



InterCity Visit Orientation
Thursday, April 16, 2026





WELCOME

Brian Anderson | President & CEO | ChamberRVA



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Environmental & Sustainability



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Sunny Sharma | General Manager





Ken Ampy | CEO | Astyra

2026 InterCity Visit Chair



PHOENIX OVERVIEW

Angela Oakes | Greater Richmond Partnership

Intercity Visit 2026

Phoenix, AZ

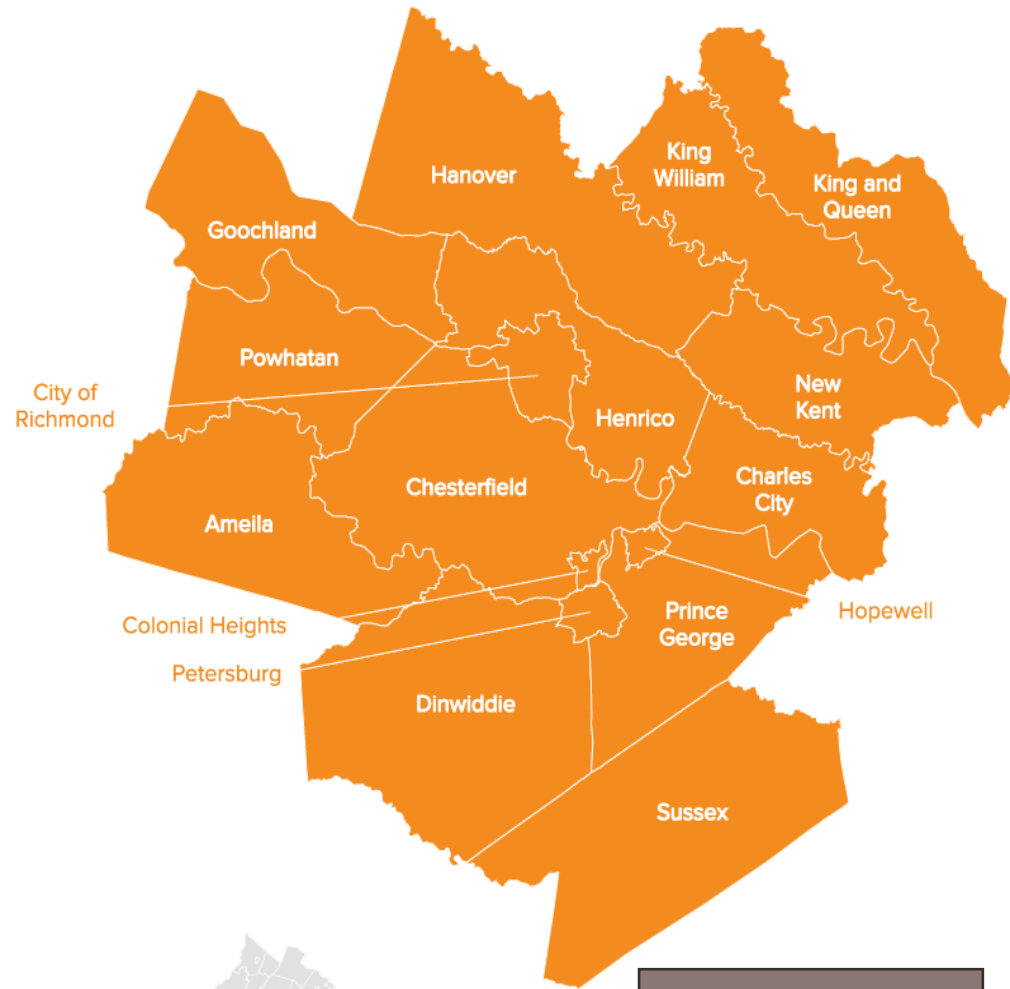
Angela Oakes

Vice President of Strategy

What can a fast-growing Sun Belt market teach Richmond about scaling regional competitiveness?



