

GETTING IT DONE - WORK PROGRAM IMPLEMENTATION

ACTION ITEM	SHORT DESCRIPTION & STRATEGY #	GREENPRINT REFERENCE PAGE	IMPLEMENTATION	RECOMMENDED LEAD DEPARTMENT	OTHER INVOLVED DEPARTMENTS	IMPLEMENTATION STATUS/ACCOMPLISHMENTS/PLANS
SHORT-TERM (0-5 YEAR) WORK PROGRAM						
EDUCATION AND AWARENESS						
<ul style="list-style-type: none"> Identify and meet training and educational needs within Clearwater Greenprint topic areas 	Community Education (#1)	27	IDC; PPNP; WEB; EDUC	Lead TBD based on topic	GS; PC; PD; PU; SW; PR	<ul style="list-style-type: none"> Different departments continue to provide information to residents and businesses about their programs through a variety of means, including Facebook, Sunshine Lines, and press releases No Greenprint-specific educational materials or programs implemented
<ul style="list-style-type: none"> Continue to conduct community outreach and education campaigns that promote sustainability initiatives and best practices 	Community Outreach (#2)	28	IAC; PPNP; WEB	Lead TBD based on initiative	EDH; GS; SW; PC; PR	<ul style="list-style-type: none"> Strategy, as envisioned, has not been implemented
<ul style="list-style-type: none"> Continue to highlight the city's green initiatives and report the associated benefits 	Green Initiative Reporting (#3)	28	IDO; WEB; EDUC	Lead TBD based on initiative	ALL	<ul style="list-style-type: none"> Fiscal Year 2017-18 Community Profile (print distribution >1,500, available online) promotes city's conservation, reclamation, recycling, energy-saving and other sustainability efforts Framework for collecting, tracking and reporting on performance not created; certain departments' efforts well suited for measuring and analyzing more easily (e.g., Solid Waste, Clearwater Gas System) while others are less apparent (e.g., economic and social metrics)
<ul style="list-style-type: none"> Educate City of Clearwater elected officials and staff on sustainability issues and best practices 	Municipal Staff Education (#4)	29	IDC; EDUC	Lead TBD based on topic	GS; GT; HR; PC; PD; PR	<ul style="list-style-type: none"> No formal program has been created to implement this strategy
<ul style="list-style-type: none"> Create and enhance web-based materials for community education and interaction on sustainability issues 	Unified Interactive Website (#5)	29	WEB	PC; PD	IT	<ul style="list-style-type: none"> Green Clearwater webpage was retired when new MyClearwater.com site was developed Clearwater Greenprint page has not yet been updated to include the additional educational information previously found on Green Clearwater page
GREEN ENERGY AND BUILDINGS						
<ul style="list-style-type: none"> Research public/private energy finance program options including Property Assessed Clean Energy (PACE) 	Energy Finance Program (#1)	31	IDC; IAC	EDH	BUD; FIN; GS; PD	<ul style="list-style-type: none"> PACE program for non-residential properties established by Board of County Commissioners (BCC) in 2017 (applicable Countywide available to City as of April 11, 2018); however, to date, no agencies have entered into an interlocal agreement with the BCC to provide the services within Pinellas County (City may pass an ordinance to opt out) PACE Program for Residential properties has been discussed by the County, but no date has been established to bring forward an Ordinance establishing such a program
<ul style="list-style-type: none"> Research "feebate" program for energy efficiency upgrades on commercial properties 	Incentives for Upgrades (#3)	32	ORD; BUD	PD	BUD; EDH; FIN	<ul style="list-style-type: none"> Strategy has not yet been discussed
<ul style="list-style-type: none"> Encourage developers to incorporate green building practices and standards into designs and plans (e.g., LEED, Energy Star, FGBC) 	Performance Standards (#4)	32	CDC; IDC	PD	EDH	<ul style="list-style-type: none"> No formal program has been created to implement this strategy

