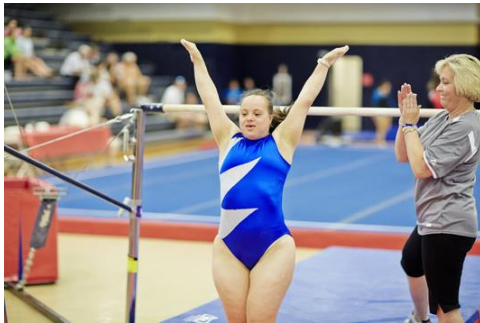


2018 Special Olympics USA Games

# Sustainability Strategy



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## Letter from the President and CEO and the Director of Volunteers and Sustainability for the Special Olympics USA 2018 Games

Fifty years ago, the first Special Olympics were held at Soldier Field in Chicago. What started as a radical idea has since grown into a powerful international movement of more than 5.7 million athletes and unified partners in 172 countries.

The first Special Olympics were radical because they directly challenged the dominant social beliefs about the capacity and potential of people with intellectual disabilities (ID). The first Special Olympics demonstrated that people with ID were capable of things that were previously considered unimaginable—not only athletic prowess on par with any other population, but a model of sportsmanship, supreme effort, inclusivity, and pure joy the world had never seen.

Bruce Lee said,

“If you always put limits on everything you do, physical or anything else, it will spread into your work and into your life. There are no limits. There are only plateaus, and you must not stay there, you must go beyond them.”

The athletes of the Special Olympics have been illustrating the truth of Bruce Lee’s words for five decades. And now, the 2018 Special Olympics USA Games will strive to move beyond the plateau and establish a new standard of social *and* environmental sustainability, leaving a lasting positive legacy on the host city of Seattle, and inspiring future Games to not only meet this new standard, but to re-define the limits again

and again, rejecting the ease of the plateau for the challenge and invigoration of the climb upward.

Focusing on key impact areas of waste and recycling, food and beverage service, accessibility and inclusion, transportation, sourcing, and education and legacy, the 2018 USA Games will identify and mitigate ecological impacts, and implement policies that create positive social value, bolster the local community and support the health and wellness of all participants. We will track and measure our successes—and failures—so that the lessons learned may be documented and applied in the future.

The 2018 Special Olympics USA Games, and its host venues of the University of Washington, Angle Lake, Celebration Park, Kenmore Lanes, Seattle Pacific University, Seattle University, King County Aquatic Center and Willows Run Golf Club, thank you for efforts to **#RiseWithUs** and help these Games achieve a level of sustainability never seen before.

Sincerely,



Beth Knox  
President and CEO



Karlan Jessen  
Director of Volunteers and  
Sustainability

# Sustainability and the 2018 Games

## ABOUT THE GAMES

The 2018 Special Olympics USA Games will be held in Seattle, Washington July 1<sup>st</sup> to 6<sup>th</sup>, 2018. More than 4,000 athletes and coaches representing 50 state Programs and the District of Columbia, along with the support of tens of thousands of volunteers and spectators, will compete in 14 Olympic-type team and individual sports. The 2018 USA Games will also feature a number of Special Events that will take place during the week of the Games. These events include: Opening & Closing Ceremonies, Healthy Athletes and the Motor Activity Training Program.

The USA Games showcase the abilities of athletes with intellectual disabilities and the impact of Special Olympics through world-class competition, inspirational experiences, and modeling inclusion for all. Venues include the University of Washington, King County Aquatic Center, Seattle University and Celebration Park. The Special Olympics USA Games will be the biggest sporting event to hit the Seattle area in more than 25 years.

In addition to showcasing the awe-inspiring abilities of thousands of athletes with intellectual disabilities, the 2018 USA Games in Seattle will model the ideals of inclusion and celebrate the 50th anniversary of the Special Olympics movement.

The 2018 USA Games will serve as a catalyst for the City of Inclusion initiative and will showcase the work Seattle area businesses and organizations are doing to create a community where people with intellectual disabilities are meaningfully and fully welcome and valued.

## WHAT SUSTAINABILITY MEANS TO US

Sustainability, in the context of the Games, means planning and running our event in a manner that minimizes negative ethical or environmental impacts, while achieving maximum positive social and economic benefits for our local community in Seattle, and the global community that is touched by the Special Olympics movement.



