

## APPENDIX E- TIMELINE OF PLANNING SUCCESS

### Arabia Mountain Heritage Area

Timeline 2004-2006

2004			
July 6 <sup>th</sup>	Steering	●	<u>Committee Meeting</u> - Discussion and feedback on Management Plan Process, current & needed reports/activities for AMHA, Introductions of Steering Committee Members, and approval of Consultant Team Proposal. - 9:00 – 10:30 am at Lithonia Woman’s Club
August 18 <sup>th</sup>	Steering	●	<u>Committee Meeting</u> - Discussion and feedback on General Public Involvement and First Community Meeting. - 9:00 – 10:30 am at Lithonia Woman’s Club
September 1 <sup>st</sup>	Newslett	●	<u>#1</u> - The Arabia Mountain Heritage Area Management Plan is officially underway.
September 8 <sup>th</sup>	C	●	<u>ommunity Meeting #1</u> - Presentation on planning process, purpose, and schedule and AMHA accomplishments. Received community feedback on environmental issues, challenges, interpretation possibilities, education, economic, and marketing opportunities via a survey and discussion. - 6:30 – 8:00 pm at Murphey Candler Elementary School
September 15 <sup>th</sup>	Newslett	●	<u>#2</u> - Community comes together to learn about Arabia Mountain Heritage Area Management Plan Project.
October 20 <sup>th</sup>	Steering	●	<u>Committee Concept Charrette</u> - Selection of Plan goals, analysis of community input, discussion of themes and interpretation opportunities, creation of three possible plan concepts. - 8:30 am – 5:00 pm at Lithonia Woman’s Club
November 4 <sup>th</sup>	Newslett	●	<u>#3</u> - Arabia Mountain Heritage Area Management Plan Steering Committee Charrette accomplishes draft goals and plan alternatives.
November 17 <sup>th</sup>	C	●	<u>ommunity Meeting #2</u> - Data and map review, presentation of three possible plan concepts (Area, Network, Cluster), and received community comments through discussion and interactive exercise. - 6:00 – 8:30 pm at Murphey Candler Elementary School
November 18 <sup>th</sup>	Steering	●	<u>Committee Meeting</u> - Discussion and feedback on Community Meeting #2, merging three concept plans into one Hybrid Concept

			Plan, creation of primary gateway/visitors center, and need for logo or identity for AMHA.
			- 9:00 – 10:30 am at Lithonia Woman’s Club
<b>2005</b>			
January 12 <sup>th</sup>	Steering	●	<u>Committee Meeting</u>
			- Overview of Management Plan Process to date, presentation of Hybrid Concept Plan, discussion of potential implementation initiatives and programs, and attendee feedback.
			- 9:00 – 10:30 am at Lithonia Woman’s Club
January 18 <sup>th</sup>	R	●	<u>Rockdale County Board of Commissioners Meeting</u>
			- Discussion of Management Plan Process for AMHA
			- 9:00 – 11:00 am at Rockdale County
January 19 <sup>th</sup>	Newsletter	●	<u>#4</u>
			- Arabia Mountain Heritage Area Management Plan moves into design phase.
February 16 <sup>th</sup>	Steering	●	<u>Committee Meeting</u>
			- Overview of implementation and management, discussion of management entities, functions, and areas, and presentation of likely model for AMHA.
			- 9:00 – 10:30 am at Lithonia Woman’s Club
March 1 <sup>st</sup>		●	<u>Community Meeting #3</u>
			- Presentation and review of Management Plan Process, Hybrid Concept Plan, implementation priorities, and next steps. Received community feedback via discussion and interactive exercise.
			- 6:30 – 8:00 pm at Murphey Candler Elementary School
March 16 <sup>th</sup>	Steering	●	<u>Committee Meeting</u>
			- Discussion and review of Community Meeting #3, the Preferred Hybrid Plan and primary gateway, potential Management Entity structure for AMHA, implementation steps for Management Entity, and summary of Management Plan Process and next steps.
			- 9:00 – 10:30 am at Lithonia Woman’s Club
April 1 <sup>st</sup>		●	<u>Draft Management Plan with Environmental Assessment Complete</u>
			- Submitted for review to Kelly Jordan, Arabia Mountain Heritage Area Alliance Chair; Charlotte Gillis, National Park Service; Becky Kelley, Georgia Department of Natural Resources; and Ginna Tiernan, DeKalb County Park and Recreation.
<b>2006</b>			
March 1 <sup>st</sup>		●	<u>Final Management Plan with Environmental Assessment Complete</u>
			- Submitted to Kelly Jordan, Arabia Mountain Heritage Area Alliance Chair

## **APPENDIX F- LEGISLATION**

## TITLE I--ARABIA MOUNTAIN NATIONAL HERITAGE AREA

### SECTION 101. SHORT TITLE.

This title may be cited as the `Arabia Mountain National Heritage Area Act'.

### SEC. 102. FINDINGS AND PURPOSES.

(a) Findings- Congress finds the following:

(1) The Arabia Mountain area contains a variety of natural, cultural, historical, scenic, and recreational resources that together represent distinctive aspects of the heritage of the United States that are worthy of recognition, conservation, interpretation, and continuing use.

(2) The best methods for managing the resources of the Arabia Mountain area would be through partnerships between public and private entities that combine diverse resources and active communities.

(3) Davidson-Arabia Mountain Nature Preserve, a 535-acre park in DeKalb County, Georgia--

(A) protects granite outcrop ecosystems, wetland, and pine and oak forests; and

(B) includes federally-protected plant species.

(4) Panola Mountain, a national natural landmark, located in the 860-acre Panola Mountain State Conservation Park, is a rare example of a pristine granite outcrop.

(5) The archaeological site at Miners Creek Preserve along the South River contains documented evidence of early human activity.

(6) The city of Lithonia, Georgia, and related sites of Arabia Mountain and Stone Mountain possess sites that display the history of granite mining as an industry and culture in Georgia, and the impact of that industry on the United States.

(7) The community of Klondike is eligible for designation as a National Historic District.

(8) The city of Lithonia has 2 structures listed on the National Register of Historic Places.

(b) Purposes- The purposes of this title are as follows:

(1) To recognize, preserve, promote, interpret, and make available for the benefit of the public the natural, cultural, historical, scenic, and recreational resources in the area that includes Arabia Mountain, Panola Mountain, Miners Creek, and other significant sites and communities.

(2) To assist the State of Georgia and the counties of DeKalb, Rockdale, and Henry in the State in developing and implementing an integrated cultural, historical, and land resource management program to protect, enhance, and interpret the significant resources within the heritage area.

### SEC. 103. DEFINITIONS.

In this title:

- (1) HERITAGE AREA- The term `heritage area' means the Arabia Mountain National Heritage Area established by section 4(a).
- (2) LOCAL COORDINATING ENTITY- The term `local coordinating entity' means the Arabia Mountain Heritage Area Alliance or a successor of the Arabia Mountain Heritage Area Alliance.
- (3) MANAGEMENT PLAN- The term `management plan' means the management plan for the heritage area developed under section 6.
- (4) SECRETARY- The term `Secretary' means the Secretary of the Interior.
- (5) STATE- The term `State' means the State of Georgia.

## **SEC. 104. ARABIA MOUNTAIN NATIONAL HERITAGE AREA.**

- (a) Establishment- There is established the Arabia Mountain National Heritage Area in the State.
- (b) Boundaries- The heritage area shall consist of certain parcels of land in the counties of DeKalb, Rockdale, and Henry in the State, as generally depicted on the map entitled `Arabia Mountain National Heritage Area', numbered AMNHA-80,000, and dated October 2003.
- (c) Availability of Map- The map shall be on file and available for public inspection in the appropriate offices of the National Park Service.
- (d) Local Coordinating Entity- The Arabia Mountain Heritage Area Alliance shall be the local coordinating entity for the heritage area.

