

NYSERDA OREC RFP 22-1

Arthur Kill Terminal

SCIP Facility Investment Plan

Appendix 19

Stakeholder Engagement Plan

Public Version

Stakeholder Engagement Plan

Arthur Kill Terminal

January 26, 2023

1 Narrative Component

1.1 Stakeholder Engagement Plan Summary

Stakeholder outreach and engagement are critical to the successful realization and operation of the Facility. AKT has adopted the following Stakeholder Engagement Plan, which is based on NYSERDA's Guiding Principles for Offshore Wind Stakeholder Engagement.

1.1.1 Key Terms and Definitions

Just Transition: A framework wherein advancement of the clean energy economy involves proactive steps to bring new clean energy investments, jobs, and training programs primarily to communities that have experienced the greatest environmental and health consequences from the fossil fuel industry.

Stakeholder Outreach: The first step toward engagement. Meaningful engagement can only happen with the right people at the table. Outreach involves establishing relationships with stakeholders and making sure they have all the relevant and necessary information to take part in the project.

Stakeholder Engagement: A process whereby decision makers collaborate with people who have an interest in a project through communication, consultation, negotiation, and relationship building. Stakeholder engagement is used across sectors and with varied outputs, but is typically intended as a tool to involve those impacted by a project or who have influence over it to participate in a planning or implementation process.

Clean Energy Economy: Economic system in which supply chains are transformed to meet demand for low-carbon energy technologies.

Disadvantaged Communities (as defined by the Climate Act): Communities that bear burdens of negative public health effects, environmental pollution, impacts of climate change, and possess certain socioeconomic criteria, or comprise high concentrations of low- and moderate-income households.

1.1.2 AKT's Philosophy on Stakeholder Outreach and Engagement

Early and consistent engagement with community members by AKT and its contractors and suppliers cultivates understanding of offshore wind projects and supporting infrastructure requirements, promotes mutual understanding of community priorities, and provides opportunities to build upon shared objectives. Similarly, engagement with other affected parties

can help identify nuanced challenges and opportunities to improve project outcomes. Done well through all stages of project development— design, planning, permitting, construction, and operations of offshore wind projects – stakeholder engagement cultivates trusting relationships and provides transparency between the project, local communities, and other stakeholders. Early and consistent stakeholder engagement delivers stronger, and more socially, environmentally, and economically responsible projects that ultimately maximize its economic benefits.

Stakeholders contribute valuable local and expert knowledge to project development processes and can offer feedback that promotes successful project outcomes. A collaborative relationship between the project and local and regional stakeholder communities and adaptive thinking throughout the lifecycle of a project is crucial for building support for this infrastructure project and broader offshore wind industry it is poised to support.

Guiding principles of AKT’s engagement efforts are based on NYSERDA’s Guiding Principles for Offshore Wind Stakeholder Engagement, which serve as a framework for approaching stakeholder engagement — a launching pad for creative and dynamic engagement that encourages all voices to be heard and fosters partnership with stakeholder communities to realize benefits from the project and the clean energy industry it supports. AKT has adopted these guiding principles:

- 1) Collaborative
 - Seeking shared interests across all parties to achieve common goals
 - Encouraging cooperative dialogue
 - Partnering on design development, planning, implementation and evaluation
- 2) Equity-Driven
 - Seeking to understand and remedy structural and systemic causes of energy and environmental injustice and inequity
 - Creating space for and elevating voices of those with less power, resources, and privilege
 - Identifying barriers to participation or access to program benefits for diverse communities
 - Publicly acknowledging the expertise of and contributions made by stakeholders
 - Recognizing the benefits of engaging communities as partners in determining their role in the clean energy transition
- 3) Outcomes-Driven
 - Seeking shared interests across all parties to achieve common goals
 - Developing well-defined goals and desired outcomes through collective understanding of shared interests
 - Supporting a clear organizational structure and approach including metrics for both process and outputs
- 4) Inclusive and Accessible
 - Considering the full scope of potentially affected parties and appropriate geographic scale