## Our Sustainability Values

The values that underpin our Sustainability Strategy are respect, inclusion, stewardship and collaboration. These values guide our business decisions and help give shape to our Vision for the 2018 USA Games in Seattle.



### Respect

For all individuals and the planet we share.

### Inclusion

Everyone has a role to play.



### Stewardship

Minimizing the environmental footprint of our event.

### Collaboration

Engaging our partners and suppliers to improve sustainability performance.

## Our Vision for Sustainability

The 2018 USA Games in Seattle will set a new standard for environmental and social sustainability in the Special Olympics, applying the best practices of eco-friendly sporting events worldwide, and modeling the ideals of inclusion and respect the Special Olympics movement represents.

## Our Sustainability Goals

1. Maximize Waste Diversion
2. Maximize Local and Healthy Food
3. Maximize Accessibility and Inclusion at Events and Experiences
4. Maximize Active Transportation and Transit Use
5. Maximize Positive Supply Chain Outcomes and Mitigate Potential Risks
6. Create a Legacy of Sustainability Actions

## Sustainability and the Strategic Goals for the 2018 USA Games

The 2018 USA Games aims to fulfill four strategic goals, outlined in our Strategic Plan:

1. Activate Community Engagement
2. Create Exceptional Experience
3. Deliver Operational Excellence
4. Leave a Legacy

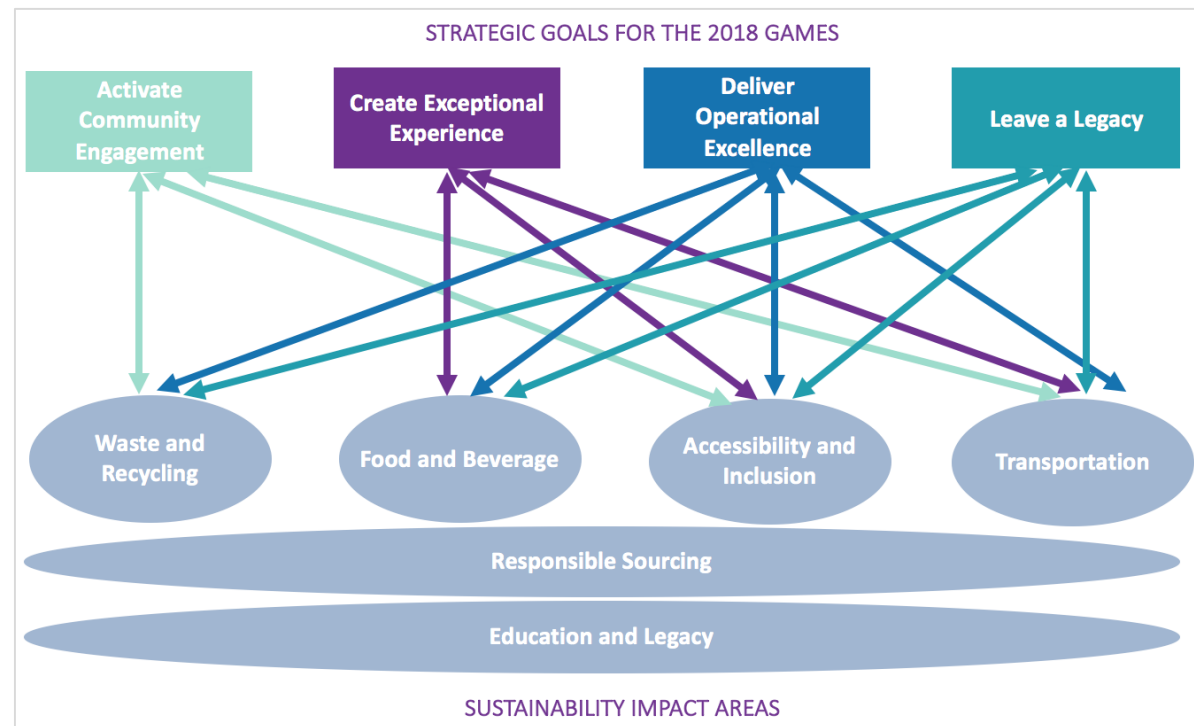
Our journey to a more sustainable Games directly supports the achievement of these four strategic goals, through four direct sustainability impact areas:

