



# STRATEGIC DEVELOPMENT PLAN MUNICIPALITY TIVAT

2024-2029





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June, 2024



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## 1. FOREWORD BY THE MAYOR OF MUNICIPALITY TIVAT



*Dear Citizens of Tivat,*

*Before you, we present the Strategic Development Plan for Tivat, which covers the period until 2029. The purpose of this document is to objectively and realistically assess the current situation, clearly define the present state of Tivat across various aspects of life in the town and set strategic goals to make Tivat a comfortable place to live, a promising place to work, open to innovative business practices, and a leader in sustainable development. Understanding the current moment, including all opportunities as well as existing and potential challenges, is essential for planning Tivat's future development on a solid foundation.*

*To ensure that the developmental goals outlined in this document align with the expectations and needs of the citizens, we conducted a public opinion survey on the town's further development during May and June 2024. This survey's results unequivocally show that residents are interested in the development of local infrastructure, with a focus on the transportation and utilities network. It is clear that people want all parts of Tivat to develop evenly and that large, currently unused land complexes are put to appropriate use. I am particularly pleased that the citizens of Tivat recognize the importance of preserving green spaces and protected areas, and that they are willing to enhance the waste management system responsibly and sustainably in the near future. The suggestions gathered through this survey have significantly influenced the definition of specific goals and the direction of the town's future development.*

*I would like to emphasize that we have ensured all the projects included in the Strategic Plan are feasible, precisely defined, and clearly goal-oriented, fitting into the broader picture of Tivat that we aim to see in five years. Following the accelerated pace of pre-accession negotiations with the European Union, it is essential for the local administration to start adopting EU standards in its operations and activities as soon as possible. Compliance with EU policies and the benefits of their implementation will be felt first at the local level, making our responsibility even greater.*

*Attention has been devoted to all areas important for Tivat and its citizens: transportation, public facilities, healthcare, education, culture, sports, business, tourism, urban planning, digitalization, energy efficiency... We have also considered projects expected to be implemented outside the jurisdiction of the local government but that will undoubtedly impact life in Tivat. Many of the listed projects, such as the construction of the boulevard through the town or further work on the water supply and sewage networks, may already seem familiar because they have been publicly discussed. However, their implementation lies ahead, and their importance is immeasurable. Their completion will establish the foundation for further growth and development, with constant vigilance to ensure that development is managed in a way that the quality of life for residents remains the benchmark of our success.*

*Mayor of Tivat*

*Željko Komnenović*







## 2. OVERVIEW OF THE STRATEGIC DEVELOPMENT PLAN FOR THE MUNICIPALITY OF TIVAT 2024–2029

The Strategic Development Plan for the Municipality of Tivat for the period 2024–2029 defines the current state of development, the general development goal, specific strategic objectives, and priorities for their achievement. It also outlines projects and programs for a defined period, the indicative resources required for implementation, and the procedures for monitoring and evaluating the plan's progress. As the primary development document of the municipality Tivat, this plan identifies the starting conditions and developmental opportunities. Additionally, it establishes indicators to measure the success of the implementation. The plan complies with national and European development strategies and policies, considering the social, cultural, and economic characteristics of Tivat.

The creation of this document is based on the methodology defined by the "Regulation on the Methodology for Development of Strategic Plans for Local Government Units" (Official Gazette of Montenegro, no. 068/16 as of October 31, 2016), in cooperation with the Ministry of Economic Development.

Appointed coordinator for the preparation and finalization of the Strategic Plan Ivona Petrović, a project advisor in the Mayor's Office, managed the efforts of the Working Group and the Consultative Group to ensure the successful creation of the plan.

The Working Group was established by the Mayor of Tivat and included the following members:

- ◆ Olivera Mišković Vidojević – Secretary of the Secretariat for Social Activities
- ◆ Milica Manojlović – Secretary of the Secretariat for Spatial Planning
- ◆ Mirela Jarić – Secretary of the Secretariat for Transport, Housing and Communal Activities
- ◆ Vedran Božinović – Secretary of the Secretariat for Economy
- ◆ Lidija Bakalbašić – Secretary of the Secretariat for Finance
- ◆ Vlado Brguljan – Director of the Directorate for Investments
- ◆ Vatroslav Belan – Councilor

To ensure a participatory and inclusive process, the Mayor also established a Consultative Group with the following members:

- ◆ Rita Mitrović – Director of the Property Management Directorate
- ◆ Milorad Giljača – Commander of the Protection and Rescue Service
- ◆ Elvis Mustajbašić – Head of Investor Relations
- ◆ Jelena Šćekić – Secretary of the Secretariat for Local Government
- ◆ Krsto Pejović – Secretary of the Secretariat for Communal and Inspection Supervision
- ◆ Sandra Škatarić – Public Enterprise for Coastal Zone Management
- ◆ Vučeta Stanišić – Director of "Komunalno" Tivat doo (*Communal services company*)
- ◆ Alen Krivokapić – Director of "Vodovod i kanalizacija Tivat" doo (*Water supply and wastewater disposal company*)
- ◆ Snežana Vukosavović Novosel – Director of "Parking Servis" Tivat doo (*Parking services company*)
- ◆ Nina Lakičević – Director of the Tivat Tourist Organization
- ◆ Marko Kontić – Head of the Cadastre Administration



- ◆ Lidija Vržina – Advisor, Employment Bureau of Montenegro – Tivat Branch
- ◆ Jovanka Vučetić – Secretary for Legal and Human Resources affairs, Tivat Health Centre
- ◆ Slavka Mirković – Director of Public Institution Primary School “Drago Milović”
- ◆ Jelena Perunović Samardžić – Director of Preschool Public Institution “Bambi”
- ◆ Vladimir Praščević – Director of Tivat Airport
- ◆ Ivica Tošev – Director of Public Institution Primary School “Branko Brinić”
- ◆ Marija Čučković Vujnović – Director of PI Secondary School “Mladost”
- ◆ Milijana Dubak – Director of the Biznis Info centar doo Tivat (*Business Information Centre*)
- ◆ Danijela Đukić – Director of the Tivat PI Museum and Gallery
- ◆ Goran Božović – Director of the Tivat PI Cultural Centre
- ◆ Predrag Kovačević – Director of the Tivat PI Sports Hall
- ◆ Antonela Stjepčević – NGO European House
- ◆ Marko Vukašević – Head of Government and Local Community Relations, Luštica Development AD
- ◆ Predrag Leković – Director of Asset Management and Government Relations, Adriatic Marinas DOO
- ◆ Đorđe Bulajić – President of the Tivat Economic Council
- ◆ Tamara Vučinović – Director of Radio Tivat

The role of the Working Group was to support the functioning of the Consultative Group at an operational level by collecting data and information, preparing initial drafts of the Strategic Development Plan chapters, gathering and analysing feedback from the Consultative Group, and incorporating changes. The Consultative Group’s role was to analyse the materials prepared by the Working Group and contribute to the finalization of the chapters and the Annual Action Plan for the implementation of the Strategic Development Plan through inputs and comments. The Consultative Group will participate in monitoring the implementation of the Annual Action Plan through regular yearly meetings, at which the previous year’s report will be reviewed and the next year’s Action Plan finalized.

After a detailed analysis of the current situation, accompanied by a SWOT analysis, a public opinion survey on Tivat’s strategic development planning was conducted. The market and public opinion research agency “Stars UP doo” carried out the survey with a sample of 528 respondents on the topic: “Citizens’ Opinions on the Future Directions for the Development of the Municipality of Tivat.”<sup>1</sup>

The survey aimed to incorporate citizens' perspectives into the development strategy for Tivat for the 2024–2029 period. The insights obtained ensured that the resulting plans and policies are responsible, inclusive, and reflective of the needs and aspirations of the community served by this strategy.

The main findings of the survey indicate that Tivat's citizens are primarily focused on improving infrastructure, housing, environmental sustainability, and economic development. They also desire greater civic engagement, better access to information, and the introduction of smart solutions for urban development. Some of the recommendations for Tivat’s development strategy, based on public feedback, concerning the infrastructure is that the priority should be given to building a boulevard through Tivat and a bypass road, along with implementing roundabouts wherever possible to improve

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<sup>1</sup> Annex I – Conclusions and recommendations of the public opinion survey „Attitudes of the citizens of Tivat Municipality on future directions for town development“.

traffic efficiency and safety. Furthermore, citizens consider that it is essential to enhance public transportation to make it accessible for people with disabilities and to introduce electric buses to reduce harmful emissions and promote sustainability. Regarding green Infrastructure, it is recommended to increase and maintain green areas, such as parks, gardens, and public areas. Further, referring to the waste management, citizens suggest opening more recycling centres and containers across the municipality and organizing educational campaigns to encourage recycling. In the field of employment and investment, the focus should be on key sectors such as tourism, hospitality, logistics, and agriculture, with strategies developed to attract investments and support local entrepreneurs in these sectors. For the community engagement, it would be desirable to regularly organize public forums and meetings where citizens can express their opinions and participate in decision-making processes. Introducing a concept of Smart Town Solutions, as per citizens' opinion should start by introducing smart parking systems to enable more efficient use of parking spaces and reduce traffic congestion.

Based on the above, the general strategic goal has been defined:

*"Development of Tivat based on sustainability principles, with improvements in the quality of citizens' lives, environmental preservation, digital transformation, and an attractive business environment."*

This goal is planned to be achieved through the implementation of four specific strategic objectives.

**SPECIFIC STRATEGIC OBJECTIVE 1:**

Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

**Priority 1.2:** Improvement of water/maritime transport

**Priority 1.3:** Construction of water supply and sewage infrastructure

**Priority 1.4:** Construction of public facilities

**Priority 1.5:** Construction and development of public areas

**SPECIFIC STRATEGIC OBJECTIVE 2:**

Improvement of conditions in the fields of culture, sports, and education to enhance the quality of life for citizens and diversify the town's offerings

**Priority 2.1:** Improvement of conditions for cultural development

**Priority 2.2:** Improvement of conditions for recreation and sports development

**Priority 2.3:** Enhancement of conditions in the field of education

**Priority 2.4:** Improvement of youth policy

**Priority 2.5:** Development of Smart Town concept

**SPECIFIC STRATEGIC OBJECTIVE 3:**

Enhancement of environmental protection and increase in energy efficiency

**Priority 3.1:** Improvement of waste management

**Priority 3.2:** Enhancement of protected areas and improvement of the green infrastructure system

**Priority 3.3:** Improvement of energy efficiency

**SPECIFIC STRATEGIC OBJECTIVE 4:**

Creation of an environment for sustainable economic development

**Priority 4.1:** Enhancement of the tourism offer

**Priority 4.2:** Creation of a favourable investment environment

**Priority 4.3:** Improvement of conditions for rural development

.....  
The total number of project ideas within the specified priorities is 71, and the planned budget required for their implementation amounts to €139,163,000.00.







## 3. ANALYSIS OF THE CURRENT SITUATION

### 3.1. GENERAL DATA

#### 3.1.1. Natural characteristics and demographics

Tivat is located in the central part of the Bay of Kotor, at 42°26' north latitude and 18°42' east longitude. It is situated on the southwestern slopes of Mount Vrmac and part of the Luštica Peninsula.

Due to favourable climatic conditions and a good geographical position, Tivat is rich in horticultural potential. In addition to a variety of native Mediterranean plants, many exotic species brought by sailors from all meridians of the world can also be found within its territory. The pleasant climate makes Tivat an attractive tourist destination.

According to preliminary data from the latest census conducted in 2023, Tivat has a population of 16,340 inhabitants. With a constant influx of residents, both domestic and foreign, the town is growing into a true international community year after year. According to official data from the Ministry of the Interior, as of April 22, 2024, there were 7,130 foreign nationals residing in Tivat.

#### 3.1.2. History

In the historical development of the Bay of Kotor, and thus Tivat, the following epochs are notable: the Illyrian, Roman-Byzantine, Nemanjić, Venetian-Ottoman, and Austro-Hungarian periods until 1918.

A significant influence on the development of Tivat was the decision of the Municipal Council to allocate land for the construction of the Austro-Hungarian Navy Arsenal in Tivat in 1889. Prior to this, the residents of Tivat were primarily focused on agriculture, but they began to turn towards crafts and the achievements of industrialization. It was during this time, at the end of the 19th century, that Tivat began to develop as a town.

In the period following World War II, Tivat became known for the large Maritime Technical Shipyard "Sava Kovačević," which became the backbone of the entire town's development. After the conflicts of the 1990s, Tivat and Montenegro became part of the Federal Republic of Yugoslavia, later the State Union of Serbia and Montenegro. Since 2006, Tivat has been part of the independent state of Montenegro and is one of the 25 Montenegrin municipalities.

#### 3.1.3. Tivat today

Today, Tivat is a modern Mediterranean town oriented towards the development of tourism and complementary industries. Since 2007, the Maritime Technical Shipyard "Sava Kovačević" has undergone a transformation into a luxury yacht marina, and concurrently, two large and ambitious investment projects are being developed at this site and at a location in the Tivat part of the Luštica Peninsula, alongside several smaller projects. Having an airport, the town is connected to the entire world through various flight routes.

Tivat is a town of culture, with a rich and recognizable program that is an integral part of the tourist offer, but it is also a town of sports, boasting over 40 active sports clubs and great potential for the development of sports tourism.



Within the 46 square kilometres of the Tivat municipality, there are four areas designated as protected natural resources, with 70% of the total territory being green zone. The activities undertaken to preserve these areas in recent years have won several awards, including the Green Destinations bronze award.

The transformation that Tivat, as one of the smallest but most developed municipalities in Montenegro, has undergone in the last 15 years poses a significant challenge to control the direction of its growth, to ensure sustainability, and to give that growth a form and a clear vision.

### 3.1.4. Hydrography

The territory of the Municipality of Tivat includes the central part of the aquatorium of the Bay of Kotor, as well as part of the Trašte Bay, which faces the open sea and is geographically separated from the rest of the aquatorium. The total length of the coastline in the Municipality of Tivat is 41.81 km (4.75 km is the circumference of the islands, and 37.06 km is the length of the mainland coast). The surface area of the Tivat Bay is 34.439 km<sup>2</sup>, representing 36.4% of the total water volume of the Bay of Kotor, with a depth reaching up to 40 meters in the central part of the aquatorium and in the Verige Strait. A larger shallow water area extends around the island of Sveti Marko. The Trašte Bay area is characterized by relatively shallow water, reaching up to 27 meters in the central part.

From a hydrological perspective, the Tivat area stands out from other regions along the Montenegrin coast due to its unique characteristics. The hydrological specifics are influenced by climatic conditions, proximity of the sea, morphological features, relief elements, geological conditions of the terrain, and the rock massif in the hinterland.

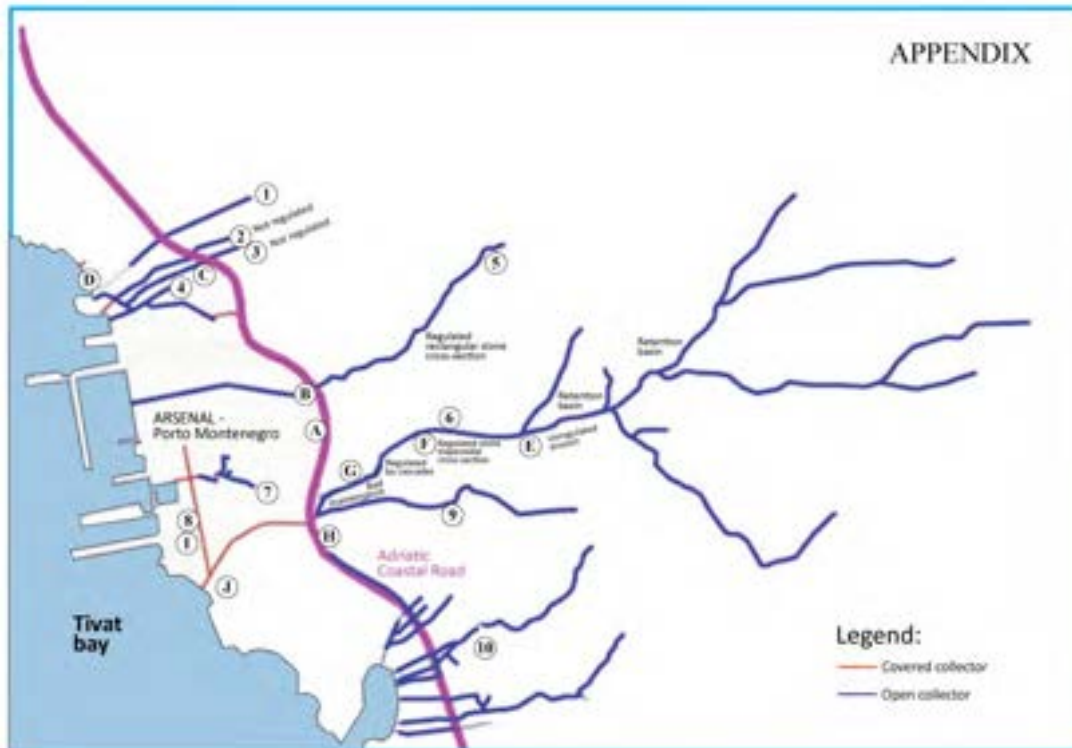


Image 1 – Water catchment areas



The hinterland of Tivat is known for its abundant rainfall, with an average annual amount of 1990 mm. The influence of groundwater and surface water leads to geological processes that manifest as erosion, subsidence, landslides, and the formation of ravines and gullies. Given that more than one-third of the area of the Tivat municipality is covered by catchment areas, it is clear which problems are created by engineering-geological processes and phenomena. For this reason, the drainage of surface water in this area is a priority.

Based on an understanding of the conditions, the entire territory can be divided into seven large torrential catchments and a number of smaller catchments with varying runoff characteristics. The larger catchment areas have formed watercourses, including the Gradiošnica River and streams such as Kovačev, Tušovina, Vodice, Leskovački, Jerma, Koložun, Močali, and Vodolježnica.

The zone from which water is drained (catchment area) is significantly larger than the area of the Tivat settlement itself and its surroundings, thus special attention must be paid to the drainage of atmospheric waters from the "surrounding-upstream terrain", otherwise, there may be a significant risk of flooding in the settlement itself. The stormwater drainage system requires proper maintenance: drainage channels are often damaged or clogged, and uncontrolled vegetation growth reduces their permeability, leading to frequent flooding.

The total area of the corresponding catchment areas is divided—delineated—into three main sub-catchment areas. Water is discharged into the sea through a total of six outlets, which differ in size, associated catchment area, and level of pollution (depending on the number of household sewer connections).

### **3.1.5. Maritime property and Coastal Area**

The area of maritime property, as defined by state planning documents, is 924.79 hectares. This area includes the sea coastline, ports, breakwaters, moorings, embankments, sandbanks, bathing areas, rocks, coves, reefs, springs, and wells along the coast, as well as river mouths flowing into the sea, channels connected to the sea, the seabed, and the subsoil, including internal marine waters and territorial sea. The marine coastline is considered to be the strip of land limited by a line reached by the highest waves during severe storms, as well as that part of the land which, by its nature or purpose, serves the use of the sea for maritime transport, marine fishing, and other purposes related to the use of the sea. This strip is at least six meters wide, measured from the line that is horizontally distanced from the line reached by the highest waves during severe storms.

The usable area of bathing sites designated in the Atlas of Montenegrin Beaches and Bathing Areas for the period from 2019 to 2023 in the municipality of Tivat is approximately 47,900 m<sup>2</sup>.

### **3.1.6. Network of Settlements, Urbanization, and Spatial Indicators**

The area of Tivat municipality in terms of territorial organization is divided into the following settlements: Bjelila, Bogdašići, Bonići, Brdišta, Cacovo, Donja Lastva, Donji Bogišići, Donji Kalimanj, Donji Krašići, Donje Seljanovo, Dumidran, Vrijes, Gošići, Gornje Seljanovo, Gornji Kalimanj, Gornji Bogišići, Gornji Krašići, Gradiošnica, Gornja Lastva, Kalimanj, Kava, Kakrc, Kaluđerovina, Kostići, Krašići, Kukuljina, Lepetane, Mažina, Marići, Milovići, Mrčevac, Novo Naselje, Nikovići, Obala Đuraševića, Opatovo, Podkuk, Radovići, Seljanovo, Tripovići, Đuraševići, Župa and Češljari.



The Spatial Plan of Montenegro (PPCG) envisions the formation and growth of an urban agglomeration along the route of Herceg Novi – Tivat. This conurbation, which includes Tivat, Herceg Novi, and Kotor, shares functions of a regionally significant centre.

Functions of a regionally significant centre typically include ecologically acceptable production activities, higher education, cultural centres activities, appropriate health services, social care services, specific sports and tourism programs, developed trade, and other commercial activities. These centres serve gravitational areas with over 40,000 inhabitants.

According to the PPCG, the settlement of Radovići is classified as a local centre, which means it provides basic services to the population and maintains the traditional settlement system of rural areas.

The proposal for the development of settlements in the Municipality of Tivat is based on demographic projections, considering the morphological structure and recognizable functional-gravitational areas, possibilities of preservation or development of key settlements and limiting factors (natural resources, infrastructure corridors). It is expected that Tivat will continue to develop as a municipal centre, while its broader urban area will become a regionally significant centre.

Demographic growth related to planned tourism development anticipates a larger increase in population in the areas of Krtoli and Radovići, which, together with the settlement of Donji Radovići, will assume the function of a significant municipal centre.

Significant local centres such as Donja Lastva and Mrčevac are also developing.

Other settlements like Krašići, Bjelila-Kakrc, and Đuraševići-Bogišići are developing as local centres in the function of tourism, while Lepetane and Gradiošnica are becoming local centres of urban significance.

The urban fabric of the broader urban area of Tivat consists of the traditional town grid (Tivat centre), ambient units of the construction inheritance (such as Lepetane and Donja Lastva), urban blocks of collective housing construction, and scattered urban fabric of individual construction. The skyline of the town is marked by the height of collective housing complexes in the centre and Seljanovo. The third location which also has good predispositions for larger buildings, along the future town avenue, is Mrčevac.

According to the Decision on Local Communities, the following local communities have been established in the Municipality of Tivat: Tivat, Gradiošnica, Lepetane, Seljanovo, Lastva, Krtoli, and Krašići. These communities are part of a unified system of local self-government and have been established to meet the needs of the local population. In local communities, citizens can decide on local interests, including environmental conditions, urbanization, communal infrastructure, and issues related to education and culture. The financing of local communities comes from municipal funds, their own sources, donations, gifts and by other prescribed means.

### **3.1.7. Zones identified in spatial planning documents**

The Spatial Urban Plan of Tivat until 2020 (PUP) was adopted in 2010 (“Official Gazette of CG – Municipal Regulations” no. 24/10), and the area of the municipality of Tivat is 4,631.60 ha (46.31 km<sup>2</sup>).

The PUP is the basic document for spatial planning that elaborates on the principles of spatial organization and establishes the goals of spatial development, as well as the division into centres,

planning units, and zones, comprehensive protection, use, and purpose of the entire area. The PUP encompasses the entire territory of the municipality of Tivat and is the primary development document based on which local planning documents of lower order have been adopted. The Decision on the adoption of the Spatial Urban Plan of the Municipality of Tivat ("Official Gazette of CG - Municipal Regulations" no. 24/10) defined that it is adopted for the period until 2020; however, according to Article 218 of the Law on Spatial Planning and Construction of Facilities ("Official Gazette of CG", no. 64/17, 44/18, 63/18, 82/20, and 4/23), it is prescribed that until the General Regulation Plan of Montenegro is adopted, the valid planning documents adopted before the entry into force of this law shall be applied, i.e., until the deadline specified in Article 217 of this law.

The Spatial Plan for Special Purpose for the Coastal Area of Montenegro ("Official Gazette of CG" no. 56/18) (PPNOPCG) contains developmental guidelines and rules that will be used in the preparation of the General Regulation Plan. The area of the municipality will continue to be regulated according to the valid lower-order planning documentation until the adoption of the General Regulation Plan, but in a manner that respects the provisions and guidelines from PPNOPCG in terms of respecting infrastructure corridors and protective measures for protected natural and cultural assets. An additional restriction for the municipality of Tivat is that it lies within the boundaries of the natural and cultural-historical area of Kotor, along with its protected environment (buffer zone), for which it is necessary to conduct the procedure in accordance with the law governing the field of cultural assets (deciding on the necessity of preparing the HIA study).

The Spatial Urban Plan (PUP) defines that the area of the municipality will be further planned and organized through the adoption of local planning documents, specifically: twenty-two (22) Detailed Urban Plans (DUP) covering a total area of 934.05 hectares, twenty-one (21) Urban Plans (UP) covering a total area of 69.78 hectares, and one (1) Local Site Study (LSL) with an area of 1,331.14 hectares. The total area covered by local planning documents is 2,334.97 hectares. According to the PUP, the adoption of state and local planning documents is planned for a total area of 3,259.76 hectares. In addition to local planning documents, part of the municipality's territory, including the coastline, is regulated by state planning documents, which consist of ten state site studies (DSL). The area of the marine property, or the area covered by state planning documents, is 924.79 hectares and represents the largest potential for the municipality's development.

According to the PUP, it is planned that the area of 1,003.83 hectares will be covered by local planning documents (DUP and UP), which represents 21.67% of the territory, plus an area of 1,331.14 hectares for which the Local Site Study is planned for the Nature Park Vrmac, resulting in a total of 50.41% of the territory being covered by local planning documents. Out of the planned 1,003.83 hectares to be covered in the local planning documents, 881.78 hectares is the area under valid planning documents, achieving a realization rate of 88%.

According to the provisions of the valid law, the preparation and adoption of planning documents fall under the jurisdiction of the Ministry. The Ministry is currently working on: amendments and supplements to the Spatial Urban Plan of the Municipality of Tivat, amendments and supplements to the DSL "part of Sector 22 and Sector 23," amendments and supplements to the State Site Study "Kalardovo-Ostrvo cvijeća-Brdišta," and amendments and supplements to the Detailed Urban Plan "Golf and Donji Radovići West," as well as to the Detailed Urban Plan "Donji Radovići Centre."



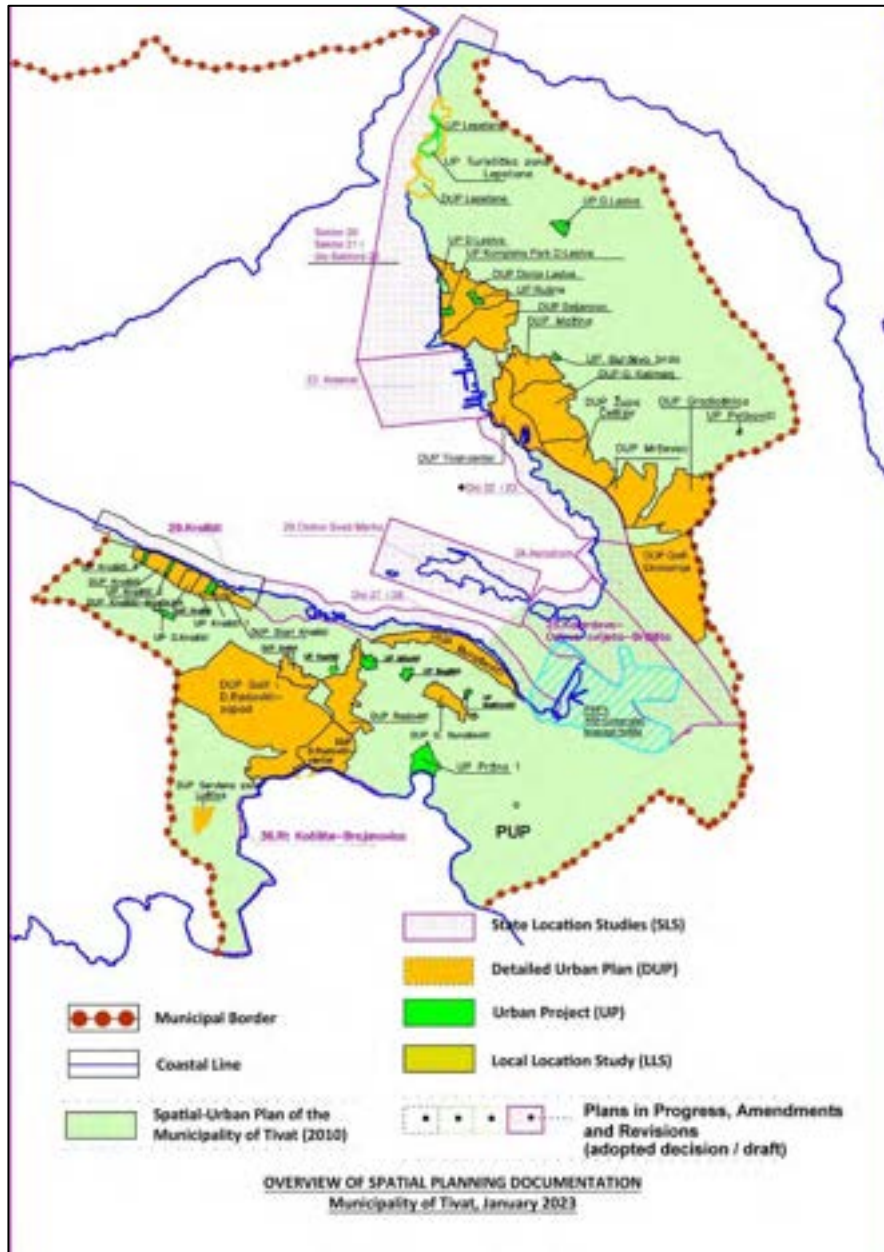


Image 2 – A synthetic map with the boundaries of planning document<sup>2</sup>

Current legal provisions foresee the adoption of the Spatial Plan of Montenegro and the General Regulation Plan of Montenegro. Due to the specifics on a single municipality territory, and in order to better assess the space, detailed development plans are the level at which the area should be evaluated. The tasks of preparing and adopting planning documents should be returned to the jurisdiction of local self-government units. The concept of complete centralization of spatial planning and management is unacceptable. The influence of political instability on spatial management processes must be minimized, and "periods of stagnation," inaction of institutions, and further devastation of the area—which are regular consequences of personnel changes at the state level—should be reduced.

<sup>2</sup> Anex II - ALL THE PLANNING DOCUMENTS WHICH REGULATE THE AREA OF MUNICIPALITY OF TIVAT AS PER PUP

Since the enactment of the current law, the Municipality of Tivat has been experiencing stagnation in the adoption of planning documents. The very title of the Spatial Plan includes the provision "up to 2020," which clearly indicates the need for revision or the creation of a new one. Over time, new requirements have emerged for the facilities the town must provide to function smoothly. No planning document can accurately foresee long-term development conditions on the ground. Many recognized problems are due to the absence or inadequacy of planning documentation. Returning planning responsibilities to local governments, with the organization of enterprises employing experts who understand local needs, might be the best solution. Improved cooperation between state administration bodies and local governments is essential for the successful implementation of existing projects and for attracting new investments. It is necessary to streamline procedures, promote efficiency, and enhance the accessibility of institutions and information. This is all aimed at creating a more predictable business environment, facilitating investment to final realization, and strengthening the rule of law—for the benefit of businesses and the well-being of all citizens.

### Land use: General Report on Land Usage

The general categories of land use are: residential areas, technical infrastructure areas, agricultural areas, forest areas, special purpose areas, water areas, and other natural areas.

**Table 1 – General report on Land usage**

Land use	Area (ha)	%
<b>A. Buildable Areas</b>		
Residential building areas	386,9	8,4
Tourism	100,1	2,1
Utilities services and industry	35,6	0,8
Golf	58,8	1,3
Special purposes	111,3	2,4
<b>Total buildable areas</b>	<b>692,7</b>	<b>15,0</b>
<b>B. Transportation Areas</b>		
Airport	110,4	2,4
Other transportation areas	90,0	1,9
<b>Total transportation areas</b>	<b>200,4</b>	<b>4,3</b>
<b>C. non-buildable areas</b>		
Urban greenery and recreation	326,5	7,0
Agricultural areas	619,4	13,4
Forests	504,5	11,0
Scrubs and brushwood	1998,6	43,0
Land reclamation	110,5	2,4
Meadows	142,1	3,1
Water and other natural areas	37,9	0,8
<b>Total non-buildable areas</b>	<b>3738,5</b>	<b>80,7</b>
<b>Total A+B+C</b>	<b>4631,6</b>	<b>100</b>

Source: Spatial plan Municipality Tivat 2020

Residential areas include building land (developed and undeveloped areas designated for housing, work, and recreation, public facilities, infrastructure, and special purpose areas, as well as green spaces) and non-building land (areas not designated for construction). Technical infrastructure areas encompass spaces and corridors for transportation and other infrastructure. Agricultural areas include arable land and other arable land (agricultural landscapes and meadows). Forested areas consist of protective forests and forests with special purposes. Areas for special purposes and specific usage regimes include protected areas. Water surfaces encompass surface waters of streams. Other natural surfaces include: barren lands, gravel pits, rocky areas, steep rocky slopes, rocky shores, sandy and pebbly beaches, etc.

Forested areas are the most represented general category in the municipality of Tivat (47%). The second most represented category is residential areas (27%). The balance of land use indicates that with 67% of the area being uninhabited, Tivat remains a 'green' municipality. This is more clearly shown in the balance of detailed land use, where



undeveloped areas (3,388.9 ha), which include green spaces in residential areas, make up 73% of the territory of the Municipality of Tivat.

### 3.2. POPULATION, HOUSEHOLDS AND APARTMENTS

The dynamic growth and development over the past two decades have positioned the municipality of Tivat as one of the most developed and competitive municipalities in Montenegro, making it a desirable destination for living and working. Alongside economic development, there has been dynamic demographic growth characterized by an increase in the number of residents, households, and apartments.

**Table 2 – Number of Inhabitants, Households, and Apartments, Census 2011 and Census 2023<sup>(p)</sup>**

Census	2011	2023 <sup>(p)</sup>	Index (2011=100)
Population	14.031	16.340	116,5
Households	4.718	6.165	130,7
Apartments	9.656	15.440	159,9

Source: Monstat

According to preliminary data from the 2023 census, the municipality of Tivat has 16,340 residents, 6,165 households, and 15,440 apartments. Compared to the previous census in 2011, the population has increased by 2,309, or 16.5%. During the same period, the number of households grew by 1,447, or 30.7%, while the number of apartments rose by 5,784 residential units, representing an increase of 59.6%, which also marks the largest increase in the number of apartments in Montenegro.

The data indicate a trend of decreasing average household size (from 3.0 to 2.7 members per household), as well as an increase in the number of residential units primarily intended for seasonal use or conducting activities rather than permanent residence.

**Table 3 – Population, Households, and Apartments by Settlements, Census 2023<sup>(p)</sup>**

Settlement	Population		Households		Apartments	
	Number	Percentage	Number	Percentage	Number	Percentage
Bogdašići	45	0,3%	17	0,3%	50	0,3%
Bogšići	196	1,2%	71	1,2%	228	1,5%
Donja Lastva	898	5,5%	377	6,1%	1.453	9,4%
Đuraševići	467	2,9%	176	2,9%	494	3,2%
Gornja Lastva	4	0,0%	3	0,0%	22	0,1%
Gošići	207	1,3%	74	1,2%	312	2,0%
Krasići	138	0,8%	63	1,0%	1.717	11,1%
Lepetani	204	1,2%	78	1,3%	459	3,0%
Milovići	79	0,5%	43	0,7%	267	1,7%
Mrčevac	2.609	16,0%	877	14,2%	1.458	9,4%
Nikovići	62	0,4%	23	0,4%	128	0,8%
Radovići	537	3,3%	209	3,4%	1.118	7,2%
Tivat	10.894	66,7%	4.154	67,4%	7.734	50,1%
<b>Total</b>	<b>16.340</b>	<b>100,0%</b>	<b>6.165</b>	<b>100,0%</b>	<b>15.440</b>	<b>100,0%</b>

Source: Monstat

The Municipality of Tivat is the most densely populated municipality in Montenegro, with 347.7 inhabitants per km<sup>2</sup>. Most of the population is concentrated in the central settlement of Tivat, which has 10,894 residents, accounting for two-thirds of the municipality's population. Among other settlements with a significant number of residents are Mrčevac, with 2,609 inhabitants (16.0%), and Donja Lastva, with 898 inhabitants (5.5%). A similar distribution is seen with households. As for the spatial distribution of housing units, apart from the urban area of Tivat, where half of the residential units are concentrated, notable settlements include Krašići, Mrčevac, Donja Lastva, and Radovići. The growth in population has been influenced more by positive internal migration within Montenegro towards Tivat and to a lesser extent by a positive natural increase. According to available data, from 2011 to 2023, there was an increase of 658 residents due to natural growth.

In the observed period, the natural increase in Tivat has shown a positive trend, except for 2021, which was marked by COVID-19 and a higher mortality rate. Additionally, there is a slightly higher number of male births, but also a higher number of male deaths compared to the female population.

**Table 4 – Natural Population Movement – Tivat, period 2011–2023**

Year	Live births			Deceased			Birth-Death Differential
	Total	Male	Female	Total	Male	Female	
2011	153	78	75	137	68	69	16
2012	166	93	73	125	60	65	41
2013	174	89	85	130	71	59	44
2014	205	123	82	130	67	63	75
2015	175	84	91	135	69	66	40
2016	201	104	97	134	76	58	67
2017	254	140	114	155	81	74	99
2018	201	112	89	152	92	60	49
2019	223	112	111	168	96	72	55
2020	227	115	112	161	87	74	66
2021	191	106	85	202	109	93	-11
2022	216	112	104	147	88	59	69
2023	198	100	98	150	83	67	48
<b>Total</b>	<b>2.584</b>	<b>1.368</b>	<b>1.216</b>	<b>1.926</b>	<b>1.047</b>	<b>879</b>	<b>658</b>

Source: Monstat

As previously mentioned, the increase in the population of the Municipality of Tivat from 2011 to 2023 is the result of a positive migration balance, which has led to an increase of 1,137 residents in the municipality. Migration movements have had a two-way character, with 1,490 residents emigrating from the area of the Municipality of Tivat, while a significantly larger number, 2,627 residents, have immigrated from other municipalities in Montenegro.





Table 5 – Migrations within Montenegro – Tivat, period 2011–2023

Year	Immigration	Emigration	Net migration rate
2011	181	104	77
2012	159	80	79
2013	115	81	34
2014	128	81	47
2015	162	86	76
2016	234	92	142
2017	225	102	123
2018	264	142	122
2019	256	145	111
2020	206	123	83
2021	248	195	53
2022	270	161	109
2023	179	98	81
<b>Total</b>	<b>2.627</b>	<b>1.490</b>	<b>1.137</b>

Source: Monstat

The most frequent migration flows are observed with neighbouring coastal municipalities, followed by the largest two municipalities in the central region, and some municipalities in the northern region, particularly regarding immigration.

According to the available data, during the 2011–2023 period, most residents who emigrated from Tivat moved to Kotor, Podgorica, Herceg Novi, Nikšić, and Budva (81.1% of those who left). On the other hand, the largest inflows of residents came from Kotor, Podgorica, Nikšić, Herceg Novi, and Bijelo Polje (72.4% of immigrants).

Table 6 – Migration within Montenegro – Tivat, period 2011-2023

Municipality	Emigration		Municipality	Immigration	
	Number	Percentage		Number	Percentage
Kotor	440	29,5%	Kotor	724	27,6%
Podgorica	391	26,2%	Podgorica	408	15,5%
Herceg Novi	141	9,5%	Nikšić	354	13,5%
Nikšić	133	8,9%	Herceg Novi	214	8,1%
Budva	114	7,7%	Bijelo Polje	203	7,7%
Bijelo Polje	45	3,0%	Cetinje	140	5,3%
Bar	44	3,0%	Budva	112	4,3%
Cetinje	44	3,0%	Pljevlja	108	4,1%
Ostale	138	9,3%	Ostale	364	13,9%
<b>Total</b>	<b>1.490</b>	<b>100,0%</b>	<b>Total</b>	<b>2.627</b>	<b>100,0%</b>

Source: Monstat

Preliminary data from the 2023 Census on the population structure by: gender, age, economic activity, and education are still not available, and their publication is expected in the second half of 2024. According to the 2011 Census data, the municipality of Tivat had a balanced gender structure, with an average age of its population being 38.0 years, belonging to the demographic aging stage (35-39 years), like most municipalities. The female population is slightly older (39.0 years) compared to the male population (37.0 years). Additionally, the urban population, with an average age of 38.3 years, is somewhat older than the rural population, which has an average age of 37.3 years.

### 3.3. ANALYSIS OF ECONOMICAL SITUATION

#### 3.3.1. The Business Environment in Tivat

The business environment in Tivat is generally favourable compared to the rest of Montenegro. The legal framework in Montenegro encourages business opening at the national level, while in Tivat, several local factors positively influence the environment. The presence of foreign investors, serving as a locomotive for the development of the local economy, has a favourable impact on business development, particularly in serving the needs of clientele that Tivat attracts with its specific characteristics. Tivat's orientation towards being a year-round tourist destination, along with favourable geographical and climatic conditions and efficient local administration, creates an environment that positions Tivat as a desirable place for doing business.

The investment boom in the municipality of Tivat has led to record revenues for the municipal budget, which has consequently resulted in a record amount of the capital budget that needs to be invested in areas that will eliminate restrictions for further dynamic development of the municipality of Tivat.

Looking at the trend in the number of active economic entities, the municipality of Tivat experienced dynamic economic growth from 2016 to 2023. Active economic entities are those that conducted specific economic activities, had employed workers, and generated revenue in the observed year.

According to the Statistical Business Register (SBR) of Monstat regarding the number and structure of business entities, the number of active entities in the municipality of Tivat in 2023 was 2,593, representing an increase by 1,427 or 122.38% compared to 2016.

**Table 7 – Number of active business entities**

	2017	2018	2019	2020	2021	2022
Small	1.298	1.562	1.623	1.751	1.886	2.212
Medium	6	11	12	3	8	11
<b>Total</b>	<b>1.304</b>	<b>1.573</b>	<b>1.635</b>	<b>1.754</b>	<b>1.894</b>	<b>2.223</b>

Source: Monstat

The growth of economic activity in the previous period is most evident through a significant and lasting trend of increasing active economic entities in Tivat. This trend was slowed, but not halted, by the COVID-19 pandemic. However, after recovering in 2022 and 2023, the trend accelerated with a growth rate of over 15% per year during that period.

**Table 8 – Number of Enterprises by Sectors of Activity**

	2018	2019	2020	2021	2022	2023
Primary	10	11	12	13	14	14
Secondary	255	286	288	302	324	340
Tertiary	1.011	1.133	1.156	1.244	1.481	1.716
Quaternary	26	26	28	33	39	46
<b>Total</b>	<b>1.302</b>	<b>1.456</b>	<b>1.484</b>	<b>1.592</b>	<b>1.858</b>	<b>2.116</b>

Source: Tax Administration



In 2023, the share of various sectors of activity<sup>3</sup> was as follows:

- ♦ Primary sector: 0.66% – a decrease from 0.77% in 2018
- ♦ Secondary sector: 16.07% – a decrease from 19.59% in 2018
- ♦ Tertiary sector: 81.10% – an increase from 77.72% in 2018
- ♦ Quaternary sector: 2.17% – an increase from 2.00% in 2018

There is a noticeable trend of business moving towards tertiary and quaternary activities, at the expense of the primary and secondary sectors. As one of the solutions to reverse the trend of declining business entities in these sectors, further increasing both financial and non-financial activities of the municipality of Tivat to support their development is suggested. Such an increase in active economic entities inevitably had to be reflected in the growth of the number of employed individuals in Tivat.

**Table 9 – Average number of employees by year**

	2018	2019	2020	2021	2022	2023
No. of employed	5.324	5.992	4.893	5.285	6.789	7.696

Source: Monstat

The number of employees in 2023 is by 2,372 or 44.55% higher than in 2018, indicating the rapid recovery of Tivat's economy from the effects of the COVID-19 pandemic. On the other hand, the number of active business entities has caused the average number of employees per active economic entity to decrease from 3.38 employees in 2018 to 2.96 employees in 2023, which clearly shows that the business entities in Tivat are becoming smaller, with very few managing to progress to medium or large enterprises.

The growth of business entities has also been supported by the favourable business development environment created by the Municipality of Tivat. The incentive measures have primarily focused on supporting small businesses, both advisory and financially. To better support business development, the officials of the Municipality of Tivat underwent mentoring training in accordance with the methodology of the Japan International Cooperation Agency (JICA). In the previous period, the funds from the Ministry of Economic Development were very poorly utilized by entrepreneurs in Tivat, prompting activities which aimed at educating entrepreneurs for more efficient use of both these support lines and others available at the national and international levels. The results have been visible, having provided support in 2023 for five entrepreneurs amounting to over €20,000.

Particularly noteworthy are the support measures that the Municipality implements through the Competition for Women Entrepreneurship, where significant results have been achieved in the recent period. The budget funds allocated for this purpose have increased from €10,000 in 2019 to €40,000 in 2023, while the number of applicants rose from four to eighteen, and the number of approved business plans increased from three to nine.

