

Cities After Dark

Malaga IAP



Cities After Dark Action Planning Network

→ [Baseline Study and Network Roadmap](#)

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Cities**AfterDark**

01.1

Strategic Context: Malaga in the “Cities After Dark” Network

This document provides a summary of the Integrated Action Plan (IAP) developed by the city of Malaga, Spain, as a key partner over its 31-month duration (June 2023 – December 2025) in the URBACT “Cities After Dark” network of partner cities: Braga (Lead Partner), Paris, Malaga, Geneva, Nicosia, Zadar, Budva, Tallinn, Varna, and Piraeus. This collaborative European initiative is dedicated to exploring and enhancing the night-time economy (NTE) as a catalyst for sustainable urban growth. For Malaga, a city at the intersection of cultural dynamism and intense tourist activity, this IAP represents a strategic roadmap to transform its nocturnal landscape into a more balanced, inclusive, and resilient ecosystem, shifting from a model of reactive problem-solving to one of proactive, integrated governance.

Malaga’s participation in the network is driven by its unique urban profile: a dynamic economy fueled by a powerful trifecta of tourism, construction, and technology, a vibrant cultural scene, and the consequential pressures of over-tourism. The current challenges are, in fact, an unintended consequence of a decades-long, successful strategy since the 1990s to revitalize the historic center. While its NTE is a major economic asset, its rapid, concentrated growth has outpaced the city’s capacity for sustainable management, creating significant friction points that this IAP is designed to address.

01.2

The Core Challenge: Balancing a Vibrant NTE with Urban Livability

Malaga's core challenge is a classic case of success-induced strain, where a thriving, tourism-centric NTE concentrated in its historic center has created a critical imbalance with the quality of life for its residents. This tension manifests as a competition for space, tranquility, and resources, threatening the city's long-term social sustainability and cultural identity.

The main sources of this conflict are interconnected and deeply rooted in the city's recent growth:

- **Overcrowding and Overtourism:** The large influx of tourists strains public services, drives up housing costs, and displaces local residents. This phenomenon also triggers the homogenization of the commercial fabric, where traditional businesses are replaced by tourist-oriented chains, eroding the city's authentic cultural identity.
- **Resident-Business Friction:** Frequent conflicts arise over noise pollution from entertainment venues, late-night traffic, and municipal services such as waste collection. These tensions highlight the competing rights and needs of residents seeking rest, businesses operating within the NTE, and the diverse users of the night-time city.
- **Lack of Diversification:** The NTE is heavily concentrated in the city center and is predominantly focused on hospitality. This leads to a lack of alternative venues for local youth and an underutilization of suburban areas, limiting the scope and accessibility of the city's nocturnal offerings for its own residents.

The IAP therefore serves as a critical intervention to restore harmony, rebalance priorities, and create a framework for sustainable coexistence.

01.3

Vision and Strategic Objectives: A Roadmap for a Sustainable Night

Malaga's vision is the creation of a **balanced and sustainable coexistence between night-time users and residents**. The goal is to foster an environment where the NTE can thrive economically and socially without compromising the tranquillity, safety and well-being of the community. This vision is guided by the core European principles of Sustainable Urban Development, Gender Equality, the Green Transition and the Digital Transition.

To realize this vision, the URBACT Local Group (ULG)—a multi-stakeholder body — co-created five core strategic objectives that form the pillars of the IAP:

1. From Fragmented Regulation to Integrated Governance: To design and implement a formal Night-Time Governance Plan that provides comprehensive and integrated management of the sector, moving beyond isolated rules to a holistic strategic approach.
2. Making the Invisible Economy Visible: To quantify and map the economic and social impact of the NTE through systematic data collection and analysis, enabling evidence-based decision-making.
3. Cultivating a Culture of Coexistence: To implement awareness campaigns and foster a culture of mutual respect and harmony among all night-time users—residents, tourists, workers, and business owners.
4. Expanding the Nocturnal Landscape Beyond the Center: To move beyond the historic center by promoting a wider range of cultural, social, and recreational offerings, diversifying the NTE away from a sole focus on hospitality. This objective builds on successful precedents like the city's "Alterna en la Movida" youth program.
5. Upgrading Core Services for a 24-Hour City: To improve and upgrade essential night-time services, with a particular focus on making public transport more accessible, reliable, and extensive after dark.

These high-level objectives are operationalized through a series of specific interventions detailed in the action plan.

01.4

The Integrated Action Plan: Key Areas of Intervention

The IAP is structured around four interconnected priority axes, which are supported by a cross-cutting commitment to continuous stakeholder engagement. This structure ensures a holistic and integrated approach to tackling the multifaceted challenges of the NTE.

The key areas of intervention are:

- **Governance and Monitoring:** This axis focuses on building the strategic capacity to manage the NTE effectively. Key actions include co-creating the formal Night-Time Governance Plan, producing a diagnostic report using GIS tools to map and quantify the NTE's impact, and developing digital tools with Key Performance Indicators (KPIs) to support evidence-based policymaking.
- **Infrastructure and Equipment:** Actions here are designed to reshape the physical city to better support a balanced NTE. This includes enabling new spaces for night-time activities outside the crowded city center, implementing urban design solutions to mitigate noise pollution, and extending the operating hours of cultural venues and municipal libraries.
- **Public Services:** This axis aims to strengthen the support systems for a 24-hour city. Planned interventions include significant improvements to urban and interurban public transport, consolidating and expanding proven concepts like the 24-hour rail service successfully tested during the annual city feria. It also involves exploring the extension of social services, such as late-night childcare, to support night-shift workers.
- **Marketing and Communication:** This area focuses on shaping perceptions and disseminating information. The strategy includes improving the communication of Malaga's diverse NTE offerings, creating a centralized digital platform for all night-time events, and launching a major communication campaign centered on a "Charter of Coexistence"—the next logical step in a long-term effort to manage public space that began with the 2004 national law banning street drinking (botellón).

Crucially, all actions are co-designed using the **URBACT method**, relying on a quadruple-helix ULG that brings together every relevant municipal department—from Urban Planning and Mobility to Police and Social Rights—alongside hospitality associations, cultural venues, university researchers, and residents' groups to ensure broad-based support and effectiveness.

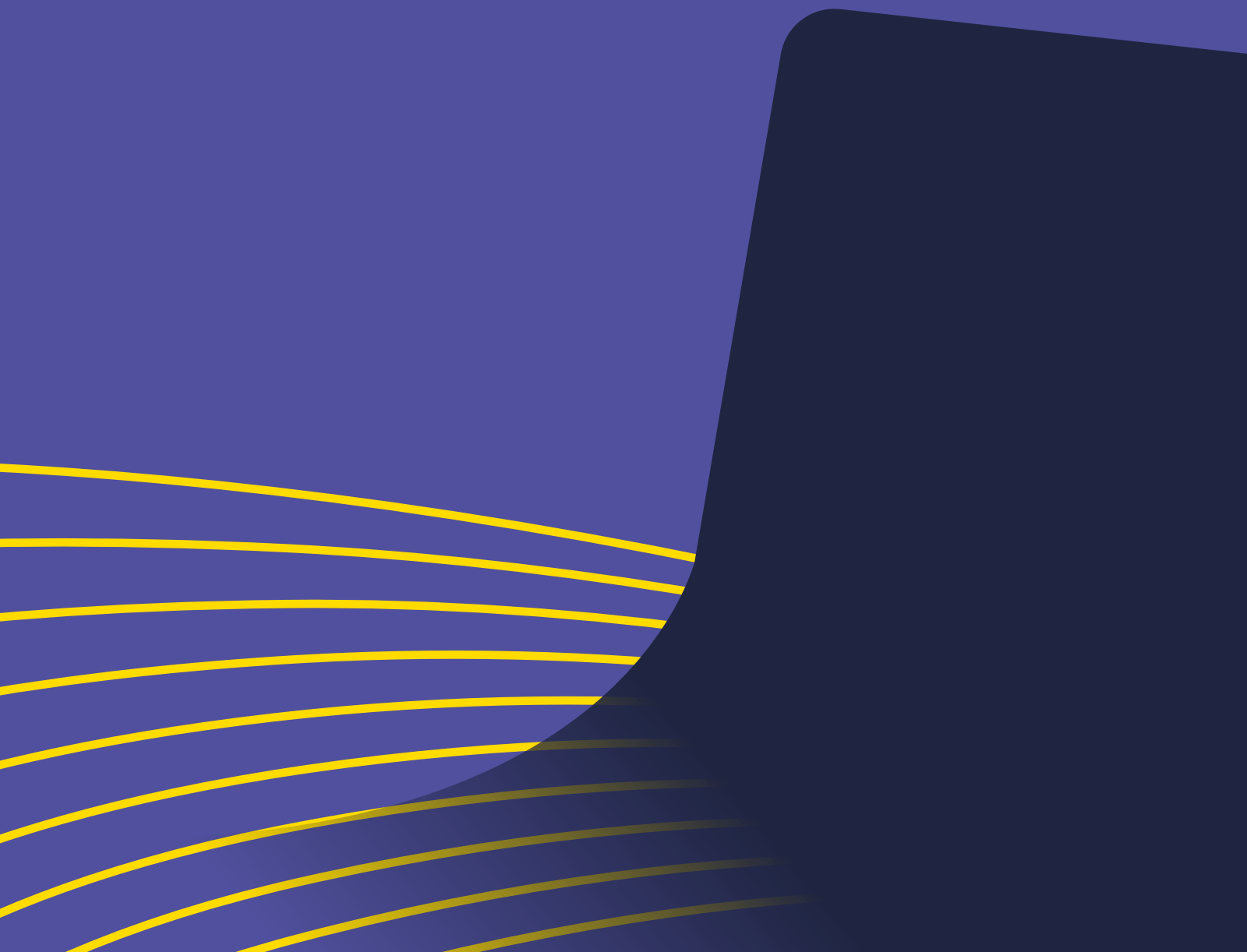
01.5

Conclusion: Fostering a Resilient and Inclusive Night-Time Future

Malaga's Integrated Action Plan is more than a policy document; it is a strategic commitment to transforming the city's night-time economy into a model of inclusivity, safety, and sustainability. By addressing the core tensions between economic vibrancy and resident well-being, the plan aims to create a nocturnal environment that benefits all, reinforcing the city's identity as a leading European destination that is both dynamic and highly livable.

Through a robust framework of integrated governance, multi-source funding, and continuous monitoring, Malaga is dedicated to the successful implementation of this plan. This proactive approach establishes Malaga as Spain's leading pioneer in developing integrated night-time policies and as a key reference for European cities seeking to ensure their future after dark is as bright and sustainable as their days.

02. Introduction



02.1

Introduction to Cities After Dark and its thematic focus

Cities After Dark is a network exploring the different dimensions of the action of cities on night-time economy and governance. The creation of new services and jobs for making cities more vibrant at night is a priority for many urban authorities, which are investing in the night as a testing ground for innovative and inclusive policies. Over its 31-month lifespan, the network will foster the adoption of integrated plans and solutions for making night-time leverage for growth, sustainability and recovery.

The network aims at exploring the different dimensions of the evolving debate on night-time economy and governance, which passed from being exclusively focused on entertainment, leisure and tourism industries to a space for developing solutions aimed at improving urban design and services, the attractiveness of cultural and creative industries and the quality of life for all. Therefore, the objective of Cities After Dark is to help cities to maximize the potential of their night economies and promote responsible nightlife.

For the first time, the network applies the URBACT methodology to the night-time economy, recognizing its inherently integrated nature, which involves collaboration across various sectors, industries, and levels of governance to cultivate a vibrant night-time environment. Active participation is crucial for engaging diverse stakeholders effectively.

Cities After Dark will integrate transnational and local activities to foster exchange and learning about the night-time economy. This approach facilitates the transfer of knowledge between international and local levels, enhancing the overall understanding and management of night-time economies.

Cities after dark is project from URBACT IV call with night time economy thematic focus. Partners in this project are Braga (as lead partner), Paris, Malaga, Geneva, Nicosia, Zadar, Budva, Tallinn, Varna, Piraeus. Start date of project is 1st Jun 2023, and end date is 31st December 2025.

02.2

Malaga at night: why the city decided to participate in Cities After Dark

Malaga is the sixth largest city in Spain per number of inhabitants with a population of 580.000 inhabitants. Located in Andalusia, the southernmost region of Spain, the city has a dynamic economy driven by tourism, construction and technology. Since the 1960s with the development of tourism infrastructures in Costa del Sol such as hotels and residential complexes, the city started to attract millions of visitors particularly from Scandinavia rapidly becoming one of the main tourism hubs of the country.

In the 1990s Malaga started its process of strategic planning, that was coordinated by Fundación CIEDES founded in 1994 for that specific purpose. The revitalization of the city centre was one of the main axes of the integrated strategy, that promoted the rehabilitation of public and private buildings but also the improvement of services (such as energy and waste management), the creation of cultural hubs and the regeneration of public spaces.

The service sector plays a decisive role in the local economy, while universities and research centers work hand in hand with technology and innovation industries which are mainly based in the Technology Park of Andalusia nurturing a bustling startup scene.

Malaga hosts the fourth airport of Spain per number of passengers, with around 12 million tourists visiting the province and 2,5 million spending at least one night in Malaga's hotels and B&B. The city is dealing with the effects of over-tourism on housing and quality of services, with a growing number of families moving to suburbs or other municipalities of the metropolitan area.

Fundación CIEDES is in charge of the strategic planning of Malaga and has curated the participatory process connected to the implementation of several planning tools of the city, starting from the Strategic Plan developed in the 1990s. Mobility, environment and tourism are some of the topics on which the Foundation has supported the City of

Malaga both in local and metropolitan activities, as in the participation in international projects and mayors' forums.

A vibrant cultural and entertainment scene is at the core of night-time economy of Malaga. Music venues and theatres contributed along the years not only to the cultural growth of the city, but also to revive depressed neighbourhoods, such as the district called SoHo - District of Arts. Nevertheless, the large number of tourists we are receiving since last fifteen years is overcrowding some areas of the city, especially the city centre, with all the problems that come up due to it. The confluence of night users and tourists are generating frequent conflicts between residents and business owners on noise pollution, with the general challenge of finding a balance between the rights of residents and those of users, workers and business actors.

The concentration of the night-time economy activities in the city centre and the lack of alternative venues and clubs for local youth are significant challenges for a city such as Malaga that is trying to include also suburban areas and the municipalities of the metropolitan area in the elaboration of an integrated policy on night-time economy

We consider Cities After Dark a perfect opportunity to face these challenges about Night-Time Economy, working together with our local stakeholders in the search and identification of potential solutions and learning good practices from our partners in the network.

02.3

Introduction to URBACT, the concept of Sustainable Urban Development, the Integrated and Participatory Approach, and APNs

URBACT is the European Territorial Cooperation programme for cities focused on building the capacity of cities to deliver on EU objectives for sustainable urban development. URBACT is a tool of EU Cohesion policy and a key means of delivering on the vision of the renewed Leipzig Charter focused on promoting more integrated approaches to sustainable urban development in order to harness 'the transformative power of cities for the common good'.

Cities continue to need support in implementing an integrated approach to sustainable urban development. Central elements in this definition of integrated approach are cooperation between neighbouring municipalities, cooperation between all levels of government and local players, cooperation across different policy areas and departments of a municipality and maintaining a balance between physical investments and social investments, with the municipality applying a holistic vision to urban development. These elements have to come together in Integrated Action Plans, a core focus of the URBACT programme since its creation.