1. Waste and Recycling
2. Food and Beverage
3. Accessibility and Inclusion
4. Transportation

And two overarching sustainability impact areas that touch on all of our environmental, social, and ethical priorities:

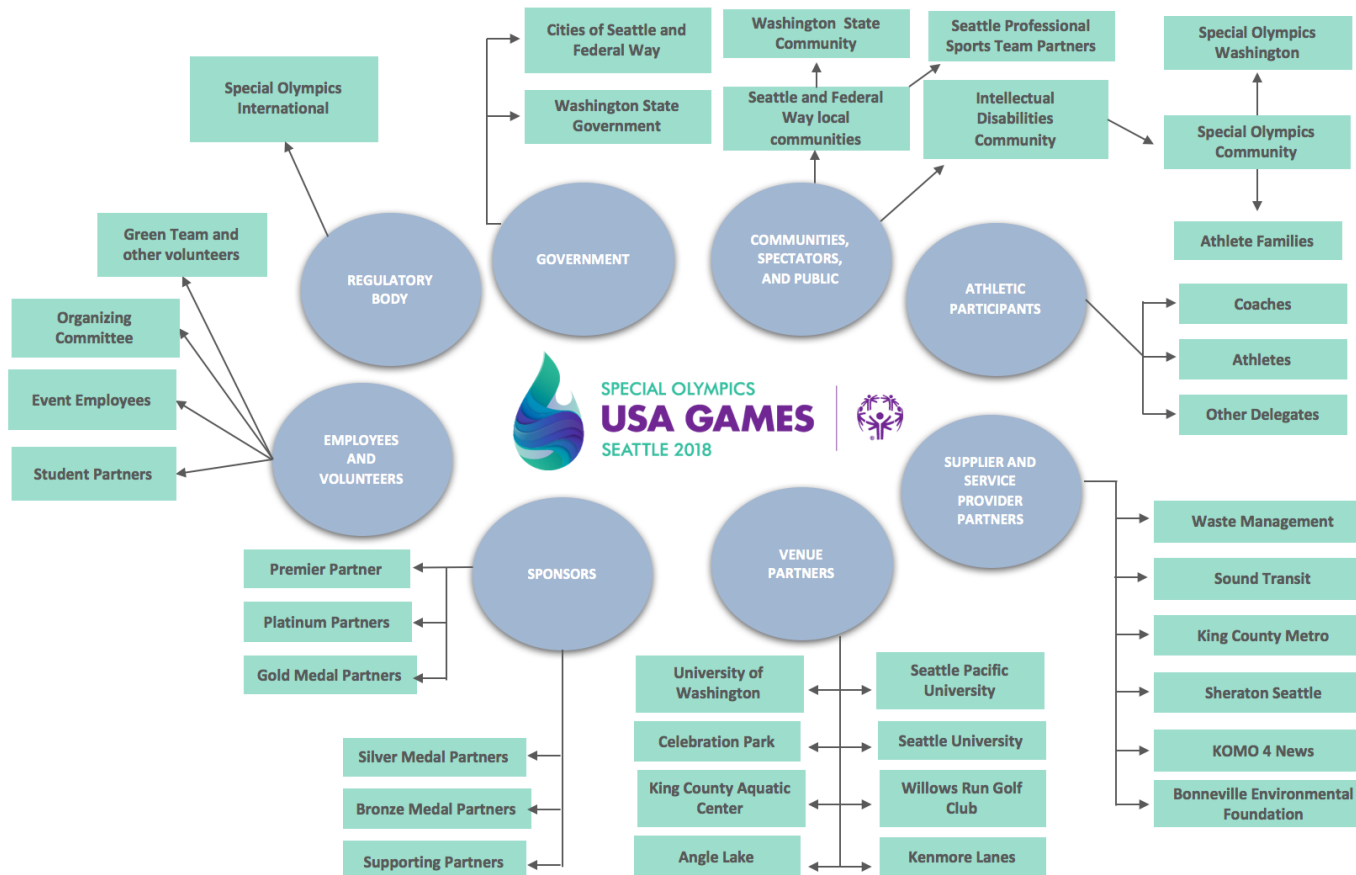
1. Sourcing
2. Education and Legacy

Our quest to deliver the best possible Games and our quest to do so in a sustainable manner are one and the same: the figure above illustrates the ways in which our sustainability impact areas directly support our Strategic Goals for the 2018 Games.



