

ALTERNATIVES PLAN

**Muscle Shoals
National Heritage Area**



Prepared for:
**The Muscle Shoals
National Heritage Area**

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Alternatives Plan

Muscle Shoals National Heritage Area Management Plan

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A. FEDERAL REQUIREMENTS FOR ALTERNATIVES

A1. FEDERAL REQUIREMENTS FOR ALTERNATIVES

The federal “Omnibus Public Land Management Act of 2009” created multiple national heritage areas. Section 8009 of that act created the Muscle Shoals National Heritage Area. Although the inclusion of Alternatives is a standard part of heritage area management plans, there are no specific references to Alternatives within the legislation. Sub-section “(e) Management Plan” features a detailed list of the various components that are required for a management plan, but there is no mention of Alternatives. However, as the NPS “Notebook” (see more below) states on page 33, “NEPA requires the consideration and analysis of reasonable alternatives, including a no-action alternative, and the identification of an environmentally preferred alternative.” Thus, while the federal legislation creating the MSNHA may not directly mandate Alternatives, the associated required federal environmental regulations require Alternatives.

A2. HOW THE NPS “NOTEBOOK” ADDRESSES MANAGEMENT PLAN ALTERNATIVES

Commonly referred to as the “Notebook,” the publication entitled “Components of a Successful National Heritage Area Management Plan” was prepared by the National Park Service (NPS) in 2007. The stated purpose of this manual “is to provide information to National Heritage Areas and National Park Service (NPS) staff on the management planning process and the components of a successful management plan” (pg. i). It focuses on the management planning process, as well as a plan’s contents. Page 33 of the Notebook describes the Alternatives as follows:

“Alternatives are different ways to fulfill the mission and reach the goals, and other legislative requirements outlined in the foundation. The development of alternatives is the development of options for ‘the choices that need to be made’ in order to meet the requirements of the authorizing legislation... The alternatives should be consistent with the heritage area’s purpose and significance, focus on its fundamental vision, mission, goals, themes and other important resources and values, reflect the range of interests in the area, and fully consider the potential for environmental impacts... Alternatives can reflect different resource focuses; different community focuses; different thematic plans; differences in implementation strategies, scale, partnering, resources, phasing, or their combinations; or other ways to represent different priorities or emphasize different interpretive themes.”

B. BACKGROUND STUDY’S TREATMENT OF ALTERNATIVES

The Background Study or “feasibility study” that was prepared for the MSNHA prior to its federal designation addressed the management Alternatives issue by first describing two distinct Alternatives and then summarizing their potential environmental consequences, as follow:

B1. MANAGEMENT ALTERNATIVES

Only two management alternatives for the MSNHA were considered in the Background Study, and each is summarized below:

Alternative 1: No action and continuation of existing practices

This alternative is based upon no National Heritage Area designation occurring for the area. It would be a continuation of the pre-MSNHA scenario in which there would still be various entities and

individuals involved with historic preservation, interpretation, tourism and related activities, but all of those efforts would continue to occur in an uncoordinated fashion. The study also points out that it would be very unlikely that an entity such as the State would step in to fill the void that would otherwise exist without the MSNHA.

Alternative 2: National Heritage Area designation

This alternative is described with a very general overview of National Heritage Areas as they function elsewhere. It recognizes that an entity would manage the Heritage Area with help from the National Park Service and many local partners. It lists the various types of activities with which the NHA would be involved, and it notes the gains that would be achieved in preservation, interpretation and heritage tourism. This section of the study concludes with a statement that “national heritage area designation is the highly preferred management alternative” (pg. 53).

B2. ENVIRONMENTAL CONSEQUENCES

This section of the Background Study examines the two management alternatives addressed above: 1) no action versus 2) NHA designation. It compares those two alternatives based upon the following environmental issues:

- Wildlife
- Hydrologic features and wetlands
- Forest and park lands
- Rare, threatened and endangered species
- Economic activity
- Archeological resources and Native American heritage
- Historic places
- Historic town centers and neighborhoods
- Cultural and unique educational sites

With respect to Alternative 1, maintaining the status quo would result in no significant impacts to the environment. The only noteworthy impacts would be those that would normally occur based upon growth and development occurring in the area regardless of heritage tourism.

Alternative 2 recognizes the potential to better preserve and enhance some existing resources because of funding and activities associated with NHA designation. For example, “Educational and interpretive programs established as a result of the MSNHA would help create awareness of environmental issues and consequences, which over [the] long term could help reduce the pressure on environmental systems” (pg. 56). While most impacts of NHA designation were determined to be insignificant, one exception is on economic activity, which would be enhanced through increased tourism. Another potential impact on historic town centers and neighborhoods would be incompatible development in communities lacking sufficient protective regulations. This section concludes by stating that NHA designation “would have no adverse impacts on the natural or built environments” (pg. 58).

