

# Cities After Dark

## Nicosia

### Integrated Action Plan



## **Cities After Dark – Integrated Action Plan**

### **1. Executive Summary**

The "Cities After Dark" initiative is an Action Planning Network (APN) funded by URBACT, running from June 2023 to December 2025. This network focuses on revitalizing urban nightlife by enhancing cultural, artistic, and social activities while addressing challenges such as safety, accessibility, and sustainability. The project involves ten partner cities, including Nicosia, in creating Integrated Action Plans (IAPs) through transnational and local-level knowledge exchanges and learning sessions.

Nicosia, the capital of Cyprus, is known for its rich cultural heritage and vibrant urban landscape. However, the city faces several challenges in its night-time economy, such as noise pollution, low citizen participation, and ineffective promotion strategies. Additionally, the division of the city following the 1974 invasion presents ongoing socio-economic challenges that impact the night-time economy's cohesion and development.

Participation in the "Cities After Dark" initiative aims to address these issues comprehensively by enhancing Nicosia's nightlife, making it more appealing for both residents and visitors. Key actions include extending museum hours, organizing diverse nighttime cultural events, and improving public amenities. Nicosia's candidacy to become the European Capital of Culture in 2030 is a significant driving factor, aligning with the city's goals to boost its cultural profile and night-time economy.

The IAP for Nicosia has been developed using a collaborative methodology involving the Urban Local Group (ULG), which includes stakeholders from cultural institutions, event organizers, municipal services, and urban planners.

URBACT promotes sustainable urban development through integrated and participatory approaches, encouraging cities to develop action plans that address various urban challenges. The "Cities After Dark" network fosters transnational cooperation and local stakeholder engagement to create actionable plans.

Key themes include enhancing cultural and social activities, promoting effective communication, fostering inclusivity, and integrating sustainability into night-time events. The IAP aligns with local strategies such as the Nicosia Integrated Urban Sustainable Development, Nicosia Smart City Strategy, Nicosia Integrated Spatial Development Strategy, and the Nicosia Sustainable Energy and Climate Action Plan (SECAP).

Addressing challenges such as noise pollution, low citizen participation, and inadequate communication strategies, the IAP aims to transform Nicosia's night-time economy into a thriving and inclusive part of the city's cultural and economic life. This involves upgrading infrastructure, revising policies, engaging stakeholders, and leveraging digital tools like iNicosia for efficient urban management and event promotion. By ensuring a holistic approach, Nicosia can create a vibrant, inclusive, and sustainable night-time economy that benefits all residents and visitors.

## **Nicosia at Night: Why the City Joined Cities After Dark**

### **2.1 Understanding Cities After Dark and Its Thematic Focus**

The "Cities After Dark" initiative, an Action Planning Network (APN) funded by URBACT, spans from June 2023 to December 2025. Its mission is to unlock the potential of the night-time economy by addressing challenges and opportunities across cultural, social, and economic dimensions. By focusing on enhancing inclusivity, accessibility, and sustainability, the project empowers cities to create vibrant urban nightlife ecosystems. Ten partner cities, including Nicosia, collaborate in this transnational network to co-develop Integrated Action Plans (IAPs) through shared knowledge and best practices.

The debate on the night-time economy encompasses several dimensions, reflecting its broad impact on urban life. Economically, it drives local business growth, employment, and tourism. Socially, it fosters inclusivity and community interaction, offering diverse spaces for people to connect. Environmentally, it poses challenges such as energy consumption and waste management, necessitating sustainable practices. Addressing these interwoven dimensions requires a holistic approach, setting the stage for a transformative framework, as explored in the following sections, including Section 3.

Through Cities After Dark, Nicosia aspires to transform its night-time economy into a model of sustainability and inclusivity, fostering community engagement and economic growth.

### **2.2 Nicosia's Journey Toward a Thriving Night-Time Economy**

Nicosia, the capital of Cyprus, is renowned for its rich cultural heritage and dynamic urban landscape. Despite its vibrant daytime activities, the city faces several challenges in its night-time economy. These include noise pollution affecting residential areas, low citizen participation in nighttime events, and unsuccessful promotion and communication strategies for night-time activities. Additionally, the division of the city following the 1974 invasion presents ongoing socio-economic challenges that impact the overall cohesion and development of the night-time economy.

The city's participation in the Cities After Dark initiative is a strategic move to address these issues comprehensively. The initiative aims to enhance Nicosia's nightlife, making it more appealing for both residents and visitors by promoting a culturally rich and engaging night-time environment. This involves extending museum hours, organizing diverse nighttime cultural events, and improving public amenities to ensure a vibrant and enjoyable nightlife.

Additionally, Nicosia's candidacy to become the European Capital of Culture in 2030 is a significant driving factor in this endeavor. This prestigious title creates synergies and opportunities for cultural and economic development. It aligns with the city's goals to boost its cultural profile and night-time economy. By aiming for this title, Nicosia seeks to implement policies that foster a lively and inclusive night-time environment, encourage greater social interaction, tourism, and economic activity, and position the city as a cultural hub in Europe.

The commitment to enhancing the night-time economy is also supported by leveraging digital solutions such as iNicosia, the city's digital twin, in collaboration with CYENS Centre of Excellence. This innovative tool can be used for urban management and event promotion, ensuring efficient planning and engagement. Through these efforts, Nicosia is poised to create a dynamic, culturally rich night-time economy that will significantly improve the quality of life for its residents and attract more visitors to the city.

## 2.3 URBACT: Building Sustainable Cities Through Integrated Action

URBACT is a European program that fosters sustainable urban development by enabling cities to collaborate, exchange knowledge, and develop effective solutions to urban challenges. Through its participatory and integrated approaches, URBACT ensures that actions are not only innovative but also responsive to the diverse needs of urban communities.

### Sustainable Urban Development

Sustainable urban development under URBACT emphasizes balancing economic growth, social inclusion, and environmental protection. This means promoting eco-friendly practices, reducing inequalities, and fostering cohesive communities. The approach considers long-term impacts, aiming to create cities that are resilient, inclusive, and capable of adapting to future challenges. For Nicosia, sustainable urban development includes:

- Expanding cultural and economic opportunities in a way that minimizes environmental impacts.
- Creating safe, accessible public spaces that encourage participation from all community members.
- Aligning local initiatives with broader goals, such as the UN Sustainable Development Goals (SDGs).

### The Integrated Approach

URBACT's integrated approach combines multiple dimensions—social, economic, environmental, and governance—into cohesive strategies. This ensures that:

- Policies and actions address interconnected challenges holistically.
- Stakeholder involvement is central, fostering collaboration between public authorities, businesses, and citizens.
- Cities develop solutions tailored to their unique contexts while learning from the experiences of others.

For Nicosia, the integrated approach enables the city to link the night-time economy with goals such as cultural development, sustainability, and community well-being. By involving diverse stakeholders, including cultural institutions, local businesses, and residents, the Integrated Action Plan (IAP) reflects the collective aspirations of the community.

### Action Planning Networks

Action Planning Networks (APNs) like Cities After Dark are one of URBACT's core tools. These networks connect cities to collaborate on specific themes, share best practices, and develop localized action plans. The APN process involves:

1. **Transnational Collaboration:** Partner cities share knowledge and innovative practices through meetings and thematic workshops.
2. **Local Action:** Cities establish Urban Local Groups (ULGs) to engage stakeholders in co-creating solutions tailored to local needs.
3. **Action Plan Development:** Each city produces an Integrated Action Plan (IAP) that outlines strategies, actions, and measurable outcomes.

The Cities After Dark APN focuses on the night-time economy, addressing its cultural, economic, and environmental dimensions. By participating, Nicosia benefits from access to shared expertise, resources, and support for implementing its vision of a vibrant and inclusive nightlife.

