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**Cinisello Balsamo**

# **Towards a new strategy. Social impact as the key of urban regeneration**

Integrated Action Plan of the Municipality of Cinisello Balsamo

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Social impact  
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Integrated Action Plan of the Municipality of Cinisello Balsamo  
URBACT IV | Final Project Deliverable



This volume presents the strategy, namely the Integrated Action Plan (IAP), developed by the Municipality of Cinisello Balsamo within the European project “U.R. Impact: Prioritising Social Impact in Urban Regeneration”, funded by the URBACT IV programme.

The plan has been designed to guide the actions of the municipal administration until 2030, in the design and implementation of urban redevelopment and regeneration interventions that are increasingly attentive to environmental, economic, and social sustainability.

The strategy is built on three main pillars: governance model, pilot actions on social impact indicators, and the integration of specific social impact indicators into public procurement processes.

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# Introduction

This document represents the final report of the process developed within the European project *U.R. Impact: Prioritising Social Impact in Urban Regeneration*, funded by the URBACT IV programme. Implemented through a broad European partnership of local administrations, the project aimed to promote an integrated approach to urban regeneration that fosters participatory processes, in order to make urban interventions more sustainable and inclusive.

Within this framework, the Municipality of Cinisello Balsamo, as the project lead, developed its own Integrated Action Plan (IAP). In addition to defining objectives (S.M.A.R.T. Goals), the plan translates into operational actions the main challenge the Administration sought to address, framed by the following question: is it possible to define an approach or method that allows measuring the social impact of urban regeneration programmes?

The discussions within the working group reached a solid consensus and were translated into a highly effective and satisfactory self-assessment tool. Programming and planning are fundamental assets in all areas of public administration, yet they are often overlooked or underestimated. The plan represents an attempt to identify a series of concrete strategies and actions aimed at implementing urban interventions that align as closely as possible with the current understanding of sustainable urban development. The development of the plan drew on a major ongoing regeneration project in a peripheral neighborhood of the city, which allowed for the active involvement of a significant number of stakeholders in defining what the Municipality considers quality indicators for the approach to urban regeneration interventions.

The following document collects and systematizes the outcomes of two and a half years of work, characterized by moments of capacity building, classroom and field training, context analysis, as well as discussion and co-design processes involving not only the various sectors of the municipal administration, but also a wide network of institutions, third-sector organizations, and citizens.

The purpose of the Plan is to provide an operational reference framework and to offer a replicable and adaptable model that can support the city's urban development policies. It is a tool designed to guide administrative action and promote the continuity of collaborative practices initiated during the project. While it is understood that not all actions may be implemented immediately, the intention is to propose a flexible and generative methodological tool capable of stimulating new projects and consolidating a culture of participatory urban regeneration.

To facilitate the reading of the document, a summary of the contents of the various sections is provided.

The Overview section introduces the U.R. Impact project, situating it within the European context of the URBACT Programme. This section also presents some of the working tools employed (Baseline Study, Theory of Change, Intervention Logic) and defines the three key principles of participatory urban regeneration: Intentionality, Additionality, and Measurability.

The first chapter defines both the territorial challenges of the city in the context of urban regeneration and the strategies to be implemented. Based on this analysis, the foundations were laid for identifying an integrated development model and the necessary levels for the construction of the Integrated Action Plan. At the same time, this provided a basis for engaging citizens in participatory actions through the URBACT Local Group (ULG), composed of municipal staff and local stakeholders.

The second chapter presents Cinisello Balsamo's 2030 vision and the S.M.A.R.T. objectives to be pursued. It also introduces the three intervention areas (governance, pilot actions for measuring social impact, and socially responsible public procurement), whose individual actions are further detailed and elaborated in the Annex. This chapter constitutes a comprehensive and detailed presentation of the Integrated Action Plan, representing its core.

The third chapter outlines the governance structure established for monitoring and evaluating the results of the Integrated Action Plan, along with a description of implementation costs, risks and their mitigation strategies, and guidance on the methods for collecting the necessary data.

The final chapter focuses on actions carried out at the local level in the Crocetta neighborhood, chosen as the pilot area for experimentation. Through an active citizen engagement process, conducted in collaboration with the Italian Institute for Evaluation, a set of indicators was developed to assess project quality. These impact indicators, organized into seven areas (urban and architectural quality, public space quality, housing quality, employment quality, social quality and population well-being, cultural quality, environmental quality), serve as a practical tool for ex-ante and ex-post project evaluation, providing valuable guidance for the planning actions of any entity. This chapter also includes, as an example, a concrete reference to the social impact indicators of one of the seven quality areas, along with the related checklist.

**“An ambitious challenge and a stimulus to improve the  
city’s sustainable development strategies.”**

**Massimo Capano, Project Coordinator U.R. Impact**

## Chapter 1

# **Overview: from Europe to local context**





## Project duration

01/06/2023 - 31/12/2025

## Project partner

- Cinisello Balsamo, Italy
- Bielsko-Biała, Poland
- Bovec, Slovenia
- Broumov, Czech Republic
- Hannut, Belgium
- Kamëz, Albania
- Longford, Ireland
- Mertola, Portugal
- Murcia, Spain

## Total project budget

EUR 781.530,04

## EU Funding

EUR 572.357,04

[urbact.eu/networks/ur-impact](http://urbact.eu/networks/ur-impact)

[IG@ur\\_impact.urbact](mailto:IG@ur_impact.urbact)



**U.R.IMPACT**  
Prioritising Social Impact in Urban Regeneration

U.R. Impact is a project co-funded by the URBACT IV European program of which the Municipality of Cinisello Balsamo is the lead partner.

The goal is to create an Integrated Action Plan that provides an evaluation of the social impact of urban regeneration programs on the territory. The Plan is realised and implemented with an integrated approach, which involve the cooperation and participation of several local actors (stakeholders).

Stakeholders are involved to contribute to the definition of what can be considered indicators of positive social impact of urban regeneration projects, modelled on the different territories of the partnership. By prioritising social impact, with a focus on community involvement, urban regeneration actions are rethought by placing citizens and their social, economic and environmental well-being at the centre of the processes.

It also allows for an increased sense of belonging and civic participation. The project starts in June 2023 and ends in December 2025.

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## 1.2 U.R. Impact within the European framework of URBACT IV

The project ***U.R. Impact: Prioritising Social Impact in Urban Regeneration*** (hereinafter referred to as U.R. Impact) addressed a crucial challenge for contemporary urban policy: developing effective strategies that place social impact and the active involvement of local communities at the heart of urban regeneration processes.

The main objective of the project was therefore to introduce the measurement of social impact as a key element in urban regeneration interventions, promoting processes and practices based on civic participation. To this end, the project enabled the nine European partners, led by the Municipality of Cinisello Balsamo as the lead partner, to jointly explore what it means to evaluate social impact, which tools are available, and how these can be adapted to their respective local contexts. The process also facilitated a structured exchange of good practices in civic engagement and fostered a greater shared awareness of the importance of the social dimension in high-impact projects. Within this framework, urban regeneration was rethought starting from the social, economic, and environmental well-being of citizens, while simultaneously strengthening active participation and a sense of belonging.

Launched in June 2023 and concluded in December 2025, **U.R. Impact was co-financed under the URBACT IV programme, one of the European Union's main instruments for promoting sustainable and integrated urban development.** In line with the priorities identified by the EU Cohesion Policy 2021–2027, the project directly and systematically addressed the issue of social and environmental inequalities that may arise in urban regeneration processes, often neglected in traditional approaches to territorial transformation. **The main goal was to rethink urban regeneration from the perspective of the social impact generated, reorienting public policies towards models that place the social, economic, and environmental well-being of local communities at the core of strategic decision-making.**

*Towards models that place the social, economic, and environmental well-being of local communities at the core of strategic decision-making.*

A key element of the initiative was the development of a shared methodology for **impact assessment, conceived as a strategic tool to systematically measure the effects generated by urban policies** on territories and local communities. This methodology unfolded in three main phases: the definition of a theoretical model for impact assessment, its experimentation in different urban contexts, and the critical comparison of the results achieved by the participating cities.

The methodological pathway operated on two distinct yet interconnected levels. At the transnational level, the partnership fostered the exchange of experiences and peer learning, supported by capacity-building activities aimed at strengthening shared competences. At the local level, each partner applied and adapted the model to its own territorial context, thereby testing its validity and promoting a dynamic evolution of the overall strategy.

Throughout the project, the partnership explored in depth how impact assessment could be effectively applied to different contexts of urban regeneration. To support this process of shared learning and methodological development, the network benefited from the guidance of a thematic expert (ad hoc expert), who supervised the main stages of the methodological process.

The project aimed to clarify and consolidate three fundamental principles defining impact assessment in the context of urban policies:

1. **Intentionality**, meaning the importance of integrating evaluation from the earliest stages of the project cycle, adopting an ex-ante perspective that allows for the planning of actions oriented towards measurable outcomes;
2. **Additionality**, understood as the recognition of the multiplicity of actors involved (citizens, institutions, local stakeholders) and the need to actively include them in all stages of the evaluation process;
3. **Measurability**, which entails the construction of data collection and analysis systems capable of making visible and tangible the impacts generated, including those of a social and community nature.

These three principles constituted the theoretical and operational framework of the model developed and tested by the project.

The methodological pathway of U.R. Impact followed a structured sequence of complementary phases, aimed at building and testing shared tools for assessing the impact of urban policies.

### *Building and testing shared tools for assessing the impact of urban policies.*

The process began with the **Baseline Study**, a preliminary tool designed to map the needs, resources, and priorities of each partner, identify specific challenges to be addressed, and formulate initial hypotheses on social impact objectives. Based on the data collected, each city then developed its own **Theory of Change**, outlining a clear trajectory between identified needs and desired outcomes, and defining the transformations required to generate long-term impact.

Subsequently, the partnership elaborated an **Intervention Logic** to make visible the internal structure and coherence of the urban strategies, linking initial needs, planned interventions, and expected results, and aligning each city's Theory of Change with specific objectives and actions. **This process ultimately led to the formulation of each city's Integrated Action Plan (IAP), which represents the concrete outcome of the work carried out within the project.** The IAPs present a strategic vision and a set of interventions consistent with local specificities, developed through participatory processes and supported by the common tools made available by the U.R. Impact network. These plans aim to respond to complex territorial challenges by strengthening local governance capacities and integrating principles of social inclusion and sustainability into urban policies.

## **1.3 From Europe to the local level: local implementation**

**Parallel to this transnational process, intensive work was carried out at the local level,** where the experimentation and application of methodological tools were implemented through a series of operational sessions. **The Crocetta neighborhood was selected as the privileged territory for testing impact assessment,** representing the ideal context in which to trial innovative forms of integrated governance and apply them concretely to urban regeneration processes.

The activities actively involved municipal staff and local stakeholders, consolidating a participatory and evidence-based approach. Thanks to the active contribution of these local actors, it was possible not only to refine the tools developed at the partnership level but also to initiate a capacity-building process within the municipal administration. **This process aimed to strengthen institutional skills and promote a deeper understanding of the social impact of urban regeneration projects, starting from the perspectives and needs of the citizens themselves.**

*To foster a deeper understanding of the social impact of urban regeneration projects, starting from the perspectives and needs of the citizens themselves.*

In this context, residents of the neighbourhood have been invited to take part in a series of participatory workshops, which made it possible to collect data, insights, and expectations useful for developing an operational document for social impact assessment. These meetings represented key moments for constructing hypothetical scenarios aimed at the well-being of the neighborhood. Based on these scenarios, indicators and data were identified, enabling the development of a social impact assessment tool that is applicable not only to the specific context of the neighborhood but also to various urban regeneration interventions and contexts, providing a method to understand the connections between planned actions, citizens' expectations, and overall well-being.

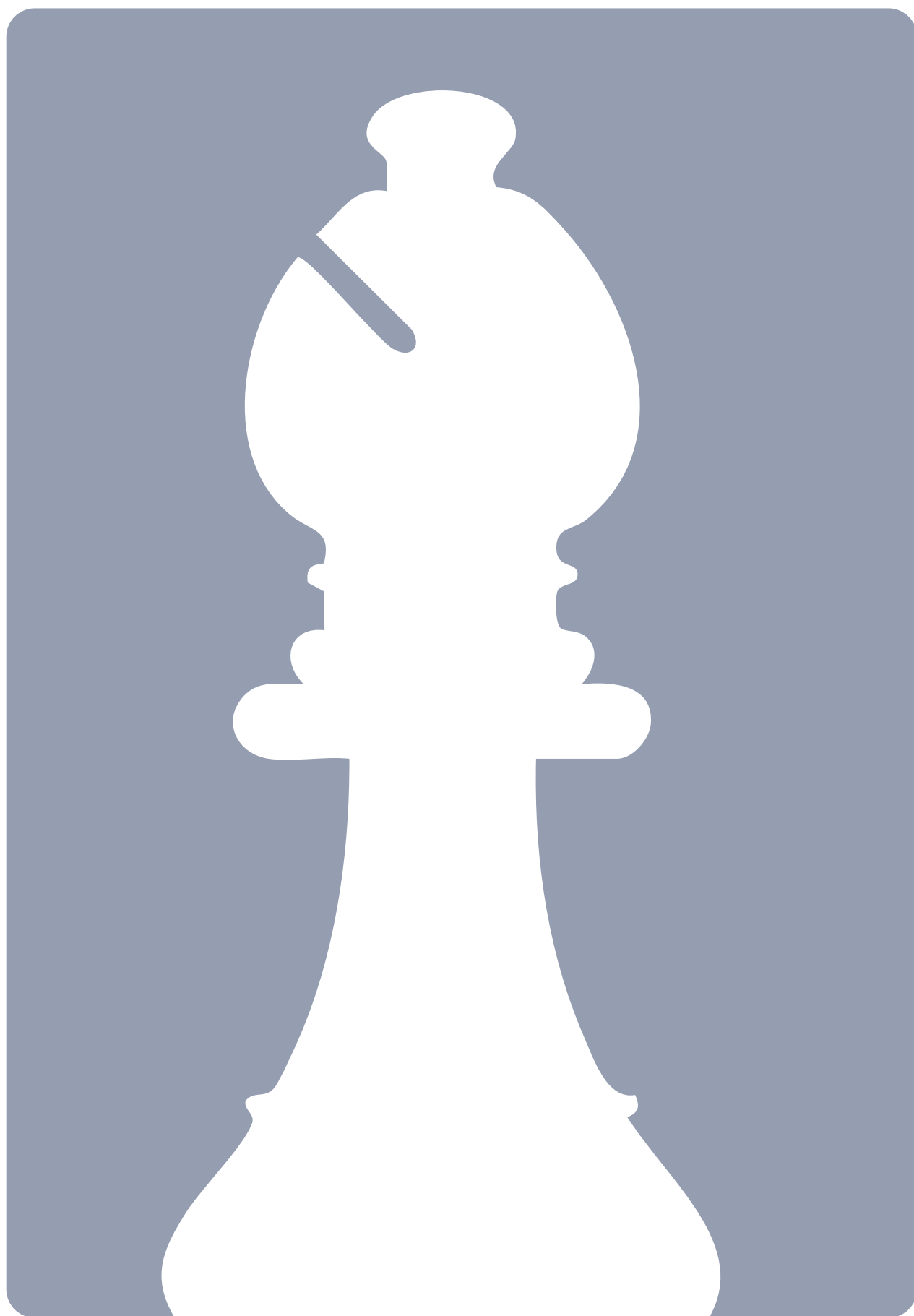
This process ultimately contributed in a decisive way to the drafting of the Integrated Action Plan, making it a concrete tool for promoting sustainable, inclusive, and participatory urban regeneration.

# NETWORK



## Chapter 2

# **Understanding the change**



## 2.1 Local challenges and strategic pathways for Cinisello Balsamo's sustainable future

The process of defining a long-term urban strategy for Cinisello Balsamo was grounded in a comprehensive understanding of the city's local dynamics, historical transformations, and structural challenges. Before articulating specific areas of intervention, it was essential to reconstruct the context in which local policies and development trajectories have evolved, highlighting the main socio-economic, spatial, and governance factors shaping today's reality.

This section outlines the analytical and strategic foundations that informed Cinisello Balsamo's participation in the UR Impact project and, more broadly, its commitment to building a more inclusive, resilient, and sustainable urban future by 2030. It brings together key reflections on local challenges, demographic trends, and policy frameworks, showing how these elements converged into a coherent strategic orientation.

The content presented here is not limited to a descriptive overview of the city's current condition. Rather, it represents an interpretative framework through which past experiences, ongoing initiatives, and institutional learning processes are connected to future strategic directions. Understanding these interrelations was a critical step toward moving from fragmented interventions to an integrated urban vision, capable of combining social inclusion, spatial regeneration, and participatory governance into a shared pathway for sustainable development.

### Understanding Cinisello Balsamo's Participation in U.R. Impact

In the early stages of the project, the Municipality of Cinisello Balsamo conducted a comprehensive territorial analysis aimed at identifying the city's main historical challenges and structural limitations. This foundational assessment enabled the Municipality to strategically engage in UR Impact, aiming to address these critical issues through collaborative and innovative urban development approaches.

Since the 1990s, the Municipality of Cinisello Balsamo has experienced a significant socio-economic transition, originating from and closely following the industrial transformations of that period. The closure of major factories in the northern Milan area profoundly altered the identity of surrounding municipalities, including Cinisello Balsamo, which had long been characterized by a predominantly working-class population. In the decades that followed, the city experienced a **diversification of its**

social fabric, marked by the emergence of a growing middle class and continuous migratory flows. This evolving context generated complex challenges related to social cohesion, equitable development, and spatial justice.

*This evolving context generated complex challenges related to social cohesion, equitable development, and spatial justice.*

Within the Milan metropolitan area, Cinisello Balsamo has remained **one of the cities most affected by the long-term consequences of industrial decline and economic restructuring**. In recent years, it has recorded the lowest average per capita income in the area and the highest unemployment rate, particularly among young people, where it reaches 28% compared to the regional average of 23%. These figures reflect not only economic fragility but also a broader condition of social vulnerability, in which the lack of stable employment opportunities undermines prospects for inclusion and upward mobility for entire segments of the population.

At the same time, **the city has undergone a significant demographic transformation. Its positive birth rate is sustained almost entirely by new residents from non-EU countries, highlighting the growing role of migration as a structural component of the city's development**. In this context, there is a need to deepen the understanding of migration dynamics in order to assess both their implications and their potential as a driver of renewal and resilience. Since this phenomenon is expected to remain stable in the coming years, the Municipality recognizes the importance of developing more structured approaches to managing demographic change, promoting inclusion, and leveraging long-term opportunities for the social and economic fabric of Cinisello Balsamo.

**In recent years, significant public investments have been made to support the development of Cinisello Balsamo**, particularly through interventions in public infrastructure such as schools, social housing, and essential services. Alongside these, the number of urban regeneration projects has increased, often going beyond simple refurbishment. However, from the perspective of many residents, these initiatives did not seem to contribute to a clear, coherent, and forward-looking long-term development strategy for the city. Instead, the area is perceived as being shaped by fragmented

actions, often disconnected from one another and dependent on the availability of external funding.

This perception revealed **a deeper structural issue: the absence of a well-defined process for capitalising on the interventions carried out in the city**. There is no integrated framework connecting past and present projects, nor any system for understanding how they contribute to broader development goals. Moreover, no systematic evaluation of the impacts of these initiatives has been conducted. This gap has prevented a comprehensive understanding of the long-term outcomes of individual actions and, as a result, has limited the municipality's ability to design future interventions based on solid evidence and informed by the experiences and perspectives of the local population.

At the outset of the UR Impact project, the Municipality of Cinisello Balsamo identified several key local challenges:

- Geographical isolation of some neighbourhoods with a high concentration of immigrants, particularly in the Crocetta district, separated by major road infrastructures;
- Lack of capitalisation of practices developed through urban regeneration experiences;
- Weak local involvement and limited engagement of young citizens;
- Language barriers fostering isolation among foreign communities;
- A weak sense of local identity contributing to general civic disengagement;
- Physical deterioration of buildings and commercial spaces, especially in the Crocetta district.

In this context, the Municipality of Cinisello Balsamo decided to design and promote **U.R. Impact as a strategic response to a structural weakness** that had become increasingly evident over the years: the lack of a coherent and systematic approach to evaluating the long-term social impact of public policies and interventions. The city recognised that without the ability to assess and understand what public actions actually produced, beyond immediate outputs, it was difficult to plan effectively, allocate resources meaningfully, and build trust with citizens.

**U.R. Impact represented a clear political and administrative commitment to reorient the way the city governed change.** Rather than prioritising new physical infrastructure

or isolated projects, the initiative placed the development of an integrated impact evaluation system at the heart of the urban agenda. This system was conceived as a tool to support more informed, transparent, and participatory decision-making processes, capable of connecting past experiences with future priorities and making public action more measurable, accountable, and strategically guided.

**Crucially, U.R. Impact was not conceived as an isolated initiative; rather, it was fully aligned with the municipality's broader Sustainable Urban Development Strategy. In particular, it reinforced the work already initiated through the Entangled project, serving as a laboratory for integrated and community-centred approaches to urban transformation.**

***It reinforced the work already initiated through the Entangled project, serving as a laboratory for integrated and community-centred approaches to urban transformation.***

By embedding U.R. Impact within this same strategic framework, the city ensured continuity and synergy between evaluation efforts and territorial policies already in place. This alignment enhanced the coherence of urban governance, avoiding duplication of efforts, and strengthening the long-term vision for sustainable and inclusive development.

The Municipality viewed this step as essential for overcoming the fragmentation and short-termism that had too often characterised local interventions. **By focusing on neighbourhoods as spaces for experimentation, dialogue, and co-creation, the project aimed to strengthen residents' sense of belonging, foster long-term partnerships (especially with schools and civil society organisations), and reinforce the role of local institutions as credible, capable, and responsive actors.**

*The project aimed to strengthen residents' sense of belonging, foster long-term partnerships and reinforce the role of local institutions as credible, capable, and responsive actors.*

**Participation in the U.R. Impact network offered a valuable opportunity to consolidate this vision through mutual learning and knowledge exchange with other European cities.** It allowed Cinisello Balsamo not only to benefit from the tested methodologies, tools, and experiences offered by the URBACT IV program but also to contribute actively to a broader reflection on how cities can evaluate and guide their transformations in ways that are socially meaningful, inclusive, and future-oriented.

