

Cities After Dark

Zadar

Integrated Action Plan





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Interreg

Cities After Dark – Integrated Action Plan

1. Introduction

An introduction to Cities After Dark and its thematic focus

Cities After Dark is the first EU co-funded network of cities exploring the different dimensions of the urban fabric at night-time. Led by Braga, this network comprises ten cities including Paris, Tallinn, Nicosia, Malaga, Genoa, Varna, Piraeus, Zadar and Budva. The common objective is to harness the potential of the night-time economy for growth, sustainability and post-Covid recovery.

The pandemic's impact on the night-time economy has highlighted the vulnerability of sectors like culture and entertainment, struggling to rebound to pre-pandemic levels. At the same time, the pandemic underscored the need to reconfigure city services and functions after dark. The 'Night Economy' is made up of activities that are essential for a city to function 24 hours a day and play a significant role in the global economy. It covers diverse sectors such as mobility, entertainment, hospitality, emergency services, security, logistics, services, etc. Nightlife is an important factor for tourism in many cities, which faces various challenges such as safety, regulation and environmental impacts (noise and light pollution). It is up to the authorities to balance the development of the night-time economy with the quality of life of residents. The night-time economy is dynamic and has a significant impact on urban life. It offers economic, cultural and social opportunities, but also requires careful management to deal with its specific challenges.

The key challenges in urban areas are related to sustainability, be it tourism, mobility, innovation, environmental aspects, economy, etc. At the same time, the intertwining of different sectors and activities related in particular to tourism, which is extremely important for the economic development of Zadar, requires effective and integrated management, always with the ultimate goal of improving the quality of life of the local population.

1.1 An introduction to your city and why you decided to participate in Cities After Dark

Situated on the Dalmatian coast, Zadar is the fifth largest city in Croatia per population with 70,770 inhabitants. After Croatia's independence in 1991, tourism quickly became the most important sector of the local economy, followed by construction and the fishing and processing industries (which together with the machinery sectors, were the most important industries before the 1990s). Shipping is another crucial sector for Zadar, which is home to the largest shipping company in the country accounting for 40% of Croatia's merchant fleet.

Zadar has long been one of the cities with the highest economic growth in Croatia, and the unemployment rate is one of the lowest in the country at around 7%. The strategic position on the Adriatic and the regeneration of the city centre, with its unique combination of Roman ruins, medieval churches and Venetian walls, have boosted tourism in Zadar, especially in the summer months. The renewal of the waterfront and the creation of unique attractions such as the Sea Organ and the Greeting to the Sun attracted a significant number of visitors in the last decade (almost 520,000 arrivals in 2022, +42% compared to 2021). The port of Zadar plays a crucial role in trade and transportation, serving as a passenger terminal for ferries connecting the city with nearby islands (more than 300 in the Zadar archipelago) and coastal towns, while a new port for cruises has boosted this particular type of tourism in the city in recent years. Zadar has good geo traffic position. The most important road for the City area is the A1 Zagreb - Split - Ploče highway, which plays an important role in connecting the northern and southern parts of the Republic of Croatia and connecting the City to the main tourist markets in Europe. Also, Zadar Airport is located in the immediate vicinity of the City, which further brings the City area closer to visitors from further abroad. The entire peninsula, which represents the old historical core, is protected as a registered cultural-historical unit. Since 2017 the ramparts of the Zadar uprisings surrounding the peninsula are under the protection of UNESCO so the entire old city core has become a UNESCO buffer zone. Furthermore, Zadar is an important university center with more than 6000 students and 27 departments that is a part of EU alliance "EU-CONEXUS" that contribute to the academic vibrancy of the

city.

Through CAD, Zadar intends to find the right balance between the needs of different categories of residents and promote economic growth and social cohesion as well as create new opportunities for residents and business owners. Also, CAD is a learning opportunity especially through finding examples of good practices from the cities that share similar challenges in the field of balancing night-time economy powered mainly by tourism and ways of minimizing negative effects. By filling out a survey questionnaire in the process of creating the Development Plan of the City of Zadar, the citizens pointed out that in the upcoming period the focus in the field of culture should be on investing in the development of cultural tourism, encouraging the preservation of intangible and material cultural heritage and investing in its revitalization and regeneration, but also on the development cultural programs outside the tourist season. Since a significant part of the night economy takes place precisely in the old historical core, it is important to consider ways to relieve it from mass tourism, work on the redistribution of tourist flows and focus on creating sustainable tourism in which the involvement of the local community and population plays a significant role. Our focus is on defining innovative models of stakeholders' engagement, improving the quality of the co-creation process and improving departmental integration within municipality.

1.2 An introduction to URBACT, the concept of Sustainable Urban Development, the Integrated and Participatory Approach, and APNs

URBACT is a European program that promotes sustainable urban development through the exchange of knowledge and good practices among European cities. The concept of sustainable urban development includes integrated and participatory approaches that include all relevant stakeholders in the planning and implementation process. APNs (Action Plans for Networks) are key tools in the URBACT programme, enabling cities to jointly develop and implement strategies for specific urban challenges. Zadar has good experience in applying the URBACT methods for integrated action planning gained through the participation in previous networks such as CityMobilNet and Zero Carbon Cities. However, the possibilities to learn more about participatory methods for engaging with business actors, cultural stakeholders in order to improve the quality of the co-design process on a sensitive issue such as the night-time economy.

Zadar has taken steps to promote sustainable urban development through a range of initiatives and policies that address environmental, social, and economic challenges facing the city. By fostering local partnerships, different small-scale projects, participating in the Urban Agenda for Sustainable Tourism Partnership network, the city is working to build a more sustainable and resilient community and the developing an IAP for the night economy will help the city to achieve this in a more suitable way.

1.3 An introduction to how the IAP has been developed in terms of methodology and by referring to the role of Transnational Meetings and Online Thematic Meetings, exchange with other Partners, and the role of your ULG

The development of our Integrated Action Plan (IAP) is based on a combination of methodologies that include regular transnational meetings and online thematic meetings. Through these meetings, the partner cities exchange experiences and good practices. Our Urban Local Group (ULG), which includes representatives of the local community of citizens, plays a key role in this process, ensuring that local specificities and needs are adequately integrated into the IAP. The main aim of the URBACT Local Groups (ULG) is to utilise the URBACT framework and methods to co-design an Integrated Action Plan (IAP) on local level using the bottom up approach. By fostering shared ownership in the urban planning and policy defining process creates a good base for long term development and sustainability of the achieved IAP results.

On a thematic level, the exchange with the other partners on how to consolidate the governance of the night-time economy can be useful to transform the URBACT Local Group into a night council, or another collaborative body to manage the night-time economy, after the end of the network activities. Zadar will share with the network partners the interesting system of participation of NGOs and cultural actors that are part of the KvarArt Festival, a community event that revitalizes the night-time economy in different parts of the city. The festival is also a good example of how nocturnal activities can be relocated by encouraging collaboration between professional organizations, local community and youth groups. Furthermore, the role that lighting plays in reviving the waterfront with innovative installations, such as the solar-powered Greetings to the Sun, is another interesting practice on the collaboration between public authorities, business actors and artists in testing measures to revitalize public spaces while making them safer and more enjoyable for all. The ULG members become main links for communicating and disseminating results and lessons learnt to the wider local community.

2.5. An introduction to who has developed your IAP and details on the key stakeholders that have been involved in your ULG.

The ULG is formed by using the quadruple helix model in order to establishing a cooperation of the relevant stakeholders to point-out and address sustainable urban development challenges with the main focus on the night-time economy. The URBACT Local Group of Zadar is made up of representatives from the public sector, business stakeholders, education sector and cultural interest groups.

Department for EU Funds (City of Zadar)	Chamber of Commerce
Department of Finance (City of Zadar)	Local artists
Department of Local Economy and Tourism (City of Zadar)	Drama Plus (Theatre NGO)
Department of Urban Planning (City of Zadar)	Kinozona (outdoor cinema)
Department of Culture and Sport (City of Zadar)	Zadar City Library
Department of Infrastructure (City of Zadar)	University of Zadar
Zadar Tourism Board	Students Union
Zadar Public Transportation Company	Zadar Chamber Orchestra
Zadar Association of Craftsmen	Sportski Centar Visnjik (Sport Club)
Guma Night Club and Bar	Association of Local Architects
Zadar Concert Office	Cinaz (NGO working with young people)
National Theatre	Prizma (NGO working with young people)
Monodrama Theatre Festival	
Full Moon Festival	

1.4 An introduction to the following sections of the IAP

The following sections of the IAP include:

- Analysis of the current situation: A detailed assessment of the state of the night economy in Zadar.
- Vision and strategic goals: Long-term goals and desired outcomes.
- Strategies and actions: Concrete steps and measures that will be taken to achieve the goals.
- Monitoring and evaluation: A system for monitoring and evaluating the progress and success of the plan.

