INDUSTRY CLUSTERS
AT THE REGIONAL SCALE

Embracing Industry Clusters to Build a Collaborative Understanding of a Regional Economy

PREPARED BY
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Data Program Lead and Workforce Economist
Larimer County Economic and Workforce Development
OVERVIEW: A PACKED SCHEDULE
Lucky you, two presentations in one

PART 1
1. Who am I and why am I here?
2. Where is Northern Colorado and what exactly is it?
3. What is NoCo REDI?
4. How is NoCo REDI using data to support participation and continued engagement?

PART 2
1. Why are Industry Clusters so important to our Regional Alignment Project?
2. What will be the outputs from our Project?
CONTEXT: MY MULTIPLE ROLES

Data Program Lead & Workforce Economist

Data Expert

Data Team Lead
CONTEXT: NORTHERN COLORADO

COLORADO

AKA Fort Collins MSA

AKA Greeley MSA

* Denver
**CONTEXT: NORTHERN COLORADO**

- **6,651 square miles**
- **664,823 people**

- **8,729 square miles**
- **8.9 million people**

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**NORTHERN COLORADO**

**NEW JERSEY**

(for scale only)
A collaborative network of partners from multiple economic development entities in Larimer and Weld Counties.

Formed on the recognition that economic benefits experienced in one community are developed within and enhanced due to the interconnected nature of the regional economy.

Our partners show up due to self-interested motivations. NoCo REDI has to provide value that speaks to those motivations.
• Northern Colorado Economic Development Corporation (NCEDC) represents 8 Larimer communities
• Upstate Colorado Economic Development (“Upstate”) Represents 31 Weld communities
• Larger municipalities have small EDOs and smaller municipalities may have .5 to 1 FTE focused on ED
CONTEXT: NoCo REDI
A brief history of an informal partnership

- Larimer County forms an Economic Development Department as an outcome of ED goals in the 2013-2018 Strategic Plan
CONTEXT: NoCo REDI
A brief history of an informal partnership

• NCEDC shutters.

• Former NCEDC board members launch One NoCo, an EDO focused on outbound marketing and primary employer attraction.
CONTEXT: NoCo REDI

A brief history of an informal partnership

- Larimer County Economic Development prioritizes filling regional gaps
  - Business Retention and Expansion
  - Regional Cooperation (Convening)
  - Supporting Larimer communities with economic data needs

- Municipal EDOs agree to a code of ethics that promotes regionalism (modeled on Denver Metro EDC’s existing Code of Ethics)
Various EDO leaders begin meeting on a regular basis to discuss shared challenges and potential areas of cooperation.

Implement a system of project-based ad-hoc subcommittees to collaborate on shared needs.
NoCo REDI incorporates a “data team” with representatives from larger EDOs to support the “Messaging” subcommittee.

The group creates 4 key marketing messages for the region supported with fact-based talking points and a package of tables, charts, and maps.
CONTEXT: NoCo REDI
A brief history of an informal partnership

• County Commissioners in Larimer and Weld sign an MOU on collaboration in Regional Economic Development to advance the “regional effort to strengthen the economy of Northern Colorado.”

• NoCo REDI embarks on a Regional Cluster Alignment Process that will support EDO collaboration across both counties in support of a range of economic development activities.
**CONTEXT:** The Data Team

Humble origins (circa 2018)

Who: EDO staff members of the EDOs tasked with assembling data in response to attraction prospects or other business requests
  + local business librarians (Public Library Districts), Chamber of Commerce, Small Business Development Center (SBDC)

Goal: catalog the data sources we access, collectively support each other in answering impossible questions at lightning speed.

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**PROJECT OUTPUT: A SHARED GOOGLE SHEET WITH DATA SOURCES, DETAILS, ACCESS INFO & USEFUL TIPS/NOTES**