Richmond MSA

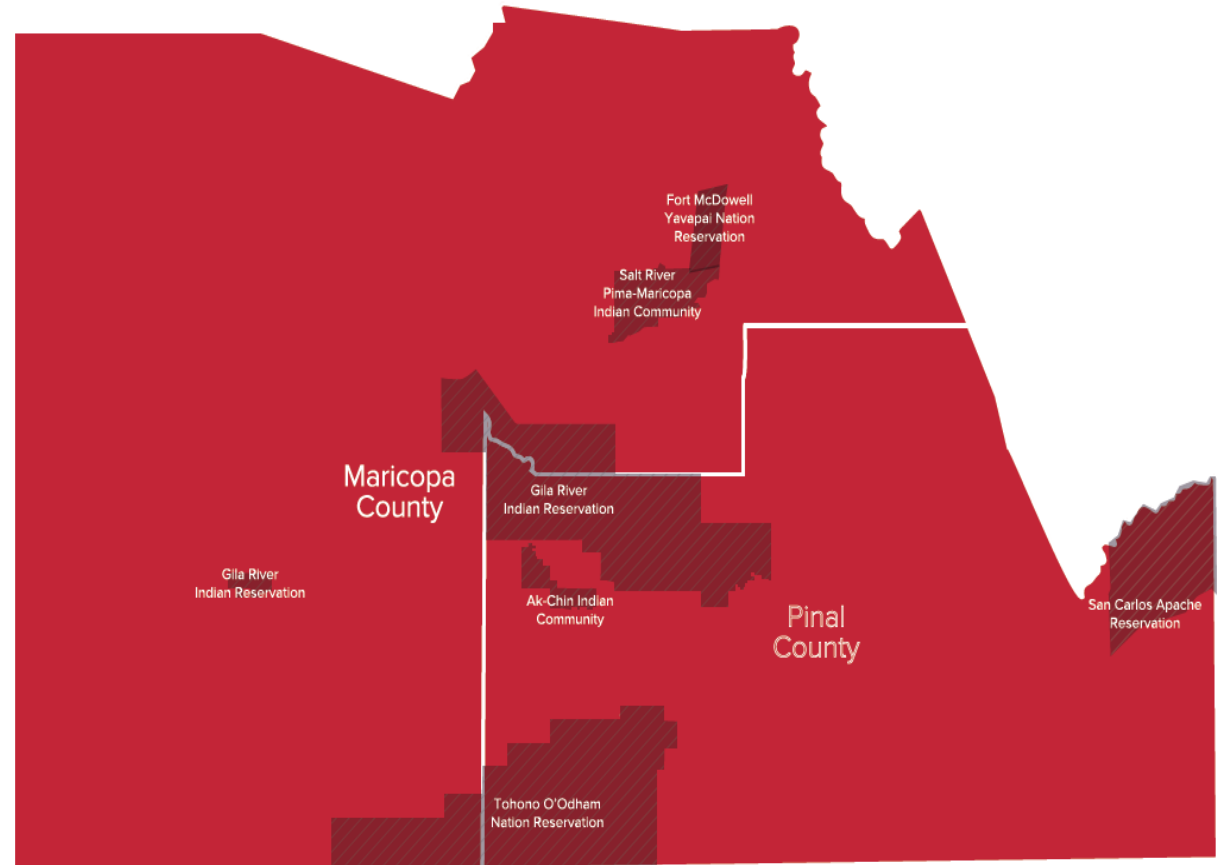


4,364 sq. miles

Virginia



Phoenix MSA

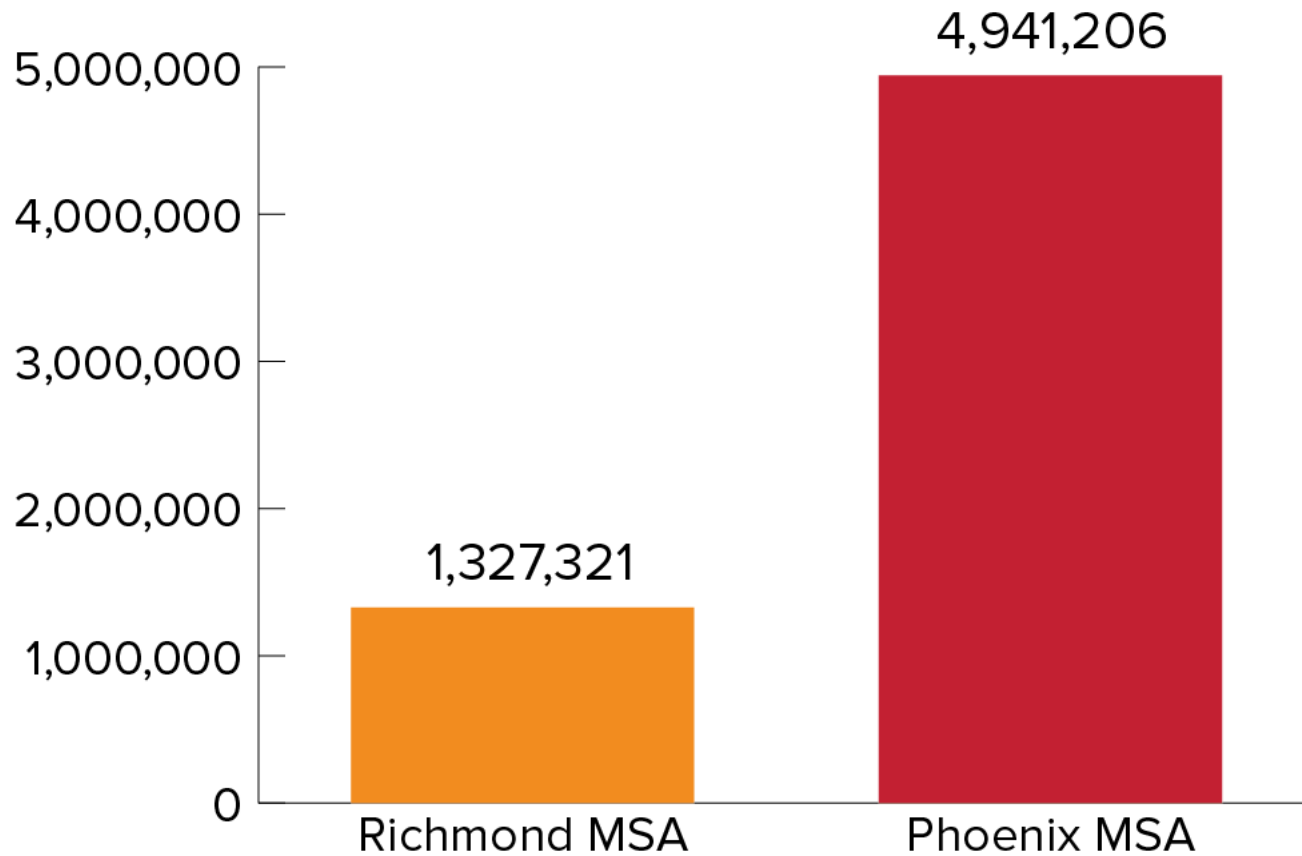


14,569 sq. miles

Arizona

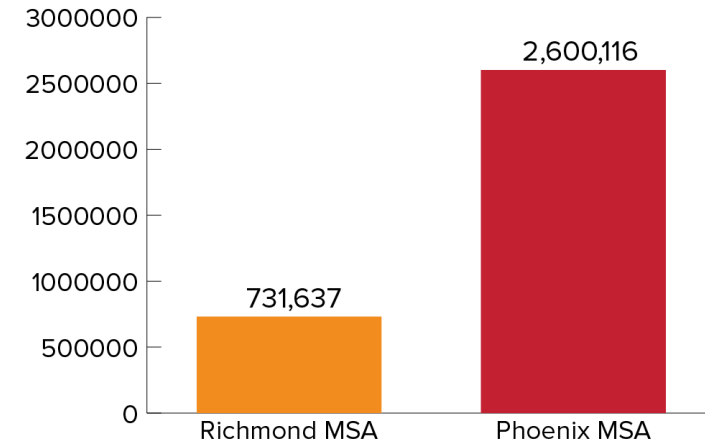


MSA Population



Source: Greater Richmond Partnership; American Community Survey 2023 Estimates; Chmura Economics & Analytics; JobsEQ

Labor Force



Source: Greater Richmond Partnership; Chmura Economics & Analytics; JobsEQ, 2025Q3



5 Systems Phoenix has worked to align

- ▶ Talent pipeline
- ▶ Downtown + Place-making
- ▶ Regional collaboration
- ▶ Housing delivery
- ▶ Transit + Mobility

Talent Pipeline

Workforce and industry in alignment.
Connecting education directly to employer demand, especially in advanced manufacturing.

Educational Attainment

	Richmond MSA	Phoenix MSA
No high school diploma	7%	11%
High school graduate	24%	22%
Some college, no degree	19%	23%
Associate degree	8%	9%
Bachelor's degree	26%	22%
Postgraduate degree	16%	12%

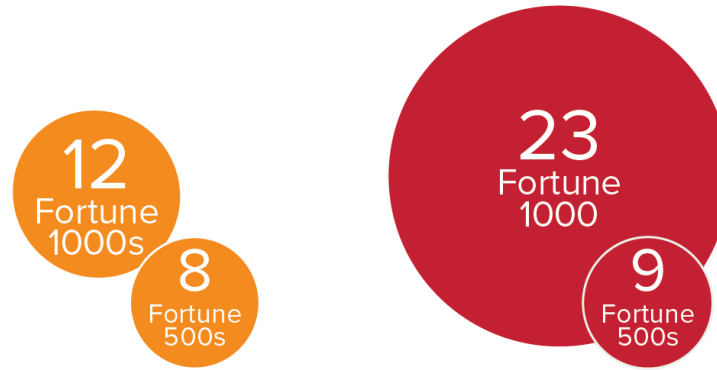
Source: Greater Richmond Partnership; American Community Survey 2023 Estimates; Chmura Economics & Analytics; JobsEQ

Industry Employment

	Richmond MSA	Phoenix MSA
Health Care and Social Assistance	14.7%	14.9%
Retail Trade	9.5%	10.2%
Educational Services	8.1%	6.6%
Accommodation and Food Services	7.5%	9.0%
Professional, Scientific and Technical Services	7.0%	6.1%
Construction	7.1%	8.0%
Administrative and Support and Waste Management and Remediation Services	6.6%	7.9%
Public Administration	6.1%	3.4%
Transportation and Warehousing	5.8%	5.3%
Finance and Insurance	4.9%	5.9%
Other Services (except Public Administration)	4.9%	3.5%
Manufacturing	4.5%	6.0%
Wholesale Trade	3.3%	3.8%
Management of Companies and Enterprises	3.0%	1.5%
Arts, Entertainment and Recreation	2.8%	2.6%
Real Estate and Rental and Leasing	2.1%	2.2%
Information	1.0%	1.6%
Utilities	0.4%	0.8%
Agriculture, Forestry, Fishing and Hunting	0.4%	0.4%
Mining, Quarrying, and Oil and Gas Extraction	0.1%	0.2%

Source: Greater Richmond Partnership; Chmura Economics & Analytics; JobsEQ; 2025Q3

Fortune 1000 Companies



Richmond MSA

Company	Ranking
Performance Food Group	84
CarMax	141
Altria Group	196
Dominion Energy	230
Markel	262
Owens & Minor/Accendra Health	388
Arko Corp.	453
Genworth Financial	477
Brink's	655
Everforth (Formerly ASGN)	691
NewMarket	956
Universal Corp.	979

Phoenix MSA

Company	Ranking
Freeport-McMoRan	169
Avnet	181
Republic Services	266
Reliance	309
Carvana	314
Insight Enterprises	447
Taylor Morrison Home	467
Sprouts Farmers Market	481
Microchip Technology	485
Knight-Swift Transportation	501
ON Semiconductor	518
Resideo Technologies	530
Meritage Homes	554
Amkor Technology	558
Carlisle	631
StandardAero	642
Opendoor Technologies	650
Pinnacle West Capital	653
Western Alliance Bancorp.	657
GoDaddy	707
First Solar	753
Align Technology	776
Gen Digital	802