<sup>3</sup> **Primary sector** (A - Agriculture, forestry and fishing); **secondary sector** (B - Extraction of ores and stones, C - Manufacturing industry, D - Supply of electricity, gas, steam and air conditioning, F - Construction); **tertiary sector** (E - Water supply, management waste water, controlling the process of waste removal and similar activities, G - Wholesale and retail trade and repair of motor vehicles, vehicles and motorcycles, H - Transportation and storage, I - Accommodation and food services, J - Information and communications, K - Financial activities and activity insurance, L - Real estate business, M - Professional, scientific and technical activities, N - Administrative and auxiliary service activities, R - Arts, entertainment and recreation and S - Other service activities) and the **quaternary sector** (O - State administration and defence and compulsory social insurance State administration and defence and compulsory social insurance, P - Education and Q - Health and social care)

However, despite all the positive developments, there are still several limitations that hinder faster development and diversification of the economy in Tivat. The main limitations are as follows:

- ◆ Poor communication between and within state (local) bodies that implement procedures as independent entities rather than as a cohesive system, especially in terms of communication with investors.
- ◆ Inconsistent application of regulations by local governments, cadastral services, and regional units of state bodies.
- ◆ Resistance among officials in terms of a lack of will and ambition to implement reforms to their full capacity.<sup>4</sup>

In addition to the above limitations, which were identified as early as in 2017 but are unfortunately still present, we can also add those that have escalated due to the increase in the population and business entities in the municipality of Tivat:

- ◆ Limited road infrastructure, leading to significant time loss in traffic.
- ◆ Limited electrical network, resulting in power outages.
- ◆ Limited available water supply, which can lead to restrictions in water supply.
- ◆ Increasing disparity in the efficiency of local and state administration at the local level.

All the above represents a challenging circumstance for the business environment in Tivat and further dynamic business development, thus it is essential to make additional efforts in the coming period to diversify economic activities.

Further development of entrepreneurship will be stimulated by the establishment of a Business Information Centre aimed at promoting entrepreneurship and providing the basic infrastructure for business newcomers. In addition to educating entrepreneurs, the Business Information Centre will offer part of its premises under favourable conditions, considering the need to diversify economic activities in the municipality. The economy of the municipality of Tivat is based on the micro, small, and medium-sized enterprise sector, with micro and small enterprises playing a dominant role, accounting to 99.57% of total economic entities. Therefore, it is very important to provide them with support in development.

All the above has also influenced the growth of average salaries in Tivat. In 2018, the average salary was €628, while in 2023 it amounted to €957, representing an increase of €329 or 52.39%.

### 3.3.2. Agriculture and Rural Development

Agriculture in Montenegro, along with the tourism sector, is a developmental and economic priority of the national economy, and therefore agriculture should be developed as an activity complementary to tourism. Tivat is located in the coastal region that has approximately 20,000 hectares of arable land of relatively good fertility, consisting of deep alluvial–diluvial soils in fields and valleys, as well as brown anthropogenic soils on terraces and plains. This region is particularly suitable for fruit and vegetable production, while its hilly terrain, rich in honey-bearing, aromatic, medicinal herbs, and wild fruit species, favours the raising of small ruminants.

According to the records of the Secretariat for Economy, which oversees agricultural activities, there were 69 individual agricultural producers registered in the Tivat area in 2023. Additionally, 69 agricultural

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<sup>4</sup> Analysis of Montenegro through international economic indicators, Ministry of Finance MNE





households have been registered with the Ministry of Agriculture, Forestry, and Water Management. Beekeeping is quite prevalent in Tivat, with approximately 40 beekeepers from Tivat registered in the Beekeepers' Association of Montenegro.

Despite the limited areas used for agricultural production, agriculture in Tivat is very diverse. The representation of multiple agricultural branches is primarily influenced by various natural conditions for conducting production. Tivat area predominantly nurtures olive growing, cultivation of citrus and other subtropical fruits, vegetable seedling production, beekeeping, and to a lesser extent, livestock farming (raising sheep, cattle, and goats).

In the past three years, the annual budget allocated for agriculture has been €45,000, which is distributed to users as per approved requests, mainly in the areas of olive growing, vegetable production, beekeeping, livestock farming, and the promotion of agriculture.

In the Tivat municipality, agricultural activity dominates as a supplementary activity. The reasons for this situation are:

- ♦ Small area of agricultural land that can be brought into cultivation and where intensive agricultural production can be organized without significant investments in amelioration and other infrastructure work;
- ♦ Insufficient motivation to engage in agriculture;
- ♦ For most farmers, agricultural activities represent an additional source of income alongside primary income from the non-agricultural sector, which discourages producers from engaging in more intensive agriculture and making larger investments;
- ♦ Inadequate tax policy and inheritance policy have led to the fragmentation of already small properties, thereby marginalizing agriculture;
- ♦ The issue of water supply in some rural parts of the municipality has not been adequately addressed.

The Municipality of Tivat annually adopts a Program of Incentive Measures for the agricultural sector. The budget for 2018 was €25,000, while that amount increased to €45,000 in 2023. The following lines of support have been introduced:

- ♦ Support for the development of rural tourism
- ♦ Support for the development of fruit production
- ♦ Support for the development of olive growing
- ♦ Support for the development of vegetable and flower production
- ♦ Support for the development of beekeeping
- ♦ Support for the development of livestock farming
- ♦ Support for the development of organic agriculture
- ♦ Premium for arable land – planned in the new draft Decision on incentives for agricultural development
- ♦ Support for improving rural infrastructure
- ♦ Support for enhancing events and the promotion of rural areas and agriculture
- ♦ Support for the development of fisheries and mariculture
- ♦ Support for beneficiaries of elderly allowances
- ♦ Support for special purposes – improvement of hunting

With the aim of supporting the development of agriculture and agrotourism, a project for the development of a Centre for Olive Growing and Mediterranean Culture was initiated. The Centre is envisioned as a multifunctional facility where the processing of olives and other Mediterranean crops would take place, while also serving as a venue for tourist presentations with a focus on gathering small producers who could market their products in this way. Within the Centre, the construction of a laboratory for product quality control and a nursery for the production of certified planting material is planned. The production of certified planting material, based on the research of local indigenous varieties, is crucial for the further development of olive growing as a traditional agricultural activity in the Tivat and Bay of Kotor region.

Investing in agriculture also means investing in rural development, which helps prevent the abandonment of rural households. The support provided by the Municipality of Tivat, along with other opportunities defined by the Agro-Budget, directly impacts the development of agriculture. In addition to funds from national and local budgets, producers also have access to resources from European pre-accession funds through IPARD projects, which offer non-repayable support for both primary production and processing.

There are numerous settlements in the Tivat municipality that can be characterized as rural, and there is also a significant number of rural tourist settlements with exceptional potential for the development of rural tourism. These include in the Krtoli area: Đuraševići, Meštrovići, Milovići, Nikovići, Bogišići, Gošići, and Gornji Krašići; Mountain villages on Vrmac, and suburban areas: Gornja Lastva, Đurđevo Brdo, Petkovići, Bogdašići, Peani, and the upper part of Mrčevac. In the Tivat municipality, in accordance with the Tourism Law, three rural households have been registered: in Đuraševići, Lepetane, and Bogdašići.

In the coming period, activities should focus on strengthening capacities for the improvement of rural tourism, the renovation of rural infrastructure, and promotion.

### 3.3.3. Fisheries and Mariculture

Fish and other marine organisms in Montenegro's fishing waters, as resources of general interest, enjoy special protection and are utilized under the conditions set by the Law on Marine Fisheries and Mariculture and other regulations. The management of living resources in fishing waters and the protection of the marine environment are conducted in line with the Strategy for the Development of Fisheries and Aquaculture of Montenegro.

Small-scale coastal fishing is the primary fishing activity in the Tivat waters. The law differentiates between small-scale and large-scale commercial fishing. This distinction is based on the length of the vessel and the equipment that these categories are permitted to use during fishing activities. The municipal records show 31 license holders for both small-scale and large-scale commercial fishing. Most are registered for small-scale commercial fishing, using vessels up to 12 meters LOA (Length Overall).

#### Mariculture-potentials

In the Tivat waters, there are three registered aquaculture farms:

- ◆ Seabass and gilt-head bream farm at Cape Verige
- ◆ Shellfish farm on the coast of Đuraševići
- ◆ Shellfish farm in Kukuljina Bay



The economic development of fisheries and mariculture is under the jurisdiction of the state. The Ministry of Agriculture, Forestry, and Water Management is the state authority responsible for the formulation and implementation of fisheries and mariculture policies.

The sea is a rich resource, and from an economic perspective, the development of fisheries and mariculture is a very important sector. In most cases, fishing activities are seasonal and depend on weather conditions as well as market opportunities (like the arrival of tourists). Additionally, challenges such as an inadequate fleet structure, lack of land-based infrastructure, and general business conditions—often unfavourable when compared to competitors in the region—impact the overall performance of the sector.<sup>5</sup>

In recent years, the Municipality of Tivat has supported licensed commercial fishermen by providing subsidies for purchasing fishing equipment and vessels, as well as for mariculture. The support amounted to 50% of the total investment. Future activities to improve fisheries and mariculture should include support for purchasing equipment and materials, product labelling, standardization and quality analysis, logistics, enhancing the use of fishing posts, and modernizing the fish market.

#### 3.3.4. Tourism

In the last twenty years, there has been a growing importance of the service sector in international trade, with tourism occupying a prominent position. Today, tourism is one of the most profitable and largest industries in the world. Despite uncertainties in certain parts of the world and the global economic crisis, it is predicted that the global economic and social climate will result in an increase in tourism over the next twenty years, with tourism becoming the largest economic sector and the most important export industry in the world.

For the past century, Tivat's development as a municipality was predominantly focused on military activities and, to a lesser extent, the brick-making industry. The century-long operation of the shipyard limited the development of tourism and made it challenging to shift the mindset of Tivat's local population towards viewing the town as a future tourist destination. It was only in recent decades that a climate of understanding emerged, recognizing that tourism is the main pillar of Montenegro's economy, including Tivat. Tivat's geostrategic location, climate, cultural history, and other conditions provide a solid foundation for tourism development. The future strategic direction for Tivat's development is based on creating a high-quality and recognizable tourism product that integrates the values of the landscape, tradition, culture, and the beneficial effects of seawater, with necessary ecological considerations.

#### Accommodation Capacity

Comparing the data on hotel accommodation capacity with those from the previous Strategic Plan for the period 2019-2022, there is a noticeable increase in the number of beds in 4-star hotels (643 compared to 599 in 2018, an increase of 7.35%), and a continued decrease in the share of 2-star and 3-star hotel capacities (565 compared to 599 in 2018, a decrease of 5.68%). 4-star and 5-star hotels now make up 69.22% of the total accommodation capacity, compared to 62.04% in 2018, reflecting a continued shift in tourism offerings towards higher-quality accommodation.

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<sup>5</sup> Strategy for fisheries sector development 2024-2029, Ministry of Agriculture, forestry and water management



In the previous period, new high-category hotels were primarily opened or existing ones expanded. In 2012, Tivat had no 5-star hotels, but now there are six 5-star hotels with a total of 477 beds, demonstrating clear progress in Tivat's accommodation capacity and a development trend towards becoming an exclusive tourism and nautical destination with appropriate accommodation facilities. In the coming period, Tivat should continue developing as a tourist destination where economically profitable high-category hotel construction (4-star and 5-star) remains a priority.

In addition to hotels, the collective accommodation offer includes campsites, resorts, and hostels. According to data from the Secretariat for Economy, in 2024, there are 5 facilities in the municipality of Tivat with a total capacity of 142 beds.

**Table 10 – Distribution of Accommodation Capacity in Hotels by Category from 2 to 5\*\*\*\*\* (February 2024)**

	*****	****	***	**	Total
Hotel	6	9	5	2	22
Number of beds	477	643	144	421	1.618

Source: Secretariat for Economy

**Table 11 – Collective Accommodation**

Type of accommodation unit	No. of Stars	No. of units	No. of beds
Camp	*	1	40
Camp site for mobile homes	/	2	30
Resort	/	1	50
Hostel	/	1	22
<b>Total no. of beds</b>			<b>142</b>

Source: Secretariat for Economy

Regarding private and other collective accommodation, the situation is as follows:

Private accommodation includes providing accommodation services in households with up to 20 beds (rooms, apartments, rental houses, and flats). According to data from the Secretariat for Economy, in 2024, there are a total of 1,865 accommodation units in the municipality of Tivat with a total capacity of 5,335 beds.

**Table 12 – Structure of Private Accommodation**

Private Accommodation (Providing accommodation services in households – up to 20 beds)						
Type of Accommodation Unit	5*****	4****	3***	2**	1*	Total
Rooms	0	51	148	140	27	366
No. of beds	0	136	348	340	65	889
Apartments	12	425	403	159	20	1019
No. of beds	40	1.144	1.167	422	37	2.810
Rental houses	13	20	8	3	0	44
No. of beds	102	125	54	16	0	297
Apartments					436	436
No. of beds					1.339	1.339
<b>Total No. of beds</b>						<b>5.335</b>

Source: Secretariat for Economy

Through the analysis of the previous tables, it is observed that from 2017 to 2024, there is a 38.46% increase in capacity in private accommodation. This increase in this segment is significantly larger than that in hotel accommodation capacities (which increased by only 2.53%), leading to an imbalance in the supply of accommodation capacities and a heavy burden on the town's infrastructure.



In the upcoming period, more effort is needed to increase hotel capacities with the goal of developing year-round tourism as the foundation for the growth of the tourism industry in Tivat.

### Tourist traffic

In Tivat, there is a noticeable increase in the number of guests year after year, regardless of the disruptions caused by the consequences of the COVID-19 pandemic. The recovery of the tourism sector was very rapid, and by 2021, the indicators of tourist traffic had approached those from the pre-pandemic period. In the following years, growth continued, and in 2023, there were 44.44% more overnight stays than in 2018.

**Table 13 – Tourist Traffic in Tivat 2018-2023**

	Tourist - Arrivals	Tourists - Overnight Stays
2018	123.217	926.579
2019	160.980	1.167.101
2020	37.516	350.552
2021	108.950	1.021.287
2022	139.177	1.243.119
2023	160.739	1.338.394

*Source: Secretariat for Economy*

According to the accommodation structure in which they were realized, the ratio of overnight stays in collective and individual accommodation is stable. Over the past few years, 17% of overnight stays were achieved in collective accommodation, while 83% were in individual accommodation.

**Table 14 – Accommodation Structure**

	2021	2022	2023
Collective Accommodation	173.667	206.631	228.525
Individual Accommodation	847.620	1.036.488	1.109.869
<b>Total</b>	<b>1.021.287</b>	<b>1.243.119</b>	<b>1.338.394</b>

*Source: Tourist Organization of Tivat*

The number of overnight stays by domestic guests accounts for about 1.3% of the total number of overnight stays, while the majority, 98.7%, are achieved by foreign guests.

**Table 15 – Guest Structure**

	2021	2022	2023
Montenegro	15.674	15.903	18.264
Foreign guests	1.005.613	1.227.216	1.320.130
<b>Total</b>	<b>1.021.287</b>	<b>1.243.119</b>	<b>1.338.394</b>

*Source: Tourist Organization of Tivat*

When we compare data on the number of accommodation units and the number of overnight stays, we arrive at an occupancy rate of 141 days per year or 38.63% for collective accommodation, while the occupancy rate for individual accommodation is 208 days or 56.99%.

All the indicators mentioned have consequently influenced an increase in the collection of the tourist tax. The increase compared to 2018 amounts to 57.80%, which has enabled further investment in the development of Tivat as a tourist destination, as well as support for organizing events and other programs aimed at attracting tourists.

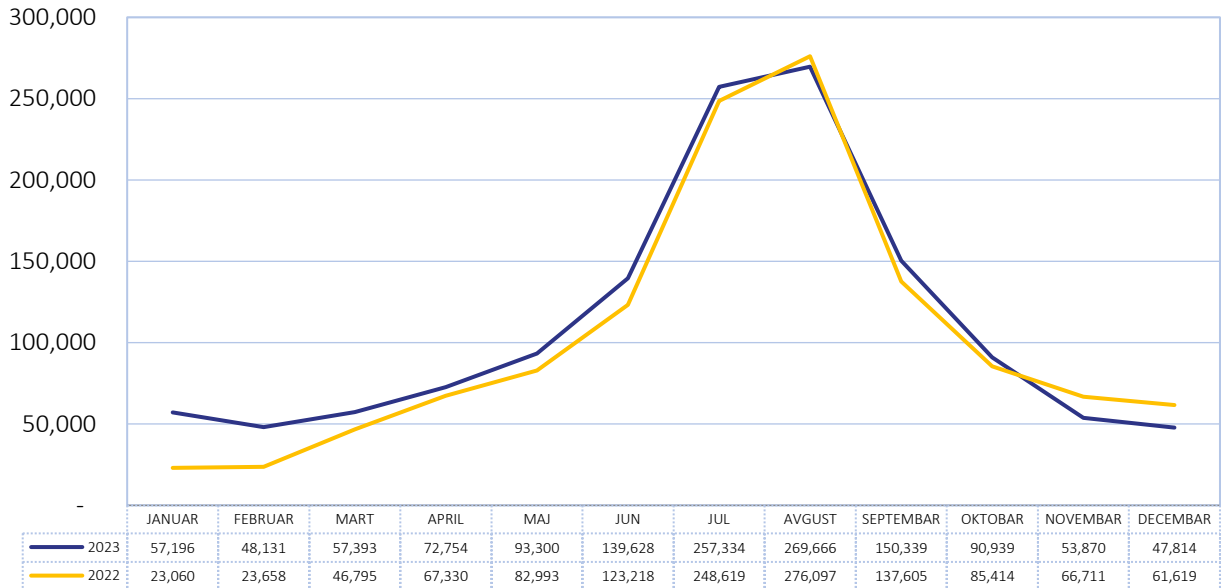
**Table 16 – Overview of Tourist Tax Collection from 2018 to 2023**

	2018	2019	2020	2021	2022	2023
Amount of Collected Tourist Tax (€)	517.160,09	641.774,24	167.311,15	484.776,64	633.021,27	816.079,55

*Source: Secretariat for Economy*

Seasonality is one of the most pronounced problems of tourism in Tivat. Throughout the year, the number of overnight stays averages from 51,000 during the winter months to 220,000 during the peak season. Reducing seasonality must be an imperative in the upcoming period, all in order to achieve better tourism indicators while decreasing the burden during the peak season.

**Graphic Representation 1 – Overview of Overnight Stays for the Years 2022 and 2023.**



The Municipality of Tivat is making significant efforts to extend the tourist season and create preconditions for greater visitation during the months outside the main summer season. The organization of events such as the New Year's program has proven successful, and it is essential to continue and develop it by further expanding the offerings. There is also a recognized need to invest in the development of MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism to fill the "tourist gaps," especially in November and early December, all aiming to enable sustainable year-round operations, primarily for hotels.

In the upcoming period, special attention should be paid to diversifying the tourist product. In addition to further developing excursion tourism in locations like the Great Town Park, Solila, Gornja Lastva, and Vrmac, it is necessary to consider new trends, the popularity of which has been further boosted by the COVID-19 pandemic. In this regard, it is very important to activate the rural areas of the Municipality of Tivat and develop rural and agritourism as forms of tourism that have higher added value and through which tradition, culture, and customs can be presented.

One of the fundamental preconditions is the development of Vrmac as a nature park, which would enable the protection of that area, the preservation of cultural and natural peculiarities, and the further development of that locality with the aim of forming a preserved and tourist-attractive area. In this way, alongside the existing tourist base created in cooperation with large investors and tourism reliant on sun and sea, an upgrade and development of special interest tourism would be ensured.



### 3.4. LABOR MARKET ANALYSIS

#### 3.4.1. Unemployment

As of December 31, 2023, there were 250 unemployed persons registered with the Tivat Employment Bureau (155 women or 62.00%). This represents a decrease of 142 persons or 36.22% compared to the same date the previous year (December 31, 2022), when there were 392 unemployed persons (252 women or 64.29%). Additionally, on December 31, 2022, there were 392 unemployed persons (252 women or 64.28%), which is a 50.98% decrease in unemployed individuals compared to 2021.

Table 17 – Unemployed Individuals

Unemployed individuals		Age groups						Number of unemployed individuals
		15 – 24	25 – 30	31 – 40	41 – 50	51 – 60	61 – 67	
31.12.2023.	Total	23	25	47	50	71	34	250
	Female	12	15	33	36	43	16	155
31.12.2022.	Total	40	39	91	83	104	35	392
	Female	24	28	62	58	62	18	252
31.12.2021.	Total	81	85	205	166	182	50	769
	Female	39	53	140	102	94	24	452

Source: Employment Bureau Tivat

From the data in the previous table, it is visible that there is a significant decrease in unemployment in 2023 compared to 2021, by 519 individuals or 67.49%, confirming the trend of increasing economic activity in the municipality of Tivat.

The decrease is present in all age groups, including a reduction in unemployment among the groups considered harder to employ (ages 50 and over) by 127 individuals or 54.74%. Additionally, there is a noticeable decrease in unemployment among women (who are also considered one of the harder-to-employ groups) by 297 individuals or 65.71%.

Table 18 – Overview of Unemployed Persons with Disabilities

Number of Persons with Disabilities Registered as Unemployed by the Decision of the Commission for Professional Rehabilitation	
31.12.2023.	49
31.12.2022.	46
31.12.2021.	54

Source: Employment Bureau Tivat

The number of persons with disabilities registered as unemployed at the Employment Bureau in the municipality of Tivat also shows a decline in the previous period. The number of unemployed persons with disabilities in 2023 compared to 2021 is lower by 5 individuals, or 9.26%, indicating positive employment trends for this category of individuals.

When considering the duration of job seeking among the unemployed registered at the Tivat Employment Bureau as of December 31, 2023, 36.80% are seeking employment for up to 1 year, 19.20% for 1 to 3 years, and 44.00% for over 3 years (on December 31, 2022, the percentages were 42.35% for up to 1 year, 28.57% for 1 to 3 years, and 29.08% for over 3 years)



**Table 19 – Unemployed According to Duration of Job Search**

Unemployed		Length of Job Seeking		
		Up to 1 year	1 to 3 years	More than 3 years
31.12.2023.	Total	92	48	110
	Female	56	38	61
31.12.2022.	Total	166	112	114
	Female	110	74	68
31.12.2021.	Total	402	228	139
	Female	241	136	75

Source: Employment Bureau Tivat

From all the previously mentioned data, unemployment in Tivat is decreasing across all categories, even among those generally considered harder to employ. Considering the fact that by the end of 2023 there were 7,696 employed individuals and only 250 unemployed in Tivat, it can be concluded that full employment has been achieved.

### 3.4.2. Employment and Hiring practices

The number of employed individuals in the municipality of Tivat has shown a stable upward trend in recent years. In 2023, employers reported

**Table 20 – Average Number of Employed Individuals**

Number of employed individuals	2018	2019	2020	2021	2022	2023
	5.324	5.992	4.893	5.285	6.789	7.696

Source: Monstat

1,081 job vacancies to the Tivat Employment Bureau, which represents a decrease of 8.31% compared to the same period the previous year (1,179 vacancies).

In 2023, employers in the municipality of Tivat expressed the highest demand for secondary education professions (levels III, IV, V) – with 613 reported job vacancies (56.71%), followed by professions requiring education levels I and II – with 236 reported job vacancies (21.83%), and for higher education graduates (levels VI, VII, VIII) – with 232 vacancies (21.46%). The demand for these qualification levels arises from the structure of Tivat's economy, which is based on labour-intensive industries, particularly tourism.

**Table 21 – Job vacancies**

Reported job vacancies	
1.1. – 31.12.2023.	1.081
1.1. – 31.12.2022.	1.179
1.1. – 31.12.2021.	1.400

Source: Employment Bureau Tivat

**Table 22 – Number of Advertised Job Positions by Qualification Level**

	Level/Sublevel of Educational Qualifications										
	I-1	I-2	II	III	IV-1	IV-2	V	VI	VII-1	VII-2	VIII
– 31.12.2023.	3	219	14	179	396	3	35	3	219	10	0
1.1.– 31.12.2022.	31	230	26	268	354	8	47	1	214	0	0
– 31.12.2021.	97	234	120	224	482	43	51	5	142	2	0

Source: Employment Bureau Tivat

When we compare the number of advertised positions with the number of individuals registered as unemployed at the Tivat Employment Bureau, the extent of the discrepancy between the supply and demand for labour in the municipality of Tivat becomes clear.



Table 23 – Structure of Unemployed Individuals by Qualification Level

	Level/Sublevel of Educational Qualifications										
	I-1	I-2	II	III	IV-1	IV-2	V	VI	VII-1	VII-2	VIII
31.12.2023.	17	23	14	38	77	2	7	20	48	4	0
31.12.2022.	23	31	21	69	108	3	14	39	76	8	0
31.12.2021.	69	73	40	147	211	8	20	55	133	13	0

Source: Employment Bureau Tivat

In 2023, the highest number of job vacancies reported in the municipality of Tivat was in the transportation and storage sector – 372 vacancies, followed by real estate activities – 205, education – 154, administrative and support service activities – 161, and accommodation and hospitality services – 151, among others.

Table 24 – Job Vacancies

Reported job vacancies by employers' activities	1.1. – 31.12.2023.	1.1. – 31.12.2022.	1.1. – 31.12.2021.
Agriculture, forestry, and fishing	0	3	0
Manufacturing industry	13	22	35
Supply of electricity, gas, steam, and air conditioning	2	4	6
Water supply; wastewater management, waste removal process control, and similar activities	19	41	77
Construction	22	114	175
Wholesale and retail trade; repair of motor vehicles and motorcycles	70	111	174
Transportation and storage	372	203	83
Accommodation and hospitality services	52	151	253
Information and communication	0	1	4
Financial activities and insurance activities	2	3	5
Real estate activities	205	41	235
Professional, scientific, innovative, and technical activities	12	31	21
Administrative and support service activities	17	161	143
Public administration and defence; compulsory social security	66	36	62
Education	154	169	45
Health and social protection	69	79	61
Arts, entertainment, and recreation	5	2	8
Other service activities	1	7	7
<b>Total</b>	<b>1.081</b>	<b>1.179</b>	<b>1.400</b>

Source: Employment Bureau Tivat

### 3.5. SOCIAL ACTIVITIES

#### 3.5.1. Educational System

##### 3.5.1.1. Preschool Education

###### Public Preschool Institution “Bambi”

Preschool education in Tivat is conducted through the regular activities of the Public Preschool Institution "Bambi." According to the number of enrolled children, the activities take place in three educational units: the central kindergarten and two branch units (Radovići and Donja Lastva).

This institution includes children aged one to six years, organized into the following groups: Nursery groups (working with children up to three years old), Younger educational groups (working with children from three to four years old), Mixed educational groups (working with children from three to six years old), Middle educational groups (working with children from four to five years old), Older educational groups (working with children from five to six years old). The educational and developmental activities are implemented through the following areas: physical and health activities, mathematical-logical activities, music activities, language and speech activities, social activities and knowledge, activities for familiarization and mastering the environment, artistic activities, activities for children with special needs, and drama activities.

**Table 25 – Number of children that attends preschool**

		Tivat centre	Donja Lastva	Radovići	Total
No. of children	2020/21	579	223	35	<b>827</b>
	2021/22	653	243	62	<b>958</b>
	2022/23	653	315	62	<b>1.030</b>

Source: JPU “Bambi”

During the 2023/24 school year, educational work is carried out by 37 educators distributed across 27 educational groups. According to the systematization, the planned number of positions for educators is 52, which poses a problem for the organization of the work process.

**Table 26 – Spatial Capacities of the Institution**

Educational Unit	Closed Space Area (m <sup>2</sup> )	Open Space Area (m <sup>2</sup> )	Total Available Space Area (m <sup>2</sup> )
Tivat	2.050,00	1.674,41	3.724,41
Donja Lastva	1.289,00	1.791,00	3.080,00
Radovići	1.197,60	1.235,72	1.433,32
<b>Total</b>	<b>3.469,60</b>	<b>4.701,13</b>	<b>8.170,73</b>

Source: Public preschool institution “Bambi”

The total area of preschool institutions in the municipality of Tivat is 8,170.73 m<sup>2</sup>. According to the standards that require 7.5 m<sup>2</sup> of closed space and 15 m<sup>2</sup> of open space per child, the preschool institution in the area does not meet the needs of the children.

**Considering the increase in the number of enrolled children, there is a need to build a new kindergarten with greater spatial capacities.**



### 3.5.1.2. Primary Education

In the municipality of Tivat, primary education is provided in two schools: Public Institution Primary School "Drago Milović" and Public Institution Primary School "Branko Brinić."

#### Public Institution Primary School "Drago Milović"

Classes at Primary School "Drago Milović" take place in the town's central school as well as in two branch units (Gradiošnica and Donja Lastva) in three shifts. The number of pupils and classes is constantly increasing, which is conditioned by the influx of population into Tivat and surrounding areas.

**Table 27 – Number of Pupils and Classes – Central Unit Tivat, Gradiošnica, Donja Lastva**

	Number of Classes	Number of Pupils
2021/22	66	1715
2022/23	70	1818
2023/24	72	1938

Source: Public primary school "Drago Milović"

**Table 28 – Area of School**

Educational Unit	Closed Space Area (m <sup>2</sup> )	Open Space Area (m <sup>2</sup> )
Gradiošnica	513	2.127
Donja Lastva	427	4.737
Central School	10.368	9.025
<b>Total</b>	<b>11.308</b>	<b>15.889</b>

Source: Public primary school "Drago Milović"

\*NOTE: The areas of open space represent the space around the building, calculated by subtracting the area of the building from the total area.

When it comes to spatial conditions, there is a clear lack of classrooms (specialized rooms), which indicates an urgent need for the construction of another primary school.

#### Public Institution Primary School "Branko Brinić"

**Table 29 – Number of classes and enrolled pupils.**

	No of sections	Number of pupils
2021/22	9	140
2022/23	9	125
2023/24	10	151

Source: Public primary school "Branko Brinić"

**Table 30 – Area of Temporary Space.**

School area (m <sup>2</sup> )	Closed space area (m <sup>2</sup> )	Open space area (m <sup>2</sup> )
1000	1000	244

Source: Public institution Primary School "Branko Brinić"

The standard number of pupils in a class is 28, but almost all classes in the school have 30 pupils. Consequently, the number of teachers has increased from 74 in 2021/22 to 84, while the number of other teaching staff has remained the same as in previous years.

The 2023/24 school year started with 1,938 pupils distributed in 72 classes. In the central school, classes are conducted in shifts, which significantly complicates operations due to the organization of space usage.

According to pedagogical recommendations, it is preferable for classes to be conducted in the morning shift, especially for classes with children with special educational needs.

The total number of teaching and non-teaching staff is 26, which meets the needs of the school and its pupils. In the 2023/24 school year, 151 pupils were enrolled. For the first time in the school's rich history, two first-grade classes were enrolled this school year.

The original "Branko Brinić" Primary School, which was a prefabricated building, was demolished to make way for the construction of a new, modern school facility. Currently, classes are being held in the cultural centre premises in the village of Đuraševići.



The project for the new school, which will house both the primary school and a branch of the Tivat Music School, as well as the “Bambi” Public Preschool Institution, is valued at €4.1 million. The construction is being carried out by the Public Works Administration, and the project is funded by the Government of Montenegro. The Municipality of Tivat has provided the project documentation and organized temporary classes in nearby cultural centres in Đuraševići and Gošići. The deadline for the completion of the work is February 2025.

### NTC Learning System

Tivat is the first Montenegrin municipality where educators, teachers, and instructors in kindergartens and schools will implement the NTC learning system. The NTC system is an innovative approach to working with children up to 14 years old, applying neuroscience in education and upbringing.

In the first phase of the project, Tivat’s preschool teachers and primary school educators attended the training, whilst a specialized program for teaching staff and educators is also planned. Various activities have been conducted, such as professional seminars and the acquisition of appropriate equipment and playground devices.

#### 3.5.1.3. Secondary Education

In the municipality Tivat, secondary education takes place at JU SMŠ Mladost (*Public Institution Comprehensive Secondary School Mladost*).

#### SMŠ Mladost (Comprehensive Secondary School Mladost)

Theoretical classes, exercises for mandatory and elective subjects, and practical training are conducted in the school building, gymnasium, and on outdoor sports fields. SMŠ Mladost has a total of 72 teaching and non-teaching staff members. Classes are held in a single building, in two shifts.

**Table 31 – Number of students and sections**

School year	Field of study	Number of sections	Number of students
2023/24	Gymnasium	7	145
	Mechanical Engineering and Metal Processing	4	57
	Electrical Engineering	9	210
	Economics	4	110
	Culinary Arts	3	76

Source: JU SMŠ Mladost

**Table 32 – Area of the Space.**

School area (m <sup>2</sup> )	Closed space area (m <sup>2</sup> )	Open space area (m <sup>2</sup> )
3.816,55	3.816,55	564

Source: JU SMŠ Mladost

The school is equipped with:

- ◆ 18 classrooms – specialized rooms
- ◆ 8 classrooms – preparation rooms
- ◆ 2 workshops (for the auto mechanic program and electrical workshop)
- ◆ a cabinet equipped for the needs of practical classes "Practice Company"
- ◆ gym
- ◆ three open sports courts
- ◆ a kitchen equipped for the implementation of individual modules for the Cookery educational program
- ◆ a library and open amphitheatre

The school has well-equipped classrooms and school workshops. Repairs are needed for the roof and the plumbing and sewage system of the building. In addition to working with employers, students also carry out the practical part of their training in the school workshops.

International School Knightsbridge Schools International Montenegro (KSI Montenegro)

As the first licensed IB school in the country, KSI Montenegro offers education for students aged 3 to 19, through all three International Baccalaureate (IB) programs: the Primary Years Program (PYP), Middle Years Program (MYP), and Diploma Program (DP). Currently, KSI Montenegro has around 250 students with over 30 different nationalities. KSI Montenegro offers a shared student dormitory for ages 11-18 with separate facilities for boys and girls. Currently, 12 students reside there. Since its establishment in 2010, Knightsbridge Schools International Montenegro (KSI Montenegro) has grown and evolved to meet the diverse needs of the student community and adapt to the dynamic global educational environment.

JU Muzička škola Tivat (Public Institution Music School Tivat)

The music school has its roots in the tradition of the first orchestra in Tivat, founded in 1891 under the supervision of music-educated teacher Antun Žeželić. In 1964, the Municipality of Tivat established a school at the Workers' University, and it opened its doors to the first generation of high school pupils for wind instruments and piano in the 2012/13 school year, at which point it took the name Public Music School Tivat.

Today, the Public Music School Tivat has several hundred pupils who receive basic and secondary music education. Its development policy is focused on wind instruments, achieving significant results in both international and national competitions.

**Table 33 – Number of Enrolled Pupils and Classes**

	School Year	Number of pupils	Number of sections
2021/22	Primary School – Main Institution	306	30
	Primary School – Branch Institution	38	5
	Secondary school	26	4
	<b>Total</b>	<b>370</b>	<b>39</b>
2022/23	Primary School – Main Institution	322	33
	Primary School – Branch Institution	35	5
	Secondary school	24	4
	<b>Total</b>	<b>381</b>	<b>42</b>
2023/24	Primary School – Main Institution	370	38
	Primary School – Branch Institution	39	5
	Secondary school	18	4
	<b>Total</b>	<b>427</b>	<b>46</b>

Source: Public Music School Tivat

The teaching staff of the Public Music School Tivat is assigned to teaching in the primary and secondary music schools at the main institution and the branch of the primary music school in Radovići. The total number of teaching and non-teaching staff is 64.

The school facility is very well-equipped and suitable for modern education. Adequate access and an elevator facilitate good communication for people with disabilities, while unregulated parking creates problems for both employees and pupils of the school.

### 3.5.1.4. Higher Education

Fakultet za mediteranske poslovne studije (*Faculty of Mediterranean Business Studies -FMS*), based on a public-private partnership was established in 2009. Since August 2016, it has been a member of the “Adriatic” University in Bar.

**Table 34 – Total Number of Enrolled and Graduated Students from 2021 to 2023**

Level	2021		2022		2023	
	Enrolled	Graduated	Enrolled	Graduated	Enrolled	Graduated
Ig	59	0	71	0	79	0
IIg	82	0	44	0	61	0
IIIg	65	51	72	68	44	71
IVg	50	37	38	40	28	27
VgMR	7	5	10	2	9	10
VgMA	17	0	22	0	43	1
VgDR	0	0	0	0	0	0
<b>Total</b>	<b>280</b>	<b>93</b>	<b>257</b>	<b>110</b>	<b>264</b>	<b>109</b>

Source: FMS

\*NOTE: The data provided in the table represent the total number of students at the Faculty of Mediterranean Business Studies in Tivat, including the branch departments in Ulcinj and Nikšić.

The total number of employees at the Faculty of Mediterranean Business Studies Tivat in 2023 was 50.

**Table 35 – Number of Students Enrolled in Undergraduate Studies**

Year	Number of students
2018/19	363
2019/20	367
2020/21	371
2021/22	335
2022/23	292

Source: Monstat

#### Scholarships for students

Municipality Tivat gives scholarships to students who fulfil criteria as per municipal decision on scholarships (grades average above nine). Number of students of basic studies enrolled in 2022/23, who study in Montenegro and have residence in Tivat was 292.

**Table 36 – Number of Scholarship given to Students by Year of Study**

School Year	I year	II year	III year	IV year	V year	VI year	Master studies	Total
2021/22	15	12	11	9	3	1	8	59
2022/23	18	9	11	6	-	2	11	57
2023/24	12	11	8	5	-	1	12	49

Source: Secretariat for Social Activities

### 3.5.2. Health Care System

Health care in the municipality of Tivat is organized at the level of primary health care through the Health Centre Tivat (services are provided at the Health Centre Tivat and the Radovići Clinic). Primary health care at the Health Centre Tivat is organized according to the model: selected doctor, support centres, and support units. At the Health Centre Tivat, regarding selected doctors, there are: six selected doctors for adults, one selected doctor for children, one selected doctor for women, and one selected doctor for



adults working at the clinic in Radovići. The Health Centre also operates a population counselling centre (diabetes counselling), a youth counselling centre, and a reproductive health counselling centre.

The Public Health Institution Health Centre Tivat is located in a single-story building with an area of 1,220 m<sup>2</sup>, while the clinic in Radovići is located on the ground floor of a newly constructed building in Radovići, covering an area of 200 m<sup>2</sup>. In terms of equipment, this institution meets the conditions prescribed by current regulations for providing primary health care.

In response to the increasing population and visitors to Tivat, there is a need for opening new clinics. In this regard, the demolition of the old facility and the construction of a completely new building on a cadastral parcel in the immediate vicinity of the main building of the Health Centre, owned by the Government of Montenegro, is planned.

The Emergency Medical Service has emerged as a distinct area of health activity, with the establishment of an Emergency Medical Unit in Tivat. The Unit operates within the premises of the Health Centre.

Within the Health Centre Tivat, there are also two dental offices that cooperate with the Health Insurance Fund of Montenegro.

### 3.5.3. Social and Child Protection

Social and child protection in the municipality of Tivat is carried out by a separate unit of the intermunicipal Public Institution Centre for Social Work for the municipalities of Kotor, Tivat, and Budva, headquartered in Kotor.

According to the Law on Social and Child Protection, rights can be exercised by Montenegrin citizens residing in the territory of the state, foreigners with approved temporary or permanent residence in the country, asylum seekers, and foreigners under subsidiary protection.

**Basic material benefits in social protection** include monetary security, personal disability benefits, care and assistance allowances, health care, funeral expenses, one-time financial assistance, and compensation for the parent or guardian of the recipient of personal disability benefits.

Table 37 – Overview of Basic Material Benefits

	Monetary Security	Right to Care and Assistance Allowance	Right to Personal Disability Benefit	Compensation for the Parent or Guardian of the Recipient of Personal Disability Benefits	Right to One-Time Financial Assistance	Right to Funeral Expenses	Right to Health Care
2021	38	226	31	31	101	8	50
2022	26	295	38	38	25	8	12
2023	20	286	43	43	34	8	13

Source: Centre for Social Work

**Basic material benefits for child protection** include compensation for newborns, child allowance, food expenses in preschool institutions, assistance for the upbringing and education of children and young people with special educational needs, reimbursement of salary compensation and salary compensation for maternity or parental leave, compensation based on the birth of a child, and reimbursement of salary compensation for working half of the full working hours.



Table 38 – Overview of Basic Benefits from Child Protection

	Right to a child allowance until the age of 18	Right to compensation for newborns	Right to compensation based on the birth of a child	Food expenses in preschool institutions	Assistance for the upbringing and education of children and young people with special educational needs	Reimbursement of salary compensation and salary compensation for maternity or parental leave	Right to salary compensation for working half-time.
2021	1.094	160	75	16	12	74	2
2022	3.129	177	53	16	11	73	2
2023	3.355	186	48	18	11	122	4

Source: Centre for Social Work

In addition to material benefits, the Centre provides services in social and child protection, such as community living support, counselling-therapeutic and social-educational services, accommodation, urgent interventions, and other services.

Table 39 – Number of Service Users

	Home assistance	Day centre for children and young people with disabilities and developmental difficulties	Right to accommodation in an institution	Right to accommodation in another family
2021	50	13	10	3
2022	24	18	20	3
2023	31	17	16	3

Source: Centre for Social Work

In addition to the aforementioned, the Centre also acts in the areas of guardianship, adoption, working with disturbed family relationships, juvenile delinquency, delinquency among young people and adults, and counselling work.

### Home Assistance Service

The municipality of Tivat provides a Home Assistance service for all elderly individuals (over 67 years old) and persons with disabilities who require support for performing daily activities to meet their basic life needs. This service is implemented by the municipal organization of the Red Cross Tivat. In the previous period, between 35 and 40 users availed themselves of this service, receiving assistance for 16 hours per user per month. The use of this service is granted to users based on a decision from the Centre for Social Work, and the municipality of Tivat fully covers the costs incurred by the users.

### Human and Minority Rights

The municipality of Tivat continuously works on the social inclusion of the Roma and Egyptian population. With its proactive approach, the municipality has been recognized as an example of good practice in the implementation of policies for the sustainable integration of this population into public life and the development of the municipality.

The Local Action Plan for the Social Inclusion of Roma and Egyptians in the municipality of Tivat for the period 2023-2027 was adopted in January 2024 and represents a local policy platform addressing all



issues of importance to the Roma and Egyptian community. In line with the national strategy, nine priority areas have been defined regarding the integration of the Roma and Egyptian population, which are: discrimination, poverty, political and social participation, housing, education, employment, health, civil status, and social and family protection.

**ROMACTED Program**

The municipality of Tivat, together with representatives from seven other Montenegrin municipalities, is a signatory to the Memorandum of Participation in the second phase of the ROMACTED project. The project's objectives are focused on improving local democracy, accountability, inclusiveness, and responsiveness towards Roma citizens. There is a clear need to build new accommodation facilities for the Roma and Egyptian population. The possibility of construction relies on cooperation with the relevant Ministry and international organizations.

**JU Dnevni centar za djecu i mlade sa smetnjama i teškoćama u razvoju – Tivat (Public Institution Day Centre for Children and Youth with Disabilities and Developmental Difficulties – Tivat)**

The municipality of Tivat established the Public Institution "Day Centre for Children and Youth with Disabilities and Developmental Difficulties – Tivat" in 2019. This is currently the only institution for social and child protection at the local level. Despite the current number of users not exceeding the capacity prescribed by regulations (20 users), the Day Centre Tivat has a waiting list for potential users.

The number of users reflects only the current situation, while the real situation is much more complex. Due to the limitations of spatial capacity, the Day Centre currently cannot accommodate more users than stipulated by the regulations. To meet the needs of the estimated users, spatial capacity expansion is necessary, which would also extend the license of this institution regarding the admission of users. Additionally, with the expansion of spatial capacity, conditions would be created for the Day Centre Tivat to obtain a license for counselling services, thereby be recognized as

**Table 40 – User Groups by Age and Gender**

User Groups of Children and Youth by Age	Male	Female	Total by group
Up to 3 years	0	0	0
From 4 – 5 years	2	0	2
From 6 – 11 years	6	1	7
From 12 – 15 years	3	2	5
From 16 – 17 years	0	0	0
From 18 – 26 years	5	1	6
<b>Total</b>	<b>16</b>	<b>4</b>	<b>20</b>

*Source: Public Institution Day Centre Tivat*

a centre for providing various services. Furthermore, one of the key problems, present since the establishment of the Day Centre, is the lack of a yard. A yard equipped with appropriate furniture tailored to the users' needs would serve to carry out adequate physical activities aimed primarily at developing gross motor skills, all with the goal of providing quality outdoor time.

A particular issue is the lack of space and the need for the Day Centre to license the day care service for adult users who, after reaching the age of 27, can no longer continue using this service. This poses a problem not only for the users themselves but also for their parents, as the Day Centre lacks the capacity to meet their needs.