<table>
<thead>
<tr>
<th>Data Source Name</th>
<th>Geography</th>
<th>Time Period</th>
<th>Primary Content Scope</th>
<th>Data is Presented As</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Census of Employment and Wages</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
<td>Downloads for Further Analysis, Static Charts, Maps, Graphics or Preformatio in Tables, Narrative Reports, Dashboards or Comparison Tools (Interactive), Web Maps, Infographics</td>
</tr>
<tr>
<td>Reference USA</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
<td>Downloads for Further Analysis, Static Charts, Maps, Graphics or Preformatio in Tables, Narrative Reports, Dashboards or Comparison Tools (Interactive), Web Maps, Infographics</td>
</tr>
<tr>
<td>Emsi Labor Market Employment and Wage Data</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
<td>Downloads for Further Analysis, Static Charts, Maps, Graphics or Preformatio in Tables, Narrative Reports, Dashboards or Comparison Tools (Interactive), Web Maps, Infographics</td>
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<tr>
<td>JobsEQ</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
<td>Downloads for Further Analysis, Static Charts, Maps, Graphics or Preformatio in Tables, Narrative Reports, Dashboards or Comparison Tools (Interactive), Web Maps, Infographics</td>
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<tr>
<td>Demographics NOW</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
<td>Downloads for Further Analysis, Static Charts, Maps, Graphics or Preformatio in Tables, Narrative Reports, Dashboards or Comparison Tools (Interactive), Web Maps, Infographics</td>
</tr>
<tr>
<td>CEB Talent Neuron (Wanted Analytics)</td>
<td>National</td>
<td>State, County, City or Metro Area, Zip Code, Other local scale, Historical timeseries, Current snapshot, Future projections</td>
<td>Business Research &amp; Industry Analysis, Characteristic of Households, Employment, Wages and Economy, Intellectual Property and Business Registration, Real Estate, Property, Land Use and Zoning, Traffic and Transportation, Population and Other Individual Demographics</td>
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</tbody>
</table>
NoCo REDI formally requested that take on the data portion of the regional messaging project.

A sub-team of just EDO staff from our Economic Data Team collaboratively shaped the draft messages using data from multiple sources, crafted supporting facts, and shared all data used to develop facts/messages in a monster of an Excel workbook.
Messaging Project Outputs:
- Detailed Excel Workbook (previously described)
- Presentation-ready 1-page document featuring messages and key supporting facts with generic appearance (no logos)
- Invitation to take verbatim or edited content and redesign or brand with any member’s own logos and visual identity standards
DATA TEAM: a tool for continued engagement

Comprised of a mix of “technicians”, “experts” and “other duties as assigned”

Short-term project-based collaborations help keep skills sharp, build new skills, and produce products that are useful to both our larger cities (who provide the labor) and our smaller communities (who benefit from getting data products).

EDO Directors like sharing their staff to this team because they come back with more skills and better projects.

Data People are naturally curious and will happily venture out of their caves to interact with others like them.
**DATA TEAM:** a tool for continued engagement

No directors actively participate in this workgroup. Individuals report activities back up their chain as they see fit.

Data Team reports on projects to NoCo REDI as a whole and shares all materials with the group (not just the high-level summary).

Data Team projects have outputs that are relevant to all NoCo REDI communities.

*Data-curious people are incentivized to participate because of the access to other data people + new tricks and tools.*
REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

Shared Questions: How do we describe our current industry mix? How does that relate to a community’s goals? What should we do to grow toward a desirable future, individually and together?

Timing: City of Fort Collins Economic Health is revisiting its cluster program, and wanted to include a regional perspective, and had funding for external facilitation, interviews, and strategy support.

Capacity: Our own Data Team to do the heavy lifting on the data work.

Value to Partners: Data analysis and report outputs make it worth their time to show up.
REGIONAL CLUSTER ANALYSIS:  
a major data-driven undertaking

PEOPLE
NoCo REDI Members

Seonah Kendall (PM)  
(Fort Collins Economic Health)

Amanda Repella (PM)  
(Larimer County)

Caroline Alexander  
(Alexander Research and Consulting)

PROCESSES
Interviews

Data Aggregation

Interactive Data Exploration

OUTCOMES
Regional Report

Fort Collins Report

Other Future Reports
REGIONAL CLUSTER ANALYSIS:
a major data-driven undertaking (2nd half of 2019)

Which industries are important to our communities?
Which industries are important to our region?
Where do our priorities (industries, activities) align?
REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

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INDUSTRY CLUSTERS
PHILOSOPHY AND DATA TOOLS

An Abrupt Transition to Presentation Part II
DEFINING CLUSTERS

“geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions.”

There is no singular way to identify and define a specific “industry cluster”

PREREQUISITES FOR A CLUSTER ANALYSIS

Sometimes “Identify Clusters” are just what Economic Developers do.

However, the value of a cluster-based lens is purpose based.

What is the purpose of using a cluster-based approach to understanding or categorizing industries in your region?

What can and will you do with your cluster-based understanding of your economy?
"Growing a cluster is not a goal in its own right. Rather, clusters are a way to understand what matters to groups of firms in order to create policies and programs that achieve broader economic development goals, which might relate to overall job growth, innovation capacity, or economic inclusion."

MOTIVATIONS FOR A CLUSTER ANALYSIS

What can you do when you take a cluster-focused lens to the economic data?

