



# 2022 TOURISM STRATEGY

Development Plan



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# THE MAYOR'S EDITORIAL



*Tourism* has always been a major economic resource for Paris, the world's most popular destination. Each year, the sector generates almost €40 million in economic benefits for Île-de-France, and creates 524,000 jobs.

The sector is undergoing significant growth worldwide, driven by high demand from emerging countries. International tourism is set to increase at a steady pace, in the range of +5% per year.

With this in mind, I wanted Paris to adopt an all-encompassing strategy for tourism, embodied in this initial Tourism Development Plan. The plan aims to further enhance our capital's assets and make new progress within six years, and it contains a number of proposals for concrete action to this end.

In particular, it will allow us to develop new offers in districts that tourists are less familiar with, such as Montparnasse and the artists' district, the festive neighbourhoods in the 11th arrondissement, Chinatown and street art, Green Paris in Bastille or the Vincennes woods, the romantic canals or the Parisian Broadway from Pigalle to the Grands Boulevards.

We will also enhance the features that constitute Parisian identity, like the nightlife, LGBTI tourism, eco-tourism and our city circuits, especially in view of our bid to host the 2024 Olympic Games.

This plan is the fruit of detailed work with all the actors in this sector in the Destination Paris Committee. From June to December 2015, focus groups in the committee worked on defining the main focal points.

The plan proposes an ambitious, joint strategy to reinforce Paris' status as the most popular tourist destination in the world, but also to make it the most welcoming capital, with high-quality, sustainable tourism.

This proposal must serve to enhance and promote this multifaceted city with its many assets. Although sometimes seen as a museum-city, it is above all a modern, cosmopolitan and innovative capital that is open to the world.

Paris has so much to offer. It is the only city in the world with something for everyone, for all hopes and dreams. The new Tourism Development Plan will strengthen the city's bold, sustainable and virtuous tourism dynamic.

**Anne HIDALGO**

# A PARTICIPATORY APPROACH



Among the different areas of municipal public policy, tourism is distinctive in that it is primarily a service provided to visitors by the private sector: hotels, catering services, leisure activities, and passenger transport. Above all, the City's role consists of providing impetus, coordination and investment in collective infrastructure in order to provide a common direction and a collective ambition in this sector that is disparate at times. In short, the goal is to be a strategic city for Paris' number one industry.

The success of the tourism development strategy therefore depends on the mobilisation of all the stakeholders involved in Parisian tourism. This is why the Paris Tourism development plan was drawn up using a **participatory method, in close collaboration with industry professionals that participated in the Paris Destination Committee.**

Established by the Mayor of Paris on 19 June 2015, the Paris Destination Committee brings together **400 stakeholders in Parisian tourism**. For the first time, all tourism sectors (the hotel trade, catering services, business, culture, transport, travel agencies, institutions) were represented within one committee in order to establish a common strategy for offering tourists a better welcome in Paris.

This method led to the creation of a **policy guidance document which mobilises all municipal policies and the Parisian tourism ecosystem across the board, for the purpose of tourism development.**

This Plan was drawn up in 3 phases, from March 2015 to September 2016.

## DIAGNOSTIC

A diagnostic period aimed at identifying the strengths and weaknesses of the Paris destination took place from March to June 2015: **During this period 120 interviews** were conducted with Parisian tourism professionals. **Furthermore, 2 studies on tourism** were carried out by specialist firms:

- **A survey on obstacles to coming to Paris**, carried out by the OTCP (Office du Tourisme et des Congrès de Paris, Paris tourist information and convention centre) and the BVA firm.
- **A comparative international analysis of innovative solutions in tourism**, carried out by the TCI Research firm.

## CONSULTATION

In order to **define the Paris tourism development strategy**, a consultation with professionals took place from June to December 2016.

**Seven work groups** were formed and led by tourism professionals, bringing together a total of **200 members of the Paris Destination Committee**. The objective was to examine the strategic issues that were updated during the diagnostic phase.

This consultation phase led to the identification of **the major strategic focus areas and the first lines of action for this plan on 18 December 2016 during a plenary meeting of the Paris Destination Committee.**

## ACTION PLAN

The action plan drawn up between January and June 2016 was aimed at identifying the strategic focus areas for the plan in a practical and operational way.

**All in all, 59 action sheets** were drawn up in a transverse manner, mobilising all of cabinets and departments involved in tourism within Paris City Hall, in direct collaboration with the members of the Paris Destination Committee.

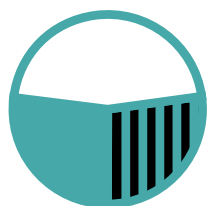
The action plan will be implemented over a 6-year period, in two phases:

- 2017-2019: launch of the 59 actions and completion of 44 of these actions.
- 2019-2022: completion of the 15 remaining actions, which require a more extensive engineering process or medium-term investments.

## THE KEY **TOURISM** FIGURES

# 47 MILLION TOURISTS

### IN PARIS AND THE ÎLE-DE-FRANCE IN 2015 INCLUDING



**58%** French people  
**42%** foreigners

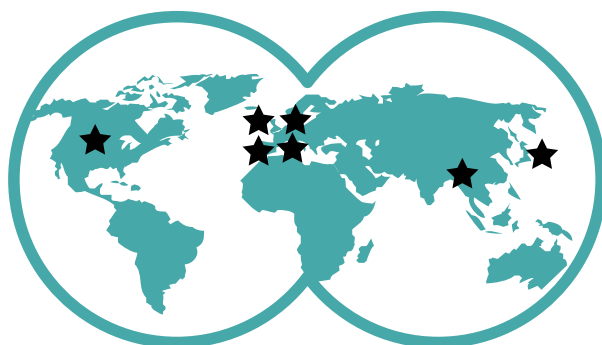
**74%** return visitors

**26%** first-time visitors



**1/3** business tourism

**2/3** leisure tourism



### THE TOP 7 COUNTRIES GENERATING THE MOST TOURISTS in 2015

Among international tourists

<b>USA</b> .....	<b>1.8 M</b>
<b>UK</b> .....	<b>1.2 M</b>
<b>CHINA</b> .....	<b>746,000</b>
<b>GERMANY</b> .....	<b>725,000</b>
<b>ITALY</b> .....	<b>621,000</b>
<b>SPAIN</b> .....	<b>608,000</b>
<b>JAPAN</b> .....	<b>481,000</b>

