

Cities After Dark

MUNICIPALITY OF BUDVA

Integrated Action Plan



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1. Executive Summary

The *Budva After Dark* Integrated Action Plan (IAP) has been developed through the URBACT participatory methodology, bringing together a diverse URBACT Local Group (ULG) of stakeholders from the public sector, private businesses, cultural institutions, and civil society. The aim is to harness Budva's vibrant but seasonal nightlife as a catalyst for sustainable urban development, balancing a thriving night-time economy with residents' quality of life.

Budva is Montenegro's leading tourist destination, with over 850,000 tourist arrivals in 2023 and about 45% of the country's overnight stays. This IAP responds to the city's need to extend cultural and economic activity beyond the summer season and beyond the historic center, ensuring year-round night-time opportunities. It aligns with Budva's strategic development and cultural plans, while also addressing gaps – such as the absence of national policies on night-time economy – by pioneering local solutions that could inspire broader change.

Vision: Budva will become a resilient, inclusive, and vibrant coastal city that offers a rich



cultural life after dark. By 2028, Budva aspires to blend its Mediterranean heritage with innovative night-time services, creating a safe and lively nocturnal environment for all ages. Festivals, artistic performances, and community events will energize public spaces at night,

supported by sustainable mobility and governance structures that ensure the night economy flourishes in harmony with community needs.

Strategic Objectives: To realize this vision, the IAP sets out five strategic objectives: (1) Create cultural vibrancy across Budva after dark, (2) Provide new spaces and infrastructure for the night-time economy, (3) Stimulate inclusive economic opportunities and community engagement at night, (4) Strengthen night-time governance and management, and (5) Develop supportive night-time services for accessibility and safety. Under each objective, a set of concrete actions has been co-created – ranging from open-air cinemas and cultural hubs, to the establishment of a Night Council, night transport services, and youth-oriented programs – ensuring an integrated approach that covers social, cultural, economic, and

environmental aspects.

Implementation:
The plan will be implemented through a phased approach with strong local ownership. A new Night-Time Economy Council (or “Night Council”) will coordinate actions and involve stakeholders in decision-making. Key actions will start in 2026, supported by municipal budget allocations and external funding sources. Progress will be monitored



through defined indicators (such as number of night events, participants, new services launched) and a dedicated unit to track outcomes and lessons. Risks – including political changes, stakeholder disengagement, or seasonal tourism fluctuations – have been assessed, with mitigation measures in place (such as institutionalizing the plan in city strategies, ongoing community engagement, and scheduling major interventions in the offseason).

In summary, *Budva After Dark* IAP provides a comprehensive roadmap for transforming Budva's night-time economy into a sustainable asset for the city. It marries Budva's rich cultural ambitions with practical actions on governance, space, mobility, and community welfare, ensuring that as Budva's nights come alive, they do so in a way that benefits both visitors and residents in the long term.

2. Introduction

2.1. Budva at Night: Why Budva Joined the Cities After Dark Network

Budva has long been known as Montenegro's nightlife capital. In the 1990s and 2000s, openair clubs along the Slovenska Obala promenade drew thousands of summer tourists and sustained the local evening economy. By the late 2010s, however, new residential development and stricter noise rules along the coast led to the closure or relocation of these large clubs. Today, Budva's night scene consists of a handful of smaller indoor clubs (mostly on the outskirts) and numerous bars and cafes in the Old Town. The focus has shifted to higher-quality, less disruptive offerings, but the night-time economy remains highly seasonal – booming in summer and nearly dormant in winter.

This strong seasonal fluctuation presents a core challenge that Budva seeks to address by joining the Cities After Dark network. The city's candidacy for European Capital of Culture 2028 underscored a vision to reposition Budva not just as a summer party spot, but as a year-round cultural destination. Through that candidacy process, local authorities and cultural actors realized the importance of enriching the night-time offer in sustainable ways – such as promoting quality music events instead of just loud nightlife, and engaging a broader segment of the community in evening activities. Budva sees Cities After Dark as an opportunity to pursue these goals with expert guidance and peer learning. By participating, Budva aims to develop new year-round night-time attractions (from festivals and night markets to educational and family-friendly events) that can attract visitors outside the peak season and provide residents with more options after dark. The network also provides Budva with a platform to learn how other cities manage issues like late-night public transport, noise control, and the governance of nightlife, which are relatively new topics for local policy here.

In short, Budva joined Cities After Dark to transform its night-time economy from a narrowly focused, summer-centric nightlife scene into a diversified, inclusive night-time environment that supports local culture, tourism, and quality of life. This Integrated Action Plan is the tangible result of that effort – a roadmap tailored to Budva's context, informed by URBACT principles and international best practices.

2.2. URBACT and the Integrated Approach to Urban Challenges

URBACT is a European Union program dedicated to sustainable urban development through transnational city networks. It helps cities across Europe work together to find practical solutions to urban challenges by sharing knowledge and experiences. A key feature of URBACT is its emphasis on an integrated approach – meaning cities tackle problems holistically, considering economic, social, environmental, and governance dimensions together rather than in isolation. Equally important, URBACT promotes participatory planning: cities in the program form local stakeholder groups to co-create solutions, ensuring that plans are informed by diverse local voices. In URBACT’s Action Planning Networks (APNs), each partner city develops an Integrated Action Plan addressing a common theme. Throughout the process, partners exchange ideas, learn from experts, and adapt successful practices from one another. This approach guarantees that local actions are not only comprehensive and sustainable, but also enriched by international best practices. In summary, URBACT provides both the framework (integrated, sustainable, and participatory urban development) and the platform (networking and peer learning) for cities like Budva to devise effective action plans for complex issues such as the night-time economy.

2.3. How the Budva IAP Was Developed: Methodology and Transnational Exchange

Budva’s IAP was developed through an iterative process that tightly interwove local co-creation with transnational exchange. Locally, the URBACT Local Group (ULG) met regularly in Budva from 2023–2025 to map challenges, generate ideas, and refine actions through workshops and participatory tools (e.g. problem tree analyses, visioning exercises). In parallel, Budva’s team actively participated in all Cities After Dark network activities at the European level. For instance, at the project outset Budva joined a kickoff meeting in Braga (the Lead Partner city) and a thematic gathering in Paris – learning firsthand about innovative night-time governance (Paris’s Night Mayor and Night Council models) and solutions like late-night transport services. Budva also attended several online thematic seminars with partner cities, sharing progress and obtaining feedback virtually. A highlight of the exchange was Budva hosting a transnational study visit in September 2025, where delegates from all partner cities came to experience Budva’s night-time context. During that two-day event, the local team presented Budva’s on-the-ground issues (for example, Old Town noise management) and some pilot initiatives, and received constructive input through joint workshops. Throughout the project, Budva’s ULG and municipal coordinators benefited from guidance by the URBACT Lead Expert and Ad Hoc Experts, who reviewed draft plans and advised on improvements (e.g. how to integrate gender equality and refine implementation steps). This combination of local and international work was truly bidirectional: the local stakeholders shaped Budva’s plan based on the city’s realities, while international exchanges and expert feedback inspired new ideas and ensured alignment with European best practices. In short, the methodology married grassroots input

with global know-how – making Budva’s IAP both locally grounded and strengthened by URBACT’s collective learning network.

2.4. Stakeholders and Contributors to the IAP

Developing the Budva After Dark IAP was a collaborative effort, and the project team deliberately assembled a broad URBACT Local Group (ULG) representing all sectors relevant to the night-time economy. The rationale was to involve every key stakeholder category so that the plan would reflect diverse perspectives and expertise. The ULG therefore includes officials from core municipal departments (urban planning, culture, economic development, tourism, social services, etc.), local public institutions (e.g. the Budva Tourism Organization, City Theatre), law enforcement representatives (local police), and community voices. Private sector participation was ensured by bringing in owners of night-time businesses (bars, clubs, restaurants), hotel and hospitality associations, and entrepreneurs in the cultural and events sector. Youth representatives (through the municipal Youth Office) and local media (such as a journalist from Radio Television Budva) also took part to provide insights on engagement and communication. By covering all these stakeholder categories, the group could identify issues and solutions from multiple angles – economic, social, cultural, environmental, and safety. Just as importantly, this inclusive composition built shared ownership of the plan. Everyone at the table understood their role in addressing night-time challenges and committed to contribute to implementing the actions.

3. Context, Needs and Vision

3.1. Main Themes of Night-Time Economy in Budva’s Context

Budva, with its distinct economic and cultural profile, stands as a major tourist hub on the Adriatic coast. The city’s economy is primarily driven by tourism, which brings a significant influx of visitors, particularly during the summer months. This seasonal dynamism, while vital, presents a unique set of challenges for managing the night-time economy (NTE). The core problem we aim to address is the narrow, often unsustainable nature of Budva’s nightlife, which has historically been focused on high-volume, late-night entertainment that struggles to integrate with the cultural and social fabric of the entire city. The current nightlife model, centered on a few select areas, leads to issues of noise pollution, congestion, and limited cultural offerings. We envision a Budva where the night-time economy is vibrant for all, a place where cultural life and nightlife are inextricably linked, offering diverse experiences that extend beyond the peak tourist season. This vision is a synthesis of two slightly different perspectives that emerged from our ULG discussions, merging the desire for economic vitality with a commitment to cultural depth and community well-being. While our analysis of the 12 aspects of integration is comprehensive, a crucial element is also to evaluate our starting point. For example, while the IAP aims to foster a strong stakeholders’ involvement in urban planning, it’s important to recognize that this is a first-time experiment in civic engagement on tourism and cultural vitality for our city. Similarly, while we have existing strategies, such as a cultural plan and a strategic plan, the IAP will be the first tool to

specifically align night-time economy actions with other urban planning tools, such as festival programming, public space management, and retail regulation, to foster a truly integrated approach.

3.2. Budva's Night-Time Economy Today: Key Facts and Challenges

City Profile: Budva is a coastal municipality on the Montenegrin Adriatic, renowned as the country's tourism capital. According to the 2023 census, Budva has about 27,445 inhabitants (making it one of the smaller municipalities by population, but it swells with tourists in summer). The municipality spans the Budva Riviera, a stretch of coastline dotted with beaches and resorts, anchored by the historic Old Town of Budva. Tourism dominates the local economy – in 2023 Budva recorded over 852,600 tourist arrivals, and in a single month (April 2023) it saw over 140,000 overnight stays, which was nearly 45% of all overnight stays in Montenegro for that month. This cements Budva's status as the leading destination in the country. Local economic output is correspondingly high; it's estimated that Budva contributes more than 45% of Montenegro's tourism-related GDP. Notably, a significant portion of businesses report that they earn the majority of their income during the evening and night hours (when tourist spending on dining and entertainment peaks).

Evolution of Nightlife: In the 1990s and early 2000s, Budva's nightlife centered on open-air clubs and discos along the main seaside promenade (Slovenska Obala). These venues were major attractions, often hosting thousands of guests nightly in summer and featuring regional DJs and concerts. They were crucial in keeping tourists coming even during times when daytime tourism was less appealing (e.g., instability in the region). However, as mentioned, urban development eventually encroached on this scene – new apartments and hotels near the promenade led city authorities to enforce noise ordinances. By the late 2010s, most of the large outdoor clubs in the center had closed or relocated. Today, only four nightclubs are officially registered and operating, and they tend to be smaller indoor venues, some in the outskirts.

Current Night-Time Offer: Despite the reduction in big clubs, Budva still offers a variety of night-time establishments: - Roughly 350 bars and restaurants are registered in the municipality, many of which operate in the evenings with live music (mostly acoustic or DJs) up until the legally permitted hours (usually around 1 AM in summer). In winter, far fewer venues remain active, maybe a few dozen, since tourist demand drops and some businesses close for off-season. - The Old Town of Budva has become a focal point for nightlife in a more cultured vein – its narrow streets host wine bars, jazz nights, and small open-air theater or music events (such as the *Theatre City* festival performances). These are appreciated for raising quality and reducing the rowdiness and noise of earlier years. - Summer cultural festivals play a significant role in night-time activity. Aside from Theatre City (a long-standing festival of performing arts under the stars in Old Town squares), Budva hosts events like the "Ćirilicom" literary and music festival celebrating Cyrillic script and Balkan culture, which

has evening concerts and readings. These events enliven public spaces and draw both tourists and locals, showing the appetite for cultural night events. - However, beyond these highlights, off-season nightlife is scarce. After the summer, most cultural institutions revert to daytime programming. Only a few galleries or the city's Modern Art Gallery "Jovo Ivanović" might host occasional evening talks or classical concerts in autumn/winter. Cinemas are notably absent (Budva currently has no operating movie theater, which is why open-air cinema is proposed). Youth often mention a lack of alcohol-free night venues or late-night cafés to simply socialize.

Public Services at Night: A critical gap is that public transportation does not run late. In peak summer, buses stop around 11 PM; in winter by 10 PM. That means no night buses or shuttles for those leaving work after restaurant closing or for attendees of late events. Taxis fill some of the gap but can be expensive or insufficient at peak times. Also, public infrastructure for night mobility like well-lit pedestrian routes or bike lanes is limited (Budva currently has very few bike lanes, so encouraging cycling at night is not viable yet). Public facilities – libraries, sports centers, etc. – typically close by early evening. The city's parks (e.g., Budva Park, or parks in nearby settlements like Petrovac) lack lighting or programming after dark, so they are mostly empty at night. In effect, outside of the tourist core, many parts of Budva "go to sleep" early, and people either congregate in a few lively areas or stay home.

Social Perceptions and Issues: The seasonal nature of Budva's nightlife also causes a cultural disconnection – in summer, locals often feel the town "belongs" to tourists and commercial interests at night, whereas in winter there is a lull that particularly affects young people who then complain of boredom. There has been some concern about youth behaviors, with reports of increased online engagement or house parties as a substitute for public life, and a fear that without positive night-time options, negative behaviors (binge drinking, reckless driving late at night) could grow. On the other hand, Budva's older residents and families have in the past felt antagonistic to the noise and disruption from nightlife. The recent shift to higher-quality, smaller-scale night venues has somewhat improved this balance, but it remains a discussion point: how to keep Budva lively at night without disturbing residents. This IAP attempts to answer that by focusing on controlled, inclusive, and well-planned night activities.

In summary, Budva's night-time economy is at a turning point: it's strong in terms of tourism draw and economic importance, but it needs to diversify and modernize. Key challenges identified include: extreme seasonality; concentration of activities in a small area; insufficient night public transport and services; limited cultural content beyond clubs/bars; and regulatory or community constraints regarding noise and safety. These challenges form the basis for the problems addressed by the IAP.

3.3. Connections to Wider Strategies and Policies

Budva's Integrated Action Plan has been crafted to align with existing local and national strategies – even as it fills gaps where no guidance existed. On the local level, the IAP complements Budva's key development plans. The city's Strategic Development Plan, Cultural Development Program, and other sectoral policies (tourism, youth, etc.) provided a foundation, ensuring that night-time economy actions support Budva's overall sustainable development vision. For example, any cultural event proposed in this IAP will also advance the goals of the Cultural Development Program, and transport-related actions dovetail with Budva's mobility plans. During the planning process, team members from those strategies were involved in the ULG to guarantee coherence and avoid duplication. On the national level, it's notable that Montenegro currently lacks specific national policies or legislation addressing the night-time economy. Existing laws touch on certain aspects (for instance, general noise regulations and public order rules set basic standards for nighttime noise and venue operation), but there is no comprehensive national framework for urban night-life management or cultural night-time activities. This absence means Budva had freedom to innovate, but also little formal support from higher levels of government. The IAP therefore positions Budva as a pioneer in this policy area. By implementing the plan, the city intends to raise awareness nationally about the importance of night-time urban policies and possibly inspire the creation of supportive national regulations. Budva's initiative is already drawing interest within Montenegro; as part of the IAP's roll-out, the city will advocate for recognition of night-time economy considerations (e.g. treating music clubs as cultural venues, strengthening noise-control standards, improving late-night transport policies) at the national level. In short, Budva's IAP is strategically anchored in local plans and aims to demonstrate a model that could inform policy beyond the city – helping to put the night-time economy on Montenegro's urban development agenda.

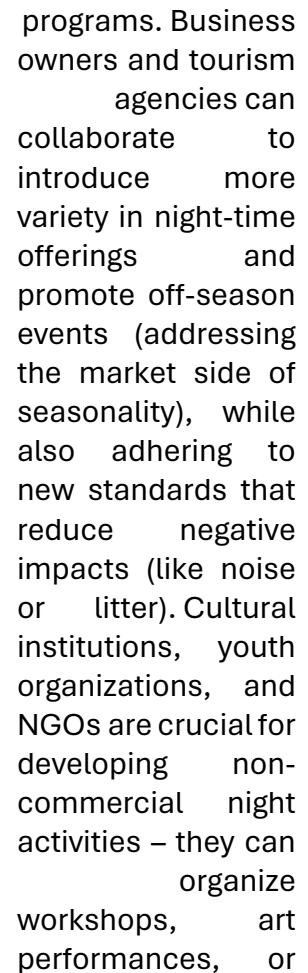
3.4. Specific Problem to Address and Underlying Causes

Problem Statement: Budva's night-time economy today is too narrow and seasonally concentrated, struggling to be vibrant and inclusive for all residents and visitors. In practical terms, this means that nightlife in Budva is currently heavily reliant on a few types of entertainment (primarily summer clubbing and bar tourism) and is highly seasonal – booming in the summer months but nearly dormant in winter. This pattern is unsustainable and limiting: it leads to overcrowding and noise issues in peak season, economic and cultural stagnation in the off-season, and an imbalance where night-time offerings cater mainly to young tourists while excluding other groups (families, older residents, cultural enthusiasts). The overarching challenge is making Budva's nightlife more diverse, balanced, and community-friendly year-round. All stakeholders agreed that without intervention, Budva's night scene will continue to underperform socially and economically, and conflicts between nightlife and residents' quality of life will persist.

Root Causes: Through a participatory problem-tree analysis, the ULG identified a set of root causes that give rise to the above problem. These underlying causes span multiple dimensions:

- **Political/Institutional Causes:** Frequent changes in local leadership and a lack of long-term vision have hampered coordinated action on nightlife. There has been no dedicated municipal policy or unit addressing night-time economy management until now. This institutional instability meant that issues like late-night noise or venue permitting were handled reactively (or not at all) rather than through a proactive strategy.
- **Cultural and Social Causes:** Budva has not had a clear cultural direction for its nightlife. In the past, “nightlife” was equated simply with parties for tourists, without standards or a broader cultural vision. This created a cultural disconnect – local heritage and arts were not integrated into night-time offerings, and many residents felt that nighttime in summer “belonged” only to tourists. Additionally, there is a weak sense of community ownership of night activities; locals (especially long-term residents) haven’t been encouraged to participate in or shape the night scene, which fosters mutual mistrust (authorities sometimes viewed new, alternative night initiatives with skepticism, and community members in turn disengaged).
- **Youth and Education Causes:** For younger people in Budva, there are very few positive, alcohol-free nighttime options. The city lacks evening programs like creative workshops, arts studios, live music for under-18 audiences, or late-night study/coworking spaces. Schools and cultural institutions have not traditionally offered after-dark activities. This, combined with limited cultural education in general, means the youth have little exposure to diverse art or event genres. As a result, many young people are unmotivated or ill-prepared to create new nightlife initiatives – a situation where the lack of opportunities breeds apathy, and vice versa.
- **Resource and Seasonal Causes:** Budva actually has many underused resources and venues that could support a richer night-time life (from historical buildings and museums, to schools or public squares that sit empty after dark). However, until now there was no plan to utilize these assets at night – many lack basic infrastructure for night use (e.g. lighting, soundproofing, permits for events). This ties into the severe seasonality: in winter, any cultural events that do occur tend to have very small audiences, which then discourages organizers from planning future events – a vicious cycle of low demand and low supply. In summer, by contrast, the few popular areas (like the Old Town) become over-saturated, partly because alternatives elsewhere weren’t developed. Overall, the city hasn’t diversified *where* and *when* night activities happen, leading to both crowding and empty periods.