- Considering accessibility factors, especially for disadvantaged communities, including convenience of meeting times and accessibility of locations or information
 - Providing a variety of opportunities to engage, participate, and provide input
- 5) Open, Transparent and Accountable
- Making materials and resources available to the public to the greatest extent feasible
 - Communicating decisions made and reasons why to all participants and the general public
 - Acknowledging the knowns and unknowns
 - Clarifying assumptions and intentions upfront
 - Identifying impediments to progress, tracking and reporting commitments and progress
- 6) Driven by Whole-Systems Thinking
- Acting as local stewards alongside communities in helping communities achieve self-determined goals with regard to health, resiliency, environmental preservation and quality, and economic development in a way that reflects and respects local wisdoms, traditions and cultures
 - Working across sectors to implement solutions with sustainable and mutually reinforcing benefits
- 7) Diverse and Representative
- Considering and incorporating a variety of interests, points of view and expertise
 - Seeking broad representation across impacted geographies, industries, socioeconomic groups, races, ethnicities, cultures and organizations of differing sizes
- 8) Flexible
- Identifying multiple pathways to achieving desired outcomes and adapting approaches to address emerging issues as needed and in different ways based on what works best within the agreed-upon organizational structure
- 9) Supportive
- Demonstrating an understanding of the importance of a long-term commitment to stakeholder engagement and allocating resources to continuously support strong engagement
- 10) Proactive
- Engaging early and often
 - Considering all aspects of project resources, ecosystems, impacts, and stakeholders
 - Considering the relative impacts, risks, and challenges against the benefits and opportunities provided

1.1.3 Methods Used for Outreach, Recording, and Responding to Stakeholder Feedback

The Project employs a variety of strategies for reaching out to, engaging, and obtaining feedback from its various stakeholders. These strategies and methods of engagement may be tailored specifically to accommodate the needs of certain communities, who may not have the resources and time and accessibility to all forms of communication or meeting times or locations.

1.1.3.1 Digital Communications

AKT shares major announcements, including offshore wind industry information and information about how the project fits into the development of a local and domestic offshore wind supply chain via its website, social media accounts and directly to key stakeholders.

1.1.3.2 Briefings with Elected Officials and Local Community Leaders

AKT conducts frequent outreach to elected officials and community leaders to provide status updates, share perspectives, and ensure continuous dialogue through the progress of development

1.1.3.3 Workshops and Conferences

AKT participates actively in workshops, conferences, and other events and forums where key stakeholders may be present and where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue.

1.1.3.4 Public Meetings, Webinars

AKT participates proactively in webinars and other virtual events and forums where key stakeholders may be present and where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue.

1.1.3.5 Direct Stakeholder Discussions

AKT's management team frequently reaches out to various stakeholders to arrange meetings to discuss topics relevant to the Project and offshore wind, where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue and strong relationships.

1.2 Stakeholder Identification and Stakeholder List

AKT has been conducting outreach and engagement with key stakeholders since May 2018, shortly after the Project was conceived, and has met with hundreds of individuals from a wide array of organizations representing a broad set of interests to present the Project and learn from these stakeholders.

Among the stakeholders AKT has identified as having a substantial interest in the construction and operation of the project, and with whom AKT is in regular communication:

- Elected officials in Staten Island, New York City, the State of New York and Congress
- State and federal agencies
- Staten Island and other New York City community leaders
- Labor unions and other labor organizations
- Offshore wind energy industry
- Ports & maritime industry
- Environmental and other non-governmental organizations
- Environmental justice organizations
- Economic and workforce development organizations
- Residents of the local community
- Supply chain businesses
- Business and civic organizations

AKT maintains a database of stakeholders and outreach activities to ensure that a wide variety and substantial depth of organizations are included, and that there is follow up and continuity of outreach efforts by the Project.