C. EXAMPLES OF ALTERNATIVES OF OTHER NHA PLANS

As indicated above, there are many different approaches that can be taken for how the Alternatives are treated. Some Alternatives are based upon the management organizational structure, some are based upon which interpretive themes are emphasized, some Alternatives are based upon the functional focus of the coordinating entity, and some are based upon variables related to the heritage area’s geography (clustered versus dispersed interpretation). As just one example, the Tennessee Civil War National Heritage Area’s management plan, prepared in 2003, defined its Alternatives based upon the primary functions of the coordinating entity. In addition to the “no action” Alternative, the three “action” Alternatives that were considered included: Research and Interpretation Focus, Preservation Focus, and Tourism Focus. After consideration of those three options, the Research and Interpretation Focus was selected as the proposed Alternative to pursue. It is likely that the academic nature of the

coordinating entity (Middle Tennessee State University's Center for Historic Preservation) played a large role in determining which Alternative was ultimately selected.

Below are two more examples of Alternatives from other management plans. These two were highlighted in the NPS's 2007 "Notebook," and each is summarized on the following page.

Example Alternatives Concepts			
(Please see each respective plan/environmental assessment for detailed alternatives and implementation options)			
Schuylkill River Valley National Heritage Area			
Alternative A: No Action	Alternative B: Places	Alternative C: Experiences	Alternative D: Layers
Alternative A would maintain operation of current programming. Because funding would remain at current levels, Alternative A would not increase the emphasis on any of the strategies identified to reach the goals of the heritage area.	Alternative B would use heritage area strategies, programs, and funding to enhance geographically based clusters of heritage attractions and resources, or places .	Alternative C focuses on market or interest-based topics that would be used to organize and guide visitor's experiences of the heritage area.	Alternative D, a combination of Alternatives B and C, would pursue development of intersecting layers in the form of 1) clusters of resources/attractions (places) and 2) area-wide topics that thematically connect the places.
Cane River National Heritage Area			
Alternative A: Status Quo	Alternative B: Preservation Emphasis	Alternative C: Enhances Visitor Opportunities	
Alternative A assumes the continuation of current trends and preservation, interpretation, and promotion of heritage area resources would be left primarily to separate initiatives by federal, state, and local governments, businesses, nonprofit organizations and individuals.	Alternative B would: 1) develop and maintain a well-organized and funded partnership in research, conservation, and preservation that will ensure the long-term integrity of heritage resources, and 2) foster public support and appreciation for Cane River history and heritage area resources by providing quality educational and interpretative services for the local community and visiting public.	Alternative C would: 1) preserve heritage area resources, and 2) provide support for and effectively market a full range of heritage tourism opportunities, support services, and facilities to extend visitor stay in the Natchitoches area, maximize economic benefits, and ensure repeat visitation, while ensuring that the qualities that make the region a national resource would be protected for future generations.	

Source: "Components of a Successful National Heritage Area Management Plan," NPS, 2007

C1. SCHUYLKILL RIVER VALLEY NATIONAL HERITAGE AREA

In addition to the “No Action” Alternative A, this NHA’s management plan created three action-based Alternatives:

Alternative B: Places would use heritage area strategies, programs, and funding to enhance geographically based clusters of heritage attractions and resources, or **places**. The word “places” is bold-faced for emphasis, and the phrase “geographically based clusters” are key here. Thus, this Alternative focuses on the spatial approach to the NHA.

Alternative C: Experiences focuses on market or interest-based topics that would be used to organize and guide visitor’s **experiences** of the heritage area. For this Alternative, the word “experiences” is bold-faced and “topics” is another key word. Therefore, this Alternative is not geographically-driven in comparison to Alternative B.

Alternative D: Layers, a combination of Alternatives B and C, would pursue development of intersecting **layers** in the form of 1) clusters of resources/attractions (places) and 2) area-wide topics that thematically connect the places. This final Alternative bold-faced the word “layers” for emphasis to make the point that there is not a single layer, as in the case of the other two Alternatives, but rather a blending of those two Alternatives. It is not unusual for at least one Alternative within any given NHA management plan to feature a hybrid of the “best of all worlds.” That hybrid is often the selected Alternative to pursue for implementation, which can make the other Alternatives appear to be more of academic exercises to illustrate extreme ends of the spectrum rather than wholly legitimate options.

C2. CANE RIVER NATIONAL HERITAGE AREA

Unlike the Schuykill River Valley NHA, this NHA’s management plan provided only two action-based Alternatives. Referring to the no-action Alternative as the “Status Quo,” the other two Alternatives were as follow:

Alternative B: Preservation Emphasis would: 1) develop and maintain a well-organized and funded partnership in research, conservation, and preservation that will ensure the long-term integrity of heritage resources, and 2) foster public support and appreciation for Cane River history and heritage area resources by providing quality educational and interpretative services for the local community and visiting public. Thus, the focus here is historic preservation and interpretation.

Alternative C: Enhances Visitor Opportunities would: 1) preserve heritage area resources, and 2) provide support for and effectively market a full range of heritage tourism opportunities, support services, and facilities to extend visitor stay in the Natchitoches area, maximize economic benefits, and ensure repeat visitation, while ensuring that the qualities that make the region a national resource would be protected for future generations. In short, this Alternative focuses most on heritage tourism.

The Alternatives for the Cane River NHA are similar to those of the Tennessee Civil War NHA noted previously because they emphasize a particular focus and function for the NHA. In the case of the Tennessee NHA, the three action-based Alternatives were: 1) Research and Interpretation Focus, 2) Preservation Focus, and 3) Tourism Focus. Also similar to the Tennessee Civil War NHA is the fact that no “best of all worlds” hybrid is offered.

