



Renée
Kuehnle

M.Arch, MCIP

Rural Planner & Intern Architect
renee@lightshipstrategies.ca
c.709.764.7517



Renée Kuehnle is a professional planner that focuses on community-led development work, predominantly with Indigenous Communities. Renee founded Lightship Strategies Inc. in 2019. Her strength is design, strategy and strategic planning, and communication and she works in a wide variety of areas- from buildings and land to people and policy. She is passionate about building capacity and implementing new ideas within Labrador and has successfully completed many multidisciplinary research, planning, and buildings projects. Renee prides herself on her ability to listen to community, understand their needs, and deliver projects that are designed to work within their context and culture. Renee has experience with engagement and feasibility work with multi-faceted Steering Teams and involving extensive consultation sessions with multiple communities in sensitive contexts.

Masters in Architecture and Environment and Resource Studies, University of Waterloo, 2012

Tourism Policy and Planning for Coastal Regions, University of Western Fjords, Iceland, 2011

Bachelor of Architecture, Honours, University of Waterloo, Waterloo, Ontario, 2010

Nunatsiavut Government Inuit Business Registry Compliance Policies, 2020 Policy Planner and Engagement Lead (ongoing)

The Inuit Business Registry (IBR) is an important component of the Nunatsiavut Government's service offering in support of business start-up, diversification and procurement services. Initially developed as a registry to assist the implementation of the Voisey's Bay IBA, this platform has organically become a general procurement and reference tool for local, regional, provincial and federal businesses and stakeholders. The IBR has expanded to become a reference tool internally for all procurement and other IBA opportunities and externally for industry stakeholders and businesses to confirm Inuit business designation, seek out partnership opportunities or identify local service providers. Changes to federal and provincial procurement can create new opportunities and the registry is a tool for connecting Nunatsiavut Beneficiaries to opportunities. This project is to document and formalize related policies and procedures to better support staff in carrying out their duties and promote economic development.

Solar and Wind Feasibility and Business Case Planner, Engagement Lead (ongoing)

Sheshatshiu Innu First Nation is building a for case solar and / or wind turbine energy solutions, and Renee is working with Group ATN to assess the comparative value of these two alternative energy sources for the community. Renee is leading community engagement, stakeholder interviews and contributing to the vision for the project. The value of this potential venture includes providing an important avenue for own source revenues as well as creating employment and expertise for members of Sheshatshiu Innu First Nation. Joint ventures and partnerships with non-Indigenous service providers may be among the alternative approaches to implementing the resulting energy solutions.



Engagement Highlight:

We have been utilizing a one-week intensive method for focusing engagement events in communities. This has allowed us to complete up to **12 events in just 5 business days**, reducing costs for our clients while creating momentum in the community.

Northern Ranger Business Plan , 2020

Engagement Lead, and Planner

Formerly operated by the Nunatsiavut Group of Companies, the Mushuau Innu First Nation has acquired the vessel to promote self sufficiency, economic development, resiliency and improve services in Natuashish. Renee collaborated with Group ATN to complete interviews and develop a concept that works for community. In addition to the potential economic impact on the community, there will be direct Innu jobs created including vessel deckhands, loading and offloading of cargo, and a logistics coordinator in the community.

Mentorship Model: Iatuekupau Concept Development, 2020

Project Manager, Mentor (ongoing)

Building on the concept design work for Iatuekupau Lodge, this project is a collaborative approach with the future operator of the lodge and the business plan will be updated by SIFN staff directly. Unlike the normal consulting model where we deliver complete reports, our role is to provide mentorship and oversight while meeting learning objectives that will provide a cost-effective plan that can be updated and used by the future Lodge Manager.

Destination Trails Interpretation Strategy

Project Manager, Mentor (ongoing)

Community trails have existed in Southern Labrador for a long time. As the Southern Inuit continue to invest in infrastructure to promote tourism and recreation, this project will help to draw out the identity and history of NunatuKavut. The project is a collaboration between Lightship Strategies and Joey Jenkins, a local photographer based in Southern Labrador. Indigenous experience and stories are directly connected to the land. Through a series of interviews and conversations with elders and community members, the stories of 'Our Ancient Land' will be told for everyone to share.