## **SEC. 105. AUTHORITIES AND DUTIES OF THE LOCAL COORDINATING ENTITY.**

- (a) Authorities- For purposes of developing and implementing the management plan, the local coordinating entity may--
  - (1) make grants to, and enter into cooperative agreements with, the State, political subdivisions of the State, and private organizations;
  - (2) hire and compensate staff; and
  - (3) enter into contracts for goods and services.
- (b) Duties-
  - (1) MANAGEMENT PLAN-
    - (A) IN GENERAL- The local coordinating entity shall develop and submit to the Secretary the management plan.
    - (B) CONSIDERATIONS- In developing and implementing the management plan, the local coordinating entity shall consider the interests of diverse governmental, business, and nonprofit groups within the heritage area.
  - (2) PRIORITIES- The local coordinating entity shall give priority to implementing actions described in the management plan, including the following:
    - (A) Assisting units of government and nonprofit organizations in preserving resources within the heritage area.
    - (B) Encouraging local governments to adopt land use policies consistent with the management of the heritage area and the goals of the management plan.

- (3) PUBLIC MEETINGS- The local coordinating entity shall conduct public meetings at least quarterly on the implementation of the management plan.
- (4) ANNUAL REPORT- For any year in which Federal funds have been made available under this title, the local coordinating entity shall submit to the Secretary an annual report that describes the following:
  - (A) The accomplishments of the local coordinating entity.
  - (B) The expenses and income of the local coordinating entity.
- (5) AUDIT- The local coordinating entity shall--
  - (A) make available to the Secretary for audit all records relating to the expenditure of Federal funds and any matching funds; and
  - (B) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available to the Secretary for audit all records concerning the expenditure of those funds.
- (c) Use of Federal Funds-
  - (1) IN GENERAL- The local coordinating entity shall not use Federal funds made available under this title to acquire real property or an interest in real property.
  - (2) OTHER SOURCES- Nothing in this title precludes the local coordinating entity from using Federal funds made available under other Federal laws for any purpose for which the funds are authorized to be used.

## **SEC. 106. MANAGEMENT PLAN.**

- (a) In General- The local coordinating entity shall develop a management plan for the heritage area that incorporates an integrated and cooperative approach to protect, interpret, and enhance the natural, cultural, historical, scenic, and recreational resources of the heritage area.
- (b) Basis- The management plan shall be based on the preferred concept in the document entitled 'Arabia Mountain National Heritage Area Feasibility Study', dated February 28, 2001.
- (c) Consideration of Other Plans and Actions- The management plan shall--
  - (1) take into consideration State and local plans; and
  - (2) involve residents, public agencies, and private organizations in the heritage area.
- (d) Requirements- The management plan shall include the following:
  - (1) An inventory of the resources in the heritage area, including--
    - (A) a list of property in the heritage area that--
      - (i) relates to the purposes of the heritage area; and
      - (ii) should be preserved, restored, managed, or maintained because of the significance of the property; and
    - (B) an assessment of cultural landscapes within the heritage area.
  - (2) Provisions for the protection, interpretation, and enjoyment of the resources of the heritage area consistent with the purposes of this title.
  - (3) An interpretation plan for the heritage area.
  - (4) A program for implementation of the management plan that includes--
    - (A) actions to be carried out by units of government, private organizations, and public-private partnerships to protect the resources of the heritage area; and

(B) the identification of existing and potential sources of funding for implementing the plan.

(5) A description and evaluation of the local coordinating entity, including the membership and organizational structure of the local coordinating entity.

(e) Submission to Secretary for Approval-

(1) IN GENERAL- Not later than 3 years after the date on which funds are made available to carry out this title, the local coordinating entity shall submit the management plan to the Secretary for approval.

(2) EFFECT OF FAILURE TO SUBMIT- If a management plan is not submitted to the Secretary by the date specified in paragraph (1), the Secretary shall not provide any additional funding under this title until such date as a management plan for the heritage area is submitted to the Secretary.

(f) Approval and Disapproval of Management Plan-

(1) IN GENERAL- Not later than 90 days after receiving the management plan submitted under subsection (e), the Secretary, in consultation with the State, shall approve or disapprove the management plan.

(2) ACTION FOLLOWING DISAPPROVAL-

(A) REVISION- If the Secretary disapproves a management plan submitted under paragraph (1), the Secretary shall--

(i) advise the local coordinating entity in writing of the reasons for the disapproval;

(ii) make recommendations for revisions to the management plan; and

(iii) allow the local coordinating entity to submit to the Secretary revisions to the management plan.

(B) DEADLINE FOR APPROVAL OF REVISION- Not later than 90 days after the date on which a revision is submitted under subparagraph (A)(iii), the Secretary shall approve or disapprove the revision.

(g) Revision of Management Plan-

(1) IN GENERAL- After approval by the Secretary of a management plan, the local coordinating entity shall periodically--

(A) review the management plan; and

(B) submit to the Secretary, for review and approval by the Secretary, the recommendations of the local coordinating entity for any revisions to the management plan that the local coordinating entity considers to be appropriate.

(2) EXPENDITURE OF FUNDS- No funds made available under this title shall be used to implement any revision proposed by the local coordinating entity under paragraph (1)(B) until the Secretary approves the revision.

## **SEC. 107. TECHNICAL AND FINANCIAL ASSISTANCE.**

(a) In General- At the request of the local coordinating entity, the Secretary may provide technical and financial assistance to the heritage area to develop and implement the management plan.

(b) Priority- In providing assistance under subsection (a), the Secretary shall give priority to actions that facilitate--

(1) the conservation of the significant natural, cultural, historical, scenic, and recreational resources that support the purposes of the heritage area; and

(2) the provision of educational, interpretive, and recreational opportunities that are consistent with the resources and associated values of the heritage area.

## **SEC. 108. EFFECT ON CERTAIN AUTHORITY.**

(a) Occupational, Safety, Conservation, and Environmental Regulation- Nothing in this title--

(1) imposes an occupational, safety, conservation, or environmental regulation on the heritage area that is more stringent than the regulations that would be applicable to the land described in section 4(b) but for the establishment of the heritage area by section 4(a); or

(2) authorizes a Federal agency to promulgate an occupational, safety, conservation, or environmental regulation for the heritage area that is more stringent than the regulations applicable to the land described in section 4(b) as of the date of enactment of this Act, solely as a result of the establishment of the heritage area by section 4(a).

(b) Land Use Regulation- Nothing in this title--

(1) modifies, enlarges, or diminishes any authority of the Federal Government or a State or local government to regulate any use of land as provided for by law (including regulations) in existence on the date of enactment of this Act; or

(2) grants powers of zoning or land use to the local coordinating entity.

## **SEC. 109. AUTHORIZATION OF APPROPRIATIONS.**

(a) In General- There is authorized to be appropriated to carry out this title \$10,000,000, to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) Federal Share- The Federal share of the cost of any project or activity carried out using funds made available under this title shall not exceed 50 percent.

## **SEC. 110. TERMINATION OF AUTHORITY.**

The authority of the Secretary to provide assistance under this title terminates on the date that is 15 years after the date of enactment of this title.

## **SEC. 111. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.**

(a) Notification and Consent of Property Owners Required- No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) Landowner Withdraw- Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

## **SEC. 112. PRIVATE PROPERTY PROTECTION.**

- (a) Access to Private Property- Nothing in this title shall be construed to--
  - (1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or
  - (2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.
- (b) Liability- Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.
- (c) Recognition of Authority to Control Land Use- Nothing in this title shall be construed to modify the authority of Federal, State, or local governments to regulate land use.
- (d) Participation of Private Property Owners in Heritage Area- Nothing in this title shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.
- (e) Effect of Establishment- The boundaries designated for the Heritage Area represent the area within which Federal funds appropriated for the purpose of this title may be expended. The establishment of the Heritage Area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Area or its viewshed by the Secretary, the National Park Service, or the management entity.

