

2 Elements of the Management Plan

2.1 Management Elements and Related Objectives

The Management Plan incorporates a coordinated strategy for recognition, use, and enhancement of the tangible resources within the Heritage Area boundary. It also defines strategies to expand public understanding and appreciation of these resources. In order to craft a comprehensive and complementary scope of actions, five management elements are defined to identify plan objectives, key achievements to date and future strategies for the ACA. The Action Agenda for the Management Plan includes five (5) key elements which are amplified below.

- Facility Development
- Resource Stewardship
- Heritage Programming and Outreach
- Heritage Infrastructure
- Planning and Design Assistance

Facility Development

Facility development encompasses physical improvements for the Canal and its adjoining lands for the purposes of interpretation, education, and recreational activities. Facility development may involve direct improvements co-sponsored by the ACA, as well as catalyst investments by the ACA for facilities that may be developed by others. Key objectives include:

- **Construct places for discovery and learning** – Facilities should be developed by both the ACA and its partners to host programs and events related to the Canal’s cultural and natural history.
- **Develop the Canal corridor as a regional recreational resource** – The ACA should capitalize on the unique physical qualities of the Canal corridor in order to develop active and passive recreational areas in diverse settings.
- **Act as a catalyst for investment** – With ACA leadership, physical improvements and new facilities along the Canal will enhance the urban environment and encourage public and private reinvestment in historic structures, neighborhoods, and settings.
- **Improve linkages between the Canal and surrounding areas** – The Canal’s connection to regional and local resources, as well as to neighborhoods, the Medical College of Georgia, and downtown Augusta, should be strengthened by ACA efforts to improve physical access and visibility along the corridor.

Resource Stewardship

Resource Stewardship activities support long-term preservation, conservation, and reclamation of historic resources, cultural landscapes, and natural resources. Stewardship may include assistance to other public or private local entities to preserve resources and settings, and advocacy for preservation initiatives. Key objectives include:

- **Preserve and restore the unique buildings and structures associated with the Augusta Canal** – A comprehensive preservation effort should be encouraged and supported by the ACA to preserve buildings with historic or cultural significance, remove features that detract from the Canal’s historic setting, and encourage preservation efforts in areas surrounding the National Heritage Area.
- **Conserve the critical lands and settings along the Canal** – The ACA should initiate and support a landscape management strategy to conserve the cultural landscape while retaining and restoring the natural setting which defines sections of the Canal and the nearby riverfront. This would include land acquisition to preserve and buffer the Canal, particularly in the natural segments of the Canal.
- **Reclaim damaged environmental resources** – Decades of environmental degradation can be reversed through the ACA’s active involvement in remediation and environmental protection efforts along the Canal corridor.
- **Strengthen the Regionally Important Resource (RIR) review process** - Currently, the Canal’s designation as a State of Georgia RIR does not include mandated protection measures by local governments. Incentives and disincentives need to be developed to encourage area local governments to establish a regional review of planned projects with Canal area impact.
- **Preserve artifacts, natural history, and archival materials associated with Augusta Canal** - A museum collection that may include historic structures, geological specimens, biological specimens, paleontology specimens, and archival materials should be acquired and made available for research and educational purposes.