#### **Statistical Overview: Cinisello Balsamo at a Glance**

**Cinisello Balsamo is the ninth most populated city in the Lombardy Region.** Since the population growth experienced during the 1970s and 1980s, the city has consistently ranked among those with the **lowest average per capita income**. Despite some changes over time, Cinisello Balsamo still remains at the bottom of regional rankings in terms of income levels and unemployment rates, particularly among young people, where youth unemployment reaches 28%, compared to the regional average of 23%.

Demographically, the city is **characterized by an aging population**: 45.19% of residents are over the age of 50, while an additional 25% fall within the 31–50 age group. In total, over 70% of the population is composed of adults. The general unemployment rate stands at 8.8%.

A particularly complex issue, often typical of larger urban areas, is the **presence of densely populated immigrant communities** that are **spatially and socially marginalized**. One emblematic case is the Crocetta district, where 65% of residents are non-EU nationals. The area is also physically separated from the rest of the city by major road infrastructures, further contributing to its isolation.

In recent years, urban regeneration initiatives have been introduced to revitalize these vulnerable areas. However, the real challenge lies in understanding the social implications of these interventions: how they influence cohesion, inclusion, and the overall quality of life of residents. The focus, therefore, must shift from solely physical redevelopment to a broader reflection on the long-term social impact of urban transformation processes.

For more information see the Baseline study at this link: <https://urbact.eu/networks/ur-impact>

## 2.2 Strategic and policy frameworks underpinning U.R. Impact in Cinisello Balsamo

To frame the activities and achievements of the recently concluded UR Impact project, it is essential to understand the strategic and policy context within which the initiative was developed.

First of all, the project must be reconnected to the main planning tools of the Municipality of Cinisello Balsamo, in particular the Territorial Government Plan (PGT). **The PGT is the municipality's primary urban planning document and defines strategies for urban development, territorial protection, land-use regulations, permissible interventions, and priorities aimed at ensuring urban quality, sustainability, and collective well-being.** It is composed of three parts: the Strategic Plan, the Regulatory Plan, and the Services Plan. Within this framework, the Services Plan plays a central role in defining the structure of public services, social spaces, and territorial facilities that support the community's everyday life. It sets out criteria, standards, and guidelines to ensure the accessibility, quality, and balanced distribution of services throughout the municipal area.

The U.R. Impact project fits coherently within this strategic framework, helping to strengthen the implementation of the policies set out in the PGT by introducing tools and processes for assessing social impact in relation to urban regeneration initiatives.

**Among the pilot initiatives designed to support a sustainable urban development strategy in Cinisello Balsamo is also the Entangled project,** funded by the European Structural Funds (ERDF and ESF). This strategic project aims to address the physical isolation of the Crocetta neighbourhood and to counter the social isolation experienced by its residents.

Entangled is funded through the **Lombardy Region's PR ERDF 2021–2027 program**, specifically under Axis IV "A Europe closer to citizens," with **the goal of promoting integrated and inclusive social, economic, and environmental development, as well as culture, natural heritage, sustainable tourism, and urban safety.**

Building on previous programming (2014–2020), it supports the implementation of Sustainable Urban Development Strategies across the region. Additionally, **it aligns with Regional Law no. 18 of November 26, 2019**, which promotes urban and

territorial regeneration interventions aimed at reducing land consumption and reconnecting underused areas with the surrounding territory.

**The Entangled project represents a concrete example of experimenting with a sustainable urban strategy for the city of Cinisello Balsamo.** It includes several transformation actions, both material, through **structural interventions aimed at improving the quality and usability of public spaces, and immaterial, focused on rebuilding the social fabric and strengthening the sense of community.** Within this framework, U.R. Impact works alongside the Entangled project as a complementary tool, helping to define and test a model of urban development capable of reconnecting parts of the city that are currently isolated and of promoting greater dialogue, cooperation, and a sense of belonging between the Administration and residents. Although pursuing different objectives, both projects contribute to building an operational laboratory for the development and dissemination of a sustainable urban strategy at the municipal level.

Alongside these two projects, **other urban transformation initiatives are shaping the liveability of the neighbourhood**, including the planned **extension of Milan's M1 and M5 metro lines**, which will improve connectivity between Cinisello Balsamo and Milan, and **redevelopment works nearby in Parco Caldara (Caldara's Park)**, aimed at improving recreational facilities such as playgrounds, sports fields, a skate park, and parking areas.

**New pedestrian and cycling connections are also planned, with the goal of linking several strategic urban spaces**, such as the square near the A4 motorway, Parco Caldara, and Via Lincoln. Complementing these actions are infrastructural interventions dedicated to improving the parish oratory of San Pietro Martire, which will be upgraded with new sports fields, classrooms, and an auditorium.

This overview illustrates how U.R. Impact was embedded within a broader, evolving framework of urban transformation centered on the complex challenges of the Crocetta district. Although Entangled's material actions are still underway, **U.R. Impact's two-and-a-half-year implementation has laid the groundwork for social impact evaluation and fostered community involvement.**

**It is expected that the knowledge, methodologies, and lessons learned through U.R. Impact will not only support the ongoing regeneration efforts in Crocetta neighborhood but will also inform and guide future urban transformations across the entire city.** In this way, Cinisello Balsamo as a whole can become the primary stage for inclusive and sustainable urban regeneration.

*Lessons learned through U.R. Impact will not only support the ongoing regeneration efforts in Crocetta neighborhood but will also inform and guide future urban transformations.*

## 2.3 The URBACT Local Group and local insights from Crocetta

At the outset of the U.R. Impact project, particular attention was devoted to the definition and engagement of the **URBACT Local Group (ULG)**, a multi-stakeholder tool foreseen by the URBACT methodology that fosters participatory governance and enables experimentation for innovation within city administrations, ensuring that the design and implementation of local actions are informed by the knowledge and needs of those directly operating in the territory.

*URBACT Local Group (ULG), a multi-stakeholder tool foreseen by the URBACT methodology that fosters participatory governance.*

From a methodological perspective, the decision was made to **initially involve a limited group of stakeholders, already engaged in the co-production process of the Casa della Cittadinanza**, a municipal community space dedicated to collaboration and sharing among citizens, aimed at strengthening social relations and promoting civic participation through both operator-led and self-managed activities.

Starting from this nucleus allowed the project team to **progressively expand participation to a broader range of actors**, while ensuring a focused and constructive environment for dialogue. This approach was deliberately chosen to avoid, also in light of previous experiences in the same neighborhood, meetings dominated by conflictual attitudes rather than by a shared willingness to cooperate. The intent was to clearly define the scope of work and reinforce a sense of collaboration and collective responsibility towards the neighborhood.

The **ULG of Cinisello Balsamo** was composed of representatives from various sectors of the local community, including:

- Municipal service departments;
- Partners involved in the co-production of the Casa della Cittadinanza;
- Representatives of the Elderly Civic Center;
- Sports associations operating in the neighborhood;
- Operators of the local web radio;
- Representatives of the local school;
- Educators and parish priests from the two churches in the Crocetta neighborhood.

During the early stages of the project, several key challenges and opportunities were identified through the dialogue within the ULG. Among the most significant issues raised was the perceived **isolation of the Crocetta neighborhood** from the rest of the city, both physically and socially. Stakeholders highlighted the **lack of a strong sense of belonging and community cohesion**, often linked to the highly transitory nature of the local population, characterized by a wide diversity of nationalities and social backgrounds. This dynamic has contributed to a general feeling of insecurity and to the gradual decline of neighborhood-based commerce and social life.

**Further concerns emerged in relation to the forthcoming Entangled project**, which, among its various interventions, includes the renovation of the “Anna Frank” Montessori School. Teachers and parents expressed their apprehension about the management of educational activities during the two years of construction, when students will need to be temporarily relocated to schools outside the Crocetta area. This situation is currently perceived as a critical challenge for the municipal administration too, highlighting the importance of identifying solutions that are economically sustainable, socially acceptable, and developed through transparent dialogue with local stakeholders.

The work carried out within the ULG was therefore fundamental in shaping the Integrated Action Plan of Cinisello Balsamo, as it provided a shared understanding of local priorities and criticalities, while at the same time building the foundations for a culture of participatory governance and impact-oriented urban regeneration.

*The work carried out within the ULG provided a shared understanding of local priorities and criticalities.*

## U.R. Impact overarching objective in Cinisello Balsamo

The overarching goal of the project was to **develop a structured and replicable method for evaluating the social impact of public interventions, with particular attention to urban regeneration processes**. The focus was therefore primarily methodological: rather than defining a fixed set of indicators applicable to every project, the aim is to identify a shared process through which the most appropriate indicators can be co-designed, tested, and adapted based on context and objectives.

The ambition is for social impact evaluation to become an integrated and systematic practice within the administration's overall strategy, allowing not only for the measurement of short-term outcomes, but also for the long-term capitalisation of results. In this sense, evaluation is not seen as a technical exercise at the end of a project, but as a core component that supports learning, coherence, and accountability across all phases of public action.

*The ambition is for social impact evaluation to become an integrated and systematic practice within the administration's overall strategy.*

In line with the URBACT method, the approach places strong emphasis on the involvement of stakeholders, from municipal departments to local actors, in both the design and implementation of the evaluation process. This ensures that tools and methods are not only technically sound, but also embedded in the everyday practices of those who plan and deliver interventions, fostering a culture of shared responsibility and continuous improvement.

## 2.4 The challenge of U.R. Impact in Cinisello Balsamo: experimenting to regenerate

One of the main strategic challenges for improving the integrated approach in Cinisello Balsamo was effectively coordinating and aligning the different dimensions that urban transformation processes required: spatial and territorial coherence, economic inclusion, and multi-level governance. **The developing process of the IAP demonstrated how integration was not just a methodological goal, but a condition for the success and long-term sustainability of urban regeneration strategies**, especially in complex and peripheral areas such as Crocetta.

- **At the spatial and territorial level**, one of the priorities was **ensuring that the IAP aligned with existing urban regeneration initiatives already active** in the neighborhood, particularly the strategic project Entangled, funded by the PR ERDF 2021–2027 under Axis IV “A Europe closer to citizens.” Rather than developing isolated or fragmented actions, the Municipality integrated the IAP within a broader territorial vision promoted at the regional level. This territorial integration also involved aligning the physical transformation of the neighbourhood with mobility planning, access to services, and the distribution of public infrastructure, addressing spatial gaps that had often reinforced social inequalities.
- **From an economic perspective**, the main challenge was **recognizing the role of urban regeneration as a driver not only of spatial transformation but also of local economic revitalization**. The IAP addressed this by promoting processes that actively involved local businesses and commercial actors within the neighborhood. On one hand, they were engaged in participatory activities, giving them a voice in the transformation of the area and strengthening their role as community stakeholders. On the other hand, the IAP fostered a broader territorial dialogue aimed at understanding the reasons behind the decline of commercial activity in Crocetta, identifying unmet needs, and exploring new forms of local economic activation. Rather than focusing solely on attracting new enterprises, the plan reconnected economic functions with the social and spatial fabric of the neighborhood, as part of a more integrated and inclusive regeneration process.
- **Multi-level governance was another critical dimension. The complexity of urban regeneration demands coordinated action across institutional levels** (local, regional, national, and European). The complexity of urban

regeneration requires coordinated action across different institutional levels (local, regional, national, and European). The IAP benefited from alignment with regional policies (such as Regional Law 18/2019 on urban regeneration), EU funding programmes (ERDF), and strategic projects already active in the area, such as Entangled. A key challenge remained translating these broader frameworks and projects into coherent, locally embedded actions capable of responding to the specific needs of the Crocetta neighbourhood. In this context, dialogue and active participation proved essential, ensuring that interventions reflected local priorities and granting citizens a more meaningful role in shaping the future of their neighbourhood.

In this regard, **the experience of the Urban Local Group proved to be a strategic tool**. The ULG, composed of municipal staff and local stakeholders (including residents, associations, and institutions), embodied this approach by creating a space in which diverse voices contributed to shaping policies. This inclusive structure made citizens and local actors active drivers of change, rather than passive recipients of top-down interventions.

The work carried out with the ULG in Crocetta actively incorporated the URBACT cross-cutting themes (digital transition, gender equality, and green transition) not just as complementary elements, but as integral components of the overall approach.

1. **Digital transformation played a key role at multiple levels. It supported internal innovation within the public administration through the digitalization of data, which served as a foundation for monitoring and evaluating the social and spatial impacts of regeneration projects**, including the use of data already available in other municipal sectors. Digital tools also enhanced citizen engagement and improved access to local services, particularly through integration with the ongoing urban regeneration project Entangled. As part of the actions tested, a dedicated municipal website focused specifically on the Crocetta neighborhood was created, providing clear and accessible information about local services. In this way, technology became a driver of both transparency and inclusiveness in peripheral neighborhoods like Crocetta.
2. **In the design of spaces and activities planned by the Municipality, a gender-sensitive approach was adopted, with attention to equitable access to services, perceived and actual safety, and the promotion of social empowerment for women and marginalised groups**. Particular emphasis was placed on ensuring the involvement of women in participatory meetings dedicated to impact assessment. Special focus was given to reaching the most marginalised women, especially those from diverse cultural

backgrounds who are often excluded from institutional processes. To foster their participation, the ULG played a key role as the main driver in organising and promoting meetings and discussion tables, ensuring that actors working on the ground were able to engage women residents interested in actively contributing to neighbourhood life.

3. **The ecological transition represented a further pillar of the municipal strategies.** The Municipality placed particular emphasis on the **enhancement and improvement of existing green areas**, recognising them not only as essential tools for environmental sustainability but also **as spaces for social interaction and community gathering**. On several occasions, awareness was raised about the role that the care and maintenance of green spaces play in improving urban liveability, enhancing aesthetic quality, and contributing to the overall appearance of the city.

Urban regeneration strategies addressed environmental issues in an integrated manner, including energy efficiency, sustainable mobility, waste management, and the adoption of nature-based solutions. Along this pathway, the environmental indicators included in the IAP made it possible to monitor progress towards reducing environmental impact and achieving an overall improvement in quality of life.

By embedding these cross-cutting themes throughout the design, implementation, and evaluation phases of the IAP, the Municipality of Cinisello Balsamo successfully adopted a genuinely integrated approach, positioning digital, gender, and green not as isolated priorities, but as structural dimensions of sustainable and inclusive urban transformation.

## Testing the actions in Cinisello Balsamo

Testing actions are concrete, small-scale initiatives implemented by cities to experiment with and validate ideas before launching larger-scale interventions. Within the URBACT programme, these actions are used to test innovative solutions, collect feedback from citizens, foster public engagement, and make urban planning more agile, inclusive, and creative. They provide a controlled environment in which municipalities can observe how residents interact with initiatives, assess perceptions of services, and identify the most effective participatory approaches before scaling them up.

In the Crocetta neighbourhood, the premises for planning testing actions were based on the recognition of the community's multicultural and reserved nature, combined with a low level of awareness of the local services available.

The Municipality of Cinisello Balsamo acknowledged the need to improve communication and awareness of neighbourhood services, encouraging residents to take part in local initiatives and actively use existing opportunities, thereby strengthening the sense of community and belonging.

On this basis, two testing actions were implemented. The first, entitled “**CRX – Color Regeneration X (for) the Block**”, was developed as a travelling initiative involving several neighbourhood services and key social spaces within Crocetta. The action aimed not only to promote existing services (including parish activities, the neighbourhood web radio *CrossRadio* run by young people at the House of Citizenship, and the book-lending service *Fuori Pertini*), but also to transform the neighbourhood into a living, participatory laboratory through street art. The collaboration with Bologna-based artist and writer Hazkj enabled residents to actively contribute to the creative process, colouring the urban space through a stencil workshop and fostering a sense of collective ownership. The event also included the placement of QR codes at various strategic points in the neighbourhood, which residents could scan to discover the services available locally. The initiative was designed to combine artistic expression with social engagement, turning participation into a tangible expression of cohesion and community identity.

The second testing action emerged as a direct response to residents' request to revitalise synergies among local stakeholders through the organisation of the **Festa in Crocetta** (Crocetta Festival). This initiative represented the first concrete opportunity for community gathering, fostering the formation of a cohesive working group oriented towards a shared goal. The event proved to be an effective opportunity to strengthen local social ties, promote the involvement of local businesses (through tailored

collaborations), and highlight the work of neighbourhood associations, cooperatives, committees, and schools.

The design and co-design workshops attracted broad citizen participation, allowing participants to contribute both to the content and to the organisation of the event. Although some logistical constraints required a substantial adjustment of the initially planned activities, the preparatory meetings for the festival nevertheless demonstrated the potential of structured citizen collaboration and collective decision-making in generating concrete contributions to the organisation and success of the initiative. Within these meetings, the **photographic exhibition “Crocetta over Time”** was also conceived, showcasing the development of the Crocetta neighbourhood over the years, including historical photos of events and initiatives promoted in the area. The exhibition served as a way to celebrate what has contributed, and continues to contribute, to shaping the neighbourhood’s identity, offering residents the opportunity to leave their personal memories connected to the area and thus contribute to the new mosaic that makes up today’s Crocetta, composed of first experiences, meetings, and new opportunities.

Together, these testing actions functioned as dynamic experimental platforms for the Municipality, providing the opportunity to observe and analyse civic engagement, experiment with innovative communication strategies, and evaluate small-scale participatory co-design approaches. These experiences highlighted the strategic value of testing actions in promoting active citizenship, strengthening the recognition of residents as central actors in urban regeneration processes, and providing concrete guidance for the development of integrated, sustainable, and inclusive strategies within the Crocetta neighbourhood.



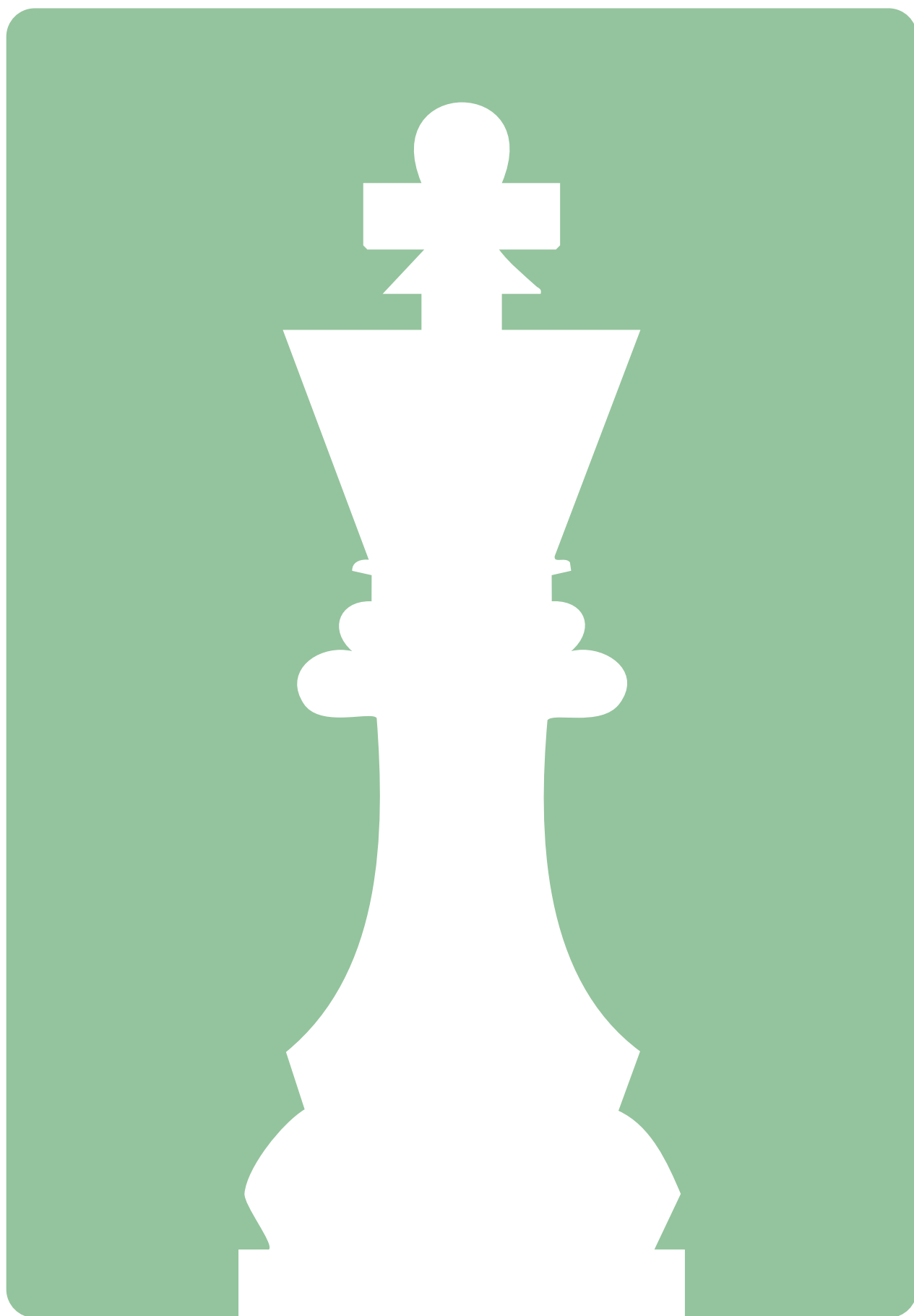
**First Testing Action**  
**CRX – Color Regeneration X (for) the Block**  
**Crocetta Neighborhood, Cinisello Balsamo (Milan)**  
**19 October 2024**



**Second Testing Action**  
**Photographic Exhibition ‘Crocetta Through Time’**  
**Friuli Civic Community Center,**  
**Cinisello Balsamo (Milan)**  
**10 December 2025**

## Chapter 3

# **Cinisello Balsamo 2030**



## AREAS OF INTERVENTION

- Impact Indicators & Measurement Pilots

### ★ Impact Measurement for Public Procurement

Strengthened institutional capacity and leadership in embedding social impact considerations into public procurement

Created within the U.R. Impact network  
part of URBACT IV. More at:  
[urbact.eu/networks/ur-impact](http://urbact.eu/networks/ur-impact)

## Vision

“By 2030, Cinisello Balsamo aims to establish itself as an advanced model of sustainable urban regeneration, where social impact assessment is the cornerstone of planning and implementing every intervention. Through a formalized and binding evaluation system, each project will be aimed at improving the quality of life of the citizens and systematically and integratively addressing the needs of the community.