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3.5. Vision for Budva's Night-Time Economy

Our Vision: *Budva at night will be a vibrant, inclusive place year-round – a city where nightlife and cultural life thrive in harmony with the community.* In the future we envision, Budva's night-time economy is diverse and welcoming to all: tourists and locals, young people and families, artists and entrepreneurs. The city after dark will offer a rich mix of activities – from music, art, and heritage events to nightlife entertainment and public services – extending well beyond the busy summer club scene. Importantly, this vision balances economic vitality with cultural depth and community well-being. That means Budva's nights are not only profitable for businesses, but also culturally enriching and safe for residents. For example, open-air concerts, night markets, and illuminated historic sites will enliven evenings, while initiatives like late-night transport and noise management will ensure quality of life is protected. This vision emerged as a synthesis of two perspectives that our ULG initially voiced: one aimed to boost the economy and excitement of Budva's nightlife, and another emphasized cultural enrichment and inclusivity. By merging these views, we arrived at a shared vision of a sustainable night-time city – one that attracts visitors with unique night experiences, yet remains authentic to Budva's heritage and serves the needs of its own citizens. In essence, by 2028 (with Budva aspiring to be European Capital of Culture) we see Budva “after dark” as a showcase of how a small tourist city can transform its night-time scene: lively and fun, but also culturally vibrant, safe, and accessible to everyone. This vision guides all our strategic objectives and actions in the IAP.

3.6. Key Integration Challenges (Baseline and Plan)

Achieving our vision requires tackling several **integration challenges** – ensuring the plan knits together different sectors, stakeholders, and resources. Budva assessed its starting point for each of these areas, so we understand where we stand now (baseline) and what improvements the IAP should drive. The key integration priorities are:

- **Stakeholder Involvement & Collaboration:** *Current situation:* Until now, only a small core group of stakeholders – mainly a few committed municipal officials and individual business owners – have been actively involved in planning the night-time economy. Many others (broader business community, residents, regional institutions) have been passive or excluded, resulting in a narrow decision-making perspective. *IAP approach:* The plan will broaden participation and institutionalize it. A permanent Night Council (see Objective 4) will bring all key groups (city departments, tourism sector, police, community, youth, etc.) to the table regularly. Additionally, each action will involve relevant stakeholders (for example, transport companies and youth reps co-designing a night bus service). This ensures ongoing collaboration and shared ownership of the plan's implementation.
- **Alignment with Strategies & Policies:** *Current situation:* Budva's night-time initiatives have so far been ad-hoc and not referenced in any higher-level strategy.

Moreover, Montenegro has no national policy or legislation specifically for the night-time economy – meaning there is no guiding framework or dedicated funding from the national level. Locally, while Budva has strategic documents (culture, tourism, etc.), they did not explicitly include night-time development, and coordination among them on this topic was minimal. *IAP approach:* The Integrated Action Plan explicitly links its objectives with Budva’s existing strategic plans. For instance, actions in this IAP support goals in the Cultural Development Strategy and the Tourism Strategy (creating synergy instead of conflict). Relevant experts from those strategy teams participated in the ULG, and they will carry forward IAP proposals into their own domains. Because national support is lacking, Budva will also use this plan to showcase the need for national engagement – by sharing results with ministries and seeking at least informal recognition or resources (e.g. tourism or cultural grants) for IAP initiatives. In doing so, the IAP acts as a bridge between local vision and wider policy frameworks, filling the gap until national policies catch up.

- **Sustainability – Environmental & Social:** *Current situation:* Historically, Budva’s pursuit of nightlife economic gains paid little attention to environmental or social impacts. For example, in the past open-air clubs caused excessive noise and waste on beaches, and night-time activities were often seen as at odds with residents’ sleep and safety. There is now growing awareness in Budva of issues like noise pollution, litter, and exclusion of certain groups at night, but concrete “green” or inclusive measures remain nascent. *IAP approach:* The plan integrates sustainable urban development principles into every action. Environmentally, this means new night-time projects will incorporate green technology and practices (e.g. energy-efficient lighting for parks and venues, proper waste management at events, limits on noise levels and hours). Socially, the IAP includes actions to make nights safer and more inclusive – such as providing late-night childcare services, improving lighting in public areas, and ensuring cultural events are accessible to different ages and demographics. By embedding environmental care and social equity from the start (rather than as after-thoughts), Budva’s night-time economy can grow in a way that respects both the city’s natural setting and the well-being of its residents.
- **Long-Term Perspective & Adaptability:** *Current situation:* In the absence of a strategy, most decisions about Budva’s nightlife have been short-term or reactive. For example, authorities responded to noise complaints by abruptly closing or relocating clubs, without a plan to replace those attractions or to manage the side effects. Event programming has typically been one season at a time, with little continuity. This lack of a long-term roadmap meant some measures solved immediate problems but created new ones (e.g. shutting down beachfront clubs improved night tranquility but also drove tourists elsewhere and left a cultural void). *IAP approach:* The Integrated Action Plan introduces a forward-looking, flexible strategy through 2027 and beyond. It lays out a multi-year vision and concrete actions, but also builds in adaptability – for instance, the Night Council will conduct annual reviews of progress and emerging trends. If an action isn’t delivering the expected results, the plan can be adjusted (rather than scrapped wholesale). The IAP encourages pilot projects (testing new ideas on a small scale, such as an open-air cinema week) precisely to learn and adapt

before scaling up. This iterative mindset marks a shift from crisis-management to planned evolution, ensuring Budva's night-time initiatives remain relevant as conditions change (be it tourist preferences, technology, or societal attitudes).

- **Broad Stakeholder Involvement in Implementation:** *Current situation:* Implementation of public projects in Budva traditionally relies almost entirely on the **municipality itself**, with few opportunities for other stakeholders to



lead. In the nightlife context, while private businesses obviously run their own venues, any city-led night initiative (like a festival or safety campaign) has so far been organized by the City alone. This can overstretch municipal capacity and limits innovation, and it means community groups or entrepreneurs haven't had roles (beyond consultation) in executing solutions. *IAP approach:* The plan promotes a co-implementation model where stakeholders share responsibility for delivering actions. Some IAP actions are explicitly to be led by non-municipal actors or partnerships – for example, a local cultural NGO might manage a new “night art” program with city funding support, or the Chamber of Commerce might co-launch a

night market. Even when the City is lead, it will seek co-organizers (business associations for events, youth clubs for creative hubs, etc.). This approach not only taps into the skills and resources of the community and private sector, but also builds a sense of joint ownership. If many actors invest effort into the nightlife projects, those projects are more likely to be sustained long after this URBACT project cycle ends.

- **Funding Integration:** *Current situation:* Budva's night-time initiatives have lacked dedicated funding streams. The municipal budget has been heavily oriented to daytime tourism infrastructure and summer events; "night economy" expenditures (if any) were ad hoc and small. There are currently no earmarked national funds for night-time economy development, and Budva has not previously leveraged EU or private funds for this purpose. This leaves local plans dependent on a limited city budget and the volatile success of summer tourist revenue. *IAP approach:* To support the IAP, Budva is adopting a blended funding strategy. The plan identifies multiple funding sources: a portion of the city's own budget will be reserved for night-time projects each year, and the city is already working to integrate a part of its tourist tax revenue towards night-time cultural events (recognizing that better nightlife will enhance tourist stays). Additionally, Budva will actively seek external funding – for example, applying to EU programs like Creative Europe (for cultural activities) or Interreg (for mobility pilots), and soliciting sponsorships from private companies (such as beverage firms for events, or tech firms for smart-city lighting installations). By 2027, the goal is to have each major action backed by at least two funding sources (e.g. municipal plus either national, EU, or private support) so that implementation isn't reliant on a single budget that could fail. This diversified financing will make the IAP more resilient and increase the total resources available for execution.

In essence, Budva's approach to integration is twofold: horizontal integration (coordinating across local sectors, stakeholders, and policy areas) and vertical integration (aligning local actions with regional, national, and EU-level objectives and opportunities). By understanding the baseline in each of these integration challenges and addressing them through the measures above, the IAP aims to ensure Budva's night-time economy transformation isn't a siloed effort, but rather is "built-in" to the city's overall development and supported by a broad coalition of partners. This will help make the changes both effective and durable.

3.7. Addressing URBACT Cross-Cutting Priorities: Gender Equality, Green and Digital Transitions

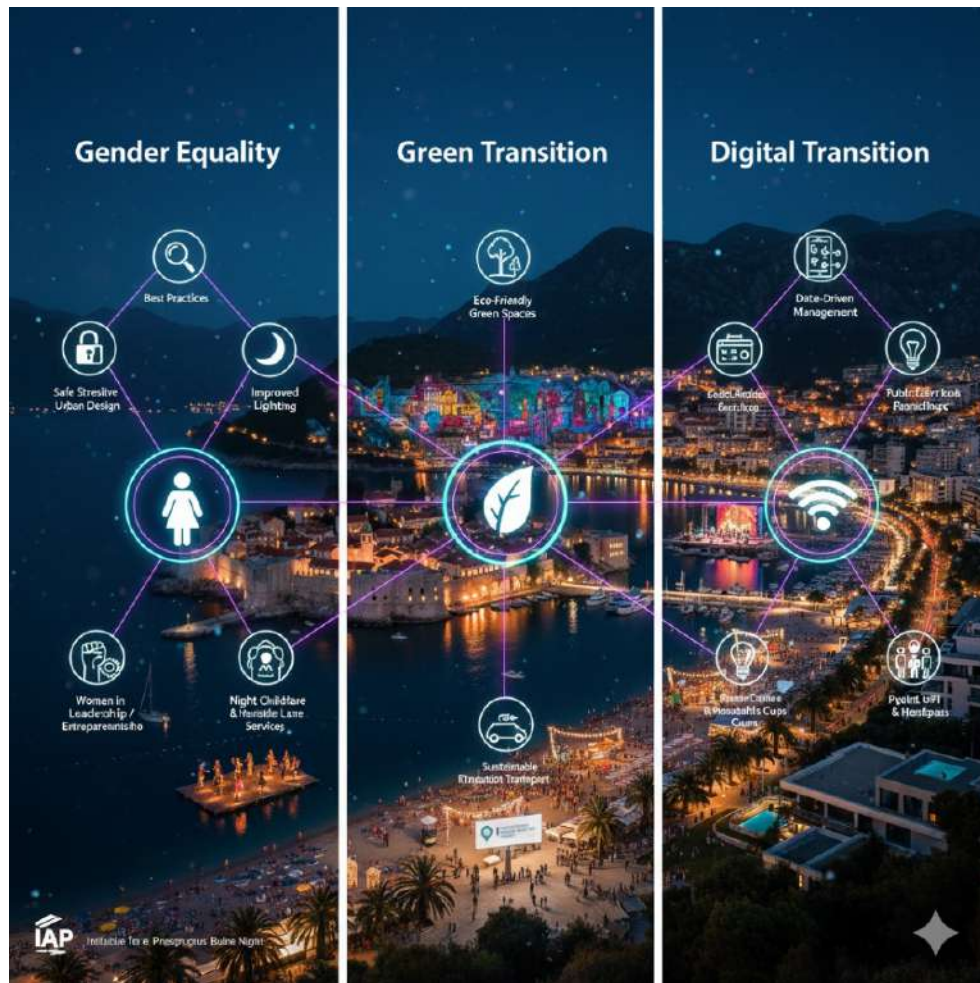
Budva's IAP also consciously incorporates URBACT's cross-cutting themes to ensure the night-time economy develops in a modern, inclusive way:

Gender Equality: A vital consideration is making Budva's night-time environment safe and welcoming for people of all genders. Today, like in many cities, women in Budva might feel

less secure going out at night due to poorly lit areas or concerns about harassment. To address this, the plan includes actions to improve lighting in parks and streets and to increase security measures (for instance, collaboration between nightlife venues and police to ensure safe routes at closing times). Urban design will be gender-sensitive; for example, designing night event spaces with clear sightlines and adequate facilities. Beyond safety, the IAP looks at gender in economic terms: ensuring women have equal opportunity to participate and lead in the night economy. Currently, many night-time businesses (bars, clubs) are male-dominated in ownership/management. Budva will encourage female entrepreneurship in new night-time ventures. An example is linking with Budva's annual program that gives grants for women entrepreneurs – the city can earmark or promote this to women who want to open, say, a craft night market stall or start an evening art cafe. By doing so, more women can become drivers of Budva's nightlife, which can also influence the culture (diversifying the types of events or venues available). Ultimately, success in this area will be measured by indicators like increased female attendance at night events (showing they feel safe and interested) and more women-led initiatives after dark.

Green Transition: Environmental sustainability is critical for Budva, given its coastal ecosystem and heavy tourism pressure. Integrating green principles into the night-time economy means a few things: - Promoting use of green spaces at night in a responsible manner. Budva's parks and beaches can serve as calm, eco-friendly evening spots (e.g., stargazing events or open-air yoga at night). The IAP includes actions to illuminate parks like Miriste and Miločer with energy-efficient lighting, making them accessible at night for recreation without harming the environment. However, using green spaces also means taking care not to disturb wildlife or cause damage – any night events in natural areas will adhere to guidelines (limiting noise, proper waste cleanup, etc.). - Encouraging sustainable practices among night-time businesses. The city will work with bars, restaurants, and event organizers to reduce energy consumption (for instance, incentivize switching to LED lighting and efficient sound systems), minimize waste (through recycling programs for night events, perhaps introducing reusable cups at festivals to cut plastic waste), and manage resources like water responsibly even during late hours. One concrete challenge identified is waste management at night – overflowing trash after evenings in summer is an issue. The plan works with the utility company to schedule late-night waste collection for key nightlife zones and to run “clean nightlife” awareness campaigns. - Sustainable transport for the night is a cornerstone. By extending public transport into the night or encouraging walking and cycling through better infrastructure, the plan aims to reduce reliance on cars or taxis, cutting down emissions and congestion. Currently, Budva lacks bike lanes; the IAP raises the priority of starting to implement some (even pilot pedestrianized or bike-friendly routes at night). Also, exploring electric minibuses for night service could both improve mobility and be environmentally friendly. In summary, the night-time economy should contribute to Budva's green transition rather than detract from it. Achieving this will position Budva as a forward-thinking destination where enjoying the night goes hand-in-hand with caring for the environment.

Digital Transition: Embracing digital tools can significantly enhance Budva's night-time management and experience. The IAP foresees multiple digital innovations: - Smart City Technology: Installing smart lighting systems that adjust brightness based on presence can make parks and streets efficient and safe. Real-time monitoring tools (sensors for noise levels, or crowd counting in popular spots) could help city authorities respond quickly – for example, if a street gets too crowded or noisy, police can be dispatched, or if usage is low, lights can dim to save energy. - Data-driven management: Using digital data to make informed decisions is planned. For instance, tracking usage of the night bus service via a mobile app or GPS counters can show which routes are successful, or analyzing social media and online reviews might provide insights on which events are drawing diverse audiences. The city might also consider an open data dashboard on the night-time economy (showing stats like night transit ridership, event attendance, etc., fostering transparency and continuous improvement). - Digital services for the public: The plan includes developing a centralized online platform or mobile application for Budva's night-time offerings – a “Budva After Dark” app or web portal. This would list all upcoming night events (concerts, workshops, etc.), show night bus schedules and routes in real time, and maybe include safety features (like a “safe walk home” map). A digital platform increases awareness of cultural events (so locals and tourists don't miss out due to lack of information) and can improve perceptions of safety (knowing when the next bus is or the location of open facilities). - Wi-Fi and Connectivity: As part of enhancing night public spaces, providing public Wi-Fi in key gathering spots can encourage people to use and linger in those areas (e.g., young people might hang out in a well-lit square that has Wi-Fi rather than an unlit area). It also supports digital entrepreneurs – imagine a coding meetup at night in a coworking cafe, etc. By incorporating digital transition elements, Budva aims to modernize its nightlife governance and also attract the tech-savvy generation. It will also help measure progress: for example, an increase in engagement with the Budva After Dark app or social media could reflect growth of the night economy community. In implementing these digital solutions, the city will ensure they are user-friendly and accessible to different age groups, bridging any digital divide so that the benefits are widely shared.



Overall, addressing gender, green, and digital angles ensures that Budva's Integrated Action Plan is not just about more nightlife, but about *better* nightlife – equitable, sustainable, and smart. This will help Budva's night-time economy to be resilient and relevant in the context of broader societal trends and values.

(At this stage, Budva is also considering a small pilot “testing action” to trial an idea from the IAP on a smaller scale. One such idea is to host a Night Open-Air Cinema Week as a pilot cultural event after dark. This would allow the city to test logistical aspects (equipment, audience interest, noise control) and gather feedback, which would inform the scaling up of similar actions in the full plan. The pilot action will demonstrate early on how an integrated approach (culture + public space + community engagement) can work in practice, and lessons learned will be applied to subsequent actions.)

4. Overall Logic and Integrated Strategy

4.1. From Vision to Action: Budva's Integrated Approach

The action planning tables provide a clear framework for how we will achieve our strategic objectives by detailing each proposed action. A central focus has been to ensure that every action has a strong and identifiable night-time impact, ensuring our efforts are fully coherent with the project's mandate. For instance, instead of focusing on general infrastructural regeneration, our plan emphasizes how regenerated spaces can be actively used at night, with programmed activities and defined responsibilities. We have also intentionally diversified the roles of lead actors to foster the active engagement of stakeholders, rather than relying solely on the public authority to implement all initiatives. Our strategic objectives have been refined to be broader and more strategic, with concrete actions listed underneath them. For example, the objective of establishing a night-time management council is now reframed as a broader goal: "Improving the governance of the night-time economy". The establishment of the council is then specified as a concrete action within this broader strategic objective. We have also refined specific actions to be more targeted and impactful. For example, "Improving the urban image of the city" has been replaced with "Improve the public spaces of the old town with infrastructures enhancing night use by a variety of users".

4.2. Strategic Objectives of the Budva After Dark IAP

Budva has defined five Strategic Objectives to break down the vision into focused areas of action. Each objective addresses a specific set of needs identified in the context analysis and contributes to multiple themes of the night-time economy. Below is an outline of each strategic objective and the main actions planned to achieve them:

Strategic Objective 1: Creating Cultural Vibrancy Across Budva After Dark

Rationale: This objective aims to enrich and diversify the cultural and entertainment offerings at night, extending them throughout Budva's territory (including lesser-served areas) and throughout the year. By creating new cultural venues and events after dark, Budva will tackle the problem of an imbalanced and seasonal night culture. It taps into Budva's heritage and artistic potential to make nights livelier and more inclusive for residents and visitors of all ages.

Planned Actions under Objective 1:

Action 1.1: Open-Air Night Cinema Program – Establish regular open-air cinema screenings in summer months, utilizing public spaces like schoolyards or park areas as evening movie venues. This provides a new, family-friendly night activity and fosters community engagement through film. *Intended result:* New cultural entertainment option that brings people together after sunset, enhancing the city's cultural appeal at night. *Key resources:*

Portable projection equipment, partnerships with film distributors and local cultural NGOs. *Lead:* Budva Culture Department (to be created or assigned) in collaboration with the City Theatre organization. *Timing:* Pilot in summer 2026, then annual (every summer season).

- **Integration:** Integrates cultural programming with community engagement (public space activation and social inclusion) – a holistic approach to nightlife beyond commerce.
- **Indicator:** Number of outdoor movie screenings held each summer and total attendees (target: *8–10 screenings per year with at least 1,000 total viewers*), as tracked by the Culture Department and Night Council feedback.
- **Cost & Funding:** Low to moderate cost (approx. **€15,000** per summer season for equipment, film licensing, and logistics). Funded by the municipal culture budget



with potential sponsorship from local businesses (e.g. a media or telecom sponsor for the series).