Source: Greater Richmond Partnership; Fortune 1000 2025 list

Top Employers

Richmond MSA	Employees
Capital One Financial	14,000
Virginia Commonwealth University Health System	13,500
HCA Virginia Health System	11,200
Bon Secours Richmond	8,516
Virginia Commonwealth University	7,832
Dominion Energy	5,433
Amazon	5,100
Truist	4,549

Phoenix MSA	Employees
Banner Health	29,770
Amazon	25,570
Walmart	19,770
Frys Food Stores	15,450
Intel Corporation	12,990
Wells Fargo	12,340
Arizona State University	10,970
HonorHealth	9,550

Source: Greater Richmond Partnership, Largest Employers Brochure, January 2026. Employment data reflects the top corporate employers of Richmond, VA MSA, excludes government and retail operations; Maricopa Association of Governments; Top Corporate Employers in Phoenix MSA, excludes government and retail operations

Average Annual Wages

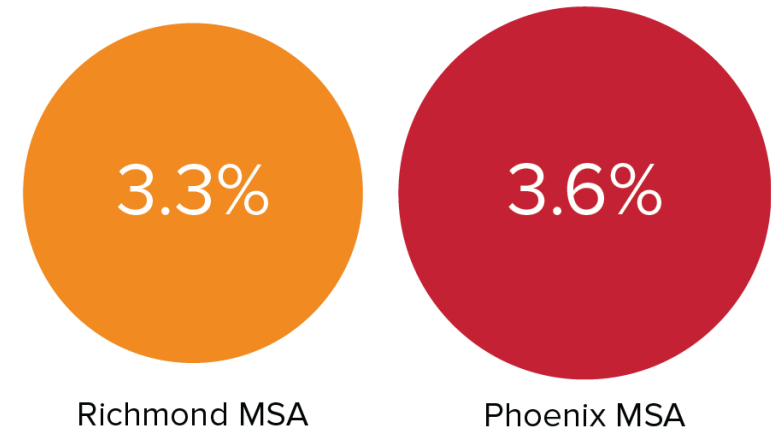
	Richmond MSA			Phoenix MSA		
	Avg. Annual Wage	Employment	Location Quotient	Avg. Annual Wage	Employment	Location Quotient
Management of Companies and Enterprises	\$152,183	21,254	1.92	\$135,045	36,719	0.94
Finance and Insurance	\$139,671	34,851	1.26	\$112,228	147,560	1.50
Professional, Scientific and Technical Services	\$107,567	49,708	0.97	\$111,049	152,960	0.85
Utilities	\$105,304	2,799	0.76	\$131,789	18,934	1.45
Real Estate and Rental and Leasing	\$86,371	14,720	1.19	\$76,629	55,538	1.27
Wholesale Trade	\$89,003	23,349	0.89	\$108,641	96,261	1.04
Mining, Quarrying and Oil and Gas Extraction	\$87,839	473	0.19	\$113,649	4,831	0.54
Manufacturing	\$82,454	31,881	0.58	\$100,346	150,501	0.78
Public Administration	\$82,426	43,237	1.29	\$87,360	86,078	0.73
Information	\$83,128	7,176	0.54	\$120,263	39,361	0.83
Construction	\$76,486	50,104	1.18	\$83,393	199,432	1.33
Health Care and Social Assistance	\$68,000	103,837	0.95	\$71,158	373,886	0.97
Transportation and Warehousing	\$52,793	40,892	1.14	\$62,158	131,869	1.04
Educational Services	\$60,476	57,085	1.00	\$60,012	164,611	0.81
Unclassified	\$62,439	1,518	1.36	\$40,601	4,558	1.15
Administrative and Support and Waste Management and Remediation Services	\$53,945	47,018	1.11	\$57,227	197,606	1.32
Other Services (except Public Administration)	\$46,611	34,408	1.15	\$51,156	88,600	0.83
Agriculture, Forestry, Fishing and Hunting	\$48,687	2,547	0.30	\$69,395	9,196	0.31
Retail Trade	\$40,333	67,426	0.99	\$51,244	255,212	1.06
Arts, Entertainment and Recreation	\$27,957	19,509	1.30	\$54,746	64,061	1.20
Accommodation and Food Services	\$27,184	53,317	0.87	\$33,500	225,515	1.04
Total - All Industries	\$70,522	707,108	1.00	\$74,209	2,503,287	1.00

Income

	Richmond MSA	Phoenix MSA
Less than \$10,000	4.8%	4.9%
\$10,000 - \$14,999	2.3%	2.4%
\$15,000 - \$19,999	2.2%	2.0%
\$20,000 - \$24,999	2.8%	2.5%
\$25,000 - \$29,999	2.9%	2.6%
\$30,000 - \$34,999	3.0%	3.1%
\$35,000 - \$39,999	2.7%	3.0%
\$40,000 - \$44,999	3.3%	3.6%
\$45,000 - \$49,999	3.2%	3.6%
\$50,000 - \$59,999	6.9%	6.7%
\$60,000 - \$74,999	9.8%	9.3%
\$75,000 - \$99,999	13.8%	13.9%
\$100,000 - \$124,999	10.5%	11.3%
\$125,000 - \$149,999	8.7%	8.0%
\$150,000 - \$199,999	10.0%	10.2%
\$200,000 or more	13.0%	12.9%
Number of households, 2023	536,542	1,922,068
Median household income, 2023	\$86,223	\$84,846
Per capita personal income, 2023	\$46,237	\$43,395

Source: Greater Richmond Partnership; American Community Survey 2023 Estimates ;Chmura Economics & Analytics; JobsEQ

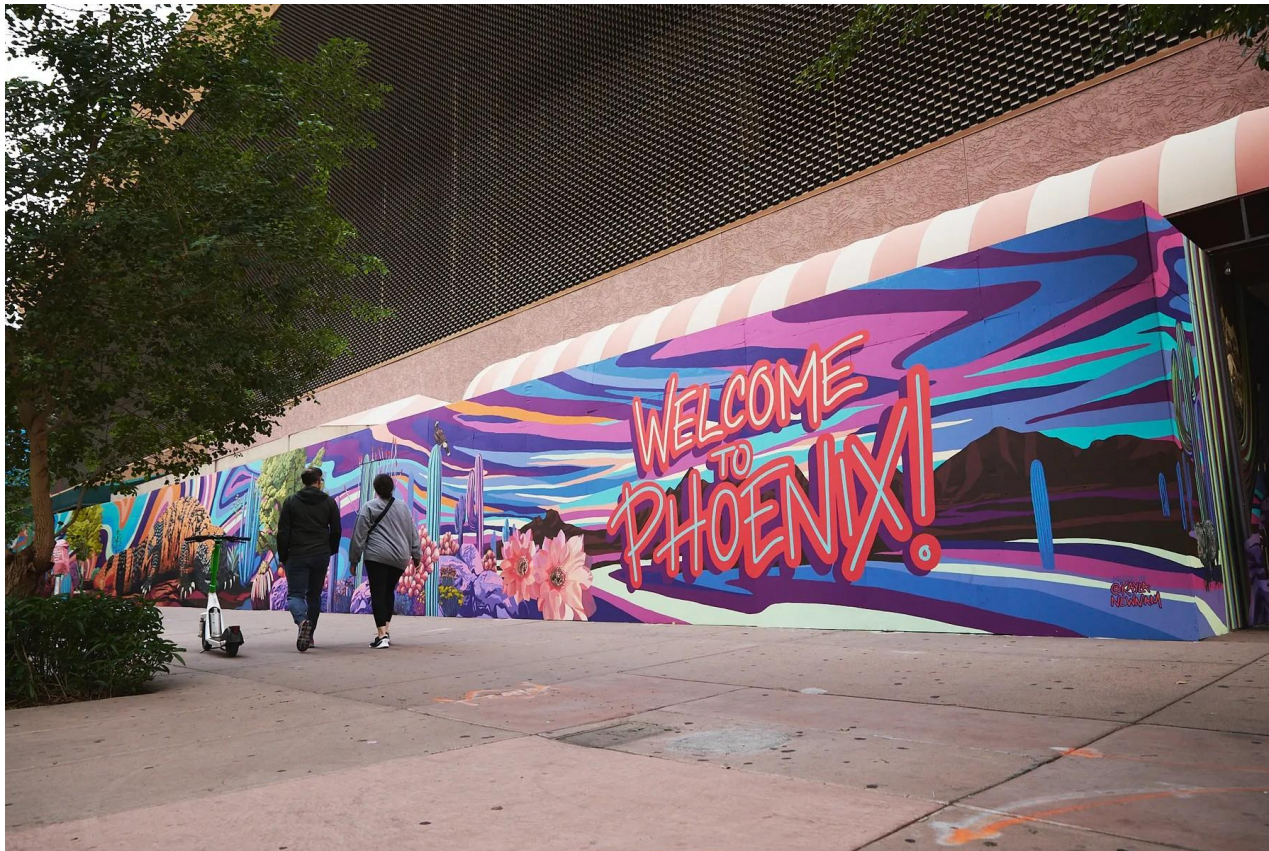
Unemployment Rate



Source: Greater Richmond Partnership; Chmura Economics & Analytics, JobsEQ, 2025Q3