Citizens will play an active role in the well-being of the area, thanks to a synergistic collaboration with local authorities that will not only foster a climate of trust and mutual support but also facilitate the adoption and embedding of numerous projects, involving large segments of the population. This process will enable inclusive, resilient, and responsible urban development.”

### 3.1 Integrating social impact assessment into urban regeneration: vision and S.M.A.R.T. objectives

To translate this vision into concrete results, the Municipality defined a set of S.M.A.R.T. objectives to guide the planning, implementation, and evaluation of all regeneration projects. **S.M.A.R.T. objectives (Specific, Measurable, Achievable, Relevant, Time-Bound) are those formulated in a clear and precise manner, measurable, realistic, relevant, and time-defined**, in order to make planning, monitoring, and evaluation of results more effective.

The S.M.A.R.T. objectives defined within the project identify the Crocetta neighbourhood as the primary testing ground, selected as the reference area for co-creating indicators and experimenting with participatory evaluation practices. These objectives, however, are formulated in a way that allows them to be generalised and integrated into a broader strategic framework for urban regeneration, considering the entire city as both the object and the beneficiary of the actions. In this sense, the objectives contribute to building an overall urban regeneration strategy capable of guiding coordinated, coherent, and sustainable interventions across the municipal territory.

**S.M.A.R.T Goal 1:** By 2030, the Municipality of Cinisello Balsamo intends to organize a series of activities and training events to **promote the adoption of a social impact assessment system across all public administration contexts**. These events will aim to demonstrate the importance of this assessment in the various municipal offices and to provide appropriate training to employees so that they can understand and effectively apply the system in their areas of work.

**S.M.A.R.T Goal 2:** By 2028, **a social impact assessment system will be developed and implemented for urban regeneration projects in Cinisello Balsamo**, through the definition and consolidation of a set of specific and measurable indicators covering aspects such as inclusivity, environmental sustainability, social cohesion, and quality of life.

- **S.M.A.R.T Goal 2.1:** By 2028, the Municipality of Cinisello Balsamo will have conducted an assessment of the **social quality** of the new multifunctional center "Hybrida", which will serve as a key element in the support network for families residing in the Crocetta neighborhood. This assessment will focus on the effectiveness of the center's multipurpose spaces for educational, cultural,

and social activities, as well as its ability to mediate the needs of citizens with local authorities.

- **S.M.A.R.T Goal 2.2:** By 2028, an evaluation of the **quality of public spaces** at the Anna Frank school will assess how energy-efficiency measures and safety improvements have enhanced the security and functionality of the facilities, making their use by students easier and safer while strengthening the school's role within the neighborhood. The results of the evaluation will also help determine how these improvements can reinforce the school's educational and social value.
- **S.M.A.R.T Goal 2.3:** By 2028, the Municipality of Cinisello Balsamo will have conducted a social impact assessment specifically focused on **urban and environmental quality** related to the new public park, which will be developed in continuity with the square above the A4 motorway and the Caldara/Matteotti Park. This park will aim to become a gathering area and a small green lung for the city. The assessment will examine the positive impact on accessibility and sustainable mobility, improving the connection between the neighborhood, the city, and the new residential areas, thereby helping to reduce isolation.

**S.M.A.R.T Goal 3:** By 2028, the Municipality of Cinisello Balsamo will have formally adopted and made mandatory a social impact assessment system for all urban regeneration projects. This model, refined based on the results of initial trials, will be integrated into the planning and implementation of interventions as a central and funded element, ensuring a structured and sustainable approach to effectively meet the needs of the community.

## 3.2 From goals to action: defining the areas of intervention and related actions

To operationalize the strategic vision and the S.M.A.R.T. goals set by the Municipality of Cinisello Balsamo, a series of strategic areas of intervention have been defined.

**These areas serve as the conceptual and operational framework through which the Municipality intends to plan, organize, and coordinate concrete actions** contributing to the city's sustainable and inclusive urban transformation. This process aimed to ensure coherence between the long-term objectives and the short-term measures to be implemented at local level, as well as to facilitate integrated planning across different municipal departments and stakeholders.

Each area of intervention encompasses a set of interrelated actions that share common goals and themes, thereby enabling a more systematic approach to project design and implementation. By clustering actions into well-defined areas, the Municipality can improve coordination, optimize resource allocation, and ensure continuous monitoring of progress and impact. Furthermore, this framework enhances the transparency and replicability of the planning process, allowing both policymakers and citizens to better understand how individual initiatives contribute to the overarching 2030 vision.

### Area of intervention 1: GOVERNANCE MODEL

This first area of intervention aims to **develop a new governance model that systematically integrates the evaluation of social impact into the administrative practices and urban regeneration projects** of the Municipality of Cinisello Balsamo. To date, in fact, there is not only a lack of a consolidated culture on the matter but also no designated figures responsible for ensuring the implementation of this approach. To address this gap, it is therefore necessary to promote greater awareness of the importance of evaluating social impact and to create a dedicated operational structure to coordinate and support these activities.

**Continuous training is at the core of these actions** and is primarily aimed at municipal employees as well as members of the local stakeholder group, so that everyone can contribute to the care of the city and the improvement of collective well-being. The training program includes workshops, courses, and seminars led by

experts in the field of social assessment, who will provide both theoretical knowledge and practical experiences, thus promoting the development of key skills to assess the impact of public policies and projects. This approach will enable participants to use analytical tools and operational practices to monitor and optimize the social value of future activities.

Alongside the training program, a **working group for social impact assessment** will be established. Its task will be to define guidelines, analytical tools, and operational procedures to integrate social impact into political decisions and local projects, acting as a point of reference for the administration and local stakeholder groups. This group will also play a key role in evaluating the progress made in analyzing the impact of various interventions, through the monitoring of evaluation procedures adopted across different municipal offices and by recognizing exemplary cases.

The integration of **a culture of evaluation, together with the establishment of this working group**, with the aspiration that it may evolve into a dedicated office in the future, **will support a dynamic governance model based on principles of continuous learning and progressive adaptation, aimed at the systematic evaluation of the social impact of municipal interventions.**

## Area of intervention 2: IMPACT MEASUREMENT PILOTS IN THE CITY

The social impact assessment of the interventions promoted by the Municipality of Cinisello Balsamo is based on a fundamental assumption: **to ensure that urban regeneration initiatives effectively address the needs of the area, it is necessary to rely on a solid and thorough understanding of the local reality.** Therefore, the collection and analysis of data represent a crucial step in transforming abstract objectives into concrete and measurable results.

In this area of intervention, **the focus will initially be placed on refining the indicators useful for measuring the impact of the interventions, with the contribution of local stakeholders and municipal employees** following the training previously received from experts in the field of impact assessment. The indicators thus defined will serve as the guiding tool for systematic data collection in the area. To this end, meetings will be organized with civil society and local stakeholders, with the aim of integrating their perceptions and assessments regarding individual and collective well-being, as well as the quality of urban life. These meetings will specifically focus on the Crocetta district, considered one of the areas most in need of intervention and already the subject of the urban regeneration and redevelopment project called *Entangled*.

The *Entangled* project is already part of the municipality's broader Sustainable Urban Development Strategy. Therefore, this area of intervention will strategically build upon and reinforce the actions already foreseen within the *Entangled* framework. This approach ensures continuity, coherence, and complementarity between the impact assessment activities and the existing territorial strategies, while optimizing resources and strengthening local ownership of the process.

Once collected, the **data will be analyzed in relation to the defined indicators**, allowing not only a verification of their effectiveness and consistency with the emerging needs of the local community, but also their simulation in specific contexts. In particular, the indicators will be tested on the interventions planned by the Entangled project, breaking down the results into key thematic areas such as social, environmental, urban planning, and public space quality. This approach will allow each intervention to be assigned a cluster of specific indicators, ensuring a precise and in-depth evaluation.

**The ultimate goal is to develop a complex and integrated impact assessment model, which includes a set of indicators capable of analyzing all the dimensions of urban regeneration.** This model will serve as a strategic tool for the Municipality of Cinisello Balsamo, not only to develop a precise understanding of the community's needs, which can guide future urban regeneration interventions, but also to assess the actual impact of certain interventions by comparing the obtained data and monitoring their changes. Through this rigorous methodology, the administration aims to consolidate an evaluation system that ensures the effectiveness of interventions and promotes the well-being of the local community in all its forms.

### Area of intervention 3: IMPACT MEASUREMENT APPROACH FOR PUBLIC PROCUREMENT

In this last area of intervention, the goal is to definitively adopt a model for assessing social impact in public procurement processes. **It is essential that the public administration takes a proactive role, prioritizing social impact in territorial interventions and systematically addressing the three key themes that define it: intentionality, additionality, and measurability.** This approach represents a crucial step for the Municipality of Cinisello Balsamo in its urban regeneration strategy, as it places social impact at the center of decisions and actions taken. However, this initiative not only represents a significant advancement in urban regeneration but also promises to generate positive effects on all other interventions implemented in the area.

Intentionality means that local authorities define desired social objectives from the beginning of the regeneration process, ensuring that each intervention is designed to address the real needs of the community. Additionality refers to the active involvement of citizens and community groups, ensuring that their voices are heard and integrated into the design, which fosters social cohesion. Finally, measurability allows the Municipality to assess the effects of initiatives through relevant social indicators, thus providing useful data for informed decisions and mitigation measures.

**It is essential that the Municipality definitively adopts these three principles and becomes an active promoter of this approach, ensuring that social impact is at the center of the interventions carried out in the territory.** This adoption will bring numerous benefits. First, it will ensure a more responsible and transparent management of public resources, facilitating the design of interventions that respond concretely to the needs of the community. Furthermore, the integration of these criteria will help improve the quality of life of citizens, increasing social cohesion and reducing isolation. Finally, this integrated approach will foster greater trust between the public administration and citizens, creating a more collaborative and participatory environment.

In this area of intervention, the actions will be aimed at optimizing public procurement processes to promote social impact objectives in urban regeneration. **By integrating social sustainability criteria into purchasing policies, the Municipality will be able to guide the selection of suppliers and contractors in line with the desired social outcomes.** In this way, social procurement will become a crucial tool for encouraging businesses that contribute to a fairer and more responsible urban regeneration model. To operationalize the strategic framework, a detailed grid of actions has been developed for each area of intervention. The grid serves as a comprehensive planning tool that connects each proposed initiative to specific objectives, responsible actors, resources, and expected results. By structuring the plan in this way, the Municipality ensures that all interventions are coherent, measurable, and aligned with the 2030 vision.

### 3.3 Action table

The following action table presents, for each intervention area identified in relation to the S.M.A.R.T. objectives, a proposed set of actions and their possible distribution over the years, with the aim of supporting the achievement of the expected results.

This is an exploratory exercise intended solely for demonstration purposes and does not carry any official status or indication regarding the actual implementation of the actions. The goal is therefore not to provide a final plan, but to illustrate a methodological example that may serve as a useful starting point for future planning and for the shared development of the neighborhood's operational strategies.

#### Area of Intervention 1: GOVERNANCE MODEL

<i><b>Action</b></i>	<i><b>Intended Result</b></i>	<i><b>Lead Agency</b></i>	<i><b>Key Partners</b></i>	<i><b>Time Scale</b></i>
<b>Action 1</b> <b>Shaping Skills for Social Impact Assessment</b> Training set on Social Impact	Improvement of skills of the participants, with a uniform approach to assessing the social impact of municipal initiatives.	Office for Cultural Innovation, Europe and Youth and Housing Policies Service	Italian Institute of Evaluation	2025
<b>Action 2</b> <b>Establishment of the Social Impact Assessment Working Group</b>	Creation of a working group dedicated to assessing the impact of the municipality's urban regeneration interventions, ensuring continuous and in-depth monitoring of the results achieved.	Strategy, Programming, and Control Area	All sectors of the Municipal Administration (in particular Public Works and Urban Planning Sector)	2025 - 2027
<b>Action 3</b> <b>Development of Impact Assessment Toolkit</b>	Provide a guide to help municipal employees and stakeholders understand, analyze, and evaluate social impact.	Entangled project unit, Office for Cultural Innovation, Europe and Youth and Housing Policies Service	Strategy, Planning, and Control Area	2026 - 2027
<b>Action 4</b> <b>Institutional cycle of capacity-building on social impact assessment</b>	Maintain an up-to-date and shared understanding of the importance and fundamental principles of social impact	Social Impact Assessment Working Group	All sectors of the Municipal Administration	2026 - 2030

	assessment, promoting an institutional culture focused on measuring the effects of interventions.			
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## Area of Intervention 2: IMPACT MEASUREMENT PILOTS IN THE CITY

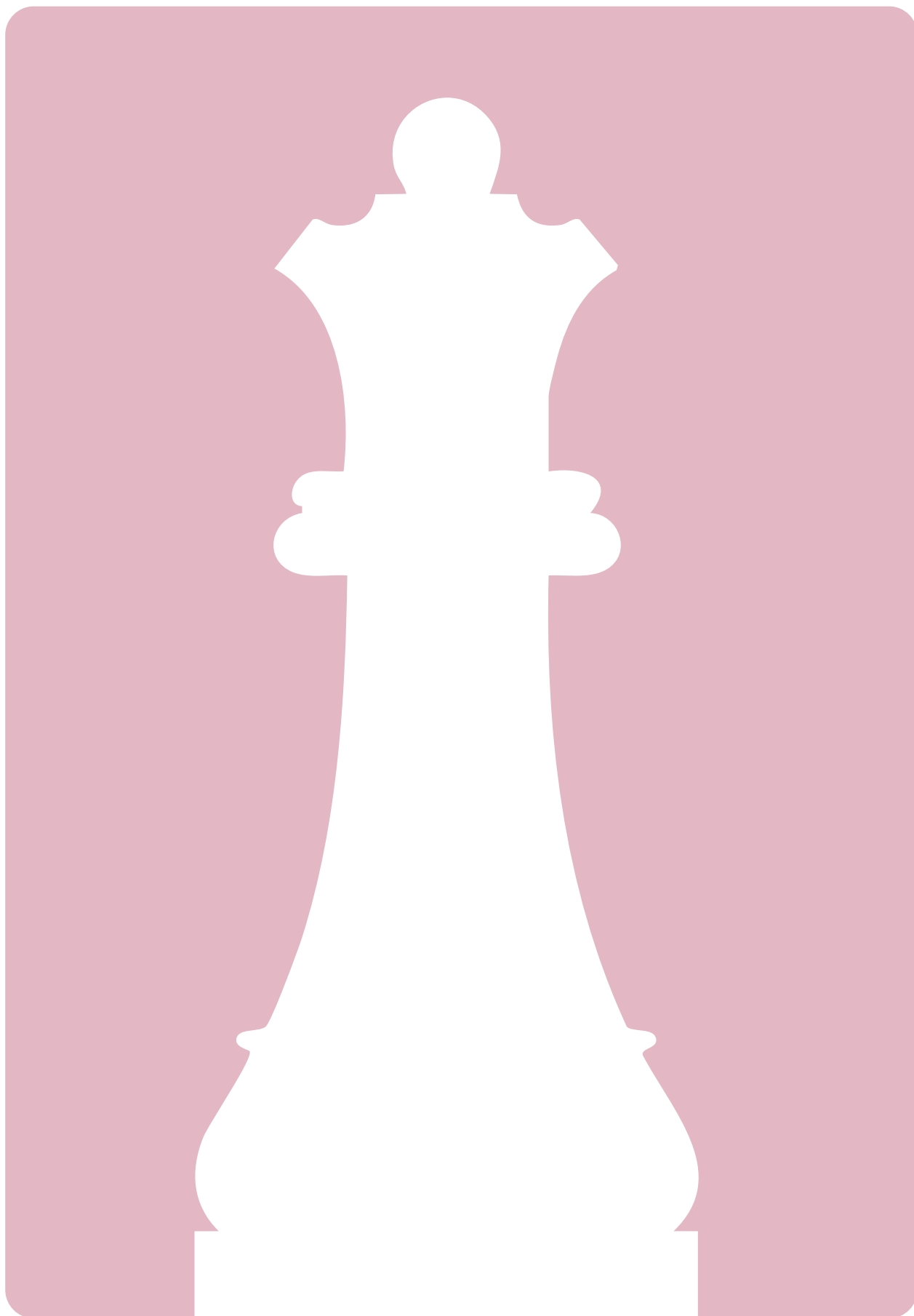
<b>Action</b>	<b>Intended Result</b>	<b>Lead Agency</b>	<b>Key Partners</b>	<b>Time Scale</b>
<b>Action 5 Co-designing impact indicators</b>	Define a set of impact indicators to be used in the evaluation of urban regeneration interventions.	Office for Cultural Innovation, Europe and Youth and Housing Policies Service	Italian Institute for Evaluation	2025
<b>Action 6 Participatory monitoring of urban interventions under the Entangled project</b>	Improve/enrich the social impact indicators of the IAP model.	Entangled project unit	<ul style="list-style-type: none"> <li>- Social Services</li> <li>- School Office of the Municipality</li> <li>- Strategy, Planning, and Control Area</li> <li>- Housing Policies Service</li> <li>- Commerce and Productive Activities Sector</li> <li>- Public Works and Urban Planning Sector</li> <li>- Local Police</li> </ul>	2025 - 2027
<b>Action 7 Data observation</b>	Have sufficient data to identify the well-being of citizens and their needs, to make informed decisions in municipal interventions.	Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<ul style="list-style-type: none"> <li>- Social Services</li> <li>- School Office of the Municipality</li> <li>- Strategy, Planning, and Control Area</li> <li>- Housing Policies Service</li> <li>- Commerce and Productive Activities Sector</li> <li>- Public Works and Urban Planning Sector</li> <li>- Local Police</li> </ul>	Until 2030

### Area of Intervention 3: IMPACT MEASUREMENT APPROACH FOR PUBLIC PROCUREMENT

<b>Action</b>	<b>Intended Result</b>	<b>Lead Agency</b>	<b>Key Partners</b>	<b>Time Scale</b>
<b>Action 8 Integrating Social Impact into Public Procurement Processes</b>	Improvement of skills in staff for managing PP.	Management Committee, Office for Cultural Innovation, Europe and Youth and Housing Policies Service	Central Purchasing Office (Technical Office) Management Committee	2026-2027
<b>Action 9 Definition of guidelines for integrating social impact into public procurement processes</b>	Guidelines for the entity's PP with a focus on social impact indicators	Central Purchasing Office (Technical Office)	Central Purchasing Office (Technical Office)	2027 - 2028
<b>Action 10 Adoption of guidelines with Executive Resolution</b>	Formal act of the Entity's adoption of the defined guidelines	Executive Committee	Strategy, Programming, and Control Area	Before 2029
<b>Action 11 Dissemination of its experience as an example for other municipalities</b>	Allow other municipalities to integrate social impact into their procurement processes, promoting sustainable development.	Office for Cultural Innovation, Europe and Youth	Entangled project unit and Strategy, Programming, and Control Area	2030

## Chapter 4

# **Operational structure, resource management, and monitoring system**



## 4.1 Who does what: roles, resource planning and risks

### Governance Structure

The **Strategy, Programming, and Control Area** is the primary entity responsible for overseeing the implementation of the Integrated Action Plan (IAP), ensuring that actions proceed as planned and on schedule. This area will operate **in coordination with the Office for Cultural Innovation, Europe and Youth and the Housing Policies Service**, which will initially be responsible for drafting the IAP and presenting it to the other municipal departments. To guarantee an integrated and effective approach, **these offices will collaborate closely with the Entangled project unit and the emerging Social Impact Assessment Working Group**, especially regarding future developments in the Crocetta neighborhood. Coordination across these entities is essential, and a structured flow of communication between departments will be established. Regular update meetings will serve as the central mechanism for aligning the actions of the various municipal bodies, with each department appointing representatives responsible for collaboration and knowledge-sharing.

A key institutional innovation that will follow the conclusion of the UR Impact project is **the official establishment of the Social Impact Assessment Working Group**. This group will be formed through a transition process guided by the Office for Cultural Innovation, Europe and Youth and the Housing Policies Service. Once fully established, the Working Group will take on several roles: (1) organizing training sessions and follow-up activities on impact assessment for municipal departments; (2) collecting and systematizing materials and methodologies into a dedicated toolkit; and (3) drafting a proposal to formally adopt impact assessment as a standard internal procedure. During its early stages, the Working Group will be supported by the **Entangled project unit, which will assist in developing and testing the toolkit** and indicators directly in the field. **These pilot actions will be carried out in collaboration with local stakeholders**, which will also be responsible for providing feedback and proposing adjustments to the tools developed.

The **Urban Local Group** has been a foundational element of the UR Impact project. It has always been structured in two complementary forms: a **restricted ULG**, composed of selected municipal employees who chose to deepen their knowledge of impact evaluation through targeted training; and an **expanded ULG**, which included key territorial stakeholders and interested residents from the Crocetta neighborhood. This dual structure ensured both internal institutional capacity-building and a strong connection to local community needs.

Throughout the UR Impact process, the ULG enabled the municipality to define and refine impact indicators tailored specifically to the social and urban context of Crocetta.

Their engagement has been crucial in shaping a methodology grounded in the realities of the neighborhood.