D. PROPOSED ALTERNATIVES FOR MSNHA

D1. BASIS FOR THE MSNHA ALTERNATIVES

A key component of the six-step process utilized to create this Management Plan was Task 3.0: Workshop & Alternatives Preparation. This pivotal four-day task assembled the full consultant team to spend time throughout the NHA study area and to engage the public. The two public engagement sessions included the Public Workshop toward the beginning of the week and the Concept Plan Presentation at the end of the week. The Public Workshop featured a presentation of the Background Report of key findings, then split the audience into three breakout groups organized by themes (the River, Native American heritage, and Music), and then all participants reunited so that representatives of each group could present their ideas. Out of this process the consultant team created the Alternatives described below.



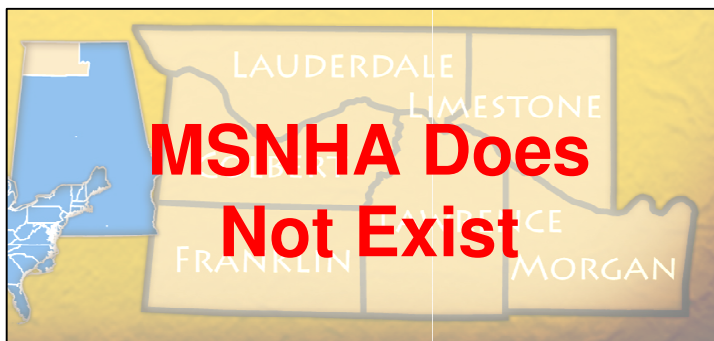
The Management Plan Alternatives were developed as part of a week-long planning session that featured hands-on public involvement.

Because of the critical need identified in this plan's Background Study for technical assistance with historic preservation and heritage tourism, these Alternatives are based upon the various options for utilizing technical assistance within the MSNHA.

D2. DESCRIPTION OF THE PROPOSED ALTERNATIVES

Alternative A: No Action Alternative

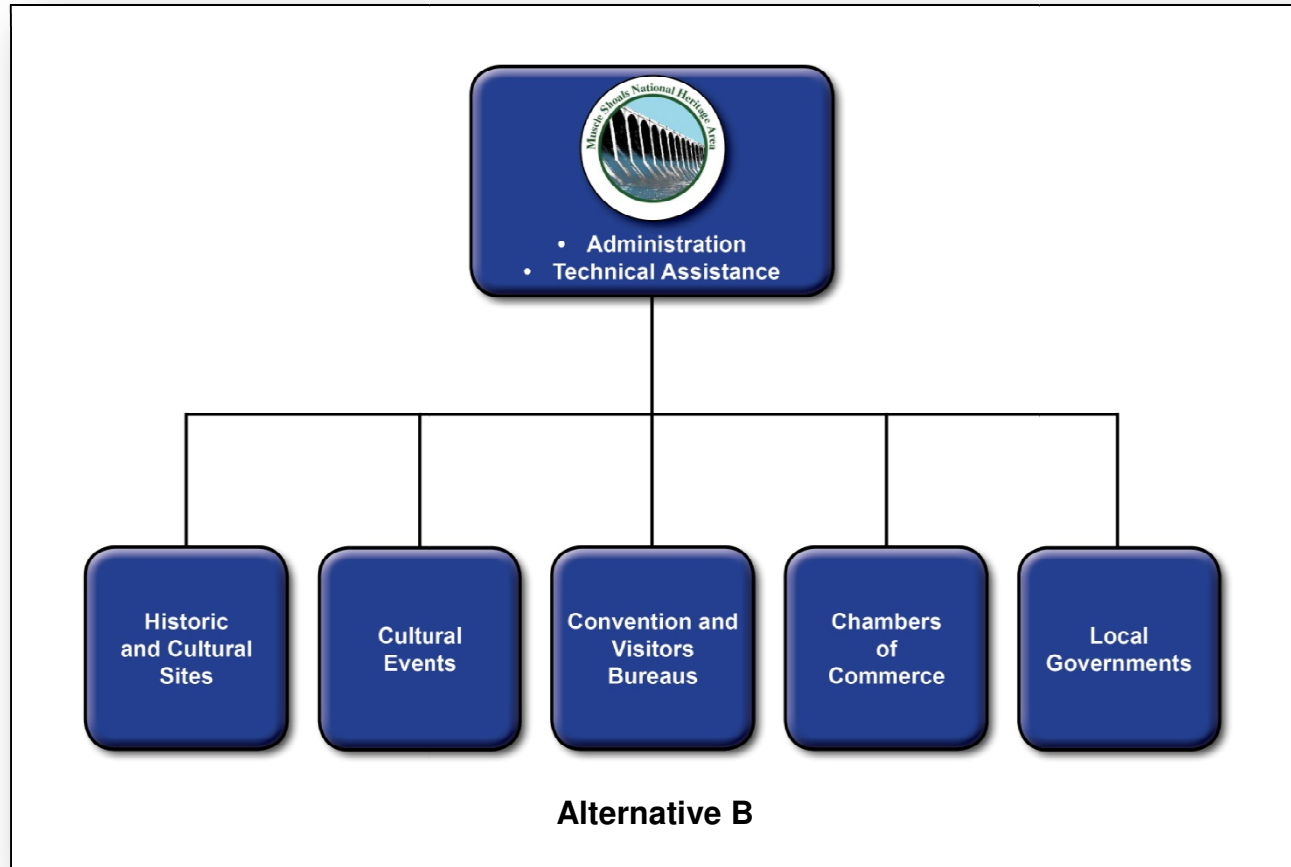
This Alternative is required for consideration for every NHA per the federal legislation creating NHAs. This scenario is straightforward and warrants a very limited discussion. The "No Action" Alternative takes the existing situation and trends and simply extends them into the future. Thus, the many existing historic sites continue to operate and be promoted at their current levels. This plan's Background Study features an economic assessment that documents the tourism statistical trends. The No Action Alternative would simply extend those trends. Consequently, the same economic, social and environmental impacts that currently exist will continue.