Downtown + Place-making

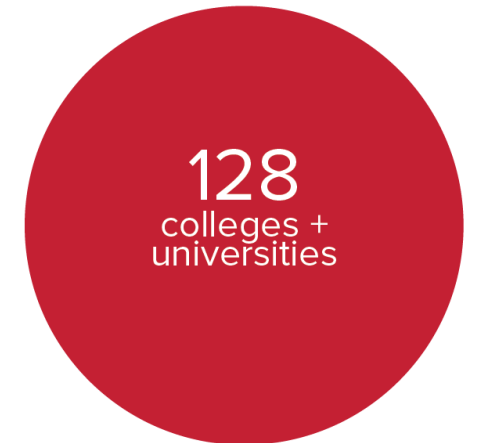
Downtown revitalization and anchor institutions are using universities and adaptive reuse to create energy, density, and mixed-use activity.



Higher Education



Richmond MSA



Phoenix MSA

Source: Greater Richmond Partnership; Chmura Economics & Analytics; JobsEQ

Regional collaboration

Regional leadership and shared wins builds a culture where jurisdictions collaborate because economic growth benefits the whole region.

Economic Development Metrics

	Richmond MSA	Phoenix MSA
New-to-market		
Projects	194	710
Jobs	19,055	129,491
Capital Investment	\$35.54b	\$131.45b
Expansions		
Projects	184	168
Jobs	14,981	35,694
Capital Investment	\$3.05b	\$16.85b

Source: Analysis by Greater Richmond Partnership, Conway Analytics; 2015 to 2025 YTD

CNBC State Rankings

	Virginia	Arizona
Best State for Business	4	12
Infrastructure	2	3
Business Friendliness	7	17
Workforce	14	6
Economy	14	13
Technology and Innovation	8	20

Source: Greater Richmond Partnership; CNBC Best State for Business 2025

Housing delivery

Housing is a competitiveness strategy. Treating housing supply, affordability, and location as economic development issues.

Housing



Phoenix housing sprawl vs. modern usage

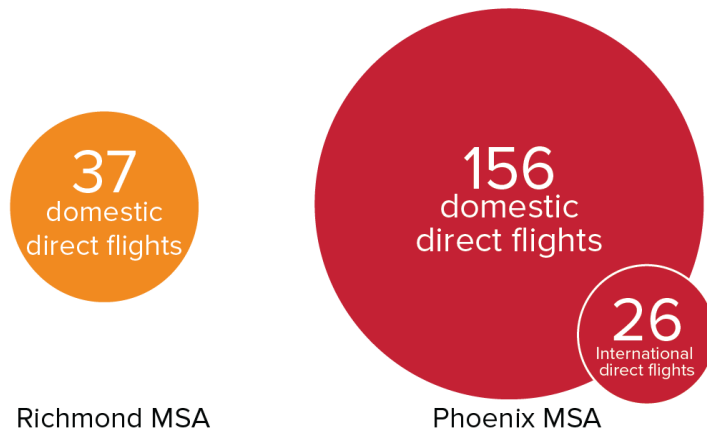


Transit + Mobility

Transit as connective infrastructure links housing, jobs, and opportunity through an integrated mobility system.

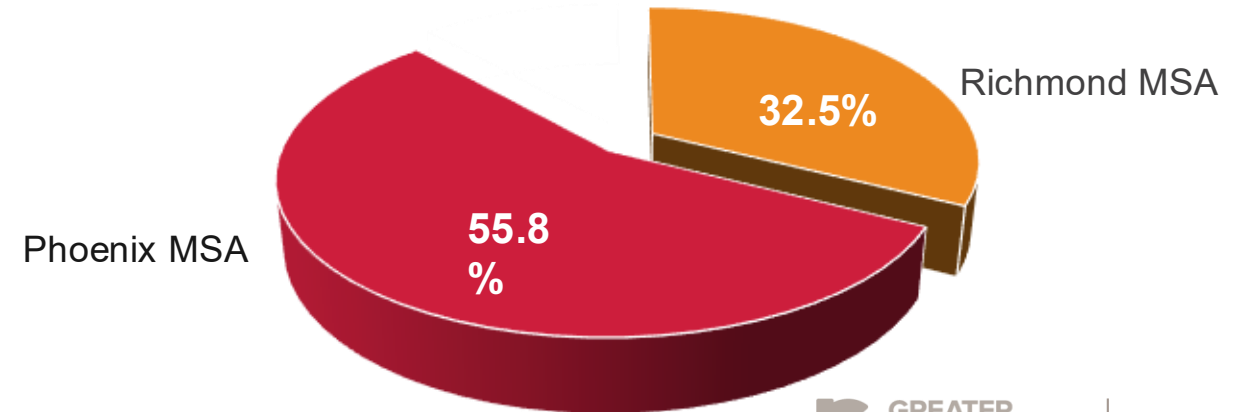


Air Service



% Population Near Transit

1/2 mile from nearest public transit



Source: Greater Richmond Partnership; Richmond International Airport and Phoenix Sky Harbor International Airport, 2026, flightconnections.com

See you in PHX!



Angela Oakes

Vice President of Strategy

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PHOENIX OVERVIEW

John Vithoulkas | Henrico County





LOCAL GOVERNMENT PERSPECTIVE

**2026 INTERCITY VISIT ORIENTATION
APRIL 16, 2026**

PHOENIX, ARIZONA

OVERVIEW OF PHOENIX MSA



- The Phoenix-Mesa-Scottsdale MSA includes all of Maricopa County and Pinal County.
- Each county operates its own local government which consists of a 5-member Board of Supervisors and a County Manager.
- Key industries include healthcare, finance, transportation, trade, and education.
- The Phoenix MSA is home to approximately 68% of the state's total population.
- Greater Phoenix is one of the top growth areas in the country.
- Popular destinations include South Mountain Park and Preserve, Taliesin West, or one of their many museums and cultural sites.
- Greater Phoenix is home to the corporate headquarters of nine Fortune 500 companies.

WORKFORCE ATTRACTION & DEVELOPMENT

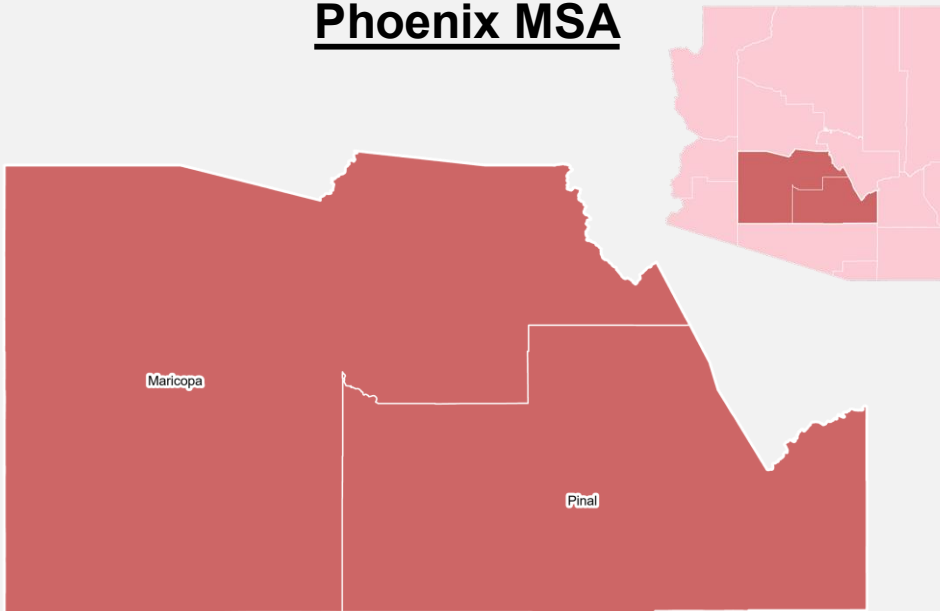
- Greater Phoenix is home to more than 40 universities and institutions.
- Over 1,200 daily domestic and international flights via Phoenix Sky Harbor International Airport.
- Includes an expansion transportation network with 521.5 miles of freeway, 29.8 miles of light rail, and over 100+ bus routes.