2. Context, Needs and Vision

2.1 Details on the main themes of Cities After Dark

Cities After Dark primarily focuses on understanding the key challenges in urban areas related to sustainability, tourism, mobility, innovation, environmental aspects, education, public services, nightlife, economy, etc. in the context of night-time economy. The key themes include: Cultural vibrancy, Night services, Safety of public spaces, Civic engagement

CULTURAL VIBRANCY plays a crucial role in the development of a thriving night-time economy. It encompasses a broad spectrum of activities that contribute to the cultural, social and economic vitality of a city after dark. These activities include music, theater, art exhibitions, festivals, and other forms of cultural expression that attract residents and visitors. The significance of cultural vibrancy in the night-time economy lies in its ability to foster community engagement, enhance the quality of life, and stimulate economic growth. Cultural events and activities generate revenue for local businesses, including restaurants, bars, and shops. They also create employment opportunities in sectors such as event management, hospitality, and transportation. Cultural vibrancy fosters a sense of community by bringing people together to celebrate shared experiences and traditions. It enhances social cohesion and promotes a sense of belonging. A vibrant cultural scene attracts tourists, boosting the local economy and enhancing the city's reputation as a cultural destination. Access to diverse cultural experiences improves the quality of life for residents, providing entertainment and enrichment that contribute to overall well-being.

Essential to the functioning of the night-time economy are the **NIGHT SERVICES** that support it, including i.e. public transportation, healthcare, safety, hospitality, other communal services (waste management, cleaning streets, lighting etc.). These services ensure that both residents and visitors can participate in night-time activities safely and conveniently. Reliable night-time public transportation services facilitate the movement of people to and from night-time venues, reducing reliance on private vehicles and enhancing accessibility. Late-night dining options, 24-hour pharmacies and medical facilities ensure that essential needs are met, contributing to the overall experience of night-time economy participants. Sanitation and maintenance services that operate at night ensure that public spaces remain clean and well-maintained, enhancing the aesthetic appeal of the city.

For the night-time economy to thrive, it is imperative that public spaces remain safe and welcoming. The **SAFETY OF PUBLIC SPACES** at night is a multifaceted issue involving various challenges and requiring comprehensive solutions. Ensuring the safety of public spaces is essential not only for the success of night-time businesses but also for the well-being and confidence of residents and visitors. A safe night-time environment encourages people to engage in economic activities such as dining, entertainment, and shopping, thus boosting local businesses. Safe and well-lit public spaces promote social interactions and community engagement, fostering a sense of belonging and cohesion among residents. Cities known for their safe and vibrant night-time economies attract tourists and new residents, enhancing their overall appeal and reputation. Safe environments reduce the risk of accidents, injuries, and crime, contributing to the overall health and well-being of the population.

CIVIC ENGAGEMENT in the context of the night-time economy refers to the active participation of citizens in shaping, monitoring and enhancing nocturnal activities. Civic engagement ensures that the night-time economy develops in a way that is inclusive, sustainable and reflective of the community's needs and desires. It ensures that diverse community voices are heard, leading to a night-time economy that caters to various demographic groups, including youth, elderly and minority communities. Active community participation can help identify safety concerns and collaborate with authorities to address them, making public spaces safer at night. Engaged citizens can contribute to a rich cultural landscape by supporting

and participating in local events, performances, and other cultural activities. When citizens are involved in the planning and development processes, the resulting night-time economy is more likely to meet the needs of the local population, driving higher engagement and economic activity. Civic engagement promotes the sustainable development of the night-time economy by encouraging practices that are environmentally friendly and economically viable in the long term.

2.2 Details on the current situation in your city around Night-time economy

Zadar's night-time economy includes a diverse range of activities, but there are several challenges and opportunities identified through community engagement:

- **Cultural Sites:** Existing cultural sites like bunkers and the Musapstan area could be better utilized and enriched with content.
- **Local Artists:** There is a desire to involve local artists in designing and expressing their creativity in public spaces.
- **Transport Connectivity:** Improved transportation, including better connections to nearby islands and enhanced nighttime public transport, is crucial.
- **Tourism and Local Impact:** High tourist footfall needs to be managed to prevent disturbances to local residents, ensuring that entertainment zones and residential areas are harmonized.

Most of the events are seasonal and are linked to the arrival of tourists in summer, who can enjoy midnight concerts, art or electronic music festivals. The daily light show at the Sea Organ, with an installation of 300 multi-layered glass panels that absorb solar energy during the day, contributed to revitalize the city's waterfront and test innovative uses for public spaces through night-time lighting. The use of outdoor spaces is a characteristic element of Zadar's seasonal nightlife, with the organization of film screenings and cultural events also in multifunctional spaces such as the Rector's Palace. Two public parks open 24 hours a day host also sports facilities, such as basketball courts which are open until 10 pm, and green areas which are strongly used by residents after dark. Zadar also has a vibrant cultural life also in winter, being the only city in the country beyond Zagreb to have a year-round concert and theatre season. The organization of cultural activities for different target groups (families, students, etc.) contributes to the vibrancy of the city at night, while bars are allowed to work after midnight only on the weekends (until 3 am in the summer period). Retail activities are open until midnight in the Old Town, and public buses connect the centre with the city's suburban areas until 10.30 pm, with the service being extended until 00.30 am in summer.

Supporting the creation of new cultural activities and the activating specific target groups, such as the students of the local university, can lead to a stronger attractiveness of the city centre all the year round, with positive impact also on business activities.

Issues / points of interest:

- Mobility
- Insufficient use of renewed public spaces (City walls, bunkers, urban forest/parks...)
- Residents: noise & light pollution, restaurants kitchen ventilation
- Redistribution of tourist flows (mass tourism effects)
- New event zones
- Skilled workforce
- Lack of mutual communication / overlapping events

2.3 Details on how the IAP and the theme of Night-time economy is connected to wider strategies and policies locally in your city, regionally, nationally and globally

The Integrated Action Plan (IAP) for Zadar's night-time economy aligns with broader strategies at various levels:

- **Local:** Coordination with city development plans focusing on tourism, cultural preservation, and urban infrastructure.
- **Regional and National:** Compliance with Croatian tourism and cultural policies promoting sustainable tourism and heritage conservation.
- **Global:** Contribution to the Sustainable Development Goals (SDGs), particularly those related to sustainable cities and communities.

UN Sustainable Development Goals

The NTE Action Plan aligns with the UN Sustainable Development Goals by promoting **Sustainable urban development (SDG 11)** through balanced nightlife management, improved mobility, noise control, and inclusive public spaces. It contributes to **decent work and economic growth (SDG 8)** by supporting year-round employment, local entrepreneurship, and fair working conditions in the night-time economy. Additionally, it advances **reduced inequalities (SDG 10)** and **gender equality (SDG 5)** through accessible, safe, and participatory night-time environments and content that address the needs of youth, women, vulnerable groups, and night-shift workers.

National level

- **National Development Strategy of Croatia 2030 (NRS 2030)**
By addressing sustainable mobility, cultural vibrancy, local employment, and improved governance, the IAP supports NRS 2030's goals of sustainable regional development, social inclusion, and quality of life improvements.
- **Croatian Tourism Development Strategy**
The IAP is in line with national tourism priorities by promoting sustainable tourism, diversification of offers, and year-round cultural and economic activities. The plan contributes to Croatia's ambition of positioning itself as a competitive and innovative tourism destination while protecting cultural and natural assets.

Regional level

- **Zadar County Development Plan**
The IAP contributes to regional development goals by enhancing tourism competitiveness, supporting local production systems, and extending the tourist season. Through measures that link local businesses, cultural operators, and night-time economy stakeholders, the plan reinforces the region's sustainable growth and employment objectives.

Local level

- **Zadar City Cultural Development Strategy 2019–2026**
The IAP supports this strategy by fostering cultural vibrancy, activating public spaces, and promoting diverse cultural programming in new and existing neighbourhoods. Through the development of cultural zones and capacity-building measures, the IAP directly contributes to the strategic objective of strengthening Zadar's cultural identity and accessibility.
- **Management Plan for the Historic Core of Zadar**
The IAP aligns with the preservation and sustainable use of Zadar's historic core by balancing cultural and economic activities with heritage protection. Measures such as noise mapping,

regulation of nightlife zones, and integration of cultural programming ensure that the historic environment is safeguarded while remaining active and attractive.

- **SUMP Zadar**

The NTE Action Plan is closely aligned with Zadar's Sustainable Urban Mobility Plan (SUMP) by promoting safer, more accessible and energy-efficient mobility options during evening and night hours, including night buses, cycling infrastructure, pedestrian routes and integrated ticketing. It strengthens SUMP objectives by addressing mobility needs of workers, youth, residents and visitors after 18:00, reducing congestion in the peninsula and improving the overall sustainability and resilience of the city's transport system.

- **Zadar's Digital Development Plan 2021–2027**

The NTE Action Plan contributes to Zadar's Digital Development Plan 2021–2027 by expanding the use of smart-city tools such as digital event platforms, real-time mobility and noise monitoring, and data-driven decision-making systems for night-time governance. It strengthens the city's digital ecosystem by integrating ICT solutions into cultural programming, public safety, stakeholder engagement, and service coordination, fully supporting Zadar's transition toward a more connected, innovative, and responsive urban environment.