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02.3

Introduction to how the IAP has been developed in terms of methodology: role of Transnational Meetings and Online Thematic Meetings, exchange with other Partners, and the role of our ULG

The programme operates through the URBACT method, which consists primarily of:

- Transnational exchange between cities through small thematic networks (typically running for around 2,5 years with 8-10 participating cities from across Europe in each), through transnational meetings and online thematic meetings
- Local stakeholder participation - through the creation of URBACT Local Groups (ULGs) in each participating city, animated by a local ULG coordinator.
- The URBACT Local Group of Malaga fosters collaboration among representatives from various local authority sectors, business and cultural leaders active at the urban level, University expert researchers and local residents community. Their goal is to co-create effective, integrated strategies for enhancing and balancing Malaga's night-time economy. Although the city had not previously mobilized a specific group of stakeholders focused on the night-time economy, many of these stakeholders have been collaborated on other projects and planning developed by Malaga. These processes served as a valuable testing ground for private and civic engagement.
- Likewise, the selection of the members of Malaga URBACT Local Group responds to our sought of the quadruple helix framework for the composition, with the interaction between government (public sector), academia (the university), industry (private sector) and the public and civil society, to foster economic and social development, as described in concepts such as the knowledge economy.
- Guidance and expertise on both thematic knowledge and methods for promoting sustainable urban development – through Lead and Ad Hoc Experts associated with each network, an online toolbox, good practice database and capacity building events at European and national levels

Cities continue to need support in implementing an integrated approach to sustainable urban development. Central elements in this definition of integrated approach are cooperation between neighbouring municipalities, cooperation between all levels of government and local players, cooperation across different policy areas and departments of a municipality and maintaining a balance between physical investments and social investments, with the municipality applying a holistic vision to urban development. These elements have to come together in Integrated Action Plans, a core focus of the URBACT programme since its creation.

02.5

Brief introduction to who has developed our IAP and details on the key stakeholders involved in our ULG.

Our Integrated Action Plans has been co-designed within our URBACT Local Group, comprising assorted relevant stakeholders (different city departments, different tiers of government, different policy relevant sectors and target groups). Therefore, the members of the URBACT Local Group of Malaga can be divided into four main categories: public administration, university and research, business actors, civil society, and being the Coordinator of the ULG Fernando Leguina, Director General for Education, Youth and Employment Promotion at Malaga City Council

02.6

Introduction to the following sections of the IAP

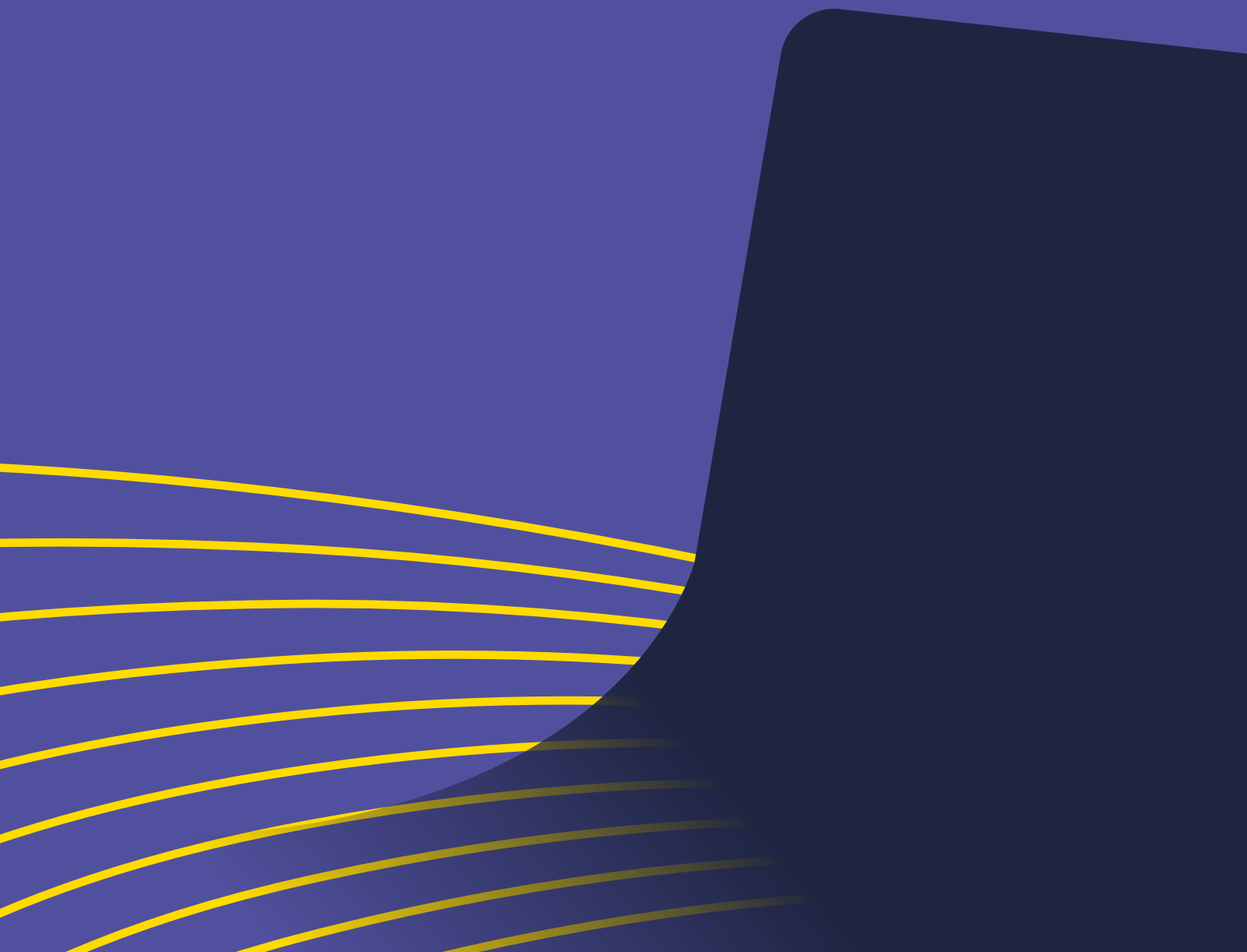
The IAP is a forward-looking document designed to address urban challenges related to the night-time economy. It will be developed using the URBACT method, structured into four key sections:

1. Introduction: This section will provide an overview of the city, detailing its current situation, context, needs, and shared vision.
2. Overall Logic and Integrated Approach: This part will outline the overarching logic and integrated strategies guiding the plan.
3. Detailed Action Planning: This section will delve into specific actions to be undertaken to address the identified challenges.
4. Implementation Framework: The final part will establish the framework for implementing the planned actions.

By following this structured approach, the IAP aims to create a comprehensive and actionable strategy for improving Malaga's night-time economy.

In this sense, the subsequent sections of the IAP will provide a detailed analysis of the context, needs, and vision for Malaga's night-time economy. They will outline the main themes of the project, assess the current situation, identify specific problems, and present a vision for the future. Additionally, they will address integration challenges, initial ideas for testing actions, and the proposed integrated approach to achieve the strategic objectives.

03. Context, Needs and Vision



03.1

Details on the main themes of Cities After Dark

Night-time economy is a growing field in urban policies at European and global level, increasingly recognized as an important element for the sustainable growth of cities.

Between 6 pm and 6 am a wide range of activities take place in cities. The night-time economy includes sectors like culture and leisure, dining, retail, transport, hospitality and nightlife. In addition to them, other sectors such as goods logistics, health and social care, waste management and environmental protection are also part of the night-time economy since they operate around the clock, or support the other sectors of the night-time economy mentioned above.

Changing the perception of the night from a time dimension of conflict and danger to a space of opportunity was a fundamental cultural shift that took place in many urban areas around the world two decades ago, leading to a greater recognition of the economic and cultural value of the nocturnal activities. Another element that has driven a holistic reflection on the power of the night is the assessment of the impact of the night-time economy on the local economy, and in particular on the number of people working at night.

The COVID 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.

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

- Cultural industries and music venues: theatres, cinemas, music venues and nightclubs form the backbone of a vibrant night-time economy, contributing to create new jobs and promote safety, community spirit and cultural growth. A buzzing cultural scene has a major impact on urban economy and boosts other economic sectors such as tourism, bars and restaurants, logistics, transport, security and many others. At the same time, music and cultural venues can be essential to the revitalization of central and suburban areas of cities, by creating new points of attraction and reviving public spaces and underused or abandoned infrastructures
- Licensing hours, shops and services: The main challenges of the hospitality industry are primarily related to the extension of licensing hours, which remains a controversial issue for many local authorities acting as licensing authorities, where they need to strike a balance between encouraging business growth and mitigating potential negative impacts, such as street drinking, poor public perception and anti-social behaviour related to alcohol consumption. The development of innovative local regulations that can mediate among the interests of different categories is an important field for multilevel governance

- Use of public space: the revitalization of public spaces at night-time is a community challenge that local authorities are tackling in collaboration with a variety of stakeholders, such as cultural institutions but also the creative industries and groups of residents. Organizing festivals and public events to improve the sense of safety in streets and squares at night-time is an interesting practice implemented by many cities
- Gender equality: the different perception of safety of public spaces and night venues between men and women is part of a broader reflection that the partners of Cities After Dark are doing on different dimensions of gender equality at night. Adapting urban infrastructures to the needs of different types of users can be a factor in reducing gender inequalities and promoting more equitable access to work opportunities and nightlife. The support to inclusive night venues meeting the needs of particular groups, such as the LGBTQI+ community, or the organization of training activities for nightclub and nocturnal businesses workers to combat any form of harassment and discrimination are just some of the experiences that the cities have explored in the framework of the network activities
- Sustainable mobility and transport infrastructures: the extension of the operating hours of public services and infrastructure demands an expansion of an affordable and reliable public transportation at night, which has a positive impact on reducing road noise and the number of private vehicles on the road at night. These transport services must focus not only on city centres and nightlife districts, but also on residential neighbourhoods. Some local authorities are also testing on-demand night-time mobility services, which have a positive impact in terms of reduction of car accidents and CO2 emissions, as well as some forms of sustainable night-time goods logistics which will have a long-term impact
- Access to work: certain groups of night workers, as cleaners, healthcare workers or hospitality employees, and who often live in suburban areas or belong to disadvantaged groups or minorities, need local services as well (i.e. kindergartens after dark), so public services created for the daytime should be redesigned to meet the needs of different categories of city dwellers.
- Green areas and sustainability: opening parks and green spaces at night can promote a stronger connection to natural resources and provide shelter from heat at night-time for residents of disadvantaged groups living in poor housing conditions, especially in summer. At the same time, the revitalization of green spaces at night-time can reverse the sense of insecurity associated with the night-time use of these spaces and encourage the organization of outdoor sports and cultural activities
- Governance of night-time economy: the complexity of the challenges of the night-time economy requires the implementation of integrated forms of governance which can manifest themselves in different organizational models, as night councils, business and thematic commissions or the appointment of a deputy mayor specifically responsible for night-time policies
- Measuring the impact: quantifying the scale and impact of the night-time economy emerged as another substantial challenge faced by the partners of Cities After Dark since the activation phase. The scarcity of data collected under a night-time framework remains a common obstacle for all the cities involved in the network. Raising awareness on the formulation of new European standards for nightlife research is crucial for improving the quality of decision-making on these topics across different scales. Data plays a pivotal role in facilitating an evidence-based decision-making process on the night-time economy and related sectors, including the management of public space or mobility services.



03.2 Details on the current situation in Malaga around Night-time economy

Malaga is the sixth largest city in Spain per number of inhabitants with a population of 580.000 inhabitants. Located in Andalusia, the southernmost region of Spain, the city has a dynamic economy driven by tourism, construction and technology. Since the 1960s with the development of tourism infrastructures in Costa del Sol such as hotels and residential complexes, the city started to attract millions of visitors particularly from Scandinavia rapidly becoming one of the main tourism hubs of the country.

A vibrant cultural and entertainment scene is at the core of night-time economy of Malaga. Music venues and theatres contributed along the years not only to the cultural growth of the city, but also to revive depressed neighbourhoods, such as the SoHo District, where the opening of the Teatro Soho in 2019 had a key role for the urban and economic regeneration of the district. Previously known as Teatro de la Alameda, the theatre is now owned by Antonio Banderas and was completely refurbished for hosting shows and musicals that attract tourists and visitors from other Spanish cities and from abroad.

The tradition of tapeo, the Andalusian art of bar-hopping savouring small dishes until late, has been progressively replaced by the tardeo, promoting a more distributed afflux of customers in the bars and restaurants of the city since the afternoon until the dark hours. The dining scene is a relevant part of the night-time economy of the city, with around 2.300 establishments between bars and restaurants open after dark.

In terms of services operating at night-time, Malaga has 4 bus lines connecting different suburbs of the city to the city centre from 11.30 pm until 5.30 am. Public libraries are open 24 hours in the months of February and September during the exams session of the local university. Some local museums are testing a night opening at the occasion of events and festivals, such as the Noche en Blanco (White Night) that once per year promotes cultural events in public spaces, cultural premises and art galleries of the city at night. Since 2019 Malaga organizes a Friday and Saturday night programme of activities for local youth called *Alternativa en la Movida*: night visits of museums and heritage sites, movie screenings and cooking classes are some of the activities taking place from 10:00 pm to 2.30 am for participants between 16 and 35 years old.

As in many Spanish cities, the use of public space by young people to socialize while drinking alcohol has been for decades the main challenge to tackle for ensuring a safer and quieter night-time for all. Since the approval of a national law banning this practice (*botellón*) in 2004, Malaga has worked on licensing for banning the sale and consumption of alcoholic beverages in public spaces between 10 pm and 8 am. Bars and restaurants' terraces are the only outdoor spaces where the consumption of alcohol is authorized, with the business owners being responsible for every violation of the rules by the customers.

The implementation of these rules and the introduction of regulations on contrasting noise pollution (based on the EU directive on noise reduction) contributed to promote more respectful behaviours by night users and tourists but conflicts between residents and business owners on noise pollution are still present in Malaga. The conflicts over noise pollution, ignited by few groups or association of residents of the city centre, concern also road traffic and city services carried out in nocturnal hours, such as the waste management operated by garbage trucks. The reorganization of pickup schedules is part of the solution to the wider challenge of finding a balance between the rights of the residents and those of workers and business actors.

The concentration of the night-time economy activities in the city centre and the lack of alternative venues and clubs for local youth are other significant challenges for a city such as Malaga that is trying to include also suburban areas and the municipalities of the metropolitan area in the elaboration of an integrated policy on night-time economy.

The consolidation of night-time services tested at the occasion of seasonal events, such as the 24 hours rail transport service connecting the city centre to the suburbs at the occasion of the Malaga city festival (*feria*) is another challenge particularly relevant for night workers who have limited access to the public mobility services connecting the city to the suburban areas.

Despite of having a set of assorted regulation in the frame of Night-Time Economy, Malaga probably needs a governance system for this sector, with a comprehensive and integrated vision for managing all the needs, demands, issues, realities and challenges of this complex industry.