- **Risk:** *Weather-related disruptions* (mitigation: have backup indoor venue or reschedule policy) and uncertain audience turnout (mitigation: strong marketing and aligning film choices with community preferences). Noise or disturbance concerns

are minimal due to careful venue selection and volume control, but will be monitored.

Action 1.2: Reconstruction of Medin House into a Nighttime Cultural Center

- **Description:** Restore the historic Medin House in Budva's Old Town and repurpose it as a multi-use cultural venue for evening activities. Once renovated and equipped, this center will host night-time arts exhibitions, small concerts, literary talks, and workshops year-round. The intended result is twofold: preserving a cultural heritage building, and creating a new night-time cultural hotspot that adds diversity to Budva's

nightlife beyond bars and clubs. This contributes to the city's cultural vibrancy at night, especially in the off-season.

- **Key Actors:** The lead is the Municipality of Budva (Culture Department and Heritage/Investments Department), which will oversee construction and management. Partners include local cultural organizations and the national heritage authority (for guidance and permits), as well as arts entrepreneurs who will program events once open.
- **Cost & Funding:** This is a high-cost capital project. Restoration and fit-out are estimated at around €500,000. Funding will be assembled from multiple sources: a portion of the municipal capital investment budget, national heritage conservation grants, and external cultural funds. Budva is preparing applications to Montenegro's Ministry of Culture and EU programs (e.g. Creative Europe) to co-finance the project.
- **Indicators:** Success will be measured by the completion and opening of the center by 2027, and its usage thereafter. For example, an indicator is "number of night-time events hosted annually" – with a target of around 30 evening events in the first full year. Also, visitor attendance and community feedback will be tracked to ensure the venue is actively contributing to Budva's night-life.
- **Risks:** Significant risks include funding shortfalls or construction delays (common with heritage restorations). To mitigate this, the project will be executed in phases if needed (opening part of the venue early) and aggressive fundraising is underway in 2027 so work can start on schedule. Another risk is that after opening, the center might not be sufficiently utilized – the plan mitigates this by involving cultural partners from the outset to ensure a robust events program is ready, and possibly establishing a management partnership (e.g. with a local arts organization) to run the venue dynamically.

Action 1.3: Illumination of Parks for Night-Time Use

- **Description:** Install lighting and minimal infrastructure in two major public parks (e.g. Miriste and Miločer parks) to make them safe and inviting after dark. Once properly lit and outfitted with features like benches and walking paths, these parks can host occasional evening activities such as guided night nature walks, outdoor movie nights, or simply serve as relaxed nighttime recreation areas for families. The goal is to extend the use of public green spaces into the night and provide alternatives to urban streets and bars, thereby improving perceived safety and offering residents and visitors a pleasant nighttime environment in nature.
- **Key Actors:** Lead by the Municipal Public Works Department in coordination with the Communal Services Department. Partners include environmental consultants (to ensure lighting doesn't harm wildlife) and local community groups who can help organize events (like astronomy clubs for stargazing nights, etc.).
- **Funding:** Moderate cost, roughly €100,000 total to equip two parks with energy-efficient lighting, seating, and signage. Funding will come primarily from the city's public infrastructure budget, potentially supplemented by national or donor

programs focused on green cities or public safety. For example, Budva will seek any available national “green infrastructure” fund to co-finance the eco-friendly lighting installation. *Indicators:* Key indicators include “number of parks opened for night use” (target: 2 parks by 2027) and an increase in nighttime park visitors. We aim for at least a 30% increase in evening visits to these parks within one year of installation. Public feedback on safety (through surveys or community meetings) will also be monitored as an indicator of success.

- **Risks:** The main risks involve environmental or community concerns – for instance, residents might worry about light pollution or the parks attracting misbehavior at night. To mitigate this, the project will use wildlife-friendly lighting (shielded, low-intensity LED lights) and consult nature experts on design. Another risk is maintenance and security: lights could fail or vandalism could occur. The plan accounts for this by allocating maintenance funds and coordinating with local police or community patrols to periodically monitor the parks after dark.

Action 1.4: Establish Two Rural Cultural Hubs for After-Dark Activities

- **Description:** Create two small cultural centers in rural villages on the outskirts of Budva (for example, in areas like Pobori or Lastva). This involves repurposing an existing public building or community hall in each selected village and equipping it to host evening workshops, performances, or social gatherings. The intended result is to bridge the urban-rural gap in nightlife: residents in outlying areas will gain local venues for nightlife (such as folk music nights, film screenings, or youth game nights), reducing the need to travel to the town center. It also spreads some tourism and economic activity inland, as visitors might attend special night events in these villages (e.g. an authentic cultural evening) thus distributing benefits beyond Budva’s core.
- **Key Actors:** Lead by the Municipality’s Rural Development Department in collaboration with the Culture Department. Partners include village councils and local NGOs (for instance, “Agora” – a Budva-based cultural organization active in off-season arts – has expressed interest in programming events in such hubs). We will also involve any local youth or women’s groups in those communities to ensure the hubs serve local interests.
- **Cost & Funding:** Moderate cost. Each hub is estimated to require €50,000–€60,000 for minor renovations, equipment (sound system, projector, furniture), and initial program funding. Funding will be sourced from Budva’s budget (potentially tapping rural development funds or cultural funds) combined with external grants. Notably, the city will apply for Montenegro’s rural development grants and EU rural initiatives (such as LEADER) to support this action. *Indicators:* The primary indicator is “number of rural night hubs established and active” – target: 2 hubs fully operational by 2027. We will also track the frequency of events at each hub (aiming for at least monthly night events per hub once launched) and attendance figures. Success means each hub regularly hosts after-dark activities with good community

participation. The Night Council will include these metrics in its monitoring, looking at community feedback from the villages as well.

- **Risks:** A key risk is underutilization – that once the hubs are set up, they might struggle to attract events or audiences, especially outside the tourist season. To mitigate this, the plan involves local stakeholders from the start (so the offerings match what villagers and domestic visitors want) and provides a small operating fund to incentivize organizations to put on events. We will also assign a local entity (a community council or library in the village) to manage each hub’s schedule and upkeep, ensuring they don’t fall into disuse. Another risk is maintenance – by designating clear responsibility and modest city support for maintenance, we aim to keep the hubs in good condition.

Action 1.5: Launch a Night-Time Culture Micro-Grant Program

- **Description:** Establish a small-grants funding scheme to support local cultural initiatives after dark. Through this program, Budva will provide annual grants (or seed funding) to local NGOs, informal groups, or creative entrepreneurs to help them launch new night-time events and projects. For example, a youth group might get a grant to organize a monthly poetry slam in a café, or an entrepreneur could receive support to start an evening artisan market. The intended result is to empower grassroots innovation in the night-time economy – enriching nightlife with ideas that come from the community, and encouraging a bottom-up dynamism. This also ensures a diversity of offerings (beyond what the City or big businesses might organize) and builds local capacity for sustaining those offerings.
- **Key Actors:** Lead by the Municipality of Budva – with joint management by the Culture Department and Finance (for administering grants). Key partners include the local Arts Council or a committee of cultural experts who will help evaluate proposals. We also envision involving the Youth Office and tourism representatives in the selection process to ensure funded projects meet quality and inclusivity criteria.
- **Cost & Funding:** This is a relatively low-cost action with a high multiplier effect. We plan to allocate about €20,000 per year as a micro-grant pool. For instance, this could fund 5–10 small projects annually (grants of a few thousand euros each). The municipal budget will cover this allocation (likely under the culture or youth engagement budget lines). Additionally, we will seek co-funding or sponsorship – for example, inviting local businesses, tourism agencies, or even the Ministry of Culture to contribute to the fund if the first round shows success. *Indicators:* Indicators include the “number of night-time projects supported each year” (target: 5–10 initiatives funded annually) and the outcomes of those projects – e.g. how many new events or services they create and how many people attend or benefit. We will track, for example, if in Year 1 the program gives 7 grants that result in 20+ new night events attracting a total of 3,000 attendees, as a measure of impact. The Night Council will review an annual report on the grant program, noting success stories and lessons

learned. Another indicator is the diversity of grant recipients (ensuring a mix of cultural, educational, and social projects, including those led by youth or addressing off-season months).

- **Risks:** One risk is low uptake or misaligned proposals – perhaps few organizations apply, or those that do propose ideas that don't fit the IAP objectives. We will mitigate this by widely publicizing the call and guiding applicants (the ULG members, for instance, will spread the word and even mentor potential applicants). Clear criteria will be set to favor projects that align with strategic goals like diversity, accessibility, and off-peak activity. Another risk is that funded projects might fizzle out after using the grant (a one-off event that doesn't continue). To address this, we will encourage applicants to include a plan for sustainability (how the project can continue or grow after the grant) and offer mentorship via the Night Council to connect grantees with other funding or partnerships. By building capacity in the grant recipients, we hope their initiatives can continue on their own momentum in subsequent years.

Action 1.6: “Old Olive Trees” Open-Air Night Gallery

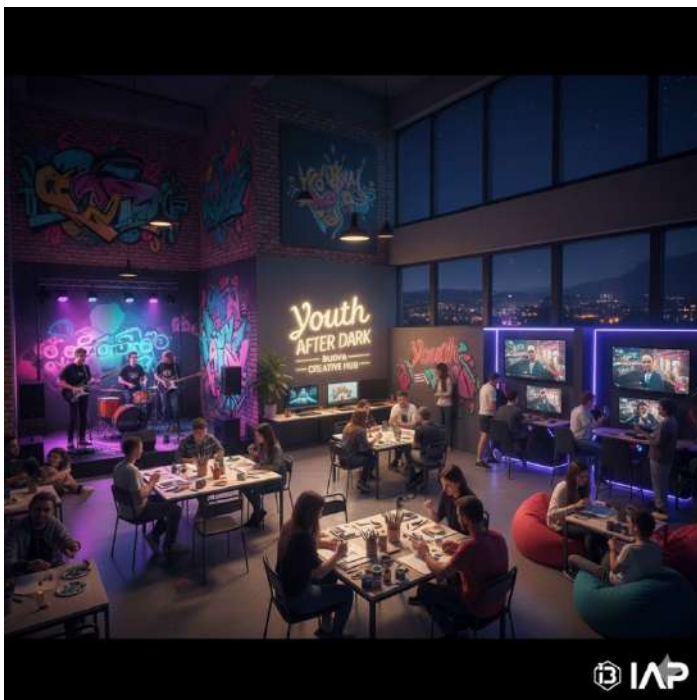
- **Description:** Develop a unique open-air cultural attraction by utilizing the historic olive grove in the Ivanovići area (a village near Budva famous for ancient olive trees) as an illuminated night-time art park. This project involves installing sculptures or art installations among the olive trees and setting up subtle lighting so that people can visit in the evening. We will also organize at least one annual night festival in this grove – for example, a harvest-time night event celebrating local olive products combined with art and music. The intended result is to create a new off-season tourist draw and local cultural experience that combines nature, heritage, and art at night. It diversifies Budva's night-time offerings by moving beyond the urban core into a natural setting, appealing especially to visitors interested in culture and the environment.
- **Key Actors:** Lead by the Budva Tourism Organization (since this action sits at the intersection of tourism and culture). Partners include local artists and the Art Academy (for designing installations), environmental historians (to ensure preservation of the olive grove), and possibly private sponsors like an olive oil company or hotel chain interested in promoting cultural tourism. The municipal Environment and Culture departments will also support the project.
- **Cost & Funding:** Moderate cost for initial setup, on the order of €30,000–€40,000. This budget would cover artist commissions for creating durable outdoor artworks, installation of pathways and lighting, and organization of the first festival event. Funding will come from the Tourism Organization's budget allotted for new attractions, and we will seek additional sponsorships or grants. For example, national cultural foundations or environmental funds might contribute, and local businesses (like an olive oil producer) could sponsor parts of the installation or event. Once established, maintenance costs are minimal (just electricity for lights and occasional repairs), which the city can handle through its regular park maintenance budget.

- **Indicators:** Key indicators will be “successful installation of the night gallery by 2027” (i.e. art pieces in place, lighting operational) and the subsequent visitor engagement. We target at least one dedicated night festival per year at the olive grove (starting with an inaugural festival upon launch) and regular guided night tours during summer months. For instance, a goal is to host weekly night tours in peak season, each attracting 20–30 attendees. The Tourism Organization will monitor visitor numbers, and surveys will gauge visitor satisfaction and the attraction’s profile (does it draw tourists to extend their stay, etc.).
- **Risks:** There are sensitive environmental and community considerations. The olive grove is a protected natural/cultural site, so improper lighting or heavy foot traffic could harm trees or wildlife, and neighbors might worry about disturbance. Mitigation measures include working closely with environmental experts to choose low-impact lighting and installations (e.g. no fixtures that could overheat or damage the trees, lights that respect nocturnal fauna). Community consultation in Ivanovići will be done before finalizing plans, to address any concerns and incorporate local ideas. Logistically, ensuring safety in a rural dark setting is a challenge – we will provide well-lit paths, have guides or security present during events, and coordinate transport (shuttle buses from Budva center during big events) so that access is easy and safe. Another risk is that the site could be seen as too niche, limiting its visitors. To counter this, we’ll integrate the olive grove gallery into Budva’s mainstream tourism marketing and possibly bundle it with other experiences (e.g. a tour that includes an olive tasting, dinner, and night gallery visit) to broaden its appeal.

Action 1.7: Youth Creative Spaces (“Youth After Dark” hubs) – Set up small-scale hubs dedicated to youth in Budva town and one in a nearby settlement, where young people can engage in evening creative and educational activities (like music jam rooms, art studios, gaming nights, etc.). These could be corners within existing community centers, equipped with tools and extended opening hours. *Intended result:* Provide positive, supervised environments for youth at night, fostering creativity and reducing the outflow of young talent or their resorting to less constructive pastimes. *Key resources:* Space, equipment (instruments, computers), youth workers to animate programs. *Lead:* Budva Youth Office. *Partners:* Budva Youth Office (lead), Forum MNE (national youth NGO that helped establish Budva’s Youth Club) or similar local youth organizations for programming support, and international youth exchange programs (Erasmus+ or others for funding and best practices). *Timing:* One pilot hub by end of 2026 (in Budva town), second by 2027 in another locality.

- **Integration:** Focuses on **social inclusion and youth empowerment** as part of the night-time economy. This action integrates youth policy with cultural and educational objectives – turning existing community centers into evening hubs blends educational support, creative industry development, and safe social spaces for young people. It also contributes to crime prevention and talent retention (a social goal) while enriching the city’s night culture with non-commercial options.

- **Indicator:** Number of dedicated youth night hubs established (target: *2 hubs by 2027*, as planned) and their utilization rates. For example, track the average number of youth using the spaces each week (target: *at least 20–30 young people per week per hub by 2027* after the first hub opens) and the number of youth-focused night events or workshops held (target: *monthly events in each hub*). These indicators will be monitored by the Youth Office and reported to the Night Council to ensure the hubs are meeting needs.
- **Cost & Funding:** Low to moderate cost (approximately €20,000–€30,000 per hub to refurbish existing rooms, provide equipment like musical instruments, computers, gaming consoles, and cover extended hours staffing initially). Primarily funded through the municipal Youth Office budget and local community funds. Budva will also seek external support – for instance, applying to Montenegro’s Youth Innovation Challenge fund or relevant EU programs for youth (Erasmus+ grants) to subsidize equipment and workshops.
- **Risk:** *Engagement risk* – the key risk is that youths may not participate as expected (due to competition from other leisure activities or lack of awareness). Mitigation: involve youth in the design and management of the hubs (through youth councils or surveys) to ensure the activities and opening hours match their interests. Additionally, a **dedicated youth worker** or animator will be assigned to each hub to keep programming lively and do outreach in schools. Another risk is *sustainability*: ensuring the hubs stay open and funded after initial enthusiasm. The plan addresses this by integrating the hubs into the city’s Youth Strategy (securing ongoing budget) and by encouraging youth NGOs like Forum MNE to run activities (bringing in volunteer energy and possibly additional funds through projects).



(Collectively, Objective 1’s actions will ensure that by 2027, Budva’s nights are alive with movies, arts, and community gatherings, not just commercial nightlife. It spreads cultural vibrancy across different locations – from the Old Town and parks to rural communities – truly making the “entire Budva destination” culturally active after dark.)

Strategic Objective 2: Providing New and Alternative Spaces for the Night-Time Economy

Rationale: This objective focuses on the physical environment needed for a thriving nighttime economy. Budva must expand and improve the spaces and infrastructure that can host night-time activities. This includes urban planning measures, revitalization of underused areas, and ensuring the city's image and attractions after dark are appealing. In short, Objective 2 is about creating the platforms (spaces, facilities) on which the night-time economy can grow in a sustainable way.

Planned Actions under Objective 2:

Action 2.1: Develop Nighttime Urban Plan Documentation – Prepare project-technical documentation specifically for planned night-time economy infrastructure projects (e.g., plans for a night market area, designs for new lighting systems citywide, layouts for an “evening pedestrian zone”). Essentially, this means conducting necessary studies, architectural plans, and feasibility assessments to turn ideas into implementable projects.

Intended result: A solid foundation of ready-to-go plans that will accelerate implementation of any infrastructural action related to nightlife (like building a cultural venue or reconfiguring a public square for safe night use). **Key resources:** Urban planners, architects, budget for studies (some external funding might be sought). **Lead:** Urban Planning Department of Budva. **Partners:** Local architectural firms, potentially the Ministry of Urban Development for guidance or co-funding. **Timing:** Throughout 2026, with documentation completed for key projects by early 2027.

- **Integration:** Integrates urban planning with nightlife development. By preparing technical documentation specifically for night-time infrastructure, this action ensures that spatial planning, economic development, and cultural objectives are aligned (e.g. designs consider both functional and social

aspects of night use). It lays the groundwork for integrated projects – so that new night venues or zones will incorporate mobility, safety, and cultural criteria from the start.

- **Indicator:** Completion of key project documents and feasibility studies (target: *at least 3 major project dossiers – e.g. for a night market, an “evening pedestrian zone,”*



and a city-wide lighting upgrade – finalized by early 2027). Another indicator is the readiness level: by 2027, Budva should have “shovel-ready” plans that can be taken to funders/politicians for approval. The Urban Planning Department will report the number of plans completed and how many have secured funding as a result.

- **Cost & Funding:** Moderate upfront cost (around €30,000 in total for studies, architectural plans, and consultancy fees). Funded by the municipal budget (urban planning funds), with potential co-financing from the national government – Budva will request support from the Ministry of Urban Development or the national Tourism Development Fund to cover part of these planning studies, since they pave the way for larger investments.
- **Risk:** *Lack of implementation follow-through* – i.e. the plans might be completed but not lead to projects if funding or political support falters. Mitigation: the city is involving key decision-makers early (the Mayor’s office and Investment Department are on the Steering Committee) to ensure these documents translate into budget proposals and grant applications. Another risk is *technical scope creep* – to avoid overpaying for endless studies, the ULG and Lead Expert will help prioritize which documents are truly needed, keeping the effort focused and within budget.

Action 2.2: Augment Night-Time Attractions Outside Old Town – Launch a series of small projects to diversify where people go at night, reducing pressure on the Old Town and waterfront. For example: set up an “Open Sky” night event series rotating through different neighborhoods (outdoor concerts or performances in various community squares), create a pop-up night aquarium exhibit if feasible (given Budva’s marine setting) or use school courtyards for night sports tournaments or cultural fairs. This essentially pilots alternative night venues. *Intended result:* More balanced distribution of night-time activity across the city, which also can mitigate overcrowding and noise in any one spot, and provide cooler alternatives to the congested Old Town on hot summer nights (some inland open areas are cooler). *Key resources:* Portable event equipment, community volunteers, partnership with cultural and sports groups. *Lead:* Cultural and Tourism Departments jointly. *Partners:* Schools (providing venues like schoolyards), a local cultural/community NGO (e.g. NGO Agora or a neighborhood association) to co-organize events, and independent event organizers. *Timing:* Begin pilot events in 2026 (one per month in summer in different area), evaluate and expand 2026–27.

