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M U L T I - Y E A R

NEW

P L A N

DIRE



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FONDAZIONE CRC

M U L T I - Y E A R

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1

Our vision



A future vision for the next 4 years

The multi-year plan presents the actions we will undertake in the coming years together with the local community, which will significantly change the development of the area and the quality of life of its citizens.

We are convinced that every choice must be based on the knowledge of the context in which we operate and on the ability to interpret the signs of the present in order to project ourselves into the future with awareness: this is why **we invest in analysing the territory and forecasting the scenarios that await us**, making available our thoughts on the strengths on which to build, the critical points on which to improve, and the main challenges to be faced. **These are the founding elements on which to build a vision of the future that will guide the path of the next four years.**

Despite the periodic crises it goes through, our territory can count on a history and a present of economic and productive solidity, a precious natural heritage and a good degree of social cohesion and trust in institutions. This capacity for resilience and development is part of a highly unstable and constantly evolving European and international perspective, which requires the ability to adapt and innovate in an environmental context that is insufficiently preserved and threatened by pollution, and in a social and cultural reality that is also characterised by forms of vulnerability and the risk of exclusion.

The province of Cuneo is not an island. It is a local context intrinsically connected to the rest of the world; influenced by the great transformations taking place at global level, those that the United Nations identifies in **five mega trends**. These transformations are capable of producing profound changes over the long term at every territorial level:

1. The increase in demographic imbalances
2. Worsening inequalities also due to increasing geopolitical instability
3. The development of urbanisation
4. The impact of climate change
5. The acceleration of technological innovation (including digitisation and Artificial Intelligence).

These transformative forces will generate new dynamics in the short and long term in terms of: migration flows, labour transformations, diversification of education, changes in lifestyles and consumption, and different levels of people's well-being and health, as the 17 Sustainable Development Goals of Agenda 2030 show us. **In order to understand this scenario, anticipatory strategies are needed to develop new skills and activate new modes of intervention.**

Only territories that are able to act synergistically to limit the negative effects and enhance the positive ones of these transformative forces will have real opportunities for sustainable growth on an environmental, economic, social and institutional level. Our provincial system has equipped itself to move in this direction through the definition of medium-long term **strategic planning** with a 2030 horizon. The objectives of European planning have been declined on a local scale and priority actions have been identified to be pursued all together for a province of Cuneo that is:

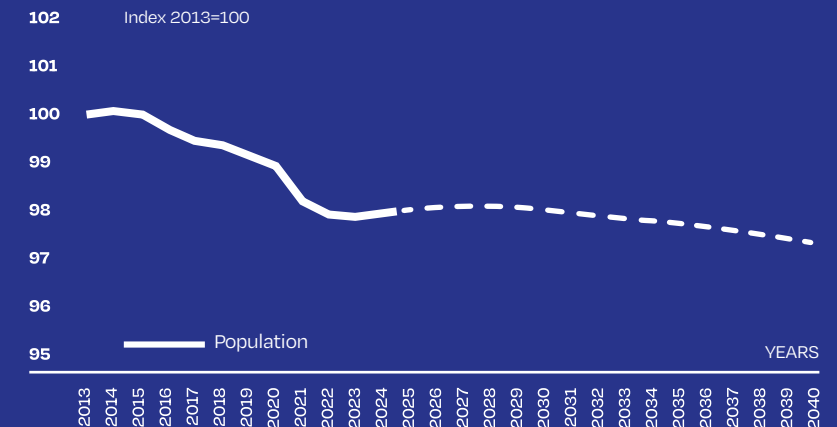
- + INTELLIGENT
- + GREEN
- + CONNECTED
- + SOCIAL
- + CITIZEN-FRIENDLY

We intend to graft the Multiannual Plan into this common frame of reference. The aim is to act in a coherent and complementary manner, in the direction of an increasingly attractive territory connected with the world.