## **2.4: The Role of Transnational Collaboration and the URBACT Local Group**

The development of Nicosia's Integrated Action Plan (IAP) is guided by a participatory process centered on the **URBACT Local Group (ULG)** and its connection to transnational knowledge exchanges facilitated through the Cities After Dark network. This approach ensures that the plan is both locally relevant and informed by innovative practices from partner cities across Europe.

### **What is the URBACT Local Group?**

The ULG is a multi-stakeholder group that brings together representatives from cultural institutions, municipal departments, local businesses, academic experts, and community organizations. It is the backbone of the participatory process under URBACT, ensuring that the diverse needs and perspectives of the community are reflected in the action plan. The ULG plays a crucial role in:

- **Identifying Challenges and Opportunities:** Analyzing local conditions and setting priorities for action.
- **Co-Creating Solutions:** Developing actionable strategies and initiatives that address identified challenges.
- **Fostering Collaboration:** Encouraging cross-sectoral cooperation to ensure cohesive and integrated solutions.

In Nicosia, the ULG includes representatives from museums, Nicosia municipal departments, the Ministry of Tourism, CYENS Centre of Excellence, local business associations, and advocacy groups such as the Women's Initiative for Safe Public Spaces.

### **Connection to Transnational Exchanges**

Through the Cities After Dark network, the ULG benefits from transnational collaboration, drawing on the experiences and insights of other partner cities. This exchange is facilitated through:

1. **Transnational Meetings:**
  - Physical gatherings where partner cities share best practices, challenges, and innovative solutions.
  - For example, during the Cities After Dark meeting in Paris, ULG members participated in workshops on sustainable night-time economy practices and inclusive urban planning.
2. **Online Thematic Seminars:**
  - Virtual events focusing on specific themes, such as cultural programming, urban safety, or digital tools for urban management.
  - These seminars allow ULG members to access expert insights and case studies from across Europe.
3. **Peer Learning:**
  - Direct exchanges between ULG members from different cities, fostering a collaborative learning environment.

## The Role of Transnational Knowledge in Local Actions

The insights gained from transnational exchanges directly inform the work of the ULG, enhancing the quality and impact of the IAP. For instance:

- The development of sustainable event practices in Nicosia is inspired by successful waste management initiatives shared by a partner city.
- Safety improvements, such as enhanced public lighting and gender-sensitive urban design, are informed by case studies presented at transnational meetings.

By combining local expertise with transnational knowledge, the ULG ensures that Nicosia's IAP is innovative, actionable, and aligned with global best practices. This collaborative approach also strengthens the city's capacity to address complex challenges and seize new opportunities in its night-time economy.

### 2.5: Developing the URBACT Local Group – Inclusive and Strategic Representation

The URBACT Local Group (ULG) is central to Nicosia's Integrated Action Plan (IAP), ensuring that the plan reflects diverse perspectives and is both comprehensive and actionable. The ULG was carefully formed based on a set of criteria to ensure balanced representation and meaningful engagement across sectors.

#### Formation of the ULG

The ULG was created through a consultative process involving key stakeholders and partners with expertise and interest in the night-time economy. The following criteria were used to select its members:

1. **Relevance:** Stakeholders were chosen based on their direct involvement in or influence over areas related to the night-time economy, such as culture, business, urban planning, and sustainability.
2. **Diversity:** The group ensures representation across gender, age, and socio-economic backgrounds to address inclusivity challenges in the city's nightlife.
3. **Impact Potential:** Members were selected for their ability to contribute actively to decision-making, strategy development, and implementation.
4. **Collaboration:** The focus was on including stakeholders capable of fostering partnerships and working across sectors.

#### Connection to IAP Implementation

The involvement of these diverse stakeholders ensures that the IAP is actionable and aligned with local needs:

- **Policy and Regulation:** Government and municipal representatives collaborate on policy reforms, such as licensing processes and noise management.
- **Program Design:** Cultural institutions and business owners co-create initiatives like nighttime events and extended museum hours.
- **Community Engagement:** Advocacy groups and community organizations provide feedback on inclusivity measures and ensure broad participation in nighttime activities.
- **Innovation and Technology:** Academic and research partners contribute cutting-edge solutions for urban management and data-driven decision-making.

## 2.6: A Roadmap for Action

The Integrated Action Plan (IAP) is structured as a comprehensive roadmap to transform Nicosia's night-time economy into a vibrant, inclusive, and sustainable ecosystem. The document is designed to guide readers through the strategic process while encouraging active engagement with its vision and objectives.

### What to Expect in the IAP

- **Section 3: Context, Needs, and Vision**
  - Provides a detailed analysis of Nicosia's current challenges and opportunities in the night-time economy.
  - Outlines the city's vision and strategic objectives, co-developed with the Urban Local Group (ULG).
  - Highlights how the plan connects to broader local, regional, and global strategies.
- **Section 4: Overall Logic and Integrated Approach**
  - Explains the strategic framework for the IAP, emphasizing inclusivity, sustainability, and innovation.
  - Links strategic objectives to specific actions and provides a rationale for their integration.
  - Introduces how the IAP leverages local strengths while incorporating best practices from transnational exchanges.
- **Section 5: Planning Actions**
  - Details the actionable steps necessary to achieve the plan's objectives.
  - Connects individual actions to their responsible stakeholders, expected outcomes, and timelines.
  - Uses a structured approach inspired by the URBACT Toolbox to ensure clarity and accountability.
- **Section 6: Implementation Framework**
  - Describes the governance mechanisms, resource allocation, and stakeholder roles required for successful implementation.
  - Provides a framework for monitoring progress and evaluating the effectiveness of actions.
- **Section 7: Governance and Sustainability**
  - Highlights how the IAP will ensure long-term impact through effective governance, continuous engagement, and sustainable practices.

### An Invitation to Explore

Each section builds on the previous one, offering a cohesive narrative that guides readers from understanding the context to seeing how actions will be implemented. This document is not only a plan for Nicosia but also a resource for citizens, stakeholders, and decision-makers to engage actively in shaping the city's future. Whether you're interested in the strategic vision, the specifics of planned actions, or the governance framework, the IAP provides a clear and accessible path forward.

By tying together all sections, this roadmap emphasizes the interconnectedness of the IAP's components, ensuring that the transformation of Nicosia's night-time economy is comprehensive and impactful.

## 3. Context, Needs and Vision

### 3.1 Introducing the Night-Time Economy: Beyond the Ordinary

The night-time economy represents a vital and dynamic component of urban life, encompassing a wide range of activities that occur after traditional business hours. It includes cultural, social, and economic interactions that extend beyond entertainment to create a broader impact on the urban fabric. Around the world, cities leverage the night-time economy to:

- **Foster Cultural Identity:** Nightlife provides opportunities for artistic expression and cultural experiences, such as theater performances, live music, festivals, and exhibitions, which reflect a city's unique character and heritage.
- **Boost Economic Vitality:** From hospitality and retail to transport and tourism, night-time activities drive significant economic contributions by creating jobs, attracting visitors, and supporting local businesses.
- **Encourage Social Connectivity:** Night-time spaces promote inclusivity and social cohesion by providing platforms for community interaction and celebration.
- **Improve Urban Safety:** Well-managed nighttime environments enhance safety by increasing foot traffic and fostering a sense of community ownership.
- **Promote Sustainability:** Integrating eco-friendly practices, such as energy-efficient lighting and green transportation options, ensures that night-time economies contribute to a city's environmental goals.

The challenges and opportunities of the night-time economy are multifaceted. Issues such as noise pollution, inadequate infrastructure, and safety concerns often hinder its potential. However, innovative policies and practices—like extended operating hours for cultural venues, improved public transport systems, and effective communication strategies—can transform a city's nightlife into an engine for sustainable growth.

