

DRAWING THE CHANGE

Theories of Change for Urban Social Impact

This exhibition brings together nine European cities from the U.R. IMPACT network. Each of them has been working to understand and show how social change takes shape - how it can be mapped, shared and made visible through a common tool: the Theory of Change.

What you see here is not just a set of posters. It is a collective experiment in making ideas visible - a visual record of cities learning to connect intentions with outcomes, and imagination with evidence.

Each illustration tells the story of a local journey: moving from isolated projects to more connected ways of acting and learning. Together, these works reflect a shared belief - that impact is not something abstract or distant, but something we can recognise, design and experience in everyday urban life.

Discover more at: urbact.eu/networks/ur-impact @ur_impact.urbact



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Bielsko-Biała (PL)
Bovec (SI)
Broumov (CZ)
Cinisello Balsamo (IT)
Hannut (BE)
Kamza (AL)
Longford (IE)
Mértola (PT)
Murcia (ES)

URBACT



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Ballymahon

AREAS OF INTERVENTION

● Governance ■ Men's Shed ★ Youth Cafe



We will do this through some activities:

- Development of a new inclusive governance structure
- Renovation of a vacant building for the Men's Shed to meet and be creative and supportive
- ★ Creation of a youth cafe in Ballymahon

These efforts will lead to immediate results:

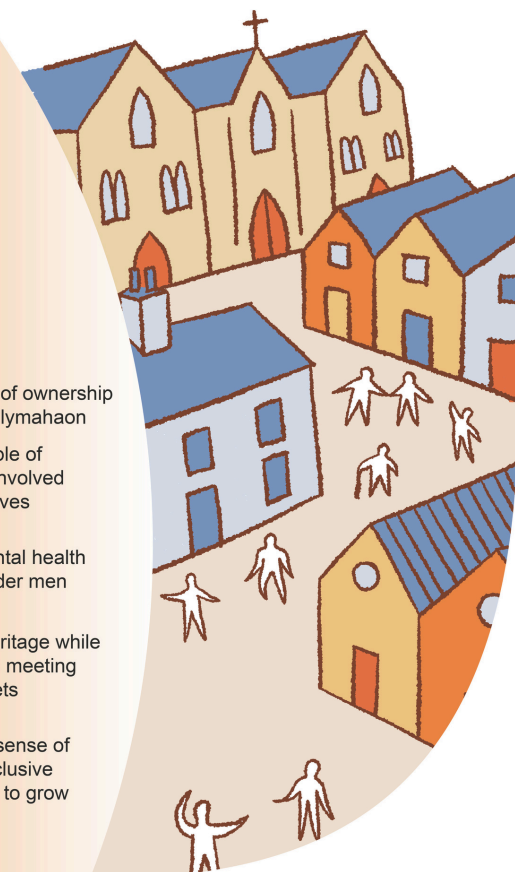
- Strong governance model to support the delivery of improved services and amenities
- Clear vision of the needs/requirements of the community
- A building for the Men's Shed to operate from, welcoming new members from across the community
- Derelict building brought back into active use
- ★ A new youth facility for young people to meet and interact

We will begin to see the following shifts happening:

- New community governance structure
- Enhanced social cohesion in the community
- Increased engagement of older men in the community
- Sustainable regeneration preserving local heritage
- ★ Safe, positive, inclusive space for young people to meet their friends and enjoy activities together

When this happens, we'll see:

- Increased the sense of ownership by community of Ballymahon
- Encourage the people of Ballymahon to get involved in other town initiatives
- Support for the mental health and wellbeing of older men in the community
- Conserving local heritage while contributing towards meeting climate change targets
- ★ Give young people a sense of belonging with safe inclusive space for young people to grow



Our mission is to ensure that

Ballymahon supports the older community, provides safe and engaging spaces for youth and strengthens the community through new inclusive governance structures.



By 2030, Ballymahon will be a place where everyone feels a sense of belonging and pride - a vibrant, connected community that supports one another, celebrates its people, and honours our rich heritage while building a shared future together.