## **TITLE II--ILLINOIS AND MICHIGAN CANAL NATIONAL HERITAGE CORRIDOR ACT AMENDMENTS**

### **SEC. 201. SHORT TITLE.**

This title may be cited as the ' Illinois and Michigan Canal National Heritage Corridor Act Amendments of 2005'.

### **SEC. 202. TRANSITION AND PROVISIONS FOR NEW LOCAL COORDINATING ENTITY.**

The Illinois and Michigan Canal National Heritage Corridor Act of 1984 (Public Law 98-398; 16 U.S.C. 461 note) is amended as follows:

- (1) In section 103--
  - (A) in paragraph (8), by striking ' and';
  - (B) in paragraph (9), by striking the period and inserting ' ; and'; and
  - (C) by adding at the end the following:
    - ' (10) the term ' Association' means the Canal Corridor Association (an organization described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from taxation under section 501(a) of such Code).'
- (2) By adding at the end of section 112 the following new paragraph:
  - ' (7) The Secretary shall enter into a memorandum of understanding with the Association to help ensure appropriate transition of the local coordinating entity to the Association and coordination with the Association regarding that role.'
- (3) By adding at the end the following new sections:

## **SEC. 119. ASSOCIATION AS LOCAL COORDINATING ENTITY.**

Upon the termination of the Commission, the local coordinating entity for the corridor shall be the Association.

## **SEC. 120. DUTIES AND AUTHORITIES OF ASSOCIATION.**

For purposes of preparing and implementing the management plan developed under section 121, the Association may use Federal funds made available under this title--

- (1) to make loans and grants to, and enter into cooperative agreements with, States and their political subdivisions, private organizations, or any person;
- (2) to hire, train, and compensate staff; and
- (3) to enter into contracts for goods and services.

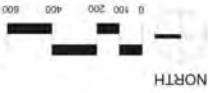
## **SEC. 121. DUTIES OF THE ASSOCIATION.**

The Association shall--

- (1) develop and submit to the Secretary for approval under section 123 a proposed management plan for the corridor not later than 2 years after Federal funds are made available for this purpose;
- (2) give priority to implementing actions set forth in the management plan, including taking steps to assist units of local government, regional planning organizations, and other organizations--
  - (A) in preserving the corridor;
  - (B) in establishing and maintaining interpretive exhibits in the corridor;
  - (C) in developing recreational resources in the corridor;
  - (D) in increasing public awareness of and appreciation for the natural, historical, and architectural resources and sites in the corridor; and
  - (E) in facilitating the restoration of any historic building relating to the themes of the corridor;
- (3) encourage by appropriate means economic viability in the corridor consistent with the goals of the management plan;
- (4) consider the interests of diverse governmental, business, and other groups within the corridor;
- (5) conduct public meetings at least quarterly regarding the implementation of the management plan;
- (6) submit substantial changes (including any increase of more than 20 percent in the cost estimates for implementation) to the management plan to the Secretary; and
- (7) for any year in which Federal funds have been received under this title--
  - (A) submit an annual report to the Secretary setting forth the Association's accomplishments, expenses and income, and the identity of each entity to which any loans and grants were made during the year for which the report is made;
  - (B) make available for audit all records pertaining to the expenditure of such funds and any matching funds; and

` (C) require, for all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available for audit all records pertaining to the expenditure of such funds.

# APPENDIX G- PANOLA MOUNTAIN STATE PARK MASTER PLAN

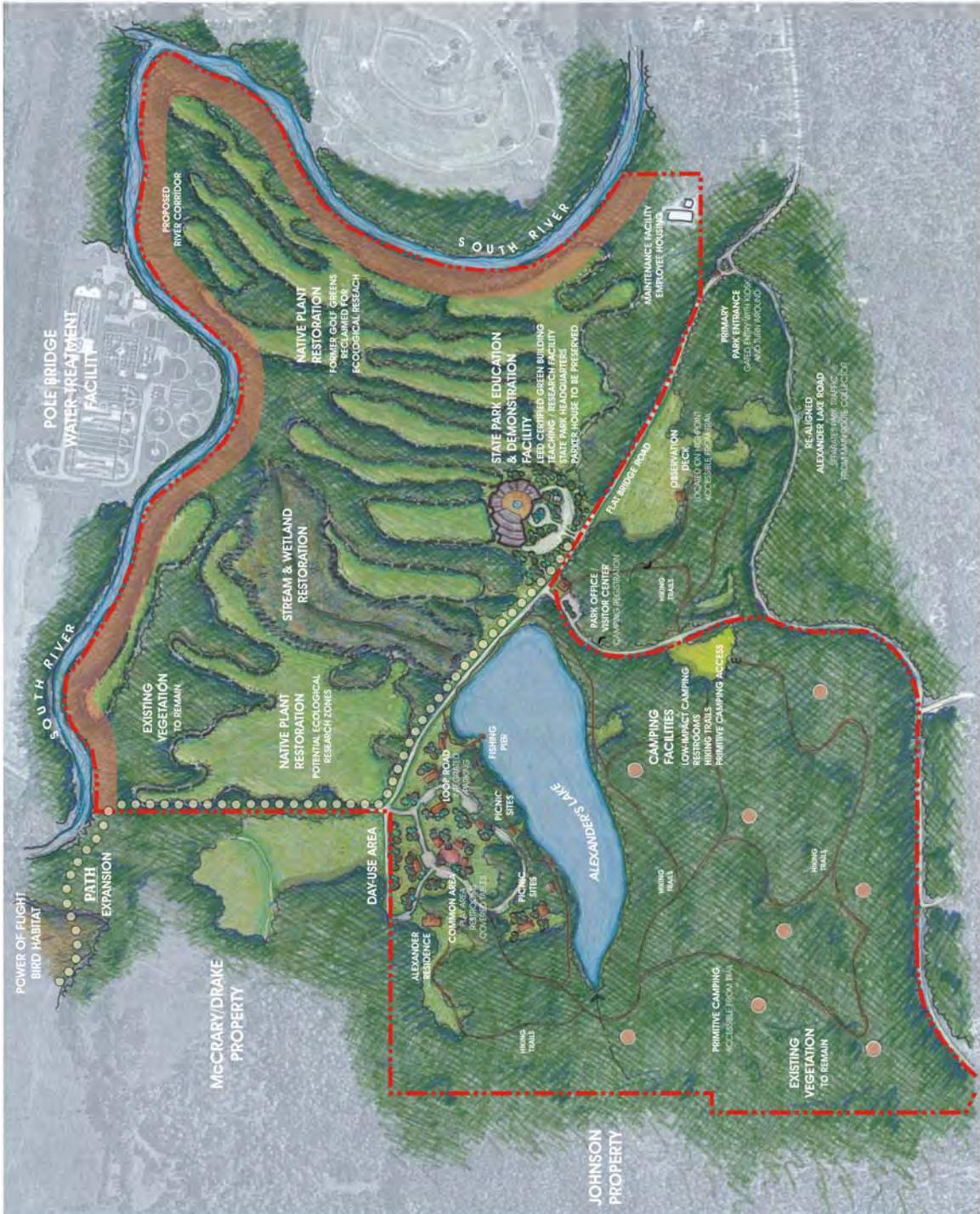


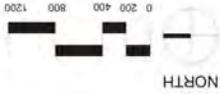
SCALE: 1" = 200'-0"  
 DATE: 03.11.05  
 RAA#: 24068