The "Cities After Dark" initiative explores these dimensions, offering cities a platform to co-develop strategies that address challenges while enhancing the benefits of their night-time economies. By focusing on inclusivity, sustainability, and vibrancy, the initiative establishes a shared foundation for cities to create thriving nighttime ecosystems.

### 3.2: Nicosia's Night-Time Economy – Challenges and Layers

Nicosia's night-time economy holds immense potential yet faces significant challenges across various layers, including business and cultural vibrancy, use of public spaces, safety, and sustainability. These challenges are both structural and operational, requiring a multifaceted approach for effective resolution.

#### Challenges Across Layers

##### 1. Business and Cultural Vibrancy:

- Nicosia is home to over 50 nightlife venues, including bars, restaurants, and cafes, as well as theaters and live music venues. These spaces contribute to the city's economic activity, attracting both residents and tourists.
- However, the current offerings are not sufficiently diverse to cater to varied interests, limiting participation from different demographic groups.
- The lack of extended operating hours for cultural institutions, such as museums and galleries, restricts opportunities for cultural enrichment after dark.

##### 2. Use of Public Spaces:



- While the city has a variety of public spaces that could host nighttime activities (e.g., squares, parks), their potential remains largely untapped.
  - Poor lighting and insufficient seating or facilities, such as public restrooms, discourage their use after dark.
  - Public spaces are often perceived as unsafe or inaccessible, particularly for women and marginalized groups, further limiting their utility.
3. **Safety Concerns:**
- Insufficient public lighting in key areas reduces the perception of safety, deterring nighttime activity.
  - A lack of well-defined safety measures, such as visible law enforcement or CCTV systems, exacerbates concerns among residents and visitors.
4. **Limited Infrastructure:**
- Public transportation services cease operation early, leaving limited options for nighttime mobility. This creates accessibility challenges, particularly for those without personal vehicles.
  - Inadequate parking facilities and pedestrian pathways further compound the issue.
5. **Communication and Promotion:**
- The city's promotional efforts for nighttime activities are fragmented, with little coordination between venues, events, and municipal platforms.
  - Residents and visitors often lack awareness of available options, leading to low attendance at nighttime events.

## Opportunities for Transformation

Nicosia's night-time economy can be revitalized by addressing these layers:

- Expanding and diversifying nighttime cultural offerings to attract wider audiences.
- Enhancing public spaces with improved lighting, seating, and safety features to encourage their use after dark.
- Investing in public transportation services that operate during nighttime hours, ensuring accessibility and convenience.
- Developing coordinated communication strategies to effectively promote events and activities.
- Fostering a business-friendly environment for new nighttime ventures, including streamlined licensing and regulatory support.

### 3.3 Aligning the IAP with Strategic Frameworks

Nicosia's IAP is deeply connected to broader strategic initiatives, ensuring cohesive and sustainable development:

- **Local Strategies:** The IAP aligns with Nicosia's Sustainable Urban Development Plan, Smart City Strategy, and SECAP (Sustainable Energy and Climate Action Plan), prioritizing inclusive urban growth and green infrastructure.
- **National Context:** While Cyprus lacks a dedicated night-time economy policy, the IAP contributes to implementing national goals, including sustainable tourism, cultural development, and youth engagement strategies.
- **Global Commitments:** By promoting the UN Sustainable Development Goals (SDGs), particularly SDG 11 (Sustainable Cities and Communities), the IAP highlights Nicosia's role in advancing global urban priorities.

### 3.4: Addressing Key Problems and Priorities

The night-time economy in Nicosia presents a mix of challenges and opportunities. A collaborative effort, led by the **Urban Local Group (ULG)**, has been instrumental in identifying key issues and laying the groundwork for actionable solutions. The ULG represents a cross-section of stakeholders, ensuring that the Integrated Action Plan (IAP) reflects diverse perspectives and aligns with the city's unique needs.

#### Stakeholders and Selection Rationale

The **Urban Local Group (ULG)** played a critical role in identifying the specific problems and opportunities within Nicosia's night-time economy:

- **Stakeholders Involved:** The ULG comprises cultural institutions, event organizers, musicians, bar/restaurant owners, municipal departments, ministry of tourism, Nicosia Tourism Board etc.

#### Selection Criteria:

- **Relevance:** Organizations and individuals were chosen based on their direct involvement or influence in the night-time economy.
- **Diversity:** Ensuring representation across cultural, social, and economic sectors.
- **Impact:** Stakeholders capable of contributing to policy development, implementation, and evaluation.
- **Inclusivity:** Prioritizing groups such as youth organizations, gender advocacy groups, and representatives of marginalized communities to ensure equitable input.

#### Analyzing the Problem: Causes and Effects

Using participatory tools like the ULG explored the interconnected issues affecting Nicosia's night-time economy. The process revealed the following key challenges:

1. **Noise Pollution:**
  - **Cause:** Lack of soundproofing in venues, inadequate enforcement of noise regulations.
  - **Effect:** Complaints from residents in mixed-use areas, leading to tensions between businesses and the community.
2. **Limited Infrastructure:**
  - **Cause:** Insufficient public transport services and inadequate public amenities (e.g., lighting, seating, restrooms).
  - **Effect:** Reduced accessibility and participation in nighttime activities, especially for those without private vehicles.
3. **Low Citizen Engagement:**
  - **Cause:** Limited promotion of events, lack of diverse cultural offerings.
  - **Effect:** Perception of limited options and reduced attendance at nighttime events.
4. **Safety Concerns:**
  - **Cause:** Poor lighting, lack of visible security measures.
  - **Effect:** Hesitation among residents, particularly women and marginalized groups, to participate in nighttime activities.
5. **Fragmented Communication Strategies:**
  - **Cause:** Disjointed efforts by venues and municipal departments to promote events.
  - **Effect:** Reduced awareness of activities and low turnout.

#### From Challenges to Priorities

The analysis led to six key priorities that address challenges while leveraging Nicosia's strengths:

1. **Enhancing Cultural Activities:** Extend museum hours and diversify nighttime events to position Nicosia as a vibrant cultural hub.
2. **Improving Communication:** Develop coordinated promotion strategies, using tools like iNicosia to boost visibility and engagement.
3. **Upgrading Infrastructure:** Extend public transport hours, improve lighting, and provide accessible public amenities.
4. **Fostering Inclusivity:** Create safe, welcoming spaces for all, with a focus on women, youth, and marginalized groups.
5. **Addressing Noise Pollution:** Implement soundproofing and enforce noise regulations to balance business and community needs.
6. **Leveraging Technology:** Use digital tools for urban management, and event promotion.

### **Narrative of Collaboration**

**The ULG's participatory approach allowed for a nuanced understanding of the night-time economy, highlighting both weaknesses and untapped potential. Stakeholders worked collaboratively to connect these challenges to actionable priorities, ensuring that the IAP reflects the city's unique context while addressing systemic issues. This process not only built consensus b Vision for Nicosia's Night-Time Economy**

The vision for Nicosia's night-time economy, co-developed with the **Urban Local Group (ULG)**, reflects the city's aspiration to create a vibrant, inclusive, and sustainable nightlife that enhances cultural identity, supports economic growth, and fosters community well-being.

### **Our Vision Statement:**

**"A thriving night-time economy in Nicosia that celebrates diversity, fosters creativity, and offers safe, accessible, and sustainable experiences for all."**

### **Key Elements of the Vision**

1. **Cultural and Economic Vibrancy:**
  - Nicosia becomes a hub for diverse nighttime cultural events, from live performances to interactive exhibitions, positioning the city as a Mediterranean leader in cultural tourism.
  - The city nurtures its local businesses, creating opportunities for restaurants, bars, and creative industries to flourish in a supportive, well-regulated environment.
2. **Inclusivity and Accessibility:**
  - Nighttime activities and public spaces are designed to welcome all demographics, including youth, families, women, and marginalized groups.
  - Improved public transportation and accessible facilities ensure that everyone can participate safely and conveniently.
3. **Safety and Community Well-Being:**
  - Well-lit, secure public spaces and visible safety measures encourage community participation and trust.
  - Noise regulations and community-driven initiatives create a balance between lively nightlife and residential tranquility.
4. **Sustainability:**

- The city's nightlife integrates green practices, such as energy-efficient lighting, waste management, and eco-friendly transportation options, contributing to its environmental goals.
5. **Innovation and Technology:**
- Leveraging digital tools like iNicosia for urban management, event promotion, and stakeholder engagement ensures efficiency and connectivity.