The "No Action" Alternative is required by the National Park Service as a legitimate option worthy of consideration. This Alternative simply extends the current circumstances and trends for both individual historic sites and tourism on a broader spectrum.

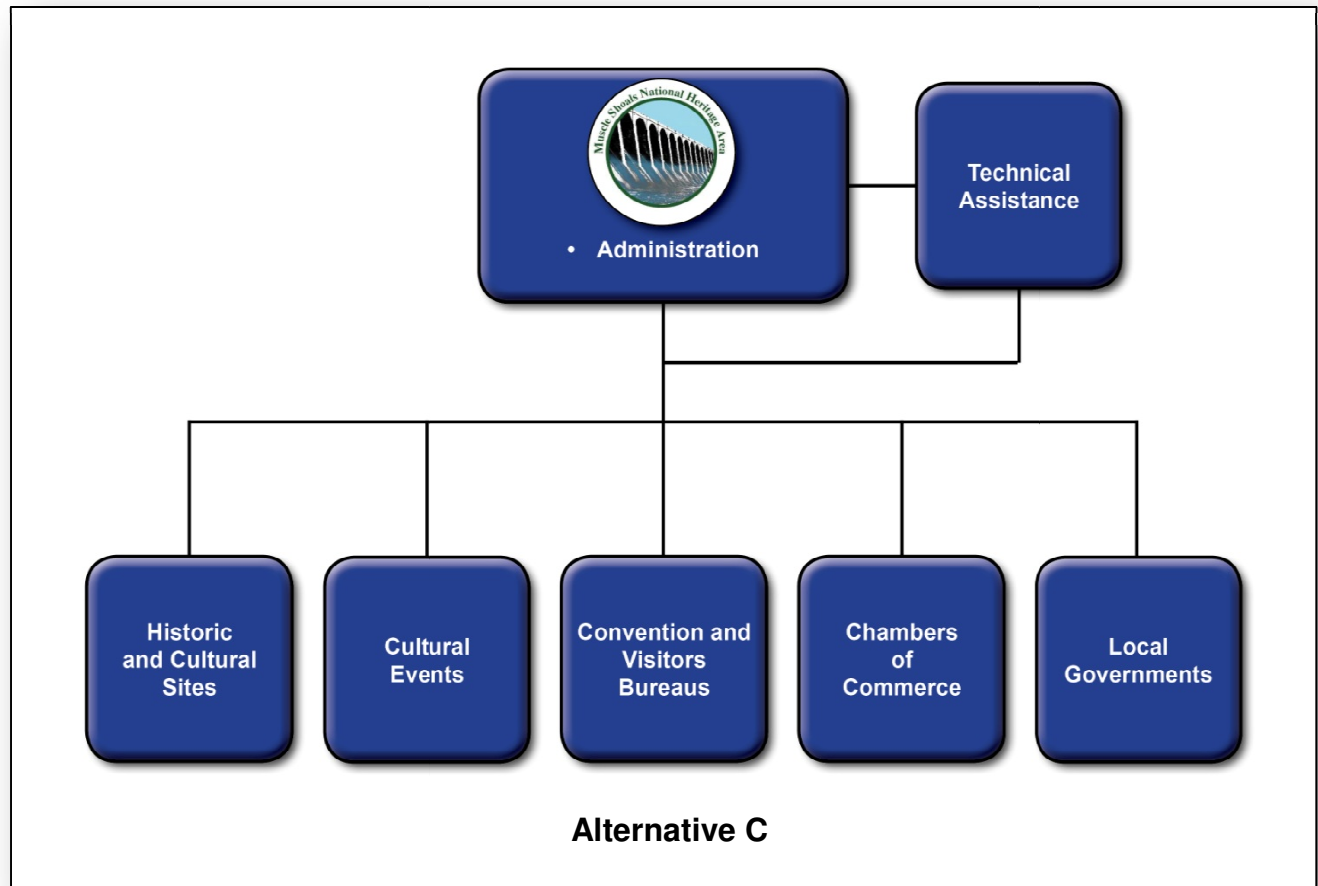
Alternative B: In-House Technical Assistance

This Alternative, as illustrated in the graph below, proposes that all of the technical expertise be housed within the MSNHA's coordinating entity. Below is a description for what that scenario might look like.



Alternative C: MSNHA-Hired Technical Assistance

This Alternative, as illustrated in the graph below, proposes that all of the technical expertise would be hired by the MSNHA's coordinating entity. Below is a description for what that scenario might look like.