In addition, the overtourism is being a social and economic challenge in Malaga, even for the Night Time Economy. In recent years, Málaga has become one of the most popular tourist destinations in southern Europe. Its privileged climate, rich cultural and artistic heritage, vibrant Night Time Economy, and strategic location on the Costa del Sol have turned the city into a magnet for tourists from around the world. However, this boom has brought significant challenges stemming from the phenomenon of overtourism, which is starting to negatively impact both the lives of residents and the city's sustainability.

One of the main issues is the overcrowding of urban spaces, especially in the historic center. During peak seasons, the streets are overwhelmed with tourists, increasing pressure on public services such as transportation and sanitation, and making it difficult for visitors and residents to coexist. Additionally, this phenomenon is driving up rental prices due to the growth of short-term rental platforms, forcing many locals to leave their traditional neighbourhoods.

Another worrying effect is the homogenization of the commercial fabric. Local and traditional businesses are being replaced by souvenir shops and chains that are exclusively oriented to tourists, negatively impacting the city's cultural identity. Moreover, overtourism can contribute to environmental degradation, with increased waste, emissions, and resource consumption, all exacerbated by the lack of sustainable management.

Addressing overtourism requires strategic planning that prioritizes quality over quantity, promoting a more sustainable tourism model. It is essential to protect the essence and well-being of Málaga and its residents while ensuring an enriching and responsible experience for visitors.

03.2

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

At the local level of Malaga, there are two outstanding documents that shape the present and future of the city, such as the Urban Agenda in the Integrated Sustainability Strategy and the Malaga 2030 Strategic Plan.

The Urban Agenda in the Integrated Sustainability Strategy (2020-2050) includes the objectives and goals to be achieved in the time horizon that extends from the year 2020 to the year 2050. It is a document that places emphasis on converting Málaga in a smart city that optimizes energy and transportation management, promotes energy efficiency and renewable energies, sustainable mobility, accessibility, and promotes new technologies.

This document is based on an integrated analysis of the reality of the city, which is structured around the following areas of study: the territory and configuration of the city, the management of natural resources, social cohesion and economic development and government of the city.

Regarding the Malaga 2030 Strategic Plan, it is a strategic document with a 2030 time horizon prepared by the CIEDES Foundation based on the contributions of the foundation's board of trustees and 16 prospective groups, made up of experts and professionals and whose objective is the establishment of the development model that is wanted for Malaga.

The Malaga 2030 Strategic Plan is based on an objective and in-depth diagnosis from the period 2014-2021, distinguishing the years of the pandemic (2019-2020), to take into account the statistical distortion that it entailed. Next, 16 key challenges were selected to be addressed by the territory, as well as the mission to be fulfilled by all the agents of the territory, taking into account the key values of the Malaga City Council, and the vision under which It established the situation we wanted to reach. All of this is materialized in 5 lines of action, which have set the course of action of the public and private sectors in recent years and will continue to do so in the near future. In turn, each line of action is made up of star projects through which the priority areas of work are established.

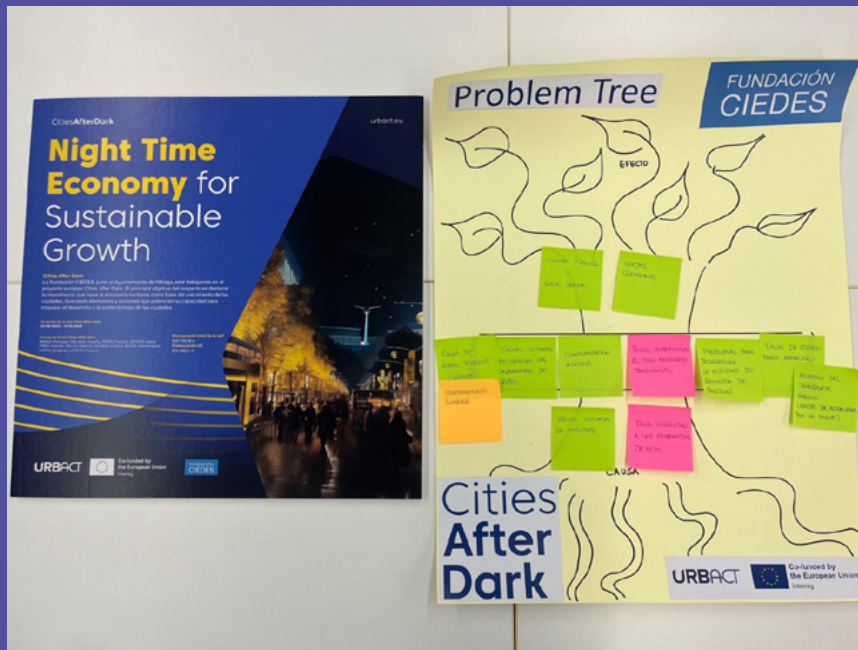
These lines of action and the projects included in each of them are listed below:

- **LA1:** MÁLAGA, EDUCATION AND CITIZENSHIP
(Málaga educator and without digital divide; Governance and administration 21st century)
- **LA2:** GLOBAL AND INTEGRATIVE MÁLAGA
(Global connected city; Sustainable and resilient neighbourhoods; Solidarity and diverse city)
- **LA3:** INNOVATIVE AND DIGITAL MÁLAGA
(Innovation, science and development; Labour market and entrepreneurship; Business competitiveness and digitalization)
- **LA4:** MÁLAGA DE LA CULTURA
(International capital of culture; Creative Málaga; International tourist capital)
- **LA5:** SUSTAINABLE AND COAST MÁLAGA
(Sustainable and accessible mobility; Energy efficiency and renewable energies; Natural wealth and circular economy; Green and blue infrastructures; Healthy and accessible living)

Furthermore, to create efficient projects that meet the demands of citizens, it is essential to have high-quality intervention tools that allow us to understand the current situation of the municipality in various sectors and evaluate the relevance and feasibility of the proposals and initiatives to be implemented. In this sense, Málaga has the following specific plans as main instruments of intervention: General Urban Planning Plan of Málaga, Sustainable Urban Mobility Plan of Málaga, Málaga Climate Plan (ALICIA), Municipal Plan for Housing and Land, Plan of accessibility, III Transversal Gender Strategy, Social Inclusion Plan, Malaga Strategic Tourism Plan and Malaga Innovation Plan.

Although Malaga does not yet have a specific plan for the Night-Time Economy, we can see that all the challenges of the Cities After Dark project are aligned with the different general and specific plans that we have just listed, so we can assure that there is a notable connection.

Regarding specific national strategy around Night-time economy, there is not any policy about it currently launched. So, thanks to participate in Cities After Dark and the production of the IAP, Malaga will play a pioneer role among Spanish cities regarding the development of specific policies on Night Time Economy.



03.4

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

Since the first meetings of the ULG of Malaga, several problems identified by the members of the ULG stood out, such as: the need to have a governance plan for the Night Time Economy; lack of information that allows quantifying the importance of the Malaga Night Time Economy 's products and services; excessive concentration of NTE activities in the city centre; and the lack of information about the existing alternative options at night beyond bars and clubs. But above all of them there is a bigger problem that generates more controversy, even within the ULG members themselves, which is the need to have a balance between the different actors, so as to improve coexistence and harmony between users and residents.

In this sense, it would be crucial to form our Urbact Local Group with an assorted category of stakeholders, comprising all the sectors concerned by Night Time Economy (Public and Private sector, Academia and Civil Society) and considered horizontally and vertically, being finally its composition as follow:

Public Administration

- Directorate-General for Education, Youth and Employment Promotion - Malaga City Council.
- Mr. Fernando Leguina, Director General for Education, Youth and Employment Promotion - Malaga City Council.
- Directorate-General for Trade, Street Management and Promotion of Business Activity - Malaga City Council.
- Mr. Carlos Gómez-Cambronero, Director General for Trade, Street Management and Promotion of Business Activity - Malaga City Council.
- Mrs. Alegría Novo, Advisor to the City Councillor for Trade, Street Management and Promotion of Business Activity - Malaga City Council.
- Directorate General for Tourism and Promotion of the city - Malaga City Council.
- Mr. Jonathan Gómez, Director General for Tourism and Promotion of the city - Malaga City Council.
- Directorate-General for Culture - Malaga City Council.
- Mrs. Marta del Corral, Advisor to the City Councillor for Culture - Malaga City Council.
- Directorate-General for Mobility - Malaga City Council.
- Mrs. María Remedios Santana, Director General for Mobility - Malaga City Council.
- Malaga Municipal Police Force.
- Mr. Ricardo Fernández, Malaga Municipal Police Officer.
- Mr. Salvador Escaño, Malaga Municipal Police Officer.
- Management of Cleaning of Malaga, Municipal Public Company (Limasam) - Malaga City Council.
- Mr. Raúl García, Director General at Limasam - Malaga City Council.
- Directorate-General for Environment and Sustainability - Malaga City Council.
- Mr. Borja Bermejo, Advisor to the City Councillor for Environment and Sustainability - Malaga City Council.
- Directorate-General for Citizen Participation, Migration, External Action, Development Cooperation, Transparency and Good Governance - Malaga City Council.
- Mrs. Isabel Pascual, Director General for Citizen Participation, Migration, External Action, Development Cooperation, Transparency and Good Governance - Malaga City Council.
- Directorate General for Social Rights, Equality, Accessibility and Inclusive Policies - Malaga City Council.
- Mrs. María Dolores Aurióles, Director General for Social Rights, Equality, Accessibility and Inclusive Policies - Malaga City Council.
- Malaga Sports and Events, Municipal Public Company - Malaga City Council.
- Mr. Antonio Alcaide, Head of Events Department at Malaga Sports and Events - Malaga City Council.
- Government Delegation of the Andalusian Regional Government in Malaga.
- Mr. Pedro Bosquet, Head of Cabinet at Delegation of the Andalusian Regional Government in Malaga.
- Territorial Delegation for Health of the Andalusian Regional Government in Malaga.
- Mr. Carlos Bautista, Head of Territorial Delegation for Health of the Andalusian Regional Government in Malaga.
- Malaga Port.
- Mrs. Pilar Fernández-Fígares, Manager at Malaga Port.



Companies

- Soho-Caixabank Theatre.
- Mr. Francisco Jiménez, Head of Events at Soho-Caixabank Theatre.
- Baños del Carmen Restaurant.
- Mr. José Luis Ramos, owner.
- English cemetery.
- MAHOS - Malaga Association of hospitality industry.
- Mr. Javier Frutos, President at MAHOS.
- AEHCOS - Costa del Sol Hotel Businessmen's Association.
- Mr. Francisco Moro, Vice-President at AEHCOS.
- Andalusian Federation of Discotheques and Nightclubs.
- Mr. Juan Rambla, member of the Board.
- Santo Amore Productions (Autocine).
- Andalucía de Noche - Federation of leisure and recreation business associations.
- Mr. Juan Rambla, member of the Board.
- Association of leisure, entertainment and discotheque businesses of Malaga.
- Mr. Juan Rambla, member of the Board.
- Aumat - Unitaxi (main taxi association in Malaga).
- VTC Andalusia Business Association.
- Pablo García, President at VTC Andalusia Business Association.
- Flamenco Club Juan Breva.
- Mr. Luis Luque, President at Flamenco Club Juan Breva.
- Association of Bakeries of the province of Malaga.
- Mr. Enrique Huertas, President at Association of Bakeries of the province of Malaga.
- Distributors Association Adisabes.
- Mrs. Raquel Paz, Manager at Adisabes.
- ACHMA – Malaga Historic Centre Business Association.
- Mrs. Fuensanta Villalobos, Manager at ACHMA.

University/Research Centers

- University Institute for Research in Tourist Intelligence and Innovation (IATUR) at University of Malaga.
- Full Professor Mr. Enrique Navarro, Director-Coordinator at IATUR Malaga.
- Habitat, Tourism and Territory Institute (iHTT) at University of Malaga.
- Professor Mrs. María José Andrade (University of Malaga).
- Department of Economic Policy - Faculty of Economic Sciences at University of Malaga.
- Professor Mr. Francisco González (University of Malaga).
- Chair of Commerce and Digital Transformation at University of Malaga.
- Full Professor Mr. Sebastián Molinillo (University of Malaga).

Civil Society

- Youth Organisation Intercambia.
- Mrs. Clara Rallo, Staff at Intercambia.
- Cultural Association Zegrí.
- Mr. Salvador Jiménez, President at Zegrí.
- Neighbourhood association - Asociación Central Ciudadana.
- Mr. Enrique Vega, President at Asociación Central Ciudadana.
- Foundation Unicaja Bank.
- Mr. Sergio Corral, Director General at Foundation Unicaja Bank.
- Association of Neighbours of the Historic Centre – Centro Antiguo de Málaga.
- Mrs. Mónica Reino, member of the Board.
- Association of Composers and Performers of Malaga (ACIM).
- Spanish Association of DJs and Producers (AEDYP).



03.2

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

In the case of Malaga, we have been working in the following aspects of Integration as the most ones:

- Stakeholder involvement in planning: our ULG counts on a full range of assorted members (considered horizontally and vertically), whom have attended several meetings and collaborating in the different processes of our Integrated Action Plan, identifying priorities and potential solutions.
- Coherence with existing strategies: as mentioned previously, the Cities After Dark project is strongly connected with the main strategies and specific plans of Malaga City, being the actions and objectives aligned.
- Sustainable urban development (economic, social, environmental): Malaga is pioneer in the implementation of planning strategies based on Sustainable urban development principles, as the Urban Agenda in the Integrated Sustainability Strategy (2020-2050), the Malaga 2030 Strategic Plan and the Málaga Climate Plan (ALICIA), so we have had no doubt in following this aspect in our Integrated Action Plan.
- Integration over time: the relevant actions have been planned in the short, medium and longer-terms, and considering any necessary order in the implementation of actions.
- Stakeholder involvement in implementation: our ULG members were also engaged in the implementation of planned actions.
- Integration of cross-cutting thematic aspects: we have notably included gender, digitalization and climate change aspects.
- Mobilising all available funding: in order to allocate available funds to support implementation of planned actions, the IAP will be shared with the European Funds Department at Malaga City.

03.7

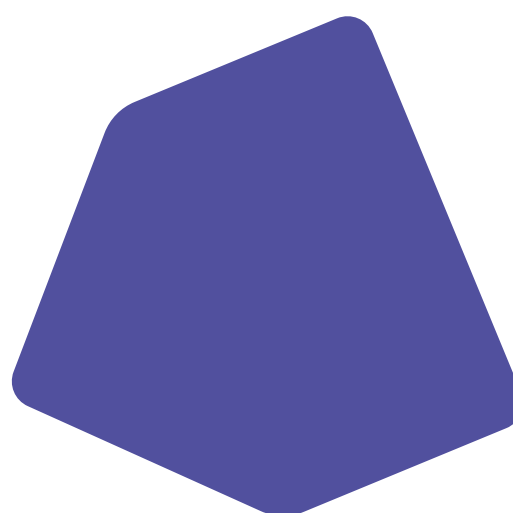
Connection with the URBACT cross-cutting themes of Gender Equality, Green Transition and Digital Transition

Regarding Gender Equality, in our IAP is proposed to be used existing campaign of Malaga City Council called “Málaga Libre de Violencias Machistas” (Malaga Free from Sexist Violence). This prevention and awareness campaign, which is being carried out every August, will be extended throughout the year with the implementation of a membership protocol “Spaces Free of Sexist Violence) to which can be added shops, leisure, educational and cultural centers, etc... There will be fixed a Violet Point close to the main night time active area and another traveling one, both equipped with specifically trained personnel who will offer information, advice and support, where appropriate, in coordination with the security forces. Furthermore, some good practices learned from Thematic Webinar about Gender Equality (22/04/2024) will be considered.