**Based on the above, an urgent need has been identified for the construction of a new Day Centre building with a 27+ service at another suitable location.**

### Municipal Organization of the Red Cross

The Municipal Organization of the Red Cross is an independent, non-profit, and voluntary humanitarian organization that operates in the public interest. The Red Cross conducts its activities in accordance with the Law on the Red Cross of Montenegro and the principles of the Movement at the global level. In addition to its primary activity—distributing humanitarian aid—this organization implements a range of services, programs, and activities aimed at the most vulnerable categories of the community. They are also the only licensed provider of social protection services in Tivat and, in addition to community living support services, organize activities in the field of health services. The number of users in 2023 was approximately 80-90 households (240-255 individuals).

### Retiree Association Tivat

The Retiree Association of Tivat counts 2,954 pensioners, of which 645 are family pensioners, 295 are disability pensioners, and 2,014 are old-age pensioners. The primary task of the Pensioners' Association of Tivat is to care for pensioners with the lowest incomes, those in need of assistance with purchasing medications, and pensioners requiring help to improve their living conditions and address other social issues. Throughout the year, the Association engages in various activities, some of the more significant ones being distributing social-humanitarian assistance, organizing sports-recreational and cultural activities, distributing winter supplies, arranging travel and one-day excursions, as well as organizing the traditional pensioners' ball.

The average family pension in Tivat is €502.91; disability pensions are €515.70; and old-age pensions are €579.80.

## 3.5.4. Culture

### Cultural Institutions

The implementation of cultural activities is carried out through an institutional framework at the local level, which consists of the local government body responsible for monitoring culture—the Secretariat for Social Activities—and the Public Institution Centre for Culture Tivat (CZK), the Public Institution Museum and Gallery Tivat, and the Public Institution Town Library Tivat.

### JU Centar za kulturu Tivat (Public Institution Cultural Centre Tivat)

After the establishment of two new cultural institutions, the Public Institution Museum and Gallery Tivat and the Public Institution Town Library Tivat, the Public Institution Centre for Culture Tivat has been defined as a cultural institution that programmatically covers four branches of creativity: theatre, music, film, and publishing.

The theatre activity of the Centre includes theatre production, the organization of the Mediterranean Theatre Festival Purgatorije, a year-round theatre repertoire, and performances of its own productions. With over 30 theatre productions/co-productions since 2000 and the organization of the Mediterranean Theatre Festival Purgatorije for a full 18 years, Tivat has become a recognizable theatre town on the regional map.

The music activity of the Centre involves organizing concerts of various genres throughout the year, sponsoring and supporting various music festivals, and managing the town choir. The Centre has been a



long-term sponsor of international accordion and guitar festivals and is the general sponsor of the Tivat Music Festival, a new project of artistic music that hosts events over several months each year at various locations. At the beginning of 2024, a town choir was also established that operates within the Centre.

The film activity includes creating a regular cinema repertoire, screening documentary films, and film production (independent, sponsorship, and support). Although it does not have a specialized cinema hall, it ranks among the top cinema operators in Montenegro by the number of screenings and has established cooperation with all distribution companies in the region, as well as independent productions. To date, the Centre has produced eight documentary films.

The publishing activity includes independent publishing or sponsorship participation. Through the program activities of the Centre, the residents of Tivat, as well as tourists, receive high-quality content that reflects the accelerated infrastructural, tourism, and demographic development of the town. The goal is for Tivat to be artistically positioned not only in Montenegro and the region but throughout the entire Mediterranean, as a reference international address for culture and as a true harbour of art.

The Centre provides significant professional, organizational, and technical support to various events and programs of other institutions and organizations. The program of the CZK takes place on three stages:

- ♦ Great Hall (closed stage) with a capacity of 372 seats, is a multifunctional hall where theatrical, musical/concert, and film programs are held.
- ♦ DTV Partizan (closed stage) is a small stage with a capacity of up to 200 seats, primarily used for promotions, literary evenings, smaller concert formats, and rehearsals for the town choir.
- ♦ Summer Stage (open stage) with a capacity of 1,061 seats, which is used exclusively during the summer period (mid-June to early September), mainly during the Mediterranean Theatre Festival Purgatorije.

The stage in the Atrium Buća, which was used for ambient theatre, no longer exists.

Renovation of the Summer Stage in Donja Lastva (open stage), which has been completely devastated and out of use for more than 30 years is currently underway. After the renovation, this venue will mainly be used as a summer cinema and for certain concert and theatrical formats of smaller scale during the summer period.

### ***JU Muzej i galerija Tivat (Public Institution Museum and Gallery Tivat)***

The primary activity of Public Institution Museum and Gallery Tivat is the research, collection, documentation, and presentation of heritage from the territory of Tivat, Boka Kotorska, and beyond. Considering that the institution possesses a small number of archaeological artifacts, further research is necessary. However, it is primarily important to retrieve artifacts from archaeological sites excavated in the 1970s and 1980s in the territory of Tivat, which are currently stored in other museums and institutions.

PI Museum and Gallery Tivat occupies a central place in the visual life of the municipality of Tivat, but there is a need to improve other parts and spaces of the museum. The institution has archaeological, artistic, and ethnographic collections, and a maritime collection is currently being formed. The Buća-Luković complex, where the institution is located, features various and layered architectural solutions that emerged across multiple stylistic epochs, making it a unique and rare example of construction of this character throughout Boka. The protected cultural property is the Luković tower.



The spatial capacities of the institution meet the minimum conditions for conducting museum activities, which indicates a recognized need for the expansion of spatial capacities (space for the preventive protection of artifacts, storage space for artifacts, space for isolation, disinfection and decontamination of artifacts, the equipping of items stored in depots, and furnishing spaces designated for permanent exhibitions with showcases, etc.).

#### **JU Gradska biblioteka Tivat (*Public Institution Town Library Tivat*)**

Public Institution Town Library Tivat was established in 2021 by separating itself from PI Centre for Culture Tivat. Since its establishment, the library has completed a review and reorganization of its book collection, which now includes 19,700 books. The number of library members has doubled from just 150 to over three hundred. Approximately fifty literary programs, lectures, and forums have been held, the Tivat Literary Summer festival has been realized twice, and a youth literature festival has taken place once. Dozens of workshops and visits to the library have been organized, and for more than two years, the library has been hosting a comic and drawing school. Smaller programming content is realized in the reading room and children's section, while literary evenings are organized in the large hall of the Tivat Cultural Centre, in the gallery space of Museum and Gallery, in the Porto Montenegro yacht club, DTV Partizan, etc.

#### **Non-Governmental Organizations Significant for Cultural Activities**

The municipality of Tivat has recognized three non-governmental organizations as organizations with special status for the municipality that have been significantly contributing to culture for years: the Musical and Educational Society Tivat, Bokeljska Mornarica – Tivat branch, and KUD "Boka." These organizations represent a remarkably significant segment of the cultural and traditional identity of Tivat.

The Musical and Educational Society Tivat was established in 1909 and has continuously conducted its activities. Over the years, the number of members has significantly increased. The society continuously maintains and purchases instruments, uniforms, and musical literature, and in the coming period, it will be necessary to ensure more stable working conditions for uninterrupted and quality functioning.

Bokeljska Mornarica 809 (Tivat branch) (*Boka Navy*) was founded in the 9th century (in 809 AD) and has been operating as the oldest sailors' organization in the world since then. Residents of Gornja Lastva, Lepetane, Bogdašići, and other settlements in Tivat have traditionally participated in the organization's activities, leading to the establishment of the Tivat branch of Bokeljska Mornarica in 1972.

KUD "Boka" (*Folk dance society*) was founded in 1977. Throughout its work, it has been one of the mainstays of cultural development in the municipality and beyond. The society is an active participant in almost all cultural and tourism activities in the region. It has around 240 active members and possesses 27 sets of traditional costumes, as well as over 450 individual costumes from all over the former Yugoslavia. The organization actively participates in numerous festivals in the country and abroad, showcasing the diversity and richness of its country's and region's folkloric heritage. It has received prestigious awards for its activities. Additionally, in the past three years, this organization has been the bearer of a significant project called "Kolo bez granica" which gathers many participants from abroad. With the increase in the number of members, this organization is facing space-related challenges, so the municipality should work on providing adequate conditions for its functioning.



The "Jadran" vocal group was established in 1973 by members of the Town Choir from Tivat and has continuously operated to this day. Around 50 members have passed through the group over the years. The group continuously represents our town through numerous events at both the local and regional levels.

The NGO "Ars praesentia Boke Kotorske" was established in 2002 with the goal of promoting and affirming the development of musical culture among young people, in collaboration with higher education institutions in the field of culture both domestically and internationally. Thanks to brass workshops, instruments such as the trombone, oboe, and saxophone have begun to be taught in Montenegro's primary music schools.

The Cultural and Local Association "Napredak" was formed in 1975 when residents of Gornja Lastva organized themselves into the Society of Friends of Gornja Lastva, which was renamed the Cultural and Local Association "Napredak" Gornja Lastva in 1991.

Matica Boke – Tivat branch was established in 2001 as an NGO in Boka Kotorska that represents the interests of the region as a unique cultural and economic whole. Its objectives include the constant aspiration to establish a unified cultural and spiritual space and promote the overall economic and cultural development of the Boka Kotorska region. This organization is recognized for organizing numerous cultural events.

The NGO "Maškarada" was founded in 2015 with the aim of preserving, promoting, and affirming the carnival tradition, both in Tivat and in Montenegro and abroad. It has become recognizable for organizing the International Carnival, which has been held for three years now. This event has positioned Tivat as a cultural tourist destination that attracts many visitors. The association actively represents the town of Tivat at numerous festivals and carnivals both in Montenegro and throughout the former Yugoslavia.

The Photo Cinema Club "Mladost" was established in 1961. Although the intensity of activity in the club is not what it once was, "Mladost" continues to promote visual arts and documentary filmmaking.

**Table 41: Distribution of NGO Funds**

	Total amount of funds for NGOs (€)	Allocated funds (€)	Utilized funds (€)
2021	31.000,00	31.000,00	30.999,98
2022	58.000,00	58.000,00	53.582,93
2023	70.000,00	70.000,00	64.229,26

Source: Secretariat for Social Activities

By the Decision on the Criteria, Method, and Procedure for the Distribution of Funds to Non-Governmental Organizations, the Municipality of Tivat allocates funds to non-governmental organizations based in the municipality of Tivat. Funding for the non-governmental sector has been increasing year after year because of their active work.

**Cultural Events**

Throughout the year, many festivals and events are organized in Tivat. In the past three years, the Municipality of Tivat has provided financial support for many cultural events, such as: the Mediterranean Theatre Festival "Purgatorije" (CZK), "Museum Night" (PI Museum and Gallery Tivat), "Tivat Literary Summer" (PI Town Library), "International Carnival" (NGO "Maškarada"), "Tivat Summer Festivities," "Magnolia Days" and "Tourist Flower" (Tourist Organization Tivat), "Žućenica Fest" (NGO "Women's Organization Tivat"), "Lastovo Carnival" (NGO "Harlekin"), "Lastovo Festival" and "Days of the Landscape" (Cultural and Educational Association "Napredak Gornja Lastava"), "Tivat World Festival"

(NGO “Fluid Drum”), “Kolo bez granica” (Cultural Artistic Society “Boka”), “Tivat Matinee” (GPD), “Children's Ensemble Review” (Cultural Centre “Kadena”), “Wind Festival” (Sailing Club “Delfin”), the Buća Olympics, “November Days” (Municipality of Tivat, local institutions, schools, sports organizations, and NGOs); New Year's Eve celebration (Municipality and TO Tivat). All these cultural offerings have contributed to making Tivat recognized for its rich and high-quality cultural program.

### Cultural Heritage

The Municipality of Tivat belongs to the “buffer zone” of a UNESCO-protected area, and its territory includes the following categories of cultural heritage: cultural assets, sacred architecture, secular architecture, ambient ensembles, fortification architecture, and memorial sites.

In the register of the Directorate for the Protection of Cultural Heritage, the following cultural assets are listed in the territory of the Municipality of Tivat: the Prevlaka Peninsula with the remains of the Monastery and Church of St. Michael; Buća-Luković Tower; Church of Our Lady, Krtoli; Church of St. Anthony, Belani (Pima-Paskvali complex); Church of St. Vitus, Gornja Lastva; Church of St. Peter, Bogdašići; Church of St. Sergius, Nicholas, and Demetrius, Đurđevo Brdo; Church of St. Luke, Gošići, Krtoli; Church of the Holy Trinity, Monastery of St. Archangel Michael, Prevlaka; Church of Our Lady of Angels, Lepetane; Verona Palace, Račica; commemorative plaque to Marko Lukšić, Lepetane; commemorative plaque at the site of the death of Niko Anđus, Mrčevac; monument to the people of Tivat who died in the People's Liberation War (NOB), a commemorative plaque in memory of the battles fought by the II Dalmatian Brigade during 1944, Lepetane; commemorative plaque in memory of fighters who died during the destruction of the German garrison in 1943, Lepetane; commemorative plaque to fallen members of the District and County Committee of the Communist Party of Yugoslavia for Boka, Gradiošnica; commemorative plaque to patriots who fought against Italian fascists, Podgorac, Krtoli; commemorative plaque to patriots hanged by the occupiers, Radovići, Krtoli; monument to the patriots from Grbalj, “Pržno” Beach, Krtoli; monument to patriots hanged by the occupiers in 1944, a monument dedicated to the fallen fighters of the National Liberation War (NOB) and victims of fascist terror in the village of Donja Lastva, Donja Lastva; a monument with busts of officers of the former Yugoslav Army in the Town Park; the collection of the Church of the Ascension, Krtoli; the collection of the Church of the Assumption of the Blessed Virgin Mary, Radovići; the collection of the parish church of St. Mary, Gornja Lastva; painting of St. John the Baptist, parish church of St. John, Krtoli; altar painting of St. Anthony of Padua, parish church of St. Anthony of Padua, Lepetane; the collection of the parish church of St. Anthony, Tripovići; the collection of the parish church of St. Roch, Donja Lastva; a wooden statue of the Virgin Mary, parish church of Our Lady of Grace.

The Secretariat for Social Activities conducts an annual review of the condition of the memorial sites. Based on the latest report, it was determined that, in addition to regular maintenance, there are certain irregularities that need to be addressed, meaning that necessary measures and repairs must be undertaken, as well as ensuring access to currently inaccessible memorial sites.

### Informing the Public

In order to serve the public interest in the field of information, the Municipality of Tivat has established the local public broadcaster, Radio Tivat, which is celebrating its 43rd anniversary this year. By signing three-year agreements for the financing of program content and providing funds from the Municipal budget for the technical and technological development of Radio Tivat, the Municipality of Tivat creates



conditions for further strengthening its local public broadcaster with the aim of providing objective and accurate information to the citizens of Tivat.

The local administration's vision for the future includes the establishment of a local television station or RTV Boka. Additionally, in cooperation with news media outlets, it is necessary to create conditions to strengthen the correspondent network from Tivat.

### 3.5.7. Youth Policy

In the period 2021-2023, the youth policy, measures, and activities aimed at improving the position of young people in our municipality were developed and implemented in cooperation with young people, local institutions, NGOs, and international organizations.

The Local Action Plan for Youth of the Municipality of Tivat 2020-2021 had an activity implementation rate of 79.1%. Specifically, out of 43 planned activities, 34 were implemented or partially implemented, focusing on promoting healthy lifestyles, environmental protection, youth involvement in creating cultural content, activism, youth mobility, and education about mechanisms for their inclusion in active employment measures.

In 2021, a survey was conducted as part of the Regional Program for Local Democracy in the Western Balkans. The survey on the attitudes and needs of young people in Tivat showed that they are provided with high-quality informational and cultural content, non-formal education programs, diverse sports activities, and good institutional support for employment. The main issues for young people in Tivat are the lack of a youth service, the absence of NGOs focused on youth, insufficient promotion and support for youth activism and volunteer work. The main recommendations from the survey suggest the need to establish effective communication channels between the local government and young people, strengthen the activities of offices dealing with addiction issues and their prevention among youth, establish more intensive cooperation with the NGO sector focused on youth issues in the community, create mechanisms to monitor the effectiveness of implemented measures, focus plans and programs on educating and preparing young people for work in the private sector and entrepreneurship, and allocate necessary financial resources for the establishment of a youth club.

In 2023, the Municipality of Tivat signed a Cooperation Agreement with the NGO "Centre for Youth Education" for the implementation of the European Youth Card (EYCA) project. The European Youth Card is the only official benefit card for young people, allowing all citizens aged 13 to 29 to access over 250 discounts in Montenegro and more than 30,000 discounts across Europe. The socially responsible EYCA project contributes to meeting the needs of young people, while also promoting responsible spending, saving, youth mobility, non-formal education, and networking with peers on local, national, and European levels in the long term, aligning with the primary needs of young people in the municipality of Tivat. Over the last three years, more than 500 EYCA cards have been distributed to the youth of Tivat.

### 3.5.6. Sport

The Secretariat for Social Activities once a year announces a Public Call for co-financing the operation programs of sports organizations for the current year. In the last three years, the funding recipients have included the following clubs: FK "Arsenal", KK "Teodo", RK "Partizan 1949", ŽRK "Tivat", KK "Pro Basket", ŽKK "Sea Stars", OK "Akademija", RK "Arsenal", Kickboxing Club "Rebel", OKK "Mawashi 2015", Judo Club



"Tivat", Judo Club "Monte Tatami", BK "Vrmac", BK "Palma 1972", BK "Bacchus", BK "Kalimanjac", BK "Budućnost", BK "Mladost", BK "Brđanin 1926", SRD "Basketball Veterans Tivat", SRD "Sportikus", Bowling Club "Mornar", Women's Bowling Club "Mornar", Bodybuilding and Fitness Club "Crossfit Arena", Fitness Bodybuilding Club "FITNESS 4 LIFE", Powerlifting Club "Natural 100%", Table Tennis Club "Tivat", Tennis Club "Teodo", Gymnastics Club "Tivat", Golf Club "Knjaginja Milica", Sports Fishing Club "Pagar", Sports Fishing Club "Galeb", Sailing Club "Delfin", Chess Club "Mimoza", Sports Dance Club "Diamond", Sports Dance Club "Bellissima", Padel Club "Montenegro", SRD "Kayak" Tivat, and FK "Sloga".

**Table 42 – Sports Funding from the Budget**

	Amounts for sport organisations	Total budget
2021	350.000,00 €	16.945.200,00 €
2022	400.000,00 €	20.135.700,00 €
2023	800.00,00 €	24.055.700,00 €

Source: Budget-Municipality Tivat

In addition to the enclosed sports facility within the Public Institution Sports Hall, the municipality of Tivat also has a bocce hall in Kalimanj (2,000.00 m<sup>2</sup>) with 150 seats. In Tivat, four school gyms and numerous outdoor fields are used for sports and recreational activities. There are eleven outdoor fields for small sports and fourteen children's playgrounds. There are two football fields (FK

“Arsenal” and FK “Sloga” from Radovići), as well as one auxiliary field. There are fifteen bocce courts and seven tennis courts.

The Tivat Sports Hall is the largest sports facility in the municipality of Tivat, covering 2,655 m<sup>2</sup>, with two halls: a large hall (900 m<sup>2</sup>, with a capacity of 1,000 seats) and a small hall (250 m<sup>2</sup>). Other areas of the hall include a multi-purpose room, a CrossFit arena, a foyer, a bowling alley, and two gyms. To improve the quality of services and ensure user safety, a complete reconstruction and renovation of the hall is necessary, along with the purchase of new equipment (scoreboard, basketball hoops, tables, goals, etc.). Final works and completion of the fields in Donja Lastva and the park are also planned, which will be managed by the Public Institution Sports Hall Tivat. These fields will be used for club activities as well as for the recreation of citizens. The park field will mainly be used for handball and volleyball, while the outdoor fields in Donja Lastva will primarily be used for recreational activities.

The municipality of Tivat, in cooperation with the Football Association of Montenegro, has invested significant funds in the FK “Arsenal” stadium located in the Large Town Park. In order to create conditions for playing top league matches, which is a shared priority of the club's management and local government, a total of €880,550 has been invested. These funds have been directed towards installing a new modular stand (306 seats), installing floodlights, changing rooms, stands and fencing on the Arsenal auxiliary field, fencing around the main field, and adapting the club's premises.

Two sports events that are particularly significant for the municipality of Tivat are the Bocce Olympics, which was traditionally held for the 67th time, and the Boka Marathon. The Boka Marathon, organized by the Triathlon Club, is an event that has managed to grow from a half-marathon into a full marathon over three years, making it one of the significant sporting events for the Tivat municipality.

**The main shortcomings and problems of sports in Tivat include outdated, insufficiently equipped, and inadequately maintained sports facilities and fields, as well as the lack of open and closed swimming pools for water polo, swimming, and other water sports.**



## 3.6. ANALYSIS OF THE STATUS OF TECHNICAL INFRASTRUCTURE AND PUBLIC SERVICES

### 3.6.1. Transportation

#### Road Network

One of the most important conditions for the development of society and the state is technical infrastructure, among which transportation infrastructure holds exceptional significance as a vital link that integrates all aspects of life necessary for daily functioning and meeting the fundamental needs of contemporary society facing numerous developmental challenges.

All settlements within the municipality are connected by either main or local roads, with a total road network length of 126.95 km, as follows: 10 km of main roads and 116.95 km of local roads (106.95 km are covered with modern pavement, such as new asphalt and concrete, while the remaining 10 km are gravel roads).

The most important road in the municipality is the M11 main road, which, in addition to its primary function of providing regional and national connectivity, also serves as a town main road, linking suburban areas with the town and providing access to the town centre. The overlap of transit and local traffic on limited technical infrastructure creates numerous issues, particularly with traffic congestion, which is present year-round and is especially intense during the increasingly long summer tourist season. In response to these challenges, the Municipality of Tivat, in cooperation with state-level representatives, is continuously working to expand and improve the existing transportation infrastructure, with a particular focus on constructing local roads.

For the development of the town, particularly in terms of ensuring spatial integrity and quality connections with neighbouring municipal centres, the construction of a town bypass, which would form part of an express road, is of vital importance should the construction of an express road across the Verige Strait proceed. This variant of the expressway is limited by the need to protect the UNESCO area due to its impact on the landscape of the Bay of Kotor; therefore, it has been proposed that alternative routes for the expressway be explored.

The backbone of the road network would remain the M11 main road (the Adriatic Highway), which would become the primary town road—a town avenue—upon completion of the bypass. To this end, the Traffic Administration has planned a road profile with two lanes in each direction, each 5.5 meters wide, separated by a 2-meter-wide green median strip. Additionally, there will be a 1.5-meter-wide green tree-lined zone with bike lanes and pedestrian paths on both sides, totalling a width of 3 meters. This configuration provides a total road width of 22 meters, with local adjustments for vehicle turns and any necessary narrowing. To enhance traffic safety and reduce speeds, the construction of roundabouts along the main road through the town is planned.

The introduction of a parallel road above the main road would provide longitudinal connections between urban areas, thereby reducing traffic congestion on the current main road. Consequently, the Municipality of Tivat is continually working on this solution as part of its annual investments.

The Traffic Administration has begun the reconstruction of the main road, specifically the Tivat-Budva section. To accommodate increased airport capacity, plans are underway to relocate the M11 main road east of the airport complex.

Overall, the road network in the municipality of Tivat is not at a desirable level. The existing road network, constructed many years ago, lacks accompanying project documentation and was built based on the site conditions. It is characterized by a lack of pedestrian and bicycle lanes and issues with stormwater drainage. Recently built roads are accompanied by project documentation compliant with technical standards and regulations, ensuring unhindered movement for persons with disabilities through features like curb cuts and tactile surfaces in the town centre, with plans to expand these improvements beyond the central area. Continuous work is also being done to improve the transportation infrastructure with vertical and horizontal signage, including revised main project plans such as those for school zones and new pedestrian crossings at three locations on the main road. Special pedestrian crossing systems have been installed on the M11 main road from Krtole Intersection to Lepetani, as well as on part of the local road in Radovići, all aimed at enhancing pedestrian safety.

### Public Passenger Transportation in Road Traffic

The municipality of Tivat provides organized urban and suburban line transport, operated by "Blue Line" LLC from Herceg Novi under a five-year contract with the local government. Currently, public urban and suburban transport also covers student transportation on the following routes: Tivat Centre-Gradiošnica-Tivat Centre, Tivat Centre-Krašići-Tivat Centre, Tivat Centre-Radovići-Tivat Centre, Tivat Centre-Flower Island-Tivat Centre, and Tivat Centre-Lepetane-Tivat Centre.

A major issue with the current transport system is the lack of bus bays at most stops for the safe boarding and alighting of passengers, forcing public transport vehicles to stop directly on traffic lanes. This not only poses a safety risk to traffic participants but also hampers traffic flow. Other challenges include the lack of bus routes in certain areas of the town, infrequent departure times, and the need to connect Tivat to the industrial zone of Kotor in Radanovići. Currently, no legal solution allows for this connection as the designated stops would overlap with those of intertown carriers, violating regulatory provisions.

The most significant factor affecting public transport quality, however, is road congestion, leading to delays of up to 30 minutes, particularly during the extended tourist season.

In response, the Municipality of Tivat, in collaboration with the Faculty of Transport at the University of Belgrade, developed a Public Urban and Suburban Transport Study, recommending new routes and increased frequency, which would require substantial financial investments to further subsidize public transportation. The objective is to increase public awareness about using public transportation, helping to alleviate road congestion, reduce strain on public parking facilities, and minimize environmental pollution. Nevertheless, current challenges, such as workforce shortages and limited competition among carriers, hinder full implementation of the study's recommendations.

The Municipality of Tivat plans to gradually introduce new routes as feasible, with an emphasis on a route connecting the airport area to Lepetane to provide shorter intervals in the schedule and faster transfers.



Taxi services within the municipality are also well-organized, with a fleet of 126 vehicles, 57 operated by companies and 69 by independent operators, with 66 licenses issued. There are 79 registered agencies in Tivat with a total of 505 vehicles, primarily catering to airport guests, as does the taxi service itself. There is currently no bus route connecting the airport to Tivat’s town centre, though plans are in place to address this in future tenders for urban and suburban public transportation.

In 2017, the Tivat Bus Station “Autobuska stanica doo” commenced operations. Since opening, passenger numbers have steadily increased each year, except during the COVID-19 pandemic, which severely impacted passenger road transportation. By 2023, activity had fully recovered, with positive trends expected to continue in 2024.

Table 43 – Number of passengers

Number of passengers	2018	2019	2020	2021	2022	2023
	58.662	66.574	17.770	34.299	54.607	74.729

Source: Secretariat for Transport, Housing and Communal Services

The Tivat Bus Station operates both intertown and international bus lines, totalling 45 routes. On average, 116 buses depart daily from the station during peak season, and 62 buses during the off-season. The bus station operates 24 hours a day, 365 days a year. The facility includes eight parking bays with a total area of 906 m<sup>2</sup> on the platforms, as well as a station building spanning three levels.

**Stationary Traffic**

The increased urbanization of Tivat and the construction of numerous residential and commercial spaces across the municipality have significantly raised demand for parking. In the already well-urbanized town centre, options for creating additional parking spaces are very limited, posing substantial operational challenges. To address these issues, the construction of public garages at certain locations is planned. However, these garages can only partially alleviate parking pressures, as the available sites are limited in size.

Implementing recommendations from the Public Urban and Suburban Passenger Transport Study, which suggests adding new lines and increasing service frequency, would encourage greater use of public transport, thus reducing vehicle density and parking needs.

Parking management is handled by the municipal company Parking Servis d.o.o. Tivat, which currently oversees 656 car spaces for the on-street and residential block parking, along with 18 designated spaces for motorcycles and 506 spaces within dedicated public lots, including marked spots for persons with disabilities. In 2023, a temporary parking area was established near the Music School Tivat. The company also operates a specialized lot near the JPU Bambi site, leased from the Central Bank of Montenegro.

As part of its regular parking maintenance and fee collection activities, Parking Servis also manages improper parking through its tow truck service.

**Cycling and Pedestrian Traffic**

Tivat’s location is favourable for developing cycling routes, which would enhance the town’s tourist appeal. However, the limited infrastructure poses challenges; the underdeveloped road network lacks sufficient space to safely accommodate both bicycle and motor vehicle traffic. Within the town centre,

most streets are one-way with essential on-street parking, limiting the road width available for dedicated bike lanes or parking areas. Existing cycling lanes in the centre are underutilized due to the fragmented nature of the cycling network, highlighting the need for further expansion and connectivity.

For pedestrian traffic, Tivat includes several designated pedestrian zones: Maršala Tita Street, Pine Promenade, Ivo Vizin Promenade, and Filip Milošević Waterfront Street, as well as the Great and Small Town Parks. Sidewalks facilitate pedestrian movement along other roads, with curbs lowered near crosswalks and urban parcels where available. Yet, many areas remain without proper sidewalk infrastructure, necessitating ongoing improvements for pedestrian safety.

The recent rise in electric scooter and other light electric vehicle use has posed significant safety challenges, particularly as Montenegro lacks formal regulations governing their use. To protect pedestrians, Tivat's municipal assembly passed a regulation in May 2024 banning electric scooters and similar vehicles in pedestrian zones throughout the town.

**Maritime Traffic**

Maritime transport is currently the least organized mode of transport in Tivat. The international passenger maritime traffic does not meet existing needs due to insufficient infrastructure. However, there are plans to improve existing facilities and construct new local docks.

This mode of passenger transport has the greatest potential for revitalization, addressing the needs of both the local population and the tourism sector. Efforts to reactivate this form of public transport in recent years have unfortunately not been successful. Several factors contribute to this situation, with the habits of the local population and the lack of infrastructure being among the most significant.

According to the regulations on the types of nautical tourism facilities, minimum technical conditions, and their categorization, reception facilities for nautical tourism are classified into: marinas, ports, piers, docks, and anchorages.

With the adoption of the Law on Ports, a reform in port activities was initiated, resulting in the classification of ports based on their significance into: ports of national importance and ports of local importance. According to the government’s decision on determining the significance of ports, the following ports of local importance have been designated in Tivat: Port Bonići - Tivat, Tivat Port - Porto Montenegro, and Tivat Port - Kalimanj.

**Table 44 – Ports in the Municipality Tivat**

Ports for international traffic	Tivat (gat 1   2)
Shipyards ports	Bonići – Tivat
Ports for nautical tourism	Porto Montenegro

*Source: Secretariat for Spatial Planning*

The Law on Ports also established a classification of ports according to the type of maritime traffic and their intended use. The port for international maritime traffic is Tivat (Gat I and Gat II), while the ports for domestic maritime traffic include Luštica Bay, Tivat (Gat I and Gat II), and Bonići - Tivat.

Ports have been categorized based on the Decision on Determining Ports According to Their Purpose into the following categories: nautical tourism ports - marinas: Luštica Bay (4.6 ha), Tivat Port - Porto Montenegro (61 ha), and shipyard ports: Shipyards Port Bonići - Tivat (1.5 ha).





According to the Law on Ports (Article 4), a nautical tourism port - marina is defined as a port intended for the mooring, accommodation, protection, maintenance, repair, outfitting, and anchoring of yachts, boats, and other vessels.

Marinas, as nautical tourism facilities, are specialized tourist ports whose water area is naturally or artificially protected. They are equipped to receive and supply crew and tourists, maintain and equip vessels in nautical tourism, with direct pedestrian access to each vessel at berth and the possibility of its use at any time. Marinas are subject to categorization depending on the level of nautical infrastructure equipment, the type, scope, and quality of services provided. Accordingly, Porto Montenegro Marina is classified as a large service marina, while Luštica Bay is a standard marina.

### Air traffic

The primary network of airports in Montenegro consists of Podgorica Airport and Tivat Airport. Tivat Airport is the second most important airport in Montenegro, providing direct access to tourist centres along the coast, which are connected by the road traffic network. Tivat Airport plays a crucial role in the development of tourism and is thus designated as a strategic resource for the tourism industry. In addition to this primary role, Tivat serves as an alternative airport for neighbouring airports, particularly the one in Podgorica.

Tivat Airport is in close proximity to Tivat, just 8 km from the centre of Kotor and 20 km northwest of Budva. In addition to commercial aviation aircraft, business aviation aircraft are becoming increasingly prevalent.

The airport has one runway (14/32), which is 2,500 meters long and 45 meters wide, with its end located just 88 meters from the coastline of the Bay of Kotor. According to ICAO classification, Tivat Airport falls into category 4C. It has two passenger terminals (terminal 2 is only for departures and operates in the summer season), a platform for commercial aviation with 7 parking positions, and a platform for business aviation. Near the passenger terminals, there is a taxi stand, parking for passenger vehicles, a parking lot for tourist buses, and access roads to the M11 main road.

Tivat Airport experiences seasonal traffic with exceptionally high peak loads during the summer IATA season. It is directly connected by regular and charter flights to nearly 40 cities in 20 countries across Europe, the Middle East, and North Africa, with flights operated by more than 30 foreign airlines.

Tivat has direct year-round connections with Belgrade and Istanbul. It is also seasonally connected directly to major western emitting markets, including the United Kingdom with London (Gatwick, Luton, and Stansted airports), Manchester, and this year with Bristol and Birmingham. Regarding the German market, there are connections to Munich, Frankfurt, Berlin, Düsseldorf, and Stuttgart. Tivat Airport has connections to Tel Aviv, with a notable increase in Israeli passengers exceeding 60,000 last year. There are very good direct connections with Baltic and Scandinavian countries, including flights to Copenhagen, Oslo, Helsinki, Stockholm, Riga, Tallinn, and Vilnius, as well as flights from Yerevan, Baku, Kuwait, and Tashkent. Seasonal routes continue with Brussels, Paris, Vienna, Prague, Zurich, Warsaw, Luxembourg, and Geneva, in addition to regional flights to Belgrade, Ljubljana, Niš, and Kraljevo. The national carrier, Air Montenegro, has announced a series of charter flights to western countries, in addition to its regular routes.

From January 1 to December 31, 2023, Tivat Airport served 848,188 passengers, marking a 30% increase compared to 2022, when passenger traffic was 652,711. In 2021, the passenger traffic was 671,333. If the announced traffic for the upcoming summer season materializes, the growth trend is expected to continue, with hopes that the number of passengers will exceed one million in 2024. Additionally, it is worth noting that due to current events, Tivat Airport has lost direct flights from Russia, Ukraine, and Belarus, which generated nearly 830,000 passengers in 2019.

In terms of meeting increasing traffic demands, Tivat Airport will soon be the subject of new facilities and capacity construction. To improve the quality of passenger service, the construction of a new passenger terminal and supporting traffic infrastructure is planned. It should be noted that the area designated for future airport development is limited, so caution is required in future planning.

### 3.6.2. Electrical Energy Infrastructure

Based on data from the Montenegrin Electric Distribution System (CEDIS) in Podgorica, the condition of the secondary network (10 kV network, low-voltage network) is average, with a tendency for further deterioration. There is a negative impact from several factors, two of which are predominant: intensive construction and the connection of many new consumers. In the last two years, so many residential buildings have been constructed that they cannot be connected to the low-voltage network (NNM), which has become a "bottleneck" in most locations. A particular problem is posed by illegal consumers, who most often self-connect to places where there are no conditions for connection, which affects the deterioration of voltage parameters in the network.

**Table 45 – Power supply side of the municipality**

Number and power of substations TS 110/35 kV	1 (83 MVA)
110 kV transmission line length (km)	-
35 kV transmission line length (km)	19.261
Substation 35/10 kV installed power (MVA)	4 (65 MVA)
Substation 35/10 kV engaged power (MVA)	15.92 (TS 35/10 kV Tivat)
Substation 10/04 kV installed power (MVA)	96 (58.31 MVA)
Substation 10/04 kV engaged power (MVA)	0.356 (TS 10/0.4 kV Pine)
Number of 10 kV feeders	Cable feeder
	Overhead feeder

Source: CEDIS

**Table 46 – Structure and Characteristic Data of the 10/0.4 kV Transformer Station**

Installed Power (kVA)	Consumption (kWh)	Installed Power/Connection (kW)	Consumers (Number/Consumption)			
			Business entities	Households	Others	Total
630	120585	16	0	287	0	287

Source: CEDIS



Table 47 – Specifics of Substations (TS), Networks, and Facilities

RB	Item	Length/number	Power at the substation (kVA)	Number TS (pieces)	Installed power (kVA)
1	Overhead line 35 kV (km)	3 (6.91 km)			
2	Overhead line 10 kV (km)	8 (14.947)	1600	0	0
3	Voltage network 0.4 kV (km)		1000	16	14000
4	<b>Total overhead line (km)</b>	21.857	630	45	28350
5	Number of 35 kV poles	96	400	18	7200
6	Number of 10 kV poles	621	250	12	3000
7	Number of 0.4 kV poles		160	0	0
8	<b>Total number of poles</b>	717	100	4	400
9	Cable network 10KV (km)	22 (69.93)	50	2	100
10	Cable network 0.4KV (km)				
	<b>Total cable network (km)</b>	22 (69.93)			
			<b>Total</b>	97	53050

RB	PTS 35/10 kV (kVA)	DTS 10/0.4 kV (kVA)	Consumers na 10 kV	Households na 0,4 kV	Other consumers na 0,4 kV
1	TS 35/10 kV 2*8	1000		182	14

Source: CEDIS

The data in the table refers to the TS 35/10kV "Tivat" and TS 10/0.4kV "Mažina."

The electrical grid in Tivat, as can be concluded from the provided information, is not reliable enough to supply the consumption of the municipality of Tivat, which may lead to certain complications during the tourist season as well as the heating season.

Considering the importance of safe and quality electrical power supply for users and considering the current condition of the existing electricity distribution network, which affects the quality of electricity supply to users, CEDIS has allocated significant funds through its investment plans aimed at improving the electricity distribution system, thereby achieving the required standards for electricity delivery.

### 3.6.3. Telecommunications

An overview of the electronic communication services market in the municipality of Tivat at the end of 2023 was created based on data submitted to the Agency for Electronic Communications and Postal Services by electronic communication service operators.

In the municipality of Tivat, four operators provide fixed telephony services, namely:

- ◆ Crnogorski Telekom;
- ◆ Mtel;
- ◆ Telemach;
- ◆ One Crna Gora.

All operators provide fixed telephone services through the IMS (IP Multimedia Subsystem) platform, which is based on the IP protocol.

Table 48 – Number of Users by Operators

Providers	Individuals	Business entities	Total
Crnogorski Telekom	3.925	716	4.641
Mtel	1.922	232	2.154
Telemach	945	89	1.034
One Crna Gora	0	716	716
<b>Total</b>	<b>6.792</b>	<b>1.753</b>	<b>8.545</b>

Source: Agency for Electronic Communications and Postal Services

In the municipality of Tivat, three operators provide mobile phone services, namely:

- ◆ Crnogorski Telekom
- ◆ Mtel
- ◆ One Crna Gora

Table 49 – Number of Users by Operators

Operator	Postpaid			Prepaid	Total
	Individuals	Business entities	Total		
Crnogorski Telekom	3.808	2.366	6.174	2.159	8.333
Mtel	3.321	1.341	4.662	3.612	8.274
One Crna Gora	5.259	1.402	6.661	4.775	11.436
<b>Total</b>	<b>12.388</b>	<b>5.109</b>	<b>17.497</b>	<b>10.546</b>	<b>28.043</b>

Source: Agency for Electronic Communications and Postal Services

Table 50 – Coverage of territory and population by operators and technologies (estimates as of December 21, 2023)

CT	2G	3G	4G	5G
Population	99,97%	77,54%	99,92%	97,84%
Territory	98,93%	70,07%	98,21%	81,65%
<b>ONE CG</b>				
Population	99,85%	99,70%	99,81%	35,15%
Territory	97,72%	95,82%	97,10%	10,08%
<b>MTEL</b>				
Population <sup>6</sup>	99,91%	99,74%	99,89%	0,00%
Territory	97,32%	94,85%	97,11%	0,00%

Source: Agency for Electronic Communications and Postal Services

In the Tivat municipality, five operators provide AVM content distribution services to end users, while seven operators offer broadband internet access services. Detailed data can be found in the attachment of the document.<sup>7</sup>

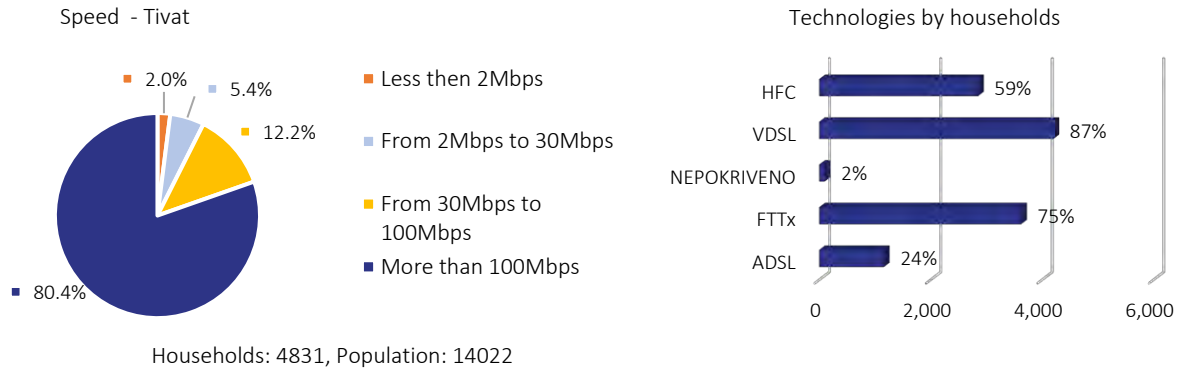
<sup>6</sup> As per consensus from 2011

<sup>7</sup> Annex II – Number of users by operators and technologies



Regarding household coverage in the Tivat municipality for internet access (coverage by speeds and technologies), based on the Geoportal that provides an overview of the existing electronic communication infrastructure and the availability of broadband internet access, the situation is as follows:

Graphical representation 2 – Internet Coverage



3.6.4. Waste management

More than 97% of the municipality's territory is covered by an organized waste collection system. A significant number of floating vessels that use the ports and marinas in the municipality contribute to the organized collection of this type of waste.

In accordance with organizational regulations, the company DOO "Komunalno" Tivat has been entrusted with the performance of municipal services: collection of municipal waste, bulky waste, and green waste; transportation to the landfill; maintenance of public areas and public green spaces; leasing sales points at markets and maintaining them; regular maintenance and cleaning of town cemeteries; funeral and related activities; construction works; maintenance of public lighting; marina activities; maintenance of local roads; maintenance of local torrential streams on public surfaces; maintenance and services of public toilets; and property security (guard service).

According to the previous State Waste Management Plan, the company transports significant quantities of collected waste to the sanitary landfill "Možura" in Bar, which is defined by the mentioned plan as the location where waste collected in the municipality of Tivat is deposited. In 2015, the municipal companies of Tivat, Kotor, Budva, and Herceg Novi signed an Agreement on Cooperation regarding the use of the composting facility managed by DOO Komunalno Kotor. In 2019, the Municipality of Tivat, DOO "Matej" from Cetinje, and the company signed a contract for the provision of services for the disposal of bulky and non-hazardous construction waste at the "Matej" landfill.

The operation of the composting facility within the premises of DOO Komunalno Kotor in Kotor, along with the efforts of many conscientious citizens, has achieved good results in the collection and proper deposition of green waste. Three special vehicles and a combined construction machine are engaged daily for the collection of green waste. Large quantities of green waste are also removed from containers for mixed municipal waste, reducing the cost of its transportation and deposition at the sanitary landfill.



Table 51 – Waste Quantities in the Last Three Years

Type of waste	2021	2022
	Amount (t)	Amount (t)
Mixed municipal waste	9379,70	9882,08
Paper - cardboard	197,17	192,99
Mixed metals	2	1,5
Green waste from gardens and parks	3122	3683
Construction waste	18,4	18,4
Bulky waste	2500	1505
Plastic	1,3	1
Used tires	1,3	1,3
PET packing	15,1	3,6
Metal packaging – aluminium cans	0,20	0,30
<b>Total</b>	<b>15.237,17</b>	<b>15.289,17</b>

Source: DOO “Komunalno” Tivat

The number of service users (households and legal entities) provided with organized municipal waste collection services in the municipality of Tivat is:

Table 52 – The data on the number of users (individuals) in the last three years

Individuals (households)	2021	2022	2023
	9154	9874	10343

Source: DOO “Komunalno” Tivat

Public area maintenance works, which also include waste collection from these areas, are carried out continuously throughout the year across the entire territory of the municipality of Tivat. A two-shift work schedule is common during the summer tourist season, from May 1 to September 30.

Table 53 – Number of users

Individuals (households)	10343
Commercial entities	605 permanent
	63 seasonal

Source: DOO “Komunalno” Tivat

The municipality of Tivat does not have a facility for municipal waste processing, nor a recycling yard, so cooperation with the Municipality of Kotor in the field of waste management is important and will continue. The municipalities of Tivat and Kotor have similar waste management strategies and have

developed inter-municipal cooperation. Even though the municipality of Tivat lacks the aforementioned facilities, DOO Komunalno performs, to the extent possible, primary selection of certain recyclable components (paper-cardboard, PET packaging, and aluminium cans). The collected packaging waste is compacted into bundles, which are prepared for sale to registered collectors. It is important to emphasize that, in addition to the sale of significant quantities of primarily sorted packaging waste, as there is no cost for depositing this collected waste substantial savings are also generated. Therefore, starting with households, it is essential to work on expanding and improving primary waste sorting.