# Our Stakeholders

Sustainability is intimately connected to all of the work we do for the 2018 Games. As such, it touches on most of our stakeholders: our organizing committee; host city; venue, sponsor, and supplier partners; athletes and their families; volunteers and fans. The map below provides an overview of who is most involved in our sustainability work. We see the communities below as being very important in the advancement of our environmental and social objectives:



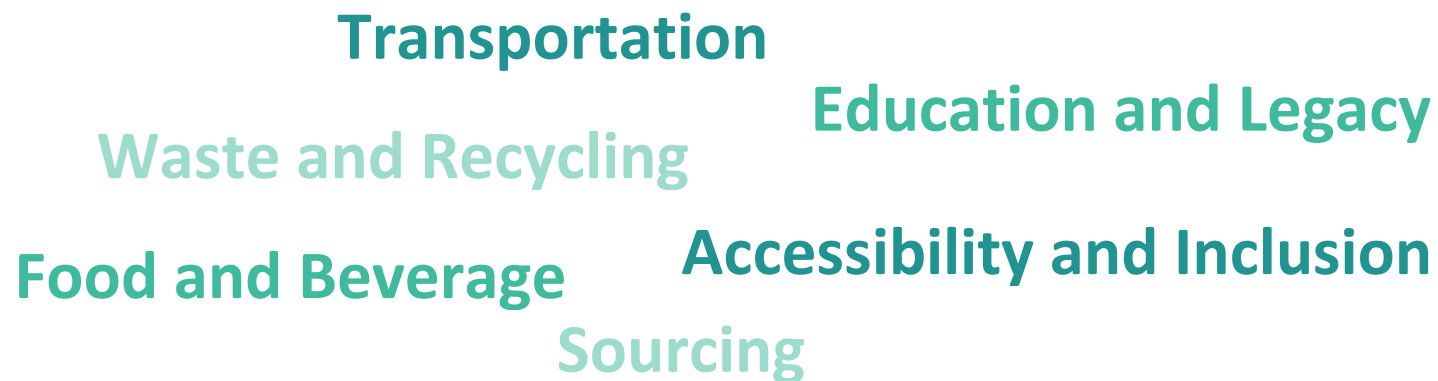


## Sustainability Impact Areas

### SCOPE AND MATERIALITY

The priority impact areas listed below were chosen based on a set of existing, internationally respected sport/event sustainability standards, including [ISO 20121 / 14001](#), the [Council for Responsible Sport](#), [AISTS Sustainable Sport and Event Toolkit \(SSET\)](#), [GRI G4 Reporting Guidelines](#), et. al., in addition to prior stakeholder experience with sustainable sporting event management. We have aligned our strategy with these standards as we believe they offer the greatest opportunity for 2018 SO USA Games to concurrently minimize environmental impact and achieve maximum positive social impact and legacy.

Our impact areas are intentionally tangible: we want our stakeholders to see the strong and myriad connections between actions and activities in their daily lives, and the opportunity they have to affect meaningful and positive environmental and social change as individuals.



## Waste and Recycling

### GOAL

Maximize Waste Diversion and Minimize waste-to-landfill generated from 2018 Games events.

### OBJECTIVES

- O1: Ensure ample tri-sort waste stations are present at all 2018 SO USA Games events and facilities
- O2: Educate and assist with waste sorting at 2018 SO USA Games events
- O3: Use and distribute reusable, compostable, or recyclable food service ware at all 2018 SO USA Games events and facilities
- O4: Minimize packaging waste and maximize the use of recycled materials
- O5: Minimize food waste-to-landfill
- O6: Repurpose surplus assets within the local community

## Food and Beverage

### GOAL

Maximize the proportion of local, sustainable, Fairtrade certified, and healthy food and beverages offered at the event.

### OBJECTIVES

- O1: Make ample local, healthy, and Fairtrade certified food options available at all 2018 SO USA Games events
- O2: Maximize food donations to local organizations
- O3: Maximize composting of pre-/post-consumer food waste

## Accessibility and Inclusion

### GOAL

Every 2018 Games event is accessible to and inclusive of all people, regardless of intellectual or physical ability level.

