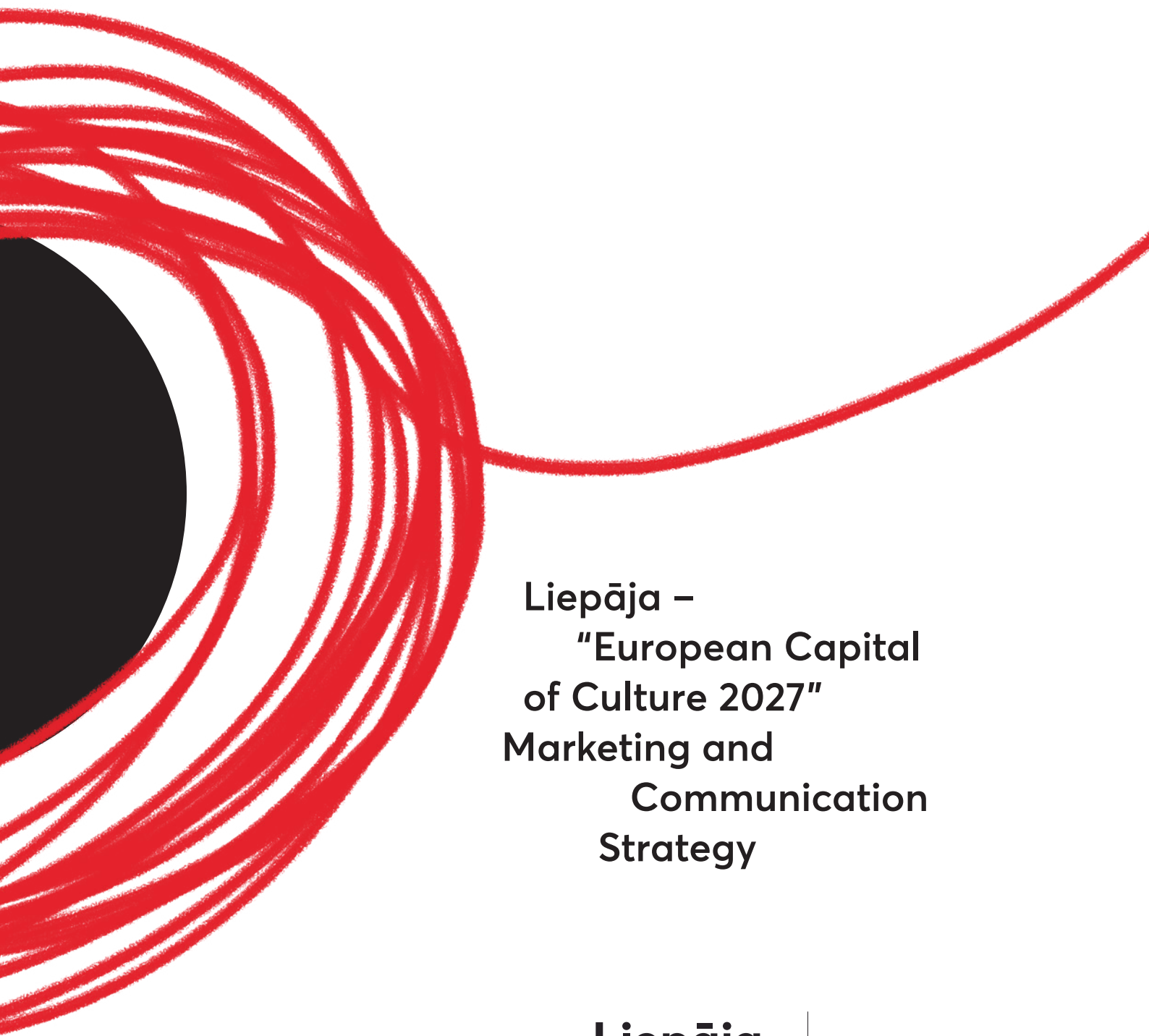


# (un)rest



Liepāja –  
“European Capital  
of Culture 2027”  
Marketing and  
Communication  
Strategy

Liepāja  
2027  
European Capital of Culture

Official partners:  
Kuldīga Region  
South Kurzeme Region

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# Foreword

The Marketing and Communication Strategy for Liepāja as the European Capital of Culture 2027 has been crafted in alignment with the city’s successful bid for the title, the Development Programme of Liepāja City Municipality and South Kurzeme Region 2022–2027, and the Marketing Communication Plan of Liepāja City Municipality 2022–2027. This strategy also draws valuable insights from public opinion surveys.

The current brand platform of Liepāja City serves as the foundation for its European Capital of Culture 2027 communication efforts.

Brand cornerstones: Liepāja and its surrounding region represent a harmonious, smart, and diverse environment, shaped by strong personalities and bold, impactful ideas.

Brand role: A launchpad for even the most ambitious ideas, inspiring individuals, Latvia, and the world.

Brand personality: A narrative of magical realism—a grounded reality infused with a touch of magic.

Brand vision: A space that blends global ambition with the comfort of small-town life.

Brand promise: The symbolic Liepāja wind-viewed through an emotional rather than just physical lens—awakens the mind and unlocks new thoughts and ideas.

As the European Capital of Culture 2027, Liepāja’s brand magnifies its existing identity, bringing a European dimension and enriched value to the city. This vision expands to include South Kurzeme and Kuldīga regions as integral partners, positioning the entire area as a shared stage—a land of (un)rest.

The central slogan of Liepāja 2027, (un)rest, embodies a duality that inspires connection and action. On one hand, it invites locals, visitors, and global audiences to embrace moments of tranquillity, to unplug from daily concerns, and immerse themselves in the extensive artistic programme of Liepāja 2027. On the other hand, it sparks a creative restlessness, awakening the dormant spirit of innovation and inviting everyone—whether residents, regional partners, or international guests—to step beyond passive observation and actively contribute to the cultural movement.





# Marketing Communication Objectives, Key Messages

The marketing and communication objectives for Liepāja as the European Capital of Culture 2027 outline the tangible results the project aims to achieve by 2028. These objectives extend beyond traditional communication activities to encompass broader marketing efforts, including service development, fostering partner engagement, encouraging shifts in public habits, implementing innovative projects, and participating in collaborative initiatives. Collectively, these activities will lay the groundwork for establishing a unified and robust marketing and communication agency. This entity will continue to build on the successes of Liepāja 2027, ensuring sustained momentum and reinforcing the partnerships forged during the project.

The specific objectives for marketing communication encompass a wide range of activities, such as:

- “Liepājas 2027” daily communication;
- Advertising campaigns;
- Graphic identity and design;
- Engagement with the local population and cooperation partners;
- Content communication that highlights the artistic programme;
- Specialized communication and marketing projects, etc.

Ultimately, the overall objectives of the European Capital of Culture 2027 will be driven primarily by the rich and diverse content of its artistic programme.

## Key Communication Objectives:

- Strengthening Liepāja’s image as a remarkable and unique destination with deep-rooted traditions and a forward-looking, modern vision, celebrated both nationally and internationally;
- Fostering a shared sense of belonging across Liepāja, Kuldīga, and South Kurzeme regions as a unified cultural space, emphasizing the values of the region, Latvia, and Europe as a whole;

- Broadening the public’s perception of culture to encompass its economic, environmental, and social dimensions, inspiring a holistic understanding of its societal importance;
- Positioning Liepāja as a city of paradoxes, where contrasting elements harmoniously coexist, with the concept of (un)rest serving as a central theme in communications;
- Encouraging behavioural change by inspiring the public to participate in civic life, adopt sustainable practices, and reimagine their daily habits;
- Enhancing European partnerships and dialogue, fostering feedback and collaboration with audiences across different European countries;
- Cultivating pride in place, empowering residents to celebrate their local identity and contribute to the overall development of Liepāja and its surrounding regions.

