

# Cities After Dark

## Paris IAP



# Cities After Dark Action Planning Network

→ Paris Integration Action Plan

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Cities**AfterDark**

# Executive Summary

## Context and Framework

Paris has taken part of Cities After Dark between 2023 and 2025, one of URBACT IV's Action Planning Networks, which supports ten European cities in developing Integrated Action Plans on the night-time economy. The initiative fosters cross-learning and cooperation to address the multiple dimensions of nightlife: economic, cultural, social, environmental, and governance-related.

Paris, a global capital with a vibrant and diverse nightlife ecosystem, faces the ongoing challenge of reconciling its cultural and economic dynamism with residents' quality of life. With thousands of venues and a particularly active night-time economy, nightlife plays a significant role in the city's attractiveness and identity. At the same time, noise, safety, gender equality, mobility, and sustainability remain key concerns. By joining the Cities After Dark network, Paris aims to strengthen its long-term Night-Time Policy, renew collaboration among stakeholders, and benefit from European methodologies promoting integration, participation, and evidence-based governance.

The Parisian nightlife is a central component of the city's identity and attractiveness. It spans bars, clubs, theatres, festivals, and public spaces, and extends into cultural, social, and recreational domains. The Night Council, created in 2014 under the Deputy Mayor for Nightlife, brings together city services, professionals, associations, and researchers to coordinate initiatives ranging from risk prevention to ecological transition.

However, behavioral deterioration, increasing resident intolerance, and the persistence of risky practices (especially in private settings) highlighted the need for a more holistic, participatory strategy. The Integrated Action Plan (IAP) was thus designed to connect existing initiatives, reinforce cooperation, and create a coherent city-wide recommendations framework for safe, inclusive, and sustainable nightlife.



## Vision and Strategic Direction

The IAP envisions Paris by night as a city where residents, visitors, and night owls can enjoy creative, inclusive, and sustainable nightlife experiences built on respect and safety.

Co-created with the Urbact Local Group (ULG), formed by nightlife professionals, associations, municipal departments, and researchers, this vision combines field and academic insight. It translates into three guiding principles:

- Developing a positive narrative around nightlife and shared values of respect;
- Designing tailored interventions and training for different publics and settings;
- Aligning expectations and responsibilities across the municipality, professionals, and the residents and nightowls.

Paris's IAP operationalizes its vision through four interlinked objectives that integrate communication, training, governance, and fieldwork:

1. **Building a Culture of Positive Nightlife** – Large-scale campaigns, on-site mediation, and transport-based messaging could promote respectful, inclusive behaviors, reduce tensions, and connect diverse night-time audiences.
2. **Engaging Young Generations** – Youth-focused communication and peer-led initiatives, such as the Night Ambassadors program and My First Party toolkit, will foster a culture of care, consent, and mutual support.
3. **Strengthening Nightlife Stakeholders** – Venue teams, organizers, and volunteers would be encouraged to access targeted training and online courses covering harm reduction, gender-based violence prevention, and sustainability. Standardized, gender-sensitive protocols could help guide professional practice, while associations and collectives might receive support to sustain values-driven events.
4. **Reinforcing Institutional Responsibility** – Municipal tools and contracts could integrate prevention and sustainability standards, while sound monitoring and neighborhood mapping would aim to strengthen evidence-based decision-making. Closer coordination between mediators, municipal police, and residents would seek to foster shared accountability on the ground.

## Cross-Cutting Dimensions



The IAP integrates gender equality, sustainability, digitalization, and accessibility across all actions:

- Gender equality is advanced through training, awareness campaigns, and pilot schemes such as Ask Angela and partnerships with safety apps.
- Environmental goals are pursued through eco-responsible charters, training, and calls for green innovation in nightlife operations.
- Digital and accessibility tools, such as Paris.fr and Music in Paris, increase visibility and inclusiveness of certified venues.

## Governance and Implementation

Implementation would be supported by a renewed governance model rooted in the Night Council and its thematic working groups. Two consultation workshops held in 2024 have helped lay the groundwork for a renewed structure designed to enhance representativeness, inclusion, and operational impact. Beyond formal governance arrangements, newly elected district officials could benefit from training in nightlife management, and cross-departmental coordination would be facilitated through designated night contacts. On the ground, a “field governance” model would aim to connect associations, mediators, and municipal police in order to improve responsiveness and collective problem-solving.

### Financial and Partnership Approach

The IAP would primarily rely on existing municipal resources and the dedicated Night-time policy budget, 95% of which currently supports association-led projects. Communication and research components could leverage partnerships, pooled campaigns, and external funding opportunities, including Paris Research calls and URBACT City-to-City cooperation. This hybrid model would seek to ensure feasibility while supporting long-term financial sustainability.

### Monitoring, Evaluation, and Learning

Progress would be monitored through a set of quantitative and qualitative indicators measuring outputs (training sessions, campaigns, partnerships) and outcomes (safety, inclusivity, behavioral change). Baseline studies conducted with Consentis (on gender-based violence) and the Metropolitan Mission for Risk Prevention could serve as reference points for future evaluations. Collaboration with APUR (Paris Urban Planning Agency) would aim to integrate spatial and data-driven insights, mapping safety, transport, and nightlife activity in order to better inform potential interventions.

### Risk Management and Continuity

The plan acknowledges risks linked to political cycles, funding constraints, coordination challenges, and communication effectiveness. Mitigation measures include:

- Strengthened governance and interdepartmental coordination;
- Continuous stakeholder engagement and training;
- Diversified funding and adaptive planning;
- Data-driven evaluation and message testing with target audiences.



## Conclusion

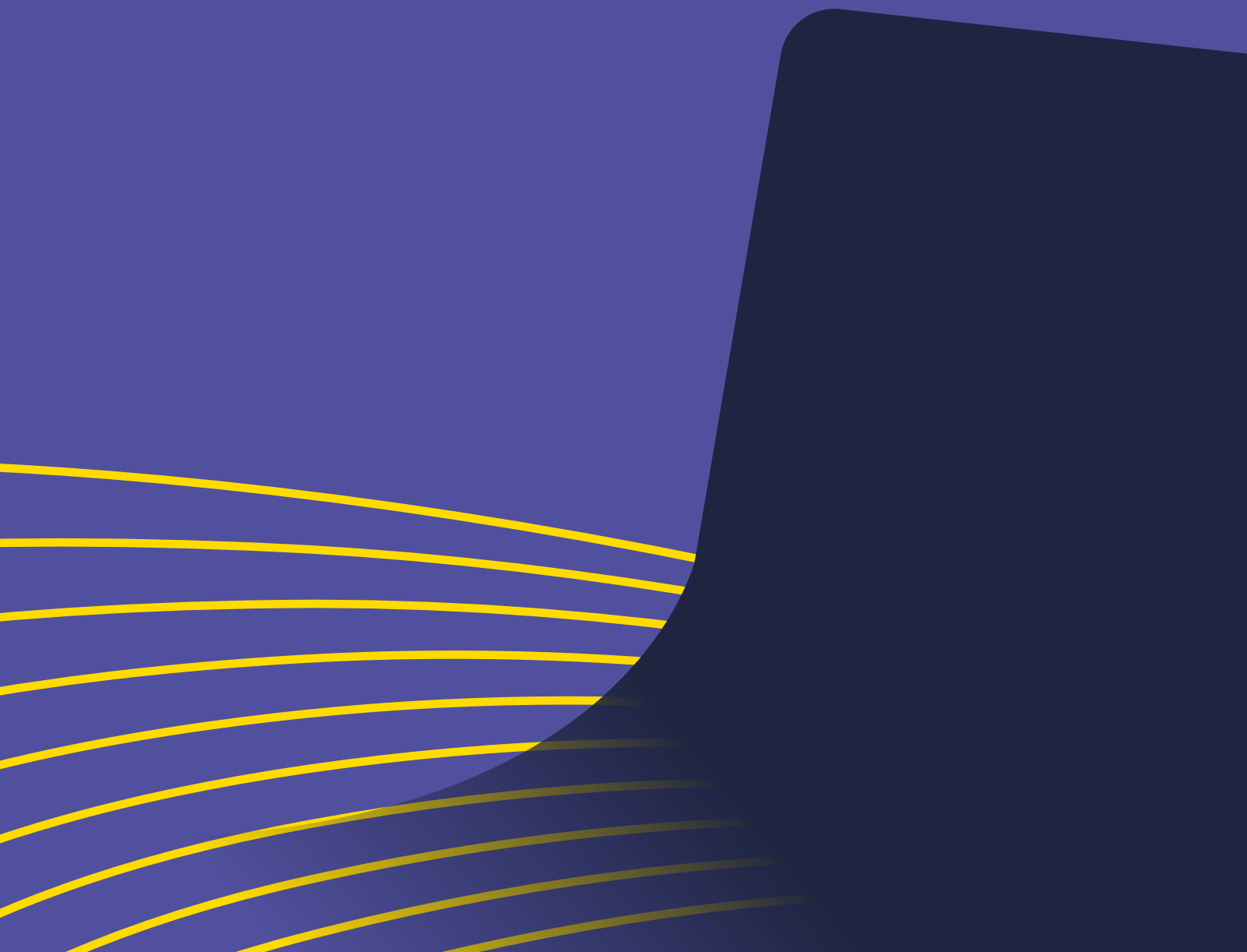
As Paris concludes its participation in the Cities After Dark network, this Integrated Action Plan stands both as the outcome of two years of European collaboration and as a potential foundation for a renewed local strategy. It sets out a roadmap that could guide the development of a safer, more inclusive, and sustainable nightlife within the next municipal mandate.

The IAP would be disseminated locally and nationally to encourage broad ownership. At the local level, it could be presented to the Paris Night Council and newly elected district officials, supported by meetings with associations and professional networks. Nationally, Paris would aim to share its experience within the French network of cities working on night-time policy and through the URBACT Knowledge Hub.

In the coming months, the City would seek to move progressively from planning to action, including the potential relaunch of the Paris Night Council, the rollout of the “Paris je t’aime la nuit” communication campaign, and strengthened cross-departmental coordination on nightlife issues. The IAP is intended to serve as a strategic framework to inform and support the next municipal mandate, contributing to continuity in Paris’s night-time policy beyond electoral timelines.

