

Alpine Climate Board



# Closing the gap on climate action

*Building new rope teams to support climate-neutral & resilient living in the Alps*





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## Preface

The impacts of the climate crisis are a growing threat to our sensitive Alpine region. Some of the key policies on our way to climate-neutral and resilient Alps include new approaches to value added or simply the avoidance of carbon-intensive activities. To support ambitious climate action in the Alps, the Alpine Climate Board developed a Climate Action Plan that puts flesh on the bones with specific implementation measures.

Many of the measures, however, can seem abstract, and a reference to our everyday life is missing. I am therefore particularly proud to present this booklet, which showcases actions that build bridges between strategies and implementation, and aims to be a source of inspiration.

I hope you will enjoy reading this publication, and perhaps it will trigger new ideas on how climate change adaptation and mitigation can become inherent to everyday life in the Alps without compromising, and instead rather improving, the quality of life. Only with your support can we meet our goal of making the Alps climate-neutral and climate-resilient by 2050.

**Helmut Hojesky**  
Chair of the Alpine Climate Board



## Starting point

# Climate-neutral & resilient lifestyles to support the Alpine Climate Target System

This booklet is an invitation to mayors and local and regional politicians, to public administrators, to NGO volunteers and workers, to teachers and consultants, to federations and unions to help the Alpine Climate Board bring its Alpine-wide vision for climate-neutral and climate-resilient Alps to life. Jointly developed by all Alpine countries, the Alpine Climate Target System 2050 and its Action Plan offer a coherent approach across borders to develop the Alps into a model region on climate action.

To grow and make a difference, however, it needs companions, facilitators, and supporters at all levels to accelerate action. The Alpine Climate Board itself has initiated a group of sectoral “caretakers” to facilitate the implementation of the activities of the Climate Action Plan. But bringing the vision down to earth and motivating Alpine citizens to contribute to the vision requires new members for our “rope teams”: the Alpine Climate Board invites you to contribute with your personal know-how and your networks to open the doors to new target groups.

### **The Alpine Climate Board and its vision: climate-neutral and climate-resilient Alps**

The Alpine Climate Board (ACB) was established in 2016 to pull together all climate action

activities under the Alpine Convention. With the Alpine Climate Target System 2050, the ACB provides a clear picture for a climate-neutral & resilient Alpine region: based on general principles (e.g. to consider the transnational dimension in the Alps), sectoral targets provide concise “pictures of the future” and show how the overall vision leads to changes at sectoral level, e.g. on car-free and attractive Alpine tourism or the Alps as model region for organic farming.



### **We need your support**

The Climate Action Plan 2.0 brings the Target System to life, with “pathways” that provide step-by-step measures to reach the sectoral targets. Caretakers were established to facilitate the implementation of these steps: they are experts in the relevant fields and build communities to accelerate action.

- ➔ Reaching this ambitious vision cannot be achieved at political or technical levels alone.
- ➔ It also requires new approaches to lifestyles and consumption patterns – towards a more climate-neutral & resilient living in the Alps.

### **What you will find in this booklet**

With this booklet, we provide some inspiration for you as a multiplier on climate action, to ensure that your activities reach out to citizens and support climate-neutral & resilient living in the Alps:

- Some food-for-thought on the difficulties to move from knowledge to action and how this applies in the Alps is given as starting point.
- Examples of ongoing projects show how unconventional rope teams have already launched inclusive and motivating actions.
- A checklist of first steps shows how you and your organisation can get involved and how you can support the ACB in implementing its vision.

#### Sources:

Alpine Convention (2019): Alpine Climate Target System 2050  
Alpine Convention (2020): Climate Action Plan 2.0

# How to encourage climate action in Alpine lifestyles?



In Europe, impacts and threats of the climate crisis are broadly communicated. There is broad consensus that ambitious action to fight climate change is needed.

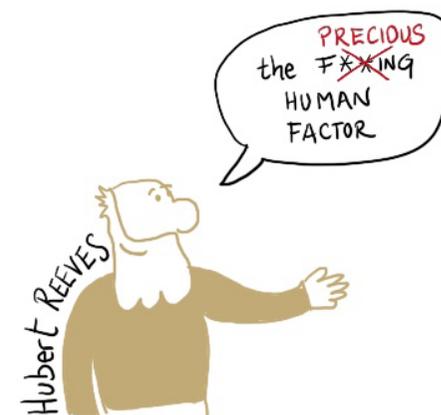
## Why are we not seeing more action?