## Key Messages

1. The core aim of Liepāja 2027 is to spark a transformation in public behaviour—from passive spectatorship to active participation—through the dynamic and impactful content of its five artistic programme lines, generating long-term value and growth for the city.
2. The Liepāja 2027 programme extends beyond cultural events, integrating activities across sectors such as IT, education, business, and environmental sustainability, thereby strengthening the region’s foundations for the future.
3. Liepāja thrives as a city of paradoxes, offering a platform for extraordinary interdisciplinary projects during the European Capital of Culture year, such as contemporary art installations in former metal industry locations, street art in sports stadiums, and cinematic experiences in children’s playgrounds.
4. Everyone is welcome to join—not only to bring their ideas and projects to life but also to play a role in transforming and improving life in Liepāja, the surrounding region, and Latvia in general.
5. The European Capital of Culture 2027 initiative is a unique opportunity that empowers individuals and communities to expand their capacities and realize their potential.

# Target Audiences

To increase the impact and efficiency of the marketing activities for Liepāja 2027, the project identifies key audience segments, each with distinct roles and objectives. The primary goal across key and secondary audiences is engagement—whether as participants, visitors, or co-creators of the programme. For niche audiences, the focus is also on generating interest and encouraging at least one visit to Liepāja 2027 events.

The audiences are categorized into three main groups based on their priorities and potential for engagement: key audiences, strategic audiences, and niche audiences.

**Key Audiences** represent the primary focus of marketing efforts. These individuals are the most active participants in civic and social life, making them natural leaders within their communities. Their engagement holds the greatest potential to inspire wider participation, serving as catalysts for broader public involvement.

**Strategic Audiences** are secondary groups that, while not the primary focus, can significantly amplify the reach and impact of marketing efforts. By addressing these audiences through core marketing activities, the project can extend its influence on wider demographics.

**Niche Audiences** represent untapped potential, requiring tailored communication strategies to effectively engage them. These groups include young people, ethnic minorities, people with disabilities, specific communities.

Key audiences consist of individuals who are already highly active in civic and social life. This group holds the greatest potential to inspire and mobilize their communities, making them a primary focus for marketing communications aimed at driving public engagement. Within the broader category of potential visitors, key audiences include professionals, former residents, and tourists—segments that carry significant social and economic value.

## Main Key and Strategic Audiences:

1. Residents of Liepāja city;
2. Residents of Kuldīga and South Kurzeme regions;
3. Residents of Latvia;
4. Foreign guests and tourists;
5. Cooperation partners: local, national, and international collaborators involved in co-creating the programme;
6. Support organizations aiding the implementation of various marketing and communication projects.

## Niche Audiences:

1. Minority ethnic groups;
2. People with disabilities;
3. Young people;
4. Different communities.

## Description of the Target Audience:

The segmentation of target audiences was based on a comprehensive analysis of both quantitative and qualitative research. The Liepāja City Marketing Communication Plan 2022–2027 provided a foundation through public opinion surveys, while qualitative methods, such as expert interviews and brainstorming sessions, added depth to the insights. The segmentation was carried out using the following criteria, enabling the creation of specific sub-segments and tailoring of marketing strategies to meet their needs:

- geographical: places where individuals live, move, and spend their time,
- socio-economic: factors such as generational differences, economic status, family life cycle, etc.,
- psychographic: lifestyles, attitudes, and values,
- behavioural: patterns of event attendance, service usage, and involvement in shaping urban life.

## Profile of the Population

Activists	<ul style="list-style-type: none"> <li>• Age: 25–65</li> <li>• Occupation: Public sector employees, entrepreneurs, and professionals in the information technology and creative industries.</li> <li>• Place of residence: Concentrated in Vecliepāja, Dienvidrietumi, Ezerkrasts residential districts of Liepāja, as well as the South Kurzeme and Kuldīga regions.</li> <li>• Income level: medium, medium-high, and high.</li> <li>• Highly informed about local developments (actively use platforms such as the Liepāja Facebook page and the municipal website).</li> <li>• Actively utilize city services.</li> <li>• 68% believe that life in Liepāja surpasses the quality of life in Latvia as a whole.</li> <li>• Proud local patriots, they are actively involved in initiatives that enhance the city and adept at inspiring others to join these efforts.</li> <li>• Actively encourage friends and acquaintances, both from Latvia and abroad, to visit Liepāja and explore the surrounding regions.</li> </ul>
Quiet Contributors	<p>Age: 25–65</p> <ul style="list-style-type: none"> <li>• Public sector employees, entrepreneurs, IT and creative industry professionals, industrial workers, and skilled technicians.</li> <li>• Place of residence: Spread across various neighbourhoods, including Vecliepāja, Jaunliepāja, Dienvidrietumi, Karosta, Zaļā birze, Tosmare, Jaunā pasaule, Ezerkrasts, Northern Suburbs, and the South Kurzeme and Kuldīga regions</li> <li>• Are well informed about local developments through municipal Facebook pages and websites.</li> <li>• Use city and municipal services selectively.</li> <li>• Generally happy with life in Liepāja and its municipalities, identifying as local patriots.</li> <li>• Encourage friends and acquaintances from Latvia and abroad to visit Liepāja and the surrounding regions.</li> <li>• Participate in shaping the local environment sporadically and often independently, rather than collaboratively.</li> </ul>
Young People	<p>Age: 16–25</p> <ul style="list-style-type: none"> <li>• School students, university undergraduates, and part-time employees.</li> <li>• 58% have a positive view of job opportunities in Liepāja.</li> <li>• Either lifelong residents of Liepāja or recent arrivals pursuing education. Many perceive the city as a temporary stepping stone, with ambitions frequently directed toward Rīga or international destinations.</li> <li>• Place of residence: Reside in areas such as Jaunliepāja, Dienvidrietumi, Karosta, Zaļā birze, Tosmare, Jaunā pasaule, Ezerkrasts, Northern Suburbs, and the South Kurzeme and Kuldīga regions.</li> <li>• Actively utilize cultural, entertainment, and sports facilities but are less aware of municipal resources or events, as they engage less frequently with the city's digital communication channels.</li> <li>• Possess ideas and talent, particularly in cultural or entrepreneurial fields, but are often unaware of the support available from municipal institutions and NGOs to bring these ideas to life.</li> </ul>
Ethnic Minorities	<p>Age: 25+</p> <ul style="list-style-type: none"> <li>• Limited awareness of city and regional events due to living within distinct informational networks or "bubbles."</li> <li>• 71% express pessimism regarding job opportunities in Liepāja.</li> <li>• Passive in contributing to neighbourhood development.</li> <li>• Passive in attending cultural or entertainment events, feeling that existing offerings do not align with their interests</li> <li>• Place of residence: Concentrated in Jaunliepāja, Dienvidrietumi, Karosta, Zaļā birze, Tosmare, Jaunā pasaule, Ezerkrasts, and Northern Suburbs.</li> </ul>