Bielsko-Biała

AREAS OF INTERVENTION

- Housing
- Economy
- ★ Space
- ▲ Local Community



We will do this through some activities:

- Investments in housing
- Encouraging and activating actions dedicated to existing entities or those planning to start a business
- ★ Transformation of the centre of Białą into a multifunctional space
- ▲ Consultations and workshops with local community to strengthen local identity and enhance the sense of belonging

These efforts will lead to immediate results:

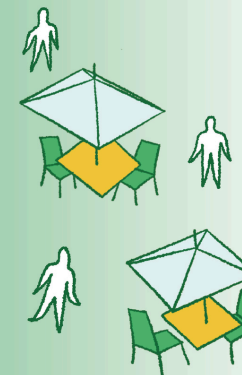
- Better standard of housing in the city centre
- Support services and space for people who want to run business at the center of Białą
- ★ New functions at the center of Białą
- ▲ People more involved in social life

We will begin to see the following shifts happening:

- More people interested in living in the city center
- Increase in the number of companies in the center of Białą
- ★ New residents and users attracted to the centre of Białą
- ▲ Strengthened people's sense of belonging to the centre of Białą

When this happens, we'll see:

- ■ ★ ▲ Lively city center with stronger local identity offering a multifunctional space



Our mission is to ensure that the center overcomes depopulation, economic decline, and social fragmentation by reactivating public spaces and attracting new users and opportunities.



By 2030, Białą's center will be a thriving socioeconomic hub of the city attracting residents, students, and visitors, with improved quality of life and community well-being.

- Entrepreneurship - Coworking
- Youth Empowerment & Social Inclusion
- ★ Civic Center Buška Izba

Our mission is to ensure that

Young families and people see their future in Bovec through better access to jobs, housing and shared spaces - countering outmigration and seasonality.

We will do this through some activities:

- Assessment of needs, securing of funding and equipping of coworking space
- Development of support services and employment of a coordinator
- Preparation and improvement of youth infrastructures
- Co-design and organisation of regular activities for learning, culture and social connection
- ★ Renovation and activation of a community hub with an ongoing program

These efforts will lead to immediate results:

- Operational coworking space offering training, mentorship and networking services
- Continuous programme of youth workshops and events fostering participation and creativity
- ★ Accessible and multifunctional civic center hosting community-driven initiatives
- First events held and attracting new participants

We will begin to see the following shifts happening:

- New opportunities reducing reliance on seasonal jobs and support to modern professions and entrepreneurs
- Increased youth engagement and learning exchange
- ★ Stronger local identity, cooperation and well-being
- Increased social interaction and inclusion across generations

When this happens, we'll see:

- More resilient local economy creating long-term work opportunities
- Empowered young generation actively contributing to community development
- ★ Culturally vibrant and socially cohesive community preserving local heritage

By 2030, Bovec will be a dynamic and sustainable town where young people and residents feel rooted and connected. A vibrant local life will strengthen creativity, identity, and social ties - ensuring balanced demographics and long-term sustainability.

Broumov

AREAS OF INTERVENTION

● Space ■ Local Economy ★ Local Community

Our mission is to ensure that

Broumov responds to demographic decline, social exclusion, and weak civic participation by empowering residents to shape a vibrant, inclusive city center.

We will do this through some activities:

- Change the physical appearance of the square
 - Reopen of Café Herzog in the city centre
- Regular meetings between entrepreneurs and city management
 - Discounted promotions and grant support for businesses
 - Expand sales of regional products at the Information Center
- ★ Support art in public spaces
 - Regular community and cultural events

These efforts will lead to immediate results:

- New seating in front of shops, refurbished shop windows, fewer parked cars, and more space for pedestrians
 - Cafés on the square
- Entrepreneurs involved in various projects and events
 - Supported network of local businesses
 - More regional products for sale
- ★ Regular public art exhibitions in city spaces
 - Culture as a regular city centre feature

We will begin to see the following shifts happening:

- Higher satisfaction, quality of life and time spent in the city centre
 - Architecturally high-quality space where people can enjoy time in the city centre over a good coffee
- Stronger engagement and communication between entrepreneurs and city management
 - Increased purchases in local shops by residents and tourists
 - Increased local production and sales
- ★ Public spaces with high-quality art
 - People feel happier and connected to their community

When this happens, we'll see:

- ★ The public space is friendly to people - it offers a place to meet, spend leisure time and shopping locally



By 2030, Broumov aims to be a model for small rural cities, with a vibrant, people-centered city center shaped through active citizen participation. Public spaces will be welcoming, lively, and accessible, supporting local life, culture, and inclusive community development.