**It provides a clear roadmap for developing a safer, more inclusive, and sustainable nightlife within the next municipal mandate.**

# 02. Introduction



## 02.1

# What are Cities After Dark and its thematic focus

Cities After Dark is one of thirty Action Planning Networks (APNs) funded by URBACT IV. The network operates between June 2023 and December 2025, and focuses on the different dimensions of the night-time economy. Cities After Dark supports ten partner cities to create Integrated Action Plans (IAPs) around the topic of night-time economy through a series of transnational and local level learning and knowledge exchanges.

The thematic focus developed by the networks are:

- Cultural industries and music venues
- Security and noise pollution
- Gender equality
- Sustainable mobility and transport infrastructures
- Access to work
- Green areas and sustainability
- Governance of night-time economy
- Impact measuring





## 02.2 Paris at night: Why we decided to participate in Cities After Dark

Paris is the capital of France. In 2022, it had 2,113,705 inhabitants and ranks among the most dynamic cities in the world. A major tourist destination, it welcomes more than 35 million visitors each year and has a particularly vibrant night-time economy, offering a wide diversity of activities and entertainment venues. As a true cultural hub, Paris provides a wide range of nightlife experiences, with 15,230 bars and restaurants in the city, 150 nightclubs, 130 theatre venues, 386 live performance spaces, several major festivals, and an extensive cultural programme. In 2010, following the États Généraux de la Nuit, 83,000 people were working in the night-time sector in Paris. One of the main challenges for the municipality is to strike a balance between the well-being of residents and the attractiveness of nightlife, particularly by reducing noise pollution, one of the primary concerns of local inhabitants.

Since 2014, Frédéric Hocquard, Deputy Mayor in charge of Tourism and Nightlife, has been leading Paris' Night-time Policy, with the administrative support of Thierry Charlois, Project Manager for Night-time Policy, succeeded from January 2025 by Alix Vandon. The policy is based on ongoing dialogue with all relevant stakeholders through the Paris Night Council. This council brings together elected officials and city services at both central and district levels, unions representing bars and clubs, professional organizations, national police, neighborhood associations, harm reduction and mediation organizations, feminist groups, transportation companies, the tourism office, and others. Nicolas Nordman, the city's security Deputy Mayor, advocates for peaceful and harmonious living in Paris.

Every year, two plenary meetings are organized to share updates and discuss strategies and actions. Eight thematic working groups address specific issues such as public safety, prevention of sexist and sexual violence, ecological transition, tourism, and mobility. In 2015, an Action Plan was drawn up and has since been implemented.

The city of Paris chose to join the network to benefit from methodologies that promote an integrated and cross-cutting approach to urban challenges. This kind of framework allows for a more holistic understanding of issues related to public safety, particularly those occurring during nighttime hours. By participating in a European partnership, Paris also seeks to leverage the collective strength of the network to mobilize local stakeholders more effectively. The EU framework provides both legitimacy and visibility, which can be instrumental in engaging actors who might otherwise be difficult to reach.

Indeed, influencing behaviors positively during nighttime activities has proven challenging, and we saw this network as a valuable tool to develop a coherent strategy and an effective action plan to address these issues.

Moreover, the city is eager to draw inspiration from the experiences and innovations of partner cities. Through exchanges, webinars, and collaborative discussions, Paris hopes to gain fresh perspectives and practical ideas that can be adapted to its own context. One of the key motivations for joining the network is the persistent difficulty in positively influencing nighttime behaviors. These behaviors often impact residents' sense of safety and well-being, and addressing them requires a nuanced and strategic approach. The city believes that the network can support the development of a comprehensive strategy and action plan aimed at improving these behaviors and enhancing overall nighttime safety and tranquility.

In addition, being part of this European network contributes to the development of our professional and institutional network, both at the local and international levels. It increases the visibility of the city's efforts and allows our initiatives to be highlighted and shared as examples of good practice. This recognition not only reinforces the impact of our work but also encourages continued innovation and collaboration.





## 02.3

# Understanding URBACT's Core Concepts: Sustainability, Integration, Participation, and Action Planning

Since 2002, URBACT has fostered change across Europe by enabling cooperation and knowledge exchange among cities through thematic networks, enhancing the capacities of local stakeholders in designing and implementing integrated and participatory policies, and disseminating good practices and lessons learned.

Cities face some of today's greatest challenges and opportunities, from climate change and intergenerational gaps to digital disruption. At the same time, they are centers of cultural diversity, economic activity, and essential services. By sharing experiences with other cities, local authorities can leverage these opportunities to advance sustainable urban development.

URBACT promotes integrated development, supporting cities in both vertical policy integration: collaboration across local, regional, national, and EU levels, and horizontal integration: addressing environmental, economic, and social dimensions simultaneously. Through the URBACT Method, the program provides processes and tools that encourage cities to rethink traditional centralized governance structures and move toward more inclusive, holistic models. Its participatory approach emphasizes that sustainable urban development is best achieved through action-oriented strategies co-created and implemented in collaboration with local stakeholders.

## 02.4

# Developing the IAP: Methodology and Process

The City of Paris has been working for several years on the implementation of policies related to nightlife. In 2015, a first Action Plan was developed, designed by eight thematic working groups gathering the relevant stakeholders and city services. However, as years went by, this initial dynamic weakened. The silo-based approach adopted at that time proved insufficient to respond in an integrated and sustainable way to our main challenge: improving behaviors at night and ensuring a more inclusive and safe nightlife.

This is why the URBACT methodology has been of interest for us. It provided a renewed framework for collaboration and enabled the City to mobilize its stakeholders in a more structured and participatory way.

The Integrated Action Plan has been co-designed with the active involvement of the ULG members. They contributed to the first situation assessment, to the definition of the vision and the strategy, and to the elaboration of the action plan. They also participated in three study visits, which allowed them to directly observe innovative approaches in other cities and to test new practices. This collaborative approach has strengthened ownership of the plan by local stakeholders and has fostered a renewed collective dynamic. Transnational meetings were attended by the municipal team: Thierry Charlois then Alix Vandon, project leaders for night-time policy, and three members of the Public tranquility observatory, held by the Municipal Police: Géraldine Biaux, Elodie Bouchut and mainly Caroline Moneron, who co-lead the redaction of this IAP for the Municipal police. These meetings were a key element of the methodology, providing structured exchanges with other European cities, and bringing fresh perspectives.

These meetings helped Paris revisit issues that were no longer central to our local agenda but remain crucial elsewhere, such as:

- The development of nightlife mobility, still a major challenge for many cities;
- The creation of nightlife districts outside city centres, with real investments in infrastructures, echoing the strong development of La Villette in Paris;
- The importance of engaging with tourists as soon as they arrive in the city, to inform them about local nightlife rules and opportunities;
- The discovery of European funding opportunities and of new modes of collaboration with other cities.

Online thematic meetings also proved highly valuable. They contributed to the development of a shared culture among stakeholders, by deepening their knowledge on specific issues. For example, the webinar on the 15-minute city was directly aligned with Paris's ambition to bring services closer to users' needs. It allowed us to draw parallels with the existing "all Paris" municipal police brigade that reinforces local surveillance teams when needed, thus improving proximity and reactivity in line with the philosophy of the 15-minute city.

The study carried out in Malaga on social geography has been another major source of inspiration. It highlighted the importance of analysing social uses of urban spaces at night and helped us reflect on how to better balance the different functions of the city by night.

Another crucial contribution of this project has been the reconstruction of a strong link between the Night Mission and the Municipal Police. Over the years, this relationship had weakened, even though it is essential to the success of both the IAP and the broader nightlife policy. Thanks to URBACT, opportunities to exchange, to valorise the role of police agents working at night, and to integrate their expertise into the planning process have multiplied.

Finally, participating in URBACT has been an opportunity to promote the work of colleagues, especially those active in the evening or at night, who are often less visible but whose actions are essential to the quality of life in Paris. The program enabled us to highlight these efforts on official platforms such as paris.fr, in events and festivals, and to strengthen recognition of their role.

At the local level, the ULG meetings played a decisive role by creating a space for dialogue between prevention associations, municipal services, and other stakeholders. These exchanges allowed us to identify shared issues, strengthen collaboration, and develop complementary actions while respecting each actor's role. This is one of URBACT's strengths: creating the conditions for meetings that generate new perspectives, shared solutions, and renewed momentum for collective action.





## 02.5

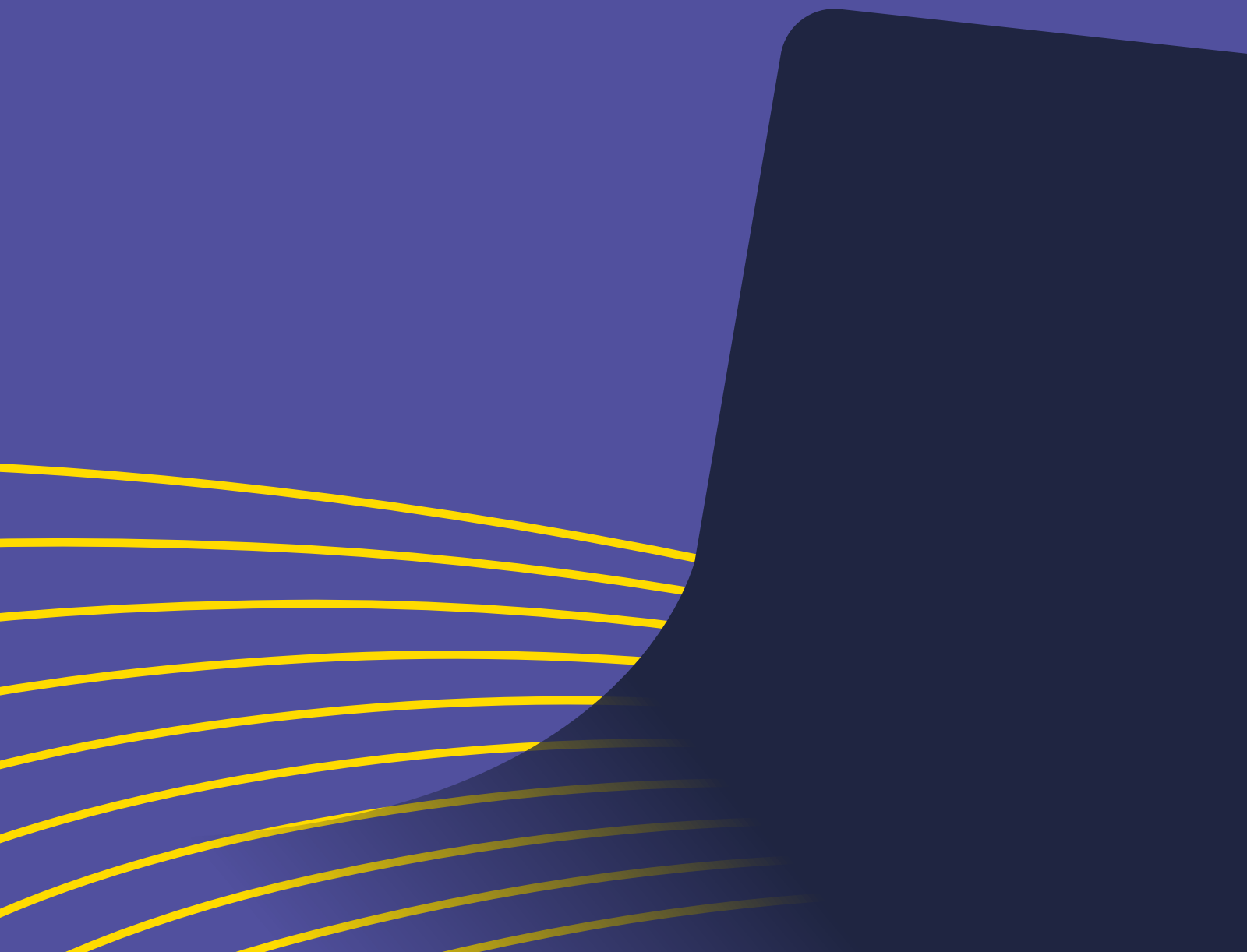
# Actors and Stakeholders Behind Our IAP

