



GEN-Y CITY

Developing, attracting & retaining Gen-Y
'creative-tech' talent in European cities



Gen_Y
City

GENOA | LOCAL ACTION PLAN: THE MUSIC AGENDA



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1. City context and definition of the policy challenge

Genoa is the capital of Liguria Region and it is the sixth largest city in Italy with a population of 592.507, which increases to 850.000 considering the Metropolitan Area. It's composed of a narrow coastal zone with hills and steep mountains in the backcountry. It is also one of Italy's leading ports in Italy and one of the most important of the whole Mediterranean Sea. While it seeks to keep its port and port-related industries competitive, Genoa is developing new components of the postindustrial economy as culture and creative industries, technology/research and tourism.

The Municipality has recognized creativity as a strategic factor of sustainable development as regards economic, social, cultural and environmental aspects. The Department of Culture is the mover of a composite cultural system which pursues a new idea of culture, related to present-day needs, to science and research. The sustainable preservation of the heritage, the enhancement of its value through new dissemination methodologies, the awareness of its relation with the re-qualification of the territory, represent a chance for growth to be reached through a strong citizens engagement.

Genoa can count on many cultural facilities (20 libraries, 18 museums, 20 theatres), infrastructures (4 huge locations for exhibition/cultural events), events (20 festivals, 150 conventions). Genoa is very active at international level: the city is involved in 45 EU projects and it is a member of 5 international networks.

In the last 25 years Genoa has been experiencing an industrial transition. Led by the local government through a process of integrated planning, the city is undergoing a far reaching change towards a smart city, able to improve life quality with sustainable economic development based on innovation, research and culture. The Municipality's policy inspired by Charles Landry's approach is boosting the "city creative milieu" promoting diversity, interactions and CCI's skills and supports a urban spaces reconversion process to promote innovative cultural projects. The historic

traditions of Genoa can be turned in new distinctive creative products raising awareness of Genoa as a “Creative city”, a soft power model for tourism and city branding purposes.

In Genoa the 2476 CCI, averaging 3,8 employees, account for the 5,1% of the total occupancy of the Genoese Industries. Within the CCI the number of performing arts and entertainment employees is staidly increasing .Special attention has been paid to the development of a targeted program, tending to a deeper involvement of younger individuals, by providing them with a higher degree of integration, autonomy and awareness.

Genoa is one of the elder cities in Italy (as stated in the "Baseline study") **and the "youth issues" are achieving more and more importance within the political agenda.** Consistently, delivering a youth policy aiming to attract and retain the "Generation Y" is pivotal. Although the years included vary, the Generation Y — also known as millennial generation — is loosely defined as those born between 1980 and 2000. Based on that range, today’s millennials are anywhere from 16 to 36 years of age. The most obvious — and likely the most significant — difference between millennials and older generations is the impact technology has had on their lives from an early age. They grew up as the internet came to exist, cell phones and smart phones took over our lives, and social media connected us in ways that had never been possible before. As a result, millennials are the first generation of digital technology natives.

The city of Genoa recognizes cultural and creative sectors, in particular music, as key factors to attract and retain young talent. A vibrant music economy drives value for cities in several important ways: job creation, economic growth, tourism development, city brand building and artistic growth. A strong music community has also been proven to attract other industrial investment, along with talented young workers who put a high value on quality of life, no matter their profession. Genoa has recently seen a strong tourism development and the creation of a city brand on music would help to build a city distinctive connotation and it will create new job

opportunities for millennials. According to Forbes¹, for young talents, a job is more than a job. It's a chance to make a difference, to do something that matters. They're looking strategically at opportunities to invest in a place where they can make a difference and prefer collaborative work culture over competitive work culture. For these reason creative industries and in particular music can be economic sectors of special interest to young people.

Genoa has an important role in the history of music. Stradella, the Italian baroque composer, took refuge and wrote many of his works in Genoa. The city is also the hometown of Paganini, the romantic composer and violinist, and it can still be discovered following the traces of the musician's life through an itinerary mingling music and history. Paganini's famous violin is part of a permanent exhibition. The national anthem, composed by the Genoese M. Novaro, was for the first time played in Genoa. The city also contributes to the Mediterranean culture with traditional singing Trallalero, a polyphonic vocal music originally sung by dock workers. In the second half of the XX century Genoa was famous for its school of sing song writers so-called Scuola Genovese that includes Bindi, Tenco, Paoli, Lauzi, De André, Fossati, Branduardi. In the 70ies many bands of Italian progressive rock like New Trolls were born here. The city is celebrated in the Italian popular culture by many songs such as Via del Campo by De André.

The music is still very important for the city of Genoa. Currently, there are more than 600 bands, 8 philharmonic orchestras and 2 symphony orchestras. Municipality, University, Chamber of Commerce and Job Centre established a formal group to monitor the CCI's' economic impacts and dynamism in the music field. First data revealed a fragmented reality made by small enterprises, NGOs and freelance professionals, not always formally registered as musicians. More than 138 companies work for music; 36 work in production and organization, 9 in technical services, 16 in music editions, 11 in recording studios. In the first 6 months of 2016 in the Genoa area 394 concerts were hosted as well as 2365 events held in small clubs. Notwithstanding this high number of events, revenues are still polarized on concerts. An analysis by the Independent Musicians

¹ Forbes is a global media company, focusing on business, investing, technology, entrepreneurship, leadership, and lifestyle. Forbes suggests that 64 percent of millennials say it's a priority for them to make the world a better place.