### A DRIVER OF THE ECONOMY AND PARISIEN JOBS



**48 MILLION**  
overnight hotel stays  
in Greater Paris in 2015

Nearly  
**40 BILLION EUROS**  
in tourism  
consumption  
in Île-de-France

**524,000 JOBS**  
in Île-de-France,  
**12.4%** of the  
region's paid  
employment  
in 2015

### A UNIQUE QUALITY OF TOURISM OFFERINGS AND WELCOME RESERVED FOR TOURISTS



**93%** of visitors surveyed  
said they were satisfied  
with their overall stay

**57%** of visitors surveyed  
intended to return within  
the year



## UNIQUE ASSETS

With 46.7 million tourists in Île-de-France in 2015<sup>1</sup>, **Paris is one of the leading tourist destinations in the world** for both leisure and business tourists.

Paris owes this leading position to its exceptional assets. It is one of the rare cities in the world that can offer an experience suited to each visitor, while still remaining a liveable city with excellent connectivity, tourism infrastructure and quality services:

- **Paris is the city of art and history par excellence:** it features a rich, unparalleled cultural life, with over 200 museums, 1,000 art galleries, and hundreds of exhibitions and cultural events with international appeal.

- **A city of monuments:** its heritage includes over 2,000 historic monuments, including the most visited sites in the world like Notre Dame Cathedral, Sacré Cœur, the Eiffel Tower, The Chapel of Our Lady of the Miraculous Medal, and the Arc de Triomphe, with nearly 25 million visitors in 2015.

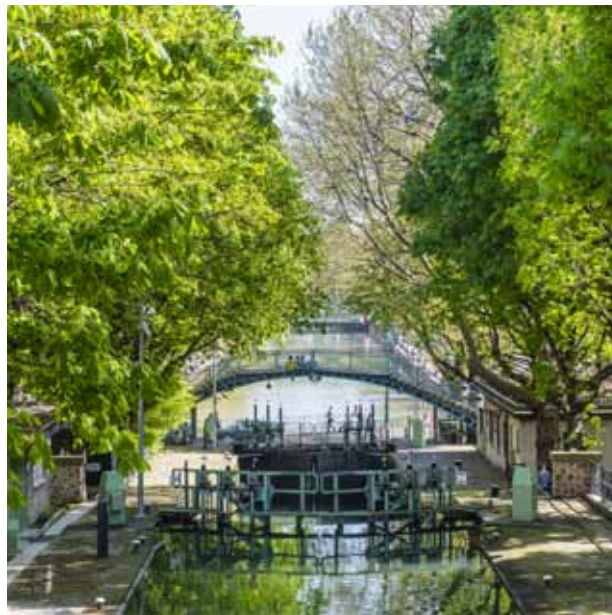
- **Paris is the capital of gastronomy:** With its 14,000 cafés and restaurants, 82 markets, and 90 Michelin-starred restaurants, gastronomy is at the heart of the Parisian way of life. Parisian gastronomy is thriving and creates space for culinary traditions from around the world, illustrating the cosmopolitan life and exchange of cultures that form the very foundations of the city's spirit.

- **Paris is one of the most popular shopping destinations in the world,** due to the wealth and unique nature of its network of stores, including top luxury brands, 8 department stores, and a multitude of artisans and designers with unique expertise, in addition to the 240 second-hand booksellers that give Paris its charm.

- **Paris is also a city for celebration** - cutting edge and avant-garde, it offers out-of-the-ordinary experiences and the chance to discover unexpected places. At night Paris has much to offer: 67 concert halls, 265 theatres and cabarets, 285 cinema screens, 3 opera houses, nearly 200 clubs, 10,000 bars and restaurants, 300 events per evening, over 100 concerts and the biggest European music festivals.

- **Paris is a green city:** with two large forests, 400 squares, parks and gardens, the pedestrian areas along the banks of the Seine, its canals and Promenade Plantée, which preceded High Line in New York City, and 700 kilometres of bike paths (which will double by 2020), Paris is a wonderful place to walk or bike.

- **Paris is one of the best connected cities in the world,** due to its central location in the heart of Europe, and its excellent air and rail connectivity.



The power of the Parisian airport system lies in the complementarity of its 4 major airports: Roissy CDG (Number 1 European hub), Paris-Orly (Number 2 French airport), Paris-Le Bourget (Number 1 European business airport), and Beauvais-Tillé, strengthened by the growing momentum of low cost airlines.

In addition, the city's 7 major train stations, including the Gare du Nord, which is the number 1 European train station in terms of international arrivals, make it well connected to both French cities and major European cities.

- **Paris has high-quality infrastructure and exceptional tourism capacity:** With 116,000 rooms, Greater Paris features the 2nd largest hotel accommodation offering in the world and a wide range of quality hotel services. The city's public transport network is one of the most efficient in the world, with its extremely dense network of interconnections.

- **Paris is the number 1 city in the world for conferences and trade shows:** business tourism is one of the driving forces in Parisian tourism, representing one third of visitors to Paris and over 40% of overnight hotel stays. Each year, Paris hosts approximately 1,000 conferences and 400 trade shows, representing over 5 billion euros in economic benefits. The city is also home to the largest exhibition area in Europe<sup>2</sup> and has unparalleled expertise in hosting large events.

- **Paris is a city that welcomes the world:** from the first World's Fairs to hosting COP 21 and the Euro 2016, Paris excels in organizing large international events.

1. Source: CRT Paris – Île-de-France

2. Source: CCI Paris – Île-de-France



- **Paris is a city of freedom:** Throughout the world, Paris embodies human rights and is a city of tolerance, defending individual freedoms and the freedom of the press, a city in which everyone may circulate freely without experiencing discrimination.

- **Paris offers services and a welcome of excellent quality:** the overall satisfaction rate of visitors to Paris is 93%<sup>3</sup> thanks to the city's quality services and the professionalism of the stakeholders in Parisian tourism, as well as the exceptional quality of life and Parisian art of living, appreciated by visitors from all over the world.