- Climate change is a worldwide problem including complex physical phenomena from global to local level, with a certain time lag; vast impacts on all aspects of life; numerous uncertainties; a dispersion of responsibilities and a gap between the most polluting activities and groups and those who experience climate change first.
- The Alps are among the richest regions in the world, which is synonymous with high consumption levels and carbon footprints.
- Stakeholders and citizens are neither well equipped nor trained to address complexity and to develop solutions to entirely new challenges.
- Up to now, a strong focus was placed on technical solutions to face climate change. The human factor has only recently been taken into consideration, with its numerous collective and individual resistances and conflicts: legal and financial frameworks, insurances, contracts, procurement regulations, socio-psychological factors, etc.

## The “Precious Human Factor” at the heart of climate action

More and more information on the impacts of climate change does not necessarily trigger a higher level of action – it can also lead to dilemmas, conflicts or even paralysis. Moving from knowledge to action requires a deep understanding of the human condition. Facing climate change represents a radical change for the society as a whole and for each individual. Allowing new lifestyles to emerge requires, as basis, scientific knowledge on climate change, its impacts and possible (technical) solutions. This knowledge has been made available for the Alpine context by the ACB. Bridging the gap from knowledge to action then also requires expertise and skills in the field of human sciences:

- to identify and to deal with individual and collective resistances and conflicts;
- to choose the right approach to facilitate change for each group or individual, depending on their specific needs and situation, for e.g.: experimenting, coaching, information and training, guidelines, peer-to-peer sharing groups, nudging, rules, etc.;
- to facilitate collective intelligence and help build new rope teams, reaching out to a broad range of stakeholders;
- to support deep individual and collective commitment anchored in emerging identities and cultures.



## How can the Alps become a frontrunner for climate-neutral & resilient lifestyles?

- Climate change impacts are already more visible here than in other European regions: Alpine citizens can see and feel the urgent need to act.
- Climate action is linked to other Alpine-specific challenges, such as land or water scarcity, biodiversity loss, specific mobility issues, natural hazards, demographic change, etc.
- A great variety and abundance of natural and human resources, scientific knowledge and know-how but also the necessary financial means are present in the Alps.
- Existing economic approaches in some sectors already have a focus on energy and resource efficiency, on local value chains and reduced carbon footprints (e.g. tourism, forestry, agriculture, wood construction).

### Sources:

Eurobarometer (2021): Special Eurobarometer Climate Change  
Hubert Reeves (2019). Interview in the TV format „Ouvrez le 1“

## Alpine-specific opportunities and threats to develop climate-neutral & resilient lifestyles

### How we move: Commuting, everyday & holiday trips

#### Which Alpine-specific characteristics support...

- Biking and walking: are already part of daily lives in the Alps thanks to strong outdoor- and health-affinity, close distances in medium-sized Alpine towns and to attractive leisure opportunities, etc.
- Public transport: infrastructures, services and attractive ticketing solutions are well-developed in some Alpine regions, also across borders. Many tourists prefer public transport for easy accessibility.
- Car sharing: a high sense of community in Alpine towns can enable innovative approaches to sharing and pooling.

#### ...and hinder climate-neutral & resilient lifestyles?

- Difficult topography can hinder alternative transport solutions.
- Remote areas are more difficult to reach by public transport and dispersed settlements create a dependency on private cars.
- Some services are highly dependent on tourism seasons.
- Weather conditions (especially in the winter) are a limit to biking and walking.

### What we eat and buy: Alpine food, local products & zero-waste

#### Which Alpine-specific characteristics support...

- Local value chains: there is a high awareness about local value chains and local & seasonal products, longstanding culture of food heritage, and mountain agriculture. Remote Alpine regions have an intrinsic incentive to develop local value chains.
- Agriculture: Alpine farmers are well-positioned to become part of a model region for organic agriculture.
- High incomes in many Alpine regions enable more citizens to afford higher prices for organic and local products.

#### ...and hinder climate-neutral & resilient lifestyles?

- Some typical Alpine food has high carbon intensity (dairy, meat).
- Alpine products are more expensive than industrial products.
- Some agricultural products are more difficult to produce in mountain settings.

### How we live: Alpine settlements and buildings

#### Which Alpine-specific characteristics support...

- Construction materials and heating: there is a long tradition of using sustainable construction materials (especially wood) and renewable heating solutions.
- Multiple use of buildings: especially in smaller towns, buildings are designed for multiple purposes and are used effectively.
- Organisation of settlements: Alpine topography encourages dense settlements and sets limits to excessive land consumption.
- Individual risk precaution: experiences to deal with natural hazards.