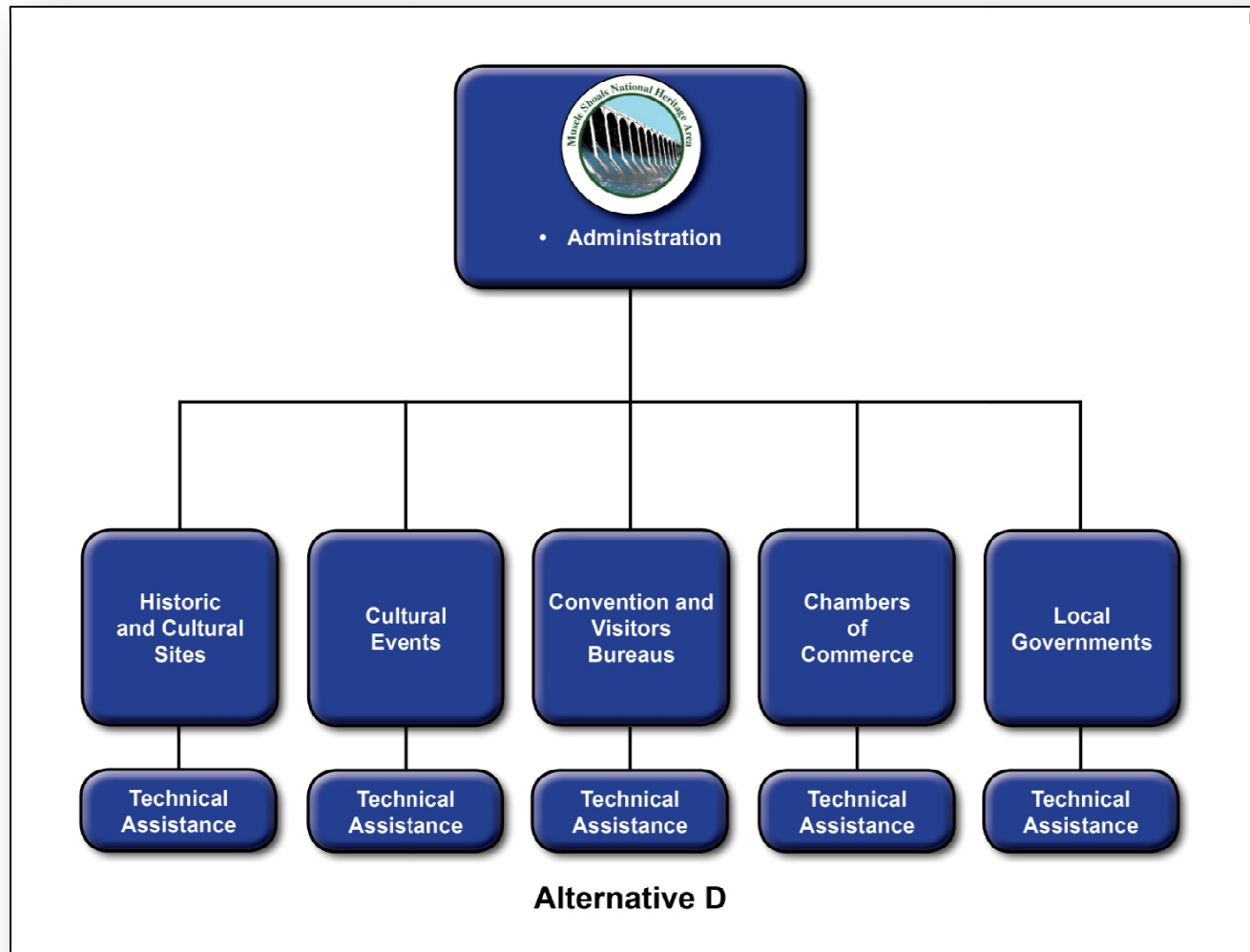


In Alternative C, individuals with technical expertise in historic preservation, heritage tourism, and related disciplines would be hired by the coordinating entity as contractors. Such individuals would typically be consultants. While their hourly costs would likely be more than using “in house” employees as suggested in Alternative B, they would be utilized sporadically and not require benefits such as health care.

Whether this Alternative would be less expensive for the MSNHA than Alternative B would depend upon the extent to which outside experts would be used. However, one potential advantage of this Alternative over Alternative B would be a likely greater level of expertise than could be afforded by technical staff. However, a likely disadvantage, assuming the consultants are based outside of the MSNHA, would be that they would not be as responsive whenever needs arise. They would also not provide as much continuity as in-house staff, but they can be used more flexibly than in-house staff. An example of implementing Alternative C is the preparation of this Management Plan, which utilized outside consultants having technical expertise in public participation, historic preservation, heritage tourism, economics, physical planning, and design.

Alternative D: Partners-Hired Technical Assistance

This Alternative, as illustrated in the graph below, proposes that all of the technical expertise would be hired as needed by the MSNHA's various partners. Below is a description of that scenario.