PREPARED BY: ROY ASHLEY & ASSOCIATES  
 ROCKDALE COUNTY, GEORGIA  
 PREPARED FOR: GEORGIA DNR

## PANOLA MOUNTAIN - PARK EXPANSION

MASTER PLAN - ALEXANDER TRACT





SCALE: 1" = 400'-0"  
 DATE: 03.22.05  
 RAA#: 24068

ROCKDALE COUNTY, GEORGIA  
 PREPARED FOR: ROY ASHLEY & ASSOCIATES

# PANOLA MOUNTAIN - PARK EXPANSION

MASTER PLAN



## **APPENDIX H- TOURISM REPORT**

*Arabia Mountain National Heritage Area: Opportunities for Tourism Development.* Tourism and Regional Assistance Centers (TRACS), Enterprise Innovation Institute, Georgia Institute of Technology: Ann O'Neill, Rich Harrill, Ph.D., Robert Lann, Ed Lindsey, Paul Counts, Holly Green; January 2006

# **Executive Summary**

The Atlanta metropolitan area is well-known as a destination for conferences and sports tourism. However, for the region to remain viable in the increasingly competitive tourism industry, it must diversify its current product to attract other promising market niches. The Arabia Mountain National Heritage Area, a short drive from downtown Atlanta, has great potential to attract visitors interested in nature, culture and heritage. Increased visitation to this heritage area can translate into substantial economic benefits for DeKalb, Henry and Rockdale counties and their respective municipalities.

Among the heritage area's assets are Davidson-Arabia Mountain Nature Preserve, Panola Mountain State Conservation Park and the 2,300-acre Monastery of the Holy Spirit, as well as open space, greenway linkages and agricultural land. A proposed bike path with Stone Mountain Park will also help in building regional tourism. As a nationally recognized contributor to "smart growth" in the region, Arabia Mountain tourism can play a dual role in stimulating economic development while preserving quality of life and sense of place.

To facilitate this development, the Arabia Mountain Heritage Area Alliance retained Georgia Tech's Tourism and Regional Assistance Centers (TRACS) to conduct an in-depth analysis of existing tourism conditions and resources, as well as providing valuable information required to demonstrate to residents and local leaders the importance of tourism to economic development and how current visitation can be improved. The research will also address the importance of tourism in revitalizing communities within the heritage area as well as a way of staving off undesirable commercial development. The two-pronged purpose of this feasibility study is to determine the interest in travel to the heritage area and to measure potential economic benefits from this travel.

## **Conclusions and Recommendations**

### **Improve signage and interpretation in the region.**

Signage is an important, yet often neglected marketing tool. The need for signage is even more urgent for national heritage areas as there are often many points of entry, as well as many tourism sites within an area itself. In addition, signage can be extremely important in creating a sense of identity for the heritage area.

Signage is often an important initial step after designation, providing a sense of completeness and also enticing visitors off the highway and into sites and communities within the area. For visitors to reach attractions, adequate signage must indicate what the attraction is about (historic, cultural, natural or recreational) and how to get there from major routes along, or near, the heritage area. Once there, visitors should find adequate interpretation of the assets. State departments of transportation are often key partners in signage development and placement.

### **Emphasize small-town atmosphere.**

The success of the Arabia Mountain National Heritage Area will relate to the small towns that dot the region, specifically Lithonia and Conyers. These communities are perceived as places where parents can take their children to learn about the past and their own roots, especially if they have moved elsewhere. These places are also becoming an important venue where one can experience America's artistic and cultural heritage.

### **Develop regional tourism linkages**

Because many of the attractions that bring visitors to Arabia Mountain lie outside the proposed heritage area ( including golf, camping, hunting and fishing amenities desired by high-potential visitors) it is important that relationships are established with chambers of commerce/tourism organizations in neighboring counties, as well as specific attractions in those counties. Solid linkages play an important part in developing regional tourism, such as the planned bike path linking the heritage area to Stone Mountain.

### **Develop a tour itinerary**

The area's most promising assets are the two rock mountains (or monadnocks) –Arabia Mountain and Panola Mountain. These, in combination with other related assets throughout the region, can form an itinerary through which the natural and human history of the area's granite

formations, ecology and mining can be presented. This was one theme of the ICON architecture study, and appears to be the strongest theme for attracting non-local visitors. Important elements of this theme include Native American mining sites and artifacts, African-American cemeteries, the natural flora and fauna found on and around the monadnock formations, the area's historic quarry sites and the numerous granite buildings found throughout the region, especially in Lithonia and Conyers.

### **Simplify narrative**

The Arabia Mountain Heritage Area Alliance should strive to send clear and consistent messages, with its narrative simplified for a national audience and a higher profile in the region. Other such areas emphasize the storytelling aspect of their mission. According to the Silos and Smokestacks National Heritage Area, stakeholders should define why an area is important locally and nationally and agree on how its story will be told. Officials here advise that heritage areas must define a time and place—the basis for the story to be told. The story told, according to Blue Ridge Heritage Area planners, should resonate with the public as being uniquely American, combining aspects of people, place and history.

### **Implement modest tourism program**

Tourism development is another important part of the question. There should be enough physical development to attract visitors, yet not so much that the building and maintenance of these facilities becomes a burden on the national heritage area's limited budget. Conservative investment in a visitors' center, museum, and perhaps a few local renovations undertaken with partners often suffices.

### **Market to families and growing multi-cultural interests**

Using the PRIZM NE™ market segmentation system for over 8,000 reservations from 1995 to 2005 for Panola, Providence, Smithgall, Sweetwater and Tallulah state parks in Georgia—all sharing a conservation theme—it was determined that the type of visitor most likely to visit Arabia Mountain are families with children. It was also determined from this analysis that there is a growing Asian and Hispanic component to these visitors, a factor that should also be incorporated into the heritage area's marketing and programming. Other promising markets include nature-based tourists, heritage and cultural tourists, African-American tourists and childless working couples known as DINKS (dual income, no kids).

**Develop materials for distribution by Area CVBs**

Probably the most important partnerships in terms of tourism are those with local convention and visitors bureaus (CVBs). There are no standard types of partnerships, but mostly these relationships focus on the creation and distribution of marketing materials. In most cases, the national heritage area simply creates the product and the local CVB promotes it—such is the relationship between Essex (MA) National Heritage Area and the North Boston CVB. However, in some cases, the relationship is much closer. For example, at the Lackawanna Valley (PA) National Heritage Area, the local CVB works directly with the board’s executive authority. In turn, the executive director was once a member of the CVB’s board. These two agencies collaborate to simultaneously create and market the heritage tourism product. Similarly, the Yuma Crossing (AZ) National Heritage Area conducts its marketing with the Yuma CVB, and together they have decided to shift emphasis from attracting “snow birders” to drawing upscale baby boomers interested in nature, history and the pleasant Arizona weather.

**Feature Stonecrest Mall retail area prominently in marketing materials**

Shopping is the top tourist activity in the United States and an important means of capturing tourism dollars. The revenues from shopping are often considerable, equaling or surpassing expenditures on entertainment, dining and lodging. The Arabia Mountain National Heritage Alliance should emphasize the Stonecrest Mall area in its marketing materials.

**Economic and Fiscal Impacts**

Visitor expenditures are the basis for the economic and fiscal impacts generated by facilities such as the Arabia Mountain Heritage Area. Non-local visitors (from outside DeKalb and Rockdale counties) will result in impact on DeKalb and Rockdale, while out-of-state visitors represent impact to the state as a whole. Overnight and day tripper visitors are estimated separately, as overnight visitors typically spend more and produce much greater economic impact. All of the following estimates of visitation, expenditures, and impact represent the mean – or most likely – scenario. The main report provides a high and low estimate for each variable.

