

Reidsville Chamber Strategic Plan



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About NCGrowth

NCGrowth is a multi-state economic development center based at UNC Chapel Hill. We are building a more equitable economy and creating new wealth in distressed communities. We provide technical assistance to businesses, governments, and other organizations; produce academic and applied research; develop innovative policies; and host unique convenings. NCGrowth includes Anchor Institutions Create Economic Resilience (AICER); SmartUp; Homegrown Tools; and the Black Communities Conference.



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Executive Summary

The Reidsville Chamber of Commerce has served as a champion for the local business community since 1914. Over the past 15 years, the Chamber has tripled its budget and purchased a downtown building that now anchors its presence in the heart of Reidsville. This five-year strategic plan builds on that foundation and charts a clear path forward as downtown Reidsville and Rockingham County continue to grow.

This plan was developed with input from board members, staff, and the broader membership. NCGrowth conducted a community survey, a demographic and economic analysis of the Reidsville market, and a competitive review of comparable chambers in the region. Key findings from that work are summarized in the pages that follow, with full supporting materials included in the appendix.

The plan is organized around three strategic priorities: 1) Community Connection, 2) Member Service and Advocacy, and 3) Organizational Stability. Each priority includes concrete goals, measurable key performance indicators, and a phased timeline designed to distribute the work realistically across staff, board members, and ambassadors. The Chamber enters this planning period from a position of genuine strength. This plan is designed to help it grow with intention, serve its members more effectively, and bolster the organizational foundation needed to sustain that growth over time.

About the Reidsville Chamber

The Reidsville Chamber of Commerce's mission is to be a champion for community development by providing strong partnerships and an empowering voice for business in its growing economic region. The Chamber was first established in 1914 and currently has 420 members. In the last 15 years the Chamber's budget has tripled, and it has purchased a downtown building that hosts a visitor center operated by the city as well as several tenants including the SBC, small business owners and remote workers.

Downtown Reidsville and Rockingham County are growing, with new opportunities presented by downtown revitalization, more businesses moving into downtown, a new interstate, and a new casino in nearby Danville. The Chamber wants to be positioned to continue its growth and support community development as the region continues to change and grow. As the Chamber looks ahead to the next five years, it remains committed to the people, businesses, and partners that make Reidsville thrive. At the heart of that commitment are the foundational statements and values that shape every decision and every initiative the Chamber undertakes.

Mission Statement

To be champions for community development by providing strong partnerships and an empowering voice for business in our growing economic region.

Vision

The Chamber will be the Voice of Business to the Reidsville community by providing business resources and furthering the interest of our community through leadership and advocacy.

Core Values

The work of the Reidsville Chamber of Commerce is guided by five foundational values:

- ✦ **Integrity.** We hold ourselves to the highest standard of honesty and accountability in everything we do. Our members, partners, and community can count on us to act with transparency and to follow through on our commitments.
- ✦ **Service.** We are here to serve our members, our business community, and the broader Reidsville region. Our work is in service to member needs, and we align our offerings to meet what our community has identified as important for their success.
- ✦ **Communication.** We believe that an informed community is a stronger community. We are committed to open, consistent, and accessible communication. We amplify the voice of business, share resources, and keep our members connected to the people and information they need to succeed.
- ✦ **Advocacy.** We are proud to be the voice of business in Reidsville and Rockingham County. We advocate for the business community by hosting programs, tracking resources, and growing initiatives that will add value.
- ✦ **Partnership.** We believe that our work is relational, and that partnering with others brings added benefits. We are a longstanding trusted community partner, and we invest in partnerships that offer mutual benefits and support for our membership and broader business community.

Staff Roles and Responsibilities

In addition to the Executive Board and Board of Directors, who guide the strategic direction of the Chamber, the Chamber has a dedicated staff to handle the day-to-day operations.

Position	Roles and Responsibilities	Notes
President	✦ Provide overall strategic leadership and vision for the Chamber ✦ Execute Board-approved strategic plan and initiatives ✦ Serve as primary spokesperson and advocate for the business community ✦ Build and maintain key stakeholder relationships (businesses, government, partners) ✦ Oversee financial health, budgeting, and high-level financial decisions ✦ Lead staff, set priorities, and ensure organizational alignment ✦ Provide oversight of membership strategy, events, and revenue generation	Full-time
Membership Director	✦ Recruit, onboard, and retain Chamber members ✦ Maintain relationships with key members and sponsors ✦ Track membership metrics (growth, retention, engagement) ✦ Support transition planning and knowledge transfer ahead of retirement	Part-time Retiring in April 2026
Outreach Coordinator	✦ Manage Chamber communications (newsletter, announcements) ✦ Support member onboarding and ongoing engagement touchpoints ✦ Provide administrative and office support to ensure smooth daily operations ✦ Maintain CRM/database accuracy and communication lists	Part-time
Operations Coordinator	✦ Oversee day-to-day operational functions of the Chamber ✦ Manage events logistics (planning, execution, vendor coordination) ✦ Maintain internal systems, processes, and documentation ✦ Support financial administration (invoicing, tracking, basic reporting)	Full-Time