### OBJECTIVES

- O1: Ensure all venues and facilities meet ADA accessibility standards
- O2: Educate on accessibility and inclusion at 2018 SO USA Games events
- O3: Apply principles of inclusion within volunteer program
- O4: Promote accessibility and inclusion amongst all partners (e.g. state and local governments, universities, partners, suppliers, etc.); advance Seattle's City of Inclusion initiative
- O5: City of Seattle/State of Washington is recognized as a 'Healthy Community' by Special Olympics Health program (if such recognition is possible based on 2018 SO USA Games)

# Transportation

## GOAL

Maximize active transportation and transit use to and from 2018 Games events and achieve carbon neutrality.

## OBJECTIVES

- O1: 2018 SO USA Games staff follow an active transport/transit pledge for the office.
- O2: Promote and encourage active transport/transit use to and from 2018 SO USA Games events.
- O3: Minimize carbon emissions from athlete and family travel to and from 2018 Games.
- O4: Offset all unavoidable carbon impacts from athlete and family travel to and from 2018 Games.

## Sourcing

### GOAL

Maximize Positive Supply Chain Outcomes and Minimize negative social and environmental impacts in the 2018 Games supply chain.

### OBJECTIVES

- O1: Follow the 2018 Special Olympics USA Games Responsible Sourcing Guidelines and use Responsible Sourcing tools.
- O2: Collaborate with suppliers and sponsors to advance sustainability goals and showcase innovative green technologies.
- O3: Collaborate with suppliers and sponsors to maximize social value in service contracts and create local training and employment opportunities for people with intellectual disabilities.
- O4: Ensure all suppliers and merchandisers comply with the 2018 Games Code of Conduct for Suppliers and Sponsors to promote fair labor practices in the supply chain.

