

**October 18, 2021, Special
Township Board Meeting**

Candidates

September 4, 2021

To: clerk@peninsulatownship.com

RE: *Planner/Planning Director position*

Transmitted via email to clerk@peninsulatownship.com

I'm interested in the subject position with Peninsula Township, for which my experience meets the required job skills, and related fields, per your APA job notice, as follows:

Specific experience directly related to job skills in your APA job description:

- Master plan development/updates:
 - Municipal planning experience includes client contact, project management, on-going planning, zoning assistance, comprehensive planning, strategic planning, site plan review, planning board consultant;
 - Master plan development experience includes downtown development authority planning: preparing development & tax increment financing plans; preparing strategic downtown development plans; administration and project management of CDBG-funded neighborhood improvement projects; managing planning projects in public spaces (e.g., traffic studies, parking system studies).
- Zoning updates
 - Prepared zoning ordinance amendments for central business district, and adjacent, zones in several communities (e.g., Dexter; Brighton; Cadillac).
- Special use permits
 - Prepared zoning ordinance amendments for central business district, and adjacent, zones in several communities, including provisions for special uses.
- Community engagement experience includes:
 - Conducting intensive visioning sessions for commercial revitalization efforts, as well in preparation for strategic development planning (e.g., Pinckney; Lincoln Park; Inkster);
 - Routine and continual engagement of host communities for which I directed commercial revitalization projects (e.g., Dearborn; Philadelphia; Cadillac);
 - Conducting municipal public hearings (Harrisburg, PA).
- Grant writing/administration
 - Prepared successful streetscape infrastructure grant application to MDOT (Village/DDA of Pinckney);
 - Planned and managed CDBG-funded municipal infrastructure projects (e.g., street reconstruction, new water/sewer, new sidewalks, street lighting, tree plantings, etc.) in Harrisburg, PA;
 - Other successful grant applications: Greenways Initiative grant to plan/design 3-mile river trail in Inkster; State of MI grant for façade studies & cost estimates for 34 buildings in Cadillac; State of PA grant for new enterprise development zone in Harrisburg.
- Planning coordination with adjacent jurisdictions and other government entities
 - Managed traffic studies in several communities' business districts, including coordinating with highway departments (MDOT, county road commissions) and regional planning organizations (e.g., SEMCOG).
 - Preparation of various DDA development & tax increment financing plans included coordination with various tax jurisdictions.
- Strong communication & organizational skills
 - Speaker at national & state Main Street Program conference sessions. Sessions: *Working with the Highway Department; Parking on Main Street; Zoning & Form-Based Codes.*
 - Published writing in books and national newsletter by National Main Streets Center: *Working with the Highway Department and Parking on Main Street.*
- Master of City Planning degree from the University of Pennsylvania.
- AICP certification (#118279), 1998-2012.

Experience - general

- Over 20 years experience in community planning: over ten years experience as planning consultant to various municipalities and downtown development authorities; and over ten years experience directing commercial revitalization efforts via nonprofit development corporations in business districts.
- Personal experience as real estate developer of mixed use (commercial/residential) project.
- Lived in northwest Michigan for three years, as well as maintained property in northwest Michigan for over 30 years.

Included with this cover letter is my resume. If there are further application procedures or submittals, please advise.
Thank you for your consideration.

Cordially,

Keith R. Tianen

KEITH R. TIANEN

PROFESSIONAL EXPERIENCE

Community Planning Consultant: Downtown Solutions, LLC, Pinckney, MI, 2003-present. Projects include: Commercial redevelopment master planning project for Spring Lake Township, MI; Parking/zoning study of downtown Apalachicola, FL for Florida Main Street Program; Context sensitive street design solutions for M-24 in Oxford, MI & for Milford Road in Highland Twp., MI for Oakland County Main Street Program & National Main Street Center; Downtown parking analysis of large mixed-use development project for developer in downtown Royal Oak, MI; Traffic intersection study for Milford, MI DDA; Parking study for Dexter, MI DDA; CBD Zoning Ordinance for Dexter, MI; Traffic study for Lincoln Park, MI DDA; DDA Management Services & Development/Tax Increment Financing Plans for Inkster, MI DDA; Mitigated state highway project plan to reduce negative impacts on businesses in Hamburg Twp., MI; Street reconfiguration design concepts for ped street crossing, curb parking, bike lanes, road diet for Palmer Park Master Plan, Detroit.