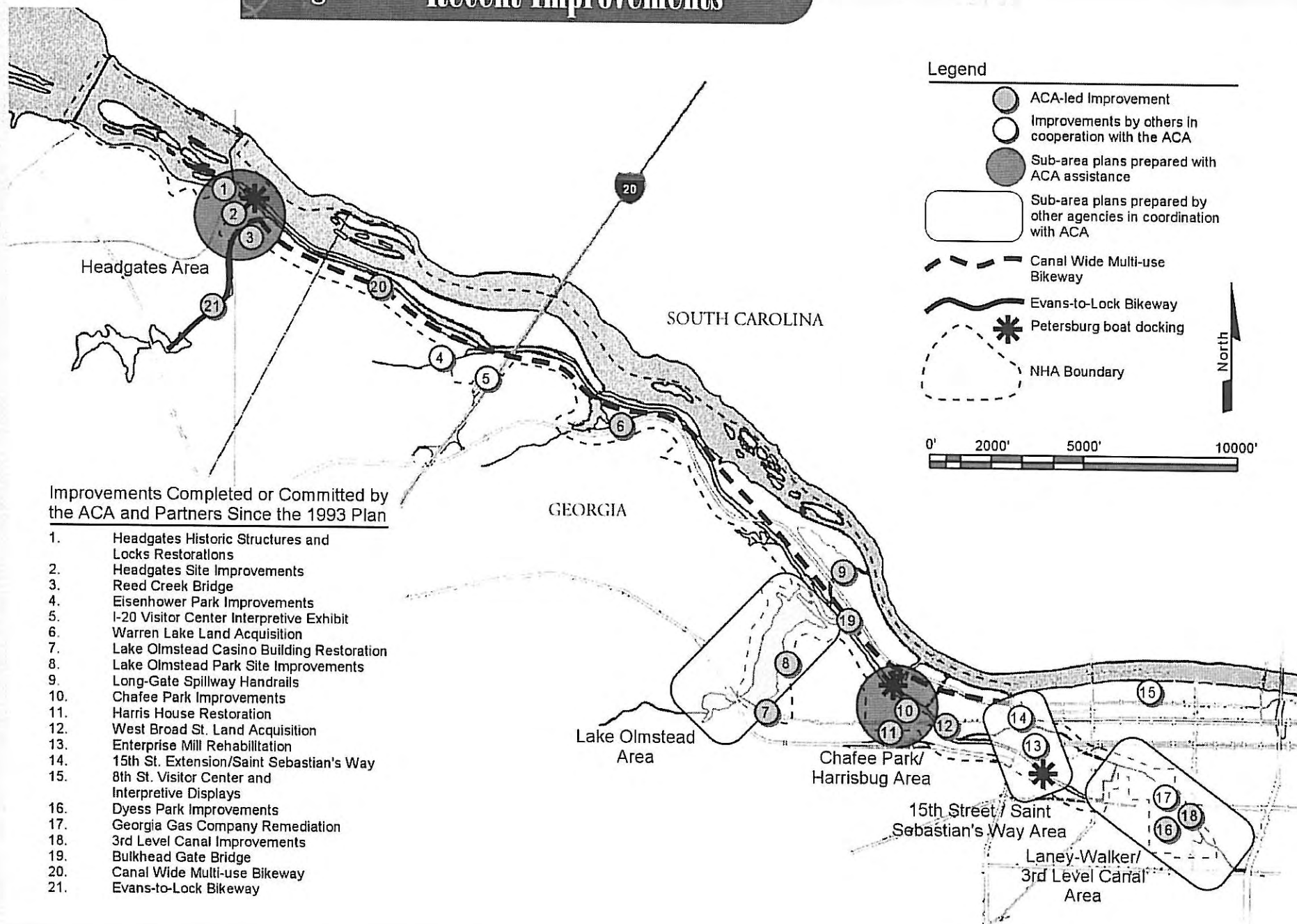
The historic Waterworks plant has been in operation since 1899, providing drinking water for area residents. Canal water is also a source of hydropower, with the City committing water revenue to the ACA.

Heritage Programming and Outreach

Heritage Programming and Outreach efforts may include interpretive, educational, and recreational activities that increase public use and understanding of the Canal and further its economic sustainability. These activities may encompass cooperative programs with public or private entities and support for events and programs which use, explain, and expand public awareness of the resources which make the Canal and Heritage Area unique. Key objectives include:

- **Develop educational and cultural programs in partnership with local institutions, groups, and agencies** – ACA can encourage development of new programs that interpret and teach aspects of the Canal’s history and ecology and find partners to make such activities self-sustaining.
- **Sponsor and support special events which bring people and activity to the Canal** – The ACA should directly sponsor or endorse events which increase community awareness and use of the Canal’s historical, recreational and environmental resources.

Figure 4 Recent Improvements



Heritage Infrastructure

Heritage infrastructure encompasses marketing, public information, and services, as well as the production of interpretive materials and exhibits which enable visitors and residents to use, appreciate, and understand the Augusta Canal. This element incorporates the support system for the interpretation, education, recreation, and visitor experiences along the Corridor.