Lead by the Night Mission and Public tranquility observatory, The Urban Local Group (ULG) was created to bring together a carefully selected circle of stakeholders who could actively shape and drive the Cities After Dark project. Members were chosen based on three key criteria: their expertise on nightlife-related topics, their capacity to engage and reach relevant audiences, and their availability to contribute meaningfully. This selective approach allows the ULG to work with focus and agility, complementing the broader Nightlife Council, which serves more as a consultative and representative forum.

From the outset, the ULG was designed to be both diverse and complementary. It unites city services : including the Night Mission, the Municipal Police and mediators, Youth, Health, Communication, Green Transition, Gender Equality, Citizen Participation, and Tourism (whose collaboration ensures that all aspects of nightlife governance are considered). In addition, unions of clubs, bars, and event organizers such as Culture Nuit, Le SOCLE, Culture Bar Bars, and Kluster Collectif bring direct industry insights. Prevention associations working on harm reduction, gender equality, and mediation : like Fêtez Clairs, Consentis, Pierrots de la Nuit, Noctambules Citoyens, and Amicale RDR provide expertise rooted in community engagement, while academic partners such as the Paris Psycho-Social Laboratory (LAPPS) from Paris 8 and Nanterre Universities offer research-based perspectives. Together, these stakeholders create a dynamic, action-oriented group that not only reinforces the work of the Nightlife Council but also adds strategic value by ensuring that project initiatives are practical, innovative, and directly informed by those best positioned to make an impact. The ULG has thus become a living bridge between policy, practice, and community, driving Cities After Dark forward with both vision and groundheld perspectives.

**This selective approach allows the ULG to work with focus and agility, complementing the broader Nightlife Council.**

# 03. Context, Needs and Vision



## 03.1

# Understanding the Main Themes of Cities After Dark

Night-time is a space-time dimension in which a plurality of challenges arise: policy agendas and integrated strategies can be crucial in addressing the complexity of interconnected issues that affect different dimensions of sustainability at night-time.



### Cultural industries and music venues

The vibrancy of night-time economy has a major impact on the urban economy and boosts other economic sectors such as tourism, bars and restaurants, logistics, transport, security and many others. At the same time, music and cultural venues can be essential to the revitalization of central and suburban areas of cities, by creating new points of attraction and reviving public spaces and underused or abandoned infrastructures.

The collaboration among public actors, cultural businesses and the local arts scene is essential for the implementation of a series of measures to support the sector.

The development of innovative local regulations that can mediate among the interests of different categories is an important field for multilevel governance, but involves a number of other elements: among these, the organization of training activities for hospitality staff and owners, which is fundamental to making nighttime hours safer and more enjoyable for all.

### Security and noise pollution

Night-time economy is often associated with safety issues, which are often perceived negatively by the public opinion. Training of stakeholders, raising awareness of nighttows, mediation between local authorities and stakeholders, and enforcement of regulations are crucial to reduce conflicts with residents over noise pollution and to ensure the limitation of noise emissions through the active support to the installation of soundproofing and acoustic panels in bars and music venues

Anti-social behavior in public spaces at night can also be considered as causes of conflict and elements that have a significant impact on the perception of safety at night-time. Implementing a continuum of responses from prevention campaigns, mediation and law enforcement needs a strong presence of mediators and police forces during the night. Municipal police officers are equipped with sound meters that allow them to justify nuisances and to objectify any fines they may issue. Sound radars (Méduses) are installed in various parts of the city to assess noise levels and their evolution.

### Gender equality

Adapting urban infrastructures to the needs of different types of users can be a factor in reducing gender inequalities and promoting more equitable access to work opportunities and nightlife. Preserving the night as a space of freedom and

safety for all is closely linked to several dimensions of gender equality. Ensuring a safe access to public transport and ridesharing is at the heart of several urban strategies, which includes a collaborative redesign of public spaces and workplaces to improve safety but also training activities for night services and operations staff. The need to protect facilities that meet the needs of specific groups, such as LGBTIQ+ community, is another interesting element of the debate on the night as a space of tolerance and contrast to any form of discrimination and harassment.

### **Sustainable mobility and transport infrastructures**

Extending the operating hours of public services and infrastructure is a key element in improving economic, social and environmental sustainability at night. Expanding of public transportation at night has a positive impact on reducing the number of private vehicles on the road at night, and increasing safety for all. The expansion of affordable and reliable transport services at night targets many different types of users, from partygoers to night workers, and focuses not only on city centers and nightlife districts, but also on residential neighborhoods.

### **Access to work**

Improving urban mobility at night is one of the factors that enable equal access to work at night. The question of how certain groups such as cleaners, healthcare workers or hospitality employees get to work is fundamental to making the debate on night-time economy more inclusive: local authorities need to take into account how these workers, who often live in suburban areas or belong to disadvantaged groups or minorities, perceive the city at night-time.

The extension of local services such as kindergartens after dark is an important support for working parents in many cities around the world and constitutes an interesting example of how public services created for the daytime can be redesigned to meet the needs of different categories of city dwellers.

### **Green areas and sustainability**

Some services provided at night can also play a crucial role in improving the environmental quality of our cities and making them more sustainable. While night-time waste collection is considered a fundamental function for the cleanliness of urban areas (even if it often goes unnoticed), opening parks and green spaces at night can promote a

stronger connection to natural resources and provide shelter from heat at night-time for residents of disadvantaged groups living in poor housing conditions, especially in summer. At the same time, the revitalization of green spaces at nighttime can reverse the sense of insecurity associated with the night-time use of these spaces and encourage the organization of outdoor sports and cultural activities, which have a strong impact on the quality of life in central and suburban neighborhoods but also help to revive mutual trust and community spirit at night-time by organizing night-time activities for groups that normally feel excluded from nighttime economy, such as the elderly or the disabled residents.

### **Governance of night-time economy**

The complexity of the challenges of the night-time economy requires the implementation of integrated forms of governance which can manifest themselves in different organizational models. These may include the establishment of bodies such as night councils or business and thematic commissions, but also the creation of offices dedicated to the night-time economy in the Mayor's office or in the departments responsible for economic development and culture. Some cities have also opted to appoint a deputy mayor specifically responsible for night-time policies. These are just some of the approaches adopted by local authorities to move from mere night-time-only plans to comprehensive policies.

### **Measuring the impact**

A recurring challenge in many cities regards is quantifying the scale and impact of the night-time economy. This challenge often stems from the unavailability of reliable datasets or the lack of data collected in a framework tailored to nighttime activities. Data plays a pivotal role in facilitating an evidence-based decision-making process on the night-time economy and related sectors, including the management of public space or mobility services. Therefore, improving data collection methods and adopting a mixed-methods approach that combines qualitative and quantitative data analysis, constitutes an important element in understanding the growing impact of the night-time economy on the urban landscapes.

## 03.2

# Overview of Paris's Current Night-Time Economy

For decades, Paris has been renowned for its vibrant nightlife, which forms a central part of the city's identity. Historically seen as a city of tolerance and experimentation, Paris has evolved from a nightlife centered around indoor venues (such as cabarets, nightclubs, and cafés-concerts) to one that increasingly incorporates public spaces and open-air facilities like parks, canals, and riversides. Paris was a pioneer in organizing night-time cultural events, launching the first Nuit Blanche (White Night) in 2001, an annual festival that transforms public spaces, museums, and galleries into a vibrant nocturnal arts experience. Another emblematic example is the creation of the fête de la musique in 1982, a global first in celebrating music in public spaces. This free and inclusive event, born in Paris, has since inspired cities around the world to embrace nighttime culture as a driver of creativity, community, and urban vitality.

The night-time economy plays a crucial role in Paris' overall economy. The city hosts over 15,000 bars and restaurants (representing 25% of all shops) 180 nightclubs, and more than 600 venues that remain open past 2 a.m. Paris has invested significantly in preserving existing night venues, supporting the creation of new ones, and promoting temporary use of buildings for nocturnal activities. The city has also fostered the development of "third spaces," alternative venues for parties and recreational events. Currently, the night-time economy employs approximately 83,000 workers, 13% of whom work after 9 p.m.

In 2010, Paris organized a consultative assembly on the night-time economy, which led to the creation of a dedicated night policy and, in 2014, the establishment of the Night Council (Conseil de la Nuit). Managed at the municipal level by the Night Mission, with contact points in each administrative district, night-time policy falls under the mandate of a deputy mayor, Frédéric Hocquard, and each district has an elected official responsible for night-time affairs. The Night Council brings together six categories of stakeholders : institutions, associations, unions, specific organizations, experts and personalities, and a nightlife user committee, organized

**Paris was a pioneer in organizing night-time cultural events, transforming public space into a shared nocturnal experience.**

into eight thematic working groups covering New Spaces for Paris' Night-time, Risk Prevention, Discrimination, Mobility, Safety, Retail and Work, Nightlife Promotion, and Ecological Transition. Between 2014 and 2020, the Council implemented 37 initiatives across these thematic areas to develop, promote, and regulate Paris' night-time economy. Key activities included supporting festivals and exhibitions, mapping outdoor spaces for night-time events during the pandemic, linking nightlife with tourism strategy, promoting sustainable practices such as reducing single-use plastics, and collaborating with Consentis to advance sexual consent culture in night venues.

