

**COLUMBIA COUNTY'S HIDDEN JEWEL**



# HARLEM

GEORGIA

*COMPREHENSIVE PLAN 2021-2026*

# HARLEM

## COMPREHENSIVE PLAN

Prepared for  
The Mayor and City Council  
Harlem Georgia  
320 North Louisville Street  
Harlem, Georgia 30814

The Mayor of the City of Harlem, Georgia and Council members of The City of Harlem recognize the efforts and input of multiple individuals who contributed to the creation of this comprehensive plan document which will provide vital information for decision making over the course of the next decade. This blueprint, for future area development, is the culmination of multiple meetings in which area leaders came together to discuss the future of the City of Harlem.

City staff exhibited an unwavering commitment towards the development of this comprehensive plan as they have dedicated numerous hours compiling data, providing valuable time to provide their insight into their communities, and generating sound ideas to include in this plan.

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# The Plan & Process

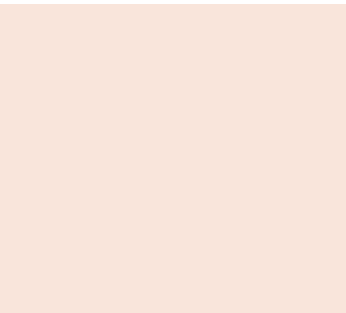
Successful communities don't just happen – they must be continually shaped and guided. A community must actively manage its land use, infrastructure and resources, and respond to changing circumstances if it is to continue to meet the needs of its residents. Harlem residents value the character and diversity of their communities, the strong sense of identity, and the lifestyle associated with rural communities.

Communities that have the ability to anticipate and accommodate change over a period of time are communities that are very likely to survive and thrive. A number of uncontrollable variables (ex. national, state, regional economic issues, etc.) can have an impact on whether any given jurisdiction will remain a viable place to reside, work, and have amenities for residents to enjoy over an extended period of time.

Change is an inevitable event in most communities through political leadership and ideology, population change, and development or stagnant development which can lead to dilapidated buildings and increasing blight. Community stabilization is a vital factor in remaining viable and encouraging quality growth. A vision which is consistent and locally generated in conjunction with a implementation plan can ignite economic opportunities and encourage social cohesiveness in any given jurisdiction.

Elected officials and city leaders have recognized the importance of a coordinated and comprehensive planning effort in order to address the needs and opportunities of the community. Concerns include broadband access, housing development, economic vitality, infill and preservation, and others.





DRYBET  
5.18.21



THEATRE

Milledgeville Rd

27 5  
75 77

This comprehensive plan document presents these issues and locally-agreed upon solutions. The Harlem Comprehensive Plan is the official guiding document for the City of Harlem and serves the following purposes:

- Lays out a desired future for the community
- Provides a guide for how that future is to be achieved
- Provides the framework for a coordinated long-term planning program

In conjunction with Columbia County's Service Delivery Strategy, this comprehensive plan document is a resource that provides a locally-agreed upon map for a unique and successful jurisdiction. This resource should be used by appointed and elected officials as they deliberate development issues and help their respective citizenry understand the benefits of the policy.

## PLAN COMPONENTS

The Central Savannah River Area Regional Commission (CSRA-RC) is the city's selected planning coordinator for the Harlem Comprehensive Plan 2021-2026. This document has been prepared to exceed the minimum requirements of Georgia Department of Community Affairs' 2018 Minimum Standards and Procedures For Local Comprehensive Planning which became effective in October 2018.

*The Comprehensive Plan includes the following state-required and elective components:*

Community Goals | Needs & Opportunities | Community Work Program  
Community Involvement Overview  
Housing | Natural & Cultural Resources | Broadband Services | Economic Development  
Community Facilities | Land Use

All state-required comprehensive planning components and additional electives listed are distributed throughout the Harlem Comprehensive Plan in different sections.

## PLAN PROCEDURE

First Required Public Hearing - The purpose is to brief public on the process and opportunities to participate.

Plan Development - This must include opportunity for stakeholder and community member involvement.

Second Required Public Hearing - Once plan is drafted it must be made available for public review/comment.

Submittal for Review - A completed draft must be submitted to CSRA-RC and DCA.

Notification of Interested Parties - The CSRA-RC will notify all interested parties of the availability of the plan for review and comment.

Regional Commission Review - CSRA-RC will review the plan for potential conflicts.

Department Review - DCA will review for compliance with their "Rules"

Report of Findings and Recommendations - A report of findings and recommendations must be transmitted within 40 days after submittal.

Plan Revisions - If the plan is not in compliance, revisions may be made to the plan to meet requirements.

Adoption of Plan - Once the plan is found in compliance the plan can be adopted within a certain time frame.

Notification of Local Adoption - The CSRA-RC must be notified of adoption within 7 days and forward to DCA in another 7 days.

Qualified Local Government Certification - DCA will notify communities their QLGC has been extended.

Publicizing the Plan - Publication of plan after adoption must occur and citizenry informed of the availability of plan for review.



## HARLEM'S HISTORY

The founding of the city of Harlem is linked to a growing lumber town located a mile away from city center of Harlem. The town of Sawdust was located on the now defunct Augusta-Eatonton rail line. Founded in 1840, Sawdust allowed the sale of liquor. Travelers on the Augusta-Eatonton rail line who stopped in Sawdust enjoyed these spirits. These travelers gave the town of Sawdust a reputation for being a wild and unruly place.

Dr. Andrew J. Sanders, a graduate of the Medical College of Georgia, moved to the area near Sawdust. Seeking to increase the population of the area, Dr. Sanders began to sell portions of his property for the price of a dollar per acre. He also sought to encourage institutions to be established in the area, so portions of the land were donated in order to establish the Baptist Church, Methodist Church, and a school.

The population of the area increased to allow the City of Harlem to become incorporated on October 24, 1870. The name "Harlem" was chosen as it reminded residents transplanted from New York City of the, then, elite artistic area of New York as it was a similar haven for residents of Augusta.

The town of Sawdust was eventually absorbed into Harlem and 17 years later the community of Cerlastae was also brought into the city limits. The city began to thrive and by 1923 the city of Harlem contained approximately 500 residents and contained an opera house, the Hicks Hotel, electric lights along the main road, stores, two gin mills, and daily train service.

The town of Berzelia merged with Harlem in 1933 and through the 40's the city remained a small-family friendly oriented city. The focal point of the town center was the Columbia Theater which ran first-run movies from 1949-1963.

Then, the city began to experience a downturn. The loss of major employers in the city fore-shadowed the loss of smaller businesses within the city. Passenger train traffic began to dwindle. The Georgia Railroad depot was removed in 1965 and in 1983 the last passenger train came through Harlem.

In the years after the departure of the last passenger train, Harlem developed a reputation as a charming bedroom community for many who work throughout the Central Savannah River Area. Harlem is home to a number of current and former military and civilian employees of neighboring Fort Gordon, a United States Army installation that traditionally served as the home of the Signal Command. Fort Gordon recently became the home of the Army's Cyber Command.

## PAST PLANNING INITIATIVES

A comprehensive plan should be viewed as evolving, a document that should be altered as the conditions in the community change. The update of this document is required to ensure the needs of the jurisdiction are met.

The relevance of prior Harlem comprehensive plans has diminished as implementation recommendations have either been completed or, due to the passage of time, the importance of certain recommendations are no longer found to be important to the community. This new comprehensive plan document addresses relative community changes since the prior plan was adopted.

The 1991 City of Harlem Comprehensive Plan was prepared by the Central Savannah River Area and adopted in 1991 in a format consistent with standards established by the Georgia Department of Community Affairs (Georgia DCA) prior to 2005. This document outlined city conditions that were in line to be addressed at that time and formulated goals regarding housing, land-use, economic development, etc.

The information provided within this document was used by community leaders to make coordinated decisions regarding public funds and land use. The

2006 Harlem Comprehensive Plan revised goals and objectives for Harlem, as well as updated city data to account for growth within Harlem.

The City of Harlem continued its dedication to community planning by working with the now named Central Savannah River Area Regional Commission (CSRA-RC) to complete the 2012-2016 Short-Term Work Program Update and to create the Harlem City Center Plan, an urban redevelopment plan focused on center city Harlem.

The Harlem City Center Plan is a plan created to provide guidance to community leaders and decision-makers regarding the current uses within the Harlem city center and provide recommendations for a potential city center greenspace with a new city library anchoring the area. Recommendations also include mixed-used residential units in existing buildings downtown, single-family detached units to provide housing diversity.



# Public Involvement

## STAKEHOLDER COMMITTEE

One significant part of the planning process is forming a stakeholder committee of community members. This group of people is critical to the plan creation and informs the decision-making Process. The primary purpose of this committee was to oversee and assist in the process of drafting the Comprehensive Plan, ensuring that CSRA-RC staff reflect community ideals, goals and activities. The stakeholder committee was composed of elected officials, government employees, and residents.

During the 2020-2021 planning process, staff from the CSRA-RC collected background information about Harlem through research, site visits, and stakeholder communications. The stakeholder committee then provided direction and guidance for plan development, and RC staff drafted the plan document for committee review.

### Members:

Mayor Roxanne Whittaker  
Debbie Moore, City Manager  
David Jenkins, Community Development Director  
John Neal, URA Chair  
Duane Starrenburg, HPC Chair  
Robert Holland, Planning Commission Chair  
Robert Fields, Public Works Dept. Director  
Geovanni Cortes, Harlem Merchants Association  
Tripp Lonergan, Fire Dept. Chief  
Robert Lewis, Police Dept. Chief

## THE WHY

The plan's development is subject to a public involvement process.

Public involvement serves to educate community leaders about planning issues and to build constituency support – both necessary ingredients for any successful comprehensive plan. Each person at the table represents many others and offers insight on something overlooked by planners. By involving the public as a partner during the planning process, the message sent is that people's ideas matter.

## HEARINGS & MEETINGS

Required public hearings bookended the planning process, allowing residents to comment both on the process and the eventual substance of the plan.

*Two public hearings were held on:*

June 30, 2020  
May 6, 2021

A public open house was held on May 4, 2021

*Stakeholder Committee meetings were held on the following dates:*

July 29, 2020  
September 22, 2020  
December 3, 2020  
March 23, 2021  
April 15, 2021

City staff also presented information on the plan and sought input during commission meetings for planning and zoning and historic preservation.

## OTHER ACTIVITY

Public input involved additional communication channels including a community survey, community newsletter insert, social media, and website postings/links.

More information and documentation of this, public hearings, and stakeholder committee meetings are contained in the appendix.

# How to Use the Plan

The comprehensive plan is a guide to action. It is intended to serve as a reference point for potential users. For example, a commission or council may use the plan's policies to decide whether to approve a proposed rezoning of land. A number of companion planning documents should be used in conjunction with this comprehensive plan. These include the CSRA Regional Plan 2040, Columbia County Joint Solid Waste Management Plan, the comprehensive and solid waste plans of surrounding jurisdictions, Savannah-Upper Ogeechee Regional Water Plan, CSRA Regionally Important Resource Plan, Fort Gordon Compatible Use Study, and other local and state regulatory documents.

Unlike sector or single issue planning documents - which only generally refer to one sector/issue - the comprehensive plan addresses multiple issues in a coordinated manner. When in doubt, decisions should follow the comprehensive plan. If at some point the plan no longer reflects a consensus about the path to follow, it should be amended.

Comprehensive plans prepared in Georgia that are consistent with the DCA standards include a strategic planning component called the "community work program." The five-year community work program lists measurable projects that will be undertaken, consistent with their stated comprehensive plan goals. This document includes data at a variety of scales. All of which provide valuable context and comparison information for plan users.





THE HISTORY OF THE COUNTRY  
FROM THE FIRST SETTLEMENT  
TO THE PRESENT TIME  
BY  
JAMES O. WELLS  
NEW YORK  
1852

# Existing Conditions

This portion of the planning document provides background data and information in the following areas:

Demographics

Broadband Services

Economic Development

Housing

Natural & Cultural Resources

Community Facilities & Services

Land Use

Transportation

## EXISTING CONDITIONS

# Demographics

The examination of population statistics spanning decades provides the foundation for all sections of the Plan document.

Topics covered in this portion of the plan include:

- Total Population
- Resident Age Distribution
- Households
- Educational Attainment

There are many more datasets available, but these have been chosen to provide a general overview of Harlem residents.



### TOTAL POPULATION

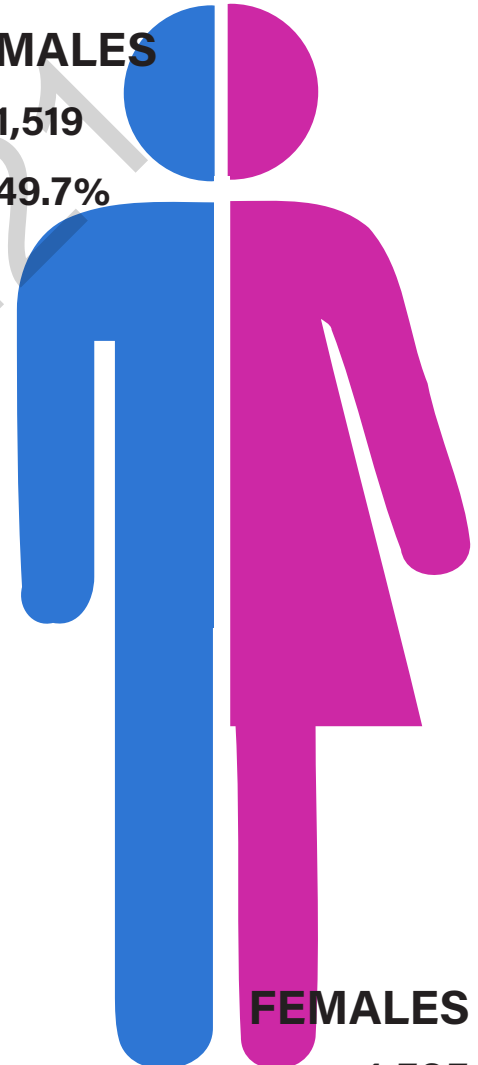
# 3,054

Source: 2014-2018 ACS

### MALES

## 1,519

### 49.7%



### FEMALES

## 1,535

### 50.3%

**TOTAL POPULATION**

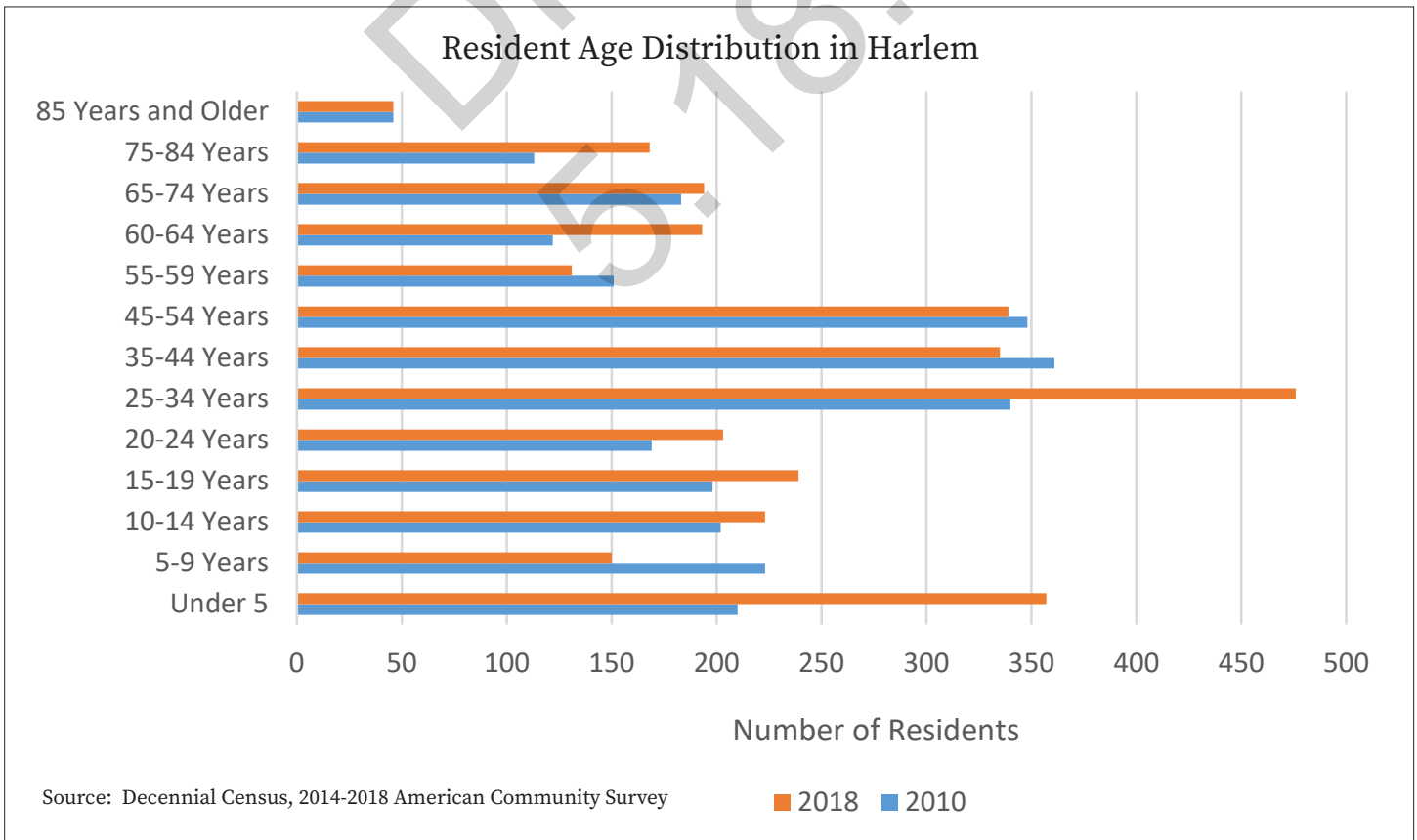
Data from the U.S. Census Bureau (decennial Census and American Community Survey 5-year estimates) demonstrates an overall growth in Harlem, going from 2,199 residents in 1990 to 3,054 residents in 2018. Columbia County, Grovetown, and the state of Georgia as a whole have all experienced growth as well over this time period. Between 2010 and 2018, Harlem’s population increased by 14.6%. This is lower than Grovetown and Columbia County, but higher than the state as a whole. Although the growth in Harlem has been slower than its neighbor, Grovetown, citizens feel that the slower growth has helped with maintaining the small town feel of the city. As the surrounding area continues to grow and change, Harlem expects to continue seeing a mixture of transient residents and longer-term residents. The city also must make a concerted effort to address the differing needs of residents.

Total Population				
	1990	2000	2010	2018
Harlem	2,199	1,796	2,666	3,054
Grovetown	3,596	6,089	11,216	13,658
Columbia County	66,031	89,288	124,053	147,295
Georgia	6,478,216	8,186,453	9,687,653	10,519,475

Source: Decennial Census, 2014-2018 American Community Survey

**AGE DISTRIBUTION**

The median age in Harlem is 31.7, compared to 36.6 in the county and 30.5 in Grovetown. This is among the lowest in the CSRA overall. There’s been significant growth in the portion of the population under age 5 and age 25-34. There was also a large increase in age groups 60-64 and 75-84. Respondents age groups: 30-39 (27%) & 60+ (26%) were the largest. If the city were to choose some age-related topics to further research, considerations would include childcare facilities, opportunities for aging residents, amenities for young families and Internet necessities for remote work.



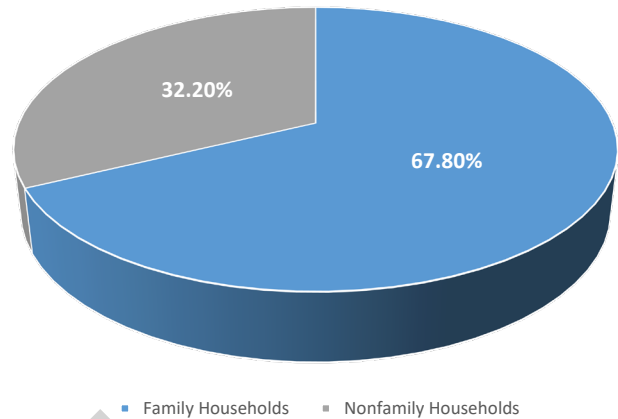
## EXISTING CONDITIONS

### HOUSEHOLDS

A household may be defined as one or more people living within a single dwelling unit and sharing meals or living space and may consist of a group of individuals related or unrelated. Approximately 68% of households are family households in Harlem. This percentage is slightly down from the year 2010, where it was 71%.

Among the rise in non-family households are the householders living alone. This number reached 270 households in 2018, up from 185 in 2000.

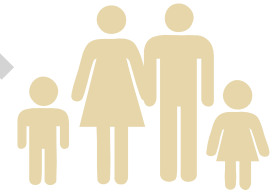
Family vs. Non-Family Households in 2018



Source: U.S. Census Bureau, 2014-2018 American Community Survey

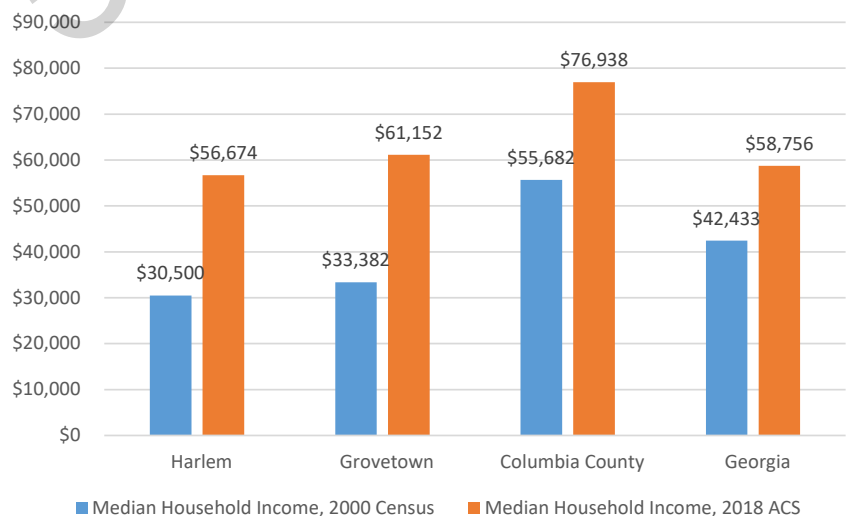
Household Types			
	2000	2010	2018
Total Households	694	1,020	966
Family Household	483	722	655
Family Household w/ Children	282	366	355
Married Couple	298	492	461
Married Couple w/ Children	164	223	258
Nonfamily Households	211	298	311
Householder Living Alone	185	259	270

Source: 2000 and 2010 Decennial Census, 2014-2018 ACS



Over the last 20 years, Columbia County and its jurisdictions have experienced significant increases in the median household income. Harlem in particular experienced a 79.3% (\$24,174) increase. This was higher than the county, and the state over the same time period, but lower than Grovetown.

Median Household Income



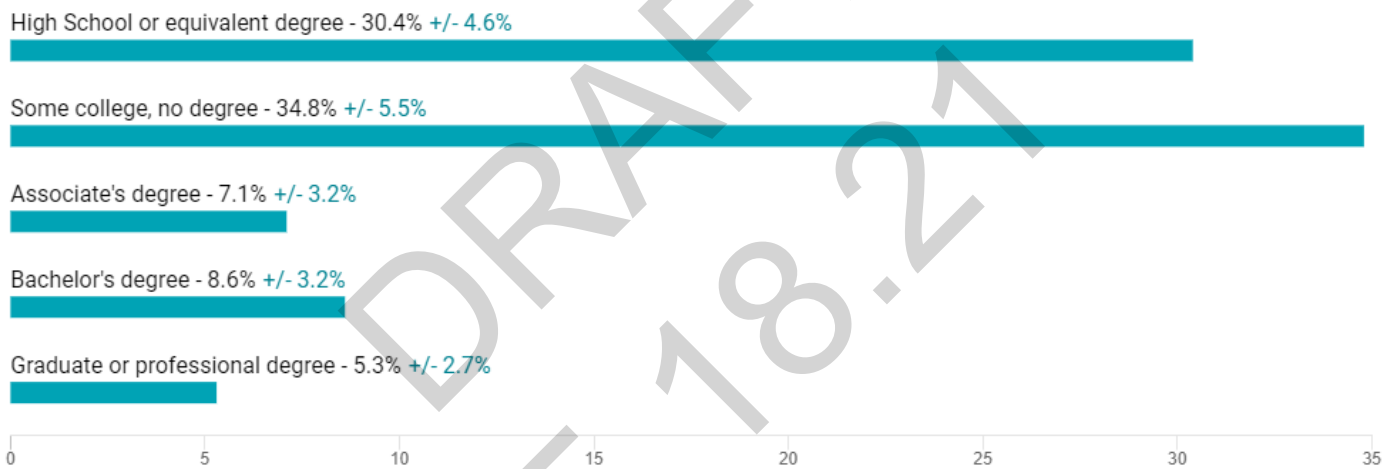
Source: 2000 Decennial Census and 2014-2018 ACS

## EDUCATIONAL ATTAINMENT

Research, data and lived experiences showcase the importance of education in every day life. For the citizens of Harlem, this is also true. According to the 2018 American Community Survey (ACS), approximately 86% of residents age 25 and over have at least a high school diploma or equivalent (compared to 89% in Grovetown and 93% in Columbia County as a whole). Within this group, the largest groups are those with only a diploma or some college and no degree. Effective business recruitment warrants a comparison between resident education and employer requirements. As the city strives to meet CSRA employment needs and changes in growing fields like cyber and medical, communication with educational institutions and regional employers will become increasingly important. Additionally, the city wants to become a destination for individuals with advanced degrees moving to the CSRA and interested in small-town living.