After the conclusion of UR Impact, **the ULG will continue its activities in its expanded form only**, maintaining its role as a forum for dialogue between the administration and local actors. It will collaborate closely with the Entangled project unit, participating in consultation processes. In particular, **the ULG will support the planning and organization of urban interventions in Crocetta**, while also **ensuring that impact assessment remains a central focus**, under the guidance of the Social Impact Assessment Working Group. With its practical knowledge and experience, the expanded ULG will be a valuable partner in testing tools and approaches, and in ensuring that future development efforts are inclusive, participatory, and impact-driven. In addition, **the ULG will actively contribute to the training and awareness-raising efforts within the municipality**, helping to share with all the public administration staff the importance and value of a methodological approach that places impact evaluation at the center of planning and policy-making processes.

## Stakeholder Engagement Plan

To guarantee a robust and lasting stakeholder engagement throughout the implementation of the IAP and well beyond the conclusion of the URBACT UR Impact project, **a strategic, structured, and evolving participatory framework will be put in place**. This approach will not simply maintain the current level of involvement, **it aims to consolidate and grow a stable ecosystem of civic collaboration, transforming occasional participation into a shared governance model for the Crocetta neighborhood**.

The stakeholder group is already composed of a diverse network, including municipal staff from key departments such as Social Services, Education, the Technical Office, and the Central Purchasing Office. Community actors, such as the Oratory and educators from the Casa della Cittadinanza, have also played an essential role, bringing grounded knowledge and trusted relationships with residents. Building on this foundation, **the municipality is committed to actively expanding the group by engaging underrepresented voices and strategic actors**. This includes the local Islamic Center, the Senior Citizens' Center, youth groups from the neighborhood, and informal grassroots initiatives that contribute daily to community life but are often excluded from institutional processes.

During the UR Impact project, it became evident that word of mouth was the most effective communication channel for reaching and involving new participants. In the final ULG meetings, attendance increased notably thanks to direct personal invitations. Indeed, municipal employees invited collaborators from the territory, while service providers brought in users and colleagues. Those newly involved often went on to

invite others in turn. **This spillover effect, based on trust and personal relationships, proved to be a powerful driver of engagement and will be placed at the core of the future strategy.**

To sustain and amplify this organic growth, it is essential to design participatory moments that are not only informative, but also attractive and socially engaging. Future meetings will therefore be carefully co-organized with different municipal departments to ensure they foster both dialogue and informal exchange. These events will adopt convivial formats, such as community dinners or informal aperitifs, to encourage interaction, build trust, and stimulate collaboration across institutional and community boundaries. **The aim is to transform these encounters into opportunities for networking, idea-sharing, and alliance-building, where people feel welcome, valued, and motivated to return, and to bring others with them.**

**Monthly meetings will act not just as technical updates, but as spaces for real-time feedback, shared planning, and conflict mediation when needed.** In addition, quarterly co-design workshops will serve as moments of deep collective reflection and decision-making, focusing particularly on tools and methods for evaluating social impact. These workshops will be designed as capacity-building opportunities, equipping participants with skills to understand, measure, and influence change in their neighborhood.

**To scale up visibility and activate broader community interest, a large annual event, such as a neighborhood festival, will be organized.** This will be more than a celebration: it will function as a civic innovation hub, where municipal actors, residents, and organizations can share project results, test new ideas, and co-create proposals in a dynamic, inclusive environment. Informal conversations, interactive installations, storytelling, and performances will help transform abstract planning processes into shared, lived experiences.

Crucially, stakeholder engagement will not end with the UR Impact project. **The local discussion group, rooted in the experience of the expanded ULG, will evolve into a permanent platform for civic dialogue,** open to new members and adapted to the changing needs of the territory. **This group will play an ongoing role in monitoring the implementation of the IAP, evaluating impact, and co-designing future interventions.** Its ambition is to become a recognized civic reference point in the neighborhood, an engine of innovation, accountability, and long-term community resilience.

## Overall Costings and Funding

### Area of intervention 1: Governance model

Actions	Confirmed funding sources	Potential funding sources
<b>Action 1</b> <b>Shaping Skills for Social Impact Assessment</b> Training set on Social Impact for Municipal Employees	15.000,00 €	URBACT
<b>Action 2</b> <b>Establishment of the Social Impact Assessment Working Group</b>	20.000,00 €	Municipal budget + URBACT
<b>Action 3</b> <b>Development of Impact Assessment Toolkit</b>	10.000,00 €	Entangled budget (ERDF) + Horizon (Democracy and Governance)
<b>Action 4</b> <b>Institutional Cycle of Capacity-Building on Social Impact Assessment</b>	1.500,00 €	Municipal budget

### Area of intervention 2: Impact measurement pilots in the city

Actions	Confirmed funding sources	Potential funding sources
<b>Action 5</b> <b>Co-Designing Impact Indicators</b>	10.000,00 €	URBACT
<b>Action 6</b> <b>Participatory Monitoring of Urban Interventions under the Entangled Project</b>	25.000,00 €	Municipal budget, Entangled budget (ERDF)
<b>Action 7</b> <b>Data Observation</b>	6.500,00 €	Municipal budget, URBACT, Horizon (Democracy and Governance)

### Area of intervention 3: Impact measurement approach for public procurement

Actions	Confirmed funding sources	Potential funding sources
<b>Action 8</b> <b>Integrating Social Impact into Public Procurement Processes</b>	15.000,00 €	Entangled budget (ERDF), Horizon (Democracy and Governance)
<b>Action 9</b> <b>Definition of guidelines for the entity's public procurement processes</b>	5.000,00 €	Municipal budget, ERDF
<b>Action 10</b> <b>Adoption of guidelines with Executive Resolution</b>	2.500,00 €	Municipal budget
<b>Action 11</b> <b>Dissemination of its experience as an example for other municipalities</b>	4.000,00 €	Municipal budget, Horizon (Democracy and Governance)

## Risk Assessment

Within the framework of the Integrated Action Plan, it is essential to assess potential implementation risks. The risk assessment matrix allows the project team to identify, evaluate, and anticipate obstacles, enabling the development of mitigation strategies in advance to ensure smooth execution and minimize disruptions.

Risk	Likelihood	Impact	Mitigation Strategy
Low stakeholder participation	High	High	Engage stakeholders from the early stages; hold regular meetings (scheduled at optimal times); communicate benefits clearly.
Challenges in defining and standardizing indicators	Medium	High	Engage experts in framework development; test indicators on pilot projects; allow flexibility to adjust metrics based on results.
Limited capacity for data collection and measurement	Medium	High	Integrate with existing databases; establish a historical repository of collected data and the tools used to facilitate reuse and consistency over time.
Difficulty in integrating the methodology into existing processes	Medium	High	Provide targeted training on social impact assessment for all municipal employees (capacity building); conduct pilot tests to refine the model before full implementation; awareness campaign on the importance of social impact assessment and its benefits; simplify the tools to reduce workload.
Delays in political and administrative approvals	Medium	High	Involve policymakers and administrators early; align the proposal with existing political priorities; build consensus through institutional dialogue.
Loss of interest over time	Medium	High	Provide regular updates on results (follow-up sessions); assign clear roles to assess the social impact within the Municipality staff; use storytelling to showcase concrete impact.

## 4.2 Monitoring and evaluation framework: indicators, data collection, and continuous oversight

Effective implementation of the Integrated Action Plan requires ongoing monitoring and evaluation to ensure that objectives are being met and outcomes achieved. This section defines the key output and outcome indicators, outlines the methods for systematic data collection, and establishes the processes for continuous oversight. By tracking progress and measuring impact, the project team can make informed decisions, identify areas needing adjustment, and maximize the effectiveness of the action plan.

### Output indicators

- Number of training sessions delivered on social impact assessment.
- Number of municipal employees and stakeholders trained.
- Number of evaluation templates (e.g., surveys, reports) developed for internal use.
- Number of citizens involved in participatory evaluation initiatives.
- Number of municipal projects where the social impact methodology is applied as a pilot.
- Social impact assessment toolkits and guidelines created.
- Number of departments integrating social impact assessment in their decision-making process.
- Number of municipal resolutions or policies introduced to formalize the practice.
- Number of services made accessible through digital means.
- Number of municipal datasets used in impact evaluation (from different departments of the Municipality).
- Number of impact evaluation studies that include a gender perspective.
- % of actions including nature-based solutions.

## Outcome indicators

- % of municipal funding allocated to social impact evaluation.
- % of municipal projects systematically assessed for social impact.
- Number of municipal decisions influenced by data from social impact assessments (% of policies revised based on impact assessment findings).
- % of trained staff applying social impact assessment in their daily work.
- % of stakeholders who actively participate in impact evaluation processes.
- % of impact assessment results made publicly available to increase transparency.
- Number of new projects or initiatives inspired by the IAP framework.
- % of women participating in ULG or engagement activities.
- Number of citizen-led proposals or ideas for improving green areas.
- % increased level of environmental awareness between Crocetta's citizens

## Data Collection Methods

To ensure accurate tracking, multiple data collection methods will be used:

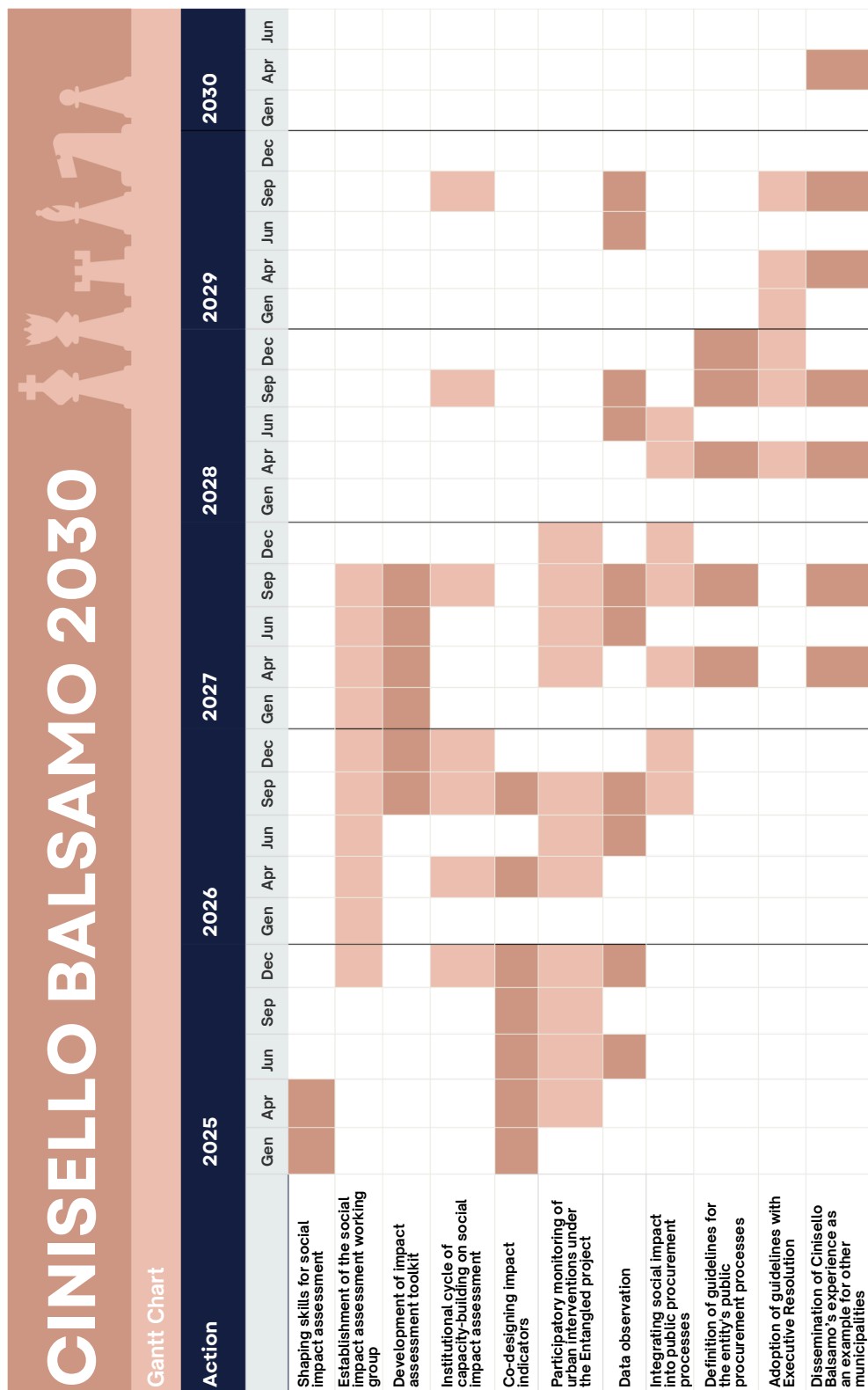
- **Surveys:** Distributed to stakeholders, municipal staff, and beneficiaries to assess awareness of social impact and perceived benefits. They will also help collect data useful for evaluating the social impact of municipal interventions.
- **Site visits and case studies:** Conducted to validate impact assessments and collect qualitative feedback (at least 2 visits per year).
- **Progress and final reports:** Compiled regularly to document activities, challenges, and achievements within the Municipality and with the ULG, and to analyze the long-term results of municipal decisions (quarterly).
- **Municipal records and administrative data:** Used to track policy changes and integration of impact assessment tools (annually).

## Responsible parties

**Data Collection:** Assigned to a dedicated municipal unit or with external support.

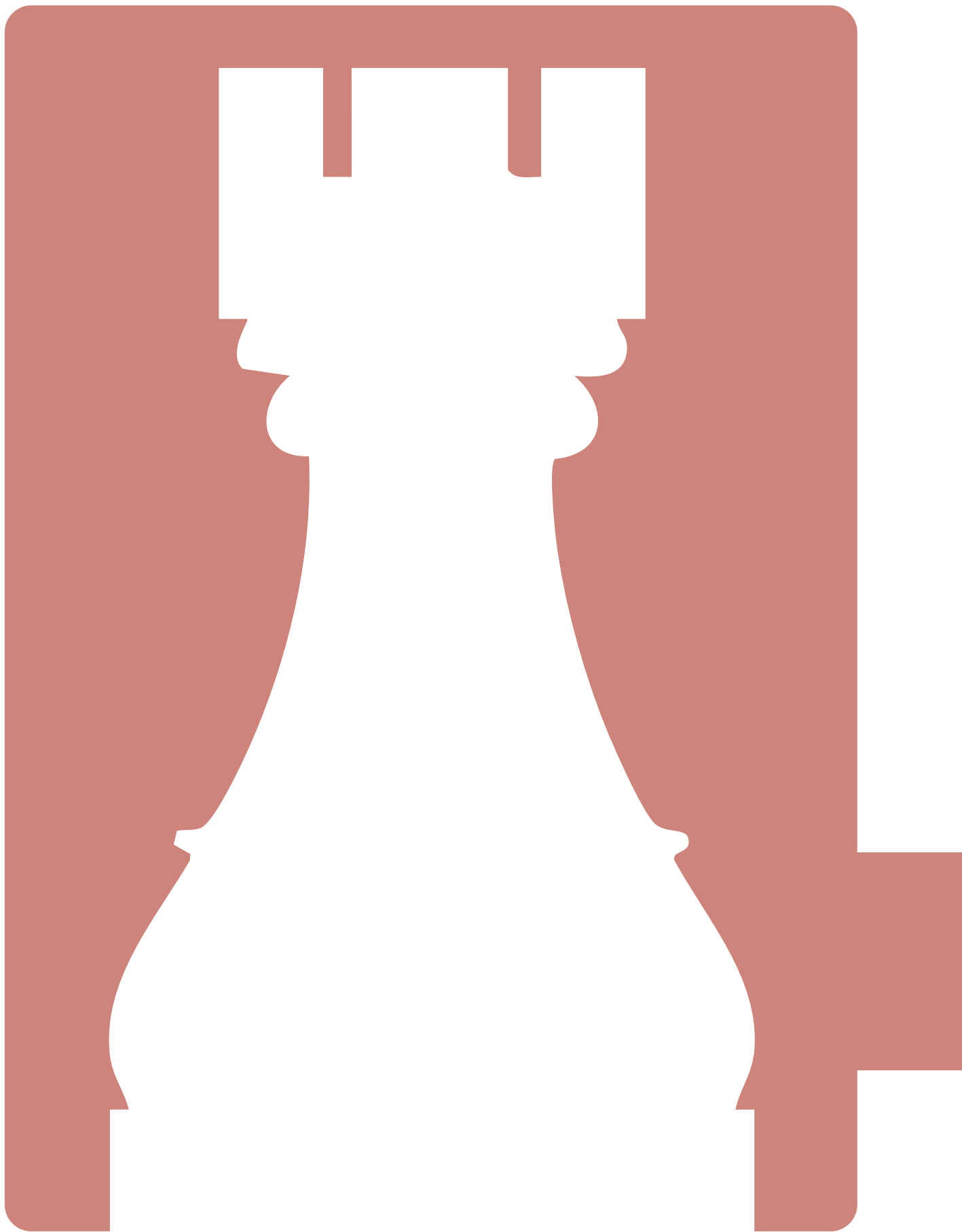
**Analysis and Reporting:** Conducted by municipal employees of the Social Impact Assessment Working Group (in collaboration with external experts when necessary).

**Oversight and Strategic Adjustments:** Managed by Strategy, Programming, and Control Area to ensure alignment with policy priorities, with the support of the Social Impact Assessment Working Group and the Office for Cultural Innovation, Europe and Youth and Housing Policies Service.



## Chapter 5

# **Participatory development of indicators**



## 5.1 Development of indicators to assess social impact

As illustrated on the previous pages, the Municipality of Cinisello Balsamo has chosen to focus a significant part of the project on understanding and adopting a specific impact assessment methodology, capable of combining a theoretical framework with a precise adaptation to the characteristics and needs of the city.

In this perspective, an **intensive and ambitious effort was launched in the territory aimed at the participatory development of social impact indicators**, useful for evaluating the effectiveness and influence of urban regeneration interventions. To shape this process, **the Municipality relied on the support of the Italian Institute of Evaluation, which between July 2024 and July 2025 facilitated a series of public meetings and participatory workshops dedicated to the co-construction of the indicators**. The Crocetta neighborhood represented the primary context in which this process took place: selected as the reference area for the U.R. Impact project, it was the place where citizens and local stakeholders were most actively involved in the shared definition of the impact indicators.

The indicators developed, while originating from the direct listening to the experiences and perceptions of residents in this specific urban context, have been designed and consolidated to constitute a robust and widely applicable methodological tool. **The final product is fully usable in the various contexts of the city of Cinisello Balsamo and, at the same time, can be adapted to territories, cities, and regions with very different characteristics**. From this perspective, the tool serves as a transferable and scalable operational reference, capable of guiding impact assessment processes in multiple urban regeneration scenarios.

This process led to the definition and creation of a specific tool: ***the Evaluation Grid for the Quality of Urban Regeneration Projects of the Municipality of Cinisello Balsamo***. The grid is designed to analyze seven dimensions of social impact, identified and developed throughout the project, and is intended to guide the design, monitoring, and evaluation of future interventions.

***The tool serves as a transferable and scalable operational reference, capable of guiding impact assessment processes in multiple urban regeneration scenarios.***

The following first paragraph reconstructs the main stages that marked the support process, focusing in particular on the participatory methods of evaluative research employed.

The second paragraph, on the other hand, presents the developed Grid: it is shown here in an illustrative form, including only one of the seven developed qualities, along with its related indicators and an operational checklist to support the interpretation and use of the tools.

## 5.2 Methodology and steps for the definition of indicators

To achieve a shared definition of the quality indicators for urban regeneration projects, **the Municipality of Cinisello Balsamo relied on the support and facilitation of researchers from the Italian Institute of Evaluation**, experts in monitoring and impact assessment methodologies. Their expertise proved essential in guiding the process and ensuring technical rigor and methodological consistency in the development of the indicators within the U.R. Impact project.

The first phase of the process involved training project staff and municipal technicians on the theoretical and methodological foundations of monitoring and evaluation. An essential reference during this phase was the ***AUDIS Charter of Urban Regeneration (Emilia-Romagna Region, 2010)***, chosen for the clarity with which it defines objectives, quality criteria, and indicators useful for evaluating urban regeneration processes. **The AUDIS framework was subsequently integrated with contributions collected from the territory together with citizens and local stakeholders, as well as with documentary references aimed at highlighting the so-called “intangible dimensions” of interventions:** those concerning promoters, the learning of the staff and technicians involved, and, more generally, the changes in relationships between the public institution, citizens, and local actors.

This work led to the definition of seven quality dimensions:

1. Urban and architectural quality
2. Public space quality
3. Housing quality
4. Work quality

5. Social quality and population well-being
6. Cultural quality
7. Environmental quality

These dimensions were explored and discussed during local meetings open to the public, to which representatives of local associations, the school community, religious communities, active citizens, and municipal service operators were invited. The meetings took place at the Casa per la Cittadinanza and at the Senior Center on Via Friuli in Cinisello Balsamo.

The activities were carried out using qualitative research methods based on collaboration, storytelling, and creativity. The goal was to collectively analyze the seven quality dimensions by listening to the everyday experiences of those who live in the city, fostering reflection, the creation of new meanings, and the exchange of different perspectives. **These approaches supported critical thinking and democratic dialogue between the public institution and the territory, actively involving citizens, stakeholders, and municipal staff.**

The methodologies employed involved the use of various stimuli and tools: photographs, images, and newspaper clippings to reflect on the neighborhood's livability; collective writing activities to generate shared narratives; maps and small everyday objects to explore the formal and informal collaborative relationships that characterize neighborhood life. In addition, complementing these meetings, narrative interviews were conducted with some residents of the neighborhood to further explore perceived quality of life and to collect elements useful for defining the indicators.

The results emerging from this participatory process made it possible to develop S.M.A.R.T. indicators (Specific, Measurable, Achievable, Relevant, Time-Bound) for each of the seven quality dimensions, providing a detailed and operational framework for assessing the impact of urban regeneration interventions.

The distinctive value of the Evaluation Grid lies not only in the final tool itself, but above all in the process that guided its development: **a pathway capable of combining experiential knowledge and technical expertise, fostering genuine dialogue and effective collaboration among citizens, stakeholders, and sector professionals.** In this way, the project generated not only a structured operational tool, but also a territorial working method that strengthens dialogue among citizens, experts, and municipal administration professionals.