Associate: Beckett & Raeder Inc., Ann Arbor, MI, 1999-2003. Planning consultant to municipalities and downtown development authorities (DDA). Prepared strategic development plans; land use, parking & traffic studies; development and tax increment financing (TIF) plans; site plan reviews. Prepared three successful grant applications. Projects include:

- *Strategic Development Plan; Development/TIF Plans; Traffic Study (M-85)* for City of Lincoln Park, MI DDA district.
- *Development/TIF Plan; Framework Plan; Management Services* for City of Inkster, MI DDA district.
- *Downtown Parking Study* for Village of Milford, MI; *Intersection Traffic Study* for Milford DDA.
- *Downtown Parking Study* for Village of Dexter, MI DDA district.
- *Village Center Design Program* for downtown Tittabawassee Township, MI.
- *Land Use Analysis; Traffic Study (12 Mile/Coolidge Roads)* and Management Services for City of Berkley, MI DDA.
- *Development & Tax Increment Financing Plans* for City of Algonac, MI DDA district.
- *Development & Tax Increment Financing Plans* and Management Services for Village of Pinckney, MI DDA district.
- *Retail & Parking Assessment; Traffic Study of Allen Road* for City of Allen Park, MI DDA district.
- *CBD Zoning Ordinance Amendment* and site plan review function for City of Brighton, MI Planning Commission.
- Grant applications for total of \$1 million: Village of Pinckney to MDEQ Clean Michigan Initiative for site clean-up; Village of Pinckney DDA to MDOT TEA Program for streetscape improvements; Inkster DDA to Greenways Initiative to plan/design 3-mile river trail.

Executive Director: Dearborn East Action Committee Inc., Dearborn, MI, 1992-98. Directed nonprofit development corporation that contracted with East Dearborn Downtown Development Authority for consulting & development initiatives, including: design reconfiguration of both main streets' right-of-ways to improve business environment; new high-density residential development (156 units); unique supermarket expansion; CBD zoning overlay; business recruitment program; technical assistance to business/property owners; marketing programs; special events.

Director: Historic East Market Street Inc., Philadelphia, PA, 1990-91. Directed nonprofit development corporation that contracted with Commonwealth to plan historic revitalization of City's oldest commercial district. Procured over \$100,000 in donated professional services. Produced façade studies & cost estimates for 39 buildings. Prepared concept plan for major streetscape restoration project (funded by \$7 M. in city, state, federal sources and implemented).

Economic Development Specialist: East of Broad Community Development Corporation, Philadelphia, PA, 1988-89. Staff for nonprofit development corporation in North Philadelphia. Planned & managed commercial development projects, including acquisition, renovation, leasing of properties; provided technical assistance to property owners.

Project Manager: Cadillac Main Street Project Inc., Cadillac, MI, 1984-87. Directed nonprofit development corporation for three-year project in National Main Street Program. Contracted with City for consulting & development initiatives, including market analysis; business recruitment program; packaging large vacant building for commercial development; awarded State grant for façade studies & cost estimates for 34 buildings; rezoning of CBD; retail promotions; special events; technical assistance to owners.

Project/Environmental Officer: Dept. of Community/Economic Development, City of Harrisburg, PA, 1980-84. Planned/administered CDBG & State funded projects. Prepared federal environmental assessments per NEPA & NHPA. Managed all aspects of development projects, including planning with host neighborhood; cost estimating; bid preparation; construction contract preparation; monitoring & inspections; invoice approval; project close-out. All projects within National Register Historic Districts. Projects: \$2.5 M in capital site improvements; contract management of two nonprofit housing development corporations; demolition of 100+ structures; citywide housing study; citywide historic sites survey; prepared grant applications to HUD & State (received \$325,000 in State grants); commercial corridor revitalization project; provided technical assistance to community organizations; conducted public hearings.

Research Assistant: University of Pennsylvania, School of Public & Urban Policy, 1979-80. Consulting team member to U.S. Dept. of H.U.D. for *Evaluation of CDBG Program and Local Strategies*.

Research Assistant: University of Pennsylvania, US Dept. of HUD, Division of Policy Development & Research, 1978-79. Co-author: *Urban Impact Analysis*, DOE's Domestic Policy Review of Solar Energy Options.

EDUCATION

- **Master of City Planning:** University of Pennsylvania, Philadelphia, PA.
- **Bachelor of Arts:** Urban Studies/Political Science, Wayne State University, Detroit, MI.
- **Real Estate Financing Coursework:** National Development Council.

SPEAKING EXPERIENCE & PUBLISHED WRITING

- **Contributing Author:** *Main Street Approach Design Handbook: A Roadmap for Implementing Holistic Design Principles in Downtowns and Neighborhood Commercial Districts*, National Main Street Center, 2018; *Revitalizing Main Street: A Practitioner's Guide to Comprehensive Commercial District Revitalization*, NTHP, 2009 (chapters on parking, traffic, working with the highway department); "Working with the Highway Department," feature article in *Main Street News*, Oct/Nov 2009.
- **Speaker, Main Street Conferences:** National conferences, Florida conferences, Oregon conference. Sessions: *Working with the Highway Department; Parking on Main Street; Zoning & Form-Based Codes*.
- **Speaker, Michigan Downtown & Financing Association Conference,** *Traffic Calming, Street Configuration & Land Use Configuration*.
- **Speaker, Oakland County Main Street Program Workshops:** *Streetscape Design Issues; Streetscape Form/Function*.

