



**Our Strategic Plan**  
2014 - 2023

# The Trust and its Mission



**Andrea Carandini**  
President  
of FAI - Fondo Ambiente  
Italiano

Strategic plan approved by the Board of Directors of FAI – Fondo Ambiente Italiano (the National Trust for Italy) on 25 November 2014

FAI's mission – which has always been pragmatic and multi-faceted, and has recently been reformulated – concerns Italy's environment, landscape and cultural heritage. The mission encompasses everything from the management of special places for the benefit of everyone, both locally and nationally, through the educational opportunities carried out by opening other special places not managed by the Trust on the FAI Spring Days and during the FAI Marathon and described on those occasions by the “apprentice guides”, to the chance to cast a vote in the “Italian Places I Love” survey, which is geared towards mapping out the public's emotional attachments, desires and fears in relation to Italy's various local areas and their respective assets.

In order to be implemented in a high-quality way, with widespread, effective participation and engagement, the mission must be expressed in terms of what the Trust intends to achieve over the upcoming 10-year period (2014-2023). We are facing difficult challenges, but in the eye of the storm one appreciates what the compass can do: we are talking here about the vision, which changes over time, as oppose to the mission. The vision must be specified in a strategic plan and in three operational plans, to be drafted every three years.

FAI is constituted, in a practical sense, by volunteers and staff members, but in a more abstract sense it is constituted by the profound feelings, partly unconscious, that encourage us to implement the mission and by the “toolbox” of reason. It is the combination of these two forces that will enable FAI to develop as proposed. Evil is notoriously well-or-

ganised, and so goodness, if it does not want to lose the battle, must be equally well-orchestrated, avoiding any wastage of energy. This is why the Trust is, at one and the same time, a diverse group of good-hearted people and a single, not-for-profit organisation focused on conserving and promoting the monuments of nature and culture and their contexts: cornerstones and systems, in other words.

The simple fact that today we know clearly who we are and what we have to do in the near future – without casually throwing together initiatives, regardless of their merits – has already led, in 2014 alone, to a notable increase in visitor numbers (576,000, 28% up on 2013) and member numbers (101,000, 12% up on 2013), allowing us to break even.

If through a mixture of different elements we can succeed in becoming a collective body, the organs of which all function properly, helping each other to reach a shared goal, we'll be happier, we'll help FAI grow and, above all, we'll help our country, which is in great need of all the support it can get.

If someone discovers something that isn't right – dust under the rug, a spanner in the works, something that can be improved – and in doing so gives free rein to his or her creativity within the framework of rules that is a pre-requisite for any team effort (and let's remember that the more we work in harmony with others, the more each of us gets out of it), then FAI will continue to improve, to fly higher and further, with an unerring focus on Italy: haec patria est.

A handwritten signature in blue ink, reading "Andrea Carandini".

# The cultural enterprise and the Parable of the Talents



**Marco Magnifico**  
Executive Vice-President  
of FAI - Fondo Ambiente  
Italiano

Although there are those who still think that cultural assets can be nothing but a drain on the resources of the community as a whole – an attitude that is so antiquated as to be rightly considered reactionary – FAI provides proof positive that, on the contrary, it is possible, even in Italy (yes, even here) to combine protection with social utility while still managing to break even. Someone wrote recently that FAI is a regressive organisation, in that the Italian state model is apparently more advanced than the British model as encapsulated by the National Trust; but not even Alice, in her wonderland, would have been in favour of a model where constant, drastic economic losses resulting from overheads are deemed a necessary evil as long as the safeguarding and public exploitation of the assets is assured. Indeed, someone even went so far, at a recent public conference, as to conflate the two nouns “manager” and “manegione” (meaning “manipulator”) in reference to those professionals who do whatever is necessary to balance the books, even in the cultural heritage sector; this cynical point of view was expressed with total disregard for those thousands of young people who are studying at Italy’s most prestigious universities to become, one day, managers of cultural assets so that, in this sector as in others, proper financial management – with less dependence

on the State’s coffers, i.e. on our already empty pockets – is considered something to be proud of. But standing up against those who fear the spotlight being cast on the accounts (yes, even on them), there are those who, following the advice given to FAI in 2013 by Fiona Reynolds, former Director General of the National Trust, feel that the Parable of the Talents has something to teach us (and to warn us about!), especially those of us who deal with the conservation, enhancement and management of cultural assets: do we want to be good and faithful servants, and to give back more than we receive, or would we prefer to continue behaving like contemptible good-for-nothings? The danger, as Matthew reminds us, is that we will also lose what we have, which is precisely what has been happening for years in our unfortunate country. But we still have faith! The wind of change is blowing, and here at FAI we are working hard to demonstrate that where there’s a will there’s a way, without taking anything away from the community – indeed, our aim is to give back another 5 talents, then another 5...and so on...

