

A Managing Urban Europe Initiative

CHAMP

Local Response to Climate Change



CHAMP - LOCAL RESPONSE TO CLIMATE CHANGE

Through Integrated Management



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CHAMP - Climate Change Response through Managing Urban Europe-27 Platform
LIFE07 ENV/FI/000138
Layman's report



Funding

The project CHAMP is co-funded by the LIFE+ Programme of the European Community, Regione Lombardia, the German Federal Ministry for Environment, Nature Protection and Nuclear Safety, the German Federal Environment Agency, the German Environment Aid and the Federal State of Rhineland-Palatinate together with the project partners.

“This information reflects the authors' views. The European Commission is not responsible for any use that may be made of the information contained herein”.

Text and photos: Union of the Baltic Cities, Commission on Environment

Layout and cover illustration: Sari Sariola

ISBN 978-952-5725-89-6 (PDF), 978-952-5725-90-2 (nid.)

Published in April 2012

INTRODUCING CHAMP

The CHAMP project has supported European cities to implement an Integrated Management System (IMS) for climate change mitigation and adaptation. The project consortium has also challenged itself by developing and implementing low-carbon project management practices.

Altogether 58 cities around Europe took part in the pilot training workshops organized within the project. The Integrated Management System for Climate Change was developed on the basis of experiences gained from cities during the CHAMP project and two preceding projects ENVIPLANS (2004-2006) and Managing Urban Europe 25 (2005-2008).

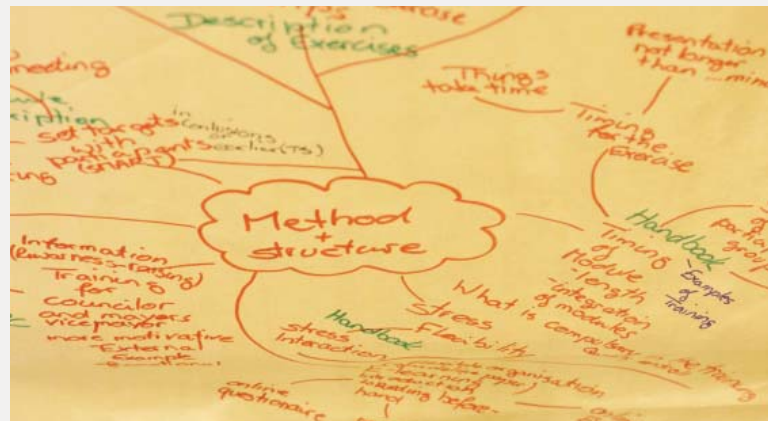
The online Capacity Development Package for Integrated Climate Change Management offers cities, trainers and auditors practical guidance in form of a hands-on guidebook. It contains step-by-step guidelines to implement an Integrated Management System for climate change, including several case studies from cities around the EU as well as practical tools and links to further resources.

The idea and development of the IMS has been based on EU policies on sustainable urban development. The work done around IMS has been continuously communicated to relevant national and EU bodies (EMAS, ISO 14001) in order to build on existing structures and practices.

To fulfil the existing gap between EU policies and local level practices, a European Partnership for Integrated Sustainability Management has been established together with organisations around the EU. The members of the Partnership are offered with training materials and concepts to be used while supporting cities to implement the IMS and facilitating the adoption of EU urban sustainability policies and goals at the local level.

CHAMP project results in a nutshell

- Almost 60 municipalities and regions around Europe have been trained to respond to climate change by using the Integrated Management System.
- A Capacity Development Package for Integrated Climate Change Management has been launched as a hands-on online tool at www.localmanagement.eu in six languages (English, Italian, German, Finnish, Swedish and Hungarian).
- An introduction to Integrated Sustainability Management is now also available in Spanish, Serbian, Polish and Romanian.
- A European Partnership for Integrated Sustainability Management has been established.
- Eight and more National Training Hubs under the European Partnership are carrying on the results of the CHAMP by organising trainings and consultation for local and sub-regional authorities.
- Low-carbon footprint approach has been applied throughout the whole project.



CLIMATE CHANGE AND EUROPEAN CITIES

European citizens are directly experiencing the impacts of the rapidly changing climate. In the whole of Europe, extreme situations i.e. heat waves, floods, storms as well as sea level rise and droughts occur more frequently.