PROFESSIONAL AFFILIATIONS

- **Certified Consultant,** State of Florida Main Street Program since 2012 for: Urban Design; Transportation Planning; Property Development; Writing Comprehensive Plans, Zoning Codes, other Redevelopment Ordinances.
- **Certification, American Institute of Certified Planners (#118279), 1998-2012.**

COMMUNITY AFFILIATIONS

- **Board Member:** Huron River Watershed Council, Ann Arbor, MI, representative for Putnam Twp., MI, 2009-11.
- **Volunteer,** Portage Creek Subwatershed Management Plan, Stakeholder Advisory Group, 2008-10.
- **Volunteer:** Friends of Belle Isle Aquarium Inc., Detroit, MI, 2005-06: corporate organizing (bylaws, 501c3 application), planning (capital improvements plan, business plan) and presentations to City, donor prospects.
- **Vice-President:** Hi-Land Lake Property Owners Association, Putnam Township, MI, 2001-05.
- **Board Member:** Save the Pinckney Depot, Pinckney, MI, 1999-2006.
- **President:** Light the Bridge Inc., Harrisburg, PA, 1984.

RELATED EXPERIENCE

- Renovation of older buildings in Michigan & Pennsylvania, 1981 to present: hands-on construction, marketing and management of older commercial and residential buildings, including ITC project for historic mixed-use project.
- Prepared successful federal tax-exempt status (501c3) applications for six community organizations.
- Prepared nomination to National Register of Historic Places: Masonic Temple, Cadillac, MI, listed on National Register of Historic Places in 1994.

Jennifer L. Cram, AICP

October 9, 2021

Clerk's Office
Attention: Becky Chown
Peninsula Township, Grand Traverse County
13235 Center Road
Traverse City, MI 49686

Dear Clerk, Chown,

I would like to express my sincere interest in the Planning position with Peninsula Township. The opportunity to move back to my hometown in Michigan and utilize my experience to serve the community on the Old Mission Peninsula would be a dream come true.

I believe that my 25 years of professional planning experience in both current and long-range planning will be an asset to Peninsula Township. Having worked the past 4 years for Larimer County, CO, I have become passionate about the rich history and culture of agriculture. I have a keen understanding of the importance of agriculture to the socio-economic environment of the County. Balancing the needs of agricultural operations to be economically sustainable with the associated impacts to residents is complex. My experience working for the Town of Breckenridge included preserving historic resources and the development of cultural assets to support tourism year-round. Living and working in a tourist destination gave me insight into the importance of attainable housing programs, childcare programs, transportation planning and wayfinding. I have reviewed your Zoning Ordinance, A Land Use Code, and current projects including the proposed updates to the Master Plan and believe I could quickly become a productive member of the Peninsula Township staff. A collaborative environment is where I thrive. Analytical thinking, creative problem solving and attention to detail are attributes that make me a well-rounded planner.

Fort Collins/Larimer County has been a wonderful community to live and work and it has been a thrill to be a part of a fast-paced Community Development team. I am looking for new opportunities closer to my family home where I may be a positive contributor to the existing staff. Peninsula Township has a great mix of history, beautiful shoreline, scenic landscapes, and thriving year-round tourism that are appealing to me. I would love to share my experiences to help preserve the charm of the area while supporting sustainable growth and vibrancy. Michigan is my home. I was born at Munson Medical Hospital in Traverse City and most of my family is still in the area. During these challenging times I yearn to be closer to them. For these reasons, I have been diligently working to relocate to the Grand Traverse area. We have a family home in Acme and so the transition would be easy. I believe the Planning position would be a good fit for both my personal and professional career goals.

I would greatly appreciate the opportunity to discuss with you virtually or in-person how my experience and passion for all aspects of planning might fit into Peninsula Township's future. I look forward to hearing from you soon.

Respectfully Submitted,

Jennifer L. Cram, AICP

JENNIFER L CRAM, AICP

OBJECTIVE

Utilize my professional experience along with creative sensibilities to enhance the sense of place and overall vibrancy of Peninsula Township.

