



*St. Moritz*  
graubünden

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# FIS Alpine World Ski Championships St. Moritz 2017

## SUSTAINABILITY + INNOVATION = LEGACY (SIL)

*Final Report – Executive Summary*

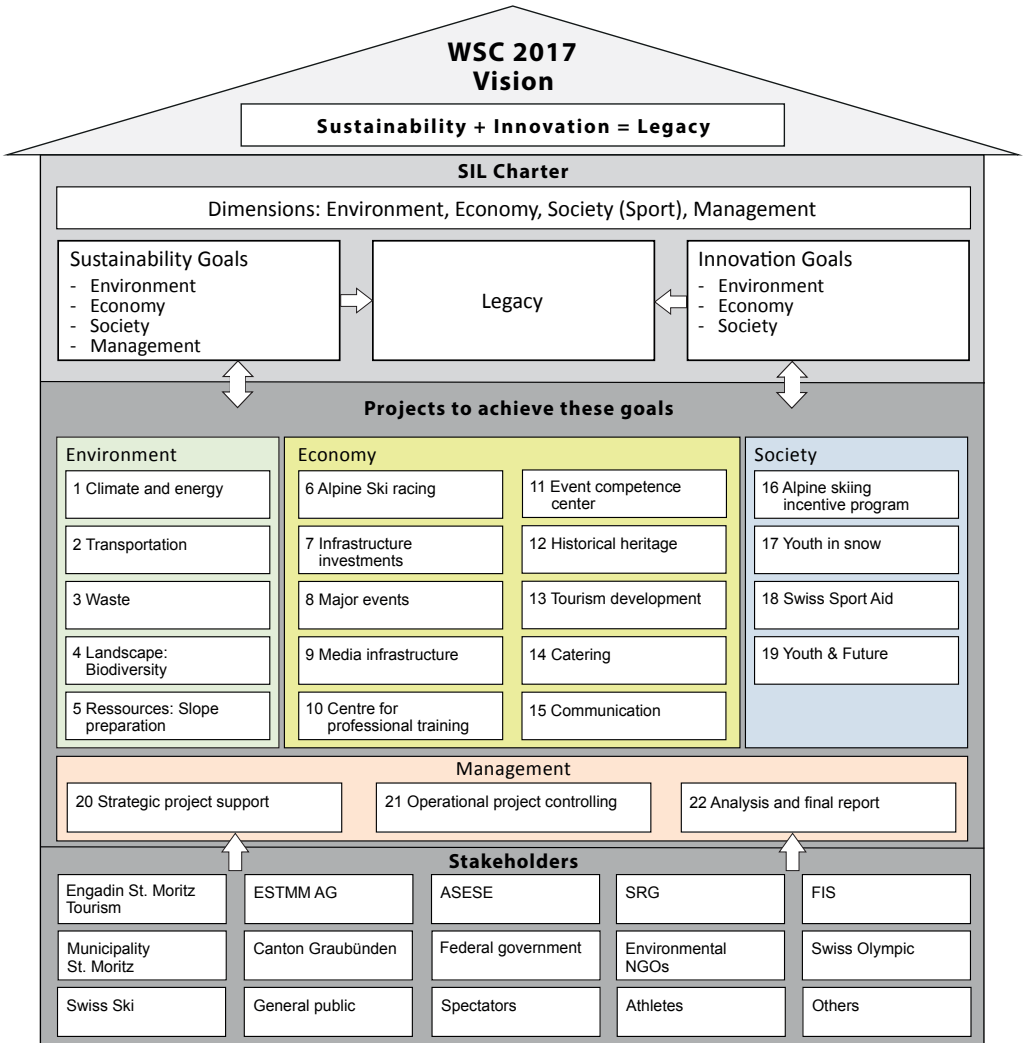
Executive Summary

SIL CONCEPT

Staging the FIS Alpine World Ski Championships (WSC) St. Moritz 2017 was an enormous challenge for all those involved and affected in the Upper Engadine, a region characterised by a strong focus on tourism and by its ecological sensitivity. At the same time, this massive sporting event constituted a great chance to act as a stimulus and to trigger developments reaching far beyond the mere running of the WSC itself. This has always been the conviction of Hugo Wetzel, President of the Organising Committee of the WSC St. Moritz 2017. Within the framework of the candidature for the Olympic Winter Games «Graubünden 2022» the concept «sustainability + innovation = legacy» (SIL) was launched with the aim of ensuring a sustainable event, of promoting innovation and thereby creating a lasting legacy.