- **Integration:** Supports spatial and social rebalancing. By piloting night events in various neighborhoods and unconventional venues, this action integrates cultural vibrancy with urban planning and social inclusion. It reduces pressure on the historic core (spatial integration), engages community groups in different areas (social integration), and can incorporate thematic diversity (e.g. sports, culture, education events – reflecting economic and cultural integration).

- **Indicator:** Number of alternative night events held outside the Old Town (target: *at least one event per month during summer 2026 spread across different neighborhoods*, expanding in 2026–27 based on success). Also measure attendance and the geographic spread of attendees (with a goal of attracting locals from those communities as well as tourists). By 2027, Budva aims to report a decrease in Old Town event overcrowding and an increase in footfall in at least two new night locations, indicating more balanced distribution.
- **Cost & Funding:** Low cost per event – typically €1,000–€2,000 each for logistics (equipment, permits, promotion). In total, a pilot series might cost ~€10,000 for a summer. Funding will come from the municipal culture/events budget and the Tourism Organization. The city will also seek in-kind support: for example, local sound/light companies might sponsor equipment for community events, and neighborhoods might volunteer. If the concept proves successful, Budva can allocate a dedicated fund in 2026 and pursue sponsorship (e.g. a beverage company sponsoring a “community night series”).
- **Risk:** *Variable community uptake* – some events might not draw crowds if the location or theme doesn’t resonate. Mitigation: the pilot phase tests different types of events (music, sports, markets, etc.) and locations, and the ones with best response will be repeated. Each event will include feedback collection (quick surveys) to learn preferences. Another risk is *operational issues* (e.g. noise complaints or lack of amenities in new areas). Mitigation: coordinate with community councils in each area and city services (portable toilets, security presence if needed) beforehand, and choose reasonable hours and formats (e.g. acoustic music in residential areas instead of loud concerts).

Action 2.3: City Image Enhancement After Dark – Implement a campaign and interventions to improve Budva’s urban image at night. This may involve installing artistic lighting installations on prominent landmarks (city walls, main gate, etc.), public art murals that are illuminated at night, and a general “clean and green night city” campaign to ensure streets are clean and inviting after dark. It could also include a communications campaign (social media, small events) to rebrand Budva as not only a summer beach spot but a charming night city. *Intended result:* A more aesthetically pleasing and attractive city environment at night, which improves visitor experience and local pride. By literally shining a new light on Budva’s architecture and ensuring tidy, well-maintained night streets, the city’s image and atmosphere will greatly improve. *Key resources:* Lighting designers, local artists for murals or installations, city maintenance crews for stepped-up cleaning. *Lead:* Budva Urban Planning and Public Works (for physical improvements) with support from Tourism Board (for promotion). *Partners:* Chambers of commerce (encouraging businesses to beautify their facades), possibly an EU cultural funding for lighting heritage (if accessible). *Timing:* Planning in late 2025, major visible improvements rolled out in 2026 (ahead of main tourist season).

- **Integration:** Blends **urban design, cultural heritage, and marketing**. This action integrates physical improvements (lighting, murals, cleanliness) with a promotional campaign – ensuring infrastructure changes go hand-in-hand with social awareness. It addresses environmental aspects (clean “green” city at night), cultural aspects (art installations), and economic/tourism aspects (rebranding Budva for night appeal) in a unified initiative.
- **Indicator:** Visible upgrades implemented (target: *at least 3 landmark lighting installations completed and a city-wide “clean night city” campaign launched by mid-2026*), and their impact on public perception. Indicators will include tourist/resident satisfaction surveys about Budva’s night-time ambiance (goal: measurable improvement in “attractiveness of city at night” ratings in 2026 vs 2023 baseline) and social media engagement with the new “Budva After Dark” image (e.g. number of posts or positive mentions, indicating buzz).
- **Cost & Funding:** Moderate cost (approximately €100,000 total, combining physical interventions and marketing). This encompasses lighting design and installation on historic sites, mural commissioning, extra street-cleaning shifts, and a media campaign. Funding sources: municipal budget (split between Public Works for infrastructure and Tourism Board for promotion) and possibly an EU cultural heritage grant for illumination (Budva will apply to any available calls for “illuminating heritage” projects). Private sector co-funding will be explored too – e.g. businesses might sponsor a decorative light installation on a monument in exchange for recognition.
- **Risk:** *Heritage and regulatory approvals* – installing lighting on historical structures or murals on public walls may face bureaucratic hurdles or conservator objections. Mitigation: early engagement with heritage authorities to secure approvals and use reversible, subtle installation methods. Another risk is *maintenance*: lights and cleanliness require ongoing effort. The plan mitigates this by budgeting for maintenance (the city’s public lighting maintenance contract will include these new features) and by setting up a monitoring routine (the Night Council’s safety/urbanism sub-group can periodically tour at night to note any burnt-out lights or problem areas). *Rebranding impact risk*: if not executed well, the campaign might not change perceptions. Mitigation: involve marketing professionals and test the messaging with focus groups (including locals and visitors) to ensure it resonates.

Action 2.4: Increase Attractiveness and Footfall in New Night Spaces – Once new or revitalized spaces (like those rural hubs or parks lit up from Obj1, or any new venue from Obj2) are created, execute initiatives to draw people to them. This means marketing and programming: e.g., organize an opening festival or a regular event series in each new space, collaborate with tour operators to include them in itineraries, and gather feedback to refine offerings. *Intended result:* The new spaces don’t remain symbolic projects but become genuinely frequented and economically active parts of Budva’s night-time fabric. For instance, if a new night market is set up in a re-purposed parking lot, ensure it gets vendors

and visitors through promotion. Or if a park is now lit, ensure events happen there so people use it. *Key resources:* Marketing campaigns, small event budgets, partnerships with tourism/hospitality sectors to co-promote. *Lead:* Budva Tourism Organization. *Partners:* Business associations (hospitality, crafts), event organizers, media for coverage. *Timing:* Ongoing from 2027 as spaces come online, with measurable increases expected within a year of each space's activation (target: e.g., a 20% increase in footfall in those areas at night).

- **Integration:** Reinforces **cross-sector collaboration** – linking infrastructure (the creation of new night spaces) with programming and economic activation. This action ensures that physical projects from Objectives 1 and 2 (like new hubs, lit parks, night markets) are supported by promotional and programmatic measures. It integrates the tourism sector (tour operators, hospitality businesses co-promoting venues) with cultural programming and community engagement, so that new spaces become lively, self-sustaining parts of the night-time economy.
- **Cost & Funding:** Relatively low incremental cost, since it piggybacks on existing venues – approximately €5,000–€10,000 per year in marketing materials, small event grants, and collaborations. Budget is mainly from the Tourism Organization and Events Office for promotion and seed funding initial activities in each new space. In many cases, regular operations can be handed off to partners (e.g. a local crafts association runs a night market once the city has helped launch it). The city will also encourage venue operators themselves to invest (for instance, if a parking lot is converted to a night market, stall fees from vendors can fund ongoing advertising).
- **Risk:** *New spaces not gaining popularity* – even with promotion, there's a chance a newly created space might remain underused at night (due to habit, location, or competition). Mitigation: the strategy of this action is to give each space a “kick-start” (like an opening festival and inclusion in tourist itineraries) to break old habits. If one approach fails, the Night Council can recommend adjustments – e.g. if a lit park sees little use, perhaps shift programming there (movie nights, food truck rallies) to draw people. Another risk is *sustaining partner engagement*: initial enthusiasm from business associations or media might wane. To counter this, Budva will formalize some partnerships (e.g. MoUs with the Chamber of Commerce or hotel association to keep promoting new sites for a certain period) and showcase quick wins (publishing success stories, visitor stats) to keep stakeholders invested in supporting the new venues.

(Overall, Objective 2 ensures that Budva's physical canvas for night-time life is broadened and improved. It's about setting the stage – literally providing places and an appealing environment for all the cultural and social activities to happen. Without these, even the best events might falter; with them, the night economy can flourish in diverse locations and in harmony with urban development.)

Strategic Objective 3: Stimulating Economic Opportunities and Community Engagement at Night



Rationale: Objective 3 is geared towards the economic and social engines of the night-time economy. It addresses the need to engage local stakeholders (entrepreneurs, businesses, and citizens) in actively developing Budva's nightlife in innovative and inclusive ways. This covers capacity-building, networking, and awareness-raising actions that will generate new ideas, enterprises, and collaborations for the night-time economy. Essentially, it's about building the *human and*

social capital needed for a vibrant nightlife – empowering people and organizations with knowledge, skills, and support.

Planned Actions under Objective 3:

Action 3.1: Organizing Public Debates on Night-Time Economy – Hold a series of moderated public discussions or “town hall” meetings that bring together local residents, business owners, experts, and officials to openly talk about Budva's night-time challenges and opportunities. Topics could range from “Balancing Nightlife and Quality of Life” to “Youth and Night Culture” or “Innovation in Night-Time Tourism.” *Intended result:* Create a culture of dialogue and mutual understanding around night-time issues, breaking down the us-vs-them mentality that sometimes exists (e.g., residents vs club owners). These debates can generate ideas and consensus that inform policy (for example, agreement on needing a certain noise regulation or on trying out a late bus route). *Key resources:* Venues (maybe the public library or university hall for sessions), local media coverage, expert panelists (including possibly visiting experts from the URBACT network to share broader insights). *Lead:* Budva Chamber of Commerce (since they are neutral and have event capacity, plus economic focus) in

collaboration with the Municipality. *Partners:* NGO Agora (local cultural advocacy group) to mobilize civil society, community councils to engage residents, and local media outlets to broadcast/facilitate the debates. *Timing:* Quarterly debates from 2025 through 2026.

- **Integration:** Advances **governance integration and social inclusion** by bringing diverse stakeholders (residents, businesses, officials) together in dialogue. These debates integrate perspectives across sectors – safety, culture, tourism, urban planning – and build mutual understanding. They also align local policy discussion with the URBACT principle of participatory decision-making, creating a feedback loop between the community and the municipality (horizontal integration of voices).
- **Indicator:** Number of public night-economy debates held and participation levels (target: 4 quarterly debates by end of 2026, with 50+ attendees at each, representing a mix of stakeholder groups). Qualitative indicators include the incorporation of debate outcomes into policy (e.g. a commonly supported idea from a town hall makes its way into a City Council decision or an IAP action update). The Night Council will review the suggestions emerging from each debate and track how many are acted upon.
- **Cost & Funding:** Minimal direct cost. These forums primarily require meeting space and promotion (~€500 per event for venue rental, materials, and refreshments if needed). The Municipality will provide venues (often public halls are free) and cover logistical costs via its citizen engagement budget. Local media partners may sponsor live coverage (in-kind contribution). If expert panelists are invited from other cities or abroad (as suggested), the city will allocate a small fund for travel/hospitality, potentially using URBACT network budget if available or city training funds.
- **Risk:** *Public apathy or one-sided participation* – there’s a risk that debates attract the “usual voices” or devolve into complaints without broader representation. Mitigation: active outreach to underrepresented groups (youth, hospitality workers on night shifts, etc.) by scheduling meetings at convenient times (possibly even late afternoon to allow those who work at night to join) and using online tools (streaming and taking questions via social media) to widen engagement. The neutral facilitation

by a respected body like the Chamber of Commerce (lead) and media partners will help keep the tone constructive. Another risk is *lack of tangible impact*, which could discourage participants. To mitigate this, the Night Council and municipality commit to formally respond to key suggestions from each debate (e.g. publish a brief “you said, we will do” report), showing how input will influence policy or pilot actions.

Action 3.2: Hosting an Annual “Budva After Dark” Conference – Organize a yearly conference that brings national and international stakeholders to Budva to discuss and exchange best practices on developing the night-time economy. This could tie into Montenegro’s broader tourism and urban development discussions and feature case studies from other Cities After Dark partners. *Intended result:* Position Budva as a thought leader in this emerging field, inspire local stakeholders with fresh ideas from elsewhere, and forge partnerships (for

funding or expertise). It also signals political support and can attract media attention to Budva's efforts. *Key resources:* Conference venue (likely a hotel or conference center in Budva), sponsors or government support to fund it, simultaneous translation if international, marketing to attract attendees. *Lead:* Budva Municipality (Mayor's office / International Cooperation unit, possibly, since it's high-profile) and the Tourism Organization. *Partners:* Ministry of Sustainable Development and Tourism (Montenegro), URBACT network secretariat (maybe to co-sponsor), universities (University of Montenegro's tourism or planning departments). *Timing:* First conference in late 2026 and repeat annually.

- **Integration:** Enhances **vertical integration and knowledge exchange**. This action connects Budva's local night-time economy efforts with national and international discourse. It integrates policy levels (city, national ministries, European networks) and sectors (municipal officials, tourism industry, academia, NGOs) in a single event, ensuring that Budva's challenges and innovations are discussed in a broader context. It also feeds **learning integration** – bringing external ideas to local stakeholders and showcasing Budva's integrated approach to others.
- **Indicator:** Successful staging of the conference each year (target: *in 2026 and annually thereafter*). Specific metrics: number of participants (aim for 100+ attendees including at least 20 from other cities/countries by the second edition), and diversity of stakeholders represented (track representation from local government, businesses, citizens, and external experts). Post-conference evaluations will measure outcomes such as new partnerships or initiatives sparked (goal: each conference yields at least 2 actionable collaborations or funding leads for Budva's projects).
- **Cost & Funding:** Moderate cost event. Estimated €10,000–€15,000 per conference (for venue, equipment, marketing, and travel/accommodation for key speakers). The funding strategy mixes sources: municipal funds (the city will budget a portion under its events or economic development line), national support (the Ministry of Tourism or Culture may sponsor part of the event given its relevance – Budva will formally invite them as co-organizers), and private sponsorship (local hotels or banks might contribute in return for branding opportunities). Additionally, Budva will explore URBACT or EU technical assistance funds to support international knowledge exchange at the conference.
- **Risk:** *Sustainability and relevance* – initial conferences might attract interest while the URBACT project is ongoing, but there's a risk that after 2026 the momentum could fade. Mitigation: anchor the conference as a flagship annual event in Budva's tourism calendar, and secure a multi-year commitment from local authorities (already, the Mayor's Office has signaled support to continue it beyond the project). Another risk is *budget or sponsor shortfall*: if sponsors are limited one year, the scope might need scaling. Mitigation: plan well in advance and have tiered budgets (so the event can proceed even with lean funding, focusing on local/regional speakers if needed, and scale up with more funding). Finally, to avoid “talk without action,” each conference

will conclude with a set of recommendations or an action memo that the Night Council will follow up, ensuring the discussions feed into tangible next steps.

Action 3.3: Workshops and Training for Night-time Entrepreneurs and Workers – Implement a capacity-building program consisting of workshops, training sessions, and maybe on-site consultations for those involved in night-time industries. Topics could include “Soundproofing and venue management”, “Modern marketing for night events”, “Hospitality training for bar/club staff focusing on safety and inclusion”, “Green practices for night businesses”, etc. Additionally, some trainings aimed at cultural organizers or youth who want to start an initiative (how to run a crowdfunding campaign for a night event, for instance). *Intended result:* Professionalize and elevate the quality of Budva’s night-time offerings by equipping the people behind them with new skills and knowledge. A more skilled workforce and innovative entrepreneurs will lead to better services (e.g., better trained security leading to safer clubs, better event management leading to more successful festivals). *Key resources:* Trainers and experts (local or from partner cities), partnership with vocational institutions (some training might get certification), possibly an e-learning platform for follow-up. *Lead:* Budva Chamber of Commerce (through its education arm) or alternatively the local Tourism/Hospitality Association. *Partners:* *Vocational education institutions (e.g. Budva’s secondary vocational school or nearby University programs), the Chamber of Commerce’s local branch and any existing business start-up center to reach entrepreneurs, plus international skill-building programs (e.g. Erasmus+ for training modules).* *Timing:* Launch in 2025 with a series of modules continuing into 2026.

- **Integration:** Focuses on economic capacity-building with social equity. This action integrates the economic development of the night sector with education and inclusion, ensuring that improvements in nightlife aren’t just infrastructural but also human-capital driven. It brings together the private sector (bars, clubs, entrepreneurs), educational sector, and public sector to professionalize the nighttime economy – an integrated approach to quality and sustainability (e.g. safer, more inclusive night venues through better-trained staff and operators).
- **Indicator:** Number of training sessions or workshop modules delivered and participants engaged (target: *a training program rolled out in 2025–2026 with at least 5 distinct workshops and 100 total participants trained by end of 2026*). Qualitative outcomes such as participant feedback and any improvements noted (for instance, clubs adopting new soundproofing measures after a workshop, or attendees launching a new night initiative using skills learned) will also be tracked. The Monitoring Unit will collect data on how many businesses or individuals implement changes due to the training (goal: at least 50% of participants report applying a new practice).
- **Cost & Funding:** Moderate cost, mostly for expert fees and materials. Budget approx. €10,000 for the entire program (covering multiple sessions over two years). The Chamber of Commerce (lead) will contribute in-kind resources (venues, some local trainers), and the city will use its employment/training budget to hire external experts

where needed (e.g. a sound engineering expert for a soundproofing workshop). External funding: the city will tap into Erasmus+ or other EU vocational training funds to subsidize this (the mention in the action of EU skill-building funds will be pursued by filing an application in 2025). If that succeeds, up to 50% of costs could be covered externally.

- **Risk: *Industry engagement*** – nightlife business owners and workers might be busy or skeptical about training, risking low attendance. Mitigation: schedule sessions in offpeak times (e.g. winter months or weekday mornings when venues are closed) and involve the Tourism/Hospitality Association to actively encourage their members. Also, keep it practical: offer certifications or public recognition (e.g. “Night-Friendly Venue” certificates for those who complete safety training) to incentivize participation. Another risk is *brain drain after training* (trainees might take their new skills elsewhere). While this is largely beyond the project’s control, building a local network through the workshops (trainees meet and form a community) and tying the content to Budva-specific opportunities (like upcoming events they can be involved in) will help root the benefits locally.

Action 3.4: Financial and Mentorship Support for Youth and Women in Night Economy – Launch a targeted scheme to encourage underrepresented groups (especially young entrepreneurs and women entrepreneurs) to start or expand ventures that contribute to Budva’s night-time economy. This could involve small grants or seed funding, a mentorship program pairing newcomers with experienced business owners, and networking events such as pitch nights where ideas can attract investors or partners. *Intended result:* Foster inclusive growth by bringing fresh players into the night-time market, thus increasing diversity of offerings. For example, this might enable a group of young musicians to start a weekly live music café event, or a woman-led startup to launch a night-time food truck business, etc., with guidance and initial funds. Over time, this builds a more robust and varied ecosystem of night-time enterprises. *Key resources:* Collaboration with financial institutions for loan guarantees or micro-grants, a pool of mentors (could include retired industry folks or experts from other cities), promotional outreach to solicit proposals. *Lead:* Budva Chamber of Commerce and/or municipal Economic Development Office. *Partners:* Women’s entrepreneurship organizations, youth business incubators (if any regionally), possibly UNDP or similar development bodies if they have local economic programs. *Timing:* Design program in 2025, first cohort of supported projects 2026, second cohort 2027.

- **Integration:** Advances inclusive entrepreneurship and social innovation. By targeting support to young and female entrepreneurs, this action integrates social equity goals (gender and age inclusion) with economic development. It also encourages cross-sector collaboration: mentors may come from established businesses, financiers from banks or development agencies, and ideas from the cultural sector – creating a networked support ecosystem. In essence, it integrates the often-underrepresented stakeholders into the night-time economy’s growth, aligning with URBACT’s gender and inclusion priorities.

