



# SUSTAINABLE TOURISM CONFERENCES PARIS 2021



WELCOME CITY LAB  
PARIS2021



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## FOREWORD

# FRÉDÉRIC HOCQUARD

Deputy Mayor of Paris in charge of tourism and nightlife

In 2019, Paris welcomed 29 million visitors, making it one of the most visited cities in the world.

The various crises we have been through in recent years, climate change and the public health situation are today causing us to rethink our models and strategies for tourism growth, in order to travel, discover and experience our territories differently. The shaking up of our usual practices, our dependence on international tourism flows and the positive prospect of hosting major international events, such as the 2024 Olympic and Paralympic Games, are also revealing new opportunities.

Following directly on from the Climate Agreement signed in 2015, Paris wants to rethink the way it welcomes visitors, ensure a better distribution of visitor flows and spin-offs, and enable new forms of mobility, with a more metropolitan and benevolent approach to its territory and residents. This is why the City of Paris decided to launch, for this new mandate, these Sustainable Tourism Conferences. With these recommendations, based on several months of reflection involving socio-professional stakeholders in the destination's tourism sector, City Council departments and communities in the metropolitan area, the City of Paris confirms its desire to find different ways to attract visitors from the surrounding region, France, Europe and the world, and thereby outline the main areas of its future tourism growth model as of 2022.

In order to meet this commitment and because the sector invites us to think well beyond our borders, it is the City of Paris' ambition to integrate its approach in a European, and even international, dimension, with the aim of sharing studies and experiences, and managing its territory in a well-thought-out and coherent manner.

The public health crisis is changing the landscape of tourism attractiveness at world level, for both leisure and business tourism. The destination Paris intends to live up to its status as a leading global destination and build the image of hospitality, and more sustainable, environmentally responsible and local tourism, which it wishes to project as the host of the 2024 Olympic and Paralympic Games.



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## FOREWORD

# JEAN-FRANÇOIS RIAL

Chairman of the Paris Convention and Visitors Bureau

*Fluctuat nec mergitur* ... Despite the consequences of the public health crisis on its visitor numbers, Paris has lost none of its attractiveness. The global improvement of the situation and resumption of international travel should rapidly return the sector to levels of activity close to those of 2019. Paris must therefore rise to a new challenge: to become the leading capital of sustainable tourism. The ordeal of Covid-19 and the prospect of hosting the 2024 Olympic and Paralympic Games are major catalysts.

This is just as well, because the race against the clock, primarily in the face of climate change, becomes ever more urgent. The greatest global challenge of our generation is also faced by the French capital, at its own level. Sustainable tourism is no longer an objective; it is an absolute necessity. The Sustainable Tourism Conferences represent a fantastic opportunity to inform, debate and encourage action around all the innovative initiatives that will have a positive impact on the city, the life of its residents and its visitors. While Paris is far from being at full capacity for tourists, considerations are already underway to better distribute flows at the most popular attractions, both within the city and throughout the Île-de-France region. The aim is to improve management in the dimensions of both space and time, for example by extending the opening times of the major museums. Among the ideas that I am most committed to is the proposal for an electric vaporetto service that would run on both the Seine and Marne rivers, in order to reduce road traffic, while limiting access of tourist coaches to the edge of the city.

Offering travellers new perspectives of the capital is also a way of bringing them to districts such as the 13th and 19th arrondissements, which are part of the face of our cosmopolitan metropolis. At both local and global level, all tourism stakeholders must take up their responsibilities and enable the sector's environmental transition. As in all areas of the economy, this is not a choice, but an essential condition, demanded by customers, shareholders and employees. The City of Light today has a magnificent opportunity to shine as a model of sustainable tourism.



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# THE SUSTAINABLE TOURISM CONFERENCES

## PARIS 2021

Paris is one of the most visited cities in the world. It must both respond to the growing pressure of the consequences of mass tourism and play a special role in the invention of a different, more sustainable form of tourism, which takes better care of its ecosystems and residents, in line with the Climate Agreement signed in 2015. Today, with the public health crisis, Paris' economy has been hit harder than that of the Île-de-France region, which has itself suffered more than the national economy. Two main sectors have been affected in particular: tourism and local businesses, including hotels, bars, clubs, cafes and restaurants, not forgetting the entire chain of tourism service providers.

While helping the tourism sector transition to a more sustainable, collaborative and controlled form of tourism was already a major objective of the new mandate, the current situation requires us to combine environmental transition with a more profound transformation of the model.

There are many questions and we already have numerous works carried out by researchers from around the world at our disposal. In terms of public and private stakeholders, we are also seeing the arrival of new offerings on a daily basis.

Tourism in the future will probably be even more diversified, more authentic and more experience-based, but always connected to the existing infrastructure.

The holding of the Sustainable Tourism Conferences at Paris City Hall, on the 1st of July 2021, will enable the mobilization of stakeholders and debates around local, innovative, environmentally friendly and responsible initiatives, in order to raise awareness of the idea of positive-impact tourism. These conferences are the first step to drawing an initial assessment of the health crisis, as well as its economic and social consequences, and creating a shared framework for a tourism sector facing challenges that go beyond the city of Paris. The idea is to engage collectively with the diversity of stakeholders in the tourist sector, while putting forward concrete and practical recommendations.

With its assets and stakeholders engaged in the approach, Paris will be able to become the capital of a more sustainable, local and resilient form of tourism.

## ORGANISATION

A steering committee formed of representatives of the City of Paris (the Mayor's office: Damien Glories; Frédéric Hocquard's office: Alexandre Tiphagne and Marion Bordenave; DAE (Department for Attractiveness and Employment): Jean-Baptiste Delapierre, Camille Rouchi and Delphine Assouline), Welcome City Lab (Laurent Queige), APUR (Dominique Alba, Sophie Renouvel and Stéphanie Jankel), Maison des Canaux (Élisa Yavchitz and Manon Royer), ATD (Guillaume Cromer and Anne-Lise Olivier) and the Paris Convention and Visitors Bureau (Corinne Menegaux, Valérie Levéziel d'Arc and Thomas Deschamps) coordinated all of these conferences.

## TOPICS

### LOCAL LINKS / PARIS IN A DIFFERENT WAY

- How to link tourism more closely to the city?
- Which offers and novelties to provide to diversify tourist routes?
- Promoting the diversity of the territory and its neighbourhoods

### HOSPITALITY: A WELCOMING AND ACCESSIBLE CITY

- How to better welcome visitors in the territory? Which developments?
- Which qualities to seek in exchanges between tourists and residents?
- How to share our territory?
- Develop districts with increased accessibility by the Olympic Games

### FLOWS / MOBILITY / TRANSPORT

- What kind of mobility for tomorrow? Increasing the number of journeys by train or bike for those coming from neighbouring countries, or further away, improving usage of the Seine river, development of non-motorised mobility and walking for visitors?
- Which environmental transition for tourist and visitor transport service providers (coaches, shuttles, boats, etc.)?
- How to bring more value to the Seine river, canals and rivers in Île-de-France?

### ENVIRONMENTAL TRANSITION: TOURISM AND SUSTAINABLE DEVELOPMENT

- How to assist and support tourism professionals in their environmental transition?
- How to welcome visitors into a city at a time of global warming?
- How to promote actions related to reuse, sorting and recycling?
- Developing local tourism that is more carbon neutral, etc.
- Preparations for the 2024 Olympic and Paralympic Games: objective zero single-use plastic, recycling, etc.

### EVENT LEGACY

- How to develop business tourism and events (cultural, sporting, nightlife, etc.) to integrate responsible tourism values?
- How to better spread economic spin-offs during major cultural, sporting and business events throughout the territory?
- How to spread spin-offs into working-class neighbourhoods? How to create links with residents?

### JOBS & TRAINING

- How to make tourism a means of integration, in a post-crisis environment, and a source of job creation, particularly for young people?
- How to give meaning back to tourism professions and rethink the sector to bring it more into line with the aspirations of society?
- How to promote skills development among tourism stakeholders, in order to improve the welcome offered by the destination and major events?

### HEALTH, CRISIS MANAGEMENT AND RESILIENCE

- How to communicate in a time of crisis, and with multiple and recurrent crises?
- How to assess the impacts and establish predictive data?
- How to support hard-hit sectors (particularly events)?
- How to structure the destination following the crisis in order to plan ahead for welcoming tourists when the sector recovers?
- How can the city be adapted to cope with successive crises? What solutions do we offer our visitors?

# TOURISM IN PARIS: KEY FIGURES

## 38 MILLION

tourists welcomed in Greater Paris (Paris and its inner suburbs) in 2019, including all accommodation types, or 6 times the population of the four départements (75, 92, 93 and 94).

Source: Paris Region Tourist Board

## 29 million

tourists welcomed within Paris itself in 2019, including all accommodation types, or 13 times the city's population.

Source: Paris Region Tourist Board

Paris is among the world's 10 densest cities:

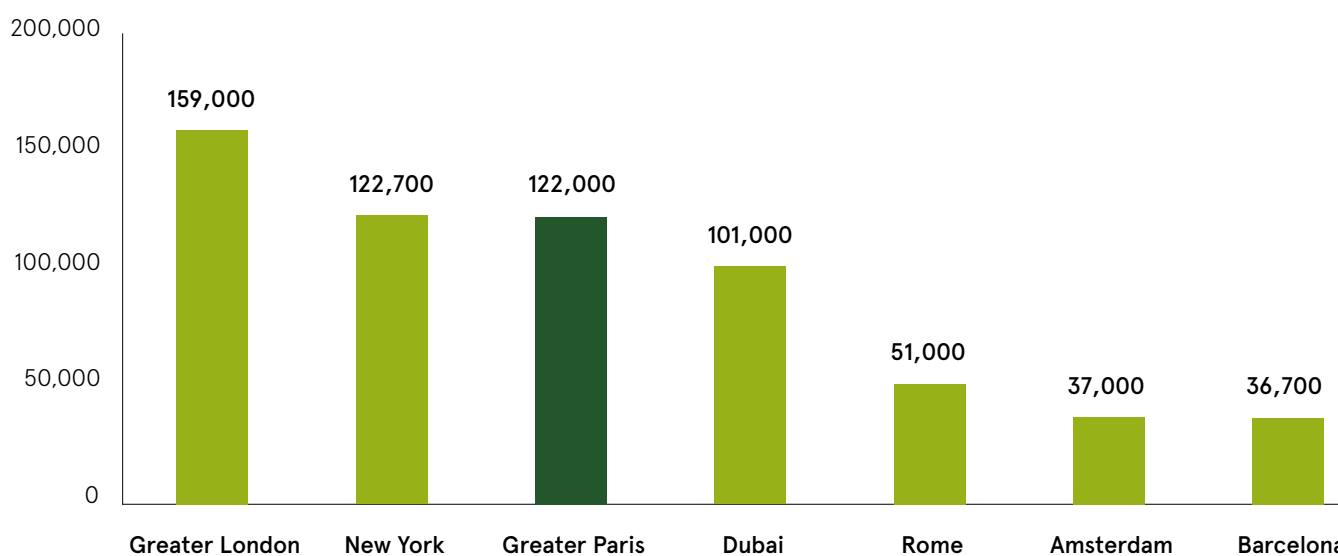
city	surface area
Dhaka	43,797 hab/km <sup>2</sup>
Manila	43,079 hab/km <sup>2</sup>
Cairo	40,249 hab/km <sup>2</sup>
Shanghai	24,616 hab/km <sup>2</sup>
Mumbai	22,922 hab/km <sup>2</sup>
Paris	21,154 hab/km <sup>2</sup>

Paris is a city on a human scale, with a **surface area of 105 km<sup>2</sup>**, which grows to 762 km<sup>2</sup> when the inner suburbs are taken into account. New York, with its 5 boroughs, covers 789 km<sup>2</sup>, and Greater London covers 1,572 km<sup>2</sup>.

## PARIS' ACCOMMODATION OFFERING

Despite its small surface area, Paris has many hotels.

### Comparison of hotel capacities in 2019 (number of rooms)

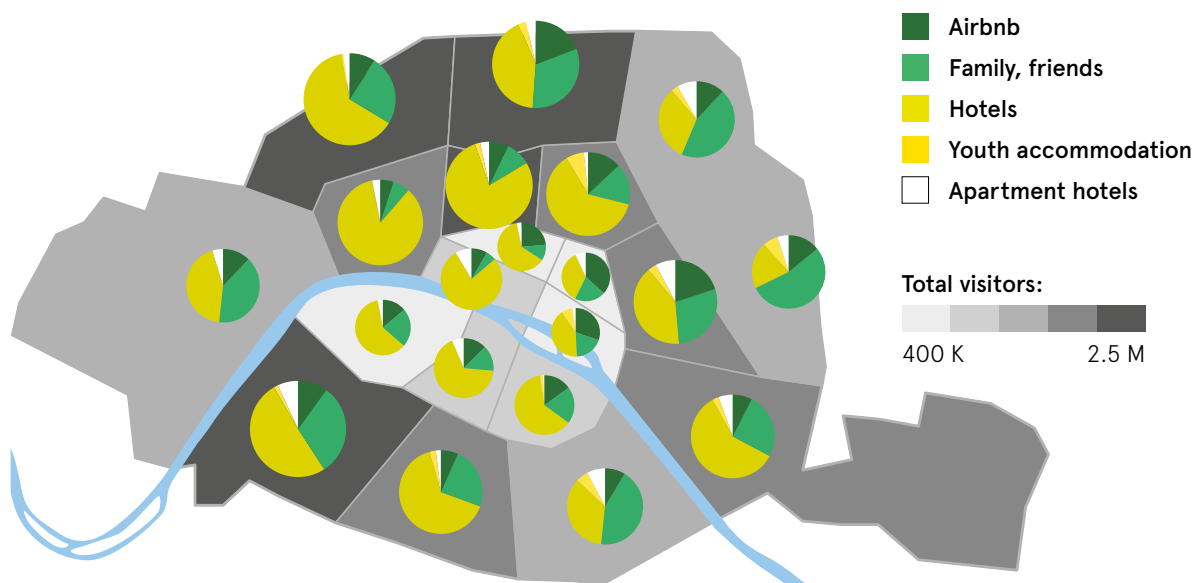


Source: PCVB

Another specificity of Paris, due to its long history of welcoming tourists, is the fragmented nature of its hotel offering. It is formed of small units, with an **average of 59 rooms** in Greater Paris, distributed throughout the territory. **65% of the hotels are independent**, meaning that they do not belong to chains, groups or brands. This hotel offering moved upmarket in the 1990s. Today, 66% of Greater Paris' hotel offering is formed of 3 and 4-star establishments. 2-star hotels represent 12% of the hotel offering.



### Distribution of tourist numbers by type of accommodation in 2019 (estimation)

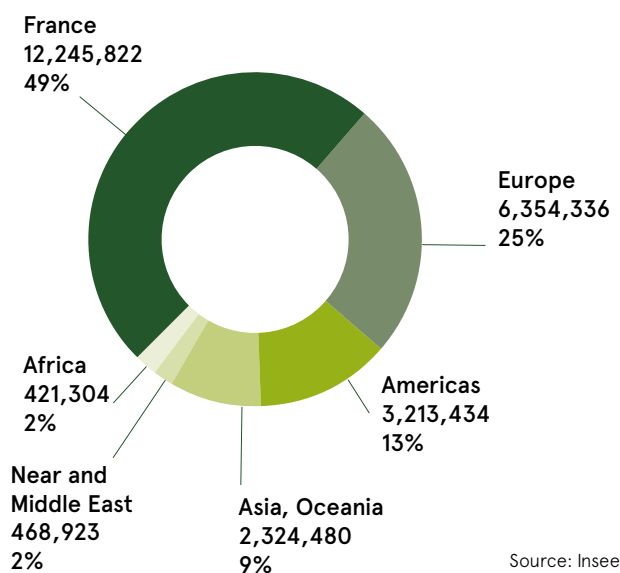


Source: PCVB

The length of stay in hotels in Greater Paris is **2.1 nights** (1.74 nights for French visitors and 2.43 nights for foreign visitors).

## THE CUSTOMER MIX IN GREATER PARIS

### Distribution by origin of hotel arrivals in 2019

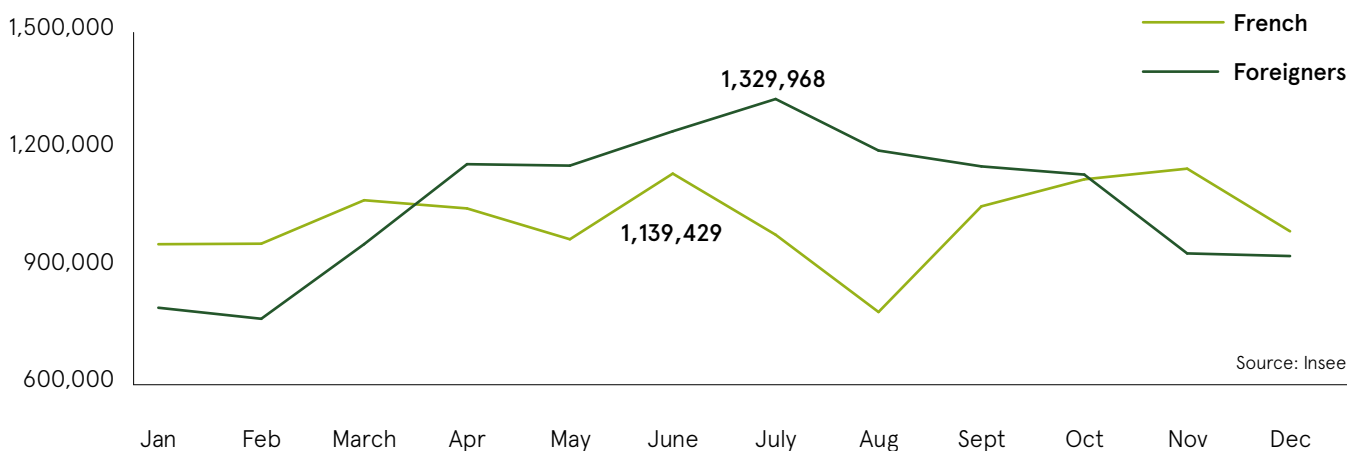


### Top 10 of foreign hotel arrivals in Greater Paris in 2019

origin	arrivals
United States	2,256,798
United Kingdom	1,156,358
Germany	981,611
China	710,786
Spain	700,740
Italy	653,562
Belgium	563,737
Near and Middle East	468,923
Japan	462,576
Netherlands	421,916

Source: Insee

### Seasonality of hotel arrivals in Greater Paris in 2019



There are far fewer French visitors to Paris in summer, while the low season for foreign visitors is winter, from November to February.

## BUSINESS TOURISM IN PARIS

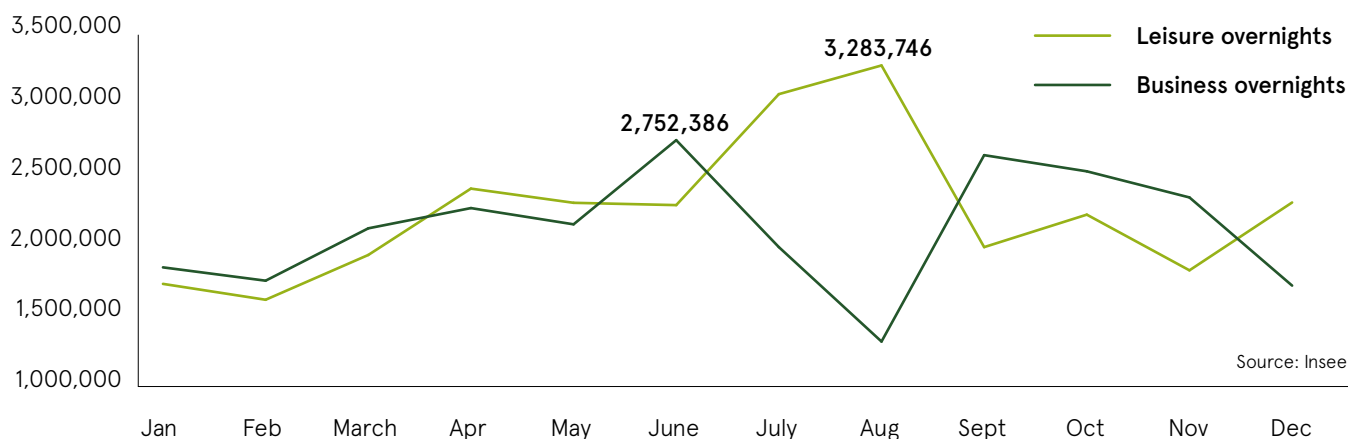
**48.5%** of overnight hotel stays in Greater Paris are related to business tourism (source: Insee), which includes 4 segments: conferences; trade shows; meetings and corporate events; individual business trips.

In 2019, Paris and its region hosted **1,084 conferences**, attracting more than 900,000 participants. This sector helped gather €1.47 billion in economic spin-offs (source: Paris Convention and Visitors Bureau). For more than 10 years now, Paris has been among the top cities in the ICCA's worldwide ranking of the number of international meetings hosted per city. In 2019, Paris topped the ranking, with 237 international meetings taken into account.

**446 shows** were held in 2018, bringing together 9.4 million visitors and generating €4.9 billion in economic spin-offs (source: Paris IdF CCI).

In 2018, **109,000 corporate meetings** with more than 50 participants attracted a total of 15 million participants and generated €9.2 billion in economic spin-offs (source: Survey conducted in partnership by Atout France, the Paris Convention and Visitors Bureau, Unimev, the French Directorate General for Enterprise (DGE), the French Ministry for Europe and Foreign Affairs (MEAE), L'événement and Banque des Territoires).

### Seasonality of business and leisure tourism in Greater Paris, in 2019



There is less business tourism in summer than in June or September, which are its peak periods in Greater Paris.