#### ...and hinder climate-neutral & resilient lifestyles?

- Tourism: apartments which are only used during tourism seasons or as second homes put limits on climate-proof spatial planning.
- Renovation: many historic buildings require specific approaches and make renovation more costly.
- Dispersed habitats hamper collective heating / sewage / etc.

### What we enjoy: Alpine leisure & culture

#### Which Alpine-specific characteristics support...

- Close to nature: People have an overall strong connection to nature and mountains and motivation to safeguard them.
- Leisure options: Many low-carbon leisure activities are available in the Alps at close distance and are available for all budgets. Interest in such activities is growing.
- Culture: cultural heritage and the environment are strongly linked.
- Already visible climate impacts (e.g. lack of snow) lead to changes in leisure patterns.

#### ...and hinder climate-neutral & resilient lifestyles?

- Lock-in effects in the tourism sector hamper transition to climate-friendly leisure activities.
- Over-tourism, wide-spread use of private cars for more short-trips.
- Conflicts between outdoor sports, biodiversity and nature.

# How we move: Commuting, everyday & holiday trips

## Self-driving E-shuttle in Merano (IT)

First autonomous bus system tested in an Alpine town, meeting individual needs and limited space in old city centres

**Rope team:** City of Merano, public transport operators, tech companies

**Change potential:** Gain trust in new technologies and new mobility forms



## Reducing car dependency in rural areas, Trièves (FR)

An approach to share cars, organise hitchhiking and develop biking in a sparsely populated area

**Change potential:** developing less car dependent mobility practices

**Further info in the Zooming-in box**



## YOALIN: Youth Alpine Interrail (Alpine-wide)

Giving young people the opportunity to experience sustainable travel

**Change potential:** Anchor sustainable mobility in young lifestyles

**Further info in the Zooming-in box**



**PUBLIC SECTOR**



**CIVIL SOCIETY**



**PRIVATE SECTOR**

## Pop-up bike lanes in Grenoble (FR)

Maintaining 18 km of pop-up bike lanes established during the Covid pandemic to reinforce the city's bike network (total 320 km)

**Rope team:** Grenoble City and Metropole, mobility service providers

**Change potential:** Aiming at multiplying by three the share of bikes in the modal split



## Freeride World Tour by train (Alpine-wide)

Top freeride skiers become role models for climate action and commit themselves to travel sustainably to their contests and share their experiences via social media

**Rope team:** Protect our Winters, Freeride World Tour, athletes

**Change potential:** Promotion of climate-friendly mobility via new role models



## AMIGO: active commuter mobility (AT, DE, CH, LI)

Testing experimental approaches to promote sustainable commuter mobility

**Change potential:** Overcome barriers to change commuting patterns

**Further info in the personal story**





### **Zooming-in: Citizen initiatives in Trièves (FR) to reduce the use of individual cars**

Offering public transport in rural areas is a challenge due to low population density and lack of resources and jurisdiction of the local authorities. In the Trièves region, several citizen initiatives are active to fill the gap: car-sharing; organised hitchhiking with a facebook page, a collaborative pad and a cell-phone number. E-bike lending and repair services offered by an association and the municipality. Also, the "Zero non-employment region" project is working on alternative mobility solutions.

#### **Which roles are taken by the rope team partners?**

- Citizens imagine, initiate, and organise new services.
- The Citiz company organises the car-sharing service.
- Local authorities support the offers (coordination, funding, communication...).

**Success factors/ obstacles?** The engagement of citizens, in itself, shows that a change of life-style is ongoing. But it is also a weakness, because it strongly depends on individual will. If people stop being active, there is no guarantee that the self-organised system and service will be able to continue.

**What is Alpine-specific about the approach?** Trièves is a mid-altitude mountain area. Dispersed habitat, slopes and snow in winter require specific mobility solutions.

### **Zooming-in: YOALIN – Youth Alpine Interrail**

YOALIN is not only a project but a life-shaping experience and an entry point into a great network of climate-aware young people. The project enables young people to experience the adventurousness, the comfort, the practicality and the fun of holidays by sustainable modes of transport and the beauty of the Alpine countries.

#### **Which roles are taken by the rope team partners?**

- Contracting Parties of the Alpine Convention: provide financial support.
- CIPRA and CIPRA Youth Council: for organisational support, especially the supporting events and frameworks for YOALIN participants.
- Young people from all over the Alps as "ambassadors" and multipliers.

**Success factors/ obstacles?** The former participants have become a community beyond the duration of the project. Many remain connected to YOALIN and help shape it for new participants.

**What is Alpine-specific about the approach?** The project is linked to the Alpine setting and allows young people to experience its cultural and natural richness.