Scenarios for 2040 province of Cuneo

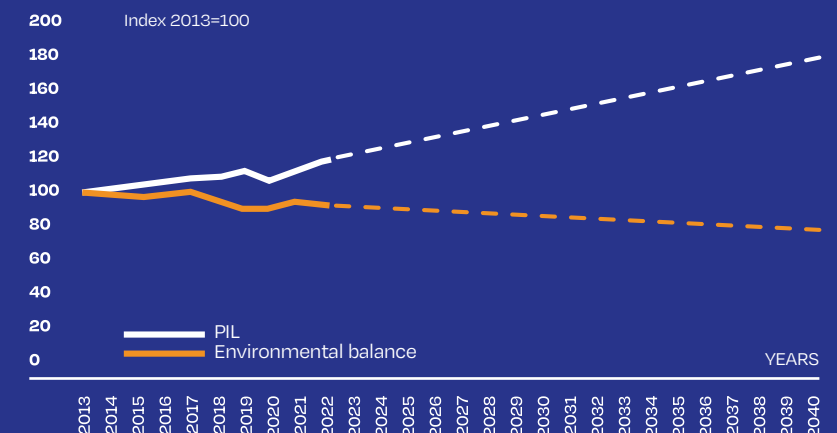
POPULATION TRENDS

Until 2030, the population will grow slightly, and then resume a phase of steady decline—although at a slower pace compared to regional and national forecasts.



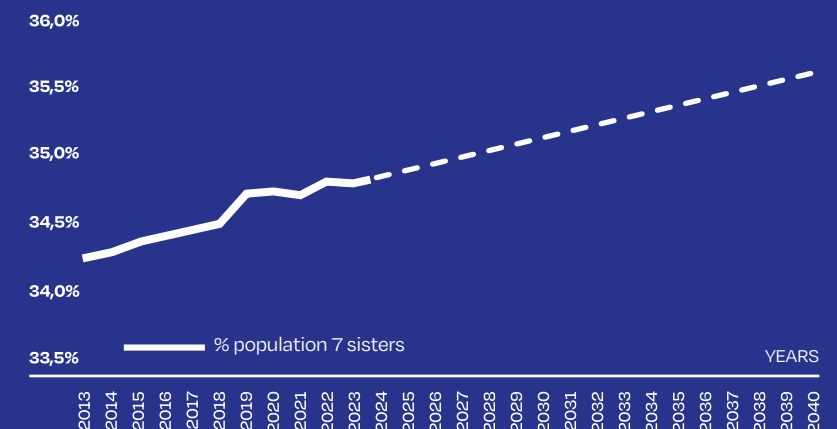
ECONOMIC GROWTH AND ENVIRONMENTAL IMPACT

By comparing GDP trends with a synthetic environmental index (covering waste trends, air quality, energy consumption, and green spaces), a forecast emerges of economic growth for the area, alongside a reduction in environmental impact. This is consistent with trends across Europe, provided there is effective and sustainable management of natural resources.



URBANIZATION

The share of the population residing in the "Sette Sorelle" (cities with more than 15,000 inhabitants) out of the total provincial population is expected to increase slightly but steadily from now until 2040. This confirms a trend of urbanization even at the provincial scale.



Source: Data elaborated by the Office of Studies and Research based on data from Istat, ISPRA, and Prometeia.

2

Our mission



Turning possibility into reality

In an ever-changing environment, we want to become a constant and secure point of reference that can be counted on for the development of the province of Cuneo.

Making the possible become real, that is the mission of the Foundation. How? By creating shared value and offering new opportunities to the people living in our community, making ideas and dreams real.

We cultivate the desire to make the children, youth, elderly and families of our community happier, to take care of the environment and the places we inhabit to make them more beautiful and accessible. To do this, we will strive to create the best conditions for the support and growth of initiatives in the areas of culture and education, local development, sports, volunteering, physical and mental wellbeing and health¹.

We want to become the ideal partner to put the common good and action for sustainable progress at the centre of civil society, by growing third sector associations together with public bodies, building and strengthening opportunities for dialogue and co-participation.

We will channel the energies of citizens, economic actors and institutions towards shared goals, so as to make the province of Cuneo attractive and build a bright future together with those who look in the same direction as us, leaving no one in the shadows.