## VISITOR NUMBERS AT CULTURAL ATTRACTIONS IN PARIS

rank	attraction	2018	2019	var. 2019/2018
1	Cathédrale Notre-Dame de Paris	12,000,000	/	/
2	Basilique du Sacré-Cœur	11,000,000	11,000,000	(estimation)
3	Musée du Louvre	10,105,962	9,600,000	- 5.0%
4	Eiffel Tower	6,048,000	6,172,000	+ 2.1%
5	Musée d'Orsay	3,286,224	3,651,616	+ 11.1%
6	Centre Pompidou – Musée national d'Art moderne	3,551,544	3,273,867	- 7.8%
7	Muséum national d'histoire naturelle – Jardin des plantes <sup>1</sup>	2,308,625	2,400,267	+ 4.0%
8	Cité des sciences et de l'industrie – Universcience <sup>2</sup>	2,213,192	2,385,299	+ 7.8%
9	Arc de Triomphe	1,698,139	1,625,126	- 4.3%
10	Atelier des Lumières	1,204,000	1,392,313	+ 15.6%
11	Musée de l'Armée – Invalides	1,208,199	1,252,095	+ 3.6%
12	Musée du quai Branly – Jacques Chirac	1,261,817	1,112,423	- 11.8%
13	Grand Palais – Galeries nationales	1,106,868	1,075,187	- 2.9%
14	Fondation Louis Vuitton	1,142,731	1,065,000	- 6.8%
15	Musée de l'Orangerie	1,004,287	1,029,975	+ 2.6%
16	Petit Palais – Musée des Beaux-Arts de la Ville de Paris	1,203,810	950,288	- 21.1%
17	Panthéon	859,800	890,503	+ 3.6%
18	Tour Montparnasse	878,285	812,177	- 7.5%
19	Aquarium de Paris	607,610	700,547	+ 15.3%
20	Catacombes de Paris	478,583	601,900	+ 25.8%

1. The Gallery of Evolution received 836,587 visitors (+11.7%), the Gallery of Paleontology and Compared Anatomy, 372,831 (+41.1%), and the Greenhouses, 156,866 (+8.4%).

2. Visitor numbers not including the Géode (in 2018 and 2019). The Géode was closed for works in November 2018.

In 2019, there were 15 attractions in Paris with annual visitors numbers exceeding one million.







# IMPROVING THE EXPERIENCE OF PARIS AS A DESTINATION

## 1. CREATE AND DEVELOP ROUTES AND SITES THAT OFFER A CHANCE TO EXPERIENCE "PARIS IN A DIFFERENT WAY"

- Create and promote dedicated content provided for professionals
- Identify new routes in conjunction with arrondissement town halls
- Develop the territory more effectively, with the support of arrondissement town halls and the Greater Paris authority (e.g. Guided tours festival, promotion of stakeholders of the 'Fabriqué à Paris' quality label, etc.)
- Develop a mapping tool – Pariscity – that highlights places of interest for tourists
- Create a regular event as of 2021 – 'Les Jours Heureux' – for visitors to and residents of Paris, held in the heart of the city and featuring local businesses, restaurants, artisans, etc.
- Open pop-up showrooms to promote Parisian artists, designers and artisans

## 2. INVOLVE BUSINESS OWNERS AND RESIDENTS IN PROVIDING A QUALITY WELCOME (TRADE ASSOCIATIONS, CITIZEN CARD, NEIGHBOURHOOD AMBASSADORS, ETC.)

- Create an information desk for residents
- Highlight the Ambassadors of Paris and enable the transmission of Paris' culture and history
- Develop the tourism dimension of the 15-minute city

## 3. CREATE AN "EVENTS BUREAU" TO FACILITATE INTERACTIONS BETWEEN THE CITY AND PRIVATE STAKEHOLDERS, AND LINK EVENTS MORE CLOSELY TO THE TERRITORY

- Mobilize and involve residents, neighbourhoods and shopkeepers during major events
- Create a legacy plan for events (inspired by the Legacy programme developed by the City in view of the 2024 Olympic and Paralympic Games)

## 4. LOOK INTO CREATING A STATUS FOR TOURISM TRANSPORT SERVICE PROVIDERS

- Terms to be defined: criteria for the commitment of operators with regard to the public authorities; in exchange for the signature of a charter, authorize access to low-emission zones; examine possibilities for control

## 5. CONTINUE WITH WORK ON UNIVERSAL ACCESSIBILITY

- Develop information materials that take into account various disabilities
- Integrate the Paris Chamber of Commerce and Industry's comic *Yes I Speak Touriste* in the 'Pariscity' mapping tool
- Provide stakeholders with training on universal accessibility
- Develop the social tourism offering for local audiences
- Make the augmented accessibility neighbourhoods initiative a reality (main tourist areas and stations), in order to make them accessible to a wide audience

## 6. OPTIMISE SIGNAGE IN THE CITY

- Think about redesigning street furniture, including its design and style
- Work on routes related to "Paris in a different way" and a metropolitan vision of the destination

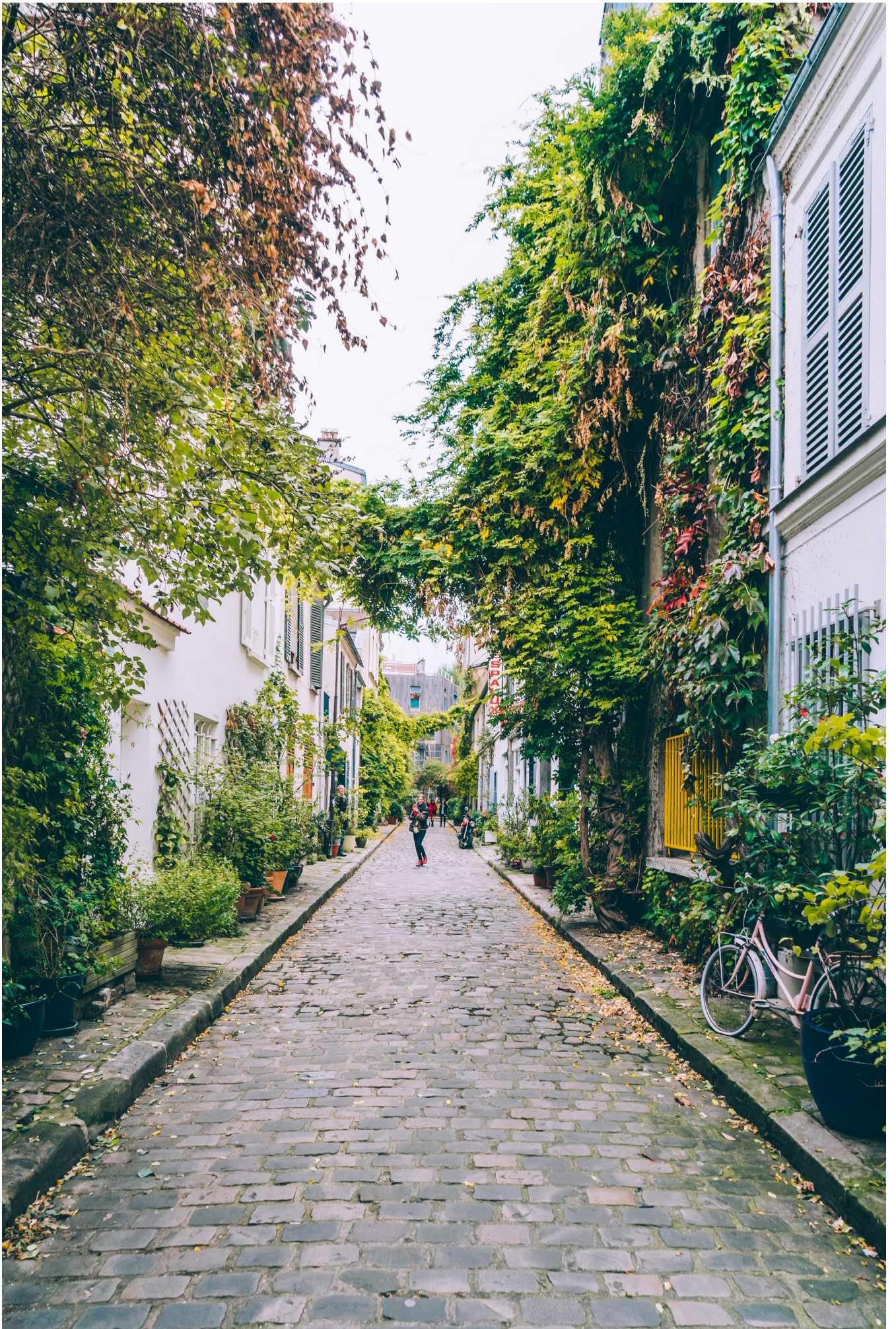
## 7. CREATE OFF-SITE AND NIGHT-TIME EVENTS LINKED TO MAJOR EVENTS, TO EXPERIENCE PARISIAN NIGHTLIFE, AND ROUND-THE-CLOCK WEEKENDS (TWICE PER YEAR)

- List the main events to begin setting up off-site events as of 2022
- Work with stakeholders in the nightlife, tourism and events sectors, particularly in preparation for the 2024 Olympic and Paralympic Games (Cultural Olympiad, Olympic Day, etc.)

## 8. IMPROVE THE NIGHT-TIME TRANSPORT OFFERING FOR TOURISTS AND RESIDENTS

- Launch a study to identify and assess needs (tourists and workers)







# PARIS WITH A POSITIVE AND SUSTAINABLE IMPACT

## 1. DECARBONISE TRANSPORT FLEETS

- Help transport providers make an environmental transition for their motorised vehicles (boats, coaches, etc.)
- Offer stakeholders in the air transport sector a chance to participate in reviewing the Paris Climate Action Charter and in the local Carbon Cooperative project developed by the City and the Greater Paris Metropolis
- Link pricing of the PASS Autocar parking passes for coaches to the decarbonisation of vehicles

## 2. LOOK INTO CREATING A "ZERO-CARBON" PASS FOR THE METROPOLITAN AREA

- Promote non-motorised mobility and intermodality: bike, public transport, boats, etc.
- Make the river Seine a central part of tourist mobility
- Think about intermodality (Bercy railway station)
- Introduction of free transport for minors

## 3. MAKE PARIS A WELCOMING CITY FOR CYCLISTS

- Launch a call for projects, as of summer 2021, to encourage accommodation providers to improve facilities/services provided for cyclists and bicycle availability
- Improve signage on the main cycling routes in Paris and Île-de-France, and develop the service offering (repairs, luggage, etc.)

## 4. FACILITATE THE SHORT SUPPLY CHAIN APPROACH AND ENVIRONMENTAL TRANSITION FOR PARISIAN STAKEHOLDERS (RESTAURANTS, HOTELS AND SHOPS)

- Organise short-supply-chain purchasing cooperatives with local producers, in order to achieve economies of scale and promote local food
- Encourage local stakeholders to work together
- Produce practical guides to enable stakeholders in the tourism and events sectors to begin their environmental transition and, in particular, move away from single-use plastics

## 5. WORK ON MORE ENGAGING STORYTELLING RELATED TO THE DESTINATION IN ORDER TO ENCOURAGE LONGER STAYS

- Encourage long-duration offerings (pairing of accommodation + activities)
- Offer companies an extension of their employees' stays with suitable co-working solutions

## 6. USE THE BUREAU'S SUSTAINABLE DEVELOPMENT PROGRAMME AS A BASIS AND HIGHLIGHT SOCIALLY ENGAGED STAKEHOLDERS

- Draw attention to sustainable stakeholders and their professional commitments, particularly during the 2024 Olympic and Paralympic Games
- Help professionals communicate about their sustainable development offering with a common kit for all stakeholders
- Create and coordinate a group of sustainable development ambassadors at neighbourhood level

## 7. PROVIDE AN EVENT PLANNING CALCULATOR TO MEASURE THE IMPACT OF EVENTS

- Develop a complementary tool to calculate the impact of a journey (business or leisure)
- Create a resource centre to centralise impact measurements at destination level for events





# PARIS, RESILIENCE AND TRANSFORMATION

## 1. PROMOTE PROFESSIONS AND TRAINING COURSES, AND MAKE THE TOURISM SECTOR ATTRACTIVE

- Make Paris an international standard-setter in the area of training for tourism professions
- Communicate about professions via a stronger link between employers and schools
- Develop innovative and fun recruitment sessions to increase the engagement of young people
- Improve working conditions for employees in the tourism sector (day care for children, accommodation, transport)
- Take action to improve employment opportunities for tourism apprentices
- Create a new training course dedicated to welcoming tourists, run by the Cours d'Adultes de Paris, which provides training for 30,000 people in the Île-de-France region each year, and assists with the professionalization of Parisians (training to be carried out in collaboration with Parisian recruiters and integration stakeholders)

## 2. RAISE AWARENESS AMONG STAKEHOLDERS: RECEPTION AND HOSPITALITY, BUSINESS TOURISM AND EVENTS

- Provision of tools for reception staff training and to build knowledge about the destination
- Develop satisfaction measurement tools
- Launch a "hospitality" charter between stakeholders

## 3. CREATE A FORWARD-PLANNING COMMITTEE AT THE LEVEL OF THE DESTINATION PARIS TO COORDINATE ACTIONS AND HAVE A COLLECTIVE PREDICTIVE VISION

- Create a continuous action and watch unit with a charter of trust between stakeholders
- Create technical committees in support
- Set up monitoring and watch tools (predictive data)



# CITIZEN CONSULTATION ON TOURISM IN PARIS

Along with the various working groups conducted with professionals, the City of Paris wanted to consult Parisians in order to better understand their tourism practices and identify their expectations more clearly, in light of the crisis. The majority of residents who responded to this consultation were proud to live in a city as touristic as Paris and were very aware of the positive impact tourism has on business, economic life and employment. While they point to room for improvement in terms of signage, welcoming, cleanliness and living alongside tourists, their relationship with tourists remains positive, with the desire among many to get more involved in welcoming tourists. Finally, we note overwhelming support for change to a tourism model that is more sustainable, more virtuous and more closely linked to its territory.

## PROFILE OF RESPONDENTS

**560** participants

**91%** are Parisians

**74%** work in Paris

**68%** are managers or executives

**54%** are aged 25 to 50

**41%** are in a couple, of which 25% have a child or children

## TOURISM PRACTICES

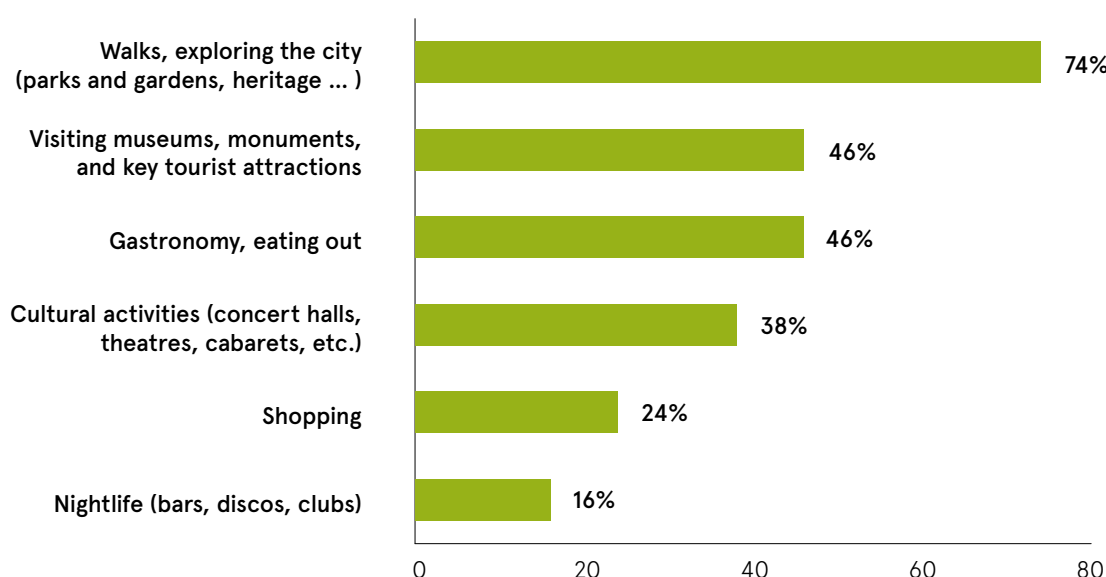
**91%** of respondents look for information about tourist activities online

**12%** consult the website of the Paris Convention and Visitors Bureau website

**Signage: positive feedback overall, but with room for improvement**

In your opinion, is there sufficient signage for tourists in Paris?	Very sufficient / sufficient	Insufficient	No opinion
In the metro	59%	35%	7%
In railway stations	48%	40%	12%
In the street	54%	41%	6%

## Activities: a strong appetite for urban walks



# 74%

of respondents include walks and exploration of the city in their leisure activities

# 53%

of respondents consider that the health crisis enabled them to discover or rediscover certain tourist attractions, including 60% of 25 to 50 year-olds

## OBSERVATIONS ABOUT THE DESTINATION

# 53%

of respondents feel proud to live in Paris

# 33%

express no feeling of pride

### The quality of welcome

A welcome that is seen as positive overall, with **54%** of scores between 4 and 7/10, and **18%** between 8 and 10/10

### Living alongside tourists

Main areas for improvement identified:

- Improve regulation of tourist rentals (35%)
- Reduce the saturation of certain very touristic monuments and districts (23%)
- Reduce air pollution related to tourist transport (21%)

### Growing awareness of challenges

# 67%

of respondents see **commerce, economic spin-offs and employment** as the main benefits of tourism activity in Paris, while 16% feel that the primary benefit of tourism is that it makes local communities livelier

**Negative points raised:** congestion, pollution, mass tourism, dirtiness, insecurity

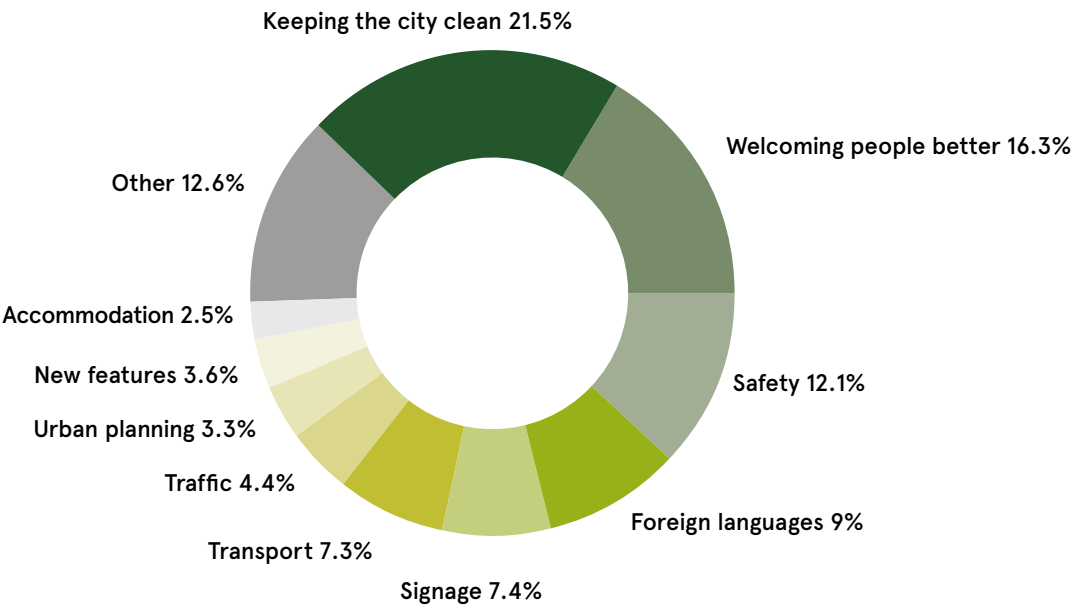
### Involvement of residents in the hosting of major events

# 37%

of respondents would like to be involved more in welcoming tourists, become a tourism ambassador or volunteer at the 2024 Olympic Games



Areas for improvement



TOMORROW: TOWARDS MORE SUSTAINABLE TOURISM?

Actions identified as priorities

1. Reduction of waste and plastic use
2. Smoother mobility
3. Development of local and sustainable offerings
4. Increased accessibility for people with disabilities

85%

of respondents are in favour of more sustainable tourism

In your opinion, what are the priority actions for more sustainable tourism in Paris?	
Reduce the amount of waste produced and single-use plastic used, and improve their sorting/recycling	65%
Reduce the number of buses and coaches	61%
Increase the use of non-motorised forms of mobility and encourage visits on foot	60%
Promote the development and accessibility of a responsible and local offering for tourists	59%
Improve accessibility for all people with reduced mobility or disabilities	54%
Encourage tourists to come to Paris by train	39%
Renovate accommodation and tourist attractions to reduce their energy consumption	34%
Attract more local customer bases (inner suburbs, Île-de-France region)	27%
Reduce the number of tourists arriving in Paris by plane	26%



## MAIN LEARNINGS

- The Covid-19 effect: a **rediscovery of Parisian tourist attractions**, particularly large, iconic attractions; draw more attention to small, less well-known sites and adapt the offerings of the principal sites?
- Information gathering: the **Tourist Office is not yet a source of information identified** by respondents: an area for work to be carried out?
- Respondents who are proud of their city, but point to **areas for improvement**, such as cleanliness, overcrowding of certain districts and regulation of tourist rentals.
- Respondents who are overwhelmingly in favour of a **change to a more sustainable tourism model**, by working to improve mobility, waste management, accessibility and the development of local offerings.



## WORKING GROUP

# LOCAL LINKS / PARIS IN A DIFFERENT WAY

### BACKGROUND NOTE

Over the past decade, there has been a rapid change in consumption modes and urban tourism is no exception. One of the risks is to lose control of tourism growth in cities where it is taking place, to the detriment of local residents, and even tourists themselves, who end up consuming only old clichés, remaining distant from the true nature of the city.