*A pathway capable of combining experiential knowledge and technical expertise, fostering genuine dialogue and effective collaboration.*

## 5.1 Evaluation Grid: a practical example

The Evaluation Grid identifies seven quality dimensions, considered essential for measuring the effectiveness of urban regeneration projects and their contribution to social inclusion and community development. These dimensions (urban and architectural, public space, housing provision, work, social, cultural, and environmental) were identified with reference to the criteria defined by the AUDIS Charter of Urban Regeneration. For each dimension, the Grid presents concise indicators, accompanied by an explanation of their purpose, the assessment parameters, and the assigned weight, in order to make the measurement logic and the role of each indicator within the overall evaluation system clear.

In particular, each concise indicator identifies a specific element that is nonetheless broad enough to be assessed; for example, accessibility to the area subject to intervention. The description of the indicator clarifies what makes that element relevant for the evaluation of the specific quality dimension.

The assessment parameters are structured across three levels:

- **1:** full satisfaction of the specified parameter (for example, accessibility to the area is adequate considering both public and private mobility);
- **0.5:** partial satisfaction of the parameter (for example, accessibility is only partially adequate, with limitations in public and/or private mobility);
- **0:** non-fulfilment of the parameter (for example, accessibility to the area is not adequate).

With regard to the weighting of individual indicators, it was agreed, in coordination with the Municipality of Cinisello Balsamo, that each indicator contributes differently to the overall quality of the urban regeneration project. To reflect this diversity, the indicators included in the Grid were divided into three categories:

- **Category A:** high impact in contributing to project quality;
- **Category B:** medium impact in contributing to project quality;
- **Category C:** lower impact in contributing to project quality.

To translate the concise indicators into clearer operational terms, guiding checklists were also developed, suggesting specific indicators to be used to initially operationalize each quality indicator. The checklists should be regarded as prompts and suggestions that can guide the data collection process, without prescribing or exhausting the work, with the awareness that the practical feasibility and sustainability of the evaluation process must be carefully considered.

Below is an example taken from the developed Evaluation Grid, relating to the first quality dimension, namely urban and architectural quality, accompanied by its corresponding operational checklist.

# 1. URBAN AND ARCHITECTURAL QUALITY

Indicator	Description	Parameter			Weight	Final value
						Parameter multiplied by weight coefficient
1.1 Accessibility to the intervention area	The intervention area is located in continuity and coherence with the urban fabric. Accessibility is ensured by the infrastructure network for both public and private transportation.	1	Accessibility to the intervention area is adequate considering both public and private transportation.	A		
		0.5	Accessibility to the intervention area is only partially adequate (there are limitations in public and/or private transportation).			
		0	Accessibility to the intervention area is not adequate.			
1.2 Accessibility to the main neighborhood services	Accessibility to key neighborhood services represents a specification of the previous indicator. In this case, it is necessary to consider how easily the main neighborhood services, based on their primary target users, can be reached.	1	Accessibility to the main neighborhood services is adequate considering their primary target users.	A		
		0.5	Accessibility to the main neighborhood services is only partially adequate considering their primary target users.			
		0	Accessibility to the main neighborhood services is not			

					adequate considering their primary target users.			
1.3	Sustainable mobility within the neighborhood	The provision of adequate infrastructure enables and encourages forms of sustainable mobility within the neighborhood.	1	Mobility within the neighborhood is predominantly sustainable.	A			
			0.5	Mobility within the neighborhood is only partially sustainable.				
			0	Mobility within the neighborhood is hardly sustainable.				
1.4	Balance in the urban layout and mix of functions	The intervention area has a good balance between residential functions, services, work, and leisure. The relationship between built space, public space, collective spaces (such as condominium areas, arcades, etc.), and green areas ensures a mix of urban functions.	1	The urban layout is balanced, ensuring a satisfactory mix of functions.	A			
			0.5	The urban layout shows some imbalances but ensures a partial mix of function.				
			0	The urban layout exhibits serious imbalances and is predominantly exposed to mono-functional use.				
1.5	Consistency with urban planning and programming	The urban regeneration intervention is consistent with integrated urban planning and programming	1	The designed intervention is fully consistent with the city's urban planning and programming.	C			
			0.5	The designed intervention is only partially consistent with the city's urban planning and programming.				

			0	The designed intervention is inconsistent with the city's urban planning and programming.		
1.6	Flexibility of architectural works	<i>The adaptability of buildings to different functions over time and the transformability of spaces represent an element of quality.</i>	1	The constructed and/or renovated works have been designed so that they can be easily transformed and adapted if necessary.	B	
			0.5	The constructed and/or renovated works can only be partially adapted.		
			0	The constructed and/or renovated works cannot be adapted due to design constraints.		
1.7	Degree of citizen participation in the project definition in relation to urban and architectural quality	<i>Citizen participation in urban regeneration projects is essential to enrich public understanding of the issues that the interventions aim to address. The perspective of non-professionals regarding needs, intervention priorities, and solutions can be a critical element in understanding the political stakes associated with tools</i>	1	Citizens actively participated in the definition of the project.	B	
			0.5	Citizens were only informed about the project.		
			0	Citizens were not involved in the definition of the project and were inadequately informed.		

	presented solely as technical. The degree of participation can range from simple information, to consultation, to co-design, monitoring, and participatory evaluation of quality.			
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## 2. URBAN AND ARCHITECTURAL QUALITY CHECKLIST

Summary indicator	Descriptor	Key indicators checklist	Weight	Percentage achieved
1.1 Accessibility to the intervention area	The area targeted by the intervention is located in continuity and in coherence with the urban fabric. Accessibility is ensured by the infrastructure provided for both public and private mobility.	1 Adequacy of road and traffic infrastructure		
		2 Road network density		
		3 Accessibility to public transport nodes		
		4 N. of public transport lines in the neighborhood		

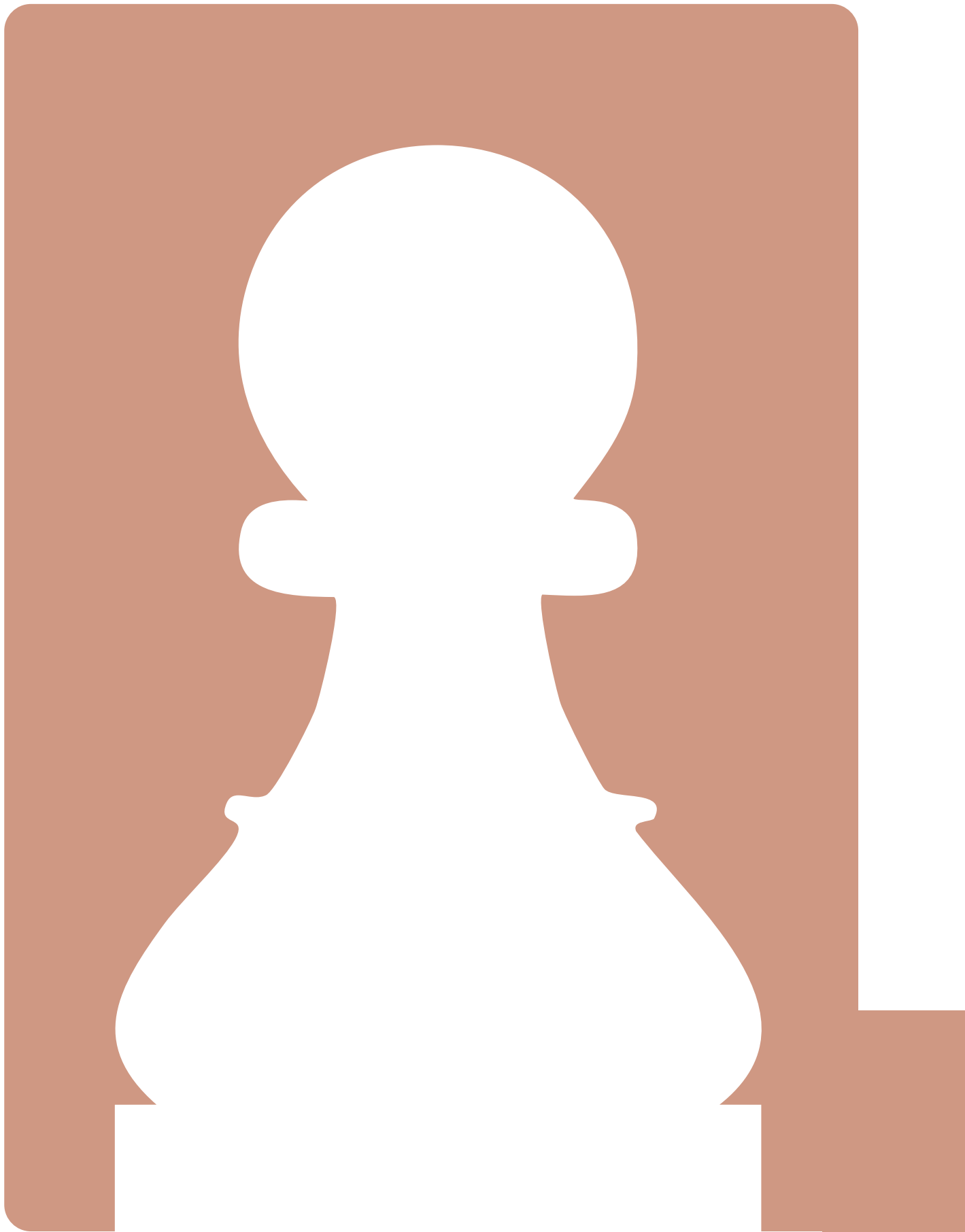
		5	Frequency of public transport services		
		6	Pedestrian and cycle-pedestrian accessibility		
		7	Availability of parking		
		8	...		
1.2 Accessibility to key neighborhood services	Accessibility to key neighborhood services is a specification of the previous indicator. In this case, it should be assessed how easily the main neighborhood services can be reached, considering their primary target users.	1	Pedestrian and cycle-pedestrian accessibility to key neighborhood services		
		2	Public transport accessibility to key neighborhood services		
		3	Multimodal accessibility to key neighborhood services		
		4	...		
1.3 Sustainable mobility in the neighborhood	The provision of adequate infrastructure enables and encourages forms of sustainable mobility within the neighborhood.	1	Presence of protected bike lanes		

	2	Presence of pedestrian overpasses for crossings		
	3	Presence of safe sidewalks		
	4	Presence of pedestrian zones		
	5	Presence of cycling facilities		
	6	...		
	1	Variety of urban functions (presence and distribution per km <sup>2</sup> )		
<b>1.4</b> <b>Balance in the urban layout and mix of functions</b>	2	Public green space area per inhabitant		
	3	Ratio between residential and productive/tertiary areas		
	4	Building density (inhabitants/hectare or built-up m <sup>2</sup> /hectare)		
	5	Provision of public services per inhabitant		
	6	Ratio between built-up area and total area (coverage index)		
	7	...		
	<i>The intervention area has a good balance between housing, services, work, and leisure. The relationship between built-up areas, public spaces, collective spaces (such as condominium courtyards, arcades, etc.), and green areas ensures a mix of urban functions.</i>			

1.5	Consistency with urban programming and planning	The urban regeneration intervention is consistent with integrated urban planning and programming.	1	Consistency with current urban planning instruments		
			2	Inclusion of the area among those identified by the urban planning framework for regeneration		
			3	Compliance with the urban regeneration objectives defined by the legislation		
			4	Increase in the provision of services and urban planning standards		
			5	Compatibility with the land use designated by the plan		
			6	...		
1.6	Flexibility of architectural works	The adaptability of buildings over time and the transformability of spaces represent a quality feature.	1	Dis-assemblability and maintainability of architectural components		
			2	Spatial, structural, and system overcapacity		
			3	Modifiability and versatility of spaces		
			4	Hierarchy of construction elements in the project (between 'load-bearing' and 'adaptable')		

1.7	Degree of citizen participation in project definition in relation to urban and architectural quality		5	...		
		<i>Citizen participation in urban regeneration projects is essential to enhance public understanding of the issues that the interventions aim to address. The perspective of non-professionals on needs, intervention priorities, and solutions can be a critical factor in understanding the political stakes associated with tools that are presented solely as technical. The level of participation can range from simple information sharing, to consultation, up to co-design, monitoring, and participatory assessment of quality.</i>	1	N. of project presentation meetings organized in the area		
			2	N. of co-design tables with active residents		
			3	N. of local associations involved in the participatory process		
			4	N. of young people engaged		
			5	N. of parents engaged		
			6	N. of elderly people engaged		
			7	N. of foreign-born citizens engaged		
			8	Participatory evaluation of design interventions		

# Annex



## **Detailed analysis of actions and implementation guidelines**

This annex presents the Detailed Action Matrix, a comprehensive framework through which each action of the Integrated Action Plan is analyzed in depth. For each activity, the matrix specifies responsibilities, timelines, budget allocations, potential risks, mitigation strategies, and monitoring indicators. By systematically examining each component, the matrix provides a clear roadmap for implementation, ensuring transparency, accountability, and informed decision-making throughout the project's entire lifecycle.

It is important to emphasize that what is presented in the following pages does not constitute a definitive checklist of actions to be implemented in the coming years, but rather represents a methodological exercise aimed at illustrating how the planned actions should be structured within an integrated development strategy for the Municipality of Cinisello Balsamo.

## **AREA | GOVERNANCE MODEL**

**S.M.A.R.T. Goal 1 | By 2030, the Municipality of Cinisello Balsamo intends to organize a series of activities and training events to promote the adoption of a social impact assessment system across all public administration contexts. These events will aim to demonstrate the importance of this assessment in the various municipal offices and to provide appropriate training to employees so that they can understand and effectively apply the system in their areas of work.**

## ACTION 1: Shaping skills for social impact assessment

<p><b>Short description:</b> The action aims to enhance the skills of municipal employees across all sectors and main internal stakeholders of the administration by providing training on assessing the social impact of municipal initiatives. The purpose is to establish a uniform approach to social impact assessment, fostering consistent practices and improved understanding of the thematic.</p>	<p><b>Action Owner:</b> <i>Office for Cultural Innovation, Europe and Youth and Housing Policy Service</i></p> <p><b>Estimated total cost:</b> 15 000 € <i>The indicated cost has already been allocated in the current fiscal year and may be renewed in future years if deemed necessary.</i></p>
<p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>• <b>Italian Institute of Evaluation</b> <i>It will be responsible for designing and delivering the training activities. In collaboration with the Office for Cultural Innovation, Europe and Youth, it will develop the training content and provide expert-led sessions aimed at enhancing the skills in assessing the social impact in urban regeneration projects.</i></li> <li>• <b>Casa della cittadinanza</b> <i>It will be in charge of monitoring the training sessions and evaluating their effectiveness. Its role includes assessing participant satisfaction, identifying potential areas for improvement or further development, and verifying whether the activities are producing the intended outcomes.</i></li> </ul> <p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• <b>Head of Public Works, the project manager of Entangled (RUP), architects and urban planners involved in other urban regeneration projects</b> (as well as representatives from social services and other municipal departments) <i>They will deepen their understanding of social impact assessment and its potential.</i></li> <li>• <b>Central Purchasing Unit</b> <i>It will be responsible for assessing which interventions have incorporated social impact evaluation.</i></li> <li>• <b>Municipal employees of other departments</b> <i>Interested staff will participate in the training sessions, helping to build awareness of the importance of social impact assessment and the reasons for integrating it into everyday practice.</i></li> <li>• <b>Representatives of local associations and cooperatives collaborating with the administration</b></li> </ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Develop training content in collaboration with the Italian Institute of Evaluation.</li> <li>2. Secure funding and allocate resources for the training program.</li> <li>3. Identify and recruit participants from municipal employees and local stakeholders.</li> <li>4. Establish a schedule and logistical plan for delivering training sessions.</li> <li>5. Prepare a certificate of participation that outlines the skills that will be acquired.</li> </ol> <p><b>Risks:</b> Low participation</p> <p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"> <li>• Collaborate with municipal leaders and neighborhood representatives to actively promote participation through a word-of-mouth promotion, which is the most effective way to engage people.</li> <li>• Organize preliminary information sessions to explain the purpose and benefits of the training.</li> <li>• Prepare certificates of completion for a specified number of training hours on the topic, in order to recognize the commitment made and provide formal acknowledgment of the</li> </ul>

	skills acquired.
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<i>Implementation Plan</i>				
<i>ACTIVITY</i>	<i>TIMING</i>	<i>OUTPUTS</i>	<i>RESPONSIBLE PARTIES</i>	<i>RISKS &amp; MITIGATION</i>
Preliminary information session	March 2024	Brief presentation on the trainings' journey; Topic Interest Surveys	Italian Institute of Evaluation; Office for Cultural Innovation, Europe and Youth and Housing Policy Service; Casa della Cittadinanza	<b>Risk:</b> Low interest in the topic or trainings <b>Mitigation:</b> Prepare a catching, engaging and effective presentation, incorporating informal educational activities to spark interest in the topic.
Preparation Phase and Content Development	April – May 2024	List of possible participants to contact; finalized training agenda; comprehensive training toolkit; evaluation forms.	Office for Cultural Innovation, Europe and Youth and Housing Policy Service <i>Support: Italian Institute of Evaluation</i>	<b>Risk:</b> Insufficient alignment of training content with participants' expertise. <b>Mitigation:</b> Conduct a pre-training survey to identify needs and expectations.
Logistics and Participant Recruitment	June 2024	Rooms' booking; online platform setup; list of participants.	Office for Cultural Innovation, Europe and Youth and Housing Policy Service <i>Support: ULG</i>	<b>Risk:</b> Not all participants may be available at the same time for the training sessions. <b>Mitigation:</b> Identify preferred time slots for each participant in advance and ensure the participation before every training, giving the chance to establish a new schedule time in case of necessity.
Training Delivery	July 2024 – March 2025	Pre-self-evaluation test results; certificate of participation; summary reports.	Italian Institute of Evaluation <i>Support: Office for Cultural Innovation, Europe and Youth and Housing Policy Service</i>	<b>Risk:</b> Lack of interest in the thematic. <b>Mitigation:</b> Find innovative ways (gamification) to deliver all the necessary information and engage the participants.
Final Evaluation	July - September 2025	Post-self-evaluation forms; Topic Interest Survey; recommendations for future trainings.	Office for Cultural Innovation, Europe and Youth and Housing Policy Service <i>Support: Italian Institute of Evaluation</i>	<b>Risk:</b> Limited application of training concepts <b>Mitigation:</b> Provide follow-up materials; schedule periodic

				refresher sessions.
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<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	<b>15 000 €</b> (The amount corresponds to the overall selected topics to be covered during the training sessions that consider social impact literature, instruments and useful tools)	URBACT + municipal budget
<b>Allocated Funding</b>	15 000 €	URBACT + municipal budget
<b>Funding Gap</b>	0	/

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Participation rate in training sessions (dividing between: high qualified officials, administrative instructors and executives)	An average of 80% attendance per session	Attendance sheets
<b>Indicator 2</b> Increase in skills measured through pre- and post-training self-evaluation tests prepared by the trainers	Average improvement in test scores	Initial and final evaluation tests
<b>Indicator 3</b> Trainers' perception of group engagement and participation	Trainers rate group engagement	Qualitative reports compiled by trainers
<b>Indicator 4</b> Increasing in the interest expressed by the participants about the topic	Assess if participants' interest in the subject changed after the training's delivery	Topic Interest Survey

<b>Risk mitigation</b>			
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measure</b>
<b>Risk 1</b> Low Participation	Medium-High	High	Promote the project more effectively and engage local leaders to encourage participation
<b>Risk 2</b> Lack of Interest or Motivation Among Participants	Medium	Medium-High	Customize the training content to make it more relevant to participants' needs

<b>Risk 3</b> Participant Inconsistency Due to Competing Priorities	Medium	Medium-High	Ensure course participation is a priority for managers and public administration.
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## ACTION 2: Establishment of the Social Impact Assessment Working Group

<p><b>Short description:</b></p> <p>The action involves the establishment of a Social Impact Assessment working group within the municipality. The purpose is to integrate social impact into local decision-making by providing a dedicated unit, which helps the other offices to assess the impact of the municipality's urban regeneration interventions. The target audience includes municipal employees and local stakeholders, who will benefit from the unit's expertise. Key components include creating the working group, providing assessment frameworks, and establishing monitoring systems to track the impact of municipal interventions and identify best practices. The working group will continue to meet and discuss the topic in order to keep the content updated. It will also be responsible for organizing informational and training sessions to raise awareness about the importance of impact evaluation, both within the municipality and with the other local administrations.</p> <p>The idea is to include at least one representative (preferably a department head) from each sector of the administration in the working group, in order to facilitate the integration of the topic across different areas and ensure that impact evaluation is consistently acknowledged and valued as an integral part of institutional processes.</p>	<table><tr><th>Action</th><th>Owner:</th><th>Strategy, Programming, and Control Area</th></tr><tr><td colspan="3"><p><b>Estimated total cost: 20.000 €</b></p><p><i>Funding that we've already had within our staff costs</i></p></td></tr></table>	Action	Owner:	Strategy, Programming, and Control Area	<p><b>Estimated total cost: 20.000 €</b></p> <p><i>Funding that we've already had within our staff costs</i></p>		
Action	Owner:	Strategy, Programming, and Control Area					
<p><b>Estimated total cost: 20.000 €</b></p> <p><i>Funding that we've already had within our staff costs</i></p>							
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"><li><p><b>Representatives of the Office for Cultural Innovation, Europe and Youth and Housing Policies Service, Social Services and Entangled Unit</b></p><p><i>So far, the participants in the training sessions have mainly been municipal employees from specific departments. The idea is to form an initial working group on the topic, together with selected representatives, to begin planning the formal establishment of a group that will later become a permanent part of the administration. Once established, the selected members will start developing useful materials to be shared across departments and planning training sessions on the subject.</i></p></li><li><p><b>Casa della Cittadinanza</b></p><p><i>We hope that this working group will operate in coordination and synergy with local partners, including associations and cooperatives active in the area. The Casa della Cittadinanza will serve as a hub between these entities and the municipal administration, providing spaces for meetings and helping to spread the word in order to attract potential collaborators, both from Cinisello Balsamo and beyond, interested in contributing to the impact evaluation process. Its role could be that of a coordinator for the network, fostering collaboration among the various stakeholders involved in the impact evaluation process.</i></p></li></ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"><li>Secure financial and human resources for the creation and operation of the office.</li><li>Detect skilled staff with expertise in social impact assessment</li><li>Ensure the unit is equipped with necessary tools and materials</li><li>Integration with Existing Systems</li></ol> <p><b>Risks: Lack of support from leadership or other municipal departments</b></p> <p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"><li>Ensure strong political and institutional sponsorship</li><li>Make it mandatory for each department to have a</li></ul>						

<p><i>Beneficiaries:</i></p> <ul style="list-style-type: none"> <li>• <b>The Municipality of Cinisello Balsamo</b> <i>It will be the main beneficiary of this action, gaining a dedicated working unit to lead the impact evaluation process and support the innovation it requires.</i></li> <li>• <b>Municipal staff who choose to join the working group</b> <i>They will have the opportunity to specialize in impact assessment, a field that is still relatively new and in need of deeper understanding and dedicated expertise.</i></li> </ul>	<p>representative who participates in this working group and acts as a spokesperson.</p>
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<b>Implementation Plan</b>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Staff recruitment and field training	December 2025	Staff selected and trained in impact assessment methodologies; Awareness campaign to encourage departments to nominate their representatives for the working group that will be established.	Lead: Strategy, Programming and Control Area <i>Support: external trainers (Italian Institute of Evaluation)</i>	<b>Risk:</b> Low Staff motivation/interest <b>Mitigation:</b> Ensure recognition for the commitment shown to the individuals selected for the office; Make it mandatory to nominate at least one representative from each department.
Definition of the unit's operational model	January – September 2026	Documents outlining structure, functions, and workflows.	Lead: Social Impact Assessment Office <i>Support: Strategy, Programming and Control Area</i>	<b>Risk:</b> Lack of role clarity for the new office <b>Mitigation:</b> Internal communication to all departments about the new office and its role.
Development of assessment tools (Impact Assessment Toolkit)	October 2026 – October 2027	Frameworks, monitoring dashboards, other methodological tools for impact assessment; established key performance indicators (KPIs) to measure success and identify areas for improvement	Lead: Social Impact Assessment Working Group <i>Support: external trainers</i>	<b>Risk:</b> Tools may not be adaptable to all interventions <b>Mitigation:</b> Plan regular but well-defined updates and provide ongoing training to find new solutions or tools.