Paris actively fosters a vibrant and inclusive nightlife by offering a wide range of activities accessible during the evening and night. Many museums extend their opening hours to welcome visitors after dark, while not being strictly dependent of the municipality : the Palais de Tokyo stays open until midnight every Thursday, while the Louvre, Musée d'Orsay, and Musée du Quai Branly host visitors until 10 p.m. on select evenings. During the summer months, the city expands access to green spaces: in addition to 140 parks and gardens already open 24/7 year-round, 14 more are

accessible until midnight between July and September, offering residents cool and safe places to stroll or relax after dark. Surveillance systems are in place to ensure user safety, and during heatwaves, additional parks open to provide optimal conditions. As we like to say, "there is bound to be a garden open at night near you!" Furthermore, municipal sports facilities are made available for associations until midnight, encouraging healthy and social night-time activities.

Paris also offers a variety of night-time services: night bus lines run from 00:30 to 5:30 a.m., 60 sports facilities remain open until midnight (with others closing at 10 p.m.), five municipal libraries operate during evening hours, and one post office is open 24 hours. During major events, public transport services operate throughout the night to accommodate the increased demand. On the night of the Fête de la Musique, metro, RER, Transilien trains, trams, and Noctilien night buses run all night. Similarly, the metro remains open for most of the night during other major celebrations, such as New Year's Eve and Nuit Blanche, often with free or extended services to ensure that large crowds can safely access public festivities.



## 03.3

# How the IAP and the Night-Time Economy Align with Wider Strategies and Policies at All Levels

The Paris night-time policy is deeply integrated with a wide range of municipal policies, which themselves align with regional, national, and even global frameworks. Rather than acting in isolation, nightlife initiatives are carefully articulated with broader public strategies. For example:

- Sound environment improvement plan: Night-time policy collaborates on reducing noise pollution generated by venues and night-time activities.
- Municipal contract on prevention and security: The municipal police addresses incivilities and ensures safety during night hours.
- Sustainable development strategy: Initiatives like the Club Zéro Plastique and the Eco-Responsible Events Charter promote reuse and reduce single-use plastics in night venues and events, aligning nightlife practices with environmental goals.
- Accessibility action plan: Night venues are encouraged to provide accessibility information via the national platform Accès Libre or the association-lead one Music in Paris, helping people with disabilities plan their night out.
- Gender equality strategy: The city supports associations that train nightlife professionals and raise awareness on gender equality and respectful behavior among night-time audiences.
- Local urban plan: Temporary urban planning measures promote the creation of night-time activities and flexible use of urban spaces.



Paris is also part of a national night-time platform, the “Plateforme de la vie nocturne”, which gathers 10 other cities, professional unions, companies and associations. Through this network, the city benefits from exchange of best practices and collectively advocates for regulatory innovations, such as the “Law on Anteriority,” which protects bars and clubs legally established before new residents from complaints, provided they operate within the law. Paris aims to further strengthen these connections, ensuring that night-time economy initiatives are fully aligned with broader municipal, national, and global strategies.

## 03.4

# Identifying the Local Challenges of the Night-Time Economy: Causes and Effects

Paris has long been a city that comes alive after dark, yet recent trends in night-time behavior have highlighted the need for a more integrated and participatory approach. Over the years, the city has observed a gradual deterioration of social behaviors at night, coupled with increasing intolerance from residents toward incivilities. While existing policies focus on public nightlife venues, private parties (where, according to Police and Hospitals data, around 80% of chemical submissions, overdoses, and incidents of sexual violence occur) remain largely unaddressed.

Current interventions, though valuable, often operate in silos and lack sufficient resources. For example, the city supports three separate organizations focused on sexual violence prevention, drug-related harm reduction, and noise pollution. Meanwhile, the municipal police enforce regulations regarding noise and terrace usage by bars and restaurants, yet only a fraction of nightlife venues (about 60 out of 180 nightclubs) are actively involved in structured prevention processes. Some neighborhoods have benefited from integrated and innovative approaches, but these successes cannot yet be generalized across the city due to limitations in capacity. The Main Objective of the Cities After Dark project is to develop a global, coordinated, and participatory strategy that positively influences night-time behaviors in Paris.

**Thematic Focus Areas include:**

- Preventing incivility, including cleanliness and noise management
- Promoting consent and combating sexist and sexual violence
- Encouraging inclusive and accessible nightlife while fighting discrimination
- Preventing risky behaviors related to alcohol and drugs
- Respecting the teams of establishments and event organizers
- Improving night-time mobility
- Considering the impacts of climate change and urban reorganizations

**Beneficiaries are both direct and indirect:**

- Direct beneficiaries: Parisians and nightowls.
- Relay beneficiaries: nighttime stakeholders, including associations, volunteers, municipal police officers, mediators, and communities such as queer groups, tourists, residents, nightowls and students.

**Night Contexts addressed include:**

- Nightlife venues, concert halls, and festivals.
- Public spaces, including streets, parks, quays, and public transport.
- Private spaces, such as apartment parties.

**Psycho-social Levers to be mobilized include:**

- Individual self-image and reputation.
- Collective responsibility, through education, peer regulation, and encouraging night owls to lead by example and support each other.
- Witness engagement, legitimizing intervention when observing disrespectful behavior.
- Community identification, strengthening ties to Paris, neighborhoods, and festive communities (queer, free-party).
- Promotion of values such as respect, tolerance, and solidarity.
- Empowering the public and creating dynamics where customers expect fair treatment, sharing responsibility for incidents within establishments.





Together, these actors form a collaborative network capable of developing, testing, and scaling interventions that respond to the complexity of night-time behaviors in Paris.


Additional levers could include making subsidies or late-night operating permits conditional on the implementation of training sessions for venue staff, ensuring that prevention measures are embedded in day-to-day operations. In this context, data provided by the Prefecture show that 324 late-night permits were granted in 2025 (including 259 renewals) out of 371 applications, highlighting both the scale of activity and the opportunity to link such authorizations to preventive requirements.

Stakeholders Involved are diverse, forming a rich ecosystem that bridges municipal services, associations, unions, and research institutions:

- City Services: Night-time Policy, Municipal Police (with strong involvement in enforcement and community engagement), Youth, Health, Communication, Green Transition, Gender Equality, Citizen Participation, and Tourism departments
- Unions of Clubs, Bars, and Party Organizers: Culture Nuit, SOCLE, Culture Bar Bars, Kluster Collective, GHR, UMIH
- Associations : Fêtez Clairs, Consentis, Pierrots de la Nuit, Noctambules Citoyens, Amicale RDR
- Academic Partners: Paris Psycho-Social Laboratory (LAPPS) from Paris 8 and Nanterre Universities, APUR


# 03.5 Our vision for Paris nightlife




Paris by night is a city where everyone, residents, visitors and night owls can enjoy safe, inclusive, sustainable and cultural nightlife experiences. The night is not only a time for leisure, but also a shared urban space where positive behaviors, mutual respect and diversity are celebrated. Our ambition is to make Paris a reference in Europe for a nightlife that is both vibrant and respectful of its inhabitants, its environment and its communities.



Braga  
Budva  
Gênes  
Le Pirée  
Nicosie  
Malaga  
**PARIS**  
Tallinn  
Varna  
Zadar

## Cities After Dark



**Objectifs du Plan d'Action Intégré :**

- **Sensibiliser les noctambules** : Stands dans les événements festifs, maraudes, réseaux sociaux, médias, éducation par les pairs...
- **Sensibiliser les mineurs** : via les actrices et acteurs de la jeunesse, les collègues et lycées, tik tok...
- **Accompagner les actrices et acteurs de la vie nocturne** : formation, label de qualité
- **Former la police municipale et les médiateur.rice.s** de la Ville de Paris aux enjeux de la vie nocturne

**Actions préparatoires :**

- **Organiser des focus groups** des différentes communautés pour adapter les messages
- **Réaliser une étude quantitative** pour valider les résultats des focus groups
- **La Marateuf** : 42 heures de fêtes et de tables rondes centrées sur le "care" en milieux festifs
- **Exposition "Paris je t'aime la nuit"** des travaux réalisés par les étudiant.e.s de l'école publique de communication visuelle de la Ville de Paris (EPSAA)

## How this vision was built

This vision has been collectively shaped with our Urban Local Group, bringing together nightlife professionals, associations, municipal services, researchers and residents. This co-construction process allowed us to combine experiential knowledge from the field with expertise, in order to define the principles that guide our strategy.

## From vision to action

Based on this vision, our IAP seeks to:

- foster a global positive narrative about nightlife, using inclusive and adapted communication
- design tailored interventions for different communities and contexts (youth, professionals, nightowls, residents, tourists...)
- ensure consistency between the municipality’s role (exemplary and supportive), the nightlife stakeholders’



## 03.6

# Analysing the Main Integration Challenges: Key Aspects of Integration for the Night-Time Economy in Our City

Paris faces several integration challenges within its night-time policy framework, directly related to the 12 integration aspects identified by URBACT. Addressing these challenges helps situate the night-time economy within a strategic approach and guides the actions of the IAP.

1. **Stakeholder involvement in planning:** The full range of stakeholders (considered both horizontally and vertically) are engaged in identifying priorities and potential solutions.
2. **Coherence with existing strategies:** Actions and objectives are aligned with existing strategies at the city, regional and national levels.
3. **Sustainable urban development:** Actions address all three pillars of sustainable development: economic, social, and environmental objectives.
4. **Sectoral integration:** Addressing the full range of policies and sectors of activity, including employment, education, green spaces, culture, etc.
5. **Spatial integration:** Coherence of actions across different spatial levels, from site-specific to neighbourhood and city scales.
6. **Territorial integration:** Coherence and complementarity of actions and policies implemented by neighbouring municipalities, on the metropolitan and national level.
7. **Multi-level governance:** Actions are planned coherently across different levels of governance, including district and city levels.
8. **Integration of cross-cutting thematic aspects:** Notably including gender, digitalisation, climate change, and procurement.
9. **Integration over time:** Planning relevant actions over the short, medium, and long term, with consideration of the necessary sequencing of implementation.
10. **Complementary types of investment :** The plan effectively balances the need for both 'hard' (physical/ infrastructure) and 'soft' (human capital) investments
11. **Mobilising all available funding :** Seeking to use the full range of available funds to support the implementation of planned actions, from municipal funds, EU funds to private local sources.
12. **Stakeholder involvement in implementation :** The ULG guarantees all representative parties are involved in this IAP's development and implementation

## 03.7

# How Our IAP Reflects URBACT's Cross-Cutting Themes

Paris' IAP reinforces cross-cutting dimensions across the city's night-time strategy. These dimensions are not treated as isolated actions, but rather as integral components.