Cities have huge potential to fight climate change

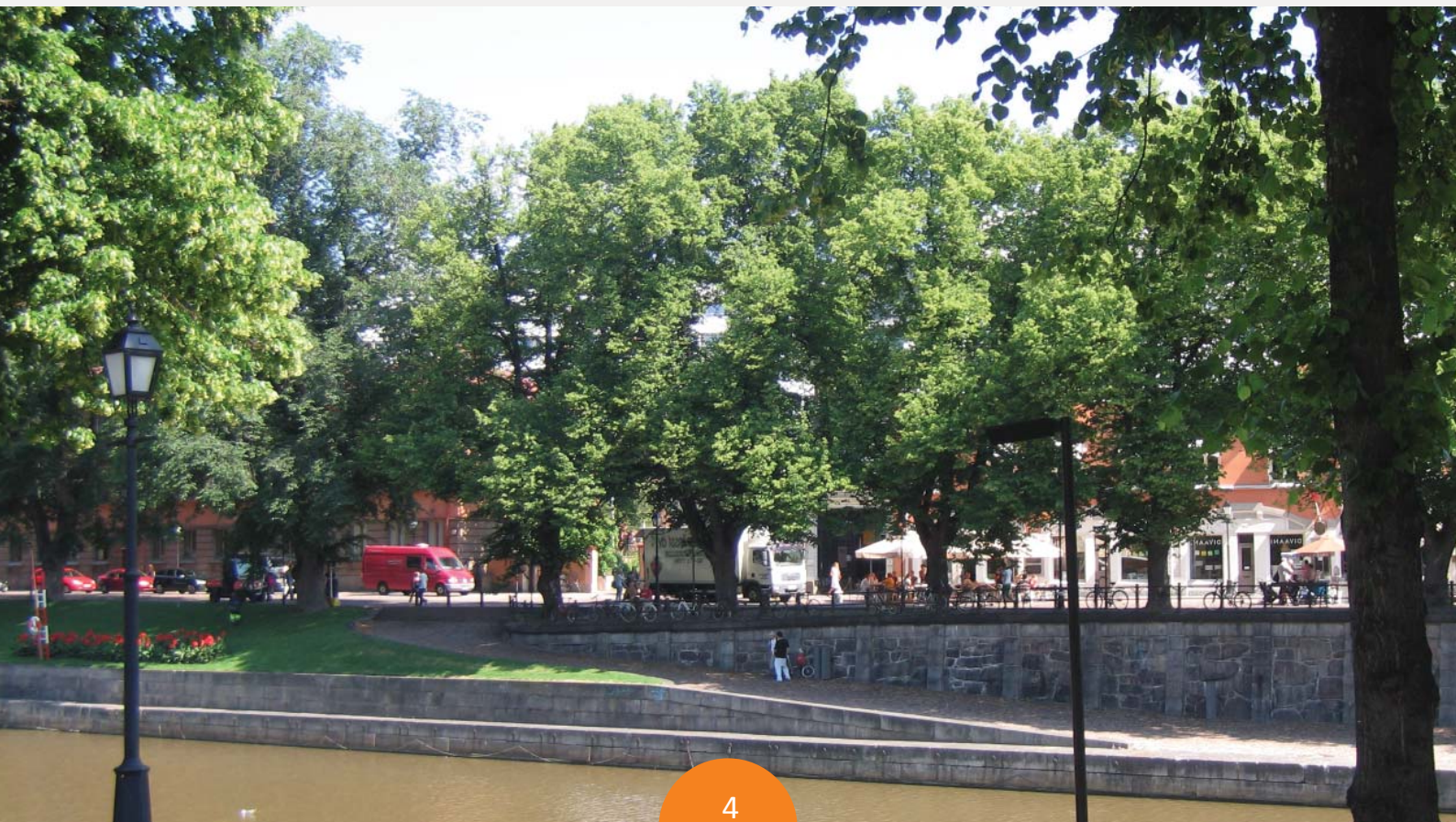
In its nature the climate and also climate change is global, and this means that climate change is not limited to a certain area or to a certain government level. In the end, both European and national climate targets aiming to decrease greenhouse gas emissions need to be implemented at the local and regional level. Effects of a changing climate are also experienced primarily locally and cities must adapt to them.

Local and regional authorities have huge potential to fight climate change by developing and implementing climate mitigation and adaptation strategies both within their scope of responsibility and through stakeholder involvement. Local and regional authorities are responsible for a variety of planning and management issues and have the possibility to implement concrete measures. They are also directly involved in raising awareness, setting incentives and providing further support to their communities to tackle climate change.