In order to partially disconnect from mass tourism and bring some charm back into urban tourism, the Tourism Conferences have set in motion a consideration of ways to give tourism stronger roots, in order to produce an alternative offering that can satisfy residents, professionals and tourists.

The main asset of big cities, such as Paris, is their population. The considerations of the working groups were therefore focussed, on the one hand, on ways to engage Parisians and highlight their knowledge, skills and art of living today; and, on the other, on ways to convince professionals to use the contemporary city as a fertile ground for their projects, and not just as a flashy and artificial shop window to attract customers.

#### 1. Giving tourism stronger local roots

##### **1.1. The strengths of a dynamic local fabric**

Paris' local economic fabric is very diversified, and it is a strength to be protected and promoted. Certain industries, such as fashion and design, even have production stages that are fully integrated in the Parisian landscape, from design through to manufacturing and sales. This is far from being the case in other major cities, which have lost their production or craft dimensions.

The topic of sustainable tourism is encouraging many stakeholders to base their products on original concepts, with varying degrees of Parisian flavour, which ultimately reflect a fantastically diverse range of activities.

Numerous urban activities in Paris today offer opportunities to tell original stories, which are potentially attractive for tourists. Many examples, including urban farms, a dairy that produces cheese, growing saffron on the roof of a supermarket, and jewellery made with French linen, from the local economic fabric can be used to differentiate Paris as a destination and make it stand out among the international competition.

Among the trends we are seeing in this local fabric, some are very specific to Paris and could be of interest to visitors from around the world. The dynamism of food businesses and grocery stores, which add to the charm of our neighbourhoods, and highlight organic and local products, is demonstrated year after year.

Paris' cafe and restaurant scene, another jewel in the city's crown, is constantly evolving and diversifying, welcoming and revisiting food from around the world.

With the growth of non-motorised forms of mobility, Paris has become the capital of bicycle rental companies, retailers and repair shops, offering a choice that is second to none.

## 1.2. Initiatives to protect the originality of Paris' economic fabric

The diversity of businesses in Paris is an asset that the city council protects through various schemes, particularly the local urban planning document known as the PLU (*plan local d'urbanisme*).

Today, cultural and creative industries have become the driving forces behind metropolitan economies. The aim is to promote these industries in Paris, as one of the benefits they offer is their ability to cushion the impact of crises: the European Cluster Observatory has demonstrated a very close relationship between the growth of cultural and creative economic activities, on the one hand, and regional prosperity, on the other. Regions that had the greatest concentrations of creative activities were also those that best withstood the post-2008 economic crisis: London and Paris, which have the highest employment rates in the creative sector, came through well, as did Rome, Stockholm, Madrid, Munich and Budapest, while medium-sized cities and rural areas suffered more.

### The 15-minute city

Within the context of the current health crisis, Anne Hidalgo would like to further support initiatives that encourage journeys by bicycle and on foot. The Mayor is putting forward the concept of the "15-minute city", which involves promoting a mixity of professions within neighbourhoods, so that each resident is able to work, do their shopping, access green spaces and enjoy leisure in a 15-minute radius around their home. The aim of this model is to create dynamic and attractive living environments on a human scale, stimulate the local economy, reduce the use of cars and build a community spirit. All of these neighbourhoods and initiatives can be promoted among tourists.

### The 'Made in Paris' quality label

In 2017, the City of Paris created the 'Fabriqué à Paris' (Made in Paris) quality label in order to promote the richness and diversity of Paris' productive output. Since its creation, it has been awarded to artisans and products that are specifically Parisian.

It is a guarantee of visibility and quality, highlighting virtuous, job-creating industries, as well as responsible consumption, which integrates environmental, social and societal challenges. The label also meets very strong demand from Parisians and tourists, who are always looking for more meaning and authenticity in their purchases.

331 products made by artisans, entrepreneurs and independent designers were selected for the 2020-2021 edition of the 'Fabriqué à Paris' label.

### Paris Capitale de la Création

Generated around trade shows held in Paris and specialised in the areas of fashion, accessories and home-ware, this dynamic is aimed at promoting and amplifying the topic of creation and creativity throughout the city.

## 1.3. An economic fabric that does have weaknesses however

### Businesses in danger

Competition from online retailers is threatening the existence of certain businesses in the culture and leisure sectors, such as book shops, newsagents and art galleries.

Linked to the growth of fast food, the slow business decline of brasseries and cafes, which were iconic parts of a certain image of Paris' food scene a few decades ago, is generating interest in the consumption habits of Parisians. Things that have helped shape the image of Paris as a tourist destination, but which clearly no longer reflect reality, should be integrated in the new definition of a modern image of the city.

### Too expensive?

Attracted by a constantly updated range of major international brands with powerful marketing tools, whose cheap foreign production keeps prices low, Parisians and tourists are not always aware of the hidden costs that their purchases generate, in terms of transport-related pollution for the delivery of goods, unemployment ('Our purchases are our jobs') or infrastructure and the development of natural heritage. In the face of this lack of awareness, the barrier of a higher price for products made in Paris can be an obstacle.



The risk of gentrification and an upmarket shift of Parisian shops, as well as the destination as a whole, should be integrated in a tourism strategy that advocates local production and short supply chains.

#### The Parisian art of living often reduced to a few clichés

Reconciling the popular image of Paris, with all its clichés, which the success of the destination has been built on, with topics popular among generations Y and Z is not an easy thing to do. Mass tourism has enabled these clichés, which have not been updated, to reach new and ever more distant customer bases, which are accessing levels of income that allow them to travel. However, we need to think about a future where these customer bases will no longer be new, and will have a desire for authenticity that these clichés will no longer be able to satisfy, as they grow ever further removed from the reality of the city and modern societies.

## **2. Project an image that is more in line with the destination's DNA and disconnected from the clichés: which local tourism ecosystem to develop and how?**

### **2.1. Reach out to the residents of Paris**

The people who live in Paris are all stakeholders, consumers and producers of their city. Tourism can only be given stronger roots by involving Parisians. Nurture their desire to engage with tourists who are curious to live as they do, develop their awareness of the originality of a city that they think they know already: take them off the beaten tracks so that they can become effective ambassadors of their quality of life. Things that are popular with the people of Paris can only but attract tourists looking for originality, novelty and authentic experiences.

Several avenues are open to us to project this new image.

#### Help Parisians get to know this alternative Paris better

Draw inspiration from initiatives in other major destinations that use original guided tours to share another idea of their city, which they may not have wanted to draw attention to in the past, but now wish to rehabilitate or throw light on. Invisible Cities, in the United Kingdom (<https://invisible-cities.org/meet-our-guides>), and Amsterdam Underground (<https://www.amsterdamunderground.org/en>), for example, are initiatives that offer guided tours of neighbourhoods in Amsterdam, Edinburgh, Manchester, Glasgow or Cardiff, which tourists do not usually visit. The guides are mostly recovering drug addicts and former homeless people looking to earn a living by sharing their stories.

Based on a similar model, Uncomfortable Oxford (<https://www.uncomfortableoxford.co.uk>) is an organisation run by academics that raises awareness of the "uncomfortable" aspects of history and their impact today, including racial inequality, gender and class discrimination, and the legacy of the British Empire.

#### Highlight virtuous enterprises and networks

What kinds of promotions can be imagined to highlight these new networks and small enterprises?

One of the things that most cities notice when they start to think about developing more sustainable tourism is that a great many initiatives already exist. Paris is no exception. Numerous stakeholders are developing solutions to assist environmental transition: some are doing so by providing local products, while others are offering innovative processes that reduce the carbon footprint, and others still are working together in order to multiply positive spin-offs.

It seems necessary to help link up the various stakeholders so they can make progress together: help small enterprises get noticed and grow, and develop economies of scale by bringing together converging interests.

### **2.2. Use innovations in technology or processes?**

Adopting a different perspective, to discover another reality of the city, is not something that can be ordered up: tourists must be encouraged to do so. In the digital age, numerous tools are available to help us influence tourists and guide them in their quest for novelty and authenticity, while providing them with guarantees of quality.

### Apps and websites

- Personalized and geolocalized routes to reveal less-frequented streets, but which offer attractive shops
- Original guided tours, in places other than Paris city centre

### Gamification

Reveal the city through play, by offering a fun approach to the city and its history

### Micro-adventures

These make it possible to have original urban experiences, which can bring different generations together around a single goal

### Use new processes

- Offer tourists a chance to discover a skill or art by practising it themselves
- Running while exploring the city
- Practise plogging, or running while picking up litter

## SUMMARY OF WORKING GROUPS

### 1. Taking ownership of and discovering the city as a Parisian

How to make Parisians the city's primary tourists?

- By using the resources of a territory that is rich in natural areas, original businesses and neighbourhood associations.
- By promoting local tourism through a range of themes enabling residents of Paris to discover their city.
- By distributing tourism information to Parisians, but without considering them as tourists themselves. Their reluctance to be confused with tourists means we need to think about a name for an information desk that they could go to as a source of centralised information. The name 'tourist office' would not be an appropriate choice.
- By listening more closely to what Parisians want to do, in order to offer them innovative services that meet their needs: arrondissement town halls and neighbourhood councils have therefore been put forward to include Parisians in decision-making bodies.

### 2. Promoting and developing the pride of being Parisian

How to create pride and strong feelings among Parisians for their city?

- One of the keys could lie in revitalizing popular events (such as the marathon and 14th of July).
- Drawing the attention of residents to the capital's strengths and weaknesses, so that their awareness encourages them to act, has also been suggested.

In order to arouse this pride, the participants mentioned the importance of highlighting Parisians and involving them more directly in the tourism offering. Why not suggest the creation of an ambassador title, open to people of all ages (children and adults), which could be earned or won in a fun way, with a test or quiz on knowledge of their city or neighbourhood. Or, by highlighting Parisians using the City Council's billboards.

### 3. For tourists: discovering Paris like a Parisian

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How to encourage tourists to adopt a different perspective and take them to places that reflect the reality of the city? How to update the clichés of Paris' art of living?

The challenge identified is to make "repeaters" become "Parisians for a stay": to get tourists who return (and are therefore not bound to take the "standard" routes and see the main monuments) to make the city their own for a few days and experience it in a way that is more closely linked to the daily lives of Parisians.

The idea of neighbourhoods was often mentioned, raising the issue of developing their attractiveness for tourists: how to better highlight the personalities of individual neighbourhoods? The streets, third places, local associations and neighbourhood businesses?

As a solution, the participants talked about mapping out the neighbourhoods and their specificities. They also mentioned the idea of the 15-minute city, which could be adapted to meet the needs of tourists.

### 4. Promoting meetings between communities, tourists and residents

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How to promote mingling between tourists and Parisians?

Paris' cosmopolitan dimension was mentioned as something that could be used as a basis and could be further developed in the tourism offering: participants made the point that communities living in Paris are sometimes unrecognized. So, how to help the communities and cultures that make up Paris to get to know each other better?

Consideration was also given to things that tourists could offer Parisians, to think about their stay in terms of a contribution. For example, how to put their language skills or knowledge in a particular area to advantage, and use this expertise as a basis for their coming together with residents?

Several types of Parisians, often far removed from questions surrounding tourism, were also mentioned by participants, such as students, the elderly and isolated individuals. They are part of Paris and can contribute a certain richness in the meeting between tourists and residents: how to promote such meetings?

### 5. Creating special, powerful and fleeting moments

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The challenge of this topic is to create a feeling of urgency by developing an offering that is based on major highlights. Tourists and Parisians must feel a sense of urgency in coming to and pride in taking part in these original events. How to put forward an offering with more special moments?

The participants wondered about the relevance of developing offerings or moments that are reserved for Parisians. Parisians want to discover their city, but not like tourists. Should we envisage special offerings exclusively for them?

### 6. Making tourism professionals ambassadors for their neighbourhood

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The aim of training and supporting tourism professionals (restaurant owners, accommodation providers, shops, etc.) to learn how to sell their city and their neighbourhood in a different way, was frequently mentioned.

The solutions and tools mentioned included educational tours, webinars, kits and booklets, designed for professionals and highlighting information about their neighbourhoods, so that they can become neighbourhood ambassadors.

Extending and amplifying existing actions and organisations, such as business associations, neighbourhood councils, companies certified by the 'Fabriqué à Paris' label, and companies in the 'Paris Good Fashion' movement, emerged as the first step of any further initiatives. The question of highlighting stakeholders already acting as ambassadors to promote their neighbourhood was discussed, in order to determine how to draw attention to professionals who are making this effort.



## 7. Mobilizing professionals and publicizing alternative offerings

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How to open up alternative offerings to international tourists? How to highlight them? How to develop unconventional attractions and encourage people to step off the beaten track?

How to develop this offering and involve neighbourhood stakeholders more in designing them?

The participants mentioned in particular work that could be done with tourist guides, such as the Guide du Routard and Lonely Planet, which continue to convey a conventional image of the destination.

Lastly, professionals could be encouraged to participate in the greening of the city, seen as an asset to be developed from a tourism point of view: the participants mentioned the idea of mobilizing restaurant owners and tourist attractions, or creating an award for the greenest streets. This type of action could represent a first step in defining an urban form of ecotourism, a concept that is particularly well suited to the image being developed today of a Paris that promotes biodiversity, a welcoming living environment, greening to combat global warming, greater sharing of public spaces, etc.

## 8. Sourcing supplies locally

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How can tourism professionals further support the territory's economy?

A certain number of barriers to local sourcing were mentioned, as follows: the ability of producers to supply food in sufficient quantities, the management of flows and deliveries in Paris, the volume of orders, prices, etc. The aim of enabling access to purchasing centres and networks to systematize responsible purchases was also mentioned: the 'Fabriqué à Paris' label, short supply chains, local products, and fair-trade products for things that cannot be produced locally.

As a corollary, the issue of educating the general public about the hidden costs (environmental and social) of imported products was mentioned: raising awareness about this issue is the first step to generating the desire to buy local.

## RECOMMENDATIONS

### 1. Work on mapping out the neighbourhoods and their specificities

- Distribute information, stories and initiatives to local stakeholders that are specific to their neighbourhoods
- Highlight stakeholders involved in promoting their neighbourhoods
- Deploy the 15-minute city for tourists

### 2. Open an information desk designed for residents

- Distribution of local tourism information

### 3. Organise purchasing cooperatives using short supply chains and local producers

- In order to produce economies of scale and highlight local gastronomy

### 4. Highlighting Parisians

- Create an ambassador title to be earned or won
- Organise inter-generational transmission of knowledge about changes in a neighbourhood

### 5. Create a green streets award

- Encourage tourism professionals to contribute to this greening

### 6. Highlight artists and arts & crafts

- Develop pop-up showrooms for artisans
- Further develop the 'Fabriqué à Paris' community
- Link up accommodation providers with artisans located in the territory

# WORKING GROUP

# HOSPITALITY:

# A WELCOMING AND ACCESSIBLE CITY

## BACKGROUND NOTE

Hospitality is one of the foundations of tourism. Without it, tourists feel unwanted and the culture they want to get closer to seems out of their reach. However, on the scale of a city, hospitality is not limited to the area of tourism. The city itself, with its living environment and the way it deals with contemporary issues, by providing solutions that are relevant to its visitors and residents, plays a role in this hospitality. While sharing the public space is at the heart of the idea of hospitality, respect for and inclusion of distinctive identities is equally so. Enabling various uses to exist side by side, supporting them, and making them accessible to residents, visitors and tourists, requires a constant effort to make the experience of the city pleasantly memorable. We therefore need to focus on several targets so that hospitality is shared and supported by all.

### 1. How to speak to the residents of Paris and Île-de-France?

#### 1.1. Tourism and Parisians: what kind of relationship?

Some residents of Île-de-France know what they owe to tourism. However, the transversality of the tourism sector can lead them to have a dimmer view of tourism, since they use some of the same facilities (restaurants, museums, etc.) that tourists use.

While, in terms of accommodation, many tourists stay in fairly residential arrondissements, such as the 15th and 18th, tourism activity (the main museums and monuments) is concentrated in central arrondissements, which are less residential (see map on page 9).

Due to the fragmented nature of the accommodation offering, which is made up of small units (50 rooms on average for a hotel; 2,000 hotels in Greater Paris), tourists are probably noticed less in the arrondissement where they sleep than in the central arrondissements where they concentrate their visits.

The perception that Parisians have of tourism in Paris is, therefore, not totally based on a single reality, but rather on several facets related to tourists' activities, schedules (day and night) and locations.

#### 1.2. Tourism in Paris: towards an overload?

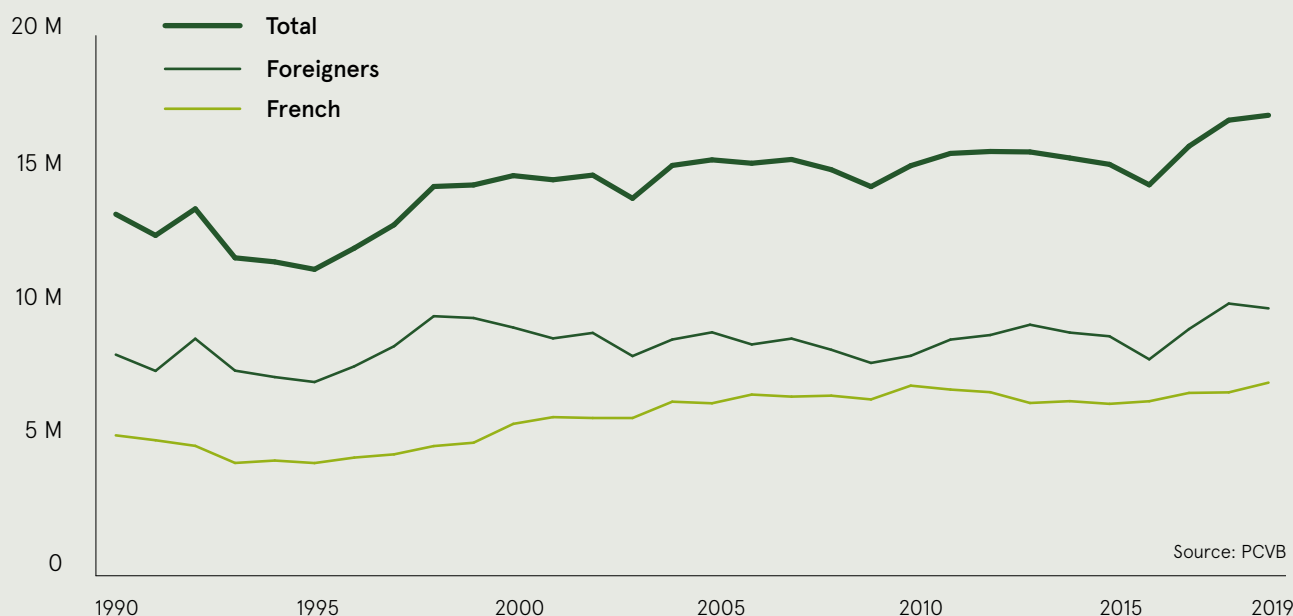
In 2019, the city of Paris itself received around 28 million tourists (including all accommodation types), which is nearly 13 times the population of Paris.

In the space of 30 years, the number of hotel arrivals in the city of Paris itself has increased by 27% overall (37% for the French and 21% for foreigners). This significant increase has been gradual, making it possible to gently integrate tourism. Over the same period, the number of hotel arrivals in Barcelona has increased by 413% (growing from 1.7 million in 1990 to 8.9 million tourists in 2017).

Tourism has therefore been well integrated and accepted in Paris. Tourism overload, characterised by a rejection of tourism by the population, is not the case here.



### Variation in the number of hotel arrivals within Paris itself

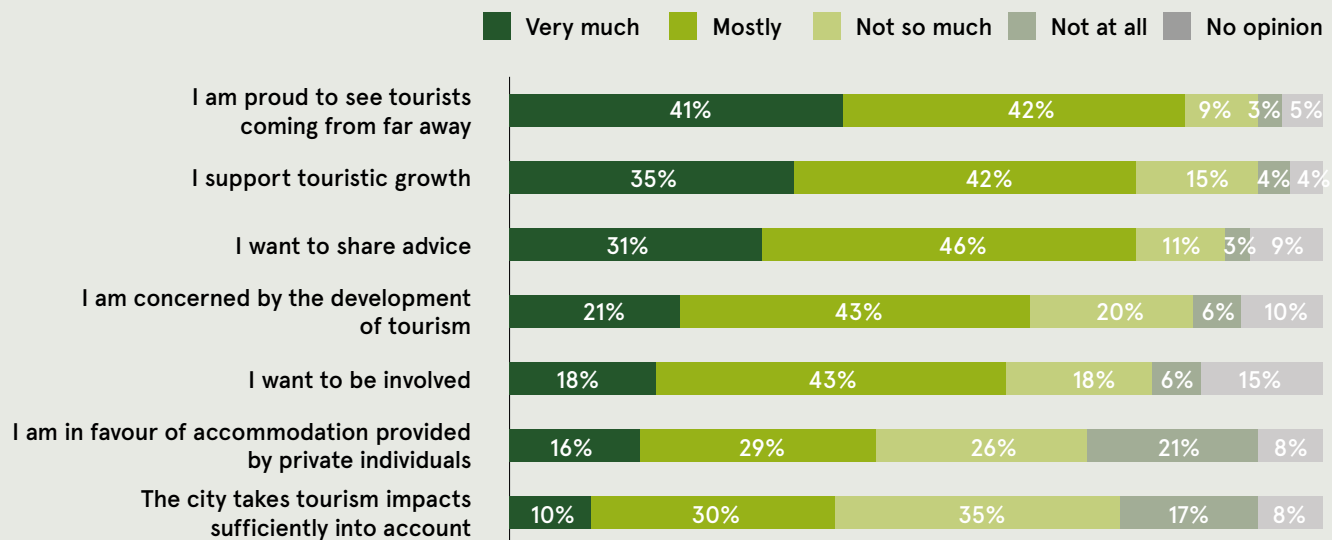


During a survey carried out in 2018, involving more than 1,000 Parisians as a representative sample of the population, tourismophobia was not a major issue at all. Tourism even appeared to be positively identified as a source of pride, income and status for their city. The only negative point was that 52% of those surveyed felt that the City did not sufficiently take into consideration the impact of tourism on the life of residents.