- 69,646 employers with five or more employees
- Over 2,000,000 jobs at locations with five or more employees
- Nearly 2,600,000 of the population 16 years and older in the labor force

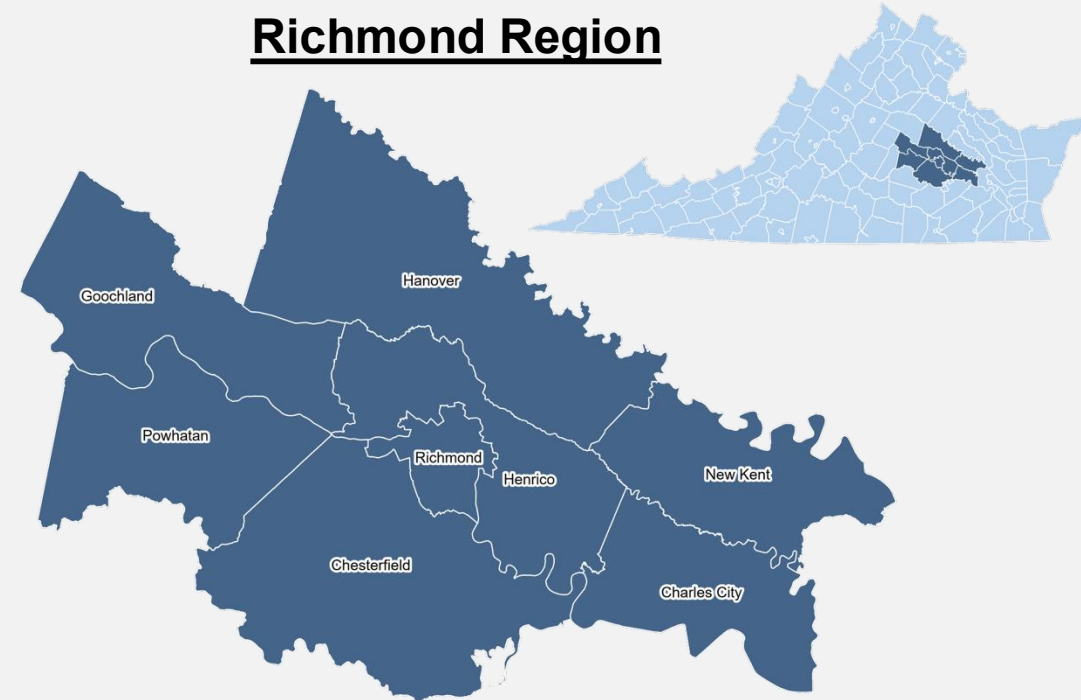


DEMOGRAPHICS

Phoenix MSA



Richmond Region



Population

5,028,754

Square Miles

14,587

Population/Square Mile

345

Median Age

37.6

Educational Attainment
(Bachelors +)

35.3%

Population

1,105,548

Square Miles

2,165

Population/Square Mile

511

Median Age

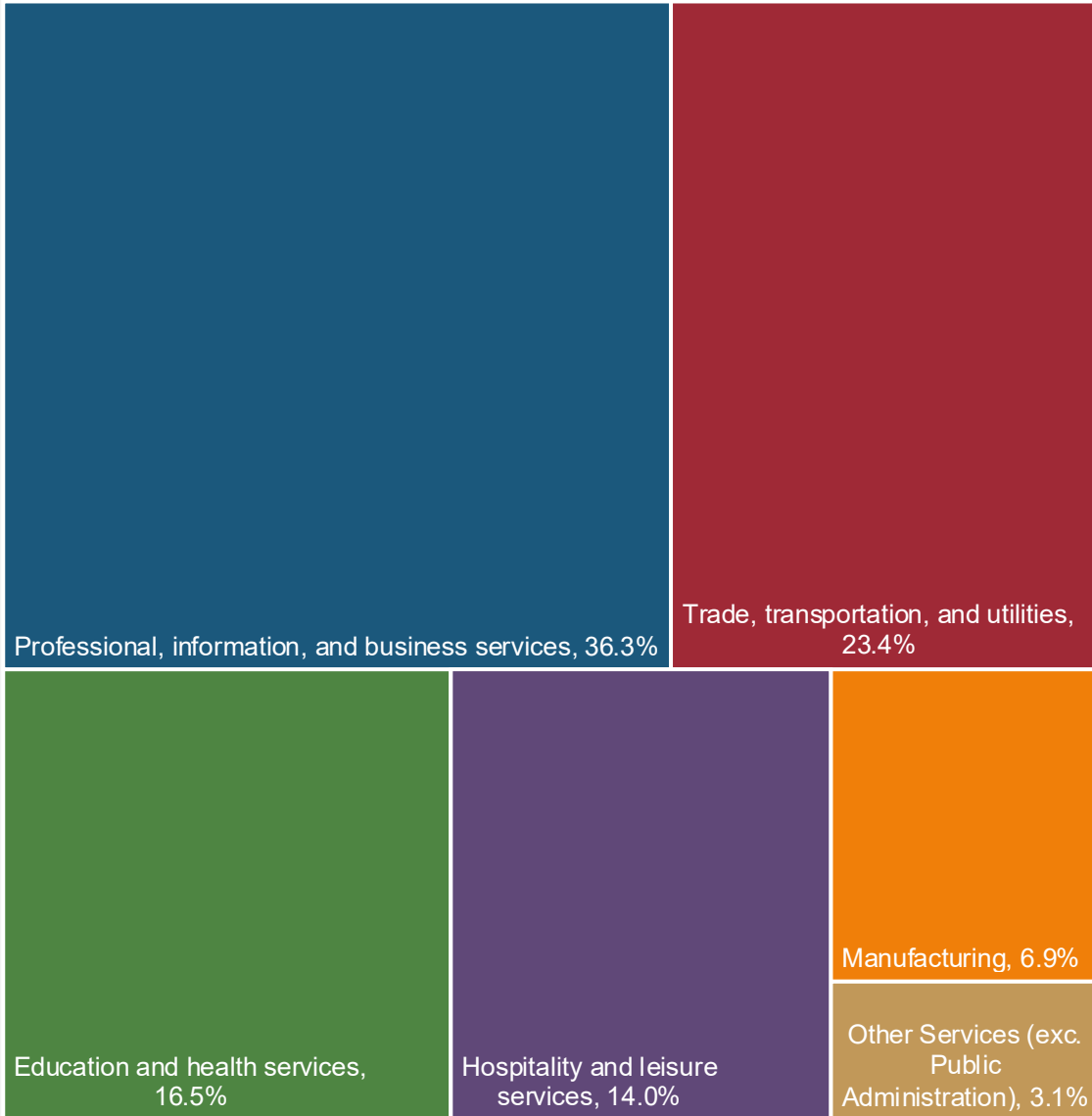
42.8

Educational Attainment
(Bachelors +)

