



**Leading Light
Wind**

Stakeholder Engagement Plan

For

Leading Light Wind



New York State Energy Research and Development Authority

Albany, NY

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1.0 Stakeholder Engagement Plan Summary

1.1 Overall Philosophy and Principals

Mission Statement: Leading Light Wind is an American-led offshore wind project that is bringing locally sourced, renewable energy to the East Coast. Developed by Invenergy and New York-based energyRe, we believe in empowering the communities where we live and work. Leading Light Wind will build on our track record of impactful community engagement and innovation in sustainable American infrastructure to advance public health, create good-paying jobs, and support our local supply chain.

Leading Light Wind recognizes that meaningful stakeholder engagement is central to every area of New York State Energy Research and Development Authority (NYSERDA's) offshore wind program. As a committed industry partner, Leading Light Wind is building upon NYSERDA's efforts to integrate multifaceted stakeholder engagement strategies throughout every stage of the project.

Leading Light Wind is committed to involving affected communities in project development and decision-making. Leading Light Wind embraces the full scope of potentially affected stakeholders and seeks broad representation while elevating the voices of those historically left out of development decisions. By making opportunities available to the communities that have experienced the greatest environmental and health impacts from traditional energy development, Leading Light Wind is a champion for a just transition.

Leading Light Wind is seeking input from stakeholders to design future and continued engagements, with the goal of co-designing engagement activities that are accessible and provide meaningful opportunities to shape the project. Leading Light Wind follows the below principles to understand, incorporate, and respond to the diverse perspectives, needs, and concerns of stakeholders at every stage of project development:

- **Humility.** Leading Light Wind recognizes that the adoption of the Climate Leadership and Community Protection Act (the Climate Act) would not have been possible without the leadership of many advocates and communities on the frontline of climate change. Special consideration is given to the histories, experiences, and needs of disadvantaged, environmental justice, and other communities on the frontlines of climate change. Leading Light Wind understands the importance of listening to and working with these communities to achieve a just transition in New York State and ensure all communities are included in the benefits of offshore wind development.
- **Creativity.** The development of any offshore wind project is a complex challenge—and we cannot do it alone. Leading Light Wind is working to identify shared interests across different stakeholders, create opportunities for mutual learning and understanding, and collaboratively develop actionable goals. Our team is thinking outside the box and, together with stakeholders, identifying multiple pathways to achieve desired outcomes. Leading Light Wind is flexible and willing to adapt our approach as needed over the full life cycle of the project.
- **Connectivity.** Leading Light Wind believes in employing the communities where we live and work. We are in and of the community and we believe that clear communication with stakeholders, early and often, will influence project decision-making for the better. During project development, Leading Light Wind acknowledges that uncertainties are inevitable and commit to being open about project needs and interests. We track engagement and outreach to report progress toward commitments and relationship building. We provide project materials and resources for stakeholders and the public to the extent possible.

1.2 Overall Approach to Incorporating Data and Stakeholder Feedback

This Stakeholder Engagement Plan is a living document that will be expanded and enhanced over the full life cycle of the project. Leading Light Wind will regularly update the Stakeholder Engagement Plan to reflect the most recent, relevant project and industry research, data, and stakeholder feedback. This information will then be used to support project decision-making.

Leading Light Wind has developed a multipronged approach to stakeholder identification. This approach includes a comprehensive mapping exercise to characterize the communities that may potentially be affected by the project. The analysis will be repeated at regular intervals to reflect changes in project information and ensure the Stakeholder Engagement Plan reflects the most recent, relevant research and data.

Our spatial analysis primarily relies upon the 2020 Decennial Census, which provides population data at the census tract level for a wide range of indicators. It considers the social vulnerability index developed by the Centers for Disease Control and Prevention and, for communities located within New York City, the Displacement Risk Map developed by the New York City Department of Housing Preservation and Development and the New York City Department of City Planning as part of the Equitable Development Data Explorer.