They were then asked how they thought residents could be better included in the tourism economy. Many wanted to be able to have a say in how tourism is promoted, and to see an improvement in security and cleanliness.

### Residents' feelings about tourism

Do you agree with the following statements?



## How to improve the inclusion of residents?

In your opinion, what should the City of Paris do to improve the way residents are taken into account in tourism development? (ideas put forward spontaneously by Parisians)



For the moment, tourists are not identified as being competitors for use of urban spaces, but rather as a catalyst to improve residents' living environments. If we are going to receive guests, then we might as well give them a good welcome and offer French-style hospitality.

However, pursuing tourism growth without a well-thought-out plan, with the aim of attracting ever more tourists, could lead Paris' population to change its opinion about tourism, which is why it is a good idea to include residents in our considerations.

### 1.3. How to include the population?

Several ways to include the local population in tourism management have been identified at present. From the provision of special discovery passes for locals (in Ontario), to the highlighting of locals to promote the city (NYC, New Zealand), cities and tourist regions are trying to raise awareness among their residents of the richness of their territory and what tourism contributes to it.

Today, addressing the population is no longer a luxury, but a priority for many tourism stakeholders. Enabling improved resilience to crises, grounding tourism in a tangible reality, rather than fantasy, including populations, and making them aware of the benefits of well-thought-out hospitality, have become essential in order to pursue sustainable development.

## 2. How to address tourists?

The question here is not how to address tourists in order to make them choose Paris. This “discussion” prior to the choice is of a different kind to that which is aimed at asking tourists, once they arrive, to respect the environment they have been invited into. It is this second “discussion” that will interest us in the Conferences for Sustainable Tourism in Paris.

### 2.1. How to raise awareness among tourists?

Several experiments have been conducted to raise tourists’ awareness of respect for the spaces they are visiting. They often vary depending on the type of tourism involved (nature, urban, short-stay, business, etc.), the level of nuisance reported and the way in which the population does or does not reject tourism. From the signing of a charter of good behaviour by tourists (Iceland) to fines (Amsterdam), raising tourists’ awareness of the issues related to use of the city and respect for its residents has become crucial, given the great pressures created by tourism growth.

Between education and shaming, trust and distrust, what is the fine balance that can be struck by Paris? Which tone to adopt, which message to convey, and to which tourists?

### 2.2. Better distribution of tourism flows?

Paris sees a great a number of visitors flock to certain iconic attractions, to the detriment of other riches that are located further away from these flows. The solution might seem simple. All that is needed is for a small percentage of tourists at the most frequented attractions to go to the less frequented ones. However, this “trickle-down effect” is not happening. It is clear that we cannot build a tourism strategy on “trickle-down” occurring naturally: we have to encourage it.

A few recommendations that would enable this aim to be achieved can be brought out and applied to the case of Paris:

- Mobilize residents: if residents themselves do not frequent the destination’s less conspicuous sites, they will not recommend them to tourists.
- Help the movement of flows by organising transport. If no transport is available, it will be hard for spreading to occur, particularly in urban and, above all, per-urban destinations. We must not forget that time is of the essence for tourists.
- Organise and simplify visits: discount cards do not always work as they are not always attractive or easy to use. It is more effective to encourage visits by organising the product itself. This remains true whether it is through human processes, such as guided tours, or using tools based on innovative technology.
- Encourage slow tourism and exploration through strolls. However, one of the questions that needs to be decided regarding this type of tourism is whether it should be promoted as part of a “conventional” stay or as a product in its own right. It is generally suited to specific tourist segments, particularly repeaters and families, which are more receptive to the messages and activities involved in this type of tourism.
- Change the message and develop a more socially-engaged pitch: do not necessarily give tourists what they want and expect, but present the territory to them as it is, with its identity and specificities.

These recommendations can be combined and applied in many ways. These include gamification, micro-adventures, personalization and geolocalization, for example.

However, in order to achieve this objective of spreading flows, we need to take more actions, some of which need to be invented, and raise them to the status of policy.



### 3. Welcoming all segments of the public

Paris will soon be hosting some major sports events (Rugby World Cup, Olympic and Paralympic Games) that will attract huge media attention. It is this media visibility that must primarily be taken into account, more than the increase in visitor numbers that these events may or may not generate. The aim here is to project the image of a welcoming and inclusive city, for all segments of the public, to the rest of the world.

#### 3.1. Promoting accessibility

The aim is to encourage professionals to design their reception strategy by adapting it to a more diverse range of segments. It is necessary to learn to take into account the specific features of the many different segments, including the disabled, elderly, parents, etc.

Far from being insignificant, these segments can offer ways in which to develop and diversify the destination's image, particularly in terms of the quality of our hospitality. According to the Paris Region Tourist Board, in 2017, tourists with specific needs accounted for more than 2 million stays in Paris and the surrounding region (or 4.4% of stays). They generated more than 870 million euros in economic spin-offs in our territory. Also, on 1 January 2020, according to the French National Institute of Statistics and Economic Studies (Insee), the French population was continuing to age: elderly people aged 65 and over represented 20.5% of the population, compared with 20.1% the year before and 19.7% two years before. Their proportion has grown by 4.7 points in 20 years.

While establishments cannot be completely physically accessible, due to limitations of buildings, much effort could be made in terms of services (on the website, in rooms, in restaurants, etc.), in order to demonstrate a will to facilitate the experience of disabled people and underline a sense of hospitality imbued with more care.

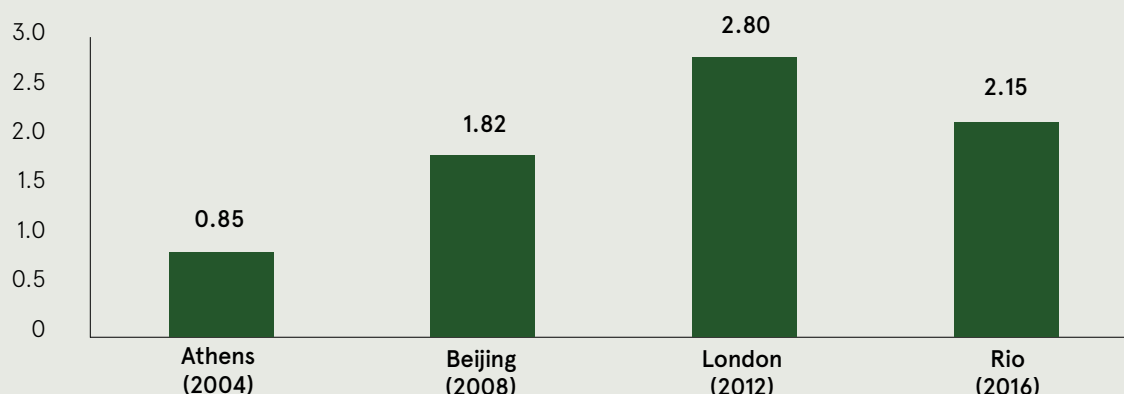
#### 3.2. Hosting the Paralympic Games

The numbers of spectators at the Paralympic Games, and tickets sold, have continued to grow from year to year, reflecting their role in building awareness of disabilities. They are helping change the way people view disabilities and better integrate disabled people into society. The 2024 Games should be virtuous games: neutral in carbon emissions, mixed (with as many female as male athletes for the first time), resource-efficient and inclusive.

However, due to a lack of taking into account of disabilities by professionals, the accessible tourism sector is very dispersed, made up of small, fragile stakeholders, and the offering is not well publicized. How many hotel rooms are able to accommodate people with reduced mobility in Paris? There is not yet any accurate mapping of this situation.

The City and the Bureau are taking action to build awareness of the inclusion issue faster. Means have been deployed to raise awareness among professionals, through a programme designed for members of the Bureau. Which other actions can be taken to amplify these efforts and, above all, maintain the energy and awareness in Paris' tourism landscape over the long term?

#### Total number of tickets sold for the Paralympic Games (in millions)



## SUMMARY OF WORKING GROUPS

Several main topics were covered during the three groups:

### → Addressing Parisians

The participants expressed a desire for Parisians to become true ambassadors of their city. They would like to provide them with more in-depth knowledge of their territory. The idea is to encourage people who are already here to discover another facet of the city and spread this knowledge in their network.

The group talked about the possibility of mobilizing students, including foreign students, who are also recommenders of the city, at certain key moments.

### → Addressing Parisian tourism professionals

By 'Parisian tourism professionals', the group means shopkeepers, hotelkeepers and managers of attractions in particular. They act as showcases of Parisian hospitality. The question of training and assisting these professionals to develop their foreign language skills, and further improve the welcome they offer, was much discussed. Some of the participants also thought that we should encourage them to discover their city, so that they can better advise tourists about the local offering. The possibility of involving shopkeepers in improving the service offering, including luggage storage, handing over of keys, access to drinking water and use of toilets, was also discussed. In order to involve these professionals, it was seen to be essential to draw attention to those who are engaging with this approach.

### → Addressing tourists

The participants discussed raising tourists' awareness of respect for the city and its residents, as well as strengthening Paris' image as an inclusive and welcoming city, by developing various forms of hospitality, i.e. ones that are not necessarily designed for tourist profiles, but also for residents, workers, students, and so on. There was also discussion about opening up the public imagination and revealing Parisian life, beyond the symbols, to tourists, by highlighting the individual personalities of different neighbourhoods.

### → Spreading out tourist flows in space

The group talked about and encouraged urban planning projects designed for tourists, conducted by the City of Paris, in terms of signage encouraging them to discover other monuments and neighbourhoods in and outside Paris.

### → Spreading out tourist flows in time

The question of extending the duration of stays was discussed. In order to compensate for "off-peak periods" identified in Paris, such as Valentine's Day, Bastille Day, and even the month of August, the participants thought about the creation of events or activities that would attract visitors. The City restated its willingness to schedule events throughout the year, but with possible scheduling limitations. The idea of giving special offers to Parisians during such periods also emerged, for example reduced prices for transport and entrance to certain attractions during off-peak hours.

### → Paris: an accessible city?

Accessibility was a major topic for this working group. The group talked about accessibility for people with a visible or invisible disability. The Bureau and the City of Paris have undertaken actions to develop accessibility, which were briefly presented to the participants. It is necessary to promote better information about accessibility. In view of the upcoming 2024 Olympic and Paralympic Games, and the visibility they will offer, the aim is to use this event to raise awareness of accessibility issues among professionals. The aim is to explain to them that accessibility should not be seen as an obligation for compliance, but as part of hospitality. An attitude towards customer well-being, rather than a requirement to be fulfilled.

**→ The city's service quality**

Discussions also touched on cleanliness, security, access to drinking water, shaded rest areas, public toilets, etc. The group agreed that information on existing services (water quality, transport, etc.), and means implemented to improve them, should be made more widely known among residents and tourists.

**→ Developing the city of Paris' varied hospitality offering**

It seemed necessary to the participants to integrate other forms of hospitality in public tourism policies, by analysing needs and supporting experiments.

The aim is to ensure a balance between various needs in the city, including residents, professionals, travellers, training, events, etc. Providing forms of hospitality and ways to discover the city that are suited to different audiences (families, professionals, students, new residents, LGBT+, youth, etc.) was also a central part of the working group's thoughts.

## RECOMMENDATIONS

### 1. Promote and distribute existing information

- Better guide tourists in the public space using optimised and adapted signage
- Perform SEO for sustainable offerings and centralise information via a digital platform, in order to highlight the diversity of possible tools to discover the city (geocaching, family games, geolocalization, etc.)
- Provide more unconventional information, in a format that is not digital and distributed at touchpoints with tourists and residents around the city (4 pages of information in accommodation, shops, attractions, etc.)

### 2. Hospitality via professionals

- Promote good practices, quality labels and marketing actions
- Welcome booklet for professionals (neighbourhood knowledge, languages, accessibility)
- Develop tools for training on welcoming visitors/MOOC
- Mobilize neighbourhoods and shopkeepers during major events (adapt off-site events to neighbourhood level) by offering them communication tools in particular (signage, pennants, window stickers, etc.)

### 3. Accessibility

- Pursue the 2024 Olympic and Paralympic Games augmented accessibility neighbourhood approach, in order to make them as accessible as possible
- Introduce a panel of local experts, with the creation of skills communities between engaged associations and service providers for professionals, so as to put users at the heart of hospitality approaches



## WORKING GROUP

# FLOWS / MOBILITY / TRANSPORT

### BACKGROUND NOTE

**Major topic:** which mobility for tomorrow?

**Related topics:** the role of tourist buses and coaches / 15-minute solutions / non-motorised mobility offerings / linking up the city.

Two crucial questions guided the group's thinking:

→ **How do tourists travel to Paris?**

What means are available to reduce the carbon footprint of journeys? How to encourage tourists to stay for longer? Which new routes; which travel trends? How to encourage a chain of journeys that involves as little carbon as possible, by facilitating intermodality?

→ **How do tourists travel around Paris?**

What is the role of tourist coaches and bus lines; how are non-motorised forms of mobility used? Can we develop group tourism?

### 1. How do tourists travel to Paris?

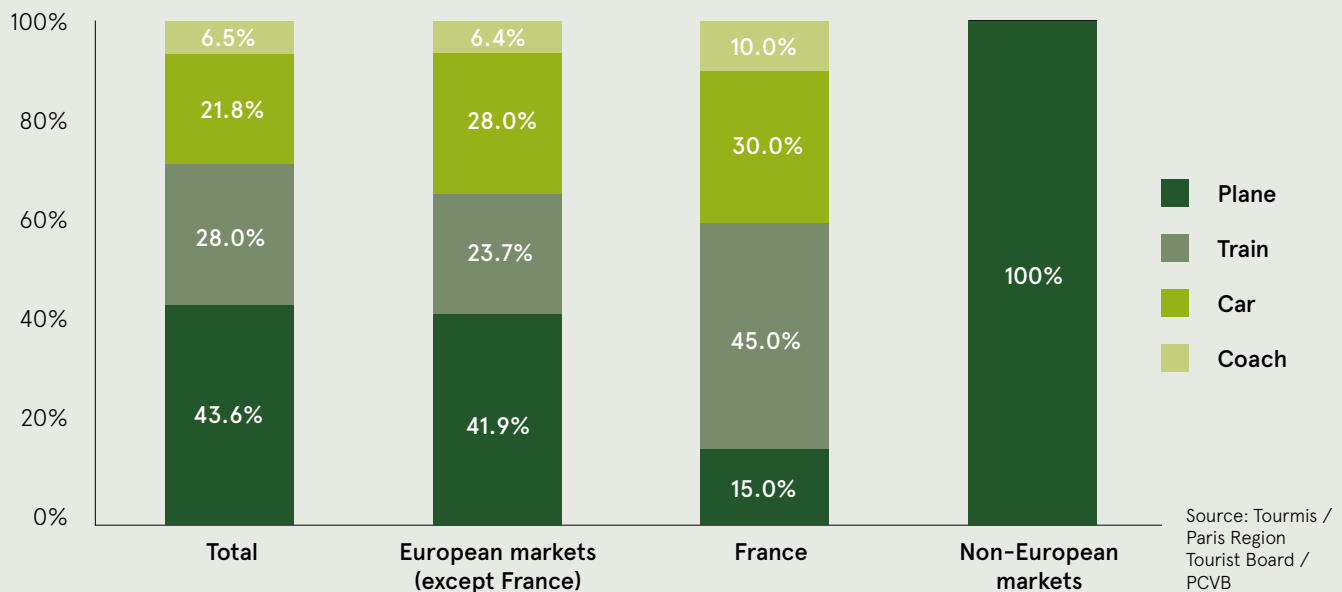
#### 1.1. How many tourists come to Paris?

There are two main instruments to measure tourist arrivals: firstly, estimations carried out by the Paris Region Tourist Board, based on an ongoing survey conducted in airports, trains, motorway service stations and bus stations; secondly, figures provided by the French National Institute of Statistics and Economic Studies (Insee), based on monthly surveys carried out with a panel of hotel accommodation providers. According to the first indicator, the number of tourism stays in Paris reached 29 million people in 2019, which was 15% more than in 2014. As for hotel arrivals recorded, they reached 17 million in 2019, which was 9% more than in 2014. The sources are not comparable, but the difference in growth does point to an erosion of the market share of hotel accommodation in favour of tourist rentals, in particular. In terms of structure, stays in tourist rentals in Paris grew from 5% in 2014 to more than 10% in 2019. The leading rental accommodation platform, with 76% of ads in Paris, Airbnb saw the number of its ads increase from 30,000 in 2015 to 65,000 in 2020 (+120%).

The length of stay depends, among other things, on the type of accommodation chosen. The average stay length for tourists in the city is almost twice as short in hotel accommodation as in all accommodation types combined (2.2 compared with 4.2 nights). The number of same-day visitors in Paris was estimated at 4.6 million in 2016, 2 million of which were present for a personal reason (return trip of more than 100 km and no overnight stay in the city).

Keep tourists in the city for longer: a challenge that involves the use of several means (speed up the transformation of hotels to a multi-service offering, expand the range of establishments to less standardised products that are more accessible to youth and families, curb hotel price inflation to attract more national customers, etc.).

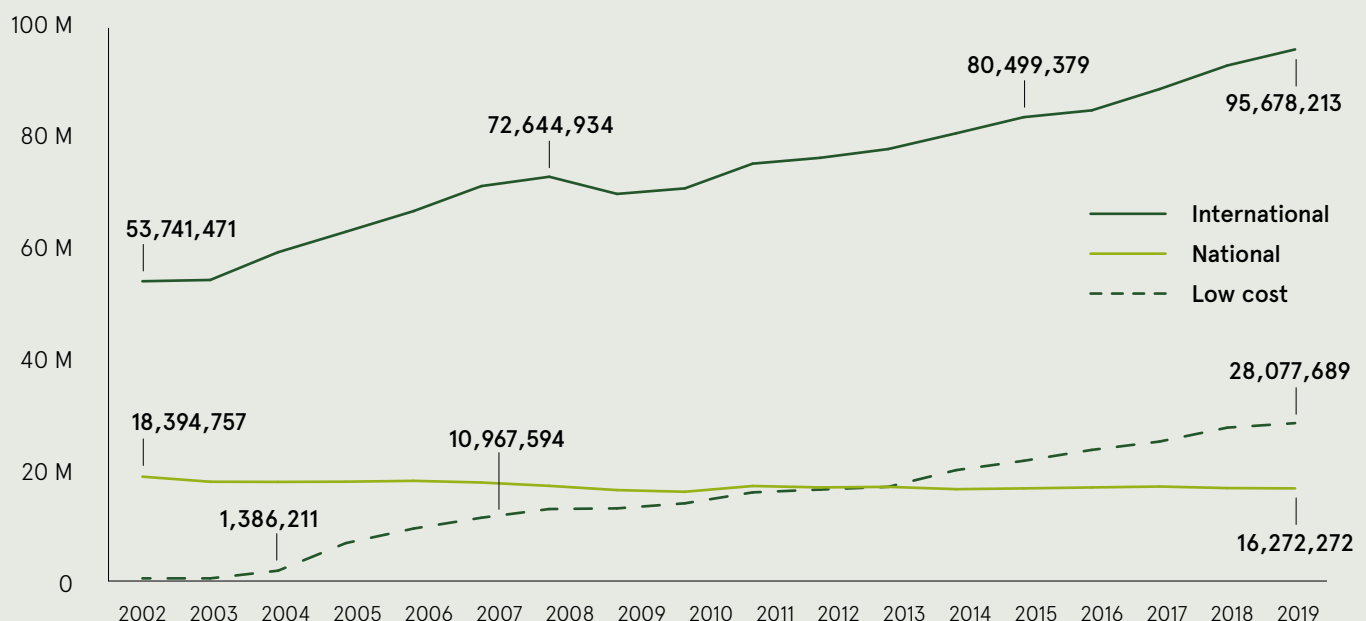
### Transport means to get to Paris



### 1.2. Air: a continuing rise in passenger numbers

The number of passengers recorded in Paris – Charles de Gaulle, Paris – Orly and Paris – Beauvais airports grew from 72 million in 2002 to 112 million in 2019, or an increase of nearly 40% (not including transit passengers). This growth is due to the number of international passengers (+53%), while there has been a gradual decline in the number of national passengers (-7%). The rapid penetration of low-cost flights has supported this growth. With a 340% increase in the number of passengers on low-cost airlines between 2015 and 2019, the low-cost segment accounted for 69% of passenger gains in the three airports over this period. The low-cost segment's share of total passenger numbers increased from 0% in 2002 (the first flights date back to 2004) to 25% in 2019. In less than 15 years, the low-cost segment has won a significant market share, which today represents one quarter of passenger numbers in airports.

### Number of passengers in Charles de Gaulle, Orly and Beauvais airports according to origin and segment



Source: Union des Aéroports Français & Francophones Associés, aggregation of the results of the 3 airports

There has been a huge decline in the number and proportion of national passengers, which fell from 26% in 2002 to 15% in 2019, a particularly interesting structural trend given that the number of arrivals by domestic customers in Parisian hotels has increased over the same period (+22%).

Finally, passenger carrying capacity has also grown with the gradual increase in the number of wide-body aircraft on the market. The average capacity of an airliner is 170 seats, or 18% more than in 1980.

