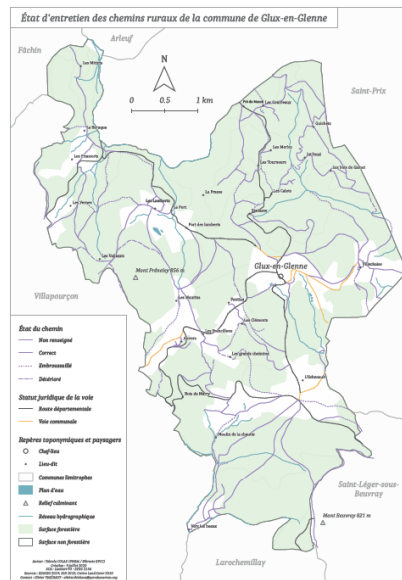
## OLD MAPS, A FANTASTIC TOOL FOR BUILDING A SHARED REPRESENTATION OF THE TERRITORY

The physiognomy of a territory never ceases to change in line with the evolution of the socio-economic context, just as the sociology of the population never ceases to be recomposed. In this respect, the changes that have occurred in the Morvan over the last two centuries are considerable. The agricultural "golden age" of the 19th century resulted in a very open landscape that was truly gardened by its inhabitants. This landscape was then progressively abandoned in favour of the forest, which size doubled during the 20th century, while **the emergence of the residential economy** in the second half of the 20th century saw the arrival of a new population lacking the long memory of peasant families. In this context, the first cadastral plans, known as "Napoleonic" because the emperor Napoleon Bonaparte was the initiator, but which were drawn up until the middle of the 19th century, proved to be a choice material for constructing a shared representation of the territory, all the more so because they are easily accessible as a copy is always kept in the town halls. These plans give a very precise picture of the organisation of the territory at the time of the agricultural maximum. In particular, they show the boundaries of the former agricultural plots reclaimed by the forest, the location of the vanished hamlets and, above all, the pattern of the very dense network of paths, only a small part of which is still active at the beginning of the 21st century.



Napoleonic cadastre of the village of Glux-en-Glenne

1 / Mapping of rural roads in the commune of Glux-en-Glenne following the participatory inventory carried out in the commune in 2020 // 2 / Inventory of rural roads to be regularised. Source: Taloua Colas, Master 2 thesis, Geography, Planning, Environment, Development, University of Nantes, 2020.



## A shared management plan for the network of rural paths

Only some of the rural paths (about 300 km, i.e. a third of the network) are currently subject to formalised management measures, with dedicated resources provided either by village communities, or by groups of village communities: those included in the departmental walking plans (PDIPR). For the others, **maintenance is left to the initiative of the users** (inhabitants, farmers, foresters, hunters, sports organisations, etc.) according to their needs.



Heritage inventory session with residents end of 2021

Following a survey conducted at the end of 2022 by the Grand Site de France team on the territory, the village communities clearly expressed their desire **to engage in a shared approach of the management of the paths network**.

The first stage of the work, which is still in progress, consists of **establishing a mapped inventory**. Using cadastral maps and other available cartographic documents, the project aims to establish **an atlas of the territory's rural paths**, including a complete and precise cartography of the paths and to describe each section with descriptive data (physical condition of the path, existing uses, landscape interest) and indications on its management (registration on the PDIPR, marking, maintenance methods). The inventory is led by the Rural Paths referents that we have been appointed within the municipal councils and by the members of the Rural Paths working group that federates the Rural paths referents of the project territory. **The Grand Site de France team coordinates the working group and provides a method and technical advice.**

In practice, we have programmed an inventory method of the **open source software QFIELD** so that villagers can use the app on a tablet and enter data during their field walks. These data are then grouped together on a public **webSIG** administered by the Morvan Regional Nature Park (see box below).