**Gender equality** is actively promoted through multiple interconnected initiatives. Awareness campaigns target both perpetrators and witnesses across public spaces, transport networks, nightlife venues, and social media. On-site interventions bring together different prevention associations, including Consentis, which specializes in combating sexist and sexual violence in nightlife contexts. A notable pilot action, Marateuf in June 2024, successfully combined Consentis' expertise with harm reduction organizations to test integrated approaches in real-life scenarios. Professionals working in venues and event organizations are trained by Consentis. Additionally, the city mean to implement the Ask Angela programme in several of its most vibrant nightlife districts, complementing partnerships with apps dedicated to female safety, such as Umay.

**Environmental sustainability** is embedded into nightlife practices through training, knowledge-sharing, and incentives for venues. Professionals are guided on how to reduce the environmental impact of their activities, while nightowls are encouraged to respect public and private spaces. The City also launches calls for projects to support infrastructure investments that facilitate greener nightlife operations, helping venues transition toward environmentally responsible practices. Initiatives such as the Club Zéro Plastique and the Eco-Responsible Events Charter exemplify this integration.

**Digital tools and accessibility** are leveraged to reinforce both gender and environmental objectives. Trained night venues are promoted on Paris.fr, good practices are disseminated among professionals, and venue accessibility information is integrated into the Music in Paris platform.

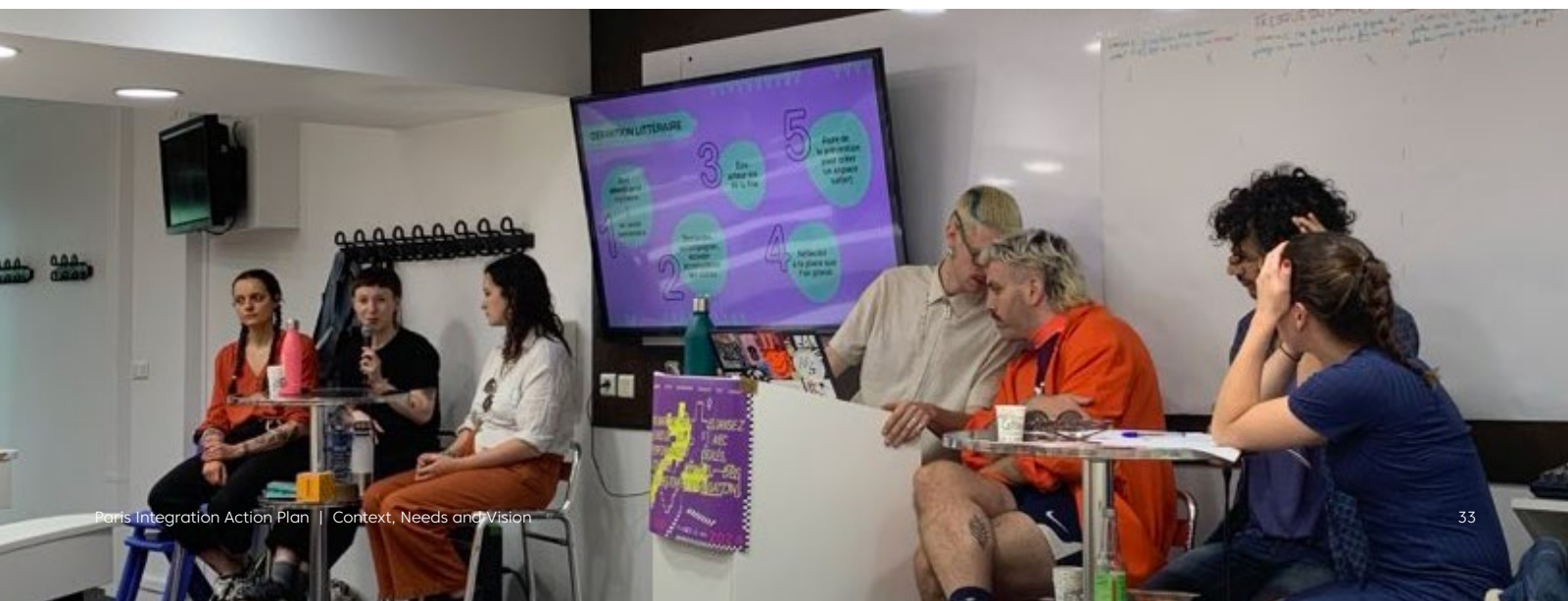
## 03.8

# Exploring Our Initial Ideas for Testing Actions

The Integrated Action Plan is not a static framework but the result of a process of experimentation. Each testing action is designed both to trial new approaches and to validate the city’s broader vision of a safer, more inclusive, and more respectful nightlife. Through these experiments, Paris is learning how to adapt its interventions to different contexts, from grassroots parties to large international events.

The first major test was the Marateuf, on June 7-8, 2024. This 42-hour event was not only a celebration but also a deliberate experiment to explore the central role of party collectives in shaping a more respectful nightlife. Kluster Collectif, the organizer, was born from the Night Council, where several young night owls came together with the desire to create events that reflected their values: inclusivity, safety, and a strong emphasis on care. The Marateuf was therefore designed as a space where these values could be translated into concrete practices : reducing reliance on drugs and alcohol, promoting consent, and encouraging solidarity within the crowd. This experience confirmed how crucial the involvement of such collectives is : they are key messengers for reaching partygoers and embodying the cultural change the IAP seeks to foster. Supporting these initiatives is a cornerstone for building a nightlife that resonates with the younger generations while aligning with the city’s priorities.

[The Marateuf preparation conference](#)



### Map of Paris City Hall's fan zone, integrating an important safe zone



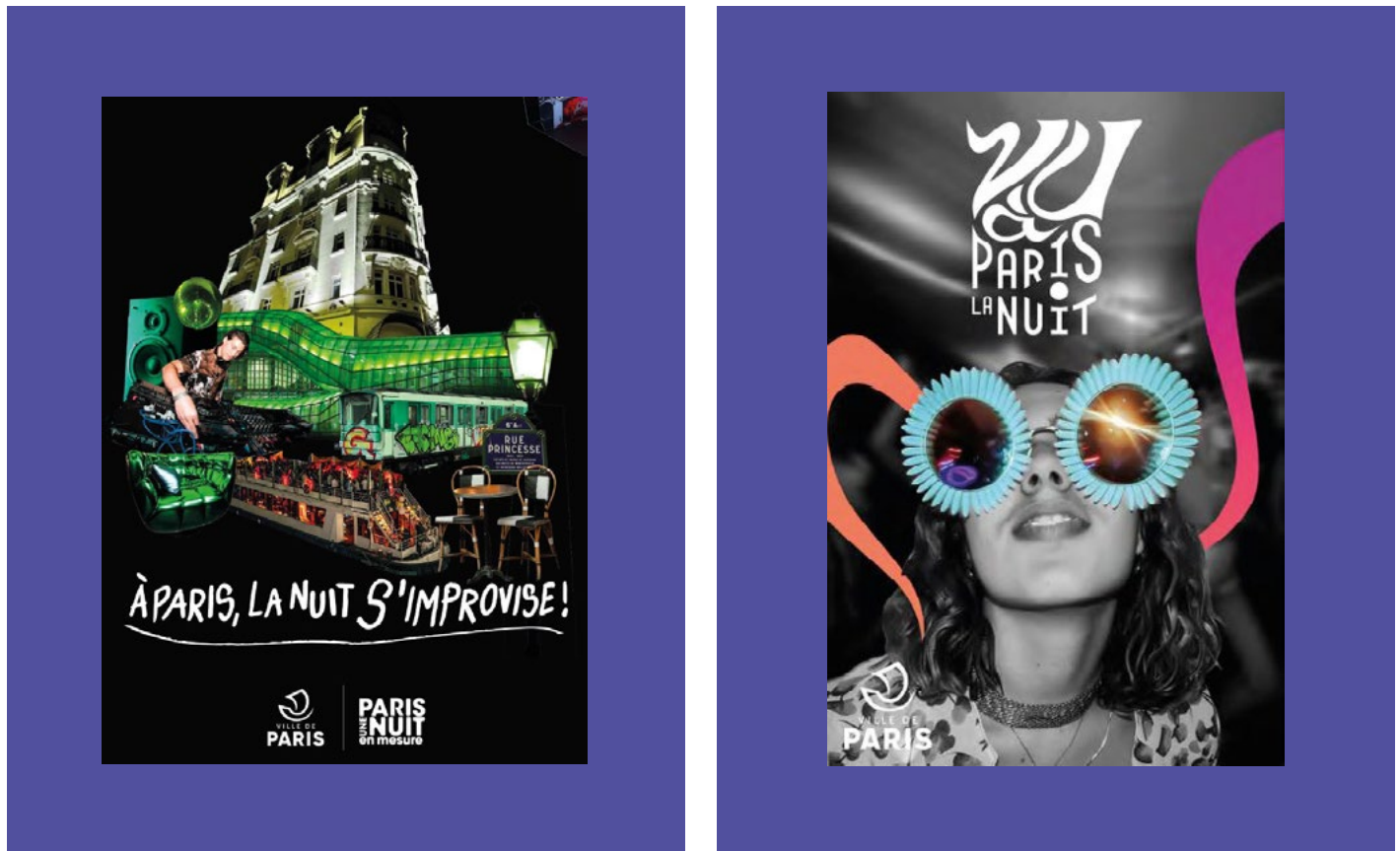
A second pivotal experiment took place during the Paris 2024 Olympic Games, where the city tested the implementation of safe zones in festive areas. These spaces, animated by trained volunteers and supported by associations such as Consentis and Safer, offered immediate assistance, quiet space and protection to women and other vulnerable individuals facing uncomfortable or risky situations. Beyond the direct impact on participants, this initiative marked an important step: it demonstrated that Paris can integrate the defense of women's rights and the promotion of safe behaviors into major international events it directly organizes. While the city must remain realistic, it also carries a strong responsibility to set an example in its own events. Doing so strengthens its credibility when encouraging private nightlife actors to follow suit, while also reinforcing and financially supporting associations whose expertise and values are essential to the transformation of nightlife. For organizations like Consentis, these collaborations are also an opportunity to gain visibility and recognition, helping them scale up their interventions.