Pre-Retirement and Retirement Age Groups living in boroughs and regions	<p>Age: 55+</p> <ul style="list-style-type: none"> <li>• Occupation: Public sector employees, professionals, and retirees.</li> <li>• Income level: low, medium-low, medium.</li> <li>• Place of residence: Predominantly in Jaunliepāja, Dienvidrietumi, Karosta, Zaļā birze, Tosmare, Jaunā pasaule, Ezerkrasts, and Northern Suburbs.</li> <li>• 65% hold a negative view of employment opportunities in Liepāja.</li> <li>• 50% positively assess recent progress in healthcare.</li> <li>• Relatively pessimistic about the current situation in the city and therefore dissatisfied with the work of the municipality.</li> <li>• Limited participation in cultural and entertainment activities, favouring free events. Many feel the cultural offerings do not align with their interests.</li> <li>• Healthcare is a critical priority.</li> <li>• Difficult to reach through digital channels and lack adequate information about city developments.</li> <li>• Nostalgic for Liepāja's past.</li> </ul>
Regional Population	<p>Age: 15–55+</p> <ul style="list-style-type: none"> <li>• Place of residence: South Kurzeme and Kuldīga regions.</li> <li>• Occupation: various.</li> <li>• Income level: low, medium-low, medium.</li> <li>• Sporadic participation in cultural and leisure activities, with a preference for free events.</li> </ul>
People with Disabilities	<p>Age: 0–55+</p> <ul style="list-style-type: none"> <li>• Place of residence: Liepāja, South Kurzeme Region, Kuldīga Region, Latvia, European countries.</li> <li>• Occupation: various.</li> <li>• Income level: medium, medium-low, low.</li> <li>• Limited use of cultural and leisure offerings, with a strong preference for free events and activities designed to accommodate their needs.</li> </ul>

## Potential Guests and Tourists

Young Professionals	<p>Age: 30–45</p> <ul style="list-style-type: none"> <li>• Parents with children.</li> <li>• Occupation: Public sector employees, healthcare professionals, entrepreneurs, IT and creative industry specialists accustomed to remote work, engineers, and professionals in manufacturing and logistics.</li> <li>• Currently reside in Rīga and metropolitan area.</li> <li>• Income level: medium, medium-high, high.</li> <li>• Many are at a stage where they have achieved career stability but may have experienced burnout, leading them to prioritize well-being over work intensity. Seek a balanced lifestyle, valuing not just financial rewards but also a supportive, family-oriented environment with opportunities for personal growth, development, and relationship-building.</li> <li>• Drawn by the Liepāja's proximity to nature, tranquil ambiance, and mobility.</li> </ul>
Culture Connoisseurs	<p>Age: 18–55+</p> <ul style="list-style-type: none"> <li>• With children.</li> <li>• Occupation: Public sector employees, cultural experts, entrepreneurs, IT and creative industry professionals, self-employed</li> <li>• Currently reside in Rīga, its metropolitan area and European countries.</li> <li>• Income level: medium, medium high, high.</li> <li>• Art and culture enthusiasts with sophisticated tastes, who are experienced in cultural life, seeking innovative and surprising projects. View culture as a means for personal growth, relationship building, and stress relief.</li> <li>• Value the city's natural surroundings, harmony, ease of movement, and diverse cultural offerings.</li> </ul>

Former Liepāja Residents	<p>Age: 30–45</p> <ul style="list-style-type: none"> <li>• With children.</li> <li>• Occupation: Public sector employees, entrepreneurs, IT and creative professionals, remote workers, industrial employees.</li> <li>• Currently reside in Rīga, its metropolitan area and abroad.</li> <li>• Income level: medium, medium high, high.</li> <li>• Born and raised in Liepāja but relocated for education or career opportunities.</li> <li>• Retain sentimental ties and strong familial or friendship connections in the city.</li> <li>• Motivated by sentimental nostalgia and familial encouragement, some may consider returning to Liepāja.</li> </ul>
In Pursuit of Education	<p>Age: 16–25</p> <ul style="list-style-type: none"> <li>• Regional students moving to Liepāja for secondary or vocational education.</li> <li>• Students seeking enrolment in places like Liepāja University, Maritime College, airBaltic Pilot Training Academy, and RTU Branch.</li> </ul>
Digital Nomads	<p>Age: 25–35</p> <ul style="list-style-type: none"> <li>• Occupation: Self-employed professionals, IT specialists, creatives, finance, and marketing experts.</li> <li>• Residency: European countries.</li> <li>• Citizens of the World, who work and live flexibly, often relocating every few months.</li> <li>• Seek unique surroundings, cultural diversity, and pleasant weather.</li> <li>• Attracted to culturally vibrant and scenic locations with affordable living, high-speed internet, and co-working spaces.</li> </ul>
Pre-Retirement and Retirement Age Group	<p>Age: 55+</p> <ul style="list-style-type: none"> <li>• Occupation: Professionals, retirees.</li> <li>• Income level: medium to high.</li> <li>• Residency: abroad or other Latvian cities.</li> <li>• Are potential end users of culture and entertainment offer.</li> <li>• Highly value healthcare and well-being services.</li> <li>• Nostalgic about Liepāja and the Kurzeme region.</li> </ul>
Tourists	<p>Age: 15–55+</p> <ul style="list-style-type: none"> <li>• Primary audience: Latvia, Lithuania.</li> <li>• Secondary audience: Estonia, Germany, Poland, Finland, Sweden, Netherlands, France, UK.</li> <li>• Niche audience: Denmark, Norway, USA.</li> <li>• Income level: medium to high.</li> <li>• Cultural explorers interested in authentic cultural events, national heritage, and unique experiences.</li> <li>• Keen on gastronomic tourism and expanding their cultural horizons.</li> </ul> <p>+ECoC</p>
Current and Former European Capital of Culture Cities	<p>Age: 18–55+</p> <ul style="list-style-type: none"> <li>• Present ECoC teams.</li> <li>• Former ECoC teams.</li> <li>• Cultural experts.</li> <li>• Cultural journalists.</li> <li>• Income level: medium to high.</li> <li>• Residency: European countries.</li> <li>• Follow cultural events and processes across Europe.</li> </ul>

## Cooperation Partners

Cooperation partners	Large public companies and organizations, such as the State Chancellery, ministries, and state enterprises, major private businesses in Liepāja and the region, organizations.
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# Communication Tactics, Breakdown of Communication Blocks

## (un)rest tactics

The story of (un)rest is simple and understandable to all, built around five programme lines and a diverse range of events, with the individual at the centre, assigned a key role. The extensive offer of themes, the artistic programme, and the packed event calendar will be presented in a clear and accessible manner to a wide audience. A precise visual language will be employed, accompanied by clear, straightforward messages, highlighting contrasts and paradoxes that are easily understood across borders, whether it is Poland, Sweden, France, Lithuania, or any other European country. Communication will focus on the upcoming changes in the city and region, framed within the context of the European Capital of Culture events and the underlying rationale for these transformations. A strategic selection of content will guide the use of communication channels, ensuring a clear, two-way conversation that fosters human connection and personal relationships. To support this, professionals will monitor public sentiment, conducting regular surveys and studies to gauge the level of engagement, assess how the programme is perceived, and track shifts in public opinion on matters of importance to the community. Day-to-day communication will primarily be in Latvian and English, with plans to introduce an automatic translation tool on the website to facilitate access in every language globally.

## Communication Blocks Breakdown:

- Artistic Programme;
- Public Participation Programme;
- Overall project highlights;
- Cooperation with partners (sponsorship strategy\* – to be developed after the detailed development of the artistic programme and its timeline).

## Main Guiding Principle of the Programme Lines

**European Dream.** We are all familiar with the “American Dream”: greater comfort, more prosperity, and the opportunity for anyone to “hit the jackpot.” But what is the European Dream? Paradoxically, this vision remains undefined. As the European Capital of Culture 2027, Liepāja seeks to explore and define this concept, not only involving the local community but also inviting participation from people across Europe and around the world. This programme’s interdisciplinary projects will be grounded in the belief that solidarity, diversity, cooperation, and respectful coexistence are the core values of the European Dream—values that are worth striving for.