# Our challenge: planning the future



**Angelo Maramai**  
Director General  
of FAI - Fondo Ambiente  
Italiano

In 2015, FAI is celebrating its 40th anniversary. It is now a major, large-scale organisation, and one with quite extraordinary potential. For this very reason, we feel that there is still space to continue to grow in a country like Italy, which is blessed with such a wealth of landscapes, art, history and culture. But growth is not an easy road along which to travel if you don’t have access to the right tools and you don’t have anything to tell you that you’re on the right road. Moreover, when you grow, you need to take care to respect the timescales and the gradual nature of development, so that your increased dimensions do not lead to an unsustainable fragility and so end up threatening the future of the organisation. We have, then, come up with general strategies and three, 3-year plans, each of which is geared toward an important basic objective. The first of these plans, called “The new targets” (2015-2017), is geared towards creating a new relationship between FAI’s activities and the community; first and foremost, by developing a new approach towards listening to the needs and requirements of the

people, which FAI must follow up with proposals for cultural promotion that are increasingly open and useable by an ever-greater number of people. The second plan, called “The new Properties” (2018-2020), will aim to achieve a significant increase in scale with many new Properties, managed in the interest of the public, located all across Italy and increasingly benefiting from the crucial help provided by the strength and enthusiasm of volunteers. The third, called “The new dimension” (2021-2023), will deal with the major issue of how to manage what FAI will have become: an organisation with an extensive presence right across Italy, meeting the needs of all stakeholders and working on the front line to safeguard, conserve, promote and enhance Italy’s unrivalled historic and artistic heritage and landscapes.

# The Mission

Ever since its foundation in 1975, FAI has drawn inspiration from the National Trust in England, Wales and Northern Ireland, and is an affiliate of INTO – the International National Trusts Organisation.

**FAI – FONDO AMBIENTE ITALIANO (THE NATIONAL TRUST FOR ITALY)**, with the contribution of everyone

## TAKES CARE

of special places in Italy for the benefit of current and future generations

## PROMOTES

education on, love for, awareness and enjoyment of Italy's environment, landscape and historical and artistic heritage

## SAFEGUARDS

the assets of Italy's landscape and culture, in the spirit of article 9 of the Italian constitution

Parco Villa Gregoriana, Tivoli (Rome)  
FAI Property since 2002



Ph. Massimo Sestini - 2012 © FAI - Fondo Ambiente Italiano

# The Vision

**1)** FAI's main task is to take care of, and enable public access to, **special places** of which the Trust has obtained ownership through donations or legacies and/or concessions to manage. These places are viewed and managed as hubs for the landscapes and the social, cultural and economic contexts in which they are located.

**2)** The Trust's portfolio of landscapes and monuments, which is currently concentrated above all in the north of Italy, must be increased in terms of variety and number, to encompass **every region of Italy**, with a particular focus on Rome, and must provide guarantees of sustainability.

**3)** The Trust has an ever-increasing commitment towards protecting its relationships with its own **properties**, with **people** and with **families**; it intends to satisfy the wide-ranging requirements and wishes of all concerned.

**4)** The Trust intends to manage properties and places on a concessionary basis, granting **decision-making autonomy** to the property managers within a regulatory framework; to this end, it benefits from the input of the infrastructure of Delegates and Volunteers.

**5)** Alongside the supervision and management of the properties, the Trust implements major **nationwide education operations** (FAI Spring Days) **and safeguarding operations** (the "Italian Places I Love survey") that are geared towards special places, in which the Delegates and Volunteers play a crucial role at both the concept and implementation stages. In this spirit, the Trust encourages the opening up to the public of a number of "Italian Places I Love", within a regulatory framework

**6)** The Trust participates in the national debate on major issues such as the environment, the landscape and cultural heritage, and to this end it works in partnership with the most active forces in civil society and with institutional players. The Delegations may intervene on issues of local relevance, within a regulatory framework.