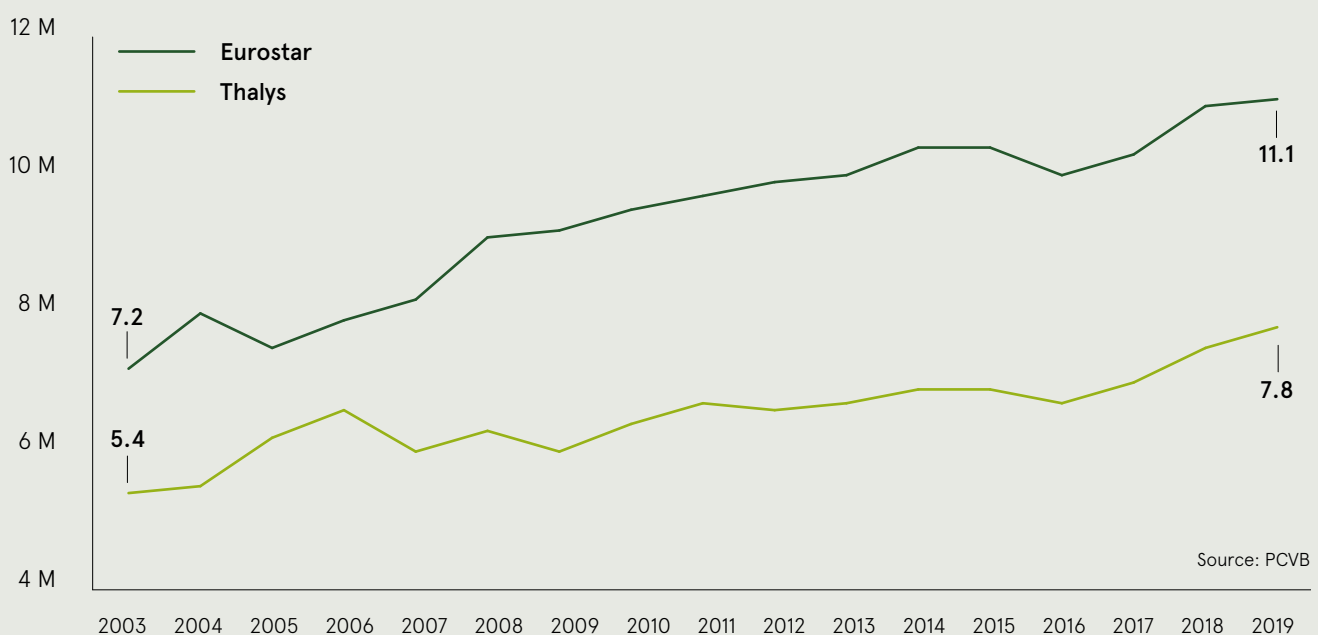
Several issues concern the sector: speeding up the environmental transition of the aeronautics chain, from aircraft manufacturers to airports (alternative fuels, construction materials, “green airports”, etc.); transforming sales practices in order to “reward” the length of stay, rather than the number of flights; removing zone restrictions on transport tickets for tourists so that airports and tourist attractions are accessible at the same cost as the entire central zone of the Greater Paris metropolitan area, and thereby preparing the way for the entry into service of line 17 (Paris – Charles de Gaulle Airport in 2030) and the south section of line 14 (Paris – Orly Airport in 2024); making access to public transport more visible in airports (visual markers, signage to guide and encourage); making transport more secure. Concerning transfers between airports and the rest of Île-de-France, data produced based on a sample of nearly 23 million taxi journeys shows that airports, as the origin or destination of these journeys, account for 15.4% of the structure of these journeys in 2019, an increase of 0.5 points in comparison with 2018.

The “Climate and Resilience Bill”, adopted at the French Council of Ministers of 10 February 2021 and passed by the French National Assembly on 4 May, recommends forbidding flights for any links that are also covered by a direct train journey of less than 2½ hours. What will the effects on greenhouse gas emissions be? What will the effects of the abandonment of plans for a fourth terminal at Paris – Charles de Gaulle be on traffic (transfer of traffic to other platforms)? Which alternative project for this land?

### 1.3. Rail: the carbon footprint is a great incentive, but there has been a reduction in services, which is now leading to strategies of reopening long-distance lines

Local and night train services have been gradually cut in France. France has a total of 2,820 passenger stations with regular services, 400 of which are in Île-de-France. Between 2015 and 2019, 140 passenger stations were closed for rail traffic. This strategic choice is currently being reconsidered in light of the environmental performance of this transport mode, which was broadly emphasized by the French National Low-Carbon Strategy, the Mobility Orientation Law and, more recently, the Climate and Resilience Bill, which confirmed the priority of rail over air transport for short-duration domestic journeys. Numerous measures are translated in the Rail Recovery Plan.

#### Passenger numbers on Eurostar and Thalys high-speed trains (millions of passengers)





Growing passenger numbers on international services running from Paris on the high-speed rail network show the growing demand for this transport mode (+53% passengers on Eurostar and +45% on Thalys between 2003 and 2019).

The modal proportion of rail transport in France was 10% in 2019, not including air transport, and has been growing since 2014.

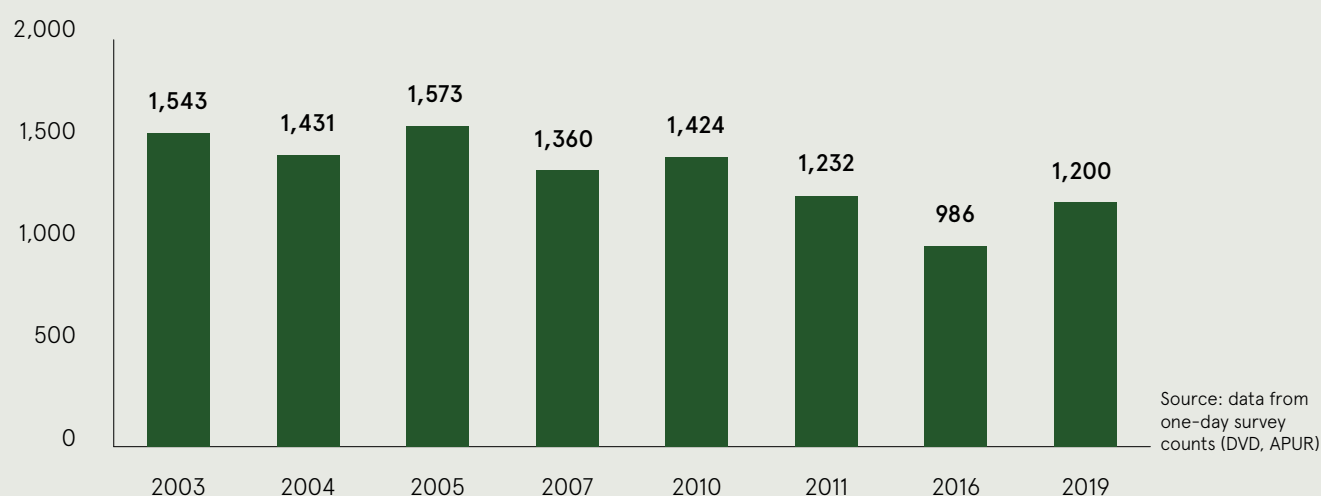
Rail strategy is formulated at national level in France (with guidelines defined at European level). However, some powers were devolved to regional level by the NOTRe Act on the new territorial organisation of the French Republic. The topic of restoring night train services, as well as maintaining local train services, is a major one. It opens the way for a shift from air to rail transport that is necessary in order to invert the greenhouse gas emissions trend, as well as a potential move away from road transport. The service offering in Parisian railway stations (shops, bike hire, luggage transport services, bike parking facilities) must be combined with optimal accessibility for baggage-laden tourists (escalators and lifts) and a smooth transition between the station area and the metro-RER (rapid-transit rail) network.

links from Paris	number	cities served
International links by night train	3	Venice, Frankfurt, Berlin, Warsaw, Minsk, Moscow
Plan to open new international links by night train	2	Vienna, Berlin
International links by daytime high-speed train	9	Brussels, Amsterdam, Cologne, London, Geneva, Zurich, Lausanne, Barcelona, Frankfurt

#### 1.4. Coaches: a liberalization of inter-urban transport that has stimulated demand

The rise in demand for intercity coach transport following the “Macron law”, which opened up the market, has confirmed expectations in the area of low-cost inter-urban transport. In France, the number of passengers using this transport mode increased from 770,000 in 2015 to 11.3 million in 2019. Half of this volume is linked to activity in the Paris urban area. While the number of long-distance lines from Paris has now stabilised, with a network that is already very dense, daily passenger numbers on the most frequently used links are increasing. Links such as Paris-Lille, Paris-Lyon, Paris-Rouen, Paris-Caen, Paris-Rennes and Paris-Le Havre are among the 10 most frequently used in France (annual passenger numbers in excess of 200,000 people). 233 destinations, mainly operated by BlaBlaBus and FlixBus, can be reached from Paris, with an average of 440 daily journeys.

#### Variation in the number of coaches simultaneously present in Paris



The significant drop in the number of coaches present during the 2016 count can be put down to the terrorist attacks that occurred in 2015-2016. The data for 2019 is an estimation made based on the number of Pass Autocars (coach passes) issued by the City Council.

3 parking facilities are used by these long-distance lines: Bercy-Seine, Gallieni-Porte de Bagnolet and Pershing (Porte Maillot). The Pershing site is closed due to works underway for the "Mille Arbres" (Thousand Trees) project. The Gallieni site is currently closed and its future hangs on decisions that will be made following discussions between Île-de-France Mobilités and the town of Bagnolet.

In 2019, it is estimated that between 2 and 2.5 million passengers passed through the Bercy-Seine bus station, where 198,500 movements were recorded, a figure on the rise. Major works were carried out at Bercy station, which were completed in January 2020. It is equipped with 80 coach spaces, nearly half of which are reserved for intercity coaches, while the other half are reserved for the storage of tourist coaches.

A survey conducted by the Autorité de Régulation des Transports (French regulatory transport authority) in 2016 revealed a disproportionate number of under-25s and unemployed people among users of these services. Price is by far the most decisive factor in decisions to use the services. Furthermore, long-distance coach lines encourage mobility, since 17% of passengers would not have travelled by other means.

Except for regular long-distance lines, coaches operated by French and foreign private companies also transport groups on request from tour operators. According to the City's counts, there were 1,200 of these coaches simultaneously present in Paris in 2019, a decrease in volume compared with 2003 (-22%). The last survey conducted on the basis of a sample of coach operators (2014) showed that 50% of groups transported came from Asia (of these, 65% of tourist groups came from China), 22% from the Union European outside of France, and 12% from France. Based on 291 coach drivers questioned, the average size of groups carried was 35 people. Almost all coach traffic is concentrated in the first 8 arrondissements, with large clusters around the following sites: Place de la Concorde, Arc de Triomphe, Eiffel Tower, Les Invalides, Notre-Dame and Opéra.

The future of the Gallieni site is under discussion. The "Mille Arbres" project includes the new bus station Pershing, which is better suited to current needs than the old facility, and ambitious in terms of spaces and services offered. The aim is to absorb the increase in coach traffic (intercity and tourist coaches) expected over the coming years, integrate this infrastructure in its dense urban environment as well as possible, and relieve pressure on the Paris-Bercy facility.

The City of Paris offers 467 coach parking spaces, including 218 in indoor parking facilities and 249 by the roadside. Among these, 56 are designed for the dropping off and picking up of passengers. It should be noted that 72% of subscriptions for a Pass Autocar (coach pass) are for vehicles meeting the Euro 6 standard and 3% are for electric/natural gas vehicles. The Euro 6 standard involves fuel-powered vehicles that offer manufacturer guarantees limiting nitrogen oxide, carbon monoxide, hydrocarbon and particulate emissions.

### **1.5. Cars: one out of five arrivals, with strong variations according to the territory of departure**

According to data from the Paris Region Tourist Board's surveys, in 2019, arrivals of tourists in Paris were shared between plane (45%), train (31%) and road (24.5%). Since 2014, there has been a decrease in the proportion of plane and road journeys, and a significant increase (+7 points) in the proportion of train journeys. These are very encouraging signals, which show a gradual decline in the use of roads to reach Paris, as well as a fall in the share of air transport. Arrivals of international tourists in France in 2018 show the unusual character of Paris in comparison with the metropolitan territory. The differences observed are related to the service offering for Paris: the proportion of arrivals by plane and train is greater for Paris, while arrivals by road are significantly fewer. Arrivals of international tourists in France are distributed as follows: 32% by plane, 6% by train and 54% by road.

How to receive the flow of cars? Is it desirable and relevant to offer parking facilities on the doorstep of Paris with optimal intermodality (metro, RER, tramway)? This is the purpose of the park-and-ride facilities in Amsterdam, located on the periphery of the city: drivers can park their cars for €1 to 8 per day and are then able to switch to public transport for an additional charge, while the price of parking in the city centre ranges from €30 to 45 per day. Under-use of the parking facilities of social housing, or of the RATP depots, for example, is also an avenue to be explored.

### 1.6. Bikes and boats: small volumes but big challenges

Paris is crossed by four major national and transnational cycle routes, which all pass by the square in front of Notre-Dame:

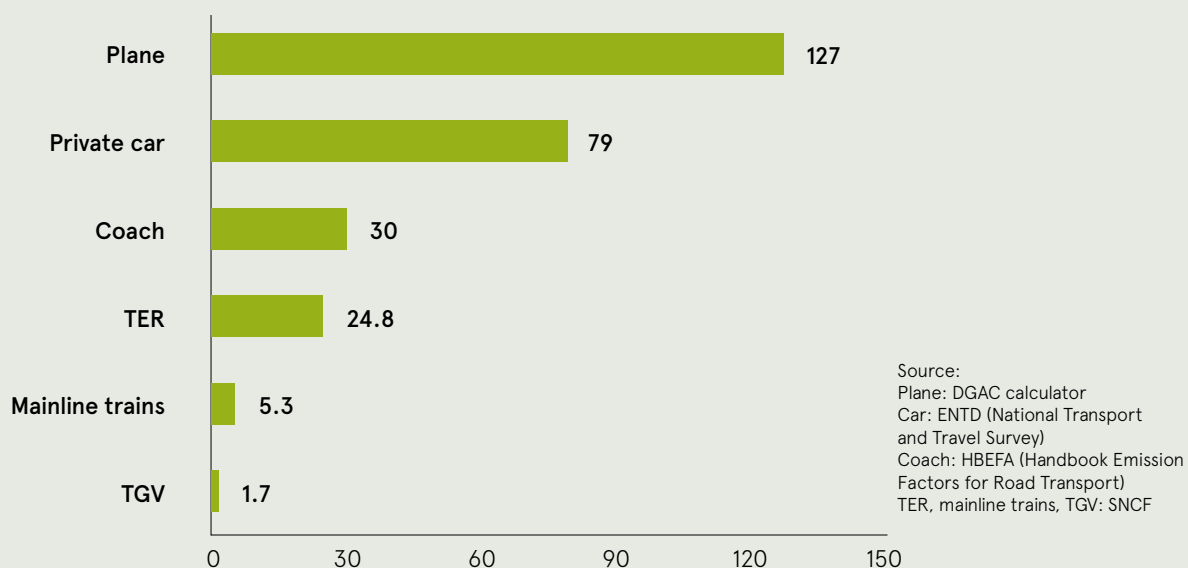
- The EuroVelo 3 (EV3) route covers 5,122 km of paths between Norway and Spain.
- The London-Paris (V16) Avenue Verte (Greenway) is a 470 km cycle route from the square in front of Notre-Dame.
- The La Seine à Vélo (V33) cycle route, linking Paris to Le Havre, was inaugurated in October 2020 and offers 420 km of cycling infrastructure along the river Seine.
- The Veloscenic (V40) links Paris to Mont-Saint-Michel along a 450 km route.

How to increase the use of cycle routes? By removing the main barriers: there are currently just fewer than a dozen Parisian accommodation providers (hotels and youth hostels) equipped to welcome cyclists, representing less than 1% of all accommodation. This offering must be strengthened in order to encourage cyclists to stay in Paris. The PLU (local urban planning document) could be used as a means to strengthen this service offering by requiring the planning of a bicycle storage room for buildings that are repurposed as hotels, major redevelopments requiring a building permit, and new constructions. The service offering along cycle routes is one of the key success factors for these journeys (repair shops, signage, events, bike stands, luggage storage facilities, etc.). For bicycle-friendly départements and regions, cities play a pivotal and strategic role for cycling journeys. However, the range of cycling city breaks offered by tour operators remains very limited and touring cyclists point to major barriers to cycling in urban environments, including conflicts of use, areas with a lack of services and facilities, and insufficient signage.

River stops along the Paris waterway (from Saint-Denis to Paris) attracted a total of 480 mooring requests in 2019. The four ports of call located in Paris welcomed nearly 60,000 people (cruise passengers and crew members). Demand is growing.

This is a niche market, reserved for an older customer segment with good purchasing power. The model is still not very virtuous, primarily because river cruise ships mainly run on heavy fuel oil. Furthermore, not all of the banks along the Seine valley have an electricity supply, forcing boats to leave their motors running, and they are not connected to the wastewater disposal networks, meaning that grey water has to be discharged into the Seine. Transfers of cruise passengers at stops are systematically done by coach (2 to 4 depending on the capacity of the boat). Resupplying of food and drinks is done by road from European logistics platforms: short supply chains and local resources are very seldomly used.

### CO<sub>2</sub> emissions related to long-distance passenger transport in France (grams of CO<sub>2</sub> per passenger-km)





Hotel barges are of a smaller size, offering an average capacity for 6 to 12 passengers. They are Freycinet-type boats, essentially designed for canal navigation, for which there is growing demand. These boats pollute less than river cruise ships and are able to carry bicycles on board.

These transport modes to get to and/or leave Paris have varying levels of emissions, with a difference in the carbon footprint ranging from 1 to nearly 100.

## 2. Travel conditions in Paris: the state of knowledge and breadth of offering

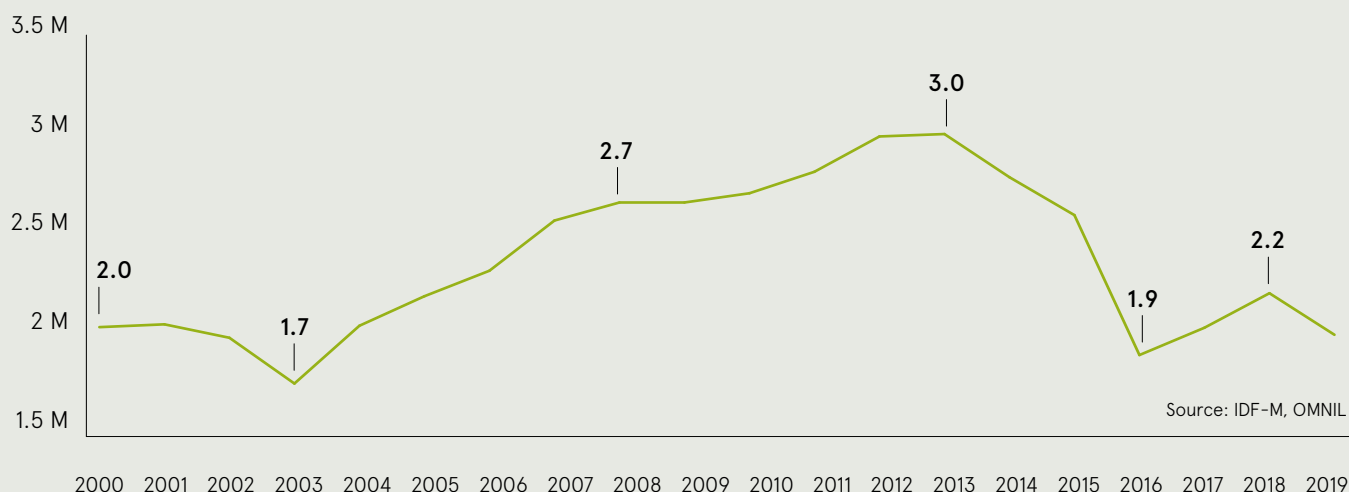
### 2.1. Public transport use by tourists in Île-de-France

Two sources of information are available to assess modes of transport used by tourists within the territory: the ongoing surveys conducted by the Paris Region Tourist Board and the survey conducted among tourists by the RATP and SNCF-Transilien. The Paris Region Tourist Board's survey shows that use of the metro and RER is very common and is one of the main modes of transport for 63% of tourists.

The Paris Visite travel pass is used fairly seldomly, which calls the deal into question. Paris Visite travel passes enable travel throughout the network (metro, RER, bus, Orlyval, Montmartre funicular and several tramway lines) for 1 to 5 consecutive days, with pricing that varies according to the zones and number of days selected (from €11.65 to €63.90). The trend in sales has significantly shrunk since 2013 (-1 million passes sold, or -33%) with a level in 2019 (2.01 million) that was slightly below that in 2000 (2.05 million). Mobilis is a daily pass that can be used for unlimited travel in Île-de-France according to the zones covered.

The zone-based pricing may be dampening demand: since the total removal of zones from the Navigo Pass in 2015, a weekly pass for all zones costs nearly €75 for 7 days, a Paris Visite pass for zones 1 to 5 costs an average of €13 for one day, and a Mobilis pass costs €18 for one day's transport in the 5 zones. An aim: adapt the pricing and remove zones.

#### Number of Paris Visite passes sold (in millions)



### 2.2. Regular coach lines

These include two historical players, Big Bus and TootBus (formerly OpenTour Paris), which each operated around 40 vehicles before the public health crisis. There is also Foxity and City Sightseeing, which do not have a permit to operate within Paris. This fleet as a whole takes a fairly similar route, with stops near the capital's most iconic tourist attractions.

On average, users of tourist lines make two stops per day. A little less than half of these stops are related to visiting monuments and cultural attractions, the other half being linked to non-food shopping, cafes and restaurants.