During the summer of 2022, a **"general assembly" of the paths** has been organised, bringing together most of the stakeholders of the project (village communities, departments, hiking federations, Grand Site de France sectorial working groups, etc.). Information was shared about the legal, administrative and technical complex framework of the rural paths network management. In the coming months, the objective will be to support the rural paths working group in **drawing up a management plan for this common heritage with concrete short-term objectives**. In the future this plan will be integrated as a **permanent charter into the landscape management plan of the Grand Site de France label**. **It will set out the shared priorities, rules and good practices for mutualisation in the preservation of the common heritage.**

### WHAT IS A COMMON?

**Commons are shared resources, managed and maintained collectively by a community.** The community establishes **rules** to preserve and sustain these resources while providing its members with the opportunity and right to use them, or, if the community decides, granting this right to all. These resources can be natural (a forest, a river), material (a tool, a house, a power plant) or immaterial (knowledge, software) (*Wikipedia France*). As a shared resource, a cultural or natural heritage asset is a common property in its own right, provided that it benefits from the **attachment of a community**, which in this case is referred to as a heritage community, and that this community is active, in the sense that it respects the rules it has defined to ensure the preservation of the asset.

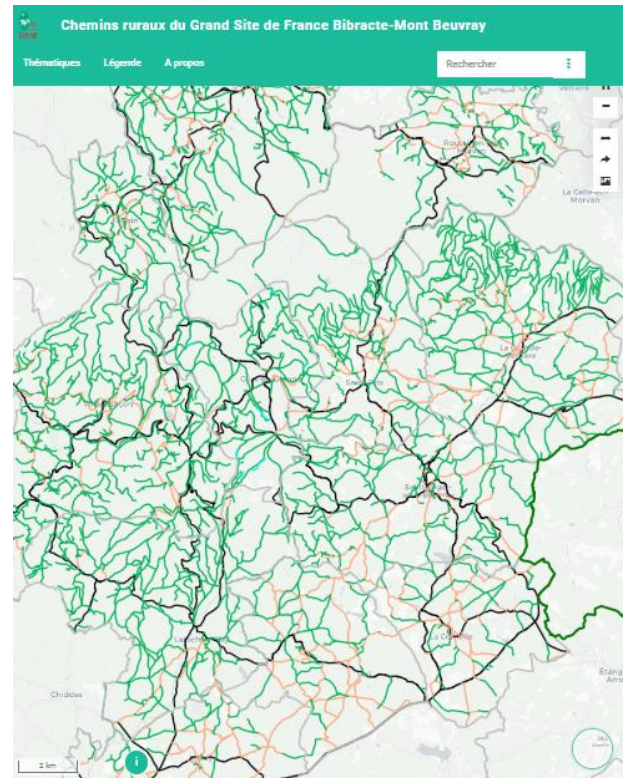
Therefore, a network of paths or irrigation canals shared and managed by a community are typical examples of **territorial commons**. In the sense of the **European Landscape Convention**, a landscape (as "an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors") can also be considered as a **common good** when it arouses the attachment of a community and when the latter provides itself with the means to manage it with the appropriate rules. In this respect, the joint creation of a network of paths that criss-cross the landscape is a step towards the **joint creation of the landscape as a whole**.

## A DIGITAL TOOL TO MANAGE THE NETWORK OF PATHS

Cadastrés, existing maps, but also the use of geomatics and geographic information systems are necessary to establish a **reliable database** allowing a better management of these paths and a sharing of the knowledge of this common heritage.

University work made it possible to develop and validate **an inventory and characterisation protocol** in 2020, up to the creation of an **embedded GIS project** on a tablet via the **QFIELD application** built with all the data (scan25, orthophotos, land registry, departmental and communal roads, rural paths), in order to characterise the rural paths in the field and record their condition. A **GPS plot** is generated for each route in order to accommodate the attribute data entered in the field and to highlight the actual passage of the path in the field.

**Inhabitants and elected representatives** of the 12 village communities of the Grand Site de France have been trained in using this tool and have been working since 2021 **to survey the paths** of the territory by qualifying them on a dedicated application. For those who are reluctant to use the computer tool, it is also possible to note their observations on a **printed map**, the information being entered later on the GIS.



The online map of the rural paths of the Grand Site de France mviewer (ternum-bfc.fr)

## Levers for the emergence of a heritage community

### 1> Coordinate a dedicated working group

The activation of the community is based on a **Rural paths working group** led at the level of the twelve village communities involved in the Grand Site de France label management.