Based on visitation estimates from a group of peer parks in the Southeast and Midwest, the heritage area will experience an estimated annual 84,715 overnight out-of-state visitors, and 5,407 day-tripping out-of-state visitors. Non-local in-state visitors will total approximately 21,000 overnight and 17,187 day trippers. This visitation is over and above that currently

experienced by the major existing public parks within the heritage area -- Panola Mountain State Park and the Davidson-Arabia Mountain Nature Preserve.

These visitors will spend a combined \$10.5 million annually in DeKalb County and \$3.6 million in Rockdale. Out-of-state visitors represent \$10.7 million of these expenditures. From this spending, the two counties and the state will experience the following impacts:

<b>Economic Impacts of Visitors - DeKalb County</b>				
Mean Scenario				
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
Business Revenues	\$9,866,727	\$2,761,063	\$3,842,340	\$16,470,130
Labor Income	\$4,516,837	\$991,124	\$1,316,673	\$6,824,634
Employment	165	20	36	221
Average Income	\$27,375	\$49,556	\$36,574	\$30,881

<b>Economic Impacts of Visitors - Rockdale County</b>				
Mean Scenario				
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
Business Revenues	\$3,505,690	\$832,969	\$963,639	\$5,302,298
Labor Income	\$1,682,040	\$316,036	\$320,264	\$2,318,340
Employment	46	8	12	66
Average Income	\$36,566	\$39,505	\$26,689	\$35,126

<b>Economic Impacts of Visitors - Georgia</b>				
Mean Scenario				
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
Business Revenues	\$10,150,997	\$3,714,039	\$4,751,966	\$18,617,002
Labor Income	\$4,458,851	\$1,330,761	\$1,613,696	\$7,403,308
Employment	172	30	49	251
Average Income	\$25,954	\$44,065	\$33,068	\$29,519

Fiscal impacts are based on what happens to a local or state government's budget because of a change in its economy. Visitors purchase goods and services, which generate tax revenues, but they also demand services which cost each government money. And although the visitors themselves do not live in the area (or the state), the workers employed in the new jobs they create do reside there. Depending on their income, these new residents may represent a net fiscal gain or loss to each county and to the state as a whole. These fiscal impacts on each county and the state are summarized below.

<b>Summary of Fiscal Impacts for DeKalb County</b>		
	<b>10-Year Net Present Value</b>	<b>20-Year Net Present Value</b>
<b>County Government</b>		
Mean Scenario	\$1,316,193	\$2,295,565
<b>School System</b>		
Mean Scenario	\$363,711	\$634,346

<b>Summary of Fiscal Impacts for Rockdale County</b>		
	<b>10-Year Net Present Value</b>	<b>20-Year Net Present Value</b>
<b>County Government and School System</b>		
Mean Scenario	\$468,487	\$817,086

<b>Economic and Fiscal Impact Forecast for Georgia</b>						
(Mean Scenario)						
<b>Economic Impacts</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Business Revenues	\$10,150,997	\$18,617,002	\$18,617,002	\$18,617,002	\$18,617,002	\$18,617,002
Labor Income	\$4,458,851	\$7,403,308	\$7,403,308	\$7,403,308	\$7,403,308	\$7,403,308
Employment	172	251	251	251	251	251
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017-2025</b>
Business Revenues	\$18,617,002	\$18,617,002	\$18,617,002	\$18,617,002	\$18,617,002	\$18,617,002
Labor Income	\$7,403,308	\$7,403,308	\$7,403,308	\$7,403,308	\$7,403,308	\$7,403,308
Employment	251	251	251	251	251	251
<b>Fiscal Impacts</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
State Government Revenues	\$369,223	\$690,228	\$767,018	\$782,499	\$782,919	\$782,931
State Government Costs	\$39,456	\$448,809	\$759,841	\$822,545	\$824,245	\$824,291
Net Annual Benefits	\$329,768	\$241,419	\$7,177	(\$40,045)	(\$41,326)	(\$41,361)
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017-2025</b>
State Government Revenues	\$782,931	\$782,931	\$782,931	\$782,931	\$782,931	\$782,931
State Government Costs	\$824,292	\$824,293	\$824,293	\$824,293	\$824,293	\$824,293
Net Annual Benefits	(\$41,362)	(\$41,362)	(\$41,362)	(\$41,362)	(\$41,362)	(\$41,362)
Net Present Value 10-Year	\$329,255					
Net Present Value 20-Year	\$58,845					

### Summary of PRIZM NE™ Analysis

A PRIZM NE™ analysis was used to develop lifestyle clusters related to Arabia Mountain tourism. PRIZM NE™ is a neighborhood lifestyle segmentation system developed from such sources as the U.S. Census, and it works because the adage “birds of a feather flock

together,” still rings true today—people with similar cultural backgrounds, needs and perspectives naturally gravitate toward each other.

A PRIZM NE™ analysis was conducted on the Georgia Department of Natural Resource’s guest registers with the help of lifestyle segmentation databases and geographic information systems (GIS) software. With this software, each visitor record can be related to one of the 66 socio-demographic groups in the PRIZM NE™ database.

In the market segmentation system, each micro-neighborhood in the United States is defined according to 66 district types or clusters that exhibit similar demographic and behavioral characteristics. These characteristics include income, family type, age, education, occupation, purchasing behavior, and media habits. These clusters are then used to identify and locate marketing targets. The variables that explain most of the differences among the clusters include:

- Socioeconomic ranking
- Family type
- Educational attainment
- Race and/or ethnicity
- Occupation
- Housing type.

Lifestyle analysis can be a cost-effective means of targeting specific Arabia Mountain tourism niches, given that surveying current visitors can be expensive. To most efficiently and effectively target marketing efforts in Arabia Mountain, it is crucial to understand the nature of visitors there. Their needs, desires, attitudes and perceptions should be carefully considered when creating a marketing campaign and undertaking product development. The nature of these various visitor segments will dictate where print advertising is placed, the content of that advertising, and the appearance and content of all collateral marketing materials such as brochures, signs, maps, and visitors’ guides.

TRACS researchers identified visitors through sources indicated as important by the Arabia Mountain Heritage Alliance and Georgia Department of Natural Resources. The PRIZM NE™ market segmentation system was used for more than 8,000 reservations from 1995 to 2005 for Panola, Providence, Smithgall, Sweetwater and Tallulah state parks—all sharing a conservation theme.

Conducting a PRIZM NE™ analysis with consumer information collected from guest registers is an intricate and fairly lengthy process. After the visitor data is obtained, various steps

must be taken before the analysis can be conducted. Often, the data is in hard copy or even handwritten form, in which case it must be typed into an electronic database. Each visitor record is then assigned a unique identification code. However, not all addresses are complete, and the missing information must be either found or purchased based on the telephone number. The next step, geocoding, is the process of assigning each address a longitude and latitude so that it can be displayed as a point on a map. Each address is then assigned a ZIP+4, ZIP Code, census tract, block group, and block. Finally, each address is assigned a PRIZM NE™ cluster for that particular level of geography. The clusters are then ranked based on the number of visitors each represents among all visitors to these parks. The clusters with the largest numbers of visitors are considered the best targets. These targets have particular characteristics, and the top markets for the Arabia Mountain Heritage Area are described below.

### **Beltway Boomers**

The members of the postwar baby boom have grown up. Today, these Americans are in their forties and fifties, and one segment of this huge cohort—college-educated, upper-middle class and home-owning—is found in Beltway Boomers. Like many of their peers who married late, these boomers are still raising children in comfortable suburban subdivisions, and they are pursuing kid-centered lifestyles. The median household income of this group is \$69,830. This segment also has high Asian and Hispanic populations. These boomers read computer magazines, *Business Week*, *Golf Digest*, *Golf Magazine*, *Working Mother* and *Black Enterprise*.