## THE CHALLENGES

### A LEADING POSITION IN THE INCREASINGLY COMPETITIVE FIELD OF GLOBAL TOURISM

With global growth estimated at 4% per year between 2014 and 2030<sup>4</sup>, tourism is one of the most dynamic economic sectors in the world and a driving force for the Parisian economy and jobs.

However, in an extremely competitive international environment, Paris' historic position as the world's tourism capital must be defended.

- **In the leisure tourism segment,** Paris is facing increasing competition from major emerging countries (Brazil, India, China, South Africa, Mexico, Russia...) and from regional

destinations that these developing countries are refocusing on, such as South-East Asia for the Chinese in particular. Yet **the number 1 competitor for Paris is within Europe.** Spain has become the top destination for European tourists, ahead of France and Italy. And Paris has not benefited as much as other destinations from European "city-breakers" travellers who take advantage of long weekends to enjoy urban tourism. For the past ten years, Paris has been falling behind neighbouring cities (Berlin, Amsterdam, London, Barcelona...), which have succeeded in structuring their tourism offering and image to attract this customer base.

- **In the business tourism segment,** Paris' leading position has been challenged by major European capitals such as Berlin, Barcelona and Vienna, as well as by emerging destinations such as Singapore, Istanbul and Kuala Lumpur, which have made huge investments in infrastructure for hosting large professional events and have rolled out increasingly competitive tourism facilities to attract event organizers.

- **More generally, since 2015, the economic slowdown in emerging countries (China and Brazil in particular) and some historical markets (Russia, Japan), for reasons related to geopolitical situations and exchange rates, has curbed the driving growth that these new markets represent.**



3. Source: CRT overall satisfaction survey

4. Source: OMT





While the weaker growth (and the economic downturn) of Paris' position can be explained by the context of terrorism threats, it is primarily due to more natural reasons linked to tourism infrastructure, connectivity challenges and macroeconomic issues:

- 2015 and 2016 were marked by an upsurge in terrorist attacks in France and Europe, which had a major impact on tourist visits to Paris. The number of visits decreased by 1.1% in the Greater Paris area between 2014 and 2015, due to the impact of the attacks in January and November 2015. This is why in 2016, Paris City Hall, in partnership with the Ministry of Foreign Affairs and International Development and the major tourism stakeholders, rolled out **a tourism stimulus plan** aimed at supporting the sector and accelerating the return to normal tourism numbers.
- Yet the slowdown in tourist visits to Paris can be explained by more structural reasons, related to **the high-cost of the destination** (2<sup>nd</sup> most expensive hotel network in the world), to **connectivity challenges** (Paris lacks low-cost airlines that serve the destination), to **the quality of tourism infrastructures and service** (the overall tourist satisfaction level is very good, but there is room for improvement for some fundamental aspects, such as cleanliness and the mastery of foreign languages).
- But beyond these short-term support actions, this tourism development plan is aimed at **improving the long-term structural advantages of tourism in Paris, specifically the quality of the tourism offering, the welcome provided to visitors, and tourism infrastructures in Paris.**

## OUR AREAS **FOR IMPROVEMENT**

**Continue to increase investment in tourism infrastructure with the aim of ensuring a high level of service and meeting the needs of the increasing influx of tourists:**

**Paris has some of the best connectivity solutions in the world, in terms of both diversity and capacity:** Across all categories of customers, tourists come to Paris by plane (45%), train (30.5%) or by road (24.5%). But with a 5% increase per year in the number of tourists, it is necessary to increase and modernize our infrastructure capacities in order to remain the number one tourist city in the world:

- Pursue investments and adapt regulations in order to develop our airport capacity to respond to the increasing influx of tourists and improving connections to Paris.
- Modernise Parisian train stations and develop the train timetables, which have reached saturation point.
- Reorganise coach transport by creating the right conditions for the sustainability of this option, and, in so doing, meet the challenges of managing the public space and improving air quality.
- Rethink river transport by adapting our facilities to the current rise in the cruise industry (from 30,000 passengers in 2009 to 90,000 in 2015).

**With a hotel capacity of over 116,000 rooms, Paris has the second largest hotel network in the world, one which continues to grow through the implementation**



of an ambitious hotel plan for 12,000 rooms in the metropolitan area. The tourism accommodation sector remains buoyant with the mobilization of many hotel investors and the development of digital platforms. However, in order to face the increasing influx of tourists, and to improve Paris' affordability and the appeal of the destination to all tourist types, it will be necessary to do the following:

- Mobilise the Parisian property market in order to meet our objectives of completing new hotels.
- Enhance the metropolitan aspect of the hotel plan, in order to enable the entire metropolitan area to benefit from the economic benefits of the tourism industry.
- Diversify the type of hotel options to enable the development of tourism for young people and families.
- Regulate the supply of furnished tourist rental options in order to ensure the sustainability of this type of accommodation, while maintaining the city's policy priority of promoting housing and creating balance with the hotel industry.

**Renew and enhance the diversity of our tourism offering, to promote the "off-the-beaten-path" discovery of Paris, and create an urgent desire to visit Paris**

Paris is the city of art and history par excellence, and has extremely rich cultural and heritage offerings which rely above all on the constant renewal of the visitor experience at these timeless sites and the appeal of visitors' heritage tourism experience.

In addition, the flow of tourists to Paris tends to be concentrated on the "traditional" tourist sites: the major monuments and museums located in the 8 first arrondissements of Paris (the Eiffel Tower, the Latin Quarter, the Louvre, Musée d'Orsay, Sacré Cœur, Arc de Triomphe and the Champs Elysées), with a saturation effect on the heart of the Parisian city centre that must be managed in order to preserve residents' quality of life and improve the quality of the visitor experience.

Whereas alternative "off-the-beaten-path" tourist options are still in early development stages: such as night outings, experienced by only 22% of tourists, Parisian parks and gardens, visited by only 1/3 of tourists, despite the beautiful natural heritage Paris has to offer.

Therefore, Paris must diversify the nature of its tourism offerings, in terms of both time and space:

- **Develop niche markets** (night tourism, green tourism, memorial tourism, savoir-faire tourism, etc.), in order to meet the needs of new types of tourists, renew Paris' image, and allow visitors to discover new aspects of the capital, the Paris of the Parisians.
- **Create the sense of a tourism "event"** in order to create an urgent desire to visit the city, drawing young European city-breakers and arousing the desire to return to Paris.
- **Structure the tourism offering around new districts and make it more dynamic** in order to enable the entire Parisian territory to enjoy the economic benefits of tourism and counteract the saturation of the centre of Paris.