Each of these stakeholder groups, and each stakeholder itself, has different backgrounds, agendas, perspectives, and concerns that must be taken into account by the Project team as part of every interaction. Additionally, each engagement must be tailored specifically to the needs of the stakeholder, in terms of timing, medium, location, accessibility and other factors, which are taken into consideration by the Project when planning and conducting outreach.

1.2.1 Disadvantaged Communities

While it is critical to include a wide range of voices, including the key stakeholder groups identified above, it is also necessary to focus engagement efforts toward lifting up and including those historically left out of development decisions.

In particular, engaging disadvantaged communities, minority- and women-owned business enterprises (MWBs) and service-disabled veteran-owned businesses (SDVOBs) in the development process is important to an inclusive outreach and engagement process, and consistent with New York's Climate Act, which calls for the energy sector to prioritize the safety, health, and economic growth of disadvantaged communities and adopt practices that enable and empower these communities to thrive in the clean energy future. Disadvantaged communities can provide historical knowledge and local expertise to inform workforce training and development opportunities and community investments that would best serve their neighborhoods and offshore wind projects.

New York State's commitment to a just transition requires that energy industries reflect diverse business owners, including those historically underrepresented in government-sponsored projects and the clean energy workforce. Ensuring that Minority- and Women-Owned Business Enterprises (MWBs) and Service- Disabled Veteran-Owned Businesses (SDVOBs) have meaningful roles in the offshore wind development supply chain creates new procurement partnerships that build wealth and strengthen entire communities.

1.3 Stakeholder Engagement Goals

The objectives of the Project's extensive stakeholder engagement efforts include, but are not limited to:

- 1) Supporting inclusive decision making and knowledge building
- 2) Identifying, avoiding, minimizing, or mitigating potential conflicts before they arise
- 3) Learning from various perspectives to ensure that the Project achieves all of its technical, commercial, social, economic, and community-based goals
- 4) Building support for the Project, the offshore wind industry and clean energy transition
- 5) Meeting the critical goals of New York's Climate Act

1.4 Stakeholder Engagement Activities and Partnerships

The Project's stakeholder engagement activities are described in Section 1.1.3.

The Project considers itself a "partner" to a wide variety of stakeholders and organizations in its efforts to support offshore wind and supply chain development in the region, including:

- Organized labor
- Local elected officials
- Local educational organizations
- Local economic development organizations and business groups
- Local community and cultural organizations
- New York City
- New York State
- The Federal Government
- OSW Industry Groups
- OSW Developers, Contractors, Manufacturers

Although important, given the limited role that AKT will play in supporting OSW development in the region, including the limited responsibility that AKT will have in the operation of the Project, AKT does not foresee the need for (or benefit of) the Project entering into multiple formal, potentially exclusive, "partnerships" that may restrict its ability to support multiple organizations and initiatives with overlapping objectives with the Project, and hinder the ability of its tenants to operate the port and develop relationships with other organizations.

Our guiding philosophy is to serve as a "partner" to all organizations who share our mission to bring offshore wind and related jobs and equitable economic development opportunities to Staten Island, New York City, New York State, the region, and the United States.

1.5 Tracking Progress and Communications

The Project tracks its stakeholder engagement efforts by maintaining a list of stakeholders, engagements, and follow up actions (as necessary) in an effort to meet the goals described in Section 1.3. The "measurement" of these goals is evidenced to a degree by the broad coalition of

stakeholder support that the Project has already received and will continue to strive to maintain through the remaining development, construction, and operations phases.

The Project is currently in the engineering and permitting phase, and following completion of certain milestones, there will be a concerted effort to engage with local and regional stakeholders to discuss specific technical attributes, environmental benefits and impacts, and plans of the project that require extensive analysis and development internally.