- **Develop exhibits which communicate the themes, importance, and stories of the Canal** – Various media should be used by the ACA to create both static and interactive exhibits and materials about the Canal's history and ecology that engage a diverse audience of interests and are located conveniently and appropriately to support and enhance public use and enjoyment of the Canal. As part of this effort, ACA should develop collections management policies, procedures, and partnerships that will protect artifacts, documents, and cultural resources that are acquired.
- **Develop information, way-finding, and collateral materials which improve and supplement the visitor experience on the Canal** – Such materials could include media, web page information, brochures, and signage, which assist users in planning and carrying out activities on the Canal.
- **Coordinate marketing and public information activities which can capitalize on the Canal's potential to support and attract local and tourist use** – The ACA should work to increase the regional visibility and awareness of the Canal's facilities, settings, and programs through a variety of media.

Planning and Design Assistance

The ACA has the ability to offer many types of planning and design assistance to local entities in order to preserve and more effectively use the Canal and its surrounding area. Efforts could include direct planning and design assistance, as well as programs that assist entities to encourage site-specific or area-wide development and preservation which is compatible with the goals of the ACA. Key objectives include:

- **Maintain an active ACA involvement with local planning and zoning activities** – In coordination with local responsible agencies in Richmond and Columbia Counties, the ACA should continue to comment on proposals within the Heritage Area to advise on positive and adverse impacts, and to encourage high quality use and development of properties within and adjacent to the defined National Heritage Area.
- **Encourage coordinated planning, development, and preservation strategies that deal with key resources within the Heritage Area boundary** – The ACA should continue to advocate proactive initiatives by local governments, community groups, and other entities which are consistent with the Plan
- **Offer carefully targeted technical and financial assistance for planning and design activities which deal with key resources** – Efforts by organizations in support of the ACA's goals should be promoted through technical or financial assistance for public and private sector planning and design efforts.

2.2

Canal Authority Achievements to Date

Since the completion of the 1993 Plan, the Augusta Canal Authority has broadened its agenda from simply protecting the Canal to creating new conservation and development initiatives. Under the leadership of its Executive Director and Board, the ACA has successfully formed partnerships with Augusta-Richmond and Columbia Counties for a number of projects, including a multi-use trail running the length of the corridor, and an integrated group of restoration and rehabilitation projects in the Headgates area. Over the past few years ACA efforts have also included small property acquisitions along the National Heritage Area border, and the recent creation of promotional materials, including a newsletter and brochure.

The following paragraphs describe in more detail the scope of Canal improvements to date by management elements, with Figure 4 illustrating the location of key Canal physical improvements.

Facility Development

Achievements to Date:

Over \$5,000,000 in estimated expenditures between fiscal year 1998-2000 for projects including Eisenhower, Dyess, and Lake Olmstead Park improvements; the corridor-wide bikeway/multi-use trail; Long-gate spillway handrails; local area master planning for the Headgates and Chafee Park.

As identified in Table 1, recreational venues have been the primary focus for facility development efforts over the past few years. Use and enjoyment of the Canal's recreational resources have steadily increased since the completion of the 1993 Master Plan, with commitments of over \$5,000,000,

Table 1: Total Augusta Canal-Related Expenditures (Fiscal Year 1998-2000) *

Commitments by Management Element	Fiscal Year 1998	Fiscal Year 1999	Fiscal Year 2000	Total
Facility Development				
Parks & Recreation Facilities				
Bikeway/Multi-Use Trail		\$207,100	\$1,042,900	\$1,250,000
Headgates site improvements			\$520,000	\$520,000
Eisenhower Park improvements	\$368,022	\$606,978		\$975,000
Dyess Park improvements	\$117,155			\$117,155
Chafee Park			\$200,000	\$200,000
Headgates Master Plan		\$43,810		\$43,810
Chafee Park Master Plan		\$75,000		\$75,000
Waterworks Master Plan			\$20,000	\$20,000
Lake Olmstead Park	\$615,060			\$615,060
Long gate spillway handrails	\$2,000	\$75,360		\$77,360
Infrastructure Improvements				
15th Street Extension/Saint Sebastians Way			\$1,260,000	\$1,260,000
Sub-total	\$1,143,048	\$1,986,148	\$1,970,000	\$5,099,196
Resource Stewardship				
Historic Preservation				
Enterprise Mill restoration	\$5,666,667	\$5,666,667		\$11,333,334
Headgates Buildings Restorations			\$150,000	\$150,000
Restore/Reopen Headates Locks			\$250,000	\$250,000
Harris House Improvements			\$200,000	\$200,000
Land Conservation				
Headgates archeological study			\$38,000	\$38,000
Environmental Remediation				
Third-Level Canal improvements		\$60,000	\$850,000	\$910,000
Gas Company Remediation		\$1,000,000	\$8,500,000	\$9,500,000
Sub-total	\$5,666,667	\$6,726,667	\$9,970,000	\$22,363,334