This does not discount the 14% of those 25 and over without at least a diploma or equivalent. This population shouldn't be city forgotten in efforts to improve resident quality of life through education, job training, and entrepreneurship.

Educational Attainment in Harlem



Source: Decennial Census, 2014-2018 American Community Survey

## EXISTING CONDITIONS

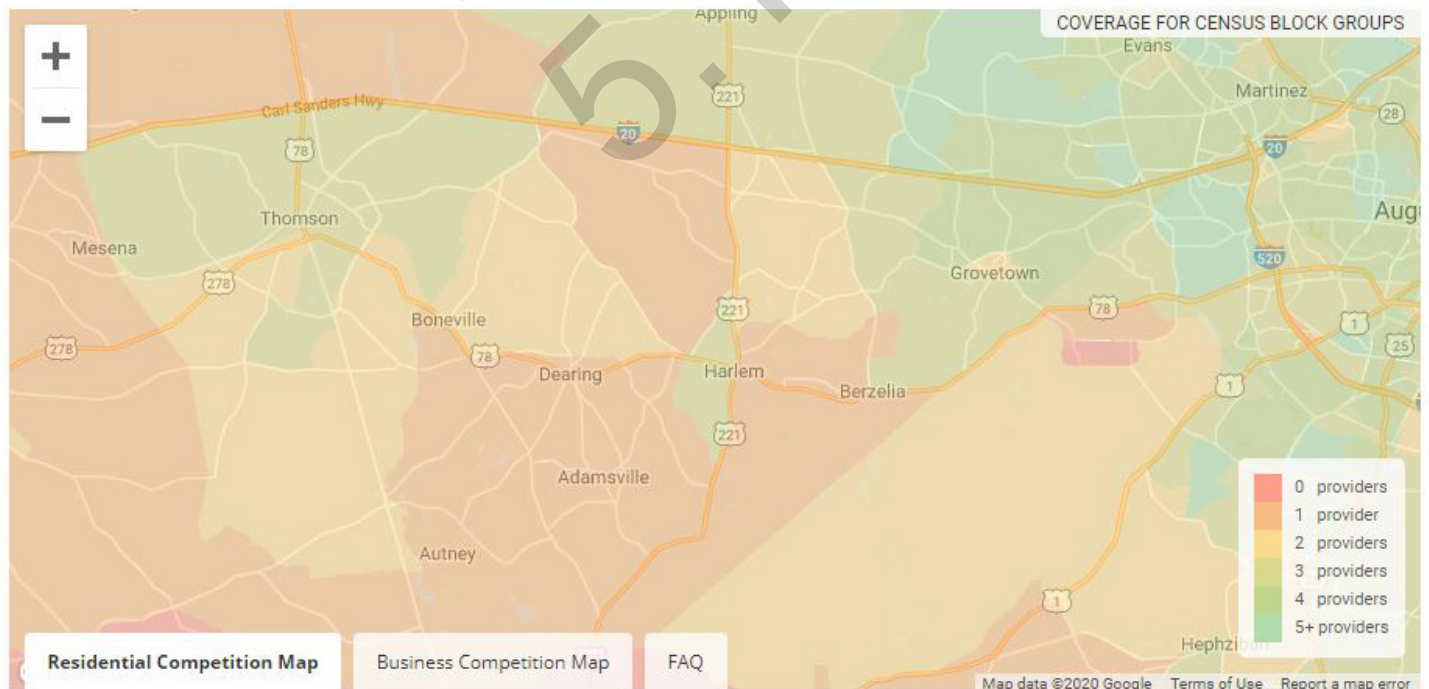
# Broadband Services

Access to high speed Internet (broadband) is an important part of life today. Broadband enables greater connectivity and expands possibilities for individuals and families to improve their quality of life. Broadband touches the lives of citizens of all ages and backgrounds - including students in the classroom, professionals providing telemedicine or streaming online training, residents using library computers, and more.

This section of the plan provides an overview of broadband, the ACE Act, and the state of local connectivity.



### INTERNET PROVIDER COMPETITION MAP FOR HARLEM



Source: BroadbandNow; Accessed in 2020

## WHAT IS BROADBAND?

Broadband is high speed Internet. The FCC currently defines high speed Internet access as download speeds of at least 25 Mbps and upload speeds of at least 3 Mbps.” Mbps is megabits per second. These minimum upload and download speeds are essential to quality of service for end user customers. The goal in many communities may be terrestrial service, but mobile or satellite may be the only option.

Different technologies:

- Fiber optic cable - buried underground and transmits data over light through glass or plastic; Columbia County has an extensive fiber network and operates a broadband utility.
- Coax Cable - copper-based infrastructure deployed by cable TV and telephone broadband providers; is described as durable and the dominant technology for residential broadband service. It involves wireless devices or systems providing service in fixed locations.
- DSL - copper-based and offered over traditional telephone networks. They are not as rapid as other technologies and may degrade over distance.
- Wireless is fixed where the wireless systems provide service in fixed locations. Mobile wireless consists of cellular networks that deliver service to mobile end-users. Satellite wireless utilizes geostationary satellites that provide service in low-density locations. Lastly, microwave wireless uses mid-to-high frequency signals to deliver service between line-of-sight locations.

## THE ACE ACT

In 2018, the Georgia General Assembly passed “Achieving Connectivity Everywhere (ACE) Act” (Senate Bill 402). Provisions in the Act include:

- Requires that each local government in the state incorporate a “Broadband Services Element” into its local comprehensive plan.

- Enables local governments to take advantage of applying for financial incentives (such as grants) for broadband services, if they meet certain criteria.
- Enables the Georgia Department of Transportation to use interstate highway rights-of-way for deployment of broadband services and other emerging communications technologies.
- Enables a political subdivision that has a comprehensive plan that includes the promotion of the deployment of broadband services to the Department of Community Affairs for certification as a broadband ready community.

The role of state agencies:

- The OneGeorgia Authority - the OneGeorgia Authority Act will be amended to include broadband services.
- The Georgia Technology Authority - developing a state-wide broadband services deployment plan, they will work with the Georgia Department of Community Affairs and the OneGeorgia Authority to establish grant programs, designation programs, and other programs to promote the deployment of broadband services.
- The Georgia Department of Community Affairs - determine and publish which areas in the state are served and unserved; development and deployment of the Broadband Ready certification program. A served area means a census block that is not designated by DCA as an unserved area.

**An unserved area means a census block in which broadband services are not available to 20 percent or more of the locations as determined by DCA. The RC staff across the state have assisted the local governments in by transferring locally-provided addresses and locations to DCA. DCA created a map in 2020 displaying served and unserved areas of broadband service, based on service information collected for the locally-provided addresses.**

## EXISTING CONDITIONS

The map at the right displays the previously-mentioned DCA data on served and unserved Census blocks in the City of Harlem.

There are several areas of the city that are classified as unserved. Those areas should receive additional attention when deciding where to put broadband funding.

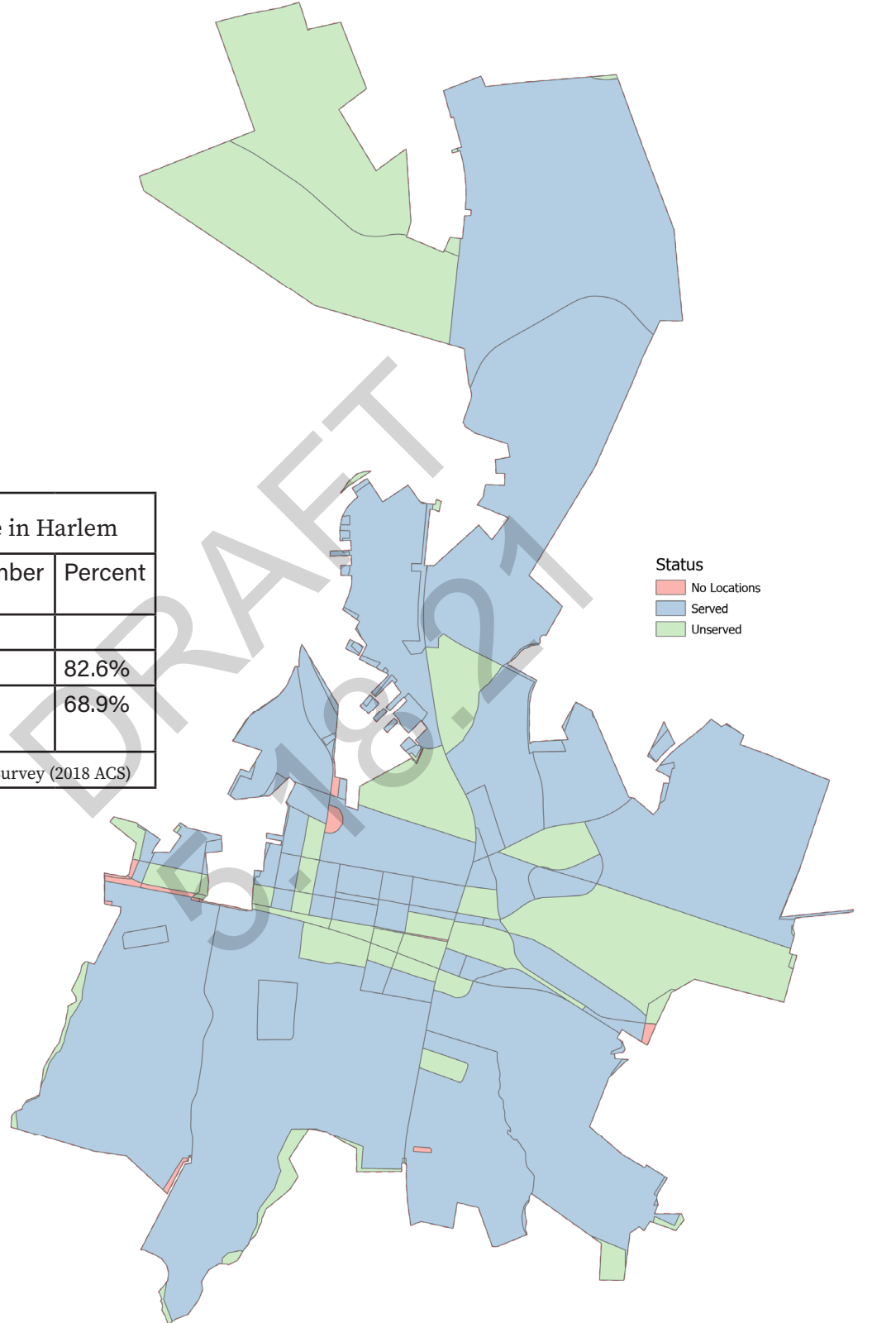
Viewers should also note that a served area does not imply subscription, only access.

Household Internet Use in Harlem		
	Number	Percent
Total households	966	
With a computer	798	82.6%
With a broadband Internet subscription	666	68.9%
2014-2018 American Community Survey (2018 ACS)		

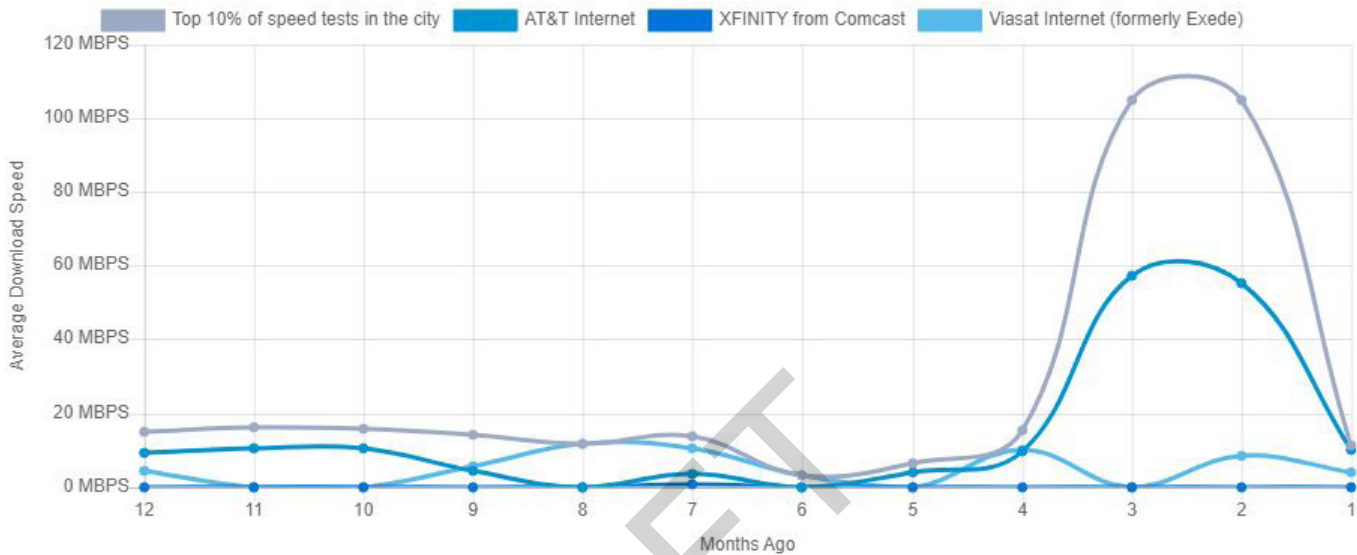
According to the 2018 ACS, over 80% of households have a computer, and nearly 70% have a broadband subscription. Residents have expressed that the number of local providers is limited.

While working with Columbia County to expand residential access, the city should explore options to improve publicly available Wifi as well. This will benefit residents and visitors.

Broadband Served/Unserved Status in Harlem



**DOWNLOAD SPEEDS IN HARLEM**



This analysis is based on 119 speed tests from IP verified users who took speed tests from an IP address in Harlem between May 2019 and April 2020. National statistics are calculated across 309,040,171 over the same time range.

The above table displays download speeds of major providers in the City of Harlem zip code, which covers a larger area than the incorporated boundaries of the city. Average download speed in the area is 9.48 Mbps.

Harlem’s desires for greater connectivity include creating partnerships or using local regulation to ensure that new developments are connected to fiber.

As the local government recognizes, physical access to broadband is only one piece of the puzzle. Affordability is a separate issue that also impairs access and requires additional considerations.



## EXISTING CONDITIONS

# Economic Development

Economic prosperity is a primary goal for most communities. Harlem is no exception. However, there is strong desire within the community to maintain a certain community character. This desire would generally encourage the establishment of smaller, locally-owned enterprises as opposed to strip malls and big-box retailers, specifically in downtown. It also encourages a continuity of physical form of buildings for infill and chain establishments with local design standards. The information presented within this section will assist local elected and city officials in making planning and policy decisions that will achieve these community aims.

This section of the Plan will provide information about trends and issues specific to economic development and summarize the following information:

- Employment By Sector
- Overall Employment
- Poverty
- Income
- Desired Businesses



Harlem has an active local merchant's association, design guidelines in its historic district, and planning staff to comment on, review and support appropriate and beneficial developments.

**EMPLOYMENT BY INDUSTRY**

A review of specific economic indicators provides essential information which allows local elected officials and city leaders to make vital decisions to allow the community to reach desired economic goals. The table at the right details employment by industry in Harlem based on the 2018 ACS. For this, the total civilian employed population age 16 and over was 1,281, with a margin of error (MoE) of ±139. The industry employing the most residents is Educational Services, and Health Care and Social Assistance with 21.2%. This is also the largest industry in Grovetown and Columbia County, with 19.6% and 26% respectively.

The smallest industries in Harlem, all with less than 2%, are: Agriculture, forestry, fishing and hunting, and mining; Wholesale trade; and Information. Manufacturing and retail each have over 10%.

Conversation with city staff has also revealed that there are nearly 100 home-based businesses in Harlem, many of which could exist in the sectors mentioned above. As the city tries to expand Broadband access and generate local employment, promoting and assisting home-based businesses could be an important strategy

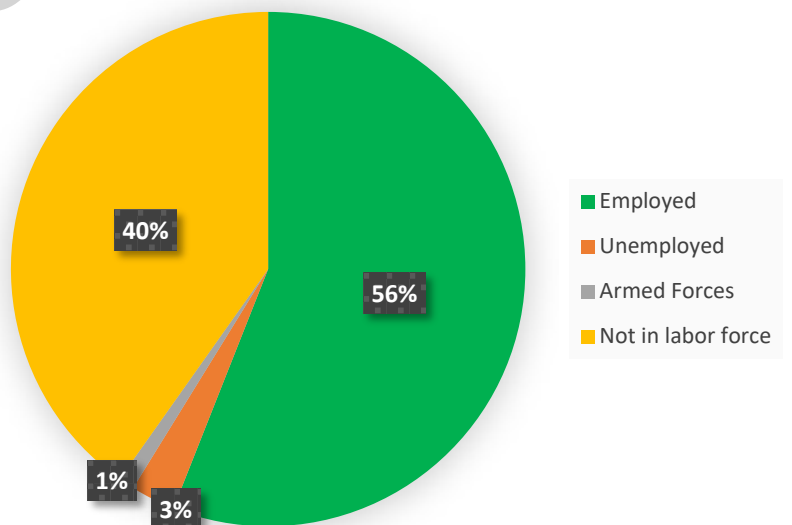
INDUSTRY	Number	MoE	Percent
Agriculture, forestry, fishing and hunting, and mining	13	±22	1.00%
Construction	94	±73	7.30%
Manufacturing	130	±48	10.10%
Wholesale trade	16	±14	1.20%
Retail trade	177	±65	13.80%
Transportation and warehousing, and utilities	74	±41	5.80%
Information	24	±18	1.90%
Finance and insurance, and real estate and rental and leasing	77	±53	6.00%
Professional, scientific, and management, and administrative and waste management services	112	±59	8.70%
Educational services, and health care and social assistance	272	±70	21.20%
Arts, entertainment, and recreation, and accommodation and food services	65	±45	5.10%
Other services, except public administration	144	±72	11.20%
Public administration	83	±41	6.50%

Source: 2014-2018 American Community Survey

**OVERALL EMPLOYMENT**

The unemployment rate of a community is often used to help determine its economic health. For Harlem, the data examined is for the population age 16+ and includes those not in the labor force. The civilian labor force represents 58.7% of the total age 16+ population. The unemployed only represent 3% of the total population.

Although only 1% is represented by the armed forces, this may change if those service members begin moving to Harlem seeking less expensive housing and less traffic. Similarly, as the number of retirees grows (either through aging in place or migration, there may be a shift in labor force participation.



## EXISTING CONDITIONS

### POVERTY

The poverty threshold (also referred to as the poverty line) can be defined as the point at which household income can no longer provide the necessities to the members of the household. The table below illustrates the number of residents and percentage of population in poverty for Grovetown, Harlem and Columbia County, based on ACS data. Harlem has the largest percentage of residents in poverty with 15.4%. It is important to also note though, that all three communities experienced increases in residents below the poverty line.

Residents Living in Poverty		
	2014-2018 ACS	Percent of Population
Grovetown	1,773	13.1%
Columbia County	12,954	8.8%
Harlem	471	15.4%

Source: 2014-2018 ACS

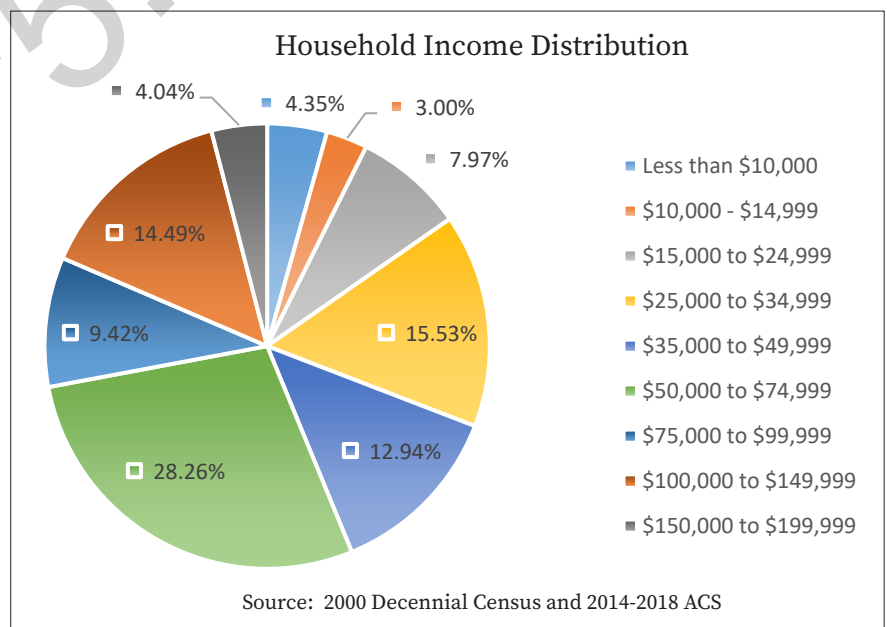
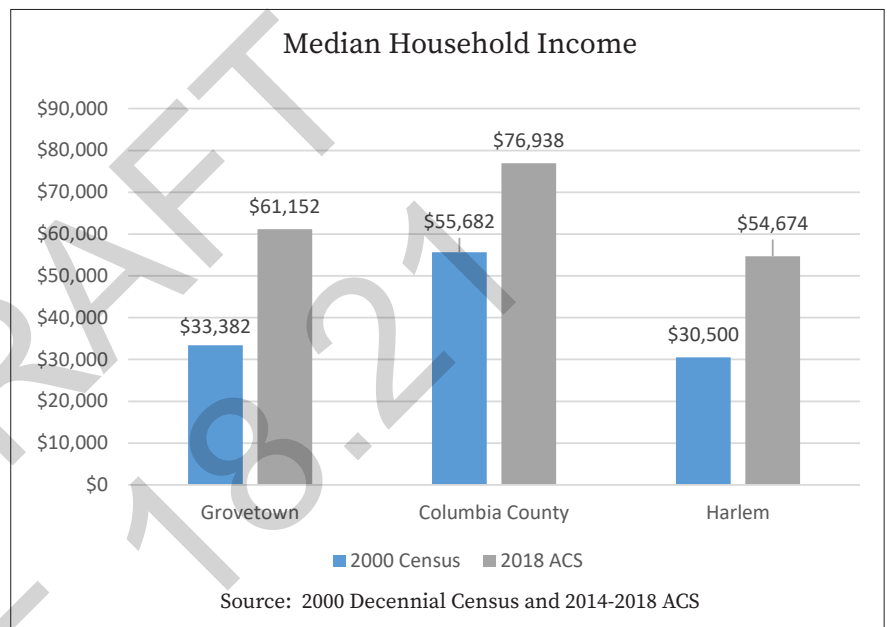
### INCOME

A economic indicator that provides useful information is household income. Over the last 20 years, Columbia County and its jurisdictions have experienced significant increases in the median household income. Harlem in particular experienced a 79.3% (\$24,174) increase. This was higher than the county as a whole and lower than Grovetown.

One priority for the city is securing higher paying jobs for its residents. Having those jobs may entice some residents to stay, increase household incomes and draw people from other areas to Harlem.

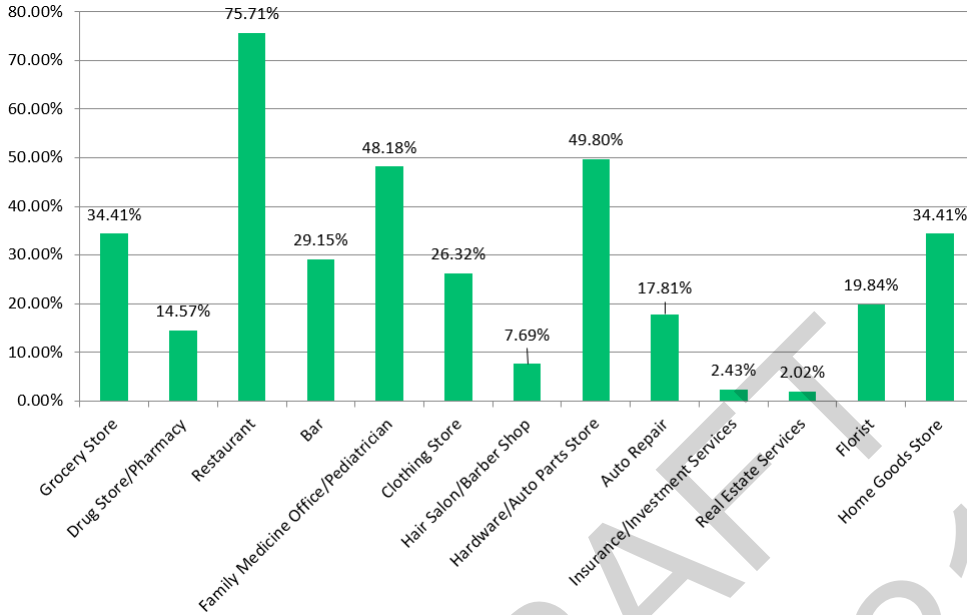
Census Data on household income distribution reveals that the largest group of earners is in the \$50,000 to \$74,999 range (28%), followed by \$25,000 to \$34,999 (16%). No households reported over \$200,000.