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<ul style="list-style-type: none"> Continue incentive programs for natural gas-powered appliances 	Natural Gas Expansion (#5)	33	IDC; BUD	CGS		<ul style="list-style-type: none"> Natural Gas Vehicle Station has shown annual growth in number of gallons of gasoline displaced, increasing from 26,000 gallons of gasoline displaced in FY 2011-12 to 530,000 gallons projected in FY 2017-18 Clearwater Gas System (CGS) promotes the direct use of natural gas for residential and commercial customers by: providing rebates to new and existing customers (both Residential & Commercial) for the purchase of energy efficient natural gas or propane appliances; providing 300 foot credits (per customer location) for gas main extensions to residential homes; and offering Commercial Conversion Incentive Programs (CCIP) to assist commercial customers in converting equipment to run on natural gas. Installed 120 tons of natural gas cooling in lieu of electric air conditioning at the new Morningside Recreation Center (2018) Will install 150 tons of natural gas cooling for the new CGS building complex (online September 2019)
<ul style="list-style-type: none"> Convert streetlights and traffic and pedestrian signals to solid state lighting (e.g., light emitting diode/LED) 	Energy-Efficient Streetlights (#9)	34	BUD	ENG		<ul style="list-style-type: none"> Completed conversion of 11,300 streetlights to LED (2015) All traffic signals, including pedestrian signals, are LED (since 2008); any replacements or new signalization automatically uses LED Systematically changing sight lighting in City-owned parking lots to LED
<ul style="list-style-type: none"> Develop energy management policy for all city buildings and operations 	Municipal Energy Policy (#10)	34	POL	GS	CM; ENG	<ul style="list-style-type: none"> No formal policy has been prepared Lights were changed to LED in City facilities as part of the Honeywell contract funded by the US Dept. of Energy's Energy Efficiency and Conservation Block Grant program All building renovations or new buildings are specified with the most energy efficient mechanical, electrical and plumbing fixtures
<ul style="list-style-type: none"> Implement re-commissioning plan for all city buildings 	Municipal Energy Plan (#11)	35	POL	GS	CM	<ul style="list-style-type: none"> City has ongoing contract with Honeywell which includes monitoring of City facilities to ensure energy savings are realized per the contract and continuous assessment to determine where other savings may be realized
TRANSPORTATION						
<ul style="list-style-type: none"> Challenge city employees, businesses and individuals to reduce VMT by 10% and create web-based tracking 	Vehicle Mile Reduction (#1)	37	WEB; REC; POL	CM; PD	ENG; GS; HR; IT; PC	<ul style="list-style-type: none"> No formal program has been created to implement this strategy

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• Enact Complete Streets policy	Complete Streets (#2)	38	CP; CDC; RES	PD	ENG; PR	<ul style="list-style-type: none"> Constructed Bayshore Trail which connects to the Courtney Campbell Causeway Trail, thereby connecting the City's trail system with Tampa to the east Completion of final segment of Druid Trail (anticipated completion December 2018) will allow users to travel from Tampa to Clearwater Beach via trail system City created new Transportation Planner position (FY 2016-17) to focus on long-range aspects of transportation planning, including Complete Streets projects City hired Kimley Horn & Associates to prepare a Citywide Complete Streets Implementation Plan (agreement signed late 2017, project kick-off 2018); concurrent projects include preparation of Complete Streets policy by Transportation Planner for Council consideration and Complete Drew Street Concept Plan, a pilot project funded through a grant from Forward Pinellas Complete Streets Advisory Committee established for Citywide Implementation Plan, based on guidance from City Council
• Support the improvement and expansion of PSTA system and regional transit system.	Local Transit Improvement (#3)	39	IAC	PD	CM; EDH; ENG	<ul style="list-style-type: none"> Supported Greenlight Pinellas plan (Resolution 14-06); staff assisted in the coordination of local station-area planning charrettes facilitated at this time Constructed Clearwater Beach Transit Center, including installation of pedestrian signals at crosswalks Funded additional trolley service during spring break (2016, 2017) Working with FDOT and PSTA on Memorial Causeway Busway Plan
• Prioritize low-to-zero emission transportation modes in policy plans and ordinance development	Low Emission Vehicles (#4)	39	CP; CDC; PPNP; POL	GS	ENG; PD	<ul style="list-style-type: none"> Purchased 1st compressed natural gas (CNG) garbage truck in 2011, and through attrition now have 50 in the fleet; Clearwater Gas System also converting their fleet to CNG Electric vehicle charging stations in Garden Street Garage (2012) and at the old Countryside Library (not relocated to new library)
• Continue to plan for and implement congestion management activities (e.g., ITS, turn lanes, dynamic message signs)	Congestion Management (#5)	40	BUD, IAC	ENG		<ul style="list-style-type: none"> ITS/ATMS features installed: Belcher Road (south of Druid Road to East Bay Drive) & Keene Road (from SR 580 to East Bay Drive) [joint project with Pinellas County Traffic Engineering] ITS/ATMS features planned for installation in 2020: Drew Street (Myrtle Avenue to US 19) & Myrtle Avenue (Chestnut Street to Union Street) [joint project with Pinellas County Traffic Engineering] All ATMS facilities, completed and planned for, have dynamic message signs (DMS) Pedestrian signals installed at key intersections (e.g., Causeway approach to the roundabout at the Clearwater Beach Transit Center)