Table 1: Total Augusta Canal-Related Expenditures (Fiscal Year 1998-2000) *

Commitments by Management Element	Fiscal Year 1998	Fiscal Year 1999	Fiscal Year 2000	Total
Heritage Infrastructure				
Exhibits, Materials & Media				
I-20 Information Center exhibit		\$20,000		\$20,000
Petersburg tour boats & docking			\$718,900	\$718,900
Visitor Center curatorial exhibits & artifacts		\$70,000	\$102,640	\$172,640
Corridor-wide interpretive plan			\$70,000	\$70,000
Marketing & Public Information				
ACA newsletter	\$10,000	\$10,000	\$10,000	\$30,000
ACA brochures		\$7,500	\$7,500	\$15,000
ACA logo	\$5,000	\$5,000		\$10,000
ACA website	\$2,000	\$2,000	\$2,000	\$6,000
Headgates printing/brochure		\$7,370		\$7,370
Sub-total	\$17,000	\$121,870	\$911,040	\$1,049,910
Heritage Programming & Outreach				
Special events				
Canal Discovery Day	\$10,000	\$10,000	\$10,000	\$30,000
Canal Canoe Cruise & BBQ Cookout	\$10,000	\$10,000	\$10,000	\$30,000
Education & Cultural Programs				
Canal ecology tours	\$3,000	\$3,000	\$3,000	\$9,000
Sub-total	\$23,000	\$23,000	\$23,000	\$69,000
Planning & Design Assistance				
Planning/Design Review & Coordination				\$0
Technical & Financial Assistance				\$0
Sub-total				\$0
Grand Total	\$6,808,904	\$7,879,785	\$13,964,940	\$28,653,629

* All expenditures are estimates and reflect \$ which has either been expended or committed

for projects between 1998 and 2000. The 1993 Plan called for the creation of a park and greenway network along the 7.5 mile corridor, incorporating a collection of open spaces between the Canal and Savannah River. Initial components of this vision have been realized through the lead of the ACA, and involvement of local authorities in Augusta-Richmond and Columbia Counties.

Significant recreational use of the Canal and its completed venues is readily evident. Columbia County's Savannah Rapids Pavilion Park draws 20,000 people annually for recreation, with an additional 85,000 visitors to the Pavilion for social events and conferences. Recently completed Augusta-Richmond improvements to Eisenhower Park and Lake Olmstead have also proved successful, with both parks drawing people from throughout the region. Eisenhower Park is a popular ballpark venue, while Lake Olmstead includes a popular lake for water-sports and the stadium for the minor league baseball team, the Augusta Green Hornets.

Local institutions in Augusta have taken the lead in creating additional attractions since the 1993 Plan, with increasing attendance signaling strong interest for future interpretive venues along the Canal. Popular attractions in the Canal area include Fort Discovery, the Augusta-Richmond Museum, the Morris Museum of Art, the Augusta River Walk, and the Meadow Garden historic house. Collectively, visitation to these sites exceeded 300,000 in 1998. Attractions under development, such as the Georgia Golf Hall of Fame, will attract additional visitors to the downtown area.