Association (MIG) shows the small scale of spaces used for music 85% of which seat less than 100 people. In 90% and 92% of cases, respectively, investments in equipment and promotion do not exceed each EUR 5000. A rich program of conferences and events devoted to music is annually offered by the main music actors: the symphonic theatre Carlo Felice, the Conservatory N.Paganini and major Jazz associations. Furthermore the GOG (Genoese Young Orchestra) and the Foundation for culture "Palazzo Ducale" organize workshops and meetings in the music field inviting international experts. In the last years Genoa hosted the International Music Fair FIM, involving artists and professionals in meetings, collaboration and cooperation opportunities, new products projects, services (last edition hosted more than 100 exhibitors). La Voce e il Tempo, an important convention on ancient vocal music, Mediterranean music tradition and contemporary creativity, was organized in 2017. The "Used Disc and Cartoon Market" bringing together two different typologies of international passionate collectors in the Genoa Fair's pavilions overlooking the sea, is one of the most renowned yearly appointment in Northern Italy.

<Problems analysis>

Nevertheless, compared to the 1970s, it is very hard for young people in Genoa to make a living from music as musicians or music event planners. A first analysis identifies as main problems for the development of the music sector the lack of adequate spaces and of a strong network between all the subjects working in the music field. The city of Genoa is stretched along the coast and it is characterized by narrow streets and small public and private spaces. Above all in the old town it is very difficult to find places for events or pubs with enough places for live music. This is a huge problem if we consider that nowadays live music is the main source of income for musicians. In fact, ask anyone who never pays for recorded music how they support the musicians they love, and they'll say, "I go to their shows". In the past, musicians were able to finance their career by selling recorded music but now everyone can easily download its favorite songs. The city of Genoa needs new spaces devoted to music above all to support GEN-Y talents. These spaces should be appropriately equipped and managed by a public and private partnership to really support the local music industry.

Part of the reality of being a working musician today is the need to diversify your revenue streams. Although sales of recorded music have gone down significantly in recent years, there are new sources of income available to musicians. But GEN-Y musicians in Genoa often do not know how to diversify their revenue streams. The city offers a good academic preparation but there are no training courses capable of teaching young musicians how to exploit the current market and how to make a living from music. In this regard, some GEN-Y partners have in their cities public centres/offices that supports young musicians at the start of their career and helps them to develop their skills and to build a professional future. The city of Nantes and Kristiansand developed in the last few years interesting projects to support the local music industry. These cities opened public competence centres (Tremolino in Nantes et Sørp in Kristiansand) where experts mentor the young musicians as well as following their progress on their programmes and helping them prepare for performances. Tremolino and Sørp are unique opportunities for outstanding young musicians to develop their musical skills, learn from the best in their genre and receive professional experience of playing with a live band. Also the city of Genoa should open an unique public office to inform, support and valorise its young musicians, a place where it will be possible to receive all the information and the permissions needed to organize a live concert. Currently the situation is really fragmented, it is impossible for a musician to design an event without visiting many different offices and institutions. An innovative approach to supporting young musicians should be implemented with resources and guidance, bespoke career advice, workshops and presentations by industry specialists, plus a broad range of professional opportunities, including performances and teaching work.

The city also needs to analyze in detail its local music scenes. A specific attention should be given to the effects of the 'digital revolution', exploring the connections between the different fields of music production and consumption and the broader structural and cultural changes that involve our society. There is the lack of significant data on the local and regional music scene, and a two-three year report on the music industry is needed to support and better understand this economic

sector. From this perspective, it is well known that Music Cities can deliver significant economic and employment benefits beyond the long-acknowledged cultural and social benefits.

In Genoa there are many music associations and informal groups of musicians that hardly work together. Sometimes different music events are organized on the same day and at the same time due to the lack of dialogue between the organizers. A local network should be really beneficial for the music sector.

In this perspective, the Culture Department has defined with the main stakeholders (gathered in the a urban local group called Local Hub for Music), through a participatory approach, a 4 year action plan to create a more economically sustainable music scene for the city, boosting its creativeness and economic output. Genoa considers music as an identity element able to connect the past of the city, worldly famous for its sing song writers, with its future.

The new policy for music aims at creating a urban transformative process by attracting, retaining and supporting young musicians, celebrating the local music heritage, and creating new types of social interaction and collaboration.

The music ecosystem generates rich social, cultural and economic benefits. The city of Genoa is increasingly assigning importance to these advantages and working with its music communities to accelerate the growth of the music economy, and identify and eliminate barriers. **The city is interested in building a stronger, more vibrant community around music.**

2. Setting of focus and objectives

The Municipality is intended to raise awareness of Genoa as a “music city” not only to attract and retain young talents but also for tourism, soft power and city branding purposes. From this perspective, the Culture Department has developed this new policy instrument to create a more economically sustainable music scene for young musicians and music event planners.

It is proposed a “cluster development strategy”, to bring music, music tech and other sectors together in co-working space. The city wants to rethink its festivals and the music sector in general, to revitalize city centre squares, public spaces and historical or abandoned buildings (barracks, psychiatric hospitals ...). The new policy for music wants to create an urban transformative process by attracting and supporting musicians, celebrating the local music heritage, and creating new types of social interaction and collaboration. While Genoa is better known for its tradition of sing song writers, the city remains rich in musical talent and the music community is still active. But there is the need to enhance the music business. The culture department is working hard on this issue trying to find new ways of partnership between the public and the private sector.

The “Music Agenda” will develop a plan to promote neighborhood revitalization though targeted spaces programs for musicians, place-based amenities, and community enrichment programs. The Municipality wants to support networking between the musicians and all the other people working in the music field, but there is also the intention to create a music-based community spaces for artistic collaboration, music training, storytelling and performances.