¹For the four-year period, the following sectors will be considered relevant: Local development and innovation, Art, cultural activities and heritage, Voluntary work, philanthropy and charity, Education, instruction and training, Public health, to which at least 50% of the disbursement resources will be allocated as provided for by the regulations in force. Sporting Activities will be considered eligible sector.

3

Our values



5 principles that guide our every decision

Our journey towards the future stems from a set of **fundamental values**, which will guide every choice and action taken along the way. These are priorities that can be counted on the fingers of one hand:

5 foundations that will help us build a solid and inclusive reality, where ethics, sustainability, fairness, transparency and competence are not mere principles, but concrete pillars of our work.

Aware of the responsibility that accompanies every decision, we will work to put the collective good at the centre, looking towards a future that protects people and the environment. Together, we will build a path oriented towards dialogue, shared growth and the positive transformation of our territory.

1 RESPONSIBILITY AND ETHICS

We cannot imagine acting without ethics, just as we cannot ignore the responsibility that this action carries in anticipating the effects our actions will have. We will have the responsibility to make choices, knowing that it will not be possible to meet all needs and take care of everything, but we will always do so with the guidance of the ethics of responsibility, without compromise, so that the good of all prevails over the ambitions of a few.

2 SUSTAINABILITY

We will be attentive to sustainability issues from a social, cultural, economic and environmental perspective. We will not make sustainability an ideology, but we will treat the topic with conviction with the need, urgency and awareness that it will not be possible to build a future without thinking about how to preserve and protect the environment in which our initiatives will take.

3 EQUITY AND INCLUSION

The principles of equity and inclusion will guide us in our daily lives, so that it will be possible, without distinction, to feel part of a single community by opening up new spaces of thought as much as possible, involving and listening to different points of view. No one will be left behind and everyone will be recognised by the Foundation, each in a different way, but with the same spirit of equality.

4 TRANSPARENCY AND IMPARTIALITY

We will build visible actions and adopt impartial procedures that follow well-defined internal processes and communication aimed at making all the contents and steps of our path understood by the community. The transparency of our work, combined with our accountability, will be a clear mirror of the responsibility of our choices.

5 COMPETENCE

We will act with professionalism by enhancing the most suitable skills to continue our journey together with the organisations of the province. The competence, high profile and heterogeneity of experience of the members of the governance, together with the ability to synthesise and the experience provided by the technical professionalism of the organisational structure, will be the guarantee of effectiveness and seriousness for the choices we will face.

4

New paths and strategies



The future of our land is a path to walk together

4.1

Asset and financial management

Asset and financial management in the coming years will be guided by the principles of prudence and consistency, with the objectives of **safe-guarding assets** and **achieving returns to be allocated to institutional activities**.

Our assets are an essential resource, capable of renewal and designed to generate and redistribute sufficient resources to the territory. It consists of real estate and financial investments that will allow us to have the resources used in the development of social innovation projects.

Our assets maintain an important diversification with a large number of investments. Among these, in first place in terms of the amount invested is our investment in our parent bank Intesa Sanpaolo, in which we hold more than 1% of the share capital, whose positive profitability contributes significantly to the return of resources to the territory and its economic development. With the bank, we will strengthen synergies and collaborations through the creation of important projects for growth and the care of local welfare.

OUR HISTORY

this strong bond, as well as in the name of the foundation itself, is anchored in the ideals and goals that have remained unchanged over the years. We want to represent our people to the best of our ability, within each reality in which we invest, so that the community benefits as much as possible.

HOPE FOR TOMORROW

they can guarantee support for the territory today but, thanks to careful and accurate management, they can also guarantee it in the future. This is why our investments - widely diversified - are chosen for a medium-long term horizon and constantly monitored within the evolution of the financial markets in a medium-term macroeconomic scenario. In this context, we are aware that each investment carries a financial risk, often linked to unpredictable factors, which we assess and accept on a case-by-case basis, with the aim of generating an annual return that is useful for the achievement of statutory objectives and for meeting the expectations of the territory

REAL GROWTH

their market value as of 31 December 2024 is more than EUR 2 billion; this is invested in productive realities mainly in Italy and Europe, but it is also at the side of the state with important investments in Italian government bonds, supports infrastructure and small and medium-sized enterprises, as well as new entrepreneurship and private debt. With our independent profile, we will continue to invest in everyday life, with a focus on innovation and technological development, seeking the best possible social and environmental impact.