**Port Paradox.** Liepāja is a city of contrasts—(un)rest has shaped both its culture and its identity over time. Opposites exist side by side, with their tensions often forging the unique identity we proudly claim today. In a world of increasing uniformity, we must learn to embrace these paradoxes as catalysts for bold decisions and innovative expressions. Through the initiatives in this thematic line, we will uncover the paradoxes of Liepāja, giving new insight into the city’s heritage. Often overlooked, these contradictions will now be brought to the forefront, allowing the rest of Europe to fully appreciate them. Thanks to our involvement in the European Capital of Culture 2027, this is our chance to maximize the potential of these narratives.

**Deliberate Modesty.** Surrounded by the Baltic Sea, Lake Liepāja, and untouched natural beauty—forests and meadows—it feels as though we are in paradise. Yet, this pristine environment, like so many others, is affected by climate change and human activities. Environmental neglect has not only harmed nature but has also impacted our physical and mental well-being, often drowning us in the whirlpool of overconsumption and imbalance. Through the initiatives of this thematic line, we aim to restore harmony. We will explore the impact of art on green innovation, integrate principles of smart, circular economy-based business management into our daily practices, raise public awareness about the importance of conscious moderation, and encourage a more mindful approach to caring for both our surroundings and the planet as a whole.

**New Eyes!** This programme invites us to embark on a journey around Liepāja, discovering the city through "new eyes." Our mission is to look deeper, beyond the surface, and explore the layers that connect us all—whether neighbour to neighbour, colleague to colleague, or the residents of Karosta to those of Jaun Liepāja. We aim to bridge the generations, with young residents learning from the wisdom of older generations, uniting in the shared responsibility and joy of co-creating for our city, our region, and for Europe. By opening our eyes to the city's hidden gems and overlooked stories, we will explore how to contribute to the shaping of our shared environment, foster the growth of creative industries, spark the exchange of ideas even in the city's farthest corners, and, most importantly, rediscover how to embrace the simple pleasures of life right here, at home.

**Creative Foresight.** The world has changed rapidly—technologically, socially, and in response to global challenges. These shifts underscore the need to prepare for the future, and Liepāja is ready to embrace that change. Through the fusion of social innovation and creative communities, alongside technological advancements, we are paving the way for sustainable urban renewal. Education is at the heart of this transformation, equipping the younger generation to navigate the blend of online and offline worlds, to make informed decisions, and to adapt to technologies like artificial intelligence. With the projects in this programme line, we will ignite a conversation about the legacy we wish to leave behind—not just in our city, but for the world. It's time to dream boldly, think creatively, and shape a future where innovation and humanity go hand in hand.



# Communication Channel Strategy

To achieve the objectives, we harness the full spectrum of marketing and communication tools, integrating diverse channels across Liepāja, Latvia, and Europe. This dynamic strategy moves seamlessly between digital and physical realms to engage audiences effectively:

- **Digital Communication Tools**, featuring a website and app with a digital event platform, monthly newsletters, and vibrant social media channels like Facebook, Instagram, TikTok and others. Partnerships with Latvian and European news and culture portals, simultaneous translation for events, and more.
- **Environmental Advertising**, where strategic placements include urban environments in Liepāja, neighbouring municipalities, other Latvian cities like Rīga, and high-traffic areas such as public transport hubs and airports. Advertisements extend to twin European Capital of Culture cities.
- **Direct Engagement**, which fosters personal connections through regional events, collaborations with twin cities, Latvian embassies, and tourism fairs. An open office in Liepāja’s city centre serves as a hub for interaction. Partnerships with regional and national media, politicians, influencers, and opinion leaders.
- **Print Media** with its traditional channels remain valuable, with a focus on flyers, leaflets, programme guides, and newspapers.
- **Travel Industry Partnerships** with airlines and tour operators.
- **Local Ambassadors** like Liepāja and regional residents, and our cooperation partners.
- **Media projects**, TV and radio campaigns that target both national and international audiences.
- **Innovative Collaborative Projects** with sponsors and supporters.

**Sustainability is a cornerstone of our communication strategy:** it is reflected in every message and initiative, showcasing how our projects and actions contribute to the city’s, the region’s, and the country’s sustainable goals. Through these efforts, we empower society to adopt long-term thinking and practices. Similarly, the quality of communication materials is paramount. Every photo, video, and design layout are created with the utmost care and professional precision, subtly educating the public about the importance of high-quality services and products.

**Communication voice:** friendly, approachable, inclusive, and welcoming while remaining informative and practical. This ensures that our message is both accessible and impactful, fostering a sense of belonging and engagement among diverse audiences. Communication will be ongoing until the end of 2028, ensuring transparency and providing updates on objectives, indicators, and results.

**Regularity:** during the preparatory period until 2025, there will be a consistent presence with at least one daily entry across all digital channels. From 2025 onward, the intensity will increase in tandem with the overall programme’s growth. Media relations will be carefully nurtured, with timely press updates aligned with key events and messages. Quarterly face-to-face meetings with journalists will provide an opportunity to discuss ongoing issues in a relaxed, informal atmosphere. Additionally, monthly newsletters and other updates will ensure consistent communication across various platforms.

**Communication content:** the content will encompass the event programme, opinion leadership on cultural and socio-economic issues, partner projects, and participation in initiatives organised by other institutions. Digital communication will be integral, ensuring every activity is accessible on digital platforms through live streaming, online engagement, or photo and video reports. This approach allows millions worldwide to participate in Liepāja’s European Capital of Culture 2027 events, transcending the limitations of physical attendance.

**Digital communication:** despite the focus on digital innovation, the foundation of all communication remains deeply human, built on open relationships, mutual respect, and inclusive values. These principles guide every aspect of our messaging, setting an example for impactful and meaningful engagement.

**Digital communication tactics are crafted to align with the overarching strategic communication objectives:**

**To ensure that Liepāja’s image is both strengthened and celebrated on national and international stages:**

- Creation and ongoing maintenance of a modern, visually engaging website that serves as a comprehensive hub for all information about Liepāja as the European Capital of Culture 2027.
- Active and regular social media updates designed to captivate and engage audiences through visually striking photos, dynamic videos, and compelling stories, the digital presence will showcase the essence of Liepāja 2027—its rich traditions, dynamic events, and forward-thinking vision.



- Collaborations with influential digital voices will further amplify this presence. By forging meaningful partnerships with prominent influencers, the profile of Liepāja 2027 will be elevated, ensuring its resonance reaches diverse and expansive audiences.
- Proactive engagement in cultural tourism platforms will spotlight Liepāja as a prime destination for cultural exploration.

**To foster a sense of belonging to Liepāja, Kuldīga, and the South Kurzeme regions—collectively known as the Land of (un)rest and envisioned as a unified cultural space within Latvia and Europe:**

- Providing engaging and interactive online activities designed to actively involve citizens in the initiatives of the foundation Liepāja 2027.
- Highlighting the cultural, historical, and personal stories of the region, thereby cultivating a sense of pride and appreciation for the unique identity of Liepāja, South Kurzeme, and Kuldīga.
- Establishing collaborative projects with local businesses, organizations, and cultural institutions to align with the overarching values of Liepāja 2027.

**To raise public awareness of the cultural sector's significance by:**

- Effectively communicating the sector's impact on economic growth, environmental sustainability, and societal well-being through dynamic content on social media platforms and the foundation's official website.
- Facilitating inclusive online discussions and debates that delve into the multifaceted dimensions of culture, such as its economic contributions, environmental considerations, and opportunities for active participation.
- Partnering with educational institutions to integrate cultural themes and activities into their curricula, nurturing an early appreciation for culture and its critical importance.

**To strengthen Liepāja's image as a city of paradoxes:**

- Showcasing opposites and contrasts that define Liepāja as a city of rich traditions harmoniously paired with a progressive vision for the future, leveraging digital channels for storytelling and visual representation.
- Curating thematic digital campaigns and interactive activities that provoke thought and dialogue about (un)rest and the dynamic interplay of contrasts in the city's character.