In order to evaluate the relative importance of this transport mode, in the city of Paris itself, buses and coaches represent up to 3% of overall traffic (compared with 58% for privately owned cars, 15% for utility vehicles and 17% for two-wheeled vehicles, with the rest shared between taxis and HGVs). They contribute up to 2% of fine particulate emissions and 5% of nitrogen oxide emissions.

Actions taken by the public authorities are aimed at the obligation, for all road vehicles in low emission zones, to have non-diesel engines by 2024. Improvements have been initiated with an overhaul of the Pass Autocar and experimentation with parking sensors.

### 2.3. Sightseeing cruises

There are 127 boats operating on the Seine, transporting 7.9 million passengers per year (Bateaux-Mouches, Vedettes du Pont-Neuf, etc.). They form the capital's fourth largest tourist attraction, in front of the Eiffel Tower.

The Batobus, a transport mode accessible with or without the Navigo Pass, which offers 9 fixed stops, can be included among them. 764,000 passengers used this transport mode in 2019, an increase of 13% in comparison with 2018.

Assist and speed up the fleet's transition to electric, hydrogen and natural gas propulsion, in order to reduce consumption and CO<sub>2</sub> emissions by boats.

### 2.4. Shared mobility

→ Vélib': nearly 20,000 self-service rental bikes, 30% of which have electrical assistance

→ Free-floating: 15,000 scooters, 8,500 bikes, 4,000 motor scooters

The offering is significant, well distributed spatially and visible in public spaces. However, are tourists arriving in Paris aware of it? Certain hotels offer bicycle lending services, however this service provision remains highly insufficient. How to develop it and encourage stakeholders in the hotel sector to come on board?

Regarding the self-service fleets, we could imagine a short-duration rental system, rather than pricing by the minute, with private use of the vehicle for the entire rental period.

Tourism is a major driver of the country's economy, contributing up to 7.4% of GDP in 2018. However, business and leisure tourism activities produce greenhouse gases. A recent study published by ADEME (the French Agency for Ecological Transition) indicates that tourism is responsible for 11.1% of France's national greenhouse gas emissions. This detailed assessment of the negative externalities of tourism is used as a tool to guide reflections on sustainable tourism in Paris. More than three quarters of greenhouse gas emissions (77%) produced by general activities are due to transport. Air travel is responsible for more than half of emissions related to transport between home and the stay location. The carbon footprint of business tourists is twice as great as that of leisure tourists.

Accommodation, goods purchases and catering represent 20% of the tourism sector's total emissions.

These statistics underline the aim of the Conferences to take action in all areas, particularly aspects related to transport and mobility, as well as the geographical origin of customers.

Globally, tourists' travel practices indirectly raise questions about the offerings available, their variety and their scale in relation to demand, services that can be accessed in transport hubs, rail services in the territory, signage and guiding, and the ease of using transport modes and intermodality.

The issue of making journeys secure is far from an anecdotal one. Paris is a city with lively nightlife, thanks to its busy cultural diary and a dense spread of cafes, bars and restaurants that close late. It is therefore necessary to offer public transport options that are secure and scheduled to suit the needs of all users. Night-time transport requires particular attention.

## SUMMARY OF WORKING GROUPS

The questions raised in the background note enabled structuring of the three working groups' discussions. The following statements group together the ideas exchanged by the participants.

The three working groups were organised as follows:

- **WG1:** The question of tourists' arrivals in and departures from Paris. How many tourists arrive in and leave the territory each year? Which transport means do they use to come? The relative importance of transport by air, rail, coach, boat, etc. A central challenge to identify ways of reducing the destination's carbon footprint.
- **WG2:** The movement of tourists around Paris and its suburbs: which modal choices? What changes in travel practices? Focus on tourist buses, tour coaches, river transport and shared mobility.
- **WG3:** Summary, reformulation and improvement of the proposals gathered. Debate on feasibility and impact. Discussions of the recommendations identified, further development of avenues for action and vote of the participant to rank the proposals.

**Several main topics were covered over the course of these work sessions:**

- Intermodality
- The decarbonisation of transport fleets
- Taking into account and improvement of the customer journey
- The movement of tourists in Paris during the 2024 Olympic and Paralympic Games
- Links between transport hubs outside and inside Paris (airports, interchange railway stations)
- Development of the river tourism offering
- Solutions to ease coach, bus and taxi flows

## RECOMMENDATIONS

These highlights resulted in the expression of twelve proposals aimed at achieving tourism that is less polluting, less predatory, more open to under-represented customers (young people, families, disabled people, etc.) and more sustainable. Each proposal specifies initial operational actions with the potential to make a significant contribution to these objectives.

The proposals are presented in the order in which they were ranked following the vote made at the last session of the WG.

### **1. Speed up the decarbonisation of land, water and air transport fleets that use non-renewable fossil fuels (buses, coaches, taxis, boats and planes)**

Based on the components of the French Mobility Orientation Law, this proposal is aimed at significantly speeding up the implementation of actions concerning all motorised fleets, by defining an ambitious schedule of commitments with all families of stakeholders.

A committee dedicated to decarbonisation of transport can be rapidly established, with a clear roadmap: concerning the modification of fleets, the aim of the committee would be to set measurable and realistic objectives, linked to an operational implementation plan, and to identify related support measures.



## **2. Look into the creation of a tourist transport provider status, or a tourism mobility charter, with commitments that open up access to facilities**

This proposal is designed to contribute to the regulation of group transport flows (traffic and parking), but may be extended to cover other shared personal transport modes. Whatever form it takes (a specific status or voluntary charter), the stakeholders involved will accept a set of rules or principles (adapted from the French Mobility Orientation Law) regarding the motorisation of vehicles, compliance with “approved” routes, limitation of travelling empty (no passengers) to “dropping off/parking” and “parking/picking up” journeys, and reduction of all nuisances: noise footprint (PIEK certification), greenhouse gas and fine particulate emissions, etc.

In exchange, stakeholders that have been awarded the status or have signed the charter could be granted road access (particularly in zones with traffic restrictions), within defined areas, which are forbidden to all other non-decarbonised motorised modes. Early decarbonisation in relation to the schedule of the low emission zone could also open up specific rights for the concerned transport operators.

## **3. Improve signage to distribute and spread tourists in Paris and the Greater Paris metropolitan area, and help provide an optimal user experience**

This proposal is aimed at ensuring that seamless signage is provided to enable visitors, particularly international visitors, to arrive in Paris, explore Paris and leave Paris with no interruptions. Particular attention must be paid to the identification of points of access to the various transport modes available (with priority given to decarbonised options) and to the routes to be promoted to explore neighbourhoods that receive fewer visitors (principle: a straight line is not always the most interesting one in terms of promoting zero-carbon journeys, nor the fastest one).

## **4. Look into the creation of a “zero-carbon pass” that includes all of the decarbonised mobility options**

This proposal for a “zero-carbon pass” is aimed at adding a “Navigo + Vélib’ + shared mobility + Batobus” pass with all zones removed. The aim is to build an economic model that makes it possible to ensure interoperability and offer simple, clear and integrated pricing (between public transport and Batobus, for example), for all tourists staying in Paris and Île-de-France, for a length of stay to be defined.

This pass would replace the current offering (which includes a wide range of passes, with disparate pricing that leads to a highly variable daily cost depending on whether the pass includes zones or not), and the Paris Visite pass in particular.

## **5. Develop tourism mobility on the Seine and canals, while decarbonising fleets and making the most of intermodality**

The Seine is a major artery that concentrates various functions, including industry and logistics, as well as accommodation, with houseboats, leisure, with stationary floating establishments, and tourism, with river cruise ships and sightseeing boats.

With a segment between the Pont de Sully and Pont d’Iéna that is listed as UNESCO World Heritage, the river offers a continuous series of monuments and remarkable architectural structures, as well as unique cityscapes, which are particularly visible from the water.

## **6. Develop facilities for cyclists and related services, and provide the conditions for certification covering Paris and the surrounding region**

This proposal is based on several complementary actions:

- Introduce regulatory and assistance measures aimed at the creation of bicycle storage rooms in tourist accommodation
- Look into partnership terms with the “Accueil Vélo” and/or “Territoire Vélo” quality labels
- Improve the signage of the 4 main cycle routes that pass through Paris
- Combine cycling with other transport modes, in particular by making it possible to carry bicycles on boats, coaches and trains
- The service offering in the main points of entry into the territory could be created or expanded
- For touring cyclists who want to visit tourist attractions, provide storage solutions for saddlebags and luggage

## **7. Begin the creation of a network of bus stations inside and outside Paris while minimising negative externalities**

Several proposals can help produce solutions that combine environmental and tourism strategies:

- Guarantee the creation of infrastructure combining optimal operation conditions and effective integration with their surroundings
- Develop partnerships with companies operating large parking facilities in order to pool parking spaces and aim for zero net artificialization of soils
- Define specifications for companies operating these links in terms of noise footprint (PIEK certification), greenhouse gas and fine particulate emissions (motorisation), and product lifecycles
- Work on road-public transport intermodality, in order to ensure a change of transport modes that is as virtuous as possible for users of bus stations (rail, river, etc.)

## **8. Take action to expand the area covered by the main low-carbon shared mobility operators (scooters, electric motor scooters, bicycles, car sharing), to include at least the Greater Paris metropolitan area**

This proposal is congruent with achieving complementarity between the various mobility solutions. Expansion of the operational zone will also make it possible to access monuments, museums, remarkable public spaces, and major heritage sites located outside Paris. This measure will make it possible to reach areas that are underserved by public transport or relieve congestion in these areas. While scooters perfectly meet the needs of “agile” segments of the public for short and medium-distance journeys, other shared vehicle modes could meet needs for more long-distance mobility (motor scooters) and the expectations of people with limited mobility (families with young children, seniors, people with reduced mobility, etc.).

## **9. Support the renewal of the night train offering**

This proposal is aimed at making Paris the initiator of an ambitious future European network facilitating links between distant cities. It is in line with social demand and a high level of expectation from travellers in the areas of slow tourism and sustainable tourism. The rebuilding of a night train offering must be accompanied by a fundamental adaptation of rolling stock, in order to meet the needs for comfort and security of long-distance night journeys, while providing economic conditions that are suitable for the target segments, particularly families.

### **10. Create regular links between innovative digital players (and other innovative stakeholders in incubators) and tourism stakeholders (accommodation, cultural attractions, transport, etc.)**

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This proposal involves establishing an annual schedule of meetings (quarterly), which target specific issues that are faced by stakeholders in the tourism sector, in order to submit them to innovative digital players. These meetings offer opportunities to produce innovative ideas that can be used to reduce carbon emissions, waste and other forms of pollution, as well as nuisances caused by tourist numbers, based on future digital applications to be developed.

### **11. Make it easier to take bicycles on public transport**

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This proposal is an extension of proposal no. 6. If it is agreed that the use of shared bicycles (Vélib', etc.) is promoted by the presence of an offering to be strengthened in stations, it is also important to provide a solution for segments equipped with their own bicycles (particularly families).

Facilitating the carrying of bicycles on trains, by providing spaces in metro and RER trains, overground trains, trams and Batobus boats, is an essential measure in a project that promotes the use non-motorised two-wheeled vehicles.

### **12. Create an offering to discover Paris by night, with the support of hotels and tourist attractions, and promote alternative routes**

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This proposal involves encouraging cultural and tourist attractions to adapt their opening hours in order to relieve congestion during the day, thanks to the promotion of night-time visits: this change requires facilitated night-time mobility. The proposal therefore means that non-motorised and shared mobility stakeholders must also take action to enable night-time travel (adapted pricing, promotion in conjunction with accommodation stakeholders, etc.).

The development of a complementary tourist site offering will make it possible to better distribute flows and smooth out peak times. It will also contribute to an improved spatial balance of the economic spin-offs of tourism.

## WORKING GROUP

# ENVIRONMENTAL TRANSITION: TOURISM AND SUSTAINABLE DEVELOPMENT

### BACKGROUND NOTE

**Major topic:** placing tourism in a sustainable reality, and equipping stakeholders with tools to encourage them to adopt a model built on more virtuous foundations.

Two crucial questions guide the group's thinking:

→ **Who are the tourism professionals engaged in sustainable tourism?**

How to encourage tourism professionals to become fully engaged in environmental transition? What are the means that can be used to enable professionals to engage in a sustainable development approach? How to facilitate the transition process to make sustainable development a growth driver?

→ **What is the perception of sustainable tourism in Paris?**

How to promote actions in favour of sustainable tourism at destination level? How to reduce the environmental impacts of tourism?

### 1. Who are the tourism professionals engaged in sustainable tourism?

#### 1.1. Sustainable tourism in Paris

Certified establishments are recognised, but not present enough.

Out of 2,025 hotels in Île-de-France, there are:

- 42 establishments certified Clef Verte in Île-de-France in 2021, 29 of which are in Paris;
- 8 establishments certified EU Ecolabel in Île-de-France, 4 of which are in Paris;
- 3 establishments certified Green Globe in Paris + 1 other tourism service provider;
- 467 signatories of the charter 'For sustainable accommodation in Paris' offered by the Paris Convention and Visitors Bureau from 2012 to 2019.

In terms of restaurants (more than 13,000 in Paris, half of which are traditional restaurants):

- 46 establishments certified Écotable in Paris;
- 18 establishments that are members of Bon Pour le Climat in Île-de-France, 11 of which are in Paris.

With an occupancy rate of 80% in a normal year (2019), Paris' hotel accommodation offering performs better than the national average (around 60%), which can be a barrier to changing practices, investment, and the adoption of new underlying trends.

In Paris, it is often said that "one tourist drives away another", which leads to a certain inertia in terms of stakeholders' desire to change. Why renovate if tourists come anyway? Why pursue sustainability if my hotel is full? Sustainable development challenges are therefore taken on through personal conviction more than a desire to stand out or make savings.



## 1.2. New initiatives

### The Bureau's sustainable development programme

The Paris Convention and Visitors Bureau wants to assist all of its 1,700 members with a long-term sustainable development approach and thereby make Paris the world capital of sustainable tourism.

To achieve this ambition, the Bureau is currently building a programme named 'For Sustainable Tourism in Paris', which covers 7 topics and encourages participants to take action, through:

- Workshops on precise topics based on their challenges
- The provision of a directory of sustainable and local service providers that enable changes in purchasing habits
- Highlighting of members' engagement at destination level

### The City of Paris' zero single-use plastic objective

Within the framework of the "Olympic Transformations" Legacy programme adopted in June 2019, the Mayor of Paris approved 20 measures to speed up implementation of municipal policies as part of preparations for the hosting of the 2024 Olympic and Paralympic Games.

In accordance with the municipal action underway since 2015, the phasing out of single-use plastic by 2024 in Paris.

In October 2020, the new Executive of the City of Paris approved its 2020-2021 Action Plan to phase out single-use plastic, on the basis of proposals put forward during the consultation held between January and March 2020. This consultation brought together more than 150 stakeholders in the territory, which were set to join or already on the path of phasing out single-use plastic.

## 2. What is the perception of sustainable tourism in Paris?

### 2.1. Highlighting of actions taken in Paris

#### The Paris of Parisians

The Paris Convention and Visitors Bureau is drawing attention to sustainable tourism initiatives in Paris in its rubric 'Sustainable Ways to Visit Paris'.

It includes responsible accommodation providers, themed walks and cycle itineraries, as well as addresses to buy responsibly and eat local, seasonal and organic food.

#### Solidarity initiatives

Private initiatives also serve as sustainable city guides, helping visitors find places and activities that can help limit their environmental impact and maximise their social impact.

### 2.2. How do tourists looking for a sustainable destination choose Paris?

In the collective imagination, Paris is not a sustainable destination, and we are already beginning to feel the effects of this label.

During the summer of 2020, Paris was hit harder than other destinations by the drop in visitor numbers. The sudden disruption of international tourism and cancellation of many conventions and business events can partly explain this drop, but not entirely.

The risk of tourism overload around the most visited streets and monuments, and the accommodation battle waged against seasonal rental platforms, have also contributed to producing the image of a mass destination, far removed from the aspirations of sustainable tourism.

#### The emergence of sustainable booking platforms

Since 2018, new platforms have been appearing that link up travellers concerned about their impact on the environment with responsible accommodation providers and activities.

### **2.3. Spreading out tourist flows and offering alternative routes**

The risk of tourism overload along certain streets in Paris and around the most visited monuments is encouraging the destination's various stakeholders to offer alternative routes, particularly for visitors who are already familiar with the French capital.

#### Paris in a different way

With its "Paris in a different way" press kit, the Paris Convention and Visitors Bureau has put together a non-exhaustive list of original activities to highlight in the French capital, in order to spread out flows and see Paris from a different perspective.

#### Explore Paris

This shop offers online bookings for a great number of activities off the beaten track, to discover Paris like a local. They include guided tours, alternative walks, cruises, workshops and musical evenings.

## **SUMMARY OF WORKING GROUPS**

The three working groups were organised as follows:

- **WG1:** How to include and assist professionals in a sustainable development approach? How to remove barriers? How to bring the tourism offering more in line with a city that is changing and engaging with these challenges?
- **WG2:** How to speed up the transition of leisure travel, as well as that of business travel and events? How to communicate about the engagement of professionals? How to make sustainable tourism attractive?
- **WG3:** Further discussion of proposals. How to increase the length of stay? How to convince shopkeepers and restaurant owners to accept the idea of environmental transition? How to minimise the environmental impact of the events sector?

Several main issues were covered during these three working groups.

### **1. Raising awareness among the destination's stakeholders and bringing them all on board**

How to include and assist professionals in a sustainable development approach, particularly small stakeholders? How to remove the barrier of the perception of complicated procedures?

How to bring them on board, when tourists come without them having to make efforts: why change?

Current programmes offered by the City and the Bureau are not designed for all of the city's tourism stakeholders (only members). How to raise awareness among stakeholders on a large scale? Which tourism segment leaders should we rely on to assist them?

Several barriers to the introduction of sustainable development approaches were identified by participants:

- Sourcing: finding chains offering sustainable alternatives;
- Operational implementation, which is often complicated;
- Access to information, good practices and experience sharing;
- The many existing support programmes, labels, certifications, etc., to choose from, making it difficult for professionals to find their way and know where to begin.

Regarding this last point, to improve clarity, the participants suggested creating a map of the main existing programmes, which would highlight their common features. The participants also wondered whether it would be appropriate to unify these programmes, within a "super programme", which would reach all of the destination's professionals, and add transversality between the various initiatives.

However, the point was raised that care should be taken to avoid falling into the trap of reinventing everything (an umpteenth programme ...), as well as that of levelling down requirements.

The participants also suggested forming circles of ambassadors: inspiring professionals who could communicate about their initiatives and their experiences with their peers.

The idea of highlighting the benefits to be had from initiating a sustainable development approach was also mentioned, whether they are financial, or related to image or internal cohesion.

More globally, the participants underlined the importance of having a strong project with shared ambition, which is very clear and prominent, with objectives to be achieved for Paris in 3 or 5 years. With this in mind, the 2024 Olympic and Paralympic Games offer an excellent opportunity to bring professionals on board.

Lastly, whatever model is selected to encourage professionals to join sustainable development approaches, the key word emphasized by participants is simplicity. Sustainable development is a vast subject, so clear, gradual and achievable objectives need to be set.

## 2. Communicating about the engagement of professionals and making it visible

How can professionals better communicate about the engagement of their establishments? How to enable the general public to better identify them as responsible?

Which forms of promotion to offer engaged professionals? How to communicate about it at destination level?

The case, which is fairly common, of hotelkeepers who have already introduced many initiatives but do not highlight them and/or are not certified, was mentioned.

In such cases, should they be encouraged to seek certification by a label, in order to make their engagement more visible?

The participants wondered about the role of the City and the Bureau in relation to existing quality labels:

- Should we encourage professionals to be certified by labels?
- Should we help them choose labels, and guide them towards pre-selected labels, which are identified as being the most robust?
- Should we focus our efforts on travellers, by publishing a guide of labels?
- Or create a reference framework that is specific to Paris as a destination: a new independent and unified score for the destination, which would be a common denominator for all professionals?

Lastly, beyond the question of labels, the idea of creating a guide to sustainable development in Paris, which would bring together all of the initiatives in a large directory of engaged tourism establishments, was put forward.

### 3. Making a stay in Paris a sustainable trip

For both first-time and repeat visitors, including business travellers, the participants identified the following challenges to make their trip a sustainable one:

- Enable them to have sustainable experiences, and make them want to change their experience;
- Lengthen their stay, in order to reduce the carbon footprint and offer opportunities to become immersed in local life. This objective was, however, identified as being difficult to achieve by the participants, because Paris is a weekend and short-stay destination, and visitors' holiday time cannot be extended.

The participants wondered about the incentives and offers to be introduced to achieve these two objectives, as well as awareness-raising, and even education, regarding these topics to be carried out in relation to travellers.

Several avenues were mentioned:

- The creation of an environmentally responsible Paris Passlib' pass, or the incorporation of alternative offers in an existing pass;
- The introduction of diminishing rates for staying one additional night, combined with an offer for an alternative experience or non-motorised mobility, for example;
- The development of combined offers that include an overnight stay;
- Improved visibility of the cultural diary for visitors around their stay dates.

In terms of business trips, the idea of making it easier for families to come, or to use coworking spaces to link up the event with the weekend, were put forward.

The participants also wondered which moments and touchpoints should be given priority to convey these messages and offers.

On this topic, it was noted that the preparation of the trip is the key moment that should be capitalised on to guide the traveller's choices: how to optimise this moment to guide the traveller towards the offer we want to promote?

For business trips, the idea of creating an application or toolkit to promote "Paris in a different way" was put forward, for example: organisers could then push certain communications to conference participants several months before the event.