### **My personal "A-ha!" moment**

Alexandra Sutterlüty, Sustainability Officer at Haberkorn company, explains the new approach of the AMIGO project

Acting sustainably is an essential part of our corporate strategy and we are also concerned with our mobility - travel to and from work, business trips or field trips. Through numerous measures, we have been able to reduce our employees' car journeys to work by 15 %. To further increase the share of climate-friendly journeys, we recently launched two new mobility services: in the beWEGt programme, "intenders" – i.e. those who want to change their mobility behaviour but still need a push - are accompanied over several weeks. Mobility Maps, which are automatically generated, provide personal travel plans. The duration, costs and CO<sub>2</sub> impact of the route are shown, and as an innovative feature also the health impacts – illustrated by the daily physical exercise that comes along with the mobility choice.

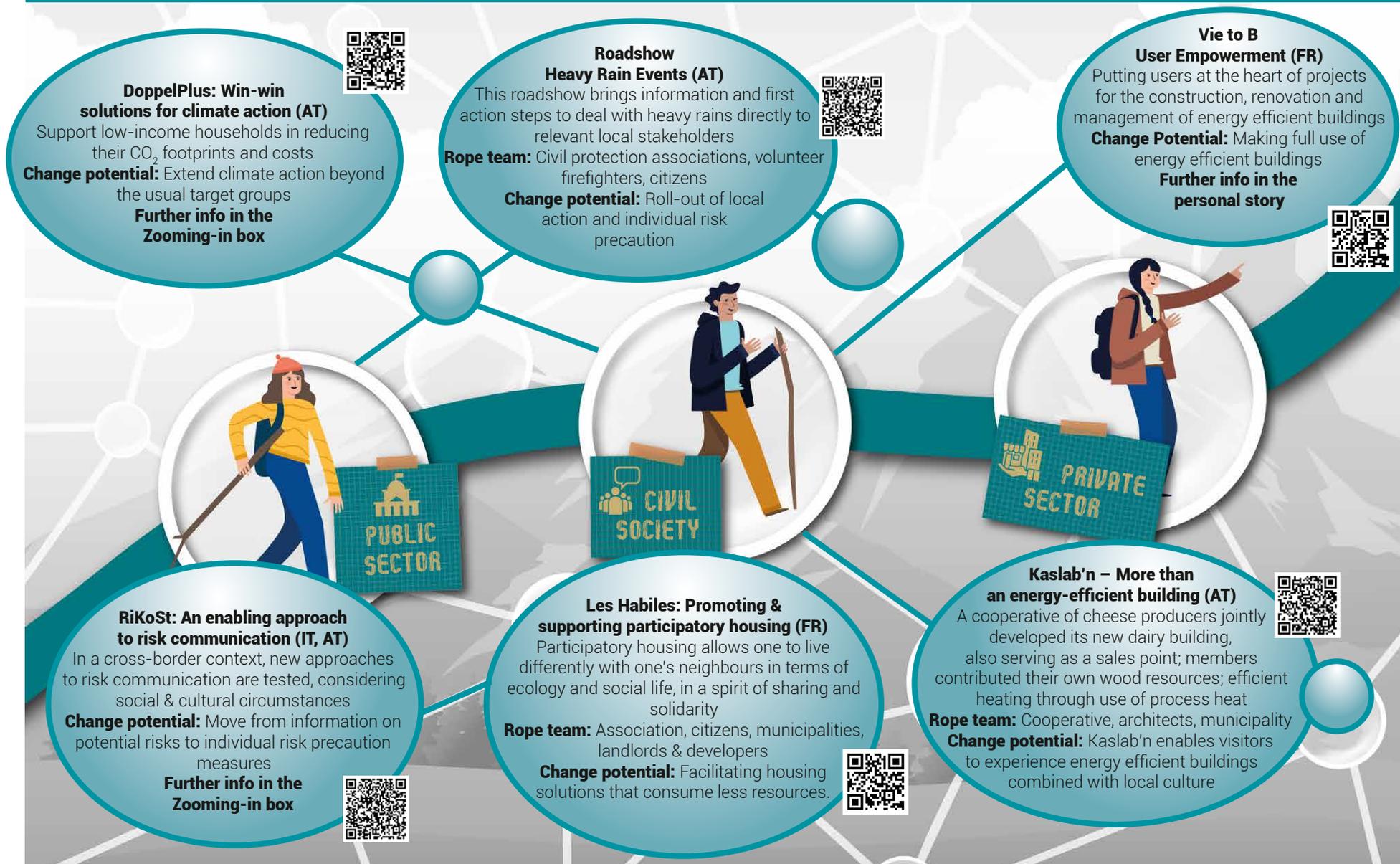
#### **What motivates me?**

I am particularly enthusiastic about the Mobility Maps because they illustrate the effects of mobility choices on the climate and one's own health - they have persuaded me to ride my bike to work more often in the future in order to do something good for my health.