Climate Change Resiliency Facilitation, 2019

Facilitator, Project Manager

Renee facilitated a one-day workshop for the provincial government in NL with industry stakeholders and staff in the major industry sectors in Newfoundland and Labrador. The workshop focuses on prioritizing actions and approaches for future projects to help the province develop a Climate Action Plan.

Sheshatshiu Community Wharf Business Plan, 2020

Project Manager, Mentor, and Planner

Sheshatshiu Innu First Nation is pursuing new opportunities for tourism into the Mealy Mountains National Park. The development of a new wharf will bring opportunities for guiding, boat tours and enhance community and subsistence use of Upper Lake Melville. Engagement opportunities included stakeholder interviews of Innu Nation, Destination Labrador, and information gathering from similar facilities in the Upper Lake Melville Region. Discussion with community members happened casually during the annual Gathering at Gull Island and through discussions with SIFN staff.



Walpole Island Recreation Centre, 2020

Engagement Lead, and Planner (ongoing)

Walpole Island First Nation is partnering with the YMCA to expand the existing arena into a community recreation centre including a new youth centre. The project included working with the architecture team from Glos Associates to design and facilitate 12 meetings in an intensive one-week community engagement program. Meetings included Band Council, Youth, WIFN staff, Public, Ontario Works, and Seniors.

Koinedge Farms Engagement Strategy and Planning Support, 2019

Project Manager, Engagement Lead

Creating a development strategy with a data-mining developer for a pilot project. The project would use waste heat from crypto-mining to support vertical farming and food production in Labrador. Renee is working to develop an approach to engaging the community, politicians, and Indigenous communities to implement the project in a manner that respects the unique context of Labrador. Local engagement, economic impact, sustainability and food security are major components of this project and influence the planning and design of the facility.

Culture and Heritage Priorities Plan, Halifax Regional Municipality, 2019

Project Manager & Senior Planner

Renee is currently managing an internal team of staff within the Halifax Regional Municipality to review existing municipal contributions and supports for Culture and Heritage. The work includes a strong focus on Diversity and Inclusion, with targeted engagement in underrepresented populations, such as Mi'kmaw and African Nova Scotian communities. The resulting plan will provide direction on how to focus both direct and indirect funds towards equitable support for all arts, culture and heritage initiatives across all departments, policies, and funding programs.

Iatuekupau: 'Lankeof Many Bays' Lodge Redevelopment, 2019

Client Liason, Engagement Lead, and Planner (ongoing)

In collaboration with Sheshatshiu Innu First Nation, Renee is working to redevelop the Park Lake Lodge Site as a gateway to the Mealy Mountains National Park. She developed a community-led design workshop by recording experiences 'on the land' with community members and is managing the development of a community consultation plan and governance and operational structure.

Labrador Shelf Strategic Environmental Assessment, 2018

Project Manager & Engagement Lead (until fall 2018)

Renee managed a large multidisciplinary team to complete Environmental Assessment, Traditional Knowledge Collection, as well as engagement activity in 12 coastal Indigenous Communities in Labrador for the CNLOPB. She completed the engagement planning and some of the community sessions prior to departing the project. This work will provide direction to the regulator for opening the Labrador Shelf to Oil and Gas Exploration activity, while identifying potential mitigation measures and risks for future producers.

Engagement Highlight:

Focusing on the end users of the building, the engagement for Walpole Island First Nation's new Recreation Centre included **multiple youth focus groups to program and vision** what amenities and services should be included in the facility. Getting Youth involved in the early phases of the project will help them be connected to the building and make sure it prioritizes youth needs.



Engagement Highlight: 'On the land' Community Engagement for Iatuekupau

Collaborated on community engagement activities for 3-day skidoo and winter camping trip to Mealy Mountains National Park which was attended by **28 community members, guides, staff and band council members from Sheshatshiu Innu First Nation**. The trip was structured to distill Innu Culture and Traditions through stories and experiences into a tourism development while respecting and protecting Innu Lands.