The comprehensive mapping exercise identified areas that may potentially be affected by the project and have been identified as disadvantaged communities (DACs) by the Climate Justice Working Group (CJWG). For each DAC that may be potentially affected by the project, we considered the different indicators used by the CJWG and the relevant criteria of concern, including environmental burdens, climate-related risks, population characteristics, and health vulnerabilities. The criteria for identifying DACs are currently in draft form. Once the criteria are finalized by the CJWG, we will update the Stakeholder Engagement Plan accordingly.

Leading Light Wind has allocated resources dedicated to support long-term stakeholder engagement, community outreach, and project initiatives throughout the life of the project. As project activities grow and mature, additional team resources will be added to support engagement. Changes to the project's team resources will be updated as needed to reflect current operating conditions and keep all stakeholders continually informed.

As stakeholder engagement is a continuous process, updates to the plan will reflect stakeholder feedback that is provided throughout the full life cycle of the project. We are engaging stakeholders to understand important issues, identify shared interests, and collaboratively develop goals. Issues include local economic development and community investment, community health, climate resiliency, environmental costs and benefits, education, training, and hiring opportunities, environmental justice, and energy burden. Project goals and desired outcomes will continue to develop with stakeholder input as the project matures.

1.3 Existing Guidance and Best Practices That Will be Followed

Development of the Stakeholder Engagement Plan was informed by NYSERDA's "Guiding Principles for Offshore Wind Stakeholder Engagement", the most recent relevant guidance from the New York State Climate Action Council and CJWG, the Climate Action Council's "Scoping Plan" (December 2022), the CJWG's "Draft Disadvantaged Communities Criteria and List Technical Documentation" (March 2022), and the "New York State Disadvantaged Communities Barriers and Opportunities Report" (December 2021) prepared by NYSERDA, the New York Power Authority, and the New York State Department of Environmental Conservation.

Leading Light Wind draws guidance from Environmental Justice New York City, which centers on three main items: a comprehensive study of environmental justice in New York City; a public, web-based portal and mapping tool; and a plan that will identify initiatives for promoting environmental justice and recommendations for better embedding equity and environmental justice into City decision-making.

Leading Light Wind draws guidance from foundational texts of the environmental justice movement, such as the Jemez Principles for Democratic Organizing. These six principles are used today as a foundation for diverse coalitions to make justice-based decisions together and are: be inclusive, emphasis on bottom-up organizing, let people speak for themselves, work together in solidarity and mutuality, build just relationships among ourselves, and commitment to self-transformation.

Leading Light Wind draws guidance from the Ocean Justice Forum’s Equitable and Just Ocean Policy Platform. The Ocean Justice Forum recently convened leaders from 18 environmental justice, community, indigenous, and national nonprofit organizations. Principles are inclusive and equitable policy solutions, resourcing communities for conservation and climate adaption, equitable representation and authority in decision-making, and accountability and a just transition.

Other industry publications have informed the development of the Stakeholder Engagement Plan. They include the International Association for Public Participation’s Public Participation Pillars, and academic research including a December 2017 article from Energy Research & Social Science titled, “Will communities “open up” to offshore wind? Lessons learned from New England islands in the United States.”

2.0 Stakeholder Identification and Stakeholder List

2.1 Overview and Stakeholder Identification Objections

Leading Light Wind will interact with many New York communities and ocean users over the life of the project. We have begun the process of identifying a working list of diverse stakeholders associated with the project. Our goal is to develop a stakeholder outreach process that is inclusive and considers the full scope of potentially affected parties while directing engagement efforts toward lifting up and including those historically left out of development decisions, namely disadvantaged and environmental justice communities, Minority- and Women-Owned Business Enterprises, and Service-Disabled Veteran-Owned Businesses.