#### **Who is part of the rope team?**

We derived the offers from an internal workshop and developed them within the framework of the AMIGO pilot project together with Energieinstitut Vorarlberg, AKS as healthcare experts and nine employers in the Alpenrhein-Bodensee-Hochrhein region. AMIGO aims to encourage people to adopt healthier and climate-friendlier mobility and focuses on synergies between workplace health promotion and workplace mobility management. The advantages of such a project are obvious: we can access the expertise of external partners and jointly develop our offers.

# How we live: Alpine settlements & buildings



### **Zooming-in: "DoppelPlus"- Energy & climate coaching for low-income households**

DoppelPlus shows how a change to climate-neutral & resilient lifestyles can be a win-win situation. To contribute to the Tyrolean energy autonomy vision, low-income households are supported in reducing their energy consumption, CO<sub>2</sub> footprints and energy costs.

#### **Which roles are taken by the rope team partners?**

- ClimateAlliance and other public stakeholders: set framework and provide financing.
- Caritas (social association): open the door to relevant target groups.
- Voluntary energy and climate coaches (backbone of the project): after receiving a training, they are very independent to carry out the coaching sessions.

**Success factors/ obstacles?** The DoppelPlus approach enables people by reaching them at the heart of their lives: energy and climate coaches visit households and identify easy-to-implement measures related to heating, cooling & ventilation, water & electricity management, consumption and mobility behaviour.

**What is Alpine-specific about the approach?** Due to the Alpine climate, heating contributes more to CO<sub>2</sub> emissions and air pollution than in other regions and weighs heavily on the budget of low-income families.

### **Zooming-in: RiKoSt - Individual action to deal with natural hazards – From better information to better protection through cross-border cooperation**

Moving from knowledge on potential climate risks to a clear risk perception and individual action requires new risk communication tools that involve citizens and relevant stakeholders and are anchored to real-life situations.

#### **Which roles are taken by the rope team partners?**

- Agency for Civil Protection of the Autonomous Province of Bolzano, Eurac Research and the Department for Water Management of Carinthia launched the Interreg project.
- Mayors of the pilot municipalities, citizens, experts, local stakeholders.
- Pupils of middle and high schools.

**Success factors/ obstacles?** The RiKoSt project team has realised that more information does not necessarily lead to more action. Only if citizens and stakeholders are involved in a dialogue at "eye-level", speaking their language and being open about their real-life constraints is it possible to trigger individual risk-precaution measures. Interactive tools like virtual reality glasses were used to visualise natural hazards.

**What is Alpine-specific about the approach?** The Alpine region requires individual risk precaution. RiKoSt developed solutions based on a cross-border understanding and dialogue.

### **Personal Story: Putting people back at the heart of energy efficient construction projects** Corinne Valence, Vie to B collective, facilitator to empower building users



Ever since there are energy-efficient buildings, there is often a significant gap between the announced performance and the reality of use. This discredits these buildings and is at the origin of the "User Empowerment" approach.

Vie to b is a group of people who help users to take ownership of efficient buildings and to co-design new ways to live together. We enable them to find strategies to improve the performance of their buildings. We value the expertise of each stakeholder and facilitate the dialogue between the project leaders and the users; if they feel listened to, the users will be more inclined to contribute to the climate performance of the buildings they occupy.

Areas of intervention: small participatory housing, buildings with a hundred or so dwellings, neighbourhoods, schools, gymnasiums, youth centres, administrative premises, etc.

#### **What motivates me?**

Very often, constraints and standards overrun the needs of the final users. "User Empowerment" allows users to feel taken into account and builders to rediscover their true purpose, that of housing humans. The battle becomes an effort towards a common goal.

#### **Who is part of the rope team?**

"User Empowerment" involves a support network in which everyone is equally important: the builder (public or private), all construction and renovation trades, all maintenance workers and all types of permanent and temporary users.