- **Indicator:** Establishment of the support scheme and uptake by target groups. Metrics: amount of seed funding distributed and number of entrepreneurs supported (target: *at least 5 startups or projects led by youth/women receive grants or mentorship in the first cycle*), and subsequent outcomes (e.g. how many new nighttime ventures are launched or expanded as a result – goal: *by 2027, 3+ new ongoing night initiatives are operational* that credit this program for support). We will also track diversity in the night economy – an increase in women-led or youth-led night businesses/initiatives as an indicator of success.
- **Cost & Funding:** Moderate cost, depending on the scale of grants. For instance, a pilot might dedicate €30,000 for micro-grants/loan guarantees and mentorship activities. Funding will be drawn from a mix of sources: the municipal economic development fund (kickstarting the grants), potential sponsorship from a bank or microfinance institution (to perhaps match the city's contribution or manage low-interest loans), and collaboration with national agencies (Budva will coordinate with the Ministry of Economic Development or international bodies like UNDP for technical support or co-funding given the alignment with entrepreneurship promotion). Mentor time is mostly volunteer, but a small budget for mentorship program coordination is included.
- **Risk:** *Outreach and selection* – there's a risk that eligible young or female entrepreneurs might not hear of the scheme or feel confident to apply, or conversely that selection could be seen as biased. Mitigation: conduct targeted outreach (through youth networks, women's business associations, and social media campaigns featuring relatable role models) and ensure a transparent, fair selection process (with clear criteria and a diverse jury including women and youth representatives). Another risk is *mentees' dependence*: a venture might succeed in the short term with support but falter later. Mitigation: the mentorship program is designed to build lasting capacity and networks (for example, connecting entrepreneurs to the Chamber of Commerce for ongoing guidance and to peers for mutual support). The Night Council's economic development sub-group will keep an eye on these new ventures, ready to intervene with advice or lobby for further support if needed (e.g. recommending a successful pilot venture for additional city support or private investment).

(Through Objective 3, Budva invests in its people – educating, connecting, and empowering them – so that the changes aren't just top-down from the city administration but bottom-up from an energized community. This kind of social infrastructure ensures the plan's initiatives have champions and skilled implementers on the ground and can self-sustain beyond the project timeline.)

Strategic Objective 4: Strengthening Governance of the Night-Time Economy

Rationale: This objective is about the institutional framework and leadership needed to sustain improvements in the night-time economy. Budva recognizes that to coordinate all these actions, deal with cross-cutting issues effectively, and keep momentum, it needs a dedicated governance mechanism. The transformation of the URBACT Local Group into a formal Night-Time Economy Council (“Night Council”) and related actions fall under this objective. Essentially, Objective 4 ensures that the night-time economy has a clear *home* within Budva’s governance structure, bridging departments and stakeholder groups, and that there is continuity of focus even after the URBACT project ends.

Planned Actions under Objective 4:

Action 4.1: Establish the Budva Night Council – Formally create a “Council for the Management of the Night-Time Economy” as a permanent advisory and coordination body under the municipality. This involves drafting and adopting a municipal decision or charter that defines the Council’s mandate, composition, and powers. The Council would oversee the strategic direction of nightlife development, monitor IAP implementation, and propose policy measures. It will likely meet regularly (e.g., quarterly) and include both municipal representatives (relevant departments heads) and non-governmental stakeholders (businesses, cultural sector, community reps). *Intended result:* A dedicated governing body



to champion night-time economy issues, ensuring integrated decision-making and longterm political support. It institutionalizes the multi-stakeholder cooperation model so it lasts beyond the project. *Key resources:* Legal framework for its establishment, political endorsement from Mayor and City Assembly, minimal budget for its operations (meeting expenses, etc.). *Lead:* Municipality of Budva (Mayor’s Office coordinating, City Council to approve structure). *Partners:* All key stakeholder entities – they will be members or observers (e.g., tourism board, police, etc.). *Timing:* Draft framework in early

2026, official approval and launch of Council by mid-2026.

- **Integration:** This action **institutionalizes the integrated governance** model. By creating a permanent Night Council that includes various departments and external stakeholders, it ensures vertical integration (city leadership and administration working in concert) and horizontal integration (different sectors – culture, police, businesses, citizens – coordinating on night issues). It is the mechanism that will oversee and tie together all other actions, embodying the participatory, cross-sector spirit of URBACT in Budva's governance structure.
- **Indicator:** Formal establishment of the Council by the target date (charter adopted, members appointed – target: Council launched by June 2026). Functional indicators: regular meetings (e.g. *at least quarterly sessions*), and official recognition (the Council's recommendations start being referenced in municipal decisions by 2027). One key indicator of success will be the Council's composition: a broad membership with, for example, at least 50% non-municipal stakeholders and key sectors represented (youth, tourism, culture, etc. each having a seat).
- **Cost & Funding:** Very low direct cost. The Council itself is an advisory body – costs are limited to meeting logistics (estimated €1,000/year for materials, occasional working refreshments, etc.). These will be covered by the city administration's operating budget. If the Council decides to have a small secretariat or Night Coordinator (as planned in the Implementation Framework), the cost of that staff role is covered under municipal salaries (possibly an existing staff reassigned, or a new part-time position in the Economic Development Office). Essentially, no significant new funding is needed to run the Council beyond political will and administrative support.
- **Risk:** *Political or bureaucratic resistance* – a risk is that the Night Council could be viewed as extraneous or its advice ignored by city officials, undermining its purpose. Mitigation: the Mayor and City Council have formally endorsed the creation of the Night Council (as noted in Section 6.1), giving it legitimacy. The charter will specify its role in the decision-making process (e.g. an expectation that city departments consult the Council on relevant night-time initiatives). Another risk is *stakeholder fatigue* – if meetings don't lead to tangible outcomes, members might drop off. To mitigate this, the Council's first actions will be to set a clear work plan with quick wins (like endorsing a night bus schedule or organizing a safety audit that leads to immediate improvements), so members see impact. Additionally, rotating the meeting focus (e.g. each quarter tackling a different theme like culture, then safety, etc.) will keep stakeholders with varied interests engaged over time.

Action 4.2: Appoint Night Council Members and Define Procedures – Once the Council is approved, implement the process to nominate and select members. This action will ensure diverse and qualified representation: e.g., one seat for hospitality association, one for youth rep, one for cultural institutions, etc., aside from municipal officials. Also, in this step the Council will create its internal rules of procedure (how often it meets, how it reports to city authorities, decision-making processes, etc.). *Intended result:* The Night Council becomes

operational with a clear and transparent structure. By carefully appointing members, the Council gains legitimacy and the trust of various constituencies. *Key resources:* A nomination committee (maybe including the URBACT ULG coordinator as facilitator), clear criteria for membership (to avoid biases), official appointment letters. *Lead:* Budva Municipality (likely the Deputy Mayor or an assigned coordinator will organize this). *Partners:* As above, various organizations who will propose their candidates. *Timing:* Immediately following Action 4.1, ideally complete by 2027.

- **Integration:** Ensures broad stakeholder integration in governance by designing a membership structure and procedures that include voices from all relevant sectors. This action is about inclusive representation – making sure the Night Council isn’t just a city-internal committee but a true multi-actor platform. By allocating seats to, for example, hospitality associations, youth representatives, cultural institutions, etc., it integrates community and business stakeholders into formal governance processes for the first time in Budva’s context.
- **Indicator:** Completion of the nomination/selection process with a full roster of Council members appointed (target: *at least 15 members covering 10+ different stakeholder categories by early 2027*). Also, adoption of Council rules of procedure (bylaws) that ensure transparency and regular operation. A qualitative indicator: stakeholder satisfaction – key ULG members and new appointees should feel the selection was fair and that the Council’s composition is legitimate (this can be gauged via a quick survey or simply by the continued participation rate of invited members).
- **Cost & Funding:** Negligible cost – this is an administrative process (issuing calls, reviewing applications, organizing initial meetings). City staff time is the main resource. (If an open call for community representatives is used, the city might spend a small amount on advertising the call in local media – say €200, from the communications budget.) Any introductory workshop or training for Council members (to explain their role or share best practices from Paris/Tallinn etc.) can be handled in-house by the Lead Expert or via URBACT network support at no extra cost.
- **Risk:** *Lack of interest or controversy in selection* – a risk is that not enough qualified candidates from the community step forward, or conversely, that many do and those not chosen feel excluded. Mitigation: ensure the process is well-publicized and transparent. The city has already prepared a list of stakeholder groups and will do targeted outreach to encourage nominations (for instance, directly inviting the tourism association, the university, specific NGOs to nominate members). If certain categories lack responses, the mayor can directly invite respected individuals to fill gaps. Another risk is *unclear mandate* – initial confusion about what authority the Night Council has. Mitigation: the procedural rules will clearly define the Council as advisory but influential (e.g. it can propose actions and must be consulted on night related budget items). The Lead Expert has provided a template from other cities to help Budva avoid ambiguity here.

Action 4.3: Seek National Recognition and Support for the Night Council – Engage with Montenegro’s national government to recognize the Budva Night Council as a model and possibly integrate it into national frameworks. This could involve lobbying for the Ministry of Economy or Tourism to formally back the Council (for instance, by participating occasionally or aligning national tourism strategies to include night economy), or even advocating for national legislation that enables cities to have night councils/night mayors. Budva might request a formal memorandum of cooperation with relevant ministries to support its night initiatives. *Intended result:* Elevated status and influence of the Budva Night Council, plus better access to national resources (like grant programs or policy support) for night-time economy actions. It also contributes to raising awareness at the country level for night-time urban policies. *Key resources:* Policy advocacy, meetings in Podgorica (capital) with ministers, presentation of IAP results to national bodies. *Lead:* Budva Municipality in collaboration with relevant ministries (Culture, Tourism, Economy, Urban Development). *Partners:* Other Montenegrin municipalities (could join to support the idea if they also see value), the Union of Municipalities as a potential ally. *Timing:* Start outreach in 2027 after Council is set up and IAP is published, aim for some formal acknowledgement by late 2027.

- **Integration:** Fosters **vertical policy integration**. By engaging national government to acknowledge Budva’s Night Council, this action links local innovation with national policy frameworks. It aims to integrate Budva’s approach into wider governance structures – for instance, encouraging Montenegro to develop supportive legislation (like formally allowing municipalities to have Night Councils or Night Mayors) or to channel resources to night-time economy initiatives. This ensures Budva’s local actions resonate upward, potentially benefiting other cities too (network integration at the national scale).
- **Indicator:** Formal outcomes such as a memorandum of cooperation or recognition from a national ministry (target: *sign an MoU with the Ministry of Economic Development or Tourism by 2027* supporting Budva’s night-time initiatives). Another indicator: inclusion of Budva’s Night Council model in national strategy documents or grant programs (e.g. the Ministry creates a pilot funding line for night-time economy projects citing Budva). Progress will be measured by number of advocacy meetings held (Budva officials to ministries) and any concrete support obtained (goal: at least one national grant or policy change by project end that aids IAP implementation).
- **Cost & Funding:** Very low direct cost – primarily involves advocacy (meetings, sending proposals). Minor expenses might include travel for city representatives to Podgorica for ministerial meetings or hosting national officials in Budva (covered under existing administrative travel budgets). No separate funding is required beyond staff time. If successful, however, this action can unlock funding (not a cost but a benefit): e.g. national tourism funds for Budva’s night projects or state-endorsed schemes.
- **Risk:** *National-level inertia or competing priorities* – the government may be slow to act on Budva’s recommendations, or political changes could reset relationships.

Mitigation: keep national counterparts engaged through regular communication, not just one-off requests. Budva's Mayor and Night Council will invite ministry representatives to key events (like the annual conference or even to sit as observers on the Council) to maintain interest. The IAP's conclusion also notes sharing results with national bodies, framing Budva as a pilot – this alignment with national tourism and culture objectives (like extending season, regional development) will be emphasized to show mutual benefit. Additionally, Budva can leverage the URBACT network's prestige: positioning the Night Council as part of a European initiative may spark more national pride and support (Montenegro can showcase Budva's success as a model domestically).

(With Objective 4, Budva is effectively securing the governance backbone for everything else. This ensures continuity, proper coordination, and embedding of night-time considerations into official structures. Also, by aiming for national linkages, Budva's local governance innovation can have a broader impact and possibly attract more funding or authority to implement changes that require beyond-local coordination (like national policing policy for nights, etc.).)

Strategic Objective 5: Developing Supportive Night-Time Services and Infrastructure for Accessibility and Safety

Rationale: Objective 5 is about the enabling services that make a night-time economy function smoothly and equitably. Two key aspects identified are mobility (people need to move safely at night) and social services (like childcare, so that certain groups can participate in nightlife or work at night). Without these, many actions from other objectives might underperform – for example, cultural events won't see broad attendance if people can't get to them or if parents have no one to watch children. Additionally, basic night-time public services (like cleanliness, emergency response) are part of this objective, ensuring the city is functional around the clock.

Planned Actions under Objective 5:

Action 5.1: Introduce Night Bus Service – Launch a pilot night-time public transport line (or lines) that operate during the peak summer season, and possibly on weekends in offseason, connecting major residential areas, the city center, and tourist zones during late night hours (e.g., 11 PM – 3 AM). The plan might be to start with one route (suburbs to Old Town and back) and expand if successful. This service would especially target summer needs (when many hospitality workers get off work around midnight and currently have no bus, and when tourists might stay out late). *Intended result:* Safe, affordable mobility at night, which increases accessibility to night venues for those without cars, reduces drunk driving risks, and signals that the city cares for its workers and visitors' safe return home. *Key resources:* Buses (can extend contract with existing bus company or hire minibuses), drivers willing to work night shifts (with proper incentives), municipal subsidy if farebox doesn't cover cost, promotion to ensure usage. *Lead:* Budva Transport and Mobility Department. *Partners:* Local

public transport operator (if one exists; otherwise coordinate with private bus companies), hospitality businesses (could contribute if they see benefit for their staff), possibly police (for security coordination at night). *Timing:* Plan route and budget in early 2026, pilot run in summer 2026, refine and continue in 2027 with adjustments (like expanding to more nights or routes if demand is high). By 2027, aim to institutionalize it as a regular seasonal service.

- **Integration:** Addresses **mobility, economic and social integration**. A night bus links suburban areas with the city center, enabling workers, locals, and tourists to travel safely at night. This action integrates transport policy with economic objectives (nightlife workers and patrons have affordable transit, supporting businesses) and social equity (improving access for those without cars, including youth and service workers, and reducing drunk driving risks – a public health aspect). It also contributes to environmental goals by offering a car-free option.
- **Indicator:** Launch of a pilot night bus line and its usage metrics. Target indicators: *1 night bus line operational in summer 2026* (e.g. running weekends June–Sept, 11 PM–3 AM), extending to off-season weekends if successful. Ridership goal: at least 50 passengers per night in the first season (growing as awareness increases). Also track secondary indicators like reduction in taxi congestion or feedback from businesses (surveys can indicate if employees now use the bus). If demand is strong, a second



route or extended schedule could be added – that would be a success marker for 2027.

- **Cost & Funding:** Moderate recurring cost. A single night bus line (with 1–2 buses running on a loop for ~4 hours/night over ~70 nights in peak season) is estimated at €50,000 per year (covering fuel, driver overtime, and maintenance). Funding will come from the municipal transport budget, supplemented by the Tourist Tax Fund

during summer. The city has already planned to earmark part of its seasonal tourism revenues to this service. Additionally, Budva will seek a small subsidy from the national government or surrounding municipalities (if the route serves neighboring

communities or a national park zone, for example) and consider modest farebox revenue (e.g. a low-ticket price, though possibly free initially to encourage use).

- **Risk:** *Low ridership or financial non-viability* – if too few people use the service, it could be seen as a loss. Mitigation: intense promotion (the service will be advertised in hotels, on social media, at venues), and adjusting the route/timetable quickly based on early feedback (the ULG “Mobility” group will essentially act as advisors, surveying users). If one route isn’t catching on but another area shows demand (e.g. many workers live in a particular suburb), the city is ready to re-route or add stops. Another risk is *safety/perception*: the bus must feel safe to ride at night. Mitigation: ensure proper lighting at stops, possibly security cameras on the bus, and communicate that it’s a community service (the presence of other riders itself builds safety). The city will also coordinate with the police to have a visible presence at key bus stops at closing times. If the pilot struggles financially, Budva will explore sponsorship (imagine a branded “Night Bus powered by [Company]”) to offset costs rather than cancel the service outright.

Action 5.2: Nighttime Childcare/Babysitting Service – Establish a public or public-private night childcare program to support parents who work at night or wish to attend night events. This could involve creating a small night daycare center or partnering with existing kindergartens to offer extended hours a few days a week. Another approach is a vetted network of licensed “night babysitters” that parents can call on, possibly subsidized by the city for those who need it (like single parents working night shifts). *Intended result:* More parents, especially mothers, can participate in the workforce and social life at night knowing their children are safe. It directly improves gender equity (since women often bear childcare duties and thus are excluded from night jobs or events). It also may attract more women to night-time jobs (like cultural events or working in tourism) because childcare is available. *Key resources:* Trained childcare staff (maybe coordinate with local childcare institutions), a safe facility (maybe use an existing kindergarten building during off hours, or a community center space retrofitted for children to sleep/play), funding to cover operational costs (could be fee-based with subsidies for low-income). *Lead:* Budva Social Welfare Department. *Partners:* Local schools or kindergartens (for space and staff), NGOs focused on family welfare, possibly tourism companies if they want to sponsor for their employees’ benefit. *Timing:* Feasibility study in 2026 (survey parents to gauge interest and needs), pilot program operational by 2027 summer season if viable (maybe starting with weekends or event nights only, then scaling up).

- **Integration:** Ensures **public safety and wellbeing** is woven into all nightlife improvements. This action integrates law enforcement, community groups (e.g. volunteer night wardens or neighborhood watch teams), and the nightlife industry (venue security staff coordination) to create a safer night environment. It balances the economic drive for more nightlife with the social need for order and quiet in residential areas, and the health need for emergency readiness – truly a cross-sector integration (police, health, community, business).

- **Indicator:** Implementation of key safety initiatives and their outcomes. Indicators include: *regular dedicated night police patrols in place by summer 2026* (e.g. two patrol units focusing on nightlife zones Thursday–Saturday nights) – measured by police rosters; installation of any promised infrastructure (e.g. **“quiet hours” signage or a nighttime hotline – target: hotline operational by 2027**); and perceptual measures like a reduction in reported night-time noise complaints or incidents (goal: *10% drop in noise complaints in 2027 compared to 2023*, and improved feedback in the annual citizen survey on “night-time safety”). The Night Council’s safety sub-committee will review police and community reports every quarter.
- **Cost & Funding:** Low to moderate cost, mainly in personnel hours. Police patrol adjustments are handled by the Police Department’s internal allocation (they have agreed to adjust shifts, which might incur some overtime – estimated €5,000 for the peak season, likely covered by the existing police budget or with small municipal support via a community safety fund). Community-based measures (like training volunteer night wardens or printing “good night neighbor” flyers) are very low cost (a few hundred euros from the city’s community relations budget). If technical measures are included (e.g. a pilot of a mobile app for noise reporting or emergency alerts), the city will allocate funds from its IT budget or seek an EU small grant (there are security and innovation funds available). Overall, no major new funding – it’s about smarter use of existing enforcement resources.
- **Risk:** *Enforcement pushback* – bars or tourists might push back against stricter enforcement (fear it could hurt business). Mitigation: involve nightlife businesses in designing the measures (through the Night Council) so they understand these steps *help* everyone (for instance, a well-lit safe district attracts more customers in the long run). The city will also phase in measures with awareness campaigns rather than heavy-handed fines at first (e.g. first give warnings at 1 AM, then later consider fines if non-compliance continues). Another risk is *coordination failures*, since this involves police, community, and private security. To mitigate that, Budva’s Community Safety Council (or if none, a coordination meeting led by the municipality) will set up clear communication channels – for example, a WhatsApp group or direct line between venue security staff and the police patrol to quickly address issues, and periodic briefings where all parties review how the night safety plan is working. By making everyone feel part of the solution, the plan reduces the risk of stakeholders not cooperating.