- **Zadar Urban Area Development Strategy 2021–2027**

By promoting sustainable mobility, inclusive governance, and cultural-led regeneration, the IAP complements the broader urban development priorities of the city and its metropolitan area. The integration of night-time economy measures into public transport, infrastructure planning, and tourism diversification strengthens the resilience and liveability of Zadar.

- **Zadar Youth Program 2026. – 2028.**

The NTE Action Plan directly supports the Program by creating safer, more inclusive and better-connected night-time spaces that enable young people to participate in cultural, social and economic life. It further strengthens youth engagement through structured participation mechanisms, digital tools, mobility improvements and opportunities for youth-led initiatives aligned with the priorities of the city's youth program.

Municipal regulations on public space, working hours, and noise

The IAP builds on and operationalises existing municipal decisions, ensuring that nightlife activities respect local regulations while promoting innovation, business support, and cultural activation.

2.4 Details on the specific problem that you are looking to address at local level around Night-time economy and the causes and effects of that problem.

The concentration of bars, restaurants and cultural activities in the Old Town has led to an increase in conflicts between the entrepreneurs of the hospitality industries and the residents of the area (especially elderly persons and families), who want their right to rest at night guaranteed, especially in the summertime. Even though many residents move out of the city centre during the summer months and rent out their apartments on a short-term basis, the noise in the Old Town and the traffic around the city centre doesn't make the area attractive to residents of the suburban and metropolitan area, who would prefer to have more activities nearby at night. The organization of events such as the KvartArt Festival, which attracts local artists and DJs, has helped to liven up other neighborhoods of the city, but it needs to be included in a comprehensive cultural programme that spreads night-time vibrancy in different areas of the city. The seasonality of cultural events and festivals is another challenge that affects the quality of the night-time offer in the Old Town during the winter months, where a reduced number of cultural

activities and events has also led also to the closure of bars and restaurants, most of which are only open in the summer (only a few are open in the Old Town in winter).

The lack of music venues such as concert halls or clubs for live music is an important factor for a city that has a vibrant cultural scene, with chamber orchestras, hip-hop artists and DJs, but few places where music is played at night. Bars and pubs mostly host pub quizzes and similar activities, but measure to improve the offer could be important to raise the profile of Zadar's night-time economy while preserving the residents' right to a good sleep at night.

Overall (process) challenges:

- Coordination across different sectors
- Community engagement
- Balancing different interests
- Funding of infrastructure and services

Zadar faces specific issues around its night-time economy:

- **Safety of public spaces:** Complaints from residents about noise, installation of innovative and sustainable lighting systems for improving safety
- **Night Services:** Inadequate public transport for night workers
- **Cultural Vibrancy:** Underutilized historical and cultural sites needing revitalization, Night opening of museums and cultural premises, Delocalization of festivals and cultural events to suburban areas of the city and in different seasons
- **Civic engagement:** Lack of community engagement, especially outside season months.

The core objective of the Zadar's Integrated Action Plan is to provide wider access and for both residents and visitors. The night-time economy can be an important driver for creating more cohesive local community while creating new synergies between different economic and cultural actors.

2.5 Detail on the Vision you are looking to realize through the IAP.

Vibrant & balanced night life which empowers cultural revival and sustainable growth that enhances resident's quality of life.

The vision for Zadar's night-time economy through the IAP includes:

- **Vibrant and Inclusive Nightlife:** A balanced environment between tourism-driven economic benefits and residents' quality of life.
- **Cultural Revival:** Enhanced use of historical and cultural sites, as well as public space, improved policies on zoning areas, involving local artists, creative industries and overall community engagement.
- **Sustainable Growth:** Development of a night-time economy that supports local businesses and employment year-round.
- **Improved Connectivity:** Optimizing public transport lines as well as safe nighttime transportation networks.

Zadar intends to find the right balance between the needs of different categories of residents and promote economic growth and social cohesion with a series of measures that will not separate the night-time economy from the tourism attraction (as has been the case so far), but creates new opportunities for those who live outside the Old Town and not only during the summer months. These steps aim to create a vibrant, inclusive, and sustainable night-time economy in Zadar, enhancing the quality of life for residents and enriching the experience for visitors.

2.6 Main Integration Challenges and analysis of which of the 12 aspects of Integration are most important for the topic of Night-time economy in for your city. It should also include an assessment of current levels of Integration and the key aspects of Integration for improving through the IAP.

- **Stakeholder involvement in planning**
Effective NTE planning requires structured participation of businesses, residents, youth, cultural organisations, police, health services, and tourism operators.
Current Level: Moderate
Priority for Improvement: High — needs a formalised model (NTE Action Group, Night Mayor).
- **Sustainable urban development**
NTE must support environmental responsibility, inclusive public spaces, noise mitigation, and balanced use of the peninsula and neighbourhoods.
Current Level: Emerging
Priority for Improvement: High — especially regarding noise, waste, mobility and green practices.
- **Sectoral integration**
NTE touches tourism, culture, safety, transport, environment, youth, economy and health; these sectors must coordinate rather than work in silos.
Current Level: Low
Priority for Improvement: Very High — this is one of the core weaknesses.
- **Spatial integration**
Night-time activities should be aligned with spatial planning, zoning, use of public spaces, cultural zones, and neighbourhood development.
Current Level: Low–Moderate
Priority for Improvement: High — especially for neighbourhood activation and adaptive zoning.
- **Integration of cross-cutting thematic aspects**
Cross-cutting themes include digital transformation, youth, gender equality, accessibility, environmental protection, and cultural diversity.
Current Level: Emerging–Moderate
Priority for Improvement: High — integrate systematically into all measures.
- **Integration over time**
NTE should balance daytime and night-time activity, peak vs. off-season tourism, and ensure year-round economic continuity.
Current Level: Low
Priority for Improvement: Very High — Zadar needs stronger winter activation and planning over full day-night cycles.
- **Stakeholder involvement in implementation**
Beyond planning, stakeholders must actively co-deliver actions through partnerships, pilots, neighborhood programs, and feedback systems.
Current Level: Moderate
Priority for Improvement: High — engagement must be formalized, continuous, and tied to monitoring.

Other elements, but less applicable:

- **Coherence with existing strategies**
The NTE Action Plan must align with Zadar's cultural strategy, tourism strategy, youth program, mobility plans, and green transition goals.
- **Territorial integration**
Zadar must integrate the peninsula, wider city neighborhoods, suburban areas, and islands into one night-time development ecosystem.
- **Multi-level governance**
Successful NTE requires collaboration between city, county, national ministries (tourism, culture, interior), and EU-level programs.
- **Complementary types of investment**
Public investment, private-sector contributions, temporary interventions, and cultural programming need to reinforce each other.
- **Mobilising all available funding**
NTE relies on municipal budgets, business investments, sponsorship, EU funds, cultural grants, and cross-sector partnerships.

2.7 Connection with the URBACT cross-cutting themes of Gender Equality, Green Transition and Digital Transition

The IAP will integrate URBACT's cross-cutting themes:

- **Gender Equality:** Ensuring safety and inclusivity for all genders in nighttime activities.
- **Green Transition:** Implementing sustainable practices in nighttime economy operations.
- **Digital Transition:** Utilizing digital tools for better management and promotion of nighttime activities.

3. Overall Logic and Integrated Approach

3.1 Reference to vision and proposed integrated approach

The IAP was developed after a detailed analysis of Zadar's current situation, identifying its needs, challenges, and opportunities. Meetings with local stakeholders provided important insights, leading to the creation of a medium-term development vision for the city: a vibrant and balanced nightlife that empowers cultural revival and sustainable growth while enhancing residents' quality of life. This section outlines how the proposed actions have been strategically designed to meet the identified needs and directly contribute and help to achieve the overall vision for Zadar. Specific attention was also placed to achieve integrated approach, by taking into consideration vertical integration, horizontal integration, territorial integration and integration between hard and soft investments.

3.2 Details of each strategic objective for the IAP.

The strategic objectives are derived from the vision for Zadar's night-time economy. The four strategic goals reflect what needs to be achieved in order to ensure *Vibrant and Inclusive Nightlife, Cultural Revival, Sustainable Growth, Improved Connectivity*, as the four pillars and carriers of ideas behind the vision itself. Objectives as well clearly address the overall and specific challenges associated with the night-time economy.

Therefore, the strategic objectives are defined as follows:

1. **Improving NTE management and data-driven planning** - by addressing the challenge of balancing different interests, objective focuses on improving management and planning capacity through data-driven insights to ensure effective management of the night-time economy
2. **Redistributing and diversifying social and cultural vibrancy** - objective tackles funding gaps and the need for increased community engagement by revitalizing underutilized cultural and historic sites, supporting decentralized events, and promoting inclusivity through expanded cultural programming
3. **Improving mobility, safety and wellbeing** - In response to the challenges of public safety and inadequate night services, objective focuses on optimizing transportation networks, sustainable lighting solutions and improved accessibility to create a safer and more inclusive environment
4. **Supporting sustainable growth and local employment** - focused on fostering civic engagement and year-round economic activity and strengthens connections between the night-time economy and local businesses while promoting job creation and long-term economic sustainability

Through these objectives, and in line with the previously defined vision, the aim is to make the transition from a seasonal, tourism-focused night-time economy to a sustainable model that benefits the wider community all year round.