# What we eat and buy: Alpine food & local products

## Bohinj & Triglav National Park: towards the 100% local model (SI)

An initiative to increase local organic production, strengthen agricultural heritage and develop the Triglav National Park into a sustainable tourism region

**Change potential:** Towards the 100% local model

**Further info in the personal story**



## Sharetreuse: give, share, exchange (FR)

Project initiated by inhabitants of Sarcenas to develop sharing and mutual aid via an internet platform

**Rope team:** Citizens, municipalities, Regional Nature Parc of Chartreuse

**Change potential:** Encouraging a sharing culture and economy at local level



## Mangez Bio Isère (FR)

A cooperative of organic and local farmers

**Change potential:** Make local and organic products more broadly available in Isère

**Further info in the Zooming-in box**



## Climate-neutral agriculture in Grisons (CH)

Platform for mountain farmers, producers of agricultural products and consumers to make Grisons a forerunner in climate-neutral & resilient agriculture

**Change potential:** Enable exploratory and innovative approaches

**Further info in the Zooming-in box**



## Solucir: accelerating the economic transition to preserve the environment (FR)

A fair to promote better ways of producing, recycling, consuming in the region Savoie Mont-Blanc and to create a network of engaged economic stakeholders.

**Rope team:** Grand Anney, Grand Chambéry, Grand Lac, Rumilly Terre de Savoie

**Change potential:** Regional circular economy solutions become visible and accessible to all



## ArtSkiTech: skis for furniture and architecture (FR)

Old skis & snowboards are used as construction material for furniture and buildings, instead of being burnt

**Rope team:** Ski gear companies, waste management companies and institutions, research institutions, universities

**Change potential:** A new way of considering waste



### **Zooming-in: The Grisons' project on climate-neutral agriculture: enabling innovation through shared experiences**

The Canton of Grisons wants to turn challenges into opportunities by becoming the first fully climate-neutral agricultural region in the Alps: buying regional products thus means climate-neutral consumption. To enable small-scale farmers (with often limited capacities) to explore climate-neutral (and resilient) practices, a platform and pilot approach have been launched that also consider trade-offs with biodiversity, animal welfare and economic sustainability.

#### **Which roles are taken by the rope team partners?**

- The Canton of Grisons provides organisational support and financing.
- 50 pilot farmers plus the two canton-owned farms develop carbon footprints, explore potential measures and apply innovative approaches.
- Network of climate and environmental scientists, agricultural and gastronomy associations for support.

**Success factors/ obstacles?** The proactive approach linked to a good communication campaign has convinced many farmers to take part in the process. The project provides farmers with the relevant tools and support capacities to move forward with individual action. The competitive approach to become a pilot farm motivated 120 farmers to apply for 50 slots.

**What is Alpine-specific about the approach?** The project considers the structure of mountain agriculture and is thus 100% Alpine-specific.

### **Personal Story: Empowering stakeholders to become a part of the 100% local approach**



#### **Lucija Gartner, coordinator of Bohinj/From Bohinj local brand gives an insight on her daily work**

Triglav National Park and Bohinj are part of the Julian Alps Biosphere region which connects 10 different municipalities. This fragile and diverse region is part of Triglav National Park and needs a clever governance and development approach. The local economy depends on tourism, so we decided that tourism will become a generator of sustainable change to preserve nature, community, and local identity.

**What motivates me?** I work daily with different stakeholders from the Bohinj area and the co-ordinators from the Julian Alps region. Since I am in direct touch with people generating the offer of the region (farmers, craftsmen, restaurant owners, guides...) I am able to recognise the problems and needs of the area. It is great to see how the locals are creating a wide network towards a 100% local approach with great enthusiasm and new ideas.

**Who is part of the rope team?** Triglav National Park, Bohinj Municipality, and Julian Alps Region connect the local community, stakeholders, experts from the area, and researchers from the national and international levels. The area focuses on development, marketing, governance, and identity.

### **Zooming-in: Mangez Bio Isère**

Mangez Bio Isère (Eat Organic in Isère) is a Cooperative Society of Collective Interest (SCIC), created by organic and local farmers to increase the consumption of local and organic products in the Département of Isère. It makes it possible to more easily integrate organic and local products in collective catering, restaurants and buying groups thanks to the bulk purchase of a variety of local products, at a fair price for the producers.

#### **Which roles are taken by the rope team partners?**

- A network of 60 organic producers and food processors from Isère and the neighbouring départements.
- Technical partners (Fret froid, Socleo, Tout en vélo) for the logistics and delivery.
- Public partners (Region AURA, Grenoble Alpes Métropole, Département de l'Isère, European Union) contribute financial and institutional support.
- Municipalities, school canteens, corporate catering, restaurants, specialise shops, socio-medical institutions and buying groups who pass orders.

**What is Alpine-specific about the approach?** 30% of the Département Isère is considered a mountainous area, where farmers and processors need to adapt their products and production methods to Alpine conditions.