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LAND USE AND URBAN FORM						
<ul style="list-style-type: none"> Develop incentives for energy-efficient infill development and redevelopment in activity centers and commercial corridors 	Development Incentives (#1)	44	CP; CDC	PD		<ul style="list-style-type: none"> Strategy was included to address House Bill 697 (2008) which established new local requirements related to energy efficient land use patterns, transportation strategies to address greenhouse gas reductions, energy efficient housing, and energy conservation; provisions repealed by State in 2011 Energy Conservation Areas and Corridors were not formally designated within the City's Comprehensive Plan, but the areas and corridors identified in Greenprint are included in the Citywide Design Structure as Activity Centers and Redevelopment Corridors Planning & Development worked with consultants from HDR to prepare the US 19 Corridor Redevelopment Plan (December 2012) which established the vision for the intensification of the multi-modal corridor to support enhanced transit options; Comprehensive Plan amendments (December 2016) incorporated the policies into the plan which supported a new zoning district and development standards (February 2017)
<ul style="list-style-type: none"> Transform vacant and other underutilized properties from liabilities to assets (e.g., encourage restoration and reuse, continue brownfields programs, maintain historic designation process, identify tax credits and incentives) 	Property Revitalization (#2)	45	CDC; PPNP; GRNT	Lead TBD based on program	BUD; EDH; FIN; PD	<ul style="list-style-type: none"> City actively pursues opportunities to transform vacant and underutilized properties suitable for affordable and workforce residential redevelopment (including single-family and multi-unit development); strategies are incorporated into the City's Consolidated Plan (HUD-required plan) and Local Housing Assistance Plan (State-required plan) City's designated Brownfield Area encourages redevelopment with opportunities for sales tax exemptions on construction materials City supports projects seeking Voluntary Cleanup Tax Credits
<ul style="list-style-type: none"> Create policies and strategies to provide variety of housing choices in range of prices 	Diverse Housing Options (#3)	45	CP; CDC; IDC; PPNP; ORD	PD	EDH	<ul style="list-style-type: none"> The Consolidated and Local Housing Assistance plans include policies which support a variety of housing types and prices ranges throughout the City of Clearwater One new zoning district and one updated district (US 19 and Downtown, respectively) both included increases in development potential which helps support a variety of housing types and makes infill development easier