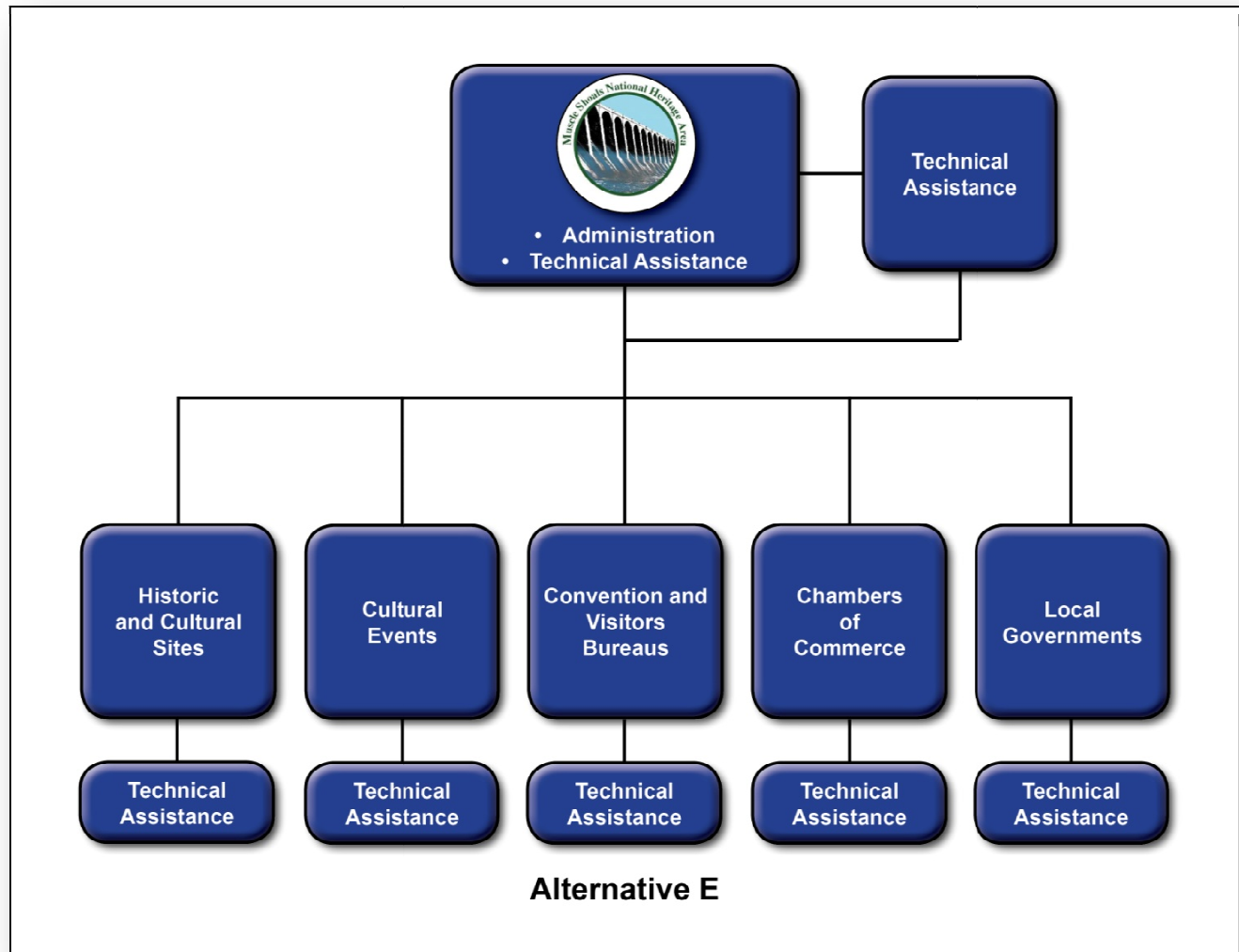


In Alternative D, individuals with technical expertise in historic preservation, heritage tourism, and related disciplines would not be hired by the coordinating entity as contractors. Instead, such individuals - typically consultants - would be hired by the MSNHA's various partners. As illustrated in the graph above, partners would include historic and cultural sites, cultural events, convention and visitors bureaus, chambers of commerce, and local governments. In this scenario, the MSNHA might collaborate with one of the partners on a given project by providing them with 50% or less of the project costs, but leave it up to the partner to hire any necessary experts on their own. Even with this Alternative it would be advisable that the MSNHA would require the partner to follow some basic minimum standards for qualifications in hiring experts. The MSNHA office would also want to be closely involved to insure consistency with the NHA's objectives and standards of quality.

Relative to the "in house" experts scenario of Alternative B, Alternative D would have the same basic characteristics as those summarized for Alternative C with respect to economic considerations, financial considerations, and NHA effectiveness.

Alternative E: Three-Pronged Technical Assistance

This Alternative, as illustrated in the graph below, proposes that the needed technical expertise would be involved with the MSNHA in three different ways. Some would be part of the coordinating entity's staff, some would be hired directly by the coordinating entity, and some would be hired by the coordinating entity's partners. Below is a description for what that scenario might look like.