1. Devise priorities for cluster initiatives
   (resource intensive targeted growth/development of one cluster at a time)

2. Devise a shortlist of clusters for further investigation/understanding for general economic development support
   (ground truthing and fact-finding)

3. Support fact-based targeted messaging, marketing and storytelling for a wide range of purposes
   (talent attraction to business attraction to broad regional marketing)

4. Start understanding how specific types of activities (sub-clusters) impact the performance of the whole cluster across larger regions.
Available data will never perfectly represent the actual on-the-ground, firm-level, or even community-level industry activity.

There will be significant mismatch between new industries in plain-English terms vs. how they are represented in NAICS codes.

The economic data we can access/analyze/publish is more valuable/useful when aggregated across related industries and larger geographies.

A carefully considered, data-driven aggregation of industries across NAICS codes will provide better clusters for analysis purposes than an aggregation process fueled by our own interests and political realities.

Clusters and geographies defined for analysis purposes can differ from Clusters-in-practice.
ILLUSTRATIVE FABLE:
NAICS-based data doesn’t track at the firm scale.

Pre-req knowledge:

NAICS definitions are based on unified concept of similarities in production or supply functions – similar raw materials, capital equipment and labor. A detailed NAICS industry could be part of the supply chain for multiple other unrelated industries, which is non-intuitive from a consumer/demand perspective.

Businesses in QCEW initially self-designate industry. Every 3 years they complete a survey that allows BLS to re-categorize them based on their sales and productions.
A small manufacturing firm produces printed circuit boards (PCB) assemblies as their original business. They specialize in small consumer electronics.

**ILLUSTRATIVE FABLE:**
NAICS-based data doesn’t track at the firm scale.

To compete with other firms in their region, they use their expertise to provide turnkey service with PCB design, PCB component assembly, and assistance in sourcing additional components (product housing) and final product assembly for prototyping and small-run niche production.

**NAICS 334418 – Printed Circuit Assembly (Electronic Assembly)**
ILLUSTRATIVE FABLE:
NAICS-based data doesn’t track at the firm scale.

When they first add this service, it’s only about 20% of their total revenue.

As they grow, what was a value-add service becomes their primary source of revenue.

They complete their refiling survey with QCEW, and their responses reflect the engineering expertise and the revenue that is generated from that aspect of their business.

In QCEW, they are reclassified to **NAICS 541330 – Engineering Services**
ILLUSTRATIVE FABLE:
NAICS-based data doesn’t track at the firm scale.

How is this reflected in the data?
The QCEW data for the county shows that the manufacturing sector (31-33) has lost 50 jobs and 1 establishment.
The Professional, Scientific, and Technical Services Sector (54) in that county just picked up 50 jobs and 1 establishment.

How is this reflected in the business or local business community?
It’s business as usual.
No substantive change is detected or recorded outside of this company.

The point: economic data is not designed to give you firm-scale insight into the hyper-local economy. *So don’t use it that way.*
THE WAY PAST THIS WEAKNESS?
Wisely employ a standardized cluster definition system.

“Clusters rarely conform to standard industrial classification systems, which fail to capture many important actors and relationships in competition”

THE WAY PAST THIS WEAKNESS?
Wisely employ a standardized cluster definition system.

“geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions.”

What supports industry co-location and growth in a region?

Benefits from shared supply/distribution chain, shared knowledge, similarly skilled workforce, beneficial geographic characteristics, leveraged social networks, etc.
THE WAY PAST THIS WEAKNESS?

Wisely employ a standardized cluster definition system.

U.S. Cluster Mapping Clusters (aka Harvard, Porter, “USCM”)
Definitions developed via an algorithmic approach that accounted for geographic co-location, shared workforce, input-output linkages, and inter-industry links. Devised looking at large BEA regions that encompass multiple metro areas.

Their clustering algorithm grouped together industries across multi-dimensional space. This can’t explain the “magic” that ties industries together outside of easily described economic relationships but does capture some of the unexplainable relationships.

These cluster definitions are built into Emsi Developer as Industry Groups and used in the Industry Cluster Identification Tool
THE WAY PAST THIS WEAKNESS?
Wisely employ a standardized cluster definition system.

U.S. Cluster Mapping Cluster Definitions

- Traded / Local
- Cluster
- Subcluster
- Detailed NAICS

The organization of the USCM definitions lend themselves to be used as an intermediate translation for describing the relationship between different custom cluster definitions without having to go to the NAICS level.
ILLUSTRATIVE FABLE 2:
How Clusters are defined impacts how you can interpret and describe the insights from economic data

Pre-req knowledge:

“[regarding most custom cluster definitions]...The target industries are either too small to truly exhibit cluster dynamics... or are so broad as to be meaningless to the firms that are purportedly part of them ('advanced manufacturing' is a common example).”