On the basis of the overarching vision for the World Ski Championships St. Moritz 2017, an SIL Charter with 5 principles and 15 sustainability & innovation goals was drawn up with the overall aim of creating a positive legacy. In order to implement these goals, 22 projects were launched together with major stakeholders. Both the goals of the SIL Charter and the SIL projects were assigned to one of the four dimensions: the environment, the economy, society and management of the SIL process, each in accordance with their individual key elements. Stakeholders were all the institutions with a direct connection to the World Ski Championships. They contributed greatly to the success of the World Ski Championships St. Moritz 2017 and to the implementation of the SIL Charter and the SIL projects.

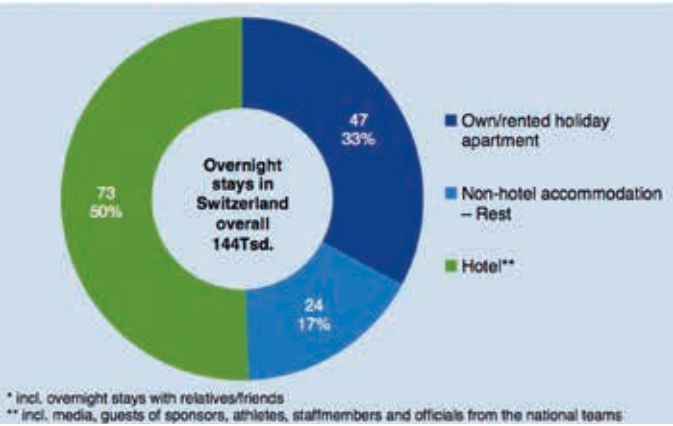
SIL structure of the WSC St. Moritz 2017



IMPACT ON THE ECONOMY

The economic impact of the WSC St. Moritz 2017 was measured by means of the event score card of Event analytics. Essential results are shown below:

Overnight stays generated by the WSC St. Moritz 2017 divided up by category of accommodation



Source: Event analytics

The total overview of all the guest categories reveals that the WSC St. Moritz 2017 generated around 144,000 overnight stays in the Canton of Graubünden. Around half of the overnight stays attributed to the event (73,000) were spent in local hotels. The remaining 50% of the overnight stays (71,000) were generated in holiday apartments and hotel-related businesses.

	Turnover in million CHF			Gross value added in million CHF			Employment in FTE <sup>1</sup>		
	Canton GR	Rest. Switz. <sup>1</sup>	Switz.	Canton GR	Rest. Switz. <sup>1</sup>	Switz.	Canton GR	Rest. Switz. <sup>1</sup>	Switz.
Direct effect	94	37	131	23	21	44	386	172	558
Indirect effect	54	149	203	26	72	98	221	552	773
Overall effect dir. + indir.	148	186	334	49	92	142	607	724	1'331
Overall Taxes Switz.	17								

<sup>1</sup> Rest. Switz. = Parts of Switzerland other than canton of Grisons  
<sup>2</sup> Generated volume of work

Source: Event analytics

<sup>1</sup> Event Analytics is a partnership between Rütter Sococo and the institute for tourism of Lucerne university. They have been cooperating successfully since the year 2000 in the areas event analysis and consultancy.