Alternative E features a combination of Alternatives B, C and D with respect to the use of individuals with technical expertise in historic preservation, heritage tourism, and related disciplines. This hybrid approach includes some technical assistance “in house” as part of the MSNHA staff, some as consultants hired directly by the MSNHA on an as-needed basis, and some hired by the MSNHA’s partners. For the purposes of this analysis, it is assumed that the split on expert hours/costs would be approximately one third, one third, and one third (33.3% each) between the MSNHA staff, MSNHA direct consultant hiring, and partner hiring. In fact, many other NHAs utilize an approach that is approximate to those proportions, including the Ohio & Erie Canalway Coalition in Akron, Ohio. It is noteworthy that there are potential variations of this Alternative that would feature only two of the three potential uses of technical assistance, such as in-house staff and partner-hired only, with none hired as consultants directly by the MSNHA.

E. COMPARISON OF THE PROPOSED ALTERNATIVES

E1. FACTORS CONSIDERED IN EVALUATING THE ALTERNATIVES

As discussed in this plan's Background Study, when an Environmental Assessment (EA) is required by the National Park Service (NPS) as part of a NHA Management Plan, the required Alternatives must be carefully evaluated based upon their potential environmental, social and economic impacts. However, when a Categorical Exclusion (CE) is approved by the NPS, such an analysis is not required. While it is still useful to evaluate the Alternatives with respect to their various costs and benefits to help decide which Alternative is best, the CE does not require the same level of analysis. Based upon the Background Study prepared as part of this Management Plan, a CE has been requested for the MSNHA. Because it is believed at this point in time that a CE will indeed be applied to this Management Plan, an evaluation of the Alternatives at a commensurate level will occur. Below is a summary of the considerations that will be evaluated:

Factors Considered

The following two factors were determined to be valid considerations in weighing the pros and cons of the five Alternatives posed in this plan:

Financial Considerations

This issue relates most directly to which of the Alternatives will cost the MSNHA the most money for its use of technical experts. Cost-saving scenarios are preferred over more expensive scenarios that may prove a challenge to fund.

Effectiveness of the NHA

This second consideration looks at which Alternatives are best for the effectiveness of the MSNHA in its mission to preserve resources, interpret them, and promote them as a beneficial NHA.

Factors Not Considered

The following three factors were determined as not being valid considerations in weighing the pros and cons of the five Alternatives posed in this plan:

Economic Considerations

The initial draft of this Alternatives section included economic impacts as a consideration to be weighed. The key factor considered for economic impacts related to a comparison of economic gains from locally-based technical people relative to consultants likely residing outside of the area. In short, there was a comparison of everyday spending by staff who are local residents versus sporadic travel-related spending by out-of-town consultants. However, it was ultimately determined that, because the number of such individuals - whether in-house staff or consultants - would be so small (likely fewer than a half dozen for any given year), any economic impacts would be insignificant.

Environmental Considerations

While this factor is a critical one for NHA Management Plans that require an EA, it is not a consideration that can be evaluated here because of the nature of the Alternatives created for this plan and the lack of predictability for them. Unlike an Alternative that features the development of an interpretive center on a previously undisturbed site and then attracts numerous automobile drivers, the Alternatives for this plan focus on the use of a relatively small number of technical people and how they would be employed. Comparing the potential environment impacts of individuals providing technical expertise as MSNHA staff versus outside consultants would depend greatly upon the location where staffers would reside. For example, a staffer who commutes daily from their home in Moulton to the MSNHA offices in Florence would have a greater negative environmental impact because of automobile emissions than a staffer who resides in Downtown Florence and bicycles to work. Even if greater predictability existed regarding the specific technical staff who might be employed and their potential environmental

impacts, the fact that no more than a half dozen such people would be utilized in even a best case scenario for MSNHA funding makes environmental factors a non-issue for consideration.

Social Considerations

An example of a set of Alternatives that might have valid social considerations would be one that involves widespread educational impacts, opportunities for NHA residents via specific NHA programs. Another example might be a set of Alternatives that results in the geographic displacement of residents within a particular location because of physical development tied to a particular Alternative. However, the Alternatives generated by this plan have no such potential social impacts.

E2. ALTERNATIVES EVALUATION

Below is a matrix that attempts to summarize the relative benefits of the five Alternatives. A numeric point system was initially applied to each consideration, but that approach was ultimately not utilized because it would either: A) assume that each consideration is evenly weighted in importance; or B) require a numeric weighting approach that would add to the complexity of the evaluation, while still falling short of a perfect methodology. Neither situation was considered desirable. Therefore, the following ratings were applied: No Benefits, Low Benefits, Moderate Benefits, and High Benefits. The word "Benefits" means positive impacts to the MSNHA coordinating entity and the achievement of the MSNHA mission.

Alternatives Evaluation Matrix

CONSIDERATIONS	Alternative A	Alternative B	Alternative C	Alternative D	Alternative E
	No	In-House	MSNHA-Hired	Partners-Hired	Three-Pronged
	Action	Tech. Assist.	Tech. Assist.	Tech. Assist.	Tech. Assist.
Financial Benefits					
Salary/fees and benefits	No Benefits	High Benefits	Low Benefits	Low Benefits	Mod. Benefits
Sub-Total	No Benefits	High Benefits	Low Benefits	Low Benefits	Mod. Benefits
NHA Effectiveness Benefits					
"Hand holding" and continuity	No Benefits	High Benefits	Low Benefits	Low Benefits	Mod. Benefits
Responsiveness to clients	No Benefits	High Benefits	Low Benefits	Low Benefits	Mod. Benefits
Quality/level of expertise	No Benefits	Low Benefits	High Benefits	High Benefits	Mod. Benefits
Flexibility	No Benefits	Low Benefits	High Benefits	High Benefits	Mod. Benefits
Sub-Total	No Benefits	Mod. Benefits	Mod. Benefits	Mod. Benefits	Mod. Benefits
Total Score	No Benefits	High/Moderate	Low/Moderate	Low/Moderate	Moderate