### **Fast-Track Families**

With their upper-middle-class incomes, numerous children, and spacious homes, Fast-Track Families are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibility to want the best for their children. They buy the latest technology: new computers, DVD players, home theater systems and video games. They take advantage of their rustic locales by camping, boating and fishing. Their median income is \$70,216. They read *Country Living*, *Working Mother*, *Redbook* and *Modern Bride*.

### **Kids & Cul-de-Sacs**

Upscale, suburban, married couples with children, this segment boasts an enviable lifestyle of large families in recently built subdivisions. It has a high proportion of Hispanics and Asian-Americans and its members are college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence and

children translates into large outlays for child-centered products and services. The median household income of this cluster is \$68,785. They read *Family Fun*, *Working Mother*, *Parenting*, *Home* and *This Old House*.

### **Big Fish, Small Pond**

Older, upper-class, college-educated professionals, the members of this segment are often the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology. The median income of this group is \$77,666 and its periodicals include *Southern Living*, *Golf Digest*, *Golf Magazine* and *Travel & Leisure*.

### **Country Casuals**

There is a laid-back atmosphere in Country Casuals, a collection of middle-aged, upper-middle-class households that have started to become empty-nesters. Most households boast two earners who have well-paying blue- or white-collar jobs, or own small businesses. Today these baby boomer couples have the disposable income to enjoy traveling, own timeshares and dine out. The median household income is \$66,401, and members read hunting and fishing magazines, *Country Living*, *Southern Living* and *Delta's Sky*.

### **Other Promising Market Segments**

Of course, there are other high-potential market segments that may exist within the group of travelers most likely to visit the Arabia Mountain Heritage Area. These include nature-based tourists, who will be attracted to the area's natural assets and attractions. Nature-based tourists are one of the fastest-growing tourism market segments. Second to nature-based tourism in terms of growth are heritage and cultural tourists, who will be interested in the heritage area's many Native American and African-American historic sites, as well as those industrial historical sites related to quarry mining. African-American tourists are a growing market segment that should be cultivated. Many African-American tourists visiting Atlanta are interested in black heritage and Civil Rights history and may want to include the cemeteries in the heritage area in their itineraries. However, these sites must be developed for tourism, which means way-finding and interpretive signage. Finally, although the clusters with high potential are those with families and children, Arabia Mountain has long been known as a romantic getaway for local

residents seeking to see stars at night. Therefore childless couples may also represent a market segment with some potential.



## APPENDIX I- ALTERNATIVE PLAN CONCEPTS

### *Other Alternatives Plans Considered*

#### Alternative 1: **No Action:**

*This alternative, required by the National Environmental Policy Act (NEPA), would continue current management and procedures.*

Under the current climate, the Heritage Area would not receive federal or state funds, and would rely solely on volunteers and donations for environmental education and preservation activities. The current non-profit management group, the Arabia Alliance, would have limited guidance on appropriate programs and venues that should be completed. With only one volunteer staff member, implementation would be limited as well. No framework would exist for future funding. Development in the Heritage Area is occurring at a rapid pace, and without a plan, key resources will be negatively affected. Opportunities to promote the Heritage Area will be missed, and without knowledge and buy-in, its future preservation would be jeopardized.

#### Alternative 2: **Network:**

*Utilize trails and key byways as primary corridors for interpretation, encouraging visitors to experience natural and historic sites that are linked together along designated routes.*

The Network serves as a connector and unifying element. Spur trails from the primary north-south route allow visitors to explore diverse features of the Heritage Area. The Network concept envisions existing and future trails, and identifies roadways and selected waterways. Visitors along this network of routes can learn about the history and significance of the Heritage Area at key venues, on guided tours and at existing and proposed facilities. Once in place, these routes could be ‘customized’ based on such themes as historic homesteads, natural areas and wildlife, and quarrying and granite, for example. Possible Gateways, or access points to the network, include existing trailheads

such as the Mall at Stonecrest and Davidson-Arabia Mountain Nature Preserve, and future sites at Panola Mountain State Park, future facilities in the City of Lithonia, the Klondike community and along the South River.

The Network concept emphasizes the experience of moving through the Heritage Area as the primary means to understand and learn about it. By utilizing interpretive signage, designated roadways and trails, informational kiosks and new and existing facilities, the Network concept focuses on experiencing the sites and history first-hand.

**Alternative 3: Area:**

*Preserve distinctive natural and man-made landscapes within the Heritage Area as large-scale places of environmental quality that communicate the history and culture. The Area concept seeks to enhance and preserve the quality of Heritage Area landscapes by differentiating places of character and encouraging local entities to preserve them. The Area concept emphasizes the branding and identity of different environments to educate visitors on the Heritage Area's complexities.*

Visitors will experience key environments that effectively convey the Heritage Area's rich culture and history. The focus of this concept is preservation of significant landscapes. The vast difference between the small town fabric of the City of Lithonia and the agricultural beauty of Vaughters' Farm is one example of how the Area concept can convey dynamic relationships between culture, history and diverse landscapes.

Environments to be highlighted can be connected and accessed by existing and future trails and roadways. Possible stories that can be told at specific landscapes include:

- City of Lithonia: The story of the people in the "place of rock"
- Davidson-Arabia Mountain Nature Preserve: The impact of the granite industry in contrast to the Mountain's fragile flora, fauna and unusual geology
- Vaughters' Farm: Life on a dairy farm
- Panola Mountain State Park: The diversity of nature's bounty from granite outcrops to a major waterway like South River

Alternative 4: **Cluster:**

*Focus interpretation of history and culture at key locations that become Gateways for understanding themes and stories. The Cluster concept utilizes a series of areas (or clusters) to communicate meaningful stories. The intent is to educate visitors on four major themes through experiences and interpretation at four significant locations.*

Each cluster utilizes a Gateway to inform and engage visitors. Clusters are connected to one another by a driving and walking tour. This concept provides four clusters that allow the visitor to ‘customize’ their experience based on interest, time or accessibility:

Gateway for Cluster A: People of the Heritage Area

The Gateway can be the City of Lithonia. Sites to be highlighted include the Lithonia Woman’s Club building, Main Street, churches, historic cemeteries and connection to the existing multi-use trail system.

Gateway for Cluster B: Culture of the Heritage Area

The Gateway can be the Davidson-Arabia Mountain Nature Preserve. Sites to be highlighted include Arabia Mountain, Vaughters’ Farm, the PATH Foundation’s trail system, Evans Mill site, historic cemeteries and churches, Native American sites and historic homesteads.

Gateway for Cluster C: Natural Systems of the Heritage Area

The Gateway can be Panola Mountain State Park. Sites to be highlighted include the existing (and potentially expanded) Panola Mountain Interpretive Center, future connections to South River on the trail system and Native American sites.

Gateway for Cluster D: Land of the Heritage Area

The Gateway can be the Monastery of the Holy Spirit. Sites to be highlighted include the Monastery buildings and grounds, future connections to South River on the trail system and Native American and African-American sites located at the Monastery.

# ALTERNATIVE CONCEPT - 'NETWORK'

## CONCEPT

IMPROVE TRAILS AND KEY BYWAYS AS THE PRIMARY CORRIDORS OF INTERPRETATION THAT ENCOURAGE VISITORS TO EXPERIENCE THE SITES AND HISTORY OF THE HERITAGE AREA.