# What we enjoy: Alpine leisure & culture





### **Zooming-in: Moving ahead in developing climate-neutral tourism destinations:**

#### **Arosa and Valposchiavo as forerunners**

With a growing awareness of climate-neutral & resilient lifestyles, demand for climate-neutral tourism offers is growing. Cable car operators and hotels have already developed approaches to become climate-neutral – but how about transforming a whole tourism region into a climate-neutral destination, including all forms of mobility and used products? This project wants to answer the tricky methodological aspects behind this approach (e.g. where to draw the boundaries for the CO<sub>2</sub> footprint of the climate-neutral destination), but also has the objective of exploring innovative communication and marketing approaches like nudging.

#### **Which roles are taken by the rope team partners?**

- University of Applied Sciences of the Grisons for scientific support.
- Tourism regions Arosa and Valposchiavo as case studies.
- Myclimate as service provider for climate-neutral businesses (incl. compensation).

**Success factors/ obstacles?** The project is just about to start but success factors are implemented in the approach: testing innovative communication and marketing approaches based on the nudging method will be hopefully become a success. Obstacles lie in the details of how to set the boundaries for a CO<sub>2</sub> footprint of a whole tourism destination.

**What is Alpine-specific about the approach?** Alpine tourism is at the core of the project.



### **Zooming-in: "Changing our approach" – Campaign on mobility and ecotourism in the mountains (FR)**

The "Changing our approach" campaign of the Mountain Wilderness association promotes car-free mountains and ecotourism. Its aim is to protect the mountain territories weakened by climate change, and also to help people discover the mountains in a different way, in contact with those who live there every day. This campaign helps those who want to visit the mountains without cars, by offering precise information and lobbying in favour of public transport services in the mountains.

### **Personal story: The tourism shift starts at the heart of the ski resort of Métabief (an example from the Jura region)**

Olivier Erard, Director of the Syndicat Mixte du Massif du Mont d'Or shares his experience:



The transition process in our territory of the Haut-Doubs, located in the Jura Massif, aims to transform a leisure economy that is today highly dependent on snow and strongly centred on the ski resort of Métabief. In 2020, the resort adopted a transition project which, in view of historical data and climate models, anticipates a potential end of Alpine skiing by 2030-2035. To adapt to this new challenge, we have developed a dedicated human engineering approach. This transition has an impact on the jobs of mountain professionals who must reinvent their practices and imagine other activities. For the moment, the transition has no impact on customer practices and we are counting on the next ten years to still enjoy skiing by maintaining our facilities while preparing for the end of this activity.

#### **What motivates me?**

In 2015, as director of the Métabief resort, I was responsible for planning the future of these facilities. As a trained glaciologist, I was able to analyse the effects of global warming on our territory and explain to the elected officials the risk of continuing to invest in Alpine skiing and not preparing the professionals for the changes to come. In 2020, when this decision to anticipate was taken, I proposed we create an engineering centre to work specifically on the transformation of this leisure economy at the relevant scale: that of the territory as a whole and not just the perimeter of the resort.

#### **Who is part of the rope team?**

After working with my colleagues in the resort (technicians and elected officials), I was able to put together a small team of three people thanks to funding from the French government (Avenir Montagne Ingénierie Programme) and the use of part of the proceeds of the tax on ski lifts, to lead the reflection on the future of this economy using methods of cooperation with all stakeholders.

# What we can learn from this booklet: From insights...

Showcasing good practices as done in this ACB booklet has a number of advantages: it supports frontrunners in pursuing their engagement, it inspires others to try out similar initiatives and it allows all to learn from the successes and challenges.

## Lessons learned from the examples in this booklet:

- **Alpine-specific opportunities or challenges are a starting point for customised solutions to climate action:** in many cases, ambitious climate action is a logical next step that supports already visible development paths (e.g. developing organic into climate-neutral and resilient agriculture).
- **Real-life approaches are at the heart of all good practices:** linking activities to real-life circumstances, local cultures and social conditions, e.g. visiting citizens and stakeholders in their local settings, coaching them real-time in taking first steps, etc.
- **From information to experimenting:** more information is only useful if it has a local dimension, general information which is not linked to specific circumstances tends to overwhelm or even paralyse. Enabling stakeholders and citizens to experiment with new approaches, to test how climate action feels and tastes, is much more promising.

The examples also show that **cooperation** is a key to successful climate action.