## RECOMMENDATIONS

### 1. Support professionals

- Map out the main existing programmes, identify the common features and unify them in a global programme
- Create a sustainable purchasing directory or platform in order to reduce barriers to change related to the absence of a chain and sourcing of sustainable providers
- Create and coordinate a group of sustainable development ambassadors at neighbourhood level
- Draw attention to sustainable stakeholders in communication actions for the 2024 Olympic and Paralympic Games
- Help professionals communicate about their sustainable offering through a shared communication kit for all of the destination's stakeholders
- Create a guide of good practices designed for seminars
- Produce practical guides to enable stakeholders in the tourism and events sectors to begin their environmental transition and, in particular, move away from single-use plastics



## **2. Promote a sustainable destination among travellers**

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- Perform SEO for sustainable offerings and centralise information via a digital platform
- Focus the destination's communication on an immersive experience of Parisian life and the variety of experiences to be had in Paris
- Create a guide for visitors that presents the destination's commitments to sustainability
- Provide a tool to calculate the impact of a trip:
  - while recommending hybrid and digital meeting solutions to companies
  - while enabling leisure travellers to compensate their impact
- Offer companies an extension of stays for their employees with coworking deals
- Develop packages with at least one overnight stay, involving extensive collaboration between tourism stakeholders and ticket sellers via cross-selling
- Promote a slow tourism experience with attractive offers for 3 nights combined with sustainable mobility offers

# WORKING GROUP EVENT LEGACY

## BACKGROUND NOTE

- How to develop business tourism and the events sector (cultural, sporting, nightlife, etc.) to create responsible tourism?
- How to measure the economic impact of major events?
- How to better spread economic spin-offs during major cultural, sporting and business events throughout the territory?
- How to spread the spin-offs into working-class neighbourhoods? How to create links with residents?

### Topics covered:

- The idea of legacy, beyond immediate spin-offs
- Impact of the recurrence of events (trade shows) on community life
- Impact on the economic fabric and jobs
- Coordination of key fields of activity for the city
- Links with residents
- The diary of events as a means of action for repeaters
- Major sports events and the Olympic and Paralympic Games

### Related topics:

- Role of shows
- Impact of major events
- Measurements and indicators
- Development of places related to the city
- "Residents" dimension of events

## 1. Assessment: drivers of and barriers to sustainable business tourism

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The business tourism sector (50% of tourism in Paris) was for a long time associated with excess and a failure to take into account the impact of activities on the environment and host city populations. Business tourism seemed to be incompatible with sustainable tourism.

In Paris, as in many other capital cities, initiatives taken to promote "responsible business tourism" are springing up. Against the backdrop of an unprecedented crisis, there is a real and growing awareness among institutions, companies and event planning firms, and it is now an integral part of communication strategies. More than ever before, it is seen as an added value in the choice of destination and a way of taking stakeholders into account.

Companies place great importance in the message conveyed to their employees and partners, and sustainable business tourism is a strong signal of commitment to respecting the environment and the values of sustainable development, as well as a statement about ethical positioning.

**How to measure the environmental impact of business tourism? How to support this ongoing revolution and raise awareness in the various sectors? How to go further, innovate and integrate, in practical terms, this event legacy with the challenge of the 2024 Olympic and Paralympic Games?**

Paris owes it to itself to be tomorrow's standard-setting capital in this crucial area. In order to ensure sustainable business tourism (shows, conventions, MICE and micro-MICE events, etc.), stakeholders need to be provided with a set of means and infrastructure that respect the environment, without affecting work, business or related activities.

### 1.1. Identification of potential drivers

Creating a virtuous circle taking into account each step of the organisation of an event, whatever its size: before, during and after.

Before the event: reduce its impacts by taking action related to the venue (buildings and exterior spaces, facilities and design, equipment and furniture), the content of the event (positioning, messages, objectives), mobility (optimisation of journeys, means of transport, smoothness of flows) and communication (media, frequency, volumes).

Which actions will allow me to design, and therefore plan ahead, for an environmentally responsible event?

During the event: manage flows (people, materials, water, energy), avoid wastage and then sort waste, offer engaged catering (local, seasonal, organic, packaging-free), raise awareness among participants (visitors, exhibitors, suppliers and service providers), promote the territory and highlight its assets.

Which actions can involve participants at an event on the day itself?

At the end of the event: take things apart so as to be able to reuse them, promote donations and salvaging, recover waste and equipment, clean without polluting, repair damages, compensate or reinvest for impacts that could not be avoided.

**Which actions limit the traces of an event following its completion?**

A few avenues:

- Assist employees with their sustainable mobility
- Measure the environmental footprint of transport (voluntary compensation scheme)
- Choice of accommodation: establishments that respect the environment, members of a responsibility charter, etc.
- Choice of incentive activities: Paris in a different way, authenticity, heritage, non-motorised mobility ...
- Select service providers
- The events of tomorrow (hybrid, capacities, health conditions) – looking ahead to 2024 Olympics
- Limit the energy consumption of the event
- Give priority to reusable facilities (materials)
- Respect sites and heritage
- Environmentally responsible communication
- Reduce, sort and recover waste
- Contribute to protecting and developing biodiversity in the city
- Give priority to sustainable catering, local and seasonal produce, etc.
- Provide training for teams and raise their awareness of the topic
- Assist the hotel and catering sector with sustainable development approaches and implementation of the Climate Plan, in partnership with the Paris Convention and Visitors Bureau. More than 500 hotelkeepers

within the framework of its programme 'For sustainable accommodation in Paris'

- Application of the Environmentally responsible events charter, to promote more environmentally friendly management of large events
- Post-event legacy: impact measurement

**Identification of barriers:**

- Implementation deadlines
- Funding
- Convincing people internally and externally
- Communication with residents

**1.2. Stakeholders take action**

Unimev commitments to the Major Convention Hosting Charter and measurement of the performance and impacts of the convention (Cléo):

- If the convention is being held at a Unimev member venue, provision of assistance to the organiser (at its request) to prepare and implement measurement of the performance and the economic, social and environmental impacts of its event. This measurement of performance will be done using the measurement tool Cléo ([www.lecalculateur.fr](http://www.lecalculateur.fr)), which was developed by Unimev and the Paris Region Tourist Board. Several aspects can be developed, if the organiser wishes and plans to do so, before the event (using inputs that are already available, or to be collected before or during the event), and the organiser may produce an impact report:

- performance of the gathering: participation, business; knowledge, influence (social networks)
- spin-offs from events and tourism: economic spin-offs (for all stakeholders in the value chain), social spin-offs and fiscal spin-offs, with a focus on the local territory
- environmental impact: carbon footprint, energy consumed, water consumed, positive initiatives

- If the convention is not held at a Unimev member site and the organiser wants to take this measurement approach further, the Bureau is invited to contact Unimev so that personalized monitoring can be provided, if the organiser so requests.

Viparis – In Paris in 2022, organisation of the 73rd International Astronautical Congress. This congress will be ISO 20121-certified (<https://iac2022.org>)

A few ideas for initiatives and start-ups to limit the impact of events: <https://www.comeeti.com/blog/evenement-limiter-impact-ecologique>

Commitments made by French sports events

In 2017, organisers of the biggest sports events in France made a commitment to the environment by signing an environmental protection charter. Aim: to do their best in terms of the environmental impact of the organisation of their sports event (to learn more about the commitments made: [https://developpement-durable.sports.gouv.fr/IMG/pdf/sdd\\_charteorga\\_2019\\_01.pdf](https://developpement-durable.sports.gouv.fr/IMG/pdf/sdd_charteorga_2019_01.pdf)).

**1.3. Tourism and sustainable development**

France has launched the certification of nine cities that will meet the ISO 20121 standard, which enables all entities that "contribute to the design and implementation of events" to define a sustainable development strategy and deploy it.

In terms of tour operators, Thomas Cook has announced that it is joining the association ATR (Agir pour un Tourisme Responsable) "as an active member". The company Ponant has launched a foundation for the protection of the oceans, poles and peoples. In terms of start-ups, a new incubator dedicated to sustainable tourism has been created.



## 2. Events in the city: interactions with residents

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Tourism must make a positive contribution to local economic and social development. It must also enable visitors and Parisians to live alongside each other harmoniously.

- How to better communicate about events and promote them?
- Which tools for tomorrow (innovation, creation, etc.)?
- The Parisian art of living and hospitality: shared values to be supported by all
- Create added value and actions that benefit residents
- Which satisfaction index?

Aims:

- Organise coach transport that cares more for the environment and is better integrated into public spaces
- Develop non-motorised tourist mobility (pedestrian, bicycle) and a public transport offering that is more in line with the expectations of visitors and Parisians

## 3. Operational implementation

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- Schedule
- Link with the city in terms of development
- Impact on the job and training offering
- Measurement and definition of indicators

## SUMMARY OF WORKING GROUPS

The three working groups were organised as follows:

- **WG1:** Assessment – drivers of and barriers to sustainable business tourism/events
- **WG2:** Events in the city
- **WG3:** Summary to refine thoughts and produce practical proposals

Several main issues were covered during these three working groups.

### 1. Integrate sustainable development challenges, requirements and tools as early on as possible

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The participants indicated that, if they are to be integrated in events, sustainability challenges must be addressed as early on as possible, right from the bid and destination search stage.

Therefore, in order to guarantee this, how can the destination express its expectations and requirements? What are they, in particular for Paris in a post-Olympics context that will have set sustainability standards?

The participants stressed the fact that events must now all be thought of as structural factors and as drivers of sustainable development: for each event, the requirement should be focussed on the search for positive externalities, for an entire ecosystem (shopkeepers, very small businesses, etc.).

The need to have a reference system / an ambition / a shared transversal framework, and to specify things in each segment (culture, conventions, sport) was mentioned. For this shared foundation, it was suggested that the 17 Sustainable Development Objectives could be used as a basis.

The requirement criteria could also be related to the types of events or topics that we wish to develop. These aspects must be included in the bid forms.

The participants also suggested proactively approaching events that we would like to host, because they are related to predefined criteria.

Once the requirements have been defined by the destination, how to bring on board stakeholders in the events sector and assist them so that they adopt these requirements, in order to raise their standards without using obligations or penalties?

The participants indicated that organisers will need to be able to access turnkey solutions: the destination must be able to provide solutions for clients and supply the materials needed to plan a responsible event.

In relation to these challenges, organisers need leadership to come from the venue, which will need to have considered how to assist and support them.

Concerning good practices to be deployed at events, the participants were able to share a number of experiences: Many events are already introducing good practices.

How to spread these good practices widely and share them in the early stages of planning an event? How to apply shared solutions?

The idea of creating a resource centre was suggested, with a guide to responsible service providers, a catalogue of sustainable solutions, information about regulations, etc., for example, which would be made available.

## **2. Measuring impacts**

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Impact measurement is essential to avoid making quick assumptions and improve.

The participants discussed existing tools, which event organisers could make use of or be inspired by.

For example, the Cléo (Unimev) tool, or in-house tools developed by certain events (Paris Fashion Week).

How to distribute tools and good practices for impact measurement to all stakeholders? How to create bridges between stakeholders to take action together?

Which tools for tomorrow?

## **3. Promoting events in the city**

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When a major event is held, it must be promoted throughout the city, so that everybody talks about it. The participants emphasized that this dimension is lacking in Paris today.

This would both help spread visitors around the city and integrate the residents of Paris and Île-de-France in the events sector.

In order to encourage this, the participants stressed that improved public-private consultation was required, as well as action in networks to create flows, rerouting of visitors, etc. How to mobilize stakeholders collectively? Create more partnerships with organisations in the social and solidarity economy, innovative start-ups, schools, local producers?

The communication dimension (signage in the city, displays, etc.) was also discussed.

The participants indicated that it was necessary to think about this promotion in the city before events take place. To achieve this, the approach would need to be systematised, with a system to be constructed together. With this in mind, the participants suggested the creation of a specific team at the City, which would be dedicated to events and their links to and legacy in the city.

From a more operational perspective, the participants suggested choosing a few pilot events to experiment with this dimension of promotion and linking within the city; selecting them according to the meaning they have in relation to City policies that need to be highlighted.

#### 4. Hospitality: improving the welcome offered to event participants

How to make hospitality a priority, to improve the experience of participants?

There are real challenges involved in:

- Developing the image of Paris and the welcome it offers
- Promoting and improving gatherings
- Encouraging participants to visit “Paris in a different way”
- Relieving the saturation of central districts

To achieve these aims, the participants emphasized that hotels have a crucial role to play. Today, many hotels welcoming conference participants are located on the edge of the city, but very few of them guide their guests to places of interest for tourists located nearby. There is therefore work to be done to encourage visitors to discover the riches around their accommodation location.

This raises the question of training for reception staff, which is often an issue of budget and/or time.

The idea of creating educational tours for accommodation providers, so they can discover existing attractions nearby, was also mentioned.

In addition, accommodation provided by residents and seasonal apartment rentals were suggested as avenues to develop hospitality and the experience of participants at conferences and events held in Paris.

Finally, hospitality by residents was also mentioned. Communicating more to Parisians about the contribution made by events in terms of positive externalities (employment) was suggested. This would be to improve acceptance of events and avoid annoyance of residents.

#### 5. Removing barriers and difficulties to make further progress

A few, more structural barriers to sustainable events were mentioned by the participants as being the next difficulties to be resolved to make further progress:

- The issue of mobility for transfers: it is essential to massively expand non-motorised forms of mobility for the transport of participants, to find a non-motorised mobility alternative to the metro, which business tourists use seldom or not at all.
- Certain decisions made by the Préfecture de police are in conflict with the environmental responsibility of events. They concern, for example, plastic bottles and electric vehicle charging stations. Which changes in the regulatory landscape are possible?

## RECOMMENDATIONS

### **1. Events must “live” in the city**

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- Involve residents of Paris and Île-de-France in the events sector
- Define an annual diary of iconic events for the general public and businesses
- Adopt a proactive approach to events based on criteria with a positive impact

### **2. Better receive event participants and develop the image**

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- Encourage hotels and other establishments that receive participants to guide them towards places of interest for tourists to experience “Paris in a different way” (a welcome kit and educational tours)
- Raise awareness among reception staff at accommodation providers, attractions, transport facilities, etc.

### **3. Creation of an “Events Bureau”, a dedicated tool for stakeholders in the events sector**

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- Create an interface between local stakeholders and the public authorities
- Create a heritage plan (seek inspiration from the Heritage programme developed by the City in anticipation of the 2024 Olympic and Paralympic Games), a charter of commitments

### **4. Measure the impact with the creation of a resource centre**

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- Sharing of experience between stakeholders and organisers, provision of tools to better measure the impact



# WORKING GROUP

## JOBS & TRAINING

### BACKGROUND NOTE

**Major topic:** which tourism jobs for tomorrow?

**Related topics:** integration of young graduates and people who have the greatest difficulty accessing the job market / training and retraining courses / responding to new structural challenges in the industry / welcoming visitors during major events and the 2024 Olympic and Paralympic Games

Three crucial questions guide the group's thinking:

→ **The tourism job market: from shortages to occupational retraining?**

How to encourage professionals to improve working conditions and make jobs in the sector more attractive? As it is now clear that the pandemic will have long-term repercussions, how to respond to the growing numbers of redundancies? How to go about retraining without weakening the sector when international tourism recovers? How to encourage the hiring of young people in professions facing shortages when international tourism recovers?

→ **Towards a more resilient and responsible sector?**

Changes in consumption modes and the taking into account of the environmental dimension raise questions about the social footprint of tourism professions. How to bring meaning back to jobs in the sector? Is the public health crisis an opportunity to rethink the sector and develop new economic models that are more in phase with the aspirations of society?

→ **Improving the welcome offered by the destination**

How to anticipate new needs in tourism jobs in a post-crisis environment? How to promote the development of skills among tourism stakeholders to improve the welcome offered by the destination? How to improve language skills among tourism professionals? Towards a "Tourism and Digital" professionalization of tourism professionals? Should we train a "2024 Olympic and Paralympic Games" generation that is involved in hosting the event?

### 1. The tourism job market: from shortages to occupational retraining?

#### 1.1. Before the crisis: professions facing shortages

The tourism sector brought together 213,000 private employees in 2018, representing around 15% of total private salaried employment in Paris, divided into 30 or so sub-sectors of activity, such as fast food, passenger transport by taxi and train, tour operator activities, museum management, etc. They can be split into 5 main categories: catering, passenger transport, accommodation, tourist activity organisation and management, and the organisation of fairs, trade shows and conventions.

Jobs in the main tourism sectors in Paris:

- Catering: 110,105
- Passenger transport: 41,200
- Accommodation: 39,059
- Events: 22,650
- Organisation and management of tourism activities: 13,291
- Tourism and leisure activities: 9,790

In addition to these jobs directly linked to tourism, there are tens of thousands of indirect jobs corresponding to related areas of activity or service providers.

If tourism professions enjoy a positive image, it is above all due to their association with travel, holidays, etc. Jobs related to organising trips, promoting local areas and leading tourism activities, for example, are attractive, but they represent only a tiny fraction of jobs in the sector: the majority of jobs are more related to food production, service and reception. However, working conditions in the latter job types are often difficult and demanding (with physically tiring and stressful activities, shift working, mobility, multiple employers, etc.) and the remuneration is often deemed insufficient, meaning employees have to live outside Paris and therefore commute a long way to work. Many of these jobs also require the ability to speak several languages and well-developed interpersonal skills. These jobs appear to be suited to people beginning their careers, but many young people have doubts about the career prospects in this sector, while establishments are sometimes small in size and have personnel needs that are not always very stable. These limitations explain the recruitment difficulties encountered by stakeholders and the high rate of employee turnover in the sector (estimated to be 30% on average).

The paradox is well-known: alongside these sectors facing shortages there are people in long-term unemployment or who find it very difficult to access the job market. The integration of young people, in particular, is a major challenge, with problems of school dropout, insecurity and significant unemployment. In Paris, it is estimated that there are 28,700 young people who are not in education, employment or training (NEET), which represents 9% of 16 to 25-year-olds<sup>1</sup>. On average, they are most often men, with a low level of qualification, who live with their parents, but this sub-population is not, however, a homogenous group, in terms of age, education and place of residence, reflecting a diverse situation in terms of independence.

The integration challenges of refugees and disabled people should also be mentioned: in recent years, some companies have taken initiatives in this area, making this integration policy one of the cornerstones of their engaged brand image.

### Challenges and questions

*How to improve the attractiveness of jobs in the sector and its image? How to encourage professionals to improve working and employment conditions (compliance with labour code regulations related to night shifts, compensatory rest periods, remuneration for overtime, paid-leave, working hours, etc.)?*

*How to promote the accommodation of employees near their place of work (construction of housing by employers or employer groups, etc.)?*

*How to encourage social integration initiatives taken by companies in the sector, promote integration paths from the outset and highlight this area as part of a local tourism strategy? How to highlight engaged stakeholders?*

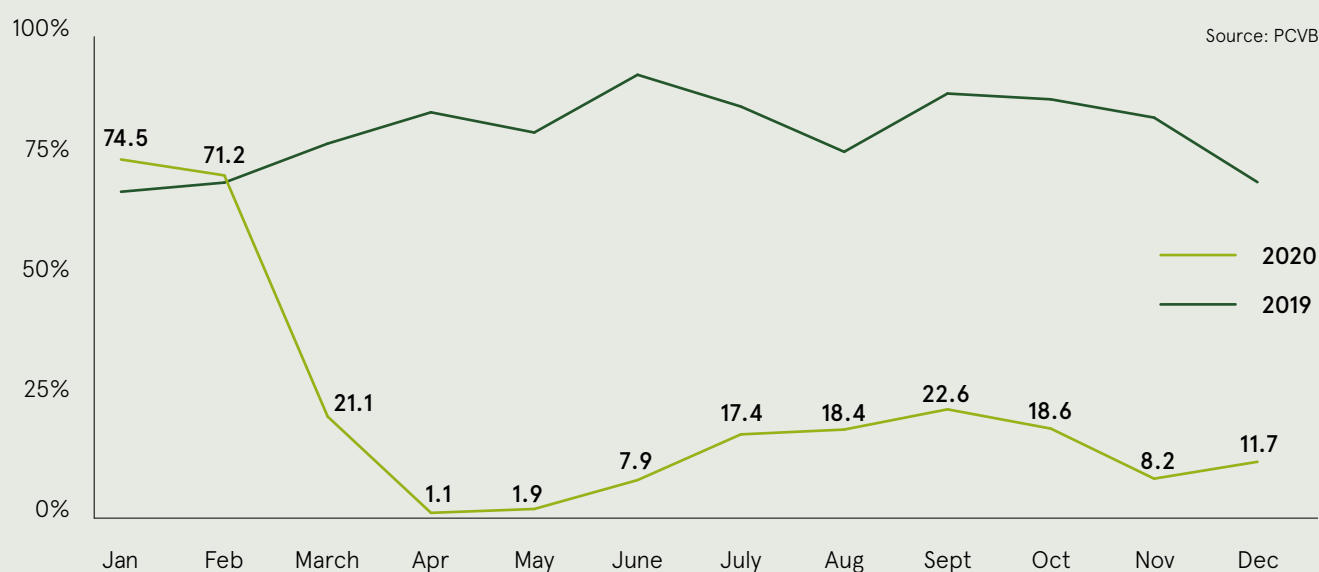
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1. Young Parisians facing difficulties with integration – Information about the profiles of young people not in education, employment or training. APUR note, September 2019.

## 1.2. In a time of crisis, the use of retraining

Companies in the Île-de-France region saw their sales drop by 10.8% over the nine first months of 2020 in comparison with the previous year<sup>2</sup>. A figure that is above the national average (-8.7%), which makes Île-de-France the third most affected region by the crisis, following Corsica and Bourgogne-Franche Comté. Among the eight départements in Île-de-France, Paris, deprived of its tourists and business travellers, suffered the most: the drop in activity over the first three quarters reached 15%. The sector almost ground to a halt following the start of the crisis, with a hotel occupancy rate of 8% last November, compared with 75% in January 2020. At Paris – Charles de Gaulle and Paris – Orly airports, between July 2020 and September 2020, only 8 million passengers were recorded, compared with 30.4 million over the same period in 2019.