In April 2024, a new Waste Management Law was adopted, establishing a deadline for the development of the State Waste Management Plan. Based on this plan, the relevant authority in the Municipality of Tivat will create a Local Waste Management Plan.

A major issue in the municipality is the lack of locations that could be designated for the establishment of a recycling yard, transfer station, and composting facility, which would significantly improve the quality of waste management and contribute to the development of the circular economy in the future.



Additionally, finding locations for regular container sites is also a challenge, as municipal land is becoming increasingly occupied, and planning documents do not define these sites for urban parcels. The increased construction of new residential buildings means a higher number of municipal service users, but without solutions for their own container sites. The communal company, in collaboration with the local competent authority, plans to develop a Feasibility Study for the introduction of a semi-underground container system, where a significant number of smaller 1.1 m<sup>3</sup> metal containers would be replaced at multiple locations. This system would also require the purchase of machinery necessary for the operational maintenance of these semi-underground containers. In addition to municipal funding, the possibility of financing through available funds would also be considered.

### 3.6.5. Water supply and sewage

The water supply system consists of two segments:

- Drinking water sources "Plavda" and "Topliš" (currently out of use – only activated in case of a failure in the regional water supply system).
- Regional water supply system.

The "Plavda" source is located at the far northwest edge of Vrmac, in the Lepetane settlement, about 30 meters from the sea, at an elevation of 1.5 meters above sea level. It was captured in 1905, and the capture system was rehabilitated around 30 years ago. Two surface concrete capture structures are used to extract water from the source, with a total capacity of 20 liters per second in hydrological minimum conditions. This source taps into the karst aquifer of Vrmac, which is composed of carbonate rocks from the Jurassic and Cretaceous periods, in which karst water types are present. The water is sourced, chlorinated, and pumped into the system via the Plavda pump station.

The problem with the yield of this source is similar to other sources in the area. The yield varies throughout the year, ranging from 20 l/s to 300 l/s, with the lowest yield occurring during the summer tourist season, when demand significantly exceeds the rest of the year's consumption. During periods of low yield (in summer), there is also an increase in salinity due to the influence of seawater.

Karst spring waters are tapped at the "Topliš" site. In this area, three wells have been constructed:

- 2 drilled wells, each 15 meters deep, located outside the building
- 1 drilled well within the building, up to 15 meters deep

The characteristics of this source are:

- Its minimum yield drops below 15 l/s
- As the yield decreases, water salinization occurs

The construction and maintenance of water supply systems are among the largest investment activities continuously carried out by the public utility service. Each facility, considered as a system, consists of multiple other systems and subsystems, and together they form a whole. The water supply system of Tivat consists of the following subsystems:

**Pump Stations** – The Tivat water supply system includes 4 pump stations. Two of these, Topliš and Plavda, are located at the sources and are used to pump water directly from the sources into the water supply network and reservoirs. The other two, Podkuk and Radovići, function as booster stations for the second

elevation zone, delivering water to reservoirs for other elevation zones, from where gravity-based water supply is provided.

**Reservoirs** – The Tivat water supply system includes the following reservoirs: Lepetane, Lastva, Mažina, Podkuk-old, Podkuk-new, Tivat, Radovići, and Gošići. An important project to be implemented in the near future is the activation of the Gradiošnica reservoir, along with the construction of the accompanying water distribution network, which would ensure the stability of water supply in that part of the town.

**Pipe Connections with Water supply and waste system of Herceg Novi (ViK HN)** – One connection is an underwater pipeline to ViK HN at Lepetane (Luka Stevovića) in the northern part of the municipality, where water was previously supplied via two underwater pipelines with a diameter of 250 mm. This connection was crucial before the Tivat water supply system was connected to the Regional Water Supply. This connection should no longer be in use, except in urgent cases. The second connection is an underwater pipeline to ViK HN at Petrovići, on the Luštica Peninsula, in the southwestern part of the municipality.

**Connections with the regional water supply** – The Tivat water supply system has two points of intake from the regional water supply system: at the "Tivat" break chamber and at the roundabout for Kotor. Flow meters have been installed at these intake points. From the flow meter at the Kotor intersection, a new 2.5 km long ductile 400 pipeline has been built, with two pressure regulators at the end—one for the Obala Đuraševića-Radovići reservoir route and the other for the Tivat side (up to the sports hall).

Stable water supply is achieved through regular maintenance of the town's water supply infrastructure (sources, pump stations, reservoirs, and pipelines), securing additional water quantities from the doo Regionalni vodovod Crnogorsko primorje (Water Supply Montenegrin Coast (RVCP)) system, planning, designing, and constructing new water supply systems, maintaining water quality by conducting continuous analyses through authorized institutions, and collecting service fees to ensure funding for the operations of the company.

**Table 54 – Water consumption**

Water consumption	2021	2022	2023
Total number of users	10.398	10.950	11.867
Number of users - households	9.744	10.264	11.141
Number of users – commercial entities	654	686	726
Water consumption - total (m <sup>3</sup> )	2.588.077	2.647.097	2.777.433
Water consumption per user - monthly (m <sup>3</sup> )	21	20	20

Source: Secretariat for Transport, Housing and Communal Activities

### Water supply

The water supply network covers 95% of the populated territory of the municipality of Tivat. The current sewage network serves the town centre, Kalimanj, Seljanovo, and parts of the settlements Krašići, Mažina, Župa, and Tripovići.

Wastewater disposal is managed through sewer systems, including the main collector "Seljanovo-Tivat-Solila" with pump stations at Seljanovo, Kalimanj, Gradiošnica, and Solila, as well as the main collector "Krašići-Obala Đuraševića" with 10 pump stations.



By the end of 2023, the total number of users connected to the water supply network was 11,867 (11,141 households and 726 businesses), of which 5,829 were connected to the sewage network (5,377 households and 452 businesses). ViK Tivat sends all collected wastewater to the Wastewater Treatment Plant (WWTP), where it is processed. Future outlook of Water Supply and Waste company (ViK):

- ♦ The construction of the sewage system will continue.
- ♦ Implementation of financial and technical software systems.
- ♦ Training of personnel to improve performance in finance, planning, and the use of new technologies.

Improvements in the water supply will be achieved through the replacement of outdated water supply networks and the construction of new capacities.

### Wastewater disposal and Treatment

A separate company for wastewater disposal and treatment for the municipalities of Tivat and Kotor, "PPOV Kotor-Tivat," was established in 2018.

In 2023, PPOV processed a total inflow of 3,935,585 m<sup>3</sup> of wastewater, of which 1,695,254 m<sup>3</sup> originated from Tivat. By the end of the year, 1,000 tons of sewage sludge were removed from the system. Since its inception, the facility has treated approximately 20 million m<sup>3</sup> of municipal wastewater. To improve its operations, the Wastewater Treatment Plant (WWTP) has set the following goals: Development of the second phase of the plant (tertiary treatment) to address phosphorus removal through chemical precipitation, ensuring that the quality of treated water discharged into the sea meets high standards. Enhancing maintenance processes for the plant - An ongoing issue being addressed through collaboration between local governments, the company, and state-level authorities is the management of sewage sludge. The aim is to establish a circular economy and identify the best solutions for sludge disposal.

### **3.6.6. Other infrastructure**

#### Funeral and Related Activities

The company DOO "Komunalno" Tivat carries out regular maintenance of the municipal cemeteries "Sv. Srđ" and "Sv. Šimun" in Radoševiči. The "Sveti Šimun" cemetery has reached full capacity. Regular maintenance of planted green areas is performed, along with enhancements through new plantings. In 2023, the roof of the municipal chapel was reconstructed and repaired.

#### Marketplace Services

In the municipality of Tivat, marketplace services are provided at three locations: Tivat – centre and the suburban areas of Seljanovo and Radovići.

The marketplace facility in Radovići was recently renovated. The Seljanovo facility is currently located within a shopping centre, covering an area of 140 m<sup>2</sup> with four sales points. However, plans are underway to relocate the market to a new purpose-built facility in Seljanovo.

The Radovići marketplace features six sales points and is situated on a 107 m<sup>2</sup> parcel, with 72 m<sup>2</sup> designated as market space.

The town market is organized over an area of 1,275 m<sup>2</sup>, with 49 sales points distributed across 4 sectors:

- ◆ Fruit and vegetable sector with 38 sales points
- ◆ Dairy products sector with 2 sales points
- ◆ Fish sector with 5 sales points
- ◆ Processed meats sector with 4 sales points

The clothing and mixed goods market is located within the town market and consists of four business spaces. There is no organized sale on truck market in the municipality.

### Municipal/Public lighting

In the municipality of Tivat, public lighting covers both the inner and outer town centre, as well as the suburban settlements, with 3,355 streetlights powered by 63 power substations. Regular maintenance of the existing streetlights is entrusted to DOO "Komunalno" Tivat, which is responsible for tasks such as replacing protective glass, bulbs, fuses, ballasts, broken cables, damaged poles, cleaning light fixtures, and performing other necessary interventions to ensure the proper functioning of the lights, poles, and installations. According to the Energy Efficiency Improvement Program for the period 2021-2023, measures have been implemented to replace traditional streetlight bulbs with LED lights, and technical documentation has been created. As per the report from DOO "Komunalno" Tivat, approximately 40% of the streetlights have been upgraded to LED. Through the IPA project "IRENE: Interregional Renewable & Energy Efficiency Network", the Municipality of Tivat has reconstructed public lighting in the broader town centre. Specifically, 593 streetlights were replaced with new LED lights, resulting in positive environmental impact and significant energy savings.

### Shelter for Abandoned Dogs – "RJ Azil Kotor-Tivat"

A joint shelter for the accommodation and protection of abandoned and lost dogs from the municipalities of Kotor and Tivat was established in the Municipality of Kotor, on cadastral plot 967 KO Kavač. Based on the decision of the Veterinary Administration of Montenegro, the shelter met the required conditions for operation and began its activities of collecting and housing abandoned and lost dogs.

The dogs are housed in facilities with eight cages of 22.5 m<sup>2</sup> each and eight enclosures of 13.5 m<sup>2</sup> each, making the total area 348 m<sup>2</sup>, including auxiliary rooms. There is also a quarantine area with 20 dog houses for intake and an exercise yard. For its operations, the shelter has a vehicle with special cages, equipment for catching dogs and humanely removing them from public areas, as well as protective gear. A veterinary clinic is in the immediate vicinity of the shelter.

## 3.7. ENVIRONMENT

Tivat is in an area that, due to its climatic and geomorphological conditions, has always been suitable for human habitation, with traces of human existence in the area dating back to ancient times. In modern times, Tivat has transformed from a predominantly industrial town into an attractive and internationally recognized tourist destination, highly sought after for both permanent and seasonal residence. The regions of the Luštica Peninsula, Solila, and Vrmac, where different habitats have developed due to various microclimatic influences and types of substrates, along with the urban coastal settlements and rural hinterlands, form a unique Mediterranean whole. The industrialization of the area through the





development and operation of the Austro-Hungarian naval base (later the MTRZ "Sava Kovačević") and the clay industry along the coast contributed to the development of the town in the coastal areas, while former rural settlements were largely abandoned. Intensive construction, often without the development of proper roads and green spaces, has put significant pressure on the environment. High population density in urban areas, combined with insufficient municipal infrastructure and intense traffic, causes numerous challenges. Ecologically and developmentally, the most significant issues include the existence of unmanaged waste dumps, difficulties in waste management, excessive construction, the emergence of inadequate urban forms, challenges in preserving biodiversity, high risks related to water scarcity, inadequate wastewater treatment, high risk of forest fires, excessive noise creation, risks from increased electromagnetic radiation, and various types of air, water, and soil pollution.

A system of natural and managed green spaces is crucial for the quality of life in a town. It is important to meet aesthetic, ecological, and social aspects. For the current situation, two recognizable elements are particularly important: the predominantly natural landscape of Vrmac and the urban green system, which includes the town park, smaller local parks, other smaller green spaces, and linear green corridors. Both elements run longitudinally, parallel to the coastline, and there is weak connectivity between them. For a successful green system in the town, it is necessary to:

- ◆ Connect the natural backdrop of Vrmac with the designed landscape in the town through green corridors.
- ◆ Preserve and maintain the town park, smaller pocket parks, and improve other existing parks (near schools, kindergartens, residential areas, etc.), as well as representative green spaces around tourist facilities and public buildings.
- ◆ Ensure open green spaces with new developments, linking them both locationally and programmatically to the existing system.
- ◆ Strengthen the network of public open spaces with linear green corridors and highlight its integration into the green system.

As the existing pressure on the space often exceeds the limits of sustainability, it is necessary to ensure balanced town development through careful planning and use of space. Constant threats must be prevented to preserve and enhance the environment. Tivat has significant areas protected as natural assets, while spatial planning documents have also recognized certain valuable natural landscapes and environmental units that need to be preserved. Numerous significant species and habitats, many of which are internationally important, have been registered through research on land and sea. These areas serve as the basis for biodiversity conservation, area promotion, and generating sustainable income. Through the development of the town and the use of space in a way that protects the environment, species biodiversity, cultural and landscape characteristics, the area can remain valuable, attractive, and suitable for living.

### 3.7.1. Air quality

The Environmental Protection Agency of Montenegro monitors and controls air quality in Montenegro for the purpose of assessing, planning, and managing air quality.

The territory of Montenegro is divided into three zones for air quality monitoring, which were determined through a preliminary assessment of air quality in relation to the pollutant concentration

limits based on available data and modelling of existing data. The boundaries of air quality zones correspond to the external administrative boundaries of the municipalities within these zones. Tivat belongs to the Southern Air Quality Zone.

**Table 55 – Air quality zones**

Air quality zones	The municipality within the zone
The Northern Zone	Andrijevica, Berane, Bijelo Polje, Gusinje, Pljevlja, Kolašin, Mojkovac, Petnjica, Plav, Plužine, Rožaje, Šavnik i Žabljak
The Central Zone	Podgorica, Nikšić, Danilovgrad i Cetinje
The Southern Zone	Bar, Budva, Kotor, Tivat, Ulcinj i Herceg Novi

*Source: Agency for the Protection of the Environment of Montenegro*

The Municipality of Tivat financed air quality testing at certain locations, and the measured values of all parameters at all locations were below the threshold values defined by the Regulation on determining the types of pollutants, limit values, and other air quality standards.

Sources of air pollution include stationary and mobile emission sources, as well as certain products and activities that cause the emission of pollutants into the air. Traffic is a significant source of air pollution, including road, air, and maritime transport. The most attention is given to road traffic, which is a major factor in air pollution in urban areas. Air traffic causes pollution both locally and globally. Locally, pollution arises from emissions from aircraft during landing and take-off, as well as during taxiing on runways. Pollution from air traffic at the local level includes not only direct emissions from aircraft but also emissions resulting from the evaporation of stored fuel, aircraft maintenance and repairs, activities of support services related to air transport, and passenger transportation to and from the airport. Maritime transport also affects air quality, primarily due to the operation of ship engines. Other factors negatively impacting air quality include improper waste disposal, wastewater, forest fires, and open-air waste burning.

### 3.7.2. Water resources

Water resources in the municipality of Tivat consist of intermittent streams with a torrential character, as well as numerous springs that are used for water supply. The seven most significant watercourses in the area are: Koločunja stream, larger channels along the main road (parallel to the airport runway), Gradiošnica river, Grdanja stream, Rosino stream, Seljanovo stream, and Kovačev stream. Approximately 60 smaller watercourses and channels are registered in the Local Water Register. Every two years, the Municipality of Tivat prepares a report on the state of torrents and larger channels, along with proposed remediation measures, in accordance with the General Flood Protection Plan. These watercourses carry the greatest flow of torrential waters toward the sea and are of exceptional value for flood protection in the area.

For regional water supply of the Montenegrin coast, the Bolje Sestre spring located in the territory of Podgorica is designated as a source. For the public water supply of Tivat, the sources include Topliš, Plavda, Brštin, Češljari, and Grbaljsko polje. Water supply for Tivat is provided from the "Plavda" spring and three wells at the "Topliš" spring. The network that connects water supply to almost all residents of Tivat spans a total length of 120 km and is divided into several pressure zones. Additional water quantities from the regional water system are received at two locations: one is the "Đurđevo Brdo"



reservoir, which supplies water to the central part of the town, and the other is at the "Kotorska Raskrsnica" roundabout, which supplies water to the Luštica area. There are 40 water sources in the Tivat municipality, registered in the Local Water Register, indicating that this area, particularly the Vrmac hill area, is rich in groundwater resources.

The public enterprise for managing the marine assets ("Morsko dobro") from Budva has been monitoring the sanitary quality of seawater at public beaches during the summer tourist season for many years. The classification and categorization of seawater quality for bathing are conducted in accordance with Article 74d of the Water Law ("Official Gazette of RCG," No. 27/07 and "Official Gazette of CG," Nos. 32/11, 48/15, 52/16, and 84/18) and the Rulebook on the Method and Deadlines for Implementing Measures to Ensure the Preservation, Protection, and Improvement of Bathing Water Quality ("Official Gazette of CG," No. 28/19). Based on the results of the bathing water quality assessment, bathing waters are classified as excellent, good, satisfactory, or poor. The results of the water quality tests are available on the website of the JP Morsko dobro: [www.morskodobro.me](http://www.morskodobro.me).

In the territory of the Municipality Tivat, water quality testing for swimming was conducted in 2023 at the following locations: Opatovo, Donja Lastva, Seljanovo, Town beach (Gradska plaza), Kalardovo, Solila, Krašići, Pržna Bay i Oblatno. The sampling schedule involved conducting analyses at fifteen-day intervals during the summer tourist season, i.e., from June to October, and a total of nine samples were taken at all the mentioned locations.

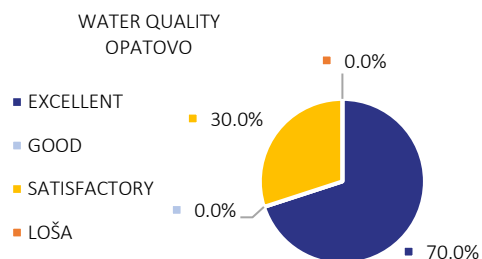


Image 3 – Water quality at the beach Opatovo

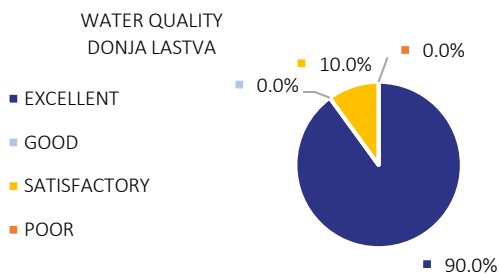


Image 4 – Water quality at the beach Donja Lastva

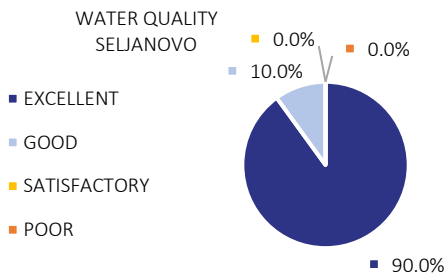


Image 5 – Water quality at the beach Seljanovo

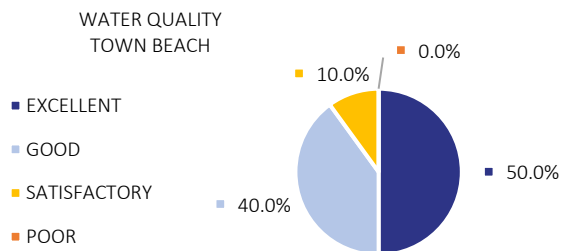


Image 6 – Water quality at the location Town beach

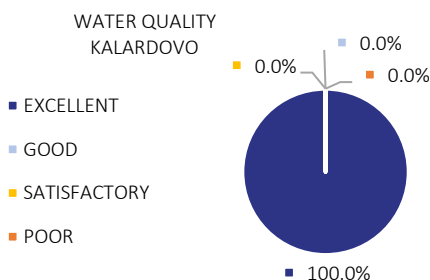


Image 7 – Water quality at the beach Kalardovo

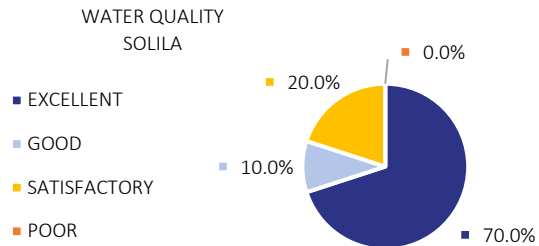


Image 8 – Water quality at the beach Solila

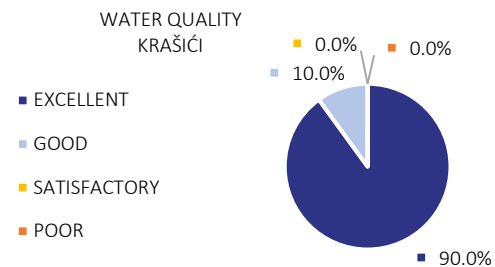


Image 9 – Water quality at the beach Krašići

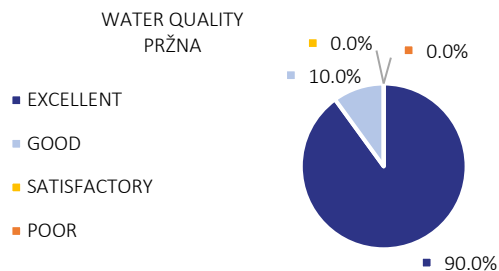


Image 10 – Water quality at the beach Przna

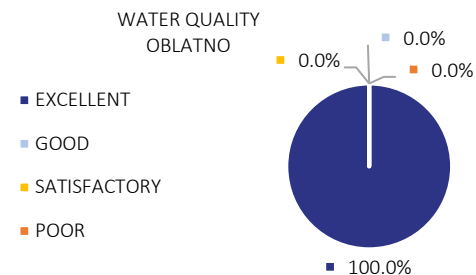


Image 11 – Water quality at the beach Oblatno

### 3.7.3. Soil

The dynamic relief, complex geological structure, characteristic climatic and hydrological conditions, and human activity are factors that have influenced the development of various types of soil: alluvium (fluvisols), colluvium, red soil (terra rossa), and brown eutheric soils. Soil quality monitoring in Montenegro is hindered by the lack of an adequate legal framework. Except for regulations governing agricultural land, there are no appropriate legally prescribed maximum allowable concentrations of dangerous and harmful substances for soils used for other purposes (such as industrial land, playgrounds, parks, residential areas, etc.). Soil is used in various ways, and as a result, it is exposed to different risks that affect its physical and chemical properties. The Municipality of Tivat has a small amount of agricultural land, especially the most fertile and productive land, which is used minimally, mainly due to the abandonment of agricultural activities in this area. Forests and forest lands in the municipality of Tivat, which consist of coastal and karst forests, mainly cover the hinterland of the town. Soil in urban zones with a higher degree of development, as well as transport surfaces and zones adjacent to them, usually have altered physical and chemical characteristics.

Soil sampling in the Tivat area was carried out at the Tivatsko Polje location (soil next to the roadway) and at the children's playground in the park at the Dara Petković Square. The results of the tests at the Tivatsko Polje location indicate deviations in the levels of inorganic pollutants such as nickel, chromium, and fluorine, compared to the concentrations prescribed by the Regulations on the Allowable Levels of Hazardous and Harmful Substances in Soil and the Methods for Their Testing. However, the levels of other inorganic and all organic parameters did not exceed the values prescribed by the mentioned regulations. Apart from the content of fluorine, which is attributed to the natural composition of soil in Montenegro (which is naturally rich in this element), the high percentage of nickel (about 80%) and



chromium (about 100%) in the soil at these locations is present in the form of silicate compounds, confirming its negligible bioavailability and significant geochemical origin.

Analysis of the soil sample taken from the park at Dara Petković Square revealed an excess of chromium, nickel, and fluorine levels compared to the prescribed values. The content of other analysed inorganic and all organic parameters was within the prescribed concentrations. The Municipality of Tivat has invested significant funds into improving this park—rubber (tartan) surfaces were installed where the children's playground equipment is located. On other plots, curbs were installed, fertile soil was added, an automated irrigation system was set up, lawns were planted, and ornamental trees and shrubs were planted.

#### 3.7.4. Sea and coastal area

The ecological factors governing the marine ecosystem are sensitive, perhaps more than anywhere else, to various influences that come from either outside or within the system itself. Long-term research on communities at the seafloor of Tivat Bay shows the presence of habitats of special importance, which are protected according to the EU Habitat Directive. In addition to protected habitats, the seafloor of the bay is inhabited by dense populations of species that are protected under both national and international legislation.

In collaboration with the Institute of Marine Biology, research on marine biodiversity in the seabed has been conducted in recent years at locations such as Porto Montenegro, Opatovo, Cacovo, Donja Lastva, Sveti Marko Island, Island of Flowers, Brda, Kalardovo, and Krašići. During this research, numerous species protected at both international and national levels have been recorded. The presence of alien species and various types of solid waste in the seabed has also been noted. Sediment, as an essential, integral part of the marine ecosystem, provides a habitat for numerous organisms and is an important source of nutrients, creating favourable conditions for biodiversity. Rapid technological development has led to increased pollutant emissions into the environment and, consequently, the degradation of sediment quality, which is a potential absorber of many pollutants affecting the quality of the entire ecosystem. Results from measurements of pollutant concentrations show an increased content of certain organic and inorganic pollutants, leading to the conclusion that the chemical state of the sediment has not reached a good condition.

Due to its specific geographic location, determined by the size and shape of the Bay of Kotor, Tivat's water area, as its central part, experiences an even more pronounced impact of any negative influence compared to the rest of the coast. The bay's penetration into the land, weak circulation, and slow exchange of water masses with the open sea result in impurities lingering longer and having a stronger effect on the quality of the sea and its biodiversity. The current wastewater network system does not provide protection to the marine area from pollution of both organic and inorganic origin. The consequences of climate change and the changes in the coastline, caused by unplanned construction in the narrow land-sea strip, affect the instability of the coastal area and the emergence of erosive processes. This process is further accelerated by the endangerment of the vegetative belt in this zone.

The municipality of Tivat's focus on becoming a nautical destination has led to an increase in the number of vessels and maritime traffic in the water area, which has resulted in the presence of more new (introduced, alien) species, increased noise in the sea, and frequent anchoring outside the designated areas for this purpose.



### 3.7.5. Biodiversity of the Land

In terms of plant geography, the territory of the municipality of Tivat is characterized by the zone of "eumediterranean" evergreen vegetation and the zone of thermophilic sub-Mediterranean deciduous vegetation, with many plant communities of various floristic compositions. Thanks to the significant diversity of plant communities and habitat types in a relatively small area, the territory of the municipality harbours a rich and largely preserved terrestrial biodiversity. The richness and preservation of terrestrial biodiversity are reflected in the fact that in areas that have been most extensively researched, particularly those with a certain level of national or international protection, a significant number of species of flora, fauna, and fungi, as well as various habitat types, some of which are of national or international conservation importance, have been recorded. The other part of the municipality, which is not legally protected as a natural asset, is sporadically and insufficiently researched. Additionally, it is evident that due to intensive urbanization and tourism development, there are numerous pressures on nature and terrestrial biodiversity in the municipality of Tivat.

Due to its exceptional universal beauty, the "Natural and Cultural-Historical Area of Kotor" was listed as a UNESCO World Heritage Site in 1979, thus becoming the heritage of all mankind, when the boundaries of this protected area were defined. However, the boundaries of the protective zone were only defined in 2011 through the Management Plan of the Natural and Cultural-Historical Area of Kotor. The protective zone encompasses the entire territory of three municipalities—Kotor, Herceg Novi, and Tivat.

#### The territory of the municipality of Tivat contains the following protected areas:

**Main Town Park**, nature monument, III category – a significant protected natural asset of local importance, managed by DOO "Komunalno" Tivat. The area of the protected area is 5.92 ha. A new management plan for this protected area has been created for the period from 2022 to 2026, based on which annual management programs are developed, and activities are implemented.

**Pržna Beach** – following the revision process of this protected area, a decision was made on the classification, boundaries, status, and protection regime in the nature monument "Pržna Beach" ("Sl. list CG – OP", No. 11/23), which categorizes this nature monument as a protected area of III category. The area of the protected natural asset within these boundaries is 73,234.07 m<sup>2</sup> (7.3 ha), with an established III protection zone with a regime of sustainable use, limited by its administrative boundaries. Outside the protected area, a buffer zone has been defined, with an area of 250,159.60 m<sup>2</sup> (25 ha).

**Tivatska Solila**, which, by the decision on registration in the central register of protected natural objects for Montenegro ("Sl. list CG", No. 70/08), has been classified as a "special (special) nature reserve". Tivatska Solila is an IBA (Important Bird Area), an area of international importance for bird habitat, an Emerald habitat under the Bern Convention, a Ramsar site, and part of the protected areas network of the Dinarides – Dinarides Parks. It is also on the preliminary list for Natura 2000. A management plan has not yet been developed for this protected area.

Tivatska Solila and Pržna Beach are located within the marine area, and in accordance with Article 55, paragraph 5 of the Nature Protection Law ("Sl. list CG", No. 54/16 and 18/19), protected natural assets located within the marine area are managed by the legal entity responsible for managing the marine area.



**Hill Vrmac**, which has been recognized in local and national planning and strategic documents as a future Nature Park, and for which a protection study has been prepared, the process of declaration is still ongoing.

The existing system of green spaces in Tivat, which plays a multiple role and serves as a link between urban areas and the hinterland, consists of various categories of urban greenery, suburban greenery stretching along roads, near the airport, and through surrounding settlements, as well as out-of-town greenery, namely mostly natural areas of Vrmac, Tivat field, and the Luštica peninsula. Urban greenery includes parks, greenery along roads, parking spaces, coastal promenades, greenery around buildings, private, and other smaller green areas. The vegetation in these areas varies in quality. There are many park trees with compromised vital and decorative characteristics, and through proper care or, if revitalization is impossible, replacement planting, the quality of parks needs to be improved. Suburban greenery is characterized by partially modified native vegetation, while natural areas feature typical natural vegetation of the region, except for afforested and agricultural areas. Public green spaces are maintained according to the plans and work programs of the communal company, but periodic investment in the arrangement and care of public green spaces is insufficient to achieve a high quantity and quality of green areas.

### 3.7.6. Energy Efficiency and Climate Change

In addition to human activities that have negative consequences for the environment of this area, the impact of climate change is also evident, occurring on a global level. In the Tivat Municipality area, climate change is causing a trend of rising average annual air temperatures, and the climate characteristics are becoming more arid, meaning that a higher number of tropical days and nights are expected, along with more intense extreme events such as droughts, heatwaves, thunderstorms accompanied by strong and stormy winds, and heavy rainfall.

In Tivat Municipality, electricity is the dominant energy source, used for heating and cooling buildings as well as for other needs. In addition to electricity, heating wood and petroleum derivatives are used in much smaller quantities. Energy efficiency measures are continuously implemented, aiming to make better use of existing geographical potentials and reduce the need for energy production from non-renewable sources. The Municipality of Tivat is replacing conventional street lighting with LED lighting, detailed energy audits have been conducted for larger municipal-owned buildings, and energy efficiency measures are being implemented in waste management, water supply, and building heating.

Education in the field of environmental protection, climate change, and energy efficiency is extremely important and is continuously carried out in cooperation with institutions and organizations, most often with children and young people. Every year, mostly in observance of environmental dates, various activities are organized, such as planting actions, afforestation, seabed cleaning campaigns, workshops, lectures, and other events. In the hinterland of the urban areas of the municipality, there are numerous hiking trails and paths that connect areas with exceptional environmental characteristics. Some of these trails are developed and maintained to create favourable conditions for recreation and relaxation in a natural setting, to improve the tourism offer, and to provide fire protection.

An Action Plan for Energy and Climate Sustainable Development - Sustainable Energy and Climate Action Plan (SECAP) is currently being developed as part of the project "EU for Energy Transition – Covenant of Mayors in the Western Balkans and Turkey," co-financed by the European Union and the Federal Ministry

for Economic Cooperation and Development of the Federal Republic of Germany, and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ GmbH in the Western Balkans. By signing the Covenant of Mayors for Climate & Energy (CoM), the Municipality of Tivat has committed to creating a SECAP for the period up to 2030, with the goal of reducing CO2 emissions, and, where possible, other greenhouse gases, following a common approach to mitigating and adapting to climate change.

### 3.8. ANALYSIS OF THE STATE OF ADMINISTRATIVE AND FINANCIAL CAPACITIES

The local government bodies of the Municipality of Tivat are organized as secretariats, directorates, and services.

#### SECRETARIATS

- ◆ Secretariat for Local Administration
- ◆ Secretariat for Finance
- ◆ Secretariat for Spatial Planning
- ◆ Secretariat for Economy
- ◆ Secretariat for Transport, Housing and Communal Activities
- ◆ Secretariat for Social Activities
- ◆ Secretariat for Inspection and Communal Supervision

#### DIRECTORATES

- ◆ Directorate for Investments
- ◆ Directorate for Property and Legal Affairs

#### SPECIAL SERVICES

- ◆ Protection and Rescue Services
- ◆ Internal Audit Services

#### PROFESSIONAL SERVICES

- ◆ Office of the Mayor
- ◆ Office of the Chief Administrator
- ◆ Office of the Chief Town Architect
- ◆ Office for Relations with Investors

The work of administrative bodies and services is organized in a way that ensures the lawful, efficient, economical, and effective performance of tasks to achieve the rights and obligations of citizens, legal entities, and other subjects.

Public officials, as defined by the Law on Local Self-Government (“Official Gazette of Montenegro”, no. 02/18, 34/19, 38/20, 50/22, 84/22), include the Mayor, Vice Mayor, President of the Assembly, Secretary of the Assembly, and Chief Administrator.

The total number of employees in the local government bodies of the Municipality of Tivat, including public officials, is 178.

The long-term shortage of personnel includes: IT specialists, engineers to perform technical tasks for the Directorate for Investments, traffic engineers, and architects. Within the Office of the Mayor, a position is systematized for writing and implementing EU projects.



Regarding spatial capacities, the Municipality of Tivat owns two buildings, an old and a new one. The local government administration is located in the new building. The spatial capacities and technical equipment meet the needs of employees and citizens.

Among the e-services available to citizens in the Municipality of Tivat, the active service is System 48, which addresses communal issues and allows online tax payments. There is a need for further digitalization of services and operations.

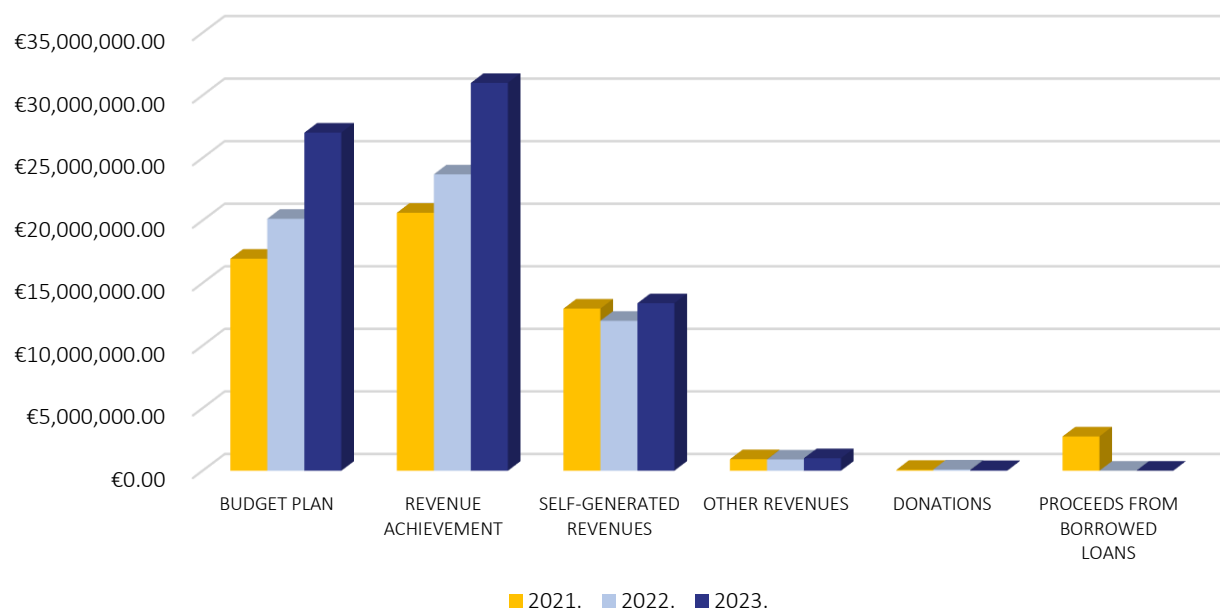
Financial capacities are satisfactory, with the Municipality of Tivat's budget showing a continuous increase in revenue year after year. There is a visible increase in own-source revenue, indicating improvements in the collection of taxes and other direct revenues. These include property taxes, income tax, surtax, administrative fees, and various charges. The growth in revenue can be attributed to both the increase in the number of properties and the rise in property tax rates per square meter, as determined by the Statistics Office.

Table 56 – Municipality Tivat budget

Municipality Tivat	2021 (€)	2022 (€)	2023 (€)
Budget plan	16.945.200,00	20.135.700,00	27.019.368,00
Revenue Achievements	20.616.200,00	23.683.762,45	30.994.555,92
Self-generated Revenues	12.956.994,83	11.981.208,78	13.387.290,22
Other Revenues	924.107,35	900.429,00	1.003.804,62
Donations	74.300,00	100.728,60	50.000,00
Proceeds from Borrowed Loans	2.739.922,65	-	-

Source: Secretariat for Finance

Graph 3 - Revenue Realization



Tabel 57 – Long-Term Loans

Creditor Bank	Agreed Amount (€)	Amount Withdrawn (€)	Outstanding Debt as of (date) 31.12.2023. (€)	Date of Signing	Method and Terms of Repayment
Crnogorska komercijalna banka	3.000.000,00	2.739.922,65	1.853.383,63	30.03.2021.	72 months and 12 months of grace period
KfW bank – Water Supply Project PHASE V	6.000.000,00	5.399.999,95	3.779.999,95	16.12.2015.	25 semi-annual instalments
KfW bank – Water Supply Project PHASE V - component 2	11.000.000,00	3.001.245,92	1.351.245,92	29.09.2017.	25 semi-annual instalments
<b>Total</b>	<b>20.000.000,00</b>	<b>11.141.168,52</b>	<b>5.131.245,87</b>		

Source: Secretariat for Finance

### 3.9. ANALYSIS OF THE IMPLEMENTATION OF THE 2019-2022 STRATEGIC DEVELOPMENT PLAN

The proposal for the Strategic Development Plan of the Municipality of Tivat 2019-2022 was adopted at the Assembly session on November 16, 2018. This document defines the development of the municipality through four specific strategic goals, for the achievement of which it was planned to invest 116 million € from the Municipality of Tivat's budget and other sources of financing.

The overall strategic goal of this plan was: *"Sustainable development of Tivat as a town of equal opportunities for all its citizens. We aim to be efficient and open local government that, by providing quality and accessible public services, will earn the trust of all users and partners. We will remain leaders in the management of public goods and ensure further progress of Tivat as a prestigious nautical tourism destination, recognized in Montenegro and worldwide for its preserved natural and cultural heritage."*

The achievement of the overall strategic goal was planned to be accomplished through the realization of specific strategic goals:

- ◆ **SPECIFIC STRATEGIC GOAL 1:** Improving the existing and construction of new transportation infrastructure;
- ◆ **SPECIFIC STRATEGIC GOAL 2:** Creating more favourable conditions for a higher quality of social life for citizens through the improvement of healthcare services and the status of certain social groups;
- ◆ **SPECIFIC STRATEGIC GOAL 3:** Ensuring continuous water supply and improving communal infrastructure;
- ◆ **SPECIFIC STRATEGIC GOAL 4:** Improving the environmental protection and increasing energy efficiency.

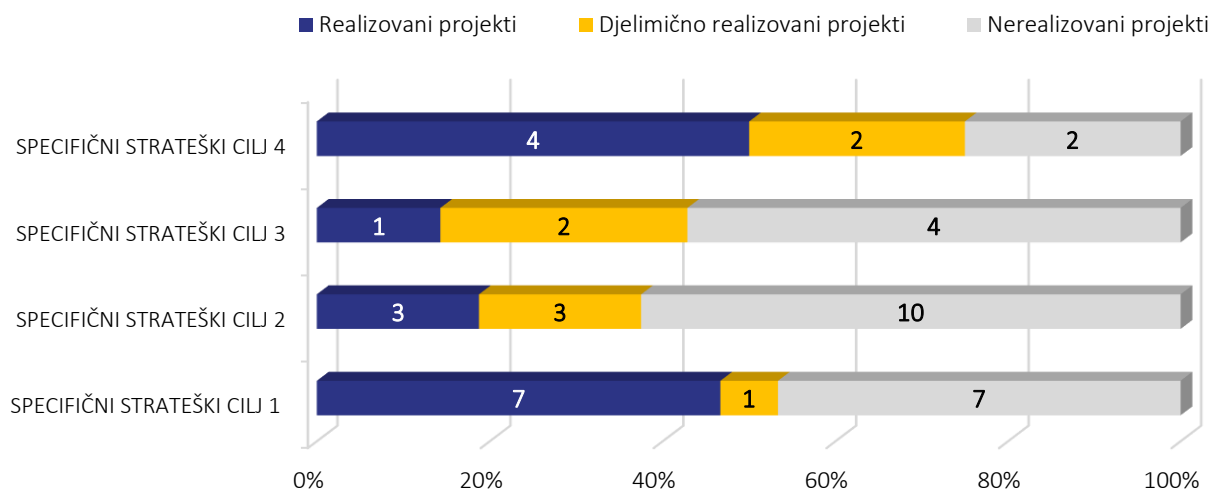
The specific goals did not have defined indicators, making it impossible to assess their achievement. The plan included forty-seven projects, of which fifteen were fully implemented, eight were partially implemented, and twenty-four projects were not realized. Successfully completed projects include those whose implementation occurred after the expiration of the Strategic Plan's validity period.





The degree of implementation of the Strategic Plan for the 2019-2022 period is 32% fully implemented and 17% partially implemented projects.

Graph 4 – Project Status by Specific Strategic Goals



The causes for the low level of implementation of the Strategic Plan for the 2019-2022 period can be found in the fact that, during the planning phase, the conditions for their successful implementation within the set time frame were not met. A significant number of capital projects were burdened by unresolved property-legal issues and delays in the preparation of planning documentation.

The total budget for the implementation of the strategic plan was 116 million €, sourced from the Municipality of Tivat's budget and other funding sources.

A total of 6,841,670.24 € was spent on project implementation from the Municipality of Tivat's budget, which represents only 5.9% of the planned funds.





# SWOT

## STRENGTHS

- ◆ Stable local government system
- ◆ High level of competitiveness and development
- ◆ Positive demographic trends
- ◆ Cultural and historical heritage, open society
- ◆ Services and facilities necessary for life and business available at a short distance
- ◆ Airport located 3 km from the town center
- ◆ Established image of an attractive destination in Montenegro
- ◆ Good cooperation and coordination among local institutions
- ◆ Developed regional and international cooperation, openness to expanding the partner network
- ◆ Average employee earnings among the highest in the country - purchasing power of the population
- ◆ Development of strategic investments in high-end tourism
- ◆ Protected natural area as economic potential

## WEAKNESSES

- ◆ Limited spatial resources
- ◆ Key resources under state management
- ◆ Traffic and utility infrastructure insufficient to support rapid economic development and population growth
- ◆ Significant seasonality in dominant industries (tourism, trade, hospitality)
- ◆ Lack of municipal property for infrastructure development and facilities of public importance
- ◆ Attractive locations not utilized for intended purposes (Župa, Ostrvo Cvijeca, Opatovo, Sv. Marko)
- ◆ Absence of or inadequate urban planning documentation
- ◆ Concept of complete centralization of spatial planning and management
- ◆ Political instability and lack of adequate responses to environmental degradation

The SWOT analysis was conducted based on an evaluation of the current situation and provides a systematic overview of key internal (strengths and weaknesses) and external (opportunities and threats) factors.