Cinisello Balsamo

AREAS OF INTERVENTION

- Governance Model
- Impact Indicators & Measurement Pilots
- ★ Impact Measurement for Public Procurement

We will do this through some activities:

- Training programs and ongoing capacity-building on social impact assessment methods
- Development of an Impact Assessment Toolkit with practical guidance
- Establishment of a Social Impact Assessment Working Group within the Municipality
- Co-creation of impact indicators with local stakeholders
- Structured observation and participatory monitoring of urban interventions through the use of co-designed indicators
- ★ Training program on integrating social impact into public procurement processes
- Definition and formal adoption of social impact procurement guidelines through Executive Resolution
- ★ Dissemination of practices to other municipalities

These efforts will lead to immediate results:

- Increased municipality and stakeholder knowledge on social impact assessment methods
- Publication of the Toolkit with guidelines, tools, and core indicators
- Official municipal regulation establishing working group and plan
- A set of indicators ready for testing
- Systematic collection of evidence-based insights on social and urban impacts
- ★ Procurement staff trained on social impact criteria
- Approved guidelines for procurement processes
- Publication of case studies and best practices

We will begin to see the following shifts happening:

- Enhanced understanding and readiness to apply social impact assessment methods in municipal planning
- Municipal departments and partners adopt the toolkit for planning and evaluation
- First applications of social impact assessment in selected areas
- More responsible, indicator-based management of interventions
- Improved risk mitigation and refinement of social impact indicators through observations and civic engagement
- ★ Greater use of social impact criteria in procurement, leading to more socially responsible contract awards
- Standardized application across all procurement processes
- Embrace of social impact criteria by other municipalities

When this happens, we'll see:

- Urban regeneration interventions, managed by the Municipality, generate positive, lasting outcomes, strengthening citizen well-being and city quality of life
- Improved participatory and data-driven governance for more effective and socially responsible interventions
- ★ Strengthened institutional capacity and leadership in embedding social impact considerations into public procurement

Our mission is to ensure that

urban regeneration projects truly improve citizens' lives by integrating social impact assessment and rebuilding trust between people and institutions.

By 2030, Cinisello Balsamo will be a model of sustainable urban regeneration, where social impact assessment guides all interventions. Through strong collaboration between citizens and local authorities, the city will foster inclusive, resilient, and community-driven development.

Hannut

AREAS OF INTERVENTION

- Culture & Business
- Communication & Tourism
- ★ Mobility & Green Transition
- ▲ Architecture
- ▮ Governance

Our mission is to ensure that

the city centre remains vibrant despite the decline of retail, while Le Champ des Possibles strengthens the city's appeal by attracting new visitors.

We will do this through some activities:

- Build new concert hall hosting cultural centre, library & business centre
- Improve communication on "What to do in Hannut" for both residents and visitors
- ★ Create pleasant walking paths from city centre to concert hall
Develop safe cycling routes linking city centre to surrounding villages
- ▲ Enhance architecture & identity of city centre
- ▮ Hold regular meetings between authorities & retailers; joint activities are proposed for users

These efforts will lead to immediate results:

- Major cultural & economic events organised in the concert hall
- Numerous successful events are organised every week
Increased visibility of the city centre attracts new visitors
- ★ Resting areas, children's activities, art installations are present along pathways
People use bikes for trips between villages and city centre
- ▲ The city image is recognisable in media and public perception
- ▮ Retailers are engaged & informed about city developments

We will begin to see the following shifts happening:

- More people stay and enjoy the city
- People attend events and spend time enjoying the city
The city centre becomes vibrant and lively, supported by visitors
- ★ People enjoy walking between areas; families make use of leisure spots
Less car traffic, safer streets, more walking & cycling
- ▲ Stronger civic pride; inhabitants love spending time in the concert hall & city centre
- ▮ Cooperation helps local shops succeed; each city part contributes to the success of the other

When this happens, we'll see:

- ■ ★ ▲ ▮ Hannut attracts cultural and business visitors who also enjoy events, shops, and leisure in the city centre
- ★ ▲ Pleasant walking paths link key areas, encouraging longer stays and supporting local businesses
- ■ ★ ▲ Tourism boosts activity, making the city centre a vibrant, welcoming hub for residents and visitors

By 2035, Hannut will stand out in the region thanks to its concert hall, which will attract more visitors than today. Residents enjoy a higher quality of life with access to engaging events, schools benefit from a vibrant cultural centre, and people choose to stay in the city for a lifetime.

- Sustainable Urban Planning
- Community and Social Spaces
- ★ Local Economic Development

Our mission is to ensure that

rapid population growth in Kamza leads to sustainable development, by transforming neglected riverbank areas into inclusive, green public spaces.