The Fisheries Mitigation Plan and the Environmental Mitigation Plan describe how Leading Light Wind is working collaboratively with environmental organizations, commercial and recreational fishermen, navigational safety committees, and the maritime industry to develop a cost-effective and environmentally responsible project.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Leading Light Wind project opportunities include potential investments in the Capital Region. [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Leading Light Wind project alternatives include potential investments in Western New York. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

In addition to the DACs that are hosting or proximate to project infrastructure, additional DACs are engaged through Leading Light Wind's partnerships with community organizations, institutions, local businesses, and nonprofit organizations to provide hiring, training, and educational opportunities.

As Leading Light Wind is early in project development activities, it is anticipated additional external affairs staff will be added, such as community liaison officers, as development activity progresses. Leading Light Wind will establish community liaison officers for areas most affected by project development activities. These team members will be trustworthy messengers for the communities they represent and will serve as facilitators between Leading Light Wind and community stakeholders. Community liaison officers will have strong community relationships in the area most affected by the project. The community liaison officers will work to maintain visibility and accessibility with community stakeholders by supporting regular community outreach events, participating in local planning meetings, and coordinating with the larger external affairs team, where possible, to reduce stakeholder fatigue.

Leading Light Wind has developed a multipronged approach to identify stakeholders who may potentially be affected by the project. This includes mapping and spatial data analysis, desktop research, and engagements with key stakeholders.

Leading Light Wind conducted desktop research with the goal of identifying grassroots and community-based organizations that may be affected by the project, such as tenant associations and civic associations; groups associated with community facilities such as schools, libraries, and parks; faith-based groups; local businesses that serve as community hubs; and cultural organizations.

Leading Light Wind is actively engaging in conversations with key stakeholders within those communities that may be affected by the project and others interested in the offshore wind industry. Our purpose is to better understand the local culture, history, and context and identify additional stakeholders, beyond those identified through desktop research.

Leading Light Wind anticipates the stakeholders within the communities that may potentially be affected by the project will include residents, local businesses, elected officials, indigenous nations, state and federal agencies, environmental advocacy and environmental justice organizations, nonprofit organizations, and institutions. [REDACTED]
[REDACTED]

[REDACTED] The Leading Light Wind external affairs team is sensitive to stakeholder needs and concerns and stands ready to increase support to address interests and concerns as they arise.

- **Residents.** Leading Light Wind is engaging residents who live in communities that may potentially be affected by the project in order to share project information and solicit their input on project development. In addition, Leading Light Wind is engaging with civic organizations and other neighborhood-based groups, such as homeowners' associations, tenant associations, community gardens, and friends' groups for local libraries and parks. Leading Light Wind will tailor stakeholder outreach efforts to each potentially affected community by providing translation and interpretation services, using diverse outreach channels, identifying accessible meeting spaces and time-of-day, and partnering with local community organizations and elected officials to help amplify our message and build trust. Through the stakeholder engagement process, the project team will deepen our understanding of local issues and community concerns.
- **Local businesses.** Leading Light Wind is engaging businesses at the individual and organizational level, and tailoring stakeholder outreach efforts to each potentially affected community. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- **Elected officials.** Leading Light Wind is engaging local elected officials who represent the communities that will host project infrastructure and have an interest in the offshore wind industry. Stakeholders include New York City Council Members, Borough Presidents, and the Mayor's Office; New York State Assemblymembers and Senators; and United States Representatives and Senators. [REDACTED]
[REDACTED] We will continue to work with them on building support for the project, informing them of project activities, and identifying strategic partnerships to engage their constituents.
- **Environmental advocacy and environmental justice organizations.** Within New York State, environmental organizations advocated for passage of the Climate Act and are important partners in the clean energy transition. Leading Light Wind is engaging grassroots and regional environmental justice organizations that are active in the region and within the communities that will host project infrastructure. Organizations that advocate for environmental protections and marine conservation are critical to our ethos of environmental stewardship. Leading Light Wind is engaging with various local organizations [REDACTED]
[REDACTED], and has joined regional organizations including the Responsible Offshore Science Alliance and the Regional Wildlife Science Collaborative for Offshore Wind. Leading Light Wind will continue to engage environmental stakeholders throughout project development.
- **Nonprofit organizations.** Leading Light Wind is engaging a wide range of nonprofit organizations that are active within the communities that will host project infrastructure or are otherwise relevant to project development. We are focusing engagements with nonprofit organizations that provide programming for economic and workforce development and environmental education and stewardship. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- **Indigenous Nations.** Leading Light Wind is engaging Indigenous Nations such that the project can reflect their needs and interests. We recognize the unique histories of racism and discrimination experienced by Indigenous peoples and respect their centuries-old relationship with the land and water. Leading Light Wind has designated a Tribal Liaison Officer for the project who is directing engagement and coordination with all identified and federally recognized Native American tribes. While the project is in early development, initial outreach has been to provide Indigenous Nation representatives with the opportunity to learn about project plans and goals for continued engagement. Early outreach efforts were conducted in spring and summer of 2022. In anticipation of the issuance of final guidance for the Native