As the city continues to grow, it must look for ways to care for its vulnerable, lower-income residents. Keeping a balance of jobs for varying skill and education levels will be important, as will creating and promoting opportunities to increase those skills/education or pursue entrepreneurship.



## DESIRED BUSINESSES & FUTURE GROWTH

Part of the community survey revealed resident desires for certain types of new businesses in Harlem. Among them were: restaurants, family medicine practice, and hardware/auto parts stores. Another business type that residents mentioned during the process after the survey is childcare facilities.



Survey Question #27: What types of businesses would you like to see more of in Harlem? Check all that apply.

As previously mentioned, the city has an active merchant’s association, and it was represented on the stakeholder committee during this process.

The city has worked to recruit businesses down town, including assembling property for redevelopment and advertising structures below market rate for leases.

Since the 2016 comprehensive plan, the city started a facade improvement grant program that offers small grants annually to local businesses.

Although the vacancy rate for businesses downtown is low, there’s still room to improve downtown. The former San Saba pecan factory is a large facility that currently has a temporary tenant. The structure requires renovations for a new, non-manufacturing tenant to occupy the space long-term. Additionally, the New Street area of town is one area of town most desired for redevelopment among residents, downtown businesses, the Urban Redevelopment Agency and city staff. Harlem’s Urban Redevelopment Agency (URA) was formed in 2015 to implement the objectives laid out in the “City Center Plan” urban redevelopment plan.

Since the last comprehensive plan, Fort Gordon was designated to house the headquarters of the consolidated Army Cyber Command, which was previously dispersed across 3 states. Over the next year or so, approximately 1,200 additional soldiers and civilian workers to Fort Gordon. There will also be an untold number of contractors coming to the area. Harlem, like Grovetown, seeks to recruit or create cyber-related businesses and others to support the installation.

Two other industries that can expand in Harlem are film and heritage tourism. Harlem’s historic character and small town feel are a benefit to both industries. The Camera Ready Communities (aka Go Film Georgia) program connects community liaisons for its participating communities with film and TV productions. The program website contains location photos and information on the area surrounding the chosen communities. Harlem is also interested developing a historic walking tour and additional signage for its downtown.

## EXISTING CONDITIONS

# Housing

Residential properties represent a significant portion of a majority of municipalities throughout the state. Harlem is no exception as the importance of ensuring residents have safe and adequate housing is a priority for city staff and elected representatives.

The City of Harlem is now facing growth that requires Harlem to expand its offerings of housing within the city. The potential influx of new residents may overwhelm the existing housing stock if not prepared for. This section contains an assessment of current housing within Harlem. Information regarding the adequacy and suitability of the existing housing is presented in this section through an analysis of the following:

- Number of housing units
- Housing Occupancy
- Housing Diversity
- Age of Housing Stock
- Housing cost



**NUMBER OF HOUSING UNITS**

The condition of housing within a community provides an insight into the economic and social health of an area. A vibrant and invigorated community includes new housing developments containing a variety of housing types for the inclusion of multiple income levels. The renovation of existing housing stock is also a sign of a healthy community. Stagnant growth, an excessive number of dilapidated and abandoned housing may lead to a low quality of life.

Like the rest of Columbia County, the City of Harlem has experienced growth. The number of housing units has doubled since 1990. Additionally, it increased approximately 18% percent between 2010 and 2018. This was a slower growth than the previous ten years, but is still noteworthy given that the community was recovering from the Great Recession.

**HOUSING OCCUPANCY**

Based on the ACS information, the split of owner versus renter occupied housing remained similar over the last decade. The residents of Harlem are primarily owner occupants of their homes, and that the population of Harlem is stable and seeks to have roots within the community. Based on conversations with members of the community, residents are protective of their community character and property values. As rental housing is newly being built, the percentage of renters is likely to go up, and may be visible in the 2020 Census data.

City staff should continually access the ways to make rental units and single family units compatible. This may be through clearly defined separations, by utilizing the architectural form and style of single-family units combined with the interior divisions for multi-unit occupancy, or other means.

Number of Housing Units, 1990-2018	
Year	Housing Units
1990	658
2000	763
2010	1,120
Change Between 1990 & 2010	462
2018	1,320
Change Between 2010 & 2018	200

Source: U.S. Census Bureau, 1990, 2000 and 2010 Summary File 1 (SF1) ACS 2014-2018 & CSRA-RC Staff Calculations



Housing Occupancy				
Year	2010	Percent	2018	Percent
Total Housing Units	1120	100 %	1,320	100.0%
Occupied Housing Units	1020	91.1	966	73.2%
Vacant Housing Units	100	8.9	354	26.8%
Owner Occupied Housing	737	72.3	690	71.4%
Renter Occupied Housing	283	27.3	276	28.6%

Source: U.S. Census Bureau, 1990, 2000 and 2010 Summary File 1 (SF1)& CSRA-RC Staff Calculations

## EXISTING CONDITIONS

### HOUSING TYPE DIVERSITY

Single-family detached housing continues to dominate the housing stock in Harlem, with the number of units nearly doubling over the last 20 years. As of the 2018 ACS, over 80 percent of the housing units in Harlem are single-family detached. As the city continues to grow and seeks to have younger professionals in the area, considerations for more townhouses, duplexes, and similar options should be made for rental and ownership.

One housing trend increasing in popularity across the U.S. is tiny homes. Tiny homes are typically 100-500 square feet. The current single-family minimum house size is 1,400 square feet in Harlem. However, there is also a provision for the creation of a tiny home subdivision, where the houses are 800 square feet. This is still larger than many tiny homes and doesn't accommodate someone seeking a smaller, single-family detached house on a single lot.

Change in Housing Types					
Type of Housing Unit	2000	Percent (%)	2014-2018 ACS	Margin of Error	Percent (%)
Single Units (Detached)	533	75.6 %	1063	±136	80.5%
Single units (Attached)	32	4.5 %	72	±34	5.5%
Double Units	69	9.8 %	35	±23	2.7%
3 to 9 Units	47	6.7 %	23	*	1.7%
10 to 19 Units	0	0.0 %	7	±12	0.5%
20 or More Units	6	0.9 %	0	±13	0.0%
Mobile Homes	18	2.6 %	120	±69	9.1%

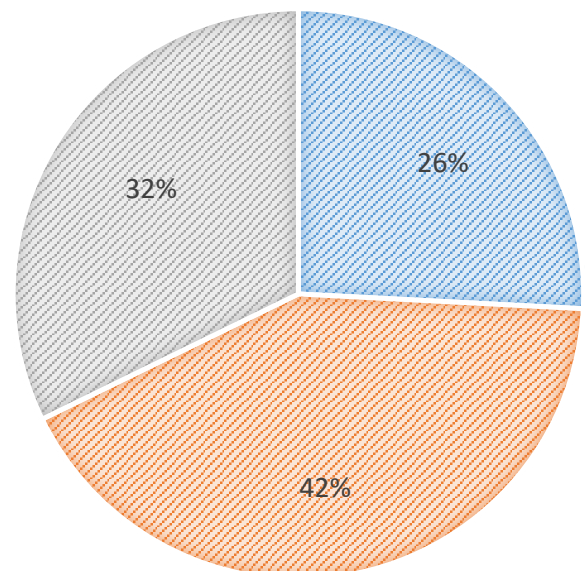
Source: U.S. Census Bureau, 1990, 2000 and 2010 Summary File 1 (SF1, ACS 2014-2018) & CSRA-RC Staff Calculations

### AGE OF HOUSING STOCK

Harlem is a historic city with a strong cohort of historic homes in and around the downtown area. It's also a growing city that has tried to find a balance between preservation and new construction. The age of housing stock within a jurisdiction can provide an indication of the health of residential neighborhoods in terms of vitality and community health. The figure displays the percentage of residential housing units by age in three distinct groups - residential units built prior to 1960, between 1960 and 1989, and after 1990. Placement and design of new housing and infill housing are priorities for the city as it strives to maintain its character.

In addition, a significant portion of housing is substandard. In areas where residents are also low-income, housing repair can be a major issue. Some home owners in the region have been able to utilize Community HOME Investment Program (CHIP) grants for housing rehab, although issues of heir property has been a problem. The city and CSRA as a whole needs more housing options for

■ Before 1960 ■ 1960-1989 ■ After 1990



those who are working lower-wage jobs, retired, aging in place, and in poverty. Housing constructed through CHIP could fill some of this need. Although many residents want to see more single-family homes, apartments, duplexes, and other multi-family options are necessary.

Harlem residents indicated on the community survey that the most important housing topics to them were: preserving historic character, removing dilapidated buildings, and beautifying existing neighborhoods. This can be accomplished in part through housing rehab, code enforcement, partnerships with neighborhood associations, design guidelines, and land use controls.

**HOUSING COST**

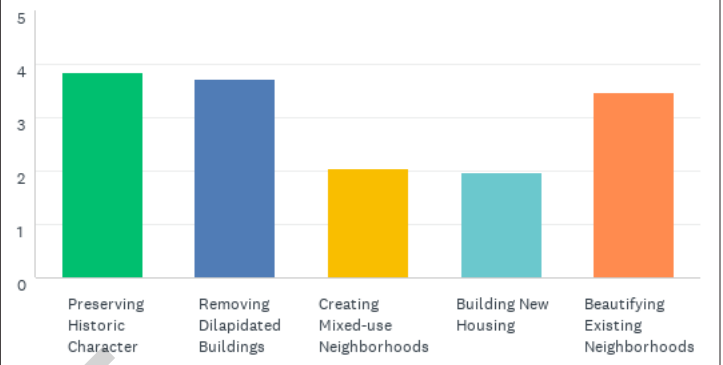
Over the past 20 years, the bulk of owner-occupied housing has increased in value. In 2000 Census, nearly 80% of this housing was valued between \$50,000 and \$99,999. This dropped to 32.6% in the 2014-2018 ACS. The ACS also reported a significant increase in the number and percentage of homes valued \$100,000 - 149,999. In 2000, there were 34 units representing 7.9%. That number rose to 262 units. This can be attributed to both an increase in value for existing homes as well as the value of newly constructed homes.

Likewise, the median housing value in Harlem has risen. As of 2018, the median value of owner-occupied housing was \$117,300, up from \$76,300 in 2000. Columbia County has the highest median housing value of all the counties in the CSRA region. Efforts to retain housing affordability and create housing diversity of price should be made. As the cost of buying a home has risen, so has the cost of renting one. As of 2018, the median rent was as follows:

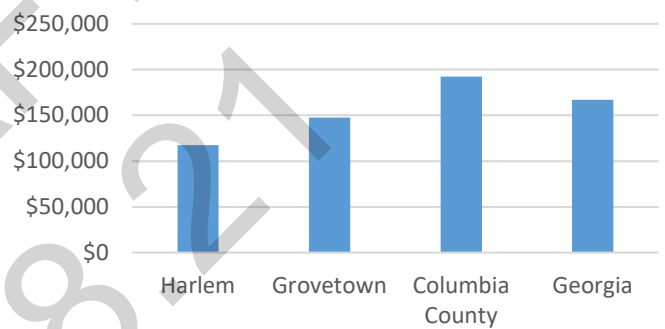
- Harlem - \$841
- Grovetown - \$1,164
- Columbia County - \$1,134
- Georgia - \$968

Harlem’s lower housing cost, coupled with community character and lower traffic, could make it an attractive alternative to Grovetown and Evans for young professionals, Fort Gordon personnel, and retirees.

Community Survey Question #12: Please rank the following housing topics based on their importance to you from 1-5 (with 1 being most important).

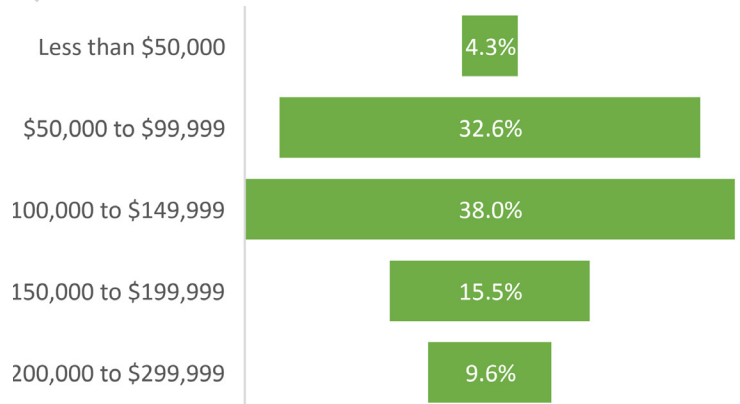


Median Housing Value



Source: U.S. Census Bureau, ACS 2014-2018

Owner-Occupied Housing Values



Source: U.S. Census Bureau, ACS 2014-2018

## EXISTING CONDITIONS

# Natural & Cultural Resources

Natural and cultural resources can provide economic development opportunities in addition to enhancing the quality of life for a community's residents. These resources are vitally important as they contribute to the character of the community and provide life-giving resources. Certain areas must be protected in order to continue to provide clean natural resources to the community.

This section provides information regarding the following natural and cultural resources within Harlem:

- Wetlands
- Flood plains
- Soils
- Cultural Resources

Harlem is home to the Laurel and Hardy Museum of Harlem, Georgia that celebrates the lives and careers of comedy legends Stan Laurel and Oliver Hardy. Oliver Hardy was born in Harlem, and each year, on the first Saturday in October, thousands flock to Harlem for the Oliver Hardy Festival.



**"We are a town of culture and refinement and have always been. We're proud of our little town."**

- Camilla Prather, whose family was some of Harlem's first residents



**WETLANDS**

Wetlands are either saturated permanently or seasonally, which creates an ecosystem containing characteristic vegetation that adapts unique soil conditions located found in a wetland ecosystem. Wetlands serve as a habitat for fish, wildlife, and unique plant and animal species which have adapted to these special conditions.

The Georgia Department of Natural Resources has identified five categories of wetlands that require special protection through ordinances. They include: open water, non-forested, emergent, scrub/shrub, forested, and altered wetlands.

State law restricts the activities that may be conducted in wetland areas.

**FLOODPLAINS**

Flooding can be defined as a situation in which the overflow of water submerges land that is not usually inundated with water. A flood plain is an area designated to store natural water and conveyance, maintain water quality, and provide for ground water recharge. Flood plain areas are determined by the United States Federal Emergency Management Agency’s (FEMA) Flood Insurance Rate Map. The areas identified on this map are the 100 year flood plain.

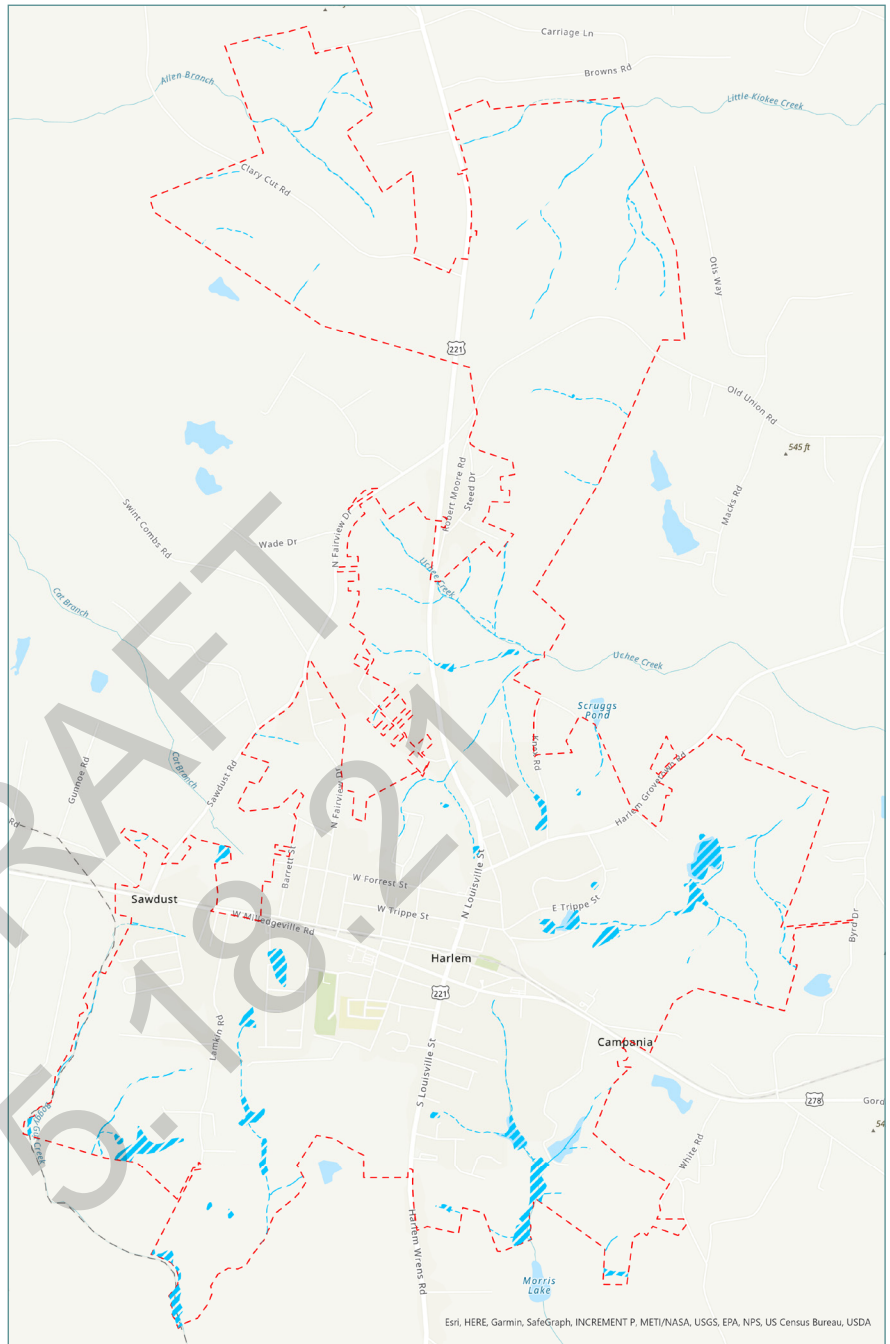
**SOILS**

Harlem is primarily located within the northern extent of the Carolina and Georgia Sand Hills Major Land Resource Area (MLRA). A small portion of the city of Harlem is located in the Southern Piedmont MLRA.

The Cecil-Madison-Pacolet soil association is found within those portions of Harlem that are located in the SP-MLRA. This association consists of deep well-drained soils that are formed in felsic, igneous and metamorphic rocks. Surface layers consist principally of gravelly sandy loam.

The primary soil type in Harlem is Wagram-Troup-

Norfolk. This series -belonging to the dominate soil type Paleudalut - is common in the Carolina and GSH-MLRA. Wagram-Troup-Norfolk soils are well-drained, smooth and convex; and, are located on very gently sloping ridge tops and hillsides of the MLRA. The soils have a brownish, sandy surface layer and a predominately brownish or yellowish, loamy subsoil. This soil is good for urban types of development, although soils that have a thick sandy surface and subsurface have limited sanitary facility usage.







## EXISTING CONDITIONS

### Significant Resources in Harlem

#### Rural

W.L Phillips House, 4753 S. Louisville Street

#### Residential

Neoclassical Revival style house, 360 N. Louisville Street (Creech-Riley)

Folk Victorian style cottage, 365 N. Louisville Street (Emily Middleton)

Barnsley-Wood House, 425 N. Louisville Street

Dr. John Luther Weeks House, 410 N. Louisville Street

Hatcher-Turner House, 160 E. Trippe Street

Folk Victorian style house, 140 W. Forrest Street (Shepherd House)

Vance Verdery House, 180 W. Forrest Street

Lazenby-Larkin House, 240 W. Forrest Street

#1&2 W. Forrest Street Apartments (concrete block)

#3&4 W. Forrest Street Apartments (concrete block)

#5&6 W. Forrest Street Apartments (concrete block)

#7 W. Forrest Street Apartments

Wayne McGahee House, 295 W. Forrest Street

Side Hallway Cottage, 315 W. Forrest Street

Phillips-Conner House, 420 W. Forrest Street

Tracey House, 465 W. Forrest Street

Luckey House, 165 W. Trippe Street

L.M. Conner House, 280 W. Trippe Street (Cinderella House)

Newnan Hicks House/Hicks Hotel, 170 N. Hicks Street (Riley House)

Clary-Little House, 250 N. Hicks Street

Walsh House, 280 N. Hicks Street

Revell House, 310 N. Hicks Street

Mayor E.D. Clary House, 320 N. Hicks Street

Dr. Paschal House, 380 N. Hicks Street

Hubert-Hannah House, 135 S. Hicks Street

Lampkin House, 145 S. Hicks Street

Phillips House, 155 S. Hicks Street

Lazenby House, 340 N. Bell Street

Larkin House, 320 N. Bell Street

Wall House, 260 N. Bell Street

Cleve Harrison House, 180 Milledgeville Road

235 Milledgeville Road, Old Methodist Parsonage

Tilby-Hoffman House, 250 Milledgeville Road

Neoclassical Revival style cottage (Dr. King), Milledgeville Rd.

Neoclassical Revival style house, 435 Milledgeville Road  
 Craftsman style Georgian cottage, N. Hicks Street Extension  
 355 S. Louisville Street  
 420 S. Louisville Street  
 430 S. Louisville Street  
 140 Stone Street  
 165 Stone Street  
 Jack Hatcher House, 160 W. Trippe Street

Commercial

Masonic Lodge/Commercial Bldg, 160/172 N. Louisville St.  
 Harlem Hardware & Furniture Co., Verdery Street  
 Warehouse, 129 New Street  
 Sawdust Community Store, County Line/Sawdust Road

Industrial

Thomson Company, 305 Milledgeville Road  
 Verdery Building, grocery/hardware (metal building)

Institutional

Harlem Methodist Church, Milledgeville Road  
 Harlem Baptist Church, Milledgeville Road  
 Mt. Tabor Baptist Church, Milledgeville Road (Sawdust)  
 New Holt Church, Verdery Street  
 George T. White Academy (Rosenwald School)

Transportation

Auto Dealership, Milledgeville/N. Louisville Street

Community Landmark

Columbia Theater, 135 N. Louisville Street  
 Harlem Women’s Club, 170 Milledgeville Road (concrete block)  
 Oliver-Hardy Festival Museum  
 City of Harlem center marker on grounds of First Baptist Church  
 Georgia Historical Marker, Oliver Hardy birth site (on the site of the former police department)  
 Georgia Historical Marker, Indian Trail (on way to Tobacco Road)  
 Gazebo at the Women’s Club  
 Gazebo at Harlem Memorial Cemetery near Oliver Hardy’s grave

## EXISTING CONDITIONS

# Community Facilities & Services

An assessment of the availability and adequacy of community facilities is important to understanding the ability of a jurisdiction to provide residents, business developments, and potential development appropriate resources. Having the appropriate amount of resources is necessary for both maintaining community livelihood and attracting future residents and commercial interest. This section of the Plan focuses on existing public facilities and services for this purpose:

- Water Supply
- Wastewater Treatment
- Public Safety
- Fire Protection
- Parks & Recreation
- Library & Cultural Facilities
- Educational Facilities



## WATER SUPPLY

The ability to access potable water is a fundamental need for communities. A surplus of potable water can be attractive for both residential and commercial development within a jurisdiction. The City of Harlem operates a public water distribution system. Harlem has a purchasing agreement with Columbia County and the City of Thomson for potable water.

As of 2021, the city has 950,000 gallons of storage. The average daily use is 450,000 gpd. As the city continues to grow, a larger tank is needed at the northern end of the system.

## WASTEWATER TREATMENT

A functioning sewerage system and waste-water treatment facility is also a necessity for any community seeking to maintain a certain living standard as well as attract new residential and commercial development. The City of Harlem operates a treatment plant located on Appling-Harlem Road (US 221) which has an average daily flow of 200,000 gallons. The plant is permitted to treat a total of 250,000 gallons per day (GPD), but an increase to 750,000 GPD has been applied for. This will create significant additional treatment capacity, suitable for impending growth. There are currently no plans to offer sewer service outside city limits.

## PUBLIC SAFETY

The City of Harlem operates a police station within the city limits. The police department has the following: 1 police chief, 1 assistant police chief, 1 sergeant, 1 corporal, 4 full-time patrol officers, 4 part-time patrol officers, and 1 records clerk. The agency provides full law enforcement services for the citizens of Harlem and assists surrounding law enforcement with mutual aid. Dispatch is handled by Columbia County. The department also offers a service called House Watch, where citizens can sign apply to have their home periodically checked on while away for vacation, business trip, etc.



## EXISTING CONDITIONS

### FIRE PROTECTION

The City of Harlem operates two fire stations with a total of 22 volunteer fire fighters and two full time fire fighters. Currently the Harlem fire department has an rating of 3 from the Insurance Services Office (ISO). This represents an upgrade from a rating of 4 in the previous comp plan cycle. Firefighter training includes AHA CPR training; most firefighters are trained as Emergency Medical Responders and some as Emergency Medical Technicians.

### PARKS & RECREATION

The City of Harlem currently contains several acres of active and passive parks. The Columbia County Recreation Department manages the Harlem City Park, and the city maintains other facilities in the city. Harlem City Park contains the following: a T-Ball field, a 200-foot field for youth baseball, two 300-foot fields, a batting cage, a tennis court, two playgrounds with picnic areas, a hard-surface basketball court and a restroom facility. A Wi-fi hotspot is provided in the park by the Columbia County Community Broadband Utility.