We will do this through some activities:

- Administrative procedures to transfer the river coast property from central institutions to the municipality
- Feasibility study for the area of the intervention and needs analysis of the stakeholders
- Realization of the Architectural Plan, secure funding for the Multifunction Park
- Development and implementation of a promotional plan for the city's new citizen-oriented area
- Creation and implementation of a Management Plan for the Multifunctional Park
- ★ Promotion of the new area to attract private sector investment

These efforts will lead to immediate results:

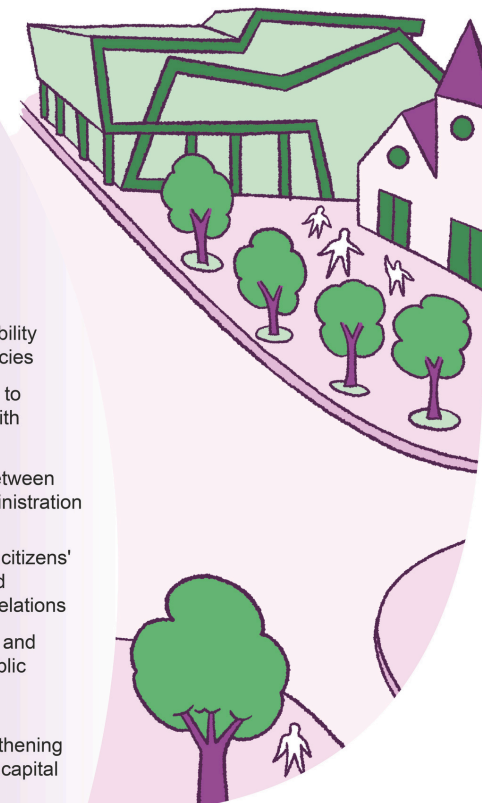
- Transfer of a specific area, consolidating administrative procedures for future transfers
- Feasibility study strengthened by inputs on citizens' needs and local priorities
- Launch the development of a new green and multifunctional hub
- Increased visits to the city's new focal point
- Creation of a new attractive hub
- ★ Creation of a tax incentive package encouraging private investment in and around the Multifunctional Park

We will begin to see the following shifts happening:

- More municipal land dedicated to green, sustainable, and socially oriented policies
- Participatory urban development shaped by residents
- Creation of a multifunctional park with systemic involvement of citizens and stakeholders
- Consolidation of a multifunctional park as a hub for social activities
- Supporting strategic policy for a polycentric urban model
- ★ Establish a new policy practice involving the private sector in hub development

When this happens, we'll see:

- Greater municipal responsibility in urban development policies
- New integrated approach to territorial development with citizen participation
- Stronger relationship between citizens and public administration
- Stronger social capital, citizens' sense of belonging, and citizen-administration relations
- Greater trust of citizens and local stakeholders in public administration
- ★ Area development strengthening both social and economic capital



By 2030, Kamza will offer a greener, more inclusive urban environment, with regenerated riverside areas that promote biodiversity, recreation, and community well-being. The city aims to lead by example in sustainable development through integrated planning and public space transformation.

Mértola



We will do this through some activities:

- Update the Heritage Safeguarding and Urban Regeneration Plan
 - Promote building/housing rehabilitation support
 - Provide housing and quality services to the community
- Foster community collaboration
 - Monitoring urban regeneration social impact
- ★ Supporting new small businesses, creativity and innovation, promotion sustainable tourism
- ▲ Promote nature-based solutions for public areas and climate resilience
 - Preserve and monitor heritage structures



These efforts will lead to immediate results:

- New Heritage Safeguarding and Urban Regeneration Plan
 - Grant Program for Historic Center Building Conservation and Rehabilitation
 - Affordable Housing units for rent
 - Water network, fiber optic, and delivery service upgrades
- World Café community Sessions and Night at the Market Events
 - Social impact Reports
- ★ New Roman Museum and Hammam & Tea House openings
 - Coworking Mértola and Flow4Science & Art Program
 - Biosphere Tourism Destination Certification
- ▲ Biodiverse, cool and friendly riverside and public spaces
 - Conservation of the Mértola city walls and River Tower



We will begin to see the following shifts happening:

- Historic Center regenerated with heritage conservation, innovation, and improved housing and public services for vulnerable residents
- Stronger community fabric with civic participation
 - Improved understanding of urban regeneration's impact and better policy alignment
- ★ More opportunities for small businesses, reduction of tourism seasonality
 - Mitigating demographic decline
 - Increased visibility of Mértola as a cultural and sustainable tourism destination
- ▲ Greater environmental quality, biodiversity and climate adaptation
 - Increased security and monitoring

When this happens, we'll see:

- A sustainable, thriving Historic Center, preserving heritage while enhancing overall quality of life and supporting demographic renewal
- A stronger participatory community with cultural identity and civic engagement, effective evaluation and tailored urban planning
- ★ A revitalized local economy with new businesses, sustainable jobs, and balanced year-round sustainable tourism
- ▲ Safer and more resilient environment benefiting residents and visitors

AREAS OF INTERVENTION

- Urban Regeneration, Housing & Heritage
- Community Engagement & Social Inclusion
- ★ Economic, Cultural & Tourism Revitalization
- ▲ Environmental Sustainability & Resilience



Our mission is to ensure that

Mértola old town preserves its heritage while tackling aging, depopulation, climate risk and gentrification through sustainable, participatory urban regeneration.