Support is needed to make the most of local climate work

Despite all the potential, climate change is a complex and challenging issue for local governments. It is particularly challenging, because most crucial decisions might demand a time scale of 50 or 100 years. Uncertainty is always present when it comes to local effects of a changing climate. Many local and regional governments have already developed climate change action plans and strategies but even the existing ones often problematically lack an integrated cross-sectoral approach. It is clear that cities need new tools and ways of working in their response to climate change.

CHAMP – Local response to Climate Change (2009-2012) is a follow-up project of the Managing Urban Europe-25 (2005-2008) and ENVIPLANS (2004-2006) projects. Based on the experiences and the content developed in these two projects, CHAMP applies the Integrated Management System (IMS) for local sustainability to a more specific issue and supports cities and regions to implement IMS in their local climate change mitigation and adaptation work.



INTEGRATED MANAGEMENT SYSTEM - KEY TO SUSTAINABLE URBAN DEVELOPMENT

The quest for a sustainable future will be lost or won in the urban areas. If Europe is to achieve sustainable development, it requires efficient tools. These tools have to facilitate and enable the actual translation of the numerous strategies and programmes from European and national levels into actions carried out by governments on the local level.

Integrated Approach in EU Policies

Sustainable development is a fundamental principle of the EU, and promoting integrated sustainable urban development is a vital part of European Cohesion Policy. Integrated approach implies that various sectors of policies are being coordinated, different actors are broadly involved in policy-making, multi-level dialogue is taking place and daily policy-making is based on a vision and a strategy with proper follow-up mechanisms.

Many EU policy papers, initiatives, funding instruments and working groups like Aalborg Commitments, Thematic Strategy on the Urban Environment, Leipzig Charter on Sustainable European Cities 2007, Reference Framework for European Sustainable Cities and URBACT are all aiming at the same goal: promoting an integrated approach as a means for sustainable urban development. Within CHAMP, several tools, practices and structures have been developed to give this work a practical orientation.

The Integrated Management System (IMS) has been developed in line with the Environmental Management System (EMS) Standards EMAS III and ISO 14001 and does fulfil all their requirements. This allows developing the existing EMS standards further, towards Integrated Sustainability Management and also the certification of the environmental part of the IMS by EMAS and/or ISO 14001 external auditing.

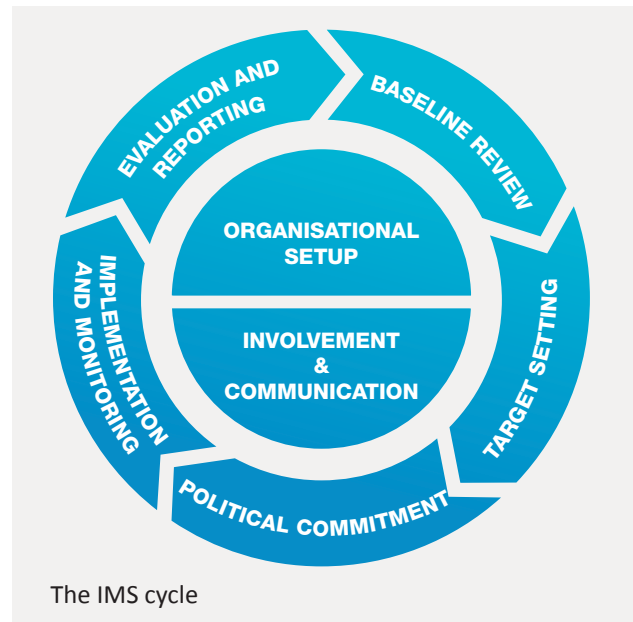
Integrated Management System in Practice

The IMS consists of five major steps repeated in annual cycles. Although the system follows an annual cycle, full revision will be required once per election period.

The cycle begins with a baseline review, in which the current state of sustainability factors in the city is mapped. As the next step, targets and actions are defined for the locally important priorities identified as a result of the baseline review. Political commitment is needed throughout the cycle but becomes crucial when the outcome of the target setting, i.e. the strategic programme, is being approved by the city council.

After these three steps of the cycle, the implementation of the priority actions decided earlier takes place. The actions taken are to be monitored during their implementation in order to gather information on the functionality of the system and to guarantee the implementation of the plans.

During the last step of the system, evaluation and reporting, the collected information is evaluated and used for reporting the successes and possible drawbacks of the process. It provides the basis for a city council decision on how to continue during the next annual cycle.



Two cross-cutting elements need to be kept in mind throughout the steps of the cycle: involvement and communication as well as the organisational set-up. From the very beginning of the cycle, it is important to carefully plan who is involved in the process and how they can contribute. Strong organisational management is needed to keep the extensive entity of a city, together with a great number of stakeholders, in a common course towards a more sustainable urban area.