**7)** In this vision, the Trust aims to achieve a total of 1.5 million annual **visitors**, 250,000 **members** and 50,000 **volunteers**, involved both in the management of the sites and in other activities both nationally and locally.

**8)** To realise this 10-year vision through a series of three operational plans 2015-2017, 2018-2020, 2021-2023, the Trust intends to target all of its activities towards the fulfilment of its mission and vision, **promoting the integration of the various parts of the infrastructure and avoiding the inefficient utilisation of resources.**

# For the love of Italy and the Italians, since 1975

1975 saw the establishment of FAI – Fondo Ambiente Italiano (the National Trust for Italy), on the initiative of the founders, who wanted to make a contribution towards the effort to save Italy's landscape and heritage, starting with the protection of special places. We have been working towards that goal ever since, in the conviction that the environment, landscape, history, art and traditions, when woven together, add tangible value to our lives and to Italy, and we are committed to ensuring that everyone is aware of that value and may reap the benefit of it.

In Italian, **FAI is a part of the verb “fare”** (meaning “to do”, “to make”), and we believe that everyone can play their part in “making” Italy, participating voluntarily and pro-actively in safeguarding and promoting a cultural heritage that belongs to us and to which we all belong.

Villa dei Vescovi,  
Luvigliano di Torreglia (Padua)  
FAI Property since 2005



Ph. Fabio Olivetto, 2014. © FAI - Fondo Ambiente Italiano

## We have a wish...

**We want to show everyone how significant and beautiful Italy** is, inviting them to discover and experience nature and culture as sources of wellbeing and growth, with a view to helping them live fuller lives.

**We want to instil the idea of culture as a living thing**, accessible to all, with the capacity to make sense of and give happiness to everyone's lives, contributing to a decisive, sustainable form of development for Italy, saving the country from the dubious fate that may otherwise await it.

**We want to offer everyone the opportunity to learn more about the roots of the multi-faceted Italian identity**, allowing people to get a handle on what is a precious shared inheritance, which takes shape in the landscape as a synthesis of nature, history and art – in a word, tradition.

**We want to turn the landscape – understood, protected and enhanced – into the backdrop of our daily lives**, infusing in generations present and future a real respect for the environment, a commitment to looking after the land, a passion for understanding history and a love for all that is beautiful: different aspects of a unique shared asset. Starting from our actions based on our experience – principles, after all, arise out of lived experience – we aim to encourage amongst Italians and all those who love Italy an approach that is informed by ever-increasing awareness and pro-activity in relation to Italy's landscape and cultural heritage, in the hope that our commitment to making the most of what Italy has to offer will be contagious.

## and we're turning it into reality...

With the indispensable contribution of volunteers, members and donors, we currently take care of fifty **special places in Italy** – from the mountain pasture to the coastal bay, the castle to the workshop, the church to the historic residence – which we save, conserve, enhance, promote and manage so that everyone can make use of them, finding in our offering a response to a wealth of different desires, an opportunity to feel good about themselves, in contact with nature and art, immersed in the history and tradition of Italy, surrounded by what we celebrate about the country: its unparalleled beauty.

In the Properties that we manage, right across Italy, thanks to our volunteers, we implement **numerous initiatives and campaigns** geared towards enabling an ever-wider public to discover and fall in love with special places and towards promoting culture, particularly amongst the new generations. We participate with ever-increasing attention and commitment in the national debate on the major themes of nature and culture, and we inform and encourage a pro-active attitude on the part of civil society towards our mission, so that more and more people become committed to protecting Italy's landscape and cultural heritage, which Article 9 of the Italian Constitution entrusts to the Republic: the State, public- and private-sector institutions and ordinary citizens.