- Facilitating discussions and sharing personal narratives on social media platforms to highlight the paradoxical spirit of Liepāja and its multifaceted identity.

**Encouraging the public to transform mindsets and attitudes:**

- Creating digital activities and competitions to actively engage citizens in sustainability-focused challenges, encouraging shifts in daily habits toward more environmentally conscious practices.
- Sharing compelling stories and tangible examples of transformation already underway in Liepāja, showcasing the impact of European Capital of Culture 2027 initiatives and inspiring further change.
- Collaborating with environmental organizations and associations to provide targeted education and motivate public involvement in sustainability and development projects.

**Promoting feedback and fostering mutual dialogue with European partners:**

- Hosting digital platforms and online discussions that include participants from diverse European countries, fostering a vibrant and inclusive dialogue.
- Engaging actively with other European Capitals of Culture and cultural institutions, sharing experiences, outcomes, and lessons from Liepāja 2027.
- Inviting European citizens to contribute feedback and reflections on culture and identity, encouraging an interactive and reciprocal conversation about the project.
- Instilling pride in Liepāja's story by publishing personal experiences, achievements, and creative examples on digital platforms, inspiring a sense of shared ownership.
- Organizing dynamic digital events to spotlight Liepāja's innovations, accomplishments, and potential, amplifying its voice on the European stage.

**Analysing** previous posts is essential for effectively refining social media content planning.

**Content Planning.** The content of digital communication is planned, following the best practices for communication quality and professionalism. It is not arbitrary but strategically crafted to achieve specific objectives, ensuring that every publication aligns with the broader goals of the European Capital of Culture 2027 initiative.



**Content Creation.** Each publication on digital platforms is designed with a clear purpose—whether to raise brand awareness, inform about upcoming events, educate the audience on Liepāja’s role as the European Capital of Culture 2027, or drive ticket sales. Understanding the specific goal of each post helps determine whether additional paid advertising is needed to boost visibility. Content from partners or other organizations is not simply shared through retweets but instead curated into bespoke pieces, ensuring that each message supports the Liepāja 2027 initiative. The goal is to simplify the user experience by linking directly to events, activities, or projects, providing easy access to relevant information, and responding promptly to messages, fostering real-time engagement.

**Authentic or Self-Generated Content.** In alignment with the growing trend of short-form videos on digital platforms, self-generated content becomes central to engaging followers and showcasing the authenticity and originality of the Liepāja 2027 brand.

This content resonates with audiences, creating deeper connections through its genuine representation of the city’s culture and vision. Furthermore, dynamic content such as videos, moving images, and short clips takes precedence over static content, keeping the digital presence vibrant and captivating for the audience.

**Hashtags.** The strategic use of hashtags significantly enhances engagement with target audiences, reinforcing the brand’s presence and improving the effectiveness of its outreach. We focus on crafting phrases that are easily recognizable, capitalizing each word for clarity and impact, such as #PieLaimesGalda and #KarostaRadosta, while avoiding Latvian traditional prolongation signs and soft characters.

**Collaboration with Digital Content Creators.** Our collaboration efforts will extend beyond Latvia, partnering with leading digital content creators from across Europe’s cities and countries. Clear agreements will be established regarding the terms of cooperation, including the number of posts, videos, the inclusion of competitor products or services (if pre-existing), and mechanisms for engaging followers in activities like contests and discounts. The aim is to maximize outreach and appeal to European audiences by combining physical events, such as conferences and discussions, with live streaming on digital platforms, ensuring broader participation.

In collaboration with major telecommunications and technology companies, we will offer live broadcasts of events on large screens throughout the city, ensuring accessibility for a diverse range of audiences, including individuals with physical disabilities. This approach will foster inclusivity and extend the reach of our events to both local and international spectators.



# Graphic Identity

In creating the visual image of "Liepāja 2027," we have endeavoured to align it with the graphic standard established by the City of Liepāja, including the official colours, typeface, and graphic identity as defined therein. This approach has been taken with the intention of fostering a sense of continuity and coherence between the visual identity of the City of Liepāja and the aspirations embodied by the "Liepāja 2027" initiative. Given the local population's expressed support for the existing brand of Liepāja and the close connection between the European Capital of Culture package and the events taking place in the city and the region, it seems prudent to pursue a strategy that would achieve and ensure a stronger and more lasting effect, so the visual and design communication of "Liepāja 2027" is implemented in parallel and in unison with the graphic standard defined in the marketing strategies of Liepāja and the region, which have already been developed. We will ensure that any communication material with the Liepāja 2027 symbol is created only in coordination with the Public Relations and Marketing Department of the Liepāja 2027 Foundation.

Earlier this year, the "Liepāja 2027" brand was registered with the Patent Board as an official trademark owned by the Liepāja City Municipality. The Foundation has been granted the exclusive right to use the brand until 2028, while other parties are prohibited from using identical or similar trademarks.

This means that permission should be sought from the owner of the mark before using it in connection with goods and/or services, enhancing the overall competitiveness of the Liepāja 2027 brand while also protecting the rights of the trademark owner.

It is not allowed to use the "European Capital of Culture 2027" designation for commercial purposes. In cases when the foundation is a financial or information sponsor of the event or a cooperation partner, the use of the symbol of Liepāja as the "European Capital of Culture 2027" is subject to written consent from the Head of the Public Relations and Marketing Department.

## Presentation Materials

The people of Liepāja and Kurzeme are known for their strong local pride and deep connection to their roots. In fact, 87% of Liepāja residents approve of the city's image—a reflection of their shared identity. This pride often translates into everyday fashion, as residents love to showcase the city's symbols in their clothing and accessories.

Building on this sentiment and inspired by the city's existing presentation materials, we are excited to introduce a line of "Liepāja 2027" souvenirs. These

items will serve as gifts for business partners, elegant tokens at receptions and festive events, and delightful keepsakes for anyone wishing to carry a piece of Liepāja's spirit.

The collection will be available at the Liepāja Region Tourist Information Office, as well as in information centres across Kuldīga and South Kurzeme municipalities. To reach a global audience, an e-shop will be launched, allowing anyone, anywhere, to own a tangible piece of the "Liepāja 2027" experience.

# Public Participation

Engaging residents of Liepāja and surrounding municipalities in meaningful decision-making remains one of the most pressing challenges. Currently, only a small portion of the population is civically active. Analysis of academic and public sector data identifies four key challenges that hinder active public involvement in city development and decision-making processes:

- **Physical Barriers:** Traditional methods of citizen engagement, such as Town Hall-style public consultations, often fall short of fostering widespread participation. These meetings require attendees to gather in a specific place at a set time, which can be inconvenient or inaccessible—especially for residents of outlying districts far from the city centre.
- **Distrust of Officials:** A pervasive feeling of “I can’t influence anything” discourages many from engaging in civic activities, stemming from a lack of trust in public officials and the decision-making process.
- **Social Inertia:** The existing social and cultural environment often fails to inspire or involve people in meaningful activities. This lack of excitement and engagement leads to apathy towards civic and social participation.
- **Information Gaps:** Certain societal groups remain under-informed about shared concerns and city initiatives. This lack of communication fosters misinformation and, in some cases, the spread of fake news, further reducing trust and participation.

## Current Challenges in Public Participation:

1. Only 14% of Latvia’s population is socially or civically active, reflecting a broader challenge in fostering engagement across the country.
2. **NGO Fragmentation.** Non-governmental organisations (NGOs) in Liepāja struggle with limited cooperation and a lack of effective information exchange, hindering their ability to drive collective initiatives.
3. **Public awareness gaps of the roles and functions of NGOs.** This often leads to individuals addressing the municipality with questions or proposals that NGOs could handle more effectively, creating inefficiencies.