The group has been meeting regularly since the end of 2021 and is involved in several tasks:

- Establish the inventory of the network of paths and its uses
- Design a shared management plan based on the users' priorities
- Identify cultural and tourist routes, enhance them (through signposting, etc.), organise the services required by their users (access, accommodation, catering) and ensure their promotion (publication of maps).

The inventory and the preparation of the management plan primarily involve the elected representatives and citizens of the working group, while the reinforcement of recreational and sporting uses also involves tourism and service providers, in particular the Grand Site de France Tourism Working Group (see below).



Mapping of the territory's atlas of walks with the rural paths working group in January 2022

The working group is facilitated by the GSF's Heritage and Tourism Officer and INCULTUM project coordinator, who helps **to set the concrete short-term objectives necessary to ensure the continued interest of the group members.**

## HERITAGE SUMMER WORKCAMPS TO RESTORE THE PATHS

Since 2022 a programme of heritage workcamps has been launched in partnership with local NGO dedicated to heritage preservation.

During summer, international volunteers take part in programmes to restore local rural paths. They are supervised by Bibracte's technical supervisors, archaeologists and cultural mediators who organise workshops on the restoration of dry-stone walls or the enhancement of the heritage site, etc. See article: [Two weeks heritage summer camp organized at Bibracte in July 2022 | Digital meets Culture](#)



A summer heritage workcamp organised in July 2022, in partnership with the NGO Rempart and co-financed by INCULTUM.

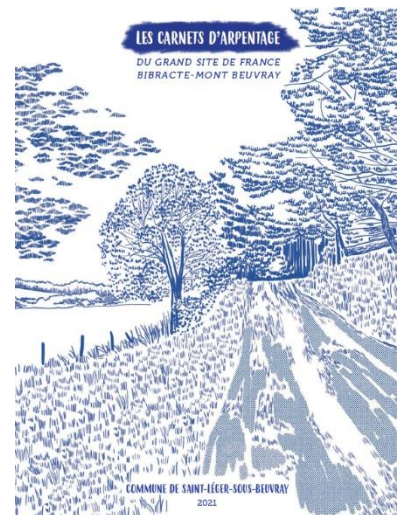
### 2> Enhance the network of paths as an “open art scene” and the “campus of a popular university”

Walking along the paths allows us to discover the rich heritage of the territory and, at the same time, **helps to create links between walkers.** For this reason, in the frame of the pilot project, we have organised a programme of cultural walks with the aim of **mobilising local inhabitants with very different profiles** and who have little opportunity to talk to each other. As far as possible, these walks highlight **local inhabitants** (a farmer who maintains his hedges in an exemplary way, a water mill owner who has restored it, etc.) and they also involve **"experts"** (such as scientists invited to explain the geology of the area, its hydrology, its biodiversity, environmental and forest management technicians, etc.) **and artists** who are invited to **"shift the focus"** of the participants and facilitate dialogue between them.

In 2022, 6 cultural walks have been organised in 7 of the 12 villages of the territory, mobilising more than 400 participants: inhabitants, visitors and members of the heritage community (and often reaching the maximum of 50 participants that we have set for these events in order to preserve the quality of the exchanges).

In addition, as part of the coordination of the heritage community, the Morvan Regional Nature Park has been organising **artistic residencies** for the past three years, with the publication of a **collection of illustrated booklets**, the *Carnets d'arpentage* [Survey Booklets] du Grand Site de France.

Walking the paths with the **elected representatives and the inhabitants** allows the three artists in residence (landscape designers and illustrators) to **observe and collect their perceptions of the territory's landscapes, and to gather local stories** in order to translate the participants' feelings into illustrations and writing. These notebooks evoke in a poetic and sensitive way the spaces and landscapes travelled, experienced, loved, looked at and admired by the inhabitants of the territory. They express the common reasons for the inhabitants' attachment to their territory and its rural paths. **They thus contribute to strengthening the attachment of the inhabitants to the territory of the Grand Site de France.**



An illustrated booklet of the Grand Site de France Bibracte - Morvan des Sommets, the publications can be downloaded online: <https://www.bibracte.fr/un-grand-site-de-france>

Through these actions, the paths regain their function as spaces of sociability and they tend to become **“third places”**, understood as *“spaces in which the will of a community of citizens to move towards a better world is embodied, whose network redraws with common sense, cooperation and solidarity the*

territory in which they are anchored, and position themselves at the heart of exchanges between public actors, private actors and citizens" (Wikipedia France, adapted).