# ... staying true to our values

**Excellent quality** and excellence in conservation, in our cultural offering and in the services we provide;

**pragmatism and coherence** in making the most of our experience to inform the principles that guide our actions;

**effectiveness and efficiency** in gearing actions, tools and organisational aspects towards the implementation of the mission, the vision and the strategy;

**economic and environmental sustainability** of all of our operations;

**total accessibility** of the spaces and the cultural content, intended for a range of different user bases;

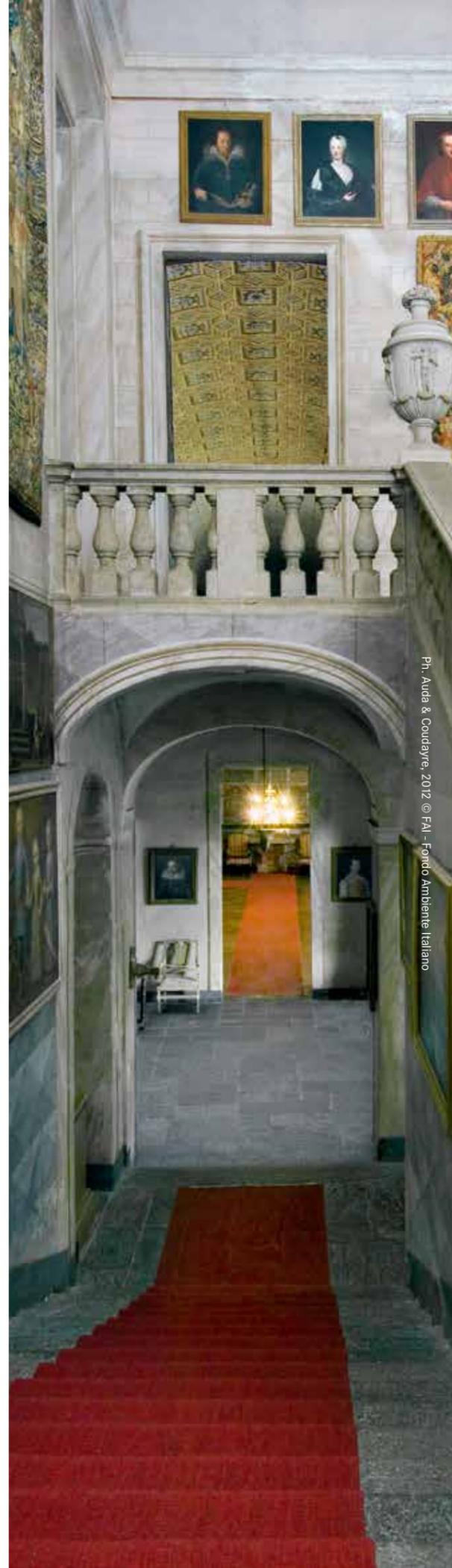
**inclusivity and participation** in the relationship with volunteers, members and everyone who is involved in our operations;

**respect** for and consideration of the needs, wishes and opinions of those who enter our orbit;

**independence** of thought and action, but openness towards partnership with whomsoever shares our values;

**awareness** and responsibility in participating in the cultural and environmental policies at the local and national levels.

Castello e Parco di Masino, Caravino (Turin)  
FAI Property since 1988



Ph. Auda & Coudeyre, 2012 © FAI - Fondo Ambiente Italiano

# But we want to keep on growing ...

What we have achieved thus far encourages us today to look further into the future. Over the next ten years, our intention is to expand the quantity and quality of everything we do. We are envisaging the FAI of the future and we have a plan that we hope will allow us to realise it.

## Larger

We want to increase the number and variety of the Properties that we own and/or manage.

## More widespread

We want to increase the geographical distribution of our Properties across Italy, in order to have a presence in each region, with a particular focus on the south of the country and on the major cities, starting with Rome.

## More numerous

We want to increase markedly the number of members (from 90,000 to 250,000), visitors (from 450,000 to 1.5 million) and volunteers (from 20,000 to 50,000), involving more people in our mission and our activities.

## More dedicated

We want to focus more closely on the relationship between our offering and the diverse multiplicity of the requirements and wishes of those who enter our orbit by visiting our Properties and participating in our activities.

## More local

We want to develop our Properties in terms of their relationships with the surrounding areas, transforming them into cornerstones of the landscapes and the cultural, social and economic systems to which they belong.

## More sustainable

We want to enhance the capacity of the Properties for self-financing, increasing the income that they generate, and to help finance the restorations, which should be entirely covered by the income of the Trust.

## More organised

We want to refine our organisation, delegating more power to the local branches (Properties and Delegations) and rendering the infrastructure more efficient, gearing all of our resources and operations towards the fulfilment of the mission and the vision, in a context of regulations and future planning.

## Higher profile

We want to raise our profile amongst the Italian public, becoming the most well-known not-for-profit organisation and the body that is most pro-active in the defence and promotion of Italy's landscape and cultural heritage.