The younger generation is at the heart of this strategy, because music can be seen both as a retention (against human capital flight) or development (attracting young people) factor. Over the past decades, it was much easier for musicians to keep up with how much they were getting paid. Somebody would buy a CD and a little money would appear months later on the musician’s bank account. Today, music fans play free music videos on YouTube, stream songs for free on Spotify

and consume music in many different ways. Nowadays it is almost impossible to live on music and emerging musicians need the support of institutions and new strategies. For this reason **the main objective of the “Music Agenda” is to empower the "generation Y" while shaping a new governance system in the music sector: rethinking a deeply-rooted city vocation through youths' visions and approaches.**

Hosting cultural events and music festivals will offer benefits to the local economy and above all to the younger generation. Historically, this debate has been led by the music industry itself, but this needs to change. If this debate is kept within the confines of the music industry, its impacts will remain focused on the music itself. For this reason, the Municipality of Genoa wants to have an important role of leadership in supporting music development. In Italy the culture sector (which include the music sector) is responsible for the 6,1 % for the Italian GDP generating more than 89 billion of euro and 1,5 million of jobs. Music is a key driving force of the economy. Supporting one's music industry is not only about creating better, more sustainable bands. It is also about creating better, more vibrant, more sustainable cities.

The structure in charge of the action plan will be the Department of Culture involving: Culture Policy Office for all the local actions supporting creativity and a widespread access to culture and communication activities (14 staff members); Resources Office (8 staff members) in charge also of international relationships and European projects; Events Office (7 staff members) in charge of all city events organization. The plan governance will be granted with the partnership of the already active Local Hub for Music (LHM) , which formal endorsement is underway. The Hub is composed by the main entities of the Genoa's music scene (40 subjects: recording studios, private music schools, collectives of artists, Public Conservatory of Music, Music event/festival/competition organizations, musicians, music labels), the University of Genoa, the Chamber of Commerce and professional associations. In preparing this application, LHM met several times to design an action plan capable of supporting the music sector and, above all, the young musicians. The hub is open to new participants involved in thematic working groups on specific issues. The local hub will become the cluster responsible for the definition and implementation of a city Music Action Plan.

Main objectives	Main output	Result indicators	Quantity
Shared and participated governance with local stakeholders	Identification of different clusters on music	N° of clusters on music created	5 Jazz, classic, buskers, GEN-Y, electronic
	Establishment of a Local Music Network (Music HUB)	N° of music networks established	1
		N° of people involved in the music network	At least 200
Public support to the music industry (services and spaces)	New spaces for music	N° of spaces opened	At least 5
	Music map	N° of maps produced	1
	New services for the music sector	N° of public offices providing information and services for the music sector opened	1
City branding	Participation in national and international music networks	N° of national and international music networks joined	3
	Open air museum	N° of sound installations, information panels and ICT technologies around the city centre of Genoa	20
GEN-Y retention and attraction	Initiatives to support GEN-Y talents	N° of GEN-Y festivals supported	3 every year
		N° of training activities realized (Workshops and seminars)	5 every year
		N° of competitions for GEN-Y talents	2
		N° events to present GEN-Y's project to the city	1 every year
Research and Knowledge	Creation of a local research team on the music industry	N° of reports on the music sector	1 every 2 years
		N° of experts involved in the research team on the music sector	10
	Citizen involvement	N° of dissemination activities realized	3 every year 2 year

3. Actions and schedule

Many studies (Terrill et al., 2015; Flew, 2008) agree there are several common key-factors among the main “music cities” in the world. Approximately these factors might be divided in two main categories: the “music scene” dimensions and the “governance, participation and planning” dimensions. Music scene factors are: access to spaces and places, a receptive music audience, music related businesses, a distinct local sound and heritage. Governance, participation and planning factors are: a multi-level government support for music, music education, the recognition of music as an economic driver, broader city infrastructure. The city of Genoa can boast an high performance level for some of the above dimensions; such a thriving music cluster, a vivid networking attitude among the music stakeholder, an acknowledged music identity. On the other some aspects still might be improved. Thus, in order to fill these gaps, the Local Action Plan has defined height action strands:

- 1) Bridging knowledge;
- 2) Grounding culture;
- 3) Fostering the "Generation Y" initiatives;
- 4) Innovating the governance system;
- 5) Catching the public attention;
- 6) Mapping ephemeral spaces for music and youth creativity;
- 7) Music branding;
- 8) Training activities.

ACTION LINE 1		BRIDGING KNOWLEDGE		
Expected results		<p>This strand of action aims to create an information pipeline focused on the music and the creative sectors, providing 'state of art' reports and identifying trends in data. The key partners have been selected according to their competences. Regione Liguria and Camera di Commercio ensure access to the main data sources regarding employment and enterprises; DIEC (Unige) provide in-depth skills analysis; Job Centre make possible the teamwork coordination.</p>		
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Data Intelligence	Municipality of Genoa	1st group: Regione Liguria; Camera di Commercio; Job Centre; MIG	Teamwork constitution (feb-17); Data collection (apr-17); Two reports a year (starting from jun-17)	2018
Qualitative research on local music scenes	Municipality of Genoa	University of Genoa	Teamwork constitution (jan-18 / feb-18); Data collection (feb-18 / feb-20); Two reports a year (starting from jan-18)	2018/2020
FIRST AND EXPECTED RESULTS				
Data Intelligence	<p>There are more than 600 bands, 8 philharmonic orchestras and 2 symphony orchestras. Municipality, University, Chamber of Commerce, Independent Musicians Association (MIG) and Job Centre (coordinator) established a formal group to monitor the CCIs' economic impacts and dynamism in the music field. First data revealed a fragmented reality made by small enterprises, NGOs and freelance professionals, not always formally registered as musicians. More than 138 companies work for music; 36 work in production and organization, 9 in technical services, 16 in music editions, 11 in recording studios. In the first 6</p>			