American Tribal Communication Plan from Bureau of Ocean Energy Management, the project continues to gather information and keep the needed tribal points of contact up to date.

- **Federal and state agencies.** Leading Light Wind is communicating and collaborating with federal and state agencies. An Agency Communications Plan, which identifies applicable federal agencies and outlines strategies and procedures for engagement over the life of the project, has been submitted to the Bureau of Ocean Energy Management. Leading Light Wind is active with early outreach and engagement to agency stakeholders. Through these successful meetings, agencies have offered additional data and resources to inform project routing. Their feedback has been incorporated into the analysis. Moving forward, Leading Light Wind will continue a frequent cadence of outreach to all agency partners. It is expected that two to four agency meetings per month for the next six to 12 months would occur in order to progress transmission routing, offshore surveys, state and federal permitting, and other aspects of project development. The agency communications plan is available online at the project website www.LeadingLightWind.com and is updated regularly.
- **Institutions.** Leading Light Wind is engaging institutions with a focus on education, innovation, research, and workforce training institutions. Leading Light Wind is exploring opportunities with marine and fisheries research initiatives with leading institutions such as Rutgers University, while exploring opportunities to support smaller colleges and universities that have deep ties to local communities and may have greater funding needs. [REDACTED]
[REDACTED]
[REDACTED] Through the Leading Light Wind Offshore Wind Scholars Program, Leading Light Wind will engage with New York City public schools across potentially affected communities and support student interest in learning about the clean energy transition and the offshore wind industry.
- **Organized Labor.** Leading Light Wind is engaging with organized labor. Leading Light Wind recognizes the historical significance of the labor movement in New York City and throughout the state. We will build upon this heritage and create new pathways into the middle class by engaging with labor throughout the Leading Light Wind project. Our initial outreach has focused on developing a memorandum of understanding with the New York State Building and Construction Trades and has led to engagement with numerous trade union representatives at the federal, state, and local levels. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2.2 Assigning Team Members in your Organization as the Primary Relationship Holder

Leading Light Wind is committed to working with communities and stakeholders at every stage of development to ensure local voices are sought and heard, for the well-being of communities and the project's surrounding ecosystem. The robust and comprehensive planning process is led by our external affairs team and liaison officers. Primary points of contact include:

Project Director serves as primary point of contact regarding development activities and is focused on advancing the safe, equitable, and efficient development of the Leading Light Wind project.

External Engagement Director serves as the primary point of contact regarding all stakeholder engagement and community outreach activities. Leading Light Wind is served by multiple liaison officers focused on key areas of engagement (labor, agency, environmental, fisheries, tribal) who will oversee outreach activities on behalf of the project.

Liaison officers are fully integrated with the larger project team, report to the Project Director, and engage directly with their respective stakeholders.