3.3 Details on the overarching areas of intervention that will enable you to deliver your strategic objectives and vision.

One of the identified areas of intervention is cultural venues and public spaces, related to the territorial dimension. This area of intervention is of specific importance because enhanced use of historical and cultural sites, together with improved policies on zoning areas, can help bring cultural revival to parts of the city. As Specific Objective 2 points out, to achieve this, it is of great importance to redistribute cultural happenings, which will help increase the usability of certain, yet not sufficiently used, public spaces. In this way, some previously neglected neighborhoods could receive the attention they need, enriched with cultural content for citizens living in nearby areas, while parts of the historic center could be freed from large groups of visitors. These visitors would, in turn, have the opportunity to discover other, no less interesting, but currently less represented and recognizable parts of the city

in their itineraries.

Other areas of intervention are related to pilot policy, meaning knowledge, people, governance, and mobility. The current lack of data on NTE (Night-Time Economy) management represents a gap in planning concrete actions related to NTE. Therefore, increasing the level of knowledge and mapping relevant data on existing and potential areas of interest should help in making informed decisions, as well as creating capacity-building programs for all stakeholders involved in the NTE, enhancing understanding between residents and businesses.

Mobility is also an important area of intervention, especially considering the need to improve mobility conditions for night-time workers and other people participating in activities related to NTE (e.g., through eco-friendly options). This area has so far been insufficiently addressed in mobility policies, particularly regarding safety policies. It is also related to governance mechanisms and people as another intervention topic. Through the objectives, it is recognized that the NTE gathers a wide range of stakeholders in Zadar. Therefore, collaboration with all of them—local artists, NGOs, and the institutional sector—is the only way to truly achieve cultural revival, as well as social and cultural vibrancy.

3.4 Details on the specific actions to be undertaken in relation to each area of intervention and that will enable to realize your strategic objectives and vision.

IAP consists of 12 actions, related to four specific objectives, interconnected with different areas of intervention. For instance, actions gathered around first SO (*1.1. Development of management structures, 1.2. Mapping of relevant data related to existing and potential areas of interest, 1.3. Capacity building targeting different sets of relevant stakeholders*), are related to following intervention fields of Zadar pilot policy: knowledge, as well as people and governance. In terms of improving governance, the establishment of a working group for NTE (action 1.1.), which includes representatives of the public, private and civil sector, will play the most important role, including the development of guidelines for planning in the night-time economy (e.g. the adjustment of working hours and noise regulation). Speaking of interventions in the field of knowledge, it is of great importance to map and analyze the needs of local communities, night workers and businesses, in order to understand the opportunities and challenges of NTE, so that this activities could result in organization of educational programs for citizens and entrepreneurs (action 1.2.). Capacity-building efforts (action 1.3.) will focus on equipping stakeholders with knowledge and tools for effective NTE management. A detailed action plan will outline objectives and methods, while tailored programmes will address needs through workshops and training. Community forums and pop-up events will gather input and ideas, fostering dialogue in evening hours. Eventually, permanent coalitions will be used to enhance understanding between residents and businesses, with a bi-annual assessment ensuring continuous improvement of these initiatives.

The second SO is connected with cultural venues and public space field of intervention (actions - *2.1. Establishment of new cultural zones, increase usability of the public spaces and introduction of new programmes*), as well as field of governance (*2.2. Funding schemes, 2.3. Multisectoral coordination related to the diversification of the tourist offer*). Action 2.1 will focus on revitalizing public spaces and establishing cultural zones. This includes implementing physical interventions like public art and infrastructure improvements, piloting cultural programs in collaboration with local artists and institutions, and supporting existing cultural events by connecting them to underserved neighborhoods. To support these initiatives, through action 2.2, funding schemes are proposed to be developed. This includes analyzing successful funding models, identifying available financial resources, and creating tailored funding programs based on local needs. To improve governance mechanisms, action 2.3. is directed towards fostering coordination between cultural and tourism sectors, by identifying conflicts and opportunities and developing activities to strengthen partnerships, such as joint programming between nightlife venues, artists, and cultural organizations.

The third SO is related to mobility field of intervention, and the implementation itself is planned through four actions (3.1. *improving the management of public transport according to the identified needs of the night-time economy*; 3.2. *Promote accessibility, safety and a welcoming environment for diversity*; 3.3. *Improving the health, safety and wellbeing of residents*). To enhance public transport for the NTE, action 3.1. include increasing the frequency and extending the operating hours of public transport, particularly through the introduction of night lines. Additionally, integrating public transport with other sectors is proposed to be addressed by expanding the city card to include cultural facilities, ensuring access for all users. Another key action is to promote the use of public bicycles for NTE workers and visitors by offering free kilometers. To improve accessibility and inclusivity, action 3.2. focus on physical interventions that make public spaces, transport, and venues accessible to people with disabilities. Additionally, public awareness campaigns and feedback mechanisms are supposed to be implemented within action 3.3., in collaboration with local businesses, cultural organizations, and community groups to address specific mobility needs. Actions aimed at improving the health, safety, and well-being of residents will be based on noise pollution maps, introducing measures to mitigate noise disturbances from NTE businesses. Actions will also include improving air quality and ventilation systems to enhance the environment for residents and visitors.

Fourth SO is related to people and governance policy, supporting sustainable growth and local employment (4.1. *Supporting employment in the winter months (destination for all)*, 4.2. *Strengthening Links with Local Production Systems*, 4.3. *Contributing to the Quality of Life of Workers in the Night-Time Economy*). The actions aim to enhance employment, support local production, and improve the quality of life for workers in the night-time economy. They include training programs for winter employment, providing incentives for businesses to hire year-round, and encouraging local sourcing of products (4.1.). Events will connect consumers with local producers, and networks will be built to share resources (4.2.). Additionally, transportation options for late-night workers will be improved, along with mental health support and childcare programs to address their unique challenges (4.3.). These actions will promote a sustainable and supportive environment for the night-time economy.

3.5 Details on whether each Action selected is integrated.

During development of IAP, special attention was placed on covering all types of integration - policy, horizontal, vertical, territorial, as well as proposal to include hard as well as soft investments, for each of 12 planned actions. Great number of actions have a goal to develop partnership, to gather and bring together all of the main actors around the identified challenges (4.2. *Strengthening Links with Local Production Systems*, 2.3. *Multisectoral coordination related to the diversification of the tourist offer*, 3.3. *Improving the health, safety and wellbeing of residents*, 4.3. *Contributing to the Quality of Life of Workers in the Night-Time Economy*). There are also numerous examples of vertical integration, designed to align policies, interventions and funding upwards (1.1. *Development of management structures*, 1.2. *Mapping of relevant data related to existing and potential areas of interest*, 1.3. *Capacity building targeting different sets of relevant stakeholders*, 2.2. *Funding schemes*).

Many actions are sectoral, by integrating economic, social and environmental challenges. One of the best examples is 4.3. *Contributing to the Quality of Life of Workers in the Night-Time Economy*, which highlights the lack of intersectoral dialogue surrounding the social and well-being needs of night-time workers and the unique challenges they face due to their late-night schedules. There are many others as well, e.g.: 3.2. *Promote accessibility, safety and a welcoming environment for diversity*; 3.3. *Improving the health, safety and wellbeing of residents*. Regarding territorial integration, following action was developed 2.1. *Establishment of new cultural zones, increase usability of the public spaces and introduction of new programmes*, to minimise edge effects and displacement of the problems. Example of integrating different types of investments is 4.1. *Supporting employment in the winter months (destination for all)*, where implementing training programs aimed at equipping workers with skills is correlated with providing incentives or grants for local businesses to hire during winter months.