The third testing action involved a research partnership with the Parisian Laboratory of Social Psychology (LAPPS), running from mid-2024 to the beginning of 2025. This project was initially launched in response to the failure of a first communication campaign on the Canal Saint-Martin, which had little impact on either residents or partygoers. The city therefore wanted to better understand how to tailor messages to different audiences, especially in sensitive areas where tensions are high. Two focus groups were conducted with members of the Paris Youth Council and the ULG, but unfortunately, the collaboration did not live up to expectations: the deliverables were too limited compared to the resources allocated, and the laboratory was unable to provide the kind of in-depth analysis needed for the project's continuation. While this was a disappointment, it also generated valuable learning. The city now intends to pursue research with a laboratory specializing in social geography, which appears to be a more relevant approach. Indeed, nightlife in Paris is not homogeneous: each neighborhood has its own rhythms, communities, and challenges. Understanding the spatial dimension of nightlife: how behaviors, tensions, and opportunities vary across the city, is essential for designing communications that resonate locally and for adapting prevention strategies to the specificities of each urban context.

#### An EPSAA student-s proposition for a communication campaign



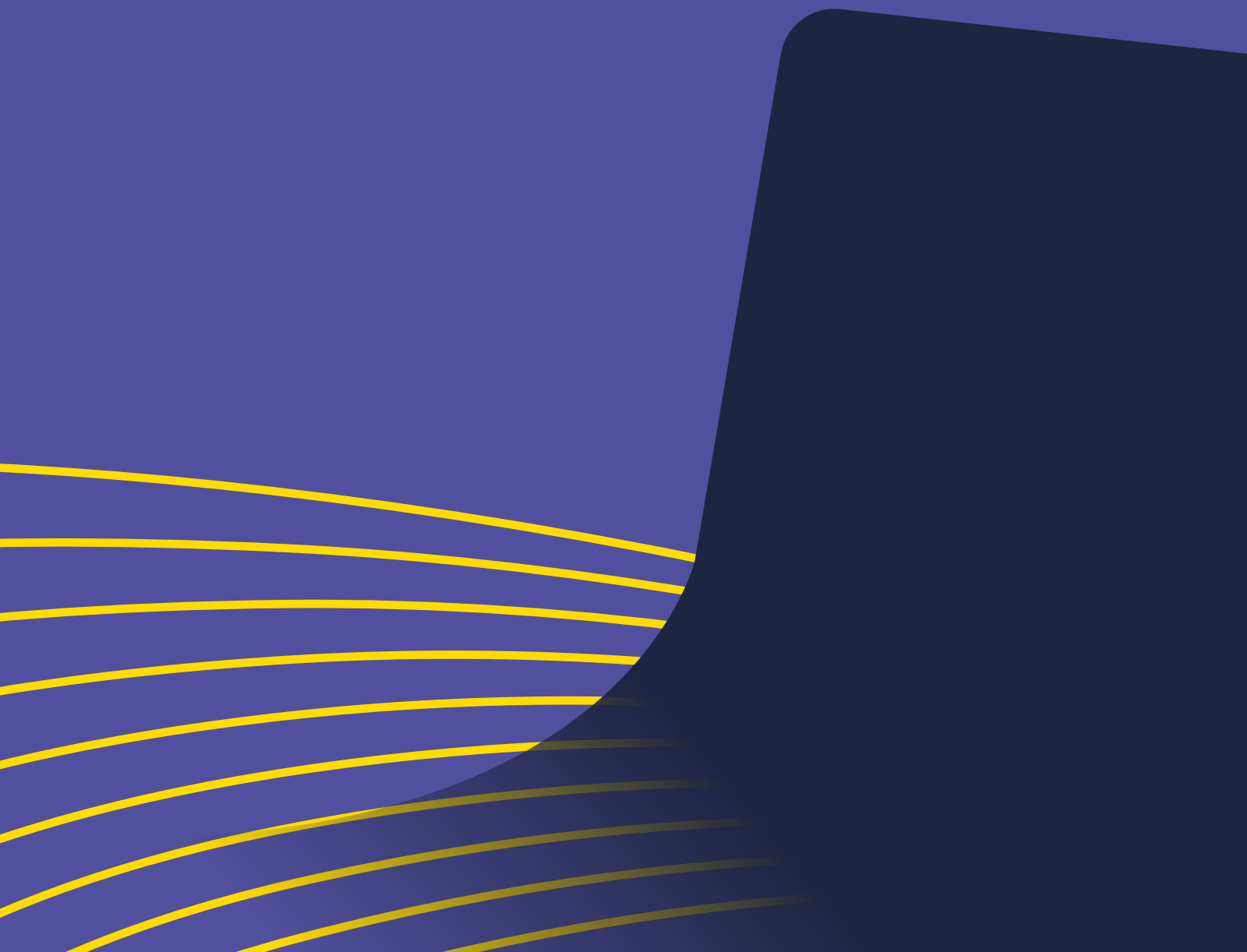
An EPSAA student-s proposition for a communication campain



The fourth testing action has been led in partnership with the students of EPSAA (École Professionnelle Supérieure d’Arts Graphiques de la Ville de Paris). Under the theme “Paris, je t’aime la nuit”, the students developed creative and inspiring communication projects highlighting the diversity, inclusivity, and responsibility of Parisian nightlife. Their proposals explored new visual identities, a potential label, print and digital campaigns, as well as social media strategies and apps to better engage with night-time audiences. This collaboration enabled the City to identify a new way of communicating about nightlife, more relevant and appealing to young people. The project concluded with an exhibition at Quartier Jeunes (Paris’s municipal hub for youth), showcasing the students’ works and opening new perspectives for the future of Paris by night.

These testing actions are part of a gradual learning process. Each one helps us better understand how to involve nightlife actors, adapt our communication to different publics, and strengthen cooperation between the city, associations, and researchers. They do not provide final answers, but they give us concrete insights that will guide the IAP and make it more realistic, adapted to local contexts, and supported by the people who bring Parisian nights to life.

# 04. Paris' Action Plan



## 04. Paris' Action Plan

Paris' IAP translates the city's vision for a safer, more inclusive, and sustainable nightlife into four complementary objectives. Each one combines awareness, training, and governance tools to make nightlife a shared space of respect, inclusivity, and care.

### Objective 1 – Building a Culture of Positive Nightlife

This first objective aims to make respectful and caring behaviors the new norm in Paris by promoting a shared understanding of what makes nightlife enjoyable for everyone. Large-scale communication campaigns will be rolled out across the city, using billboards, digital screens, and municipal media to highlight the values of care, consent, and mutual respect. These messages will be simple, positive, and designed to resonate with a wide audience: residents, visitors, and night owls alike.

Specific campaigns will target tourists, in collaboration with hostels, hotels, and short-term rental platforms, to help them discover how to enjoy Paris by night responsibly. In nightlife venues, posters, visuals, and videos will be displayed, while public transport networks will broadcast messages to reach large numbers of users at night.

Alongside these communication efforts, trained mediators and prevention teams will continue their work in nightlife districts, using dialogue and presence to reduce tensions and noise. These teams will serve as ambassadors of this new “caring nightlife culture”, ensuring that the values promoted in campaigns are lived out on the ground. Together, these actions aim to strengthen mutual understanding between night users and residents, promote civic behavior, and make Parisian nights both vibrant and respectful.

## Objective 2 – Engaging Young Generations: The Future of Nightlife

Young people are at the heart of Paris’s nightlife, and their involvement is key to building long-term change. This objective focuses on empowering youth as active players in promoting safer and more inclusive nights.

Partnerships with artists, DJs, and micro-influencers will create creative and relatable campaigns that speak directly to younger audiences, especially those aged 16 to 30. These campaigns will use social media and events to spread messages about respect, consent, and care in nightlife spaces.

The city will launch the “Night Ambassadors” program, which will train groups of young Parisians to act as peer leaders in nightlife venues, festivals, and public spaces. These ambassadors will help shape and share a positive vision of nightlife within their own communities.

For teenagers, the “My First Party” initiative will provide practical advice and educational tools for safe and respectful first nightlife experiences. It will focus particularly on private parties, where the majority of incidents and risky behaviors occur.

Through these initiatives, the city seeks to promote a new culture of nightlife among young generations, based on solidarity, awareness, and collective responsibility.

## Objective 3 – Strengthening Nightlife Stakeholders

Creating safer and more inclusive nights also depends on the people who make nightlife possible: bar owners, club managers, festival organizers, security staff, mediators, and volunteers. This objective aims to strengthen their capacity to bring prevention, equality, and sustainability into their everyday practices.

A series of training programs will be developed for professionals and volunteers, focusing on key topics such as harm reduction, prevention of sexist and sexual violence, mediation, and ecological transition. These sessions will be co-organized with expert associations like Consentis, Fêtez Clairs, and Pierrots de la Nuit.

To make these trainings accessible to all, especially smaller venues and independent collectives, the city will create an online learning platform (MOOC) offering practical modules and certifications.

In collaboration with the sector, the city will also develop standardized intervention protocols for nightlife venues: prevention procedures, response mechanisms for harassment or violence, and inclusive communication guidelines.