Table 1: Communication Officers/Positions, Responsibilities, and Contact Information

Name/Title	Role/Responsibilities	Contact Information
Wes Jacobs	Project Director	wjacobs@invenergy.com
Michael Porto	External Engagement Director	mporto@invenergy.com
Amy Varghese	VP of External Affairs	amy.varghese@energyre.com
Brian Kerkhoven	Labor Liaison Officer	bkerkhoven@invenergy.com
Shannon Stewart	Agency Liaison Officer	sstewart@invenergy.com
Sarah Hudak	Fisheries Liaison Officer	shudak@searisksolutions.com
Hope Luhman	Tribal Liaison Officer	Hope.luhman@wsp.com

Leading Light Wind’s external affairs staffing and general project resourcing to support engagement activities is provided to stakeholders during regular meetings and conversations, via presentations and handouts, and is provided on the project website for the Leading Light Wind project. As team members are added to support these efforts (e.g., addition of community liaison officers), contact information and roles/responsibilities will be updated and posted to reflect organic changes in responsibilities throughout the project life cycle.

3.0 Stakeholder Engagement Goals

3.1 Defining Goals and Desired Outcomes

Leading Light Wind is engaging stakeholders to understand the issues that are important to them, identify shared interests, and collaboratively develop goals. To aid in this effort, we have developed a set of preliminary goals across a diverse range of issues. We will refine and further advance these goals over time as the project matures and stakeholder engagement informs their development.

Goals are shared during individual stakeholder meetings to prompt critical feedback that is needed to evolve measurable metrics for tracking goal progress.

Key inputs into goal development will include contributions from local elected officials, DACs, and environmental justice community outreach in alignment with maturing partnerships, feedback from Indigenous Nations, involvement from labor organizations and fisheries stakeholders, and evolving conversations with other community leaders.

Our goals are as follows:

- Local economic development and community investment
- Improving community health
- Supporting climate resiliency
- Decreasing environmental costs while increasing environmental benefits
- Creating education, training, and hiring opportunities
- Centering the needs of environmental justice interests throughout the project

- Reducing energy burden

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Moving forward, participation in NYSERDA technical working groups with focus on DACs and environmental justice concerns will be a key initiative. Involvement with industry events that focus on diversity, equity, and inclusion are a primary goal for outreach. Leading Light Wind has identified DAC and environmental justice organizations that are hosting or proximate to project infrastructure. Initial outreach has been started and Leading Light Wind intends to foster and expand these relationships, in addition to seeking out new ones.

To reach Leading Light Wind, New York State, and local community desired outcomes for offshore wind development, the project team is excited for the opportunity to engage a myriad of stakeholders in collaborative decision-making and dynamic partnering opportunities throughout the development process. To date, opportunities have included letters of intent for partnering with institutions, non-profit organizations, and small, disadvantaged businesses with a focus on priority populations and will continue to expand opportunities and goals to include community members, local elected officials, environmental justice communities, DACs, and more businesses, institutions, and non-profit organizations.

4.0 Stakeholder Engagement Goals

4.1 Planned Activities and Outreach

Leading Light Wind is implementing a thoughtful approach to planned activities and outreach that considers each stakeholder group and increases awareness and participation from each group. Development of this Stakeholder Engagement Plan is premised on the belief that the individuals and organizations that may be potentially affected by the project have a right to be involved in project development and influence project decision-making. We seek input from stakeholders in designing how they engage with the project, with the goal of co-designing engagement activities that are accessible and provide meaningful opportunities to shape the project.

Leading Light Wind has notionally identified options for engagement with stakeholders, including but not limited to residents, local businesses, elected officials, environmental advocacy and environmental justice organizations, nonprofit organizations, and institutions. As each stakeholder group and opportunity to engage a group/ individual is unique, the Leading Light Wind outreach team employs the engagement tool appropriate for the opportunity and based on input/guidance from the stakeholders.

Leading Light Wind has identified options for engagement with stakeholders, including but not limited to residents, local businesses, elected officials, environmental justice organizations, nonprofit organizations, and institutions.