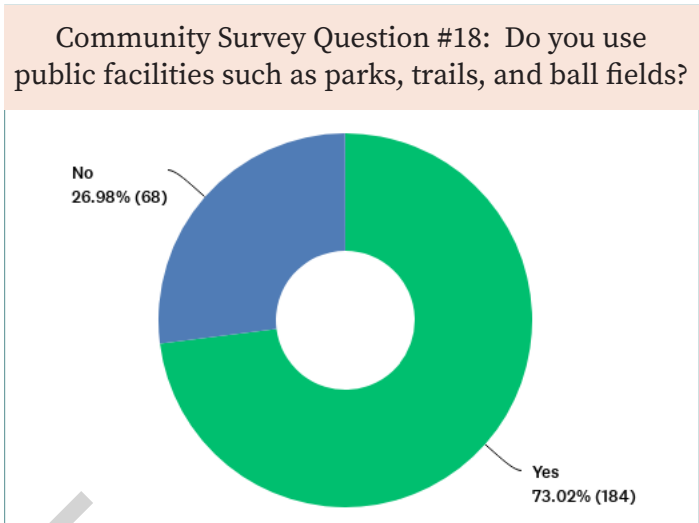
Glenn Phillips Memorial Park is located on South Hicks Street and features a gazebo and reading benches. The city also contains several passive parks within neighborhoods throughout the city and continues its strides to create recreation opportunities where possible.

Recreational trails planning has occurred in part through the Greenways-Trails-Connections plan which provides details for the creation of multiple greenways and trail connections throughout the city. More information on this plan is located in the Transportation section of this chapter.

In the Harlem community survey, 73% of respondents indicated that they utilize public facilities like parks and ball fields. City residents and businesses would like additional parks, including a dog park or splash pad. There isn't a large supply of vacant land in the city, and private/neighborhood greenspaces are sometimes included in new housing developments.



An additional source of land for pocket parks are non-conforming lots and parcels with abandoned structures or others set for demolition. Care should be taken that the locations of the parks are accessible and publicized.



**LIBRARY**

The Harlem Library is a branch of the Greater Clarks Hill Regional Library System. According to its website:

“Harlem Library contains a collection of over 20,000 items including DVDs and audiobooks, 36 public computers, WiFi, and one available meeting room. We also offer three study rooms for public use. It is nearby to both the Harlem City Park and the Oliver Hardy Museum. In addition, every October Harlem hosts the Oliver Hardy Festival to commemorate its locally-born comedy legend.”

**EDUCATIONAL FACILITIES**

The City of Harlem contains one school within city limits; two additional schools near the city also serve Harlem students. Together, these schools provide classes for students in pre-kindergarten to twelfth grade. The Columbia County School Board operates North Harlem Elementary School (in city limits), Harlem Middle School, and Harlem High School.

Since the year 2000, school enrollment at North Harlem Elementary has continued increasing. Both the middle and high schools experienced a decline, but have since rebounded. The high school is now expanding and will be adding 22 new rooms.



School Enrollment Over Time				
	2000	2010	2015	2021
North Harlem Elementary	607	610	633	796
Harlem Middle	793	529	567	867
Harlem High	942	697	725	1,140
<b>Total</b>	<b>2,342</b>	<b>1,836</b>	<b>1,925</b>	<b>2,803</b>

Source: GA Department of Education

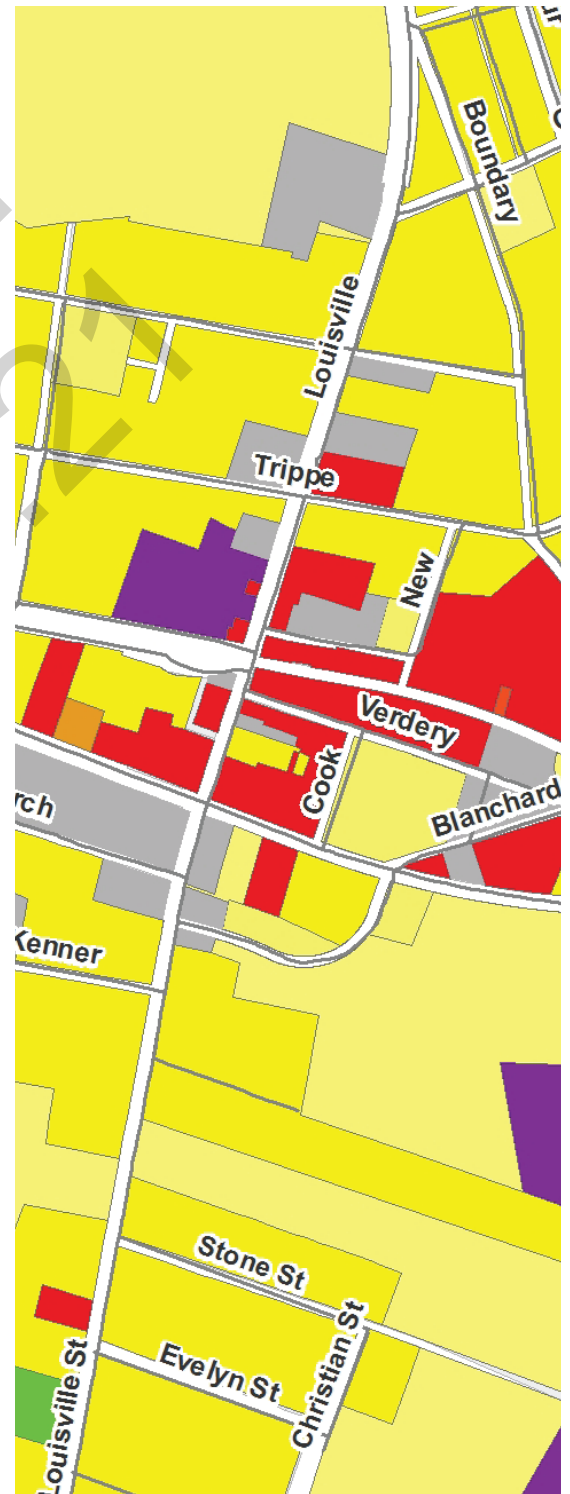
## EXISTING CONDITIONS

# Land Use

The designation of land for certain uses ensures that land currently contained in a specific jurisdiction can provide for its current and future needs. The demographic trends, economic circumstances, and social attitudes experienced within a certain jurisdiction can be directly influenced by how a community uses land.

The City of Harlem currently contains the following land use categories:

- Agriculture/Forestry
- Commercial
- Industrial
- Residential
- Public/Institutional
- Parks & Recreational
- Transportation/Communication/Utilities
- Vacant/Undeveloped



## EXISTING AND FUTURE LAND USES

Understanding established and potential land uses within the City of Harlem is important in order to address changing conditions. According to the most recent land use map of the city there was a significant amount of land annexed into the city of Harlem between 2006 and 2020.

## LAND USE DESIGNATIONS

The Georgia Department of Community Affairs' (DCA) "Standards and Procedures for Local Comprehensive Planning" includes a list of standard land use categories. The broadly defined land use categories contained in the list establish the parameters under which each local jurisdiction should classify existing parcels. The following section provides an overview of the land use categories Harlem has opted to utilize in order to inventory current land uses.

### General Residential

The general residential category includes most low-density residential housing types within the city limits including single-family detached dwellings, single-family attached dwellings, manufactured homes and multi-family dwellings.

### Commercial

All land dedicated to non-industrial business uses including retail sales, offices and general services.

### Industrial

Manufacturing facilities, processing plants, factories, warehousing and wholesale trade, mining or mineral extraction, etc.

### Public/Institutional

Government and institutional uses such as city halls, government building complexes, police and fire stations, libraries, prisons and post offices, schools, military installations, etc. Also includes private facilities such as colleges, churches, cemeteries, hospitals, etc. Some public facilities such as utility or recreational properties are classified in other more appropriate categories.

### Transportation / Communications / Utilities

Major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, etc.

### Park/Recreation/Conservation

Land dedicated for active or passive recreational uses. These public or privately owned properties may include playgrounds, parks, nature preserves, wildlife management areas, national forests, golf courses, recreations centers, etc.

### Agriculture/Forestry

Land dedicated to farming such as fields, lots, pastures, farmsteads, specialty farms, livestock production, etc; and, large-scale agriculture operations, commercial timber or pulpwood harvesting.

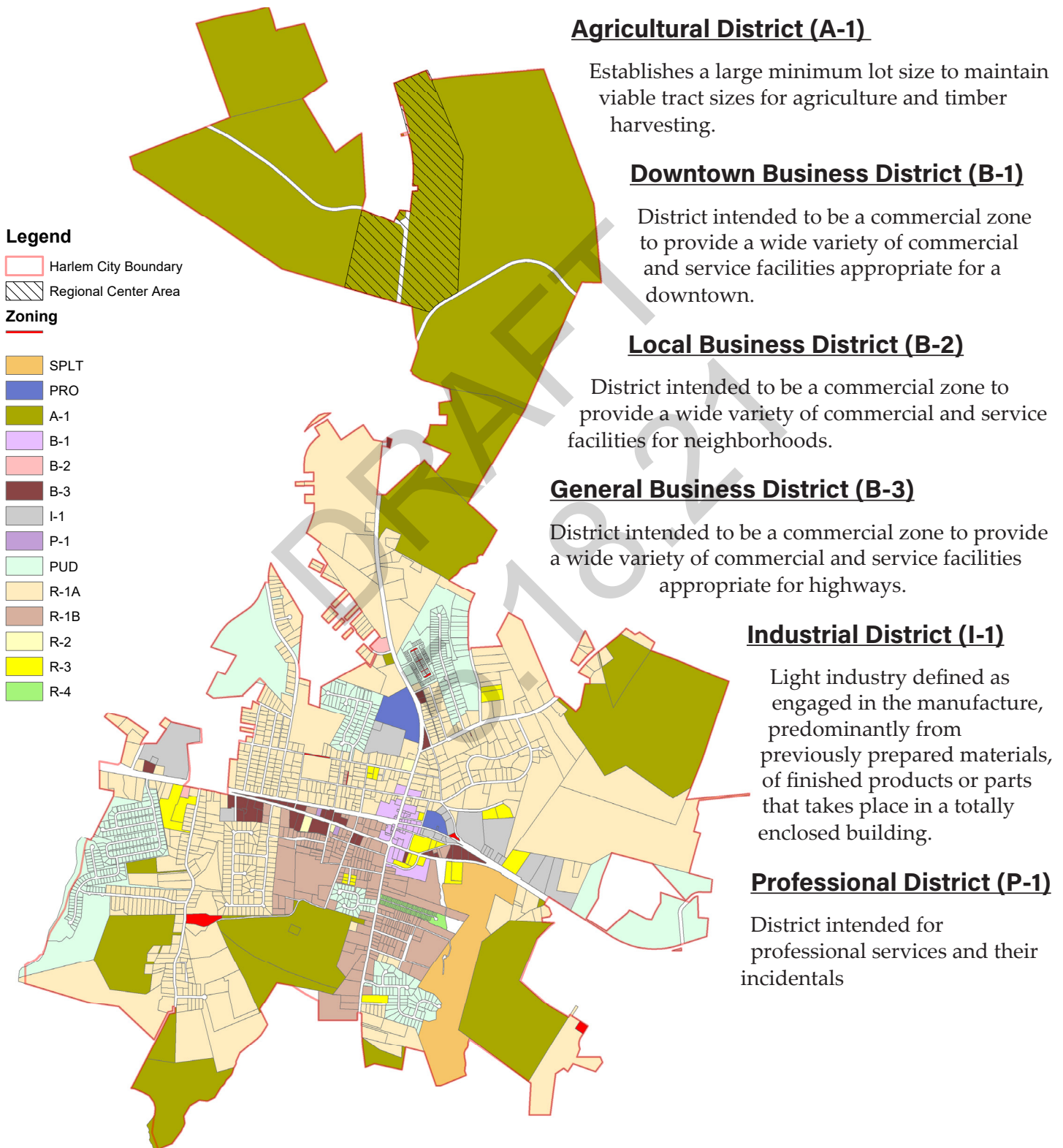
### Undeveloped/Vacant

Lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not yet been developed for a specific use or were developed for a specific use that has since been abandoned.

## EXISTING CONDITIONS

## ZONING DESIGNATIONS

The City of Harlem adopted its city-wide zoning ordinance on April 10, 2006 for multiple purposes including the guidance of growth in accordance with the comprehensive plan.



### **Planned Unit Development (PUD)**

Established to permit greater flexibility and more creative and imaginative design for the development of residential, commercial and industrial areas than may be possible in the other zoning districts

### **Residential District (R-1A)**

Establish a low-density, single-family residential district and to protect property in the districts from the depreciating effects of incompatible land uses.

### **Residential District (R-1B)**

Establish a medium, single-family residential district and to protect property in the districts from the depreciating effects of incompatible land uses.

### **Residential District (R-2)**

Establish a low-density, single-family residential district and to protect property in the districts from the depreciating effects of incompatible land uses and allow for larger structures

### **Residential District (R-3)**

Establish a low-density, single-family residential district and to protect property in the districts from the depreciating effects of incompatible land uses.

### **Residential District (R-4)**

Establishes a medium density residential district which allows attached single-family residential units.

### **Sustainable Community Mixed Use District (MUD)**

Advocates the creation and preservation of a distinct and visually harmonious community of choice that is compact, mixed-use and pedestrian friendly; and supports patterns of urbanization that are stimulating, safe and ecologically sustainable

### **Conservation Preservation Residential Zone (CP-R)**

Establishes the preservation of open space as a nonstructural storm water control and watershed protection measure and residential zoning district that promotes environmentally sensitive uses of the land

*As the city continues to annex property, it must consider the future use of that property and how it interacts and connects with existing uses and development patterns in the city. The continued growth also warrants closer coordination with the county on all annexation requests.*

## EXISTING CONDITIONS

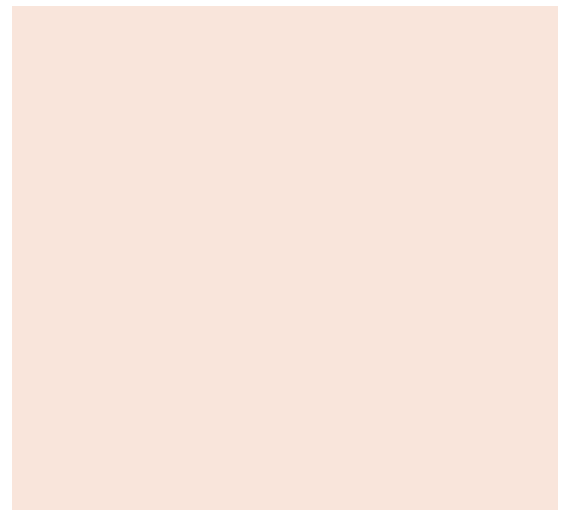
# Transportation

Transportation is a critical piece of most residents' lives and often represents a barrier to high quality of life. Transportation infrastructure varies and can include roads, bridges, rail, trails, buses, sidewalks and bike paths, among other things.

Land use and transportation planning must coordinate to achieve a more sustainable community. This coordinated planning effort will enable the city to create places with a balance of uses, mixed uses, preserved local character, and greater access to recreation, employment, and services.

Harlem is a small community that continues to annex nearby property. It is also beginning to face development pressure and resident concerns that too much growth too fast will result in traffic congestion and a less pedestrian-friendly environment. Harlem is also unique, in that many residents choose to drive golf carts. Additional planning for this mode of transportation must be made a part of local efforts to improve alternative modes of transportation.

The information on the following pages provides an overview of Harlem's road network and regional programs, as well as sidewalks and trail planning.



## ROAD NETWORK

Based on data from the Georgia Department of Transportation (GDOT) and the city, Harlem has 21.15 miles of roads. Like many jurisdictions, Harlem and its surrounding area has a variety of road types and functional classifications. These include:

- Principal Arterial,
- Minor Arterial,
- Major Collector,
- Minor Collector, and
- Local Roads



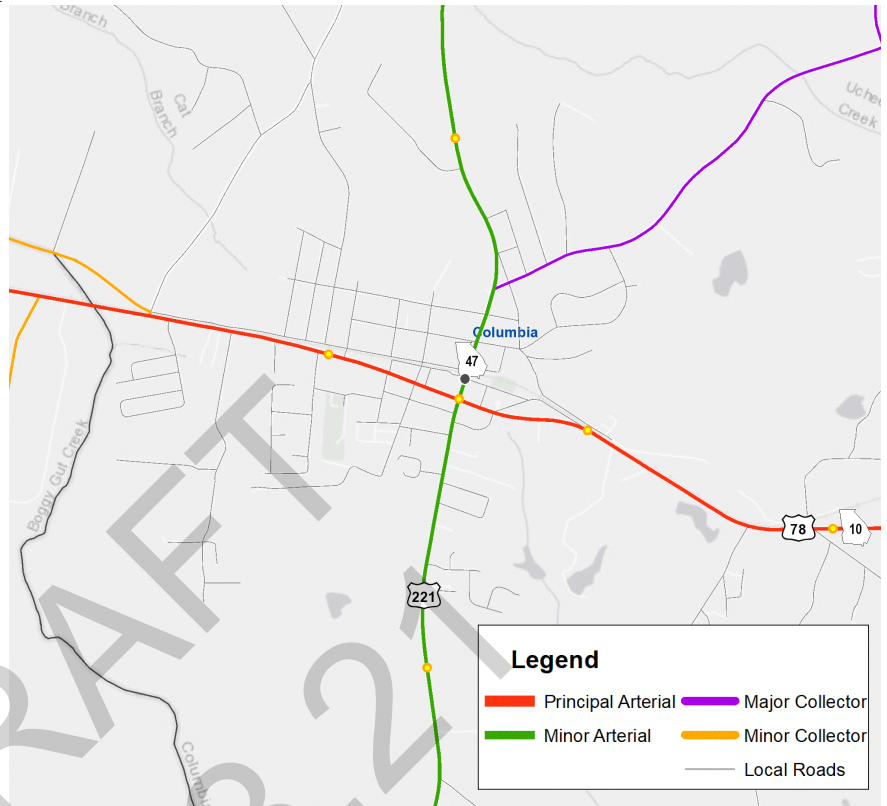
In 2012, the CSRA region was one of only three (3) in the state to pass the Transportation Investment Act (TIA, aka TSPLOST). The proceeds from TIA have been used to design and construct dozens of essential transportation improvements across all 13 counties in the region, either through the projects designated on the region’s final project list, or through the 25% discretionary funds.

TIA represents a 1% transportation sales tax to fund regional and local transportation improvements, of which 75% of funds go to a predefined project list. Discretionary funds are used on a variety of projects, such as airports, roads, bridges, bike lanes, and pedestrian facilities. The funds can be used on any new or existing transportation projects, including operation and maintenance or as a match for state and/or federal funds. The regional TSPLOST was reauthorized in 2020 (through a vote in all 13 counties) to continue past 2022.

**Current CSRA Project Info at a glance:**

Total Projects: 84  
 Projects Under Construction: 18  
 Projects Completed: 52  
 Original Approved Budget (2011 Dollars): \$712,723,624.95  
 Total Expenditure to Date: \$248,663,629.52

Roadway Functional Classification:  
Harlem and Surrounding Area



One major TIA project for the City of Harlem will be improvements and a new intersection in the Clary Cut Rd, Old Union Rd, and Hwy 221 area.

Additionally, Harlem (in conjunction with Grovetown and Columbia County) has been participating in the statewide REVAMP effort (originating from the Moving Ahead for Progress in the 21st Century Act of 2012) to gather Geographic Information Systems (GIS) data on local roads. The regional commissions across the state are GDOT’s partner in this effort. Aside from the road location, attributes on ownership, road name, operation, number of lanes, and surface type are also collected and reviewed. Additionally, GIS data on the locations of intersection traffic control devices (e.g. stop sign, traffic light), sidewalks within 1 mile of a school, pedestrian signals, and school zones will also be collected. The updated local roads layers will be utilized by GDOT and can be used locally in future mapping, fire and emergency services, Safe Routes to School, and other areas as needed.

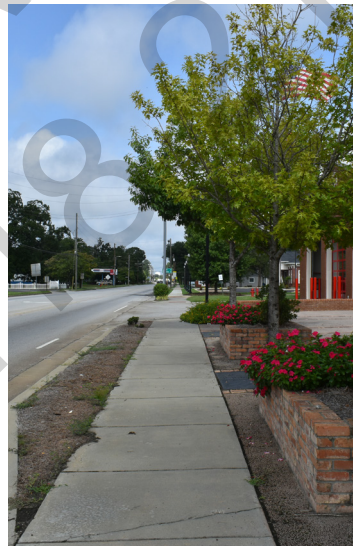
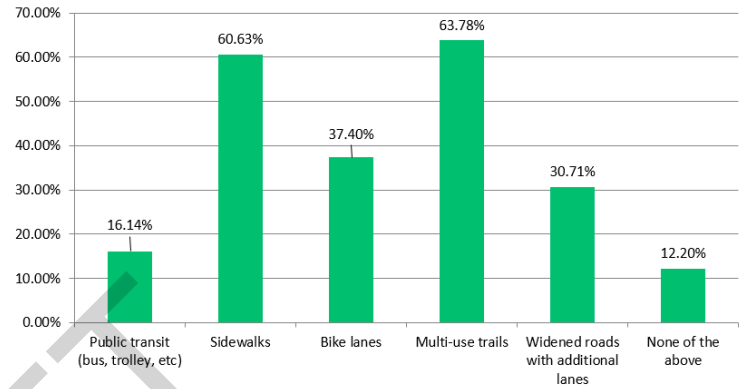
## EXISTING CONDITIONS

### SIDEWALKS & ALTERNATIVE MODES OF TRANSPORTATION

When surveyed during the comprehensive planning process, Harlem citizens responded that the transportation improvements most desired were sidewalks and multi-use trails.

Currently Columbia County has no mass transit system. In addition, the City of Harlem doesn't have a comprehensive sidewalk inventory. It does however have areas covered by sidewalks in its downtown areas and nearby neighborhoods. Sidewalk quality varies. The city should focus on repair and maintenance of sidewalks, trimming back shrub obstructions to sidewalk use and then seek opportunities to expand into new areas or connect others. When considering sidewalks, several things to consider are: common destinations, community linkages, size variation and end user needs.

Community Survey Question #15: What types of transportation improvements would you like to see more of in Harlem? Check all that apply.



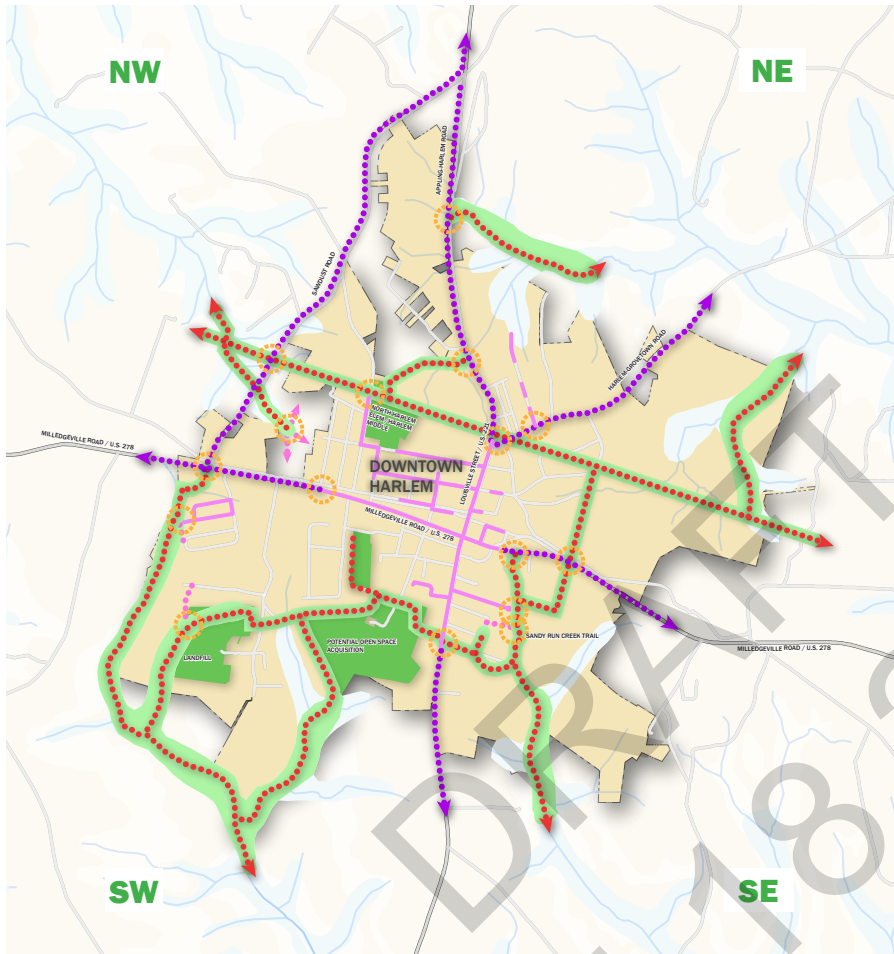
### TRAIL PLANNING

In 2014, the city of Harlem adopted the Greenways-Trails-Connections Master Plan. This plan set out a vision for a comprehensive greenways and trails system for the city. The city's intent was to create a beautiful and highly functional network that serves city residents in two equally important ways: by providing recreation and transportation opportunities. The Greenways-Trails-Connections plan arose out of goals, expressed in the city's

previous comprehensive plan of improving bicycle and pedestrian facilities.