- 
- ◆ Favourable geographical and climatic conditions
  - ◆ Two international airports within 100km (Podgorica, Dubrovnik)
  - ◆ A town attractive for living and working - growth in labor market demand and supply
  - ◆ Opportunities for further improvement of business and investment conditions
  - ◆ "Smart town" concept, digitalization, and the use of AI technologies
  - ◆ Diversification of tourism offerings
  - ◆ Alignment of formal and informal education with real market needs
  - ◆ State level support programs for enhancing competitiveness in the economy, agriculture, tourism, culture, innovation, environmental protection, etc.
  - ◆ EU funds and initiatives
  - ◆ Development of sustainable tourism
  - ◆ Improvement of public transport systems
  - ◆ Increase in the number of business entities
  - ◆ More effective promotion in the international markets
  - ◆ Market expansion and increased destination accessibility through the introduction of new flight routes
  - ◆ Preserved ambient areas
  - ◆ Renewable energy sources and energy efficiency
  - ◆ Development of rural tourism
  - ◆ Decentralization and expansion of local government competencies

## OPPORTUNITIES

- 
- ◆ Illegal construction and overdevelopment
  - ◆ Environmental degradation
  - ◆ Climate change
  - ◆ Inefficiency of state administration
  - ◆ Inadequate pricing policies in the private sector
  - ◆ Gray economy
  - ◆ Insufficiently skilled workforce in modern industries and technologies
  - ◆ Education sector misaligned with labor market needs and modern industries/technologies
  - ◆ Workforce shortages
  - ◆ Lack of urban beaches
  - ◆ Risk of neglecting cultural heritage
  - ◆ Financial unattractiveness and aging workforce in the public sector
  - ◆ Excessive residential construction
  - ◆ Mass tourism
  - ◆ Imbalance of interests between the private and public sectors

## THREATS







## 4. MUNICIPALITY DEVELOPMENT GOALS

### 4.1. GENERAL AND SPECIFIC STRATEGIC GOALS 2024–2029

After a detailed analysis of the current situation and the accompanying SWOT analysis, considering the key findings from the public opinion survey on strategic development planning in Tivat, the general strategic goal has been defined:

*"Development of Tivat based on the principles of sustainability, with the improvement of citizens' quality of life, environmental preservation, digital transformation, and an attractive business environment."*

This goal is planned to be achieved through the implementation of four specific strategic objectives.

**SPECIFIC STRATEGIC OBJECTIVE 1: Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and spaces.**

Infrastructure includes transportation, energy, telecommunications, and other communication networks that ensure common supply, services, and other forms of improving the quality of life in a specific area. The development of technical infrastructure in Tivat is a prerequisite for the development of a significant number of other sectors and has a major impact on the economy, the environment, the quality of life in the town, and the social development of the entire community.

The construction of public facilities must address the new needs for services that the town must provide to ensure the smooth functioning of both the local population and the growing number of tourists. Public spaces are an essential part of urban life in the community. In addition to enhancing the functional aspects of urban planning, they represent a significant resource when it comes to planning the social life of the town.

Indicator	Verification Source	Initial Value (2023)	Target Value (2029)
Length of new roads	Municipality Tivat	/	15.000 m
Number of municipal berths	DOO "Komunalno" Tivat	372	500
Number of anchored vessels	DOO "Komunalno" Tivat	0	1.700
Number of public water supply consumers	DOO "Vodovod i kanalizacija" Tivat	11.350	13.130
Number of connections to the sewage system	DOO "Vodovod i kanalizacija" Tivat	5.829	7.929
Number of newly constructed public facilities	Municipality Tivat	/	4
Number of newly constructed/renovated public spaces	Municipality Tivat	/	7

#### **Priority 1.1: Improvement of road traffic**

Underdeveloped transportation infrastructure leads to excessive traffic congestion, particularly during the summer months, which prevents the local population from meeting basic needs, significantly impacting the quality of life. Additionally, this situation threatens Tivat's status as a prominent tourist destination, which has both the intention and potential for further development. Considering that the existing roads were built in the 1960s, the implementation of traffic infrastructure projects will enable Tivat to meet the needs of its growing community. For the town's development, particularly in terms of ensuring the integrity of its space and connecting it effectively with neighbouring municipal centres, the construction of a town bypass is crucial. This bypass would be part of a fast road network. Since the





realization of this state project is uncertain, the construction of a boulevard through Tivat is set as a priority. In addition to achieving an adequate cross-section for the future boulevard, it is necessary to invest in building higher-level roads, parallel to the main road, which will connect the area from Gradiošnica to Lepetane. This will reduce the burden on the future boulevard and ensure the continuous functioning of alternative routes during its construction.

In addition to the above listed, it is essential to address the issue of stationary traffic, particularly in the town centre, through the construction of public parking garages.

1. *Construction of a boulevard through Tivat*
2. *Construction of the S-7 road within the boundaries of the DUP "Župa-Češljar"*
3. *Construction of the S-6 road within the boundaries of the DUP "Župa-Češljar"*
4. *Construction of the S-02 road within the boundaries of the DUP "Gornji Kalimanj"*
5. *Construction of the S-4 road within the boundaries of the DUP "Mrčevac"*
6. *Construction of the S-38, S-51, S-52 roads within the boundaries of the DUP "Mrčevac"*
7. *Construction of the road connecting the settlements of Podkuk and Seljanovo*
8. *Construction of roads 6, 7, 10, and 14 within the boundaries of the DSL "Sector 22 and 23"*
9. *Phased construction of the 2-2 road within the boundaries of the DUP "Đuraševići"*
10. *Construction of the S-10 road within the boundaries of the DUP "Gornji Kalimanj"*
11. *Phased construction of the K1 and K7 roads within the boundaries of the DUP "Krašiči"*
12. *Construction of the Podkuk road from vertex 51 to vertex 58*
13. *Construction of the Gornje Seljanovo road (connecting the settlements of Lastva and Seljanovo)*
14. *Construction of roads 1, 4 and 5 within the boundaries of the DUP "Ruljina" and DUP "Donja Lastva"*
15. *Construction of road 7 within the boundaries of the DUP "Donja Lastva"*
16. *Construction of an access road to the Gradiošnica reservoir*
17. *Construction of a public parking garage*

#### Priority 1.2: Improvement of water/maritime traffic

Tivat has significant potential for the development of local maritime traffic. In addition to adequate management of existing nautical capacities, it is necessary to invest in new port facilities and other supporting nautical tourism infrastructure, while considering environmental protection measures. Given that Tivat is an area under significant pressure from tourism during the season, it is essential to develop boarding and disembarking zones, as well as to systematically address the long-standing problem of unorganized and uncontrolled anchoring in the waters of Tivat Bay. The construction of a new public marina in Seljanovo would compensate for the limited and filled capacities of the Kalimanj public marina, and it is realistically expected to increase economic activity in sectors that rely on this infrastructure.

18. *Construction of a new public marina*
19. *Establishment of an anchorage management system*

#### Priority 1.3: Construction of water supply and sewage infrastructure

Considering that 95% of the populated area of the Tivat municipality is covered by the water supply network, further improvements in water supply will be made through the replacement of outdated water pipes and the construction of new capacities in higher zones of settlements and rural areas. Since the development of the sewage network should follow the water supply network, the focus of capital

investment projects in the upcoming period will be on sewage infrastructure, given that, currently, only 49% of the total number of water supply users are also connected to the sewage network.

- 20. Water supply and wastewater disposal on the Adriatic coast V, Component 2, Tivat Municipality*
- 21. Continuation of the construction of the secondary and tertiary network in the municipality*
- 22. Construction of new water supply infrastructure*
- 23. Continuation of the construction of stormwater drainage infrastructure in Tivat Municipality*
- 24. Construction of the Rogač reservoir*
- 25. Construction of the sewage network in the settlement of Radovići*

#### Priority 1.4: Construction of public facilities

The construction of public facilities would significantly improve the working conditions for certain companies, such as ViK and SZS, and create the conditions for further economic growth. By implementing the planned facilities within the service zone, space for the relocation of the DOO Komunalno offices from the Main Town Park would be created, which would allow the realization of content between the two stadiums, i.e., the relocation of the Military Bathhouse.

In the town centre, a problem has been identified with the existing market, located beneath Magnolia Square in a closed, inadequate space that does not attract the interest of either locals or tourists. Markets contribute to the high quality of life in a town, as in addition to their primary function, they serve as bustling spaces, important communication centres, cultural additions, and attractions for tourists. It is essential to improve the working conditions for vendors through planning and design processes, while preserving the typical atmosphere of the market and Mediterranean spirit by connecting open and closed spaces according to modern standards.

- 26. Construction of a police and fire station*
- 27. Construction of the UP 135 service zone "Gradiošnica" for DOO Komunalno and DOO ViK*
- 28. Construction of the market*

#### Priority 1.5: Construction and improvement of public spaces

Public spaces nurture cultural identity and enable the development of activities in a location – socializing, interaction, hosting public and cultural events – and represent a vital aspect of urban development and community life. Squares, in urban settings, hold multi-dimensional value, serving as popular meeting places for all generations, conducive to the exchange of ideas and information. In Radovići, which is emerging as a new town centre, the need for a square has been identified, while the Magnolia Square requires reconstruction to provide it with a new urban identity, ensuring its primary function and creating a space that can transform and adapt to various social, cultural, and seasonal events. Given the characteristics of the bay, the natural landscape, and the intended use of the area, it is essential to plan interventions aimed at forming, improving, and utilizing the seaside promenade. Due to excessive urbanization and illegal construction in the coastal zone, the construction of the promenade is the only way to physically create the conditions for a systemic solution to the issues of coastal and sea usage.

- 29. Improvement of public space in Radovići*
- 30. Reconstruction of Magnolia Square*
- 31. Completion of the Belani promenade construction*
- 32. Construction of the promenade in Donja Lastva*



- 33. *Completion of Phase I of Lungo Mare Krašiči*
- 34. *Continuation of Phase II of Lungo Mare Krašiči*
- 35. *Construction of the promenade Lepetane – Donja Lastva*
- 36. *Construction of the promenade Ponta Seljanova*

**SPECIFIC STRATEGIC OBJECTIVE 2: Improvement of conditions in the fields of culture, sports, and education to enhance the quality of life for citizens and diversify the town's offerings.**

The organization of various events, including sports activities, plays a crucial role in the development plans of a tourist destination like Tivat. By constructing the missing facilities, the town plans to meet the increasingly demanding expectations of citizens and tourists regarding cultural and sports life. Investing in events and activities that become traditional boosts the potential for destination development through an authentic offer, independent of natural and cultural values. The quality of education is a significant indicator of the community's development level, as well as the opportunities available to young people. The use of innovative solutions and the adoption of the Smart Town concept will enable better services for citizens and businesses, positively impacting the quality of life.

Indicator	Verification Source	Initial Value (2023)	Target Value (2029)
Number of newly built educational facilities	Municipality Tivat	/	1
Number of reconstructed educational facilities	Municipality Tivat	/	3
Number of newly built sports facilities	Municipality Tivat	/	1
Number of adapted facilities for cultural events	Municipality Tivat	/	4
Number of young people who used the services of the youth centre and services	Municipality Tivat	/	250
Number of digitized services	Municipality Tivat	2	25

### **Priority 2.1: Improvement of conditions for cultural development**

The reconstruction of the Austro-Hungarian water reservoirs in the Main Town Park will create conditions for activities aimed at establishing a maritime heritage museum and the valorisation of neglected maritime heritage. The reservoir has architectural and historical value, and this approach would promote cultural and historical heritage for the benefit of the local community, as well as domestic and foreign visitors. The reconstruction of the reservoir will provide conditions for the implementation of innovative practices in the museum sector.

In Tivat, there are unused and non-functional spaces with significant potential to create new values and enrich the town's cultural offerings. Through various innovative micro-urban interventions, an interesting and engaging program can contribute to the long-term development of society and the local community, enhancing the cultural and social offerings of the town. Abandoned and unattractive spaces need to be gradually transformed into cultural hubs, with the establishment of a basic strategic institutional framework through the adoption of a policy on reactivating public spaces and ensuring intersectoral cooperation. The relocation (displacement and adaptation) of the military bathhouse to the location of the town park and its repurposing according to the needs of the neighbourhood will create a new public cultural facility. This location, currently a neglected park area used for parking, is situated in a nature monument zone, and this project will also add greater value to the Main Town Park.

- 37. *Adaptation of the bunker in the Main Town Park (VGP)*

- 38. Adaptation of the atomic shelter in Seljanovo*
- 39. Reconstruction of the Austro-Hungarian water reservoirs in the Main Town Park*
- 40. Relocation, adaptation, and repurposing of the military bathhouse*

#### Priority 2.2: Improving Conditions for Recreation and Sports Development

Following the overall development of Tivat, the number of young people involved in sports has significantly increased in recent years, which has contributed to the growth of sports clubs. An essential condition for further sports development is the improvement of sports infrastructure. The construction of a closed sports facility in the form of an inflatable hall in Main Town Park (VGP) will improve the conditions for athlete training and for hosting various competitions. The issue of "seasonality in sports" will be addressed by developing a sports complex at the Montepranzo location. The plan is for the complex to include sports fields in accordance with the standards for hosting all competitions.

Sports and recreational facilities significantly influence the choice of a tourist destination, but the prerequisite for this is a sufficient number of high-quality and equipped sports facilities, including both indoor facilities (such as halls, pools, and other structures) and outdoor ones. Since the necessary planning conditions for the realization of these facilities are yet to be established, and considering that the complex involves multiple structures, a series of activities will be carried out in the coming period to prepare for the realization of these facilities and begin their construction.

- 41. Improving the sports field conditions in Main Town Park by installing an inflatable hall structure*
- 42. Creating the conditions and starting the construction of a sports complex at the Montepranzo location*

#### Priority 2.3: Improvement of Conditions in the Field of Education

The influx of population and rapid development in the previous period have resulted in a significant problem of insufficient capacity for quality education. Although the construction of such facilities falls under the jurisdiction of the Ministry of Education, Science, and Innovation, the local government will continue its activities aimed at contributing to the resolution of property-legal issues, the preparation of project documentation, and co-financing the construction work.

- 43. Construction of a new school in the Župa area*
- 44. Completion of reconstruction works on the school in Radovići*
- 45. Reconstruction of the school in Gradiošnica*
- 46. Reconstruction of the school in Donja Lastva*
- 47. Construction of a kindergarten*

#### Priority 2.4: Improvement of Youth Policy

There is a need for the establishment of a youth centre and services for young people, both in the central area and other parts of the town, which will enable young people to achieve their life goals and help them find their place in society. The goal of the local government is to provide young people with better opportunities for their further advancement, to invest in their developmental ideas, plans, and ambitions, and thereby contribute to the development of the local community.

- 48. Establishment of the Youth centre*
- 49. Establishment of the Youth service centre (Krtoli)*



**Priority 2.5: Development of the Smart Town Concept**

Although there is no single definition, the essence of the Smart Town concept is based on a platform where solutions in different areas interact and strengthen town resources in an efficient and coordinated way, all with the goal of providing better services to citizens. The dynamic progress of Tivat requires a quick and efficient response from the local administration to the needs of the economy and citizens, making the digitalization of the administration a necessity. This activity will be implemented in close cooperation with the competent Ministry of Public Administration, and existing services, such as the 48 System, will be integrated into a unified system. The smart parking project is expected to ease the functioning of stationary traffic in the urban core, serving as a concrete example of how digital solutions impact everyday life. The creation of a GIS will enable more efficient management of town resources and infrastructure and significantly improve investment planning and town development.

*50. Digitalization of local administration*

*51. Implementation of smart parking*

*52. Creation of GIS*

**SPECIFIC STRATEGIC OBJECTIVE 3: Improvement of environmental protection and increase in energy efficiency**

The Municipality of Tivat will implement activities aimed at strategic waste management planning, improving protected areas and the green infrastructure system, as well as energy efficiency, with the goal of enhancing the quality of life for residents and reducing the impact of climate change. The protected areas of the Municipality of Tivat, in addition to being important for the sustainable development of the community, represent a significant potential for the development of special interest tourism. Sustainable development also implies increased investment in protected natural assets and public green spaces.

Indicator	Verification Source	Initial Value (2023)	Target Value (2029)
The amount of selectively collected waste for recycling	DOO "Komunalno" Tivat	4.300 t per year	6.000 t per year
The number of rehabilitated landfills	Municipality Tivat	/	1
The area of protected areas relative to the total area of the municipality	Municipality Tivat	163,22 ha	1.321,12 ha
Reduction in energy consumption in public lighting	Municipality Tivat	1.393,070 MWh	348,950 MWh
Reduction in energy consumption in public buildings	Municipality Tivat	2.935,567 MWh	2.642,01 MWh

**Priority 3.1: Improvement of Waste Management**

The foundation for improving waste management in the Municipality of Tivat is the construction of a recycling yard. This activity would significantly impact the enhancement of primary waste separation, which needs to be further developed in the upcoming period. In addition to its direct impact on the environment, this will create conditions for the development of a circular economy in Tivat.

One of the biggest ecological problems in Tivat is the Lovanja landfill, whose remediation is planned for the near future in collaboration with the Environmental Protection Agency. The goal of this activity is to contribute to energy efficiency in waste management, as well as to improve the management of water, soil, and air quality, which are negatively impacted by the current unmanaged landfills and waste

management practices. Additionally, the objective is to ensure that the areas where unmanaged landfills are located are greened after remediation and contribute to infrastructure improvements aimed at adapting to climate change.

*53. Construction of a recycling yard*

*54. Remediation of the unmanaged landfill Lovanja*

### Priority 3.2: Improvement of Protected Areas and Enhancement of the Green Infrastructure System

The protected natural asset, the Veliki Gradski Park (Main Town Park) in Tivat, besides its valuable natural and cultural heritage, plays a crucial role in preserving urban and biological diversity. As the largest organized green space in the broader town centre, it significantly influences the improvement of the area's sanitary-hygienic and microclimatic characteristics, and represents one of the most important areas in the green space system. The intention is to ensure long-term connection between citizens and this space through continuous human presence in the park, thus establishing its permanent protection.

There is a need to strengthen the capacity for managing protected areas. Drawing on successful practices from the region, this is planned to be achieved by establishing an Agency for the Management of Protected Areas, which would ensure sustainable development conditions for protected areas and their promotion as tourist products while implementing protection measures. The designation of Vrmac as a nature park is expected in the near future.

The goal of improving the green infrastructure system will be achieved through effective management of green spaces, maintaining and revitalizing existing ones, and establishing new ones, connecting them into an integrated green network. In addition to the sanitary-hygienic and aesthetic benefits, the use of green infrastructure as an urban planning method will improve the infiltration characteristics of spaces during heavy and frequent rainfall, as well as enhance comfort in urban areas.

*55. Establishment of the Agency for the Management of Protected Areas*

*56. Designation of Vrmac as a protected/national park area*

*57. Revitalization of the overall condition of the natural monument Veliki gradski park*

*58. Improvement of the green space system and the development of a green infrastructure cadastre*

### Priority 3.3: Improving Energy Efficiency

The most significant potential source of energy in the Tivat area is solar energy. The plan is to reduce CO<sub>2</sub> emissions, and if possible, other greenhouse gases, by adopting a joint approach to addressing climate change mitigation and adaptation. A 30kW photovoltaic power plant, to be built on the roof of the Municipality building, aims to raise awareness among citizens and visitors of Tivat about the possibilities of using renewable energy sources. Additionally, based on the energy reviews with energy-economic analysis of municipal buildings, this practice will continue. For the upcoming period, the installation of a photovoltaic power plant on the building of the Gracija Petković Cultural Centre is planned.

Energy efficiency in the public lighting system will be reflected in its reconstruction and modernization, as well as the implementation of a smart management system, which will result in energy savings.





Another project aimed at promoting renewable energy sources is the introduction of electric-powered public transportation. The heavy traffic during the summer season significantly impacts the travel time from the airport to the town centre, so it is evident that an electric-powered bus will have a significant effect.

*59. Installation of a photovoltaic power plant on the Municipality building*

*60. Installation of a photovoltaic power plant on the Gracija Petković Cultural Centre building*

*61. Modernization of the public lighting system*

*62. Pilot project - electric-powered public transportation*

#### **SPECIFIC STRATEGIC GOAL 4: Creating an Environment for Sustainable Economic Development**

Since sustainable development is a strategic commitment of the Municipality of Tivat, and considering the fact that there is very low unemployment in Tivat, the development in the upcoming period is planned to be based on projects focused on the development through the protection and sustainable use of existing natural and cultural resources. The main goal of diversifying the tourist offer is to complement the sea and sun offer with new services, which will provide tourists with a better experience of Tivat and its surroundings and ensure an increase in the number of visitors during the off-season. Further economic development is planned to be achieved by creating conditions for the development of a favourable investment environment. By improving the capacity of the Business Info Centre, conditions will be created for the development of SMEs, with an emphasis on the development of cultural and creative industries and start-ups, as well as attracting digital nomads.

Indicator	Verification Source	Initial Value (2023)	Target Value (2029)
Increase in the number of visitors	Municipality of Tivat Tourist Organization of Tivat	160.739	191.930
Increased number of SMEs	Municipality of Tivat Biznis info centar doo	2.223	2.900
Increased number of agricultural holdings	Municipality of Tivat	69	90

#### **Priority 4.1: Enhancement of Tourism Offer**

The reconstruction and activation of sites of exceptional cultural and historical significance, such as the Austro-Hungarian fortress Fort Verige, will create conditions for the further development of cultural tourism and the preservation of historical heritage. The construction of the sports and recreational camp Bogišići will create the conditions for presenting not only the camp but also its surroundings with appropriate facilities to the market, not just as a tourist destination with existing resources, but also as a new, attractive, and well-equipped location. This will offer a diversified tourist product that will impact the increase in visitor numbers and extend the tourist season, as defined in the "Feasibility Study for the Sports and Recreational Camp Bogišići Municipality of Tivat," developed by the Centre for Excellence in Management – Podgorica. In addition to the coastal landscape, numerous coves, Austro-Hungarian fortresses, well-preserved borders, and rich flora, the Municipality of Tivat offers preserved and beautiful nature in its hinterland, which can be a reason for tourists to visit and enjoy active vacations. However, there is a pronounced need to improve infrastructure for active tourism. Furthermore, the use of innovative digital solutions would meet the needs of modern tourists who prefer to plan their vacations independently and quickly.

- 63. Reconstruction of the Austro-Hungarian Fortress Fort Verige*
- 64. Construction of the Sports and Recreational Camp Bogišići*
- 65. Improvement of Infrastructure for Active Tourism*

#### **Priority 4.2: Creating a Favourable Investment Environment**

The establishment of the Business Info Centre is the foundation for further development of entrepreneurship in the Municipality of Tivat. Until now, all development and administrative activities have been carried out within the Department of Economy of the Municipality of Tivat, which has yielded limited results. Experiences from the region show that it is much more efficient to group development capabilities through institutions such as the Business Info Centre, which can provide a much broader range of services and support to the business community. The improvement of conditions for the development and establishment of MSMEs (Micro, Small, and Medium Enterprises) is planned to be achieved through supporting the development of cultural and creative industries, improving support for startups, and the development of the gaming industry. The development of the “Strategy for the Development of MSMEs in Tivat with the Development of the Business Info Centre” will precisely define the needs of the business community, and further development activities will be planned accordingly. Additional support is planned for crafts relying on the experiences of MTRZ Sava Kovačević, as activities complementary to the development of nautical tourism in Tivat.

- 66. Improvement of conditions for the development and establishment of MSMEs*
- 67. Enhancement of the capacities of the Biznis Info Centar doo*

#### **Priority 4.3: Improving Conditions for Agriculture and Rural Development**

A significant part of the Municipality of Tivat consists of rural areas that are currently underdeveloped and lacking infrastructure, yet they possess significant potential for economic development, especially in the fields of rural and agro-tourism. The plan is for the Olive Growing Centre to become a hub for researching the potential for the development of olive growing and other Mediterranean crops (vines, figs, carob, and mastic). The Centre will provide facilities for processing fruits, promoting and selling finished products, conducting chemical analysis of products and raw materials, analysing native varieties, and producing certified planting material.

The development of infrastructure in rural areas is crucial for improving accessibility and enabling economic activities. Plans include the reconstruction and construction of road and water infrastructure aimed at further developing environmental units and revitalizing neglected villages in Luštica and Vrmac, which present great potential for agricultural activities (primarily olive growing and beekeeping), as well as the development of agro-tourism and tourism of special interests.

- 68. Construction of the Olive Growing Development Centre*
- 69. Reconstruction of water supply facilities in Gornja Lastva*
- 70. Reconstruction of the Gošići – Gornji Krašići road*
- 71. Water supply for Gornji Krašići*



## 4.2. PROJECTS

To achieve the planned goals and priorities, the following table presents detailed projects. The Municipality of Tivat will implement these projects in cooperation with companies, public institutions, non-governmental organizations, private partners, and other relevant entities that influence community development, all with the aim of achieving the overall goal of this strategic document.

<i>Project Idea 1</i>	
CONSTRUCTION OF A BOULEVARD THROUGH TIVAT	
<i>Area and priority level:</i>	<b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.
	<b>Priority 1.1:</b> Improvement of road traffic.
<i>Alignment with:</i>	<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<i>Project description:</i>	The project involves the construction of a road with four traffic lanes and a sidewalk, spanning a length of 4.9 km. This would reduce traffic congestion in the town, especially during the tourist season. The roadbed will include complete infrastructure for electrical, telecommunication, water supply, and sewage systems. This project will shorten the overall transit time through the town, improve the connection between the airport and the ferry line as a specific type of transit, and positively impact the quality of the tourism offer. Most importantly, it will enhance the safety of all road users, particularly pedestrians, who are currently the most vulnerable group due to the lack of sidewalks on many sections of the main road.
<i>Purpose and Goal of the Program:</i>	The project is intended for all citizens, businesses, and tourists.
<i>Activities:</i>	<ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>	Improved traffic communication and reduced congestion on the traffic infrastructure.
<i>Output indicators:</i>	4,9 km of new roadway.
<i>Responsible party:</i>	Municipality Tivat.
<i>Total budget and source of funding:</i>	20.000.000,00 €; Government of Montenegro.
<i>Target groups/beneficiaries:</i>	Residents, businesses, tourists.

<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ First 6 months: Alignment and redesign of the existing boulevard project.</li> <li>◆ 6 to 18 months: Resolution of property and legal matters.</li> <li>◆ By the end of 2029: Completion of all construction work along the entire boulevard route.</li> </ul>
<p><b>Project Idea 2</b></p> <p><b>CONSTRUCTION OF THE S-7 ROADWAY IN THE SCOPE OF THE DUP "ŽUPA-ČEŠLIJAR"</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.1:</b> Improvement of road traffic</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035</li> </ul>
<p><i>Project description:</i></p> <p>In the municipality of Tivat, traffic congestion has become a significant issue due to the increased number of vehicles owned by the local population, the town’s transit-oriented geographical position, and its natural role as a tourist destination. It has been observed that traffic has been heavily burdened for almost the entire year due to these factors. The planned boulevard through the municipality of Tivat, whose construction is being carried out by the Traffic Administration, will significantly ease traffic. However, more intense problems are expected during its construction, making it necessary to plan alternatives.</p> <p>Therefore, this project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Župa-Češljari" which will run parallel to the Adriatic Highway, or the future boulevard. This would create an alternative traffic route and relieve the Adriatic Highway, significantly reducing traffic congestion that currently affects the quality of life for residents.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>82 m of new roadway.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>



<i>Total budget and source of funding:</i>
380.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
3 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 6 months, land expropriation will take place.</li> <li>◆ From months 6 to 12, project documentation will be prepared, the tendering procedure conducted, contractors selected, and contracts signed.</li> <li>◆ From months 12 to 36, construction work will be carried out and the technical acceptance of the works will be completed.</li> </ul>

**Project Idea 3****CONSTRUCTION OF THE S-6 ROADWAY IN THE SCOPE OF THE DUP "ŽUPA-ČEŠLJAR"***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of Living and Working Conditions through the Construction, Renovation, and Development of Infrastructure, Public Buildings, and Areas

**Priority 1.1:** Improvement of road traffic*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035

*Project description:*

The municipality of Tivat is facing a significant problem with traffic congestion due to an increased number of vehicles owned by local residents, the town's geographic position as a transit hub, and its natural role as a tourist destination. It has been observed that, for these reasons, traffic is now burdened almost year-round. The planned boulevard through the municipality of Tivat will significantly ease traffic; however, more intense problems are expected during its construction, making it necessary to plan for alternatives. This project, therefore, involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Župa – Češljär," which runs parallel to the Adriatic Highway and the future boulevard. This would create an alternative traffic route, alleviating congestion on the Adriatic Highway and significantly reducing traffic, which currently impacts the quality of life for residents.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

<p><i>Output indicators:</i></p> <p>The project involves the construction of 200 meters of new roadway and the reconstruction and modernization of 250 meters of the existing road.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>750.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ By the end of 2024, the completion of Phase I of the roadway is planned.</li> <li>◆ For the implementation of Phase II, the resolution of property and legal issues will take place during the first 6 months.</li> <li>◆ From months 6 to 12, the tendering process will be conducted, contractors selected, and contracts signed.</li> <li>◆ From months 12 to 24, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>

<p><b>Project Idea 4</b></p> <p><b>CONSTRUCTION OF THE S-02 ROADWAY IN THE SCOPE OF THE DUP "GORNJI KALIMANJ"</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.1:</b> Improvement of road traffic</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<p><i>Project description:</i></p> <p>The project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Gornji Kalimanj," which would connect the neighborhoods of Tripovići and Gornji Kalimanj. This would enable direct connectivity between these two neighborhoods, which is important not only for improving their mutual traffic communication but also for easing traffic congestion on the main highway. The construction of this roadway would create a lower-tier bypass through Tivat, contributing to better traffic flow in the area.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>





<p><i>Activities:</i></p> <ul style="list-style-type: none"><li>◆ Land expropriation;</li><li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li><li>◆ Execution of works;</li><li>◆ Technical acceptance of the works.</li></ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>The project includes the construction of 650 meters of new roadway and the reconstruction of 210 meters of the existing roadway.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>4.500.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"><li>◆ During the first 24 months, land expropriation will take place.</li><li>◆ From months 24 to 36, project documentation will be prepared, the tendering process conducted, contractors selected, and contracts signed.</li><li>◆ From months 36 to 60, construction work will be carried out, followed by the technical acceptance of the works.</li></ul>

**Project Idea 5**

**CONSTRUCTION OF THE S-4 ROADWAY IN THE SCOPE OF THE DUP "MRČEVAC"**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

<p><i>Project description:</i></p> <p>The municipality of Tivat faces a significant problem with traffic congestion due to an increased number of vehicles owned by local residents, the town's geographic position as a transit hub, and its natural role as a tourist destination. It has been observed that traffic is heavily burdened for almost the entire year due to these factors. The planned boulevard through Tivat will significantly ease traffic; however, more intense issues are expected during its construction, necessitating the planning of alternatives. This project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Mrčevac," which will run parallel to the Adriatic Highway and the future boulevard. This alternative traffic route would help alleviate congestion on the Adriatic Highway, significantly reducing traffic and improving the quality of life for residents.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>The project involves the reconstruction and adaptation of 150 meters of the existing roadway and the construction of 150 meters of new roadway.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>675.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>3 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 6 months, land expropriation will take place.</li> <li>◆ From months 6 to 12, project documentation will be prepared, the tendering process will be conducted, contractors will be selected, and contracts will be signed.</li> <li>◆ From months 12 to 36, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>



**Project Idea 6**

**CONSTRUCTION OF S-38, S-51, S-52 ROADWAY IN THE SCOPE OF THE DUP "MRČEVAC"**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Mrčevac". The implementation of this project would significantly improve the quality of life for residents, as it would create the possibility of connecting the two neighborhoods, Mrčevac (Vrijes) and Dumidran.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

200 m of new roadway.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

460.000,00 €; Municipality Tivat.

*Target groups/beneficiaries:*

Residents, businesses, tourists.

*Implementation period:*

2 years.

*Monitoring and Evaluation:*

- ◆ During the first 6 months, land expropriation will take place.
- ◆ From months 6 to 12, project documentation will be prepared, the tendering process will be conducted, contractors will be selected, and contracts will be signed.
- ◆ From months 12 to 24, construction work will be carried out, followed by the technical acceptance of the works.

<p><b>Project Idea 7</b>  <b>CONSTRUCTION OF THE ROADWAY WHICH CONNECTS NEIGHBORHOODS POD KUK AND SELJANOVO</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.1:</b> Improvement of road traffic</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<p><i>Project description:</i></p> <p>The project involves the construction of a roadway that connects the neighborhoods of Seljanovo and Pod Kuk, all within the scope of the Detailed Urban Plans (DUP) "Seljanovo" and "Mažina." In the Pod Kuk neighborhood, there is already an existing roadway that needs to be connected to the existing Risan Street in the Seljanovo neighborhood. This would create the possibility of linking these two neighborhoods.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Decision on the object of general interest;</li> <li>◆ Conducting the tendering procedure, selecting the contractor, and signing the contract;</li> <li>◆ Carrying out the construction work;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>165 m of new roadway.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>720.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the first months, preparation of project documentation, conducting the tendering procedure, selecting the contractor, and signing the contract.</li> <li>◆ From 6 to 24 months, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>



**Project Idea 8**

**CONSTRUCTION OF ROADWAYS 6, 7, 10 AND 14 IN THE SCOPE OF THE DSL "SEKTOR 22 I 23"**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The project involves the construction of roads 6, 7, 10, and 14 in the Bonići neighborhood, within the scope of the Detailed Spatial Plan (DSL) "Sector 22 and 23." This would create a parallel roadway to the Adriatic Highway. Currently, there is no alternative roadway in this area, and the construction of this road is a prerequisite for the start of work on the boulevard in this part of the municipality.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

700 m of new roadway.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

3.000.000,00 €; Municipality Tivat.

*Target groups/beneficiaries:*

Residents, businesses, tourists.

*Implementation period:*

2 years.

*Monitoring and Evaluation:*

- ◆ During the first 6 months, land expropriation will take place;
- ◆ From 6 to 12 months, project documentation will be prepared, the tendering procedure will be conducted, contractors will be selected, and contracts will be signed;
- ◆ From 12 to 24 months, construction work will be carried out, followed by the technical acceptance of the works.



<b>Project Idea 9</b> <b>PHASED CONSTRUCTION OF THE ROADWAY 2-2 IN THE SCOPE OF DUP "ĐURAŠEVIĆI"</b>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.1:</b> Improvement of road traffic</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<p><i>Project description:</i></p> <p>The backbone of the existing traffic infrastructure in the Đuraševići area is the local road Tivat - Radovići, which is under significant pressure due to buildings that directly connect to it on both sides of the road. The construction of Road 2-2, planned by the Detailed Urban Plan (DUP) "Đuraševići," which runs parallel to the existing road through the settlement, would create an alternative traffic route and relieve the existing road through Đuraševići. The planned roadway has a length of 1602 meters, a road width of 6 meters, and sidewalks on both sides with a width of 1.5 meters. The construction of Road 2-2 is a prerequisite for the controlled development and expansion of this area.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>The total length of the new roadway is 1,602 meters.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>2.000.000,00 €; Municipality Tivat</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, land expropriation will take place;</li> <li>◆ From 12 to 24 months, project documentation will be prepared, the tendering procedure will be conducted, contractors will be selected, and contracts will be signed;</li> <li>◆ From 24 to 60 months, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>

**Project Idea 10****CONSTRUCTION OF THE S-10 ROADWAY IN THE SCOPE OF DUP "GORNJI KALIMANJ"***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The municipality of Tivat is facing a significant problem with traffic congestion due to the increased number of vehicles owned by local residents, the town's geographic position as a transit hub, and its natural role as a tourist destination. It has been observed that traffic is heavily burdened almost throughout the entire year for these reasons. The planned boulevard through the municipality of Tivat will significantly ease traffic; however, more intense problems are expected during its construction, making it necessary to plan alternatives. Therefore, this project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) "Gornji Kalimanj," which runs parallel to the Adriatic Highway and the future boulevard. This would create an alternative traffic route, relieving congestion on the Adriatic Highway, which would significantly reduce traffic and improve the quality of life for residents.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

183 m of new roadway.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

600.000,00 €; Municipality Tivat.

*Target groups/beneficiaries:*

Residents, businesses, tourists.

*Implementation period:*

5 years.

*Monitoring and Evaluation:*

- ◆ During the first 12 months, land expropriation will take place;
- ◆ From 12 to 24 months, project documentation will be prepared, the tendering procedure will be conducted, contractors will be selected, and contracts will be signed;
- ◆ From 24 to 60 months, construction work will be carried out, followed by the technical acceptance of the works.

**Project Idea 11**

**PHASED CONSTRUCTION OF ROADS K1 AND K7 WITHIN THE SCOPE OF DUP "KRAŠIĆI"**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The project involves the construction of a roadway within the scope of the Detailed Urban Plan (DUP) Krašići. The most important road in the area, serving as the backbone of the system, is the planned K1 roadway. It will be 6 meters wide with sidewalks on both sides, each 1.5 meters wide, and will run parallel to the existing local road through the settlement. This will create an alternative traffic route and help alleviate congestion on the existing road through Krašići.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

1.300 m of new roadway.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

2.000.000,00 €; Municipality Tivat.

*Target groups/beneficiaries:*

Residents, businesses, tourists.



*Implementation period:*

5 years.

*Monitoring and Evaluation:*

- ◆ During the first 24 months, land expropriation will take place;
- ◆ From 24 to 36 months, project documentation will be prepared, the tendering procedure will be conducted, contractors will be selected, and contracts will be signed;
- ◆ From 36 to 60 months, construction work will be carried out, followed by the technical acceptance of the works.

**Project Idea 12**

**CONSTRUCTION OF ROADS PODKUK FROM POINTS 51 TO 58**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The project involves the construction of two roadways in the Podkuk neighborhood. The construction of these two roads will provide access to urban plots, facilitate the implementation of the urban plan, and enable the development and valorization of the land in question.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

580 m of new roadway.

*Responsible party:*

Municipality Tivat

*Total budget and source of funding:*

1.200.000,00 €; Municipality Tivat

<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 6 months, the completion of works on Phase I of this roadway will take place;</li> <li>◆ From 6 to 12 months, the resolution of property and legal matters for the remaining part of the roadway will occur;</li> <li>◆ From 12 to 24 months, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>
<p><b>Project Idea 13</b>  <b>CONSTRUCTION OF ROADWAY GORNJE SELJANOVO (CONNECTING NEIGHBOURHOODS LASTVA AND SELJANOVO)</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.1:</b> Improvement of road traffic</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<p><i>Project description:</i></p> <p>The project involves the expansion and extension of the existing roadway within the scope of the Detailed Urban Plan (DUP) "Gornje Seljanovo." The construction of this road will connect two settlements, thereby reducing traffic intensity on the Adriatic Highway. The main goal is to provide alternative traffic routes, especially for the local population, allowing easier access to desired areas.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved traffic communication and reduced congestion on the traffic infrastructure.</p>
<p><i>Output indicators:</i></p> <p>450 m of new roadway.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>





<i>Total budget and source of funding:</i>
2.000.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
4 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, land expropriation will take place;</li> <li>◆ From 12 to 24 months, project documentation will be prepared, the tendering procedure will be conducted, contractors will be selected, and contracts will be signed;</li> <li>◆ From 24 to 48 months, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>

**Project Idea 14****CONSTRUCTION OF ROADWAY 1, 4 AND 5 WITHIN THE SCOPE OF UP "RULJINA" AND DUP "DONJA LASTVA"***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.1:** Improvement of road traffic*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Transport Development Strategy 2019–2035.

*Project description:*

The project involves the construction of a roadway within the scope of the Urban Plan (UP) "Ruljina" and the Detailed Urban Plan (DUP) "Donja Lastva." The construction of the IS1 roadway is a planned prerequisite for the realization of other developments within the area covered by the UP "Ruljina"

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Land expropriation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved traffic communication and reduced congestion on the traffic infrastructure.

*Output indicators:*

650 m of new roadway.

*Responsible party:*

Municipality Tivat.

<i>Total budget and source of funding:</i>
1.200.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
2 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 6 months, the completion of works on roadway 4 (Phase I of this project) will take place;</li> <li>◆ From 6 to 12 months, property and legal issues for roadways 1 and 5 will be resolved;</li> <li>◆ From 12 to 24 months, construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>

<p><b>Project Idea 15</b>  <b>CONSTRUCTION OF ROADWAY 7 WITHIN THE SCOPE OF DUP “DONJA LASTVA”</b></p>
<i>Area and priority level:</i>
<b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.
<b>Priority 1.1:</b> Improvement of road traffic
<i>Alignment with:</i>
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<i>Project description:</i>
The project involves the construction of a roadway in Donja Lastva that connects the Adriatic Highway with the school and kindergarten in Donja Lastva. This would improve the connectivity of these important institutions with the Adriatic Highway, providing safer access for parents who predominantly drive their children to school and kindergarten. It would also promote better adherence to traffic rules and increase the safety of all road users.
<i>Purpose and Goal of the Program:</i>
The project is intended for all citizens, businesses, and tourists.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved traffic communication and reduced congestion on the traffic infrastructure.
<i>Output indicators:</i>
220 m of new roadway.
<i>Responsible party:</i>
Municipality Tivat.



<i>Total budget and source of funding:</i>
300.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
2 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 6 months, the project documentation will be prepared;</li> <li>◆ From 6 to 12 months, the contractor will be selected;</li> <li>◆ From 12 to 24 months, the works will be completed, followed by the technical acceptance of the works.</li> </ul>

**Project Idea 16****CONSTRUCTION OF ACCESS ROADWAY TO "GRADIOŠNICA" RESERVOIR**

<i>Area and priority level:</i>
<b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.
<b>Priority 1.1:</b> Improvement of road traffic
<i>Alignment with:</i>
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<i>Project description:</i>
The project involves the construction of a roadway leading to the newly constructed reservoirs within the scope of the Detailed Urban Plan (DUP) "Mrčevac." This will enable vehicle access to the reservoirs, facilitating the operations of public utilities responsible for their maintenance and thereby reducing operational costs.
<i>Purpose and Goal of the Program:</i>
The project is intended for all citizens, businesses, and tourists.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved traffic communication and reduced congestion on the traffic infrastructure.
<i>Output indicators:</i>
250 m of new roadway.
<i>Responsible party:</i>
Municipality Tivat.
<i>Total budget and source of funding:</i>
80.000,00 €; Municipality Tivat.

<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
2 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ The project documentation will be prepared during the first 6 months;</li> <li>◆ From 12 to 24 months, the construction work will be carried out, followed by the technical acceptance of the works.</li> </ul>

<b>Project Idea 17</b>
<b>CONSTRUCTION OF A PUBLIC GARAGE</b>
<i>Area and priority level:</i>
<b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.
<b>Priority 1.1:</b> Improvement of road traffic
<i>Alignment with:</i>
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Transport Development Strategy 2019–2035.</li> </ul>
<i>Project description:</i>
With the increase in motorization in the municipality of Tivat, there is a growing need to expand parking capacities. On the other hand, particularly in central areas, there are limited possibilities for expanding the existing infrastructure and parking spaces. When locating a new parking garage, it should be placed as close as possible to the town centre, near zones of administrative, commercial, hotel, theatre, and other buildings with relatively high visitation. In addition to above-ground levels, it is necessary to design as many underground levels as possible, in accordance with hydrogeological characteristics, with the aim of achieving the best architectural solution.
<i>Purpose and Goal of the Program:</i>
By addressing the requirements for the construction of a new garage, along with strict control of technical documentation and execution, it would contribute to the improvement of traffic infrastructure, the quality of life for residents, and, consequently, the overall appearance of the neighbourhood and the town.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Creating planning preconditions for implementation;</li> <li>◆ Resolving property-legal issues;</li> <li>◆ Preparing technical documentation for the facility;</li> <li>◆ Preparing tender documentation for the execution of works;</li> <li>◆ Selecting the contractor, expert supervision, and carrying out the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved state of traffic infrastructure.
<i>Output indicators:</i>
Constructed public garage.
<i>Responsible party:</i>
Municipality Tivat.



<i>Total budget and source of funding:</i>
2.000.000,00 € Municipality Tivat, public-private partnership.
<i>Target groups/beneficiaries:</i>
Citizens and tourists.
<i>Implementation period:</i>
54 months.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ First 12 months: Creation of planning prerequisites.</li> <li>◆ From 12 to 18 months: Resolution of property and legal matters.</li> <li>◆ From 18 to 22 months: Preparation of appropriate technical documentation.</li> <li>◆ From 22 to 28 months: Execution of the tender process, selection of the contractor, and hiring of professional supervision over the works.</li> <li>◆ From 28 to 54 months: Construction of the facility, equipping, and site development.</li> </ul>

**Project Idea 18****CONSTRUCTION OF A NEW COMMUNAL MARINE**

<i>Area and priority level:</i>
<b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.
<b>Priority 1.2:</b> Improvement of water/maritime traffic
<i>Alignment with:</i>
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Water management strategy;</li> <li>◆ Maritime Economy Development Strategy 2020–2030.</li> </ul>
<i>Project description:</i>
The need for the construction of new municipal berths has existed for a long time, especially considering the constant population growth and the fact that the last municipal berths within the Kalimanj marina were built in the early 1980s. By developing a municipal marina on Seljanovo, in front of the "Delfin" Sailing Club, a certain number of municipal berths would be provided, thereby alleviating the pressing issue of their shortage.
<i>Purpose and Goal of the Program:</i>
The project is intended for the residents of Tivat for the purpose of docking boats and smaller vessels.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Procurement of necessary equipment;</li> <li>◆ Construction of municipal docks;</li> <li>◆ Delegating the management of the marina to a public enterprise.</li> </ul>
<i>Project outcome (expected result):</i>
The expected result is an increase in the available municipal docking spaces in Tivat.
<i>Output indicators:</i>
A finalised municipal marine.
<i>Responsible party:</i>
Municipality Tivat.