Launch and communication of the office to the community and municipal departments	December 2027	Launch event for the presentation of the new office, internal communications to all departments	Lead: Strategy, Programming and Control Area with Social Impact Assessment Office <i>Support: Communication and Press Office</i>	<b>Risk:</b> Low visibility and interest <b>Mitigation:</b> Multichannel communication strategy
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<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	<b>20.000 €</b>	Municipal budget
<b>Allocated Funding</b>	5000 € = training costs 15 000€ = office staff costs (50 hour, 10 high qualified employee: 1 monthly meeting + final evaluation)	URBACT + Municipal budget
<b>Funding Gap</b>	-	-

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Participation rate in training sessions (distinguishing between operative staff and management)	An average of 80% attendance per session	Attendance sheets
<b>Indicator 2</b> Clear definition of roles and responsibilities	90% of roles and responsibilities clearly defined and documented	Documents outlining roles and responsibilities.
<b>Indicator 3</b> Development of the impact assessment toolkit	Elaboration of a specific toolkit that covers at least 80% of the topic discussed in the training sessions.	Report documentation and final toolkit
<b>Indicator 4</b> Departments awareness of the office's role and services	85-90% of municipal departments aware of the office's role	Communication feedback

<i><b>Risk mitigation</b></i>			
<i><b>Risk</b></i>	<i><b>Likelihood</b></i>	<i><b>Impact</b></i>	<i><b>Mitigation Measure</b></i>
<b>Risk 1</b> Difficulty recruiting qualified staff	Medium	Very high	Effective training sessions where participants are actively engaged in impact evaluation and informed about its importance.
<b>Risk 2</b> Lack of clear definition of workflows and responsibilities	Medium	High	Clear operational manual
<b>Risk 3</b> Inadequate internal communication to municipal departments	Medium	High	Regular updates, direct involvement of department heads

## ACTION 3: Development of an impact assessment toolkit

<p><b>Short description:</b> The action aims to develop a practical and methodological toolkit for Impact Assessment. The purpose is to provide a clear, accessible, and operational guide that helps integrate impact evaluation into everyday administrative practices. The toolkit will offer a shared language, a basic set of indicators, and concrete methodologies to be used across different sectors of the municipality. It will also include all the tools developed and used within the UR Impact project, both at the partnership level and locally.</p> <p>The target audience includes municipal employees, local policymakers, and technical staff, as well as stakeholders involved in urban and social planning processes. These users will benefit from having a common reference tool that supports both the design and evaluation of interventions from a social impact perspective.</p> <p>Key components of the action include:</p> <ul style="list-style-type: none"> <li>• The definition of methodological principles and key concepts related to social impact assessment;</li> <li>• The identification of a basic set of core indicators, which will include both those developed at the end of the UR Impact project and internationally recognized indicators commonly used for impact evaluation, with specific reference to the Sustainable Development Goals (SDGs), in order to ensure comparability and consistency across different types of projects and departments.</li> <li>• The inclusion of practical explanations and templates to help offices plan, implement, and monitor evaluations.</li> <li>• The integration of examples and case studies drawn from past or ongoing municipal interventions (including UR Impact experience)</li> </ul>	<p><b>Action Owner:</b> <i>Social Impact Assessment Working Group</i></p> <p><b>Estimated total cost:</b> 20 000€</p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Impact Assessment Working Group</b> <i>It's responsible for developing the toolkit, ensuring it reflects the real needs and operational constraints of the administration. The group will collaborate with the Office of Cultural Innovation, Europe and Youth and Housing Policies Service to test and validate the proposed tools, promoting ownership and usability. Additionally, the working group will update the toolkit periodically, incorporating feedback and lessons learned from its application in the field.</i></li> <li>• <b>Office of Cultural Innovation, Europe and Youth and Housing Policies Service</b> <i>It's responsible for ensuring a smooth transition and knowledge transfer from the UR Impact project. It will oversee the integration of the tools developed and used throughout the project (both at the partnership and local levels) into the final version of the toolkit. This team will also support the dissemination of the toolkit and its alignment with broader strategic objectives.</i></li> </ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Completion of the full capitalization process of the UR Impact project</li> <li>2. All members of the Social Impact Assessment Working Group must have either participated in the U.R. Impact training or been thoroughly updated on all project developments, including tools, approaches, and masterclasses</li> <li>3. Preliminary identification of use cases of the tool within the Municipality and useful tools.</li> </ol>

<p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• <b>Municipal employees</b> <i>They will use the toolkit as a practical guide to understand, deepen and incorporate impact assessment into their workflows, ensuring more structured, transparent, and evidence-based interventions.</i></li> <li>• <b>Heads of municipal departments</b> <i>They will benefit from standardized methodologies and indicators that support strategic planning, cross-departmental coordination, and the integration of impact evaluation into institutional practices.</i></li> </ul>	<p><b>Risks: Delays in the creation of the toolkit</b></p> <p><b>Mitigation strategies</b></p> <p>Assign responsibilities within the working group, including the formal designation of a group leader (referent) who will be responsible for coordinating the activities, ensuring the timeline is respected, and supporting the completion of the toolkit.</p>
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<b>Implementation Plan</b>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Identification of interesting and useful tools learnt by UR Impact	October - December 2026	Digital capitalisation of all the useful materials	Social Impact Assessment Working Group in collaboration with the Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Difficulty in identifying truly relevant and transferable tools <b>Mitigation:</b> Define clear selection criteria and involve thematic experts/municipal employees early in the process
Elaboration of the documents (explanations of key concepts and guidelines about how to use the tools)	January - June 2027	Preparatory documents of the material that will be included in the final toolkit	Social Impact Assessment Working Group	<b>Risk:</b> Overly complex or not-well-structured documents that are not user-friendly <b>Mitigation:</b> Schedule intermediate reviews, collect feedback from potential users (even not experts)
Preparation of the visual contents and creation of the final product of the toolkit	July – October 2027	Final toolkit	Social Impact Assessment Working Group in collaboration with externals	<b>Risk:</b> Misalignment between written content and visual materials <b>Mitigation:</b> Organize co-design workshops between the working group and designers from the beginning, monitor the whole process of visual content production
Delivery of the toolkit and presentation to the other	December 2027	PPT materials, brochure that briefly present the toolkit,	Social Impact Assessment Working Group	<b>Risk:</b> Low engagement or interest from internal departments <b>Mitigation:</b> Involve

departments				departments during the testing phase and include interactive elements in the presentation
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<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	10.000 € (Total cost for a work unit composed of six people)	Entangled budget Horizon (Democracy and Governance)
<b>Allocated Funding</b>	5 000 €	Entangled resources
<b>Funding Gap</b>	5 000 €	Horizon (Democracy and Governance)

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Percentage of tools evaluated as transferable	Most of the tools created and learnt with UR Impact	Evaluation grid shared by the working group
<b>Indicator 2</b> Number of explanatory documents produced	One document for each tool. The documents will be constantly updated	Documents archive
<b>Indicator 3</b> Level of alignment between text and visuals (internal review score)	≥90% match	Review checklist
<b>Indicator 4</b> Average-score for user friendliness	At least the final score must be 8/10	Feedback forms/surveys

<b>Risk mitigation</b>			
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measure</b>
<b>Risk 1</b> Low usability or accessibility of the toolkit for non-expert users	Medium	High	Include iterative user testing (e.g., municipal staff pilots)
<b>Risk 2</b> Competing priorities, limited time, or perceived	High	High	Prioritize core components (e.g., principles, ToC, essential indicators, templates); adopt a modular format so content can evolve later

overload may reduce the group's commitment to developing the toolkit			
<b>Risk 3</b> Difficulty in selecting a relevant and comparable indicator set	High	High	Identify essential UR Impact indicators and match them with SDG indicators where possible; ask the support of external experts

## ACTION 4: Institutional cycle of capacity-building on social impact assessment

<p><b>Short description:</b> To promote an institutional culture focused on evaluating the outcomes of public policies, this action provides for the organization of a series of meetings on social impact assessment aimed at the various services and internal departments of the Municipality. Initially coordinated by the Office for Cultural Innovation, Europe and Youth and by the Housing Policies Service, and subsequently by the Social Impact Assessment Working Group, these meetings aim to ensure a shared and up-to-date understanding of the core principles and methodological developments of social impact assessment, while also promoting the systematic adoption of the toolkit developed for this purpose.</p> <p>For the first year, a structure consisting of three meetings is proposed: the first dedicated to launching the assessment process and providing guidance on the use of the tools; the second as an interim review to monitor progress and identify any gaps; the third to present the final results and lessons learned. From the second year onward, the scheduling and structure of the meetings will be defined by the Social Impact Assessment Working Group, based on the most appropriate development path.</p> <p>In particular, during the first year, the meetings will initially be addressed to service managers, in order to share with them the value of this approach and ensure their support in disseminating it within their respective areas. As the process advances, an assessment will be made of when to initiate a parallel program aimed at municipal staff across the different offices.</p>	<p><b>Action Owner:</b> Social Impact Assessment Working Group</p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Office for Cultural Innovation, Europe and Youth and Housing Policies Service / Social Impact Assessment Working Group</b> <i>It will coordinate the entire cycle of meetings; provide methodological guidance; promote the adoption of the social impact assessment toolkit.</i></li> <li>• <b>Department Heads</b> <i>They will ensure mandatory participation of internal staff in the meetings; facilitate the integration of impact assessment practices within their respective departments.</i></li> <li>• <b>Municipal employees</b> <i>They will participate in the meetings; apply the toolkit in their operational areas; contribute to the institutional adoption of impact assessment.</i></li> <li>• <b>Communication and Press Office</b> <i>It's responsible for communication and dissemination of the initiative; supports the drafting of the final report to be shared with departments.</i></li> </ul>	<p><b>Estimated total cost: 1500 euro</b></p> <p><i>The estimated total cost includes the total working hours of the members of the Impact Assessment Working Group and the supporting municipal offices, together with internal communication budget.</i></p>
	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Complete the social impact assessment toolkit with guidelines</li> <li>2. Prepare the materials useful for the trainings (power point presentations, printed materials, ...)</li> <li>3. Inform the internal departments of the administration about the initiative and the trainings that will be held.</li> </ol> <p><b>Risks:</b> Low participation (by both the internal departments and the people in charge from the Social</p>

<p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• <b>The Municipal Administration</b> <i>It will gain a stronger institutional culture of impact evaluation, improve the effectiveness of public policies, and benefit from shared and up-to-date tools and methodologies.</i></li> <li>• <b>Municipal employees</b> <i>They will receive training on key principles and tools of social impact assessment, enhancing their professional skills and the quality of policy design and implementation.</i></li> </ul>	<p><b>Impact Assessment Working Group)</b></p> <p><b>Challenges in implementing training activities over the next few years.</b></p> <p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"> <li>• Make mandatory the delivery and participation to these trainings.</li> <li>• Organize engaging and participatory meetings by leveraging alternative formats, such as coffee meetings, walking meetings, and outdoor training sessions, to foster interest, increase attendance, and create a more dynamic and inclusive environment.</li> </ul>
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<b>Implementation Plan</b>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Informing departments about the upcoming training sessions	December 2025	Communication materials (emails, newsletters, official participation requests sent by department heads)	Communication and Press Office and Department Heads	<p><b>Risk:</b> Low responsiveness or lack of attention from departments to initial communications.</p> <p><b>Mitigation:</b> Use multiple communication channels (emails, management meetings, internal platform); send periodic reminders; include a formal endorsement from top management to reinforce the importance of the initiative.</p>
Preparing training materials	February <i>(The dates are shown without a specific year, as they refer to a recurring structure intended to be repeated over multiple years)</i>	Name tags, handouts, presentations, and posters to support the training sessions	Social Impact Assessment Working Group	<p><b>Risk:</b> Delays in preparation or materials not tailored to the audience.</p> <p><b>Mitigation:</b> Develop a detailed checklist in advance; conduct a mid-preparation review with a pilot group for feedback; use a shared folder for real-time updates and coordination.</p>

Delivering the training sessions	Two sessions throughout the year	Attendance sheets, photos of activities, session reports	Social Impact Assessment Working Group	<p><b>Risk:</b> Low participation or engagement during the sessions.</p> <p><b>Mitigation:</b> Design engaging and interactive sessions using alternative meeting formats (e.g., coffee meetings, walking meetings, outdoor training); involve department heads to ensure mandatory attendance; include practical exercises and real case studies to facilitate the understanding of the topic</p>
Sharing and reporting evaluation results (including some activities of evaluation check between departments)	December	Final report and presentation materials outlining key results	Social Impact Assessment Working Group <i>Support: Communication and Press Office</i>	<p><b>Risk:</b> Difficulty collecting consistent data or delays in finalizing the report.</p> <p><b>Mitigation:</b> Establish a standardized data collection from all the departments and inform them of the deadlines; remember the departments the imminent deadline; involve the Communication and Press Office to enhance internal dissemination and ensure clarity on the methodology that must be adopted.</p>

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	1500 €	Municipal budget
<b>Allocated Funding</b>	1500 €	Municipal budget
<b>Funding Gap</b>	/	/

<b>Monitoring</b>			
<b>Monitoring Indicator</b>	<b>Target Value</b>		<b>Data Source</b>
<b>Indicator 1</b> Departments' participation to the trainings	At least there must be one representative from each department for each training		Attendance sheets
<b>Indicator 2</b> Number of interventions that have been evaluated, using the toolkit distributed by the social impact assessment working group	At least each department must complete the evaluation of one intervention (during the first year of experimentation of the toolkit) At least each department must complete or set the evaluation of its interventions.		Social impact assessment working group database (Google Drive folder shared with municipal departments)
<b>Indicator 3</b> Quality of the evaluations conducted	The evaluations fulfil 80% of the standard criteria included in the guidelines of social impact assessment.		Final report

<b>Risk mitigation</b>			
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measure</b>
<b>Risk 1</b> Low participation of the social impact assessment working group	Medium	High	Prepare incentives, such as rewards and official recognition, for the employees involved in the working group to acknowledge their commitment.
<b>Risk 2</b> Data inaccuracy	Medium	Medium	Clearly define the toolkit that departments are required to use and specify how their work will be evaluated. Include dedicated paragraphs outlining the evaluation criteria and process.

## **Area | IMPACT MEASUREMENT PILOTS IN THE CITY**

**S.M.A.R.T Goal 2 | By 2028, a social impact assessment system will be developed and implemented for urban regeneration projects in Cinisello Balsamo, through the definition and consolidation of a set of specific and measurable indicators covering aspects such as inclusivity, environmental sustainability, social cohesion, and quality of life.**

- S.M.A.R.T Goal 2.1: By 2028, the Municipality of Cinisello Balsamo will have conducted an assessment of the social quality of the new multifunctional center "Hybrida", which will serve as a key element in the support network for families residing in the Crocetta neighborhood. This assessment will focus on the effectiveness of the center's multipurpose spaces for educational, cultural, and social activities, as well as its ability to mediate the needs of citizens with local authorities.
- S.M.A.R.T Goal 2.2: By 2028, an evaluation of the quality of public spaces at the Anna Frank school will assess how energy-efficiency measures and safety improvements have enhanced the security and functionality of the facilities, making their use by students easier and safer while strengthening the school's role within the neighborhood. The results of the evaluation will also help determine how these improvements can reinforce the school's educational and social value.
- S.M.A.R.T Goal 2.3: By 2028, the Municipality of Cinisello Balsamo will have conducted a social impact assessment specifically focused on urban and environmental quality related to the new public park, which will be developed in continuity with the square above the A4 motorway and the Caldara/Matteotti Park. This park will aim to become a gathering area and a small green lung for the city. The assessment will examine the positive impact on accessibility and sustainable mobility, improving the connection between the neighborhood, the city, and the new residential areas, thereby helping to reduce isolation.

## ACTION 5: Co-designing impact indicators

<p><b>Short description:</b> This action involves organizing at least three structured meetings with local stakeholders, active citizens, and municipal employees, aimed at co-defining a comprehensive set of impact indicators. The meetings are designed as participatory events to foster open dialogue on key thematic areas such as quality of life, social inclusion, environmental well-being, and the accessibility and usability of public spaces. The goal is to establish a shared framework of indicators that reflects the priorities, experiences, and needs of the community, and that can be systematically used to assess the impact of public interventions. These indicators will form a detailed grid, to be used internally by the Municipality for planning and evaluation purposes. The beneficiaries of this action include both the Municipal Administration, which will gain a stronger connection between impact evaluation and the voices of the community, and local communities, which will have the opportunity to actively contribute to identifying what matters most in assessing the effects of public action on their lives.</p>	<p><b>Action Owner:</b> <i>Office for Cultural Innovation, Europe and Youth, and Housing Policies Service</i></p> <p><b>Estimated total cost:</b> 10.000 €</p> <p><i>The indicated cost has already been allocated in the current fiscal year and may be renewed in future years if deemed necessary.</i></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Italian Institute for Evaluation</b> <i>Coordination and methodological support during the experimentation conducted with U.R. Impact project. Responsible of designing and facilitating participatory workshops; providing technical support for the definition of impact indicators; ensuring methodological quality and inclusiveness of the process (at least the first year).</i></li> </ul> <p><b>Beneficiaries:</b></p> <ul style="list-style-type: none"> <li>• <b>Local Stakeholders (e.g., neighborhood associations, civic committees, third-sector organizations)</b> <i>They will provide territorial expertise and insights and will have the opportunity to highlight local needs and priorities.</i></li> <li>• <b>Municipality of Cinisello Balsamo</b> <i>It will promote the widespread adoption of social impact assessment and obtain direct feedback and key elements to evaluate its interventions.</i></li> </ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Define the initiative to be proposed over the year (e.g., meetings in the Crocetta neighborhood)</li> <li>2. Identify the most relevant topics to be discussed during the meetings</li> <li>3. Secure a suitable location for hosting the meetings</li> </ol> <p><b>Risks:</b> Low participation from local citizens and associations</p> <p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"> <li>• Turn the meetings into open and enjoyable moments of dialogue, supported by informal incentives such as complimentary aperitifs or similar.</li> <li>• Make the meetings engaging by using group activities to spark discussion and encourage reflection on the selected topics.</li> </ul>

<i>Implementation Plan</i>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Definition of the pathway and core topics for the neighborhood meetings	December 2023	Preparatory meeting records and photos	Office for Cultural Innovation, Europe and Youth, and Housing Policies Service <i>Support: Italian Institute of Evaluation</i>	<b>Risk:</b> Lack of clarity or agreement on the initiative structure and themes <b>Mitigation:</b> use facilitation by the Italian Institute of Evaluation to ensure a shared understanding
Communication campaign in the Crocetta neighborhood	January – February 2024	Communication materials (flyers, posters, social media posts)	Communication and Press Office <i>Support: Local associations and cooperatives for word-of-mouth and citizen outreach</i>	<b>Risk:</b> Low visibility and limited citizen awareness <b>Mitigation:</b> Use a multi-channel communication strategy; organize informal promotional moments in public spaces.
Delivery of the meetings	Meetings spread throughout the years 2024 and 2025	Meeting records, photos, and materials used to guide the discussions	Italian Institute of Evaluation <i>Support: Office for Cultural Innovation, Europe and Youth, Housing Policies Service; Casa della Cittadinanza</i>	<b>Risk:</b> Irregular participation and drop-off over time <b>Mitigation:</b> Make meetings engaging through participatory methods and informal elements (e.g., group work, refreshments); maintain a flexible schedule and collect feedback continuously to adapt the format
Final feedback session and creation of the indicator panel	December 2025	Final evaluation report + structured panel of indicators	Italian Institute of Evaluation	<b>Risk:</b> Delay in the consolidation of results <b>Mitigation:</b> Set clear deadlines and responsibilities from the outset; involve key stakeholders in the validation of the indicators to ensure shared ownership and responsibilities.