SO 1 – IMPROVING NTE MANAGEMENT AND DATA-DRIVEN PLANNING

Intervention area	Specific objective	Action	Action step	Time frame	Responsible	Key partners
Urban governance and data-driven planning for sustainable night-time economy development	<i>To establish an integrated Night-Time Economy (NTE) management framework for the City of Zadar by 2030, through the creation of dedicated management structures, systematic mapping of existing and potential NTE data, and targeted capacity-building programmes for key stakeholders.</i>	1.1 Development of management structures to strengthen the NTE governance	1.1.1. Establishment of Night-Time Economy (NTE) Action Group	2025-2028	Department for EU Funds, Department for culture and sports, Mayor's Office (City of Zadar)	Department of Local Economy and Tourism, Zadar Tourism Board, Chamber of Commerce, University of Zadar
			1.1.2. Review of Policies and Regulations			
			1.1.3. Establish an Integrated night-time economy feedback mechanism			
			1.1.4. Organize regular multi-stakeholder working sessions and meetings for solution design			
			1.1.5. Appointment of Night Mayor / NTE Coordinator			
		1.2. Mapping of relevant NTE data and identifying existing and potential areas of interest	1.2.1. Mapping of spatial, cultural and environmental data using digital tools	2026-2028	Department for EU funds (City of Zadar), Liburnija, Local committees,	University of Zadar, Department for Spatial Planning and Construction, Department for Communal Activities and Environmental Protection, Department for Economy, Crafts and Island Development, Students Union
			1.2.2. Conduct a Night-time workforce survey			
			1.2.3. Night mobility and transport monitoring using smart tools			
			1.2.4. Conducting walking tours, night audits, and site visits (including islands)			
		1.3. Capacity building targeting different sets of relevant stakeholders	1.3.1. Capacity building action plan	2026-2028	Department for Economy, Crafts and Island Development, Department for EU Funds (City of Zadar)	Zadar Tourism Board, Chamber of Commerce, Cinaz, Prizma, local cultural institutions (e.g. Zadar Concert Office, Drama Plus)
			1.3.2. Design and implementation of capacity building programmes			
			1.3.3. Community forums and pop-up events in neighbourhoods during evening hours to collect input and ideas			
			1.3.4. Form permanent coalitions in order to enhance understanding between residents and business involved in NTE			

			1.3.5. Bi-annual assessment of capacity building programmes			
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SO2 - REDISTRIBUTING AND DIVERSIFYING SOCIAL AND CULTURAL VIBRANCY

Intervention area	Specific objective	Action	Action step	Time frame	Responsible	Key partners
Cultural innovation, public space activation, and diversification of tourism offer	<i>enhance the cultural and social vibrancy of Zadar's night-time economy by 2027 through the establishment of at least two new cultural zones, improved usability of public spaces, introduction of innovative cultural programmes, and the development of targeted funding schemes.</i>	2.1. Establishment of new cultural zones, increase usability of the public spaces and introduction of new programmes	2.1.1. Assessment and transformation planning of underused public buildings and spaces	2026-2030	Department of Culture and Sport, Department for Spatial Planning and Construction, Department for EU funds, (City of Zadar)	Department of Urban Planning, Zadar Concert Office, Youth centre and NGO's, Zadar City Library, Association of Local Architects
			2.1.2. Implement physical improvements to increase usability of public spaces, including public art & design			
			2.1.3. Pilot new cultural programming in underused buildings and spaces			
			2.1.4. Neighbourhood cultural activation and event decentralisation (<i>Bringing culture closer</i>)			
			2.1.5. Increasing visibility of cultural assets and events outside the peninsula (<i>Revealing hidden culture</i>)			
			2.1.6. Neighborhood NTE Management Plans			
			2.1.7. Youth-Led Initiatives and Cultural Programming			
			2.1.8. Participatory Budgeting for Youth-Led Night-Time Economy Projects			
		2.2. Multisectoral coordination related to the diversification of the tourist offer	2.2.1. Identification of existing conflicts and potentials	2025-2030	Department for Economy, Crafts and Island Development, (City of Zadar)	Zadar Tourism Board, Guma Night Club and Bar, Full Moon Festival, National Theatre, Sportski Centar Višnjik, local artists
			2.2.2. Outline of the detailed activities to foster collaboration between nightlife establishments, artists, and cultural organisations			
			2.2.3. Mapping and developing tailored funding programmes			

SO3 - IMPROVING MOBILITY, SAFETY AND WELLBEING

Intervention area	Specific objective	Action	Action step	Time frame	Responsible	Key partners
Mobility, Safety & Inclusive Urban Accessibility	To ensure safe, inclusive, and efficient night-time mobility in Zadar by 2030 through better management of public transport, enhanced accessibility, and measures that improve health, safety, and wellbeing for all residents and visitors.	3.1. Improving the management of public transport according to the identified needs of the night-time economy	3.1.1. Introduce extended operating hours and increased frequency of public transport (night lines)	2026-2030	Zadar Public Transportation Company - Liburnija, Department for Communal Activities and Environmental Protection, Department for culture and sports, Department for EU funds (City of Zadar)	Department for Spatial Planning and Construction, Department for Economy, Crafts and Island Development, University of Zadar, Youth Council, Students Union, Cultural institutions
			3.1.2. Ensure integration with other sectors through expansion of city card (including cultural facilities)			
			3.1.3. Promote the use of public bicycles for night-time economy workers and visitors			
			3.1.4. Monitoring and evaluation of sustainable night mobility			
		3.2. Promote accessibility, safety and a welcoming environment for diversity	3.2.1. Coordinate and instigate physical interventions in public spaces, public transport and venues to become accessible to people with disabilities.	2026-2030	Department for Spatial Planning and Construction, Department for Social Welfare and Health (City of Zadar)	Cinaz, Prizma, Guma Night Club and Bar, University of Zadar, Brlog, Picnic, Tržnica Zadar, local police & safety services
			3.2.2. Start innovative public awareness campaigns and feedback mechanisms			
			3.2.3. Work with local businesses, cultural organisations, and community groups to identify and address specific mobility			
		3.3. Improving the health, safety and wellbeing of residents	3.3.1. On the basis of the noise pollution maps introduction of the set of measures for NE businesses	2026-2030	Department for Social Welfare and Health, Department for Economy, Crafts and Island Development (City of Zadar)	Department of Infrastructure, local NGOs (Cinaz, Prizma), Zadar Association of Craftsmen, Chamber of Commerce, Inovativni Zadar
			3.3.2. Air quality and ventilation systems			
			3.3.3. Adaptive Zoning for Night-Time Economy			

SO4 - SUPPORTING SUSTAINABLE GROWTH AND LOCAL EMPLOYMENT

Intervention area	Specific objective	Action	Action step	Time frame	Responsible	Key partners
Sustainable employment, local value chains & workforce wellbeing	<i>To foster sustainable year-round growth of Zadar's night-time economy by 2027 through measures that extend employment opportunities beyond the summer season, strengthen connections with local production systems, and improve the quality of life of NTE workers.</i>	4.1. Supporting employment in the winter months (destination for all)	4.1.1. Winter-employer recognition and best-practice sharing	2027-2030	Department for Economy, Crafts and Island Development, Department of Finance, Department for City Property Management (City of Zadar)	Zadar Tourism Board, Full Moon Festival, National Theatre, Zadar Concert Office, local artists, University of Zadar
			4.1.2. Supporting skills for off-season workforce			
			4.1.3. City-led initiatives and grants for off-season economic and cultural activation			
			4.1.4. Winter cultural and neighbourhood events			
		4.2. Strengthening links with local production systems	4.2.1. Raise awareness to encourage businesses to source products from local producers	2027-2030	Department for Economy, Crafts and Island Development, Tržnice Zadar, (City of Zadar)	Chamber of Commerce, Zadar Association of Craftsmen, local producers, Guma Night Club and Bar (for local supply chains)
			4.2.2. Organize events that connect consumers with local producers, providing them with direct access to local goods and creating job opportunities during these markets			
			4.2.3. Establish networks between local businesses, farmers, and producers to share resources and knowledge, enhancing the overall productivity of the local economy.			
		4.3. Contributing to the quality of life of workers in the night-time economy	4.3.1. Develop reliable transportation options for late-night workers, such as circular night public transport bus line to ensure safe travel	2026-2030	Department for Economy, Crafts and Island Development, Department of Finance (City of Zadar)	Department for EU Funds, Chamber of Commerce, Zadar Association of Craftsmen, Prizma, Cinaz, Students Union
			4.3.2. Design programs that provide support, childcare, and other services that address the unique challenges faced by workers in the night-time economy.			

4. Action Planning Details

4.1 Action Planning Tables

SO 1 – IMPROVING NTE MANAGEMENT AND DATA-DRIVEN PLANNING

ACTION TITLE: DEVELOPMENT OF MANAGEMENT STRUCTURES			Action Owner: Department for EU Funds, Department for culture and sports, Mayor's Office (City of Zadar)	
Description		Key stakeholders	Links to Strategy: Management Plan for the Historic Core of Zadar; Zadar City Cultural Development Strategy 2019–2026	
This action focuses on creating a coordinated governance model for Zadar's Night-Time Economy (NTE) by establishing a dedicated Action Group, facilitating structured dialogue with stakeholders, and integrating their feedback into planning and implementation processes.		Department of Local Economy and Tourism, Zadar Tourism Board, Chamber of Commerce, University of Zadar, Emergency Services, Police and Public Safety Authorities, Transport Authorities	Finance and resource:	
			EU funds, City budget	
			Action readiness: Planned	
Activity	Tame frame	Outputs	Indicators	Problem/risk
Establishment of Night-Time Economy (NTE) Action Group with operational mandate	Q3 2025 – Q2 2026	- Formal NTE Action Group established (statute, membership list, terms of reference).	- Number of stakeholders officially confirmed in the Action Group.	- Low interest or lack of commitment from stakeholders.
		- At least 5 representatives from different stakeholder groups included.	- Defined operational work plan with deadlines.	
		- Annual progress report on NTE management, with recommendations for adjustments/improvements in governance		
Policy and regulation review, safety and public order planning	Q2 2026 - Q2 2030	- Recommendations for licensing, opening hours, safety measures, nighttime safety plan	- Number of policies analyzed; recommendations submitted, safety measures implemented	- Conflicts with existing legislation, budget constraints
Establishment of a night-time economy feedback mechanism	Q2 2026 – Q1 2027	- Online and offline channels established for systematic collection of feedback from citizens, tourists, and NTE stakeholders	- Number of feedback items received and processed	- Low participation rates; insufficient tracking and follow-up of feedback
Hosting multi-stakeholder meetings for solution design	Q2 2026 – Q2 2027	- At least two stakeholder meetings held annually.	- Number of meetings organised per year.	- Stakeholder fatigue or low participation