The plan has not been fully implemented, and conditions in the city have changed since 2014. An update to the plan in the next few years would be prudent to keeping it consistent with evolving conditions and developing ways to be even more successful with implementation.

## HARLEM GREENWAYS AND MULTI-USE TRAILS NETWORK



### LEGEND

- |  |                    |  |                     |
|--|--------------------|--|---------------------|
|  | GREENWAY           |  | CITY LIMITS         |
|  | MULTI-USE TRAIL    |  | PARKS/OPEN SPACE    |
|  | SIDE TRAIL         |  | FLOODPLAINS         |
|  | WALKWAY CONNECTION |  | NETWORK CONNECTIONS |
|  | EXISTING SIDEWALKS |  |                     |

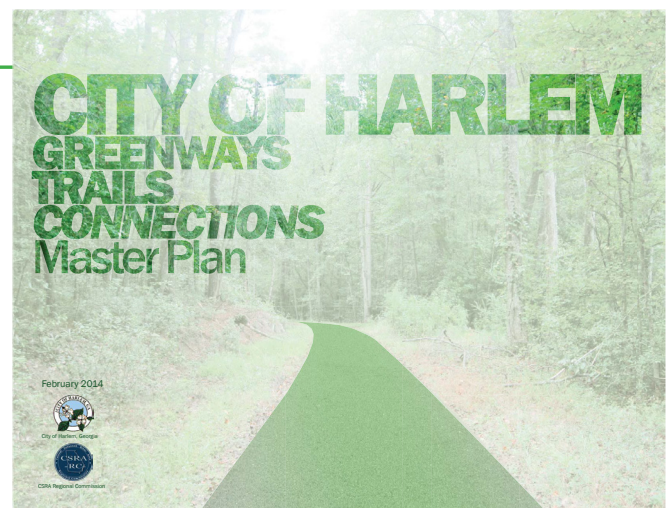


1 mile

One opportunity to observe areas of potential community need is the Safe Routes To School (SRTS) program, for which the CSRA RC is a partner. The SRTS program enables and encourages students to walk or bike to school by facilitating projects and activities that improve safety and reduce traffic and air pollution in the vicinity of schools. Performing walk audits around schools or popular locations can provide recommendations of where to install additional bike/ped facilities and increase connectivity.

The plan is divided into four main sections.

- Section 1: Greenways addresses the creation of a network of greenways – a “green ring” surrounding and running through the city. It discusses what is meant by the term “greenway” and outlines a long-term vision for greenway acquisition.
- Section 2: Trails focuses on the creation of a multi-use trails network. This network largely, but not exclusively, consists of trails within the envisioned greenway network. Much of it includes side trails that run alongside roads in areas where greenways are not feasible.
- Section 3: Greenways and Trails Network presents the proposed network and discusses important considerations such as construction standards, user types, access and various enhancements.
- Section 4: Implementation focuses on implementing the network, including methods of acquisition, costs and funding sources.



## EXISTING CONDITIONS



# Community Vision

This section of the plan articulates several critical components helping the City of Harlem become the community it wants to be.

The following are included:

SWOT Analysis  
Needs & Opportunities  
Community Goals  
Future Development: Character Areas

## COMMUNITY VISION

# SWOT Analysis

Based on the community survey, stakeholder conversations and available data, the CSRA RC staff compiled a list of Strengths, Weaknesses, Opportunities, and Threats (SWOT).

The SWOT results were used in identifying community needs and opportunities and examining potential community projects.

*Questions considered during the SWOT process include:*

- What does the city do well?
- What advantages does it have over other places?
- What unique resources/knowledge can it draw on?
- What could the city improve upon?
- Where does it have fewer resources than other places?
- What knowledge is lacking?
- What opportunities are open to the city?
- What trends could it take advantage of?
- How can the city turn its strengths into opportunities?
- Are there programs/partnerships the city can expand?
- What threats could harm/inhibit city operations?
- What are the county and nearby cities doing?
- What threats do the city's weaknesses expose it to?

# S

## STRENGTHS

# W

## WEAKNESSES

# O

## OPPORTUNITIES

# T

## THREATS

**STRENGTHS**

- Small town feel/traditional Mainstreet
- Sense of community with family-oriented activities and several local events
- Downtown shopping
- Good school system
- Safe and clean
- Historic downtown and Antebellum homes
- Lack of heavy traffic
- Experienced leadership w/ city pride
- New business supports the small town feel
- Quality fire service and public safety
- Council supports alternative transportation
- Growing population of young adults and families

**WEAKNESSES**

- Local resistance to change
- Lack of small, locally owned restaurants
- Lack of businesses downtown
- Lack of medical facilities/clinics
- Lack of after-school educational/recreational programs for kids
- Lack of communication with residents
- Lack of Internet access options
- Lack of sidewalks in some areas
- Unreliable trash service
- Negative perception of water quality/treatment/pressure/rates
- Lack of city marketing - both to new residents and potential businesses
- Lack of advertising of new businesses
- Lack of housing diversity
- Inability to recruit higher-paying jobs
- Cast-iron pipes need upgrading
- Poor storm drainage (e.g. on Hwy 221)
- Abandoned or underutilized buildings (e.g. the San Saba pecan factory)

**OPPORTUNITIES**

- Business creation and expansion
- Becoming a bedroom community for Fort Gordon as it continues to grow
- Balancing growth with the small town charm
- Expand historic/heritage tourism
- Expansion of city parks and recreation facilities (new play equipment, dog park, splash pad, etc.)
- Adding trails (nature, walking, and biking)
- Golf cart regulation, paths, and signage
- Land to grow and add housing
- Increase the number and type of local events
- Re-use of older buildings
- Expand the Farmer's Market
- Support Fort Gordon Cyber Command with businesses and contractors
- Expand city utilities (e.g. sewage treatment capacity, water storage)
- Local merchants can offer cyber-related courses
- Making downtown more of a destination
- Creating support for existing businesses (e.g. parking area with golf carts for local tours)
- Improve website, social media, etc.

**THREATS**

- Increased traffic/through traffic
- Uncontrolled growth/sprawl
- External growth in Columbia County
- Small/local business being pushed out
- Lack of infrastructure to support growth
- Blighted properties
- Growing transient population
- Limited possibility for new business construction downtown
- Residents easily travel to other communities for retail
- No nearby medical facilities
- Lack of access to grants

## COMMUNITY VISION

# Needs & Opportunities

The Needs and Opportunities included in this section of the plan present issues to address and possibilities to pursue. These items were generated during the 2021 comprehensive planning process utilizing: input from the stakeholder committee, data review, a community survey, and SWOT analysis. These informed other parts of the plan, including goals and work program activities.

As a reminder, these aren't the only possible needs and opportunities for the city, and this document is flexible to change as the community does.



## BROADBAND

Columbia County broadband utility is willing to work with Harlem to improve resident and business access, including “last mile” connections.

Opportunities exist to improve Wifi access downtown and in public areas.

New developments would benefit from being connected to fiber while under construction.

## ECONOMIC DEVELOPMENT

The small town character of Harlem is a valued asset to be honored with infill commercial and residential development.

The city needs to develop a relationship with the Columbia County Development Authority and the Chamber of Commerce to reach economic development goals, such as finding occupants for vacant or underutilized buildings.

Population growth in conjunction with the increasing average household income of residents should provide the population base to attract commercial development

There is a lack of short-stay accommodations (hotels, motels, bed and breakfasts) within the city limits for tourists.

The historic areas of the city and the Laurel and Hardy Museum already attract visitors to the city and could be bolstered.

The current level of pedestrian activity in center city Harlem can be improved.

Potential exists to add cyber-related businesses.

## COMMUNITY FACILITIES & SERVICES

The increase in Harlem’s population will not be strain on infrastructure due to current levels of capacity and plans to increase capacity of certain infrastructure resources.

Need to update water/sewer pipes, particularly connections from the main line to the home

The desire for added greenspace is being addressed in through the implementation of the “Harlem Center City Plan.”

A trails plan was developed by the city with assistance from the Regional Commission, and it is being implemented by City staff. It needs to be updated.

There is a lack of county parks within the city. Opportunity exists to add a dog park, golf cart paths, and playground equipment at existing parks.

Firetrucks struggle to access homes due to cars parked on one or both sides of the street.

Additional sidewalks are needed in several areas (potential areas include Oliver Hardy Court, Phillips Crossing down Louisville Rd, and connect existing neighborhoods).

There are potential issues with traffic from I-20 through the city’s one red light (commuter route).

More services are needed to support families.

## NATURAL & CULTURAL RESOURCES

Harlem is committed to protecting its watersheds and wetlands.

There are a number of public parks/rec spaces within the city limits and more are desired.

Harlem has an abundance of trees within the city limits that enhance the character of the city and should be preserved.

Existing historic properties need protection, maintenance, and promotion.

## COMMUNITY VISION

Some wetland areas need protection from development. There are no ordinances for wetland protection, but it is a consideration in review processes.

Additional information is needed on endangered species in the area.

## LAND USE & TRANSPORTATION

There is available land to annex around the city.

The 2014 Harlem City Center Plan implemented several areas of focus: Downtown, Neighborhoods, Gateways, and New Investments that still need attention

There is an abundance of land within the city limits classified for residential use, providing ample area for residential development and redevelopment.

The City of Harlem has limited potential for growth in areas south and southeast of the city due to natural features and Fort Gordon activity.

Little county activity is planned near Harlem; the I-20 interchange is the closest

Commuter routes may be a concern

Citizens and council support a golf cart plan

Additional sidewalks have been requested, but there isn't a clear understanding of where existing sidewalks are and how/where to fund new ones

## HOUSING

The city of Harlem has several historical residential and non-residential buildings throughout the city that enhance its character.

Need to understand housing diversity, pricing and quality at the structure level rather than statistics

Townhouse developments are increasing, and residents are concerned about traffic resulting from denser development.

Redevelopment of the New Street area through the Urban Redevelopment Authority (URA) should fit with historic character and has the ability to bring commercial and residential development.

City zoning code has minimum single-family homes and no category to fit tiny homes, separate from tiny home subdivisions.



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## COMMUNITY VISION

# Community Goals

Concurrent with, and following, development of the needs and opportunities, stakeholders and other planning participants have identified the shared planning goals of the City of Harlem. The “Community Goals” component of this document includes the following elements:

- **Goals:** The goals list consists of broad statements of understanding and intent regarding Harlem’s long-term growth and development vision.
- **Policies:** These accompany each goal, which serves as ongoing guidance and direction for local officials for making decisions consistent with achieving that goal.

When the opportunity presents itself, potential actions derived from the policy statements contained in this section of the 2021 Comprehensive Plan may be incorporated as amendments into the Community Work Program at a future date.



**GOAL:**

To ensure that all residents, businesses and institutions have access to quality, affordable high-speed Internet throughout the City.

**POLICIES:**

- Provide residents, businesses and institutions with opportunities to discuss their broadband issues.
- Pursue funding opportunities to expand and/or improve access.
- Seek opportunities to partner with neighboring jurisdictions to create or expand high speed Internet infrastructure where feasible.

## BROADBAND

## ECONOMIC DEVELOPMENT

**GOAL:**

Establish downtown Harlem as a destination for live, work and play

- Maintain a diverse economy based on multiple industry sectors and employment opportunities in the city limits.

**POLICIES:**

- Collaborate with county and regional economic development agencies
- Support and promote local private business groups that can focus some of their energy on marketing Harlem as an attractive business location.
- Utilize incentives to recruit businesses, particularly those with jobs at different salary levels
- Regularly update city marketing documents
- Focus on downtown commercial and residential development, including adaptive reuse of existing buildings and tourism efforts
- Support local efforts to increase academic achievement
- Ensure URA commissioners and staff attend training annually

## COMMUNITY VISION

### GOAL:

Improve housing conditions and increase housing options for residents of all ages and income levels.

### POLICIES:

- Support programs that address substandard housing and vacant and dangerous buildings.
- Participate in CHIP, GICH, USDA and CDBG housing rehab programs as feasible.
- Encourage housing in the upper floors of downtown commercial buildings.
- Incorporate open space, natural landscape, and common greenspace in new residential development.
- Promote affordable housing options.
- Actively work to increase quality multi-family options.
- Maintain and periodically update a housing inventory
- Encourage mixed-income developments that include market-rate and subsidized options, including partnerships with developers
- Continue cooperation between the URA and City Council for intergovernmental agreements for housing development.

## LAND USE

## HOUSING

### GOAL:

Ensure that community growth is managed in order to maintain stable neighborhoods, preserve greenspace, encourage commercial development, and respond to commuters.

### POLICIES:

- Seek access to financial and other resources, as they become available to promote and implement the development of character area development pattern proposed in the Comprehensive Plan.
- Review community ordinances regularly and update as needed.
- Attend annual trainings with subject-matter experts (Planning Commission and City staff).
- Coordinate land use decisions with transportation decisions
- As annexations continue, utilize land use regulation tools to prevent encroachment onto Fort Gordon.
- Facilitate cooperation between the URA and Planning Commission to pursue land development codes supportive of redevelopment activities.
- Review housing development trends for potential impacts on Harlem quality of life goals.

**GOALS:**

- Create features within the city to enhance the existing character of Harlem.
- Maintain the city's unique heritage and character through protection, promotion and preservation of resources

**POLICIES:**

- Utilize design guidelines to protect the design and character of historic structures while exercising flexibility in their use.
- Promote the use of historic preservation rehabilitation tax credits.
- Seek opportunities to link natural, agricultural, and cultural sites together to create tourist and resident experiences.
- Consider natural and cultural resources impacts, protection, and conservation when making land use or other planning and development decisions.
- Review ordinances and update as needed for natural resource protection.
- Ensure HPC members and staff attend training annually or semi-annually.

## NATURAL & CULTURAL RESOURCES

**GOALS:**

- Increase pedestrian, bicycle, and golf cart safety and access to all portions of the city.
- Adequately manage traffic volume increases resulting from growth in the surrounding area.

**POLICIES:**

- Develop an extensive recreational trail network
- Pursue funding to increase pedestrian and bicycle linkages throughout the city
- Create more on-street and off-street bike facilities
- Include bike lanes on wider streets as feasible to encourage alternative transportation usage.
- Work toward connectivity in the road network where possible and modify development regulations to allow for context sensitive design, including the use of Complete Streets policies

## TRANSPORTATION

## COMMUNITY VISION

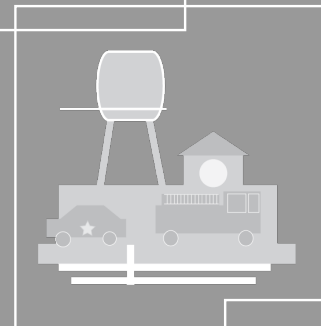
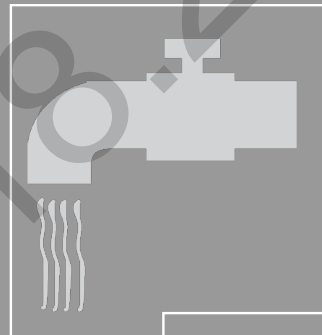
### GOAL:

To provide adequate facilities and cost-effective services that meet the needs of residents and improve overall quality of life.

### POLICIES:

- Periodically review recreational programs and facilities to improve accessibility and use
- Research the presence of food deserts and the ability to improve food access in those areas
- Support farmer's markets, pocket parks and community gardens
- Improve accessibility to library services and educational programs
- Promote access to healthy, local food, especially among disadvantaged populations
- Maintain capital improvement plans, including an inventory of the current condition of infrastructure

## COMMUNITY FACILITIES & SERVICES





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## COMMUNITY VISION

# Future Development: Character Areas

The Georgia Department of Community Affairs' Minimum Standards and Procedures require communities subject to the Georgia Zoning Procedures Law include a land use element within their comprehensive plan document. The City of Harlem, Georgia administers and enforces land use and zoning regulations requiring that the comprehensive plan include a land use element.

Locally initiated or mandated by the state, the inclusion of a land use element within a comprehensive plan document is a sound requirement as there is no other comprehensive planning element which better relates to a community's long term vision of growth, development, vitality than how land is used within the community by residents and public and private entities.

The Comprehensive Plan will be considered by governing authorities when making land use recommendations, determinations, interpretations, and decisions for the future.

Images contained in the following pages include existing conditions in the designated Character Area and aspirational examples of future development.



CHARACTER AREA MAP:

This map and supporting narratives provide a description of preferred land use districts for varying sections of the city of Harlem.

CHARACTER AREA BOUNDARIES:

Similar to a future land use map, character area boundaries are contained by parcel lines. The character area boundaries in this document represent “approximate” character area location. This flexibility allows the governing body charged with implementing the plan to make decisions based on changing conditions while reducing the need to continually amend the comprehensive plan.

As a result, it is possible to assume that small parcels located directly adjacent to one (1) or more character areas may be permitted by the local government to develop according to the parameters of the adjacent area rather than the area in which it is located. Such an action should be taken sparingly and the decision should only be made if the local government can show that it is consistent with the recommendations provided in other sections of the Comprehensive Plan or other local policy document. For the most part however, tracts should develop according to the parameters established in the specific character area in which it is located. Each jurisdiction is strongly encouraged to initiate amendments to their Character Area Map whenever the community intends to promote a development pattern in an area that is contrary to the adopted map.

CHARACTER AREA NARRATIVES:

The narratives which correspond to the Character Area Map should be viewed as general policy statements - as statements of intent. Their use and applicability is similar to those other goals and policy statements found in the Community Goals component of the Plan. They should inform future development decisions and perhaps form the basis for more detailed topic-specific studies in the future.

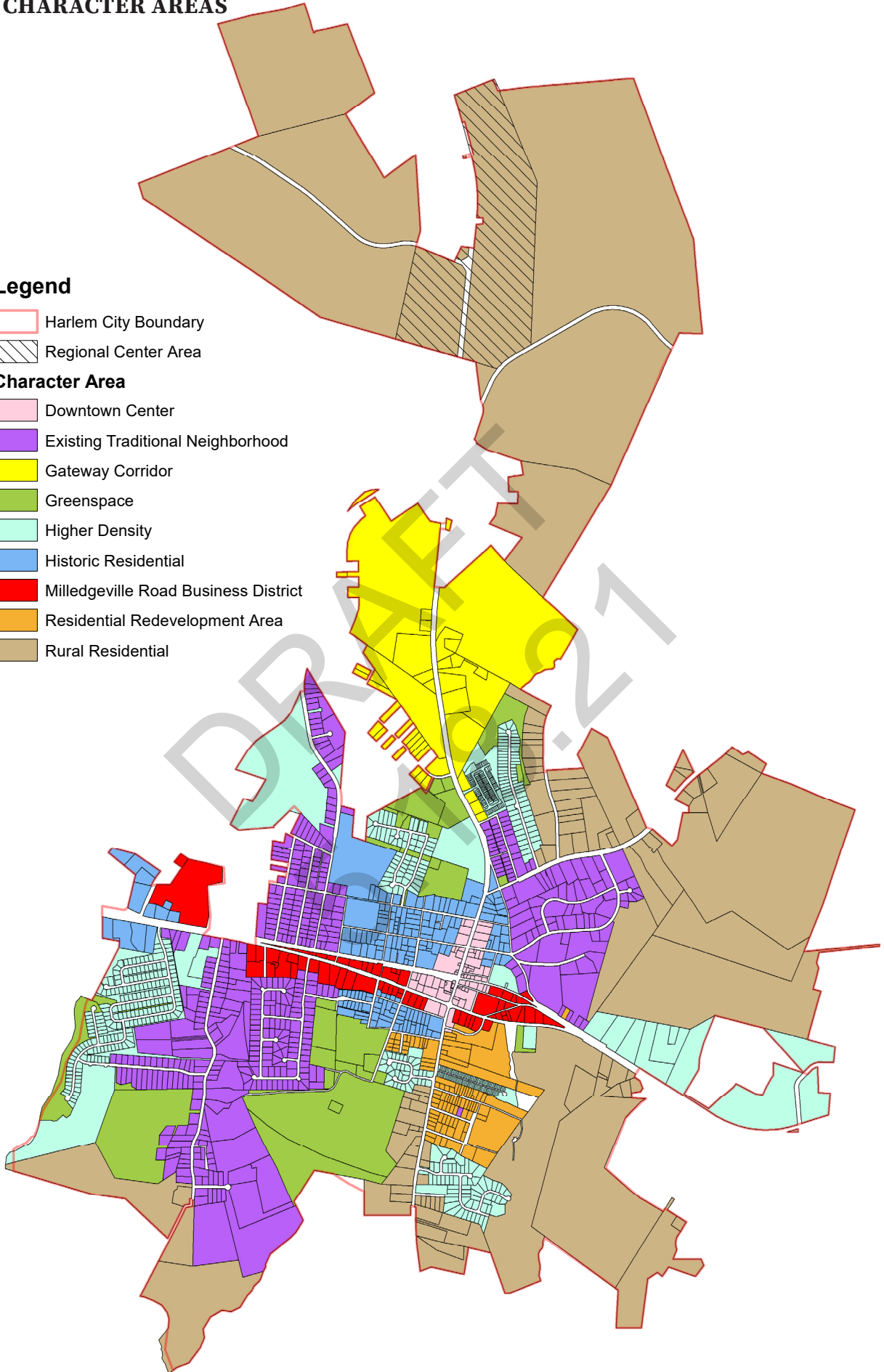
# HARLEM CHARACTER AREAS

## Legend

- Harlem City Boundary
- Regional Center Area

## Character Area

- Downtown Center
- Existing Traditional Neighborhood
- Gateway Corridor
- Greenspace
- Higher Density
- Historic Residential
- Milledgeville Road Business District
- Residential Redevelopment Area
- Rural Residential



## REGIONAL CENTER

### Description:

Concentration of regionally-marketed commercial and retail centers, office and employment areas, and other facilities. This areas is characterized by high degree of access by vehicular traffic; on-site parking; low degree of internal open space; large tracts of land, campus or unified development. It is envisioned as a transition point coming into Harlem from similar development in the county.

### Primary Land Uses:

Commercial | Office | Medical



### Suggested Development Strategy:

- Should include relatively high-density mix of retail, office, services, and employment to serve a regional market area.
- Include a diverse mix of higher-density housing types, such as multi-family town homes, apartments, lofts, and condominiums, including affordable and workforce housing.
- Internal design should be very pedestrian oriented, with strong, walkable connections between different uses.
- Include direct connections to nearby networks of greenspace or trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreation purposes.
- Road edges should be clearly defined by locating buildings at roadside with parking in the rear. Shared parking and maximum parking limits should be encouraged.
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and in multi-family dwellings.
- Encourage compatible architecture styles that maintain the regional character, and should not include “franchise” or “corporate” architecture.
- Particular attention should be paid to signage to prevent visual clutter. Encourage way-finding, on-site, and monument style signage.
- Buffer this area from lower density development nearby.

## COMMUNITY VISION

### RURAL RESIDENTIAL

#### Description:

Developed and undeveloped areas of the city intended for low to moderate density residential land uses and small-scale non-residential uses that are directly associated with and support residents. Existing housing is in fair to good condition. There is low pedestrian orientation and access, large lots, open space, pastoral views and higher degree of building separation than other areas. It's desired that this area maintain rural atmosphere while accommodating new residential or commercial development. This land likely to face development pressures for residential development.

Northern areas of the city may also face commercial pressure. It is understood that these areas could see a transition to a mixture of Higher Density and Greenspace Character Areas (if greenspace resources are maintained).

---

#### Primary Land Uses:

Neighborhood scale commercial | Residential

Greenspace | Public/Institutional

---

#### Suggested Development Strategy:

-Permitting rural cluster or conservation subdivision design that incorporate and protect significant amounts of open space.

-Balance architectural styles that promote variety with compatible architecture styles that maintain and reflect the regional rural character; should not include "franchise" or "corporate" architecture.

-Connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes.

-Design for greater pedestrian orientation and access, more character with clustering of buildings within the center, leaving open space surrounding the center.



- Create bicycle and pedestrian features that link community facilities.
- Create self-contained neighborhood parks or recreation space.
- Promote upkeep of existing residences.
- Higher density development should have direct access to high volume thoroughfares and should not be accessed via local residential streets.
- Encourage (as preferred) low to moderate density housing options (single-family, duplex, town houses).
- Establish street linkages between arterials and adjacent development tracts.
- Create collector street standards for large developments and in targeted areas.

## HIGHER DENSITY DEVELOPMENT

### Description:

A neighborhood having relatively higher density housing development compared to historic residential and existing traditional neighborhoods. The neighborhood as relatively consistent architectural style, lot and street design, and higher rates of home-ownership. Location may also be near undeveloped property or in-fill areas in town.

---

### Primary Land Uses:

Commercial | Office | Residential  
Public/Institutional | Greenspace  
Mixed-Use (PUDs out by high school)

---

### Suggested Development Strategy:

- Includes a well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for neighborhood amenities, including commercial.
- Provide strong pedestrian, golf cart, and bicycle connections to encourage these residents to walk/ bike to work, shopping, and recreation.
- New streets should be connected (i.e., minimize or prohibit cul-de-sacs) to disperse traffic, shorten walking/biking trips.
- Design features that encourage safe, accessible streets should be employed –such as narrower streets (where on-street parking is prohibited), on-street parking (with appropriately wide areas for fire truck access), sidewalks, street trees, and landscaped raised medians for minor collectors and wider streets.
- Smaller lot size must be compensated by additional greenspace, pocket parks, and other amenities.