About Green Transition, one of our proposed actions is to reinforce and broaden the urban and interurban public bus lines that operate at night, in order to reduce private mobility and the subsequent impact of the carbon footprint and noise pollution of night time economy users.

At last, but not least, Digital Transition will be considered as well along our IAP, given that we will take advantage of the different smart city sensors that Malaga has implemented, and which data will help us to better manage the Night Time Economy.





03.8 Details of Malaga testing actions: a Bridge Between Vision and Practice

Malaga's URBACT Local Group (ULG) proposed to evaluate the perception of the Night Time Economy by different types of stakeholders (youth, business owners and residents) and in the main areas where Night Time Economy is more intense: Historic Center, Teatinos and Huelin neighbourhoods.

As part of the data collection process, a structured survey comprising 12 targeted questions topics usually associated to the conversation on Night Time Economy was implemented: harmony, safety, cleaning, noise pollution, gender equality and abuse, mobility, accessibility, inclusiveness, job quality, offer quality, public space use and digital tools use. Respondents were instructed to provide differentiated answers for two distinct time slots: from 18:00 to 00:00 and from 00:00 to 06:00. This segmentation was essential to capture variations in behaviour and usage patterns across the evening and early morning hours, ensuring a more nuanced and accurate analysis aligned with the project's objectives.

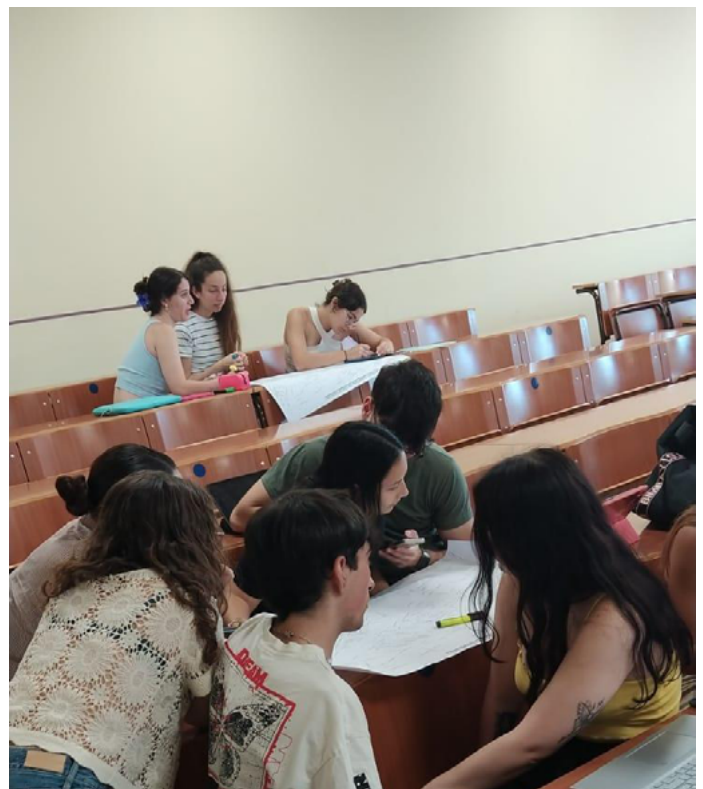
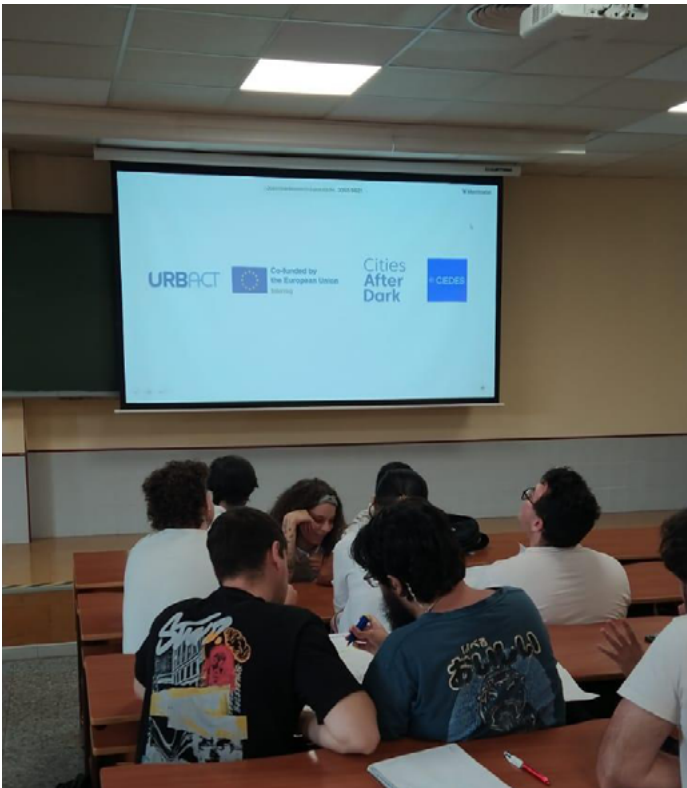
The use of Geographic Information System (GIS) let to associate the perceptions to different areas of the city, emphasised where best and worst practices are located while paving the ground for tackling the most urgent challenges that emerge from the collaborative mapping. Furthermore, the produced map brings to light and quantifies the importance of Night Time Economy in Malaga.

Given that the three identified stakeholder groups hold differing perceptions of the night time economy, it was deemed appropriate to engage with each group individually. This approach enabled the development of perception maps concerning night time spaces across the 12 targeted questions topics, as well as the collection of qualitative data. The resulting insights facilitated the aggregation of information, ultimately contributing to a more comprehensive and nuanced understanding of the realities within the three study areas.

Survey:

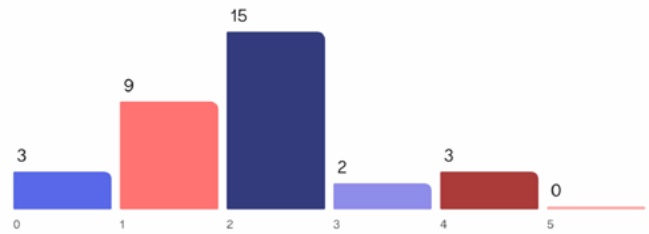


Activity with youth community:

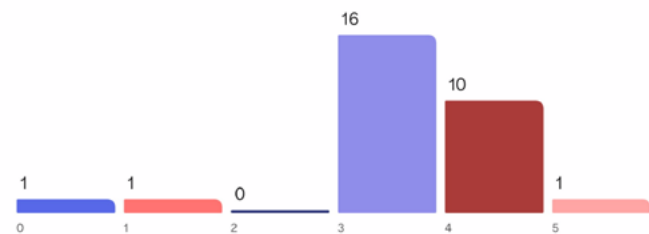


Question: Evaluate, on a scale from 0 to 5 (where 0 indicates a highly negative perception and 5 a highly positive one), the level of coexistence among the various stakeholders (users, businesses, workers, residents, etc.) during activities associated with the nighttime economy.

De 00:00 a 06:00 horas: CONVIVENCIA



De 18:00 a 24:00 horas: CONVIVENCIA

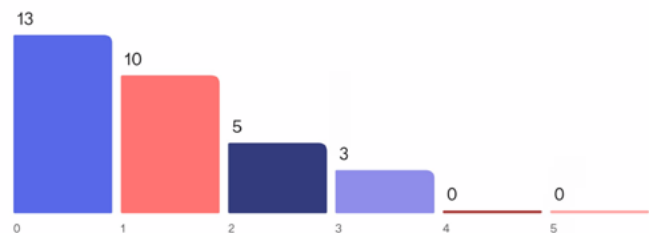


Question: Evaluate, on a scale from 0 to 5 (where 0 indicates a highly negative perception and 5 a highly positive one), the performance of public transport and mobility during night time economic activity.

De 18:00 a 24:00 horas: TRANSPORTE PÚBLICO / MOVILIDAD



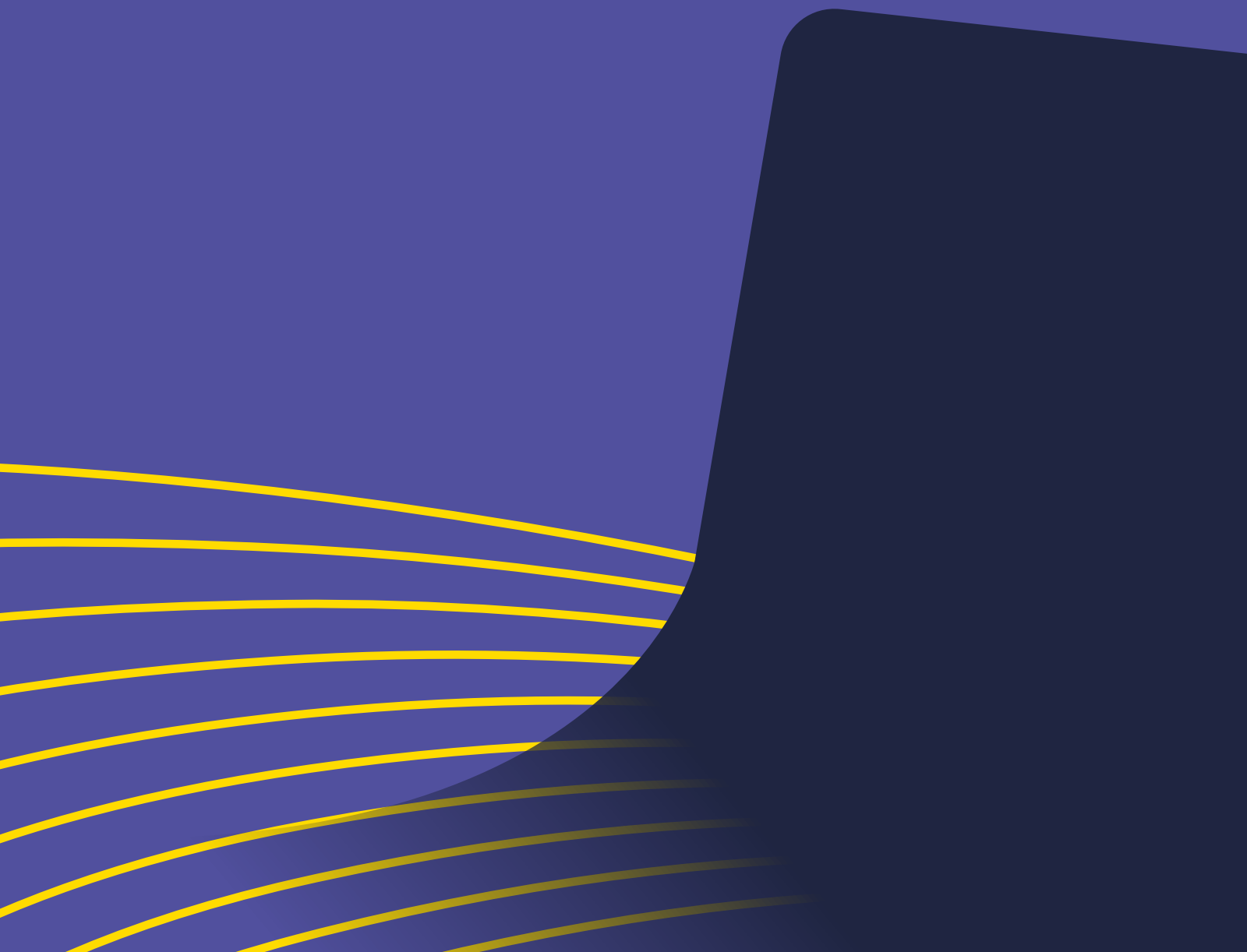
De 00:00 a 06:00 horas: TRANSPORTE PÚBLICO / MOVILIDAD



Activity with business owners:



04. Overall Logic and Integrated Approach



04.1

Reference to vision and proposed integrated approach

The vision for **Malaga** is to create a **new balanced space for coexistence** between night time users and residents, primarily in the **Historic Center** of the city, but also in the districts of Huelin and Teatinos. It is essential to **preserve the tranquillity, relaxation and rest** of the neighbours, ensuring they are not subjected to undesirable or uncivilized behaviour. At the same time, **spaces and regulations must also be developed to allow the Night time Economy to thrive**, bringing its social and economic benefits to the city's development. All of this must be approached through a lens of **Sustainable Urban Development** and incorporating cross-cutting principles such as Gender **Equality, Green Transition, and Digital Transition**. So, we will **transform Malaga** into a night time destination that offers diverse cultural, recreational, and economic opportunities for **all residents and visitors**.



04.2 Details of each strategic objective for the IAP.

The Integrated Action Plan (IAP) for Malaga revolves around several strategic objectives arisen from our vision. All these objectives have been co-created in our URBACT Local Group, addressing each one the specific challenges previously identified.

The strategic objectives of Malaga IAP are:

- Design and implementation of a Night Time Governance Plan
- Make the Night Time Economy visible, quantifying the weight of the products and services offered by the city at night
- Influencing behavioural change among night time users and implementing awareness-raising measures
- Public and private spaces: decentralizing the activities generated by the night-time economy, diversifying the spaces beyond the Historic Center
- Improving and upgrading public services at night

04.3

Details on the overarching areas of intervention that will enable to deliver our strategic objectives and vision

For the delivering of our strategic objectives and vision, Malaga will focus on the next overarching areas of intervention (axis):

- Governance and Monitoring: despite of having several municipal rules regulating night activity, there is not a comprehensive and global Night Time Governance Plan for the design and implementation of policies that facilitate night time activities while balancing the needs of residents and businesses
- Infrastructure development and equipment: the creation of new spaces and implementing Architectural measures to reduce noise emission levels are included in this field.
- Public services: the upgrading and expanding public amenities, enhancing public transportation options
- Marketing and communication: to enhance the image of Malaga as an attractive and sustainable tourist destination at the same time as to raise the awareness level of the night time users
- Stakeholder engagement: it will be crucial the active involvement of assorted stakeholders, including public sector, academia, business owners, cultural institutions and the community (residents), in order to ensures that their multiple points of view are adding value to the planned actions

04.4

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.

The **Governance and Monitoring** axis represents a foundational commitment by the City of Malaga to build a resilient, inclusive, and data-driven approach to managing its Night Time Economy (NTE). As urban life increasingly extends beyond daylight hours, Malaga recognizes the need to govern the night with the same strategic foresight applied to daytime planning.

This axis begins with the **co-creation of a Malaga Night Time Governance Plan**, engaging local stakeholders — from cultural institutions and hospitality businesses to residents and urban planners — in shaping a shared vision for the city after dark. To support evidence-based policymaking, a **diagnostic report** will be produced and periodically updated, quantifying the economic, social, and spatial dimensions of the NTE using **Geographic Information Systems (GIS)**.

In parallel, the city will develop **digital tools** to monitor public perceptions and track **Key Performance Indicators (KPIs)**, ensuring transparency and responsiveness in governance. These tools will help identify trends, challenges, and opportunities in real time, fostering a culture of continuous improvement.