CHANGE

with investments, we will not only live and be continually within change, but we will be able to be an active part of it, becoming its stimulus and anticipator. This is why we will be attentive to the needs of the new generations, to the emerging needs of the population that change with time, and to topical issues that are no longer negligible, in order to be able on the one hand to seek profitability in supporting the needs of the region and on the other hand to actively promote changes in society. Changing investments or the way they are managed as a result of changing conditions does not guarantee the objective but is often the only way to invest in the future.

In conclusion, the path chosen is one of constancy over the years. We have set ourselves an ambitious target of resources to make available to the territory and the beneficiary realities, with whom we work on a daily basis: the strategy we will adopt in asset and financial management will aim to generate resources totalling

• **120 million**
EUR

divided into

• **30 million**
EUR
**for each of
the four years**

that make up the time frame of this
2025-2028 multi-year plan.

2025 **2026** **2027** **2028**

4.2 Institutional planning

Embarking on a new direction means renewing the path that has led us so far.

To do this, we have identified five areas that will guide our action in the coming years and form the basis on which we will develop our annual planning.



Beauty

Beauty is an abstract concept, which cannot be translated into a concrete and universal model.

It represents the ability to impress the soul of each person through the senses, becoming an object of amazement and contemplation. It is a subjective experience that can manifest itself through grace, harmony, balance of form and other aspects that evoke positive emotions. Thus, in our opinion, it **it represents everything that can help generate empathy** in relationships and in people's lives. We consider it indispensable **to act to enhance the sense of beauty in contemporary society**, with its multiple interpretations. In particular, **we consider it important to take action to rediscover the landscape and natural splendours**, and to intensify action **to protect and enhance the province's cultural heritage** and traditional knowledge. **Educating people about beauty and the sense of beauty will be one of the trajectories we will reinforce on our path.** It will be important to invest resources to **build and imagine beautiful** and functional places to live, in the cultural field, in sports, in schools, in places of care, and in spaces dedicated to voluntary work.

HOW MANY SHAPES DOES BEAUTY HAVE? >>

BEAUTY
EDUCATION

BEAUTIFUL
SPACES

CULTURAL
HERITAGE

ENHANCEMENT OF
THE LANDSCAPE

RELATIONSHIPS
IN HARMONY

Care

WHAT DOES IT MEAN TO CARE? >>

Care is attention, dedication and giving towards others. It is the responsibility that each of us has in taking care of and caring for people, the environment, the community in which we live and future generations, to foster harmonious and respectful growth and a sustainable future. In order for it to develop, it is necessary to cultivate a humus of characteristics ranging from the competence and ability to understand and listen to others to the patience of time and the generosity and kindness of actions. Taking care means taking responsibility that starts with ourselves and can help others. This is why, as a Foundation, **we will promote processes and initiatives that enhance the culture of caring,** with healthy lifestyles and preventive attitudes. **We will promote sport as a tool to foster people's wellbeing. We will support processes for the dissemination of welfare and women's empowerment,** as well as initiatives dedicated to developing quality health mechanisms spread throughout the territories. **We will enhance intergenerational processes,** also capable of stimulating networked actions in the various communities, capable of fostering the well-being of the new generations. **We will spread the culture of responsibility,** of taking care of others in all the places we live: from schools to hospitals, from parishes to local authorities. We will support initiatives aimed at stimulating a culture of caring for the public good, spaces open to all, the landscape and nature.