## GATEWAY CORRIDOR

### Description:

Developed or open land paralleling the route of a major thoroughfare through Harlem that serves as an important entrance or means of access on the north side of the city, leading toward downtown.

---

### Primary Land Uses:

Residential | Greenspace/Open Space

---

### Suggested Development Strategy:

- Focus on appearance with appropriate signage, landscaping and other beautification measures.
- Manage access to keep traffic flowing; using directory/way-finding signage to clustered developments.
- Retrofit or mask existing strip development or other unsightly features as necessary.



## COMMUNITY VISION

### EXISTING TRADITIONAL NEIGHBORHOOD

#### Description:

A neighborhood having relatively well-maintained housing, possessing a distinct identity through architectural style, lot and street design, and higher rates of home-ownership. Location near declining areas of town may also cause this neighborhood to decline over time.

---

#### Primary Land Uses:

Residential | Greenspace

---

#### Suggested Development Strategy:

- Focus on reinforcing stability by encouraging more homeownership and maintenance or upgrade of existing properties.
- Undeveloped properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing.
- Include well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for appropriately-scaled retail establishments serving neighborhood residents.
- Provide strong pedestrian and bicycle connections to encourage these residents to walk/bike to work, shopping, and recreation.
- Promote primarily single-family detached
- Design guidelines promoting some components of traditional architecture(front porches, rear garages, front door orientation, etc.) but allowing variations in building materials.
- Create additional neighborhood parks (small lots, playgrounds, community greens, etc.).
- Reserve smaller building lots for higher single-family densities than Harlem's historic neighborhoods.



## HISTORIC RESIDENTIAL

### Description:

Residential neighborhoods containing the largest concentration of National Register eligible properties within the city of Harlem and exhibiting the best examples of New South and/or post-WWII development patterns. Infill development incorporates the development features that result in seamless transitions between historic homes and contemporary construction. The area includes a street grid, sidewalks in good condition, and a tree canopy.

---

### Primary Land Uses:

Residential | Greenspace

---

### Suggested Development Strategy:

- Historic properties should be maintained or rehabilitated/restored according to the Secretary of the Interior’s Standards for Rehabilitation where possible (or as required by the NRHP). Especially focus on facades.
- New development in the area should be of scale and architectural design to fit well into the historic fabric of that area.
- Pedestrian access and open space should be provided to enhance citizen enjoyment of the area (e.g. extend the sidewalk system).
- Linkages to regional greenspace/trail system should be encouraged as well.
- Promote low-density infill –primarily single-family detached.
- Design guidelines promoting traditional architecture should be enforced.
- Incorporate traffic calming features into residential streets.
- Preserve individual trees and the tree canopy where applicable.



## COMMUNITY VISION

### DOWNTOWN CENTER

#### Description:

This is a mixed-use activity center promoting building and site design features complimentary to the historic development patterns found in the city's central business district. This includes immediately surrounding commercial, industrial, or mixed-use areas.

Historic commercial and industrial buildings are close to the street. Building vacancy is relatively low, and there's a concentration of government uses. Opportunity for residential infill and lofts exists and can support the existing residential.

Although the streets are more pedestrian-friendly via sidewalks than other areas of town, there's opportunity for more. There's also a high volume of large vehicle traffic through the district and increasing community concerns about commuter traffic.

---

#### Primary Land Uses:

Commercial | Residential | Public/Institutional

Greenspace

---

#### Suggested Development Strategy:

-Include relatively high-density mix of residential, retail, office, services, restaurants and employment. This mix can occur on the same site or structure.

-Residential development should reinforce the traditional town center through a combination of rehabilitation of historic buildings and compatible new infill development targeted to a broad range of income levels, including multi-family town homes, apartments, lofts, and condominiums.

-Road edges should be clearly defined by locating buildings at roadside with parking in the rear.

-Enhance the pedestrian-friendly environment, by including sidewalks and creating other pedestrian-friendly trail/bike routes linking to neighborhoods and major area destinations,



- Balance the mix of traditional on-street parking with other parking on the side/rear of buildings; parking structures should be faced with retail at a ground level.

- Create community focus as an "event" district.

- Create cluster of government buildings/services.

- Complementary infill - traditional architectural and orienting buildings to the street build-to lines versus setbacks – particular focus on street-facing building facades.

- Retain facade design requirements and grant program.

- Preserve trees where possible.

## MILLEDGEVILLE RD. BUSINESS DISTRICT

### Description:

Principal east-west arterial corridor to develop with a mixture of vehicle-oriented retail and office uses while preserving historic residential structures (some in need of repair) and promoting site design features that are complimentary to adjacent historic districts. Vacant/abandoned properties dot the district. Existing sidewalks are in fair condition, and the area contains above ground utilities.



### Primary Land Uses:

Commercial | Office | Industrial | Residential  
Institutional (churches) | Greenspace



### Suggested Development Strategy:

- Continue commercial development, including large retail and vehicle-oriented businesses.
- Include street trees and on-site tree planting requirements.
- Build new commercial structures at the street front, taking up a portion of the oversize parking lot and creating a shopping “square” around a smaller internal parking lot.
- Upgrading the appearance of existing older commercial buildings with façade improvement, new architectural elements, or awnings.
- Reconfiguring the parking lot and circulation routes for automobiles.
- Providing pedestrian and bicycling amenities, including benches, lighting, bike racks and others from the “downtown center” area.
- Adding landscaping and other appearance enhancements, trees and landscaping in parking lots to provide shade and help reduce storm water runoff.
- Consider burying the utilities.
- Allow limited light industrial uses at western and eastern edge of city limits.



- Preserve historic residential structures for office and neighborhood retail.
- Manage vehicular access via traffic control median, spacing of driveways and cross access easements.
- Develop uniform signage and remove off-premise signs.

## COMMUNITY VISION

### RESIDENTIAL REDEVELOPMENT

#### Description:

Low-density residential areas of the city that are interspersed with undeveloped tracts that show signs of significant building deterioration, deteriorating infrastructure, overgrown lots and general lack of upkeep. Much of the original housing stock is in place and located on small lots. Low-density infill residential opportunities are apparent as well as opportunities for multi-family development in close proximity to existing arterial streets.

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#### Primary Land Uses:

Residential | Greenspace/Recreation

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#### Suggested Development Strategy:

- Focus on strategic public investments to improve conditions, appropriate infill development on scattered vacant sites, and encouraging more homeownership and maintenance or upgrade of existing properties.
- Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing.
- The redevelopment strategy for the area should focus on preserving and rehabilitating what remains of the original housing stock, while rebuilding, on the remaining land, a new, attractive neighborhood following the principles of traditional neighborhood development.
- Strong pedestrian and bicycle connections should also be provided to encourage residents to walk/bike to work, shopping, or other destinations in the area.
- New streets should be connected (i.e. minimize or prohibit cul-de-sacs) to disperse traffic, shorten walking/biking trips.
- Promote rehabilitation of sub-standard housing.
- Encourage homeownership and property owner education.



- Design guidelines for infill structures promoting traditional building form and placement (front porches, rear garages, front door orientation, etc.)
- Site design guidelines promoting traditional lot, block and street layout
- Promote mixture of housing types and densities permitted but contained within separate development tracts or sites.
- Higher density development should have direct access to high volume thoroughfares and should not be accessed via local residential streets.

## GREENSPACE

### Description:

Undeveloped property with unique features whose long-term use is not private development.

Primarily natural lands and environmentally sensitive areas not suitable for development, e.g., scenic views, steep slopes, flood plains, wetlands, or watersheds,

When associated with subdivision development, an emphasis on parks with passive and active components (including playgrounds) will be emphasized.

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### Primary Land Uses:

Undeveloped | Passive Recreation

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### Suggested Development Strategy:

- Not allowing any new development on that area.
- Promoting use of conservation easements in developments
- Widen roadways in these areas only when absolutely necessary.
- Carefully design the roadway alterations to minimize visual impact.
- Promote these areas as passive-use tourism and recreation destinations.
- When affiliated with a residential development, promote certain sections of these areas as parks, passive recreation, active recreation, and protected planting areas.



# Plan Implementation

While prior portions of the plan examined and described issues, general goals and a physical vision, the Community Work Program is a specific list of projects. It is aimed at addressing needs and opportunities, assessing previous activities, realizing goals and moving the county and municipalities closer to the vision expressed in the plan.

This section of the Plan includes the following:

A Report of Accomplishments (ROA), based on activities included in the 2016 work program

A new Community Work Program that identifies the specific activities to be undertaken

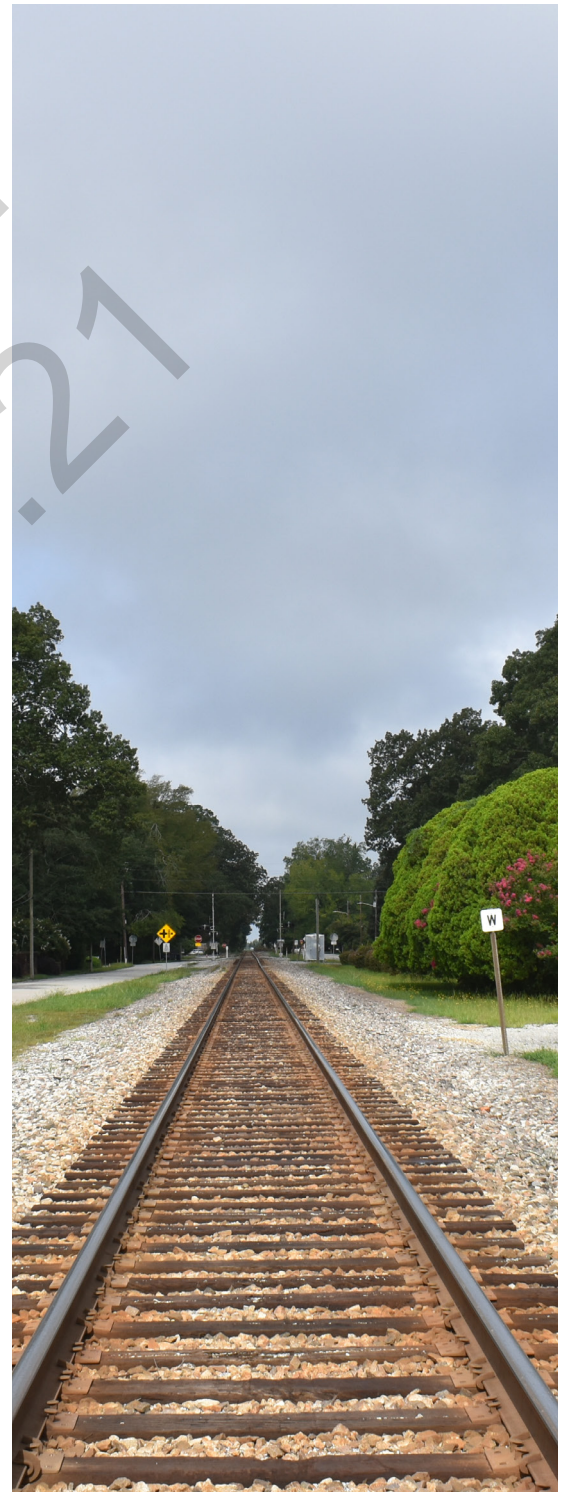
## PLAN IMPLEMENTATION

# Report of Accomplishments

This section of the Harlem Comprehensive Plan presents the Reports of Accomplishments for the city.

A list of projects from the 2016-2021 Community Work Program (CWP) have been evaluated and assigned the following identifiers to acknowledge the status of each project as:

- Completed: The listed project has been concluded
- Ongoing: The listed project has started and is continuing
- Postponed: The listed project has not been started or halted for some reason
- Not Accomplished: The listed project has not and will not moved forward



**ECONOMIC DEVELOPMENT**

Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Facilitate the provision of residential high-speed Internet service, via fiber, to all new subdivisions and those currently under development.		X			This activity is being pursued through development guidelines as well as direct efforts with providers and has been reworded in the Broadband Services section of the 2021 CWP as "Require new development to provide broadband infrastructure."
Create, adopt, and implement an incentives package that reduces the cost of opening a business in center city Harlem.		X			The Harlem URA has worked on available space for businesses and markets them at below market rate; this will continue. Vacancy rates hover around 1%. More could be done in the future but isn't feasible presently. This activity is not included in the 2021 CWP.
Create guidelines for the appearance of buildings in center city Harlem.	X				
Initiate a facade grant program in which businesses in center city Harlem can receive a grant to make visual improvements to their facade.	X				
Create a city center park as an attraction for residents and visitors to complement the surrounding area.	X				
The City of Harlem will invest in a new Accounting/Billing Software System.	X				

**PLAN IMPLEMENTATION**

NATURAL AND CULTURAL RESOURCES					
Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Create a community park on vacant parcel located at the corner of Harlem/Grovetown Road and East Boundary Street.			X		Development is scheduled after the completion of the Sandy Run Walking Trail. The first phase of this trail should be completed early 2021 with the second phase completed early 2022.
Adopt subdivision conservation standards.	X				
Complete a survey of historical buildings within the city's historic district.	X				The existing survey has been placed in a digital format which has allowed for more active use. Another survey is planned for 2022.
Nominate buildings for the National Register of Historic Places.			X		Efforts were postponed as action has concentrated on addressing demolition by neglect.
Inventory and assemble land within the city limits that would be appropriate for new pocket parks and small playgrounds.		X			

**HOUSING**

Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Create design guidelines for new residential development providing requirements for developers to create quality new residential housing units within the city.			X		This activity was postponed due to lack of staff capacity.
Housing need assessment for all housing within the city limits	X				Data collection is ongoing for an update to the current assessment in 2022.
Initiate the annexation of properties north of the city which currently has or in the process of getting water and sewer infrastructure to allow for increased tax base.	X				
Encourage the development of new housing or other appropriate uses consistent with the corresponding character area on sites that have deteriorated manufactured housing.		X			Deteriorated manufactured housing has been addressed via redevelopment and code enforcement. This activity is considered policy level and is not included in the 2021 CWP.
Assemble sites within the Downtown Center and Milledgeville Character Areas occupied with manufactured housing and re-purpose them with more community focused uses.	X				Redevelopment in the area includes a new bank and commercial restaurant.
Initiate annexation of any properties that are receiving city services		X			This activity has been reworded in the 2021 CWP as “Establish an annexation policy.”

**PLAN IMPLEMENTATION**

COMMUNITY FACILITIES					
Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Complete renovations to the Columbia Theater in order to allow it become a revenue generator for the city.	X				
Implement the Greenways Trails Connections, Action Plan (Harlem Trails Plan).		X			This plan is now necessitates and update, and this activity has been reworded to reflect that in the Transportation section of the 2021 CWP.
Target Milledgeville Road for improvements to pedestrian facilities in conjunction with improvements to the city center park and library area.		X			Golf cart crossings are targeted for N Louisville Road and W Milledgeville Road (included in the 2021 CWP). A turn lane has been installed at the Columbia Theater. Crosswalks are currently being moved at the park.
Build a new library and community greenspace in center city Harlem to attract residents and visitors to city center Harlem and increase community vitality.	X				
Increase signage within the city to direct residents and visitors to parks and greenspaces within the city.		X			Columbia County is currently working to implement a county-wide way-finding signage system in which the city plans to participate.
Increase the capacity of sewer and water to accommodate anticipated growth, residential and commercial.		X			The Harlem sewage treatment plant has been permitted to expand capacity from 250,000 gpd to 750,000 gpd (activity included in the 2021 CWP).
Create a Veteran’s Memorial to pay tribute to those in Harlem that have served in the military.			X		This activity was postponed due to lack of funds.
Improve storm-water draining on Verdery Street.		X			A project estimate is now in-hand.
Improve storm-water drainage on North Bell, West Trippe, and West Boundary.			X		This activity was postponed due to lack of funds.
Install filter systems to enable use of city owned wells.				X	This project is not financially feasible.

**COMMUNITY FACILITIES (CONTINUED)**

Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Replace cast iron water lines along Highway 78.		X			
Upgrade water meters throughout the city.		X			
Apply for TE Grant funding to improve transportation function and access to all parts of the city.				X	TE funding no longer exists.

**TRANSPORTATION**

Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Install new sidewalks along North and South Hicks Street, West Forrest Street, and Fairview Drive to accommodate students going to the elementary school.			X		This activity was postponed for more research on traffic/travel patterns after the construction of the North Harlem Elementary School.

**PLAN IMPLEMENTATION**

LAND USE					
Activity/Project	Status				Comments
	Completed	Ongoing	Postponed	Not Accomplished	
Revise ordinance to only allow annexation of property south of the city to be zoned no lower than A-1 in order to mitigate encroachment on Fort Gordon missions.				X	Current staff has not concurred that the City of Harlem is within the impact area of the JLUS. Thus, mitigation is not required.
Complete a revision of the current Land Use Ordinance		X			A re-codification was recently completed for the entire Code of Ordinances. With this upgrade completed, data for the revision is being collected.
Develop a Traditional Neighborhood zoning district				X	Following examination of the existing market and building trends, the city has adopted other regulations that are more locally appropriate.



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## PLAN IMPLEMENTATION

# Community Work Program

The Harlem Comprehensive Plan's Community Work Program section establishes the priority activities the government, commissions, and / or other vested or partnering agencies will undertake over the next five years.

This Community Work Program is the principal implementation tool for addressing the "Needs and Opportunities" identified during this planning process and listed elsewhere within this document. Designed with local participants to guide and prioritize activities the work program is structured to adhere to the minimum state comprehensive planning standards administered by the Georgia Department of Community Affairs.

Consistent with state rules this work program includes the following:

- A brief description of activity
- Time-frame for undertaking each activity
- The responsible party for implementing the activity
- Estimated cost of implementing the activity
- Funding source where applicable



ECONOMIC DEVELOPMENT								
Activity/Project	2021	2022	2023	2024	2025	Responsible Party	Cost Estimate	Fund Source
	Undertake an active marketing of available property within the URA service area.	X						
Secure DCA Redevelopment Funds for a portion of San Saba Pecan building redevelopment.			X	X	X	City, URA, CSRA-RC	\$750,000	DCA
Find one or more long-term tenants for the San Saba Pecan building.	X	X	X	X	X	City, P&Z, URA, CSRA-RC	TBD	City Funds, EIP, CDBG
New Street redevelopment: relocation of some city services and mixed use infill		X	X			City, URA, Private Sector	TBD	City Funds, URA Funds, Private Sector
Discuss installation, contractor and resident needs with Fort Gordon to aid in local business recruitment.		X		X		City	Staff Time	City Funds
Recruit additional daycare facilities to the city.	X	X	X			City, URA, Private Sector	TBD	City Funds

**PLAN IMPLEMENTATION**

HOUSING								
Activity/Project	2021	2022	2023	2024	2025	Responsible Party	Cost Estimate	Fund Source
	Update the existing/outdated housing needs assessment for all housing within the city limits.		X					
Review housing development trends for potential impacts on Harlem quality of life goals.	X	X	X	X	X	City, P&Z, URA	Staff Time	City Funds
Continue to cooperate with the Harlem City Council for intergovernmental agreements for housing development.	X	X	X	X	X	City, URA	Staff Time	City Funds
Reinstate local GA Initiative for Community Housing (GICH) committee.		X				City, CSRA-RC	Staff Time	City Funds
Apply for and utilize state and federal funding to assist residents throughout the city with housing rehabilitation and building code updates.		X	X	X	X	City, CSRA-RC	Varies	City Funds, CHIP, CDBG
Apply for and utilize CHIP funds to create and sell infill housing and establish a revolving loan fund for neighborhood revitalization.			X	X	X	City, CSRA-RC	Varies	City Funds, CHIP
Create design guidelines for new residential development providing requirements for developers to create quality new residential housing units within the city.				X	X	City, CSRA-RC, Private Sector	TBD	City Funds, DCA

**COMMUNITY FACILITIES AND SERVICES**

Activity/Project	2021	2022	2023	2024	2025	Responsible Party	Cost Estimate	Fund Source
	Create temporary way-finding visuals on downtown buildings.	X	X					
Increase signage within the city to direct residents and visitors to parks and greenspaces within the city through Columbia County’s signage program.	X	X	X	X	X	City, County	TBD	City Funds, SPLOST
Expand the wastewater treatment plant from 250k GPD to 750k GPD.		X	X			City	\$8 million	City Funds, Grants, Loans
Create a Veteran’s Memorial to pay tribute to those in Harlem that have served in the military.			X			City	\$150,000	City Funds
Improve storm-water drainage on Verdery Street.	X	X				City	\$60,000	City Funds, FEMA BRIC, Other Grants
Improve storm-water drainage on North Bell St., West Trippe St., West Boundary St., and others nearby.			X	X	X	City	TBD	City Funds, FEMA BRIC, Other Grants
Replace water lines along Highway 78.	X	X	X	X	X	City	\$500,000+	City Funds, Grants
Upgrade water meters throughout the city.	X	X				City	TBD	City Funds, Grants
Purchase additional vehicles for Public Works Department.	X	X	X	X	X	City	Varies	City Funds
Hire additional Public Works staff.	X	X				City	Varies	City Funds
Clary Cut Road / Old Union Road Development Improvements: 750,000 gallon water tank, abandonment of Harlem High School sewer pump station, establishment of new drainage basin sewer pump station, expansion of Harlem Sewer Treatment Plant to 1,125,000 gpd capacity, and new sewer force mains			X	X	X	City, Private Sector	\$11 million	City Funds, Private Developer Investment

**PLAN IMPLEMENTATION**

**COMMUNITY FACILITIES AND SERVICES (CONTINUED)**

Activity/Project	2021	2022	2023	2024	2025	Responsible Party	Cost Estimate	Fund Source
	Apply for and utilize grant funds for water, sewer, flood and drainage, and roadway improvements in CDBG-eligible areas.	X	X	X	X			
Construct a new Public Works shop.	X	X				City	\$1 million	City Funds
Purchase an additional fire engine utilizing assistance to firefighters grants.					X	City	\$800,000	City Funds, Grants
Hire an additional full-time firefighter.	X	X			X	City	TBD	City Funds, FEMA AFG
Develop a plan for addressing ADA concerns on existing sidewalks, such as overgrown bushes.	X					City	Staff Time	City Funds
Construct a new fire station #3 at Harlem High School.					X	City	TBD	City Funds, FEMA AFG, USDA
Parcel 030 069 Development Lift Station.			X	X	X	Developer	\$375,000	Private Developer Investment
Parcel 030 040 Development Lift Station.			X	X	X	Developer	\$375,000	Private Developer Investment
Parcel 031 036 Development Lift Station.			X	X	X	Developer	\$375,000	Private Developer Investment
Upgrade Lift Station "A" (Evans St. area).			X	X	X	Developer	\$200,000	Private Developer Investment
Upgrade Lift Station "B" and "C" (Independence Village & Harlem-Grovetown Rd areas).			X	X	X	Developer	\$400,000	Private Developer Investment
Upgrade Lift Station "D" and "H" (Lampkin Rd. area).			X	X	X	Developer	\$400,000	Private Developer Investment
Work with the elementary school to reopen the walking track located there.	X	X				City, School Board	Staff Time	City Funds

TRANSPORTATION									
Activity/Project						Responsible Party	Cost Estimate	Fund Source	
	2021	2022	2023	2024	2025				
Resurface state route GA47. The project limits begin at the curb and gutter north of Harlem-Grovetown Road and extend to the McDuffie County line.			X	X		GDOT	\$2,453,832	GDOT	
Resurface state route GA10. The project limits begin at the Richmond County line and extend to the McDuffie County line).			X	X		GDOT	\$1,854,292	GDOT	
Adopt and publicize a city golf cart plan.	X	X				City	Staff Time	City Funds	
Extend or create golf cart paths based on priority.	X	X		X		City	\$25,000 Annually	City Funds, Grants	
Create golf cart crossings and pedestrian flashers on N. Louisville Rd and W. Milledgeville Rd.		X				City	\$50,000	City Funds, Grants	
Update city sidewalk inventory.	X	X				City	Staff Time	City Funds	
Create a sidewalk addition plan, including information on different size sidewalks, locations, and cost estimates.		X	X			City	Staff Time	City Funds	
Install new sidewalks along North and South Hicks Street, West Forrest Street, and Fairview Drive to accommodate students going to the elementary school				X	X	City	TBD	City Funds, Grants	
Repair or resurface the following streets: Oliver Hardy Court, Knox Road, S. Fairview Drive, and Shady Grove Drive.	X	X	X	X	X	City	Varies	City Funds, LMIG, TSPLOST	
Update the Harlem Greenways, Trails, & Connections Master Plan.	X	X	X			City, CSRA-RC	\$25,000	City Funds, DCA, DNR	