**Innovation aimed at constantly improving the welcome visitors receive:**

The overall satisfaction of visitors in Paris is over 90%<sup>5</sup>, proving that the supposed weaknesses of our destination do not translate into negative feelings about the quality of the visit. Nevertheless, we must continue to be uncompromising and proactive regarding the standards of the welcome received by visitors:

- **Increase our capacity to inform and direct tourists** by mobilising tourism professionals and developing the mastery of foreign languages, by improving tourist information throughout the stay, and creating conditions that favour exchanges and meetings between tourists and residents.
- **Improve access to major tourist sites and reduce waiting times for visitors** by modernizing ticketing systems and reorganizing the management of the flow of visitors.





## AN **AMBITIOUS** STRATEGY

**Our vision: In 2022, Paris is the city that hosts the most visitors in the world, but also the city that ensures the best welcome in the world, through its high-quality, sustainable tourism that creates jobs, and is a source of international influence.**

**To reach this objective, the City of Paris, in partnership with stakeholders in the Parisian tourism sector that form the "Paris Destination Committee", defined an ambitious tourism development strategy for 2022, focused on 4 areas:**

### **OFFER** **UNIQUE EXPERIENCES**

The only city in the world capable of providing a varied, unique tourism offering, revealing new places and experiences to be discovered, and enabling each visitor to create a customized stay.

### **SHARE** **A WELCOMING CITY**

A welcoming city that is open to the world, takes care of its visitors throughout their stay, and offers a smooth visitor experience adapted to individual needs, in which the residents are involved in the tourism experience.

### **DEVELOP** **SUSTAINABLE TOURISM**

A harmonious city, thanks to its solidarity-based, sustainable tourism development model that respects its environment and residents.

### **REINFORCE** **A SUCCESSFUL DESTINATION**

A city that provides the means required for achieving its tourism ambition and the support and necessary tools for boosting the sector's growth.



# OFFER



# UNIQUE EXPERIENCES

Paris is a city of art and history; its culture and heritage represent the number one motivation for visitors and are a source of international influence. However, the "City of Light" tends to be viewed as a rigid and timeless "museum city" that tourists should visit at least once in their lifetime, but without a sense of any pressing need to visit right away. The challenge for Paris is to succeed in renewing its tourism offering in order to create a sense of urgency in the desire to visit the city, as well as a desire to return to Paris on a regular basis.

To reach this objective, Paris must offer a tourism experience that is adapted to every type of visitor: leisure or business visitors, fans of culture, heritage, shopping, nature, history and memorial tourism, fans of artisanal creations, sports, parties... Paris must diversify its tourism offering by developing niche markets such as night tourism, savoir-faire tourism, memorial tourism, or urban walks, but also by revealing little-known sides of Paris by opening new districts to discover.

## STRENGTHEN ASSETS

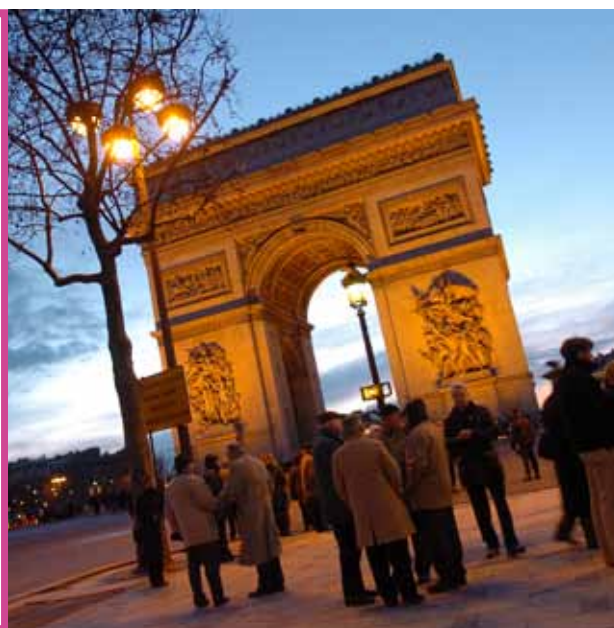
- **Improve welcome services at the Eiffel Tower, renovate the Arc de Triomphe and Parisian places of culture and worship, and improve the lighting in Paris** to enhance the iconic venues and monuments of Paris' heritage, **redevelop and organise new activities on the Champs-Élysées.**
- **Create Parisian seasons, translate and distribute the Parisian cultural programme internationally** to expand the influence of our artistic creativity internationally.
- **Develop "savoir-faire" tourism, create a "made in Paris" label, and provide support for shopkeepers and artisans** in order to maintain the quality of the shopping experience in Paris, and reveal Parisian savoir-faire.
- **Create showcase spaces for Parisian gastronomy** to allow visitors to discover the wealth of our culinary heritage.
- **Modernize the infrastructures for hosting business events and implement proactive approaches to welcoming large conferences and trade shows**, in order to maintain our leading position in the area of business tourism.



### Renovation of the Arc de Triomphe

#### ► ACTION 3

With 1.5 million visitors in 2015, the Arc de Triomphe is one of Paris' most popular and symbolic monuments. To maintain the Arc's iconic status and the high standard of visitor reception, Paris City Hall is to undertake an ambitious renovation of this heritage monument, completely recasting the lighting and reorganising the underground access area.







## REINFORCE EMERGING SECTORS

- **Implement an ambitious international promotion plan for Parisian nights**, with the aim of creating a greater awareness of our rich offering of night activities (cafés, bars, theatres, cabarets, circuses, night clubs, festivals, etc.) and make Paris a party destination.
- **Structure the LGBT tourism offering**, affirming Paris' gay-friendly identity and continuing to make our city a shield against homophobia and all forms of discrimination.
- **Develop urban tourism**, enabling the city to be discovered on an off-the-beaten-path, an alternative Paris, the "Paris of the Parisians", through diversified urban walks.
- **Host a major international event at least once a year** (from the Euro 2016 to the 2024 Olympic Games) to expand the influence of our capital throughout the world.