## Education and Legacy

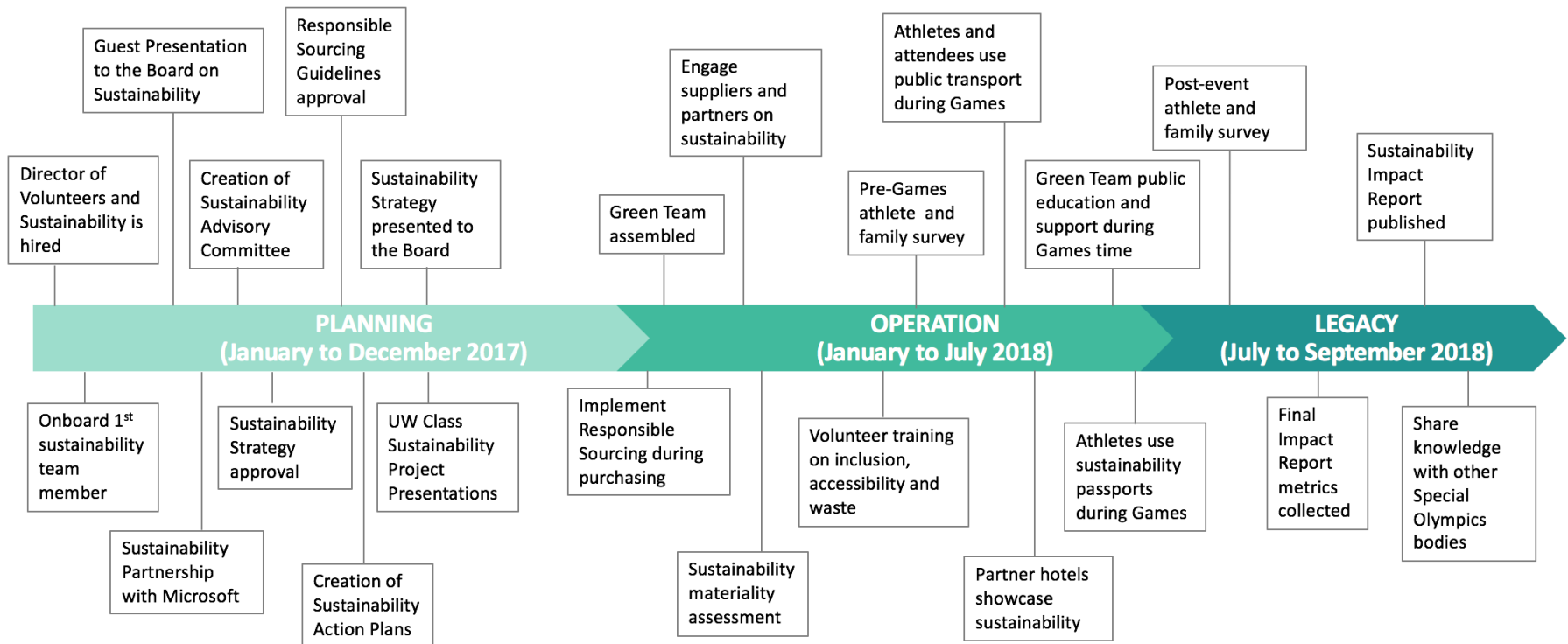
### GOAL

The 2018 Special Olympics USA Games establishes a new bar for event sustainability, and inspires all stakeholders and spectators to integrate sustainability into their actions at the Games and beyond.

### OBJECTIVES

- O1: Implement the 2018 SO USA Games sustainability strategy and accompanying action plans
- O2: Educate athletes, families, volunteers, spectators, and partners about sustainability via onsite modeling/instruction and distributed materials
- O3: Document sustainability work to leave a legacy for continuous improvement

## Timeline for Sustainability Activities





## Management and Reporting

Special Olympics is a global movement that transforms lives through the power and joy of sports. As an independent non-profit entity, the 2018 Special Olympics USA Games Organizing Committee exists solely to develop and execute the 2018 Special Olympics USA Games. Special Olympics Washington serves as the host state. Special Olympics North America and Special Olympics International provide oversight functions to the local Organizing Committee.

Sustainability for the 2018 USA Games is defined by the Special Olympics USA Games 2018 Sustainability Strategy which outlines the vision, priority goals, and supporting objectives for the event. Ultimately, the CEO is responsible for ensuring the sustainability goals and objectives of the 2018 Games are achieved. The majority of this accountability has been delegated to the Director of Volunteers and Sustainability who was hired in early 2017 to report to the CEO and is part of the leadership team within the Organizing Committee. The Director is supported by a small team of internal and external advisors and this role also consults on program design and operational planning with a Sustainability Advisory Committee comprised of stakeholders from the community, sponsors and venue partners.

Realizing the sustainability vision for the 2018 Games will only be possible through effective partnerships with sponsors, venue hosts, suppliers, volunteers, and other civic agencies who are contributing resources to the event. Guidance related to sourcing, waste, transportation, inclusion and food services has been codified in policies, procedures and action plans as appropriate.

A framework of measures and targets has been established to support performance monitoring and reporting for the 2018 Games, as outlined in the following section. Periodic reporting on sustainability planning and activities is provided to the Leadership Team by the Director of Volunteers and Sustainability. A Sustainability Impact Report will be produced in summer 2018 to document the actual results and impacts of the 2018 Games and will include commentary on what worked well and what fell short to inform future sustainability programming within the Special Olympics movement.

## Monitoring and Evaluation Framework

We commit to monitoring our advancement toward achieving the sustainability goals and objectives outlined in this strategy. The table below outlines the indicators we will use to track our progress. It also lays out some targets we have set for ourselves.