## More active

We want to increase our activities of supervision and our interventions in defence of the environment, the landscape and the historic/artistic heritage, starting with the places that mean the most to us, with a view to participating in and influencing the local and national political debates, offering the benefit of our tangible experience.

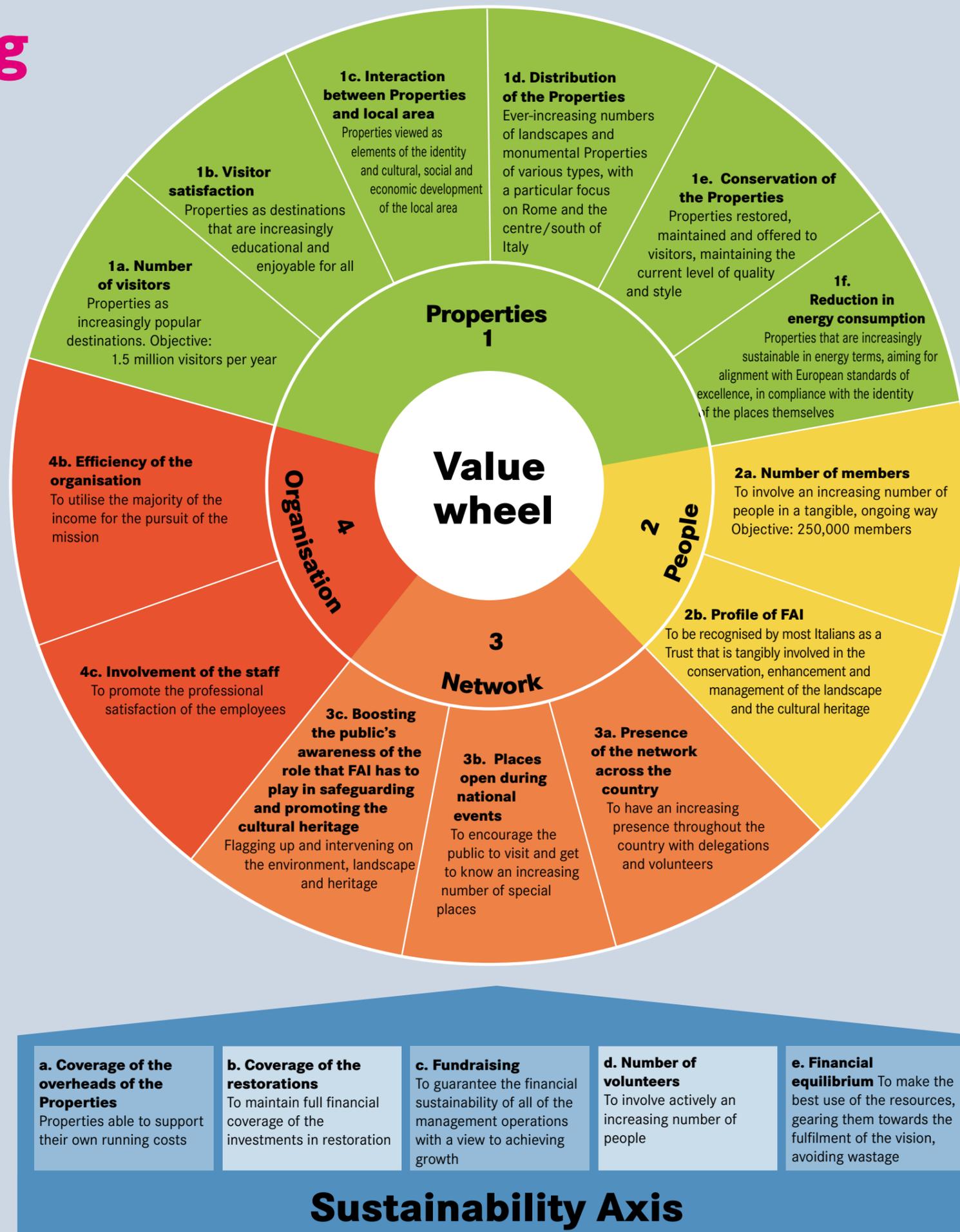
## Greener

We want to reduce considerably the energy impact of our Properties, aiming for alignment with the European standards of excellence through virtuous procedures and the deployment of new technologies.

# ... measuring progress

The strategic plan delineates the growth that we envisage for FAI, but along the road from here to 2023 we will need a tool to measure and evaluate our progress.