Beyond nightlife venues, the axis promotes the **creation of new night-time products and services** — from cultural and sporting events to social initiatives — diversifying the city's nocturnal offerings. Crucially, the NTE will be **integrated into Malaga's strategic and sectoral planning instruments**, including the General Urban Development Plan, Sustainable Mobility Plan and Urban Agenda, ensuring that night-time considerations are embedded across all layers of municipal policy.

Together, these actions will position Malaga as a European leader in sustainable and inclusive night-time urban governance.

Together, these actions will position Malaga as a European leader in sustainable and inclusive night-time urban governance.

This area of intervention will include the following actions:

- **Action 1.1.** Designing of a Malaga Night Time Governance Plan, with the participation of the local stakeholders
- **Action 1.2.** Production of a diagnostic report on the Night Time Economy in Malaga (weight, figures, characterization...), in order to bring to light and quantify its importance, and to be updated periodically to measure the evolution, using for it a Geographic Information System (GIS) tool. In light of this, a final book summarising the main lessons learned throughout Cities After Dark will be also produced and published
- **Action 1.3.** Development of digital tools aimed at continuously updating public perceptions of the night time economy, with Key Performance Indicators (KPIs) that will guide evidence-based policymaking and allow transparent reporting
- **Action 1.4.** Promotion and creation of new Night Time Economy products and services (cultural, sporting, social activities...) beyond bars and clubs
- **Action 1.5.** Integration of the Night Time Economy into the Malaga City Council's Strategic and Sectoral Planning, including instruments such as the General Urban Development Plan, the Sustainable Mobility Plan or the Urban Agenda

The **Infrastructure development and equipment** priority axis aims to reshape Málaga's urban landscape to better support a dynamic and decentralized Night Time Economy. By investing in strategic infrastructure and services upgrades, this axis seeks to balance cultural vibrancy with residential and labour well-being, while unlocking new opportunities for economic and social engagement across the city.

In this axis, a key focus will be particularly to take action based on the qualitative and quantitative data provided by the perception map generated through the testing action.

Therefore, the axis supports the **extension of operating hours** for existing venues such as municipal libraries and cultural spaces. Leveraging Málaga's warm climate, this initiative encourages outdoor programming and broader community participation in night time cultural life.

Together, these actions lay the groundwork for a more balanced, accessible, and resilient urban ecosystem—where infrastructure serves as a catalyst for inclusive growth and sustainable night time development.

Under this area of intervention, we can find:

- **Action 2.1.** Enabling some new spaces in areas with few residents and good public transport connections and improving the night time economy infrastructure based on the analysis of qualitative and quantitative data collected through the dynamic perception map, developed as an outcome of the testing action and its 12 targeted questions topics.
- **Action 2.2.** Implementation of an urban design more attuned to the coexistence needs within the night time economy, especially where it is especially crowded.
- **Action 2.3.** Extending operating hours to night time for existing venues and activities, as municipal libraries or cultural spaces, and leveraging Málaga's warm climate and creating additional opportunities for economic and cultural engagement.

The **Public Services** priority axis is dedicated to strengthening the backbone of Málaga's Night Time Economy by expanding essential services that ensure safety, accessibility, and social inclusion after dark. As night time activity grows across cultural, economic, and recreational sectors, the city must adapt its public service infrastructure to meet the evolving needs of both users and workers.

A central focus is the **enhancement of urban and inter-urban public transport**, with increased night time frequency and the integration of digital technologies to improve reliability, navigation, and user experience. This ensures that residents and visitors can move safely and efficiently across the city, supporting both leisure and employment mobility.

Equally important is **the exploration of new pathways for extending municipal social services** to better support those working during non-standard hours. This includes innovative initiatives such as **late-night childcare facilities and senior care centers**, which address the unique challenges faced by night shift workers and their families.

By investing in inclusive and forward-thinking public services, Málaga reinforces its commitment to a Night Time Economy that is not only vibrant and diverse, but also equitable and responsive to the needs of its community.

So, this area of intervention comprises the following actions:

- **Action 3.1.** Improvement of the urban and interurban public transport service at night, increasing in its frequency, and with the support of the new technologies and digitalisation
- **Action 3.2.** Exploration of potential pathways for extending municipal social services provision to support workers in the night time economy, including initiatives such as late-night childcare facilities and senior care centers.

The **Marketing and communication** priority axis is designed to elevate Málaga's Night Time Economy by enhancing visibility, accessibility, and social cohesion through strategic outreach and digital innovation. As the city's night time offerings diversify, effective communication becomes essential to ensure residents, visitors, and stakeholders are informed, engaged, and aligned.

A central initiative is the development of a **comprehensive communication plan** to better disseminate the wide array of cultural, recreational, and economic activities available after dark. This will be supported by the **creation of a centralized digital platform**, seamlessly integrated with the municipality's website and the official tourism portal, offering multilingual content and mobile app integration to maximize reach among international audiences.

To foster coexistence between night time economy users and local residents, the axis also includes a **multi-channel communication strategy** — leveraging social media, hospitality networks, and key transit hubs — to promote respectful behaviour and shared values. At its core is the **Charter of Coexistence**, a foundational tool for cultivating social harmony and mutual understanding.

Through these actions, Málaga positions itself as a forward-thinking city that not only celebrates its vibrant nightlife, but also ensures it thrives in balance with community well-being and global visibility.

The actions focused in this area are:

- **Action 4.1.** Communication plan for improving the dissemination of the diversified current offer for Night Time Economy
- **Action 4.2.** Creation of a centralized digital platform for all night time events in Malaga city, integrated with the municipality's website and the tourist portal (visita.malaga.eu). This platform will include multilingual content to cater to international visitors and leverage mobile app integration to maximize visibility
- **Action 4.3.** Launch of a multi-channel (Social Networks, Internet, Airport, Hotels, tourist apartments and housing) communication strategy for Malaga Night Time Economy to foster coexistence between night time economy users and local residents, through the creation of a Charter of Coexistence as a foundation for social harmony.

The following table compiles the actions described above in a structured format:

Priority Axis	Action	Summary Description
Governance and Monitoring	1.1	Design of the Malaga Night-Time Governance Plan, ensuring active participation of local stakeholders
	1.2	Preparation of a diagnostic report on Malaga’s Night-Time Economy (weight, figures, characterization), periodically updated using GIS tools; publication of a final book summarising lessons learned within Cities After Dark
	1.3	Development of digital tools to continuously monitor public perceptions of the Night-Time Economy, with KPIs guiding evidence-based policymaking and transparent reporting
	1.4	Promotion and creation of new Night-Time Economy products and services (cultural, sporting, social activities) beyond bars and clubs
	1.5	Integration of the Night-Time Economy into Malaga City Council’s Strategic and Sectoral Planning (Urban Development Plan, Sustainable Mobility Plan, Urban Agenda)
Infrastructure Development and Equipment	2.1	Design of the Malaga Night-Time Governance Plan, ensuring active participation of local stakeholders
	2.2	Preparation of a diagnostic report on Malaga’s Night-Time Economy (weight, figures, characterization), periodically updated using GIS tools; publication of a final book summarising lessons learned within Cities After Dark
	2.3	Development of digital tools to continuously monitor public perceptions of the Night-Time Economy, with KPIs guiding evidence-based policymaking and transparent reporting

The following table compiles the actions described above in a structured format:

Priority Axis	Action	Summary Description
Public Services	3.1	Enhancement of urban and interurban night-time public transport services, increasing frequency and supported by digital technologies
	3.2	Exploration of extended municipal social services for night-time economy workers, including late-night childcare and senior care facilities
Marketing and Communication	4.1	Development of a communication plan to improve dissemination of Malaga’s diversified Night-Time Economy offer
	4.2	Creation of a centralized digital platform for all night-time events, integrated with the municipal website and tourist portal (visita.malaga.eu), offering multilingual content and mobile app integration
	4.3	Launch of a multi-channel communication strategy (social media, internet, airport, hotels, tourist apartments) to foster coexistence between users and residents, supported by a Charter of Coexistence

At last, but not least, we have a cross-cutting action, as in the case of **Stakeholder engagement**, which is also a common aspect for all the previously listed actions. The involvement and participation of assorted stakeholders, including public sector, academia, business owners, cultural institutions and the community (residents), will be crucial in the implementation of each planned action.

04.5 Integrated approach.

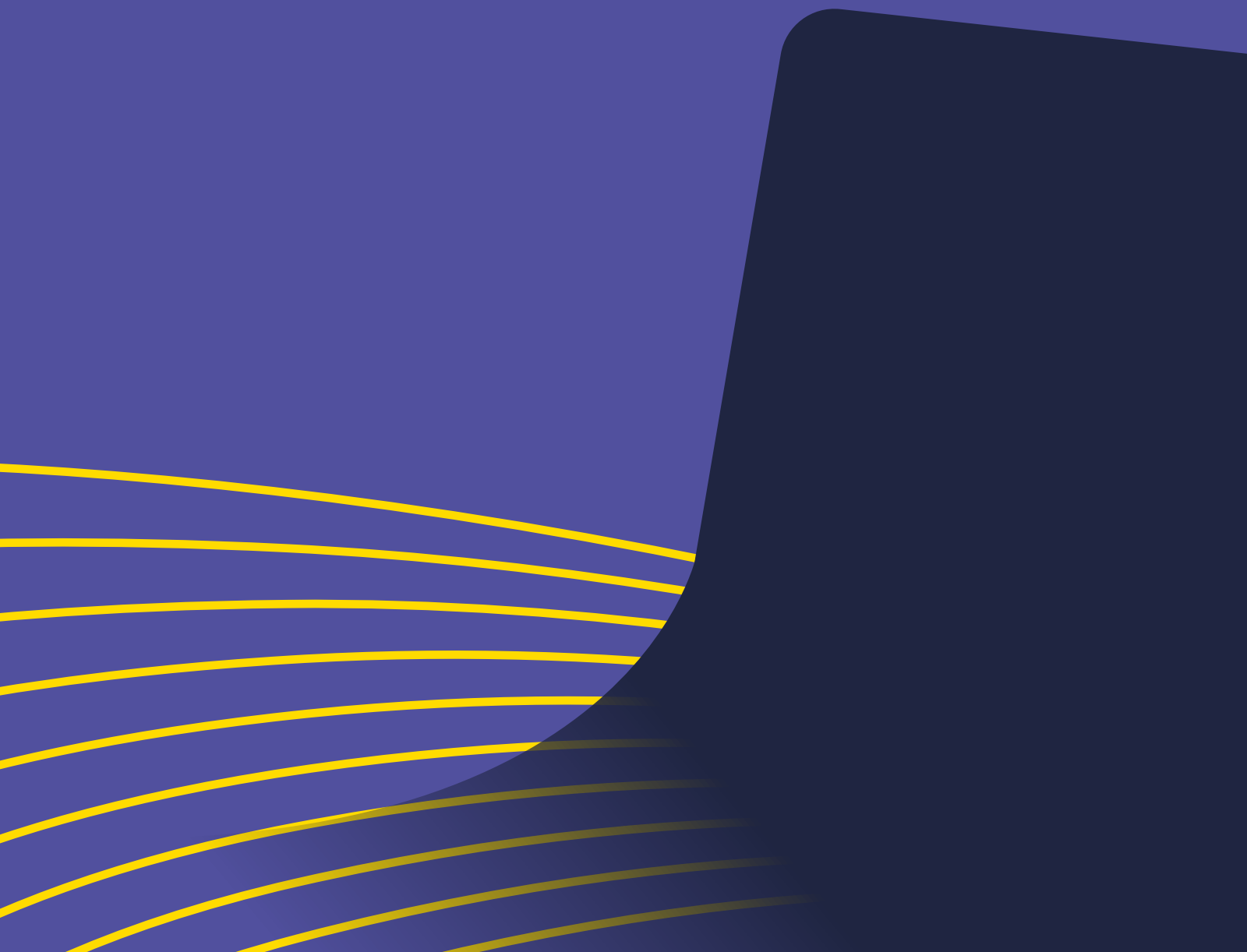
As it is already mentioned in point 3.6, the 12 aspects of Integration have been considered in the creation of this Integrated Action Plan, including social, economic, environmental, cultural and institutional areas.

The priority overarching areas of intervention are interconnected: Governance and Monitoring, Infrastructure development and equipment, Public services and Marketing and communication. Stakeholder collaboration and public feedback are central to ensuring these efforts remain cohesive and adaptive to the city's evolving needs.

By implementing a cohesive and participatory approach, the Integrated Action Plan (IAP) aligns strategic goals with concrete measures, generating synergies across key dimensions such as cultural vitality, urban safety, social inclusion, sustainability, and community well-being through harmony. These interconnected pillars mutually reinforce each other to deliver long-term impact. Ongoing monitoring, evaluation, and active stakeholder involvement will enable Malaga city to refine its strategies in response to evolving needs, ensuring that preserve the tranquillity, relaxation and rest of the neighbours while the night time economy continues to serve as a vibrant, inclusive, and resilient engine of urban development. This IAP exemplifies how URBACT principles can support cities in designing forward-looking policies that benefit residents, businesses, and visitors alike.

By implementing a cohesive and participatory approach, the Integrated Action Plan (IAP) aligns strategic goals with concrete measures.

05. Action Planning Details





05. Action Planning Details

This chapter presents a detailed overview of each action identified within the Integrated Action Plan to improve the night-time economy of Malaga. For every action, the key implementation elements are outlined, including the specific steps to be undertaken, indicative timeframe, and the roles and responsibilities of lead and supporting stakeholders. In addition, each action includes an estimated cost, potential funding sources, appropriate monitoring indicators to assess effectiveness, and identified risks along with corresponding mitigation measures. This structured approach ensures clarity, accountability, and feasibility in the implementation process.

