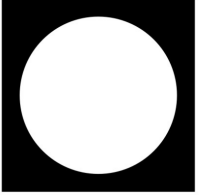


 Travel Uncover the cogwheels behind inspiring policies and practices. Rather than passive and extractive visits to the usual suspects, we carefully curate engaging encounters and reciprocal dialogues with key policymakers and grounded citymakers.	 Translate Bridge the gap between international inspiration and local implementation. Rather than merely observing best practices, we deconstruct them into transferable principles and enabling factors — to tackle your local challenges.	 Transform Embed insights into imaginative ways of making caring cities. Rather than letting momentum fade after a study trip, we co-create an actionable pathway to turn fresh inspiration into concrete strategies, pilot projects, and policy shifts.
PREPARATION Workshop: Defining key questions We deconstruct and narrow down your core curiosities and challenges to key questions that sharpen the intentionality of your trip and maximise the impact for your practice. In a moderated session, you present your initial topics, challenges and curiosities that motivate you to do a study trip. We then use our workshop canvas to deconstruct them to core questions to answer during your study trip. We move from generic themes (e.g., "Affordable Housing") to precise investigative questions (e.g., "How to develop an active public land policy to accelerate cooperative housing"). We bring 'inspiration cards' of potential cities and practices to the table to help define which city and types of practices to visit. Travel planning Together with local actors, we prepare a carefully curated travel plan including key cases, partners, methodologies and practicalities - and fine-tune it with you. UTA leverages local networks to identify suitable sites. We draft a travel plan for you to feedback, then finalize the minute-by-minute flow, ensuring a narrative arc that connects policy theory with on-the-ground practice. This travel plan also includes logistics (means of transport and food) on location. . TRAVEL Smart travelling Avoiding flights, we provide a low-carbon journey nourished with a curated selection of on-topic, inspirational resources, such as travel reading and podcasts. This includes preparatory content and, if needed, further inputs to benefit from in-between stops and accommodations – turning 'lost travel time' into a meaningful learning experience. Two weeks prior, participants receive a 'travel package'. It includes a 'city data Snapshot' (comparing demographics, density, and governance of home vs. local city), relevant maps, and a carefully curated list of podcasts and articles to discover before or during the travel time. This ensures everyone starts with the same baseline knowledge of the host city's structural reality - making sure we can skip the basics and dive deeper once we're on location. The travel package acts as an introduction to the city, topic, partners and other participants. Collective visits Rather than passive observations, we organise active, immersive and embodied engagements. We enrich the visits with perspectives of key public, civic and private actors.to optimally experience and learn from inspiring field visits of practices and policy projects. We strictly avoid conference rooms. We meet actors on-site –in the courtyard, the street, or the facility, inspiring more direct and hands-on interactions. On collective visits, multiple voices ranging from designer and policy maker to inhabitant or ngo are joining to provide a multi-actor and critical perspective on projects. At the end of the visit, a UTA Guide moderates and animates short dialogues between the visitors and	On-site reflection At the end of the journey, we gather with key local actors we met along the way for a concluding dialogue. Together, we draw initial conclusions, recognize overarching patterns, and begin filtering out transferable core principles while mapping the challenges and opportunities for translating these insights to your local context. A UTA Moderator facilitates a structured roundtable where participants and local actors collaboratively reflect on the trip. Using a visual framework, we collectively map out the general insights, enabling factors and obstacles.We capture remaining questions and openly discuss the "friction points" of bringing these practices into your own financial, juridical, and cultural operating system. The goal is to capture the main pillars (e.g. culture, policies, institutional landscape, stakeholders) in order to develop a "blueprint" for answering the study trip's guiding questions. Thereby, we ensure participants return home with a clear, critical summary. Daily reflection Rather than letting a packed itinerary blur your impressions, we facilitate a structured daily wrap-up to capture the most valuable takeaways and collective reflections while the experience is still fresh on site. At the end of each travel day, a UTA Guide moderates a short, focused reflection session. We distill the group's main takeaways and collect unresolved questions to address during the final wrap-up of the trip. The goal is to document knowledge, synthesize the day's insights and gather questions for the on-site reflection at the end of the excursion. Reciprocity meal We conclude the trip with an informal dinner, inviting selected local actors who shared their time and knowledge with us. This evening serves as a gesture of gratitude, fostering deep informal exchange, sparking new networks, and actively embodying our core value of reciprocity. UTA curates and hosts meals in a locally grounded, inspiring venue, bringing together your delegation and key local practitioners. We create a relaxed environment that strips away professional formalities. This setting sparks organic conversations, unexpected insights, and long-term professional connections and collaborations that outlast the trip itself. Translation session Shortly after the visit, participants (and colleagues) that didn't join the study trip as well as local partners from the visited city join a moderated workshop in which the main insights are presented and patterns and context factors are identified. We dive deeper into the translation of core principles to your local reality in a moderated session. We make connections and identify gaps between new ideas and existing priorities, budgets, regulations, institutions and cultures. By sharing insights a culture of transformation is nurtured. By stripping away the city-specific context, we reveal transferable core principles. In this session, a UTA Moderator first gives a general presentation with key takeaways based on the field notes of the study trip and the 10 core insights publication. A selection of other people who joined the trip share extra insights from	Transformation session One to two months after the study trip we moderate a online session together with a group of interdisciplinary participants from your city administration or organisation to turn insights into actionable policy and/or practice transformation. The moderated session has three main parts. First of all, we prioritize core insights and link them to an engaging future vision. Second, we define an actionable strategy to start working towards this future today; defining the gap with current financial, juridical, political, cultural and governance operating systems as well as short-, mid- and long-term actions for meaningful policy and/or practice transformation. Third, we work towards a collective statement of engagement to work towards this transformation. One-year reconnect Sustain the momentum of your transformation by keeping the international network alive and celebrating your progress back home. We facilitate a structural touchpoint one year after the trip to ensure both visiting and local actors stay engaged. We organize a moderated online call between your organisation and key actors from the visited city. Together, you share how the initial insights have evolved into concrete actions (policy or practice) over the past twelve months. This reciprocal catch-up serves as a motivational milestone to reflect on shared hurdles, give mutual credit for real-world changes and stimulate continuous interurban dialogue.