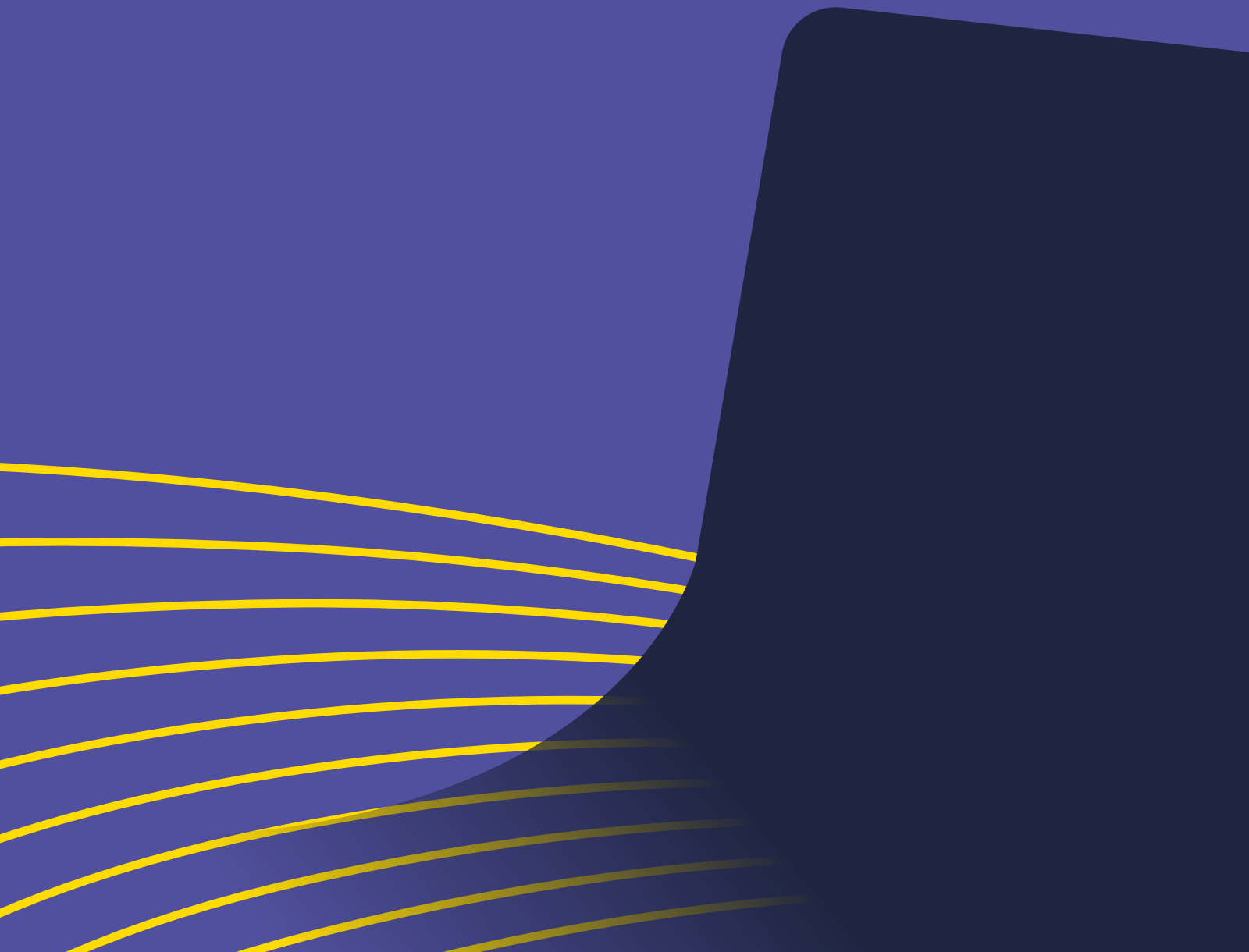
Furthermore, the IAP supports the professionalization of associations and collectives, helping them build partnerships, access funding, and scale their activities. Through collaboration with the Centre National de la Musique (CNM), new funding opportunities will be opened for small and mid-sized festivals that commit to safety, equality, and sustainability goals.

## Objective 4 – Reinforcing Institutional Responsibility

This final objective would seek to ensure that institutions lead by example and create enabling conditions for change. Paris would aim to further embed prevention and inclusivity as structural dimensions of its public action. Contracts for City-owned venues could progressively integrate training requirements for teams involved in nightlife operations, covering areas such as gender-based violence prevention, harm reduction, and environmental responsibility. The “Méduse” sound-monitoring system, which objectively measures noise levels, could be further developed or expanded to facilitate dialogue between residents, venues, and municipal police. By providing reliable data, this tool would aim to support informed and balanced decision-making while helping to reduce conflicts related to noise. In parallel, joint training sessions could bring together municipal police officers, mediators, and association partners in order to strengthen coordination and promote shared operational principles aligned with the City’s values of respect and inclusion. The City could also consider implementing participatory mapping of nightlife “hotspots” in collaboration with district councils and residents. Such an approach would help to identify areas of tension and inform the co-design of targeted responses. Finally, the IAP would introduce or test additional tools for conflict prevention and management, such as the “embrouillomètre,” a dialogue-based instrument used by mediators and youth workers to support de-escalation in nightlife and public spaces.

Through these measures, Paris would reaffirm its intention to pursue a nightlife policy that is coherent, transparent, and collaborative, recognizing the night as a legitimate, shared, and valuable dimension of urban life.

# 05. Implementation Framework



## 05.1

# Understanding the Governance Framework for the IAP Implementation

The drafting of the IAP has been supported by renewed governance processes within the Night Council. Following the initial work of the Urbact Local Group to elaborate the IAP, two workshops were organized to reflect on the evolution of the Council ten years after its creation.

The first workshop, attended solely by stakeholders, provided a shared diagnosis of the Council's functioning, highlighting strengths such as the existing space for dialogue, and weaknesses including limited representativity, low operational follow-up, and insufficient visibility. Participants emphasized the need to better include youth, vulnerable populations, and grassroots actors.

The second workshop brought together both associations and municipal services to focus on priority themes of inclusion and accessibility, and violence prevention and health. Discussions during this session addressed governance issues, considering the Council's missions, composition, and working formats, with the aim of making it more dynamic, participatory, and representative. These exchanges also laid the groundwork for future working groups and potential collaborations between stakeholders and City services.

Together, these workshops contribute to the establishment of long-term planning and sustainable governance mechanisms for the IAP. They generated concrete proposals to create a more inclusive and operational Nightlife Council, while acknowledging that the extent of possible implementation of these recommendations will depend on the priorities of the next municipal mandate.



## 05.2

# Keeping Wider Stakeholders Engaged Beyond the Governance Mechanism

To ensure that wider stakeholders who are not directly involved in the governance mechanism can remain engaged, several measures could be implemented following the new municipal mandate beginning after March. Newly elected local officials responsible for nightlife in each arrondissement should be introduced to the key issues and integrated into ongoing reflections, including training sessions and the creation of an initial thematic working group.

An inter-departmental dialogue would be strengthened by designating dedicated nightlife contacts within operational City departments and animating a robust network across services, ensuring that nightlife becomes a recognized and coordinated policy priority at the local level. Furthermore, the connection between associations and the municipal police should be reinforced on the ground, particularly through mediators, creating a form of “field governance” that would allow for more effective information sharing and collaborative problem-solving. These measures will help maintain the engagement of stakeholders from the ULG and support the broader implementation of the IAP.

## 05.3

# Financial Approach for Implementing the IAP

The implementation of the IAP will rely heavily on the existing resources of the City of Paris, both human and financial. A large part of the actions will be supported by municipal services already engaged in night-time policy, communication, mediation, prevention, and cultural development.

A central funding mechanism is the Night-time Policy budget, which is currently devoted at 95% to subsidies for associations. This will continue to support partner organizations implementing prevention, harm reduction, and inclusion projects across nightlife settings. For communication-related actions, if reliance on the City's Communication Department proves insufficient, a dedicated budget will be required for graphic design and campaigns. However, this can be optimized by pooling several actions into a comprehensive communication portfolio, creating a strong and consistent visual identity for Parisian nightlife through a dedicated graphic charter. Partnerships with research institutions will also be mobilized. In particular, the "Paris Research" call for projects could finance collaborations with institutes of geography and social sciences, supporting the monitoring and evaluation of nightlife-related challenges.

Finally, international cooperation will be further developed through the City-to-City program under URBACT, enabling exchanges with cities of a similar scale to Paris and with advanced night-time policies. This collaboration will provide valuable insights, help adapt measures to the Parisian context, and reinforce the feasibility and sustainability of the proposed actions.



## 05.4 Implementation Timeline of the IAP

The overall timeline for implementing the IAP takes into account the upcoming municipal elections and the resulting electoral transition. Following the installation of the new local elected officials after March, the IAP will be presented to them as a foundational tool to guide the development of their local policies on nightlife and public safety. This approach ensures that future actions are based on well-founded, evidence-based, and collaborative work.

Each action has already been described in detail in the previous section, which will facilitate its implementation. However, given the uncertainty of the political agenda, it will be difficult to establish a precise Gantt chart at this stage. The IAP should be considered as a mandate-long project, designed to unfold over the next five years. The order and pace of implementation will depend on the priorities set by the new elected officials as well as current events, which may bring specific needs to the forefront.

## 05.5

# Tracking Implementation and Assessing Impact

The implementation of the IAP will be monitored using a combination of quantitative and qualitative indicators which have been described in the actions' details, allowing progress to be assessed in relation to the plan's strategic objectives. These indicators will track outputs such as the number of workshops, training sessions, and stakeholder engagements, as well as outcomes related to improved safety, inclusivity, and positive behaviors in nightlife.

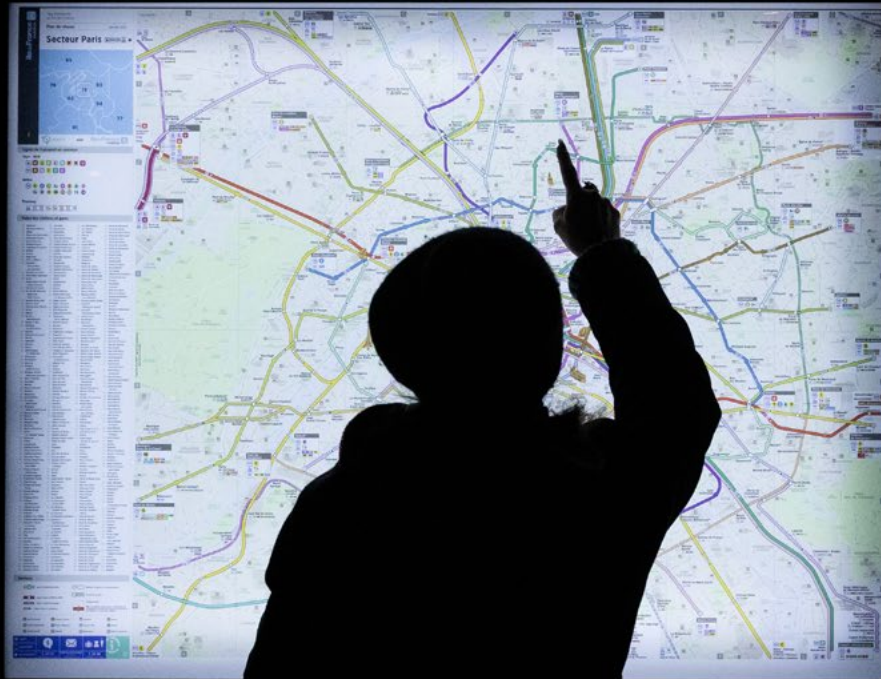
Two key studies will complement the monitoring process. First, the study conducted with Consentis, funded by the City's Night Mission and integrated within the ULG, provides baseline data on the prevalence and perception of sexual and gender-based violence in nightlife settings. A follow-up study can be planned at year +3 to assess the impact of the IAP on these issues. Second, the study led by the Metropolitan Mission for Risk Prevention which is also part of the ULG, provides a comprehensive overview of risk reduction measures currently implemented in nightlife venues. A subsequent study will evaluate changes and improvements over time, enabling a robust evidence base for policy adjustments.