05.1 Action Planning Tables

Priority Axis 1:
Governance and Monitoring

Action 1.1 - Designing of a Malaga Night Time Governance Plan	
Steps	Timeframe
Define Governance Objectives: what the governance plan aims to achieve	Month 1
Identify Core Stakeholders: select relevant actors (municipality, nightlife businesses, residents, police, health services) and define their roles	Month 2
Assess Local Needs and Risks: use targeted surveys and existing data to understand night time dynamics, challenges, and opportunities	Months 3-5
Establish Coordination Mechanisms: set up a working group with regular meetings and shared decision-making protocols	Month 6
Audit of existing regulatory frameworks and local ordinances with the aim of integrating the NTE as a cross-cutting axis across all of them, while assessing the potential to develop targeted actions	Months 7-10
Implement Monitoring and Feedback System, defining key performance indicators (KPIs) and channels for stakeholder feedback to adjust policies as needed	Months 11-12
Project Time frame	1 year
Roles	
The Mayor's Office of Malaga City will lead this action, with the main support of CIEDIS Foundation. Additional supporting partners will include current ULG stakeholders (as involved in Cities After Dark project)	
Cost	
Personnel	100.000 €
Equipment and setup	10.000 €
Communication Materials	10.000 €
Total (annual)	120.000 €
Founding sources	
Municipal budget, EU Funds	
Monitoring indicators	
Improve of the harmony between diferent actors of Night Time Economy	
Environmental Impact	
Annual update of the perception maps previously developed	
Economic Activity	
Risks	Mitigation
Lack of meaningful stakeholder engagement	Implement participatory methodologies
Political or social resistance	Develop a transparent communication strategy highlighting public value

Action 1.2 - Production of a diagnostic report on the Night Time Economy in Malaga and publication of a final book summarising the main lessons learned throughout Cities After Dark

Steps	Timeframe
Define Scope and Objectives, clarifying the purpose of the report	Month 1
Stakeholder Mapping and Engagement: select relevant actors (municipality, nightlife businesses, residents, police, cultural institutions)	Month 2
Preparation and publication of a final book summarising the main lessons learned throughout CitiesAfter Dark - URBACT project	Months 2-6
Data Collection and Integration: Quantitative Data and GIS Data. Characterization and Typology of the collected data	Months 3-11
Weight and Economic Impact Analysis	Months 12-14
Report Production, combining narrative analysis with GIS visualizations	Months 15-18
Project Time frame	18 months

Roles

CIEDLS Foundation will lead this action, due to its expertise in the production of this kind of reports and in the management of GIS tool. It will be supported by the Municipality of Malaga and researchers of the University of Malaga

Cost

Personnel and external experts	180.000 €
Software / digital equipment	20.000 €
Communication Materials	25.000 €
Total	225.000 €

Founding sources

Municipal budget, EU Funds, University of Malaga budget

Monitoring indicators

Economy and Environmental Impact

Social & Cultural Participation

Safety & Public Health

Spatial Distribution (GIS-based)

Risks	Mitigation
Data Availability & Reliability	Deploy mixed-methods research (quantitative + qualitative) and engage local stakeholders for data sharing
Rapid Obsolescence	Design the report as a modular and updatable tool, with periodic reviews and updates and proposing the creation of a Night Time Observatory

Action 1.3 -Development of digital tools aimed at continuously updating public perceptions of the night time economy, with KPIs	
Steps	Timeframe
Needs Assessment & Scoping, defining the strategic objectives of the tool, and mapping existing data sources and gaps	Months 1-3
Co-Design KPI framework with stakeholders	Months 4-6
Technical Development, choosing appropriate technology (GIS integration, Mobile apps...) and ensuring GDPR compliance	Months 7-10
Definition of KPIs for Evidence Based Policymaking, across multiple fields	Months 11-12
Pilot Testing: launch in selected districts with high NTE activity; monitor usability and data quality; and refine based on feedback loops and stakeholder reviews	Months 13-16
Monitoring, Evaluation & Scaling: establish periodic evaluation cycles and scale to other EU cities with support from EUI / URBACT programmes	Months 17-20
Project Time frame	20 months
Roles	
The Innovation and Urban Digitalisation Area of Malaga City will lead this action, with the main support of CIEDES Foundation and the University of Malaga due to its expertise in developing metrics and conducting policy evaluation. Additional supporting partners will include the current ULG stakeholders (as involved in Cities After Dark project)	
Cost	
Personnel and external experts	200.000 €
Software / digital equipment	40.000 €
Communication Materials	10.000 €
Total	250.000 €
Funding sources	
Municipal budget, EU funds	
Monitoring indicators	
Number of KPIs tracked annually	
KPI use in municipal strategy updates	
Number of public users of the digital tools	
Additional EU cities where the digital tools have been scaled	
Risks	Mitigation
Data Invisibility / Data Gaps, as NTE activities are often underrepresented in official datasets	Use mixed data sources (surveys, GIS, social media) and engage with nightlife associations for data sharing
Privacy & Data Protection Risks	Ensure GDPR compliance, use anonymized and aggregated data and publish a transparent data governance policy

Action 1.4 - Promotion and creation of new Night Time Economy products and services beyond bars and clubs	
Steps	Timeframe
Assess Local Needs and Gaps	Months 1-3
Stakeholder Mapping and Engagement: select relevant actors (cultural institutions, sports clubs, community groups, artists, and entrepreneurs)	Month 4
Align the new products and services with a Night Time Strategy for Malaga	Months 5-7
Pilot New Activities, launching temporary social, cultural and sports events	Months 8-11
Support Local Creators and Businesses for night time cultural and social initiatives	Months 12-15
Promotion through Targeted Campaigns, using social media, local influencers and tourism platforms to highlight new night time offerings	Months 15-18
Project time frame	18 months
Roles	
The Department of Education, Youth, and Employment Promotion of Malaga City will lead this action. Additional supporting partners will include the current ULG stakeholders (as involved in Cities After Dark project)	
Cost	
Personnel	150.000 €
Support to local creators	150.000 €
Communication Materials	50.000 €
Total	350.000 €
Funding sources	
Municipal budget, EU Funds	
Monitoring indicators	
Number of new NTE initiatives launched (cultural/sporting/social)	
Number of attendees or participants in new NTE activities	
Strengthened local creative and cultural sectors	
Number of promotional campaigns or material produced	
Risks	Mitigation
Low Public Engagement	Launch targeted marketing campaigns, offering free or discounted entry for initial events
Short-Term Focus without Sustainability	Embed NTE into long-term urban and cultural strategies and build capacity among local organizations

Action 1.5 - Integration of the Night Time Economy into the Malaga City Council's Strategic and Sectoral Planning	
Steps	Timeframe
Diagnosis and Context Analysis, assessing current urban, mobility, and social policies for nighttime relevance	Months 1-3
Policy Alignment and Vision Setting, ensuring coherence with existing frameworks	Months 4-6
Institutional Coordination, creating a cross-departmental working group (urban planning, culture, youth, economic development, mobility...)	Months 7-9
Evaluation and Policy Feedback, assessing outcomes and impacts using defined indicators	Months 10-12
Project Time frame	1 year
Roles	
The Mayor's Office of Malaga City will lead this action, with the main support of CILDUS Foundation. Additional supporting partners will include other municipal departments currently involved in the ULG for Cities After Dark project	
Cost	
Personnel	90.000 €
Equipment and setup	5.000 €
Communication Materials	5.000 €
Total (annual)	100.000 €
Founding sources	
Municipal budget	
Monitoring Indicators	
Number of planning instruments updated to include NTE considerations	
Number of interdepartmental coordination meetings on NTE	
Contribution of NTE initiatives to Urban Agenda thematic priorities	
Risks	Mitigation
Lack of institutional recognition	Conduct awareness-raising among decision-makers and technical staff, providing evidence of NTE's socio-economic and cultural value
Political or social resistance	Facilitate inclusive stakeholder engagement processes, communicating the benefits of a balanced and diverse NTE and promoting non-commercial night time uses (e.g. cultural, social, educational, civic)

Priority Axis 2:
Infrastructure development and equipment

Action 2.1 - Enabling some new spaces in areas with few residents and good public transport connections, improving NTE infrastructure based on the analysis of the perceptions map	
Steps	Time frame
Strategic Mapping and Site Identification, using GIS tools to identify underutilized public spaces, cultural venues, and recreational facilities in each district	Months 1-3
Stakeholder Engagement and Local Consultation, conducting participatory workshops with residents, local businesses, cultural operators, and youth groups	Months 4-5
Regulatory and Planning Adaptation, reviewing and adapting zoning regulations to allow night time cultural, sporting and social activities	Months 6-17
Infrastructure and Safety Enhancements, improving lighting, signage and accessibility in selected areas	Months 18-29
Pilot Programming and Activation, launching temporary events and monitoring attendance, satisfaction and impact	Months 30-34
Communication and Promotion, developing district-level branding for night time activities, and using digital platforms, local influencers and community networks	Months 35-36
Project Time frame	36 months
Roles	
The Urban Planning Office (GMU) of Malaga City will lead this action, with the support of current UIG stakeholders (as involved in Cities After Dark project)	
Cost	
Personnel	350.000 €
Equipment and setup	5.000.000 €
Communication Materials	50.000 €
Total	5.400.000 €
Founding sources	
Municipal budget, EU Funds	
Monitoring indicators	
Number of new night time venues/events	
Public transport usage during nighttime hours	
Resident satisfaction and safety perception	
Decrease of people flows at Night Time in the Historic Center and Teatino and Huelin districts	
Risks	Mitigation
Lack of local demand or cultural relevance	Conduct participatory diagnostic in each district and Co-design programming with local stakeholders
Limited funding and long-term sustainability	Secure multi-annual funding through municipal budgets and EU programmes and encourage public private partnerships and local sponsorship

Action 2.2 - Implementing more restrictive Architectural measures to reduce noise emission levels in spaces where the Night Time Economy is especially crowded

Steps	Timeframe
Conduct Acoustic Diagnostics, measuring baseline noise levels, mapping noise hotspots and analysing sources (e.g., music, crowd, traffic)	Months 1-3
Stakeholder Engagement and Local Consultation, conducting participatory workshops with residents, local businesses, cultural operators, and youth groups	Month 4
Develop policies for noise limits based on monitoring data	Months 5-8
Collaborate with night life businesses to introduce better noise mitigation solutions	Months 8-9
Pilot installation of new soundproofing technologies in high noise areas	Months 10-11
Monitor noise levels post intervention to evaluate effectiveness	Month 12
Project Time frame	1 year

Roles

The Department of Environmental Sustainability and Operational Services of Malaga City and Municipal Police Department will lead this action, due their shared responsibility for enforcing noise regulation in the city. Additional supporting partners will be local business associations and technology and construction private companies to implement effective noise reduction and monitoring solutions and ensure compliance

Cost	
Personnel	100.000 €
Equipment and setup	10.000 €
Communication Materials	10.000 €
Total (annual)	120.000 €

Founding sources

Municipal budget, EU Funds

Monitoring indicators

Reduction in noise levels at targeted locations before and after intervention
Number of businesses adopting measures
Sound insulation index of newly implemented architectural elements (e.g. façades, windows, barriers)
Resident satisfaction surveys

Risks	Mitigation
Businesses resistance	Offer incentives and highlight community benefits
Ineffective pilot results	Adjust approaches based on pilot feedback

Action 2.3 - Extending operating hours to night time for existing venues and activities and leveraging Málaga's warm climate, creating additional opportunities

Steps	Timeframe
Strategic Planning, defining objectives, identifying target venues and assessing community demand	Months 1-3
Infrastructure & Operational Readiness, evaluating building suitability, upgrading facilities if needed and Implementing Open Access technology, that allows extended hours with minimal staffing	Months 4-8
Safety & Security Measures, conducting risk assessments, coordinating with local police and emergency services and ensuring adequate lighting and surveillance in and around venues	Months 9-12
Programming & Engagement, curating night-time activities, partnering with local artists and cultural groups and aligning with seasonal or city wide events	Years 1-5
Communication & Promotion, launching a public awareness campaign in assorted channels	Years 1-5
Implement Monitoring and Feedback System, defining key performance indicators (KPIs) and channels for stakeholder feedback to adjust activities as needed	Years 1-5
Project Time frame	2026-2031 period

Roles

The Government Area of Culture, Sports, Tourism, Education, Employment Promotion and Youth of Malaga City and Municipal Police Department will lead this action. Additional supporting partners will be local business associations and current ULG stakeholders (as involved in CitiesAfter Dark project)

Cost	
Preparation and planning (One off)	100.000 €
Logistic, equipment and implementation (Annual)	100.000 €
Communication Materials for promotion and Marketing	20.000 €
Total (5 years pilot)	700.000 €

Founding sources

Municipal budget, EU funds, private sponsors

Monitoring indicators

Number of visitors during extended hours
Diversity of users accessing night time programming (e.g. youth, elderly, families)
User satisfaction with extended night time services
Utilization rate of facilities during extended hours

Risks	Mitigation
In sufficient funding	Seek early sponsorship commitments
Environmental concerns	Ensure environmental permits and compliance with regulations

Priority Axis 3:
Public services

Action 3.1 - Improvement of the urban and interurban public transport service at night, increasing in its frequency, and with the support of the new technologies and digitalisation	
Steps	Timeframe
Strategic Needs Assessment, analysing current service gaps in night-time public transport, identifying priority zones and engaging stakeholders: transport operators, city planners, nightlife venues, residents and party-goers	Year 1
Data Collection and Demand Forecasting, using mobility data analytics to assess night-time travel patterns and integrating GIS mapping to identify underserved areas and high-demand corridors	Years 1-2
Service Design and Frequency Planning, defining extended operating hours and increased frequency for key routes and ensuring interurban and intermodal connectivity	Years 1-2
Funding and Institutional Coordination, aligning with SUMP, Urban Agenda and regional transport strategies, and exploring EU funding opportunities (e.g. ERDF, CFF, Horizon Europe)	Years 1-2
Collaboration with municipal transport authority and company operating interurban routes	Years 2-7
Launch the pilot service, monitoring KPIs and collecting users feedback	Years 2-7
Project Time frame	2026-2033 period
Roles	
The Mobility Department of Malaga City and the Municipal Urban Transport company will lead this action, due to its expertise managing public transportation systems and ensuring service coordination. Likewise it will be necessary the collaboration with the Mobility Department of Andalusian Regional Government and the operators of interurban routes	
Cost	
Operational Costs (Annual)	300.000 €
Staff Costs (Annual)	250.000 €
Communication Materials, promotion and Marketing (Annual)	20.000 €
Total (7 years pilot)	3.990.000 €
Founding sources	
Municipal budget, Regional funds, National Funds, EU Funds, business sponsorships	
Monitoring indicators	
Number of night-time routes in operation	
Average waiting time at night-time stops	
Percentage of population with access to night-time public transport within 500m	
Perceived safety index and satisfaction from night-time services users surveys	
Risks	Mitigation
High Operational Costs	Optimize routes and vehicle types; use energy-efficient fleets; explore public-private partnerships
Coordination Complexity	Establish inter-municipal agreements and shared digital platforms

Action 3.2 - Exploration of potential pathways for extending municipal social services provision to support workers in the night time economy	
Steps	Timeframe
Needs Assessment and Stakeholder Mapping, identifying key NTE worker profiles and mapping existing service gaps and geographic disparities	Months 1-3
Policy Alignment and Strategic Framing, lining up with municipal social inclusion strategies, gender equality plans and employment policies	Month 4
Feasibility and Service Design, assessing infrastructure and staffing requirements for extended service hours	Months 5-8
Pilot Programme Development, selecting districts with high concentrations of NTE workers	Months 8-10
Communication and Outreach, promoting services through targeted campaigns	Months 11-12
Launch the pilot service, monitoring KPIs and collecting users feedback	Years 2-4
Project Time frame	2026-2030 period
Roles	

The Department of Social Rights, Diversity, Equality, and Accessibility of Malaga City will lead this action, due to its expertise in community services and the provision of childcare. Additional supporting partners will be local NGOs focused on family support and private childcare providers contributing operational expertise

Cost	
Feasibility study and planning (One off)	50.000 €
Facilities preparation (One off)	50.000 €
Operational Costs (Annual)	150.000 €
Total (4 years pilot)	550.000 €

Founding sources
Municipal budget, Regional funds, National Funds, EU Funds, private sponsorships

Monitoring indicators
Number of users accessing services during night hours
Percentage of NTE workers using extended social services
Occupancy rate of late night childcare and eldercare facilities
Users satisfaction score (via surveys or digital feedback platforms)

Risks	Mitigation
Low uptake of services	Conduct pre-launch targeted outreach campaigns, engaging with worker unions and employers
Sustainability (Services may be discontinued if initial funding ends or demand fluctuates)	Build in long-term funding models and monitor KPIs and adapt services dynamically