## Visualizing the Vision

Using tools such as the **URBACT Vision Board**, the ULG articulated this vision through collaborative exercises:

- **Future Headlines (Newspaper of Tomorrow):**
  - "Nicosia: A Nighttime Destination for All!"
  - "Sustainable Nights Shine Bright in the Capital!"
  - "From Dusk to Dawn: How Nicosia Leads the Way in Inclusive Nightlife."
- **Visual Elements:**
  - A vibrant map of Nicosia showcasing key nighttime venues, improved public spaces, and eco-friendly transport routes.
  - Infographics illustrating the inclusivity, sustainability, and cultural offerings that underpin the vision

## Achieving the Vision

This vision serves as the foundation for the Integrated Action Plan, guiding the implementation of strategic priorities and actions. Through collaboration, innovation, and sustainability, Nicosia aims to transform its night-time economy into a model of inclusive urban development, offering residents and visitors alike a truly exceptional nighttime experience.

### 3.5 Integration Challenges: Creating a Cohesive Night-Time Economy

Nicosia's night-time economy faces several integration challenges that must be addressed to develop a cohesive and vibrant environment. Key areas for improvement include inclusivity, sustainability, participation, and communication.

**Inclusivity:** Ensuring that night-time activities and spaces are accessible and welcoming to all residents, regardless of age, gender, socioeconomic background, or physical ability, is crucial. There are current gaps in stakeholder engagement that need to be bridged to promote a more inclusive night-time economy. This means actively involving diverse community groups in planning and decision-making processes to ensure their needs and preferences are met.

**Sustainability:** Sustainable practices should be integrated into all aspects of night-time events and infrastructure. This includes promoting eco-friendly transportation options, reducing waste, and ensuring the use of energy-efficient lighting. By prioritizing sustainability, Nicosia can create a night-time economy that not only attracts visitors but also minimizes environmental impact.

**Participation:** Increasing citizen participation in night-time activities is essential. This involves addressing barriers that prevent engagement, such as safety concerns, lack of appealing activities, and insufficient promotional efforts. Encouraging community-driven activities and fostering a sense of ownership among residents can significantly boost participation.

**Communication:** Developing effective communication strategies is vital for promoting night-time events and activities. Utilizing various media platforms, including social media, local radio, and community bulletins, can help increase awareness and attract more participants. Clear and engaging messaging will ensure that residents and visitors are well-informed about the city's night-time offerings.

**Current Gaps:** Nicosia currently faces gaps in stakeholder engagement, policy implementation, and socio-economic integration due to the city's division. These gaps need to be addressed to develop a cohesive night-time economy. Enhanced collaboration between local authorities, businesses, and community groups is necessary to overcome these challenges.

### **3.6 Connecting the Initial Situation to URBACT's Cross-Cutting Dimensions**

The cross-cutting dimensions of URBACT—**Gender Equality**, **Green Transition**, and **Digital Transition**—are integral to addressing the challenges identified in Nicosia's night-time economy and shaping the future actions proposed in the IAP. By connecting these dimensions to the city's initial situation and planned actions, Nicosia can create a cohesive and transformative strategy.

#### **Gender Equality**

The initial situation in Nicosia reveals safety concerns and accessibility issues that disproportionately affect women and marginalized groups. Limited lighting, poorly designed public spaces, and the absence of gender-sensitive initiatives contribute to feelings of insecurity, particularly after dark.

#### **Proposed Actions:**

##### **1. Improved Lighting and Urban Design:**

- Install energy-efficient lighting in public spaces and high-traffic areas.
- Redesign public spaces to prioritize safety, such as clear sightlines and accessible pathways.
- Collaborate with women's advocacy groups, such as the Women's Initiative for Safe Public Spaces, to ensure that safety measures reflect lived experiences.

##### **2. Community Engagement and Awareness:**

- Organize nighttime events that foster inclusivity, such as family-friendly cultural events and workshops focused on gender equality.
- Provide training for nighttime businesses on harassment prevention and creating welcoming environments.

**Connection to the IAP:** These actions aim to create a night-time economy where everyone feels safe and included, aligning with the broader vision of inclusivity and community cohesion.

#### **Green Transition**

Nicosia's initial situation highlights a lack of sustainable practices in its night-time economy. Inefficient public lighting, limited waste management, and the reliance on private vehicles for mobility contribute to environmental challenges.

### **Proposed Actions:**

#### **1. Eco-Friendly Transportation:**

- Extend public transportation hours and introduce night routes to reduce dependence on cars.
- Promote green transportation options, such as biking and e-scooter rentals, with designated parking and charging stations.

#### **2. Sustainable Event Management:**

- Implement waste sorting and recycling stations at nighttime events and public spaces.
- Encourage venues to adopt energy-efficient practices, such as using LED lighting and minimizing single-use plastics.

#### **3. Public Awareness Campaigns:**

- Launch educational initiatives to raise awareness of sustainable practices among residents and businesses.

**Connection to the IAP:** These actions directly address the sustainability gaps in Nicosia's current night-time economy and align with the city's commitments under the Sustainable Energy and Climate Action Plan (SECAP).

### **Digital Transition**

While the city's digital twin, **iNicosia**, provides a strong foundation, its potential remains underutilized for promoting and managing the night-time economy. The initial situation reveals a need for integrated digital solutions to enhance communication, engagement, and urban management.

### **Proposed Actions:**

#### **1. Promotion:**

- Use iNicosia to create a centralized platform that provides updates on nighttime events, transport schedules, and safety alerts.
- Develop a mobile app with interactive features, such as event maps and ticket purchasing options.

#### **2. Data-Driven Decision Making:**

- Leverage analytics from iNicosia to monitor attendance, identify high-traffic areas, and optimize resource allocation.
- Use data to assess the success of initiatives and refine strategies over time.

#### **3. Digital Accessibility:**

- Ensure that the platform is accessible to all demographics, with features like multiple language options and user-friendly interfaces.

**Connection to the IAP:** Digital tools will enhance the efficiency and inclusivity of the night-time economy, ensuring that actions are data-informed and responsive to community needs.

### **Integration Across Dimensions**

By integrating these cross-cutting dimensions into the IAP, Nicosia addresses the challenges of its initial situation with targeted, impactful actions. For example:

- The introduction of sustainable transportation options not only reduces environmental impact (Green Transition) but also enhances accessibility and safety (Gender Equality).
- Event promotion improves communication while fostering participation across diverse demographic groups (Digital Transition and Inclusivity).

Through these interconnected actions, the IAP ensures that the city's night-time economy evolves into a model of inclusivity, sustainability, and innovation, aligned with URBACT's overarching objectives.

### 3.7 Testing Actions: Connecting Vision, Objectives, and Implementation

The proposed testing actions are designed to align closely with the vision and strategic objectives outlined in Nicosia's IAP. They serve as pilot initiatives to validate the city's approach to transforming its night-time economy. By focusing on cultural vibrancy, inclusivity, safety, sustainability, and technological integration, these actions provide a practical framework for achieving long-term goals.