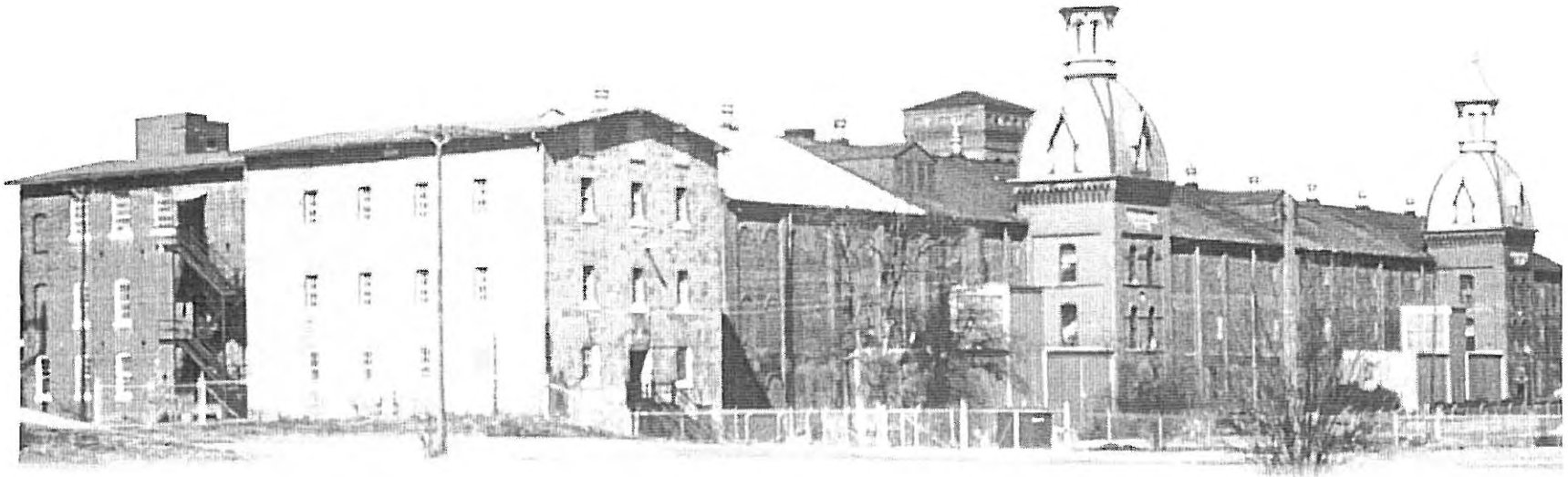
Resource Stewardship

Achievements to Date:

Approximately \$22,363,000 in expenditures between FY '98 and '00 estimated for efforts including the Enterprise Mill, Headgates buildings, and Harris House restorations; Third Level Canal improvements; and the Georgia Gas Company site remediation.

Historic preservation and land conservation have been the focus of resource stewardship efforts over the past few years. The 1993 Master Plan spurred the ACA to recognize eight

The use and enjoyment of the Canal's resources has steadily increased since the completion of the 1993 Master Plan, with commitments of over \$5,000,000, for recreation projects alone between 1998 and 2000.



settings along the Canal with unique historic resources to preserve. Over the past few years, accomplishments have been realized in three of these areas: the Headgates and Lock area, the Lake Olmstead Park area, and the Enterprise Mill area. Historic preservation efforts have demanded different levels of ACA involvement and support, but all projects have been planned and executed in the spirit of the Canal Master Plan proposals. The abandoned Enterprise Mill building into a landmark 140,000 square foot mixed-use project, totaling \$17 million dollars of private investment. The Augusta-Richmond government has restored Lake Olmstead and its historic park and buildings, including the casino and barbecue pit. Current ACA-led efforts in the Headgates area involve an ambitious program to restore the 1845 and 1875 locks, the Headgates, the Dam, the Lock-Keepers cottage, and the barbecue dining and dance structures.

Since the formation of the Augusta Canal Authority, conservation of the Canal as a public resource has been a major community interest. To respond to these ongoing concerns, ACA efforts have focused on creating buffer zones along critical portions of the Canal. A 100 foot no-build easement has been acquired along the west bank of the Canal between I-20 and Warren Lake, and an additional 17 acres of property south of Warren Lake adjacent to the Canal has been acquired. Efforts are currently underway to acquire two other parcels of property including: a two acre site across from King and Sibley Mills on the urban portion of the Canal and an approximately 95 acre site between I-20 and Warren Lake on the upper or natural area of the Canal.

Heritage Programming and Outreach

Achievements to Date:

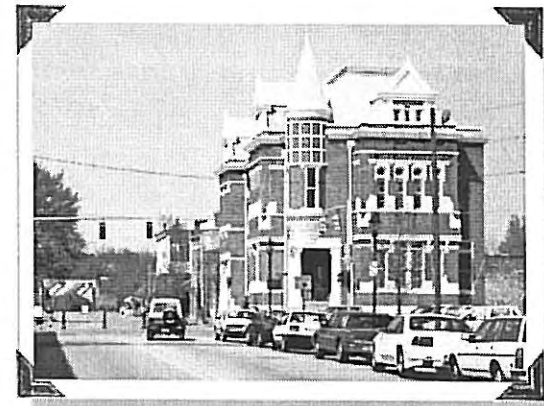
Approximately \$70,000 in expenditures between FY '98 and '00 for Canal-related activities, including the annual Canal Discovery Day and the Canal Canoe Cruise & Barbecue Cookout, frequent tours by the ACA, and ecology-specific tours by the Southeastern Natural Sciences Academy.