## POSSIBLE THEMES FOR TRAIL & DRIVING ROUTES

### 'LAND OF ROCKS & RIVERS'

--- (TRAIL)  
 --- (DRIVING)

### 'STONE-CUTTERS'

--- (TRAIL)  
 --- (DRIVING)

### 'EARLY SETTLERS'

--- (TRAIL)  
 --- (DRIVING)

### 'UNIQUE NATURAL SYSTEM'

--- (TRAIL)

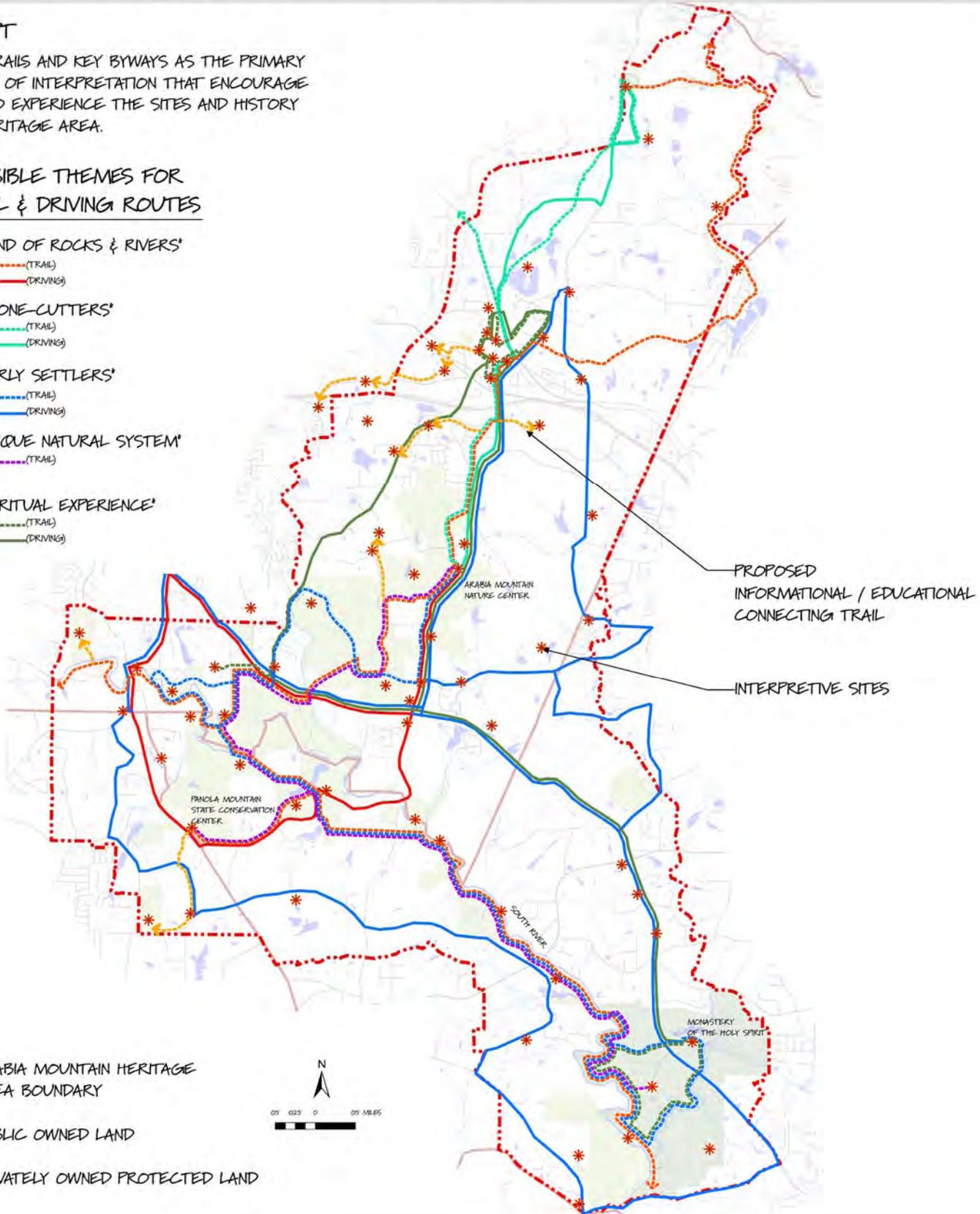
### 'SPIRITUAL EXPERIENCE'

--- (TRAIL)  
 --- (DRIVING)

--- ARABIA MOUNTAIN HERITAGE AREA BOUNDARY

■ PUBLIC OWNED LAND

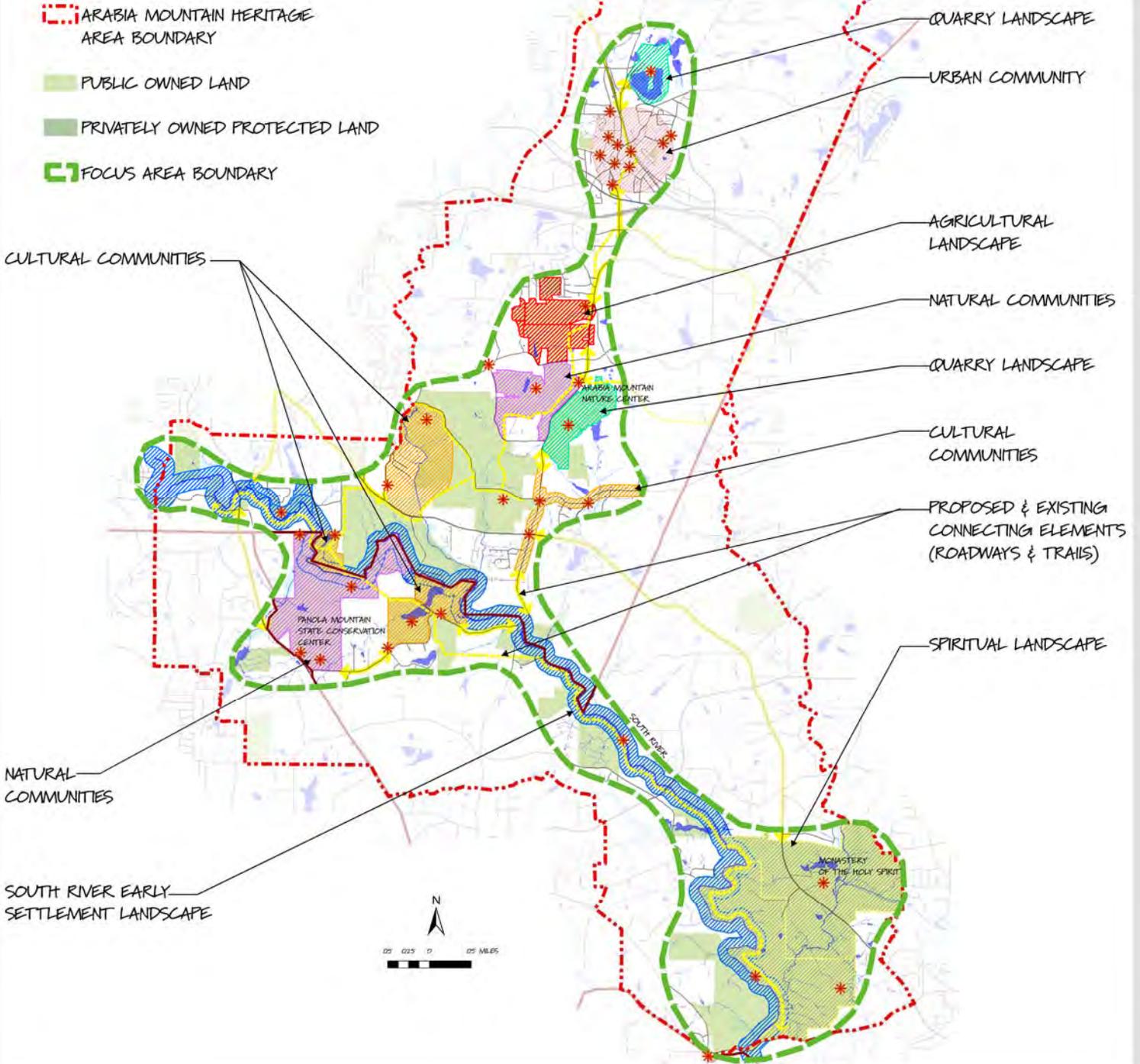
■ PRIVATELY OWNED PROTECTED LAND



# ALTERNATIVE CONCEPT - 'AREA'

## CONCEPT

PRESERVE DISTINCTIVE NATURAL AND MAN-MADE LANDSCAPES WITHIN THE HERITAGE AREA AS LARGE SCALE AREAS OF ENVIRONMENTAL QUALITY THAT COMMUNICATE THE HISTORY AND CULTURE TO RESIDENTS AND VISITORS.