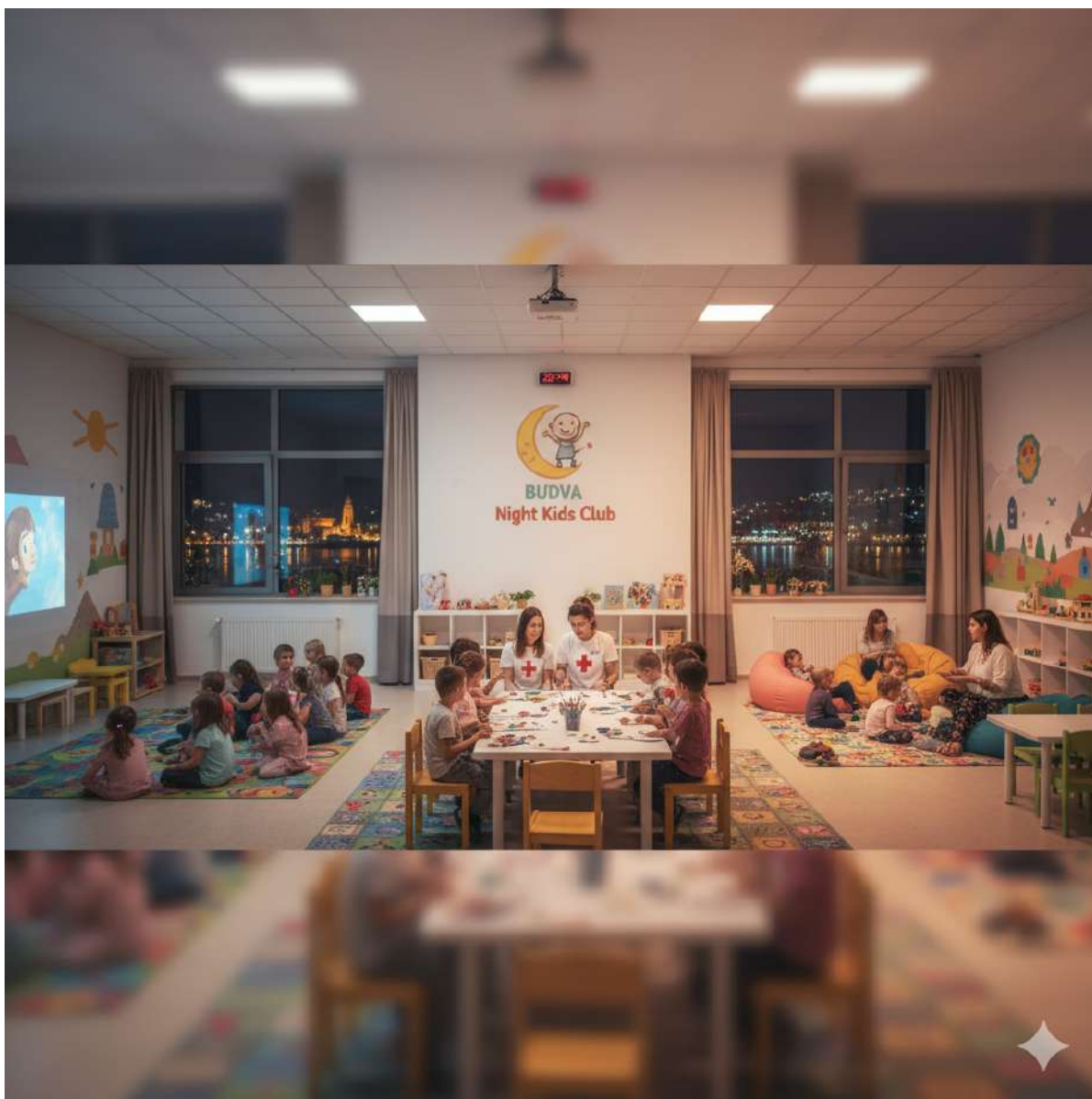
Action 5.3: Strengthen Nighttime Emergency and Safety Services – While Budva is relatively safe, this action formalizes improvements in services like policing, medical response, and fire safety during night hours. It could mean advocating for an increased police patrol presence in nightlife zones between 10 PM and 4 AM, establishing a small first-aid post in the Old Town on busy nights (manned by Red Cross or health volunteers) to handle minor incidents, and ensuring fire services have clear protocols for crowded night events. Also, possibly implementing a volunteer “night guardian” or community warden program where

trained volunteers or stewards help monitor and assist in public areas during major night events (this has been done in some cities to complement police and provide friendly assistance to people in need at night). *Intended result:* A safer environment that also feels safer (which encourages more people to come out). Quick response to any incidents at night to minimize harm. This also underpins the city's reputation as a secure destination for nightlife, which can boost tourism. *Key resources:* Coordination meetings with police and emergency services to allocate resources, some funding if overtime or extra equipment is needed (e.g., reflective vests for volunteers, first aid kits for event sites), communication channels (like a direct line between Night Council and police on event nights). *Lead:* Budva Community Safety Council (or if none, the Municipality with Police Directorate liaison). *Partners:* Red Cross Budva (which runs family and youth programs locally) and/or a local family support NGO (to operate the service), the municipal Preschool Institution or childcare centers (for expertise and staff), and possibly large tourism/hospitality employers (who might sponsor the service for employees' families). *Timing:* Incremental improvements from 2026 (e.g., police adjusting schedules for summer), with formal protocols by 2027. Evaluate metrics like incident rates and response times in 2026 and adjust.

- **Integration:** Tackles **social and economic barriers** by enabling parents (especially nightlife workers or attendees with young children) to participate in night-time activities. This action integrates social services (childcare and family support) with the night-time economy – a rare but innovative cross-cutting measure. It addresses gender equality too: providing night childcare disproportionately helps women, who often bear caregiving duties, to take part in night-time work or leisure. In summary, it links the well-being of families with economic inclusion in the night sector.
- **Indicator:** Completion of a feasibility study and, if viable, implementation of a pilot night childcare program. Key metrics: *feasibility study done by late 2026* (with survey results indicating at least e.g. 30 families would use the service), and launch of a pilot by 2027 summer season. During pilot operation: track usage (target: *at least 10 children enrolled per night on average during peak times* initially) and monitor user satisfaction and outcomes (e.g. are parents reporting that this service enabled them to work a night shift or attend an event). If uptake is low in the first season, adjustments will be made (hours, location, pricing) to better meet needs.
- **Cost & Funding:** High unit cost but small scale. A night childcare program requires trained staff (with overtime/night pay premiums) and facilities outfitted for overnight stays or late evening care. For a pilot operating on select nights (e.g. weekends June–Aug), projected cost is €15,000 (covering staff stipends, rent/utilities if a space is used at night, insurance, and materials for children's activities/snacks). Funding approach: this will likely be a public-private partnership. The city can subsidize part of the cost through its social services budget or economic development (viewing it as enabling employment), and major hotels or clubs whose staff would benefit will be approached to contribute (either through direct sponsorship or by paying a fee per

employee-child). Parents might pay a nominal fee per child, but to ensure accessibility, the service would be largely free or low-cost due to the subsidies.

- **Risk:** *Low participation due to trust or cultural habits* – parents may feel uneasy about leaving children in overnight care, or simply not be aware such a service exists. Mitigation: extensive community outreach and framing the service appropriately (perhaps as a “Night Kids Club” with fun, safe activities, run by trusted entities like Red Cross or certified childcare professionals). Starting with limited hours (e.g. until midnight) might ease parents in, with extension to later as trust builds. Also, ensuring all staff are certified and the venue is child-friendly and secure is critical to build trust. Another risk is *sustainability*: if it’s very popular, scaling up will be needed, and if it’s not popular enough, sponsors might drop out. The plan is to carefully right-size the pilot – maybe cap it to 15 kids per night – and then adjust. The Night Council will evaluate after the first season: if demand was high (waitlists, etc.), they’ll push for more funding or an expanded model (perhaps encouraging private daycare operators to step in with city support). If demand was low, they’ll identify if it was a location/timing issue or truly low need, and decide whether to modify or discontinue. Importantly, even trying this action has raised awareness of the issue, which is a social win (e.g. more employers are now considering flexible options for employees with families).



Action 5.4: Enhance Night-Time Public Amenities – Ensure basic amenities like public restrooms, lighting, and signage are available and functional at night in key areas. This action might involve extending the open hours of certain public toilets (or installing automatic ones in nightlife zones), adding directional signage that is visible at night (for instance, signs guiding to taxi stands, or to the nearest bus stop, etc.), and placing more waste bins and doing a late-night trash pick-up in entertainment areas to keep them clean. *Intended result:* A more comfortable and convenient environment after dark, which supports all other initiatives because people are more likely to stay out and enjoy if, say, they know there’s a bathroom available or the area isn’t litter-strewn by midnight. It also helps maintain public order and cleanliness. *Key resources:* City maintenance budget, possibly sensor-based bins that alert when full (digital integration). *Lead:* Public Utility Company (Komunalno). *Partners:* City Tourism Org (they often co-manage tourist amenities), local utility or cleaning

contractors. *Timing:* Improvements implemented ahead of each summer season (2026 small quick wins, more by 2027).

(Objective 5's actions are about creating a supportive backbone – transport, childcare, safety, amenities – that allows the nightlife to flourish without causing undue inconvenience or exclusion. These services make sure that whether you are a worker finishing a shift, a tourist out late, or a parent, the city has something in place to assist you, thereby fostering a truly inclusive night-time city. They also reflect that Budva cares about well-being and not just entertainment.)

The combination of these five strategic objectives and their actions form the Overall Integrated Action Plan for Budva After Dark. The objectives complement each other: for example, the new cultural events (Obj1) will draw on the new spaces (Obj2), be powered by the trained people and promoted via networks (Obj3), be guided and monitored by the Night Council (Obj4), and be accessible thanks to transport and safe thanks to night services (Obj5). This integrated logic ensures that the plan is coherent and mutually reinforcing.

Each action has been assessed for its integrated nature: most actions tick multiple boxes (social, economic, environmental). For instance, the night bus is an economic enabler (workers get to jobs), a social equity measure, and an environmental one (less car use). The open-air cinema is cultural but also spatial (revives public space) and community-building.

To keep track of integration, Budva's Night Council will also evaluate each action against the URBACT integration criteria periodically, to identify any gaps (for example, if an action lacks a certain stakeholder or dimension, they can adjust it – as suggested by the Lead Expert earlier, ideally doing an “integration checklist” per action).

By pursuing this set of well-rounded objectives, Budva is set to transform its night-time economy in a balanced, sustainable way.

Figure 2: Map of Budva – Key Pilot Action Locations

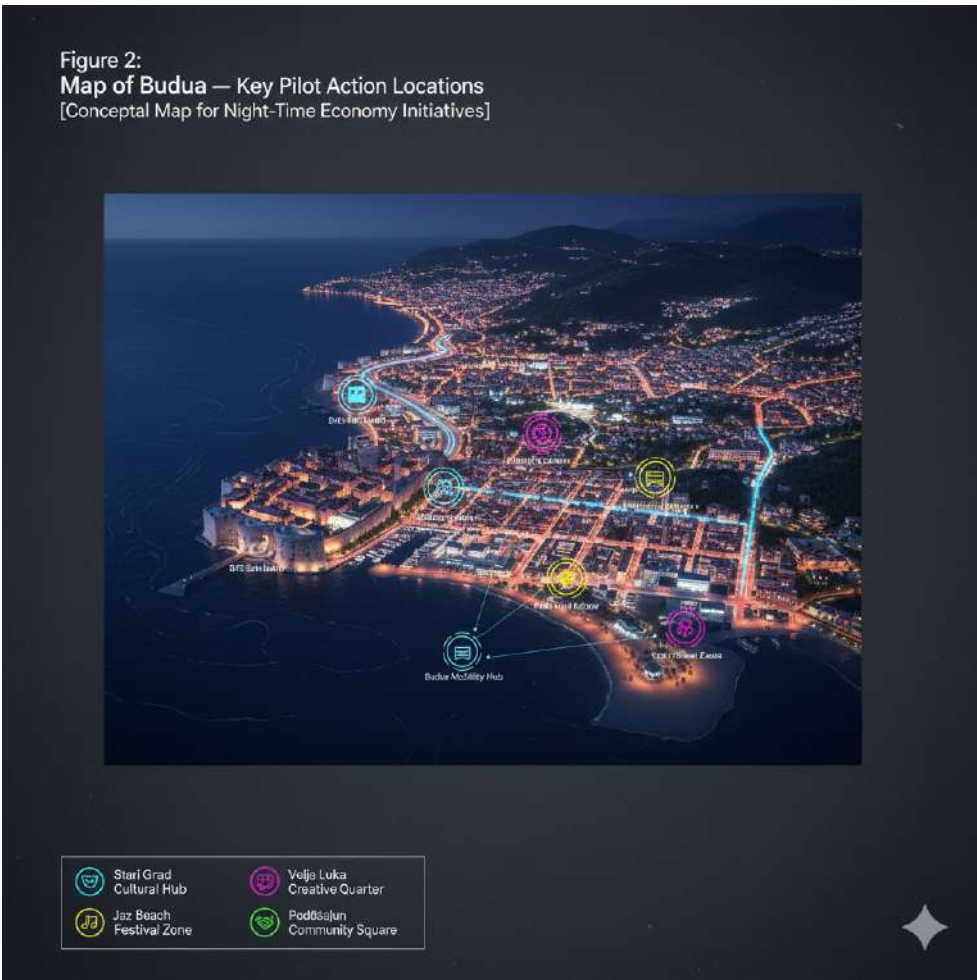


Table 1: Actions by Strategic Objective – title, purpose, lead, and timing

Objective 1 – Creating Cultural Vibrancy			
(Actions)	Purpose (Intended Result)	Lead Agency	Timing
1.1 Open-Air Cinema Nights	Introduce open-air night cinema events to engage the community and enrich cultural nightlife.	Budva Cultural Dept / Grad Theatre	Summer 2026– 2027

1.2 Medin House Restoration	Restore historic Medin House as a nighttime cultural center (exhibitions, performances).	Municipality & Heritage Board	~18 months (complete by 2027)
1.3 Park Illumination (Miriste & Miločer)	Install lighting in parks to enhance safety and encourage nighttime use by residents/tourists.	Public Works Dept (Komunalno)	6–9 months (2027)
1.4 Rural Cultural Hubs	Create cultural venues in rural villages for performances, workshops, and community events.	Rural Development Dept	~9–12 months (start 2027)
1.5 Night-Time Culture Micro-Grant Program	Establish a fund to support rural organizations in hosting cultural activities year-round.	Municipal Finance Dept	~6–12 months (2027)
1.6 Ivanovići Open-Air Gallery	Develop an open-air art gallery among old olive trees to attract visitors and artists.	Budva Tourism Organization	~9–12 months (by end of 2026)
1.7 Youth Creative Hubs	Set up small hubs for youth with artistic and educational programs to curb youth outmigration.	Youth Development Office	~6–9 months (launch 2026–2027)

Objective 2 – New Nighttime Spaces

(Actions)	Purpose (Intended Result)	Lead Agency	Timing
2.1 Technical Plans for New Night-Time Infrastructure Projects	Prepare high-quality project documentation for new nighttime space investments (basis for construction).	Urban Planning Dept	~6–12 months (during 2027)
2.2 Diversify Night Offer (Open-Air Events)	Expand cultural and recreational activities at night (e.g. outdoor cinema in schoolyards, aquarium events) to spread crowds beyond Old Town.	Culture & Tourism Dept	Pilot by Apr 2027; integrate into annual program

2.3 Old Town Night-Friendly Public Space Enhancements	Improve the city's nighttime aesthetics through lighting, public art, and cleaner, safer streets.	Urban Planning & Public Works Depts	~12–18 months (to mid-2027)
2.4 Attract Visitors to New Areas	Drive foot traffic to new nighttime venues through marketing campaigns, events and partnerships (boost night economy beyond center).	Budva Tourism Organization	Ongoing (measure impact by 2028)
Objective 3 – Nighttime Economy Growth			
(Actions)	Purpose (Intended Result)	Lead Agency	Timing
3.1 Stakeholder Debates	Host local debates with entrepreneurs, experts, and officials to generate ideas for night economy growth.	Budva Chamber of Commerce	3–6 months (early 2026 for first sessions)
3.2 Night Economy Conferences	Organize conferences (national/international experts) to share knowledge, foster partnerships, and attract investment.	Budva Chamber of Commerce	~6–9 months (event by late 2026)
3.3 Workshops & Trainings	Provide skill-building workshops for entrepreneurs and workers (business skills, hospitality, etc.) to strengthen the nighttime economy.	Budva Chamber of Commerce	~3–6 months (roll out in 2027)
3.4 Youth & Women Support Programs	Launch financial assistance and mentorship programs for young and female	Budva Chamber of Commerce	~6–8 months (start late 2026, run

	entrepreneurs (inclusive growth in night economy).		through 2027)
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Objective 4 –Nighttime Governance

(Actions)	Purpose (Intended Result)	Lead Agency	Timing
4.1 Establish Night Economy Council	Formally create a Night Council (upgrade URBACT ULG) to coordinate and manage Budva's nighttime economy initiatives.	Municipality (Mayor's Office & Dev. Dept)	~6–9 months (2026)
4.2 Appoint Council & Rules	Appoint representative members (public, private, community) and define the Council's procedures and meeting schedule.	Municipality (Administration)	~3–6 months (2026)
4.3 National Policy Support	Engage national ministries to recognize and support the Night Council's work; advocate for supportive national nighttime economy policies.	Municipality + Nat'l Ministries	~6– 12 months (2026–2027)

Objective 5 – Public Services for Night

(Actions)	Purpose (Intended Result)	Lead Agency	Timing
5.1 Night Bus Service	Launch a safe, reliable public bus service during 11 PM–6 AM to enable workers and patrons to travel at night.	Municipal Transport Dept	~6 months setup (operation by Summer 2026)

5.2 Overnight Childcare Program	Provide affordable nighttime childcare so parents (especially mothers) can work or attend events at night (improves equity and safety).	Municipal Social Welfare Dept	~12–18 months (launch by mid-2026)
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5. Implementation Framework

Following the comprehensive overview in the previous section, we have identified a select number of priority actions that will be analyzed in a deeper level of detail to prepare them for implementation. These actions were chosen based on their direct connection to the vision and their potential to deliver the most significant impact in the initial phases of the IAP. For each action, we have conducted a detailed analysis covering financial resources, funding sources, performance indicators, and potential risks, as highlighted in the IAP Guidance. This refined approach helps us and our stakeholders understand the full scope of each initiative, from concept to operability. For example, while providing night-time public transport may seem like a broad idea, our detailed analysis refines it to a specific, measurable action: "Activating 1 night bus line connecting the suburban areas to the city center in the summer period". We have also specified the actors to be involved, such as naming specific NGOs where possible, to ensure accountability and to motivate their active participation.

Table 2: Implementation Phasing Timeline.

Phase	Key	Timeframe	Actions and Milestones
Phase I – Planning & Pilots		Late 2023 – Early 2026	IAP adoption; formation of Night Economy Council (by end of 2025); initial pilot event (e.g. open-air cinema summer 2026).
Phase II – Implementation		2026/27	Major actions launched: Open-Air Cinema program begins; parks illumination completed; night bus service starts Summer 2026; Medin House reconstruction underway; first workshops/conferences held.
Phase III – Consolidation		2027	Remaining actions delivered: Night childcare service opens 2027; rural cultural hubs operational; integration of Night Council into city governance; final review of IAP outcomes in late 2027.