The City also collaborates closely with the Paris Urban Planning Agency (APUR) to construct both a physical and quantitative vision of nightlife. This partnership allows the integration of spatial and data-driven approaches, supporting the identification of key areas for intervention. Initial workstreams, which will be refined as the IAP is progressively implemented, include: night-time transport, in relation to perceived safety; the presence of municipal police at night, using metrics such as citations and reported assaults; and a mapping of "welcoming and safe" clubs and bars, certified through training by our partner associations.

## 05.6 Overall approach to risk management.

The implementation of the IAP involves several risks that need to be considered and managed to ensure successful delivery. A SWOT analysis highlights the main factors:

Strengths	Weaknesses
<p>Strong engagement of key stakeholders through the ULG, including associations, municipal services, and partner organizations.</p> <p>Availability of existing studies and data to guide actions.</p> <p>Collaboration with APUR for data-driven and spatial planning.</p>	<p>Limited historical experience in coordinating cross-departmental night-time policies.</p> <p>Night activities are often considered as a continuation of daytime services, resulting in tools, processes, and priorities primarily designed for daytime operations.</p> <p>Low visibility of night-specific initiatives within some municipal departments.</p>
Opportunities	Threats
<p>Ability to reinforce trust and collaboration between associations, municipal services, and the municipal police.</p> <p>Development of targeted night-time strategies for transport, safety, and inclusive programming.</p> <p>Capacity to embed a structured governance mechanism that will persist beyond the URBACT project.</p>	<p>Risk of insufficient adaptation of daytime tools and procedures to night-time contexts.</p> <p>Potential turnover in stakeholders and elected officials, particularly due to the upcoming municipal elections, which may result in a temporary lack of political support.</p> <p>Limited resources or competing priorities that may delay certain actions.</p>



### Key risks identified:

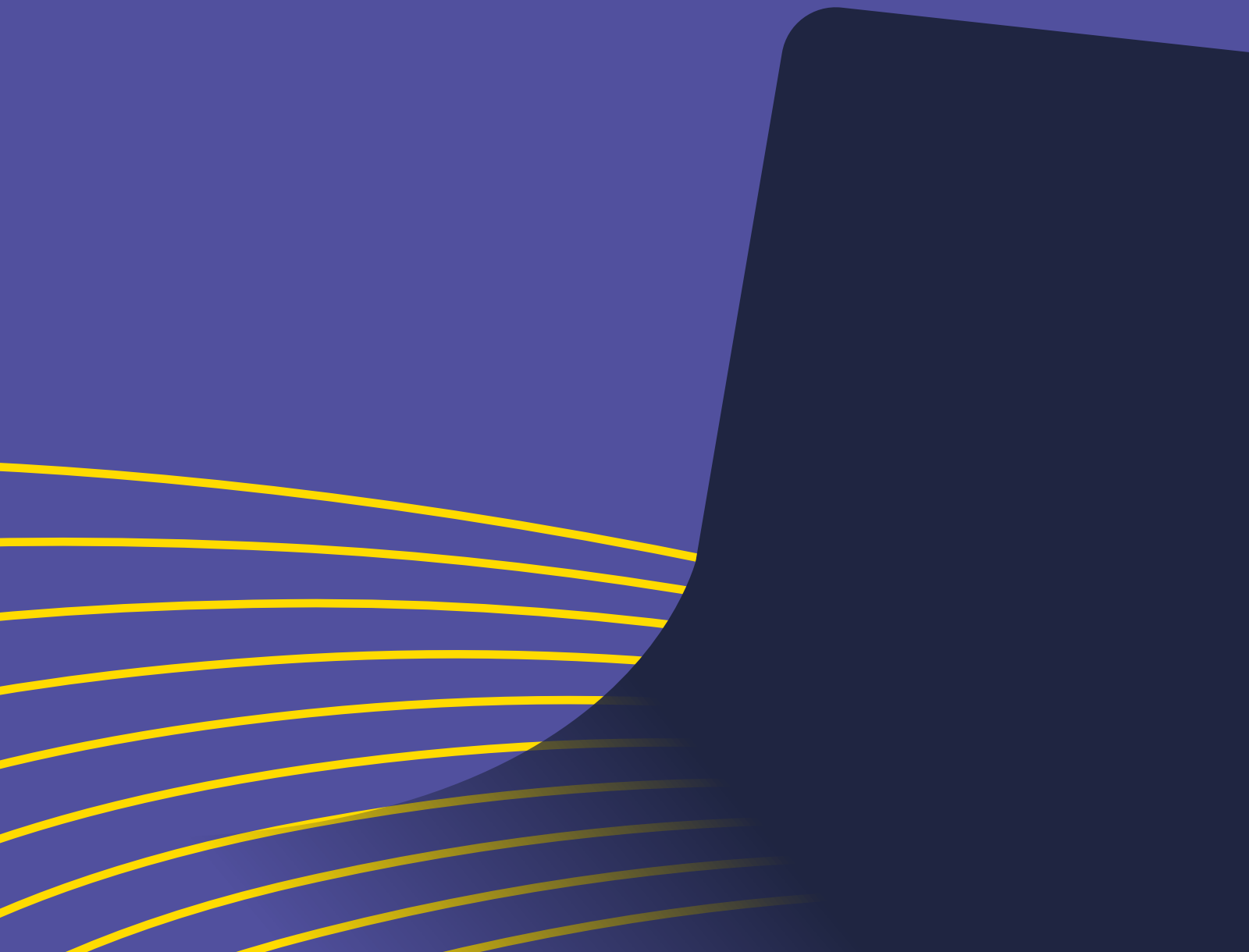
- Political agenda : the march 2026 municipal election can change municipal priorities and shift focus away from night-time policies as presented in the IAP.
- Financial limitations : Budgetary constraints may prevent campaigns from achieving the desired scale and visibility.
- Human resources : The Night Mission currently relies on a single staff member, making the project's successful implementation heavily dependent on strong collaboration among stakeholders.
- Message reception : Communication risks being perceived as moralizing, stigmatizing, or irrelevant to certain audiences (e.g. young people, partygoers).
- Coordination challenges : Difficulty in ensuring consistent collaboration among prevention associations, municipal services, and communication agencies.
- Media saturation : Other municipal or national campaigns running at the same time may dilute visibility.
- Stakeholder engagement : Venues, event organizers, or nightlife professionals may show limited willingness to participate in the different actions
- Evaluation difficulties : Measuring behavioral change and communication campaign impact remains complex.

### Mitigation measures:

#### To reduce these risks, the IAP emphasizes:

- Establishing clear governance structures, including a reinforced Night Council and inter-service coordination with designated night-time focal points.
- Continuous engagement and training of stakeholders to ensure awareness of night-specific issues.
- Regular monitoring and adjustment of actions based on feedback and performance indicators.
- Building a culture within municipal services and partners that recognizes night-time as a distinct and legitimate policy area, with dedicated tools, resources, and priorities.
- Using the IAP as a solid and justified basis for the development of the new municipal mandate, ensuring continuity and support for night-time policies even after elections.
- Securing diversified funding sources (municipal, national, private partnerships) to ensure the campaign's sustainability.
- Testing and adapting messages with target groups to improve relevance and acceptance.
- Coordinating communication calendars to avoid overlap with other major campaigns.
- Strengthening collaboration with nightlife stakeholders to increase ownership and visibility of the campaign.
- Developing robust evaluation tools and methodologies (qualitative and quantitative) to better assess impact.

# Conclusion



## Conclusion

As Paris concludes its participation in the Cities After Dark network, this Integrated Action Plan marks both the outcome of more than two years of European collaboration and the beginning of a renewed, collective effort to build a safer, more inclusive, and sustainable nightlife. The Plan now serves as a strategic framework for the next municipal mandate, ensuring that the lessons learned and partnerships established under URBACT are embedded in long-term urban policy.





## Communication and Dissemination

The dissemination of the IAP will take place at both local and national levels to ensure visibility and ownership among all stakeholders. At the local level, the plan will be presented to the Night Council and shared across all relevant municipal departments and district offices, particularly to newly elected officials responsible for nightlife from March 2026 onward. A dedicated presentation event will be organized with members of the Urbact Local Group, professional unions, and prevention associations to highlight the plan's key objectives and actions.

At the national level, the City of Paris will share its experience and tools within the Plateforme de la vie nocturne, gathering major cities, professional organizations, and associations. The IAP will also be made available online through Paris.fr and the URBACT Knowledge Hub, ensuring broad access to methodologies, governance models, and transferable practices.

## Immediate Next Steps (November 2025 – April 2026)

The six months following the project's conclusion will focus on transitioning from planning to implementation. Key priorities will include:

- Presenting the IAP to newly elected district representatives and integrating it into their local agendas.
- Relaunching the Night Council with a renewed composition and working groups focused on inclusion, accessibility, and prevention.
- Launching the first wave of communication actions under the unified "Paris je t'aime la nuit" visual identity.
- Finalizing the creation of inter-departmental focal points for nightlife coordination within municipal services.
- Preparing funding applications for upcoming cycles of the Paris Research program and URBACT City-to-City cooperation to sustain international exchanges.

Cities**AfterDark**

# Cities After Dark Action Planning Network

→ Paris Integration Action Plan

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URBACT



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