There are two repeated patterns that allow some generalizations to be made. First, there are "no benefits" derived by the No Action Alternative since the MSNHA would not exist in that scenario. Secondly, each of the benefits of Alternative E: Three-Pronged Technical Assistance received a "moderate" ranking. That result occurs because the other three action-based Alternatives tend to feature either "low" or "high" benefits (both ends of the spectrum), so the three-pronged hybrid Alternative tends to average out those benefits. With those overarching ideas in mind, the following is an explanation of the evaluation of each consideration in the matrix above:

Financial Considerations

The financial considerations described below include salaries and benefits (health insurance, retirement, etc.) for MSNHA employees and fees for consultants. One additional consideration that was intentionally not included is overhead costs for office space and related utilities. Because it is assumed

To make comparisons balanced, this consideration assumes that the same amount of hours would be utilized whether the technical assistance is in-house or hired as consultants. That assumption may not be correct given that consultants are typically not utilized to the same extent as in-house staff because of the cost differences. However, that assumption will be used for purposes of a fair comparison, which results in Alternative B having the greatest benefits (cost savings) versus the other Alternatives that utilize consultants. Below are the numbers that support this determination, which are based upon the technical assistants working 2,000 hours per year (40 hours per week for 50 weeks per year). They also assume an hourly wage of \$25 (\$50,000 annual salary) and benefits (36% of salary for UNA employees) equating to \$9 per hour (\$18,000 annual benefits), for an annual total of compensation of the employees being \$68,000. An hourly fee of \$100 was applied for consultants, resulting in \$200,000 annual compensation for 2,000 hours per year per consultant. Benefits would not apply to consultants.

The relative benefits of NHA effectiveness are even for Alternatives B, C, D and E. In the case of Alternatives B, C and D, the “low” and “high” benefits offset one another for a “moderate” composite rating. For Alternative E, each of the four considerations was considered to be “moderate.” While not evident in the matrix, the hybrid Alternative E likely provides the MSNHA with the greatest level of effectiveness because it is the most balanced and flexible approach.

F. RECOMMENDED ALTERNATIVE FOR THE MSNHA

Although “Alternative B: In-House Technical Assistance” rated the strongest with a “High/Moderate Benefits” total score, **it is recommended that “Alternative E: Three-Pronged Technical Assistance” be utilized for the MSNHA.** There are several reasons for pursuing this approach, but - in short – it offers the greatest benefits and flexibility, in addition to having success as applied to other NHAs. With respect to Alternatives B, C and D, each is one-dimensional in that all of the technical assistance is achieved via a single avenue: in-house staff, consultants hired by the MSNHA, or consultants hired by the partnering organizations. For each strong benefit that a particular Alternative brings, there is a counterbalancing drawback. For example, the use of in-house staff as proposed for Alternative B is less expensive than using consultants as with Alternatives C and D. However, the level of expertise is likely lower with Alternative B. While Alternatives C and D offer the highest level of expertise, consultants are more costly on an hourly basis and they are less responsive to their clients compared with in-house staff. The only reason that Alternative B rated the highest within the matrix was because of the cost-savings that occur by using in-house staff, but that would assume that costs to the MSNHA is a factor that is evenly weighed with the effectiveness of the MSNHA. Because this plan’s Business Plan identifies an approach to funding Alternative E, the cost savings associated with Alternative B are less significant.

F1. BALANCING OF BENEFITS & DRAWBACKS

Alternative E avoids most of the drawbacks of the other options and instead offers a “happy medium” for many of the considerations. For example, when considering **financial impacts**, Alternative E is not as cost-effective on an hourly-compensation basis as is Alternative B with in-house staff, but it is more cost-effective than Alternatives C and D that rely solely upon consultants. Similarly, when considering the **potential effectiveness** of the MSNHA’s coordinating entity, Alternative E offers a balancing of considerations. For example, this scenario is not quite as responsive to clients as is Alternative B with all in-house technical assistance, but it would be more responsive than Alternatives C and D that would rely on out-of-town consultants. While the level of expertise under Alternative E may not be quite as high as Alternatives C and D that exclusively utilize consultants, it would likely be higher than that achieved through Alternative B that only uses in-house staff.

F2. SUCCESS IN OTHER NATIONAL HERITAGE AREAS

Perhaps the ultimate test of whether a particular approach to an HNA will succeed is to identify examples of where it has succeeded before. As noted previously, the Alternative E approach of using technical assistance in a variety of manners has already been utilized in other NHAs, including the Ohio & Erie Canalway Coalition in Akron, Ohio and the Delaware and Lehigh National Heritage Corridor in Pennsylvania. However, it is also important to keep in mind – based on the experience of other NHAs - that the exact ratio of how technical expertise is allocated will depend largely upon the level of sophistication and abilities of the various NHA partners. Some partners will have the capacity to utilize consultants in an effective manner, while others will have more limited capacity, and some will have none.