Regarding these actions carried out along the paths, we can still speak of a **"Political Art workshop"**. In the thinking of the sociologist and philosopher Bruno Latour, **Political Art** consists of the simultaneous use of scientific methods and artistic practices to analyse societal issues and to enrich the political decision-making process.

### 3> Organise an annual conference of the territory

For the past 16 years, the yearly conference *Entretiens de Bibracte-Morvan* aims to **debate the challenges facing the territory with the help of scientists and, for the latest editions, the mediation of artists**. The conference is open to everyone. It explores subjects as the notions of Commons, climate change, solidarity between humans and non-humans and agro-ecology, etc., and it questions these notions in a practical way through sessions organised in the field. Thanks to the *Entretiens*, the territory and its actors have thus built up over the years a shared cultural reference system that enables a shared territorial project to be developed further.



The flyer of the *Entretiens de Bibracte - Morvan 2022*, which brought together over 150 participants around the agro-ecologist Marc Dufumier over 2 days in September 2022 (Illustration by Ninon Bonzom)

BIBRACTE - LARCHEMILAY - ST-HIGER-VOUS-BIBRACTE - VILLAGOSSEN

## II. CREATE TERRITORIAL INTELLIGENCE THROUGH THE BIBRACTE TOURISM OBSERVATORY

*Create territorial intelligence, in particular in the tourism economy sector, through the shared construction of an objective and informed diagnosis combining quantification and perception of tourism in the survey methods.*

A tourism observatory for the Bibracte area was set up in 2018 with the aim of **gaining a better understanding of visitors, but also of analysing and sharing the perception of touristic activity with the area's inhabitants and stakeholders**. This system is quite unusual and innovative in France.

**Established in 2018, this observatory aims at developing a shared tourism project for the area with 5 objectives:**

1. Stabilise the survey protocol for Bibracte's public visitors in order to better understand the evolution of the data over time.
2. Study the perception of Bibracte by its visitors and its partners and compare it with the performance of other places that welcome the public.
3. Identify areas for improvement (in particular by understanding the reasons for dissatisfaction among visitors and the categories of public who visit other sites but not Bibracte).
4. Develop a shared knowledge base to initiate the necessary debate on the subject of tourism development on a local scale.
5. At a time when public action has been greatly affected by the reorganisation of the territories resulting from recent laws in France, create a space for informal dialogue on the challenges of tourism and the residential economy and involve local actors in the management of the site.

In order to meet these objectives, we decided to use **the EVALTO method**, a collaborative evaluation and decision support tool designed to create territorial intelligence at the service of sustainable tourism policies.

**Surveys** were conducted in 3 languages at 3 different stages: 80% face-to-face (10 minutes to 1-hour interviews), on social networks, by telephone and via web hosts and among:

- **over 500 visitors** on the [www.bibracte.fr](http://www.bibracte.fr) website in 2018;
- **140 socio-professionals and institutional stakeholders** (tourism and services actors, elected officials, etc.) in early 2019;





- **200 residents** (including second homes) throughout the 2019 season in different places (festivals, markets, social networks).

As many local partners have been involved in the process, **the links between Bibracte and the local players have been strengthened** and the visibility of the institution's actions has been increased.

The analysis of the results with the socio-professionals and institutional stakeholders revealed a significant discrepancy between the representations of tourism and the reality of the activity. Thus, it turns out that the length of stay of tourists in the territory is much longer (8 days) than these stakeholders think.

**The second edition of the survey will be held in 2023-2024 throughout** the territory of the Grand Site de France Bibracte - Morvan des Sommets and will include questionnaires linked to the pilot. It will enable indicators to be constructed to understand the acceptability thresholds (measure of social, economic and environmental impact) of projects and tourist numbers and to distinguish the characteristics that would make them more acceptable.