	<p>months of 2016 in the Genoa area 394 concerts were hosted as well as 2365 events held in small clubs.</p> <p>Notwithstanding this high number of events, revenues are still polarized on concerts. An analysis by the Independent Musicians Association (MIG) shows the small scale of spaces used for 6 music 85% of which seat less than 100 people. In 90% and 92% of cases, respectively, investments in equipment and promotion do not exceed each EUR 5000.</p>
<p>Qualitative research on local music scenes</p>	<p>The qualitative research aims at analysing (through a number of qualitative research tools, from in-depth interviews to ethnography and visual research) the features of the local music scenes. Specific attention is here given to the effects of the 'digital revolution', exploring the connections between the specific fields of music production and consumption and the broader structural and cultural changes which involve our society. Specifically, the research reports of this strand of work will provide: a mapping of the local music scenes and their actors; a thorough description of the local music scenes and related dynamics; an iconographic digital archive of the local music scenes; a selection of European and international best practices concerning policies and services supporting the local music scenes; policy briefs focused on transferability of the local experience.</p>

ACTION LINE 2		GROUNDING CULTURE		
Expected results		<p>Leaning on the possibility to cooperate with diverse City's Institutions for a co-management of spaces within 3 different public locations, this line aims to locate the new Municipality's music governance (and related actions) in visible and accessible places. Furthermore, a particular attention will be paid to the aspects of transferability of these first 3 experimental grounding actions, in order to contribute to future experiences of decentralization for the public services of the City.</p>		
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Grounding in Via del Campo	Municipality of Genoa	University and a group of associations	Music facilities and spaces	2018
Grounding in Piazza Senarega	Municipality of Genoa	The Polytechnic of the Arts (Conservatory school and the Art academy)	1. New space for musicians and artists in the old town centre. 2. Guest house for young artists	1. March 2017 2. 2018
Grounding in Sampierdarena	Municipality of Genoa	Municipality 2 – Centre West	CCBUR and “Magazzini del Sale” revitalization	2018/2019
Palazzo Rosso	Municipality of Genoa	Local Hub for Music	sustainable Private Public Cooperation management models	2018
Casa dei cantautori	Liguria Region	Municipality of Genoa	New museum devoted to local sing song writers	2019
FIRST AND EXPECTED RESULTS				
Via del Campo (SPAZIO FABER)	Spazio Faber will be a hub for music and the hearth of the singer-songwriters			

	<p>street. Taking the virtual museum as model of fruition of the cultural heritage of the territory, a synergic system for promotion of heritage is chosen.</p> <p>“Via del Campo 29r” will be the epicenter of a cultural ecosystem to which artists, enthusiasts, residents, citizens, firmly rooted in the territory, participate and contribute. Its different roles will range from sales point for support to new authors, crowd funding for a bottom-up support to production, to meeting point and location for music events. It will foster and support projects of individuals, associations, artists.</p>
Piazza Senarega	<p>The Polytechnic of the Arts was opened - as planned- on march 2017. It is located in Palazzo Senarega, one of the recent recovered noble houses of the Rolli system, recognized as a UNESCO World Heritage Site. Part of the Municipality’s revitalizing plan, aimed at settling a creative district in the old-town, it hosts interdisciplinary researches and courses of Ligustica Academy and Paganini Conservatory. New residents for artists will be ready by the end of the year.</p>
Grounding in Sampierdarena	<p>The Municipality of Genoa has received from the State the fund to renovate the CCBUR civic centre and the old “Magazzini del Sale”.</p> <p>The CCBUR will become the reference point for young people and artists in the west part of the city.</p>
Palazzo Rosso	<p>The Municipality of Genoa is testing new innovative and sustainable Private Public Cooperation management methods of an unused public space: the auditorium of Palazzo Rosso.</p>
Casa dei cantautori	<p>New museum devoted to local sing song writers – Fabrizio De André, Bruno Lauzi, Ivano Fossati, Umberto Bindi, Gino Paoli e Luigi Tenco. The Ministry for Cultural Heritage has already given 1,5 million of euro to develop this project.</p>

ACTION LINE 3
FOSTERING THE "GENERATION Y" INITIATIVES

Expected results

Drawing from the 'spontaneous' bottom-up attitude for self-organizing and associating that characterizes the local fabric of music stakeholders, this action means to enhance the Municipality 's support and to foster the relationships with the representatives of people involved in the music sector (with different skills and levels of professionalization). By this action, different needs according to different 'positionings' within the local music sector might be considered and acknowledged by the Municipality, as well as formal agreement of collaboration (e.g. temporary public spaces uses protocols, regulatory documents concerning night-life, ecc.) might be signed .

Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Youth Music Festivals	Municipality of Genoa	Arbusti association; Elettropark, Metrodora association, Yep association	Music festivals for GEN-Y – (CREASTA, ELETTRPARK, FESTIVAL DELLE PERIFERIE, CORNIGLIANO MON AMOUR)	Every year
Music Hub Protocol	Municipality of Genoa	Local Hub for Music	Public agreement devoted to the promotion of the music activities	December 2017
Song-writers valorization	Municipality of Genoa	ATID, SIAE	Talent for song-writers (GENOVA PER VOI)	One a year
Premio Paganini	Municipality of Genoa	Paganini association	International Violin Competition	One a year

FIRST AND EXPECTED RESULTS

Youth Music Festivals	<p>CRESTA returns for 4th edition in the location of the Baltimore Gardens (Plastic Gardens). From July 27 to August 13, there are many appointments marked by music, theater, art, circus and street food- all with free admission. ELETTOPARK is an international electronic music festival devoted to artistic multimedia experimentation with a special focus on local urban contexts, their history and social life.</p> <p>FESTIVAL DELLE PERIFERIE was born in 2003 with the aim of giving to young musicians (mostly working in the field of "underground" music) an opportunity to publicly demonstrate their talent. Over the years the event has grown and has become one of the most important rock shows in Northern Italy.</p> <p>CORNIGLIANO MON AMOUR is a festival dedicated to rap and hip-hop music for young talents. It is organized in a difficult district, 6 kilometers far from the city centre.</p>
Music Hub Protocol	<p>The Municipality of Genoa has met several times (25/10, 8/11-2016; 12/02, 26/04, 22/05, 31/05 -2017) the Local Music Hub to define with the stakeholders working in the music field a public agreement devoted to the promotion of the music activities.</p>
Song-writers valorization	<p>ATID, with the support of SIAE, in collaboration with the Municipality of Genoa, the Municipality of Varazze and the Municipality of Ovada, has organized the fifth edition of "Genova per voi", a talent for songwriters, and the first edition of "Professor author", an artistic contest for tv programs authors.</p>
Premio Paganini	<p>The International Violin Competition "Premio Paganini" officially began in 1954 with a threefold purpose: it sought to nurture gifted young violinists, usher them into the international spotlight, and establish the city of Genoa, Italy as a prominent cultural center. Over the ensuing decades, it indeed became a virtual hotbed of dynamic talent for young and aspiring classical violinists and definitively put Genoa on the cultural map. The Paganini Competition has quickly established itself as one of the most important violin competitions in the world. Since its foundation the "Premio Paganini" has been awarded to famous artists such as, Gyorgy Pauk, Gérard Poulet, Salvatore Accardo, Gidon Kremer, Ilya Grubert and, recently, Massimo Quarta, Giovanni Angeleri, Leonidas Kavakos, Ilya Gringolts and Sayaka Shoji, and it has acted as an effective springboard for their future artistic careers.</p>

ACTION LINE 4		INNOVATING THE GOVERNANCE SYSTEM		
Expected results		<p>This action aims at revising and re-designing the 'official' hub of the Municipality's networking in the local music sector. The long/mid-term goal here is to consolidate the presence of a unique (and well recognized by the stakeholders) 'point of access' for the relation/negotiation with the local Institutions about music sector issues, as well as to help the clustering of the music professionals and associations.</p>		
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Music help desk	Municipality of Genoa	Internal ULG; City councillor for culture	Music help desk	2018
Music Hub	Municipality of Genoa	music associations, clusters, networks and individuals	The Genoa Local Hub for Music wants to create a strong network between the stakeholders working in the field of music.	Spring 2017
Shared and participated public management	Municipality of Genoa	ATID, SIAE	Regulation on the collaboration between citizens and city administration for the care and regeneration of common urban goods	October 2016
FIRST AND EXPECTED RESULTS				

<p>Music help desk</p>	<p>The 31st of May the Department of Culture organized an operational meeting with the "Informagiovani", the municipal office open to the public to help and inform young people about work, internship, trainings,... . The meeting was planned to discuss the opening of the music help desk, an unique (and well recognized by the stakeholders) 'point of access' for the relation/negotiation with the local Institutions about music sector issues.</p> <p>The music help desk's first action will be to set up an information and support agency for music to facilitate organizers in completing the procedures required to obtain permissions and licenses. This initiative will have a strong impact in other areas such as design, media arts, crafts and folk arts, visual arts.</p>
<p>Music Hub</p>	<p>In May 2017 the Municipality of Genoa established a Local Hub for Music (LHM) with the aim of creating a strong network among the stakeholders working in the music field .It is composed by the main entities of the Genoa's music scene (40 subjects: recording studios, private music schools, collectives of artists, Public Conservatory of Music, Music event/festival/competition organizations, musicians, music labels), the University of Genoa, the Chamber of Commerce and professional associations. In preparing this application, LHM met several times to design an action plan capable of supporting the music sector and, above all, the young musicians. The hub is open to new participants involved in thematic working groups on specific issues.</p>
<p>Shared and participated public management</p>	<p>The Municipality of Genoa had adopted last year the "Regulation on the collaboration between citizens and city administration for the care and regeneration of common urban goods". Thanks to this regulation active citizens may carry out interventions of care for and regeneration of common goods as individuals or through forms of social aggregations - whether organized permanently or not – within which they assert themselves.</p> <p>The City of Genoa promotes creativity, the arts, training and artistic experimentation as one of the fundamental instruments for the requalification of urban areas or of individual goods, for the production of value for the area, for social cohesion and for the development of competencies.</p>

To pursue this end the City reserves a share of the spaces and of the buildings referred to in this regulation for carrying out activities aimed at the promotion of urban creativity, especially among young people.