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<ul style="list-style-type: none"> Increase amount of urban greenspace, natural areas, and tree canopy through planting, preservation, community education and outreach programs 	Greenspace Expansion (#4)	46	CP; CDC; WEB; EDUC	PD; PR	ENG	<ul style="list-style-type: none"> Purchased approximately 111 acres from the former Clearwater Christian College in July 2016 using stormwater funds and entered into a 50-year lease with FDOT on the adjacent property, allowing for water quality improvement projects, improved public access for non-motorized users including paddlers and pedestrians, and education opportunities with a trail head and observation towers Completing major renovation to Moccasin Lake Nature Park (\$600k, reopening October 2018) which includes renovated interpretive center with an educational focus on native wildlife and importance of conservation Continue to partner with organizations to provide classes and outreach for various environmental programs at Moccasin Lake Nature Park City has been designated a Tree City USA for 36 years, and continues annual tree giveaway where it gives out approximately 2,000 trees to residents Urban Forestry division continues to remove invasive trees; compiled list of invasive trees on city properties and within city rights-of-way, and portion of Urban Forestry budget designated annually to focus on removal Cleveland Streetscape Phase II (completed February 2012) and Phase III (added or will add a large number Cleveland of trees and greenery to Downtown Completed Imagine Clearwater plan, a master plan for the Downtown Clearwater waterfront; plan calls for replacing significant amounts of pavement with a variety of greenspaces, including The Green, Coachman Gardens, and Lake, providing stormwater mitigation (15% construction drawings presented to public August 2018)
WATER RESOURCES						
<ul style="list-style-type: none"> Continue to develop and implement programs that assist high volume water users across sectors to employ water conservation measures 	Water Conservation (#1)	49	IDC: BUD	PU		<ul style="list-style-type: none"> City has very low per-capita water use; most actions previously taken to reduce the per-capital water use rate are no longer required (e.g., rebates for low-flow toilets and irrigation systems). Ongoing efforts regarding water saving designed to continue to control water use in the long term City offers low flow shower heads and sink aerators, and toilet tank volume reducers Department funds water conservation education program for 5th graders in Clearwater schools Rate sufficiency evaluated annually; full rate analysis conducted as needed All reclaimed water projects identified in Master Plan are complete; future extensions would be citizen initiated, costs paid by residents requesting service (no requests for several years)
WASTE MANAGEMENT						
<ul style="list-style-type: none"> Continue to expand yard waste collection service 	Yard Waste Collection (#2)	54	BUD	SW		<ul style="list-style-type: none"> Continue collecting yard waste separately which diverts approximately 5% of solid waste from the landfill, sending it to composting facility In Fiscal Year 2016-17, 6,723 tons of yard waste collected and repurposed 3,125 tons of Hurricane Irma storm debris (2017) collected and repurposed