The IMS model can be described as a journey with one step following the other, where cities and regions have different starting points and base their work on the principle of gradual expansion. An im-

portant road map for this journey was outlined in 2004 in the Aalborg Commitments, which can be regarded as a thematic framework for the system. Other such frameworks, however, should be noted and considered, e.g. the Reference Framework for Sustainable Cities or even thematic processes, e.g. the EU Covenant of Mayors addressing climate and energy issues.

Standardising the Integrated Management System

A concept for the “Integrated Sustainability Management Standard” has been developed within the CHAMP project and corresponds to the request of more and more local authorities to have a certifiable IMS standard. Only a standardised IMS will guarantee a minimum quality of the management system. Therefore it will be the justification to establish tangible advantages for local and regional authorities with an IMS (e.g. prerequisite for receiving EU funds, tax advantages, and additional funds for implementing sustainability projects).

The Integrated Management System for Sustainability is based on the procedure and requirements of EMAS and ISO 14001, however, focusing on local and regional authorities. The IMS is an extension of the environmental management system standards in two ways:

- Geographical extension: whole urban or regional area
- Content wise extension: the environmental, social and economic dimensions of sustainability

Within the project, minimum requirements for the IMS process and content have been developed for all steps of the management cycle. The concept for the IMS Standard also includes a key set of indicators covering all fields of sustainability – environmental, economic and social.

The indicators chosen have been tested in practice and experience confirms that it is possible for all types of European local authorities to report on those indicators in the long term and with acceptable costs and efforts. In this respect, indicators with complex interlinkages or sustainability aggregated indexes have not been included in the set, even though they would be useful in order to measure the integrated sustainability management performance of a local authority. Further research is needed on this issue, in order to define interlinking indicators that could be effectively calculated by all local authorities.

The CHAMP consortium recommends that a certifiable IMS standard is developed, based on existing EMS standards and operated by existing standardization bodies. Currently the International Organization for Standardization (ISO) is developing an ISO Standard for Sustainable Development in Communities. This ISO initiative appears just in time and the CHAMP consortium will contribute this process with the IMS minimum requirements, the Capacity Development Package and most importantly, the long term practical experience.

Benefits of integrated sustainability management for local and regional governments

- Enhanced quality of life
- Fostering economic growth in the area
- Improvement of governance capacity
- Reducing public management costs through increased efficiency and effectiveness of administration
- Local government as a role model
- Improved coordination between individual needs and municipal tasks
- Enhanced competitiveness
- Securing future development (intergenerational justice)
- Responding to climate change more efficiently
- Becoming a political frontrunner

TOGETHER WITH CITIES - CREATING A CAPACITY DEVELOPMENT PACKAGE FOR INTEGRATED CLIMATE CHANGE MANAGEMENT

What is the Capacity Development Package?

The main output of the CHAMP project is the online Capacity Development Package - Integrated Management for Local Climate Change Response (CDP). The CDP provides hands-on guidance, good practice examples and tools for establishing an integrated management system in a municipality, city or region and respond to the challenges of climate change adequately.

The Capacity Development Package is targeted at:

- Local and regional governments
- Trainers
- Auditors

The whole content of the online tool is available in English. The main contents are also available in Finnish, German, Hungarian, Italian and Swedish. Introductory materials are available also in Spanish, Romanian, Polish and Serbian.

Why is there a need for another online toolkit?

The CDP was developed to answer the need for training, knowledge and capacities to apply integrated management for local climate change response. It is the first training kit in Europe to support capacity development for local governments to combat climate change through an integrated management system.

The CDP is designed for three different types of us-

ers: local or regional authorities, trainers and auditors. While local and regional authorities will learn everything about the IMS from scratch and can look at practical case studies as well as benefit from supporting tools, trainers will have access to a complete set of training material for the IMS, including pres-



entations, learning material, trainer's handbook and much more. Auditors are considered as experts in management systems and learn more about the characteristics of the IMS and how to extend an EMS towards the IMS.

Developed and tested with cities in four European countries

During the CHAMP project, the CDP was developed and tested with 58 piloting municipalities from Finland, Hungary, Germany and Italy. In each of the four countries, the piloting municipalities went through a training workshop series to learn how to implement IMS in relation to climate change, step-by-step. Altogether over 20 trainings were organised.

The feedback from the trainings was overwhelmingly positive. It also proved that there is a need for more integrated management and more capacity building in cities.

With this comprehensive capacity development package, CHAMP takes the first step to mainstream the IMS throughout Europe. It provides a solid basis for further development of more European local authorities to be managed in a more integrated way.