<i>Total budget and source of funding:</i>
400.000,00 €, budget – Municipality Tivat
<i>Target groups/beneficiaries:</i>
Residents of Municipality Tivat
<i>Implementation period:</i>
2 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ In the first 6 months, preparation of project documentation;</li> <li>◆ From 6 to 18 months, tendering and procurement of equipment;</li> <li>◆ From 18 to 24 months, delegating marina operations to an operator company.</li> </ul>

**Project Idea 19**

**ESTABLISHMENT OF ANCHORAGE MANAGEMENT SYSTEM**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.2:** Improvement of Water/Maritime Traffic

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Water management strategy;
- ◆ Maritime Economy Development Strategy 2020–2030.

*Project description:*

The sea, as a significant resource of the Municipality of Tivat, is not sufficiently protected or economically utilized. One of the most pronounced problems is unregulated anchoring in the Bay of Tivat. This phenomenon leads to unforeseeable ecological consequences for marine flora and fauna, pollution of the marine environment due to the discharge of wastewater, threats to navigation safety, and missed financial benefits. By establishing a system of regulated anchorages in the water area of the Tivat Bay, the dangers to the environment would be eliminated, and the economic valorisation of the sea as a significant resource would be achieved. The organization of anchorages would contribute to improving the quality of the tourist destination.

*Purpose and Goal of the Program:*

The project is intended for all sailors who stay in Montenegro.

*Activities:*

- ◆ Preparation of documentation;
- ◆ Procurement of necessary equipment;
- ◆ Entrusting the operations to the municipal enterprise.

*Project outcome (expected result):*

The expected result is an organized anchorage (anchoring on buoys) with supporting facilities for waste disposal (grey water tanks and solid waste).

*Output indicators:*

The number of buoys for anchoring.



<i>Responsible party:</i>
Municipality Tivat.
<i>Total budget and source of funding:</i>
500.000.00 €, budget – Municipality Tivat
<i>Target groups/beneficiaries:</i>
All tourists and sailors visiting Tivat and the Bay of Kotor.
<i>Implementation period:</i>
2 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ In the first 12 months, the preparation of project documentation.</li> <li>◆ From 12 to 18 months, issuing tenders and procurement of equipment.</li> <li>◆ From 18 to 24 months, delegating the activity.</li> </ul>

**Project Idea 20****WATER SUPPLY AND WASTEWATER DISPOSAL- ADRIATIC COAST PHASE V, COMPONENT 2***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.3:** Construction of water supply and sewage infrastructure.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Water management strategy;

*Project description:*

The project involves the construction of new and reconstruction of existing water supply and sewage infrastructure in the Municipality, which is defined by the main project and divided into the following components:

- TV1 – Expansion of the sewage system in Gradiošnica
- TV2 – Expansion of the sewage system in Donja Lastva
- TV3 – Construction of the distribution network for the Gradiošnica reservoir
- TV4 – Partial replacement of the main transport pipeline to Plavi Horizonti
- TV5 – Expansion of the secondary and tertiary sewage networks in the settlements of Mažina, Tripovići, Gornja and Donja Župa
- TV6 – Expansion of the secondary sewage network in the upper zones of the Gornji Kalimanj settlement
- TV7 – Replacement of distribution pipelines in Donja Lastva
- TV8 – Replacement of pumping and distribution pipes in the Radovići settlement (second elevation zone)
- TV9 – Construction of the main collector in Donja Lastva

In this way, conditions would be created for better water supply as well as for the disposal of wastewater with the new sewage system connected to the Wastewater Treatment Plant (PPOV).

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i> Improved water supply, enhanced wastewater drainage, and upgraded tourism offer.</p>
<p><i>Output indicators:</i></p> <ul style="list-style-type: none"> <li>◆ 1830 new users of the sewage network;</li> <li>◆ 1780 new users of the water supply network.</li> </ul>
<p><i>Responsible party:</i> Municipality Tivat, Vodacom, LLC.</p>
<p><i>Total budget and source of funding:</i> 28.500.000,00 €; credit from the Kfw bank and Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i> Residents, businesses, tourists.</p>
<p><i>Implementation period:</i> 3 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the first 6 months, resolve property and legal relations;</li> <li>◆ From 12 to 18 months, announce the tender;</li> <li>◆ From 18 to 36 months, execution and technical acceptance of the works.</li> </ul>

**Project Idea 21**

**CONTINUATION OF THE CONSTRUCTION OF SECONDARY AND TERTIARY SEWERAGE NETWORK IN THE MUNICIPALITY TIVAT**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.3:** The project involves the construction of new and the reconstruction of existing water supply and sewage infrastructure.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Water management strategy.

*Project description:*

The project involves the construction of new secondary and tertiary sewage networks in the Municipality, aiming to create better conditions for connecting properties to the main sewage system, which is linked to the wastewater treatment plant (WWTP). The priority settlements for the construction of the secondary and tertiary sewage networks are: Račica, Matkovići, Tripovići, Učuri, Radovići, Gošići, Lepetani, Opatovo, Marići, part of Seljanovo, Kava-Komat, and Bjelila. This will improve the management of wastewater, enhance public health, and contribute to environmental protection by ensuring that wastewater is properly treated before being released into the environment.



<i>Purpose and Goal of the Program:</i>
The project is intended for all citizens, businesses, and tourists.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved water supply, enhanced wastewater disposal, and an upgraded tourism offer.
<i>Output indicators:</i>
270 new users and created conditions for connecting new buildings.
<i>Responsible party:</i>
Municipality Tivat, ViK DOO Tivat.
<i>Total budget and source of funding:</i>
8.000.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
5 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, resolving property and legal relations;</li> <li>◆ From 24 to 36 months, issuing the tender;</li> <li>◆ From 18 to 60 months, execution and technical acceptance of the works.</li> </ul>

**Project Idea 22****CONSTRUCTION OF NEW WATER SUPPLY INFRASTRUCTURE***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.3:** Construction of Water Supply and Sewerage Infrastructure

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Water management strategy.

*Project description:*

- ◆ The project involves the construction of new water supply infrastructure in the Municipality, which will create better conditions for the uninterrupted water supply of newly built buildings. The priority settlements for the construction of new water supply infrastructure during this period are:
- ◆ Vrijes and Gradiošnica;
- ◆ Gošiči and Gornji Krašiči with reservoir in Krašiči.

<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved water supply, and an upgraded tourism offer.</p>
<p><i>Output indicators:</i></p> <p>A higher level of water supply infrastructure construction in accordance with the planning documentation.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, Vodacom DOO.</p>
<p><i>Total budget and source of funding:</i></p> <p>3.000.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 24 and 36 months, issue tenders;</li> <li>◆ Between 18 and 60 months, carry out the construction and technical acceptance of the works.</li> </ul>

<p><b>Project Idea 23</b></p> <p><b>CONTINUATION OF THE CONSTRUCTION OF STORMWATER SEWERAGE IN THE MUNICIPALITY OF TIVAT</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.3:</b> Construction of Water Supply and Sewerage Infrastructure</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Water management strategy.</li> </ul>
<p><i>Project description:</i></p> <p>The project involves the construction of a new stormwater drainage system in the Municipality, which would create better conditions for the uninterrupted discharge of stormwater into the sea. The locations for the construction of the new stormwater drainage system are conditioned by the construction of new roads and new sewer infrastructure. In addition to the construction of new systems, the project will also focus on the adaptation and modernization of existing roads.</p>





<i>Purpose and Goal of the Program:</i>
The project is intended for all citizens, businesses, and tourists. The aim is to reduce flooding of local streets during the heavy rainfall.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved stormwater management and reduced volume of stormwater flowing from existing channels onto local roads.
<i>Output indicators:</i>
A higher level of development of the stormwater drainage infrastructure as planned in the planning documentation.
<i>Responsible party:</i>
Municipality Tivat, Komunalno doo Tivat.
<i>Total budget and source of funding:</i>
5.000.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>
Residents, businesses, tourists.
<i>Implementation period:</i>
5 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 24 and 36 months, issue tenders;</li> <li>◆ Between 18 and 60 months, carry out the construction and technical acceptance of the works.</li> </ul>

**Project Idea 24****CONSTRUCTION OF RESERVOIR ROGAČ***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.3:** The construction of new water supply and sewage infrastructure

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Water management strategy.

*Project description:*

The project involves the construction of a reservoir, which will create better conditions for water supply to the Krašići settlement. The technical specifications of the reservoir will be defined based on the recommendations of the ViK doo Tivat.

<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved water supply for Krašiči.</p>
<p><i>Output indicators:</i></p> <p>Stable water supply.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, ViK DOO.</p>
<p><i>Total budget and source of funding:</i></p> <p>500.000,00 €; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 24 and 36 months, issue tenders;</li> <li>◆ Between 18 and 60 months, carry out the construction and technical acceptance of the works.</li> </ul>

<p><b>Project Idea 25</b></p> <p style="text-align: center;"><b>CONSTRUCTION OF SEWERAGE NETWORK IN THE RADOVIĆI SETTLEMENT</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.3:</b> Construction of Water Supply and Sewerage Infrastructure</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Water management strategy;</li> </ul>
<p><i>Project description:</i></p> <p>The project involves the construction of a new sewerage network in the Radovići settlement, which will create better conditions for connecting properties to the main sewerage system linked to the wastewater treatment plant (WWTP).</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens, businesses, and tourists.</p>



<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved wastewater disposal and enhanced tourism offerings.</p>
<p><i>Output indicators:</i></p> <ul style="list-style-type: none"> <li>◆ 1.200 m of new pipelines;</li> <li>◆ 1.600 m sanitary sewer system;</li> <li>◆ 1.570 m stormwater drainage system.</li> </ul>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, ViK doo Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>2.400.000,00 EUR; Municipality Tivat.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 6 months: Tender issuance;</li> <li>◆ In the period from 6 to 24 months: Execution and technical acceptance of the works.</li> </ul>

**Project Idea 26****CONSTRUCTION OF A POLICE AND FIRE STATION**

<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>PRIORITY 1.4:</b> Construction of Public Facilities</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027.</li> </ul>
<p><i>Project description:</i></p> <p>A multifunctional facility is planned to be constructed for the needs of the Ministry of the Interior's Security Department Tivat, the Directorate for Administrative Affairs, Citizenship and Foreigners, and the Municipality of Tivat's Protection and Rescue Service on Urban Plot 148 and within the scope of the Detailed Urban Plan (DUP) "Mažina" in Tivat. This facility will provide adequate workspace for their uninterrupted operations. Given that the project concerns a public building, an architectural competition will be announced for the site. The facility will include required number of office spaces, business apartments for temporary accommodation, and a two-level underground garage. This will be a modern building designed to meet the needs of its future users in terms of both form and functionality.</p>

<p><i>Purpose and Goal of the Program:</i></p> <p>The realization of this project will create necessary conditions for the functioning of these bodies and resolve the long-standing issue of their workspace.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Competition for the conceptual design.</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Better working conditions for the services.</p>
<p><i>Output indicators:</i></p> <p>The number of newly constructed public buildings.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, The Ministry of the Interior of Montenegro and the Protection and Rescue Service of the Municipality of Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>7.000.000,00 €, budget – Municipality Tivat, Government of Montenegro.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Employees.</p>
<p><i>Implementation period:</i></p> <p>36 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ First 6 months: Announcement of the competition for the conceptual design;</li> <li>◆ From 6 to 12 months: Preparation of project documentation;</li> <li>◆ From 12 to 18 months: Implementation of the tender procedure, selection of the contractor, and contracting of the work;</li> <li>◆ From 18 to 36 months: Execution of the works and technical acceptance of the works.</li> </ul>

**Project Idea 27**

**CONSTRUCTION OF URBAN PLOT 135 SERVICE ZONE "GRADIOŠNICA" FOR KOMUNALNO AND VIK DOO**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**PRIORITY 1.4:** Construction of public buildings.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027.

*Project description:*

In Urban Plot 135, as part of the service zone, all facilities related to the companies ViK doo and Komunalno doo will be located. The project will define spaces for material storage, warehouses for bulky equipment and stock, garages with workshops for technical services, parking areas for construction machinery and landscaping services, as well as offices for administrative work of the service managers. The realization of this project will relocate a significant portion of the machinery from the town centre, making work, planning, and execution of operational teams for both companies easier. It will improve craft work related to repairs and upgrades of equipment and machinery in the workshops, enable better mobility for employees and operational maneuvers, and resolve the issue of storing large amounts of equipment, particularly focusing on the proper storage of New Years' decoration lighting, which is currently a problem due to the lack of adequate space.

*Purpose and Goal of the Program:*

The realization of this project will create working conditions for the companies ViK doo and Komunalno doo.

*Activities:*

- ◆ Competition for the conceptual design;
- ◆ Preparation of project documentation for the construction of the service zone on Urban Plot 135;
- ◆ Implementation of the tender procedure, selection of the contractor, and contracting of the work.
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved working conditions for public enterprises.

*Output indicators:*

The number of newly constructed public buildings.

*Responsible party:*

Municipality Tivat, ViK doo Tivat, Komunalno doo Tivat.

*Total budget and source of funding:*

2.000.000,00 €; Municipality Tivat.

*Target groups/beneficiaries:*

Employees, citizens.

*Implementation period:*

5 years.

*Monitoring and Evaluation:*

- ◆ During the first 12 months, resolve property and legal relations;
- ◆ Between 24 and 36 months, issue tenders;
- ◆ Between 18 and 60 months, carry out the construction and technical acceptance of the works.

**Project Idea 28****CONSTRUCTION OF AN OPEN MARKET FACILITY***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.4:** Construction of public buildings.



<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Tourism Development Strategy of Montenegro 2022 – 2025.</li> </ul>
<p><i>Project description:</i></p> <p>The Municipality of Tivat has recognized the problem of the existing market located beneath Magnolia Square, in an enclosed, inadequate space that fails to attract the interest of either residents or tourists. The location for the new market construction is planned within the scope of the Detailed Urban Plan (DUP) "Tivat-Centre," in a courtyard of atrium-type space formed by surrounding buildings, behind the Pine Hotel. Markets contribute to the high quality of life in the town, as they not only serve their primary function but also represent a bustling space, an important communication centre, and a cultural addition that attracts with its appearance, making it a place not to be missed. On the 1,040 m<sup>2</sup> plot, the surface area for the above-ground open market is planned to be approximately 800 m<sup>2</sup>, while the above-ground enclosed market spaces will cover around 300 m<sup>2</sup>. Additionally, the planned area for underground floors designated for parking is about 2,900 m<sup>2</sup>.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The implementation of the mentioned investment activities will contribute to the creation of conditions for the improvement of the living environment and the tourism product.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Adoption of a decision on the construction of a local facility of general interest;</li> <li>◆ Implementation of a public competition for the conceptual-architectural design;</li> <li>◆ Resolving property and legal relations;</li> <li>◆ Preparation of technical documentation for the facility;</li> <li>◆ Preparation of tender documentation for the execution of works;</li> <li>◆ Selection of the contractor, engineer supervision, and implementation of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>The market facility construction.</p>
<p><i>Output indicators:</i></p> <p>Construction of a new public facility.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>1.300.000,00 €; budget – Municipality Tivat</p>
<p><i>Target groups/beneficiaries:</i></p> <p>The target groups are citizens, entrepreneurs, and tourists.</p>
<p><i>Implementation period:</i></p> <p>32 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ From the 3rd to the 9th month: Implementation of the public competition;</li> <li>◆ By the 15th month: Resolution of property and legal relations;</li> <li>◆ From the 15th to the 17th month: Preparation of the appropriate technical documentation;</li> <li>◆ From the 17th to the 20th month: Implementation of the tender procedure, selection of the contractor, and engagement of professional/engineer supervision for the execution of works;</li> <li>◆ From the 20th to the 32nd month: Execution of the construction works, equipment installation, and site development.</li> </ul>

**Project Idea 29****DEVELOPMENT OF A PUBLIC SPACE IN THE CENTRE OF RADOVIĆI SETTLEMENT***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.4:** Construction of public buildings.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;

*Project description:*

By developing the public space in the centre of Radovići, this settlement would gain an improved visual identity. Currently, this space does not meet the basic parameters necessary to fulfil the needs of both residents and tourists. The realization of this project will result in new green areas, a pedestrian zone, urban furniture, and a children's playground.

*Purpose and Goal of the Program:*

The implementation of the mentioned investment activities will contribute to creating conditions for the improvement of the living environment and the tourism product.

*Activities:*

- ◆ Implementation of a public competition for the conceptual-architectural design;
- ◆ Resolution of property and legal relations;
- ◆ Preparation of technical documentation for the facility;
- ◆ Preparation of tender documentation for the execution of works;
- ◆ Selection of the contractor, professional supervision, and implementation of works.

*Project outcome (expected result):*

Improved quality of life for citizens.

*Output indicators:*

Developed public space.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

300.000,00 €, Municipality Tivat, donations.

*Target groups/beneficiaries:*

Citizens and tourists.

*Implementation period:*

24 months.

*Monitoring and Evaluation:*

- ◆ From the 6th to the 12th month: Preparation of technical documentation, implementation of the tender procedure, selection of the contractor, and engagement of professional supervision for the execution of works;
- ◆ From the 12th to the 24th month: Execution of construction works and technical acceptance of the facility.

<span style="float: left; font-weight: normal;">Project Idea 30</span> <span style="float: right; font-weight: normal;">RECONSTRUCTION OF THE MAGNOLIA SQUARE</span>	
<i>Area and priority level:</i>	<p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.4:</b> Construction of public facilities.</p>
<i>Alignment with:</i>	<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> </ul>
<i>Project description:</i>	<p>Within the block formed by the administrative, residential/commercial, and hotel-type buildings, a central square of approximately 5,400 m<sup>2</sup> has been organized, enriched with elements of greenery and water features. It is open to the southwest to ensure a connection with the promenade. The square features covered spaces for business purposes on the ground floors (such as pergolas, canopies, etc.). The square space needs to be redesigned. The existing fountain, as well as the square itself, have proven to be nonfunctional due to the steep incline. The pergolas, with their pyramidal structures made of various materials, are damaged and need to be replaced to improve both the visual experience and functionality of the square. The existing paving needs to be replaced with calmer, simpler forms that align with the spatial layout and the sensitivity of this area. In areas where possible, it is necessary to elevate the square's surface and address accessibility for people with disabilities. Urban furniture must be designed, selected, and coordinated with care, especially in areas where larger gatherings are expected. Pergolas should be greened, and consideration should be given to installing solar panels on them to ensure sustainability.</p>
<i>Purpose and Goal of the Program:</i>	<p>The implementation of the mentioned investment activities will contribute to creating conditions for the improvement of the living and working conditions of the population. By embellishing public spaces, the development of social life in the town is promoted, enabling interaction and creating a space for public and cultural events.</p>
<i>Activities:</i>	<ul style="list-style-type: none"> <li>◆ Implementation of a public competition for the conceptual architectural design;</li> <li>◆ Preparation of technical documentation;</li> <li>◆ Preparation of tender documentation for the execution of works;</li> <li>◆ Selection of the contractor, professional supervision, and execution of the works.</li> </ul>
<i>Project outcome (expected result):</i>	<p>Improved condition of public spaces, created conditions for the organization of public and cultural events, implementation of energy efficiency measures, and enhanced green infrastructure system.</p>
<i>Output indicators:</i>	<p>Developed public space.</p>
<i>Responsible party:</i>	<p>Municipality Tivat.</p>
<i>Total budget and source of funding:</i>	<p>300.000,00 €, Municipality Tivat.</p>
<i>Target groups/beneficiaries:</i>	<p>Citizens and tourists.</p>



*Implementation period:*

24 months.

*Monitoring and Evaluation:*

- ◆ During the first 12 months: Implementation of the public competition;
- ◆ From the 12th to the 18th month: Preparation of the appropriate technical documentation;
- ◆ From the 18th to the 21st month: Implementation of the tender documentation, selection of the contractor, and engagement of professional supervision for the execution of works;
- ◆ From the 21st to the 24th month: Execution of works on the reconstruction of the square, equipment installation, and site development.

**Project Idea 31**

**COMPLETION OF THE CONSTRUCTION OF THE PROMENADE BELANE**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.5:** Construction and development of public spaces.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The project involves activities related to the construction of the promenade, focusing on the final craftworks. The main project for the Belane coastal promenade includes several components: the coastal promenade, the extension of the promenade, a beach/swimming area, and an open pool. The extension of the coastal promenade along the location of the open pool will be partially built on the existing embankment and partially reclaimed from the sea. This extension serves as the starting point for pontoons in the sea, where organized swimming and recreational activities in a natural marine environment of appropriate depth can take place. The extension will include facilities such as changing rooms with showers, lockers, sanitary units for visitors and participants, equipment storage, ticket office, and catering services. The pool area is defined by pontoons. One longer side of the pool is equipped with a pontoon on pilings that can accommodate a modular bleacher. The other sides are made of pontoons with a passage left on one shorter side to be used in winter as a docking area for local boats. The spaces between the pontoons, due to the shallow depths, can be used for children's water play on one side, and for renting pedal boats, recreational boats, and similar activities.

*Purpose and Goal of the Program:*

The project is intended for all citizens, businesses, and tourists.

*Activities:*

- ◆ Implementation of the tender procedure based on the existing project documentation, selection of the contractor, and contracting the work.
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improved tourism offer, enhanced transportation communication, and relieved traffic infrastructure.

<p><i>Output indicators:</i></p> <ul style="list-style-type: none"> <li>◆ Number of fully developed promenade areas according to the planning documentation.</li> <li>◆ Number of fully developed beaches.</li> </ul>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, JP Morsko dobro.</p>
<p><i>Total budget and source of funding:</i></p> <p>1.200.000,00 €; Municipality Tivat, JP Morsko dobro.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents, businesses, tourists.</p>
<p><i>Implementation period:</i></p> <p>12 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ Completion of phase I works within the first 6 months;</li> <li>◆ Completion of phase II works from the 6th to the 12th month.</li> </ul>

<p><b>Project Idea 32</b></p> <p style="text-align: center;"><b>CONSTRUCTION OF A PROMENADE IN DONJA LASTVA</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 1:</b> Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</p> <p><b>Priority 1.5:</b> Construction and development of public spaces.</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023–2027;</li> <li>◆ Tourism Development Strategy of Montenegro 2022 – 2025.</li> </ul>
<p><i>Project description:</i></p> <p>Construction of the promenade in Donja Lastva involves the development of the coastal part of the promenade in the mentioned area, from Ivovica Park to St. Rocco's Church. The coastal zone will primarily develop either directly or indirectly in function of tourism, with attractive amenities along the seaside promenade (Lungo mare). The development of the coastal zone, with the planned Lungo mare promenade, is significant for both tourism development and the improvement of the living environment, enhancing the quality of urban and natural spaces. The Lungo mare concept ensures the provision of public spaces and the arrangement of public interests for the long-term development of Tivat. It allows an increase in areas for swimming and recreation, prioritizes pedestrians and cyclists, and becomes a major element of the town's image. It also contributes to the expansion of hospitality, entertainment, and sports-recreational facilities, which should primarily be located along the promenade.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The realization of this project aims to arrange the public space and enhance the tourism offer.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Preparation of project documentation for the construction of the promenade.</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>



<i>Project outcome (expected result):</i>
<ul style="list-style-type: none"> <li>◆ The number of developed public spaces is higher;</li> <li>◆ Enhancement of the tourism offer;</li> <li>◆ Alleviation of traffic infrastructure congestion, including pedestrian and bicycle paths.</li> </ul>
<i>Output indicators:</i>
The number of newly built promenade areas.
<i>Responsible party:</i>
Municipality Tivat, JP Morsko dobro.
<i>Total budget and source of funding:</i>
700.000,00 €, budžet JP Morsko dobro.
<i>Target groups/beneficiaries:</i>
Tourists, citizens.
<i>Implementation period:</i>
3 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 12 and 24 months, issue tenders;</li> <li>◆ Between 24 and 36 months, carry out the construction and technical acceptance of the works.</li> </ul>

**Project Idea 33****COMPLETION OF THE CONSTRUCTION OF PHASE I OF LUNGO MARE IN KRAŠIĆI***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.5:** Construction and development of public spaces.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The completion of the construction of Phase I of the Lungo Mare in Krašići will enable the uninterrupted movement of tourists and pedestrians along the coastal area, which currently lacks a promenade zone. The construction of the promenade will create better conditions for the development of tourism and the economy as a whole. The planned Lungo Mare promenade will particularly stand out in Krašići, offering wide panoramic views, with special attention given to preserving the coastal identity, especially the picturesque "riva" and "mandračići" that adorn the settlements along the sea. The promenade should be designed in a way that its shape and materials blend with the natural beaches, ensuring vertical connectivity with urbanized areas and recreational zones. The design of the coastal promenade must adapt to the terrain's configuration, respecting the natural rocky coastline and beaches that must be preserved in their original form. The promenade must integrate into the characteristic natural environment of the Bay of Tivat, with designated viewpoints, while ensuring mandatory connectivity with functional back zones.



<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for all citizens and tourists, creating better conditions for the development of the economy and tourism.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Preparation of project documentation for the construction of the promenade;</li> <li>◆ Conducting the tender procedure, selecting the contractor, and signing the contract.</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improvement of the tourist offer and alleviation of traffic infrastructure congestion.</p>
<p><i>Output indicators:</i></p> <p>Number of newly built promenade zones.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, JP Morsko dobro.</p>
<p><i>Total budget and source of funding:</i></p> <p>350.000,00 €, Municipality Tivat and JP Morsko dobro.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Tourists, citizens.</p>
<p><i>Implementation period:</i></p> <p>5 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 24 and 36 months, issue tenders;</li> <li>◆ Between 36 and 60 months, carry out the construction and technical acceptance of the works.</li> </ul>

**Project Idea 34**

**CONTINUATION OF THE CONSTRUCTION OF PHASE II OF LUNGO MARE KRAŠIĆI**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.5:** Construction and development of public spaces.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The continuation of the construction of the Lungo Mare Krašići would enable the unobstructed movement of tourists and pedestrians along the coastal area, which currently lacks a promenade zone. By building the promenade, better conditions will be created for the development of tourism and the economy. The planned "Lungo Mare" promenade will stand out in the Krašići area, offering expansive panoramic views, while special attention will be focused on preserving the identity of the coastline, especially the picturesque "rive" and



"mandraći" that adorn the settlements along the sea. The promenade should be designed in a way that its shape and materials harmonize with the natural beaches, ensuring vertical connectivity with urbanized zones and recreational areas. The shape of the coastal promenade must be adapted to the terrain configuration, respecting the natural rocky coastline and beaches, which must be preserved in their original form. The promenade must blend into the characteristic natural environment of the Tivat Bay, with designated viewpoints, ensuring mandatory connections with functional hinterland areas.

*Purpose and Goal of the Program:*

The project is intended for all citizens and tourists, aiming to create better conditions for the development of the economy and tourism.

*Activities:*

- ◆ Preparation of project documentation for the construction of promenade;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improvement of the tourist offer and decongestion of the traffic infrastructure.

*Output indicators:*

Number of newly built promenade areas.

*Responsible party:*

Municipality Tivat, JP Morsko dobro.

*Total budget and source of funding:*

1.500.000,00 €, budget of JP Morsko dobro.

*Target groups/beneficiaries:*

Tourists, citizens.

*Implementation period:*

5 years.

*Monitoring and Evaluation:*

- ◆ During the first 12 months, resolve property and legal relations;
- ◆ Between 24 and 36 months, issue tenders;
- ◆ Between 36 and 60 months, carry out the construction and technical acceptance of the works.

*Project Idea 35*

**CONSTRUCTION OF THE PROMENADE DONJA LASTVA – LEPETANE**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.5:** Construction and development of public areas.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.
- ◆ Regional Development Strategy 2023 – 2027.
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

<p><i>Project description:</i></p> <p>The construction of the Lungo Mare promenade from Donja Lastva to Lepetani involves the development of the coastal part of the promenade, along with the accompanying infrastructure in the area. The infrastructure will include a new water supply and sewage network along the entire length of the promenade. The coastal strip will primarily be developed indirectly or directly for tourism, with attractive amenities along the seaside promenade (Lungo Mare). The development of the coastal zone with the planned Lungo Mare promenade is significant for both tourism development and environmental improvement, enhancing the quality of urban and natural spaces. The Lungo Mare concept provides public spaces and contributes to the long-term development of Tivat. It will increase areas for swimming and recreation, prioritize pedestrians and cyclists, and become a key element of the town's image. It will also contribute to the growth of hospitality, entertainment, and sports-recreational facilities, which should be located primarily along the promenade.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The realization of this project will impact the development of public spaces, enhancement of the tourism offer, improvement of the water supply and sewage infrastructure, and the connection of the Donja Lastva and Lepetane settlements with a well-maintained pedestrian path.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Preparation of technical documentation;</li> <li>◆ Preparation of tender documentation for the execution of works;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Enhancement of the tourism offer, alleviation of traffic infrastructure, and improvement of water supply and sewage infrastructure.</p>
<p><i>Output indicators:</i></p> <p>The total planned length of the promenade is 2.3 km.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, JP Morsko dobro.</p>
<p><i>Total budget and source of funding:</i></p> <p>2.400.000,00 €, budget – JP Morsko dobro.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Tourists and citizens.</p>
<p><i>Implementation period:</i></p> <p>4 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, resolve property and legal relations;</li> <li>◆ Between 24 and 36 months, issue tenders;</li> <li>◆ Between 36 and 48 months, carry out the construction and technical acceptance of the works.</li> </ul>

**Project Idea 36****CONSTRUCTION OF THE PONTA SELJANOVO PROMENADE***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 1:** Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.

**Priority 1.5:** Construction and development of public spaces.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023–2027;
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The construction of the Ponta Seljanova promenade involves the arrangement of Lungo mare with landscaping of public spaces along the Ponta Seljanova waterfront in Tivat. The reconstruction also includes the integration of existing pontoons, with appropriate materials and leveling. The coastal promenade is envisioned as a meeting place. For residents, the promenade serves as an extension of the Mediterranean gardens that line the cape, while for tourists, it represents an expanded beach and a space that allows relaxation and refreshment in the greenery. The coastal promenade is defined through several segments: the walking path, coastal wall, garden, park, square, sunbathing area, and pontoons.

*Purpose and Goal of the Program:*

The realization of this project will enhance the tourism offer.

*Activities:*

- ◆ Preparation of project documentation;
- ◆ Conducting a tender procedure, selecting a contractor, and contracting the work;
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Improvement of the tourism offer and alleviation of traffic infrastructure.

*Output indicators:*

Number of newly built promenades.

*Responsible party:*

Municipality Tivat, JP Morsko dobro

*Total budget and source of funding:*

350.000,00 €, budget – JP Morsko dobro.

*Target groups/beneficiaries:*

Tourists, citizens.

*Implementation period:*

4 years.

*Monitoring and Evaluation:*

- ◆ During the first 12 months, resolve property and legal relations;
- ◆ Between 24 and 36 months, issue tenders;
- ◆ Between 36 and 48 months, carry out the construction and technical acceptance of the works.

Project Idea 37	ADAPTATION OF THE BUNKER IN MAIN TOWN PARK
<i>Area and priority level:</i>	
<p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town's offerings.</p> <p><b>Priority 2.1:</b> Improvement of conditions for the development of culture.</p>	
<i>Alignment with:</i>	
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ National Program for Cultural Development 2023 – 2027.</li> <li>◆ Tourism Development Strategy of Montenegro 2022 – 2025.</li> </ul>	
<i>Project description:</i>	
<p>The adaptation of the bunker in the Main town park area, which is currently out of function, would provide a new usage value. Additionally, more favorable conditions for the development of the non-governmental sector in the Municipality of Tivat would be created. It is important to emphasize that the adaptation must be carried out in accordance with the "Regulation on Technical Standards for the Construction of Shelters and the Maintenance and Use of Shelters" ("Official Gazette of Montenegro", No. 044/08 of 22.07.2008), in a way that ensures the possibility of using this space in accordance with its original purpose.</p>	
<i>The purpose and the goal of the project:</i>	
<p>The goal of the project is to repurpose unused spaces, which represent a significant potential for creating new values and expanding cultural offerings, and to provide better conditions for the work of the non-governmental sector and citizen activism.</p>	
<i>Activities:</i>	
<ul style="list-style-type: none"> <li>◆ Selection of the contractor and technical supervision.</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>	
<i>Project outcome (expected result):</i>	
<p>Increase in the functional value and activation of the spatial resource of the bunker in this area.</p>	
<i>Output indicators:</i>	
<p>The number of fully renovated properties owned by the municipality that are available to citizens, businesses, and the non-governmental sector.</p>	
<i>Responsible party:</i>	
<p>Municipality Tivat.</p>	
<i>Total budget and source of funding:</i>	
<p>70.000,00 €, budget – Municipality Tivat, donations, international and national funds.</p>	
<i>Target groups/beneficiaries:</i>	
<p>Municipality Tivat, citizens, NGO.</p>	
<i>Implementation period:</i>	
<p>12 months.</p>	
<i>Monitoring and Evaluation:</i>	
<ul style="list-style-type: none"> <li>◆ Within 6 months, selection of the contractor and expert supervision over the execution of the works;</li> <li>◆ From 6 to 12 months, execution of the works.</li> </ul>	

**Project Idea 38****ADAPTATION OF THE ATOMIC SHELTER IN SELJANOVO***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town's offerings.

**Priority 2.1:** Improvement of conditions for the development of culture.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ National Program for Cultural Development 2023 – 2027.
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The adaptation of the atomic shelter in Seljanovo would create more favorable conditions for the development of the non-governmental sector in the Municipality of Tivat. It is important to emphasize that the adaptation must be carried out in accordance with the "Regulations on Technical Standards for the Construction of Shelters and the Maintenance and Use of Shelters" ("Official Gazette of Montenegro", No. 044/08 from 22.07.2008), in a manner that ensures the possibility of using this space in line with its original purpose.

*The purpose and goal of the project:*

The goal of the project is to repurpose the unused and non-functional space, which holds great potential for creating new values and expanding the cultural offering, and to ensure better and more favorable conditions for the operation of the non-governmental sector and citizen activism.

*Activities:*

- ◆ Selection of the contractor and expert supervision.
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Increase in the utility value and activation of the spatial resource of the atomic shelter in Seljanovo.

*Output indicators:*

The number of fully renovated properties owned by the municipality available to the public, businesses, and the non-governmental sector.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

100.000,00 €, budget – Municipality Tivat

*Target groups/beneficiaries:*

Municipality Tivat, citizens, NGO

*Implementation period:*

18 months.

*Monitoring and Evaluation:*

- ◆ Within 6 months, selection of the contractor and expert supervision for the execution of works.
- ◆ From 6 months to 18 months, execution of the works.



<p><b>Project Idea 39</b></p> <p><b>RECONSTRUCTION OF AUSTRO-HUNGARIAN WATER RESERVOIR IN THE MAIN TOWN PARK</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the fields of culture, sports, and education to enhance the quality of life for citizens and diversify the town’s offerings.</p> <p><b>Priority 2.1:</b> Improvement of conditions for the development of culture.</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ National Program for Cultural Development 2023 – 2027.</li> <li>◆ Tourism Development Strategy of Montenegro 2022 – 2025.</li> </ul>
<p><i>Project description:</i></p> <p>The reconstruction of the Austro-Hungarian water reservoirs, in accordance with the main project developed by the Enforma studio, would fulfil the basic conditions for establishing a maritime heritage museum. Additionally, this space would gain a new functional value, thereby enhancing the neglected historical heritage.</p>
<p><i>The purpose and goal of the project:</i></p> <p>The main goal of this project is to create conditions for the development of museum and gallery activities. The museum activity is focused on the presentation of historical values of maritime heritage.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Implementation of conservation conditions;</li> <li>◆ Selection of the contractor and professional supervision.</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved museum activity and the creation of a new tourist product.</p>
<p><i>Output indicators:</i></p> <p>Construction of a building for cultural activities.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>1.150.000,00 €, budget – Municipality Tivat, donations, international and national fundings.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>JU Muzej i galerija, citizens, tourists.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the period of 6 months, selection of the contractor and professional supervision over the execution of the works;</li> <li>◆ In the period from 6 months to 24 months, execution of the works.</li> </ul>

**Project Idea 40****RELOCATION, ADAPTATION AND REPURPOSING OF THE MILITARY BATHHOUSE***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education to enhance the quality of life for citizens and the diversity of the town's offerings.

**Prioritet 2.1:** Improvement of conditions for the development of culture.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.
- ◆ Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

By the Decision on adoption of amendments to the national location study "Arsenal" - Tivat from 2013, a detailed analysis and evaluation of the architectural heritage of the MTRZ "Sava Kovačević – Arsenal" was carried out, and precise guidelines and recommendations were provided on how to approach the architectural heritage of the former military complex. Among other things, the Military Bathhouse was identified, which is one of the oldest buildings in the complex. The planning document prescribes the relocation (realignment and reconstruction within the previous dimensions) of the military bath building to the UP 3-2 location, within the boundaries of the protected natural area "Main Town Park," and its repurposing in accordance with the needs of the settlement (such as exhibition spaces, painting studios, etc.).

*The purpose and goal of the project:*

By rehabilitating the original building, a significant contribution will be made to the improvement of the cultural life quality in the town of Tivat.

*Activities:*

- ◆ Conducting the tender procedure, selecting the contractor and expert supervision.
- ◆ Execution of works;
- ◆ Technical acceptance of the works.

*Project outcome (expected result):*

Increase in the utility value and activation of the spatial resource of the military bathhouse as a public space.  
Improved offer of the Main Town Park.

*Output indicators:*

A newly developed facility to be used by citizens, business entities, and the non-governmental sector.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

1.000.000,00 € Porto Montenegro.

*Target groups/beneficiaries:*

Municipality Tivat, citizens, NGO, tourists.

*Implementation period:*

2 years.

*Monitoring and Evaluation:*

- ◆ Within 6 months, selection of the contractor and professional supervision over the execution of works;
- ◆ Within 6 to 24 months, execution of works.

*Project Idea 41*

**IMPROVEMENT OF SPORTS FIELD CONDITIONS IN THE MAIN TOWN PARK BY INSTALLING A BALLOON HALL-TYPE STRUCTURE**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town's offerings.

**Priority 2.2:** Improvement of conditions for recreation and sports development.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.

*Project description:*

The project involves carrying out investment works to restore and improve the conditions for the use of the existing sports field located in the Veliki Gradski Park/Main town park in Tivat (near the Health Centre). Veliki Gradski Park is the largest planned green space in Tivat, with two sports fields located in its southern part. In order to create year-round opportunities for sports and recreational activities in the park and increase its visitation, it is planned to install a temporary structure for a balloon-shed type building within the dimensions of the existing sports field (without any tree cutting, damage to vegetation, or concreting of park space outside the existing boundaries of the field, etc.). In this way, the existing use of this location within the park would be enhanced, sports events could be organized, the park's promotional activities and offerings could be improved, and ultimately contribute to the overall revitalization and improvement of the quality of the public space.

*Purpose and Goal of the Program:*

By implementing the afore-mentioned investment activities, a higher-quality sports facility will be created, the quality of the public space will be improved, opportunities for better promotion of the park will be generated, and ultimately, this will contribute to the overall improvement of the condition of this protected area.

*Activities:*

- ◆ Preparation of the project for the construction of a temporary structure for a balloon hall-type facility within the existing terrain dimensions;
- ◆ Preparation of tender documentation for the execution of works;
- ◆ Selection of contractors, project supervisors, and execution of works.

*Project outcome (expected result):*

Improved condition of the sports field, enhanced park offerings and promotional opportunities, and overall improvement of the condition of this location within the park.

*Output indicators:*

A balloon hall built within the dimensions of the existing sports field.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

200.000,00 € Municipality Tivat.

*Target groups/beneficiaries:*

The target groups are citizens and park visitors, sports clubs, and associations.



*Implementation period:*

1 year.

*Monitoring and Evaluation:*

- ◆ During the first 4 months, preparation of the appropriate technical documentation and data collection for the construction of the balloon hall.
- ◆ From month 4 to month 6, conducting the tender procedure.
- ◆ From month 6 to month 12, carrying out the construction/installation work of the balloon hall.

**Project Idea 42**

**CREATION OF CONDITIONS AND BEGINNING OF CONSTRUCTION OF THE SPORTS COMPLEX**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town’s offerings.

**Priority 2.2:** Improvement of conditions for recreation and development of sport.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.
- ◆ National Sports Development Strategy 2024 – 2028.

*Project description:*

It is necessary to create conditions for the development of sports tourism. The Municipality of Tivat sees the undeveloped area of the former agricultural land "Ekonomija" (currently part of the Golf Economy Detailed Urban Plan) as a potential space for the development of recreational and sports tourism. Planned facilities include open or closed-type buildings such as stadiums, sports halls, sports fields, swimming pools, and aqua parks. The construction of an indoor Olympic swimming pool on this land would develop swimming sports, as well as water polo, which unfortunately does not currently exist in Tivat. Due to the climate and accessibility, these planned facilities would be particularly attractive for sports tourism throughout the entire year, catering to the entire European market, which represents a good strategic plan. Amendments to the Spatial Urban Plan of the Municipality of Tivat, currently in development since 2021, aim to create the necessary planning conditions for the realization of a sports complex, accompanying tourist facilities, and infrastructure. The further development of planning documentation will determine the phases of construction, the selection of priority facilities, and the subsequent dynamics of the area's development.

*Purpose and Goal of the Program:*

The implementation of the mentioned investment activities will contribute to the creation of conditions for the development of sports facilities, which will, in turn, contribute to the growth of sports and sports tourism.

*Activities:*

- ◆ Creating planning preconditions for implementation;
- ◆ Resolving property and legal relations;
- ◆ Preparing technical documentation for the facilities;
- ◆ Preparing tender documentation for the execution of works;
- ◆ Selecting contractors, expert supervision, and overseeing the execution of works.

*Project outcome (expected result):*

Improved conditions for the development of sports, tourism, and the economy.

<i>Output indicators:</i>
The construction of buildings at the location.
<i>Responsible party:</i>
Municipality of Tivat, Ministry of Spatial Planning, Urbanism, and State Property, Ministry of Sports and Youth, Ministry of Tourism.
<i>Total budget and source of funding:</i>
100.000,00 €, Municipality Tivat, Government of Montenegro.
<i>Target groups/beneficiaries:</i>
The target groups are citizens, tourists, sports clubs, and organizations.
<i>Implementation period:</i>
54 months.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, creating planning prerequisites;</li> <li>◆ From the 12th to the 24th month, resolving property-legal relations;</li> <li>◆ From the 24th to the 36th month, preparing the appropriate technical documentation;</li> <li>◆ From the 36th to the 42nd month, conducting the tender process, selecting the contractor, and engaging expert supervision for the execution of the works;</li> <li>◆ From the 42nd month onwards, carrying out construction works, equipping, and landscaping the site.</li> </ul>

<p><b>Project Idea 43</b>  <b>CONSTRUCTION OF A SCHOOL BUILDING WITHIN THE SCOPE OF THE STATE LOCATION STUDY (DSL)</b>  <b>"PART OF SECTOR 22 AND SECTOR 23"</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town's offerings.</p> <p><b>Priority 2.2:</b> Improvement of conditions in the field of education.</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023 – 2027.</li> </ul>
<p><i>Project description:</i></p> <p>The project envisages the implementation of investment works for the construction of an educational facility. Within the scope of the State Location Study "Part of Sector 22 and Sector 23," an appropriate area for the construction of an educational facility has been identified by the local government. The draft planning document designates the area in Zone B, on UP5, for "educational and social protection purposes." Based on the size of the urban plot, a building of 5,371 m<sup>2</sup> is planned, which can accommodate 627 students in one shift. The area of the building, as well as the open space on the urban plot, meets the required parameters for this type of facility (6 m<sup>2</sup> of indoor space per student and 10-15 m<sup>2</sup> of open space per student). This plan achieves the standard of 8.5 m<sup>2</sup> of indoor space per student and 10 m<sup>2</sup> of open space per student.</p>



<p><i>Purpose and Goal of the Program:</i></p> <p>The implementation of the mentioned investment activities contributes to the creation of conditions for the delivery of primary education in a facility that meets the legally prescribed standards. Buildings of this type undoubtedly serve the public interest, and the construction of the school will create the necessary conditions for the development of education in the Municipality of Tivat.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Resolving property and legal relations after the adoption of the planning document through the expropriation process;</li> <li>◆ Preparation of technical documentation for the facility;</li> <li>◆ Preparation of tender documentation for the execution of works;</li> <li>◆ Selection of contractors, expert supervision, and implementation of works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved condition of educational institutions.</p>
<p><i>Output indicators:</i></p> <p>Construction of a new educational building.</p>
<p><i>Responsible party:</i></p> <p>Municipality of Tivat, Ministry of Spatial Planning, Urbanism, and State Property, Ministry of Education, Science, and Innovation.</p>
<p><i>Total budget and source of funding:</i></p> <p>6.500.000,00 € Municipality Tivat, Donors, Ministry of Education, Science, and Innovation.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Students and educational workers.</p>
<p><i>Implementation period:</i></p> <p>54 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, adoption of the planning document and resolution of property-legal relations;</li> <li>◆ From the 12th to the 24th month, preparation of the appropriate technical documentation;</li> <li>◆ From the 24th to the 30th month, implementation of the tender documentation, selection of the contractor and engagement of expert supervision over the execution of works;</li> <li>◆ From the 30th to the 54th month, construction works, equipment installation, and site development.</li> </ul>

**Project Idea 44****COMPLETION OF WORKS ON THE RECONSTRUCTION OF THE SCHOOL IN RADOVIĆI**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town's offerings.