The value wheel contains and summarises the main indicators of the success of the operations that we will carry out, grouped into four different programmes that, starting from our mission, will guide us in realising the vision of the future. The value wheel will be like a compass, which will help us to proceed in the right direction, whereas the sustainability axis will be like a rudder, without which we will lack a sense of direction and will fail to make progress.



# ... to reach the milestones as per the programmes

We have five strategic objectives and four major programmes intended to realise those objectives. Every programme represents a sector that we would like to develop, because every part of FAI must grow so that FAI as a whole may grow. We will be able to grow if we know how to maintain the right balance

between, on the one hand, our ambitions, and on the other, the resources that we will succeed in deploying in order to achieve them, and it is for this reason that there is a different programme at the base of all the others: sustainability.

Casa Noha, Matera  
FAI Property since 2004



Ph. Arenaimmagini, 2014 © FAI - Fondo Ambiente Italiano

## 1) Properties

### as the cornerstones and systems

We want to develop the Properties so that they become useable and sustainable “cornerstones” of landscape-based, cultural, social and economic “systems”. The FAI Properties have indissoluble past-and-present relationships with the natural and human context in which they find themselves: we want to make the most of these relationships, transforming them into an integrated system of resources, because in such a system lies the key to

development, for the FAI Properties and for their surrounding areas.

### ...in every region

We also want the FAI Properties to constitute an increasingly widespread network across the entire country. We will raise the number and boost the variety of our large “national” Properties, but they will be gradually flanked by small “local” Properties managed by the local Delegations.

## 2) People

### at the heart of FAI

We want to take care of people as much as of places. We have the experience and the skills to maintain and enhance the quality of our interventions on the Properties, but we intend to focus to an even greater extent on the needs

and desires of the people who visit them and who take an interest in our local operations. We want to put people at the heart of FAI, so that more individuals will care deeply about FAI.

## 3) Network

### to ensure development

We want to ensure that staff, delegates and volunteers contribute to the development of FAI within a system that is increasingly organic, so that the resources, experiences and knowledge

of everyone involved become accessible to all and so that each individual, for his or her part, may contribute to the change that we are implementing and the growth that we are achieving.

## 4) Organisation

### to grow

We want the various parts of the FAI infrastructure to be increasingly integrated and geared towards achieving the vision. The commitment and skills of those who work for and with FAI constitute the valuable basis on

which we will build an organisation that is more effective and efficient, and which rather than wasting its energies, channels those energies into the effort to reach the strategic and operational objectives, giving satisfaction to all concerned.

## Sustainability Axis

We want to rise to the great challenge faced by FAI in an economically sustainable way, meaning that the costs we incur for our operations must be balanced by the income we generate

from those operations, which itself must be increased thanks to the input of all those who want to support our mission by making contributions large and small to FAI.

# ... starting from now!

The strategic plan will guide FAI's operations over the coming ten years, but every three years we will initiate an operational plan that is capable of translating strategy into action. In the three-year operational plans, the four strategic programmes will be implemented through numerous projects, each geared towards operational objectives and subject to constant monitoring.

Every three-year period will be dedicated to a major endeavour, with a view to achieving growth step by step.

Abbazia di San Fruttuoso, Camogli (Genoa)  
FAI Property since 1983



Ph. Giorgio Manzo Fotografo, 2017 © FAI - Fondo Ambiente Italiano

## FROM 2015 TO 2017

the first objective will be the **NEW TARGETS:** engaging with new, diverse types of audiences in our mission and our operations



## FROM 2018 TO 2020

the second objective will be the **NEW PROPERTIES:** taking over new, diverse Properties, both locally and nationally, across the whole of Italy



## FROM 2021 TO 2023

the third objective will be the **NEW DIMENSION:** creating an organisation that is larger and more articulated, widespread, well-known, authoritative and incisive both locally and nationally

# To sum up

Our plan for the future arises from our mission, which represents who we are, and from our vision, which describes where we want to be by 2023.

The ambitions expressed by the vision are made tangible in the form of major objectives that encapsulate our strategy for growth, to which correspond four programmes, which in turn define the scope of our operations.