## Create showcase spaces for Parisian Gastronomy

### ► ACTION 11

Projects such as the Cité de la Gastronomie in Rungis, a new space for promoting chefs at the Pavillon de L'Élysée, or the or the "smart food" innovation platform will reinforce Paris' status as the capital of gastronomy. There will be regular promotional campaigns to highlight our rich culinary heritage, available in 14,000 Parisian cafés and restaurants, 80 food markets and our many other food businesses.

- **Redevelop the banks of the Seine, launch the "Reinventing the Seine" call for projects, develop swimming and nautical activities** to accompany the rise in river tourism, and make the Seine and the canals a source of attraction for Paris.



## DEVELOP **NEW OFFERS**

Paris is not currently well positioned in certain segments and seasons of the year, despite its strong potential and under-exploited assets:

- **Open the abandoned railway, La Petite Ceinture, create urban farms, festivals and entertainment in the forests and gardens, develop "sustainable Paris" walks** to strengthen Paris' identity as a green destination, and capitalise on its natural heritage that is still little known: its forests, parks and gardens, its plant-lined walkways, vineyards, beehives and community gardens.
- **Create tourism routes on the history and memory of Paris, improve the quality of visits to Père Lachaise cemetery**, with the aim of attracting visitors that are passionate about the depth of Paris' history and promoting the wealth of its history among the largest possible audience.
- **Create events during the yearly off-peak periods, and "Parisian seasons" throughout the tourism year to guarantee experiences year round**, strengthen appeal during slow months and create a sense of urgency to visit Paris.







## International promotion of Nuits Pariennes

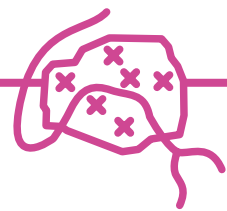
### ► ACTION 12

Paris City Hall, along with nightlife industry professionals, have developed an ambitious action plan to support and promote Nuits Pariennes (Parisian Nights) internationally. Paris' nightlife is one of the most vibrant in the world, with 265 theatres and cabarets, 4,000 terraces open at night, 200 clubs, 100 concerts every night... The goal is to promote this nightlife, and make it accessible to everyone by organising exceptional events such as the Nuit Blanche, by hosting influential figures, or other promotional events; trialling a "night pass"; or even creating an "after-work" offer for business visitors.



## REVEAL **NEW TERRITORIES**

- **Create district brands** to reveal new districts in order to allow visitors to discover little known aspects of Paris – the Paris of Parisians, off the beaten path – and also to enable all of the Parisian territory to receive the economic and social benefits of tourism.
- **Develop tourism offerings for the Greater Paris area** related to river tourism, night tourism, major events as well as business tourism, to make Paris a true gateway to the metropolitan area and the region.



## Creating "district brands"

### ► ACTION 22

"District brands" will be invented to bring out new tourist areas (Montparnasse, Chinatown, les Canaux, le Broadway Parisien, le Paris Nature, Belleville-Ménilmontant-Père Lachaise, les Faubourgs...) to show visitors the lesser-known sides of Paris, real Parisian Paris, off the beaten track, but also to ease the flows of tourists concentrated in the city centre and allow the whole area to feel the economic benefits of tourism.

16/17

2022 Tourism Strategy

# SHARE

A vibrant outdoor art festival scene, likely in a European city. In the foreground, a woman with long dark hair and glasses, wearing a light blue button-down shirt, is leaning over a black metal bridge railing, painting it with a brush. To her left, another person is kneeling on the wooden deck, also painting. In the immediate foreground, the back of a woman's head and shoulders are visible as she looks towards the artists. The background is filled with other people, some standing and some walking, creating a lively atmosphere. The scene is bathed in warm, golden light, suggesting late afternoon or early morning. The overall mood is creative and communal.



# A WELCOMING CITY

Paris seeks to provide its visitors with a **high-quality, warm welcome** in order to provide a smooth, pleasant and peaceful experience. The City Hall will mobilise professionals and residents to ensure that visitors experience **good hospitality**, and will invest in all the necessary tools and equipment to ensure their safety, comfort and access to information throughout their stay, regardless of their language, budget and specific needs.

## A "SEAMLESS" CITY

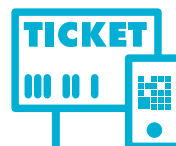
Paris intends to make the visitor experience smoother, with the aim of becoming a **city without queues and with paper-free ticketing systems**. Paris will therefore form an interest group with tourism stakeholders to accomplish the following:

- **Improve the management of the influx of tourists and reduce visitor waiting times** at tourist sites.
- **Implement paper-free ticketing systems** throughout the entire Parisian territory, particularly via the progressive digitalization of the **Paris Pass' Lib**.

## A WELCOMING AND HOSPITABLE CITY

Paris seeks to ensure a high-quality and multilingual welcome for visitors by tourism stakeholders and Parisians, through the following measures:

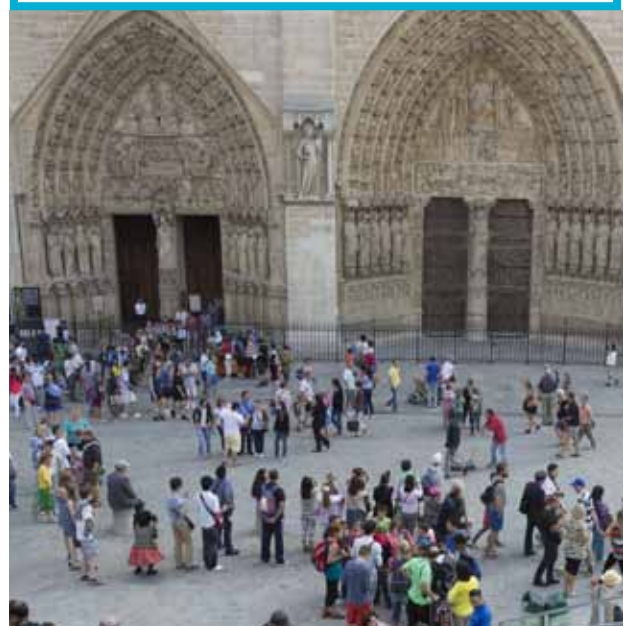
- **The modernization of physical welcome areas** at the Paris tourist information and convention.
- **Enlist the services of civic service volunteers** to welcome and guide visitors to tourist sites.
- **Roll out innovations for instant translation, subtitles** at the theatre and cinema, reinforce linguistic training and provide materials in every language online and at tourist sites.