Goal	Objectives	Indicators	Targets
<b>Maximize Waste Diversion</b>	O1: Ensure ample tri-sort waste stations present at all 2018 SO USA Games events and facilities	<ul style="list-style-type: none"> <li>Percent of venues where tri-sort bins with consistent signage are available</li> <li>Percent of waste stations with volunteers posted</li> <li>Percent of food/beverage containers that are reusable, compostable, or recyclable</li> </ul>	<ul style="list-style-type: none"> <li>75%+ landfill waste diversion rate for entire event</li> <li>100% of food service ware shall be compostable/recyclable/reusable</li> <li>80% of vendors have verifiable sustainability initiatives/standards</li> <li>TBC: 100% of athletes receive a 2018 SO USA Games branded, reusable water bottle</li> </ul>
	O2: Educate and assist with waste sorting at 2018 SO USA Games events		
	O3: Use and distribute reusable, compostable, or recyclable food service ware at all 2018 SO USA Games events and facilities		
	O4: Minimize packaging waste and maximize the use of recycled materials		
	O5: Minimize food waste-to-landfill		
	O6: Repurpose surplus assets within the local community		
<b>Maximize Local and Healthy Food</b>	O1: Make ample local, healthy, and Fairtrade certified food options available at all 2018 SO USA Games events	<ul style="list-style-type: none"> <li>Percentage of food vendors offering local, healthy, Fairtrade certified, sustainable options</li> <li>Success story on locally sourced ingredients (within ~100 mi. radius of Seattle)</li> </ul>	<ul style="list-style-type: none"> <li>80% of vendors have verifiable sustainability initiatives/standards (local, organic, Fairtrade certified, etc.)</li> <li>Collect at least one success story on locally-sourced food at SO USA Games (~100-mile radius of Seattle)</li> </ul>
	O2: Donate untouched surplus food to local organizations		
	O3: Maximize composting of pre-/post-consumer food waste		

Goal	Objectives	Indicators	Targets
		<ul style="list-style-type: none"> <li>Percent of food service partners that composted pre-consumer food prep waste</li> <li>Volume of food collected/meals provided to donation organizations</li> <li>Estimate of quantity of food waste in compost vs. landfill stream (per venue partner survey)</li> </ul>	<ul style="list-style-type: none"> <li>95% of pre-consumer food waste composted</li> <li>100% of prepared/untouched food donated to local orgs/citizens in need</li> <li>90% of post-consumer food waste composted</li> <li>100% of service ware is compostable or recyclable.</li> </ul>
<b>Maximize Accessibility and Inclusion at Events and Experiences</b>	O1: Ensure all venues and facilities to meet ADA accessibility standards	<ul style="list-style-type: none"> <li>Number of complaints received from athletes/families regarding accessibility and inclusion</li> <li>Presence of content on accessibility and inclusion in training materials</li> <li>Presence of content on accessibility and inclusion in promotional materials/outreach to partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>0 complaints received from athletes/families regarding accessibility and inclusion</li> <li>100% of 2018 SO USA Games venues and events in line with ADA accessibility standards</li> <li>Volunteers/green team members educated and provided with information to share on accessibility at 100% of venues</li> <li>Healthy Community designation, and/or recognition by 2018 SO USA Games of substantial contribution by 2018 Games to Healthy Community goal for City of Seattle/State of Washington</li> </ul>
	O2: Educate on accessibility and inclusion at 2018 SO USA Games events		
	O3: Apply principles of inclusion within volunteer program		
	O4: Promote accessibility and inclusion amongst all partners (e.g. state and local governments, universities, partners, suppliers, etc.); advance Seattle's City of Inclusion initiative		
	O5: City of Seattle/State of Washington is recognized as a 'Healthy Community' by Special Olympics Health program (if such recognition is possible based on 2018 Games)		
<b>Maximize Active Transportation and Transit Use</b>	O1: 2018 SO USA Games staff follow an active transport/transit pledge for the office	<ul style="list-style-type: none"> <li>Percent of 2018 SO USA Games staff taking transportation pledge</li> <li>Average use of active transport/transit for 2018 SO USA</li> </ul>	<ul style="list-style-type: none"> <li>100% of staff take active transportation pledge</li> <li>70% of partner hotels within 2 miles of principal venues (UW)</li> </ul>
	O2: Promote and encourage active transport/transit use to and from 2018 SO USA Games events		