ILLUSTRATIVE FABLE 2:
How Clusters are defined impacts how you can interpret and describe the insights from economic data

- Aerospace
- Aviation
- Beverage Production
- Bioscience
- Broadcasting and Television
- Energy
- Financial Services
- Healthcare and Wellness
- Information Technology
ILLUSTRATIVE FABLE 2:

This is a 2-page fact sheet published by Colorado’s Office of Economic Development and International Trade.

The cited 2013 publication focused on Denver Metro, using the Denver Metro EDC cluster definitions.
ILLUSTRATIVE FABLE 2:

Aerospace Vehicles & Defense, 2013
ILLUSTRATIVE FABLE 2: How Clusters are defined impacts how you can interpret and describe the insights from economic data

<table>
<thead>
<tr>
<th>NAICS</th>
<th>INDUSTRY DESCRIPTION</th>
<th>SUBCLUSTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>334511</td>
<td>Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing</td>
<td>Search and Navigation Equipment</td>
</tr>
<tr>
<td>336411</td>
<td>Aircraft Manufacturing</td>
<td>Aircraft</td>
</tr>
<tr>
<td>336412</td>
<td>Aircraft Engine and Engine Parts Manufacturing</td>
<td>Aircraft</td>
</tr>
<tr>
<td>336413</td>
<td>Other Aircraft Parts and Auxiliary Equipment Manufacturing</td>
<td>Aircraft</td>
</tr>
<tr>
<td>336414</td>
<td>Guided Missile and Space Vehicle Manufacturing</td>
<td>Missiles and Space Vehicles</td>
</tr>
<tr>
<td>336415</td>
<td>Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing</td>
<td>Missiles and Space Vehicles</td>
</tr>
<tr>
<td>336419</td>
<td>Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing</td>
<td>Missiles and Space Vehicles</td>
</tr>
<tr>
<td>NAICS Code</td>
<td>Description</td>
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<td>------------</td>
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<tr>
<td>331512</td>
<td>Steel investment foundries</td>
<td></td>
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<tr>
<td>331524</td>
<td>Aluminum foundries (except die-casting)</td>
<td></td>
</tr>
<tr>
<td>331529</td>
<td>Other nonferrous metal foundries (except die-casting)</td>
<td></td>
</tr>
<tr>
<td>332111</td>
<td>Iron &amp; steel forging</td>
<td></td>
</tr>
<tr>
<td>332112</td>
<td>Nonferrous Forging</td>
<td></td>
</tr>
<tr>
<td>332313</td>
<td>Plate work mfg.</td>
<td></td>
</tr>
<tr>
<td>332813</td>
<td>Electroplating, plating, polishing, anodizing &amp; coloring</td>
<td></td>
</tr>
<tr>
<td>332993</td>
<td>Ammunition (except small arms) mfg.</td>
<td></td>
</tr>
<tr>
<td>333314</td>
<td>Optical instrument &amp; lens mfg.</td>
<td></td>
</tr>
<tr>
<td>334220</td>
<td>Radio &amp; television broadcasting &amp; wireless communications equipment mfg.</td>
<td></td>
</tr>
<tr>
<td>334511</td>
<td>Search, detection, navigation, guidance, aeronautical, &amp; nautical system &amp; instrument mfg.</td>
<td></td>
</tr>
<tr>
<td>336414</td>
<td>Guided missile &amp; space vehicle mfg.</td>
<td></td>
</tr>
<tr>
<td>336415</td>
<td>Guided missile &amp; space vehicle propulsion unit &amp; propulsion unit parts mfg.</td>
<td></td>
</tr>
<tr>
<td>336419</td>
<td>Other guided missile &amp; space vehicle parts &amp; aux. equipment mfg.</td>
<td></td>
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<tr>
<td>339113</td>
<td>Surgical appliance &amp; supplies mfg.</td>
<td></td>
</tr>
<tr>
<td>423860</td>
<td>Transportation equipment &amp; supplies (except motor vehicle) merchant wholesalers</td>
<td></td>
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<tr>
<td>517919</td>
<td>All other telecommunications</td>
<td></td>
</tr>
<tr>
<td>541712</td>
<td>Research and development in the physical, engineering, and life sciences (except biotechnology)</td>
<td></td>
</tr>
<tr>
<td>927110</td>
<td>Space research and technology (Govt)</td>
<td></td>
</tr>
</tbody>
</table>

(P) Indicates partial NAICS cluster is within industry.