ACTION LINE 5		CATCHING THE PUBLIC ATTENTION		
Expected results		This action deals with the visibility and spreading of the URBACT Gen_Y actions in town. Furthermore, it aims at planning and providing training actions specifically targeted on youth and professionalization/enterprise in the music sector.		
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Dissemination activities	Municipality of Genoa	Regione Liguria, Camera di Commercio, DIEC (Unige), Job Centre. Other partners to be defined	Two dissemination events per year (starting from may-17) Topics: economics and employment in the music and creative sectors; hi-tech and music; music start-up and music	Twice a year
Presentation of GEN-Y's project to the city	Municipality of Genoa	Job Centre, Informagiovani	What's up event	Once a year
Big public events	Municipality of Genoa	PaGE (Public Art Genova), Villa Croce	Walk the line	Every year
FIRST AND EXPECTED RESULTS				
Disseminations activities	Thanks to the project GEN-Y, the Municipality of Genoa organized two interesting events (LISTEN TO THE FILM: THE MUSIC" with Pivio and Andrea De Scalzi - two Italian composers, best known for scoring music for television			

	<p>and films; “WHAT RACE OF MUSIC- Jazz, blues, soul and color traps” with Stefano Zenni – musicologist and professor at the Conservatoriums of Bologna, Florence and Ferrara) for the Urbact local hub on music with a view to offering new moments of discussion and interaction.</p> <p>A large and heterogeneous audience participated in both these events and the debate opened up interesting opportunities and suggestions.</p>
<p>Presentation of GEN-Y’s project sto the city</p>	<p>What’s Up has been organized (11st and 12nd of February) as a big trade show for young talents. Each group displayed its idea in a stand. Different meetings and workshops were opened to the public and organized in the conference hall of Informagiovani. Two round tables discussed about robotics, urban resilience and intelligent environments. All the performances were held in Sala Dogana where young artists showed their talents.</p>
<p>Big public events</p>	<p>Walk the line is a project to give a new role to the causeway "Aldo Moro". The best street artists from all over the world were invited to Genoa to transform the pylons of the causeway in a real works of art. 100 artists reinterpret 100 pillars with the rhythim of 100 new music tracks.</p>

ACTION LINE 6		MAPPING EPHEMERAL SPACES FOR MUSIC AND YOUTH CREATIVITY		
<p>Expected results</p>		<p>Looking for an enhancing in the exploitation of the suitable rooms for music production and consumption in the City, this action is focused on a mapping of the available spaces, also aiming at a better balancing in terms of center/outskirts distribution.</p>		
<p>Activities</p>	<p>Lead Actor or Agency</p>	<p>Key Partners</p>	<p>Intended Outputs</p>	<p>Timescale</p>

Charting resources	Municipality of Genoa	Internal ULG (Local Hub for Music)	A descriptive list of unusual and unused (or scarcely used) spaces for music and youth creativity	Twice a year
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FIRST AND EXPECTED RESULTS

Charting resources	The Municipality of Genoa will ask to the 9 city district authorities to indicate the used and unused spaces for music and youth creativity inside their territories.
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ACTION LINE 7	MUSIC BRANDING
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Expected results	This action aims to strongly connect the Genoa brand image to the concept of "music city" by connecting with other "high-visibility" music cities, creating a value brand to certificate the music quality of events and to develop a wider music focus event strategy. In addition synergies with other European Projects currently run by the Municipality will be deployed.
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Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
City branding	Municipality of Genoa	Local Hub for Music	Joining international Music Cities networks (UNESCO Creative cities for Music)	Spring 2019
Social media campaign	Municipality of Genoa	Local Hub for Music	social networks and media used to give visibility to Genoa Music City	2018

Open Air Museum	Municipality of Genoa	Local Hub for Music	Sound installation, information panels and ICT technologies around the city centre of Genoa	2019
FIRST AND EXPECTED RESULTS				
City branding	<p>The UNESCO Creative Cities Network (UCCN) was created in 2004 to promote cooperation with and among cities that have identified creativity as a strategic factor for sustainable urban development. The 116 cities which currently make up this network work together towards a common objective: placing creativity and cultural industries at the heart of their development plans at the local level and cooperating actively at the international level.</p> <p>The participation in the UNESCO Creative Cities Network is an opportunity to range them and speed up the ongoing processes. The UNESCO creative city label will definitely strengthen the City's sense of identity and belonging.</p> <p>The city applied to the "2017 call for application" but unfortunately its candidature hasn't been selected. Genoa will run again in 2019 for the next call for application</p>			
Social media campaign	<p>Social media are used to reach many people with news about the music city project and activities. Social media are also important to improve awareness of the music city brand</p>			
Open Air Museum	<p>The city centre of Genoa will be invaded by sound installations and information panels – also using ICT technologies – about the history of music of the city and its famous singers and musicians. This action will also contribute to the revitalization of the some degraded part of Genoa old town</p>			

ACTION LINE 8		TRAINING ACTIVITIES		
Expected results		<p>Working in a creative field requires a tough skin, and the music industry is no exception. Band, label, manager, agent or promoter -- they're all bound to face more than a few bumps in the road. The trick is learning how to deal with disappointment and continuing to move toward your goals without getting sidetracked. The City of Genoa will organize different training activities to explain how to manage the common music business problems.</p>		
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale
Training activities	Job centre	Municipality of Genoa	Training activities (masterclass, seminars, workshops, ...)	Every year
NEET in Genoa project	Municipality of Genoa	ALFA (Liguria Region); University of Genoa; Job Centre Genova; CLP Genova and diverse Cultural Associations	(Re)activation path for young NEETs; support and follow-up to 5 pilot project designed by working groups composed by the addressees of the project	2019
FIRST AND EXPECTED RESULTS				
Training activities	<p>This summer and autumn, the Job Centre – in-house society of the Municipality of Genoa – thanks to the project “Madda Oltre” (funded by <i>Fondazione San Paolo</i>) organized a series of seminars and workshop to support youth entrepreneurship and creative industries.</p> <p>The knowledge required to be an entrepreneur is not only related to professional practice in running a business, but also to skills and attitudes, and to mentalities (for example to reflect on self-knowledge). Approaches to learning in small firms have varied over time, and these need to be taken into account. Methods of training need to be varied and can range between</p>			