SPORT THAT IS
GOOD FOR YOU

CARING FOR
THE PEOPLE

YOUTH
WELFARE

WELFARE

CARING FOR THE
COMMON GOOD

CARING FOR
THE NATURE

EDUCATION,
PREVENTION
AND HEALTHY LIFESTYLES

Creativity

Creativity is the ability to see and interpret the world from different angles. It is embodied in a different approach to problem solving. It arises from **divergent thinking** thinking that allows one to explore multiple possibilities and often find unexpected, new and original answers. We will highlight this approach to make it a strength for all **public or private change makers who will undertake actions for the benefit of community progress.** To disseminate this attitude, **we will enhance educational initiatives and workshops on generative thinking and the liberal arts** such as poetry, music, art, literature and the performing arts. **We will enhance training, the study of new skills and transversal creative soft skills** that will build the new world of work. How? Through the skills of doing, creating and creative knowledge. In our projects **we will develop unconventional solutions to stimulate the activation of new paradigms** with respect to supporting the world of volunteering. We will foster creative processes that are able to innovate even services that have been standardised to date. Creativity can become one of the talents through which **young people can be valorised** and involved in the processes of building the new society that will develop in the coming years.

HOW CAN WE UNLOCK CREATIVITY? >>

TALENT
EDUCATION

CHANGE
MAKERS

MULTIPLE
INTELLIGENCES
AND GENERATIVE THINKING

POETRY, ART,
MUSIC, LITERATURE
AND PERFORMING ARTS

ENHANCEMENT OF
MAKING AND
CREATIVE COMPETENCE

Future

The future is that part of time that has not yet had a space in which to fulfil itself.

It represents facts and events that have yet to happen. It is a blank sheet of paper on which it is possible to draw the lines of a design on which the completed shapes and colours will appear only after time can drop the ink drops of its action. In our eyes, it represents the direction in which to act boldly to give impetus to the initiatives we intend to implement: it represents what we choose to make happen.

In our view, future is synonymous with change.

It is only built if we have the opportunity to create and structure the essential conditions for this to happen. The first step will be **be to support all actions that generate positive visions of change:** from culture to education, from social relations to economic development. It will be necessary to stimulate the younger generations with an **education in critical spirit and self-awareness**, because only by knowing who we are is it possible to imagine and build who we want to become. We will also work on the **planning of systemic actions coordinated among all the actors in the area** with respect to the major trends that affect the future, such as the demographic trend, migration, active ageing, climate change, sustainable mobility, technological innovation and artificial intelligence. The commitment is to create directions for change in which everyone can feel actively involved in a productive dialogue that generates new possible futures.

WHERE DOES THE FUTURE BEGIN?>>



Participation

Being a community means being recognised by someone.

As a foundation, we want to encourage people to recognise themselves by creating communities that have new names and are able to respond to the problems that individuals face in their daily lives. To recognise oneself, it is necessary to get to know each other through collective experiences, generating memories and emotions and sharing pieces of life. It is necessary to tell all stories with trust, the trust that drives real change in human experiences. As a Foundation, in order to facilitate the building of these new composite and multicultural communities, we will support all actions necessary to facilitate the development of quality relationships, **we will animate communities by creating opportunities for active participation and civic engagement** engagement to return to the squares, streets and places recognised by each community as symbols of its identity.

We will realise major cultural, sporting and social events capable of building opportunities for collective participation, **stimulate solidarity and voluntary actions, youth protagonism and enhancement of sport as a means of aggregation.**

WHAT DIFFERENCE DOES PARTICIPATION MAKE? >>

SPORT
FOR ALL

YOUTH
PROTAGONISM

VALORISATION OF
SOCIO-CULTURAL
PLURALITY

CIVIC ENGAGEMENT,
RIGHTS AND
DEMOCRACY

ACTIVE COMMUNITY
ANIMATION

CULTURAL OFFER
AND MAJOR EVENTS



4.3

Our model of action

The model of action that we will adopt in the coming years will allow us to take on different roles to support local authorities and the community.

With this in mind, we will be:

COACH 1

We will develop our ability to listen and critically compare notes with organisations in the area and bring out unexpressed possibilities. With the Foundation at their side, all organisations will be able to find a trusted partner to develop initiatives and achieve shared objectives.

2 CHANGE DESIGNER

We will strategically plan and define initiatives that will bring about positive change not only locally, but also nationally and internationally. As designers of change, we will work on annual strategic planning as well as strengthening the long-term strategic planning work extended to all relevant bodies in the province.