AKT will market and schedule public meetings and hearings at the behest of various regulatory agencies requiring them, but will also conduct separate public engagements designed to maximize attendance and awareness of Project specifics. The Project has already performed substantial engagement with a wide variety of stakeholders, whose feedback is reflected in the current plans and design, and will continue to be incorporate feedback from stakeholders through the remaining development and operation of the Project. The Project will keep NYSERDA apprised of and provide reports on these engagements on an as-needed basis.

2 Standardized Component

See following pages.

**Stakeholder Engagement Plan
For**

Arthur Kill Terminal

Prepared pursuant to [contract number, date (TBD)]
With:

New York State Energy Research and Development Authority
Albany, NY

Prepared by:

Arthur Kill Terminal LLC
145 Avenue of the Americas, 7th Floor
New York, NY 1002



January 26, 2023

Record of Revisions		
Revision Date	Description of Changes	Revision on Pages
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Communication Officers, Contact Information		
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Charles Dougherty	Chief Commercial Officer	Cdougherty@atlanticterminals.com

1 Links to Project Information

www.arthurkillterminal.com

<https://twitter.com/AOTerminals>

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1 Stakeholder Engagement Plan Summary

1.1 Overall Philosophy and Principles

Stakeholder outreach and engagement are critical to the successful realization and operation of the Project.

Early and consistent engagement with community members by AKT and its contractors and suppliers cultivates understanding of offshore wind projects and supporting infrastructure requirements, promotes mutual understanding of community priorities, and provides opportunities to build upon shared objectives. Similarly, engagement with other affected parties can help identify nuanced challenges and opportunities to improve project outcomes. Done well through all stages of project development— design, planning, permitting, construction, and operations of offshore wind projects – stakeholder engagement cultivates trusting relationships and provides transparency between the project, local communities, and other stakeholders. Early and consistent stakeholder engagement delivers stronger, and more socially, environmentally, and economically responsible projects that ultimately maximize its economic benefits.

Stakeholders contribute valuable local and expert knowledge to project development processes and can offer feedback that promotes successful project outcomes. A collaborative relationship between the project and local and regional stakeholder communities and adaptive thinking throughout the lifecycle of a project is crucial for building support for this infrastructure project and broader offshore wind industry it is poised to support.

1.2 Overall Approach to Incorporating Data and Stakeholder Feedback

The use of data is integral to all design, permitting, and stakeholder engagement efforts undertaken by the Project. For example, data obtained through engineering and environmental desktop and field studies are used to identify project features and impacts relevant to stakeholders, and data relating to existing infrastructure, socio-economic demographics, and other off-site aspects of the Project are used to inform outreach and engagement to potentially affected or interested stakeholder groups.

A “stakeholder mapping exercise” has already been performed by the Project, which has engaged with many hundreds of stakeholders since 2018 and developed very detailed understanding of the stakeholder landscape in Staten Island and its various communities that would potentially be affected by the Project, as well as stakeholders in New York City, New York State, the region, and nationally. The Project’s current plans reflect feedback from all of this outreach to date.

1.3 Existing Guidance and Best Practices That Will Be Followed

AKT’s Stakeholder Engagement Plan is based on NYSERDA’s Guiding Principles for Offshore Wind Stakeholder Engagement.

2 Stakeholder Identification and Stakeholder List

2.1 Overview and Stakeholder Identification Objectives

Since the Project’s inception in 2018, AKT has developed and maintained a list of stakeholders potentially relevant to the Project, and has engaged with stakeholders with regularity and on an as-needed basis depending on the status of Project development activities and relevance to individual stakeholder groups. A key objective of the Project is transparency and inclusivity in stakeholder identification and engagement, which is reflected in the variety and breath of stakeholders already identified and already engaged by the Project and its representatives.

Identification of disadvantaged communities has evolved as the definition of disadvantaged communities has evolved, although several areas of Staten Island, particularly on the North Shore meet the requirements of NYSDEC, NYSERDA, and the Federal Government for disadvantaged communities (or the equivalent), and so AKT’s efforts to promote engagement and involvement will focus in that region.