Goal	Objectives	Indicators	Targets
	O3: Offset all unavoidable carbon impacts from athlete and family travel to and from 2018 Games	<p>Games staff travel to/from offices and official events</p> <ul style="list-style-type: none"> <li>• Number of transit trips / ORCA card uses</li> <li>• Percent of travel emissions offset</li> <li>• Quantity of other emissions (hotel lodging, meals, shipping, electricity) offset</li> </ul>	<ul style="list-style-type: none"> <li>• 70% of athletes and families travel to/from events by active transport/transit (use transit passes)</li> <li>• Offset 100% of CO<sub>2</sub> emissions from car/bus/shuttle transportation provided/contracted by 2018 SO USA Games</li> <li>• Offset 100% of CO<sub>2</sub> emissions from all reported guest travel (both plane and car)</li> </ul>
<b>Maximize Positive Supply Chain Impacts</b>	O1: Follow the Special Olympics USA 2018 Games Responsible Sourcing Guidelines and use Responsible Sourcing tools.	<ul style="list-style-type: none"> <li>• Number or Percent of purchases in which sustainability was considered</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of all major contracts or Value-in-Kind Partnerships (VIK) include a sustainability benefit within the product or service offering</li> </ul>
	O2: Collaborate with suppliers and sponsors to advance sustainability goals and showcase innovative green technologies.	<ul style="list-style-type: none"> <li>• Number of green technologies or products purchased, used, or showcased</li> </ul>	<ul style="list-style-type: none"> <li>• Every item in officials' gift bags has a purpose</li> </ul>
	O3: Collaborate with suppliers and sponsors to maximize social value in service contracts and create local training and employment opportunities for people with intellectual disabilities.	<ul style="list-style-type: none"> <li>• Number of social or inclusive procurement success stories</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of sponsors and major suppliers commit to the minimum standards in the Responsible Sourcing Policy and Code of Conduct</li> </ul>
	O4: Ensure all suppliers and merchandisers comply with the 2018 Games Code of Conduct for Suppliers and Partners to promote fair labor practices in the supply chain.	<ul style="list-style-type: none"> <li>• Percent of suppliers/partners that sign the Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• 3 green procurement success stories</li> <li>• 3 social procurement success stories</li> <li>• 50% of all purchased goods and services come from Washington State</li> </ul>
<b>Create a Legacy of</b>	O1: Implement the 2018 SO USA Games sustainability strategy and accompanying action plans	<ul style="list-style-type: none"> <li>• Pre- and post-Games athlete/family survey responses</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of partner hotels share information about internal</li> </ul>

Goal	Objectives	Indicators	Targets
<b>Sustainability Actions</b>	<p>O2: Educate athletes, families, volunteers, spectators, and partners about sustainability via onsite modeling/instruction, distributed materials, and fan zone presence for local environmental and social organizations</p> <p>O3: Document sustainability work to leave a legacy for continuous improvement</p>	<p>indicate an improved awareness and understanding of waste diversion; water, energy, transportation, and food consumption habits; attitude and opinion about inclusion.</p> <ul style="list-style-type: none"> <li>• Percent of partner hotels that promote sustainability (in their business and/or in relation to 2018 SO USA Games sustainability initiatives)</li> <li>• Existence of volunteer Green Team</li> <li>• Number of Green Team volunteers/percentage of total volunteers tasked with some aspect of sustainability action plan</li> <li>• Extent of coverage of events and stations by Green Team members</li> <li>• Proportion of athletes receiving sustainability passports</li> <li>• Number of sustainability-related online promotions (social media posts, newsletters, blog posts, etc.)</li> <li>• Percent of partners promoting their own sustainability initiatives</li> <li>• Number of environmental or social organizations that are given profile/presence to promote initiatives in the fan zone</li> <li>• Energy footprint of the event at the main partner venues / athlete residences</li> </ul>	<p>sustainability initiatives and/or 2018 SO USA Games sustainability programs with room cards (printed on 100% post-consumer recycled stock)</p> <ul style="list-style-type: none"> <li>• Green Team members present at 100% of events</li> <li>• Sustainability booth/table at 100% of events</li> <li>• At least one Green Team volunteer posted at 100% of pre-identified tri-sort waste stations for duration of respective event</li> <li>• 100% of athletes receive sustainability passport</li> <li>• 70% of athletes turn in their passports to win prizes</li> <li>• 80% of partners elect to promote internal sustainability initiatives</li> <li>• At least 1 local corporate environmental or social organization is given profile/presence in the fan zone per day of the event</li> <li>• Post-event sustainability report released within 60 days of conclusion of Games</li> </ul>

Goal	Objectives	Indicators	Targets
		<ul style="list-style-type: none"> <li>• Water footprint of the event at the main partner venues / athlete residences</li> <li>• Timely release of sustainability report</li> <li>• Recognition of the sustainability program by broadcast partners</li> </ul>	