**PLAN IMPLEMENTATION**

LAND USE								
Activity/Project						Responsible Party	Cost Estimate	Fund Source
	2021	2022	2023	2024	2025			
Complete a revision of the current, recently codified Land Use Ordinance.			X	X		City, P&Z CSRA-RC	Staff Time	City Funds
Research and modify residential street width and driveway length requirements to support emergency vehicle access and automobile parking.	X	X				City	Staff Time	City Funds
Establish an annexation policy.	X					City	Staff Time	City Funds
Revise land development regulations to require implementation of the city’s Greenways Trails Connections Master Plan into all zoning districts (e.g. requiring new development to include trails/sidewalks).		X				City, P&Z CSRA-RC	Staff Time	City Funds
Integrate “commuter route” development into the land development code and development plans.	X	X	X		X	City, P&Z CSRA-RC	Staff Time	City Funds
Develop and adopt a tree protection ordinance.			X			City	\$5,000	City Funds
Update the Harlem City Center Plan.			X			URA	\$25,000	City Funds
Conduct a design charette for Milledgeville Road and Louisville Street.				X		URA, City, UGA	\$10,000	City Funds, Grants
Review ordinances for short-term rentals and update if needed.		X	X			City, P&Z, CSRA-RC	Staff Time	City Funds, DCA
Participate in Fort Gordon compatible use implementation efforts.	X	X	X	X	X	City, CSRA-RC, Fort Gordon	Varies	City Funds, OLDCC (OEA)

**NATURAL AND CULTURAL RESOURCES**

Activity/Project						Responsible Party	Cost Estimate	Fund Source
	2021	2022	2023	2024	2025			
Complete Phase 1 of the Sandy Run walking trail.	X					City	\$675,000	City Funds, GDOT
Complete Phase 2 of the Sandy Run walking trail.		X				City	\$675,000	City Funds, DNR, Other Grants
Create a community park or dog park on vacant parcel located at the corner of Harlem-Grovetown Road and East Boundary Street.			X	X		City	TBD	City Funds
Apply for updated Historic Resources Survey via CLG grant.		X				City, HPC, CSRA-RC	\$1,000	City Funds
Update the Historic Resources Survey.						City, HPC, Private Sector	\$25,000	HPD (CLG grant)
Nominate buildings for the National Register of Historic Places.					X	City, HPC, CSRA-RC	Varies	City Funds
Inventory and assemble land within the city limits that would be appropriate for new pocket parks and small playgrounds.	X	X	X	X	X	City	Varies	City Funds
Develop a Historic Harlem walking tour.	X	X				City, HPC	\$2,000	City Funds
Promote Harlem historic properties as film locations to the Columbia County Development Authority (HPC)	X	X	X	X	X	City, HPC	Staff time	City Funds
Work to develop financial assistance programs available to historic structures in distress.			X	X	X	City, HPC, Non-profit partner	Staff time	City Funds, Non-profit Funds
Develop a cost-sharing historic properties recognition plaque program (HPC)		X	X	X	X	City, Non-profit partner	\$1,000 annually	City Funds, Non-profit Funds
Pursue funding for gateway entrances landscape beautification.		X	X	X	X	City, HPC Georgia DOT	\$2,500 annually	City Funds, GDOT Funds

**PLAN IMPLEMENTATION**

<b>BROADBAND</b>									
Activity/Project						Responsible Party	Cost Estimate	Fund Source	
	2021	2022	2023	2024	2025				
Adopt the DCA broadband model ordinance or local equivalent.	X	X				City, CSRA-RC	Staff Time	City Funds, DCA	
Apply for DCA Broadband Ready designation.	X	X				City, CSRA-RC	Staff Time	City Funds, DCA	
Add to or improve Wi-Fi hotspot access at public facilities such as city hall, city library and city parks.	X	X	X	X	X	City, County	TBD	City Funds, County Funds	
Work with Columbia County broadband office to improve access for city residents and businesses.	X	X	X	X	X	City, County	TBD	City Funds, County Funds	
Require new development to provide broadband infrastructure.	X	X				City, P&Z	\$5,000/legal fees	City Funds	
Survey properties within the URA Service Area for fiber optic service and coordinate an installation plan.			X			URA	\$2,500	City Funds	

# Appendix

This portion of the planning document provides a public involvement overview including:

Stakeholder Committee Members

Meeting Dates

Sign In-Sheets

Newspaper Ads

Flyers and Newsletters

Social Media and Website Clips

Community Survey Summary

*Stakeholders provided invaluable input and feedback throughout the planning process, from the SWOT analysis to the specific implementation measures within the community work program. Stakeholders included policy makers and others able to affect the plan, those affected by the plan, and partners in plan implementation.*

## STAKEHOLDER COMMITTEE

One significant part of the planning process is forming a stakeholder committee of community members. This group of people is critical to the plan creation and informs the decision-making process. The primary purpose of this committee was to oversee and assist in the process of drafting the Comprehensive Plan, ensuring that CSRA-RC staff reflect community ideals, goals and activities. The stakeholder committee was composed of elected officials, government employees, and residents.

During the 2020-2021 planning process, staff from the CSRA-RC collected background information about Harlem through research, site visits, and stakeholder communications. The stakeholder committee then provided direction and guidance for plan development, and RC staff drafted the plan document for committee review.

### Members:

Mayor Roxanne Whittaker  
Debbie Moore, City Manager  
David Jenkins, Community Development Director  
John Neal, Urban Redevelopment Authority Chair  
Duane Starrenburg, Historic Preservation Commission Chair  
Robert Holland, Planning Commission Chair  
Robert Fields, Public Works Dept. Director  
Geovanni Cortes, Harlem Merchants Association  
Tripp Lonergan, Fire Dept. Chief  
Robert Lewis, Police Dept. Chief

## HEARINGS & MEETINGS

Required public hearings bookended the planning process, allowing residents to comment both on the process and the eventual substance of the plan.

*Two public hearings were held on:*

June 30, 2020  
May 6, 2021

A public open house was held on May 4, 2021.

*Stakeholder Committee meetings were held on the following dates, some virtual and some in-person:*

July 29, 2020  
September 22, 2020  
December 3, 2020  
March 23, 2021  
April 15, 2021

City staff also presented information on the plan and sought input during commission meetings for planning and zoning and historic preservation.



**CITY OF HARLEM PLANNING AND ZONING COMMISSION**

**STAFF REPORT**

Regular Meeting

August 4, 2020

6:00PM

Municipal Court Chambers

Harlem Public Safety Building, 110 West Milledgeville Road, Harlem, GA 30814

**2021 City of Harlem Comprehensive Plan**

The City of Harlem is currently updating its Comprehensive Plan as required by state law. The Harlem Planning Commission is a key contributor to this update. With background information for the update completed, the time has arrived for community input and government commission input.

For the Planning Commission, there are several issues where input of the Commission is desirable:

1. Menu of Plan Elements: What Plan Elements should be in the Comprehensive Plan?
2. Providing Input as Needed During the Comp Plan Process
3. Providing Specific Input into the Zoning Categories of the City of Harlem.
4. Providing Specific Input into the Character Areas of the City of Harlem. NOTE: Additional information about available Character Area types is attached.
5. Planning for Annexation Requests
6. Planning for Continued Fort Gordon Expansion
7. Planning for Available State and Federal funding for City Projects
8. Reviewing the Existing Work Program / Updating the Work Program
9. Being aware of the Schedule of the Update and Supporting the Schedule
10. Promoting Citizen Involvement
11. Commenting on the Community Survey
12. Providing a Personal SWOT Analysis
13. As the Planning Commission, Conduct a Commission SWOT Response at the September Meeting.



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**CITY OF HARLEM  
HISTORIC PRESERVATION COMMISSION AGENDA  
REGULAR MEETING**

August 13, 2020

6:30 P.M.

City of Harlem Municipal Courtroom

Public Safety Building, 110 West Milledgeville Road, Harlem, GA 30814

1. Call to Order
2. Invocation
3. Pledge of Allegiance
4. Approval of Agenda (Vote Required)
5. Approval of Minutes: (Vote Required)
6. Continued COA Applications: None
7. New COA Applications: None
8. Old Business: a. Comprehensive Plan Update – HPC Process
9. New Business: None
10. Staff Report: a. Report of Sign Approvals (None)  
b. Modification of Demolition Review Criteria  
c. Harlem Historic Properties Survey Update  
d. New Street Redevelopment Status
11. Chairman's Comments
12. Adjourn

**Next Public Meeting:** The next meeting of the City of Harlem Historic Preservation Commission will be September 10, 2020. The meeting will begin at 6:30 P.M. at the City of Harlem Municipal Courtroom, Harlem Public Safety Building, 110 West Milledgeville Road, Harlem, GA 30814.



# AFFIDAVIT OF PUBLICATION

ATTORNEY CITY OF HARLEM  
 OR AGENCY: PO BOX 99  
 HARLEM, GA 30814

ACCOUNT NUMBER: 22347  
 AD NUMBER: 0003350219-01  
 PO NUMBER: 21-00133

STATE OF GEORGIA  
 COUNTY OF COLUMBIA

Personally appeared before me, **Tony Bernados**, to me known, who being sworn, deposes and says: That he/she is the authorized agent of GateHouse Media Georgia Holdings, Inc, doing business in said County under the trade name of **Columbia County News-Times**, a newspaper in said County; That he/she is authorized to make affidavits of publication on behalf of said publisher company: **Columbia County News-Times**; that said newspaper is of general circulation in said county and in the area adjacent thereto; that he/she has reviewed the regular editions of said newspapers published on:

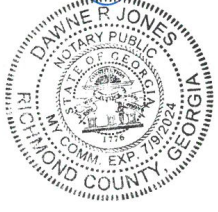
04/21/2021

and finds that the following advertisement appeared in each of said editions, to-wit:

*J Bernados* (deponent)  
 Sworn to and subscribed before me

This 23rd day of April, 2021

*Dawne R Jones*  
 Notary Public Richmond County, Georgia.



**Public Open House and Public Hearing Notice**  
 Harlem Comprehensive Plan 2021 - 2026

A public open house for the City of Harlem is being held on Tuesday, May 4, 2021 at 5:00 p.m. in the Municipal Courtroom at the Public Safety Building, 110 W. Milledgeville Rd, Harlem, GA 30814. The purpose of the open house is to allow for additional public viewing an input on the contents of the draft Harlem Comprehensive Plan.

A public hearing for the City of Harlem is being held on Tuesday, May 4, 2021 at 6:00 p.m. in the Municipal Courtroom at the Public Safety Building, 110 W. Milledgeville Rd, Harlem, GA 30814. The purpose of the hearing will be to brief the community on the contents of the draft Harlem Comprehensive Plan and to allow the community of when the Plan will be submitted to the CSRA Regional Commission to comment or make suggestions or revisions should be in attendance.

The draft plan will be available in hard copy and digitally on the City of Harlem website (<https://harlemga.org/planning>) and on the CSRA Regional Commission website (<https://csra.ga.gov/planning>). Persons with special needs relating to handicapped accessibility or foreign language needs should contact David Jenkins at (706) 556-3448 for accommodations. The open house accommodation and May 4th for public hearing accommodation during the following hours: 9:00 a.m. - 5:00 p.m. Monday-Friday. Persons with Georgia Relay Services, at TDD) 1-800-255-0586, (Voice) 1-800-255-0135.

April 21, 2021  
 AD#0003350219

**Comprehensive Plan  
 Public Hearing**

The City of Harlem has a draft of its plan available for review and wants to hear from you!

**THE MUNICIPAL COURTROOM  
 HARLEM PUBLIC SAFETY BUILDING**  
 110 W. Milledgeville Road  
**MAY 6TH | 6PM**

The plan is also available online at  
[harlemga.org](http://harlemga.org) and  
[csrac.ga.gov/planning-documents](http://csrac.ga.gov/planning-documents)

Have any questions?  
 Contact David Jenkins, Community Development Director  
 Email: [djenkins@harlemga.org](mailto:djenkins@harlemga.org) | Tel: 706-556-0043

## Meeting Sign-In Sheet

Meeting Title: City of Harlem Comp. Plan Public Hearing Date: May 6, 2021  
 Facilitator: David Jenkins Time: 6:00 P.M.  
 Place/Room: Municipal Courtroom, Public Safety Building

PRINT NAME	ORGANIZATION	TITLE	PHONE	EMAIL
1. Debra Moore	City	City Mgr	706 556-3448	dmoore@harlemga.org
2. Debra Holley	City	City Clerk	706 556-3448	dholley@harlemga.org
3. Robert A. Holland	City	Pez Chair	706-825-3023	robert.a.holland@bellsouth.net
4.				
5. ENDED	6:30	P.M.		
6.				

# The Augusta Chronicle

Search Classifieds



★  
**Public Hearing Notice Harlem Comprehensive Plan 2021-2026** A public hearing for the City of Harlem will take place on Tuesday, June 30, 2020 at 6:00 p.m. in the Municipal Courtroom at the Public Safety Building, 110 W. Milledgeville Rd, Harlem, GA 30814. The purpose of this meeting will be to initiate the Harlem Comprehensive Plan process for the City of Harlem by briefing members of the community on the process for plan development and pending opportunities for public participation and gather general input. The Comprehensive Plan document establishes long-term goals and policies and a short-term action plan by which the City of Harlem will manage future community growth and development. Residents wishing to comment or make suggestions should be in attendance. Persons with special needs relating to handicapped accessibility or foreign language should contact David Jenkins at (706) 556-3448 prior to June 26th. This person can be located at City Hall, during the following hours: 9:00 a.m. 5:00 p.m. Monday-Friday. Persons with hearing disabilities can contact the Georgia Relay Service, at (TDD) 1-800-255-0056, (Voice) 1-800-255-0135, 7-1-1. DATE: JUNE 10, 2020 AD#0003285133

Post Date: 06/10 12:00 AM

Refcode: #augustachronicle.com 0003285133-01 IPrint

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## Similar Listings

★  
 The Governing Board of the Georgia School for Innovation and the Classics will be holding its monthly meeting June 15, 2020 at 4:15 PM in the school's media center. The Board will have the first r... Show more »

Post Date: 06/10 12:00 AM

City of Harlem Comprehensive Plan  
 1<sup>st</sup> Public Hearing  
 June 30, 2020 | 6:00p.m. | Public Safety Building, 110 W. Milledgeville Rd



NAME	EMAIL	AFFILIATION
John W NEAL	jwneal52@gmail.com	URA CHAIRMAN
Robert A. Holland	bullet007@bellsouth.net	planning
Dwane Starenburg	dwane.starenburg@gmail.com	HPC CHAIRMAN
DAVID JENKINS	DJENKINS@HARLEMGA.ORG	CITY OF HARLEM

APPENDIX

### Meeting Sign-In Sheet

Meeting Title: Comprehensive Plan Steering Committee  
 Facilitator: David Jenkins  
 Place/Room: Conference Room / Harlem City Hall

Date: April 15, 2021  
 Time: 6:30 P.M.

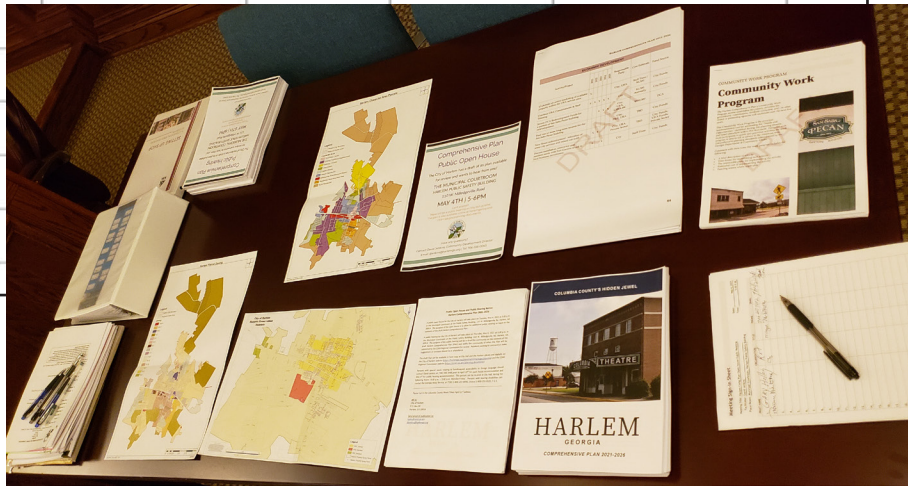
PRINT NAME	ORGANIZATION	TITLE	PHONE	EMAIL
1. DAVID JENKINS	HARLEM COMM DEV	DIRECTOR	706-556-0043	DJENKINS@HARLEMGA.ORG
2. Leora Holley	City Clerk	City Clerk	706-556-3448	lholley@harlemga.org
3. Robert H. Field	Harlem	Pw Director	556-3500	RField@harlemga.org
4. Rafano Whitaker	Harlem Mayor	Mayor	706-829-0916	rwhitaker@harlemga.org
5. Robert A. Holland	Harlem P&Z Chair	P&Z Chair	706-825-3023	bullet007@bellsouth.com
6. Dunne Starrenburg	CHAIRMAN HISTORIC PRES. COMM. URA	CHAIRMAN	706-699-1511	DUNNESTARRENBURG@gmail.com
7. JOHN NEAL	CHAIR	CHAIRMAN	706-556-6425	jwneal52@gmail.com
8. Debra F. Moore	City Manager	City Mgr.	706-556-3448	dmoore@harlemga.org
9.				
10.				

### Meeting Sign-In Sheet

Meeting Title: Harlem Comp Plan Open House Public Meeting  
 Facilitator: David Jenkins  
 Place/Room: Municipal Courtroom, Harlem Public Safety Building

Date: May 4, 2021  
 Time: 5:00 P.M.

PRINT NAME	ORGANIZATION	TITLE	PHONE	EMAIL
1. GARY HOLLEY	RET		706-267-7102	gholly2127@gmail.com
2. Rafano Whitaker	City	Mayor	706-829-0916	
3. Leora Holley	City	City Clerk	706-556-3448	
4.				
5.	ENDS 5:47 PM			
6.				
7.				
8.				
9.				
10.				



**DEC**  
**3** Harlem Comprehensive Plan Steering Committee Meeting  
 5:59 PM - 98 min | ID: 522818085

**Attendees**

- Attendee
- +1 +17065563448
  - DU** Duane Starrenburg  
duanestarrenburg@gmail.com
  - JO** John W Neal
  - DA** David Jenkins
  - DE** Debbie Moore
  - BE** BETSY TEASLEY  
bteasley@csrarc.ga.gov
  - RE** Regina Pyles  
rpyles@csrarc.ga.gov
  - RO** Robert Fields

**JUL**  
**29** Harlem Comprehensive Plan Steering Committee  
 5:57 PM - 82 min | ID: 365496301

**Attendees**

- Attendee
- JO** John Neal
  - RO** Roxanne Whitaker  
rwhitaker@harlemga.org
  - BE** Betsy Teasley
  - DE** Debbie Moore
  - ST** Stephanie Quattlebaum  
squattlebaum@csrarc.ga.gov
  - +1 +17069901134
  - DA** David Jenkins  
djenkins@harlemga.org
  - RE** Regina Pyles  
rpyles@csrarc.ga.gov
  - BU** Bulle
  - RO** Robert Fields
  - +1 +19122580531

**Harlem Comprehensive Plan Steering Committee**  
 no organizer ID: 520828397, Max Participants: 12

9/22/2020  
 5:56 PM - 7:31 PM 96 min

Features Used:

Name	Location	W	R
+17066517304	-	-	-
+19122580531	-	-	-
Andy Crosson acrosson@csrarc.ga.gov	Augusta	-	-
Betsy Teasley	Lexington	-	-
David Jenkins	Augusta	6	-

1 of 2



**APPENDIX**

**City of Harlem, Georgia**  
 Published by Debra E. Moore · April 28 at 10:15 AM · ☰

**Public Open House and Public Hearing Notice**  
 Harlem Comprehensive Plan 2021-2026

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The draft Plan will be available in hard copy at City Hall and the Harlem Library and digitally on the City of Harlem website (<https://harlemga.org/planningzoning/page/planning>) and the CSRA Regional Commission website (<https://csrarc.ga.gov/planning-documents>)

Persons with special needs relating to handicapped accessibility or foreign language should contact David Jenkins at (706) 556-3448 prior to April 30th for open house accommodation and May 4th for public hearing accommodation. This person can be located at City Hall, during the following hours: 9:00 a.m. – 5:00 p.m. Monday-Friday. Persons with hearing disabilities can contact the Georgia Relay Service, at (TDD) 1-800-255-0056, (Voice) 1-800-255-0135, 7-1-1.

## OTHER ACTIVITY

Public input involved additional communication channels including:

- community survey
- community newsletter,
- social media posts
- flyers
- website postings/links.

**City of Harlem, Georgia**  
 Published by Debra E. Moore · 23 hrs · ☰

**PUBLIC NOTICE TO THE CITIZENS OF HARLEM:**

## Comprehensive Plan Public Open House

The City of Harlem has a draft of its plan available for review and wants to hear from you!

**MUNICIPAL COURTROOM | PUBLIC SAFETY BUILDING**  
 110 W. Milledgeville Road  
**MAY 4TH | 5-6PM**

Have any questions?  
 Contact David Jenkins, Community Development Director  
 Email: [djenkins@harlemga.org](mailto:djenkins@harlemga.org) | Tel: 706-556-0043

Can't attend?  
 There will be a public hearing on May 6th at 6PM.  
 View the plan online at [harlemga.org](http://harlemga.org) and [csrarc.ga.gov/planning-documents](http://csrarc.ga.gov/planning-documents)

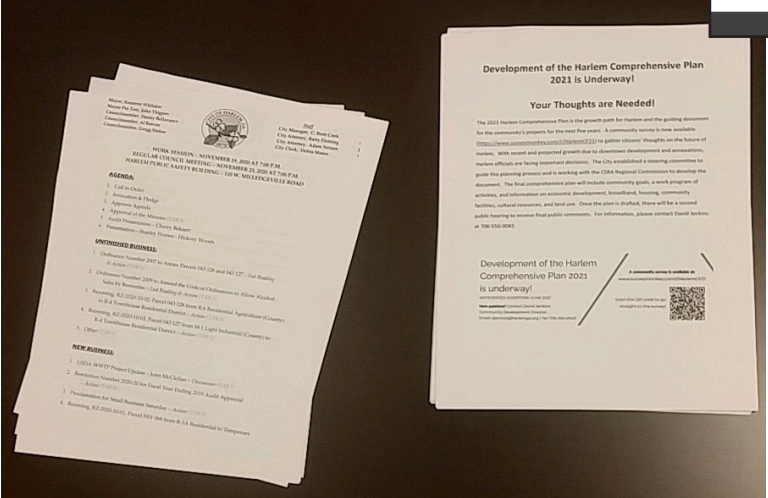
## Comprehensive Plan Public Open House

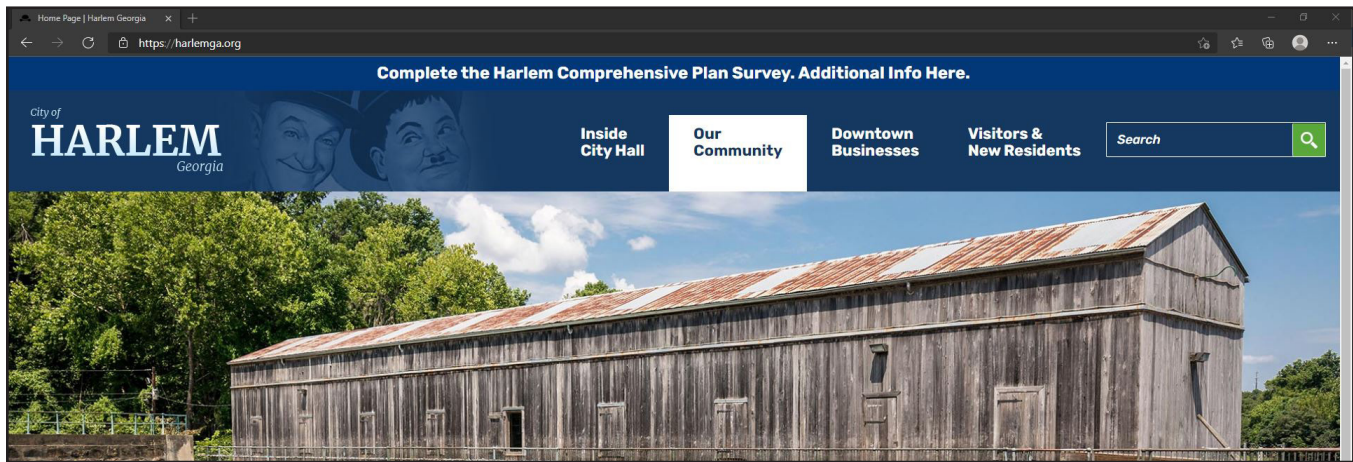
The City of Harlem has a draft of its plan available for review and wants to hear from you!

**THE MUNICIPAL COURTROOM**  
**HARLEM PUBLIC SAFETY BUILDING**  
 110 W. Milledgeville Road  
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**COMMUNITY**

- Area Attractions & Amenities
- Churches
- City Parks
- Clubs
- Columbia Theatre
- Events
- History
- Housing

**Complete the Harlem Comprehensive Plan Survey. Additional Info Here.**

**2021 HARLEM COMPREHENSIVE PLAN SURVEY:**  
 The 2021 Harlem Comprehensive Plan is the growth path for Harlem and the guiding document for the community's projects for the next five years. A community survey is now available - <https://www.surveymonkey.com/r/HarlemCP21> - to gather citizens' thoughts on the future of Harlem. With recent and projected growth due to downtown development and annexations, Harlem officials are facing important decisions. The City established a steering committee to guide this planning process and is working with the CSRA Regional Commission to develop the document. The final comprehensive plan will include community goals, a work program of activities, and information on economic development, broadband, housing, community facilities, cultural resources, and land use. Once the plan is drafted, there will be a second public hearing to receive final public comments. For more information, please contact David Jenkins at 706 556-0043.