CORE COMPETENCIES

- Diverse project management experience in both current and long-range planning
- Accomplished in the development and implementation of complex master plans
- Well versed in the development of land use policies and design standards
- Keen understanding of the impacts associated with land use policy decisions relative to environmental/natural resources
- Innovative grant writer with demonstrated success at the local and state level
- Proficient with research, organization, and analytical based problem solving
- Experienced with development review and code analysis of complex land use applications
- Exceptional verbal, written, and interpersonal communication skills
- Creation of professional staff reports and presentations to applicable boards and commissions
- Comfortable presenting in various settings; one-on-one, large groups and public meetings
- Creative problem solver and negotiator with a strong understanding of the balance between code requirements and an applicant's desired outcome
- Excellent steward of public resources with a passion for providing excellent customer service

PROFESSIONAL WORK EXPERIENCE

Planner II

Larimer County, CO, September 2017 – present

- Draft and publicly present Phase II updates to the Larimer County Land Use Code related to agriculture, housing, and recreation. Efforts include conducting public outreach to assure community buy-in.
- Accept, review and evaluate a wide variety of complex land use applications to assure that they are consistent with the Comprehensive Plan and in compliance with Land Use Code Standards and adopted plans
- Prepare staff reports and/or presentations to the Board of Adjustment, Planning Commission and Board of County Commissioners
- Responsible for all duties as the staff liaison to the Board of Adjustment and Agricultural Advisory Board
- Conduct public meetings as needed to get feedback on County projects
- Meet with applicants to determine required land use process and submittal requirements for desired outcome
- Perform duties as the Planner on Call in response to requests for information from the general public, developers and others related to County plans, zoning and land use

- Planning staff referral for Special Event applications on private land to assure compliance with Land Use Code
- Planning staff representative to the Built Environment Leadership Team with a focus on incorporating objectives into County policies
- Planning staff representative on the Strategic Plan 2019-2023 Goal 2, Objective 4 related to Affordable Housing initiatives
- Member of the Employee Recognition Committee encouraging team building through the acknowledgment of colleagues that go above and beyond
- Provide training and mentoring for less experienced planners

Director of Public Programs and Engagement

Breckenridge Creative Arts, 2015 – August 2017

- Programmed fine art and studio craft curriculum for the Breckenridge Arts District campus including classes, workshops and open studios
- Direct supervision of 2 full-time and 4 part-time staff and independent contractors working on campus
- Managed the resident and guest artist programs, promoting time and space for artists and community interaction
- Curated installations and exhibitions for the Old Masonic Hall, Breckenridge Theater and creative venues around town
- Produced two of the four major annual festivals
- Administered the Town's public art collection and program, new acquisitions, ephemeral installations and maintenance of the existing collection
- Contributed to the preparation of BCA's annual budget and development plan with direct accountability for program budget

Planner III – Manager Breckenridge Arts District and Public Art Program

Town of Breckenridge, CO, 2007 - 2015

- Project Planner from design to completion of the buildout of the Breckenridge Arts District campus. Projects included the restoration of 4 historic structures, 2 new structures, walkways, plazas, landscaping, lighting and public art to create a pedestrian friendly campus
- Administrator of the Public Art program and lead staff to the Public Art Commission
- Implemented updates to Policy 22 A and R – Landscaping, including the development of forest health initiatives and voluntary defensible space
- Drafted and successfully updated the Handbook and Design Standards in the Historic and Conservation District
- Project Manager for Phase I and Phase II of the Wayfinding program
- Project Manager for the Riverwalk Improvement Plan including negotiations for public easements and implementation of Riverwalk compatible improvements
- Project Manager for several projects within the Historic District
- Certified Local Government staff liaison, responsible for annual reporting and Planning Commission training

Planner I – Planner II

Town of Breckenridge, CO, 1999 - 2007

- Conducted thorough and professional reviews of development applications with an in depth understanding of the Handbook and Design Standards in the Historic and Conservation District, development code and town policies including pre-application meetings and site visits

- Presented staff reports to the planning commission and town council in a timely, clear and concise manner that represented the analysis for the recommended findings and conditions of approval
- Performed regular site inspections prior to the issuance of certificates of occupancy to verify accuracy and completeness of site work as well as code compliance
- Fulfilled daily current planning duties including providing the public with accurate information in a helpful, timely and professional manner

Landscape Architect

Meridian Charter Township - Okemos, MI, 1996 – 1999

- Responsible for working directly with applicants during the design process
- Reviewed all site plans for commercial, industrial, professional office and multiple family developments prior to issuance of building permits to assure code compliance
- Coordinated the review process with Engineering and Building Departments
- Followed projects to completion and certificate of occupancy
- Chairperson for the Development Review Committee facilitating input from Planning, Engineering, Building, Public Safety and Parks regarding development proposals

EDUCATION

Michigan State University

B.A. Landscape Architecture, 1994

PROFESSIONAL MEMBERSHIPS

American Institute of Certified Planners, 2003

American Planning Association

References available upon request