		- Documented minutes, attendance lists, and action points.	- Number of proposals produced.	
Implementation of pilot and immediate impact measures for night-time economy	Q3 2026 – Q2 2030	- Execution of visible interventions (“quick wins”), e.g.: additional public lighting, mobile information points; 2–3 expert pilot measures, e.g.: optimization of night transport routes, noise regulation zones, coordination of safety activities, temporary spatial interventions for safe night use.	- Number of implemented measures (immediate impact + expert pilots). - Quantitative and qualitative evaluation results (reduction of incidents, stakeholder satisfaction, measured noise levels).	- Lack of financial, technical, or coordination resources; slow administrative procedures; limitations in stakeholder cooperation or access to public spaces

Action title: MAPPING OF RELEVANT DATA RELATED TO EXISTING AND POTENTIAL AREAS OF INTEREST			Action Owner: Department for EU funds (City of Zadar), Liburnija, Local committees	
Description		Key stakeholders	Links to Strategy: Management Plan for the Historic Core of Zadar	
This action aims to build a comprehensive evidence base for Zadar’s night-time economy by mapping cultural sites, public spaces, activities, and potential zones of activation. Combining spatial data, field assessments, and continuous monitoring will provide the foundation for evidence-based planning and adaptive governance.		University of Zadar, Department for Spatial Planning and Construction, Department for Communal Activities and Environmental Protection, Department for Economy, Crafts and Island Development, Students Union	Finance and resource	
			EU funds, City budget	
			Action readiness: Planned	
Activity	Time frame	Outputs	Indicators	Problem/risk
Mapping of spatial and cultural data	Q1 2026 – Q1 2028	- Comprehensive GIS map including cultural sites, public spaces, existing activities, potential activation zones, map of high-risk areas for crowding, accidents, noise complaint, safety/conflict areas	- GIS database completed and updated.	- Limited availability or fragmentation of reliable spatial data.
			- Number of mapped cultural/public spaces and activity zones.	

Nighttime workforce survey	Q2 2026 – Q2 2027	- Database of employees working night shifts (restaurants, bars, cultural venues, services), including seasonal/temporary workers	- Number of workers surveyed	- Low survey response; informal/undeclared workers
Conducting walking tours, night audits, and site visits	Q2 2026– Q3 2027	- At least 2-night audits and walking tours conducted with mixed stakeholder groups.	- Number of tours/audits organised.	- Stakeholder participation might be low or limited to specific groups.
		- Qualitative data report on nightlife hotspots and potential venues.	- Diversity of participants (public authorities, businesses, NGOs, residents).	
Periodic adaptation of the NTE Action Plan based on data	Q3 2026 – Q1 2028	- Annual update of the NTE Action Plan with evidence-based recommendations.	- Number of updates made to the Action Plan. - Stakeholder satisfaction with revisions (survey-based	- Insights gathered are not systematically integrated into planning.

SO2 - REDISTRIBUTING AND DIVERSIFYING SOCIAL AND CULTURAL VIBRANCY

Action title: ESTABLISHMENT OF NEW CULTURAL ZONES, INCREASE USABILITY OF THE PUBLIC SPACES AND INTRODUCTION OF NEW PROGRAMMES			Action Owner: Department of Culture and Sport (City of Zadar)	
Description		Key stakeholders	Links to Strategy: Zadar Urban Area Development Strategy 2021–2027	
This action aims to activate Zadar's public spaces and neighbourhoods through cultural interventions, pilot programmes, and stronger connections with existing events.		Department of Urban Planning, Zadar Concert Office, Youth Centre and NGO's, Zadar City Library, Association of Local Architects	Finance and resource: EU funds, City budget	
			Action readiness: In progress	
Activity	Time frame	Outputs	Indicators	Problem/risk
Assessment and transformation planning of underused public buildings and spaces	Q2 2026 – Q2 2028	- Assessment of at least 3 underused public buildings and spaces outside the peninsula (accessibility, safety, usability).	- Number of buildings and spaces assessed	- Overambitious proposals exceeding budget or technical feasibility
		- Collaboration with local architects, creative associations, and NGOs to identify potential activation or reuse concepts.	- Number of creative associations / experts engaged	- Limited engagement from creative associations or NGOs
		- Preliminary concepts and visualizations for each site showing possible interventions (small stages, seating, art installations, lighting, pop-up cultural uses, adaptive reuse of buildings).	- Number of ideas produced	- Delays in approvals or alignment with urban planning priorities
Implement physical improvements to increase usability of public spaces, including public art & design	Q3 2025 – Q3 2026	- At least 2 new public art installations or design interventions in key cultural/public zones.	- Number of new interventions completed.	- Possible resistance from residents or difficulties with permits.
		- Guidelines for integrating public art in future urban planning.	- % of surveyed residents satisfied with interventions.	

Pilot new cultural programming in underused buildings and spaces	Q1 2027– Q3 2027	- At least 2 pilot cultural events/programmes organised (with focus on youth centre and neighbourhood spaces), in collaboration with local artists, NGOs, and institutions	- Number of pilot programmes delivered.	- Limited participation from communities or insufficient funding.
		- Report on lessons learned for scaling up cultural programming.	- Diversity of cultural actors involved (artists, NGOs, youth groups).	
Neighbourhood cultural activation and event decentralisation (<i>Bringing culture closer</i>)	Q2 2027 – Q1 2028	- Established cooperation framework between major events (e.g. Full Moon Festival, Theatre Festival) and local neighbourhood initiatives.	- Number of events supported/expanded.	- Event organisers may be reluctant to move activities outside central areas.
		- At least 3 existing events relocated/expanded to new cultural zones.	- % increase in cultural events outside city centre.	
Increasing visibility of cultural assets and events outside the peninsula (<i>Revealing hidden culture</i>)	Q2 2026 – Q2 2030	- Integration of selected sites with existing cultural events, creating “neighbourhood cultural trails” or guided routes.	- Number of heritage elements and hidden sites integrated into neighbourhood programmes.	- Limited cooperation from site owners or associations; low tourist or resident engagement; logistical difficulties linking sites with events; risk of overcrowding sensitive heritage sites.
		- Localised promotion campaigns targeting both residents and tourists (e.g. neighbourhood cultural calendar)	- Number of events or activities hosted at these sites.	
		- Collaboration with local associations, guides, and cultural organisations to host interpretative activities at these sites.		

SO3 – IMPROVING MOBILITY, SAFETY AND WELLBEING

ACTION TITLE: IMPROVING THE MANAGEMENT OF PUBLIC TRANSPORT ACCORDING TO THE IDENTIFIED NEEDS OF THE NIGHT-TIME ECONOMY			Action Owner: Zadar Public Transportation Company - Liburnija	
Description		Key stakeholders	Links to Strategy: Zadar Urban Area Development Strategy 2021–2027, SUMP Zadar	
This action focuses on adapting Zadar's public transport system to better serve the night-time economy by extending service hours, improving integration with cultural and social services, and promoting sustainable mobility options such as public bicycles. These measures will improve accessibility for both workers and visitors while supporting a safer and more inclusive urban experience at night.		Department of Infrastructure, Department of Local Economy and Tourism, Students Union	Finance and resource:	
			EU funds, Liburnija, City of Zadar	
			Action readiness: Planned	
Activity	Tame frame	Outputs	Indicators	Problem/risk
Introduce extended operating hours and increased frequency of public transport (night lines & electric buses)	Q1 2026 – Q3 2026	- Night bus routes piloted on at least 2 main corridors.	- Number of night routes introduced.	- Low demand may make night lines financially unsustainable.
		- Evaluation report on ridership and satisfaction	- Average ridership per night line. - % of users reporting improved accessibility.	
Ensure integration with other sectors through expansion of city card (including cultural facilities)	Q3 2026– Q3 2027	- Updated city card allowing combined access to public transport and cultural venues.	- Number of institutions linked to the city card.	- Slow adoption by cultural operators or technical issues in integration.
		- Agreements signed with at least 3 cultural institutions.	- % increase in card users - User satisfaction rate with integrated services.	
Promote the use of public bicycles for night-time economy workers and visitors	Q1 2028 – Q3 2028	- Free/discounted km scheme for NTE workers and visitors launched.	- Number of workers/visitors registered in the scheme.	- Low uptake due to safety concerns or lack of infrastructure.
		- Additional bicycle docking stations installed near nightlife hubs.	- Number of trips made during night hours.	
		- Noise mapping	- Analysis of noise mapping	

Noise management, environmental quality and adaptive zoning for the NTE	Q3 2026 – Q4 2030	<ul style="list-style-type: none"> - Annual monitoring reports - Adaptive zoning plan 	<ul style="list-style-type: none"> - Number of annual reports published - number of adaptive zoning documents produced 	<ul style="list-style-type: none"> - Lack of reliable data on usage and demand.
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SO4 - SUPPORTING SUSTAINABLE GROWTH AND LOCAL EMPLOYMENT