	<p>traditional ways of informational transfer through to interaction with peers. Formal approaches may be complemented by tacit learning with peers and networks.</p> <p>The main goal was to provide coaching support for needs analysis, definition of work plans, startup creation and networking.</p>
<p>NEET in Genoa project</p>	<p>The “NEET in Genoa” project aims at fostering youth participation by proposing a (re)activation path to young NEET people, on the basis of their actual needs and (unrecognized) skills. Specifically, the project tasks are: (re)activation of 60 young NEETs in Liguria Region by short training and professional counselling (starting from their own skills); creation of working groups on culture, ecology, common services and territorial development, fostering youth aggregation and sharing the final selection of 5 pilot projects designed by the working groups; realisation of the 5 pilot projects (financial support is included).</p>

4. Experiences and lessons learned from Partner

GEN-Y project was really stimulating for the City of Genoa. This Local Action Plan of Genoa has been defined following the URBACT spirit that invites European cities to learn from one another’s experiences, drawing lessons and developing integrated solutions to common urban challenges.

In particular in the last few years, the City of Nantes and the City of Kristiansand have experienced some best practices in the music industry that inspired some actions of this plan. During the international meetings organized by GEN-Y partners, the Municipality of Genoa had the possibility to visit and deeply understand these projects, asking directly to the other cities involved which

where the opportunities and the problems faced. For this reason the Municipality decided to include the projects developed by Nantes and Kristiansand in its best practice list. These practices helped Genoa to design its own strategy to boost music and to define a city Music Action Plan.

Tremolino is the project developed by the City of Nantes. It is a community where the people engaged in the music sector work together: young and adults, amateurs and professionals, subcultures and main stream culture, national and international music. Tremolino is also a real place, a building of 2300 m2 located five minutes far from the city center of Nantes with experts on music, a library, a bar - where is possible to play and perform-, recording and post-production rooms. Each year the experts of Tremolino support the young talents in their careers with a tailor-made process based on their real needs. They offer original solutions and contribute to their growth as musicians. Tremolino is focus on the contemporary music sector and plays a key role in implementing innovative public policies by building partnerships with local stakeholders, creating a dialogue with public authorities and contributing to the emergence of a European music community.

Sørf is a Competence Center in Kristiansand targeted to musicians and (actual or potential) other stakeholders in the field of music business in Southern Norway (Agder Region). Sørf is a member association and a non-profit organization aimed at supporting different actors of the music business sector, facilitating their co-operation and fostering connections with other cultural business sectors. The developed approach to business changes according to the different addressees of the provided services, including: tailored mentoring and career guidance for musicians, public seminars, workshops and courses targeted both to musicians and other professionals of the music sector, master on Music Business Leadership for music entrepreneurs. Although the focus on business and marketing of Sørf is not only national focus, but also is related to the international networks and the global markets, one of its main goals consists in retaining talents at a local level, co-creating proper conditions for their stay and development in the Region. This is why, for instance, no music genre is excluded by the Sørf consultants in order to provide

professional growth opportunities to an as wide as possible potential target. Furthermore, in order to enhance the embeddedness within the local music scene and contribute to make lively and dynamic, among its actions Sørf manages once a year the Sørveiv Festival in the city of Kristiansand, promoting 40 cross-genres showcase concerts in 5 different venues of the city and a parallel conference which is meant to be a catalyst for change and renewal of the local music scene. The structure of the conference is aimed at gathering stakeholders from the national and global music community, in order to favor their contact with the local musicians and music business professionals, sharing thoughts, desires and needs related to the music industry and its challenges.

The City of Genoa defined the action number 4 taking into account the examples of Nantes and Kristiansand. Indeed, also Genoa will have a unique place for the relation/negotiation with local stakeholders about music sector issues. The aim is to help music professionals in their careers and in organizing festivals and events. The Municipality of Genoa is currently searching for the best place where open this public centre devoted to music.

5. Funding scheme

The actions identified in the AP include investments of about 6 million Euro (local actions) and annual costs estimated at about 700 thousand Euro (50% for local and international actions).

Regarding annual costs, the main sources of funding will be: 30% European projects, 20% sponsorships, 10% private partners, 20% Ministry for Cultural Heritage, 20% Municipality's own resources. Evaluations of the Municipality's resources include human resources and facilities that shall be made available.

6. Framework for delivery

The “Music Agenda” – Local Action Plan - of the city of Genoa is a document produced by the Department of Culture in cooperation with the Job Centre and the Local Hub for Music (LHM). The LHM was established in May 2017 by the Municipality of Genoa with the aim of creating a strong network among the stakeholders working in the music field .It is composed by the main entities of the Genoa’s music scene (40 subjects: recording studios, private music schools, collectives of artists, Public Conservatory of Music, Music event/festival/competition organizations, musicians, music labels), the University of Genoa, the Chamber of Commerce and professional associations. In preparing this application, LHM met several times to design an action plan capable of supporting the music sector and, above all, the young musicians. The hub is open to new participants involved in thematic working groups on specific issues.

This document will be primarily presented to all GEN-Y partners and after the approval of the lead expert and the lead partner will be presented to Genoa’s City Council to be endorsed.

7. Description of the process

The definition and adoption of a new policy instrument – the Music Agenda - to support the music sector and young musicians follows a four steps methodology: the preparatory phase, the implementation phase, the political and public endorsement.