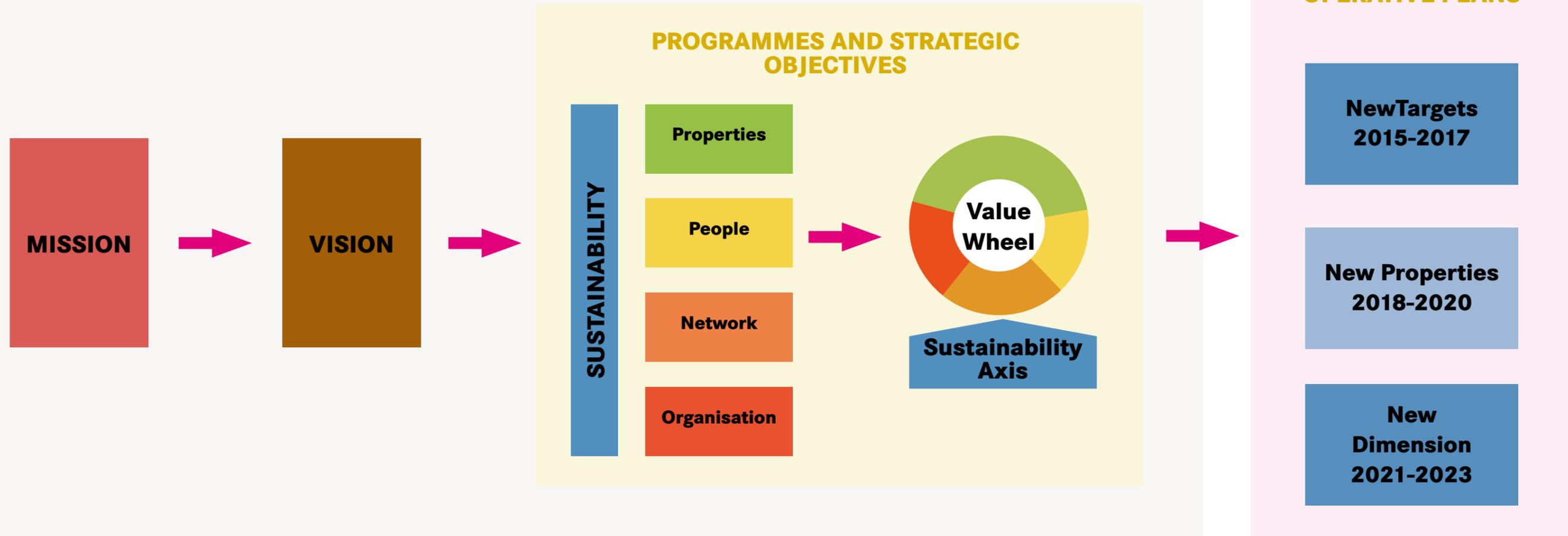
Every programme aims to increase the value of FAI while maintaining economic sustainability. To measure and evaluate our growth,

we use a specific tool: the value wheel, supported by the sustainability axis. The wheel features the four strategic programmes along with a series of key indicators. Every three years, the strategic plan envisages the drafting and implementation of an operational plan composed of projects based on tangible actions, geared towards translating our ambitions into actions. Each three-year plan is targeted at reaching a new, progressive objective: new targets, new Properties and a new dimension.



Castello e Parco di Masino, Caravino (Turin)  
FAI Property since 1988

## STRATEGIC PLAN 2014-2023



# The 4 organisational areas

The growth of FAI as envisaged by the strategic plan is possible to achieve if it is supported by a development of the organisation that is targeted as closely as possible on integration, which is viewed as the key to

efficiency and as a tool for the reaching of the objectives. In 2014, the FAI infrastructure was divided into four areas that include all of the roles and offices required for it to function and to carry out its various operations.

## Strategies, governance and services

Responsible for the overall co-ordination of FAI's operations, this area defines FAI's policies and provides support services to the other organisational areas. It includes: Presidency, Vice-presidency, Directorate General, General Affairs, Institutional Affairs, Environmental Policies, Landscape & Heritage and Communication.