Looking at Switzerland as a whole, the WSC St. Moritz 2017 generated a gross value added of around CHF 142 Mio., of which approx. CHF 49 Mio. (35%) in the Canton of Graubünden. The direct value added in the Canton of Graubünden amounted to around CHF 23 Mio., the indirect value added to around CHF 26 Mio. (advance payments, investments and revenue). Many enterprises in the Canton of Graubünden bought services in other parts of Switzerland and thereby triggered a value chain outside the Canton of Graubünden, which was almost double the value added generated in the Canton itself. Tax revenue generated by the WSC amounted to the considerable sum of CHF 17 Mio. throughout Switzerland as a whole.

EVALUATION OF THE SIL PROJECTS

After being drawn up on paper the SIL concept was put into practice and implemented for the first time at the WSC St. Moritz 2017. Many valuable insights were gained and much was learned about the opportunities and limitations of how major sporting events can trigger innovation processes which leave an enduring legacy beyond the successful and sustainable realisation of the event itself.

Measured in terms of the goals set by the SIL Charter and by the project management team the following success rates were generated:

- 14 SIL projects (64%) were successfully implemented, of which 4 (19%) very successfully.
- On the other hand, there were 3 projects (14%) which could not be implemented successfully or not at all (2 of the 3, 9%).
- 5 projects (23%) were implemented in part.

The 14 projects which were successfully implemented are spread equally across the three areas: the environment, the economy and society. This means that in all the sustainability dimensions a major proportion of the projects was successfully implemented.

Overview of the SIL projects: project evaluation, contribution of projects to SIL Charter and SIL goals

NO	PROJECT NAME	SIL CHARTER GOAL(S) En=environment Ec=economy S=society M=management	EVALUATION OF PROJECT IMPLEMENTATION	CONTRIBUTION TO SIL GOALS		
				S	I	L
ENVIRONMENT						
1	Climate & energy: energy optimisation WSC St. Moritz 2017	En: resources, energy and climate	<div><div>X</div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	X	X
2	Traffic: environment-friendly traffic management	En: resources, energy and climate; traffic Ec: investments	<div><div></div><div></div><div>X</div><div></div><div></div><div></div><div></div></div>	X		(X)
3	Waste: environment-friendly waste management	En: waste	<div><div></div><div></div><div></div><div></div><div>X</div><div></div><div></div></div>	X		
4	Landscape: careful use and promotion of bio-diversity	En: landscape and bio-diversity	<div><div></div><div></div><div></div><div></div><div>X</div><div></div><div></div></div>	X		X
5	Resources: environment-friendly slope preparation	En: resources, energy and climate Ec: investments	<div><div></div><div></div><div></div><div></div><div></div><div>X</div><div></div></div>	X	(X)	X
ECONOMY						
6	Alpine-skiing competitions: management of safety & race material	Ec: investments S: sports, networks	<div><div></div><div></div><div></div><div></div><div>X</div><div></div><div></div></div>	X		X

7	Investments in alpine ski-sport infrastructure: masterplan projects WSC St. Moritz 2017	Ec: Investments En: landscape and bio-diversity	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	X	X
8	Major winter-sports events: presentation alongside Corviglia mountain railway	Ec: tourism	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X		X
9	Media infrastructure and reporting via three media channels	Ec: investments	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	(X)	X
10	Alpine performance and snow- sports centre (incl. research lab, training and test grounds)	Ec: investments S: sports	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X		X
11	Event competence centre: volunteers, network management, further development alpine-skiing competitions	S: sports, volunteers network Ec: investments	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	X	X
12	Major winter-sports events: historic legacy	Ec: tourism	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	X	X
13	Tourism development: 1. branding & market cultivation 2. hospitality 3. marketing regular guests	Ec: tourism; branding	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X		(X)
14	Catering: organic, fairtrade and regional products	Ec: food services S: volunteers, network	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X		(X)
15	Communication: emotional impact via trans-medial communication	Ec: branding	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	(X)	X
SOCIETY						
16	Winter sports: stimulus programme alpine-ski sport	S: sports	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	(X)	X
17	Winter sports: young people take to the snow	S: sports	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X		X
18	“Schweizer Sporthilfe” (sports foundation): donation for talented young athletes	S: sports	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	(X)		
19	Youth and the future: development opportunities and job perspectives in the Alps	S: Youth, volunteers	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	X	X	X
MANAGEMENT						
20	Sustainability, innovation and legacy (SIL) of WSC St. Moritz 2017: strategic SIL support	M: Sustainability management system	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	(X)	X	X
21	Sustainability, innovation and legacy (SIL) of WSC St. Moritz 2017: operative SIL controlling	M: Sustainability management system	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	(X)		
22	Sustainability, innovation and legacy (SIL) of WSC St. Moritz 2017: analysis and reporting	M: Sustainability analysis and evaluation	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	(X)		