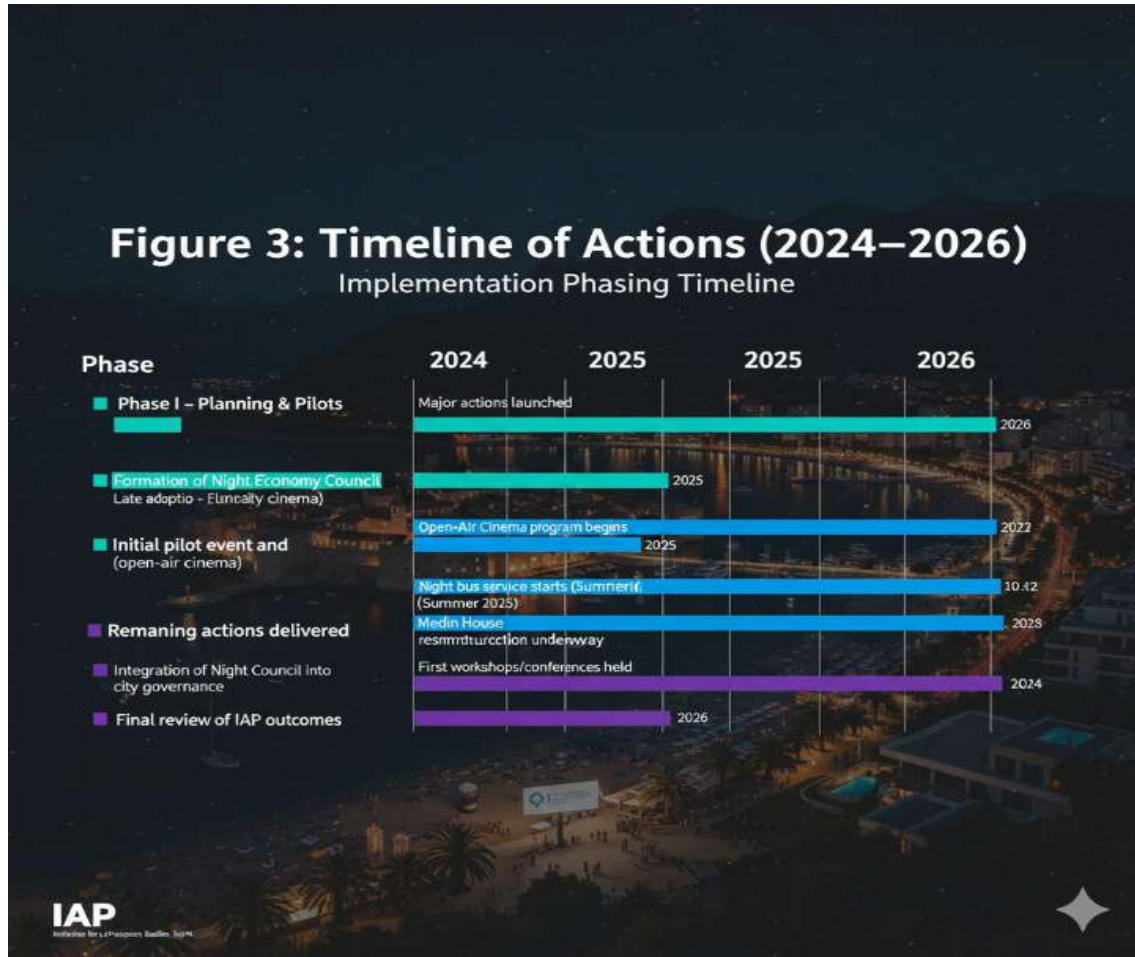


Figure 3: Timeline of Actions (2024–2027) – A Gantt-style timeline chart mapping all major actions across the years

5.1. Governance and Political Commitment

Political and Administrative Commitment: The city leadership has formally endorsed the IAP, which is crucial for giving it weight and ensuring cross-department cooperation. The Mayor of Budva and the City Council have committed to integrate the IAP's goals into the municipality's work plans and budgets. In practical terms, this means the IAP is not a standalone wish-list but part of the city's official strategic documents. Every relevant municipal department (urbanism, culture, transport, etc.) has been instructed to incorporate IAP actions into their annual programs. For instance, the Transport Department will include the night bus pilot in its transport strategy and budget request for 2027, and the Culture Department will allocate part of its funds to the new events from the IAP.

To sustain momentum, Budva's administration will regularly communicate progress and maintain support at the highest level. The Mayor's office will receive quarterly briefings from

the Night Council (once established) on IAP progress, and the Mayor or a designated Deputy will champion the plan publicly. This top-level backing helps mitigate the risk of political shifts – by securing multi-party City Council support for the IAP early on, the plan becomes a shared objective rather than one tied to a single administration.

Governance Structure: On an operational level, a multi-level governance approach is being implemented: - A Steering Committee within the Municipality is set up, consisting of the heads (or senior representatives) of all involved departments. This committee meets periodically to coordinate action delivery, resolve any bureaucratic hurdles, and ensure resources are being provided. It acts as an internal project management team for the city. - The Budva Night Council (once launched as per Objective 4) will become a central platform for governance. It will include city officials, but also external stakeholders, effectively bridging government and community. The Night Council's role is advisory and monitoring – it will review implementation progress, offer suggestions or raise concerns, and help align stakeholder efforts. For example, if an action is lagging, the Council can troubleshoot by bringing in additional partners or recommending adjustments. - There will be a designated Night-Time Economy Coordinator (possibly the former ULG coordinator or a newly appointed officer in the city administration) who serves as the day-to-day manager of IAP execution. This person liaises among departments, keeps timelines on track, and organizes meetings. They might be housed in, say, the Department of Economic Development or the Mayor's cabinet, to have cross-department authority.

This governance setup ensures both vertical coordination (within city administration hierarchy) and horizontal coordination (across sectors and with external stakeholders). It also institutionalizes the participatory ethos of URBACT in the implementation phase: stakeholders aren't just consulted in planning; they continue to have a voice through the Night Council during execution.

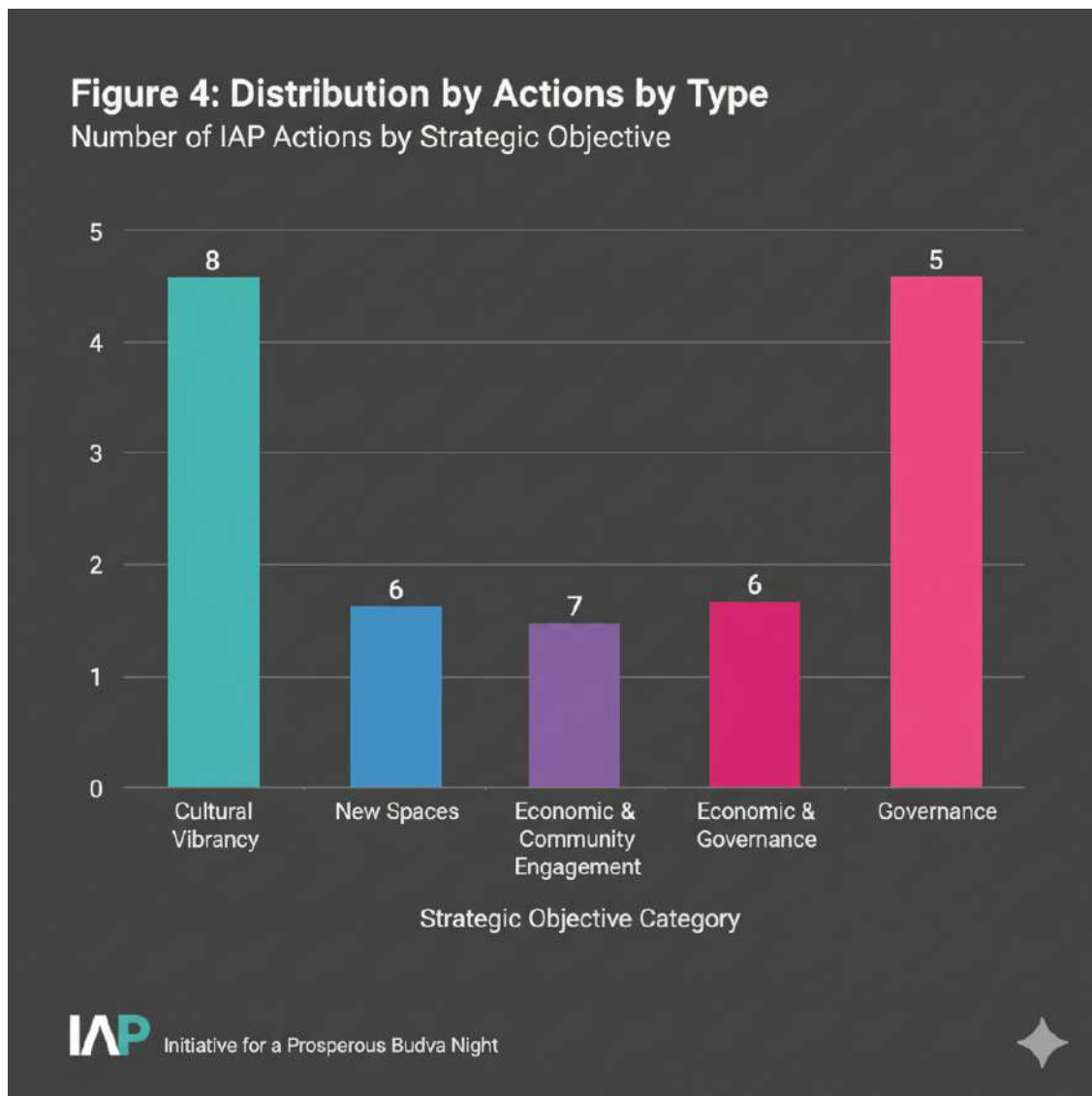


Figure 4: Distribution of Actions by Type – A bar chart showing the number of IAP actions by category

5.2. Stakeholder Engagement and ULG Involvement

Engagement of the URBACT Local Group: The ULG that helped design the IAP will not disband – its members are being encouraged to continue their involvement, either through the Night Council or through specific action working groups. For instance, the ULG’s “Mobility” sub-group might continue to meet to help fine-tune the night bus service details, including scheduling and promotion, working alongside the Transport Department. In essence, the ULG evolves from a planning body to an implementation support network. Specifically, all active ULG members will be invited to take on roles in the implementation phase – primarily

through the newly formed Night Council or dedicated action-working groups. In practice, the initial composition of the Budva Night Council will draw heavily on ULG members to ensure continuity. The municipality has decided to automatically include key ULG stakeholder representatives in the inaugural Council (for example, the ULG members from the tourism board, police, youth office, etc. will transition into those same roles on the Night Council). For any additional community seats on the Council, an open call will be launched, but ULG participants are expected to be front-runners in that selection due to their experience. This approach guarantees that the people who co-created the plan are directly integrated into its governance and delivery. Many ULG individuals will simply “change hats” – from advisors during planning to implementers during execution – thereby preserving know-how and commitment. In addition, former ULG members who prefer to focus on a specific project (rather than sit on the Council) will join working groups for particular actions (for instance, the ULG’s mobility subgroup is continuing as an informal working team to help implement the night bus pilot in Objective 5). In this way, the ULG’s energy is not lost but channeled into the plan’s roll-out. Budva is effectively transforming its ULG into the backbone of implementation, ensuring collaborative momentum carries forward. This keeps civil society and business partners actively engaged, maintaining the collaborative spirit.

Widening the Stakeholder Network: As implementation proceeds, additional stakeholders will be brought in as needed for specific actions: - If an action requires expertise or partners that weren’t in the original ULG, those will be co-opted. For example, for the night childcare action, the municipality will involve parent associations and perhaps the Ministry of Education – groups not originally active in the ULG planning phase. - The city plans to keep the public informed and involved by sharing updates on the IAP via community meetings and the local media. There will be periodic public forums (similar to the debates in Action 3.1) where citizens can give feedback on ongoing initiatives or suggest improvements. This open channel ensures the plan stays responsive to community needs and builds public trust.

Communication and Community Participation: A communication strategy is in place to disseminate information about IAP activities widely: - A “Budva After Dark” information portal will be maintained on the city’s website and via a dedicated social media presence. It will list upcoming events (like those under Objective 1), announce new services (like the night bus schedule), and share success stories (for example, spotlighting a woman entrepreneur who opened a night-time craft market stall with the help of the IAP support scheme). - Regular press releases and possibly a quarterly newsletter will highlight progress, keeping the momentum in the public eye and ensuring stakeholders see the value of their contributions. - Importantly, community members will be invited to participate in certain actions – e.g., volunteering at events, joining the Night Council’s working groups, or contributing to monitoring (like using a mobile app to provide feedback on the night bus or report issues in night areas). - The plan explicitly aims to maintain the inclusive decision-making achieved during planning. If adjustments to actions are needed, stakeholders (through the Night Council or relevant working group) will discuss them and reach a

consensus or at least a compromise before changes are made. This prevents unilateral decisions that could alienate partners.

In summary, stakeholder engagement in implementation is about keeping everyone on board and active. The “soft” infrastructure of trust and cooperation built during the planning stage will be continuously nurtured through transparent communication, inclusive meetings, and shared problem-solving.

5.3. Monitoring, Evaluation, and Learning

Implementing the IAP is not a linear process – it will be iterative, with learning and adaptation built in. To facilitate this, Budva is establishing a robust monitoring and evaluation (M&E) mechanism:

Monitoring Unit: The city will create a small Monitoring and Learning Unit (as noted in the expert recommendations). This could be a virtual unit consisting of the IAP Coordinator and a few data-savvy individuals from different departments. Their tasks: - Define Key Performance Indicators (KPIs) for each action and objective, along with target values where applicable. For example, KPIs might include: number of night bus users per week, number of night events held annually, decrease in noise complaints logged, economic indicators like off-season night-time revenue increase, survey-based indicators like percentage of residents who feel safe at night, etc. - Collect data regularly. This unit will set up processes to gather relevant data: ridership counts from the transport department, event attendance from cultural organizers, business performance from the chamber of commerce, and stakeholder feedback via surveys or meetings.

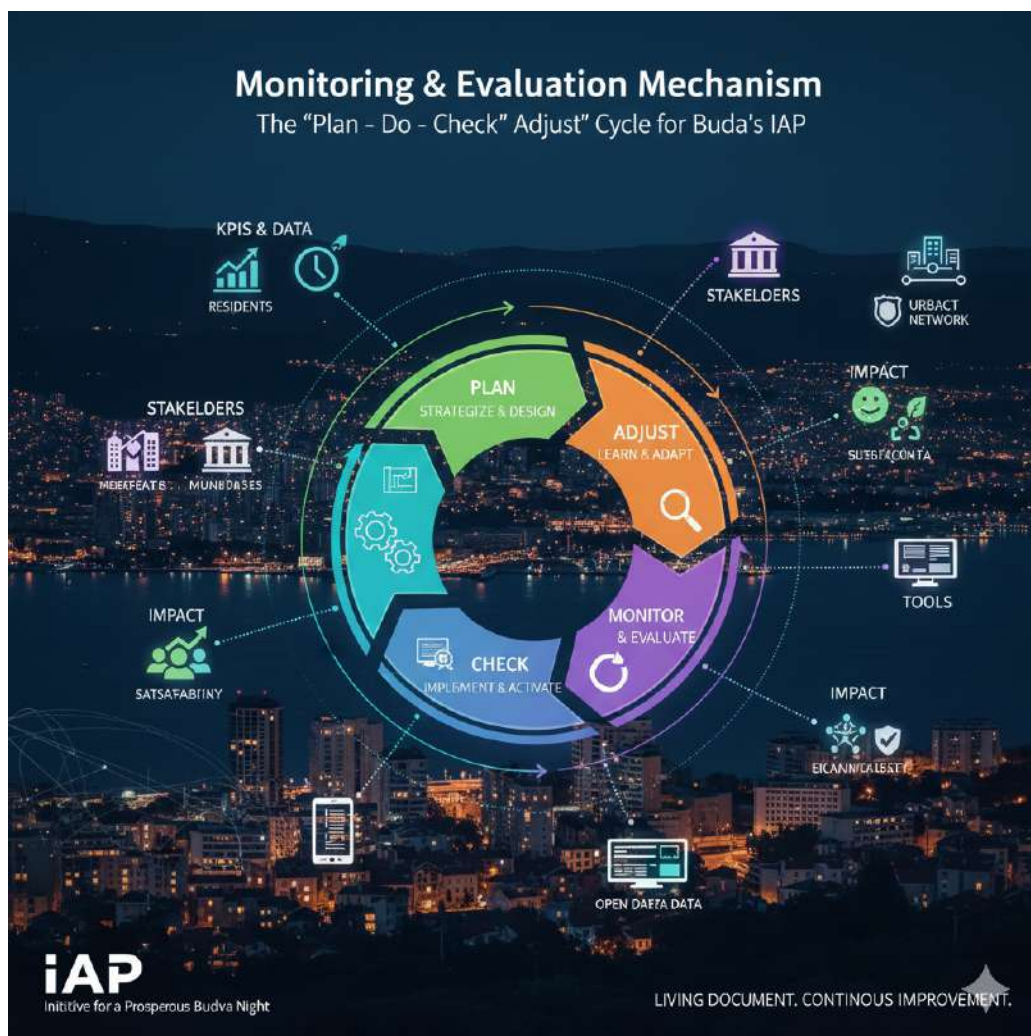
Data Collection & Analysis: Tools will be utilized for efficient monitoring: - Surveys and feedback forms (possibly digital) after events or on an annual basis to gauge public satisfaction and suggestions. - Collaboration with institutions like the Tourism Organization or National Statistics Office to track tourist and economic indicators related to nightlife (overnight stays outside main season, occupancy rates extended by events, etc.). - Meetings of the Night Council will also serve as monitoring check-ins, as each member can report on relevant developments (for instance, police representative reports any security incidents trends at night, business rep reports how late business is doing).

Evaluation: At least once a year, a formal evaluation of the IAP’s progress will be conducted. In 2027, Budva plans a mid-term review of the IAP: - This review will compare achievements against the initial baseline (the situation in 2023/early 2027) and the targets set. It will involve stakeholders in reflecting on what’s working and what isn’t. - The evaluation will produce a brief report highlighting successes, challenges, and recommendations for course corrections.

At the end of 2027 (when the URBACT project funding period concludes), a comprehensive evaluation will assess how far Budva has come toward the vision, which actions have been completed, which need extension, and what unexpected outcomes occurred.

Learning and Adaptation: Crucially, findings from monitoring and evaluations won't just be archived – they will be acted upon: - If an action is underperforming (e.g., a workshop series had low attendance), the city will investigate why (timing, content, lack of publicity?) and adjust accordingly (maybe change schedule or improve marketing). - Conversely, if an initiative is over-performing or there's greater demand (say the night bus is extremely popular and overcrowded), the city will adapt by expanding service or adding routes. - New ideas might emerge during implementation – for example, stakeholders might propose a new action or a variation of one based on learning (maybe a need for a “Night Market” emerges strongly). The governance structure allows such proposals to be evaluated and, if beneficial and resources allow, integrated into the plan as a modification.

The motto of implementation is thus “plan – do – check – adjust”. Budva wants to remain flexible, ensuring the IAP remains a living document rather than a rigid plan. By documenting lessons learned (good practices and pitfalls) and sharing them (locally and with the URBACT network), Budva also contributes knowledge to others.



In addition, participation in the URBACT network provides an external learning loop: Budva can compare notes with partner cities implementing their IAPs, possibly through exchange visits or final conferences. This external perspective can validate Budva's approach or provide fresh insights to incorporate.

Table 3: Key Monitoring Indicators by Objective

Strategic Objective	Key Monitoring Indicators (<i>examples</i>)
Objective 1 Cultural Vibrancy	Night events held per year; total attendance at nighttime cultural events; audience satisfaction ratings (survey feedback).
Objective 2 New Spaces & Urban Revitalization	Number of new or improved nighttime venues (parks, sites); footfall counts in target areas after dark; reduction in Old Town overcrowding (seasonal).
Objective 3 Economic Growth	# of entrepreneurs/new businesses supported; participants in night economy trainings; jobs created in nighttime economy (especially youth/women).
Objective 4 Night Governance	Night Council meetings held per year; % of actions with multistakeholder participation; policy measures or regulations adopted for night economy.
Objective 5 Public Services & Safety	Night bus ridership figures; usage of nighttime childcare services (families served); public perception of nighttime safety (survey or incident statistics).