By 2030, Mértola's historic center will be a model of sustainable regeneration, where cultural heritage and modern living coexist. Through inclusive, community-led planning, it will become a resilient, accessible, and vibrant place for residents and visitors alike.

Murcia

Our mission is to ensure that

Murcia overcomes its historic urban divide by reconnecting neighborhoods, improving access, and promoting equitable urban regeneration.

We will do this through some activities:

- Plant 5,000 native shrubs with automated irrigation
- Install intelligent and sensed lighting on green paths
- Build two 1km pathways linking South Connection areas
- Regulated intersection for road, pedestrian & cyclist traffic
- Relocate the bus station
- ★ Organise an itinerant South Connection Exhibition
- ★ Restore Torreagüera halt as a sports & cultural facility
- ▲ Local Mixed Employment and Training Program & collective participation in local improvements

These efforts will lead to immediate results:

- 5,000 shrubs planted with smart irrigation
- Green infrastructure installed
- New intersection with traffic lights, crosswalks & bike lanes
- Transportation hub in a safer, concentrated location
- ★ A visual exhibition on the urban regeneration project, shown monthly in each affected neighborhood
- ★ Renovated building equipped for sports & cultural programming
- ▲ Implementation of local enhancement projects and participatory workshops

We will begin to see the following shifts happening:

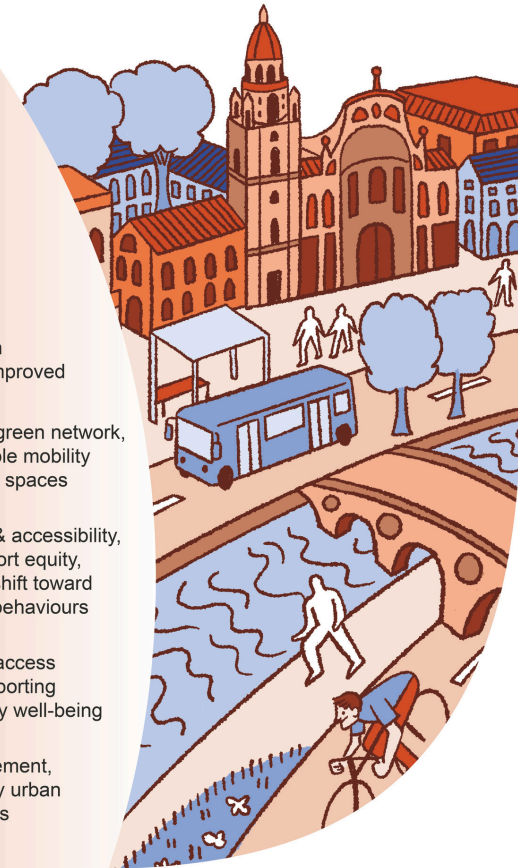
- Increased biodiversity & lower maintenance
- Safer, more usable public spaces that encourage daily recreation & commuting
- Increased green mobility & faster commutes
- Improved connectivity on a local, regional and national level
- ★ More informed citizens & active participation in city place-making
- ★ Expanded access to recreational & cultural activities for residents
- ▲ Skill development for participants & visible upgrades to public areas
- ▲ Increased citizen involvement & shared ownership of urban improvements

When this happens, we'll see:

- More equality between neighbourhoods and improved citizen wellbeing
- A connected urban green network, promoting sustainable mobility and inclusive public spaces
- Improved mobility & accessibility, with greater transport equity, less traffic risks & shift toward sustainable travel behaviours
- ★ Expanded cultural access & participation, supporting long-term community well-being
- ▲ Stronger civic engagement, with more participatory urban development processes

AREAS OF INTERVENTION

- Aesthetics & Green Transformation
- Transport & Mobility
- ★ Culture & Leisure
- ▲ Citizen participation



By 2030, Murcia will be a more connected and equitable city, bridging the divide between north and south. Through inclusive planning and civic participation, South Connection will foster vibrant, accessible communities with equal opportunities and a better quality of life for all.