As each stakeholder group and opportunity to engage a group/individual is unique, the Leading Light Wind outreach team employs the engagement tool appropriate for the opportunity and based on input/guidance from the stakeholders. Leading Light Wind will do the following:

- Host stakeholder meetings using a variety of formats, including one-on-one conversations, focus groups, listening sessions, charrettes, and tabletop working groups
- Host and participate in town hall meetings, roundtables, conferences, community building/awareness events, webinars regarding project activities designed to educate, share project information, and solicit feedback

- Establish steering committees for engagement in stakeholder groups (e.g., environmental nonprofit organizations, community benefits delivery)
- Participate in and attend technical working groups (e.g., E-TWG, F-TWG, etc.) and industry trade shows as a vendor
- Post timely project updates on Leading Light Wind’s website and utilize social media to update and inform the public on project developments and activities
- Utilize stakeholder email lists and push text and social media notifications to provide regular project updates and other important notices, including via our project newsletter “Currents”
- Conduct surveys to obtain input and information from stakeholders regarding project activities
- Publish announcements and share project updates via print and online industry publications and local news outlets
Leading Light Wind considers accessibility when planning engagement activities in the following ways:
 - Assume a range of education levels, cultural contexts, language proficiencies, digital access (or limited access), physical access, employment/childcare timing, and understanding of the project development process and offshore wind industry so materials and activities provide maximum coverage.
 - Use visuals or diagrams where possible.
 - Explain where the project is in the development process and how input matters (i.e., what might it change).
 - Have relevant documents readily available.
 - Simplify the process of participation.
 - Provide several ways for a person to participate.
 - Provide anticipated outreach method and schedule prior to informing stakeholders of planned activities, including informing NYSEDA and posting public events to Leading light Wind’s project website event page.
- Leading Light Wind will track the following metrics in order to ensure the stakeholder engagement process is open and accessible to all participants:
 - Outreach channels
 - Community-based partners/trusted partners
 - Notification lead time
 - Meeting times-of-day
 - Language (translation and interpretation)
 - Legibility (plain language)
 - Cultural, racial, and ethnic relevance
 - Meeting location accessibility (provide virtual options)
 - Transparency and context
 - Incentives or compensation
- Leading Light Wind will provide follow-up with stakeholders after engagement activities, especially members of DACs and environmental justice communities, to make clear how their input was considered and to provide information on future learning opportunities, raise awareness of future project developments, and gain support for the project with our stakeholders. Through Leading Light Wind’s stakeholder tracking system, the external affairs team will be able to ensure follow up is timely and consistent. Stakeholders will be queried for their communication preferences so follow up can be made effectively and via the means that will help ensure the highest receivership.

4.2 Planned Partnerships

If awarded through ORECRFP22-1, Leading Light Wind is prepared to establish a \$300 million community benefits program [REDACTED]. The community benefits program encompasses Leading Light Wind's direct partnerships (both already established and future), required fisheries and wildlife monitoring funding, and Community Investment Fund in line with the Clean Path New York model. We expect that the fund will be managed by a board of directors representing communities and stakeholder groups that serve as hosts to the project. The board will be constituted after the project secures a funding award from NYSEEDA.

- **Empowering local communities: improve youth education, climate resiliency, public health, and air quality with a focus on supporting the most at-risk, frontline members of our local communities.**

Leading Light Wind believes in a holistic just transition that goes beyond workforce re-tooling to invest in and give voice to communities that have been historically excluded from economic opportunities and overburdened with environmental injustices. To help address the multifaceted issues facing our urban coastal communities, Leading Light Wind will support community driven initiatives that are geared toward improving quality of life, resiliency, and empowering residents throughout our development process. Onshore infrastructure development will be a significant piece of the Leading Light Wind project. As such, we will consider sense of place and neighborhood character in the design of onshore assets, offering opportunities for co-benefits, community input, and beautification when feasible. The Project is in discussion to partner with organizations such as BladeMade, that reimagines recycled wind turbine components to improve urban sites. We will establish participatory processes at different junctures throughout the project, such as planning charettes for onshore assets, an equitable governance model for the Community Investment Fund, and the establishment of a community advisory council, in order to give community members agency and power in project decisions. Additionally, we know that youth engagement is critical, as early exposure to opportunities will help foster the education and career pipelines the new clean energy economy will require. Leading Light Wind will support youth programming to reinforce civic engagement and create access to future wealth building opportunities.