4. **Hard-to-reach segments of the population** are often uninformed about city events, developments, and municipal activities. This lack of awareness contributes to dissatisfaction and disengagement within the community.

To address barriers to civic engagement and promote greater social involvement, a series of targeted activities will be implemented through 2027. These efforts align with the Liepāja City Marketing Strategy and the broader European Capital of Culture 2027 plan. Central to this vision is the MISSION (UN) REST programme, which leverages three key public engagement mechanisms:

- **Audience Research:** A combination of digital and face-to-face surveys and studies will help deepen understanding of audience needs and the specific challenges faced by organisations in Liepāja and the surrounding regions.
- **Culture Renovation Programme:** This initiative focuses on strengthening the organisational, creative, and non-governmental sectors. It fosters the exchange of knowledge and skills among Liepāja residents, connects them with foreign experts, and enhances local capacity through diverse activities.
- **“Mūsu Sēta, Mūsu Druva” Programme:** Aimed at sparking dialogue with local neighbourhoods, this programme reimagines and revitalises Liepāja’s city centre while cultivating a sense of belonging. It encourages all residents to actively participate in civic life and decision-making.

MISSION (UN)REST brings together professionals from various fields, including creative industries, NGOs, educational institutions, businesses, municipal employees, and residents of the city and region. The programme features a sequence of interconnected events designed to establish new traditions, enhance societal belonging, and boost civic activity. Drawing inspiration from successful citizen participation projects across Europe, this initiative aspires to create a vibrant, engaged community that shapes Liepāja’s future.



# Media Relations

The media are a vital partner in our journey of (un)rest, helping us connect with people, share their stories, and inspire participation. For local media, this presents an opportunity to deepen their focus on regional narratives, while for international outlets, it offers a broader story about Latvia and the Baltics. Our approach will transcend traditional media relations. We will host tailored events specifically for the media, such as breakfasts amidst the former "Liepāja Metalurģs" steel plant during the "Iekšpus-ārpus" exhibition, guided tours through the Liepāja fortification tunnels as part of the "Karosta-Radosta" project, and immersive experiences of Northern Solstice traditions during our solstices. Remote audiences will also be engaged through virtual tours and forums showcasing current events in Liepāja and its surrounding regions. Niche media partnerships will target audiences passionate about culture, travel, art, cinema, nature and other.

Collaborations with public media is one of our priorities and it includes Latvian Radio and Latvian Television, ensuring major events are broadcast nationwide, further amplifying their reach.

## Local Media

Liepāja has already established strong ties with regional and national media, including "Kurzemes Vārds", "Liepājas Vēstules", "Grobiņas Vēstules", "Kuldīgas Vēstules", [liepajniekiem.lv](http://liepajniekiem.lv), [irliepaja.lv](http://irliepaja.lv), "Kurzemnieks", "TV Kurzeme", "Radio Skonto", "Kurzemes radio", "Radio SWH", "Diena", "Neatkarīgā Rīta Avīze", LTV1, LR1, LR2, LR3, LR4, Delfi. [lv](http://lv), Tvnet. [lv](http://lv), TV3, žurnāli "Klubs", "Santa", "Kas jauns", national news agency LETA and niche media [satori.lv](http://satori.lv), [arterritory.com](http://arterritory.com), [fotokvartals.lv](http://fotokvartals.lv) – we aim to enhance these relationships and secure long-term agreements with Latvia's top 10 media outlets across radio, TV, print, and digital platforms.

## International Media

We are fully aware the engaging international audiences will be a strategic priority in order to raise our profile visibility. We will build on existing partnerships and forge new connections to share the message of (un)rest globally:

- Work with media in the home countries of artists participating in our programme—e.g., Finland, Portugal, and France—to share the Liepāja story across Europe.
- Partner with the National Electronic Media Council to bridge us with organisations such as the European Broadcasting Union (EBU) and the International Federation of Journalists, leveraging their networks to tell our (un)rest story to the European audience.
- Host visits for foreign journalists, bloggers, and tourism professionals to showcase Liepāja beyond the typical tourist spots, providing them with a memorable and personal experience and not just that from the magazine covers.
- Collaborate with LIAA's Tourism Department to organise journalist tours, recognizing that experiencing Liepāja firsthand builds deeper, more impactful stories while fostering meaningful professional relationships.

- Collaborate further with Baltic media like Estonia's Postimees and Lithuania's Lietuvos Rytas and Delfi group who are already tuned to the Liepāja and region.



# Communication and Marketing Projects, Cooperation with Partners

## Local Level

**Local Entrepreneurs.** From the hospitality industry, including restaurants, cafes, hotels, and apartment owners, to hairdressers, sports centres, garages, and retail shops, local businesses are integral to welcoming thousands of visitors every year. We will engage these entrepreneurs to connect with their customers and foster lively conversations about culture. In addition, we will encourage large companies and organizations with extensive workforces to participate in cultural events, such as the “Neighbourliness” and “Skills Exchange” projects.

**NGO's and Local Storytellers.** Organisations, leaders of neighbourhoods, interest groups, and local storytellers will serve as the primary communication channels in many communities. Projects like “Neighbourliness”, “Face to Face with Nature”, “D10 United”, “The Happy Table”, and others will reach even the most remote areas, creating a ripple effect that inspires new leaders and volunteers to join the movement. Through open calls and project competitions, we will invite the community to submit ideas, organize joint events, engage peers, and amplify the message of (un)rest

**Liepāja 2027 or (un)rest Ambassadors.** The most impactful ambassadors of the city are its residents—those from Liepāja, Kuldīga, and South Kurzeme—who are intimately connected to the region. In special campaigns, we will invite locals, regional experts, public figures, and influential personalities to become official ambassadors of Liepāja 2027. Each ambassador will contribute to various areas, such as climate change, promoting new educational models, advocating for international visibility, and highlighting European diversity in Liepāja. The Ambassadors will be carefully selected for both their expertise and reputation, not only within their professional circles but also at the national and international levels. The title of Ambassador is one of distinction, but also one of competence. We will also invite notable Latvian talents and contemporary European intellectuals to join as Liepāja Ambassadors. Additionally, the Ambassadors will play an active role in evaluating the projects.

## Open Communication – Open Mind!

We will establish an open “Liepāja 2027” office in the city, serving as a hub for the latest updates, lectures, talks, and various events. This office will become a symbol of the Liepāja 2027 project and host key PR activities. Through initiatives like the Neighbourliness event, which includes a garage project, we will connect local activities to the Liepāja 2027 programme. As Liepāja represents Latvia on a larger scale, we will periodically open pop-up offices in major Latvian cities to spread awareness and engage with a wider audience.

## Everyone is Welcome!

2027 will serve as our pilot project year, setting the foundation for an inclusive cultural experience. It will be a year when most events in Liepāja will offer machine translations and sign language interpretation, ensuring accessibility for all, including performers. All events will adhere to eco-design principles, and braille will be available in printed materials and at venues.

## Regional Level

### Involvement of the Kurzeme Region and its People.

In partnership with the municipalities of the Kurzeme Region, we will launch a special loyalty programme for the region's residents, offering exclusive deals such as discounted annual subscriptions. Each municipality in the region will have its own Liepāja 2027 ambassadors who will inform residents about ongoing events and opportunities for involvement.