With regard to the contribution of the SIL projects to the five principles of the SIL Charter the following picture emerges:

- **Sustainability:** all the projects are in relation to at least one of the three sustainability dimensions. Therefore, the sustainability requirements are met.
- **Innovation:** only 10 of the 22 SIL projects have a substantial innovation value.
- **Legacy:** 18 out of the 22 projects had legacy potential. However, since 4 of these 18 projects were not implemented successfully, a legacy in one form or another resulted from 14 projects only. Nevertheless, additional projects with legacy character such as the supersized wood sculpture «Edy» or the pavilion of the Kulm Hotel were realised, both of which were not part of the SIL portfolio.

- **Commitment:** the systematic concrete realisation and operationalisation of the vision for the WSC St. Moritz 2017 with the help of the SIL Charter and the SIL projects resulted in a high level of commitment. However, the commitment was not as clearly felt in the operative implementation of the SIL projects. The success rate is therefore only moderate.
- **Participation:** thanks to the systematic inclusion of the stakeholders in the development and support of the SIL projects, several workshops and regular information events for the general public, the participation claim can be regarded as entirely fulfilled.

SIL CHARTER	
<b>Sustainability:</b> we are guided by the three dimensions (the environment, the economy and society) complemented by the management dimension.	<div><div></div><div></div><div></div><div></div><div></div><div>X</div><div></div></div>
<b>Innovation:</b> we use the World Championships for innovation in technology, organisation, ecology and society.	<div><div></div><div></div><div></div><div>X</div><div></div><div></div><div></div></div>
<b>Legacy:</b> we undertake the WSC in such a way as to create a positive legacy for the population, for alpine-ski sport and for the organisation of major events.	<div><div></div><div></div><div></div><div>X</div><div></div><div></div><div></div></div>
<b>Commitment to the SIL Charter:</b> the SIL Charter, together with the superordinate guidelines set by officials and associations, constitutes the binding framework for our actions.	<div><div></div><div></div><div></div><div>X</div><div></div><div></div><div></div></div>
<b>Participation:</b> we include the population and important and interested stakeholders in the preparation and implementation of the WSC.	<div><div></div><div></div><div></div><div></div><div></div><div></div><div>X</div></div>

CONCLUSIONS: WHAT ARE THE CONDITIONS FOR A SUCCESSFUL SIL PROCESS AND A POSITIVE LEGACY FROM MAJOR SPORTING EVENTS?

In order to create a positive legacy using a major sporting event the following conditions are vital:

- Early involvement, readiness and close co-operation with the relevant stakeholders
- Visibility of the legacy of an event
- Raise awareness for the legacy potential of the event
- SIL concept which is widely supported, accepted and customized to the size of the event
- Binding goals which are co-ordinated and measurable
- Concrete (key) projects and measures to attain the set goals

- Binding performance mandates for stakeholders
- Clear responsibilities and roles
- Secure funding (in line with goals)
- Consistent implementation plus continuous and competent monitoring

If these conditions are met, the SIL approach first used at the WSC St. Moritz 2017 has great potential not only for organising a major sporting event in a sustainable way, but also for using the leverage inherent in the event to create a positive legacy.





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