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<ul style="list-style-type: none"> Expand the number and types of materials that can be recycled through local business partnerships 	Recycling Program Expansion (#3)	54	PPNP; BUD	SW	PC	<ul style="list-style-type: none"> Single-stream pilot program started in 2012, rolled out citywide in 2013; expanded previous recycling options to include more types of plastics as well as glass In Fiscal Year 2016-17, 13,840 tons of single stream, scrap metal, and cardboard were recycled (11,356 tons of single stream, 2,253 tons of cardboard, 231 tons of scrap metal), compared to 5,777 tons recycled in 2009
<ul style="list-style-type: none"> Investigate viability of an annual “Trash to Treasure” event to encourage recycling or swapping of reusable goods 	Reusable Goods Swap (#6)	55	EDUC	SW	PC	<ul style="list-style-type: none"> City has not pursued this yet, but could potentially be coordinated by recycling coordinator
FOOD PRODUCTION						
<ul style="list-style-type: none"> Create a task force to recommend and implement methods to advance local food production 	Task Force (#1)	57	CP; PPNP	PD	PR	<ul style="list-style-type: none"> City has not established a Task Force, to date
<ul style="list-style-type: none"> Identify foods and other agricultural products that can be produced locally (e.g., “Buy Fresh Buy Local” program) 	Local Food Production (#2)	58	PPNP; EDUC; REC	PD	EDH; PC	<ul style="list-style-type: none"> City has not worked to expand local food production in the ways envisioned by this strategy
<ul style="list-style-type: none"> Identify spaces throughout Clearwater where food production would be viable and amend the CDC to support activities 	Urban Agriculture (#3)	58	CDC	PD	PR	<ul style="list-style-type: none"> Amended the Community Development Code (February 2015) to add community gardens as a use allowed in the majority of zoning districts and to add urban farms as a permitted use in the IRT District Entered into a 3-year lease agreement with Clearwater Community Gardens (renewed March 2018 for one year) allowing the nonprofit organization to establish a garden on CRA-owned property in the Downtown Gateway (opened fall 2015); expanded from 36 plots in 2015 to 45 plots in 2017 Community gardens not currently allowed on other city properties, such as parks or at recreation centers, but some recreation programs and summer library programs have incorporated container gardens into their activities
GREEN BUSINESS AND JOBS						
<ul style="list-style-type: none"> Establish an online database of green businesses and existing green jobs 	Green Business Database (#1)	61	WEB; EDUC; REC	EDH	IT; PC; PD	<ul style="list-style-type: none"> No formal program has been created to implement this strategy Through the city’s Business Retention & Expansion visitation program, information such as green practices is often gathered
<ul style="list-style-type: none"> Profile businesses that are taking steps to become more “green” 	Best Practices Sharing (#2)	61	WEB; REC	EDH	IT; PC	<ul style="list-style-type: none"> No formal program has been created to implement this strategy 83 Degrees Media featured The Ring Workspaces, LLC as part of its sponsored media content contract with the city; The Ring is seeking a WELL certification and will take on the Living Building Challenge
<ul style="list-style-type: none"> Connect people in need of employment opportunities to new green jobs (partnerships for training programs) 	Green Job Development (#3)	61	IAC; PPNP	EDH	HR	<ul style="list-style-type: none"> No formal program has been created to implement this strategy
<ul style="list-style-type: none"> Partner with local and regional ED organizations to attract new green businesses to the Tampa Bay Area 	Regional Partnerships (#5)	62	IAC; PPNP	EDH		<ul style="list-style-type: none"> No formal program has been created to implement this strategy

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<i>MEDIUM-TERM (6-10 YEAR) WORK PROGRAM</i>						
<i>GREEN ENERGY AND BUILDINGS</i>						
• Create a Resource Conservation Management Program to recommend energy-saving solutions and products to commercial and industrial businesses	Resource Conservation Program (#2)	32	IAC; PPNP; EDUC; REC	PD		• Strategy has not yet been discussed
• Explore options for small-scale energy technologies to generate energy for the City	Local Power Generation (#6)	33	IAC; PPNP; RES	PD	CM; ENG; PD	• Strategy has not yet been discussed
• Investigate alternative financing mechanisms for expanding renewable energy generation	Renewable Energy Finance (#8)	34	IAC; RES	FIN	BUD; PD	• Strategy has not yet been discussed
• Construct all new municipal facilities to a nationally recognized, high-level performance standard such as LEED, Florida Green Building Coalition, or Energy Star	Municipal Performance Standard (#12)	35	IDC; BUD; POL	ENG	CM; BUD	<ul style="list-style-type: none"> • Staff has started drafting Building Design Guidelines for new construction to formalize certain energy-efficiency standards for new construction, requiring building owners to consider renewable energy and low-impact design options similar to what is included in LEED, Florida Green Building Coalition or Energy Star • No current plans to construct new City facilities to qualify for LEED, Florida Green Building Coalition or Energy Star certification; certification is an expensive and lengthy process
<i>WATER RESOURCES</i>						
• Develop code-based incentives and education programs to create landscapes that integrate water saving principles	Waterwise Landscapes (#2)	50	EDUC; REC; CDC	PD	PC; ENG	• Strategy has not yet been discussed
<i>WASTE MANAGEMENT</i>						
• Test the feasibility of a Pay-As-You-Throw program that charges residents based on the amount of trash thrown away, like Sarasota, Gainesville and Plantation's programs	Pay-As-You-Throw (#1)	53	ORD	SW	BUD	<ul style="list-style-type: none"> • Considered suggested Pay-As-You-Throw program, but chose to implement single-stream recycling and transition to once-a-week garbage collection (2013) • City has seen +15% year over year increases in recycling volumes, and almost 20% reduction in solid waste production since the program was introduced citywide
• Adopt a municipal waste reduction policy and establish goals that address recycling, green procurement, and printing practices	Municipal Waste Reduction (#7)	55	POL; IDC	FIN	SW	• Strategy has not yet been discussed
<i>LONG-TERM (11-25 YEAR) WORK PROGRAM</i>						
<i>GREEN ENERGY AND BUILDINGS</i>						
• Challenge property owners (residential, commercial, industrial and city) to install renewable energy systems, and make code changes to remove obstacles to installing renewable energy systems	Renewable Energy Challenge (#7)	33	CDC; EDUC; WEB; REC	PD	EDH; PC	• Strategy has not yet been discussed