### **III. FOSTERING AN INTEGRATED APPROACH TO TERRITORIAL ENTREPRENEURSHIP**

*In order to ensure the coherence and sustainability of the tourism project, the pilot project adopts an integrated approach mobilising the concept of territorial entrepreneurship and embracing the different sectors of activity that shape the landscape and the economy.*

Through its **territorial approach to development**, the Grand Site de France approach constitutes a **laboratory for sustainable and innovative management of the territory around collectively defined issues**, combining long-term preservation of the landscape, welcoming the public and local economic development. It is not confined to any particular area, but is based on a territory of action that makes sense to local players.

Even if the Grand Site de France management team does not have economic competence, it nevertheless has a **legitimate role as a facilitator of the territorial project and as a catalyst**. As such, **the development of territorial entrepreneurship** is an integral part of the territorial approach. It can **contribute both to the sustainable socio-economic development of the territory and to the maintenance of its landscape quality and heritage**.

Its collegial governance encourages cooperation between all the players, and the emergence of territorial dynamics based on the territory's resources, its landscape, natural and built heritage and its intangible values.

**The team coordinates and facilitates territorial entrepreneurship projects**. The responsibility for planning, financing and managing the projects is left to the local actors and legitimate local authorities.

Within the framework of the pilot project, the socio-economic actors of the territory find in the approach a space of shared values facilitating the emerging dynamics and the entrepreneurship of the territory.

## TERRITORIAL ENTREPRENEURSHIP

In France, territorial entrepreneurship is defined as **"an entrepreneurial movement that reinvents new, more collective ways of doing business, with the aim of generating responses in favour of a more anchored, sustainable and inclusive economic development"**. It can concern a vast field of sectors: safeguarding traditional activities, maintaining the rural socio-economic fabric, enhancing the value of local products, developing new activities, etc. It is an alternative between public action and the private entrepreneurship. It is not a substitute for public action, but a real complementary path and an opportunity to carry out projects in the service of territorial development to meet local needs. This type of entrepreneurship can take the form of a traditional company or of a social and solidarity economy business.

### **The posture of facilitator of territorial entrepreneurship projects consists in :**

- Federating and guiding professionals in their desire to bring the pilot project to life by promoting partnerships
- Leading multi-sectoral working groups and interest groups around the construction of the new tourism offer
- Contributing to the (re)discovery of local industries by promoting them
- Supporting new entrepreneurs/farmers
- Acting as a mediator to ensure that the project's impact is equitable.

**In our case, the co-construction and the implementation with the heritage community of a new flagship tourist route on the territory, the "grand tour of Bibracte - Morvan des Sommets" is the meeting point for the local multi-sectoral entrepreneurship projects. This 140 km long cultural route links the villages by making the best use of the network of paths.**

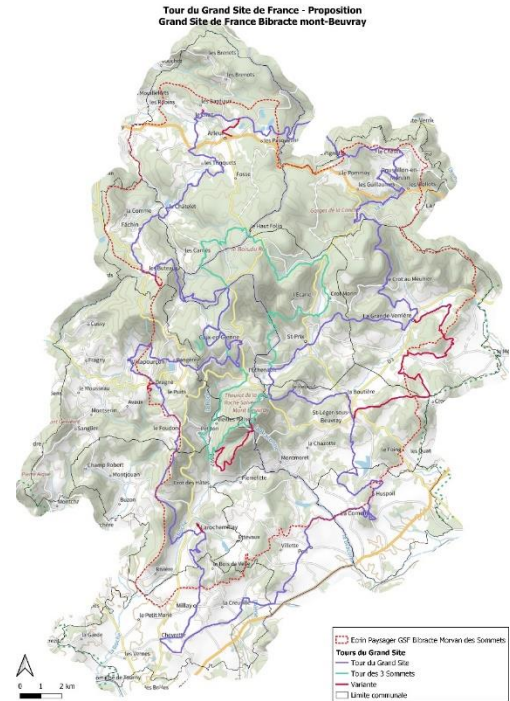
### **Tourism working group**

In a context where tourism and mobility are undergoing changes, implying a strong and visible commitment by tourism players to the preservation of the environment and the cultural ways of life of local communities, Bibracte has supported the creation of a **Tourism working group**.

As an integral part of the heritage community around the rural paths, this group, which brings together **some twenty players from the area** (accommodation providers, tourist service providers), is working on the construction of a "slow" tourism offer throughout the four seasons, combining leisure activities and outdoor sports, discovery of the heritage and culture and meetings with the local people, particularly along the new route, for discovering the area.