### Variation in the hotel occupancy rate in Paris (2019–2020)



Events were practically all cancelled: in 2020, there were 202 cancelled shows (117 trade shows and 85 shows for the general public), representing 2.5 billion euros in lost economic spin-offs for the territory and 38,000 “full-time equivalent” jobs lost. In terms of conventions, the situation is the same, with 432 conventions cancelled and 11,900 “full-time equivalent” jobs lost.

Hiring is therefore no longer the question, on the contrary: while assistance measures, in particular reduced working hours, have managed to save a certain number of companies, the situation has become very complicated for many of them, which have taken on too much debt. There is a risk that the increase in redundancies will accelerate over the coming months.

### Challenges and questions

*As it is now clear that the pandemic will have long-term repercussions, could the transfer of workers between industries via rapid retraining schemes become widespread? How to respond to the increase in redundancies? Can the activities of hotel establishments be reoriented in the face of the crisis and can redundancies be prevented?*

*How to go about retraining without weakening the sector when international tourism recovers? Which target segments of the public should be prioritised? Should new training courses be developed to meet demand/expectations?*

*How to encourage the hiring of young people in professions facing shortages when international tourism recovers? How to address young graduates?*

2. According to a survey carried out by the Centre régional d'observation du commerce, de l'industrie et des services (Crocis) in December 2020.

## 2. Towards a more resilient and responsible sector?

### 2.1. Reconciling the social impact and economic profitability

Social and economic inequalities, job insecurity ... The change in forms of activity is modifying the link between work and employment, blurring the boundaries between salaried employment and self-employment, and changing the relationship between workers and social protection.

Several measures now encourage companies to offer more long-term employment contracts. However, new consumption modes shaped by digitalisation and seasonality, which the tourism sector is subject to, require ever more flexibility. With this in mind, how to continue to hire and reconcile work with social protection? Solutions exist, in particular the use of employment statuses more focused on solidarity, or the grouping together of employers, a solution that benefits both employers and employees, which could also make it possible to secure the most unstable self-employed jobs that are affected by the "uberization" of their professions.

#### Challenges and questions

*Is the public health crisis an opportunity to rethink the tourism sector and develop new economic models that are more in phase with the aspirations of society? Is it an opportunity to build the sector back better, with more sustainability, inclusiveness and resilience, as well as a wider and fairer distribution of the benefits of tourism?*

*How to support the creativity of stakeholders in their economic models?*

*How to support social entrepreneurship and which drivers for their scaling up?*

### 2.2. Responding to the demand for meaning and changes in the sector

The evolution of aspirations is raising questions about the very meaning of our jobs: from the nature of tasks assigned to individual utility, including skills development and ethics. To this is added an environment that is increasingly governed by regulations, in areas such as the integration of environmental issues, development of projects with a positive impact, corporate social responsibility, gender equality and non-discriminatory hiring.

Improving the training offering is a challenge that involves adapting teaching methods to the specificities of the sector and redefining the skills required by jobs in tourism (foreign languages, service, general knowledge, digital technology). Work-based learning is also a major challenge: there are only 20,000 apprentices per year in the hotel sector, compared with 120,000 in the artisan sector. Digital tools and e-learning must be used to make training accessible (including those leading to qualifications) for employees in the tourism sector (Nogué report, November 2013). In terms of training designed for professionals, while international groups have the capacity to devote significant budgets to the training of their employees and thereby enable mobility and skills development, this is not the case for the vast majority of tourism establishments. The majority of hotels, for example, are too small to fund training leading to qualifications for their employees and do not have the resources to research the various public funding options available. The rate of access to ongoing training is estimated to be 18% in the hotel and catering segment, compared with 33% for the tourism sector as a whole.

#### Challenges and questions

*The evolution of consumption modes and integration of the environmental dimension are an invitation to think about the social footprint of jobs in tourism. How to give meaning back to tourism professions? How to build a tourism sector based on value?*

*Which new opportunities for those who want to reconcile their career with the search for meaning?*



### 3. Improving the welcome offered by the destination

#### 3.1. Planning ahead for the recovery of tourism and the opening of international borders

In 2019, the overall satisfaction rate of visitors to Paris was 92%<sup>3</sup>. It shows that the destination's weaknesses have not led to a significant deterioration of the perceived quality of the stay. However, it is essential to remain proactive in terms of the standard of the welcome offered, particularly by developing the capacity to inform and guide tourists, by encouraging professionals to develop their foreign language skills and by improving tourist information provided throughout the stay.

Furthermore, in many ways, the public health crisis has further accelerated the use of digital technology for many companies in the tourism sector. New expectations among segments of the public must promote the visitor experience, the digital transformation of content, community development and personalized marketing. The impact of the collaborative economy on the sector is already leading to the creation of many marketplaces and new companies, generating a new ecosystem of activities. In parallel, this is leading to changes in the activities of tour operators and employment needs, as well as increased competition between operators. Eventually, accelerating digitalisation could also bring down labour costs in some segments, reduce the frequency of work-related journeys in Paris and encourage new habits in the events sector.

#### Challenges and questions

*How to plan ahead for tourism employment needs in view of the gradual recovery of tourism in Paris? How to promote the development of skills among tourism stakeholders to improve the welcome offered by the destination? How to improve language skills among tourism professionals? Towards a "Tourism and Digital" professionalization of tourism professionals?*

*What will the impacts of the public health crisis be on tourism practices, particularly in the areas of culture and events? How to plan ahead for the transformation of exchanges and the bringing into competition of digital solutions?*

#### 3.2. Welcoming visitors during major international events

Each year, Paris hosts hundreds of events of very different sizes. Events held in Paris with strong potential for tourism should be supported to improve the welcome offered, according to the target audiences. The temporary and potentially recurring nature of events also means that we should think about specific recruitment measures, the use of services provided by self-employed workers and the involvement of volunteers.

More specifically concerning the hosting of the 2024 Olympic and Paralympic Games in Paris, the Paris 2024 committee estimates that there are 150,000 direct and indirect jobs to be mobilized, which are necessary for construction, preparation and management of the Games. It is thought that more than 60,000 jobs need to be mobilized in the tourism sector in particular, mostly during 2024. Elsewhere, in accordance with the objectives promoted during Paris' bid, the 2024 Olympic and Paralympic Games must contribute to correcting the urban imbalance on which Paris has been built, with most jobs being located in the west. The City would like to make the eastern territories an "Arc of Innovation" and an area of experimentation, to create economic opportunities and social links, particularly in the districts of north-eastern Paris and the inner suburbs.

#### Challenges and questions

*How to promote the development of skills among professional stakeholders in preparation for the 2024 Olympic and Paralympic Games? How to plan ahead for the destination's needs in terms of tourism jobs? How could major events hosted by the City of Paris be a vehicle for integration in relation to priority segments of the public (young people and people with difficulties accessing the job market)?*

3. In 2019, the Paris Region Tourist Board estimated that the satisfaction rate was 92% and the intention to return within 1 to 2 years was 79%. Source: ongoing survey conducted in airports, trains, motorway service stations and bus stations – 2019 results.

*Could we develop specific actions in the territories of the "Arc of Innovation", including the metropolitan area, and related to the City's priority districts?*

*Which role for major events in tourism training and apprenticeship courses? How to train a "2024 Olympic and Paralympic Games" generation that is involved in hosting the event? Which role for volunteering in the area of welcoming tourists?*

## SUMMARY OF WORKING GROUPS

The questions raised in the background note enabled structuring of the three working groups' discussions. The following statements group together the ideas exchanged by the participants.

The three working groups were organised as follows:

- **WG1:** How to overcome this crisis? How to reorient profiles? How to promote the hiring of young people? How to encourage professionals to improve working conditions and make jobs in the sector more attractive?
- **WG2:** How to give meaning back to tourism professions? How to build a tourism sector based on value? Is the public health crisis an opportunity to rethink the sector and develop new economic models that are more in phase with the aspirations of society?
- **WG3:** Promote the development of skills among tourism stakeholders to improve the welcome offered by the destination? How to promote the development of skills among professional stakeholders ahead of the 2024 Olympic and Paralympic Games?

End of session: discussion of the initial recommendations produced by the working groups.

Several main topics were covered during the three groups:

### → Overcome the current crisis

When the question of overcoming the current crisis was addressed, the participants discussed government aid, such as short-time working and apprenticeship subsidies, which are helping companies get through for the moment. The evolution of certain professions, particularly through digitalisation, was mentioned. Emerging HR innovations can also be a solution for the return to activity. Training and retraining remain major avenues to overcome this crisis.

### → Reorienting profiles

Inactive employees have been able to benefit from the FNE-Formation aid for training, in order to change career direction. With the growth of videoconferencing, distance training courses have increased in number. For professionals in the sector, skills transfers to adapt to changing demand in the tourism industry should be encouraged and promoted.

### → Developing partnerships

Work experience placements and presentations of professions are essential to learn about jobs, create vocations and make the sector attractive. Similarly, it seems important to mix students and professionals in order to give meaning back to this sector of activity. The participants identified a need to strengthen partnerships between schools and training providers and tourism professionals. The association CFET, mentioned during discussions, was created based on these observations, in order to bring the worlds of business and training closer together.

### → Improve the welcome offered by the destination through training for professionals

The use of English and foreign languages was a major topic of these working groups, as well as several other groups at these Conferences. The ability to receive and welcome visitors in English seems essential for the recovery of international tourism in Paris, with major events coming up in the French capital. It was mentioned that training is insufficient and that the best learning methods are listening to English and, if

possible, immersion in English-speaking countries. The participants recognised that there was a high level of expectation from visitors for tourism stakeholders to have language skills. Recruitment cannot be based on language skills alone and must, above all, take motivation into account. In terms of oral skills, it is possible to imagine immersive training courses following recruitment, for example in the form of role plays, to learn basic sentences and keywords. In terms of writing skills, the group imagined the provision of a tool box with standard responses and preformulated sentences. Digital tools are also relevant to make progress in the use of foreign languages.

A recurring concern in this group, as well as in other topics in these Conferences, was to provide tourism professionals with training on Paris' tourism offering to enable them to advise visitors. The idea is for them to be able to help visitors discover less well-known attractions in the vicinity. Numerous ideas emerged, such as a tool box about knowledge of the territory, training modules, booklets, and discounted access to tourist sites.

#### → Increasing attractiveness and hiring young people

Demand for training among young people for tourism jobs continues to grow, a fact attested to by the schools in attendance. In order to make them more attractive for young people, it is important to promote the various jobs in the sector through meetings, work experience in companies and digital tools. Beyond the youth target, the image of tourism jobs should be promoted among all segments, through recognition or events such as a dedicated national day.

#### → Towards new models?

Recruitment, managerial values, employer social responsibility and work contracts in the sector were much discussed. The new generation wants more flexibility in contracts, without falling into the trap of precarious employment contracts. The trend observed is towards new models that are in line with a search for personal meaning among young people. Furthermore, with the crisis, some professions have evolved and become digitalised.

#### → Aspiring to specific working conditions in tourism

The participants mentioned the need to aspire to solutions for specific working conditions in tourism. They pointed to issues related to the accommodation of personnel and late working hours, such as the difficulty of balancing work and personal life, as well as accessing transport after working on late shifts.

#### → Values and meaning of professions in the industry

The group discussed the question of values in tourism professions and identified a growing search for meaning in relation to hospitality and respect, with a significant social dimension and a need to put people at the centre of professions. With this in mind, the proposals are to encourage the development of CSR and the social and solidarity economy in companies, the exchange of good practices between professionals and a subsidy to facilitate sustainable tourism certification. The seasonality of professions is identified as a barrier.

#### → Major events and the 2024 Olympic and Paralympic Games

The group also discussed the question of jobs looking ahead to the 2024 Olympic and Paralympic Games. The City of Paris explained the broad guidelines and work carried out in this area. Participants in the WG3 wondered about the sustainability of jobs after the Olympic and Paralympic Games, the possibility of providing support to find other jobs and planning ahead for needs in the various job categories. The mobilization of volunteers should also enable the provision of human resources for this major event. The group emphasized that it should be possible to draw value from this volunteer mobilization in the professional sector. It is also possible to develop projects with tourism schools for this type of event.

## RECOMMENDATIONS

### 1. Promote professions and training, and make the tourism sector attractive

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- Promote the image and attractiveness of the sector, as well as knowledge of professions, through digital tools and events
- Promote employer initiatives (CSR, legal, technical, human value), and encourage professionals to communicate about their values and engage in the environmental transition
- Promote Paris' international visibility as an exceptional centre of training for tourism, hospitality and hotel management

### 2. Enable the recruitment and integration of young people

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- Develop innovative, immersive and fun recruitment sessions
- Plan ahead for job creation (particularly in preparation for hotel opening plans) and develop related recruitment sessions in working class neighbourhoods
- Create synergies between schools, training providers and employers, in order to link up the training offering with recruiter needs
- Position the city as a major centre for the hosting of apprentices

### 3. Provide training for all tourism professionals using turnkey solutions

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- Develop tools to be made available to tour operators and accommodation providers (knowledge of the destination, information about the neighbourhood, basic foreign language skills, etc.)
- Create a new training course dedicated to tourist hospitality run by the Cours d'Adultes de Paris, which trains 30,000 people in the Île-de-France region every year and assists the professionalization of people in Paris (training to be carried out in collaboration with recruiters and integration stakeholders)

### 4. Act in collaboration with various institutions to improve working conditions

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- Reserve accommodation at affordable prices for personnel in the industry
- Provide rental vehicles at a low cost, improve night-time transport services
- Plan ahead for new forms of employment and develop flexible contracts that meet the needs of candidates
- Look into the provision of 24-hour child care services



## WORKING GROUP

# HEALTH, CRISIS MANAGEMENT AND RESILIENCE

### BACKGROUND NOTE

#### Topics covered:

- How to communicate during a time of crisis and with multiple and recurring crises?
- How to assess the impacts and establish predictive data?
- How to support hard-hit industries?
- How to structure the destination following the crisis, in order to plan ahead for the arrival of international tourists and major international sports events during the recovery?
- How to better plan ahead for crises?

#### Related topics:

- The challenge of internal communication
- Digital transformation
- Good media management
- Communication tools (innovation and creation)

The Parisian tourism sector has been through several crises and has always managed to show resilience. However, never has a crisis had such a big impact. The closure of borders, lockdown measures, remote working and short-time working brought tourism to a sudden halt. So, how to adapt its communication and be responsive faced with this unprecedented crisis? How to manage the transition with a gradual reopening and look ahead to a “different kind of tourism” for tomorrow? This crisis is also an opportunity to think about new communication strategies and innovate to bounce back better.

“Major brands build their capital during crises”

The recovery will come sooner or later and, in particular, it will involve more local and sustainable tourism, where coming together, culture and leisure will play a central role. Travelling less far and less often, but better. The world that is reborn after this pandemic will not be the same.

- Promote actions and innovations, and highlight the incredible adaptability of stakeholders (innovation, responsiveness, flexibility, take-away sales, etc.)
- Promote solidarity (catering for hospitals, students, etc.)

### 1. Analysis of past crises & communication during a time of crisis: people at the centre of the communication strategy and the system

Watchwords: transparency, authenticity, responsiveness, values.

- Should we communicate in a time of crisis? Which messages?
- Have the ability to innovate, adapt and reinvent ourselves

- Rebuild confidence, because, despite a real desire and motivation to travel, fears remain: people need to be reassured
- Communication centred on people: empathy, staying in touch

The challenge of controlled internal communication in a time of crisis:

- Maintain team cohesion
- Avoid the feeling of isolation and lack of motivation among employees
- Reassure and inform teams

#### **Kantar media 2020 study**

Media impact during the crisis:

- Web traffic increased by 40%
- Television viewing by 46%
- Social media use by 32%

In a time of crisis, traditional media (TV, newspapers and radio) see increased trust among consumers in terms of information (51%), as do institutional/government websites (34%).

In the under-35 segment: increase in use of the networks

- +40% for Instagram
- +37% for Facebook
- +51% for WhatsApp

Expectations in terms of communication among French consumers:

- 67% want brands to communicate about their utility in their new daily lives
- 62% on the efforts they are making during the crisis
- 46% on values
- 40% would criticize humorous tones and 68% are against the use of the coronavirus to promote a brand

## **2. How to support hard-hit industries?**

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Setting up of influence groups: engaged and united stakeholders. A period of crisis that mobilizes stakeholders around a single fight. How to maintain this post-crisis impetus?

Communicate in 3 priority areas:

- Reassurance
- Flexibility
- Inspiration

How to make events a part of the city and integrate the citizen dimension?

### 3. Structuring the tourism of tomorrow: how to manage the transition and bounce back after the crisis?

Consideration of the changes needed to adapt tourism:

- Initially addressing a local customer base and then more distant markets
- Deal with short-term decisions and demand (communicate, adapt the offering, be responsive)
- Deal with a highly competitive environment

Which new forms of tourism will emerge? The offering must be adapted according to changes in behaviour.

## SUMMARY OF WORKING GROUPS

The three working groups were organised as follows:

- **WG1:** Which crises are we talking about? How to plan ahead for them? How to get the right information in order to use the right means to better manage shocks? How to draw lessons from them to better plan ahead for future crises?
- **WG2:** How to create the conditions needed to manage the crisis, how to get a global vision of the situation, and how to act and communicate more effectively together?
- **WG3:** Summary meeting to refine proposals.

The following issues were discussed:

#### → What difficulties are professionals currently experiencing?

The major challenge mentioned by participants is that of being able to prepare for a crisis. How to provide the necessary conditions to plan ahead for a crisis, in a context of multiple and recurring crises?

The importance of having crisis management plans, in order to be able to cope with all types of crisis, was mentioned. Action plans that make it possible to save time, adapt the service, better respond to customers, and so on.

A difficulty mentioned in terms of planning ahead is related to the lack of indicators that are today available for professionals: they have few predictive and data tools.

However, certain organisations do have such data.

How to work together and all have access to the same level of information?

How to get a global vision of the situation?

The point was raised that it is difficult, however, to produce and distribute this type of information, because data changes fast and interpreting data is a delicate task (decision-making risks).

Lastly, the question of coordination between stakeholders was mentioned: when there are many stakeholders, what is the best way to coordinate with each other?

#### → Which good practices to manage a crisis?

How to act and communicate more effectively together, to be agile and responsive?

In the event of a crisis, the challenge is to lose no time.

The priorities are to manage personnel and cash flow, and ensure that information and communication systems continue to function.

When this has been ensured, it is necessary to then be able to set up a crisis unit, involving the teams (including employees) and all stakeholders.

Transparency, a good relationship between stakeholders, and knowing how to work together and prepare for the future are essential to the smooth operation of this crisis unit.

Regarding structural/transformational crises, it is necessary to support organisations through the change.

→ **Creating a crisis unit for the destination Paris**

The aim of such a unit would be to enable an effective collective response.

This then gave rise to several questions for the participants: who would form this crisis unit? What would its scope, role and mission be? What would this unit be made up of?

The participants raised the need to have a very clear idea of the questions that this unit should answer and the situations that could lead professionals to make use of it: which types of questions should this unit be able to answer, which other organisations are unable to?

→ **What are the identified risks of future crises?**

The climate change crisis was touched on: how to plan ahead for this risk?

Elsewhere, Paris' image crisis was mentioned as a potential future crisis, which could be caused by dissatisfaction among tourists, related to issues such as hospitality, the welcome offered, insecurity, stakeholders' adaptability, the local fabric, etc.

How to create the conditions needed to prepare for the crisis, how to get a global vision of the situation and the same level of information, how to act and communicate more effectively together, and be agile?

## RECOMMENDATIONS

**Creation of a "Forward-planning Committee" at the level of the destination Paris, in order to respond collectively and proactively, and produce a forward-looking vision.**

→ A cross-cutting committee of stakeholders, with a faithful representation of professionals in the public and private sectors. The members must represent the diversity of professions and fields (multiple topics). All members are on an equal footing and the governance is revolving. In order for this committee to be truly successful, the members know and trust one another. It will therefore be important to create the conditions for mutual trust from the very first committee meetings.

→ This committee must be permanent, agile, operational (able to "press a button") and small (10 to 15 people). It must base its work on trust and the common good, and meet regularly (every 2 or 3 months), while maintaining contact between meetings.

→ Technical committees may provide assistance in different fields (health, economy and society, terrorism, climate, etc.): work with experts outside of the tourism sector (sociologists, epidemiologists, etc.).

→ Operational links should be created with crisis management bodies at the level of the City of Paris, the Region and the Government (MADE).

→ The committee will need to create operational tools for communication between members, which they will use to be highly responsive to needs and requests (WhatsApp or Signal group, intranet, etc.).

Scope and missions:

**The committee will be guided by the destination and the tourism impact in terms of business and image.**

Functions and components:

- Plan ahead for crises and produce forecasts.
- Report information, aggregate data and produce indicators that are distributed to professionals in the form of a dashboard. In order to achieve this, it will work with digital, management and data analysis specialists, or start-ups in the world of tourism.
- Make operational decisions.
- Pass on key messages to professionals:
  - Create an alert to rapidly send messages to travellers in the general public and recommenders.
  - Provide a permanent database of information through a Resource Centre.
  - Pass on issues raised by the tourists themselves in the field (enable them to rapidly report information via touchpoints or a digital solution). This is to ensure monitoring and rapid action when required.

The committee may also request studies and more forward-looking missions, in order to analyse and anticipate changes in behaviour (impacts of climate change on regulations and international traveller flows; semantic web analysis of Paris' online image as a destination, etc.).

The committee must be coordinated by a person who organises meetings, sets the agenda and searches for relevant information (studies, data, dashboards, etc.).



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