In the years following the 1993 Plan, a number of activities and demonstrations have been developed with varying degrees of ACA support. Annual events such as the ACA-sponsored Canal Discovery Days and the Georgia Public Radio-sponsored Canal Canoe Cruise & Barbecue Cookout have proved to be community favorites, with typical attendance from 350 to 400 participants. Although less established than the Canal's recreational and cultural programs, a strong interest in educational programs is evident through the success of the Southeastern Natural Sciences Academy's (SNSA) educational programs. Reaching an estimated 10,000 elementary school aged students in 1998, attendance in SNSA programs is expected to double over the next few years.

Once home to the second largest inland cotton market in the world, the Cotton Exchange was built in 1886. Today it serves as a welcome center and museum displaying historic community artifacts.

Tours of the Canal corridor have been largely self-guided and supported through a series of interpretive wayside signs created after the 1993 Plan. Interest in guided tours, however, has been growing as shown by the high demand for the Canal Ecology Tours led by SNSA and the Canal Tours conducted by the ACA's executive director.

Just outside the ACNHA are additional popular attractions with significant draw for special events. The Riverwalk and Amphitheater in Downtown Augusta had an estimated 224,450 visitors during 1998, including an estimated 176,400 visitors for special events. Recreational use of the Canal waterways has also increased, as new events are organized. An estimated 900 people rented canoes at the Headgates in 1998, and over 5,000 participants and spectators were estimated for the regattas and waterski tournaments in Lake Olmstead. In addition, Savannah River boat races, including River Race Augusta, the Southern National Dragboat Race, and the US Rowing team training facility and Rowing Regatta collectively drew more than 50,000 visitors in 1998.



Heritage Infrastructure

Achievements to Date:

Nearly \$1,050,000 in expenditures estimated between FY '98 and '00 for efforts including the historic Petersburg boats and docking facilities; interpretive exhibits at the 8th Street Visitors Center and 1-20 Georgia Welcome Center; ACA promotional materials, including a newsletter and brochure.

Early efforts have been made to convey the significant scope, scale, and importance of the natural and man-made resources along the Augusta Canal. These include a network of wayside signs along the Canal corridor and



The annual Canal Canoe Cruise & Barbecue Cookout is one of many events that attract area residents to the Canal.

interpretive exhibits at the 1-20 Georgia Welcome Center, the Cotton Exchange Visitor's Center, and the Augusta Canal 8th Street Visitors Center. Recently developed information materials, including a monthly newsletter, brochure, and website, are promoting the Canal's attractions throughout the region. New efforts to interpret the Canal's past includes an oral history project that has received enthusiastic support from local residents; already a large number of artifacts and anecdotes have been collected. Another active effort is the ACA's re-introduction of replica Petersburg boats and their associated docking facilities to the Canal in 2000. This project is building upon the successful launching of a replica Petersburg boat in 1994. When completed, the replica Petersburg boats and docking facilities will be used for regularly scheduled demonstrations and activities.

Planning & Design Assistance

Achievements to Date:

The ACA has participated in numerous community redevelopment, infrastructure, and remediation projects with Canal-area impact. Financed by Augusta-Richmond public agencies and utilities, major public works projects in downtown areas including portions of the NHA are expected to exceed \$30,000,000 in total expenditures over the next few years.

In a supporting role, the ACA has contributed to active planning and design projects in the Canal area, many of which are establishing new economic directions for the Augusta community. As noted in Table 2, over \$28,600,000 worth of Canal-related improvements have either been completed or planned for fiscal years 1998-2000. This significant funding is testament to the direct and indirect economic impact of the ACA's leadership and efforts. Although many of the largest investments in the Canal area - including the Enterprise Mill rehabilitation and the current Third Level Canal improvements - have been led by outside interests, the concept and plan for these improvements is consistent with the vision put forth in the 1993 Plan.