**Priority 2.3:** Improvement of conditions in the field of education.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023 – 2027



<p><i>Project description:</i></p> <p>The original school of the "Branko Brinić" Primary School, which was of a prefabricated nature, was demolished for the purpose of constructing a new, modern school building, and a temporary school building was located in the settlement of Đuraševići. The new project foresees the implementation of investment works for the construction of an educational facility. The construction of the new school building is of particular importance, considering that this part of Tivat is developing rapidly, partly due to the Luštica Bay project, and an increasing number of families are choosing to live in Radovići.</p>
<p><i>The purpose and goal of the project:</i></p> <p>By implementing the mentioned investment activities, conditions will be created for the conduct of primary education in a facility that meets the legally prescribed standards. Buildings of this type undoubtedly represent a public interest, and the construction of school will create conditions for the development of education in the municipality of Tivat.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved condition of educational institutions.</p>
<p><i>Output indicators:</i></p> <p>Construction of a new educational facility.</p>
<p><i>Responsible party:</i></p> <p>Municipality of Tivat, Ministry of Spatial Planning, Urbanism and State Property, Ministry of Education, Science, and Innovation.</p>
<p><i>Total budget and source of funding:</i></p> <p>4.000.000,00 €, The budget of the Municipality of Tivat, Ministry of Education, Science, and Innovation.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>The target groups are students and educational workers.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <p>In the period from 12 to 24 months, the completion and technical acceptance of the works will be carried out.</p>

<p><b>Project Idea 45</b></p> <p><b>RECONSTRUCTION OF PRIMARY SCHOOL "DRAGO MILOVIĆ" IN GRADIOŠNICA</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town's offerings.</p> <p><b>Priority 2.3:</b> Improvement of conditions in the field of education</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023 – 2027</li> </ul>



<i>Project description:</i>
Reconstruction, extension, and upgrade of Drago Milović Primary School in Gradiošnica will create better conditions for pupils and teachers, further improving the education system.
<i>Purpose and goal of the project:</i>
By implementing the aforementioned investment activities, conditions will be created for the conduct of primary education in a facility that meets the legally prescribed standards. Such facilities unquestionably serve the public interest, and the construction of the school will create the conditions for the development of education in the Municipality of Tivat.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Land expropriation;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Conducting a tender procedure, selecting a contractor, and contracting the work;</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<i>Project outcome (expected result):</i>
Improved condition of educational institutions.
<i>Output indicators:</i>
Reconstructed educational facility.
<i>Responsible party:</i>
Municipality Tivat, Ministry of Education.
<i>Total budget and source of funding:</i>
2.200.000,00 €; Municipality Tivat, Ministry of Education, Science, and Innovation.
<i>Target groups/beneficiaries:</i>
Students, educators.
<i>Implementation period:</i>
3 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 12 months, resolving property and legal relations;</li> <li>◆ From 12 to 24 months, preparing the appropriate technical documentation;</li> <li>◆ From 24 to 36 months, execution and technical acceptance of the works.</li> </ul>

**Project Idea 46****RECONSTRUCTION OF THE PRIMARY SCHOOL “DRAGO MILOVIĆ” IN DONJA LASTVA***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education in order to enhance the quality of life for citizens and the diversity of the town's offerings.

**Priority 2.3:** Improved condition of educational institutions.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023 – 2027.

<p><i>Project description:</i></p> <p>By reconstructing, expanding, and adding floors to the Drago Milović Primary School in Donja Lastva, better conditions will be created for pupils and teachers, further improving the education system. The primary education facility, which is in poor condition, needs to be reconstructed, and it is possible to expand or add a floor in accordance with the standard of 6 m<sup>2</sup> of closed space per pupil and 15 m<sup>2</sup> of open space.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended for pupils and educational workers.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Selection of the contractor and contract negotiation.</li> <li>◆ Execution of works;</li> <li>◆ Technical acceptance of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved condition of educational institutions.</p>
<p><i>Output indicators:</i></p> <p>Reconstructed educational facility.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, Ministry of Education, Science, and Innovation.</p>
<p><i>Total budget and source of funding:</i></p> <p>1.500.000,00 €; Municipality Tivat, Ministry of Education, Science, and Innovation.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Pupils, educators.</p>
<p><i>Implementation period:</i></p> <p>2 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 6 months, preparation of the appropriate technical documentation;</li> <li>◆ From the 6th to the 12th month, selection of the contractor and engagement of expert supervision over the execution of the works;</li> <li>◆ From the 12th to the 24th month, execution of works on the reconstruction of the facility.</li> </ul>

<p><b>Project Idea 47</b>  <b>CONSTRUCTION OF A PRESCHOOL EDUCATION FACILITY WITHIN THE SCOPE OF UP-284, DUP "MRČEVAC"</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town's offerings.</p> <p><b>Priority 2.3:</b> Improved condition of educational institutions.</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Regional Development Strategy 2023 – 2027.</li> </ul>



<p><i>Project description:</i></p> <p>The project envisions the implementation of investment works for the construction of a kindergarten facility. Within the scope of the Detailed Urban Plan "Mrčevac," areas designated for education and social protection are planned in the southeastern part of the plan, on urban plot number UP-284, where the construction of a preschool institution, as well as accompanying sports fields and playgrounds, is planned. The size of the urban plot is 5340 m<sup>2</sup>, and it is possible to construct buildings with a total gross area of 2136 m<sup>2</sup>.</p>
<p><i>Purpose and Goal of the Program:</i></p> <p>The implementation of the mentioned investment activities will contribute to the creation of conditions for the delivery of preschool education in a facility that meets the legally prescribed standards.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Resolving property and legal issues;</li> <li>◆ Preparation of technical documentation for the building;</li> <li>◆ Preparation of tender documentation for the execution of works;</li> <li>◆ Selection of contractors, expert supervision, and implementation of works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Improved condition of educational institutions.</p>
<p><i>Output indicators:</i></p> <p>Construction of the preschool educational facility.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat, Ministry of Spatial Planning, Urbanism, and State Property, Ministry of Education, Science, and Innovation.</p>
<p><i>Total budget and source of funding:</i></p> <p>2.500.000,00 €, Municipality Tivat i Ministry of Education, Science, and Innovation.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Pupils, educators.</p>
<p><i>Implementation period:</i></p> <p>54 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the first 12 months, resolving property and legal relations;</li> <li>◆ From the 12th to the 24th month, preparing the appropriate technical documentation;</li> <li>◆ From the 24th to the 30th month, preparing tender documentation, selecting the contractor, and engaging technical supervision over the execution of works;</li> <li>◆ From the 30th to the 54th month, performing construction works, equipping, and site development.</li> </ul>

**Project Idea 48****ESTABLISHMENT OF THE YOUTH CENTRE***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in culture, sports and education with the aim to enhance the quality of life of citizens and town's diverse offerings.

**Priority 2.4:** Improvement of Youth Policy

<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ Youth Strategy 2023 – 2027.</li> </ul>
<p><i>Project description:</i></p> <p>The Youth Centre is planned to host activities and programs created by young people for young people, such as various events, promotions, discussions, workshops, and exhibitions. The activities will align with the local and national strategic documents, with the aim of enabling young people to participate in the creation of policies at the local level. The role of the Centre will be to promote and establish cooperation with institutions, international organizations, and the civil sector that implements youth policies, student and pupil parliaments, and other legal entities in order to improve the position of young people. Additionally, the Centre will create conditions for encouraging and promoting healthy lifestyles, cultural content, volunteering, and other areas important for the development of young people. In the "Šoping centar Seljanovo," a space of approximately 80 m<sup>2</sup> has been adapted to serve as the Youth Centre and to host all planned activities. The Secretariat for Social Affairs will, when needed, provide the Youth Centre's space to other entities, free of charge, for organizing free workshops, seminars, educational events, meetings, and similar activities aimed at fostering and advancing the development of youth policy, youth work, monitoring and evaluating the national Youth Strategy, and the local Action Plan for Youth, strengthening cooperation, improving the position of young people, and implementing youth activities.</p>
<p><i>The purpose and goal of the project:</i></p> <p>The project is intended for young people, with the goal of creating conditions for quality leisure time.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Equipping the space;</li> <li>◆ Implementing the youth centre project through its various sections.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Creation of conditions for the quality implementation of youth policy at the local level.</p>
<p><i>Output indicators:</i></p> <p>200 young individuals who will use the services and participate in the activities of the Centre.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>28.000,00 € budget – Municipality Tivat</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Youth from the Municipality of Tivat.</p>
<p><i>Implementation period:</i></p> <p>1 year.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the first 6 months, completion of space equipping.</li> <li>◆ From the 6th to the 12th month, planning activities for youth.</li> </ul>

**Project Idea 49****ESTABLISHMENT OF THE YOUTH SERVICE (KRTOLI)***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the areas of culture, sports, and education to enhance the quality of life for citizens and the diversity of the town's offerings.

**Priority 2.4:** Improvement of Youth Policy

*Alignment with:*

Youth Strategy 2023 – 2027.

*Project description:*

The main goal of the project is to establish a youth service in this part of Tivat to encourage proactive participation of young people in the creation and implementation of youth policies. It is necessary to adapt the space for the realization of youth service activities. The service will be located in the ground floor of the Cultural Centre building, KO Radovići – Tivat local branch, Parcel No. 247. The youth service will implement activities and programs created by young people for young people, including various events, promotions, debates, workshops, and exhibitions. Activities in line with local and national strategic documents are planned to ensure the involvement of young people in local policy-making. The role of the service will be to promote and establish cooperation with institutions, international organizations, and civil society sectors implementing youth policies, as well as student and pupil parliaments and other legal entities to improve the position of youth. Additionally, conditions will be created to encourage and promote healthy lifestyles, cultural content, volunteering, and other areas important for youth development.

*The purpose and goal of the project*

The project is intended for young people, and its goal is to create conditions for spending quality time.

*Activities:*

- ◆ Adaptation of the space;
- ◆ Implementation of the youth service project through its various sections.

*Project outcome (expected result):*

Creation of conditions for the quality implementation of youth policy at the local level.

*Output indicators:*

50 young individuals who will use the services and participate in the activities of the Centre.

*Responsible party:*

Municipality Tivat, Ministry of Sports and Youth.

*Total budget and source of funding:*

30.000,00 €, The budget of the Municipality of Tivat, the Ministry of Sports and Youth, and donors.

*Target groups/beneficiaries:*

Youth from the territory of the Municipality of Tivat.

*Implementation period:*

1 year.

*Monitoring and Evaluation:*

- ◆ During the first 6 months, completion of space furnishing.
- ◆ From the 6th to the 12th month, planning activities for youth.



<b>Project Idea 50</b>	
<b>DIGITALIZATION OF LOCAL ADMINISTRATION</b>	
<i>Area and priority level:</i>	
<p><b>SPECIFIC STRATEGIC GOAL 2:</b> Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town’s offerings.</p> <p><b>Priority 2.5:</b> Development of the Smart Town Concept</p>	
<i>Alignment with:</i>	
<ul style="list-style-type: none"> <li>◆ Digital Transformation Strategy 2022–2026.</li> </ul>	
<i>Project description:</i>	
<p>The digitalization of local administration involves the implementation of IT support through the launch of as many electronic services as possible, including updated and secure applications. These will enable citizens and local administration employees to quickly access necessary documents, certificates, and confirmations, reducing unnecessary queues and waiting times while expediting administrative and other procedures for citizens' requests. By developing more electronic services, the level of digital literacy among the population increases, allowing individuals to save time—one of the most valuable resources in today's world—through the use of these digital tools.</p>	
<i>Purpose and Goal of the Program:</i>	
<p>The goal of public administration digitalization is to create a "paperless" state administration, which is an imperative for any democratic society. This process accelerates all business operations and eliminates crowds and waiting times, leading to the rationalization of a large and cumbersome state apparatus. It fosters a favorable business environment that attracts both domestic and foreign investors and entrepreneurs.</p>	
<i>Activities:</i>	
<ul style="list-style-type: none"> <li>◆ Issuance of tenders for the procurement of services;</li> <li>◆ Project implementation (user training).</li> </ul>	
<i>Project outcome (expected result):</i>	
<p>Accelerating all business processes for the mutual satisfaction of local management and citizens, creating a positive business environment.</p>	
<i>Output indicators:</i>	
<p>Number of digitalized services.</p>	
<i>Responsible party:</i>	
<p>Municipality Tivat.</p>	
<i>Total budget and source of funding:</i>	
<p>100.000,00 €, Municipality of Tivat budget, donations, international and national funds.</p>	
<i>Target groups/beneficiaries:</i>	
<p>Citizens, employees in local government authorities, public enterprises, public administration, domestic and foreign companies, and entrepreneurs.</p>	
<i>Implementation period:</i>	
<p>12 months.</p>	



*Monitoring and Evaluation:*

- ◆ A period of 3 months for the completion of the public procurement process and the selection of the service provider;
- ◆ A period of 3 months for the implementation of the program/software and training of employees.

*Project Idea 51*

**IMPLEMENTATION OF SMART PARKING**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town’s offerings.

**Priority 2.5:** Development of a Smart Town concept

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Regional Development Strategy 2023 – 2027.

*Project description:*

The number of vehicles on the roads is increasing, and driver behavior shows that most tend to gravitate toward parking spaces in the town centre. In order to improve payment efficiency and reduce traffic congestion in parking zones, especially in the town centre, it is necessary to develop the concept of smart parking that would provide real-time information (IT term “real time”), use this data for predictive analytics, and thus serve both drivers and the local government in controlling traffic. The modern technology of this concept includes ground-installed sensors, cameras, counting systems (suitable for parking lots with barriers), parking meters, or self-service payment stations with voice and video support for operators and the ability to read license plates, etc. This project involves planning and installing light traffic signage for parking lots, or dynamic smart signs, at key access points in the municipality, which would display the number of available parking spaces in real-time. It also includes the creation of a mobile application through which drivers would not only receive information about available spots but also be able to make parking reservations, as well as the installation of parking meters to control and charge for parking.

*Purpose and Goal of the Program:*

This project will impact the improvement of the quality of life for citizens living near parking lots, reduce traffic congestion and CO2 emissions. More accurate data analytics will enable the creation of better business strategies, positively affect the revenue of the company Parking Servis doo by ensuring safer payments, and make payment easier for users. This system will allow better management of municipal resources.

*Activities:*

- ◆ Development of the project for the light traffic signaling for parking lots;
- ◆ Procurement of light traffic signaling and parking meters;
- ◆ Development of a parking application.

*Project outcome (expected result):*

This project will impact the improvement of the parking system, reduce CO2 emissions, and enhance the quality of life for citizens.

*Output indicators:*

The number of digitized services.

<i>Responsible party:</i>
Municipality Tivat, Parking Servis doo
<i>Total budget and source of funding:</i>
200.000,00 € Municipality Tivat and Parking Servis doo
<i>Target groups/beneficiaries:</i>
Citizens, tourists, and entrepreneurs.
<i>Implementation period:</i>
60 months.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 6 months, development of the LED message signage project.</li> <li>◆ From the 6th to the 9th month, announcement of a public tender for selecting the contractor.</li> <li>◆ From the 9th to the 12th month, installation of LED message signage.</li> <li>◆ From the 12th to the 24th month, analysis of the current situation, design, and creation of new parking spaces in suburban neighborhoods.</li> <li>◆ From the 12th to the 60th month, work on developing an application displaying real-time parking information, followed by improvements and expansion of parking capacities based on previous analyses.</li> </ul>

**Project Idea 52**

**DEVELOPMENT OF GIS (GEOGRAPHIC INFORMATION SYSTEM)**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 2:** Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town’s offerings.

**Priority 2.5:** Development of a Smart Town concept.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.

*Project description:*

Geographic Information System (GIS) is a system for managing spatial data and the attributes associated with it. In the strictest sense, it is a computer system capable of integrating, storing, editing, analysing, and displaying geographic information. Additionally, GIS allows users to make interactive queries, analyse spatial information, and edit data. The technology of Geographic Information Systems can be used for resource management, property management, development planning, spatial planning, cartography, and infrastructure planning.

*Purpose and Goal of the Program:*

The implementation of the Geographic Information System (GIS) would create the conditions for more efficient resource management in the Municipality of Tivat, development planning, and investment realization.

*Activities:*

- ◆ Preparation of tender documentation for procurement;
- ◆ Selection of suppliers and implementation.



<i>Project outcome (expected result):</i>	Improved condition of local governance.
<i>Output indicators:</i>	Five digitalized services.
<i>Responsible party:</i>	Municipality Tivat.
<i>Total budget and source of funding:</i>	150.000,00 €, Municipality Tivat.
<i>Target groups/beneficiaries:</i>	Citizens, local government authorities.
<i>Implementation period:</i>	1 year.
<i>Monitoring and Evaluation:</i>	<ul style="list-style-type: none"> <li>◆ Within the first 6 months, preparation of tender documentation for procurement;</li> <li>◆ From 6 months to 12 months, selection of suppliers and implementation.</li> </ul>

**Project Idea 53****CONSTRUCTION OF A RECYCLING YARD***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.1:** Improvement of waste management.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.

*Project description:*

The successful implementation of the reuse and recycling of waste with potential utility value is one of the main tasks in establishing an effective waste management system. In addition to primary waste sorting, it is necessary to establish secondary waste sorting in Tivat, which involves the construction of a recycling yard. By introducing secondary sorting, the amount of waste deposited in landfills will be reduced, which in turn will lower the disposal costs. To successfully implement this project, a project documentation must be created, and after selecting the contractor in accordance with the Public Procurement Law, the construction of the recycling yard should begin.

*Purpose and Goal of the Program:*

The construction of the recycling yard will establish a more efficient and sustainable waste management system and improve the operational conditions of the company "Komunalno" doo Tivat.

*Activities:*

- ◆ Selection of the designer and development of the project documentation;
- ◆ Selection of the contractor and professional supervision over the execution of works;
- ◆ Execution of the works.

*Project outcome (expected result):*

Improved waste management and recycling of reusable components of collected waste.

<i>Output indicators:</i>
Constructed new recycling yard.
<i>Responsible party:</i>
Municipality Tivat.
<i>Total budget and source of funding:</i>
2.000.000,00 €, The budget of the Municipality of Tivat, donations, international and national funds, the Government of Montenegro.
<i>Target groups/beneficiaries:</i>
Komunalno doo Tivat, citizens, tourists.
<i>Implementation period:</i>
24 months.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ In the period of 12 months, selection of the designer and preparation of the project for the construction of the recycling yard;</li> <li>◆ In the period from 12 to 15 months, selection of the contractor and expert supervision over the execution of works;</li> <li>◆ In the period from 15 to 24 months, execution of the works.</li> </ul>

**Project Idea 54**

**REMEDIATION OF UNREGULATED LANDFILL OF LOVANJA**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency

**Priority 3.1:** Improvement of waste management.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Action plan for fulfilling Chapter 27.

*Project description:*

The unregulated Lovanja landfill is located in a very attractive area, near the Tivat - Kotor roundabout and close to the airport. In addition to the pollution of all segments of the environment, it leaves a very negative impression on visitors and tourists. In order to successfully implement the project, it is necessary to prevent further waste disposal at the site, conduct a geodetic survey to determine the quantities and types of waste at the location, create a feasibility study, and then prepare the main remediation project. After selecting the contractor, the remediation process can begin.

*Purpose and Goal of the Program:*

The remediation of the unregulated Lovanja landfill will organize the area, which is in a highly attractive location, and prevent further illegal waste disposal at that site. In addition to preventing environmental pollution, the remediation will create space for repurposing and use for sports and recreational facilities or similar purposes.

*Activities:*

- ◆ Preparation of a feasibility study;



<ul style="list-style-type: none"> <li>◆ Development of the remediation project;</li> <li>◆ Selection of the contractor;</li> <li>◆ Execution of the works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Remediated and developed site.</p>
<p><i>Output indicators:</i></p> <p>The area of the space covered by the remediation.</p>
<p><i>Responsible party:</i></p> <p>Ministry of Tourism, Ecology, Sustainable Development and Northern Development, Municipality of Tivat, Municipality of Kotor.</p>
<p><i>Total budget and source of funding:</i></p> <p>3.500.000,00 €, The Budget of Montenegro, the Eco Fund, the Budget of the Municipality of Tivat, the Budget of the Municipality of Kotor, donations, international and national funds.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Citizens, property owners, tourists.</p>
<p><i>Implementation period:</i></p> <p>48 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the period of 6 months, preparation of the feasibility study;</li> <li>◆ In the period from 6 to 12 months, implementation of tender documentation and selection of the designer for the remediation project;</li> <li>◆ In the period from 12 to 24 months, development of the remediation project;</li> <li>◆ In the period from 24 to 48 months, implementation of tender documentation, selection of the contractor, selection of technical supervision over the execution of works, and execution of works on the remediation.</li> </ul>

<p><b>Project Idea 55</b></p> <p><b>ESTABLISHMENT OF AN AGENCY FOR THE MANAGEMENT OF PROTECTED AREAS</b></p>
<p><i>Area and priority level:</i></p> <p><b>SPECIFIC STRATEGIC GOAL 3:</b> Improvement of the environmental protection sector and increase in energy efficiency</p> <p><b>Priority 3.2:</b> Improvement of Protected Areas and Enhancement of the Green Infrastructure System</p>
<p><i>Alignment with:</i></p> <ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030.</li> </ul>
<p><i>Project description:</i></p> <p>The project envisages the establishment of an expert body (agency) for the management of protected areas within the territory of the Municipality of Tivat, whose management is under the authority of the local government. The agency would employ professionals with appropriate profiles who would, in accordance with the legislation in the field of nature protection, carry out activities and measures for the preservation and improvement of the state of protected natural assets. The project also includes the implementation of administrative activities for the establishment of the agency, securing and equipping appropriate office space, acquiring necessary equipment, and hiring experts and administrative staff.</p>



<p><i>Purpose and Goal of the Program:</i></p> <p>The project is intended to create quality management of protected natural assets at the local level, with the goal of ensuring the permanent protection and improvement of protected natural resources.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Implementation of administrative activities for the establishment and functioning of the agency for managing protected areas;</li> <li>◆ Provision of equipped office space and equipment;</li> <li>◆ Employment of professional and administrative staff.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Establishment of the Agency for the Management of Protected Areas.</p>
<p><i>Output indicators:</i></p> <p>The number of newly employed professional and administrative workers in the field of nature protection.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>180.000,00 € Budget of the Municipality of Tivat, donations, international and national funds, Government of Montenegro.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>The target group consists of unemployed professionals, while the beneficiaries are citizens and visitors.</p>
<p><i>Implementation period:</i></p> <p>12 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the period of 3 months, performing administrative tasks for the establishment of the agency for the management of protected areas;</li> <li>◆ In the period from 3 to 12 months, securing office space, procuring necessary equipment, and hiring staff.</li> </ul>

**Project Idea 56**

**DECLARATION OF VRMAC HILL AS A PROTECTED NATURAL AREA**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.2:** Improvement of Protected Areas and Enhancement of the Green Infrastructure System.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030

*Project description:*

The Vrmac area is a vast area characterized by significant natural and cultural-historical wealth, with pronounced biodiversity, landscape, and cultural values of national and international importance. The northern part of Vrmac, which belongs to the municipality of Kotor, is on the UNESCO World Heritage list, while the southern part of Vrmac, which belongs to the municipality of Tivat, has the status of its "buffer" zone. During 2022, a draft Protection Study and a draft Decision on the declaration of the "Vrmac" Nature



Park were prepared, based on conducted field research on the natural values of this area. The draft Protection Study and draft Decision on the declaration of the "Vrmac" Nature Park propose the integrated protection of the area that administratively belongs to both municipalities of Kotor and Tivat. The territory of the municipality of Tivat designated for protection as a natural asset covers 11,579,000 m<sup>2</sup>, with established various protection regimes, primarily concerning the species and habitats present.

*Purpose and Goal of the Program:*

The area is being placed under protection to implement appropriate measures for the protection of species and habitats, and the sustainable (controlled) use of the natural asset, preservation and enhancement of biodiversity, preservation of the natural characteristics of all segments of the environment, prevention of actions and activities that could threaten the area's biodiversity, maintenance of the cultural landscape, restoration, maintenance, and revaluation of cultural heritage, and strictly controlled development of the area primarily focused on preserving and improving natural values. It will also establish a monitoring system for protection. The implementation of the project will establish a legal framework for the creation of a Management Plan and align human activities, economic and social development plans, programs, and projects with the defined protection regime and protection guidelines.

*Activities:*

- ◆ Preparation of the draft protection study and the draft decision proposal for declaring the "Vrmac" Nature Park, which should be adopted by the local parliament;
- ◆ Submission of documentation to the competent ministry for preparation to be forwarded to the Government of Montenegro for the declaration of the area as a protected natural asset;
- ◆ Declaration of the protected natural asset – "Vrmac" Nature Park.

*Project outcome (expected result):*

The Vrmac area has been declared a protected natural asset in accordance with the legislation on nature protection.

*Output indicators:*

The decision on declaring the "Vrmac" Nature Park.

*Responsible party:*

Municipality of Tivat, Municipality of Kotor, competent Ministry

*Total budget and source of funding:*

There are no costs.

*Target groups/beneficiaries:*

Citizens, property owners and users, entities engaged in tourism and recreational activities, tourists, and visitors.

*Implementation period:*

12 months.

*Monitoring and Evaluation:*

- ◆ Within 6 months, adoption of the proposal for the decision on the declaration of "Vrmac" Nature Park by the local parliament;
- ◆ Within 6 to 12 months, submission of the proposal to the government for adoption;
- ◆ By the end of 12 months, the decision on the declaration of "Vrmac" Nature Park is made.

**Project Idea 57**

**REVITALIZATION OF THE OVERALL CONDITION OF THE NATURAL MONUMENT- MAIN TOWN PARK**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.2:** Improvement of Protected Areas and Enhancement of the Green Infrastructure System

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.

*Project description:*

The project envisions the implementation of investment works for the restoration and revitalization of the protected natural site "Main Town Park in Tivat." Due to the long-term lack of regular maintenance after World War II, the vegetation structure in certain parts of the park has been disrupted by the growth of invasive species and the degradation of the original planted vegetation. The project includes not only regular care as part of the restoration and revitalization of the park's vegetation, but also the procurement and planting of saplings (primarily larger saplings of tree species), all in accordance with the Management Plan for this protected natural site. The project also envisions the construction of missing sections of the park's fence along the western, northern, and eastern borders (approximately 570 meters in length), which should stylistically match the existing fence along the southern boundary of the park. Additionally, the restoration of the colonnade of pillars, which once adorned the walking path from the western entrance of the park to the main park promenade, is planned. The colonnade should be restored in accordance with the issued conservation guidelines and should support climbing plants.

*Purpose and Goal of the Program:*

The implementation of these investment activities will improve the overall condition of this protected area and create the opportunity for a better promotion of the park, as well as its inclusion in the town's tourism offer.

*Activities:*

- ◆ Preparation of the project for the construction of the missing sections of the park fence and the restoration of the colonnade of pillars;
- ◆ Preparation of tender documentation for the procurement, delivery, and planting of planting material, construction of the missing sections of the park fence, and restoration of the colonnade of pillars;
- ◆ Selection of the contractor and implementation of the works in the park.

*Project outcome (expected result):*

- ◆ Improved condition of the park's flora and ambiance through the planting of saplings.
- ◆ Constructed a stylistically appropriate park fence along the park's western, northern, and eastern boundaries.
- ◆ Restored the park entrance with a magnificent colonnade of pillars on the western side of the park.

*Output indicators:*

Number of planted saplings, length of the newly built fence, restored colonnade of pillars

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

700.000,00 €, Municipality Tivat budget, donations, international and national funds



*Target groups/beneficiaries:*

The target groups are citizens and park visitors, as well as children and youth of various ages involved in education through time spent in nature.

*Implementation period:*

24 months.

*Monitoring and Evaluation:*

- ◆ During the first 6 months, preparation of the appropriate technical documentation;
- ◆ From 6 to 12 months, conducting the tender procedure, selecting the contractor, and engaging expert supervision over the execution of works;
- ◆ From 12 to 24 months, carrying out works in the park.

**Project Idea 58**

**IMPROVEMENT OF GREEN SPACE SYSTEM AND CREATION OF GREEN INFRASTRUCTURE DATABASE**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.2:** Improvement of Protected Areas and Enhancement of the Green Infrastructure System.

*Alignment with:*

National Sustainable Development Strategy until 2030.

*Project description:*

The project encompasses the continuous care and revitalization of existing green spaces, as well as the planning and establishment of new green areas, which will be interconnected and equipped with appropriate facilities (furniture, lighting, walking and fitness paths, fountains, playground equipment, etc.). The measure also includes the registration of existing green spaces and the creation of a GIS database, which is easily adaptable to changes based on the current condition of the field for monitoring the status and changes over time. The GIS database should cover all elements relevant to public green spaces, including dendrometry data (position and dimensions of vegetation specimens), plant species identification, health status and aesthetic quality of specimens, data on garden-architectural elements (paths, plazas, furniture, channels, curbs, fences, lighting, etc.), and information about the infrastructure within the green spaces. The measure also provides for training employees who will use this database when planning and performing works on the establishment, revitalization, and regular maintenance of green areas, as well as training aimed at acquiring new knowledge in this field. Additionally, the measure includes the procurement of necessary machinery, tools, and equipment for the care of green spaces.

*Purpose and Goal of the Program:*

The purpose of establishing the database is to create a solid foundation for the maintenance, revitalization of existing green spaces, and the establishment of new ones. It aims to consolidate data on existing green areas, their qualitative and quantitative composition, spatial distribution, and enable analysis, ultimately creating an interconnected green system for efficient management of these spaces. The goal is also to use green infrastructure as a method of urban planning, which, in addition to its sanitary, hygienic, and aesthetic benefits, will improve the infiltration characteristics of the area during heavy and frequent rainfall, while enhancing comfort in urban environments.

*Activities:*

- ◆ Determining the spatial scope for the planned establishment of the green space cadastral system;

<ul style="list-style-type: none"> <li>◆ Engaging a surveying organization;</li> <li>◆ Engaging a working group for data collection;</li> <li>◆ Development of a software solution for data integration.</li> <li>◆ Organizing and conducting training for users on how to use the established database;</li> <li>◆ Determining the locations where reconstruction, revitalization, and creation of new green spaces will take place;</li> <li>◆ Performing work on the reconstruction and revitalization of existing green spaces, creating new green spaces, and procuring and delivering machinery and tools for maintaining green spaces.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <ul style="list-style-type: none"> <li>◆ Established the Green Space Cadastre for the town of Tivat</li> <li>◆ Improved the qualitative and quantitative composition of vegetation in existing green spaces</li> <li>◆ Increased area of green spaces</li> </ul>
<p><i>Output indicators:</i></p> <p>Area of newly established and revitalized green spaces (along with changes in the qualitative and quantitative composition of various categories of greenery).</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>1.000.000,00 €, Municipality of Tivat budget, donations, international and national funds.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Citizens, visitors, and local government in the process of planning, establishing, and revitalizing green spaces, as well as employees in the company responsible for the maintenance of green spaces.</p>
<p><i>Implementation period:</i></p> <p>48 months.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ During the 12 to 14 months period: Preparation and submission of spatial data by the selected geodetic organization.</li> <li>◆ During the 14 to 15 months period: Formation of a working group for data collection.</li> <li>◆ During the 15 to 18 months period: Data collection on present species, vitality and aesthetic characteristics, and other descriptive data, delivered by the working group.</li> <li>◆ During the 18 to 22 months period: Selection of a contractor for the creation of the green space cadastre.</li> <li>◆ During the 22 to 26 months period: Organization and implementation of training for users of the green space cadastre.</li> <li>◆ During the 26 to 36 months period: Preparation of technical documentation – projects for the reconstruction, revitalization, and establishment of green spaces.</li> <li>◆ During the 36 to 48 months period: Preparation and implementation of tender procedures, selection of contractors and technical supervision, execution of works for the reconstruction and revitalization of existing green spaces, establishment of new green spaces, and procurement and delivery of machinery and tools for green space maintenance.</li> </ul>

**Project Idea 59:****CONSTRUCTION OF A PHOTOVOLTAIC POWER PLANT ON THE MUNICIPALITY ADMINISTRATIVE BUILDING***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.3:** Energy efficiency improvement.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030;
- ◆ Energy Development Strategy until 2030.

*Project description:*

By installing a photovoltaic power plant on the administrative building, the Municipality of Tivat will produce part of the electricity for its own needs, thus achieving the implementation of renewable energy sources. The main project for the construction of the photovoltaic power plant on the Municipality building was developed by "Sienersys" d.o.o. from Podgorica. The photovoltaic on-grid system includes: photovoltaic panels (modules), mounting substructures for installing the photovoltaic panels, inverters, cable distribution for connecting and operating the photovoltaic system, protective equipment, a monitoring system for the photovoltaic system, and a connection cabinet with space for a bidirectional meter. The total planned power of the photovoltaic power plant is 35.2 kWp, with an average annual electricity production of 47,159 kWh, and a CO2 emission reduction of 28,296 kg annually.

*Purpose and Goal of the Program:*

The construction of the photovoltaic system will provide support for: low-carbon development through increased energy efficiency, independence, and security in supply, reduction in electricity consumption, and consequently, associated costs; reduction in greenhouse gas emissions; more secure energy supply; and promotion of the use of renewable energy sources.

*Activities:*

- ◆ Selection of contractor and expert supervision;
- ◆ Execution of works.

*Project outcome (expected result):*

Production of energy from renewable energy sources, reduction of electricity consumption and costs, reduction of greenhouse gas emissions, contribution to the fight against climate change.

*Output indicators:*

Energy production for own needs.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

70.000,00 €, IPA fund.

*Target groups/beneficiaries:*

Municipality Tivat, citizens.

*Implementation period:*

12 months.

*Monitoring and Evaluation:*

- ◆ Within 6 months, select the contractor and the expert supervision over the execution of works.
- ◆ Within 6 to 12 months, execute the works.



<b>Project Idea 60</b> <b>CONSTRUCTION OF A PHOTOVOLTAIC POWER PLANT ON THE TIVAT CULTURAL CENTRE BUILDING</b>	
<i>Area and priority level:</i>	
<b>SPECIFIC STRATEGIC GOAL 3:</b> Improvement of the environmental protection sector and increase in energy efficiency.	
<b>Priority 3.3:</b> Energy efficiency improvement.	
<i>Alignment with:</i>	
<ul style="list-style-type: none"> <li>◆ National Sustainable Development Strategy until 2030;</li> <li>◆ Energy Development Strategy until 2030.</li> </ul>	
<i>Project description:</i>	
<p>By installing a photovoltaic power plant on the "Gracija Petković" Cultural Centre building, part of the electricity required for its own needs would be produced, thus achieving the implementation of renewable energy sources. In order to build the photovoltaic power plant on the "Gracija Petković" Cultural Centre building, it is necessary to create an appropriate project, select a contractor in accordance with the Public Procurement Law, and proceed with the execution of the works.</p>	
<i>Purpose and Goal of the Program:</i>	
<p>The construction of the photovoltaic system will provide support for: low-carbon development through increased energy efficiency, independence, supply security, reduction of electricity consumption, and thus associated costs; reduction of greenhouse gas emissions; more secure energy supply; and promotion of the use of renewable energy sources.</p>	
<i>Activities:</i>	
<ul style="list-style-type: none"> <li>◆ Selection of the designer and development of the photovoltaic power plant project;</li> <li>◆ Selection of the contractor and expert supervision;</li> <li>◆ Execution of the works.</li> </ul>	
<i>Project outcome (expected result):</i>	
<p>The production of energy from renewable energy sources, reducing electricity consumption and costs, reducing greenhouse gas emissions, contributing to the fight against climate change.</p>	
<i>Output indicators:</i>	
<p>The production of energy for personal needs.</p>	
<i>Responsible party:</i>	
<p>Municipality Tivat.</p>	
<i>Total budget and source of funding:</i>	
<p>80.000,00 €, The Budget of the Municipality of Tivat, donations, international and national funds.</p>	
<i>Target groups/beneficiaries:</i>	
<p>Jl Centar za kulturu Tivat, Jl Gradska biblioteka Tivat, Radio Tivat, citizens.</p>	
<i>Implementation period:</i>	
<p>24 months.</p>	
<i>Monitoring and Evaluation:</i>	
<ul style="list-style-type: none"> <li>◆ Within a period of 12 months: Selection of the designer and preparation of the construction project for the photovoltaic power plant;</li> <li>◆ Within a period of 12 to 15 months: Selection of the contractor and expert supervision of the construction works;</li> <li>◆ Within a period of 15 to 24 months: Execution of construction works.</li> </ul>	

**Project Idea 61****MODERNIZATION OF PUBLIC LIGHTING SYSTEM**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.3:** Improvement of energy efficiency.

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030,
- ◆ Energy Development Strategy until 2030.

*Project description:*

The project envisions the replacement and reconstruction of public lighting through two approaches to modernizing public lighting, aimed at achieving significant energy savings by replacing old, inefficient fixtures with new, more efficient ones and establishing automatic regulation of public lighting intensity. The plan includes replacing traditional, inefficient public lighting bulbs with modern, energy-efficient LED fixtures across the entire municipality. Additionally, the establishment and implementation of a Geographic Information System (GIS) for public lighting is planned, which will provide a clear overview of its condition and serve as a foundation for the control and management system of public lighting.

*Purpose and Goal of the Program:*

The purpose of the project is to ensure the modernization and improved management of public lighting while simultaneously achieving energy consumption savings and reducing greenhouse gas emissions.

*Activities:*

- ◆ Selection of a service provider for collecting data on the existing public lighting system, integrating it into the GIS public lighting database, and conducting training for users on how to use the developed database;
- ◆ Development of the GIS public lighting database and implementation of training for users;
- ◆ Selection of a contractor for replacing traditional light fixtures with modern LED fixtures;
- ◆ Replacement of traditional light fixtures with modern LED fixtures.

*Project outcome (expected result):*

The public lighting has been modernized through the installation of LED fixtures and the establishment of a database that enables the monitoring and updating of its condition, as well as efficient remote management in the future.

*Output indicators:*

The number of traditional light fixtures replaced with LED fixtures and the establishment of the GIS public lighting database.

*Responsible party:*

Municipality Tivat.

*Total budget and source of funding:*

500.000,00 € The Budget of the Municipality of Tivat, donations, international and national funds.

*Target groups/beneficiaries:*

Citizens, visitors, employees working on public lighting maintenance.

*Implementation period:*

24 months.

*Monitoring and Evaluation:*

- ◆ From 3 months to 5 months: Selection of a service provider for the development of the GIS public lighting database;
- ◆ From 5 months to 14 months: Development of the GIS public lighting database and conducting training on its usage;
- ◆ From 14 months to 16 months: Selection of a contractor and project initiation;
- ◆ From 16 months to 24 months: Implementation of works for replacing traditional light fixtures with modern LED fixtures.

**Project Idea 62**

**PILOT PROJECT - INTRODUCTION OF ELECTRIC-POWERED PUBLIC TRANSPORT**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 3:** Improvement of the environmental protection sector and increase in energy efficiency.

**Priority 3.3:** Energy efficiency improvement

*Alignment with:*

- ◆ National Sustainable Development Strategy until 2030.

*Project description:*

The insufficiently developed traffic infrastructure, the long-neglected public transportation vehicles operated by the carrier responsible for public town and suburban transport, the impact of the increasing number of private passenger vehicles on local traffic, unresolved issues related to expanding parking capacity, are all factors that have contributed to widespread dissatisfaction among citizens, as reflected in the results of a survey. These same factors also significantly contribute to growing environmental pollution. Since it is not currently feasible to develop a more efficient network of routes by relying on private carriers, the Municipality has decided to introduce a transport line as a pilot project. The planned line would connect the route from the Airport to the Town Centre, and potentially the settlement of Lepetani or the ferry, which is currently not covered by the existing transport network. The company Parking servis d.o.o. would manage this line, which would feature a more dynamic schedule and serve as a great complement to the lines already assigned to the private carrier.

*Purpose and Goal of the Program:*

This project creates conditions for the development of additional public town and suburban transport lines, which have been identified as lacking in the Study. It would improve the network of routes, without relying solely on one carrier to whom the other lines have been entrusted. This marks the first steps towards establishing a public transportation system fully controlled by the Municipality through its own company. In addition to all of the above, this project would likely encourage the public to use public transportation more, which in the long term would reduce the traffic burden caused by private vehicles and further help decrease CO2 emissions.

*Activities:*

- ◆ Licensing of Parking servis doo for public town and suburban transport;
- ◆ Procurement of an electric mini-bus with chargers.

*Project outcome (expected result):*

Reduction of CO2 emissions, improved network of routes, reduced waiting time for buses for citizens on a given route, thereby reducing citizen dissatisfaction and increasing awareness of the use of public transportation.

*Output indicators:*

Improved awareness regarding the use of public transportation.

*Responsible party:*

Municipality Tivat, Parking servis doo

*Total budget and source of funding:*

300.000,00 € – IPA Fond and Municipality Tivat.

*Target groups/beneficiaries:*

The target groups are citizens, entrepreneurs, and tourists.

*Implementation period:*

24 months.

*Monitoring and Evaluation:*

- ◆ During the first 9 months: Implementation of a public tender for the procurement of an electric mini-bus;
- ◆ From the 12th month to the 15th month: Implementation of a public announcement for the allocation of the electric-powered route;
- ◆ From the 15th month to the 17th month: Implementation of the route, aligning any necessary details that may arise.

**Project Idea 63****RECONSTRUCTION OF FORT VERIGE***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.1:** Enhancement of the tourism offer.

*Alignment with:*

- ◆ The Regional Development Strategy of Montenegro for the period 2023 – 2028;
- ◆ The Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

Fort Verige was built during the Austro-Hungarian era and is located on a hilltop in the Verige Strait. The fortress offers a view of the Verige Strait, the Perast Islands, and the town of Perast, making it a very interesting location for the development of tourism and expansion of the tourism offer. The fortress covers an area of about 500 m<sup>2</sup>, which is sufficient for the development of activities and services. As part of a larger system of fortifications built during the Austro-Hungarian period, Fort Verige is located near another fortress, Fort Bijeli Pijesak, which was part of the system for the direct protection of the Verige Strait.

*Purpose and Goal of the Program:*

The goal of this project is to activate Fort Verige for the purpose of expanding the tourism offer.

*Activities:*

- ◆ Development of project documentation;

<ul style="list-style-type: none"> <li>◆ Issuance of a tender and selection of a contractor;</li> <li>◆ Execution of works for the reconstruction of the fortress.</li> </ul>
<i>Project outcome (expected result):</i>
Enhanced tourism offers.
<i>Output indicators:</i>
Reconstructed facility for the development of special types of tourism.
<i>Responsible party:</i>
Municipality Tivat.
<i>Total budget and source of funding:</i>
700.000,00 €, Municipality Tivat, International funds, Government of Montenegro.
<i>Target groups/beneficiaries:</i>
Citizens, tourists, and visitors.
<i>Implementation period:</i>
4 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ Within a period of up to 12 months: Development of project documentation;</li> <li>◆ Within a period of 12 to 18 months: Issuance of a tender and selection of a contractor;</li> <li>◆ Within a period of 18 to 36 months: Execution of reconstruction works;</li> <li>◆ Within a period of 36 to 48 months: Equipping the facility.</li> </ul>

**Project Idea 64**

**CONSTRUCTION OF THE SPORTS AND RECREATIONAL CAMP BOGIŠIĆI**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.1:** Enhancement of the tourism offer.

*Alignment with:*

- ◆ The Regional Development Strategy of Montenegro for the period 2023 – 2028;
- ◆ The Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

Camping and sports tourism in the Municipality of Tivat are not at a satisfactory level, and there is significant potential for progress and development in this segment. With minimal interventions in the space, tourism growth can be achieved while preserving the environment. The implementation of this project will create conditions for the development of a new tourism product, which will contribute to an increase in the number of visitors and the extension of the tourist season.

*Purpose and Goal of the Program:*

Creation of a new tourism offer.

*Activities:*

- ◆ Development of a feasibility study for the Sports and Recreational Camp Bogišići;
- ◆ Finding a strategic partner for the project implementation;
- ◆ Construction of the Sports and Recreational Camp Bogišići project.