# ALTERNATIVE CONCEPT - 'CLUSTER'

## CONCEPT

FOCUS INTERPRETATION OF THE AREA'S HISTORY AND CULTURE AT KEY LOCATIONS THAT BECOME THE 'GATEWAYS' TO UNDERSTAND THE HERITAGE AREA'S 'THEMES' AND STORY.

 ARABIA MOUNTAIN HERITAGE AREA BOUNDARY

 PUBLIC OWNED LAND

 PRIVATELY OWNED PROTECTED LAND

 FOCUS AREA BOUNDARY

CLUSTER C THEME:  
'NATURAL SYSTEMS OF  
THE HERITAGE AREA'

PANOLA MOUNTAIN  
STATE CONSERVATION  
PARK GATEWAY

PROPOSED & EXISTING  
CONNECTING ELEMENTS  
(ROADWAYS & TRAILS)

CLUSTER A THEME:  
'PEOPLE OF THE  
HERITAGE AREA'

CITY OF LITHONIA  
GATEWAY

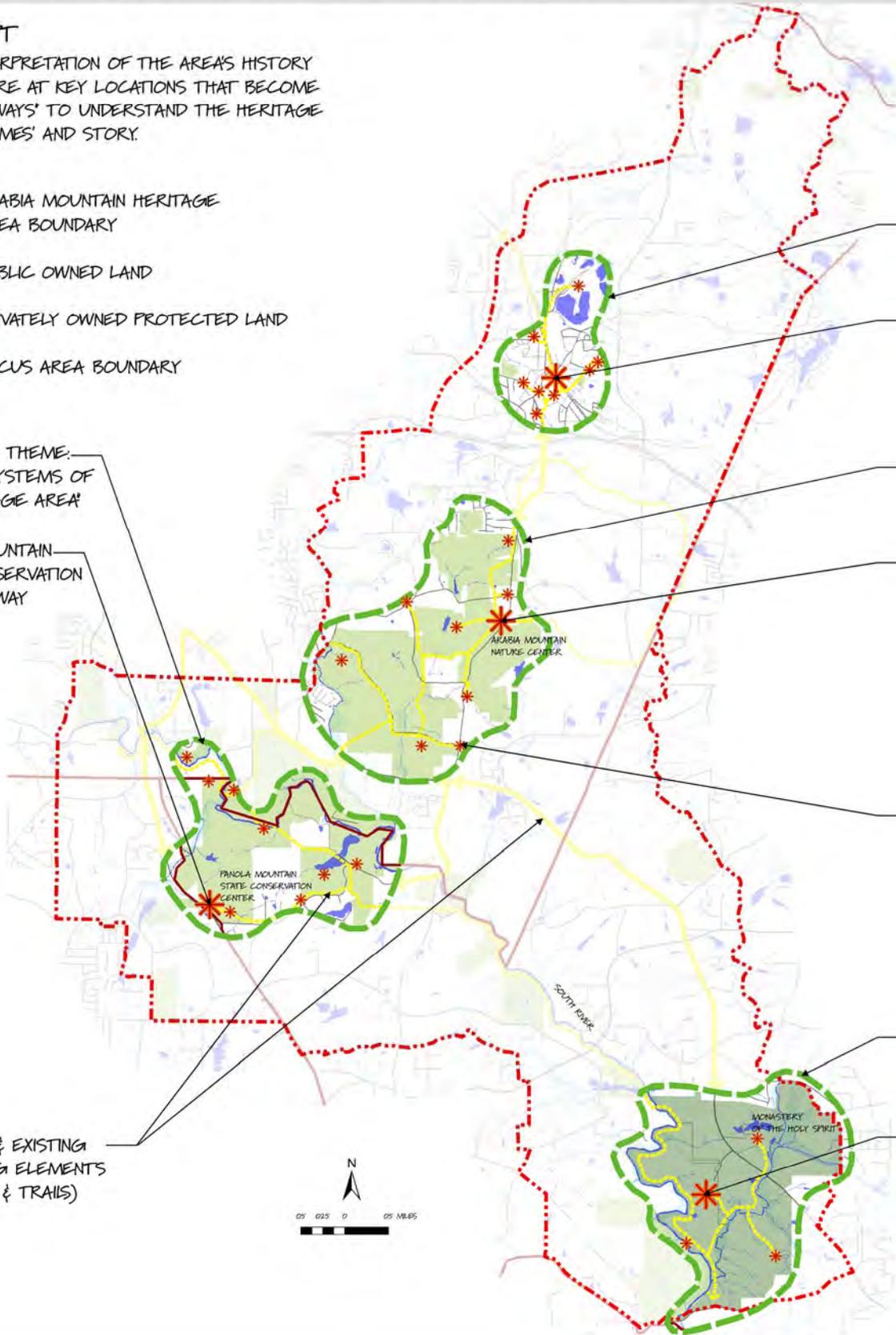
CLUSTER B THEME:  
'CULTURE OF THE  
HERITAGE AREA'

ARABIA MOUNTAIN  
NATURE PRESERVE  
GATEWAY

INTERPRETIVE SITES

CLUSTER D THEME:  
'LAND OF THE  
HERITAGE AREA'

PROPOSED  
GATEWAY



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## **APPENDIX K**

### **Steering Committee for the Arabia Mountain Heritage Area Management Plan**

#### **Community Members**

Klondike /Chaparrel Civic Association - Alex Hoffman  
Evans Mill/Salem Civic Association - George Turner  
Flat Rock Community - Johnny Waites  
South Rockdale Civic Association - Elaine Nash  
Arabia Alliance Chair - Kelly Jordan

#### **Community Businesses**

Real Estate/Tourism/Mall at Stonecrest - Kem Blue

#### **DeKalb County**

CEO or Appointee - Angela Graham  
Parks and Recreation Director or Appointee - Marvin Billups  
Board of Commissioner Citizen Appointee - Barbara Lester

#### **Rockdale County**

Chairperson or Appointee - Larry Kaiser/Rusty Hazelton  
Parks and Recreation Director - Linda Evans

#### **Henry County**

Chairperson or Appointee - Lee Holman/Danny Taylor

#### **City of Lithonia**

Mayor or Appointee - Mayor Darold Honore

#### **State of Georgia**

State Parks and Historic Places Director - Becky Kelley

#### **Non-Voting Advisory Council**

DeKalb Historic Society  
DeKalb County Visitor Bureau - Jon Manns  
DeKalb Economic Development - Maria Mullins  
The Nature Conservancy - Malcolm Hodges  
The Conservation Fund - Rex Boner  
State Historic Preservation Division  
DeKalb Board of Education - Brenda Stokes  
National Park Service - Charlotte Gillis  
DeKalb County Parks and Recreation- Ginna Tiernan

#### **Arabia Mountain Heritage Area Alliance Staff**

Chair - Kelly Jordan

APPENDIX L- AWARDS

American  
Society of  
Landscape  
Architects

Honor  
Award

presented by the

Georgia Chapter

Arabia Mountain Heritage  
Area Management Plan  
Lithonia, Georgia

in recognition  
of outstanding  
professional  
achievement

Ecos Environmental Design



*Dale Jaeger*  
president

*Jan 28, 2006*  
date