Turku, 30.1.2012

To

Members of UBC Executive Board

Member Cities of UBC

Commissions of UBC

Dear Colleagues and Friends,

Enclosed you find the draft Communications and Marketing Strategy of the Union of Baltic Cities UBC. It will be presented for adoption in the forthcoming Board meeting in Brussels on 14.02.2012.

After the adoption of the Communications and Marketing Strategy, the next important task is to start implementation. The Board will discuss and decide upon the implementation process in Brussels. We hope, that member Cities will be actively participating in the implementation, for example by involving your communications experts. We have a lot of communications professionals working in the Member Cities, and their participation will ensure that we will achieve our goals.

This draft Strategy has been prepared by the Swedish Tendensor Ab, a professional place marketing company, and especially Mr Marcus Andersson.. They have been working closely with UBC member cities – workshops in Lahti and Liepaja provided a lot of very useful material and comments.

Cities of Kiel and Kristiansand, and especially Wolfgang Schmidt and Oiving Lyden Laderud personally, have done a great job to ensure that we have this draft ready for the Board. Warmest thanks to them!

They, together with the Secretary General and Strategy Coordinator, have been working closely with Tendensor Ab in preparing this draft which is the result of our joint efforts.

Taking into consideration the importance of the Communications and Marketing Strategy, all Board members, Member Cities and Commission representatives are invited to study this drafty proposal.

We ask you to submit your written, concrete comments and proposals to the General Secretariat latest on Friday 10 February so that they can be taken into account in the final draft to the Executive Board.

When making your comments and possible changes in text, please use the existing draft and mark your changes clearly in red color. The other possibility is that you indicate clearly to which page and chapter your comments or changes refer.

With best regards,

Mikko Lohikoski

UBC Strategy Coordinator