ACTION TITLE: SUPPORTING EMPLOYMENT IN THE WINTER MONTHS (DESTINATION FOR ALL)			Action Owner: Department of Local Economy and Tourism (City of Zadar)	
Description		Key stakeholders	Links to Strategy: Zadar Urban Area Development Strategy 2021–2027	
<p>This action focuses on reducing the seasonality of employment in Zadar by introducing programs that ensure workers remain employable and engaged during the winter months. By developing targeted training for seasonal jobs, providing financial incentives for businesses to retain workers year-round, and promoting the use of local products, the initiative supports both employment stability and the local economy. The action also aims to strengthen Zadar as a year-round destination, making the city more resilient to the challenges of seasonal tourism.</p>		<p>Zadar Tourism Board, Full Moon Festival, National Theatre, Zadar Concert Office, local artists, University of Zadar, Chamber of Commerce, local business associations</p>	Finance and resource:	
			EU funds, City of Zadar	
			Action readiness: Planned	
Activity	Tame frame	Outputs	Indicators	Problem/risk
Winter-employer recognition and best-practice sharing	Q3 2026 – Q3 2029	- Annual award for businesses maintaining off-season activity; guide published showcasing successful winter employment strategies	- Number of businesses awarded; guide published and distributed.	- Low participation from businesses; limited visibility of the initiative.
Supporting skills for off-season workforce	Q3 2026 – Q3 2027	- Funding grants for education and focused on small-scale cultural event management, off-season hospitality, customer service, and logistics for winter activities	- Number of participants trained	- Low participation due to lack of interest or awareness - Training not aligned with actual labour market demand
		- Increased capacity of workers ready for off-season roles	- Employer satisfaction with trained workforce	- High turnover of seasonal workers after training
City-led initiatives and grants for off-season economic and cultural activation	Q3 2027– Q1 2029	- Small financial grants or logistical support for businesses that: use local ingredients or products in off-season menus or services, collaborate with neighbouring businesses to create joint experiences or packages.	- Number of businesses receiving incentives	- Budget limitations may restrict the number of beneficiaries
			- Number of workers employed during winter months	- Possible misuse of funds without proper monitoring
			- Increase in permanent employment contracts	- Businesses may not see long-term benefit beyond subsidies
Winter cultural and neighbourhood events	Q3 2026 – Q3 2029	- Small-scale concerts, exhibitions, food/craft markets or themed “cultural nights” creating temporary jobs.	- Number of events held; number of temporary jobs created	- Event organisers may not prioritise off-season activities; risk of low

			audience turnout or limited promotion
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5. Implementation Framework

ACTION TITLE	Q1 2026	Q2 2026	Q3 2026	Q1 2027	Q2 2027	Q3 2027	Q1 2028	Q2 2028	Q3 2028	Q1 2029	Q2 2029	Q3 2029	Q1 2030	Q2 2030	Q3 2030
DEVELOPMENT OF MANAGEMENT STRUCTURES															
1.1.1. Establishment of Night Time Economy (NTE) Action Group															
1.1.2. Review of Policies and Regulations															
1.1.3. Establish an Integrated night time economy feedback mechanism															
1.1.4. Organize regular multi-stakeholder working sessions and meetings for solution design															
1.1.5. Appointment of Night Mayor / NTE Coordinator															
MAPPING OF RELEVANT DATA RELATED TO EXISTING AND POTENTIAL AREAS OF INTEREST															
1.2.1. Mapping of spatial, cultural and environmental data using digital tools															
1.2.2. Conduct a Night time workforce survey															
1.2.3. Night mobility and transport monitoring using smart tools															
1.2.4. Conducting walking tours, night audits, and site visits (including islands)															
ESTABLISHMENT OF NEW CULTURAL ZONES, INCREASE USABILITY OF THE PUBLIC SPACES AND INTRODUCTION OF NEW PROGRAMMES															
2.1.1. Assessment and transformation planning of underused public buildings and spaces															
2.1.2. Implement physical improvements to increase usability of public spaces, including public art & design															
2.1.3. Pilot new cultural programming in underused buildings and spaces															
2.1.4. Neighbourhood cultural activation and event decentralisation (Bringing culture closer)															
2.1.5. Increasing visibility of cultural assets and events outside the peninsula (Revealing hidden culture)															
2.1.6. Neighbourhood NTE Management Plans															
2.1.7. Youth-Led Initiatives and Cultural Programming															
2.1.8. Participatory Budgeting for Youth Led Night Time Economy Projects															
IMPROVING THE MANAGEMENT OF PUBLIC TRANSPORT ACCORDING TO THE IDENTIFIED NEEDS OF THE NIGHT-TIME ECONOMY															
3.1.1. Introduce extended operating hours and increased frequency of public transport (night lines)															
3.1.2. Ensure integration with other sectors through expansion of city card (including cultural facilities)															
3.1.3. Promote the use of public bicycles for night time economy workers and visitors															
3.1.4. Monitoring and evaluation of sustainable night mobility															
SUPPORTING EMPLOYMENT IN THE WINTER MONTHS (DESTINATION FOR ALL)															
4.1.1. Winter-employer recognition and best-practice sharing															
4.1.2. Supporting skills for off season workforce															
4.1.3. City led initiatives and grants for off season economic and cultural activation															
4.1.4. Winter cultural and neighbourhood events															

5.1 Details of the governance mechanisms and processes for implementing the

The governance of the Integrated Action Plan (IAP) is structured as a multilevel, multi-stakeholder system, designed to ensure coordinated, transparent, and accountable implementation across city departments, institutions, civil society and private sector actors.

5.2 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.

Although not all stakeholders from the Urban Local Group (ULG) will participate directly in the formal governance mechanism for implementing the NTE Action Plan, their continued engagement is essential for the long-term success, legitimacy, and inclusiveness of the strategy. To maintain this involvement, the City of Zadar will establish a structured participation model that allows wider stakeholders—such as neighbourhood associations, youth groups, cultural organisations, educational institutions, NGOs, nightlife operators, residents' groups, and professional associations—to contribute regularly to decision-making, monitoring, and evaluation.

Stakeholders will remain engaged through **periodic open forums**, **consultation workshops**, and **thematic working groups** (e.g., culture, mobility, safety, environment, youth). These mechanisms will enable them to provide feedback on implementation progress, co-design new initiatives, raise concerns, and help adjust measures to local needs. Additionally, digital tools—including an online NTE feedback platform, public dashboards, and surveys—will ensure continuous two-way communication and transparent reporting, enabling stakeholders who cannot participate physically to stay informed and contribute. This approach guarantees that the broader community remains an active partner in shaping a balanced, vibrant, and sustainable night-time economy throughout the implementation period.

5.3 Details of the overall costs and funding approach for the implementation of the

IAP

The implementation of the Night-Time Economy (NTE) Action Plan will require a combination of operational, programmatic, and capital investments over the seven-year period. Costs will vary across interventions, ranging from low-cost organisational measures (e.g., governance structures, coordination, stakeholder platforms) to medium-cost programmatic activities (e.g., cultural activation, capacity-building, night audits, youth initiatives) and targeted capital investments (e.g., public space improvements, lighting upgrades, noise monitoring systems, digital tools, mobility enhancements). Given the structure of measures across governance, cultural diversification, mobility and safety, and sustainable economic development, the overall cost framework will be organised into **four investment envelopes**: (1) governance and coordination; (2) cultural and social programming; (3) mobility and safety infrastructure; and (4) economic and workforce support.

To finance these investments, Zadar will use a **blended funding approach** mobilising municipal resources, national and regional funding lines, EU programmes, private-sector contributions, and co-financing from cultural and tourism stakeholders. Municipal budgets will cover core coordination functions, stakeholder engagement mechanisms, and essential night-time mobility services. EU funds—such as the European Regional Development Fund (ERDF), European Social Fund+ (ESF+), Interreg, Creative Europe, Single Market Programme, and Horizon Europe—can support cultural innovation, digital transformation, workforce development, and sustainable mobility solutions. Partnerships with tourism organisations, nightlife operators, and local businesses will enable co-financing of events, micro-festivals, safety initiatives, and data systems. Additional funding will be mobilised through sponsorships, foundations, CSR programmes, and public–private partnerships for digital tools and infrastructure upgrades. This diversified funding model ensures financial feasibility, reduces dependency on a single source, and supports long-term sustainability of the NTE Action Plan.

5.4 Details of the overall timeline for the implementation of the IAP.

The implementation of the NTE Action Plan is planned over a **seven-year period** (2026–2032) and is structured in **phased stages** to ensure strategic deployment, effective piloting, monitoring, and gradual scaling of interventions. The timeline aligns with seasonal, cultural, and economic patterns in Zadar, integrating stakeholder engagement, digital systems development, and infrastructural investments.