Plan BIG: Labrador West Regional Growth Strategy, 2015

Engagement Lead, Assistant Project Manager

Completed large regional consultation, and land use planning project in Labrador West. The project included branding, guerilla marketing, social media, website development, youth engagement, online surveys, stakeholder interviewing, stakeholder workshops, public open houses, and even an event at the launch of Cain's Quest to gather response from the over 1200 people that attended that event. The project included many considerations and growth patterns which spanned all aspects of regional services- Recreation, Land Use Policy, Infrastructure, Waste Management, Water and Sewer, Facilities and Services.

Nunatsiavut Government Post-Secondary Tuition Study, 2017

Project Manager, Engagement Lead

Completed the strategic interviewing, oversaw report development, of interest, consultation was completed inside Labrador Inuit Lands, as well as in Upper Lake Melville, and the Rest of Canada to gather input from all Nunatsiavut Beneficiaries that could be affected. This study also included consultation with other tuition programs in the region including NCC and Innu Nation.

Aboriginal Forestry Initiative Consultations, Nunatsiavut, 2016

Project Manager, Consultation Lead

Developed presentation and completed consultations in communities within Nunatsiavut to gather knowledge on local practices of wood cutting, use of firewood for heat, issues related to forestry activity, existing and potential economic development.

Regional Planning Best Practices and Trends Review, 2018

Lead Planner, Project Manager

Renee completed a review of trends and best practices for HRM (Halifax Regional Municipality) to determine an approach for the impending regional plan including topics for inclusion, approaches to coastal management, and an engagement strategy that is diverse and inclusive.

Northeast Avalon Regional Plan, 2017

Engagement Lead, Planning Team Member

Developed the consultation plan and executed the first half of the project in 15 municipalities on the Avalon Peninsula. The project spanned all aspects of communities- from transportation to social and environmental policy. Consultation components included: Media Launch, Branding, Website and Social Media Development; Online Surveys; 5 Public Open Houses; Stakeholder Workshop; Strategic Interviewing of Government, Municipalities, Agencies, and Stakeholders; and Youth Engagement.

Nunatsiavut Fisheries Economic Impact Analysis, 2016

Project Manager, Engagement Lead

Led project team with GroupATN to complete impact analysis of the commercial fishery in Nunatsiavut for the Torngat Fish, Plant and Wildlife Secretariat. Project included engagement with fishers.



Project Highlight: Community Engagement meeting in Port Hope Simpson for SEA Labrador

One of the challenges with doing engagement in Indigenous Communities is the **need to protect and respect Traditional Knowledge**. Renee developed activities and engagement methods in collaboration with NCC, Innu Nation and Nunatsiavut Government to create a set of culturally-appropriate stickers to showcase density of community activity and important places.

Tundra Airstrip Feasibility Study, 2016

Project Manager

Led project team to explore feasibility of a new airstrip proximate to the Torngat Mountains Basecamp and Research station as part of the National Park. Project included costing, review of environmental constraints, identifying a suitable site, schematic design and identification of infrastructure requirements (fueling, access roads, equipment) and facilities.

Other Projects:

- Office Infrastructure Study, Nunatsiavut Government, Project Manager
- Nunatsiavut Government Building Condition Assessments, Project Manager
- Labrador North Chamber of Commerce Visitor Information and Business Innovation Centre Interior Design, Project Manager/Designer
- Labrador City Business Park Master Plan, Project Manager, Assistant Project Manager
- Makkovik Subdivision Design and Implementation Plan, Planner, Assistant Project Manager

PUBLICATIONS & PRESENTATIONS

Community-led Design: Iatuekupau Lodge, Northern Lights Conference, co-presented with Atshapi Andrew, SIFN, 2020

Maximizing Opportunity: Torngat Mountains Airstrip Feasibility Study, Northern Lights Conference, Ottawa, 2018

From Boom to Bust: Sustainable Planning for Resource-Dependent Communities. Presented at Atlantic Planners Institute Conference, October, 2015.

Plan BIG: Lessons Learned. Presented at Northern Planners Conference, Whitehorse, 2016.

Creating Community Resilience: Adaptive Frameworks for Northern Planning. Conference Presentation, Expo Labrador, 2015