#### a. Extending Museum Hours

- **Connection to Vision:** This action directly supports the vision of a vibrant and culturally rich night-time economy by making cultural assets more accessible during evening hours.
- **Strategic Objective Alignment:**
  - **Enhancing Cultural Activities:** Encourages residents and visitors to engage with the city's heritage in new ways.
  - **Fostering Inclusivity:** Evening museum access caters to individuals who may not be able to visit during the day due to work or other commitments.
- **Validation of Approach:** By tracking attendance and community feedback, this action will demonstrate the potential of cultural programming to increase participation in nighttime activities.

#### b. Organizing Nighttime Events

- **Connection to Vision: Events** promote inclusivity and foster a sense of community while showcasing Nicosia's cultural diversity.
- **Strategic Objective Alignment:**
  - **Improving Communication:** Events provide an opportunity to test coordinated promotional strategies.
  - **Enhancing Cultural Activities:** These events diversify the city's nighttime offerings and appeal to a broad audience.
- **Validation of Approach:** The success of festivals, measured by attendance and participant satisfaction, will highlight the effectiveness of inclusive and well-promoted nighttime events.

#### c. Improving Public Lighting

- **Connection to Vision:** Enhanced lighting ensures safer, more welcoming public spaces, reinforcing the city's commitment to inclusivity and safety.
- **Strategic Objective Alignment:**
  - **Fostering Inclusivity:** Well-lit spaces encourage participation from women, families, and marginalized groups.

- **Upgrading Infrastructure:** This action addresses current gaps in safety and accessibility.
- **Validation of Approach:** Surveys on perceptions of safety before and after implementation will provide insights into how lighting improvements impact participation and community trust.

#### d. Leveraging Technology Through iNicosia

- **Connection to Vision:** iNicosia exemplifies the city's focus on innovation, providing a digital backbone for efficient urban management and event promotion.
- **Strategic Objective Alignment:**
  - **Improving Communication:** updates on events, transportation, and safety features foster greater engagement.
  - **Leveraging Technology:** Data-driven insights support better decision-making and resource allocation.
- **Validation of Approach:** Metrics such as app downloads, user engagement, and feedback will showcase the role of technology in enhancing the night-time economy.

#### e. Developing Green Transportation Options

- **Connection to Vision:** Sustainable mobility solutions align with the city's commitment to environmental responsibility and accessibility.
- **Strategic Objective Alignment:**
  - **Promoting Sustainability:** Reduced reliance on private vehicles minimizes the environmental footprint of nighttime activities.
  - **Upgrading Infrastructure:** Expanding nighttime transport services improves connectivity and inclusivity.
- **Validation of Approach:** Increased usage of green transport options will demonstrate the feasibility and impact of sustainable mobility initiatives.

#### How Testing Actions Validate the Vision

These testing actions serve as microcosms of the broader strategies outlined in the IAP. By addressing key aspects of the vision—cultural vibrancy, inclusivity, safety, sustainability, and technological integration—they provide practical evidence of the plan's effectiveness. Success in these areas will validate Nicosia's holistic approach and inform adjustments to ensure that the IAP achieves its long-term goals.

Each action connects measurable outcomes to strategic objectives, offering a clear pathway for scaling successful initiatives citywide. This iterative process ensures that the vision of a dynamic, inclusive, and sustainable night-time economy is both achievable and resilient.

### 3.8 Vision: Transforming Nicosia's Night-Time Economy

Nicosia envisions a thriving night-time economy characterized by:

- Vibrant cultural and business activities.
- Safe, inclusive public spaces.
- Sustainable practices integrated into nightlife management.
- Community ownership and broad participation.



#### 4. Overall Logic and Integrated Approach for "Cities After Dark" IAP

##### Revised 4.1: Vision and Integrated Approach

##### Vision Statement (As Previously Included in Section 3)

**"A thriving night-time economy in Nicosia that celebrates diversity, fosters creativity, and offers safe, accessible, and sustainable experiences for all."**

This vision reflects the collective aspirations of Nicosia's stakeholders, emphasizing inclusivity, cultural vibrancy, and sustainability as the core pillars of the Integrated Action Plan (IAP).

##### Integrated Approach

To realize this vision, Nicosia adopts an **integrated approach** that connects cultural, social, economic, environmental, and technological dimensions of the night-time economy. Drawing insights from the challenges and opportunities identified in the initial situation, this approach ensures that planned actions are cohesive, impactful, and responsive to the needs of residents and visitors.

##### Key Components of the Integrated Approach

1. **Inclusivity Across Stakeholders and Demographics:**
  - Actions prioritize inclusivity by ensuring that public spaces, events, and transportation options cater to diverse groups, including women, youth, and marginalized communities.
  - Stakeholders, including cultural institutions, local businesses, and community organizations, collaborate to align efforts and maximize community impact.
2. **Cultural and Economic Synergy:**
  - Extending cultural programming (e.g., museums, festivals) encourages engagement with the city's heritage and attracts both residents and tourists.
  - Supporting local businesses through streamlined licensing and promotional strategies fosters economic vitality and builds a resilient night-time economy.
3. **Environmental Sustainability:**
  - Incorporating eco-friendly practices, such as energy-efficient lighting, waste management, and sustainable transport options, reduces the environmental footprint of nighttime activities.
  - Aligning actions with the city's SECAP ensures long-term sustainability.
4. **Technology-Driven Solutions:**
  - Leveraging iNicosia, the city's digital twin, supports urban management, event promotion, and citizen engagement.
  - Data analytics inform decision-making, optimize resource allocation, and measure the success of initiatives.
5. **Safety and Community Well-Being:**
  - Improvements in public lighting, urban design, and security measures create a safe and welcoming environment for all.
  - Noise regulation and soundproofing initiatives balance residential and nightlife needs, fostering harmony within mixed-use neighborhoods.

##### How the Integrated Approach Guides Action

The integrated approach ensures that the IAP addresses complex challenges holistically, fostering synergies between different sectors and stakeholders. For example:

- **Enhancing Cultural Activities:** Combines inclusivity and economic synergy by engaging diverse audiences and supporting local creatives.
- **Improving Communication:** Integrates technology and stakeholder collaboration to ensure effective promotion of nighttime activities.
- **Upgrading Infrastructure:** Aligns sustainability and safety by improving public lighting and green transportation options.

By connecting these elements, Nicosia's integrated approach bridges gaps in its night-time economy while laying a foundation for sustainable, inclusive growth. This approach not only guides the IAP's strategic actions but also ensures their alignment with the city's long-term vision and broader urban development goals.

#### 4.1 Vision and Proposed Integrated Approach

The vision for Nicosia's night-time economy is to cultivate a vibrant, safe, and inclusive urban environment where cultural richness thrives alongside economic activity. This vision is rooted in collaboration among key stakeholders, sustainable practices, and the integration of advanced technologies like iNicosia for efficient urban management and event promotion.

The **integrated approach** focuses on addressing key challenges, such as inclusivity, sustainability, participation, and communication, through cohesive strategies. By aligning with local, national, and global frameworks, the IAP ensures that interventions are tailored to Nicosia's unique context while benefiting from global best practices.

#### 4.2 Strategic Objectives of the Integrated Action Plan

The strategic objectives of Nicosia's Integrated Action Plan (IAP) have been refined to address the multifaceted dimensions of the night-time economy, ensuring alignment with the city's vision, the challenges identified, and the testing actions proposed. These objectives reflect the collaborative input of the Urban Local Group (ULG) and recognize the shared responsibilities of multiple stakeholders, including municipal authorities, cultural institutions, businesses, and community organizations.

##### 1. Enhance Cultural and Business Vibrancy

- **Objective:** Foster a dynamic cultural and economic ecosystem by expanding nighttime offerings and supporting local businesses.
- **Key Actions:**
  - Extend museum hours and organize diverse cultural events such as music festivals, food markets, and art exhibitions.
  - Streamline licensing processes to encourage small businesses and creative entrepreneurs to establish nighttime ventures.
- **Connection to Testing Actions:**
  - The extension of museum hours and nighttime events will validate the potential for increased cultural participation and economic activity.