EXPLORERS 3

We will take the risk of going down different roads by investing in unexplored paths that will help achieve our mission objectives. To do this, we will strive to lead by example. How? By starting from our plans and ensuring maximum coherence between the plans and the facts we will implement.

4 CREATORS AND NETWORK FACILITATORS

We will facilitate the emergence of local ecosystems of collaboration and co-programming between different organisations and sectors. We will facilitate the creation of new networks of transversal collaborations across the province and at same time we will engage in providing opportunities for linking local realities with national and international bodies and institutions. We will facilitate the dissemination of a global approach that can intertwine with the threads of experiences that we can locally give birth to and grow.

IMPACT MEASURERS 5

We will disseminate the need to measure impact and enhance the significance and importance of the culture of evaluating oneself. Not only a numerical or statistical impact, but also the ability to leave a qualitative and experiential narrative by all organisations, so that they can valorise the extraordinary experiences that already exist in the province and are still little known. We will adopt a working method that privileges the careful study of phenomena and the analysis of data, but also one that is capable of moving towards the definition of measurable objectives capable of bringing about the positive change we hope to achieve.

4.4

Our working tools

CALLS

We will provide grants to organisations and institutions for the development and growth of initiatives developed for the benefit of the territory. Contributions to third-party projects will be made through two types of calls for proposals:

- thematic calls referring to a specific objective or field of intervention
- calls for listening and activation of the territory structured to gather general projects from the territory consistent with the Foundation's mission.

PROJECTS

We will use them to become active agents of change. Our projects will promote wide-ranging initiatives on particularly relevant and strategic issues, designed and implemented also in cooperation with key bodies and institutions.

ANALYSIS AND SCENARIOS

We will continue our analysis and research activities at a transversal level, always accompanied by listening to the territory, in order to provide cognitive elements and quantitative data on priority needs, strengths and weaknesses, and development opportunities, availing ourselves of the collaboration of the main public and private research centres operating at a local and national level.

WORK TABLES

We will activate work tables and networks to develop common initiatives and share expertise. We strongly believe in dialogue and in the importance of realising meetings on particularly relevant topics, aimed at creating communities of practice between researchers, local actors and witnesses of good practices, in order to foster processes of virtuous change with concrete effects on the territory.

INSTRUMENTAL ENTITIES

We will support and address through the instrumental entities the development of nationally relevant actions, with dedicated partners, in order to achieve specific objectives for the development of the province. Through the management capacity and flexibility of these entities, we will forge important partnerships and actions aimed at enhancing supra-local networks in order to provide new stimuli for growth to the territory's actors.

In order to develop our action, we will have several tools at our disposal that will allow us to choose the best operational solutions to adopt for the initiatives we will undertake:

5. Governance

CONSIGLIO DI AMMINISTRAZIONE

**MAURO
GOLA**

PRESIDENT



**MAURO
BERNARDI**



**FEDERICO
BORGNA**



**FRANCESCO
CAPPELLO**

SENIOR VICE PRESIDENT



**ELENA
MERLATTI**

VICE PRESIDENT



**MARIO
CANOVA**



**MIRCO
SPINARDI**



GENERAL
COUNCIL

MAURA
ANFOSSI



MARIO
ARNALDI



MAURIZIO
DAMILANO



GIANLUIGI
DELFORNO



ARTURO
FAGGIO



LUISELLA
CAVALLO



ELVIO
CHIECCHIO



BRUNELLA
DALMASSO



CARLO MARIO
FEDELI



ALESSANDRA
FISSOLO



FILIPPO ELIO
LINGUA



FABIO
LORA



GIUSEPPE
MARCHIARO



GIOVANNA
MARGIARIA



ROBERTO
RICCHIARDI



CARLO
ROSSO



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RAPALLINO



CARLA
REVELLO



MARIA GABRIELLA
ROSSOTTI

PRESIDENTE



LORENZO
DURANDO



NICOLA
FILIPPI



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WHICH WAY DO YOU WANT TO GO?

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F O N D A Z I O N E C R C . I T