## Local network

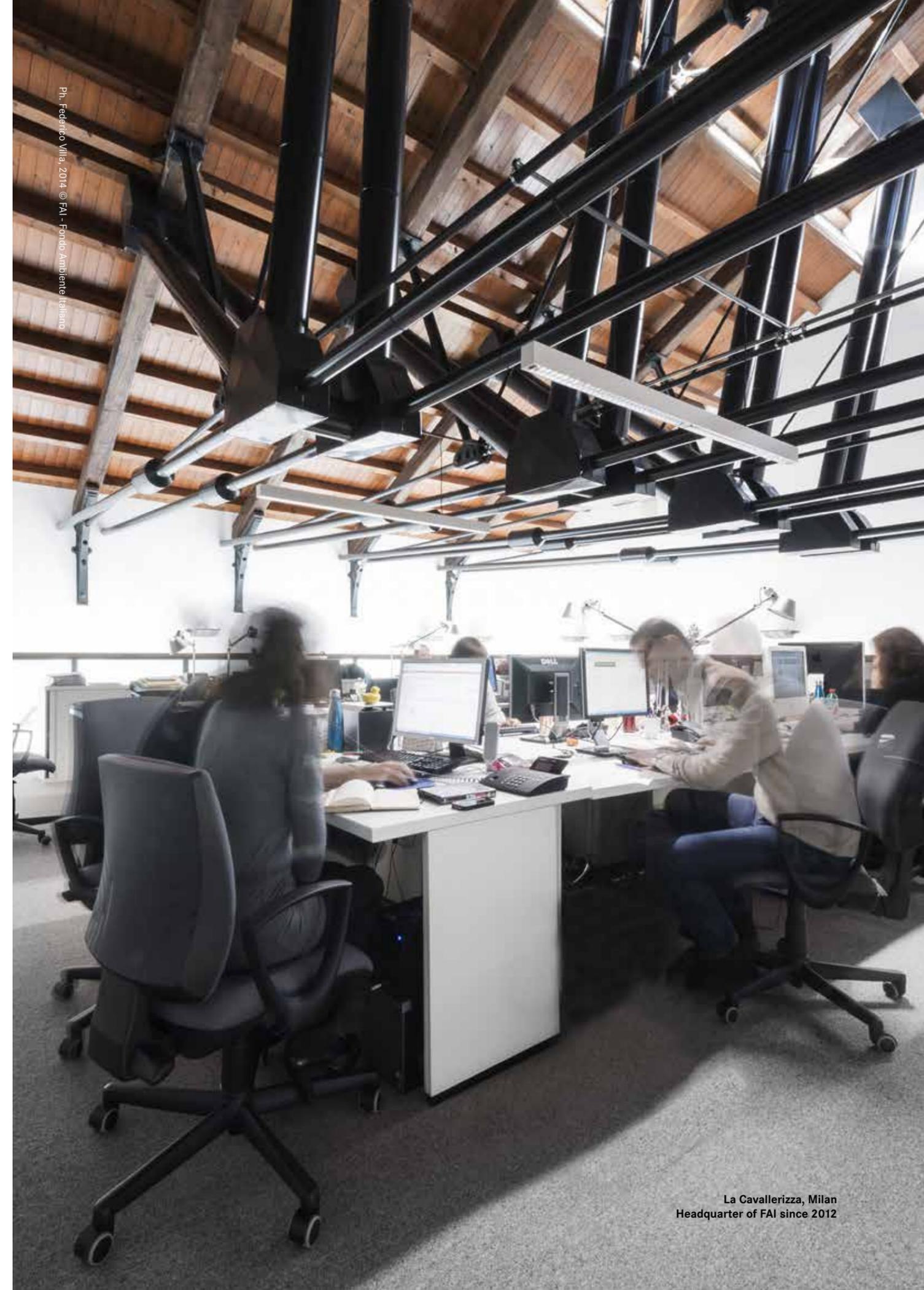
This area organises and develops the FAI's local operations, publicising and promoting FAI's mission both locally and nationally. It includes the National Co-ordination Office, the Regional Contacts, the Delegations, the FAI Groups, the Youth Groups and the FAI Volunteers.

## Properties

This area co-ordinates, steers and supports the operations in the FAI Properties, offering consultancy to the managers of the individual Properties. It includes three main functions that are interconnected and interdependent: Conservation & Restoration, Development and Enhancement.

## Fundraising

This area carries out and promotes the raising of funds to support FAI's operations. It includes four different fund-raising sections: from Individuals; from Companies; from Public Bodies and Foundations; and the "FAI 200" group.



Ph. Federico Villa, 2014. © FAI - Fondo Ambiente Italiano

La Cavour, Milan  
Headquarter of FAI since 2012

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\* *Executive Committee Members*



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