### Paper-free ticketing and shorter queues

#### ► ACTIONS 24 & 25

Paris strives to become a "seamless" city, where the visitor's experience is as simple and smooth as possible. To achieve this goal, an interest group will be created amongst all of the main tourist attractions in Paris, to speed-up the paper-free changeover for ticketing and standardise technologies, but also to optimise flow management and reduce waiting times.





## Renewing "Histoire de Paris" information signs

### ► ACTION 34

Noteworthy sites in Paris are signposted with "Histoire de Paris" information plaques (known as "Starck Oars", after their designer). In order to improve this information and make it more accessible to tourists, a new tender will be launched for replacing the plaques with an innovative, interactive, multilingual form of signage with enriched content.

## A CITY THAT IS ATTENTIVE TO ALL GROUPS OF PEOPLE

- Paris aims to make all of its sites and transport facilities accessible for the disabled and persons with reduced mobility and apply to obtain the State "Destination for all" brand.
- And structure a tourism offering that is suited to the entire family.
- Develop and promote free and discounted tourist offers to fight the perception of Paris as a high-cost destination, becoming more affordable for smaller budgets.

## ACCOMPANY VISITORS BEFORE, DURING AND AFTER THEIR STAY,

by providing helpful information throughout the entire process, making use of digital tools and renewed signage for tourists:

- The tools used by Paris City Hall, the Tourist Information and Convention Centre, and the Île-de-France Regional Committee (websites, social networks, the application "Que faire à Paris"), will be shared to a greater extent and a customer relationship management system (CRM) will be established for the entire destination in order to provide Paris with more efficient tools for information and visitor relation management.
- Update the "History of Paris" signs, install innovative, interactive and multilingual tourist signage, create online and telephone assistance for tourists, and roll out Wi-Fi services in public areas to ensure visitors receive better information in real time.
- Use more developed survey tools to measure visitor satisfaction and install physical terminals on tourist sites to measure how visitors perceive the quality of their tourist experience, and to improve tourist loyalty and visitor satisfaction management.







## TOURISTS' **COMFORT** **AND SAFETY** AT ALL TIMES

Paris will guarantee its visitors a smooth experience via the following measures:

- **Implement the "Tourist safety plan"**, which provides for a set of strong measures aimed at preventing the risk of attacks, securing tourist sites and accompanying tourists in the event of a problem. **A crisis management procedure related to the Tourist Information and Convention Centre** will also be implemented, using the "Nec Mergitur" innovation platform dedicated to security. These measures will complement the State-initiated Vigipirate plan and increased police forces in transport systems and at tourist sites.
- **Reinforce the municipal resources employed to ensure that tourist sites are cleaned and increasing the number of public toilets** will improve the cleanliness of the sites and visitors' comfort.



### Reinforcing tourist safety

#### ► ACTION 38

The tourist security plan implemented by the Police and Paris City Hall will continue, with particular emphasis on tourists from Asia. The plan ensures reinforced police numbers at the main tourist sites, improved tourist information and better assistance for those who become victims of crime. In addition, the city will strengthen measures for fighting disorderly conduct (in particular illegal sales and tourist traps), and will set up a crisis management process with tourism industry professionals.



20/21

2022 Tourism Strategy

# DEVELOP





# SUSTAINABLE TOURISM

With over 21,000 residents per km<sup>2</sup>, Paris is one of the most densely populated cities in the world. This is why it is essential for tourism development to take place with a respect for **Parisians' quality of life, ensuring that people can live together in harmony**. The City Hall will therefore develop **high-quality, harmonious tourism that respects economic, social and environmental balance**.

## HARMONIOUS AND SOLIDARITY-BASED TOURISM

Paris will make sure that tourism positively contributes to local economic and social development, and that tourists coexist harmoniously with Parisians:

- **Supervise the development of furnished tourist accommodations** to preserve the capital's residential purpose.

- **Analyse the impact that creating international tourist zones has on the local ecosystem**, with the aim of protecting the diversity of the Parisian commercial fabric and the quality of working conditions.

- **Developing a social and solidarity-based economy in the field of tourism**, in particular by opening the Maison de l'ESS (Social and Solidarity-Based Economy Centre), which will make tourism a lever for social inclusion.

- **Developing participatory tourism** and solutions for connecting tourists with Parisians, such as through community chats, will help Parisians and tourists meet, and will ensure that residents are involved in the visitor experience.



## Control the development of furnished tourist rental properties

### ► ACTION 41

The unchecked growth in furnished tourist rental properties has had a significant impact on the already tense housing market in Paris. Paris City Hall will continue to exercise firm but fair control of this accommodation sector, both legally and in terms of taxes. This will take the form of a unique registration number, reinforcing checks, simplifying the administrative process for declaring or rectifying situations, and applying the tourist tax to all properties on online rental platforms.





## TOURISM THAT RESPECTS THE ENVIRONMENT

- Organizing **coach mobility solutions that are more respectful of the environment and better integrated into the public space**, developing **softer modes of transport for tourists** (pedestrian solutions, bicycles) and **developing a public transport offering that is better suited to tourists**, to make Paris the capital of sustainable tourist mobility.
- **Paris will continue to support the hotel-restaurant sector in its sustainable development initiatives**, in partnership with the Paris Tourist Information and Convention Centre, which supports nearly 500 hoteliers as part of its programme "For sustainable accommodation in Paris", and as part of the implementation of the Climate Plan.
- **Implementing the Environmentally responsible events charter** will promote a more ecological management of large events.