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	10 000 € (The costs cover the involvement of experts from the Italian Institute of Evaluation, as well as the hours required to organize the meetings, provide feedback on their progress, and define the indicators.)	URBACT
<b>Allocated Funding</b>	10 000 €	URBACT
<b>Funding Gap</b>	-	-

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Number of indicators identified and structured in the final set	At least there must be 6 indicators for each topic (social quality, environmental quality, urban space quality, etc.)	Final set of indicators
<b>Indicator 2</b> Level of interdepartmental participation from municipal staff in planning or participating in the meetings	At least 80% of municipal employees who took part in the training sessions on social impact assessment.	Attendance sheets
<b>Indicator 3</b> Satisfaction of the meetings and citizens' involvement	The number of participants remains unchanged or increased.	Attendance sheets

<b>Risk mitigation</b>			
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measure</b>
<b>Risk 1</b> Conflicts or Divergence Between Participants	High	High	Establish clear participation rules and ensure each interest group understands the benefits of collaboration; facilitate the debates with impartial moderators.
<b>Risk 2</b> Participants may not fully understand the impact indicators or how they relate to public interventions.	Medium	Medium	Use practical examples to explain how the indicators apply to the specific context of the neighborhood; provide clear and easily understandable materials on the main indicators and their purpose.

<b>Risk 3</b> The information obtained might not be relevant or complete enough to define meaningful impact indicators.	Medium	High	Use diverse data collection methods (surveys, group discussions, interviews, group activities, storytelling) to obtain a comprehensive view.
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## ACTION 6: Participatory monitoring of urban interventions under the Entangled project

<p><b>Short description:</b> This action aims to simulate the use of the previously developed impact indicators by applying them to the main physical interventions planned within the Entangled project in the Crocetta neighborhood of Cinisello Balsamo, specifically the Hybrida multifunctional center, the Anna Frank school, and the public park located on Via Friuli (Parco Caldara/Matteotti). The activity will consist of a series of community meetings involving local residents and stakeholders, organized in collaboration with the remaining members of the Urbact Local Group (ULG). These meetings will serve as a platform to present the planned interventions, clarify the conceptual framework and objectives of the Entangled project, and monitor the expected impacts using the identified indicators. Each meeting will focus on one of the three main intervention sites, offering participants information on the progress of the works while also gathering community feedback and perceptions. Although the structural elements of the interventions are not subject to revision, citizens will have the opportunity to express their views and share ideas for the future use of these public spaces, proposing different ways of using and managing the places.</p>	<p><b>Action Owner: Entangled Project Unit</b></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Casa della Cittadinanza</b> <i>It will support the organizational and logistical management of the community meetings in the Crocetta neighborhood.</i></li> <li>• <b>Entangled Project Unit</b> <i>It will lead the meetings, presenting the planned interventions and coordinating the discussions with citizens and stakeholders. It will also be responsible for monitoring perceptions and feedback using the panel of pre-identified impact indicators.</i></li> <li>• <b>Urban Local Group (ULG) – Remaining Members</b> <i>It will assist in the facilitation of meetings and help maintain continuity with previous participatory processes carried out during the UR Impact project.</i></li> <li>• <b>Municipal Departments Involved in the Entangled Interventions</b> <i>They may provide technical clarifications during the meetings and take note of feedback relevant to their areas (e.g., public works, education, environment).</i></li> </ul> <p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• <b>Citizens and Residents of Crocetta</b> <i>They will have the opportunity to better understand the interventions, share their perspectives, and feel part of the</i></li> </ul>	<p><b>Estimated total cost: 25.000 €</b></p> <p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Establish a handover from the UR Impact project to Entangled, positioning Entangled as the relaunch platform for the meetings to be held after the conclusion of UR Impact.</li> <li>2. Inform the community about the launch of renewal, energy efficiency, and regeneration projects in the Crocetta neighborhood.</li> <li>3. Ensure that a panel of indicators is already defined and ready to begin testing in the Crocetta area.</li> </ol> <p><b>Risks: Delays in the commencement of works and criticism from citizens regarding the planned interventions.</b></p>

<p>transformation process. This can increase civic trust and promote more meaningful use of public spaces.</p> <ul style="list-style-type: none"> <li>• <b>Municipality of Cinisello Balsamo</b> It will benefit from greater alignment with local expectations, reducing the risk of conflicts or misunderstandings related to the interventions. The process will also help strengthen participatory planning practices and provide valuable insights to guide similar future projects.</li> </ul>	<p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"> <li>• Develop a schedule that anticipates potential setbacks, including buffer periods to accommodate unforeseen delays.</li> <li>• Promote informational campaigns to explain the long-term benefits of the interventions.</li> <li>• Engage community leaders to facilitate communication and build trust.</li> </ul>
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<b>Implementation Plan</b>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Preparation and Transition from UR Impact to Entangled	December 2025 – March 2026	Document summarizing UR Impact outcomes and their integration into Entangled	Entangled Unit project, Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Lack of alignment between UR Impact results and Entangled's objectives <b>Mitigation:</b> Organize joint workshops with stakeholders from both projects to align expectations and clarify continuities
Community Communication and Awareness in Crocetta Neighborhood about what will happen to UR Impact and ULG groups	September 2025 – January 2026	Communication materials, explicative plaque of Entangled actions	Entangled Unit project, Office for Cultural Innovation, Europe and Youth and Housing Policies Service, Communication and Press Office	<b>Risk:</b> Misinterpretation or distrust of project goals <b>Mitigation:</b> Engage people in the future vision of Crocetta using visual materials, involve community testimonials to foster transparency and clarify the bridge between UR Impact and Entangled
Technical and Logistical Preparation of the debate tables and info sessions	September 2025 – December 2025	PPT presentations of Entangled, visual materials for the three intervention sites, document that resume and describe panel of impact indicators to be tested	Entangled Unit project	<b>Risk:</b> Inadequate preparation of materials or content <b>Mitigation:</b> Assign specific roles for each component of the Entangled Unit and review content through internal quality control, simplifying the understanding of the panel of indicators.
Debating Tables (three	May 2026 –	Meetings records, photos,	Entangled Unit project	<b>Risk:</b> Low attendance or unbalanced representation

thematic meetings, one for each intervention site)	December 2026	activities materials (maps, brainstorming maps, ...)		<b>Mitigation:</b> involve the old ULG group to mobilize participation calling personally each contact and ask them to spread the voice
Analysis and Results Sharing with the Crocetta Community	December 2026	Summary reports, presentation of the new management model thought in collaboration with local associations	Entangled Unit project	<b>Risk:</b> Difficulty in synthesizing diverse feedback and reaching a clear co-managed model <b>Mitigation:</b> emphasize flexibility and gradual implementation
Co-design workshops focused on future uses and activities	2027	Reports of the meetings	Entangled Unit project and Associations in charge of managing Hybrida, Anna Frank school, new Caldara Park.	<b>Risk:</b> Lack of sustained engagement over time <b>Mitigation:</b> plan periodic events engaging citizens and associations

Budget and Funding		
Cost Breakdown	Amount (€)	Funding Source
<b>Estimated total cost</b>	25.000 € <i>(It's part of the total amount that Entangled project provide for immaterial actions, in order to co-designing the spaces and foster citizen engagement and participation)</i>	Entangled Budget (ERDF)
<b>Allocated Funding</b>	25.000 €	Entangled Budget (ERDF)
<b>Funding Gap</b>	/	/

Monitoring		
Monitoring Indicator	Target Value	Data Source
<b>Indicator 1</b> Number of meetings held with ULG group, Entangled Unit and Office for Cultural Innovation, Europe and Youth	At least the last 3 meeting of the year should be held together	Attendance sheets, records of the meetings
<b>Indicator 2</b> Numbers of debate meetings held by the Entangled Unit	At least 3 meetings	Records of the meetings, photos
<b>Indicator 3</b> Percentage of local associations involved in the co-management	60% of the local associations	Contracts and documents which will signed the

		collaboration between Municipality and associations.
<b>Indicator 4</b> Number of participants from the ULG	The number should be at least equal during the time, or with at least new participants	Attendance sheets

<i><b>Risk mitigation</b></i>			
<i><b>Risk</b></i>	<i><b>Likelihood</b></i>	<i><b>Impact</b></i>	<i><b>Mitigation Measure</b></i>
<b>Risk 1</b> Low and decreasing community engagement	Medium	High	Set a regular schedule of meetings to maintain continuity
<b>Risk 2</b> Poor coordination among municipal offices	Medium	Medium-high	Clearly define roles and responsibilities, manage in advance the collaboration between the two projects
<b>Risk 3</b> Mismatch between community expectations and non-negotiable interventions	High	High	Communicate clearly what can and cannot be changed, focus on co-management and future use opportunities

## ACTION 7: Data observation

<p><b>Short description:</b></p> <p>This activity aims to assess the expected impact of neighborhood festivals and events, with particular attention to their role in strengthening the sense of community among residents. While these initiatives produce immediate and measurable outcomes (such as the number of participants, the types of activities offered, and the involvement of local actors), the main objective is to understand whether they also generate long-term effects, such as increased social cohesion, higher civic participation, and sustained citizen engagement in local life.</p> <p>The primary beneficiary of the analyses will be the Municipality of Cinisello Balsamo, which can use the data to refine its local strategies and policies. Other participants include organizations, associations, and active citizens interested in contributing to the design and implementation of the events.</p> <p>In the Crocetta neighborhood, the Casa della Cittadinanza (which will become the future Hybrida center) will play a central role in organizing the events and will be responsible for coordinating the various involved parties. The Municipality will provide logistical and administrative support, particularly regarding safety measures and the permits required for the initiatives.</p> <p>Furthermore, the Municipality, in collaboration with external experts, will carry out the collection of qualitative and quantitative data, analyze and interpret the results, and prepare structured reports for municipal decision-makers and relevant departments, with the aim of guiding future decisions.</p>	<p><b>Action Owner: Office for Cultural Innovation, Europe and Youth and Housing Policies Service.</b></p> <p><b>Estimated total cost: 6500 €</b></p> <p><i>The cost covers only the involvement of a few municipal employees who will take part in organizing the event and defining the methods for data collection. Additionally, a number of experts will be engaged to support the implementation of the planned survey.</i></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Services</b> <i>They will contribute to discussions regarding the evaluation of social cohesion and residents' relational well-being.</i></li> <li>• <b>School Office of the Municipality</b> <i>It will support communication with local schools and contribute to structuring the evaluation of active citizenship, as schools are key territorial hubs.</i></li> <li>• <b>Strategy, Planning, and Control Area</b> <i>It will be informed that data collection activities will take place during public events and will provide the necessary authorizations and support.</i></li> <li>• <b>Public Works and Urban Planning Sector</b> <i>It will assess the use of public spaces throughout the process and identify possible improvements based on experiences gathered during the events.</i></li> <li>• <b>Casa della Cittadinanza</b> <i>It will manage local coordination and operational organization of the events within the Crocetta district.</i></li> <li>• <b>External Experts (Evaluators)</b> <i>They will support the research and contribute to drafting the final evaluation report.</i></li> </ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Definition of the event date and purpose, in collaboration with the Casa della Cittadinanza and key stakeholders.</li> <li>2. Preparation of a list of necessary permits and requests to be submitted for organizing the event.</li> <li>3. Involvement of a group of experts for impact evaluation to explain how the event will be conducted and begin defining the expected impacts to be assessed.</li> </ol> <p><b>Risks: Low citizen participation</b></p>

<b>Beneficiaries</b> <ul style="list-style-type: none"> <li>• <b>Municipality of Cinisello Balsamo</b> <i>It will receive structured data on the social impact of its initiatives, which will be useful for improving local policies, promoting territorial cohesion, and optimizing the use of public resources.</i></li> <li>• <b>Citizens and Local Communities</b> <i>They will benefit from more active and engaging public spaces and will see their voices acknowledged and valued in local decision-making processes.</i></li> </ul>	<b>(limited data collection)</b>  <b>Mitigation strategies</b> <ul style="list-style-type: none"> <li>• Ensuring accessible and inclusive events to ensure a broader participation of all residents.</li> <li>• Defining a clear methodology to collect data that simplifies the data collection process.</li> </ul>
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***This plan has been designed as a prototype for the first year. Based on its outcomes, it will be further developed and adapted for implementation in the following years.***

<b>Implementation Plan</b>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Planning of the event	February 2025	Records of the meetings with local stakeholders and Casa della Cittadinanza	Casa della Cittadinanza Municipality of Cinisello Balsamo	<b>Risk:</b> Conflicts between different stakeholders <b>Mitigation:</b> encouraging open discussions where everybody feels considered and selecting one coordinator of the discussion that mitigate eventual conflicts.
Permit Acquisition and Logistics & Safety Management Phase	February – June 2025	Permits for the use of public spaces; Authorizations for organizing public events; Safety and security plan; A document outlining the spatial arrangement and resource management; Agreements with suppliers for logistics, security, catering, etc.	Municipality of Cinisello Balsamo	<b>Risk:</b> Delays in obtaining permits and authorizations and insufficient financial resources to cover logistics and safety costs <b>Mitigation:</b> Start the permit application process well in advance of the event date and monitor the process; create a detailed budget and define the event activities ensuring that they fit within the budget parameters; explore potential additional funding sources or sponsorships
Methodology Development for collecting data	May – June 2025	Defined indicators; data collection methodology; questionnaires that will be delivered during the event	Social Impact Assessment Working Group Support: Internal ULG (municipal employees); social impact assessment experts	<b>Risk:</b> Lack of clear objectives and inconsistent methodology <b>Mitigation:</b> Involve experts in data collection and ensure standardized

				protocols that must be followed.
Data Collection through Events Observations	October 2025	Qualitative and quantitative data collected	Social Impact Assessment Working Group Support: Internal ULG (municipal employees)	<b>Risk:</b> Limited data collection <b>Mitigation:</b> create a safe space, ensure inclusivity to engage more people, use multiple outreach channels
Data Analysis and Interpretation	June – October 2025	Reports on indicators collected.	Social Impact Assessment Working Group Support: data analysts/social impact assessment experts	<b>Risk:</b> Data inconsistency or misinterpretation <b>Mitigation:</b> Use standardized analysis frameworks
Impact assessment of the event	November 2025	Reports on indicators collected; questionnaires delivered/report with the final results of the evaluation conducted within the neighborhood.	Social Impact Assessment Working Group Support: Internal ULG (municipal employees) and data analysts/social impact assessment experts	<b>Risk:</b> Inability to conduct the evaluation due to lack of time, motivation, or interest (especially after a long period has passed since the event). <b>Mitigation:</b> assign dedicated personnel to oversee the process; create incentives or support structures to maintain engagement and commitment throughout the evaluation.

Budget and Funding		
Cost Breakdown	Amount (€)	Funding Source
<b>Estimated total cost</b>	6.500 euro (€1.500: municipal employees' engagement; €2.000: co-design of the event and event observation; €3.000: data analysis)	Municipal budget + URBACT
<b>Allocated Funding</b>	5000 €	Municipal budget
<b>Funding Gap</b>	1500 € for data analysts	URBACT

Monitoring		
Monitoring Indicator	Target Value	Data Source
<b>Indicator 1</b> Number of monitoring indicators successfully collected	At least 75% of the indicators identified	Final report on data collected
<b>Indicator 2</b> Number of co-design sessions held	At least 8 meetings (together with ULG and event coordinators)	Minutes of the meeting

<b>Indicator 3</b> Number of participants who attended the event	60% of the initial targeted residents	Attendance records
<b>Indicator 4</b> Number of internal ULG participants supporting the event planning and the observation	At least 70% of the participants who took part to the training sessions on social impact assessment	Attendance records

<b>Risk mitigation</b>			
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measure</b>
<b>Risk 1</b> Low citizen participation	Medium	High	Promote the event through campaigns and propose varied range of attractions
<b>Risk 2</b> Data Inaccuracy	Low/Medium	High	Clarify the methodology used to collect data and the tools that we used.
<b>Risk 3</b> Insufficient data	Medium	High	Define data collection at a operational level, provide different occasions to collect more data

## **AREA | IMPACT MEASUREMENT APPROACH FOR PUBLIC PROCUREMENT**

**S.M.A.R.T. Goal 3 | By 2028, the Municipality of Cinisello Balsamo will have formally adopted and made mandatory a social impact assessment system for all urban regeneration projects. This model, refined based on the results of initial trials, will be integrated into the planning and implementation of interventions as a central and funded element, ensuring a structured and sustainable approach to effectively meet the needs of the community.**

## ACTION 8: Integrating social impact into public procurement processes

<p><b>Short Description:</b> This action aims to strengthen the skills of municipal staff in the field of public procurement (PP) by providing targeted training on how to integrate social impact assessment into procurement processes. The goal is to ensure that contracts awarded by the municipality are not only efficient and cost-effective, but also aligned with broader social objectives, including the Sustainable Development Goals (SDGs). The training will focus on how to include social impact indicators as part of procurement criteria (such as well-being of citizens, equity, environmental responsibility, and community development) so that each step of the procurement process (from needs assessment to tendering, awarding, and monitoring) contributes to generating positive social outcomes. By doing so, the city will build a systematic “chain of social impact assessment” within its procurement strategy, ensuring that public investments support long-term benefits for local communities.</p>	<p><b>Action Owner: Office for Cultural Innovation, Europe and Youth and Housing Policies Service</b></p> <p><b>Estimated total cost: 15.000 €</b></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Office for Cultural Innovation, Europe and Youth and Housing Policies Service</b> <i>It acts as the coordinator of the training process. It's responsible for promoting participation across different municipal departments. It ensures that the training aligns with the legacy and methodological approach developed through the UR Impact project.</i></li> <li>• <b>Department Directors and Senior Management of the Municipality</b> <i>Their strategic commitment is essential to institutionalize the integration of social impact assessment within procurement processes. They must be informed about the outcomes of the UR Impact project and the added value of applying impact-oriented criteria in public spending. They will support the adoption of long-term organizational change, enabling procurement teams to act under new impact-focused guidelines.</i></li> <li>• <b>Italian Institute for Evaluation</b> <i>It provides expert support in the design and delivery of the training. Assists in the creation of training materials, case studies, and evaluation frameworks. It works closely with the internal Working Group on Social Impact Assessment to co-facilitate the sessions and ensure methodological robustness.</i></li> <li>• <b>Social Impact Assessment Working Group</b> <i>It supports the training content definition and ensures consistency with the evaluation framework piloted under UR Impact. It delivers training sessions and it facilitates internal dialogue between departments and helps adapt general guidelines to the local context and priorities.</i></li> </ul>	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Analyze how social impact criteria can be integrated into the existing regulatory and procurement framework.</li> <li>2. Collect examples and best practices from other cities implementing socially responsible procurement.</li> <li>3. Engage senior management and department heads to assess feasibility and secure strategic support.</li> </ol> <p><b>Risks: Resistance from management, due to perceived complexity or added workload in integrating social impact criteria.</b></p> <p><b>Mitigation strategies</b></p> <p>Provide clear training on impact evaluation and demonstrate how social impact integration can enhance procurement outcomes without compromising efficiency using some examples.</p>

<b>Beneficiaries:</b> <ul style="list-style-type: none"> <li> <b>Procurement Officers and Technical Staff across Departments</b>  <i>Direct beneficiaries of the training sessions. Their operational role in drafting, evaluating, and awarding contracts makes them central to applying social impact criteria effectively. Expected to integrate learned methodologies into day-to-day practices, thereby creating a consistent "impact chain" in procurement.</i> </li> </ul>	
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Implementation Plan				
ACTIVITY	TIMING	OUTPUTS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Research best practices in other cities or between private corporations that include the evaluation of social impact	December 2026	Analysys and data collected, file excel, resume documents	Office for Cultural Innovation, Europe and Youth and Housing Policies Service <i>Support: social impact evaluation working group</i>	<b>Risk:</b> Difficulty in identifying relevant or transferable practices due to contextual differences. <b>Mitigation:</b> Focus on cases with similar legal frameworks or administrative structures, interpret the experiences to find processes instead of solutions
Hold meetings with senior management to validate the approach and obtain approvals	December 2026 – January 2027	Records of the meetings, e-mail invitations to training	Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Lack of engagement or resistance due to perceived increase in complexity or cost. <b>Mitigation:</b> Prepare clear, evidence-based briefs showing benefits and alignment with local strategic objectives
Define a set of social impact indicators for PP (using those developed by the social impact assessment working group)	February – March 2027	Documents that resume impact indicators for PP	Office for Cultural Innovation, Europe and Youth and Housing Policies Service <i>Support: social impact evaluation working group</i>	<b>Risk:</b> Indicators may be too complex or too vague. <b>Mitigation:</b> Ensure indicators are specific and aligned with available data and procurement stages; test on a small scale first (?)
Delivery of the training (to staff involved in procurement processes) Explanation on how to use the	Throughout the year 2027	Attendance sheets, records, photos, presentations' material, email formal invitation	Office for Cultural Innovation, Europe and Youth and Housing Policies Service <i>Support: social impact evaluation working group</i>	<b>Risk:</b> Low participation or limited learning due to time constraints or lack of relevance perceived by staff. <b>Mitigation:</b> use real case studies, tailor content to

above-mentioned guidelines				daily work and make training mandatory.
Evaluation of the training and final Q&A session to solve any doubts	December 2027	Satisfaction surveys, post-it used for the final session	Office for Cultural Innovation, Europe and Youth and Housing Policies Service <i>Support: social impact evaluation working group</i>	<b>Risk:</b> Unresolved questions or doubts that create problems that undermine future implementation. <b>Mitigation:</b> allow follow-up questions post-training, find a contact point for ongoing support (using the research done before).