Priority Axis 4:
Marketing and communication

Action 4.1 - Communication plan for improving the dissemination of the diversified current offer for Night Time Economy	
Steps	Timeframe
Definition of Objectives and Target Audiences, clarifying purposes	Months 1-3
Audit Existing Communication Channels and Content, assessing visibility and accessibility of non-club/bar night time activities	Months 4-6
Develop Key Messages and Narrative, highlighting the diversity of Málaga's night-time offer: cultural, sporting, educational, social	Months 7-9
Select and Activate Communication Channels, using a mix of digital (social media, mobile apps, websites) and physical (posters, signage, public transport ads)	Months 10-12
Launch Campaigns and Community Engagement	Years 2-5
Monitor, Evaluate and Adapt, tracking engagement metrics, collecting feedback from users and stakeholders and adjusting strategies based on performance and evolving needs	Years 2-5
Project Time frame	2026-2031 period
Roles	
The Government Area of Culture, Sports, Tourism, Education, Employment Promotion and Youth of Malaga City will lead this action. Additional supporting partners will be local business associations and current ULG stakeholders (as involved in CitiesAfter Dark project), and local influencers	
Cost	
Preparation and planning (One off)	30.000 €
Communication Materials (Annual)	20.000 €
Media campaigns, digital and physical (Annual)	70.000 €
Total (5 years pilot)	390.000 €
Founding sources	
Municipal budget, EU Funds, private sector sponsorship	
Monitoring indicators	
Number of people reached through digital and physical campaigns	
Change in public awareness level of non-night life NTE offerings (via surveys)	
Increase in attendance at diversified NTE activities (e.g. cultural, sporting, educational)	
Users satisfaction score (via surveys or digital feedback platforms)	
Risks	Mitigation
Low public engagement	Conduct audience segmentation and pre-campaign testing; use tailored messaging and channels
Cultural or language barriers	Use multilingual content and inclusive visuals; involve community ambassadors

Action 4.2 - Creation of a centralized digital platform for all night time events in Malaga city, integrated with the municipality's website and the tourist portal (visita.malaga.eu)	
Steps	Timeframe
Definition of Objectives and Target Audiences, clarifying purposes and identifying target users	Months 1-3
Stakeholder Engagement and Local Consultation, conducting participatory workshops with local businesses, cultural operators and youth groups	Months 4-6
Functional & Technical Planning, defining a platform architecture which enables to integrate with existing municipal and tourism portals and platforms, API connections for real-time event updates and Mobile responsiveness and app compatibility	Months 7-10
Development & Testing, building MVP (Minimum Viable Product), testing usability and performance across devices and checking GDPR compliance	Months 11-12
Launch & Promotion, with Press releases, Social media campaigns and QR codes in tourist areas and venues	Years 2-5
Monitor, Evaluate, and Adapt, track engagement metrics, collecting feedback from users and stakeholders and adjusting strategies based on performance and evolving needs	Years 2-5
Project Time frame	2026-2031 period
Roles	
The Innovation and Urban Digitalisation Area and the Government Area of Culture, Sports, Tourism, Education, Employment Promotion and Youth of Malaga City will lead this action, with the main support of CIEDES Foundation due to its expertise in developing metrics and conducting policy evaluation. Additional supporting partners will be local business associations, cultural institutions and current ULG stakeholders (as involved in CitiesAfter Dark project)	
Cost	
Preparation and planning (One off)	30.000 €
Platform development (One off)	50.000 €
Communication Materials, promotion and Marketing (Annual)	20.000 €
Total (5 years pilot)	160.000 €
Funding sources	
Municipal budget, EU Funds	
Monitoring indicators	
Event Page Views: Number of views per event listing	
Average Session Duration: Time users spend on the platform	
Update Frequency: Number of content or feature updates per month	
Users satisfaction score (via surveys or digital feedback platforms)	
Risks	Mitigation
Cybersecurity Vulnerabilities	Implement strong encryption, regular security audits, and GDPR-compliant data handling
Technical issues post-launch	Allocate resources for ongoing maintenance and support

Action 4.3 -Launch of a multi-channel communication strategy for Malaga Night Time Economy to foster coexistence between night time economy users and local residents

Steps	Timeframe
Define Strategic Objectives	Months 1-3
Stakeholder Engagement and Local Consultation, conducting participatory workshops with residents, local businesses, cultural operators and youth groups	Months 4-6
Develop the Charter of Coexistence, outlining principles of respectful behavior, noise control, public space use and safety, and translating into multiple languages	Months 7-9
Channel Mapping & Strategy Design, using a mix of digital, physical, and experiential channels	Months 10-12
Launch Plan, coordinating a city-wide launch event with press coverage and engaging influencers and local personalities to amplify the message	Years 2-5
Monitor, Evaluate and Adapt, tracking engagement metrics, collecting feedback from users and stakeholders and adjusting messaging and channel use based on feedback	Years 2-5
Project time frame	2026-2031 period
Roles	

The Government Area of Culture, Sports, Tourism, Education, Employment Promotion and Youth of Malaga City will lead this action, with the main support of CIEDES Foundation due to its expertise in developing metrics and conducting policy evaluation. Additional supporting partners will be local business association and current ULG stakeholders (as involved in CitiesAfter Dark project), and local influencers

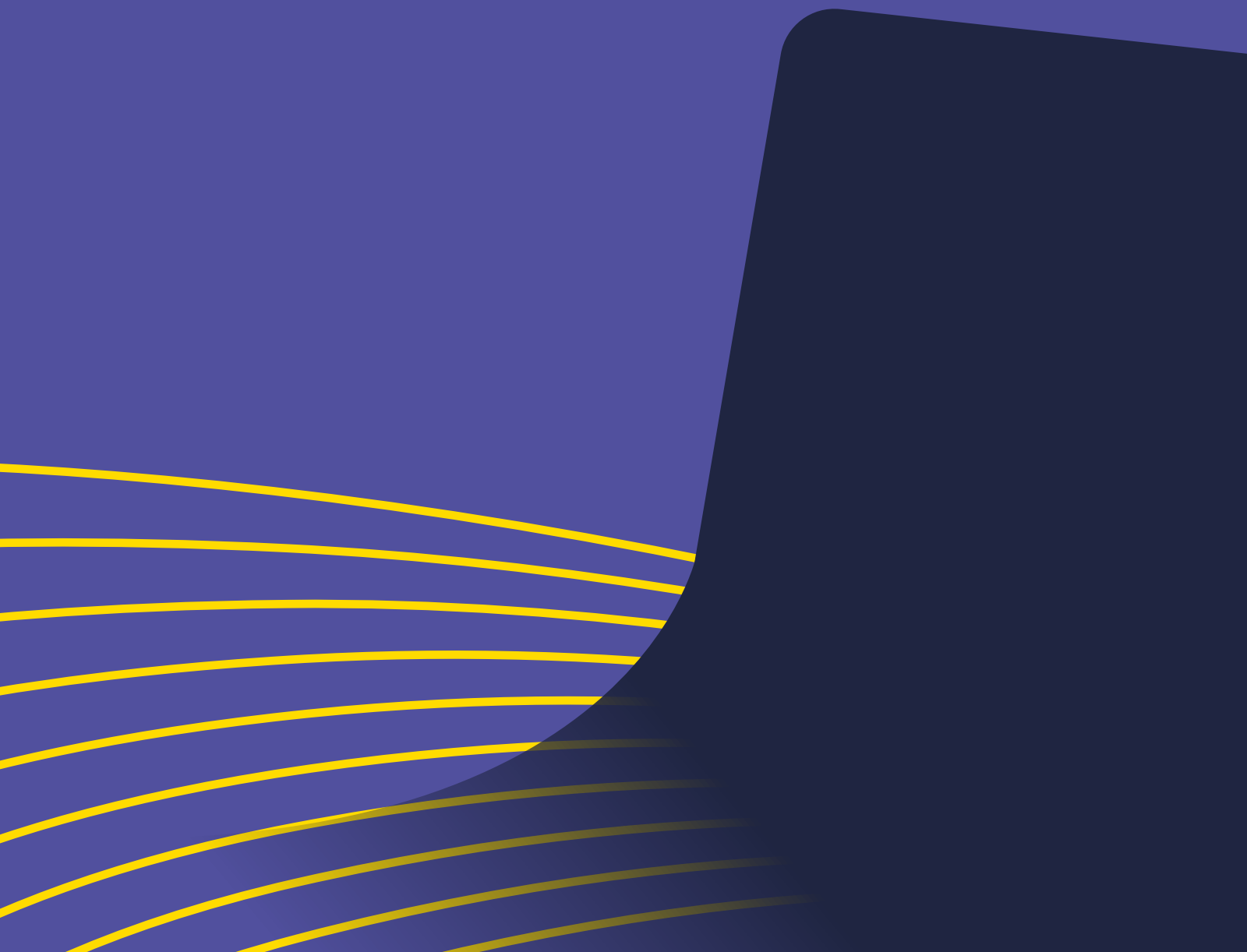
Cost	
Preparation and planning (One off)	30.000 €
Communication Materials (Annual)	20.000 €
Media campaigns, digital and physical (Annual)	70.000 €
Total (5 years pilot)	390.000 €

Founding sources
Municipal budget, EU Funds, private sector sponsorship

Monitoring indicators	
Total audience reached across all channels (social media, web, physical locations)	
Distribution volume of Charter of Coexistence and printed materials (airport, hotels, housing)	
Public awareness level of the Charter of Coexistence (via surveys)	
Resident satisfaction index regarding coexistence with NTE users	

Risks	Mitigation
Negative public perception	Involve residents in campaign design; highlight coexistence and mutual respect
Cultural or language barriers	Use multilingual content and inclusive visuals; involve community ambassadors

06. Implementation Framework



06. Implementation Framework

To ensure the effectiveness and long-term continuity of the Integrated Action Plan (IAP) for Malaga beyond the conclusion of the URBACT Cities After Dark project, a clear, coordinated, and well-structured implementation framework is essential. This framework serves as a practical guide that translates the IAP's vision, strategic objectives, and priority areas into actionable components such as risk mitigation strategies, financial planning, timelines, governance mechanisms, and stakeholder engagement protocols.

By maintaining the active involvement of the URBACT Local Group (ULG) and other key actors, the framework reinforces the participatory foundation upon which the IAP was built. Its overarching aim is to establish a resilient and sustainable governance model, including the designing of a Malaga Night Time Governance Plan, with the participation of the local stakeholders.

The framework lays the foundation for a comprehensive and adaptable strategy by systematically linking governance structures with funding sources, stakeholder networks, and monitoring systems. It draws from the detailed Action Tables and Priority Axes—covering areas such as governance and monitoring, Infrastructure development and equipment, Public services and Marketing and communication—to shape a coherent roadmap, accountability structure, and lasting impact on Málaga's night-time economy and urban life after dark.



06.1 Governance and Stakeholder Engagement

The execution of Malaga’s Integrated Action Plan (IAP) will be anchored in a multi-tiered governance model designed to guarantee continuity, strategic alignment, and interdepartmental cooperation beyond the lifespan of the URBACT programme. At the heart of this model lies the proposed development of a Malaga Night-Time Governance Plan, envisioned as a permanent coordination mechanism bridging municipal departments, local businesses, cultural organisations, law enforcement bodies, and community representatives. This governance structure will facilitate integrated planning and agile responses to emerging issues, while upholding the overarching vision of the IAP. Furthermore, it will follow a quadruple-helix structure, in line with the approach we have applied with the local group throughout the implementation of Cities After Dark project.

Together, these governance instruments aim to enhance institutional resilience, mitigate policy fragmentation, and sustain political commitment towards fostering a balanced and inclusive night-time economy.

To strengthen civic engagement and embed stakeholder ownership throughout the implementation phase, the IAP builds upon participatory tools established during its design. Key measures include the launch of a unified digital platform for all night-time activities in Malaga, seamlessly linked to the city’s official website and tourism portal, thereby improving transparency and coordination of cultural initiatives.

Additional mechanisms encompass thematic working groups focused on public safety, gender equality, and youth inclusion, as well as community consultation sessions to gather local perspectives and address the needs of underrepresented districts. An annual Night-Time Forum would convene public authorities, private sector actors, cultural stakeholders, residents, and experts to assess progress, exchange best practices, and define priorities for the upcoming year.

This participatory approach acknowledges that sustainable urban governance relies not only on formal institutional arrangements but also on continuous dialogue and collaborative processes with the broader urban population.

By integrating structured governance with inclusive engagement strategies, Malaga’s implementation framework aims to reconcile strategic oversight with grassroots empowerment. The governance model directly addresses key challenges identified in the IAP, such as protecting residents’ right to peace, rest, and well-being from disruptive or antisocial behaviour, while simultaneously creating the regulatory and spatial conditions necessary for the night-time economy to flourish and contribute to the city’s socio-economic development.

Ultimately, this cohesive and flexible governance approach is designed to ensure that the IAP remains a dynamic and responsive tool—attuned to Malaga’s evolving urban landscape, reflective of diverse community voices, and aligned with wider regional and European urban policy objectives.

06.2

Funding, costs and timeline

The effective implementation of Malaga's Integrated Action Plan (IAP) depends on a pragmatic and multi-source funding strategy that leverages a combination of municipal budgets, regional and national programmes, and European Union financing instruments. To enhance financial sustainability and broaden stakeholder involvement, the strategy also anticipates the mobilisation of public-private partnerships and sponsorships — particularly in support of cultural initiatives, promotional activities, and community engagement efforts — drawing on the interest and capacity of local businesses and institutions.

The financial framework outlined in the Action Tables encompasses both soft measures (such as capacity-building, feasibility assessments, awareness campaigns, and participatory processes) and capital investments (including equipment procurement, digital infrastructure, GIS-based planning tools, noise monitoring technologies, and upgrades to transport systems). This dual approach ensures a balanced allocation of resources across strategic priorities, enabling the city to address both operational needs and long-term structural improvements.

By diversifying funding sources and aligning them with clearly defined actions, Malaga aims to secure the financial viability of the IAP and maximise its impact across sectors. This integrated financing model also positions the city to respond effectively to future funding opportunities at the European level, while reinforcing local ownership and cross-sector collaboration throughout the implementation process.

Period	Key Actions & Priority Axes	Funding Focus	Responsible Actors*
2026–2027 (Initial Phase)	Designing of a Malaga Night Time Governance Plan and Production of a diagnostic report on the NTE in Malaga (PA1); Launch of a multi-channel communication strategy for Malaga NTE to foster coexistence, developing the Charter of Coexistence (PA4)	Municipal budget, EU Funds, private sector sponsorship	Municipality, CIEDES Foundation, ULG stakeholders
2026–2028 (Mid-Term Phase)	Ongoing concern to incorporate the cross-cutting dimension of NTE into Malaga City Council’s Strategic and Sectoral Planning (PA1); Consolidation of a permanent working group dedicated to analysing achievements and emerging adaptation needs within NTE (PA1); Rollout of Enabling new spaces in areas with few residents (PA2); pilot extension of late-night bus routes (PA3); Creation of a centralized digital platform for all night time events (PA4)	Municipal budget, Regional funds, National Funds, EU Funds, private sector sponsorship	Municipality, CIEDES Foundation, ULG stakeholders
2028–2030 (Long-Term Phase)	Periodic update of IAP; continued awareness campaigns (PA4)	Municipal budget, EU Funds, private sector sponsorship	Municipality, CIEDES Foundation, ULG stakeholders

*Detailed responsibilities about specific actors are in Action Tables of Section 5

The implementation of the Integrated Action Plan (IAP) is designed around a phased and balanced funding strategy, directly linked to the four Priority Axis (PA1–PA4) detailed in the Action Tables. This approach combines municipal budget allocations, European Union funding instruments (ERDF, Recovery and Resilience Facility, Horizon Europe), national and regional programmes, and public-private partnerships, particularly for cultural programming and communication campaigns. To ensure feasibility and alignment with funding cycles, implementation is structured into three phases, each linked to specific Priority Axis and actions.