## National Level

### The National Level – A Nationwide Engagement.

There is a saying in Latvia that every Latvian would like to be a “liepājnieks” at some point in their life. “Liepāja 2027” is an opportunity for all Latvians! It's a common occurrence that when discussing Liepāja, someone will inevitably mention a relative—a godmother, aunt, brother with children, etc.—who lives there. With this in mind, as representatives of the European Capital of Culture 2027, we aim to engage the entire Latvian population. Not only will we invite people from other cities to visit Liepāja or engage with the programme digitally, but we will also bring parts of our artistic programme to major cities such as Riga, Jūrmala, Bauska, Cēsis, Daugavpils, Jelgava, and Ventspils. We will organize discussions, participate in shaping the event programme, and showcase the highlights of Liepāja 2027 at national cultural festivals. By sharing our expertise and success stories, we aim to strengthen public capacity, knowledge, and skills, contributing to the cultural growth of the entire country.

## International Level

Liepāja represents Latvia in Europe and this is not only a matter of honour but also a vital communication task and a significant opportunity to promote the sense of belonging among Latvian citizens to Europe.

## Cultural and Gastronomic Performances for European Media and Bloggers

In partnership with the Investment and Development Agency of Latvia (LIAA), which has a network of representative offices and tourism industry partners in key international markets (including the USA, UK, Netherlands, Germany, Sweden, Japan, South Korea, Russia, and China), we will organize introductory events in major European cities. These cultural and gastronomic performances will allow media representatives to experience a combination of cultural displays and traditional Latvian cuisine, offering a rich introduction to the diverse programme of Liepāja 2027. These events will feature presentations that highlight the full scope of Liepāja’s European Capital of Culture offerings.

## Latvians Abroad

With over 200,000 Latvians living abroad (notably UK ~75 000, Ireland ~21 000, Germany ~20 000), we will engage the expat community to spread awareness about Liepāja 2027. We will organize performances by Liepāja artists in cities like London, Berlin, and Dublin, where there is a significant Liepāja presence. Additionally, we will collaborate with Latvian embassies to enhance our outreach and integrate the expat community into the Liepāja 2027 activities.

## Cooperation with Tour Operators

In collaboration with tour operators and hospitality businesses, we will develop tailored cultural tourism packages for Liepāja. These packages will cater to a variety of interests, ranging from two-day short trips to five-day itineraries. Options will include contemporary and classical art experiences, family-friendly packages, active lifestyle adventures, gastronomic tourism, and coastal fishing experiences, all designed to attract international visitors to Liepāja.

## International Exhibitions and Events

If we cannot bring visitors to Liepāja, we will take Liepāja to them. Working alongside the Liepāja Region Tourism Information Office, South Kurzeme and Kuldīga Regional Tourism Centres, Kurzeme Tourism Association, LIAA Tourism Department, national airline “airBaltic,” and major Latvian travel agencies, we will participate in international tourism fairs, conferences, and seminars across Europe, including in Berlin, Tallinn, Hamburg, Vilnius, Stavanger, Oslo, and

Copenhagen. We will also engage with travellers at cultural events such as the Open-Air Museum Fair, the Klaipėda Sea Festival, and Rīga City Day.

We set to participate in world tourism fairs like ITB in Berlin and Matka in Finland will further promote Liepāja and its surrounding regions. Our tourism office colleagues will continue to create innovative products to spotlight the region, with a focus on digital platforms for professional networking (such as Aviareps Roadshow and Nordic Tourism Collective) and large exhibitions (e.g., Dubai Expo).

## Cooperation with Twin Cities and Other European Capitals of Culture

Liepāja has established cooperation agreements with several cities, including Nynäshamn and Helsingborg (Sweden), Elbląg and Gdynia (Poland), Bellevue (USA), Darmstadt (Germany), Guldborgsund (Denmark), Klaipėda and Palanga (Lithuania) and Årstad borough in Bergen (Norway). Through these partnerships, we will organize exchange trips, conferences, concerts, and various collaborative projects. We will actively participate in the city festivals and events of our twin cities, inviting their residents to experience Liepāja 2027.

Exchange trips, seminars, and working groups with experts from other European Capitals of Culture will offer an “outside” perspective on Liepāja, South Kurzeme, and Kuldīga, helping us identify what attracts and intrigues audiences from countries such as Poland, Portugal, Lithuania, Estonia, Croatia, France, Germany, and beyond. We will continue to strengthen our connections with both former and current European Capitals of Culture.

## Cooperation with Airlines

We will collaborate with Latvian national airline “airBaltic” and Palanga Airport to promote the Liepāja 2027 programme through on-board campaigns and in-flight magazine articles. Additionally, we will partner with other airlines, such as Lufthansa, Finnair, Norwegian, SAS, and Wizz Air, to feature articles about Liepāja 2027 in their on-board publications and offer special “Culture Package” deals, developed in cooperation with local tourism businesses.

## Cooperation with Sponsors

Liepāja 2027’s approach to engaging the private sector is based on mutual respect, with the ultimate goal of making a positive impact on society together. In our view, partnership is not just about having a logo on a poster; it’s about adding real value to cultural events and enriching the lives of citizens. By fostering genuine collaboration with sponsors, we aim to create meaningful connections that support the mission of Liepāja 2027 and contribute to the long-term cultural landscape.



## The official partners of Liepāja 2027 are Kuldīga and South Kurzeme regions

Our sponsorship strategy is structured into three levels:

- Major Sponsors (1-3): each contributing at least €100 000 - €150 000 or more.
- Tier 2 Sponsors (2-5), with contributions between €50,000 and €99,000 each.
- Tier 3 Sponsors will provide varying levels of investment to support specific projects within the programme;

We offer the opportunity to create tailored partner programmes, where companies can provide practical assistance in addition to financial support. For example, they can contribute to large-scale projects like "Europe Sings in Liepāja," "Party Balls in Karosta," and "Face to Face with Nature," or support public education initiatives like "D10 United" or "Ukstiņš." For instance, the telecommunications company LMT has already committed to the "Agora of Values" conference. Strong festival teams, including the Rīga International Film Festival, Summer Sound, and Laba Daba, will work directly with sponsors to ensure their involvement and create independent sponsorship opportunities.

Foundations are welcome to provide not only financial support but also practical assistance, helping to bring world-renowned artists into the Liepāja 2027 cultural programme.

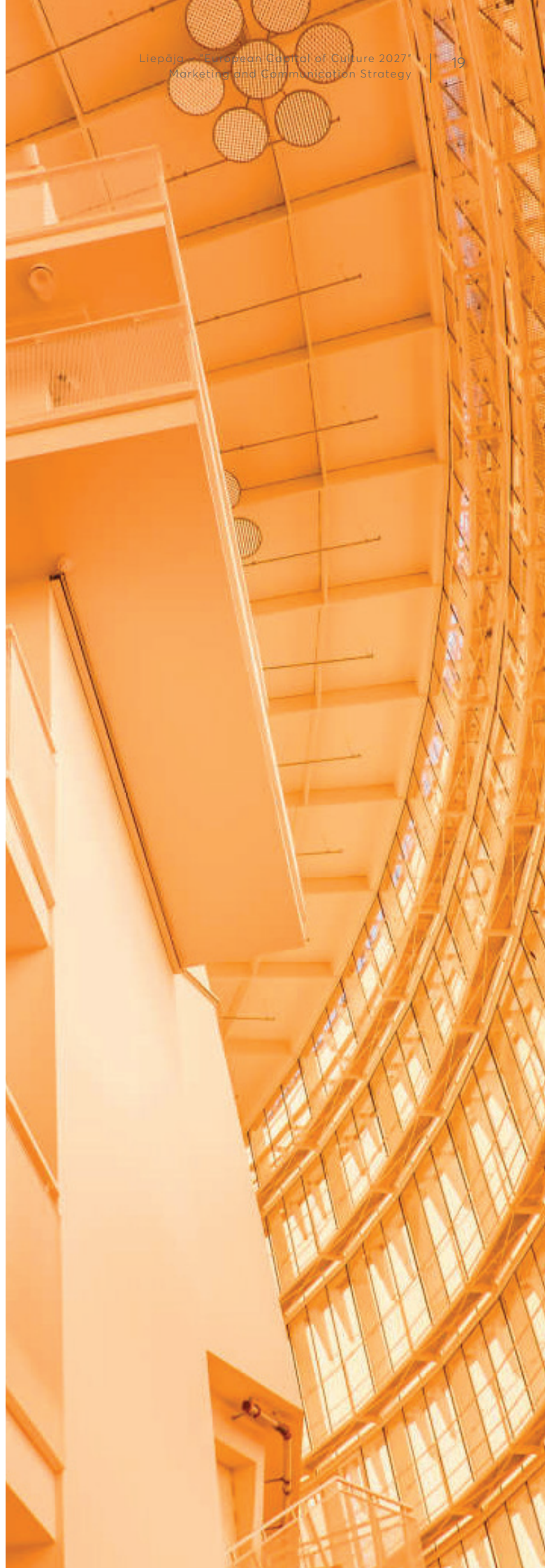
We also offer the chance to organize fundraising events, such as charity balls and art auctions, where the proceeds will go towards supporting creative initiatives. Foundations that frequently launch fundraising competitions will be a valuable resource in this area.