5.4. Institutionalization and Sustainability of Efforts

One risk with project-based initiatives is that they fade after the initial excitement or funding ends. Budva is taking steps to institutionalize the good practices from the IAP to ensure longevity:

Embedding into Municipal Structures: We've discussed the creation of the Night Council and integrating objectives into department plans. Beyond that: - Some actions will become part of routine city operations. For example, if the night bus pilot is successful, the intent is to include it as a permanent feature in the city's public transport service contract beyond 2027. Similarly, night policing adjustments should become standard police strategy for Budva, not just a one-off experiment. - The cultural events initiated (like the open-air cinema or festivals) will be positioned to enter Budva's regular cultural calendar. The city might institutionalize

them by giving them a stable budget line each year or partnering with the Tourism Board to make them annual staples that are promoted in tourism brochures.

Budgetary Sustainability: The city is working to ensure funding for important actions continues. This might mean gradually shifting financing from external sources to internal or self-sustaining models. For example: - Initially the night bus might be heavily subsidized by the municipality, but if it proves valuable, they might allocate part of the regular transport budget or seek regional/national subsidy (like how some national governments fund public transport improvements). - Night events could over time attract sponsors or generate some revenue (ticket sales, vendor fees) to reduce dependence on city funding, though free public access will remain for many. - The Night Council's existence beyond 2027 will likely be assured by minimal operating costs, but if needed the city will allocate funds for a secretariat or coordinator to keep it active.

Maintaining ULG/Community Momentum: Keeping citizens involved long-term is also a form of sustainability. The Night Council and continued engagement mean the knowledge and passion built doesn't dissipate. Some ULG members or active citizens might eventually take roles in implementing bodies – for instance, a very active ULG member from a cultural NGO might become an official partner running a festival annually.

Policy Integration: Another aspect is ensuring that future city strategies explicitly include night-time economy considerations: - Budva will be updating its Strategic Development Plan in some years – thanks to this IAP, aspects like “year-round tourism” and “cultural vibrancy at night” will likely be written into the next strategic plan, locking in the importance of this domain. - If new regulations or ordinances are needed (perhaps a city ordinance on noise zoning, or an updated licensing regime for late-night venues), the plan will push to have those passed, creating a supportive regulatory environment that outlasts the project timeline.

Continuous Funding and Resource Mobilization:

5.5. Funding Strategy

Implementing the IAP actions requires financial resources from various sources. Budva's funding strategy is diversified, aiming to combine local, national, and external (especially EU) sources in a resilient mix:

- **Municipal Budget:** Budva has allocated a portion of its municipal budget specifically for IAP implementation for the years 2026–2027. This includes funding for pilot projects (like initial open-air cinema equipment, or subsidizing the night bus trial), modest event funding, and operational costs for coordination. By integrating these into the official budget, the city ensures base funding. For example, starting from 2027, a budget line under the Culture Department finances the “After Dark Cultural Program,” and under Transport for “Night Mobility Initiative.” The city will also adjust its mid-term budget framework to reflect expected bigger capital needs (like the

Medin House reconstruction might need a multi-year capital investment allocation, possibly with loans or co-financing).

- **National Funds:** The city will actively seek any available national funds. While Montenegro currently doesn't have a night-economy program, Budva can tap into related streams. For instance, the Ministry of Culture sometimes funds local cultural infrastructure – Budva will submit a request for co-financing the Medin House cultural center restoration. The Ministry of Tourism might have grants for extending season – Budva can justify some night events as exactly that (extending tourist season) and seek support. The Ministry of Transport could be approached to help fund improvements for tourist transport (the night bus might qualify if pitched as tourism facilitation).
- **EU and International Programs:** Given Budva's orientation and the URBACT context, many actions can be pitched for EU funding:
- The IPA (Instrument for Pre-Accession) cross-border programs might fund a project on sustainable tourism including nightlife (e.g., Budva partnering with a city in Croatia or Italy on a cultural night's initiative).
- Creative Europe could potentially fund a cultural event series or capacity building for cultural operators (Action 3.3 and 3.4 could partly be packaged as a Creative Europe project on empowering young cultural entrepreneurs at night).
- Erasmus+ might support exchanges or training (for example, sending local young event organizers to other countries for training and vice versa).
- INTERREG Danube or Adriatic programs might fund pilot solutions like the Night Council model or night mobility if partnered with others facing similar issues.
- URBACT itself sometimes offers follow-up implementation networks or small grant support, which Budva will keep an eye on.
- Additionally, the city is open to other donors: perhaps UNDP (which often in Montenegro supports sustainable development initiatives), or cultural foundations (for art in public spaces). Budva's EU Integrations office (if existing, or an assigned team) will take charge of identifying and applying for such calls. The plan is to have at least 2-3 proposals submitted in 2025–2026 to secure additional funding by 2027.
- **Private Sector and PPPs:** The strategy also involves leveraging private sector investment where possible. Some actions naturally draw private interest: for example, if the city sets up infrastructure for a night market, private vendors invest in their stalls. Or if the city renovates a building for a cultural venue, it might bring in a private operator to run it under a concession, who then maintains it and programs it (reducing ongoing city costs). The Night Council includes business stakeholders who can identify co-funding opportunities – e.g., bar owners collectively sponsoring a campaign for responsible nightlife or contributing to the cost of extra street cleaning because it benefits them. Also, larger companies (like perhaps a beverage company or an event sponsor) might be interested in sponsoring big events or festival

components. The city will pursue sponsorship deals that align with the IAP's objectives (with appropriate marketing benefits for sponsors, like brand visibility at events).

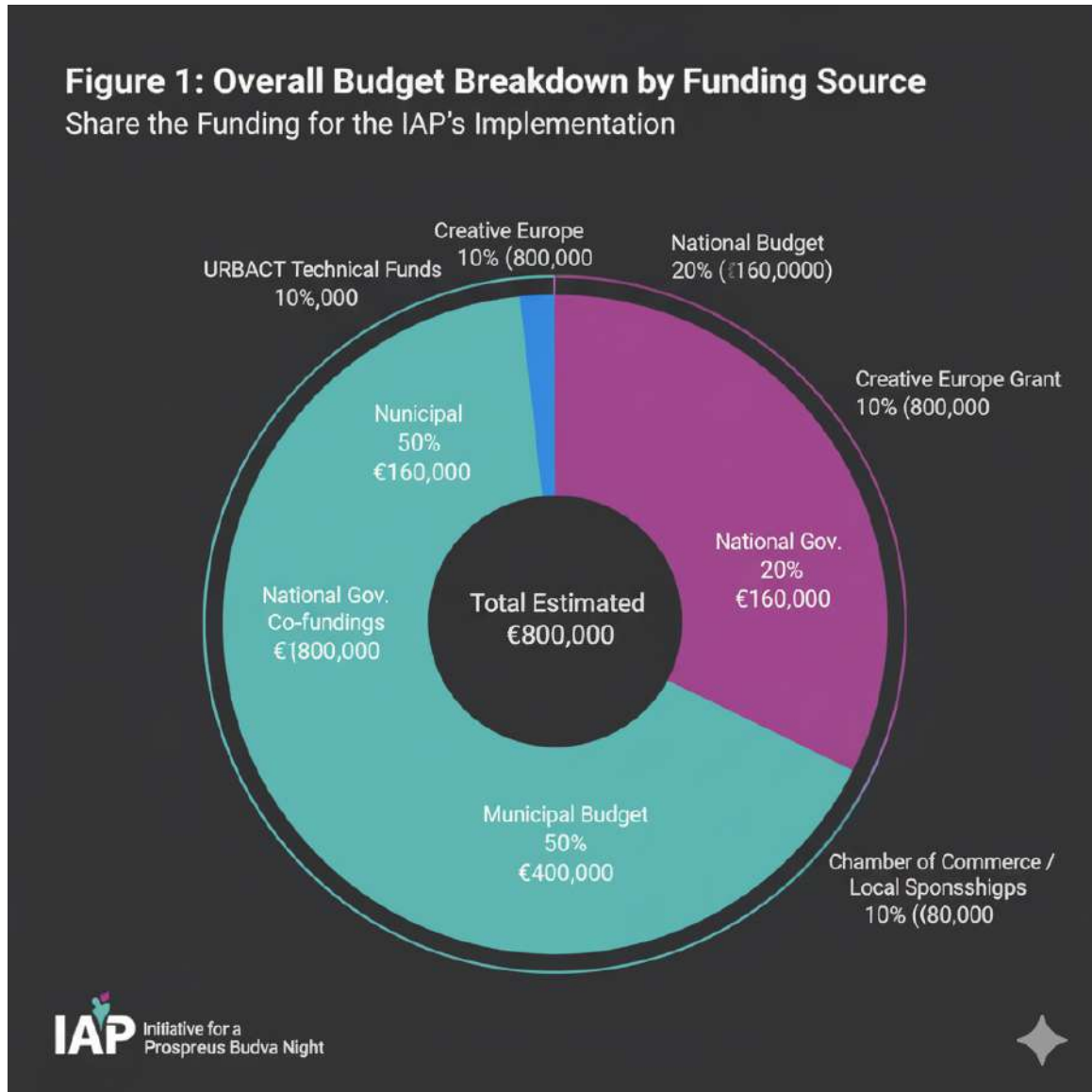
- **Overall Cost Assessment:** As part of finalizing the IAP, Budva has roughly estimated the overall cost of implementing all actions. Though exact figures aren't in this text, the city knows implementing this plan will require a few million euros over the next few years (with infrastructure projects like renovation being capital-heavy, while many soft actions are relatively low-cost). A rough breakdown was made (for example: Medin House reconstruction €500k, Night bus pilot €50k/year, Events program €100k/year, etc.). This adds up to an amount that Budva cannot cover alone without external funds. Therefore, the success of the funding strategy relies on winning some external grants and involving partners. The city has set a target to secure at least 30-40% of the needed funds from external sources (EU, national, sponsors) so as not to overburden the local budget.
- **Financial Monitoring:** The Monitoring Unit will also track spending vs budget and make sure cost efficiency is sought. If some actions come in under budget, funds can be reallocated to others. If some are too expensive, scaling or phasing might be considered. The plan will not overspend beyond what council approves – any new financial commitments require Council's okay, which ensures fiscal discipline.

By diversifying funding sources and planning for multiple scenarios, Budva intends to financially future-proof the IAP as much as possible. The involvement of the city's EU Integrations office and the Finance Department in the Steering Committee means funding opportunities will continuously be explored and matched to actions.

Table 4: Estimated Budget Allocation by Objective

Strategic Objective	Estimated Budget (€)	Primary Funding Sources
Objective 1: Cultural Vibrancy (events, venues)	€300,000	Municipal budget; Creative Europe grant
Objective 2: New Spaces & Planning	€150,000	Municipal budget; URBACT Technical funds
Objective 3: Economic Growth Initiatives	€100,000	Chamber of Commerce; local sponsorships
Objective 4: Night Governance (Council)	€50,000	Municipal administrative funds
Objective 5: Public Services (Transport/Childcare)	€200,000	Municipal budget; National gov. co-funding
Total Estimated Budget	€800,000	<i>(All sources combined)</i>

Figure 5: Overall Budget Breakdown by Funding Source – This pie chart illustrates the share of funding by source for the IAP's implementation



5.6. Risk Management

No plan is without risks, and Budva has proactively identified key risks to IAP implementation along with mitigation strategies:

- **Political Turnover or Weak Commitment:** A change in local government leadership or priorities could jeopardize support for the IAP. *Mitigation:* As mentioned, multi-party consensus is being sought by involving a broad array of politicians (e.g., City Council from various parties endorsed the plan). Also, by institutionalizing things (Night Council, etc.), it's harder for a new administration to disband them without public notice. Additionally, tying some actions to ongoing committed funding (like EU grants) can lock in continuity – if the city wins an EU project that runs into 2028, any new administration would have obligations to continue it.
- **Stakeholder Disengagement:** There's a risk that some non-government stakeholders lose interest or cannot continue participating due to their own constraints (time, resources, shifting focus). *Mitigation:* Keep stakeholders motivated by showing results (quick wins early on, celebrating successes). Also, assign clear, meaningful roles to stakeholders so they feel responsibility (for instance, a business association leads a sub-action). If some drop out, recruit new ones (the plan has a dynamic approach to engagement, always open to fresh contributors like new startups or newly active citizens). Providing recognition (awards, thanks in media) to active stakeholders also helps maintain engagement.
- **Public Opposition or Apathy:** Some initiatives might face public pushback (for example, residents might oppose events in their area due to noise, or conservative groups might resist nightlife expansion, or simply citizens might not engage as hoped). *Mitigation:* Strong communication and inclusion – as done via debates and outreach – to educate the public about the plan's benefits. Also, adjusting plans to community feedback (e.g., if a particular park event bothers a neighborhood, try another approach there or ensure stricter controls rather than forcing it). Essentially, showing the public that their concerns are heard and balanced, which can turn opponents into neutral or even supporters if they see adjustments. Awareness campaigns about the positive impacts (like how nightlife can create jobs for locals, or how having more cultural events actually can make areas safer) are part of winning hearts and minds.
- **Economic or Funding Shortfalls:** If expected external funding doesn't come through or local budget shrinks (maybe due to an economic downturn or unforeseen expenses), some actions could stall. *Mitigation:* Prioritize actions – the city has identified which are must-do (like safety and transport ones) and which can be scaled back or delayed if necessary (perhaps some events or nice-to-have features). Also, design actions to be scalable: for example, if full reconstruction of a building is too costly now, maybe do a partial renovation to get it usable and do the rest later.

Maintaining good relations with funders and demonstrating success can also lead to extension or new funds (success breeds investment).

- **Seasonality and External Factors:** Being a tourist city, a bad tourism year (maybe due to regional issues or global events like pandemics) could affect participation and funding (less tourist tax revenue, etc.). *Mitigation:* The plan itself is a mitigation of seasonality by trying to smooth out the highs and lows. But if something like a pandemic happened, obviously large events would be affected. Budva can pivot to smaller scale or online engagement in such cases (as learned in 2020 globally). Having a variety of actions – some community-focused that can proceed even if tourists are fewer – ensures not everything depends on external visitors.
- **Implementation Capacity Risk:** The city staff and stakeholders may be stretched thin implementing numerous actions, possibly causing delays or quality issues. *Mitigation:* Possibly phase the actions sensibly (not all in one year, as indeed planned to spread over 3 years). Also, use external expertise where needed – hire consultants or temporary project managers for heavy tasks if local capacity is low. The Night Council can also highlight if a department is overburdened and needs more support, allowing municipal leadership to respond (maybe assign more staff or reallocate tasks).



Budva's approach to risk is not to avoid taking action, but to be ready with contingency measures and be flexible. The IAP is built in a way that it can absorb some shocks – actions are somewhat modular. For example, if one festival couldn't happen one year, it doesn't sink the whole plan; or if a funding source fails, another can be sought while still progressing on other fronts.

The Night Council and Monitoring Unit will keep an eye on risk indicators (like flagging if an action is repeatedly delayed or if public sentiment is souring

on something) and address them early. For instance, if noise complaints start rising because

of more events, they can double down on noise mitigation measures promptly to prevent a backlash.

Finally, Budva will keep the spirit of learning and adaptation alive: a risk that materializes is seen as a lesson to learn from and adapt, rather than a failure. This resilience mindset is important for such an innovative plan.

5.7. Conclusion and Next Steps

This Integrated Action Plan represents a shared commitment to building a more vibrant and sustainable future for Budva's night-time economy. We recognize that the success of the plan hinges on robust governance and steady political support over time. To this end, the city will establish a permanent Night-Time Economy Council (Night Council) to oversee implementation and ensure continuity beyond the URBACT project period. This council – which could even appoint a dedicated Night Mayor as a non-partisan champion for the night – will help keep the plan active and responsive as conditions evolve.

The overall cost of delivering the IAP has been roughly estimated, and clear funding strategies are in place. Budva intends to finance the plan through a combination of municipal budget allocations and external funding sources. In particular, the city will dedicate part of its annual budget to priority actions and apply to relevant EU programs (such as Creative Europe) to support new initiatives. Budva's EU Integrations Office will coordinate these applications, underscoring the municipality's determination to carry the plan forward and not abandon it after the initial network phase concludes.

As the plan's action phase begins in early 2027, Budva is moving directly into full implementation mode. One of the first actions will be to formally establish the Budva Night Council and appoint its members (aiming for January 2027 as the inaugural meeting). Once convened, the Night Council will set a detailed implementation calendar and create sub-committees as needed for different objectives. At the same time, the city administration is beginning to integrate key IAP initiatives into the official 2027 budget – for example, earmarking funds to extend the night bus service beyond its pilot and to support new cultural events after dark.

Momentum will continue through the first half of 2027 with additional foundational steps. The city will invite community representatives to take part in the Night Council (ensuring voices from youth, culture, and business are at the table) and launch the first round of night-time cultural grants (linked to Actions 1.5 and 3.4) so that local partners can start preparing events for the year. By spring 2027, the Night Council should be fully operational and already guiding the roll-out of actions – for instance, finalizing the summer 2027 event program or advising on the next phase of park lighting improvements. The Council may also consider

appointing a Night Mayor (or “Night Ambassador”) to serve as a public face and coordinator for night-time initiatives, further solidifying political and community support. In parallel, Budva’s leadership will work to embed the IAP’s priorities into upcoming city strategy documents, formally anchoring these commitments in municipal policy. Finally, the city will promote the IAP and its early achievements both locally and nationally: a public event or press conference will be held in Budva to share success stories and announce new initiatives (for example, launching a night market), and the IAP’s results will be presented to national ministries to showcase Budva’s innovation and attract broader support.

As implementation progresses, the focus will shift to maintaining momentum and communicating results. Budva will highlight human-interest stories and tangible outcomes that emerge from the plan, rather than just ticking off actions. For example, if a young entrepreneur opens a popular night-time market stall with support from the IAP, or a family can enjoy an evening cultural event thanks to new late-night transport or childcare services, those successes will be publicized. These stories will illustrate how the plan is improving everyday life after dark. The city will also emphasize how the new Night Council is ensuring the plan lives on: instead of being a one-off project, Budva now has a permanent forum that coordinates night-time events and services, making the city’s nights safer and more dynamic.

As early outcomes materialize, they will be woven into Budva’s broader development narrative. By 2027, the city expects to see measurable improvements – for instance, an increase in off-season tourist visits, more local cultural activity at night, and higher resident satisfaction with nighttime offerings. Such gains will be touted when Budva promotes itself for tourism or investment, presenting the city as a forward-thinking destination with a lively, well-managed night scene year-round. In other words, Budva will not only have created a plan on paper, but will have delivered concrete results that enhance economic vitality and quality of life in the community.

Looking further ahead, this IAP is seen as the start of a long-term transformation. Post-2027, Budva plans to regularly update and expand its action plan – potentially developing a follow-up strategy for 2028–2030 that builds on the lessons learned. The city also aims to continue engaging with international peers; in the future, Budva could even lead a new network or initiative focused on night-time economy governance, sharing its experience with other cities. Most importantly, the structures and partnerships formed during this project are meant to become permanent. The Night Council and the collaborative ethos it embodies will remain in place, ensuring that managing the night-time economy becomes an integral part of Budva’s governance. This will help safeguard the progress achieved and allow new ideas to be integrated as the city’s needs evolve.

In conclusion, the *Budva After Dark* Integrated Action Plan provides a visionary yet practical roadmap for sustainable urban development after hours. By drawing on expert guidance and best practices from across Europe – and by involving local stakeholders at every step – the plan is both ambitious and realistic. Budva is poised to turn its seasonal, summer-centric

nightlife into a year-round asset that elevates quality of life for residents, boosts cultural and economic activity, and preserves the unique heritage of the city. Successfully implementing this plan will not only benefit Budva itself, but also position the city as a model for others – a shining example of how to unlock the potential of the night.