the local experts to ensure deep knowledge transfer. PRODUCTS Travel map This phase ends with a designed travel document holding the planning, core information on the contextual differences between your own city and the city to be visited, as well as recommended reading and podcasts. To make sure everyone comes informed and prepared. Travel guide & field notes We equip your team with a physical companion that seamlessly blends daily logistics with deep urban reflection. This designed booklet helps participants navigate the city effortlessly while capturing valuable insights on the go. The first part covers all practicalities, including the detailed itinerary and accommodation. The second part depicts the core city data and info (as already shared before the travel date), paired with structured space for personal observations. By the end of the trip, the booklet becomes a personalized archive of your key takeaways, ready to guide further reflection back home.	their experience. Then, we split up in groups. Using a workshop canvas, we cluster insights, identify core principles and contextual factors, challenges and opportunities in how to implement this in the 'operating system' of your locality. Furthermore, the UTA Moderator provides further research on the priority principles and facilitates a workshop to mirror the insights with existing local policies and practices, regulations, policies, institutions, public and civic priorities, cultures and ongoing projects. In this session, a moment is provided to ask questions to core actors from the visit that popped up after the study trip . PRODUCTS 10 core insights publication We provide a publication with 10 core insights from the study trip that participants and colleagues can incorporate into their practice back home. For each insight, we identify core enabling factors and references to more detailed information. The 10 core insights publication is worked out prior to the translation session and forms the key tool to discuss translating policies and practices to your own context.	PRODUCTS Transformation starter During the transformation session actors develop transformative actions (for their actor group and/or organisation) that are summarized in the transformation starter. This document guides participants, organisations and other interested stakeholders on how to implement change in their local context. As the direct output of the transformation session, this document captures the participants' and/or organisation's collective strategy. It provides a clear and straightforward overview of your prioritized insights, the identified systemic gaps, and the initial actions agreed upon during the transformation session, serving as a practical record to kickstart your local changes. Statement of Engagement Serving as a formalized letter of intent, this ambition document captures your individual or the collective commitment of your organisation. It anchors the shared vision established during the sessions and acts as a mandate for change. By explicitly outlining the shared goals and responsibilities, it ensures that all involved actors from within your organisation remain aligned and actively engaged in executing the agreed-upon urban transformations.
Extra options		
Care-free logistics In our basic option, we organise the mobility on location as well as breakfast and lunch options every day. In this extra option, we also take care of booking accommodation and transportation to and from the host location. Activity visit To go beyond a visit and dialogue, these activity visits offer a more active and embodied experience to visitors strengthening group dynamics, fostering a deeper knowledge transfer and creating a memory that will stick. Together with a local actor, we define a meaningful way for visitors to engage in an activity related to the topic of the study trip that contributes to the locality; from hopping on a canoe to clean a canal and to learn more about open water swimming in cities, planting fruit trees in a future urban food forest to learn about green infrastructure planning, ... we carefully select an activity that will keep resonating back home. Swarm out visits To explore multiple niches, we split up into smaller groups, visit suggested practices and report back, for even more personal and richer insights. Based on your interest, we identify additional key actors and projects to visit. We divide the visitors into smaller swarms that each go on a deep-dive into certain aspects of your core question . We make sure a local will welcome and guide each swarm on location. All of that knowledge is documented and shared with the group. Deep dialogues In these moderated session(s) during the travel, topics rising during field visits are unravelled together with key local actors. Typically scheduled over a seated lunch or dinner,a UTA Moderator interviews a 'critical friend' (local journalist, academic, or activist) to challenge the polished narratives of the day. We ask the 'taboo' questions about funding, gentrification, and political failure to ensure a realistic understanding of the projects seen. Reciprocal dialogue In these dialogue(s), local actors are welcomed to discuss local issues with visiting actors. Local actors choose one of the key strengths of the visiting delegation to dive deeper into – gathering lessons for their own local questions. That way we ensure a multi-directional- exchange of knowledge, going beyond extractive field visit dynamics.	City playbook We provide a curated multimedia publication holding synthesized lessons structured along core thematic and questions. A tangible tool to keep the insights alive and easily sharable within your organization. Media development To transfer all knowledge to your colleagues and wider network, we develop suited media to reach them. From a video on inspirational projects, a podcast to revisit the most interesting dialogues you've had with local experts, articles and blog posts for your organisation.	Co-developing Together, we dive deeper into the nitty-gritty of your policy and/or practice transformation. We support you in writing policy, developing an open call for a pilot project to pioneer a new policy or practice, support your organisational reform, ... based on deep insights from the study trip. Roadmap Bridging the gap between the trip's energy and your daily operational reality, we provide a visually supported roadmap detailing actions and responsibilities. Co-developing actionable documents Building on the synergy developed during the travel, translate and transform phase, we offer the possibility to work on actionable documents. For example, we proposed and helped the Flemish government to set up an open call to support pioneer housing cooperatives, co-authored policy and legislative proposals to innovate the development of public and community spaces,