##### 2. Promote Effective Communication and Engagement

- **Objective:** Improve awareness and participation in nighttime activities through coordinated and inclusive communication strategies.
- **Key Actions:**
  - Develop a unified digital platform using iNicosia to promote nighttime events, transport schedules, and safety updates.
  - Launch collaborative marketing campaigns involving cultural institutions, businesses, and local influencers.
- **Connection to Testing Actions:**
  - The use of event promotion and a centralized app will test the feasibility of increasing visibility and community engagement.

### 3. Strengthen Inclusivity and Accessibility

- **Objective:** Ensure that nighttime spaces and activities are welcoming and accessible to all demographics, including women, youth, and marginalized communities.
- **Key Actions:**
  - Improve public lighting and redesign urban spaces to prioritize safety and inclusivity.
  - Host community-driven events that reflect the city's diversity and cater to varied interests.
- **Connection to Testing Actions:**
  - Enhanced public lighting and family-friendly events will validate the impact of inclusivity-focused interventions.

### 4. Support Sustainable and Resilient Practices

- **Objective:** Integrate sustainability into nighttime economy planning and operations to minimize environmental impact.
- **Key Actions:**
  - Extend public transport services during nighttime hours and introduce green mobility options like e-scooters and bike-sharing programs.
  - Implement waste management systems at nighttime events, including recycling and waste sorting stations.
- **Connection to Testing Actions:**
  - The rollout of green transport options and eco-friendly event practices will demonstrate the practicality and benefits of sustainability efforts.

### 5. Leverage Technology for Urban Management

- **Objective:** Use innovative digital tools to enhance planning, management, and engagement in the night-time economy.
- **Key Actions:**
  - Utilize iNicosia for data-driven decision-making, and stakeholder engagement.
  - Provide analytics on attendance, safety, and environmental metrics to refine strategies and improve resource allocation.
- **Connection to Testing Actions:**
  - The deployment of digital platforms for event promotion and urban management will confirm the value of technology in achieving strategic objectives

### Collaborative Responsibility

These objectives recognize that revitalizing Nicosia's night-time economy requires the collaboration of multiple stakeholders:

- **Municipal Authorities:** Lead infrastructure upgrades, regulatory reforms, and digital integration.
- **Cultural Institutions and Businesses:** Organize events, engage communities, and adopt sustainable practices.
- **Community Groups and Advocacy Organizations:** Contribute to inclusivity initiatives and safety measures.
- **Transport Providers:** Support extended and eco-friendly mobility options.

### 4.3 Areas of Intervention

The areas of intervention for Nicosia's Integrated Action Plan (IAP) are designed to address the challenges of the night-time economy while aligning with the strategic objectives outlined in the plan. These interventions focus on enhancing cultural and business vibrancy, improving inclusivity and accessibility, promoting sustainability, and leveraging technology to create a cohesive and transformative night-time ecosystem.

#### 1. Cultural and Business Vibrancy

This area targets the expansion and diversification of nighttime activities to foster economic growth and cultural engagement.

- **Connection to Strategic Objectives:**
  - Supports **Strategic Objective 1: Enhance Cultural and Business Vibrancy** by creating opportunities for cultural institutions and local businesses to thrive.
- **Intervention Examples:**
  - Extending operating hours for museums and theaters.
  - Hosting regular nighttime festivals, such as music events and food markets, to attract a broad audience.
  - Streamlining licensing processes for new nighttime ventures to encourage entrepreneurship.

#### 2. Inclusivity and Accessibility

Interventions in this area focus on creating safe, welcoming, and accessible spaces for all demographics, ensuring equity in participation.

- **Connection to Strategic Objectives:**
  - Aligns with **Strategic Objective 3: Foster Inclusivity and Accessibility** by addressing barriers to participation.
- **Intervention Examples:**
  - Enhancing public lighting in high-traffic areas to improve safety perceptions, particularly for women and marginalized groups.
  - Upgrading public spaces with accessible pathways, seating, and restroom facilities.
  - Engaging community groups to co-design inclusive nighttime activities and events.

#### 3. Sustainability

This area emphasizes eco-friendly practices and infrastructure improvements to reduce the environmental footprint of the night-time economy.

- **Connection to Strategic Objectives:**
  - Fulfills **Strategic Objective 4: Support Sustainable and Resilient Practices** by integrating sustainability into all aspects of planning and implementation.
- **Intervention Examples:**
  - Extending public transport hours and introducing green mobility options, such as bike-sharing systems.
  - Implementing waste sorting and recycling programs at nighttime events.
  - Transitioning to energy-efficient public lighting systems.

#### 4. Communication and Awareness

Focused on improving visibility and awareness, this area ensures that residents and visitors are informed and engaged with nighttime offerings.

- **Connection to Strategic Objectives:**
  - Advances **Strategic Objective 2: Promote Effective Communication and Engagement** by enhancing promotional strategies and citizen participation.
- **Intervention Examples:**
  - Developing a centralized digital platform through iNicosia to promote nighttime activities and events.
  - Coordinating targeted marketing campaigns across media channels to highlight Nicosia's night-time economy.
  - Establishing communication tools, such as mobile apps, to provide event updates and safety alerts.

#### 5. Technological Innovation

Technology plays a pivotal role in modernizing urban management and fostering engagement in the night-time economy.

- **Connection to Strategic Objectives:**
  - Strengthens **Strategic Objective 5: Leverage Technology for Urban Management** by optimizing resource allocation and improving decision-making.
- **Intervention Examples:**
  - Utilizing iNicosia for analytics on attendance, safety, and mobility trends.
  - Introducing digital tools for citizen feedback to identify areas for improvement.
  - Using technology to monitor environmental metrics, such as energy consumption and waste management.

#### Integration of Interventions and Objectives

Each area of intervention is strategically linked to specific objectives, ensuring that actions are both targeted and impactful. For example:

- Extending museum hours (Cultural and Business Vibrancy) directly supports the objective of enhancing cultural activities.
- Improving public lighting (Inclusivity and Accessibility) aligns with creating safe, inclusive spaces.

- Implementing green transportation (Sustainability) contributes to eco-friendly urban development.

#### **4.4 Detailed Action Plan**

##### **Infrastructure Development:**

- Enhancing Public Lighting: Installing energy-efficient lighting in key areas to improve safety and visibility.
- Upgrading Public Amenities: Providing additional public restrooms, seating areas, and waste disposal units to enhance the convenience and cleanliness of public spaces.
- Improving Public Transportation: Extending the hours of operation for buses and other public transport services to accommodate night-time activities.

##### **Policy Reform:**

- Noise Control Measures
- Public Space Usage: Creating clear guidelines for the use of public spaces for events, balancing accessibility, and commercial use.

##### **Stakeholder Engagement:**

- Community Consultations: Regular meetings with community groups, residents, and business owners to gather input and feedback.
- Partnerships with Cultural Institutions: Collaborating with museums, theaters, and other cultural venues to develop and promote night-time events.

##### **Technological Integration:**

- Utilizing iNicosia
- Data Analytics: Using data from various sources to monitor and optimize night-time activities and resource allocation.
- Digital Communication Platforms: Developing and maintaining websites and mobile apps to inform and engage the public about night-time events and services.

#### **4.5 Evaluating Integration and Detailed Action Planning**

The actions proposed in Nicosia's Integrated Action Plan (IAP) address the key challenges of the night-time economy through a comprehensive framework that incorporates both mandatory and non-mandatory aspects of integration as outlined in the URBACT methodology. This section provides a deeper analysis of the integration approach, supported by detailed planning tables that align with strategic objectives and ensure effective implementation.