- **Building an inclusive next generation workforce: support workforce development and education programs focused on pathways for priority populations to access green, family-sustaining jobs.**

Leading Light Wind is committed to building a diverse and inclusive workforce that meets the needs of the offshore wind industry and creates family-sustaining jobs for New Yorkers. As an American-based company, Leading Light Wind understands the value of union labor in building out the American middle class. We recognize the historic inequities disadvantaged populations have faced when it comes to accessing union jobs and other opportunities for wealth-building. We also recognize the once in a generation opportunity to leverage the clean energy transition to redress legacies of inequality. To foster a just transition in New York State and facilitate equitable access to opportunities, Leading Light Wind will direct workforce training investments to institutions and organizations that are embedded in, and primarily serve, DACs and priority populations.

- **Accelerating the offshore wind supply chain: foster the long-term sustainability of the offshore wind industry in New York State through various investments including supporting capacity and access for Tier 3 and Tier 4 suppliers.**

Leading Light Wind understands the immense potential that the clean energy transition brings for the revitalization of local economies. In addition to Leading Light Wind's partnerships with the proposed supply chain investment plan facilities, we are committed to an equitable economic development strategy, one which empowers local entrepreneurs, innovators, and small businesses, especially those from historically marginalized communities. We know that these entities bring the greatest socioeconomic value to their communities and are most likely to reinvest in local neighborhoods, sharing the benefits of the new clean energy economy widely. Through our community benefits program, we are committed to reducing barriers-to-entry into offshore wind and investing in innovative solutions for the clean energy industry at large.

- **Leading environmental research: provide support for environmental research that fosters innovation and collaboration within the offshore wind industry.**

Leading Light Wind believes the natural environment and offshore wind can coexist and thrive. To that end, Leading Light Wind will support innovative research in the marine, fisheries, and environmental fields, as described in further detail in the Environmental Mitigation Plan and Fisheries Mitigation Plan. As US-focused research priorities are still being organized and coordinated, it is important for Leading Light Wind to engage with regional science organizations to ensure investment in research is strategic and advances gaining knowledge in the right areas and as quickly as possible. Leading Light Wind will use research, data, and stakeholder feedback to support decision-making throughout the life cycle of the project (preconstruction, surveys, site design, construction, operations, and decommissioning). Leading Light Wind will seek to maximize the impact of research efforts such as data collection, methodology, analysis, and dissemination by collaborating with other developers, particularly those in adjacent lease areas taking on similar initiatives. Leading Light Wind intends to collaborate with relevant stakeholders, potentially in association with other proposed offshore wind projects, to conduct all project related monitoring in scientifically valid ways that further the knowledge of movements and potential impacts of wildlife species of concern within the New York Bight. Monitoring provides an excellent platform for bolstering a shared understanding of the New York Bight and the larger Atlantic Ocean ecosystems but will require deliberate collaboration and coordination.

[REDACTED]

[REDACTED] In addition to the Community Investment Fund, Leading Light Wind is building relationships with local institutions, businesses, and community-based organizations to identify specific opportunities for initial partnership and investment. Our team is intentional about pursuing partnerships that support existing offshore wind initiatives established by the city and state, reflect the priorities of communities affected by our project, and provide benefits specifically to disadvantaged and environmental justice communities and other priority populations. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- Monitor team progress and demonstrate compliance to external stakeholders to illustrate the commitment of our engagement program (addressing/meeting goals, tracking relationships, stakeholder follow-up, etc.).
- Analyze data and track key performance indicators to adjust strategies based on stakeholder feedback.
- Create customized reports to include maps, graphs, calendars, tables, and indicators to keep the project team fully informed.