AKT does not envision hiring a “community liaison officer” but envisions that AKT’s management team will continue to have this responsibility through Project development and construction, and that the Facility’s general manager employed to oversee site operations will assume primary responsibility for community engagement thereafter.

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

AKT’s management team is responsible for conducting or otherwise delegating all stakeholder engagement activities of the Project.

Name/Title	Role/Responsibilities	Contact Information
Boone Davis	President & CEO	bdavis@atlanticterminals.com
Charles Dougherty	Chief Commercial Officer	cdougherty@atlanticterminals.com

AKT provides contact information on its website (www.arthurkillterminal.com) and AOT’s website (www.atlanticterminals.com) where stakeholders are encouraged to make contact with the Project by emailing info@atlanticterminals.com. This email account forwards correspondence automatically to AKT’s management team. Given the limited scope of the Project and simple organizational structure, AKT does not foresee significant issues with stakeholders being able to get in touch with AKT as the Project proceeds and the organization evolves.

Responsibility for conducting outreach may be delegated to the Project’s various lobbyists in certain instances where direct outreach to City, State, or Federal agencies or elected officials is concerned, and may be delegated to the Project’s owner’s representative, engineering or permitting consultants, or legal counsel, where direct outreach to stakeholders is being performed that is highly technical or nuanced, or benefits from existing relationships and existing communication channels.

3 Stakeholder Engagement Goals

3.1 Defining Goals and Desired Outcomes

Done well through all stages of project development— design, planning, permitting, construction, and operations of offshore wind projects – stakeholder engagement cultivates trusting relationships and provides transparency between the project, local communities, and other stakeholders. Early and consistent stakeholder engagement delivers stronger, and more socially, environmentally, and economically responsible projects that ultimately maximize its economic benefits.

The relevance of specific information varies by stakeholder and all materials and meeting settings are tailored to each stakeholder or category of stakeholder, based on the desired outcome of the engagement and context at the time of engagement.

4 Stakeholder Engagement Activities, Consultations and Partnerships

4.1 Planned Activities and Outreach

The Project employs a variety of strategies for reaching out to, engaging, and obtaining feedback from its various stakeholders. These strategies and methods of engagement may be tailored specifically to accommodate the needs of certain communities, who may not have the resources and time and accessibility to all forms of communication or meeting times or locations.

4.1.1.1 Digital Communications

AKT shares major announcements, including offshore wind industry information and information about how the project fits into the development of a local and domestic offshore wind supply chain via its website, social media accounts and directly to key stakeholders.

4.1.1.2 Briefings with Elected Officials and Local Community Leaders

AKT conducts frequent and extensive outreach to elected officials and community leaders to provide status updates, share perspectives, and ensure continuous dialogue through the progress of development

4.1.1.3 Workshops and Conferences

AKT participates actively in workshops, conferences, and other events and forums where key stakeholders may be present and where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue.

4.1.1.4 Public Meetings, Webinars

AKT participates proactively in webinars and other virtual events and forums where key stakeholders may be present and where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue.

Various public hearings will also be required as part of the Project’s approvals process and would follow the ordinary procedures established by the applicable authority for notice, accessibility, and public participation.

4.1.1.5 Direct Stakeholder Discussions

AKT’s management team frequently reaches out to various stakeholders to arrange meetings to discuss topics relevant to the Project and offshore wind, where there may be opportunities to engage to provide status updates, share perspectives, and ensure continuous dialogue and strong relationships.