#### **Overall Evaluation of Integration**

The IAP integrates multiple dimensions—social, economic, environmental, and technological—into its framework to create a balanced and sustainable night-time economy. This integration is guided by the following principles:

##### **1. Inclusivity (Mandatory Aspect):**

- The plan ensures accessibility for all demographics, prioritizing women, youth, and marginalized groups in nighttime activities.
- Actions such as improving public lighting and redesigning public spaces aim to foster safety and inclusivity.
- 2. **Sustainability (Mandatory Aspect):**
  - Environmental considerations are embedded in all activities, from energy-efficient lighting to green mobility solutions.
  - The adoption of sustainable event practices ensures long-term ecological benefits.
- 3. **Participation and Governance (Mandatory Aspect):**
  - Stakeholder engagement is central to the IAP, with the Urban Local Group (ULG) providing a platform for collaboration across sectors.
  - Actions like citizen feedback mechanisms ensure ongoing participation in policy and action development.
- 4. **Communication and Awareness (Non-Mandatory Aspect):**
  - A centralized digital platform enhances communication, promoting events and ensuring accessibility to information.
  - Marketing campaigns foster broader awareness and engagement with the night-time economy.
- 5. **Economic Growth (Non-Mandatory Aspect):**
  - Actions to support local businesses, such as streamlining licensing and hosting nighttime festivals, drive economic activity and create employment opportunities.

## Action Planning Tables

### Action: Extend Operating Hours for Cultural Venues

- **Strategic Objective:** Enhance Cultural and Business Vibrancy
- **Key Steps:**
  1. Identify venues with potential for extended hours.
  2. Collaborate with cultural institutions to design nighttime programs.
  3. Promote extended hours through targeted campaigns.
- **Stakeholders:** museums
- **Resources Required:** Staffing costs, promotional budgets, utility adjustments.
- **Expected Outcomes:**
  1. Increased cultural participation.
  2. Higher visitor numbers, including tourists.
- **Evaluation Metrics:** Attendance figures, visitor feedback.

### Action: Improve Public Lighting in Key Areas

- **Strategic Objective:** Foster Inclusivity and Accessibility
- **Key Steps:**
  1. Conduct an audit to identify poorly lit areas.
  2. Install energy-efficient lighting.
  3. Monitor and evaluate safety perceptions post-installation.
- **Stakeholders:** Nicosia Municipality Infrastructure Department, environmental consultants, neighborhood associations.
- **Resources Required:** Infrastructure funding, technical expertise.
- **Expected Outcomes:**
  1. Enhanced safety and accessibility.

- 2. Increased nighttime foot traffic.
- **Evaluation Metrics:** Perception surveys, crime statistics.

#### **Action: Develop a Centralized Digital Platform**

- **Strategic Objective:** Promote Effective Communication and Engagement
- **Key Steps:**
  1. Design and launch a digital platform with event listings, transport schedules, and updates.
  2. Integrate analytics to monitor engagement and collect feedback.
  3. Partner with local organizations to generate content.
- **Stakeholders:** CYENS Centre of Excellence, Nicosia Municipality IT Department, cultural organizations.
- **Resources Required:** Development costs, promotional support.
- **Expected Outcomes:**
  1. Improved event visibility and participation.
  2. Enhanced citizen engagement.
- **Evaluation Metrics:** Platform usage statistics, user satisfaction surveys.

#### **Action: Expand Nighttime Public Transport Services**

- **Strategic Objective:** Support Sustainable and Resilient Practices
- **Key Steps:**
  1. Partner with transport providers to extend operating hours.
  2. Introduce green mobility options, such as bike-sharing systems.
  3. Promote transport options through digital and traditional channels.
- **Stakeholders:** Nicosia Municipality Transport Department, private operators, environmental NGOs.
- **Resources Required:** Subsidies for extended services, infrastructure for green mobility options.
- **Expected Outcomes:**
  1. Reduced reliance on private vehicles.
  2. Increased mobility for underserved populations.
- **Evaluation Metrics:** Public transport ridership data, user feedback.

#### **Final Evaluation of Integration**

By embedding the mandatory aspects of inclusivity, sustainability, and participation into its framework, the IAP ensures that its actions are equitable, effective, and environmentally responsible. The inclusion of non-mandatory aspects, such as communication and economic growth, further strengthens the plan's capacity to create a vibrant, resilient night-time economy.

This detailed approach provides a clear roadmap for implementation, fosters accountability among stakeholders, and ensures measurable progress toward the overarching vision for Nicosia. Through regular monitoring and evaluation, the IAP will adapt and evolve to meet emerging needs and opportunities in the city's night-time landscape.



## 5. Action Planning Details

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### 5.1 Action Planning Tables

#### Action 1: Extend Museum and Cultural Venue Hours

Element	Details
Specific Tasks	<ol style="list-style-type: none"> <li>1. Conduct stakeholder consultations with museum and cultural venue operators to assess feasibility.</li> <li>2. Develop framework for extended operating hours.</li> <li>3. Implement a pilot phase with selected venues for extended hours over a three-month period.</li> <li>5. Gather feedback and revise the framework for permanent implementation.</li> </ol>
Timeframes	Stakeholder consultations: Q1 2025 Framework drafting: Q2 2025 Operational plan development: Q3 2025 Pilot phase: Q4 2025 Feedback and revision: Q5 2025
Responsible Parties	Lead: Nicosia Municipality Cultural Affairs Department (reason: oversight of cultural programming) Partners: Museum operators, Nicosia Tourism Board
Costs	Total estimated cost - Stakeholder consultations - Framework development - Operational costs for pilot phase - Feedback and revision
Funding Sources	EU funding programmes Ministry of Culture Private sponsorships from cultural foundations
Monitoring Indicators	Quantitative: Number of venues participating in the pilot; increase in visitor numbers after implementation Qualitative: Visitor and stakeholder satisfaction surveys

#### Action 2: Improve Public Lighting in Key Areas

Element	Details
Specific Tasks	<ol style="list-style-type: none"> <li>1. Identify priority areas for improved lighting based on safety audits and stakeholder input.</li> <li>2. Design a lighting plan incorporating energy-efficient technologies.</li> <li>3. Procure and install lighting systems.</li> <li>4. Conduct community awareness campaigns on the benefits of enhanced lighting.</li> </ol>

Timeframes	Priority area identification: Q1 2025 Lighting plan design: Q2 2025 Procurement and installation: Q3–Q4 2025 Awareness campaigns: Q4 2025–Q1 2026
Responsible Parties	Lead: Nicosia Municipality -technical services
Costs	Total estimated cost: - Design and planning: - Procurement and installation - Awareness campaigns
Funding Sources	Municipality budget allocation EU Cohesion Fund Local business sponsorships
Monitoring Indicators	Quantitative: Number of new lighting installations; reduction in crime rates in illuminated areas Qualitative: Perceived safety improvement from community feedback

### Action 3: Launch a City-Wide Nighttime Event Promotion Platform

Element	Details
Specific Tasks	1. Develop the technical requirements and design for the platform. 2. Contract a software development firm to build the platform. 3. Conduct a pilot phase with selected nighttime events. 4. Promote the platform through social media and public campaigns. 5. Continuously update and refine the platform based on user feedback.
Timeframes	Requirement gathering and design: Q2 2025 Platform development: Q3–Q4 2025 Pilot phase: Q1 2026 Full rollout: Q2 2026
Responsible Parties	Lead: CYENS Centre of Excellence (reason: expertise in digital solutions) Partners: Nicosia Tourism Board, local event organizers
Costs	Total estimated cost: €50,000 - Platform development: €30,000 - Promotion and outreach: €20,000
Funding Sources	Ministry of culture Private sponsorships Municipality own funds
Monitoring Indicators	Quantitative: Number of events listed; user engagement metrics (downloads, active users) Qualitative: User satisfaction surveys; feedback from event organizers