Annabelle Dauvergne, a member of the Slow Tourism Club and owner of a gîte, voluntarily tested the new route in June 2022



The new hiking route developed within INCULTUM.

## **Agriculture Working Group**

**In the field of agriculture, the priorities are**

- **facilitating the takeover of farms and the installation of new farmers**, with a view to diversification,
- the creation of **connections between the agricultural economy and the local economy** (on-farm hospitality, farm direct selling...),
- **strengthening solidarity** within the farming community and pooling resources

To this end, a working group of about ten farmers representing the diversity of agricultural models present in the territory was set up in 2022. This working group defines the subjects on which it wishes to work as a priority, while the Grand Site de France management team endeavours to provide it with operating resources. In this respect, the working group is in the process of being approved as an Economic and Environmental Interest Group, a French Ministry of Agriculture label designed to promote the organisation of agricultural actors around collective sustainable projects.

## **Mediating around the common good and fostering equity among community actors**

One of the risks identified in the implementation of the pilot project is that **it may give rise to opposition from the rest of the actors contributing to the maintenance of the common landscape heritage**. The heritage community is proving to be a favourable space for dialogue and integration, a tool for territorial mediation and a listening chamber for potential new projects.

For instance, the reflection is underway within the heritage community on **the fair remuneration for the ecological service provided by the actors involved in the management and maintenance of the commons**, more specifically the remuneration of farmers for the maintenance of the rural paths.

## ANNEXES

### **THE GRANDS SITES DE FRANCE AND THE PUBLIC ESTABLISHMENTS OF CULTURAL COOPERATION (ETABLISSEMENTS PUBLICS DE COOPERATION CULTURELLE), TWO INNOVATIVE MECHANISMS FOR TERRITORIAL PUBLIC ACTION**

#### **The Grand Site de France approach: an experimental policy at the service of rural territories**

The Grand Site de France approach originates from the State's concern, expressed at the end of the 1970s, to combat the harmful effects of excessive tourist numbers on the most emblematic protected sites in France. After focusing on curative measures (development of car parks, installation of services, etc.) within the framework of "Grand Site operations (OGS)", a second stage in this policy was reached in 2001 with the introduction of the Grand Site de France label. Issued by the ministry in charge of landscape policy and reviewed every six years, this is a demanding label that is intended to encourage local authorities to take responsibility for the sustainable management of their most emblematic sites, well beyond just tourism issues. It is awarded to an average of one site per year. Another particularity of this policy is its non-normative character: the methods of defining the geographical perimeter of the label, of mobilising the stakeholders and of organising the governance of the labelled sites are left to the discretion of the candidates. In this sense, the Grand Site de France approach is a real laboratory for innovation in the management of rural territories. It is based on the hypothesis that the landscape approach (*la démarche paysagère*) is an effective and virtuous lever for territorial action, due to its capacity to mobilise players and its ability to encourage a holistic and integrated approach to the territorial project. Around fifty territories are involved in the approach; they are federated within an independent organisation, the *Réseau des Grands Sites de France*, which has become over the years a think tank in terms of public policies based on the landscape approach and which shares its experience internationally within an international training and exchange centre.

[Réseau des Grands Sites de France - Home-en \(grandsitedefrance.com\)](http://grandsitedefrance.com)// [www.polepatrimoine.org](http://www.polepatrimoine.org)

#### **Public establishments for cultural cooperation, an original tool for the shared management of heritage spaces and cultural services**

Public establishments for cultural cooperation (EPCC) were introduced in France in 2002 by law. This is a new type of public establishment whose originality lies in the joint desire of public bodies (local authorities, the State/Ministry of Culture, national public establishments) to pool their resources to better manage a heritage space or a cultural service of regional or national importance. The founding members participate in the EPCC's board of directors, which is the decision-making body for the validation of the establishment's project and budget. This system commits the EPCC's partners over the long term, which encourages the implementation of long-term management plans. There are several hundred EPCCs, active in the most diverse sectors of culture. The recent extension of their field of action to the management of environmental services is proof of the success of the formula and broadens their field of action