- Successful rope teams involve stakeholders that provide direct “entry points” to reach the relevant target groups (e.g. social organisations, tourism associations, firefighters, etc.)
- Move ahead with a small “coalition of the willing” instead of building large decision-making bodies: a small climate task force can include stakeholders that are willing to move ahead and then develops gravitational forces to take others on board.
- Everyone in the rope team has a role: try to identify your contribution, working with personal strengths and knowledge.

## The way to climate-neutral & resilient lifestyles: Using tailwinds and dealing with storms

There are favourable tailwinds or “driving forces”, everywhere, even if they are sometimes subtle. Learn to open your eyes and pay attention to them. Some examples are:

- Already visible climate impacts that show need for action.
- The right combination of people
- Individuals or groups that initiate and drive processes, e.g. a mayor, CEO of a company, a school class,...
- New framework conditions or windows of opportunity: new laws, funding,...

→ A few hints to make optimal use of these drivers and to develop them into gravitational forces: support, honour, celebrate, showcase, stay humble, invite the drivers to support others...

**There is no change without storms, headwinds or resistances.** Some examples are:

- Lack of or inappropriate cooperation and collective intelligence.
- Frame conditions missing or inappropriate (funding, regulations, governance...).
- Conflicts, changes in the team and leadership...
- Insufficient or inappropriate consideration of the human factor, in particular aspects such as social diffusion of innovation or change stages.

→ **Hints on how to deal with storms, headwinds or resistances:** initiating or accompanying change requires learning to see individuals and groups with new eyes, to take a step back to better observe and understand the processes the individuals and groups are going through and why they may be blocked at some point. This may require acquiring new knowledge and know-how in the field of social sciences, through training or cooperation. When resistances arise, the four-point checklist on the next page helps go through some of the essential questions and avoid making the problem bigger than it may be.

## ... to first steps



So, what can be done to face

# RESISTANCES ?

1. I check my own level of tension

2. I accept that resistance:

- is part of the process
- is legitimate
- "protects" something



3. I propose a Supporting Space

- ☆ Self Empathy
- ☆ Set & confirm a frame
- ☆ Listen with empathy & rephrasing like a mirror
- ☆ Questions
- ☆ (if possible) name the NEEDS

↳ New strategy including these needs  
"AND" becomes "OR"

4. I let go and put my energy & support ELSEWHERE in the system!

### First steps to take – Some ideas for first activities

... that you can launch with your network, initiative, organisation:

- **Climate change managers / ambassadors** : Appoint a key person as driving force for your climate activities – this ambassador does not necessarily need to be a climate expert, but rather a good listener and motivator.
- **Carbon conversations** : Start talking about your experiences, positive and negative, and from there develop a shared intelligence. Learn more under: [www.carbonconversations.co.uk](http://www.carbonconversations.co.uk) or <https://klimartikulieren.at/>.
- **Trainings on accompanying and coaching change**: Learn more about the "human factor" and take part in a training session. Even if you are an expert on climate change this will give you insights into developing meaningful approaches.
- **Climate fresk**: You don't have time to read the 2000 pages of the IPCC report? In three hours, the collaborative workshop "The Climate Fresk" allows you to understand the essential issues of climate change in order to take action. Learn more under: <https://climatefresk.org/>.

... and how you can contribute to support the Alpine Climate Board:

- Check out the homepage [www.alpineclimate2050.org](http://www.alpineclimate2050.org), especially the implementation pathways, and check for synergies with your activities.
- If you want to contribute to our activities: get in touch with us via the contact details below or the online community.
- Register for further webinars and news of the ACB to receive updates and further inspiration.

### Contact details and further information

If you have any questions on the ACB and its activities or if you want to learn more about the information provided in this booklet, please contact us via: [info@alpineclimate2050.org](mailto:info@alpineclimate2050.org).

## About the Alpine Convention and the Alpine Climate Board

The Alpine Convention is leading the way for sustainable life in the Alps, working to safeguard the precious environment we call home. This international treaty was the first of its kind dedicated to the protection and sustainable development of an entire mountain range – the Alps. The eight Alpine countries (Austria, France, Germany, Italy, Liechtenstein, Monaco, Slovenia and Switzerland) and the European Union came together to make this a reality in the early 1990s.

The Alpine Convention is based on cross-border cooperation and collaboration. Through its bodies and processes, as well as many partnerships, the Alpine Convention works to address the most pressing challenges in the Alps.

Climate change is one of the greatest of these challenges, which is why a dedicated Alpine Climate Board (ACB) was established. The ACB bundles all relevant activities on climate change mitigation and adaptation that are carried out within the framework of the Alpine Convention, in accordance with European and global climate processes.