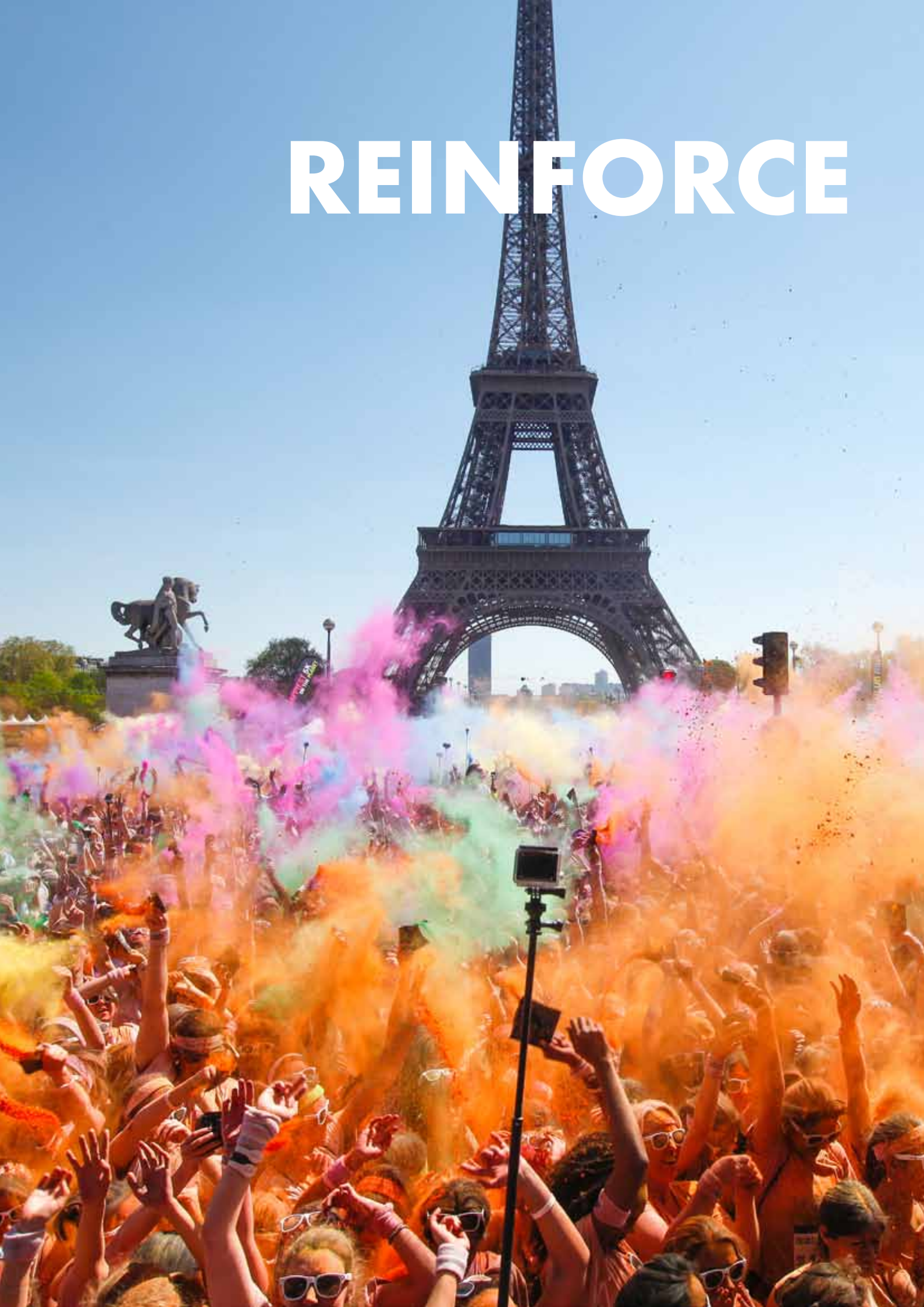
### Creating sustainable tourist transport

#### ► ACTIONS 45 TO 48

Paris will arrange more environmentally friendly bus transport that is also better integrated into public spaces (penalties for parked vehicles with running motors, assisting in the transition to non-diesel) and will develop walking routes and cycle-tourism (the number of km of cycle paths will double by 2020). Access to public transport for tourists will be improved with a modernised "Paris Visite" or "Paris Pass Lib'" transport passes.



# REINFORCE



# A SUCCESSFUL DESTINATION

The destination's success relies on both the investments in large hotel and transport infrastructure and the introduction of efficient organizations and promotional tools to lead a coordinated territorial marketing strategy for the entire destination.

## DEVELOP OUR CAPACITY TO ACCOMMODATE VISITORS IN RESPONSE TO THE INCREASED INFLUX OF TOURISTS

One of the major challenges in reaching our objective of welcoming +2% tourists per year by 2022 is to pursue an ambitious policy of developing hotel and transport infrastructure.

- The implementation of the shared strategy for developing hotel accommodation in the metropolitan area will lead to the creation of 12,000 additional hotel rooms by 2020, and result in a quality, diversified hotel network that is affordable for all budgets and types of tourists, particularly young people and families.

- Paris will improve its connectivity in order to increase the destination's affordability and geographic accessibility, by supporting the development of airline capacities at its airports and improving access to the airports through major development projects (Charles-de-Gaulle Express, Greater Paris Express, RER B). Paris will also develop its railway connectivity by renovating the Parisian train stations. Finally, Paris will examine how new coach routes can be created for the metropolitan area to improve road connectivity.



### Establishing a city hotel plan

#### ► ACTION 51

Paris will pursue its city hotel development plan to reach its goal of 12,000 extra hotel rooms by the end of the mayoral term, encouraging the expansion of modern accommodation, using the latest innovations in service and technology to meet the expectations of tourists, and accessible to young people and families.







## PARIS OFFICE DE TOURISME

### Upgrading the Paris Convention and Visitors Bureau

#### ► ACTION 53 & 54

Paris City Hall will assist in upgrading the Paris Convention and Visitors Bureau, to enhance its actions in promoting the tourism and leisure market, particularly European markets, upgrading its digital tools for information and promotion, and pooling its resources with other organisations involved in promoting Paris.

### IMPROVE THE GOVERNANCE OF TOURISM POLICY AND ACQUIRE COMPETITIVE TOOLS FOR PROMOTING THE DESTINATION

- Paris will support the modernisation of the Paris Tourist Information and Convention Centre and connect it with the other organisations involved in promoting the destination, in order to pool public means with the aim of promoting Parisian tourism and increasing its effectiveness.
- Define a strategy for a unified territorial brand and create a pool of shared photos and videos for promoting Paris internationally, to reinforce our tools for promoting the destination.