Metro Denver EDC and Development Partners - Aerospace Cluster Definition using NAICS

The two definitions overlap on 4 NAICS codes.

The Metro Denver definition excludes aircraft manufacturing (included in the “Aviation” cluster).
ILLUSTRATIVE FABLE 2:
How Clusters are defined impacts how you can interpret and describe the insights from economic data

<table>
<thead>
<tr>
<th>&quot;Aircraft Manufacturing&quot; NAICS in U.S. Cluster Mapping Aerospace Cluster</th>
<th>JOBS 2013</th>
<th>SPECIALIZATION LQ 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver-Aurora-Lakewood, CO</td>
<td>6,858</td>
<td>1.16</td>
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<tr>
<td>Dallas-Fort Worth-Arlington, TX</td>
<td>35,969</td>
<td>2.57</td>
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<tr>
<td>Los Angeles-Long Beach-Anaheim, CA</td>
<td>71,390</td>
<td>2.82</td>
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<tr>
<td>Seattle-Tacoma-Bellevue, WA</td>
<td>95,293</td>
<td>11.58</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>&quot;Other NAICS&quot; in U.S. Cluster Mapping Aerospace Definition</th>
<th>JOBS 2013</th>
<th>SPECIALIZATION LQ 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver-Aurora-Lakewood, CO</td>
<td>5,766</td>
<td>7.21</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington, TX</td>
<td>134</td>
<td>0.07</td>
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<tr>
<td>Los Angeles-Long Beach-Anaheim, CA</td>
<td>15,104</td>
<td>4.39</td>
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<tr>
<td>Seattle-Tacoma-Bellevue, WA</td>
<td>438</td>
<td>0.39</td>
</tr>
</tbody>
</table>

Data from Emsi 2019.2 Industry Table, all Employees. Economicmodeling.com
MORAL OF THE STORY?
How you define the cluster directs your data-driven storytelling

Unique, Custom, Boutique

Describe industries and linkages in a specific region based on own firm-level knowledge and leadership priorities

Benchmarkable, Generic, Comparable

Use the economic data to understand the big picture

Not great for capturing individual firm contributions or community identity
REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

PEOPLE
NoCo REDI Members
Seonah Kendall (PM) (Fort Collins Economic Health)
Amanda Repella (PM) (Larimer County)
Caroline Alexander (Alexander Research and Consulting)

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Fort Collins Report
Other Future Reports
REGIONAL CLUSTER ANALYSIS:
a major data-driven undertaking

DATA AGGREGATION (for analysis purposes)
Emsi + Other Source data aggregated across NoCo and NoCo + 3 feeder counties using Harvard/UCSM Cluster and Subcluster definitions

INTERACTIVE DATA EXPLORATION
Communities pick their priorities based on multiple quantitative and qualitative factors. Data, community values/identity, key employers or industries, and organizational mandates are all part of choosing their priority industry clusters.

Help EDOs answer questions like “what clusters are here?”, “what are the strengths of various clusters?” and “how does that relate to a realistic scope for our actions?”
REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

Rather than using a single method for picking industry priorities for the region...

We’re hosting a regional workshop that allows communities to interactively explore their own data, apply their own knowledge of their community, organizational purpose, and experiences in visualizing it to more clearly identify regional strengths that also align to ED priorities at the municipal scale.
REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

REGIONAL CLUSTER ANALYSIS APPS: The Boring Technical Details

Built with R Shiny, a software package for creating interactive applications that run in Rstudio (free, open source) and on the web.

Uses Plotly.js (free, open source) for charts

Uses Leaflet.js (free, open source) for maps
## REGIONAL CLUSTER ANALYSIS: a major data-driven undertaking

### PEOPLE
- **NoCo REDI Members**
  - Seonah Kendall (PM)  
    (Fort Collins Economic Health)
  - Amanda Repella (PM)  
    (Larimer County)
  - Caroline Alexander  
    (Alexander Research and Consulting)

### PROCESSES
- Interviews
- Data Aggregation
- Interactive Data Exploration

### OUTCOMES
- Regional Report
- Fort Collins Report
- Other Future Reports
REGIONAL CLUSTER ANALYSIS:
a major data-driven undertaking

FORMAL OUTCOMES
Regional Report
Fort Collins Report
Other Future Reports

RESOURCE OUTCOMES
Process/Workshop Presentation Slides [Education]
Workshop Worksheets [Prioritization Activity]
Workshop Apps [Fully Customizable Code]
Methods and List of Sources [Resources]
THANK YOU

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