IMS training workshop in Lahti, Finland

DEMONSTRATING LOW-CARBON PRACTICES

In CHAMP, a low-carbon footprint approach has been applied throughout the whole project management. The goal has been to minimize the carbon footprint of the project – since we wanted to improve the climate performance of cities, we thought we should also do our part!

Minimizing the project carbon footprint

For minimizing the greenhouse gas emissions, the project consortium has strived to travel less by having online meetings. Furthermore, video conference facilities have been used for both project internal communications as well as in trainings for local authorities. All the information has been available online and instead of printed brochures an electronic brochure and newsletters were developed.

The project consortium also drafted guidelines to help project partners in minimizing their carbon footprint. The guidelines include tips for paper use, travel and organizing events and offer examples of quantified savings in the CO₂ emissions caused by project.

The biggest endeavour on this front was the CHAMP final conference, set up virtually in form of an online conference with hundreds of participants.

Organizing an online conference – a challenge for the whole project consortium!

The **European Climate Champions – Solutions for integrating climate change into local strategies** conference was organised in December 2011 as an online conference. It set a great example and of inspiration to many. The experience proved that an online

conference can be an efficient way to reach much more people to take part in the work around a specific topic.



At the “backstage” of the online conference

All presentations and discussions held during the two conference days were streamed live to the Internet and were also available for everybody afterwards. Besides the streaming, the website offered a great amount of different materials such as key note papers, video interviews and presentations collected from the CHAMP piloting cities and other parties.

Although being challenging for the organizing team, the conference reached much more people than it would have, if organized in the traditional way. During the conference, the www.climatechampions.eu website got 657 visits, of which more than half surfed on more pages on the same site. Social media was used actively for commenting and discussion was possible through the website.

One of the main aims and certainly a big curiosity of the conference were the CO₂ savings. Comparing the travel emissions of the 13 people that travelled physically to the European Climate Champions conference, and a hypothetical number of 70 people at a traditional conference, we reached more than a 70 % cut in CO₂ emissions. Furthermore, CO₂ emissions were considered in all elements of the conference, from eco-labelled hotels to speaker presents in form of planted trees, not to mention the printed paper savings.

EUROPEAN PARTNERSHIP FOR INTEGRATED SUSTAINABILITY MANAGEMENT

The European Partnership for Integrated Sustainability Management was launched within the CHAMP project in June 2011 to spread and reinforce the IMS in Europe and to contribute with solutions to the challenges identified below. The Partnership functions through National Training Hubs throughout the EU-27.

Sustainable development is a fundamental principle of the EU, and promoting sustainable urban development is a vital part of European Cohesion Policy. Considering the implementation of EU sustainability policies at the local and regional level, the biggest challenges are:

- Lack of recommendation to implement IMS in all European policies with relevance for development of local and regional authorities
- Lack of tangible advantages and incentives for local authorities that implemented IMS
- Lack of co-ordination between the various European initiatives focusing on relevant aspects of sustainable development
- Lack of localised tools and guidance materials
- Lack of training and support for local authorities
- Lack of resources to implement voluntary instruments

Aim and Vision of the European Partnership

The European Partnership aims at

- mainstreaming the integrated approach to foster sustainable development in European cities and regions,
- serving cities and regions aiming at sustainable growth, and thus require new skills and capacities and
- identifying synergies between different initiatives and projects on sustainability and climate change.

The European Partnership focuses on developing common capacity building services for local and regional authorities, with a special focus on the Integrated Management System (IMS) for Sustainability.

Structure of the European Partnership

Below you can see an image showing the structure of the European Partnership, which consists of several National Training Hubs in different countries throughout the EU-27.

The National Training Hubs can be composed of one or several organisations that can give trainings to cities and regions. By promoting and developing mutual learning possibilities and exchange of experiences



Audience at the launching event of the European Partnership.

between the member organisations, the Partnership supports them in organising training programmes and awareness raising at the national level.

Guide books, training materials and other capacity building materials are shared through the platform of the European Partnership at www.localmanagement.eu.

FURTHER INFORMATION AND CONTACTS

You will find the Capacity Development Package and more information about the project and the Integrated Management System for local sustainability at www.localmanagement.eu!

For more details about the project and cooperation possibilities please contact:

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- Bodensee Stiftung, Germany
- Ambiente Italia, Italy
- Coordinamento Agende 21 Locali Italiane, Italy
- Lake Balaton Development Coordination Agency, Hungary
- Association of Finnish Local and Regional Authorities, Finland