By centralizing outreach activities across the project, Leading Light Wind is striving to reduce stakeholder outreach burden and ensure project activities are minimized to the extent practicable. In addition, we are coordinating with the other New York Bight lease developers (through the Programmatic Environmental Impact Statement process, NYSERDA technical working groups, and external ad hoc coordination), working to streamline engagement where practicable.

Outreach tracking protocols have been instituted to ensure completeness and consistency across the team. Outreach efforts are coordinated by our External Engagement Director, inputs into Borealis are overseen by the team's system administrator. Stakeholder engagement/external affairs leads have been identified and are responsible for daily/weekly data entry into Borealis. Data management requirements include weekly entry of key meetings/stakeholder touch points, uploading notes, new stakeholders/points of contact/organizations, and updating stakeholder data to keep it current. All team members using Borealis have completed training to ensure data accuracy and confidentiality.

Upon solicitation award, Leading Light Wind is prepared to report on engagement activities with stakeholders that may be potentially affected by the project, with the expectation that stakeholder progress would be provided to NYSERDA in quarterly reports.

Stakeholder activities will be tracked, and a customized report provided to detail any metrics requested by NYSERDA or other partner agencies and stakeholders. It is Leading Light Wind's intent to conduct an open and transparent outreach program. Metrics expected to be tracked include:

- Stakeholder relationship status and number of times engaged
- Stakeholder events/meetings/general communications completed
- Summary of engagement activities completed
- How project activities have been informed by stakeholder input
- Planned engagement activities for the next quarterly reporting period
- For each meeting conducted, details such as the organization/stakeholder met with, engagement type, goal/subject of the engagement, any marketing completed ahead of the meeting/event, attendance targeted, final attendance, date of meeting/event, follow-up material provided will all be tracked.

5.2 Tracking Stakeholder Marketing Efforts

Leading Light Wind's robust marketing and communications strategy aims to provide a broad audience of stakeholders and local communities with educational content and project updates. Our strategy focuses on consistent, frequent communication across multiple channels to ensure we reach people on the channels they are already using.

Leading Light Wind operates an up-to-date website that hosts information about the project, the team, news updates, and educational content regarding offshore wind. In September 2022, Leading Light Wind launched social media accounts on Instagram and Twitter, which post three to four times per week per platform. Project partners Invenergy and energyRe provide regular project updates on LinkedIn. Leading Light Wind uses social media to amplify news about the project, communicate project milestones and updates, and introduce team members to the public.

Leading Light Wind launched an email newsletter, “Currents,” to provide stakeholders and interested members of the public with regular project updates and milestones. The digital newsletter launched December 2022 and will be sent regularly. Leading Light Wind raises awareness of the newsletter in stakeholder meetings, on the website, and through social media posts. New users are able to opt-in to the newsletter via both the website and social media platforms.

In December 2022, Leading Light Wind launched a targeted digital campaign to raise awareness of the project among New York stakeholders. The digital campaign is intended to introduce Leading Light Wind to an expanded audience of community members, stakeholders, and industry leaders and is estimated to serve more than 1 million impressions.

Leading Light Wind communicates project updates and team additions through the press. Press outreach has focused on New York specific press as well as maritime and energy industry trade press. We produce roughly one to three press releases per month, with a pitch to a focused, targeted media list that is regionally- and industry-relevant. As of December 2022, Leading Light Wind news has been featured in Empire Report, Politico New York, City & State, and Maritime Executive.

To ensure efficient, effective, and accurate stakeholder meetings, Leading Light Wind has prepared a suite of stakeholder materials, including a project fact sheet and an overview presentation. For equity and accessibility, stakeholder materials are prepared to be compliant with the American with Disabilities Act and translated into languages relevant to our communities on interest. Materials are available on the project website, so all information is transparent, available, and accessible for the public.