#### Action 4: Expand Nighttime Public Transport Services

Element	Details
Specific Tasks	<ol style="list-style-type: none"> <li>1. Identify key routes and demand for nighttime transport.</li> <li>2. Collaborate with transport providers to design extended service schedules.</li> <li>3. Launch a pilot program for extended nighttime services on selected routes.</li> <li>4. Collect user feedback and analyze data from the pilot program.</li> </ol>
Timeframes	<p>Feasibility study: Q2 2025  Service design: Q3 2025  Pilot program launch: Q4 2025  User feedback analysis: Q5 2025</p>
Responsible Parties	<p>Lead: Nicosia Technical Services  Partners: Ministry of Transport, Cyprus Public Transport, local businesses</p>
Costs	<p>Total estimated cost</p> <ul style="list-style-type: none"> <li>- Feasibility study</li> <li>- Pilot program implementation</li> <li>- Service adjustments</li> </ul>
Funding Sources	<p>Ministry of Transport</p> <p>Private partnerships with local businesses benefiting from increased nighttime accessibility</p>
Monitoring Indicators	<p>Quantitative: Number of passengers using nighttime transport; reduction in nighttime car traffic</p> <p>Qualitative: User satisfaction surveys and feedback from pilot program</p>
Risk Assessment	<p>Risk: Low ridership during pilot phase (Likelihood: Medium)</p> <ul style="list-style-type: none"> <li>- Mitigation: Partner with local businesses and events to promote services.</li> </ul> <p>Risk: High operational costs (Likelihood: Medium)</p> <ul style="list-style-type: none"> <li>- Mitigation: Secure subsidies from public-private partnerships.</li> </ul>

## **6. Implementation Framework**

### **6.1 Details of the governance mechanisms and processes for implementing the**

#### **IAP.**

The implementation of the Integrated Action Plan (IAP) will be overseen by a dedicated Night-Time Economy Task Force, established under the leadership of the Nicosia Municipality. This Task Force will act as the central coordinating body and will include representatives from key stakeholders, including:

- Relevant municipal departments (urban planning, culture, public infrastructure)
- CYENS Centre of Excellence (for technological integration and digital tools)
- Nicosia Tourism Board
- Ministry of Transport and / or Deputy Ministry of Culture
- Local business and hospitality associations
- Cultural and creative institutions
- Community groups, advocacy organizations (e.g., Women's Initiative for Safe Public Spaces)

**Primary responsibilities** of the Task Force will include:

- Operational coordination and scheduling
- Stakeholder alignment and decision-making
- Monitoring progress across action areas
- Ensuring policy coherence and regulatory support
- Preparing progress reports for submission to URBACT and the municipal council

The Task Force will meet 2 per year and will be supported by thematic sub-groups focusing on specific domains such as sustainability, safety, culture, mobility, and digital innovation.

### **6.2 Details of how wider stakeholders that are not directly involved in the governance mechanism for implementation, but which have been involved in the ULG can remain engaged.**

To ensure that the IAP remains inclusive and participatory beyond its development phase, a multi-channel engagement strategy will be implemented:

- **Annual stakeholder meeting** open to all ULG members and interested parties to review progress, discuss new ideas, and adjust priorities.
- **Thematic Working Groups** to co-design and evaluate pilot actions (in the framework of other actions/projects).
- **Youth and Citizen Panels**, hosted in collaboration with universities, schools, and NGOs, to ensure long-term ownership among diverse community members.

### **6.3 Details of the overall costs and funding approach for the implementation of the IAP.**

**Proposed funding sources to be used include:**

- **EU Funding Instruments:** URBACT, Cohesion policy funds, Horizon Europe, Erasmus+ for training
- **National Support:** Targeted contributions from the Deputy Ministry of Culture

- **Municipal Budget Allocation:** Annual inclusion of night-time economy actions in the city's strategic investment plans.
- **Private sector engagement:** Sponsorships from local businesses and foundations, especially for cultural events and digital infrastructure.
- **Blended models:** Potential for public-private partnerships, crowdfunding campaigns for specific initiatives, and in-kind support (e.g., venue use, volunteer programs).

#### 6.4 Details of the overall timeline for the implementation of the IAP.

Phase	Timeline	Milestones
Finalization and endorsement	Dec 2025	Final IAP document approved; governance structure launched
Pilot Phase Implementation	Jan – June 2026	Launch of 3-4 flagship actions (lighting, museum hours, events)
Scaling and Expansion	July – Dec 2026	
Consolidation and Evaluation	Jan – Dec 2027	Mid-term review, stakeholder assembly, integration into policy

#### 6.5 Details of the overall approach to monitoring the implementation of the IAP and recording performance against specific indicators.

A M&E framework will be central to ensuring accountability and learning. It will be led by the Night-Time Economy Task Force.

##### Key Tools:

- **Annual Progress Reports:** To be reviewed by the municipal council and published publicly

##### Key Performance Indicators (suggested):

- Number of nighttime events and average attendance (target: 100 events/year)
- % of public spaces with upgraded lighting (target: 10% of key zones by 2027)
- Resident satisfaction with night-time safety (target: 80% positive response)

#### 6.6 Details of overall approach

Risk	Likelihood	Impact	Mitigation Measures
Low public participation in events	Medium	High	Co-design events with communities; improve communication strategy
Budgetary shortfalls	Medium	High	Early identification of funding gaps; apply for diverse sources
Resistance to regulatory changes	Medium	Medium	Conduct early stakeholder briefings and public consultations
Digital platform delays	Low	High	Use agile project management; pilot MVP version in early 2026

Risk	Likelihood	Impact	Mitigation Measures
Transport service uptake remains low	Medium	Medium	Partner with event organizers; include incentives and promotions
Political or administrative turnover	Medium	Medium	Institutionalize IAP via council decisions and legal instruments

## 7. Conclusion

The Cities After Dark IAP for Nicosia represents a strategic and collaborative roadmap to reimagine the capital's night-time economy. It combines innovation, inclusivity, sustainability, and culture to foster a city that comes alive after dark, safely and vibrantly. It is a living document designed to evolve with community needs, stakeholder contributions, and the city's broader urban development vision.

### 7.1 Plans for Communicating and Disseminating the IAP Locally and Nationally

#### Local Communication:

- Public launch event with participation from stakeholders, media, and the wider community.
- Distribution of executive summaries and infographics in Greek and English.
- Publication of the full IAP and highlights on the Municipality of Nicosia
- Promotion through local media, radio interviews, and press releases.

#### National Dissemination:

- Submission to the Deputy Ministry of Culture.
- Engagement with the Union of Cyprus Municipalities to encourage policy transfer.

#### URBACT and European Sharing:

- Sharing lessons and updates with the Cities After Dark network through thematic reports.
- Submission of Nicosia case study to URBACT's good practices repository.
- Participation in European peer-learning and policy events such as the URBACT CITY FESTIVAL that will take place in Nicosia in March 2026.

### 7.2 Immediate Next Steps (Nov 2025 – April 2026)

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

- **Final IAP Endorsement:** Official approval by the Nicosia Municipal Council.
- **Formation of the Night-Time Economy Task Force:** Establish core team and assign working group leads.
- **Funding preparation:** Launch applications for EU and national funding; secure local budget commitments.
- **Stakeholder mobilization:** Reactivate the ULG and recruit additional participants for thematic working groups.
- **Communication rollout:** Initiate a dedicated public awareness campaign.
- **Monitoring System Setup:** Design M&E dashboard and data collection tools in collaboration with CYENS.
- **Pilot Design:** Finalize scope and partners for the first round of actions to be tested in 2026.

### 7.3 Contact Information

- **Charis Theocharous**
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- **Tourism and Cultural Coordination:**
  - *Partner:* Nicosia Tourism Board