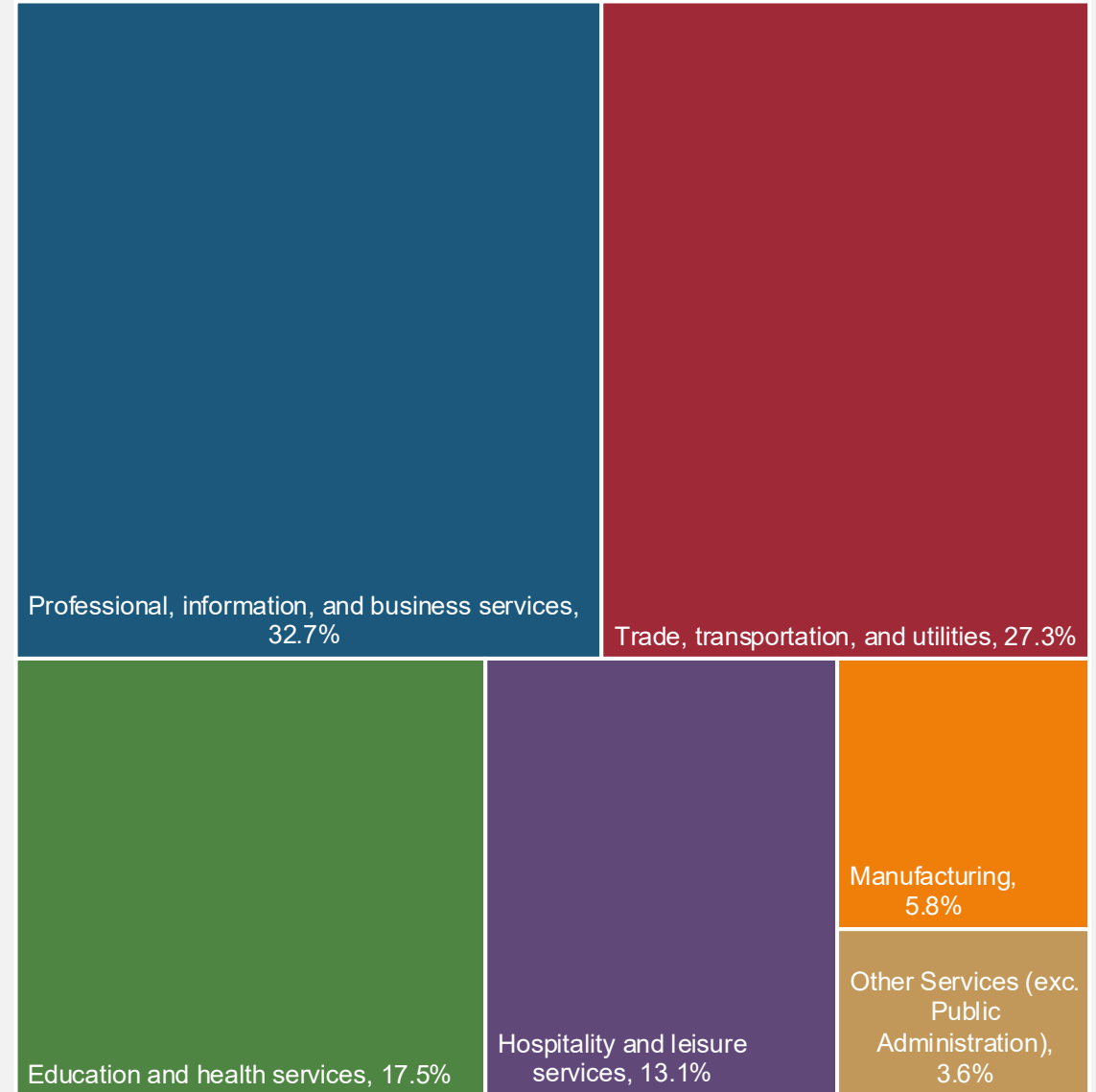
44.3%

EMPLOYMENT BY INDUSTRY

Phoenix MSA



Richmond Region



ECONOMIC DRIVER COMPARISON

Phoenix MSA

Aerospace & Defense



Other Businesses



Richmond Region

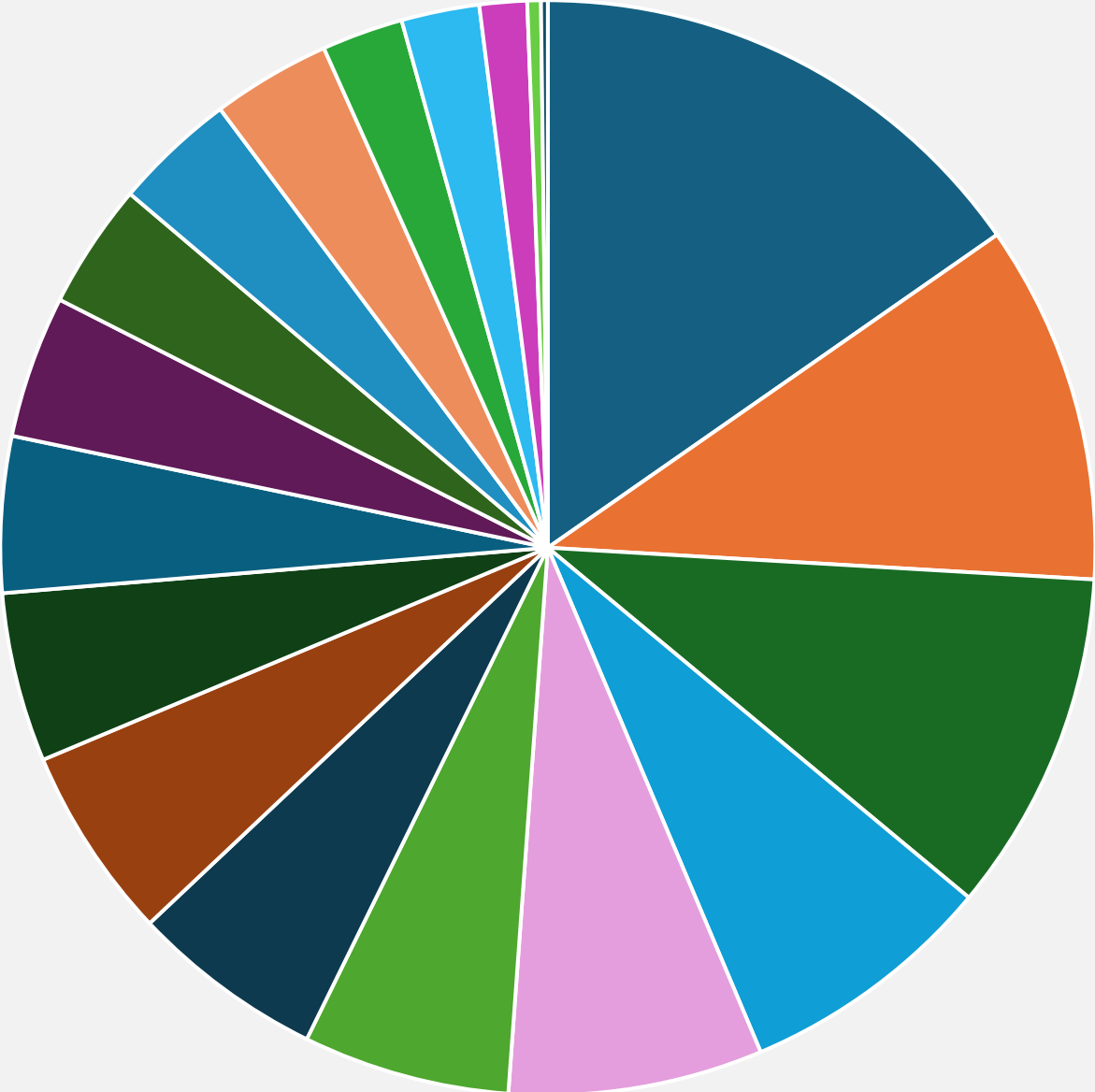
Data Centers



Other Businesses



HENRICO INDUSTRY SNAPSHOT



- Health Care and Social Assistance (15.3%)
- Retail Trade (10.6%)
- Professional, Scientific, and Technical Services (10.1%)
- Accommodation and Food Services (7.6%)
- Administrative and Support and Waste Management and Remediation Services (7.5%)
- Educational Services (6.1%)
- Construction (5.7%)
- Finance and Insurance (5.7%)
- Other Services (except Public Administration) (5.0%)
- Transportation and Warehousing (4.6%)
- Management of Companies and Enterprises (4.2%)
- Manufacturing (3.7%)
- Public Administration (3.6%)
- Wholesale Trade (3.5%)
- Real Estate and Rental and Leasing (2.4%)
- Arts, Entertainment, and Recreation (2.3%)
- Information (1.4%)
- Utilities (0.4%)
- Unclassified (0.2%)

AMKOR TECHNOLOGY ARIZONA SEMICONDUCTOR HEADQUARTERS

- In October 2025, Amkor Technology broke ground on a \$7 billion semiconductor advanced packaging and test campus in Peoria.
- In 2025, Arizona was ranked **#1** in the country for semiconductors and leads the nation in recent semiconductor investment.
 - Has attracted over 60 industry expansions since 2020 which includes more than \$210 billion in announced investment and over 25,000 projected new jobs.