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	<b>15.000 €</b> <i>(The cost has been estimated based on the past collaboration with IVAL and assumes a similar level of involvement. The experts' contribution will focus on supporting the integration of impact assessment into public procurement processes.)</i>	Entangled budget Horizon (Democracy and Governance)
<b>Allocated Funding</b>	5.000 €	Entangled budget
<b>Funding Gap</b>	10.000€	Horizon (Democracy and Governance)

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Number of social impact indicators defined and approved for use in tenders	At least 90% of the indicators identified by the Social Impact Assessment Working Group must be selected and formally adopted for integration into procurement procedures	Records and reports
<b>Indicator 2</b> Percentage of procurement staff who take part to the training	At least 80% of procurement staff	Attendance sheets
<b>Indicator 3</b> Number of SDG-related indicators included in public procurement	Increasing numbers of indicators included in tenders	Procurement documentation
<b>Indicator 4</b> Satisfaction rate	80% of participants are satisfied of the training	Satisfaction survey

<i><b>Risk mitigation</b></i>			
<i><b>Risk</b></i>	<i><b>Likelihood</b></i>	<i><b>Impact</b></i>	<i><b>Mitigation Measure</b></i>
<b>Risk 1</b> Few tenders will include the indicators identified	Medium	High	Involve senior management to make the social impact assessment mandatory in every tender
<b>Risk 2</b> Indicators are complex and not easy to understand	Medium	High	Assure a clear explanation for each indicator and offer training or personal consultation to help using them

## ACTION 9: Definition of guidelines for integrating social impact into public procurement processes

<p><b>Short Description:</b> This action consists in the development of specific guidelines for the entity's public procurement processes, with a focus on integrating social impact assessment into every stage of the procurement cycle. The drafting of these guidelines will be carried out by the Social Impact Assessment working group, which may involve external experts when needed to provide technical support. The aim is to ensure that all public tenders prioritize the evaluation of social outcomes, both before and after implementation. The guidelines will define the procedural steps to be followed, require the inclusion of impact assessment clauses in tender documents, and promote the use of established indicators and methodologies. They will also include practical tools included in the impact assessment toolkit, such as templates, checklists, and standard forms to support consistent application. Ultimately, this action seeks to make public procurement a strategic driver of social value, ensuring that each intervention funded with public resources delivers tangible benefits to individuals and communities.</p>	<p><b>Action Owner: Social Impact Assessment Group and Office for Cultural Innovation, Europe and Youth and Housing Policies Service</b></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Impact Assessment working group</b> <i>It will be responsible for drafting and coordinating the development of the guidelines and ensuring alignment with social impact objectives.</i></li> <li>• <b>Office for Cultural Innovation, Europe and Youth and Housing Policies Service</b> <i>It will oversee the entire process to ensure its completion and will provide support in drafting the final version of the guidelines.</i></li> <li>• <b>External experts and consultants:</b> <i>may be involved to provide technical advice and methodological support where needed.</i></li> <li>• <b>Senior managers within the administration</b> <i>It must be kept informed about the process and outcomes, as they will be in charge of enforcing the application of the guidelines across all relevant departments.</i></li> </ul> <p><b>Beneficiaries:</b></p> <ul style="list-style-type: none"> <li>• <b>The public administration</b> <i>It will benefit from more transparent, structured, and socially oriented procurement procedures. By establishing a chain of social impact evaluation across all stages of public procurement, the administration will be able to plan and implement interventions with greater precision, leading to more effective and</i></li> </ul>	<p><b>Estimated total cost: 5.000 €</b></p>
	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. Debriefing session on the completion of the UR Impact project to identify the most relevant learnings, practices, and methodologies developed during the project that could be incorporated into the procurement guidelines.</li> <li>2. Engaging senior management and securing their support through dedicated meetings or presentations to ensure they are aligned with the objectives and are committed to enforcing the application of the future guidelines.</li> </ol> <p><b>Risks: Limited adoption or poor enforcement of the developed guidelines across the administration</b></p> <p><b>Mitigation strategies</b></p> <p>Involving senior management throughout</p>

<p>positive outcomes.</p> <ul style="list-style-type: none"> <li> <b>Citizens</b>  <i>They will experience the long-term benefits of public projects that are designed and evaluated with social impact in mind, leading to more equitable and community-centered outcomes.</i> </li> </ul>	<p>the drafting process to ensure their buy-in and leadership in enforcing compliance; organizing targeted training sessions and workshops for procurement officers; including the guidelines in the Unified Programming Document and in the Executive Management Plan.</p>
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Implementation Plan				
ACTIVITY	TIMING	OUTPUTS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Debriefing on UR Impact project outcomes and review of impact assessment toolkit	January 2028	Meeting records	Social Impact Assessment Working Group, Office for Cultural Innovation, Europe and Youth and Housing Policies Service, Entangled Project unit	<b>Risk:</b> Loss of project memory due to time gap after UR Impact conclusion <b>Mitigation:</b> document key insights, tools, and final report in a shared folder; assign a "knowledge keeper" role within the team to preserve memory
Mapping of key stages in the public procurement process and analysis of potential entry points for integrating social impact assessment clauses and related indicators (using the impact assessment toolkit)	February 2028	Document resuming the analysis	Social Impact Assessment Working Group and Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Low engagement or availability of key administrative staff <b>Mitigation:</b> Find multiple points of contact
Engaging senior management and securing their support	-	Meeting records and PP analysis material delivered	Social Impact Assessment Working Group and Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Limited understanding by senior management of the added value of integrating social impact assessment into public procurement <b>Mitigation:</b> Highlight alignment with broader institutional goals and policy priorities; emphasize potential reputational, social, and economic return

Benchmarking and review of existing best practices	February – April 2028	Reports	Social Impact Assessment Working Group and Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Difficulty in identifying relevant and transferable best practices due to contextual differences <b>Mitigation:</b> Engage local experts and stakeholder to assess transferability
Development of the Guidelines	June 2028 – September 2028	Final document: Social Impact-Oriented Public Procurement: Operational Guidelines	Social Impact Assessment Working Group and Office for Cultural Innovation, Europe and Youth and Housing Policies Service	<b>Risk:</b> Lack of alignment with PP administrative staff needs, and practical implementation constraints <b>Mitigation:</b> Conduct needs assessments or focus groups early in the process

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	5.000 € (The total cost has been estimated to cover the work of a six-person unit, with the possibility of allocating part of the budget for ad hoc external consultancy services, if needed.)	Entangled budget
<b>Allocated Funding</b>	5.000 €	Entangled budget
<b>Funding Gap</b>	-	-

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Number of debriefing meetings held	At least 3 meetings by February 2028	Meeting calendar; meeting invitations; records
<b>Indicator 2</b> Number of good practices identified	At least 3 good practices that can be added in the municipal administration	Mapping report
<b>Indicator 3</b> Level of support expressed by the senior management	At least one formal endorsement per senior manager	Strategic Plan of the Municipality,

<i><b>Risk mitigation</b></i>			
<i><b>Risk</b></i>	<i><b>Likelihood</b></i>	<i><b>Impact</b></i>	<i><b>Mitigation Measure</b></i>
<b>Risk 1</b> Limited transferability of benchmarked practices	Medium	High	Apply strict relevance criteria and adapt practices to the local context.
<b>Risk 2</b> Guidelines are too abstract or impractical	Medium	High	Use a co-design approach with the PP administrative staff; pilot and validate drafts

## ACTION 10: Adoption of guidelines with Executive Resolution

<p><b>Short Description:</b> This action aims to formally adopt a set of guidelines for integrating social impact assessment into public procurement procedures, through an Executive Resolution by the City Council or Municipal Board. The purpose of this step is to institutionalize a shared framework for evaluating social outcomes in the design and implementation of publicly funded interventions. The target audience includes municipal departments involved in procurement and planning, political decision-makers, and administrative staff responsible for the implementation of public contracts. The resolution will not only approve the main guidelines but will also annex a series of supporting documents developed by the Social Impact Assessment Working Group over recent years. These annexes include templates, indicator definitions, methodologies, and examples of good practices, many of which are part of the Impact Assessment Toolkit. Together, they provide practical tools to support departments in applying the guidelines consistently and effectively. This formal adoption marks a crucial step in creating a systemic and scalable approach to impact-driven public action, enabling a new generation of procurement processes where social value becomes a central consideration alongside cost and efficiency.</p>	<p><b>Action Owner: Social Impact Assessment Working Group</b></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Impact Assessment Working Group</b> <i>It will act as the main promoter of the action. It will be responsible for presenting the proposed guidelines to the relevant municipal committee or council for formal approval. Additionally, the group will ensure that all necessary supporting documents, such as templates, indicator definitions, and explanatory materials, are compiled and annexed to the resolution. Its role is both technical and strategic: facilitating the transition from experimental tools to institutional policy.</i></li> <li>• <b>Technical Office</b> <i>Given its operational role in planning and managing public works and infrastructure projects, the Technical Office is a crucial stakeholder. It will be instrumental in aligning the new guidelines with existing procurement practices and ensuring that the integration of social impact criteria is technically feasible in tendering procedures. The office can also help translate the guidelines into practical instructions for future calls for bids.</i></li> <li>• <b>Resource and Asset Management Office</b> <i>This office likely plays a central role in financial planning, contract management, and the coordination of procurement activities. Its involvement will ensure that the guidelines are compatible with administrative and budgeting frameworks. The office will also help assess the cost implications and implementation pathways for the new procedures.</i></li> </ul>	<p><b>Estimated total cost: 2.500 €</b></p>
	<p><b>Key preparations needed for implementation</b></p> <ol style="list-style-type: none"> <li>1. The Impact Assessment Toolkit must be clearly defined, finalized, and accessible.</li> <li>2. All relevant municipal offices must be informed of the proposal and its connection to the UR Impact project.</li> <li>3. Informal alignment at the managerial level should be established to assess the feasibility of submitting the guidelines for approval.</li> </ol> <p><b>Risks: Lack of political or managerial support for formal adoption</b></p> <p><b>Mitigation strategies</b></p> <ul style="list-style-type: none"> <li>• Secure early informal buy-in from key political and managerial figures and clearly communicate the added value of the guidelines (e.g.,</li> </ul>

<p><i>Beneficiaries:</i></p> <ul style="list-style-type: none"> <li>• <b>Municipal Departments and Administrative Staff</b> <i>Departments across the municipality, especially those involved in service provision (e.g., social services, education, culture), will benefit directly from having clear, approved guidelines for assessing social impact in procurement. These tools will support better decision-making, align actions with broader policy goals (e.g., the SDGs), and improve accountability.</i></li> <li>• <b>Suppliers and Contractors</b> <i>Companies and third-sector organizations bidding for public tenders will have clearer expectations and standards to align with. This may also encourage innovation and the inclusion of social value in service delivery.</i></li> </ul>	<p>alignment with SDGs, legal clarity, strategic coherence)</p> <ul style="list-style-type: none"> <li>• Frame the proposal as a support tool rather than an additional burden, using real examples from the UR Impact project to show its practical relevance.</li> </ul>
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Implementation Plan				
ACTIVITY	TIMING	OUTPUTS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Identify and compile all supporting materials developed by the Social Impact Assessment Working Group (review of the Impact Assessment Toolkit)	September 2028	Final capitalisation of all the developed materials	Social Impact Assessment Working Group	<b>Risk:</b> Some relevant materials may be missing or outdated <b>Mitigation:</b> Perform a thorough review with key members and cross-check against original project deliverables
Draft the formal proposal text, including the guidelines and a summary rationale for adoption.	September 2028 – January 2029	Formal proposal text	Social Impact Assessment Working Group	<b>Risk:</b> The proposal may lack clarity or alignment with institutional language <b>Mitigation:</b> Involve someone with experience in drafting administrative documents for early feedback
Coordinate with the administrative offices (if required) to ensure the resolution meets internal regulatory formats.	January – March 2029	Meeting minutes and written feedback with proposed modifications	Social Impact Assessment Working Group Support: Technical Office, Resource and Asset Management Office	<b>Risk:</b> Delay in feedback or lack of cooperation from admin offices <b>Mitigation:</b> Initiate contact early and assign a focal point to maintain ongoing communication

Present the final version to the Municipal Board or Council	April 2029	Final version of the proposal	Social Impact Assessment Working Group	-
Communicate the adoption to all departments and publish the guidelines and annexes through internal channels.	May 2029	Executive resolution	Communication and Press Office Support: managerial level	<b>Risk:</b> Guidelines may not reach all relevant departments or be ignored <b>Mitigation:</b> Use multiple internal channels and involve the managerial level to ensure dissemination and follow-up

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	2.500 € (Total cost: 40 working hours for 4 municipal employees)	Municipal budget
<b>Allocated Funding</b>	2.500 €	Municipal budget
<b>Funding Gap</b>	-	-

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Number of supporting documents compiled and annexed to the proposal	At least one per each important section of the impact assessment toolkit	Document archive
<b>Indicator 2</b> Approval of the Executive Resolution by the Municipal Board or Council	Resolution formally adopted	Official Council/Board records
<b>Indicator 3</b> Availability of the published guidelines on internal platforms	All documents are available on online platform	Intranet upload confirmation
<b>Indicator 4</b> Level of awareness of the guidelines among department managers (survey-based)	At least 80% aware or well informed	Internal feedback survey

<b><i>Risk mitigation</i></b>			
<b><i>Risk</i></b>	<b><i>Likelihood</i></b>	<b><i>Impact</i></b>	<b><i>Mitigation Measure</i></b>
<b>Risk 1</b> Lack of political or managerial support for formal adoption	High	Very high	Engage decision-makers early with informal briefings and highlight alignment with strategic priorities (e.g., SDGs, innovation in procurement).
<b>Risk 2</b> Proposal not meeting administrative or legal formatting standards	Medium	High	Involve administrative staff from the beginning and request a preliminary review before formal submission.
<b>Risk 3</b> Perception of added workload from departments	Medium - high	High	Emphasize how the guidelines support and simplify processes; provide ready-to-use templates and case studies.
<b>Risk 4</b> Misalignment between guidelines and real procurement practices	Medium - high	High	Involve procurement-related offices (e.g., Technical Office, Resource and Asset Management) in drafting and validation phases.

## ACTION 11: Dissemination of its experience as an example for other municipalities

<p><b>Short Description:</b> The objective of this action is to initiate a chain of social impact assessment practices by encouraging and supporting other municipalities to embark on a similar path. Through a series of targeted meetings, the municipality will share its experience within the UR Impact project and the internal steps taken to integrate social impact assessment into its public procurement processes. These dissemination events will be led by the Social Impact Assessment Working Group, in collaboration with the Office for Cultural Innovation, Europe and Youth and the Strategy, Programming, and Control Area. The aim is to foster inter-municipal learning by presenting the methodology, results, and tools developed, including the set of indicators, guidelines, toolkits, and other supporting materials. All resources will be made publicly available, and municipalities will have the opportunity to request private consultations with the Social Impact Assessment Working Group and the Office for Cultural Innovation, Europe and Youth. These one-on-one sessions are designed to offer tailored support for adapting the approach to their local administrative and regulatory contexts. This action will help scale the impact of UR Impact by creating a replicable model and promoting a culture of strategic, impact-oriented public procurement.</p>	<p><b>Action Owner: Social Impact Assessment Working Group with Strategy, Programming, and Control Area</b></p>
<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Social Impact Assessment Group:</b> <i>Leads the overall design and coordination of the dissemination process. Responsible for sharing the methodology, lessons learned, and technical content developed during the UR Impact project. It also facilitates direct exchanges with interested municipalities through individual consultations.</i></li> <li>• <b>Office for Cultural Innovation, Europe and Youth:</b> <i>Supports the communication strategy, curates and organizes all project materials (indicators and toolkits realized within UR Impact) and manages the scheduling of dissemination events. It also provides technical support during consultations with other municipalities.</i></li> <li>• <b>Strategy, Programming, and Control Area:</b> <i>Ensures alignment of the dissemination initiative with broader municipal policies and priorities. Acts as an institutional anchor to promote political visibility and strategic endorsement of the initiative, both internally and in dialogue with other local administrations.</i></li> </ul> <p><b>Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• The primary beneficiaries of this action are other municipalities and local administrations interested in integrating social impact assessment into their</li> </ul>	<p><b>Estimated total cost: 4.000 €</b></p> <p><b>Key preparations needed for implementation</b></p> <ul style="list-style-type: none"> <li>• Collection and organization of relevant materials</li> <li>• Formalization and capacity-building of the Social Impact Assessment Working Group</li> <li>• Engagement of the Strategy, Programming and Control Area in early coordination</li> <li>• Definition of the dissemination format and engagement strategy</li> </ul> <p><b>Risks: Limited uptake by other municipalities and low interest by the internal administrative staff in sharing this competence</b></p> <p><b>Mitigation strategies</b></p> <p>Target municipalities with tailored outreach; recognize and valorize the</p>

procurement practices. By accessing shared tools, lessons learned, and tailored support, these entities will benefit from a tested model and practical guidance to implement similar processes within their own institutional settings.	contribution of staff involved in the dissemination
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<i>Implementation Plan</i>				
<b>ACTIVITY</b>	<b>TIMING</b>	<b>OUTPUTS</b>	<b>RESPONSIBLE PARTIES</b>	<b>RISKS &amp; MITIGATION</b>
Internal Preparation and Material Consolidation	Throughout 2027 - 2028	Guidelines, toolkit, templates, shared folder	Social Impact Assessment Working Group, Office for Cultural Innovation, Europe and Youth	<b>Risk:</b> Incomplete or unstructured documentation. <b>Mitigation:</b> Assign dedicated team members for content review and curation.
Align the dissemination action with municipal strategic objectives	January 2028 – September 2028	Internal strategy note approved by relevant departments	Strategy, Planning and Control Area <i>Support: Office for Cultural Innovation, Europe and Youth</i>	<b>Risk:</b> Misalignment with institutional priorities. <b>Mitigation:</b> Early engagement of strategic planning unit and political leadership; focus group to discuss how integrate it in the strategic plan
Design of Dissemination Strategy	September 2029 – February 2030	Registration forms, logistical plan, presentation materials	Office for Cultural Innovation, Europe and Youth, Social Impact Assessment Working Group	<b>Risk:</b> Ineffective targeting of municipalities. <b>Mitigation:</b> Use predefined criteria and networks to select relevant audiences; plan all the meetings and fixed all the relevant details; share the calendar
Delivery of the trainings/meetings (At first with a pilot action and then with a consolidated format)	Throughout the years	Presentations, feedback collected, training sessions records, photos	Social Impact Assessment Working Group, Office for Cultural Innovation, Europe and Youth	<b>Risk:</b> Delays or non-implementation of the action due to limited interest from both external municipalities and internal staff <b>Mitigation:</b> Launch early engagement activities highlighting the strategic value of the initiative, select motivated pilot municipalities, and formally recognize the internal team's role to boost commitment
Individual Consultations and Tailored Support	Throughout the year 2029 - 2030	FAQ document, consultation records	Social Impact Assessment Working Group	<b>Risk:</b> High demand may exceed capacity of the office. <b>Mitigation:</b> Schedule

				consultations in advance and prioritize based on readiness; create useful tools, such as FAQ document.
Reporting and Knowledge Transfer	December 2030	Final report that collect what have been done in the other municipalities and what are the next steps	Social Impact Assessment Working Group, Office for Cultural Innovation, Europe and Youth	<b>Risk:</b> Incomplete reporting or lack of follow-up. <b>Mitigation:</b> Assign reporting responsibilities and set internal deadlines.

<b>Budget and Funding</b>		
<b>Cost Breakdown</b>	<b>Amount (€)</b>	<b>Funding Source</b>
<b>Estimated total cost</b>	4.000 € (Total cost: 40 working hours for 5 municipal employees + communication costs)	Municipal budget + Horizon (Democracy and Governance)
<b>Allocated Funding</b>	3.000 €	Municipal budget
<b>Funding Gap</b>	1.000 €	Horizon (Democracy and Governance)

<b>Monitoring</b>		
<b>Monitoring Indicator</b>	<b>Target Value</b>	<b>Data Source</b>
<b>Indicator 1</b> Accessibility of materials for dissemination use	100% of materials organized and accessible by Dec 2026	Shared folder inventory
<b>Indicator 2</b> Strategy note or internal memo approved	Adding specific notes in the Unified Programming Document and in the Executive Management Plan	Strategic Plan
<b>Indicator 3</b> Number of events held	At least 4 meetings throughout the year	Event calendar; attendance sheets
<b>Indicator 4</b> Number of municipalities receiving consultations	Increasing number of individual consultations requests	Meetings records
<b>Indicator 5</b> Support summary document produced	At least one shared document with FAQ	Shared resources folder

<i>Risk mitigation</i>			
<i>Risk</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Mitigation Measure</i>
<b>Risk 1</b> Low internal interest in the dissemination	High	High	Make it mandatory in the Unified Programming Document and in the Executive Management Plan
<b>Risk 2</b> Low uptake by other municipalities	Medium	High	Engage a few motivated municipalities early on as pilot cases to build credibility
<b>Risk 3</b> Overload of requests for support (issues to reply, managing at the same time the other daily duties)	High	High	Plan and schedule consultations in advance, prepare standard info packages

# Colophon

## **Strategy and Coordination**

Municipality of Cinisello Balsamo – Lead partner of the “U.R. Impact” project  
Massimo Capano, Barbara Dal Piaz, Marica Gagliardi

## **Editor**

Silvia Pelanda

## **URBACT Lead Expert**

Liat Rogel

## **Visual Concept & Design**

Massimo Bortolamei, Federica Framba

## **Illustrations**

Massimo Bortolamei

## **Communication and Social Media**

Paola Cinquanta, Marica Gagliardi, Martina Pappalardo

## **Administrative and Financial Management**

Massimo Capano, Marica Gagliardi

## **Funding**



[urbact.eu/networks/ur-impact](http://urbact.eu/networks/ur-impact)

IG @ur\_impact.urbact

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**This publication presents the strategy developed by the Municipality of Cinisello Balsamo within the framework of the European project U.R. Impact: Prioritising Social Impact in Urban Regeneration, funded by the URBACT IV programme. The strategy is based on three key pillars—governance, impact assessment, and procurement—and places social impact at the core, as a priority criterion for the municipality’s future initiatives. It conceives municipal action in an integrated and sustainability-oriented manner, guiding the Municipality’s decisions and interventions through to 2030, while promoting inclusive, participatory, and responsible urban development.**