### COORDINATE THE NETWORK OF PROFESSIONALS AND SUPPORT THE SECTOR

- Paris will capitalise on the partnership approach that has been initiated with sector stakeholders in establishing this plan and will continue to bring Parisian tourism professionals together within the Paris Destination Committee: The Committee will regularly meet to continue to implement the plan. Groups will be formed to carry out partnership actions related to paper-free ticketing services, queue management, the creation of a pool of shared content for promoting the destination, and the creation of a destination CRM.

- Paris will continue to pursue its actions aimed at professionalizing the sector, through actions supporting employment and the training of tourism stakeholders (organizing recruiting sessions, creating new training offerings for languages and on tourism professions, launching a MOOC, etc.).
- Paris will continue its ambitious policy to support innovation in the tourism sector: via the Welcome City Lab, the first innovation platform in the world dedicated to tourism, the development of tourism experiments, the implementation of an open data policy, and the creation of new spaces dedicated to tourism within the "Innovation Arc".
- Finally, Paris will make tourism a source of attractiveness and influence that contributes to our capital's international reputation, strengthening its presence through events, organizations and international networks and by putting tourism at the heart of its international strategy.

# OPERATIONAL ACTION PLAN

The tourism development strategy comprises an action plan for practical implementation. This plan is composed of 59 action sheets that will be implemented in Paris starting in 2016 by the City Hall and the partners of the Paris Destination Committee.

FOCUS 1: UNIQUE EXPERIENCES		Sheet
STRENGTHEN ASSETS		
<b>Heritage</b>	Renovate Paris' cultural heritage sites	1
	Redesign Eiffel Tower tourist reception areas	2
	Improve lighting and access to the Arc de Triomphe	3
	Redevelop and liven up the Champs-Élysées	4
	Improve lighting in Paris	5
<b>Culture</b>	Renovate and modernise the city's museum heritage	6
	Support artistic creation and promote it internationally	7
<b>Shopping</b>	Develop "savoir faire" tourism, promote "Made in Paris", and support the unique nature of the Parisian shopping network	8
<b>Business tourism</b>	Modernise facilities for hosting professional events	9
	Create a package for hosting large professional events	10
<b>Gastronomy</b>	Create showcase spaces for Parisian gastronomy	11
REINFORCE EMERGING SECTORS		
<b>Nightlife</b>	Promote Parisian Nights internationally, making Paris a festive destination	12
<b>LGBT tourism</b>	Build and promote LGBT tourism	13
<b>Urban tourism</b>	Develop urban walks to discover the Paris that Parisians know, the alternative and quirky side of Paris	14
<b>Large events</b>	Host large events in Paris, boosting its appeal and prestige as a tourist destination	15
<b>River tourism</b>	Redesign the riverbanks, "Reinvent the Seine" project launch, develop swimming facilities to make the Seine a major focus for tourism	16
	Improve the tourism potential of Paris' canals	17
CREATE NEW OFFERINGS		
<b>Green tourism</b>	Open new green areas ("petite ceinture"), develop trails and activities in the woods, parks and gardens	18
<b>Memorial tourism</b>	Create trails and events based on memorial tourism	19
	Organise tourist activities in the cemeteries, particularly Père Lachaise	20
	Create events and seasons to give rhythm to the sightseeing year	21
UNVEIL NEW AREAS		
<b>New districts to discover</b>	Create district brands to bring out new tourist districts in Paris	22
<b>Paris, a metropolitan destination</b>	Develop cooperation in tourism between metropolitan areas	23
FOCUS 2: A WELCOMING CITY		
A SEAMLESS CITY		
	Reduce waiting times and optimise flow management	24
	Paper-free ticketing	25



## A WELCOMING, HOSPITABLE CITY

<b>A top quality welcome from tourism professionals</b>	Modernise tourist sites	26
	Deploy 200 young people per year to the main tourist sites to fulfil their voluntary community service duty	27
<b>A multilingual welcome</b>	Implement innovative translation solutions, and present tourist materials in all languages	28

## A CITY THAT TAKES CARE OF EVERYONE

<b>People who are disabled and with reduced mobility</b>	Build on Paris' accessibility and obtain the title of "a destination for everyone"	29
<b>Families</b>	Build and promote tourism adapted to the whole family	
<b>Low budgets</b>	Create and promote free and reduced price offers	31

## SUPPORT BEFORE, DURING, AND AFTER THE VISIT

<b>Assistance in trip preparation</b>	Modernise digital tools for tourist information and customer service management	32
<b>Information in real-time</b>	Renew the "Histoire de Paris" plaques	33
	Modernise signage and increase tourist information in public areas	34
	Establish online or telephone assistance for tourists	35
	Provide Wi-Fi access for tourists throughout Paris	36
<b>Satisfaction follow-up</b>	Create a visitor loyalty and satisfaction management strategy	37

## COMFORT AND SAFETY FOR TOURISTS AT ALL TIMES

Implement the tourist safety plan	38
Increase municipal resources for keeping tourist sites clean	39
Increase the number of toilets in tourist areas	40

## FOCUS 3: SUSTAINABLE TOURISM

### HARMONY AND SOLIDARITY

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Analyse the impact of creating international tourism areas on the Parisian ecosystem	42
Support the growth of the social and cooperative economy in tourism	43
Develop "cooperative tourism" and encounters between Parisians and visitors	44

### RESPECT FOR THE ENVIRONMENT IN TOURISM

<b>Paris, the capital of sustainable transport for tourism</b>	Organise more environmentally friendly bus transport that is also better integrated into public spaces	45
	Create green tourist transport and reorganise Paris' tourism hubs	46
	Encourage tourists to use public transport	47
	Improve the quality of individual public transport means	48
Assist the hotel and catering industry in sustainable development strategies		49
Encourage environmentally friendly event management		50

## FOCUS 4: A SUCCESSFUL DESTINATION

### IMPROVE OUR FACILITIES IN ORDER TO COPE WITH RISING VISITOR NUMBERS

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### IMPROVE GOVERNANCE AND TOURISM POLICY TOOLS

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Pool public resources in order to increase the efficiency of tourism promotion	54
Reinforce our tools for promoting Paris	55

### LEAD THE NETWORK OF PROFESSIONALS AND SUPPORT THE SECTOR

Unite the Paris tourism ecosystem through the Destination Paris committee	56
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