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WATER RESOURCES						
<ul style="list-style-type: none">Identify and prioritize retrofits to municipal buildings for rainwater capture, and develop a low impact development plan with goal of capturing rainfall from 10% of impervious surfaces	Low Impact Development (#3)	50	POL; IDC; EDUC	GS	CM; PD	<ul style="list-style-type: none">Strategy has not yet been discussedLow Impact Development (LID) elements incorporated into City’s Stowmwater Drainage Criteria Manual (updated September 2015)Incorporated LID requirements into US 19 and Downtown zoning districts and development standards when adopted (February 2017 and August 2018, respectively)Cleveland Streetscape Phase III utilizing “green streets” techniques, integrating stormwater detention and infiltration into street planting areas rather than diverting all stormwater into existing stormwater utility system
WASTE MANAGEMENT						
<ul style="list-style-type: none">Develop Ordinance requiring basic recycling by commercial establishments and evaluate establishing a minimum percentage of construction and demolition waste recycling for construction projects.	Commercial Recycling (#4)	54	ORD	SW		<ul style="list-style-type: none">Commercial recycling rate remains low, at about 6%; commercial remains the largest generator of solid wasteExpanded commercial single-stream recycling in 2017, and offer a separate cardboard programNo discussion to date regarding policy to establish minimum percent of construction/demolition waste recycling for construction projects
<ul style="list-style-type: none">Develop a pilot commercial and residential composting program	Composting Program (#5)	55	PPNP; BUD; EDUC	SW		<ul style="list-style-type: none">Some neighborhood organizations have started composting (e.g., Clearwater Neighborhood Garden); opportunity to partner with organization(s) to educate residents about backyard compostingCitywide composting currently not feasible locally because the few local commercial composting facilities are not accepting new customers; larger scale composting programs (i.e., citywide scale) have mixed results and are often not cost effective
GREEN BUSINESS AND JOBS						
<ul style="list-style-type: none">Develop a green guide to Clearwater businesses to promote local businesses that have made a commitment to green practices.	Green Guide (#4)	62	WEB; REC	EDH	PC	<ul style="list-style-type: none">Though no formal program was created to implement this strategy, the City passed a resolution encouraging Strawless Summer; many area businesses – especially those located on Clearwater Beach – are engaged in various ocean-friendly practices with at least 1 business receiving Ocean Friendly Business Certification, and it is anticipated that others will follow

City Departments			
City Manager	CM	Parks & Recreation	PR
Budget	BUD	Planning & Development	PD
Economic Development & Housing	EDH	Public Communications	PC
Engineering	ENG	Public Utilities	PU
Finance	FIN	Solid Waste	SW
General Services	GS	All City Departments	ALL
Human Resources	HR	Green Team	GT

Implementation			
Comprehensive Plan	CP	Website	WEB
Community Development Code	CDC	Print/Electronic Educational Materials	EDUC
Interdepartmental Coordination	IDC	Recognition Program	REC
Inter-Agency Coordination	IAC	City Budget	BUD
Public/Private/Non-Profit Partnership	PPNP	City Policy	POL
Ordinance	ORD	Grant	GRNT
Resolution	RES		