Phase 1 – Preparation and Pilot (Year 1)

- Establishment of governance structures, including the Night-Time Economy Action Group, Night Mayor Office, and thematic working groups.
- Mapping and assessment of public spaces, mobility patterns, noise levels, workforce needs, and cultural assets.
- Piloting of key measures such as adaptive zoning, micro-festivals, digital event calendars, and youth engagement platforms.
- Initial stakeholder consultations, community forums, and public awareness campaigns.

Phase 2 – Scaling and Integration (Years 2–3)

- Expansion of successful pilots city-wide, including adaptive zoning implementation, night-time mobility services, and neighbourhood cultural activation.
- Deployment of digital monitoring dashboards, participatory platforms, and real-time feedback mechanisms.

- Integration of cross-sectoral initiatives (culture, mobility, safety, youth, sustainability) to ensure coordinated implementation.
- Training programs and capacity-building for stakeholders, including businesses, public services, and youth representatives.

Phase 3 – Consolidation and Optimization (Years 4–5)

- Implementation of medium-term infrastructural projects: public space upgrades, lighting improvements, noise mitigation systems, and mobility enhancements.
- Scaling up of year-round cultural programming, winter season events, and youth-led initiatives.
- Continuous monitoring, evaluation, and adjustment of measures based on collected data and stakeholder feedback.
- Strengthening multi-level governance connections and integrating lessons into city-wide urban development policies.

Phase 4 – Sustainability and Evaluation (Years 6–7)

- Full institutionalization of NTE governance mechanisms.
- Long-term financial and operational sustainability ensured through diversified funding and partnership agreements.
- Comprehensive evaluation of key indicators across all Strategic Objectives (SO1–SO4), including social, economic, cultural, and environmental impact.
- Dissemination of results, best practices, and knowledge exchange at national and international levels.

This phased timeline allows for **incremental development**, testing, and adaptation of interventions, ensuring that the NTE in Zadar becomes **inclusive, sustainable, and resilient**, while allowing continuous stakeholder engagement and data-driven decision-making throughout the implementation period.

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

Monitoring the implementation of the NTE Action Plan is critical to ensure accountability, transparency, and evidence-based decision-making. The approach combines quantitative and qualitative data collection, real-time monitoring, stakeholder feedback, and structured reporting to track progress against pre-defined indicators across all Strategic Objectives (SO1–SO4).

Monitoring Structure and Responsibilities

- Night-Time Economy Action Group & Night Mayor: Central operational team responsible for analyzing data and drafting recommendations
- Thematic Working Groups: Provide technical inputs, validate local data, and report on sector-specific activities (e.g., mobility, cultural programming, youth engagement).
- External Stakeholders: Businesses, NGOs, residents, and youth representatives contribute via digital platforms, surveys, and periodic consultation forums.

Key Performance Indicators (KPIs)

Monitoring will be linked to measurable outputs for each SO, including but not limited to:

SO	SAMPLE INDICATORS
SO 1 – IMPROVING NTE MANAGEMENT AND DATA-DRIVEN PLANNING	Number of stakeholder meetings; adoption of data-driven decisions; feedback mechanism activity rate; capacity-building sessions delivered
SO2 - REDISTRIBUTING AND DIVERSIFYING SOCIAL AND CULTURAL VIBRANCY	Number of cultural micro-festivals; public space activation hours; participation rates; geographic distribution of activities
SO3 – IMPROVING MOBILITY, SAFETY AND WELLBEING	Night bus lines, pedestrian and cycling flows; incident reports; noise and air quality levels.
SO4 - SUPPORTING SUSTAINABLE GROWTH AND LOCAL EMPLOYMENT	Seasonal vs. year-round employment figures; number of local producers engaged; youth employment participation; off-season economic activity

3. Data Collection Methods

- Digital Tools: Event platforms, mobile apps, online surveys, and real-time monitoring dashboards for mobility, noise, and crowd density.
- Field Observations: Night audits, walking tours, and site visits to verify public space usage, safety, and accessibility.
- Stakeholder Feedback: Community forums, youth councils, and participatory platforms to capture qualitative insights.
- Administrative Data: Business registration, employment records, transport statistics, and public service reports.

4. Reporting and Review

- Annual Reports: Evaluate progress against KPIs, budget utilization, stakeholder satisfaction, and social, cultural, economic, and environmental impacts.
- Mid-Term Evaluation (Year 3–4): Conduct an in-depth assessment to adjust strategy, scale-up successful measures, and reallocate resources.
- Final Evaluation (Year 7): Measure overall outcomes, impact, and sustainability; compile lessons learned for future NTE planning.

5. Continuous Learning and Adaptation

- Data-driven monitoring enables adaptive management, allowing the city to adjust regulations, cultural programming, mobility solutions, and safety measures based on real-time evidence.
- Feedback loops with stakeholders ensure that the NTE remains inclusive, vibrant, and resilient, while promoting digital transformation, youth engagement, and sustainable urban development.

5.6 Details of overall approach to risk management.

Effective risk management is essential to ensure that the implementation of the NTE Action Plan is **resilient, adaptive, and sustainable**. The approach involves identifying, assessing, mitigating, and monitoring potential risks across all Strategic Objectives (SO1–SO4), measures and proposed actions and integrating risk management into the governance, operational, and participatory mechanisms of the plan.

Risk	Risk Type	Classification	Reduction/Mitigation Actions
Low stakeholder engagement in NTE Action Group	Organizational / Governance	Medium	Transparent invitations, incentives for participation, rotating venues, active facilitation
Insufficient funding or delays in financial allocation	Financial	High	Secure multiple funding sources (EU funds, city budget, sponsors), contingency budget, phased approach
Resistance from local residents (noise, safety, crowding concerns)	Social / Community	Medium	Communication campaigns, resident consultations, clear safety & noise management plans
Limited data availability or poor data quality for NTE mapping	Technical / Data	Medium	Partner with University of Zadar, integrate tourism & municipal data, establish simple monitoring tools
Low participation in cultural or public space programs	Operational / Participation	Low	Needs assessment before design, targeted promotion, co-creation with NGOs and artists
Safety incidents in night-time mobility or venues	Safety / Operational	High	Strengthen police & health service cooperation, stakeholder safety training
Seasonal dependency leading to weak winter employment	Economic / Structural	High	Incentivise off-season events, link NTE with local production systems, targeted employment schemes

The table describes general risks applicable to most of the proposed activities.

6. Conclusion

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6.1 The plans for communicating and disseminating the IAP locally and nationally.

Effective communication and dissemination are essential to ensure **awareness, engagement, and support** for the IAP successful implementation with the residents, businesses, institutions, and policymakers. The communication strategy is designed to reach multiple audiences at local, regional, and national levels, leveraging both **digital and traditional channels**.

1. Local Communication and Engagement

- **Digital Platforms:** Launch a dedicated NTE section on the City of Zadar website, featuring the action plan, design and promote the digital event calendar, dashboards
- **Social Media Campaigns:** Active dissemination via city social media channels to announce events, pilot projects, micro-festivals, participatory budgeting opportunities, and governance updates.
- **Community Forums & Workshops:** Regular public consultations, neighborhood meetings, and youth assemblies to present progress, collect input, and co-create solutions.
- **Newsletters and Press Releases:** Monthly or quarterly updates to local media, business associations, and cultural institutions, summarizing achievements and upcoming initiatives.
- **Visual Signage & Public Information:** Posters, digital screens, and banners in public spaces and transport hubs to increase visibility of NTE initiatives and participation opportunities.

2. National Communication and Dissemination

- **Networking and Conferences:** Participation in national urban development, culture, and tourism conferences to present Zadar's NTE strategy
- **Media Outreach:** Collaboration with national press, radio, and television to showcase innovative projects such as adaptive zoning, digital tools, and youth-led cultural initiatives.
- **EU and International Platforms:** Dissemination through URBACT, Interreg, and other European urban networks to share best practices and attract knowledge exchange opportunities; active participation in Global Cities After Dark initiative.

6.2 Immediate next steps in the coming six months (November 2025 to April 2026) for implementing the IAP.

The development of Zadar's Night-Time Economy (NTE) relies on coordinated governance, data-driven planning, cultural activation, mobility improvements, and economic resilience. Strong management structures will be established, including a Night-Time Economy Action Group, thematic working groups, and the appointment of a Night Mayor to ensure cross-sector coordination, stakeholder engagement, and adaptive decision-making. Mapping of spatial, cultural, mobility, safety, and environmental data will inform strategic planning, enabling evidence-based interventions.

To diversify activities and improve public space usability, underutilized areas will be activated through adaptive zoning, micro-festivals, public space upgrades, and neighborhood cultural events, bringing vibrancy closer to communities and reducing pressure on the city peninsula. Night-time mobility will be enhanced through extended public transport hours, integrated ticketing, promotion of sustainable modes such as bicycles and walking, and continuous monitoring to ensure safe, efficient, and inclusive access. Finally, supporting employment in winter months through training, off-season events, city-led initiatives, and business recognition programs will strengthen year-round economic resilience.

Together, these measures create a **vibrant, inclusive, and sustainable night-time economy**, integrating governance, culture, mobility, and economic growth to benefit residents, youth, businesses, and visitors across Zadar.