At the really beginning of the process the Municipality of Genoa joined different local stakeholders to explain the Gen Y project and its objectives. At that moment it was not clear what would have been the main focus of the local action plan. The main goal was to attract and retain young people in the city, but what could have been the solution? Which economic sector

It is becoming increasingly important to attract and retain young talent.

7.1 Preparatory phase

This phase is, in turn, subdivided into 5 sub-stages considered all together as preliminary studies, analysis and discussions to define the Local action plan for Genoa.

1 Data analysis: A research team has been established with the task of analyzing local music industries, in reference to planning, policy and city strategy. This team is made up of professionals coming from the University of Genoa, the Chamber of Commerce, the Job centre and MIG, an association of independent musicians.

2 Local hub establishment:

The Genoa Local Hub for Music wants to create a strong network between the stakeholders working in the field of music. It is composed by the main music representative entities of the Genoa's music world and the municipality of Genoa. It consists in almost 20 subjects.

All the representatives become from previous relation processes with the Municipality:

- 2 Recording studios
- 3 Private Schools of music
- Casa della Musica (ONG managing a public space devoted to music)
- Public Conservatory of Music
- 10 Music event/festival/competition organizations
- 3 Manager of music clubs/spaces

- 2 Music labels
- 4 Cultural associations
- 3 collectives of artists
- Many Musicians
- Job centre (promotion, development of process for the economic local development)

The local hub for music is open to new future participants depending on the topic under discussion.

The local hub will become the music cluster responsible for the Music Agenda.

3 Participatory design with the Local Hub

With the Local Hub the Municipality of Genoa, Culture Department will design new instruments, pilot actions and policies to support the music sector and, above all, young musicians. The Local hub has been identified and different meeting, between the hub and the municipalities, have been already organized. In the next months the Local Hub will be formally recognized. This hub is fundamental to define the Music Agenda. All the main stakeholders are involved in the design process to help ensure the result meets their needs.

Since October 2016 the Local Hub met six times:

- 1) 25th of October 2016
- 2) 8th of November 2016
- 3) 12th of January 2017
- 4) 26th of April 2017
- 5) 22nd of May 2017
- 6) 31st of may 2017

A last meeting will be organized in February to finally present the Music Agenda to the public.

During the first meeting, the Municipality presented GEN-Y project's objectives and the role of the ULG. Since then, the Municipality of Genoa - Culture Department and the Urban Local Group have been designing new instruments, pilot actions and policies to support the music sector and, above all, young musicians.

4 Music facilities and spaces.

Thanks to the EU project Forget heritage, the Culture Department of Genoa wants to find an innovative and sustainable solution for the protection and valorisation of the cultural heritage, increasing its economic value. The main project objective is to identify innovative, replicable and sustainable Private Public Cooperation management models of the abandoned historical sites (recognised as cultural heritage) by valorising them through setting up cultural and creative companies. In practice, buildings in underutilized areas will be identified for cultural and creative use. The music sector will take advantage from this project finding new spaces and facilities inside unique locations and testing new private public cooperation management models. Moreover these innovative management models will be part of the Music Agenda enhancing the music business.

5 Fundraising.

The Culture Department is gathering European contributions to realize and enhance the Music Agenda. In particular, it is creating synergies between many EU projects funded under different programs: Forget Heritage – Central Europe; EMI “European Music Incubator” - Creative Europe and CREART – Creative Europe.

7.2 Implementation of the Music Agenda

1 Definition of the Music Agenda.

The culture department in cooperation with the University of Genoa, the Local Hub and the main local stakeholders will define a Music Agenda with specific objectives, actions, budget, partners and deadlines. Recommendations, including reforming certain city ordinances and licensing policies, will be defined in this document. In particular, it will be explored opportunities for creative workspace and night-time usage of former run down areas.

This Agenda includes support policies for young businesses in the music sector and it will be at the core of the local action plan developed in the scope of the Gen-Y City project.

2 Definition of the Pilot sites.

A pilot site has already been identified by the Culture Department to test the Music Agenda. In the downtown core an historical building – Palazzo Serra in Via del Campo – owned by the University of Genoa, will become a space for music run on a cooperative basis.

3 Definition of the brand.

The Genoa Music City brand will be integrated into the promotional materials (website, flyers ...) and the day-to-day activities. The Music City brand represents events, exhibits, live music and above all the spirit of the city. The brand will give a commercial and tourist interest to Genoa, branding both musicians and the city's spaces.

3) Political and public endorsement

There is the need to create a consensus around the music agenda involving the wider public and the city council. In particular, the politicians are called upon to become an intermediary between the agenda and the business sector.

8. Risk analysis

TYPE OF RISK ACTION	INVOLVEMENT OF STAKEHOLDERS	FUNDING	QUALITY
Bridging knowledge	It is difficult to obtain all the data needed by the stakeholders		It requires a lot of work to find significant data
Grounding culture		This action requires a lot of money to create new spaces for music	A lot of budget is needed to create new quality spaces and

		and CCI	facilities for music
Fostering the "Generation Y" initiatives			
		It is essential the public and private involvement to fund youth initiatives and festivals	
Innovating the governance system			
	It is vital to raise awareness of the new governance tools among the stakeholders		
Catching the public attention			
		It is necessary to have the resources to organize interesting dissemination activities	The quality is strictly connected to the budget
Mapping ephemeral spaces for music and youth creativity			
	All the local districts inside Genoa should be involved		
Music branding			
	It is essential to find and involve new international stakeholders		
Training activities			
		It is necessary to have the resources to invite the best mentors and speakers	It is necessary to have the resources to invite the best mentors and speakers

Legend: **Low** – Minor risk; **Medium** - Acceptable risk; **Higt** - Serious risk ; **Very Hight** - Unacetttable risk