We will actively engage the Latvian expat community abroad to support the Liepāja 2027 programme. This community will be encouraged to get involved in fundraising efforts, contributing to specific cultural projects.

By donating a certain amount, individuals will have the opportunity to become patrons of events and enjoy various levels of privileges and recognition.

Corporate Social Responsibility. At the heart of our sponsorship strategy is the concept of shared responsibility.

We aim to build partnerships that benefit both the sponsors and the cultural landscape of Liepāja. Companies will have the opportunity to use Liepāja 2027 as a platform for exchanging information and experiences through a variety of educational and thematic seminars focused on public-private cooperation. Sponsors will also be invited to participate in socially responsible projects within our artistic programme, helping to develop a wide range of experience exchange initiatives.





# Monitoring and Outcome Indicators

To ensure the Liepāja 2027 programme is effectively engaging the public and meeting its objectives, we will regularly assess public sentiment and track key performance indicators through sociological surveys and digital platforms. This will allow us to gauge the level of public engagement, track opinions on specific issues (e.g. accessibility for people with disabilities, recycling, etc.), and monitor the success of the programme's various initiatives.

## Outcome Indicators:

- Total number of cultural and community events organized.
- Number of attendees (both physical and online, platforms, domestic/international).
- Number of domestic organizations and partners engaged.
- Number of regional organizations and partners engaged.
- Number of national organizations and partners engaged.
- Number of international organizations and partners engaged.
- Number of local artists participating.
- Number of international artists participating.
- Sales figures for ticketed events.
- Number of media mentions (social networks).
- Audience engagement across digital platforms.
- Changes in public sentiment and engagement levels (NPS).
- Number of VIPs and high-profile guests attending events.





# Main Risks and Actions to Mitigate Them

	Probability	Impact	Actions for Risk Mitigation
Budget cuts	High	High	Enhance external fundraising, by submitting proposals for external funding to support communication and marketing projects. Develop innovative, unique programme content to attract additional sponsors.
Poor reputation	Low	High	Design and implement a clear, targeted communication strategy. Identify reputation challenges, create a plan to address them, and utilize tailored messages, channels, and visuals to improve perceptions.
Failure to fully reach local, national and international audiences	Low /Medium	Medium	Customize messages for specific audience groups and establish a monitoring system to evaluate effectiveness. Ensure communication is conducted in at least two European languages (Latvian and English).
Inactive communities	Medium	Medium	Identify and collaborate with influential figures in neighbourhoods and inactive community groups to promote the programme. Launch public participation initiatives leading up to Liepāja 2027.
Unengaged community members with limited awareness of the NGO sector	Low	Medium	Train NGO participants on public participation principles and cooperation opportunities.
Low number of active young people	Low	Medium	Partner with active student parliaments to contribute to the planning, development, and implementation of Liepāja 2027. Create initiatives for less active youth groups, including leadership development programmes.
Limited awareness of contemporary art among conservative audiences	Low	Low	Roll out high-quality preparatory projects starting from 2023 to build momentum for the programme of Liepāja 2027.
Lack of accessibility (physical, mental, linguistic, etc.)	Low	High	Improve opportunities for all groups to participate in project implementation. Maintain balanced access to free events and provide remote access to content via websites, digital materials, and online platforms.

# Unified Approach to Communication

1. Communication is strategically planned and implemented as an integral part of the overall work of Liepāja 2027 and the project.
2. In public communication, the Liepāja 2027 team and its partners adhere to the following guiding principles:
  - Information provided to the public is truthful, accurate, and timely.
  - Communication is simple and understandable, avoiding complex terminology and tailored to the specific needs of the media and the target audience.
  - Interaction with journalists is courteous, with favourable treatment of media representatives.
  - The principle of feedback is respected—public interest is considered through media content analysis, questions, proposals, and survey data.
  - Communication upholds impartiality, equity, and consistency.
  - Cost-effectiveness is carefully weighed against the benefits and alternative communication methods.
  - Communication is meticulously planned and accountable, especially during crises.
  - Proactive communication is implemented in alignment with the Liepāja 2027 communication strategy, not merely reactive to media inquiries.
  - Dialogue-based communication actively involves the public in project implementation. Public interests are assessed through regular opinion surveys and consultations.
  - Communication follows a process of continuity and consistency.
3. The topics shared with the public should be selected based on their relevance or the information needs of target audiences. Public interest can be determined by considering journalists' inquiries, societal debates, and observed trends.
4. The Liepāja 2027 team recognizes that objective criticism is a legitimate right of the media but actively addresses factual inaccuracies and misinformation by providing accurate information or articulating Liepāja 2027's perspective.
5. Information intended for news purposes shall be provided on the same or next working day after the request is received. For other types of information, the timing shall be mutually agreed upon but shall not exceed three working days from the receipt of the query. In cases where substantial data processing or additional resources are required to prepare the response, the response timeframe may be extended through mutual agreement with the media representative.
6. The official opinions and public comments of the foundation "Liepāja 2027" are delivered by Board members (each addressing topics within their area of responsibility and expertise), the Head of the Public Relations and Marketing Department, or public relations specialists, in coordination with their immediate supervisor.
7. If journalists direct their questions to staff members who are not designated for communication, the organisational structure of the Liepāja 2027 Foundation's communication should be explained to the requesting party, and the appropriate communication representative should be contacted.
8. Communication is a shared responsibility, with experts and field employees actively involved. Public relations specialists, when necessary, assist in preparing information to ensure the public receives accurate, professional, and well-structured messaging.
9. Public relations specialists at the "Liepāja 2027" foundation may invite individuals or institutions, such as ministries, legal bodies, associations, or non-governmental organizations, to share their views on specific issues that have captured public attention.
10. The team at the "Liepāja 2027" foundation shall maintain professionalism and neutrality in their interactions with individuals outside of their direct work responsibilities.

11. The team at the "Liepāja 2027" foundation and its project partners are responsible for maintaining the image of the "European Capital of Culture 2027." Their conduct, both during and outside working hours, must not undermine the reputation of the organisation or the project in society.
12. Adherence to the common communication principles and guidelines across all "Liepāja 2027" projects is overseen by the Public Relations and Marketing Department of the Foundation.
13. To ensure the practical application of the unified communication guidelines and principles, the specialists from the Public Relations and Marketing Department of the "Liepāja 2027" foundation are authorised to request the necessary information and provide recommendations to other organisations involved in the project's implementation.