ECONOMIC BACKGROUND

Phoenix MSA

Richmond Region

Unemployment Rate



4.7%

3.6%

Aggregate Household Income



\$223,810,221,100

\$56,199,004,300

Median Household Income



\$88,301

\$106,234

Median Home Value

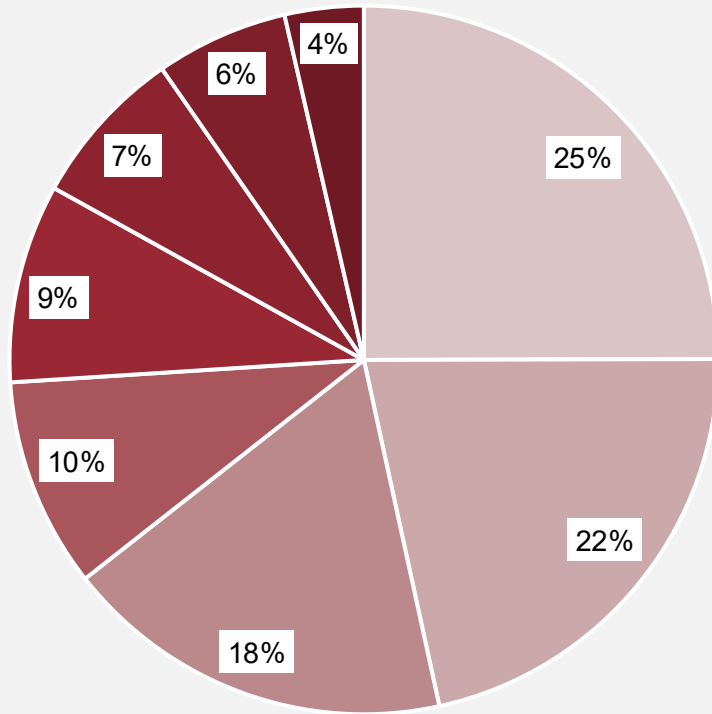


\$457,400

\$383,500

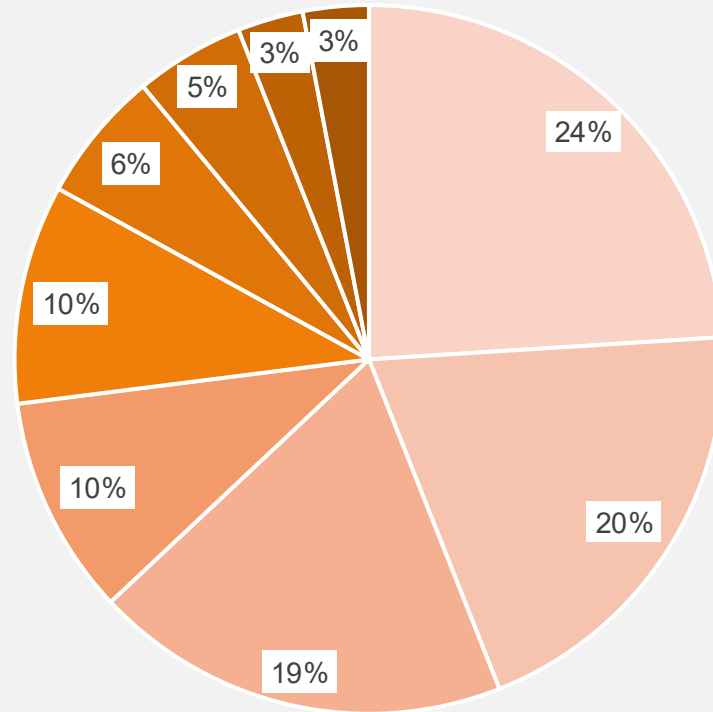
REVENUE BASE COMPARISON

Maricopa County



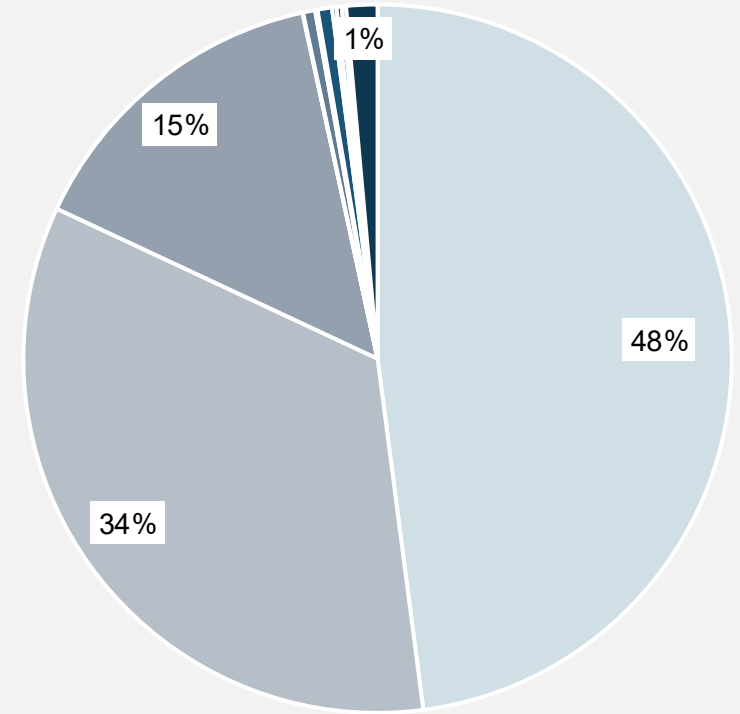
- Sales Tax
- Fund Balance
- Property Taxes, Penalties, & Interest
- Grants & Funds from Other Localities
- Other
- Jail Tax
- Vehicle License Tax
- Highway User

Pinal County



- Operating Grants
- Capital Grants
- Property Taxes
- Charges for Services
- State Sales Tax
- Other Taxes
- County Sales Tax
- Road Improvement Tax
- Other General Revenues

Henrico County



- General Property Taxes
- State Aid
- Other Local Taxes
- Federal Government Aid
- Permits, Fees, & Licenses
- Fines & Forfeitures
- Use of Money & Property
- Charges for Services
- Miscellaneous
- Recovered Costs
- State Reimbursements

LOCALITY SERVICES

Arizona (Dillon Rule, optional Home Rule) –

Services Mandated in Arizona Counties:

- Public Health
- Emergency Management
- Law Enforcement (Jails & Juvenile Detention)

Elective Services in Arizona Counties:

- Emergency Fire & EMS
- Libraries
- Recreation & Parks
- Road Maintenance
- Flood Control Infrastructure

Services not provided by Arizona Counties:

- Education

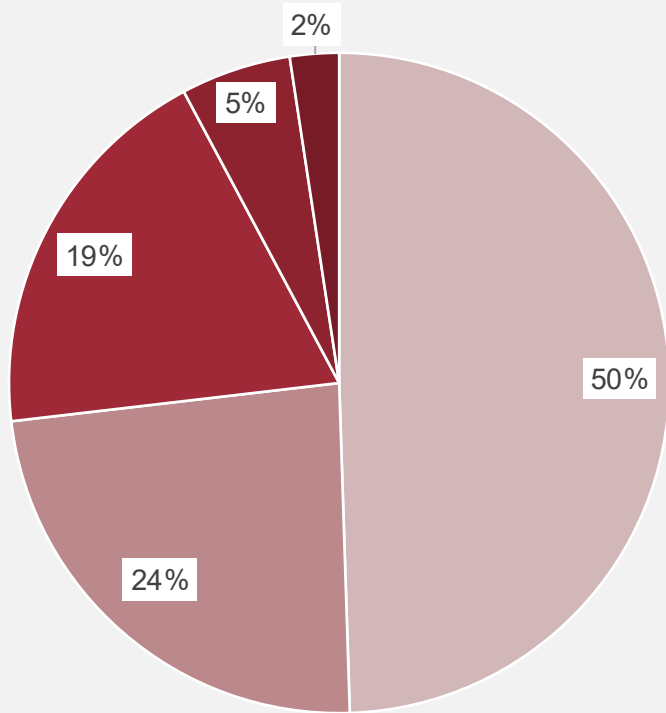
Virginia (Dillon Rule) -

Henrico County Service Responsibilities:

- Education
- Law Enforcement
- Emergency Fire & EMS
- Libraries
- Recreation and Parks
- Road Maintenance
- Flood Control Infrastructure
- Emergency Management
- Public Health
- Judicial Administration (State Service, County Supplemented)

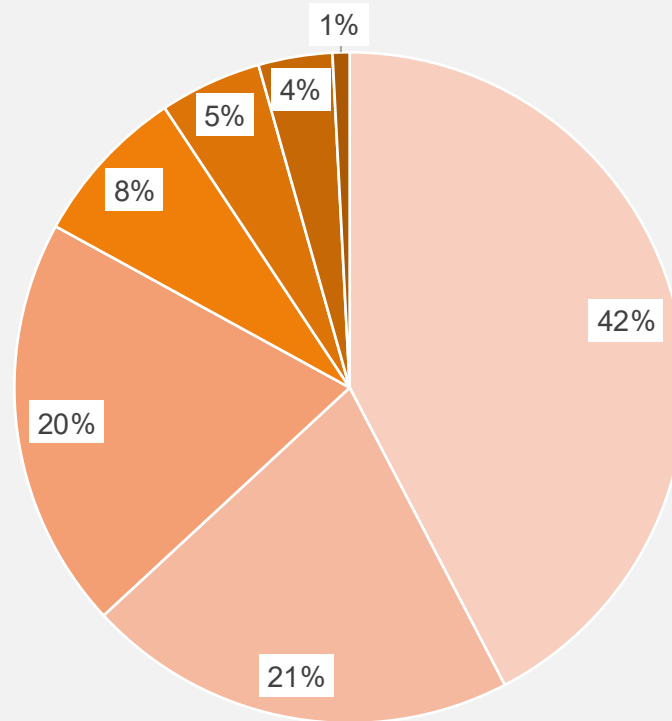
EXPENDITURES AS A % OF APPROVED BUDGET – FY26

Maricopa County



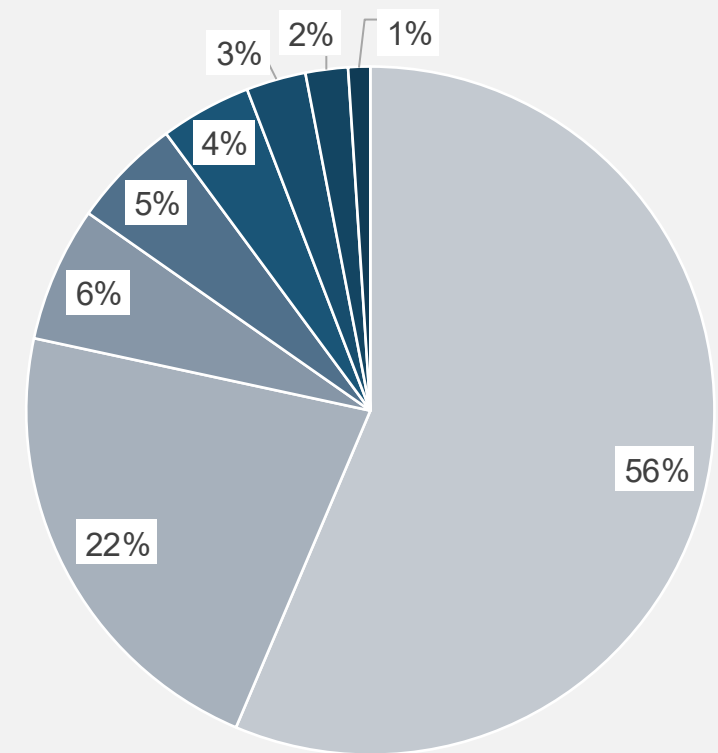
- Public Safety
- Health, Welfare, & Sanitation
- Elected Officials
- Highways & Streets
- Education, Culture, & Recreation

Pinal County



- Non-Departmental (Including Capital Projects & Debt Service)
- General Government Administration
- Public Works (Development Services)
- Sheriff
- Judicial Administration
- Public Health
- School Superintendent

Henrico County



- Education
- Public Safety
- General Government Admin
- Public Works
- Recreation & Culture
- Community Development
- Miscellaneous
- Judicial Administration

COST OF LIVING COMPARISON



Phoenix House Listing (Avg Home Price = \$607,541 based on COLI 2025)

Price – \$450,000

Square Footage – 1,953

Year Built – 1972

Beds – 4

Baths – 2

COL of Richmond MSA for base salary of \$50,000

COL of Phoenix MSA for base salary of \$55,368.42

Percent Difference of Phoenix compared to Richmond

Groceries +3.73%

Housing +31.65%

Utilities +10.43%

Transportation +10.46%

Healthcare +7.17%

Overall COL +10.2%



Richmond House Listing (Avg Home Price = \$444,042 based on COLI 2025)

Price – \$449,950

Square Footage – 1,645

Year Built – 1937

Beds – 2

Baths – 2

COST OF DOING BUSINESS

Tax/Fee	Arizona	Virginia
Overall Rank	14	30
Corporate Tax Rank	13	18
Individual Income Tax Rank	9	36
Sales Tax Rank	45	13
Property Tax Rank	10	24
Unemployment Insurance Tax Rank	1	37

Note: A rank of 1 is best, 50 is worst. Rankings do not average to the total.

	Maricopa County	Pinal County	Henrico County
Fitch Bond Score Rating	AAA	AA	AAAA
Meals Tax (State)	5.60%	5.60%	0.00%
Meals Tax (Local)	0.70%	0.70%	4.00%
Sales Tax (State Share)	5.60%	5.60%	5.00%
Sales Tax (Local Remission)	0.70%	1.10%	1.00%
Lodging Tax (State)	11.30%	11.30%	0.00%
Lodging Tax (County)	1.77%	1.77%	8.00%



LOCAL GOVERNMENT PERSPECTIVE

**2026 INTERCITY VISIT ORIENTATION
APRIL 16, 2026**

PHOENIX, ARIZONA



PHOENIX OVERVIEW

Christina Mastroianni | ChamberRVA



GUIDING THEMES

- Regional alignment and business-led leadership
- Talent and workforce systems built for the future economy
- Place-based growth through housing, transit, and redevelopment



THE ICV EXPERIENCE

Valley Metro Rail



West-MEC

Culdesac Tempe



Downtown Phoenix

WHAT HAPPENS AFTER ICV?

- Debrief | Tuesday, June 9 | 3:30 p.m.
- Regional Action Summit | Thursday, October 1



YOUR ROLE

- Be curious. Be present. Be reflective.
- Use the app to take notes and connect with delegation.
- Build relationships that extend beyond the visit.



LET'S LEAD FORWARD!





TRIP LOGISTICS

Christy McCurdy | ChamberRVA

LOGISTICS

Confirmation Sheet

- Arrival/departure date
- Hotel information
- Optional activity
- Track selection

Dress Recommendations

- Business casual dressing for hot weather

Valley Metro Transit

- Pre-loaded Copper Card included in orientation packet
- Arrival/departure airport transportation

Event App | Cvent

- Email invitation | Tuesday, April 28





THANK YOU