4.2 Planned Partnerships

The Project considers itself a “partner” to a wide variety of stakeholders and organizations in its efforts to support offshore wind and supply chain development in the region, including:

- Organized labor
- Local elected officials
- Local educational organizations
- Local economic development organizations and business groups
- Local community and cultural organizations
- New York City
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- OSW Industry Groups
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Although important, given the limited role that AKT will play in supporting OSW development in the region, including the limited responsibility that AKT will have in the operation of the Project, AKT does not foresee the need for (or benefit of) the Project entering into multiple formal, potentially exclusive, “partnerships” that may restrict its ability to support multiple organizations and initiatives with overlapping objectives with the Project, and hinder the ability of its tenants to operate the port and develop relationships with other organizations.

Our guiding philosophy is to serve as a “partner” to all organizations who share our mission to bring offshore wind and related jobs and equitable economic development opportunities to Staten Island, New York City, New York State, the region, and the United States.

5 Tracking Progress and Communications

5.1 Tracking Stakeholder Engagement

AKT has already engaged with hundreds of individuals from hundreds of organizations. Among the many organizations with whom AKT has already engaged are:

- Alliance for Clean Energy New York

- American Association of Port Authorities
- American Clean Power Association
- American Federation of Labor and Congress of Industrial Nations
- Anglers for Offshore Wind
- Billion Oyster Project
- Blue Marble Project
- Bluegreen Alliance
- Bureau of Ocean Energy Management
- Business Council of New York State
- Business Network for Offshore Wind
- Center for Worker Education
- Center for Working Families
- Climate Jobs NY
- CUNY College of Staten Island
- Empire State Development
- General Contractors Association of New York
- Global Container Terminals
- Greater NYC Building and Construction Trades Council
- International Association of Bridge, Structural, Ornamental and Reinforcing Ironworkers
- International Brotherhood of Electrical Workers
- International Longshoreman's Association
- International Union of Operating Engineers
- International Union of Painters and Allied Trades
- Laborers-Employers Cooperation & Education Trust
- Long Island Association
- National Ocean Industries Association
- National Renewable Energy Laboratory
- National Wildlife Federation
- Natural Resources Defense Council
- New York City Central Labor Council
- New York City Comptroller's Office
- New York City Council
- New York City Department of Buildings
- New York City Department of City Planning
- New York City Department of Environmental Protection
- New York City Department of Parks & Recreation
- New York City Department of Transportation
- New York City Economic Development Corporation
- New York City Employment & Training Coalition
- New York City Energy Efficiency Corporation
- New York City Environmental Justice Alliance
- New York City Fire Department
- New York City Mayor's Office
- New York Green Bank
- New York Harbor Operations Committee
- New York Harbor School

- New York Lawyers for the Public Interest
- New York League of Conservation Voters
- New York Offshore Wind Alliance
- New York State Assembly
- New York State Department of Environmental Conservation
- New York State Department of State
- New York State Division of the Budget
- New York State Energy Research and Development Authority
- New York State Governor's Office
- New York State Laborer's Organizing Fund
- New York State Office of General Services
- New York State Senate
- Partnership for NYC
- Regional Plan Association
- Regional Radiology
- Riverbridge Studios
- Sandy Hook Pilots
- Staten Island Borough President's Office
- Staten Island Chamber of Commerce
- Staten Island Economic Development Corporation
- Staten Island Urban Center
- Sierra Club
- Special Initiative on Offshore Wind
- Structural Steel and Bridge Painters
- SUNY Maritime
- The Port Authority of New York and New Jersey
- The White House
- Trust for Public Land
- United Brotherhood of Carpenters
- United States Department of Energy
- United States Department of Transportation
- United States Department of Transportation Maritime Administration
- United States House of Representatives
- United States Senate
- UPROSE
- Wagner College
- Waterfront Alliance
- Workforce Development Institute

AKT proposes to discuss with NYSERDA a reporting framework that would provide NYSERDA with sufficient information to inform Project progress and ongoing stakeholder engagement efforts.

5.2 Tracking Stakeholder Marketing Efforts

AKT proposes to discuss with NYSERDA a reporting framework that would provide NYSERDA with sufficient information to inform Project progress and ongoing stakeholder marketing efforts.