<i>Project outcome (expected result):</i>	Extension of the tourist season through the enhancement of available amenities and activities.
<i>Output indicators:</i>	Increase in the number of tourists in the months before and after the peak summer season.
<i>Responsible party:</i>	Municipality Tivat.
<i>Total budget and source of funding:</i>	200.000,00 €, The budget of the Municipality of Tivat, private investors.
<i>Target groups/beneficiaries:</i>	Athletes, residents of Tivat, and tourists.
<i>Implementation period:</i>	4 years.
<i>Monitoring and Evaluation:</i>	<ul style="list-style-type: none"> <li>◆ Within a period of up to 12 months: Development of the feasibility study;</li> <li>◆ From 12 to 48 months: Implementation of project activities and construction.</li> </ul>

**Project Idea 65****IMPROVEMENT OF INFRASTRUCTURE FOR ACTIVE TOURISM***Area and priority level:***SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.**Priority 4.1:** Enhancement of the tourism offer.*Alignment with:*

- ◆ The Regional Development Strategy of Montenegro for the period 2023 – 2028;
- ◆ The Tourism Development Strategy of Montenegro 2022 – 2025.

*Project description:*

The development of niche tourism is of great importance for extending the tourist season. Tivat, with its climatic and geographical characteristics, offers very favourable conditions for the development of hiking and biking tourism, especially in the Vrmac area. A prerequisite for the development of these activities is the development of infrastructure. The development of niche tourism will enable an increase in the number of visitors outside the main tourist season.

*Purpose and Goal of the Program:*

The implementation of the project will contribute to the development of niche tourism.

*Activities:*

- ◆ Mapping of existing and potential hiking and biking routes;
- ◆ Development of a design plan;
- ◆ Development and operationalization of the routes.

*Project outcome (expected result):*

The expected result of this project is the creation of conditions for the extension of the tourist season.

*Output indicators:*

30 km of marked and developed hiking and biking routes.



<i>Responsible party:</i>	Municipality Tivat.
<i>Total budget and source of funding:</i>	60.000,00 €; Municipality Tivat.
<i>Target groups/beneficiaries:</i>	Citizens and tourists.
<i>Implementation period:</i>	3 years.
<i>Monitoring and Evaluation:</i>	<ul style="list-style-type: none"> <li>◆ Up to 12 months: Mapping of existing and potential routes;</li> <li>◆ From 12 to 18 months: Development of the project;</li> <li>◆ From 18 to 36 months: Development and improvement of the routes.</li> </ul>

**Project Idea 66**

**IMPROVEMENT OF CONDITIONS FOR THE ESTABLISHMENT AND DEVELOPMENT OF MSM ENTERPRISES**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.2:** Creation of a favourable investment environment.

*Alignment with:*

- ◆ The Regional Development Strategy of Montenegro for the period 2023–2028;
- ◆ The Strategy for the Development of Micro, Small, and Medium Enterprises in Montenegro 2023–2026.

*Project description:*

Improving conditions for the establishment and development of MSMEs (Micro, Small, and Medium Enterprises) as the drivers of economic growth is key to further economic development of the Municipality of Tivat in the coming period. MSMEs are the largest employers in Tivat and are also the most dynamic part of the economy. Promoting entrepreneurship and innovation through the organization of Entrepreneurship Fairs and Hackathons, as well as providing support to MSMEs through employment fairs, are activities that need to be implemented in the upcoming period.

*Purpose and Goal of the Program:*

The program is intended for anyone who intends to start their own business or has already started one. The goal of the program is to improve the conditions for the development of MSMEs as drivers of employment and innovation.

*Activities:*

- ◆ Development of the MSME development strategy with the establishment of a business information centre;
- ◆ Organizing an employment fair once a year;
- ◆ Organizing an entrepreneurship fair once a year;
- ◆ Organizing a hackathon at least once a year.



<i>Project outcome (expected result):</i>
The expected outcome is that, with the support of the Municipality of Tivat, users will find it easier to decide to start their own business. The promotion of entrepreneurial activities and the organization of Hackathons aim to develop an entrepreneurial mindset in high school students and generate ideas with high growth potential.
<i>Output indicators:</i>
Increased number of MSMEs.
<i>Responsible party:</i>
Business Information Centre, Municipality of Tivat.
<i>Total budget and source of funding:</i>
20.000,00 €, The budget of the Municipality of Tivat and the Business Information Centre (BIC).
<i>Target groups/beneficiaries:</i>
Citizens, entrepreneurs – beginners and/or members of the MSME sector.
<i>Implementation period:</i>
5 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ Within 18 months: Develop the MSME development strategy;</li> <li>◆ Organization of an employment fair once a year in the first quarter;</li> <li>◆ Organization of an entrepreneurship fair once a year;</li> <li>◆ Organization of a hackathon once a year.</li> </ul>

<p><b>Project Idea 67</b></p> <p style="text-align: center;"><b>IMPROVEMENT OF THE BUSINESS INFORMATION CENTRE CAPACITY</b></p>
<i>Area and priority level:</i>
<b>SPECIFIC STRATEGIC GOAL 4:</b> Creating an environment for sustainable economic development.
<b>Priority 4.1:</b> Creating a favourable investment environment.
<i>Alignment with:</i>
<ul style="list-style-type: none"> <li>◆ The Regional Development Strategy of Montenegro for the period 2023 – 2028;</li> <li>◆ The Strategy for the Development of Micro, Small, and Medium Enterprises in Montenegro 2023–2026.</li> </ul>
<i>Project description:</i>
The primary goal of opening the Business Information Centre (BIC) is to concentrate all activities that affect entrepreneurship development in one place. Startups in the Municipality of Tivat face a number of challenges when starting a business. With the aim of creating better conditions for starting and developing businesses, the Business Information Centre will offer three types of services to users: advisory support, access to affordable business space, and favourable accounting services. Currently, BIC has limited capacities (primarily spatial), considering that there are over 2,212 registered small enterprises in Tivat alone. Therefore, it is necessary to expand physical capacity for operations in the near future. Additionally, institutional capacities for supporting the MSME sector need to be enhanced. In the coming period, the Business Incubator should be developed as a separate segment of the Business Information Centre, specifically designed to support business beginners (startups) with all their unique needs. On the other hand, support for existing and mature businesses (older than 3 years) should be provided through the development of a contact point, or a systematic workplace within BIC for supporting MSMEs.

<i>Purpose and Goal of the Program:</i>
Creating conditions for the development of entrepreneurship.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Development of project documentation;</li> <li>◆ Construction or reconstruction of buildings.</li> </ul>
<i>Project outcome (expected result):</i>
Quality support ensured for the development of MSMEs.
<i>Output indicators:</i>
Increased number of MSMEs.
<i>Responsible party:</i>
Municipality Tivat, Business Information Centre (BIC).
<i>Total budget and source of funding:</i>
500.000,00 euros, Municipality of Tivat budget, International funds, BIC.
<i>Target groups/beneficiaries:</i>
Entrepreneurs.
<i>Implementation period:</i>
3 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ During the first 9 months: resolve property and legal relations;</li> <li>◆ Between 9 and 24 months: preparation of project documentation;</li> <li>◆ Between 36 and 48 months: carry out the construction and technical acceptance of the works.</li> </ul>

**Project Idea 68**

**CONSTRUCTION OF A FACILITY FOR OLIVE GROWING, BEEKEEPING, AND MEDITERRANEAN CULTURES**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.3:** Improvement of conditions for rural development.

*Alignment with:*

- ◆ Montenegro Regional Development Strategy for the period 2023 – 2028.
- ◆ Montenegro Tourism Development Strategy 2022 – 2025.

*Project description:*

The project envisages the construction of a facility for the Centre for Olive Growing, Beekeeping, and Mediterranean Cultures on the site of the former Grabovac landfill. Transforming the area, such as the former landfill and its surroundings, for agricultural production and product processing will contribute to the development of agrotourism. This Centre will also serve as a link between agriculture and tourism, creating conditions for the maximum use of existing resources while simultaneously preserving the tradition of cultivating crops typical for the Tivat and Bay of Kotor areas and conserving natural resources. The location of the facility is in an undeveloped area, situated between the two currently most important agricultural regions in the Bay of Kotor (Luštica and Grbalj field), which allows for further development of this site as a Centre with all the necessary supporting services and infrastructure.

*Purpose and Goal of the Program:*

The project includes the construction of infrastructure necessary for the development of olive growing, beekeeping, and Mediterranean cultures. The infrastructure includes the construction of facilities for processing, storing, and selling products (such as olive oil, honey, etc.), supporting laboratories for analysis, as well as spaces for the presentation of final products and the tradition of cultivation in the Bay of Kotor area.

*Activities:*

- ◆ Preparation of project documentation;
- ◆ Publication of the tender and selection of the contractor;
- ◆ Construction and equipping of the facility.

*Project outcome (expected result):*

Created conditions for the improvement of agrotourism and agriculture development.

*Output indicators:*

Increased number of agricultural producers.

*Responsible party:*

The contractor will be selected through a tender in accordance with legal procedures.

*Total budget and source of funding:*

1.000.000,00 €, EU funds, Government of Montenegro, Municipality of Tivat budget.

*Target groups/beneficiaries:*

Agricultural producers, citizens, and tourists.

*Implementation period:*

3 years.

*Monitoring and Evaluation:*

- ◆ In the period of 6 months, preparation of project documentation;
- ◆ In the period from 6 to 12 months, selection of the contractor;
- ◆ In the period from 12 to 36 months, construction and equipping of the facility.

**Project Idea 69****RECONSTRUCTION OF WATER SUPPLY FACILITIES IN GORNJA LASTVA***Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.3:** Improvement of conditions for rural development.

*Alignment with:*

- ◆ Montenegro Regional Development Strategy for the period 2023 – 2028;
- ◆ Montenegro Tourism Development Strategy 2022 – 2025;
- ◆ Agriculture and Rural Areas Development Strategy 2023 – 2028.

*Project description:*

Gornja Lastva is the most developed environmental unit in Tivat. However, for further development, it is necessary to invest primarily in road and water supply infrastructure. The water supply of Gornja Lastva relies on infrastructure that was largely built during the Austro-Hungarian era, and to maximize the efficient use of available water resources, it is essential to rehabilitate the 'Šmrljika' spring along with the associated

reservoir. This would reduce losses and increase the available water supply for Gornja Lastva, thus providing a higher quality service to both residents and visitors.
<i>Purpose and Goal of the Program:</i> Improvement of conditions for the development of tourism and agriculture.
<i>Activities:</i> <ul style="list-style-type: none"> <li>◆ Resolution of property and legal relations;</li> <li>◆ Issuance of tender and selection of contractor;</li> <li>◆ Execution of reconstruction works.</li> </ul>
<i>Project outcome (expected result):</i> Increase in the available water supply for Gornja Lastva.
<i>Output indicators:</i> Rehabilitated 'Šmrljika' spring with the associated reservoir.
<i>Responsible party:</i> Municipality Tivat.
<i>Total budget and source of funding:</i> 60.000,00 €, Municipality of Tivat budget, State budget.
<i>Target groups/beneficiaries:</i> The target group consists of residents of Gornja Lastva, property owners, and visitors.
<i>Implementation period:</i> 3 years.
<i>Monitoring and Evaluation:</i> <ul style="list-style-type: none"> <li>◆ In the period up to 12 months, resolution of property and legal relations;</li> <li>◆ In the period from 12 to 18 months, selection of the contractor;</li> <li>◆ In the period from 18 to 30 months, execution of works.</li> </ul>

*Project Idea 70*

**CONSTRUCTION OF THE ROAD GOŠIĆI-GORNJI KRAŠIĆI**

*Area and priority level:*

**SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.

**Priority 4.3:** Improvement of conditions for rural development.

*Alignment with:*

- ◆ Montenegro Regional Development Strategy for the period 2023 – 2028;
- ◆ Montenegro Tourism Development Strategy 2022 – 2025;
- ◆ Agriculture and Rural Areas Development Strategy 2023 – 2028.

*Project description:*

Gornji Krašići is an important environmental unit located on Luštica. Its position allows for the development of rural tourism. Due to the lack of infrastructure, primarily road and water supply infrastructure, further development is highly limited. The construction of the mentioned road, 2000 meters long, will provide comfortable and high-quality access to the environmental unit, thereby improving conditions for the development of tourism and agriculture.



<i>Purpose and Goal of the Program:</i>
Improvement of conditions for the development of rural areas of the municipality.
<i>Activities:</i>
<ul style="list-style-type: none"> <li>◆ Resolution of property and legal relations;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Issuance of tender and selection of contractor;</li> <li>◆ Execution of works.</li> </ul>
<i>Project outcome (expected result):</i>
Better traffic accessibility of Gornji Krašići.
<i>Output indicators:</i>
Constructed road Gošići-Gornji Krašići.
<i>Responsible party:</i>
Municipality Tivat.
<i>Total budget and source of funding:</i>
500.000,00 €, Municipality of Tivat budget, State budget.
<i>Target groups/beneficiaries:</i>
The target group consists of residents of Gornji Krašići, property owners, and tourists.
<i>Implementation period:</i>
4 years.
<i>Monitoring and Evaluation:</i>
<ul style="list-style-type: none"> <li>◆ In the period up to 18 months, resolution of property and legal relations;</li> <li>◆ In the period from 18 to 30 months, preparation of project documentation;</li> <li>◆ In the period from 30 to 36 months, selection of the contractor;</li> <li>◆ In the period from 36 to 48 months, execution of works.</li> </ul>

**Project Idea 71****WATER SUPPLY PROJECT FOR GORNJI KRAŠIĆI***Area and priority level:***SPECIFIC STRATEGIC GOAL 4:** Creating an environment for sustainable economic development.**Priority 4.3:** Improvement of conditions for rural development.*Alignment with:*

- ◆ Montenegro Regional Development Strategy for the period 2023 – 2028;
- ◆ Montenegro Tourism Development Strategy 2022 – 2025;
- ◆ Agriculture and Rural Areas Development Strategy 2023 – 2028.

*Project description:*

Further development of Gornji Krašići, as a rural area and environmental unit, is not possible without an adequately resolved water supply issue. Unlike Gornja Lastva, where there are limited local water supply capacities, the only feasible solution in Gornji Krašići is the construction of a water supply system from the Gošići reservoir to Gornji Krašići. This would provide sufficient water quantities and meet the necessary standards for further development of this area.



<p><i>Purpose and Goal of the Program:</i></p> <p>The project envisages the construction of a water supply system that would enable further development of this area.</p>
<p><i>Activities:</i></p> <ul style="list-style-type: none"> <li>◆ Resolution of property and legal relations;</li> <li>◆ Preparation of project documentation;</li> <li>◆ Issuance of tender and selection of contractor;</li> <li>◆ Execution of works.</li> </ul>
<p><i>Project outcome (expected result):</i></p> <p>Stable water supply for Gornji Krašići.</p>
<p><i>Output indicators:</i></p> <p>Constructed water supply network in Gornji Krašići.</p>
<p><i>Responsible party:</i></p> <p>Municipality Tivat.</p>
<p><i>Total budget and source of funding:</i></p> <p>400.000,00 eur, Municipality of Tivat budget, State budget.</p>
<p><i>Target groups/beneficiaries:</i></p> <p>Residents of Gornji Krašići, property owners, and tourists.</p>
<p><i>Implementation period:</i></p> <p>4 years.</p>
<p><i>Monitoring and Evaluation:</i></p> <ul style="list-style-type: none"> <li>◆ In the period up to 18 months, resolution of property and legal relations;</li> <li>◆ In the period from 18 to 30 months, preparation of project documentation;</li> <li>◆ In the period from 30 to 36 months, selection of the contractor;</li> <li>◆ In the period from 36 to 48 months, execution of works.</li> </ul>

### 4.3. PROJECTS THAT ARE SIGNIFICANT FOR DEVELOPMENT BUT ARE NOT WITHIN THE JURISDICTION OF THE LOCAL GOVERNMENT

For the stable development of Tivat, in addition to the mentioned projects, development projects that are outside the jurisdiction of the Municipality are of exceptional importance. An analysis of the situation has determined the high level of impact these projects have on the realization of defined specific goals and the strategic plan itself.

#### 1. *Completion of the construction of the Tivat – Jaz boulevard*

The construction of the Jaz – Tivat boulevard is expected to alleviate traffic on one of the busiest sections along the coast. The project is valued at 54 million euros, and the investors of the works are the Transport Administration and the JP “Regionalni vodovod Crnogorsko primorje” (*Public Enterprise “Regional Water Supply of the Montenegrin Coast”*).

The reconstruction project involves the construction of a road with two traffic lanes and a two-meter-wide median strip. The plan includes the construction of 12 roundabouts and five three-way



intersections at points where the road intersects with local roads. The road is 15 kilometres long, and it is planned to be completed within two years.

## ***2. Construction of the bypass around Tivat***

The narrow coastal strip is under significant pressure in spatial terms and requires careful spatial planning and traffic improvements through the construction of a fast coastal road and bypasses around cities, while ensuring and respecting the principles of minimal impact on the environment and cultural heritage.

A road for fast motor traffic in the coastal region has been planned in the existing planning documentation as a road of strategic importance, playing a high-quality and safe traffic solution role in the coastal region and providing connections with neighbouring countries.

The construction of this road is one of the fundamental prerequisites for the development of Tivat.

## ***3. Modernization and expansion of the Tivat Airport capacity***

Montenegro is a European, Mediterranean, and Balkan country, which is connected to the world through its ports and airports. The Master Plan for the Development of Airports in Montenegro (Ministry of Transport and Maritime Affairs, 2011) defines the strategy for the physical development of Podgorica Airport and Tivat Airport for the period from 2011 to 2030, with a determined sequence of capacity improvements and service quality in relation to projected demand.

The improvement of air traffic should be reflected in a more diverse range of goods transportation. For Tivat Airport, clear guidelines for its future development are provided through DSL Sector 24. This airport is expected to undergo significant infrastructural development in the near future, which will largely rely on the already completed conceptual solution, necessitating certain interventions at the boundaries of the DSL Tivat Airport – Sector 24.

According to the Transport Development Strategy, the airport is at a stage that requires expansion and capacity improvement to meet the growing seasonal traffic. The implementation of this project is of fundamental importance for the further development of Tivat, where strong growth in traffic demand is expected in the coming years.

## ***4. Reconstruction of the existing electrical energy infrastructure***

Sustainable energy development is a prerequisite for the development of all economic and social activities. A priority goal is the construction of planned 110/35 kV substations to ensure more reliable power supply to consumers and more efficient operation of the electricity distribution network. A new 110/35 kV substation at Luštica needs to be built. Due to its exceptional importance for the stable supply of distribution consumers, and according to the Draft PPCG (*Spatial plan of Montenegro*) until 2040, the following elements are emphasized:

- ◆ 35/10 kV substation at Kalardovo with a dual underground connection from the 110/35 kV substation;
- ◆ 35/10 kV substation at Opatovo with a connection to the "inlet-outlet" on the underground line Tivat-Opatovo;

- ◆ Replacement of the existing overhead 35 kV power lines from Gradiošnica-Tivat and Tivat-Opatovo with new underground lines;
- ◆ A new dual 35 kV underground line from the 110/35 kV substation at Gradiošnica to the 35/10 kV substation at Porto Montenegro;
- ◆ A 35 kV underground line from the 35/10 kV substation at Opatovo to the 35/10 kV substation in the Prčanj area;
- ◆ A 35 kV underground line from the 110/35 kV substation at Gradiošnica to the 35/10 kV substation at Račica.

The intensive construction of diverse facilities in Tivat that marked the previous period must be accompanied by the construction of infrastructure to create conditions for the smooth functioning of existing and planned facilities.

#### **5. *Modernization of the Wastewater Treatment Plant for the municipalities of Kotor and Tivat***

Through the modernization of the plant, in addition to implementing new and more modern machines and technologies, the technical deficiencies present since the construction and commissioning of the plant would be removed. The modernization would include, among other things: the installation of dosing stations for wastewater treatment for advanced total phosphorus removal, thereby providing the plant with tertiary wastewater treatment; improvement of the emergency discharge system; improvement of mechanical treatment by installing cylindrical separators; replacement of the existing blowers with more modern machines for faster and more efficient aeration and biological wastewater treatment; improvement of the aeration system in the SBR basins for biological wastewater treatment; installation of mixers in all three SBR basins for biological wastewater treatment to improve the mixing of activated sludge in the basins; replacement of the entire sludge transport line for removing excess sludge after the dehydration process, as the existing one is outdated and worn out.

Since the plant was commissioned in 2016, it is necessary to modernize the outdated equipment, as well as the SCADA system control unit, as the existing one cannot support technological innovations at the plant. The estimated investment value is around 3.5 million euros.













## 5.1. ANNUAL ACTION PLAN FOR THE IMPLEMENTATION OF SPR (STRATEGIC DEVELOPMENT PLAN)

Project	Anticipated results	Indicators and means of verification	Implementation period	Activity leaders/ Participants in implementation	Source of funding			
					Total	Budget PLG	State budget	Other sources
<b>SPECIFIC STRATEGIC GOAL 1: Improvement of living and working conditions through the construction, renovation, and development of infrastructure, public facilities, and areas.</b>								
<b>Priority 1.1: Improvement of road traffic</b>								
Project Idea No. 3: Construction of the S6 road in the area covered by the Detailed Urban Plan (DUP) „Župa-Češljari“		200 m of new road and reconstruction of 250m of existing road; Report on the state of spatial planning in the municipality of Tivat.			750.000,00€	750.000,00€	/	/
Project Idea No. 12: Construction of the Podkuk roads from point 51 to point 58	Improved traffic communication and reduced congestion on the traffic infrastructure.	580m of new road; Report on the state of spatial planning in the municipality of Tivat.	2024	Municipality Tivat, Directorate for Investments	1.200.000,00€	1.200.000,00€	/	/
Project Idea No. 14: Construction of roads no. 1, no. 4, and no. 5 within the scope of the Spatial Plan (UP) Ruljina and the Detailed Urban Plan (DUP) 'Donja Lastva“		230m of new road; Report on the state of spatial planning in the municipality of Tivat.			600.000,00€	600.000,00€	/	/
<b>Priority 1.5: Construction and development of public spaces</b>								
Project Idea No. 28: Completion of the construction of the Belane promenade	Improved tourist offers, enhanced transportation communication, and relieved transportation infrastructure.	An increased number of fully developed pedestrian zones according to the planning documentation; Report on the state of spatial planning in the municipality of Tivat.	2024	Municipality Tivat, Directorate for Investments	1.200.000,00€	1.200.000,00€	/	Public Enterprise "Morsko dobro"
<b>SPECIFIC STRATEGIC GOAL 2: Improvement of conditions in the fields of culture, sports, and education in order to enhance the quality of life for citizens and diversify the town's offerings.</b>								
<b>Priority 2.4: Improvement of youth policy</b>								
Project Idea No. 48: Establishment of the Youth Centre	Conditions for the effective implementation of youth policy at the local level have been established.	200 young people who will use the services and participate in the activities of the Centre; Report on the work of the Secretariat for Social Activities.	2024	Municipality Tivat, Secretariat for Social Activities	28.000,00€	28.000,00€	/	/



SPECIFIC STRATEGIC GOAL 3: Improvement of environmental protection and increase in energy efficiency								
Priority 3.2: Improvement of protected areas and enhancement of the green infrastructure system								
Project Idea No. 56: Revitalization of the overall condition of the natural monument, the Main Town Park in Tivat; Phase I	Improved condition of park flora and ambiance through the planting of saplings. A stylistically appropriate park fence has been built along the western, northern, and eastern boundaries of the park. The entrance to the park has been renovated with a magnificent colonnade of columns on the western side.	Number of planted saplings, length of newly constructed fence, and restored colonnade; Report on the state of spatial planning in the municipality of Tivat.	2024	Municipality Tivat, Secretariat for Spatial Planning	141.000,00€	141.000,00€	/	/

## 5.2. LIST OF PLANNED PROJECTS FOR 2025

1. Construction of the road connecting the settlements of Podkuk and Seljanovo
2. Construction of roads 6, 7, 10, and 14 in the area of the Development Plan (DUP) "Sectors 22 and 23"
3. Construction of road No. 7 in the area of the DUP "Donja Lastva"
4. Construction of the access road to the Gradiošnica reservoir
5. Establishment of an anchorage management system
6. Water supply and wastewater drainage Adriatic Coast V, Component 2, Municipality of Tivat
7. Construction of new water supply infrastructure
8. Construction of the sewage network in the settlement of Radovići
9. Construction of a market
10. Development of public space in Radovići
11. Construction of a promenade in Donja Lastva
12. Improvement of the sports field conditions in the Main Town Park by installing a balloon-hall type facility
13. Completion of the reconstruction of the school in Radovići
14. Reconstruction of the school in Donja Lastva
15. Establishment of the Youth Service (Krtoli)
16. Installation of a photovoltaic power plant on the Municipality building
17. Modernization of the public lighting system
18. Pilot project – electric-powered public transport
19. Digitization of local government
20. Implementation of smart parking
21. Development of GIS (Geographic Information System)
22. Improvement of conditions for establishing and developing MSMEs (Micro, Small, and Medium enterprises)



## 6. MONITORING AND CONTROL OF THE IMPLEMENTATION OF THE STRATEGIC DEVELOPMENT PLAN OF THE MUNICIPALITY OF TIVAT

The Strategic Development Plan of the Municipality of Tivat for the period 2024–2029 is a comprehensive document realization of which requires active engagement from all relevant stakeholders. In addition to the Municipality of Tivat, the key role in the implementation of the plan will be played by state authorities, the private sector, and non-governmental organizations (NGOs).

The monitoring and control of the implementation of the Strategic Plan for the Municipality of Tivat, covering the period 2024–2029, will not only serve its primary function of monitoring project implementation but will also have a corrective function. This will allow for the timely updating of annual plans and contribute to the transparency of project realization.

The Municipality of Tivat will establish an efficient monitoring system aimed at the successful implementation of the Strategic Plan, which will be based on monitoring indicators for each individual project. Data collection will be the responsibility of heads of local government departments within whose areas of activity the specific project is being implemented. They will cooperate with partner organizations involved in project implementation.

The basis for the implementation of the monitoring system will be the Annual Action Plan. Given that the Strategic Plan clearly defines success indicators, starting points, planned results, and verification means, assessing the degree of progress in implementing the plan will be efficient and straightforward.

According to the Methodology for the Development of the SPR, the role of the coordinator is to oversee the reporting process of completed projects from the Annual Action Plan. Additionally, the Consultative Group will participate in monitoring the implementation of the Annual Action Plan through regular annual meetings.

The report on the achievement of the action plan for the previous year will be prepared by the Working Group, led by the coordinator, and submitted to the Consultative Group for comments and finalization. The final action plan and report will be submitted to the Ministry of Economic Development and the Municipal Assembly of Tivat by April 30th for the previous year.





## 7. ANNEXES

### ANNEX I

#### Conclusions and recommendations of the public opinion survey

The conducted research aimed for the Municipality to gain a comprehensive understanding of the issues affecting its residents, even if these issues are beyond its direct control, especially considering that various factors, including those managed by other state or private entities, influence the well-being of residents. By collecting information on all these areas/segments, the Municipality will be able to advocate better for its residents and collaborate with other authorities, organizations, or levels of government. The Municipality of Tivat values feedback from citizens on all aspects of their lives, not just those directly managed by the local government. The collected data will serve for strategic planning and policy creation, identifying broader trends and issues, enabling more effective long-term planning and influencing higher levels of government to act on local matters. *To summarize*, by encompassing research segments both within and beyond its direct responsibility, the Municipality of Tivat sought to ensure a thorough understanding of citizens' concerns, improve cooperation and advocacy efforts, comprehensively respond to community needs, inform strategic planning, and build trust among its residents.

**About research:** The public opinion survey was conducted among the citizens of the Municipality of Tivat on the topic of *“Citizens’ attitudes on the future directions of the town’s development”*. The research was conducted on a representative, multi-stage, stratified sample of 528 households. The aim of the research was to involve the opinions of citizens in the creation of the future four-year development strategy of the Municipality of Tivat. The research was carried out by the market and public opinion research agency Stars Up doo.

**Short summary:** The citizens of the Municipality of Tivat are most focused on improving infrastructure, housing, environmental sustainability, and economic development. They also desire greater civic engagement, better information, and the introduction of smart solutions for town development. Increasing the availability of affordable housing, improving public transport, and enhancing urban planning are key priorities for Tivat's future development.





## Conclusions and recommendations according to the segments covered by the survey

### INFRASTRUCTURE AND TRANSPORT

#### CONCLUSIONS:

**Satisfaction with the state of road infrastructure:** Around 48% of citizens are somewhat or very satisfied, while one in three is dissatisfied with the current transportation options.

**Priorities for improvements:** The main priorities include repairs and maintenance of the existing road network (49%), construction of boulevards

and bypasses (45%), as well as the implementation of traffic lights and roundabouts (40%).

**Public transportation:** Improvements in accessibility for people with disabilities (36%), the introduction of electric buses (31%), and the integration of bus tracking technologies (29%) are key demands.

#### RECOMMENDATIONS:

##### Improvement of the Road Network:

**Regular maintenance:** Prioritize regular road maintenance, including pothole repairs, regular asphaltting, and road cleaning. Organize annual budget planning for road maintenance to ensure continuous infrastructure quality.

**Construction of new roads:** Plan and implement the construction of boulevard through Tivat and bypasses. These projects would reduce traffic congestion, enable faster and safer traffic flow, and connect key points in the municipality.

##### Modernization of traffic infrastructure:

##### Traffic lights and roundabouts:

Install traffic lights at busy intersections to regulate traffic and reduce congestion. Implement roundabouts where possible to improve traffic efficiency and safety.

##### Improvement of public transportation:

**Accessibility:** Improve public transport infrastructure to be accessible for people with disabilities. This may include low-floor buses, ramps, and adapted stations.

**Eco-friendly vehicles:** Introduce electric buses into the public transport fleet. These buses reduce harmful gas emissions and contribute to sustainability.

**Technology:** Implement real-time bus tracking technologies. Mobile applications that show bus arrival times can improve the user experience and increase efficiency.



## URBAN PLANNING AND LAND USE

### CONCLUSIONS:

**Satisfaction with Urban Planning:** 45% of citizens are somewhat satisfied, while one in five citizens reports partial dissatisfaction.

**Reclassification of locations:** Montepранco is the most important location for reclassification (22%), while for 14% of citizens, it is green infrastructure and open spaces.

**Green areas:** Citizens believe that there are not enough green areas (average score 2.98%) and that green infrastructure should be a priority of the municipality (3.42%), because it has a positive impact on the economy and attracting tourists (3.41%)

### RECOMMENDATIONS:

#### Reclassification and development:

**Montepранco:** Prioritize the repurposing of the Montepранco area for projects that better suit the needs of citizens. Consider the development of residential and commercial facilities, as well as recreational areas.

#### Green areas:

**Increasing green areas:** Expand existing green areas and create new ones. Organize actions of planting trees and arranging parks with the participation of the local community.

**Green infrastructure:** Increase and maintain green areas such as parks, gardens and public spaces. This can include planting trees, installing benches and creating recreational areas.

**Priority for green projects:** Direct the municipality's resources to green infrastructure projects, as this not only improves the quality of life, but also attracts tourists, thereby contributing to the local economy.

## HOUSING

### CONCLUSIONS:

**Availability of housing units:** More than half of the citizens rate availability as poor (27%) or fair (28%).

**Priorities for improvement:** Dedicated apartments for teachers, health workers... (25%), as well as affordable housing for people with low incomes (16%) are the most important aspects for improvement.

**Development of affordable housing:** A key initiative for the future period should be the development of affordable housing for low-income individuals and families (17%) and the creation of funds for this development (16.48%).



RECOMMENDATIONS:

Availability of apartment units:

**Affordable housing:** Develop affordable housing projects for low-income people. This may include subsidizing housing loans, building affordable housing and providing rental relief.

**Dedicated apartments:** Implement programs to build housing for key workers, such as teachers and health workers. These apartments can be close to workplaces to reduce travel costs and improve the quality of life of employees.

Initiatives for affordable housing:

**Funds for development:** Establish funds intended for the development of affordable housing. These funds can support the construction of new housing units or the renovation of existing ones.

**Support for individuals and families:** Develop programs that provide financial assistance for housing to low-income individuals. This may include subsidies, soft loans and other forms of support.

SUSTAINABLE ENVIRONMENT

CONCLUSIONS:

**Recycling:** Every tenth citizen recycles often, while 2/3 do so occasionally. More than half (67%) are ready for recycling from moderate to complete.

**Pollution and waste management:** 83% of citizens are concerned about pollution and waste management, with an emphasis on upgrading energy efficiency (46%) and green building regulations (18%)

RECOMMENDATIONS:

Recycling and waste management:

**Improving access to recycling:** Set up more recycling centres and containers throughout the municipality. Organize educational campaigns to encourage citizens to recycle.

**Education on recycling:** Conduct regular educational campaigns and workshops on the importance of recycling and proper sorting of waste.

Energy efficiency and green construction:

**Energy efficiency upgrade:** Implement programs to improve the energy efficiency of buildings, including insulation, energy-efficient windows and the use of renewable energy sources.

**Green building standards:** Introduce regulations that encourage green building, such as the use of sustainable materials, energy-efficient systems and technologies to reduce CO2 emissions.

## ECONOMIC DEVELOPMENT

### CONCLUSIONS:

**Employment:** More than half of citizens rate the conditions for employment as insufficient (19.51%) or with significant challenges (39%).

**Key branches for development:** Tourism and hospitality (12.31%), logistics and distribution (11%), and food and agriculture (11%) are priorities.

**Encourage investment and innovation:** Strategies include subsidies for research and development (50%), cooperation with universities (48.7%) and investment in infrastructure (46%).

### RECOMMENDATIONS:

**Promotion of employment and investment:**

**Sectors for development:** Focus on key sectors such as tourism, hospitality, logistics and agriculture. Develop strategies to attract investments and support local entrepreneurs in these sectors.

**Research and Development Subsidies:** Provide research and development subsidies and

support to encourage innovation. This may include financial incentives for companies investing in new technologies.

**Cooperation with educational institutions:**

**University cooperation:** Strengthen cooperation with universities and research institutions. Organize joint projects, research and internship programs for students.

## SOCIAL COHESION

### CONSLUSIONS:

**Perception of social cohesion:** 66% of citizens see cohesion as moderate, while 29% consider it weak.

**Barriers:** Availability of low-income housing (17%), limited community engagement (13%)

and digital accessibility (12%) are the top barriers.

**Promotion of equality:** Public forums and meetings (26.14%), equal access to resources (21%) and promotion of civic education (21%) are key initiatives.

### RECOMMENDATIONS:

**Increase in community engagement:**

**Public forums and meetings:** Regularly organize public forums and meetings where citizens can

express their opinions and participate in decision-making.



**Equal access to resources:** Ensure that all citizens have equal access to health care, education and other key services.

**Promotion of civic education:**

**Civic education:** Introduce civic education programs in schools and the community to promote awareness of social rights and responsibilities, equality and social justice.

## SMART CITY CONCEPT

### CONCLUSIONS:

**Priorities for smart solutions:** The first initiatives are security applications (16%), smart parking solutions (14,6%) and telemedicine (13,6%).

**Digital connectivity:** Virtual workshop programs (41%), subsidies for the internet (32%) and support for the distance learning (30%) are key programs.

### RECOMMENDATIONS:

**Development of smart solutions:**

**Security applications:** Implement applications that enable quick response in emergency situations, reporting of violence and other security issues.

**Smart parking:** Introduce smart parking systems that enable more efficient use of parking spaces and reduce traffic congestion.

**Digital connectivity:**

**Virtual workshops:** Organize virtual workshops and courses to acquire new skills, especially in areas such as digital marketing, programming and other technological skills.

**Internet subsidies:** Provide subsidies and vouchers for the Internet access for low-income individuals and families to reduce the digital divide.

## CIVIC ENGAGEMENT AND AWARENESS

### CONCLUSIONS:

**Transparency of local administration:** 2/3 of citizens are somewhat satisfied, while 31% are not satisfied.

**Information channels:** Public meetings and forums (27%) and social networks (26.9%) are key information channels.

**Information sharing:** 67% of citizens believe that they are somewhat informed, while 26% believe that they are not sufficiently informed.

## RECOMMENDATIONS:

### Increasing transparency:

**Informing citizens:** Improve communication between local government and citizens through regular information meetings, forums and social networks. Transparency can be increased through public reports and open data on the work of the municipality.

### Participation in decision-making:

**Budget participation:** Enable citizens to participate in municipal budget planning, especially in deciding on priority projects. Organize public hearings and polls in order to gather citizens' opinions.

**Online platforms:** Create online platforms that allow citizens to propose projects, vote on initiatives and discuss issues of community importance.

## ANNEX II

All planning documents that regulate the area of the municipality of Tivat according to the PUP (*Spatial urban plan*)

Level of documentation	Document	Area (ha)	Status (ha)
<b>STATE PLANNING DOCUMENTS</b>			
STATE LOCATION STUDY (DSL)	1. Amendment and addition to DSL "Arsenal" (part of sector 22), "Official Gazette of Montenegro", no. 57/19	168,52	Currently - land <b>29,42</b> - sea 139,10
	2. Župa-Bonići (part of sector 22 and sector 23), "Official Gazette of Montenegro", no. 68/10	124,72	Currently - land <b>66,39</b> - sea 58,33 <i>*Pending amendments and additions</i>
	3. Kaladrovo-Ostrvo Cvijeća-Brdišta (sector 25), "Official Gazette of Montenegro", no. 77/10	200,74	Currently - land <b>146,24</b> - sea 54,5 <i>*Pending amendments and additions</i>
	4. Ostrvo Sveti Marko ( <i>St. Marco Island</i> ) (sector 26), "Official Gazette of Montenegro", No. 7/10	179,60	Currently - land <b>34,4</b> - sea 45,1
	5. part of Solila, Đuraševići-Kaluđerovina-Krickovina (part of sector 27 and sector 28), "Official Gazette of Montenegro", no. 7/10	129,86	Currently - land <b>53,74</b> - sea 76,12
	6. Krašići (sector 29), "Official Gazette of Montenegro", no. 86/09	67,00	Currently - land <b>16,28</b> - sea 50,72
	7. Aerodrom ( <i>Airport</i> ) (sector 24), "Official Gazette of Montenegro", no. 20/13	140,36	Currently - land <b>131,53</b> - sea 8,83
	8. Luštica (sector 36), "Official Gazette of Montenegro", no. 35/19	97,96	Currently - land <b>22,8</b> - sea 75,16



	9. Lepetani and Donja Lastva (sectors 20 and 21)	10,80	--	
	10. Ponta Seljanovo (part of sector 22), "Official Gazette of Montenegro", no. 30/17	10,68	Currently - land <b>2,87</b> - sea 7,81	
<b>TOTAL - STATE PLANNING DOCUMENTS</b>		<b>935,47</b>	Land <b>503,67</b>	
<b>LOCAL PLANNING DOCUMENTS</b>		<b>Area (ha)</b>	<b>Current status (ha)</b>	
DETAILED URBAN PLAN (DUP)	1. DUP Lepetani	20,24	-	
	2. DUP Donja Lastva	45,15	Currently valid	
	3. DUP Seljanovo	43,68	Currently valid	
	4. DUP Mažina	28,63	Currently valid	
	5. DUP Gornji Kalimanj	56,24	Currently valid	
	6. DUP Župa-Češljar	37,68	Currently valid	
	7. DUP Mrčevac	38,17	Currently valid	
	8. DUP Tivat Centar	32,00	Currently valid	
	9. DUP Gradiošnica	58,43	Currently valid	
	10. DUP Golf-Ekonomija	99,51	Currently valid	
	11. DUP Đuraševići	39,66	Currently valid	
	12. DUP Gornji Đuraševići	14,17	Currently valid	
	13. DUP Radovići	39,30	Currently valid	
	14. DUP Gošići	11,92	Currently valid	
	15. DUP Stari Krašići	2,58	Currently valid	
	16. DUP Krašići	27,60	Currently valid	
	17. DUP Krašići- amendments and additions- Maslinjak	6,24	Currently valid	
		<b>601,20</b>		
		18. DUP Golf and Donji Radovići Zapad (LD) - Amendments and additions, ("Official Gazette of Montenegro" No. 92/2020)	212,76	Currently valid * <i>pending amendments and additions</i>
		19. DUP Donji Radovići Centar (LD) – Amendments and additions, ("Official Gazette of Montenegro" No. 93/2020)	35,93	Currently valid * <i>pending amendments and additions</i>
		20. DUP Donji Radovići – East (LD)	15,66	-
		21. DUP Servisna Zona Luštica (LD) ( <i>Service zone Luštica</i> )	6,95	Currently valid
	22. DUP Luštica (LD)	61,55	-	
		<b>332,85</b>		
	<b>Total</b>	<b>934,05</b>		
URBAN PROJECT (UP)	1. UP Lepetani*	1,90	Currently valid	
	2. UP Turistička zona Lepetani ( <i>Tourist zone Lepetani</i> )	4,69	-	
	3. UP Opatovo	2,86	-	
	4. UP Donja Lastva	2,33	Currently valid	
	5. UP Turistički kompleks ( <i>Tourist residences</i> ) "Park" Donja Lastva	1,48	Currently valid	
	6. UP Ruljina	2,19	Currently valid	
	7. UP Gornja Lastva*	3,26	Currently valid	
	8. UP Đurđevo Brdo*	0,76	Currently valid	
	9. UP Petkovići*	0,31	Currently valid	



	10. UP Gornji Krašići*	1,76	Currently valid
	11. UP Turistički kompleks ( <i>Tourist residences</i> ) Pržno I	17,10	Currently valid
	12. UP Turistički kompleks ( <i>Tourist residences</i> ) Pržno II	6,58	-
	13. UP Bogišići	2,08	Currently valid
	14. UP Milovići	3,47	Currently valid
	15. UP Kostići	0,90	Currently valid
	16. UP Meštrovići	0,87	Currently valid
	17. UP Krašići 1	1,97	Currently valid
	18. UP Krašići 2	1,24	Currently valid
	19. UP Krašići 3	0,98	Currently valid
	20. UP Oblatno	1,47	-
	21. UP Thalasso (LD Luštica Development)	11,58	-
	<b>Total</b>	<b>69,78</b>	
	<b>TOTAL (DUP AND UP)</b>	<b>1.003,83</b>	
LOCAL LOCATION STUDY	1. Park prirode Vrmac ( <i>Nature Park Vrmac</i> )	1.331,14	-
	<b>TOTAL – LOCAL PLANNING DOCUMENTS</b>	<b>2.334,97</b>	
	<b>OVERALL STATE AND LOCAL PLANNING DOCUMENTS</b>	<b>3.270.44</b>	- land <b>2.838,64</b> - sea <b>431,80</b>

### Local planning documents planned by PUP (Spatial urban plan)

	Planned coverage (ha)	% in relation to the entire municipality	Realization expressed through area and in %
Local planning documents (DUP and UP)	1.003,83	1,67	879,20 ha / 88%
Local study of the location of the Vrmac Nature Park (LSL)	1.331,14	28,74	--
<b>TOTAL</b>	<b>2.334,97</b>	<b>50,41</b>	

## ANNEX III

### Number of users by operators and technologies:

Technology / operator		Crnogorski Telekom	Mtel	Telemach	Orion Telekom	SBS Net Montenegro	One Montenegro	WiMAX Montenegro	Total
ASDL	Individuals	715							715
	Legal entities	64							64
	Total	779							779
VDSL	Individuals	1.324							1.324
	Legal entities	107							107
	Total	1.431							1.431
FTTx	Individuals	1.329	1.121						2.450
	Legal entities	386	296						682



	Total	1.715	1.417						3.132
HFC/KDS	Individuals		1.539	1.480					3.019
	Legal entities		87	114					201
	Total		1.626	1.594					3.220
WiFi	Individuals				81			18	99
	Legal entities				8			1	9
	Total				89			19	108
Satellite Internet access	Individuals					1			1
	Legal entities					1			1
	Total					2			2
Leased lines	Individuals	-					-		-
	Legal entities	2					8		10
	Total	2					8		10
MPLS	Individuals	-							-
	Legal entities	5							5
	Total	5							5
Total	Individuals	3.368	2.660	1.480	81	1	-	18	7.608
	Legal entities	564	383	114	8	1	8	1	1.079
	Total	3.932	3.043	1.594	89	2	8	19	8.687

Source: Agency for Electronic Communications and Postal Services

Number of users by technologies and operators:

Technology/ operator		Crnogorski Telekom	Mtel	Telemach	Orion Telekom	RDC	Total
KDS	Individuals		2.588	1.921			4.509
	Legal entities		324	305			629
	Total		2.912	2.226			5.138
IPTV	Individuals	3.341			24		3.365
	Legal entities	201			-		201
	Total	3.542			24		3.566
DTH	Individuals		46	995			1.041
	Legal entities		1	31			32
	Total		47	1.026			1.073
DVB-T2	Individuals					206	206
	Legal entities					12	12
	Total					218	218
Total	Individuals	3.341	2.634	2.916	24	206	9.121
	Legal entities	201	325	336	-	12	874
	Total	3.542	2.959	3.252	24	218	9.995

Source: Agency for Electronic Communications and Postal Services





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