**CSRA-RC**  
CENTRAL SAVANNAH RIVER AREA  
REGIONAL COMMISSION

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Area Agency on Aging
Economic & Workforce Development
Finance
Local Government Services
Planning
Contact Us
Review Docs

Home // Planning //

- COMPREHENSIVE PLANNING
- LOCAL UPDATE OF CENSUS ADDRESSES (LUCA)
- MAPPING (GIS)
- PLANNING DOCUMENTS
- REGIONAL PLANNING
- TRANSPORTATION

## Planning Documents

The Commission completes major planning documents and reports throughout the year. We will also post plans, written by the Commission, local government or other entities, here for review during public comment periods.

**Compatible Use Studies**

- [Fort Gordon Compatible Use Study](#)

**Urban Redevelopment Plans**

- [2020 Warrenton Urban Redevelopment Plan](#)
- [2015 Millen Urban Redevelopment Plan](#)
- [Urban Redevelopment Plan II: Thomson, GA](#)
- [Picture Grovetown](#)

**DRAFT Comprehensive Plans**

- [Washington County](#)
- [City of Grovetown](#)
- [Jefferson County](#)
- [Columbia County](#)
- [City of Harlem](#)



# HARLEM NEWSLETTER

"Equal Opportunity Employer and Provider"

www.harlemga.org

October 2020

## DATES TO REMEMBER

**October 6**  
Planning Commission Meeting at 6:00 p.m.

**October 8**  
Historic Preservation Commission Meeting 6:30 p.m.

**October 12**  
City Offices Closed - Columbus Day

**October 14**  
Urban Redevelopment Agency Meeting 9:30 a.m. at City Hall

**October 22**  
City Council Work Session 7:00 p.m.

**October 26**  
City Council Regular Meeting 7:00 p.m.

\* Meetings are held at the Public Safety Building unless otherwise noted

\* All meetings are subject to change

Happy Fall y'all! This time of year we are normally getting ready for the Oliver Hardy Festival but due to COVID 19 we are finding ourselves without a festival this year. BUT . . . we are having an Artesian Festival sponsored by the Java House. There will be vendors selling their homemade and grown products and our downtown businesses will be open. If you are interested in participating as a vendor, contact Deb at the Java House. If you have not seen or heard about the Oliver Hardy t-shirt of the year, our very own Hannah Lewis has designed a COVID Stan and Ollie t-shirt and note cards. If you are interested in either of these items, please call the Museum.

This month is a Treat through leave your light will again block ghosts and go Treasure's park Augusta Highw about seeking o

Our city is in th live in our city important as to next page for th

As we prepare f country, our le Godly leaders a

Roxanne Whitall

## CUMMINGS CONSTRUCTION

Room Additions \* Roofing \* Sheet R  
\* Texture Ceiling \* Fully Bonded

**Walter Cummings Jr.**  
President

Cell 706.799.4524  
Phone 706.556.0368  
Fax 706.556.3030

235 South Bell S  
Harlem, GA 308  
waltcumm47@ya

## Development of the Harlem Comprehensive Plan 2021 is underway!

ANTICIPATED ADOPTION: JUNE 2021

**Have questions?** Contact David Jenkins  
Community Development Director  
Email: djenkins@harlemga.org | Tel: 706-556-0043

A community survey is available at:  
[www.surveymonkey.com/r/HarlemCP21](http://www.surveymonkey.com/r/HarlemCP21)

Scan this QR code to go straight to the survey!



The 2021 Harlem Comprehensive Plan is the growth path for Harlem and the guiding document for the community's projects for the next five years. A community survey is now available (<https://www.surveymonkey.com/r/HarlemCP21>) to gather citizens' thoughts on the future of Harlem. With recent and projected growth due to downtown development and annexations, Harlem officials are facing important decisions. The City established a steering committee to guide this planning process and is working with the CSRA Regional Commission to develop the document. The final comprehensive plan will include community goals, a work program of activities, and information on economic development, broadband, housing, community facilities, cultural resources, and land use. Once the plan is drafted, there will be a second public hearing to receive final public comments.



SANDERLIN  
VETERINARY HOSPITAL

**Sanderlin Veterinary Hospital is hosting an Open House on Saturday, October 3rd from 1:30 - 3:00 p.m.** Stop by to tour the new hospital and meet Dr. Lauren Sanderlin and her team! There will be hotdogs, hamburgers, desserts, raffles and lots of free stuff! Sanderlin Veterinary Hospital is located at 6482 Stanford Road and will open for business on Monday, October 5th.

### Dog Days Salon

Accepting new grooms  
PH. 706-556-1711

Veteran Owned and Operated  
Serving Harlem for over 10 years

Walk-In Bath & Nails  
Always Welcome!



- Bathing
- Toileting
- Grooming
- Meal Preparation
- Light Housekeeping
- Companionship
- Shopping/ Errands
- Transportation
- Accompaniment to Appts/ Outings
- Respite Care
- Veteran Care
- Expectant/ New Mother Care

### FriendlyCare Companion

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Phone: (706) 901-4899  
Email: [info@friendlycarecompanion.com](mailto:info@friendlycarecompanion.com)  
Web: [www.friendlycarecompanion.com](http://www.friendlycarecompanion.com)



# HARLEM NEWSLETTER

"Equal Opportunity Employer and Provider"

[www.harlemga.org](http://www.harlemga.org)

December 2020

## DATES TO REMEMBER

- December 1**  
Planning Commission Meeting at 6:00 p.m.
- December 9**  
Urban Redevelopment

Merry Christmas to each and every one of you!

It's the most wonderful time of the year! We have so many activities planned to celebrate Christmas and I do hope you all take the opportunity to participate and patronize our small businesses. On Saturday, November 28th, the Columbia County Chamber of Commerce has selected our city to help kick off Small Business Saturday. On December 12th, we will be kicking off our holiday festivities starting with a Christmas Market from 12 noon - 6 p.m. At 6:00 we will have our twilight Christmas Parade, followed by the Christmas tree lighting and a movie in the plaza. We will have music by some local bands and artists throughout the day. I even hear the jolly old elf himself will make a special trip to Harlem, masked of course. If you, your church, civic

to participate in the Christmas Market or at the museum or download an application was spectacular! I hope you also enjoy the to give Harlem that Christmassy feeling. Moore, and Alison Couch for help getting

to show love for those that are less fortunate n affected by the turbulent times our nation y need help not only at Christmas but until kindness will go a long way. We have red with food, school supplies, personal hygiene ing donations for Toys for Tots. Thank you

ve live Christmas every day" - Helen Steiner

Christmas Carol"



*The City of Harlem Mayor, Council and Employees  
Would Like to Wish Everyone a Merry Christmas*

**CHRISTMAS UNDER THE STARS @ Harlem Baptist Church**  
Sunday, December 6th at 6 p.m.  
Caroling, Special Music, Coffee, S'mores, and Christmas Fun  
**EVERYONE WELCOME!**  
Please bring your own lawn chair

## Development of the Harlem Comprehensive Plan 2021 is underway!

ANTICIPATED ADOPTION: JUNE 2021

Have questions? Contact David Jenkins  
Community Development Director  
Email: [djenkins@harlemga.org](mailto:djenkins@harlemga.org) | Tel: 706-556-0043

A community survey is available at:

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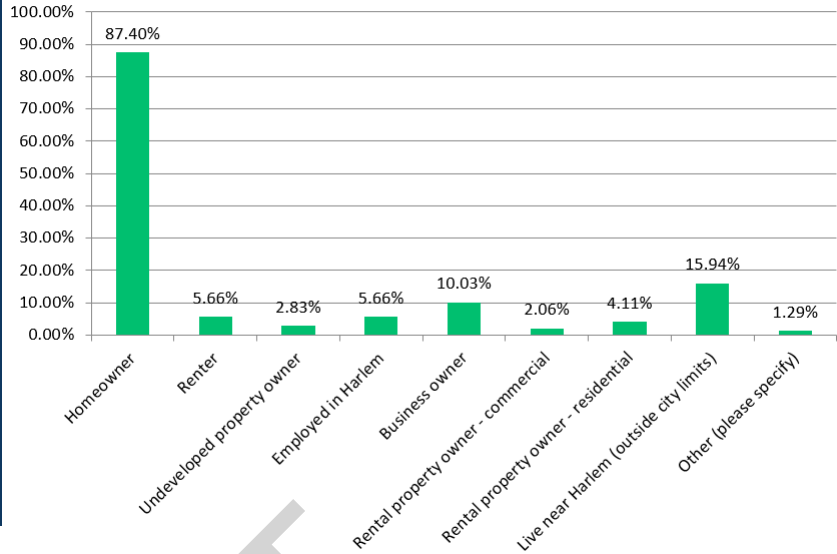
**Dog Days Salon**  
Accepting new grooms  
PH. 706-556-1711  
Veteran Owned and Operated  
Serving Harlem for over 10 years  
Walk-In Bath & Nails  
Always Welcome!

**FriendlyCare Companion**  
"GREAT CARE BY FRIENDLY PEOPLE"  
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• Light Housekeeping  
• Companionship  
• Shopping/ Errands  
• Transportation  
• Accompaniment to Appts/ Outings  
• Respite Care  
• Veteran Care  
• Expectant/ New Mother Care  
Phone: (706) 901-4899  
Email: [info@friendlycarecompanion.com](mailto:info@friendlycarecompanion.com)  
Web: [www.friendlycarecompanion.com](http://www.friendlycarecompanion.com)

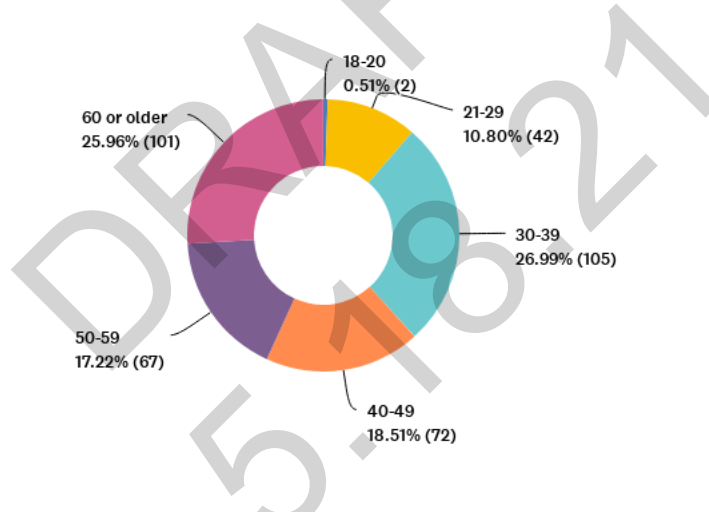
# COMMUNITY SURVEY

The following are summary response charts of select questions from the community survey. Open-ended questions are not included herein, but those questions covered areas such as SWOT, redevelopment ideas, and general comments.

Q1 Which of the following categories currently describes you? Check all that apply.



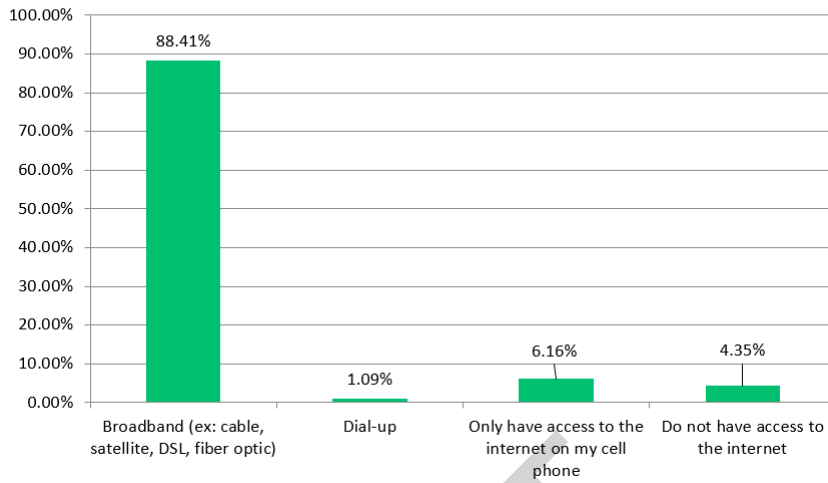
Q2 What is your age?



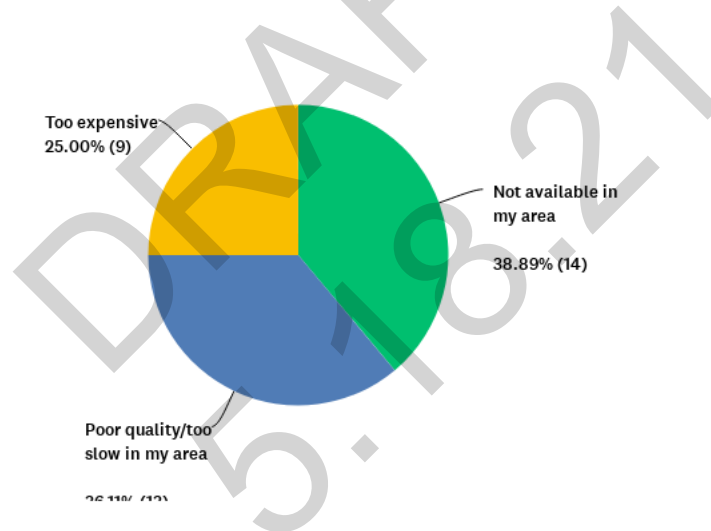
Q3 How long have you lived, worked, or owned property in Harlem?



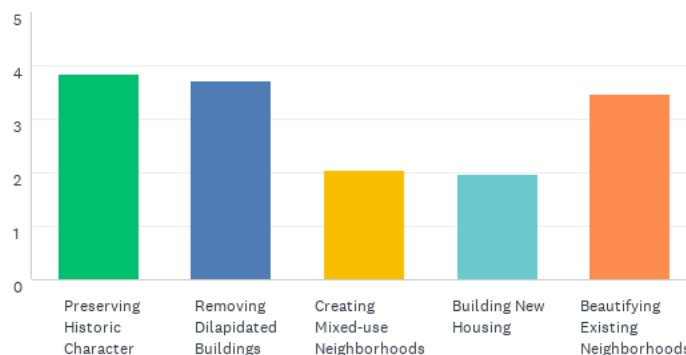
Q8 What type of internet access do you have at home?



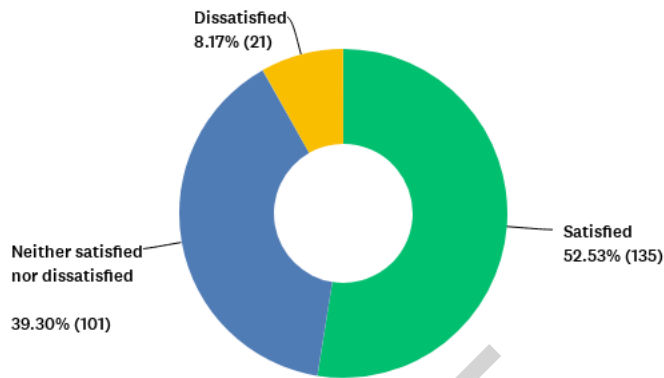
Q9 If you do not have access to the internet at home, please select the reason that best describes why.



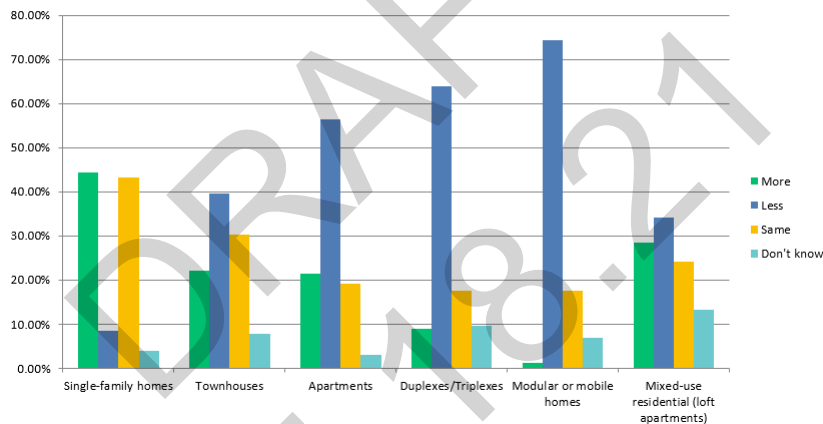
Q12 Please rank the following housing topics based on their importance to you from 1 - 5 (with 1 being most important). Each answer option does require a number rank, and each number can only be used once.



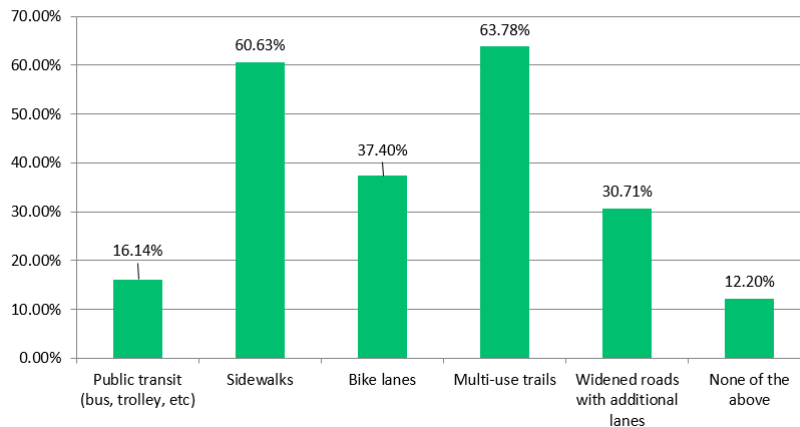
Q13 How satisfied are you with the variety of housing in Harlem?



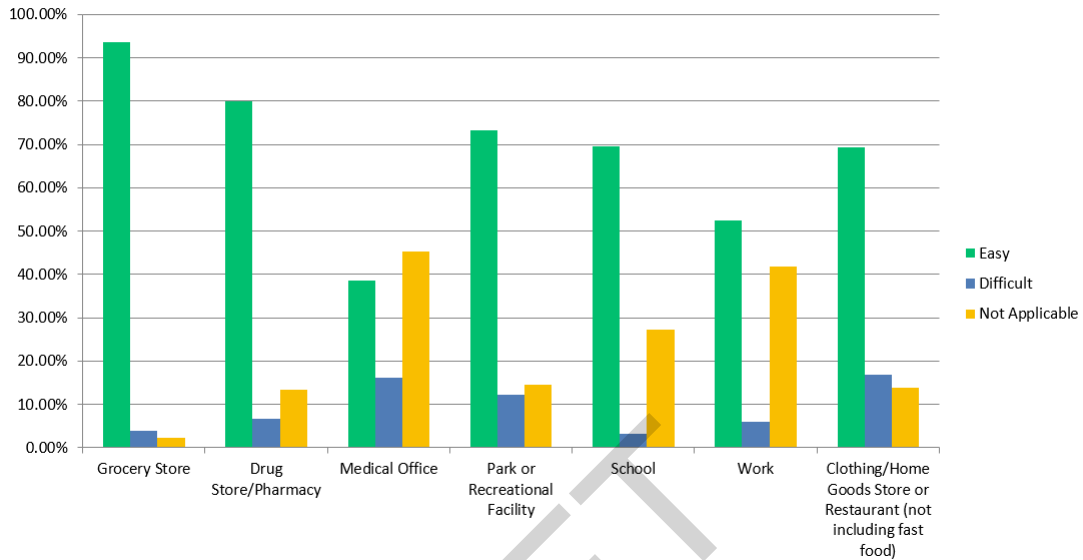
Q14 Do you think Harlem needs more, less, or the same amount of the following types of housing:



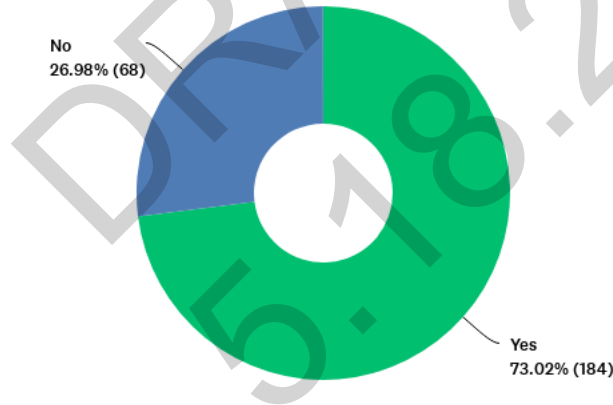
Q15 What types of transportation improvements would you like to see more of in Harlem? Check all that apply.



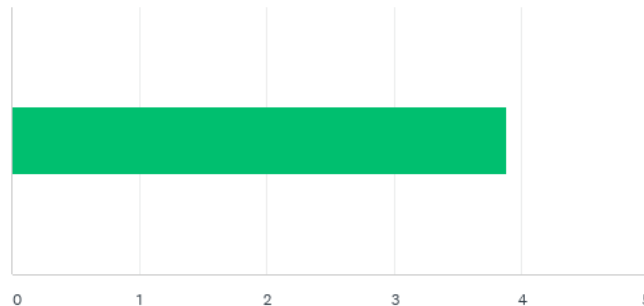
Q16 How easy is it for you to get to the following locations in Harlem?



Q18 Do you use public facilities such as parks, trails, and ball fields?

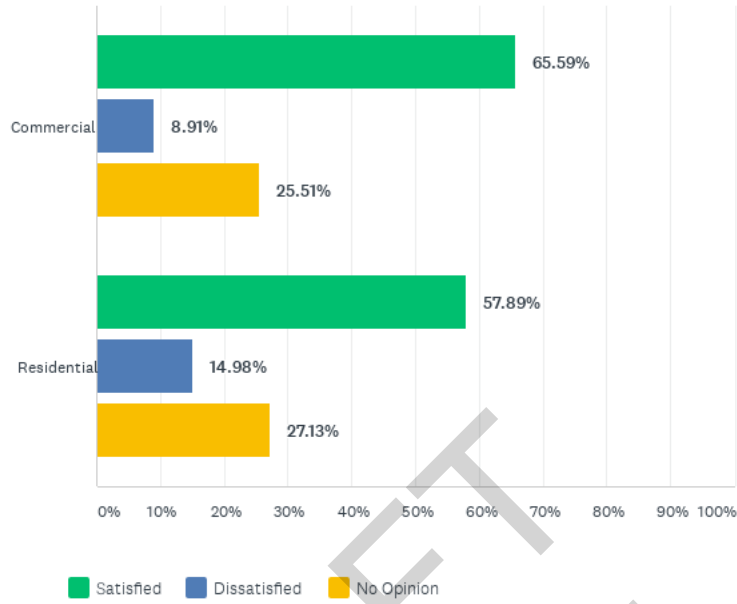


Q22 On a scale from 1 (not important) to 5 (extremely important), how important is preserving the historical look and feel of Harlem to you?

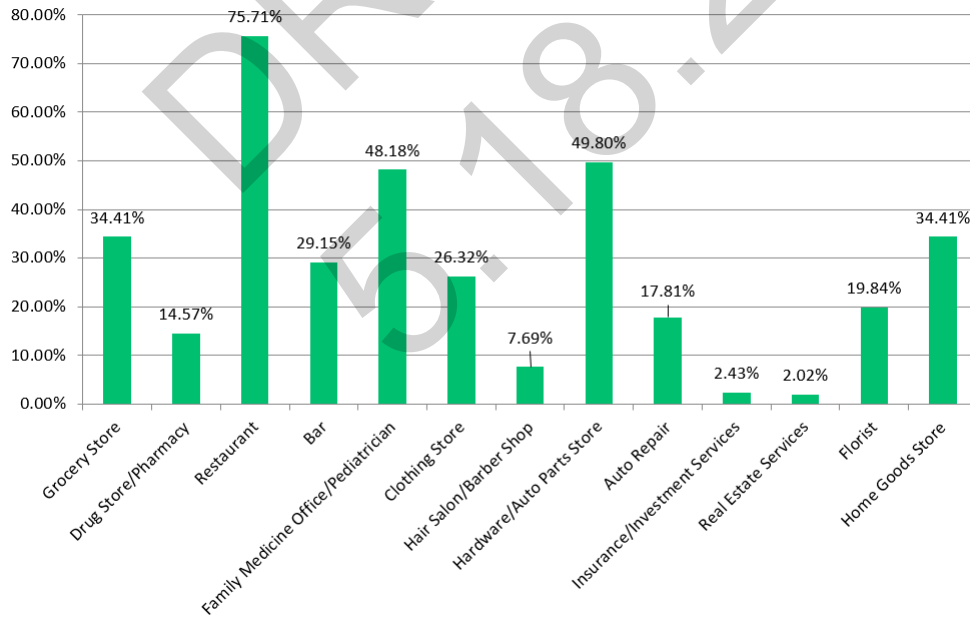


**APPENDIX**

Q23 Please rate your level of satisfaction with Historic Preservation efforts.



Q27 What types of businesses would you like to see more of in Harlem? Check all that apply.



Q28 How do you typically find out about what's happening in Harlem? Check all that apply.