06.3

Monitoring and indicators

A transparent, operational, and inclusive monitoring system is critical to the successful delivery of Malaga's Integrated Action Plan (IAP). The specific measures outlined under each Priority Axis in the Action Tables will form the backbone of a comprehensive evaluation framework, combining both quantitative and qualitative indicators to assess progress and impact over time.

Priority Axis 1—Governance and Monitoring—will underpin the monitoring architecture, providing the institutional structure for systematic data collection, analysis, and public reporting. This ensures that implementation remains evidence-based, adaptable, and aligned with the strategic objectives of the IAP.

The development of a Malaga Night-Time Governance Plan will play a central role in establishing baseline metrics, validating data sources, and ensuring that relevant indicators are consistently gathered and reviewed. The framework will draw on reliable data from diverse sources and incorporate regular feedback loops to assess both measurable outputs—such as the number of night-time events, stakeholder engagement levels, and improvements in perceived safety—and qualitative dimensions, including citizen satisfaction and the inclusiveness of night-time offerings.

These insights will be reinforced through periodic stakeholder workshops and an annual Night-Time Forum, facilitating reflection, dialogue, and shared learning.

By systematically linking monitoring with governance and stakeholder participation, the framework provides a robust mechanism for adjusting actions, reallocating resources, and refining priorities. In doing so, the IAP remains a dynamic and responsive tool—capable of evolving with emerging challenges and opportunities, while continuously enhancing the quality of night-time life for residents, workers, and visitors alike.

Detailed indicators for each action of the Integrated Plan are in Action Tables of Section 5.

06.4

Risk management

Effective risk management is essential to ensuring that Malaga's Integrated Action Plan (IAP) remains viable, impactful, and resilient throughout its implementation. The IAP adopts a proactive and adaptive approach, acknowledging the unique challenges of delivering actions within a dynamic urban night-time context. This strategy is informed by the risk assessments embedded in each Action Table and Priority Axis.

Key risks include insufficient political or institutional commitment, which may put at risk governance continuity following the conclusion of URBACT support. A critical concern is the potential lack or delay of funding, particularly for infrastructure upgrades or digital investments. To mitigate this, the plan proposes diversifying funding sources—leveraging municipal budgets, European and national programmes, and public-private partnerships—while aligning expenditure timelines with realistic funding cycles.

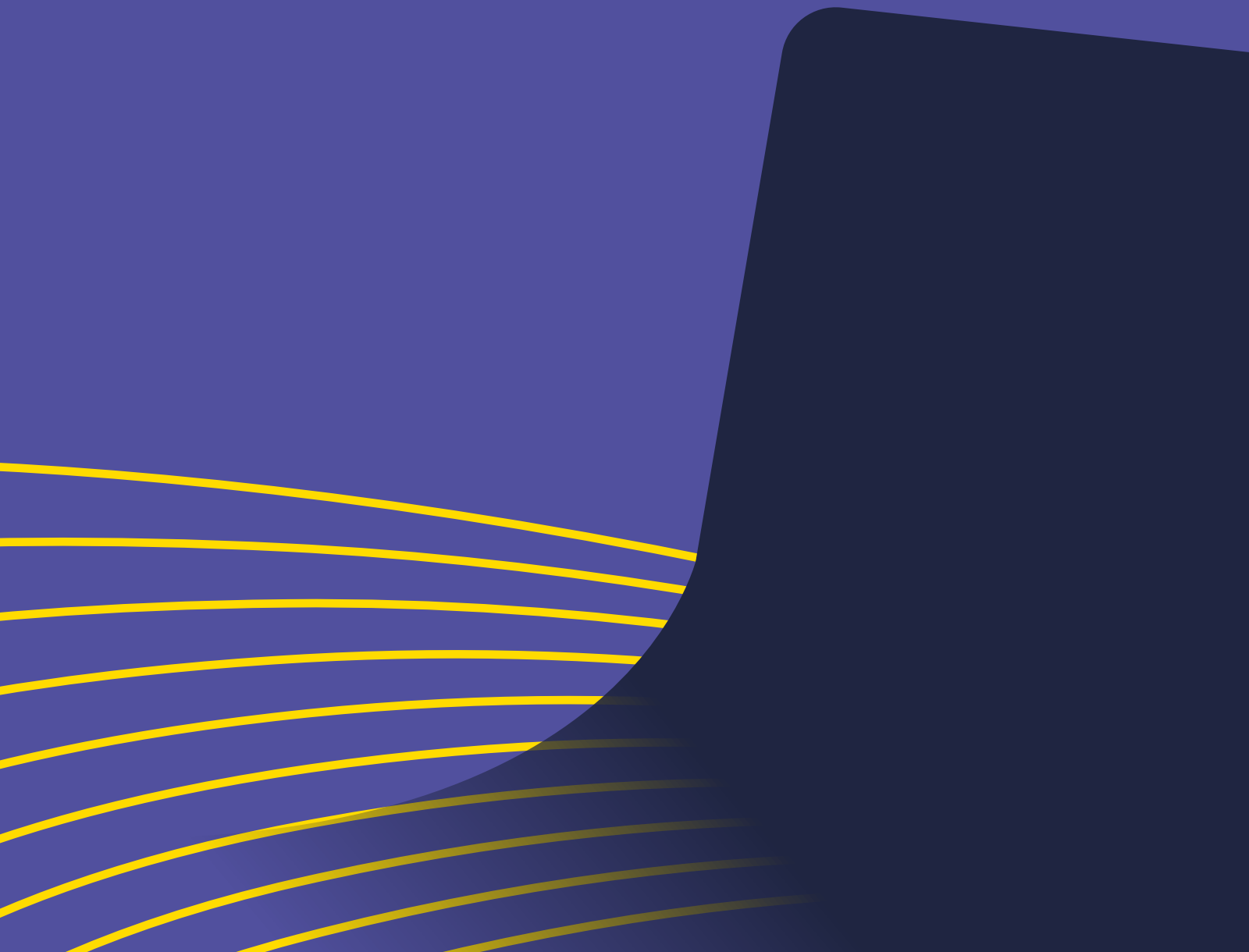
Risks related to stakeholder disengagement or participation fatigue are also recognised, especially given the plan's emphasis on co-creation and cross-sector collaboration. To address this, the IAP integrates regular and meaningful engagement opportunities, including thematic working groups, community workshops, and an annual Night-Time Forum, ensuring that diverse perspectives are actively involved in shaping the plan.

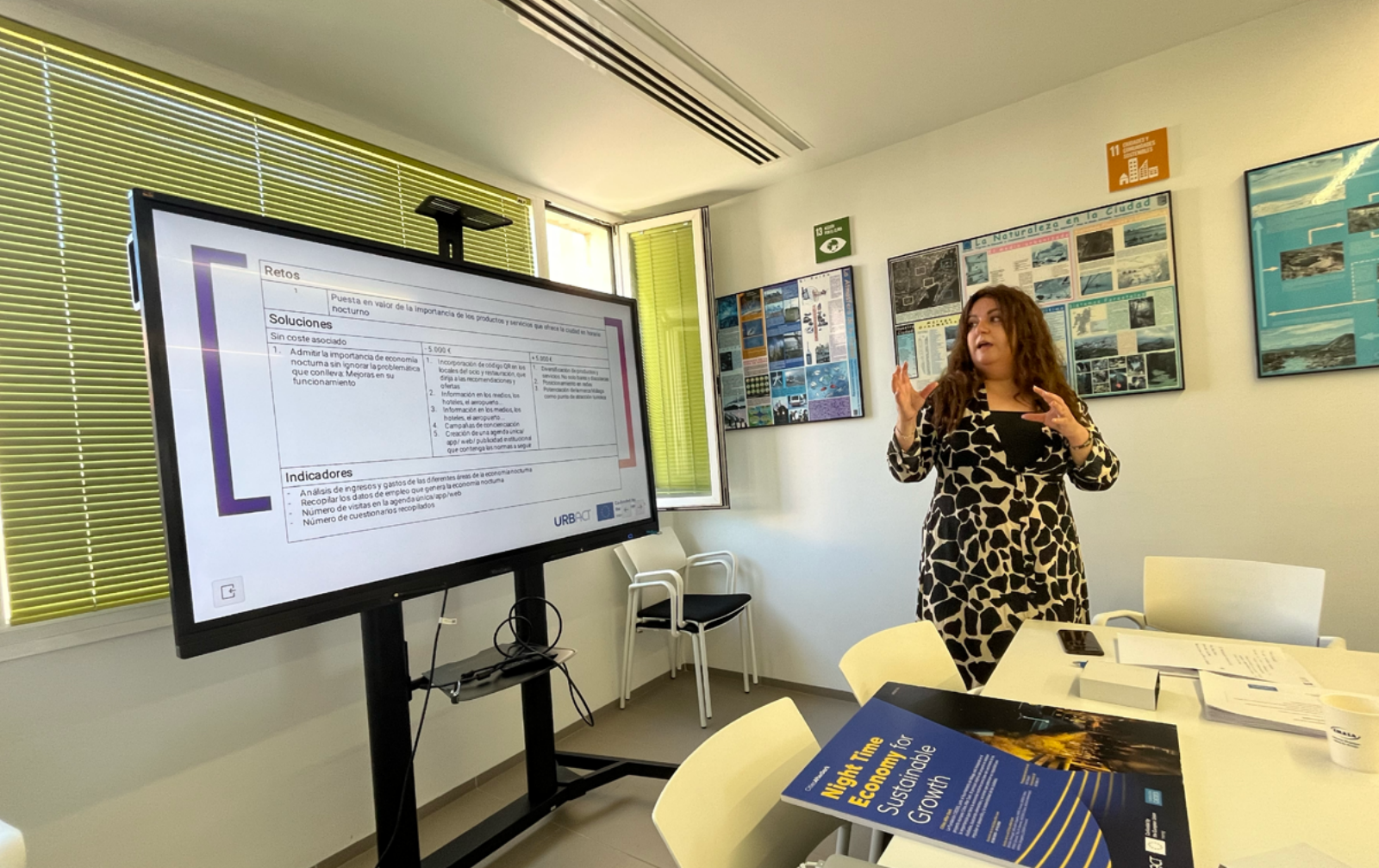
Public acceptance risks are particularly relevant when introducing new measures such as extended night-time operations, changes in public space usage, or urban safety initiatives. The plan prioritises transparent communication, awareness campaigns, and pilot actions that allow the community to experience and influence new approaches prior to full-scale implementation.

The strategy also accounts for external uncertainties, such as economic fluctuations, public health crises, or technological disruptions. The IAP's flexible and incremental structure, supported by robust governance and oversight mechanisms, provides the necessary agility to recalibrate priorities and actions in response to unforeseen developments. Risk management is embedded across governance, financing, and stakeholder engagement processes to ensure a resilient framework capable of sustaining the IAP's long-term benefits beyond the lifecycle of the Cities After Dark initiative.

The governance architecture, stakeholder engagement mechanisms, funding strategy, phased implementation timeline, comprehensive monitoring system, and explicit risk mitigation measures outlined in this Implementation Framework collectively provide a solid foundation for delivering the Integrated Action Plan. By embedding accountability, adaptability, and shared responsibility throughout each phase, the city reaffirms its commitment to fostering a night-time economy that is vibrant, economically sustainable, safe, inclusive, and resilient. This framework anticipates that Malaga's urban vision will endure as a dynamic strategy—responsive to evolving conditions, community needs, and aligned with broader European urban policy objectives well beyond the conclusion of URBACT Cities After Dark.

07. Conclusion





07. Conclusion

The Integrated Action Plan (IAP) for Málaga serves as a strategic instrument to guide the city’s transition toward a night-time economy model rooted in cultural vitality, social inclusion, and sustainable urban living after dark. As the finalisation of the IAP coincides with the closing phase of the URBACT Cities After Dark network, CIEDES Foundation remains committed to ensuring that the plan’s vision and proposed actions are widely communicated, locally endorsed, and aligned with national policy frameworks.

In the coming months, the Municipality of Málaga, in collaboration with CIEDES Foundation, will actively disseminate the IAP’s objectives, priority axes, and planned interventions to key stakeholders—including local communities, cultural organisations, businesses, and municipal departments—in accordance with Priority Axis 1 (Governance and Monitoring). This outreach will include public briefings, stakeholder consultations, and targeted promotion via local media and digital platforms. At the national level, Málaga will engage with networks of municipalities and relevant institutions to exchange good practices, share lessons learned, and explore opportunities for funding and policy alignment.

The IAP reflects a clear commitment to transforming Málaga's night-time economy into a respectful, inclusive, safe and dynamic urban ecosystem—capable of responding to environmental and societal challenges. By combining cultural programming with targeted actions to enhance safety, accessibility, and environmental stewardship, the plan opens new possibilities for residents, businesses, and visitors, while preserving Málaga's identity as a vibrant and liveable European coastal city.

Developed through an inclusive and collaborative process, the IAP integrates expert knowledge and stakeholder input to ensure that cross-cutting themes such as gender equality, digital innovation, and climate resilience are addressed through a shared and adaptable framework. In doing so, Málaga positions night-time cultural policy not as a standalone sector, but as an integral component of urban development—linked to social cohesion, creativity and sustainability.

Equally important is the plan's emphasis on fostering a culture of cooperation and constructive dialogue among cultural stakeholders, businesses, public authorities, and residents. This collaborative attitude reflects the core values of the URBACT Cities After Dark network and underscores Málaga's and CIEDES Foundation's ambition to remain part of a wider European community of cities committed to exchanging knowledge and addressing shared urban challenges through creative and responsible approaches.

Through this Integrated Action Plan, Málaga positions itself as a forward-thinking city that not only celebrates its vibrant nightlife, but also ensures it thrives in balance with community well-being and global visibility; protecting residents' right to peace, rest, and well-being from disruptive or anti-social behaviour, while simultaneously creating the regulatory and spatial conditions necessary for the night-time economy to flourish and contribute to the city's socio-economic development

Furthermore, the municipality's dedication to transparency, innovative policy-making, and transnational cooperation will be instrumental in translating this vision into tangible outcomes for citizens, businesses, and the regional economy.

By clearly articulating the IAP's purpose, initiating early actions, and ensuring coordinated delivery, Málaga is prepared to move decisively from planning to implementation.

Our interest in the project is substantial, to the extent that during the first half of 2026 we will further advance its methodological and strategic components. Specifically, we plan to develop the Governance Plan in greater depth, complete the diagnostic phase through a robust set of indicators and perception-mapping tools, and produce the final publication summarising the project's outcomes and policy implications. This publication will be supported by a comprehensive local communication and dissemination campaign designed to maximise institutional visibility, stakeholder engagement and uptake of the project's results.

Cities**AfterDark**

Cities After Dark Action Planning Network

→ Baseline Study and Network Roadmap

URBACT



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