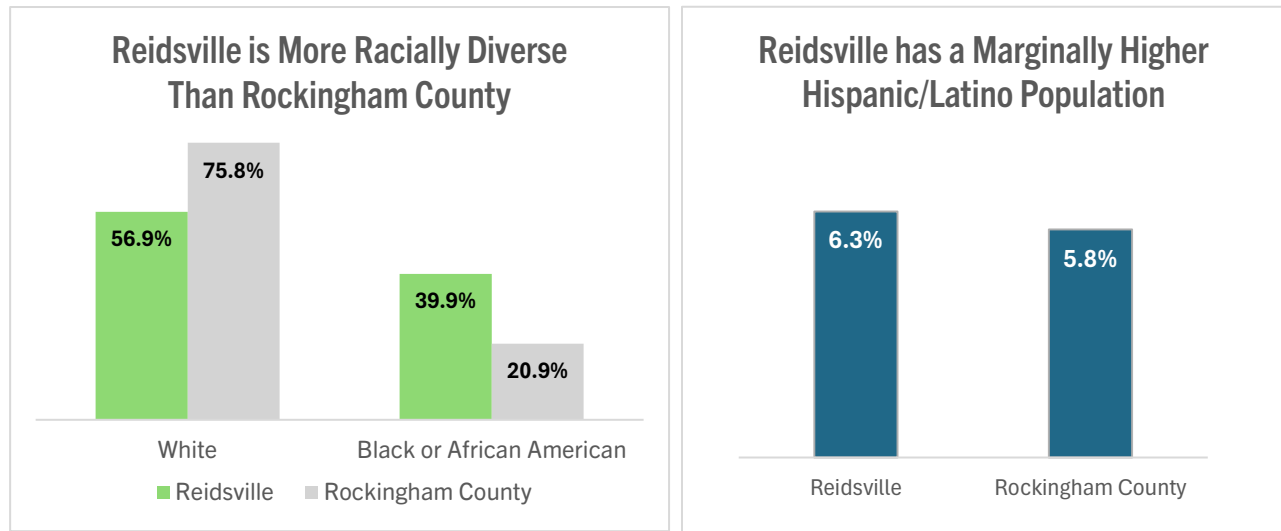
	✦ Ensure compliance with policies, procedures, and regulatory requirements ✦ Improve operational efficiency through process optimization and technology use	
Marketing & Community Engagement (formerly Visitor Center Associate)	✦ Support marketing and promotion of Chamber events and programs ✦ Assist with social media, email communications, and website updates ✦ Create basic content (graphics, posts, event materials) ✦ Support community engagement initiatives and outreach efforts ✦ Assist with event setup, execution, and follow-up ✦ Help track engagement metrics (attendance, reach, participation)	Summer intern

Demographic and Economic Analysis

Resident Profile

Reidsville's Workforce and Community are More Diverse than Rockingham County

Reidsville's workforce reflects a notably more diverse community than Rockingham County as a whole. Black or African American residents comprise 39.9% of Reidsville's resident workforce, which is nearly double the county share of 20.9%. Reidsville also draws a more diverse pool of workers to jobs located within the city (see figures below). This diversity represents both a community strength and an opportunity for businesses seeking to reflect the customers and neighbors they serve.



Source: CensusOnTheMap (2023)

Service and Care Industries are More Common

Reidsville's job base is anchored in sectors that provide direct service for people. Health care and social assistance, retail trade, and wholesale trade all represent larger shares of employment in Reidsville than in the county overall. The city's health care sector especially stands out, accounting for 18% of Reidsville jobs compared to just 10.2% of jobs in Rockingham County. This contrast highlights Reidsville's role as a regional service hub. By contrast, construction and public administration jobs are more concentrated elsewhere in the county (2.2% and 3.7% of Reidsville jobs, compared to 6.5% and 6%, respectively). These industries may be potential areas for targeted business recruitment and investment in workforce development.

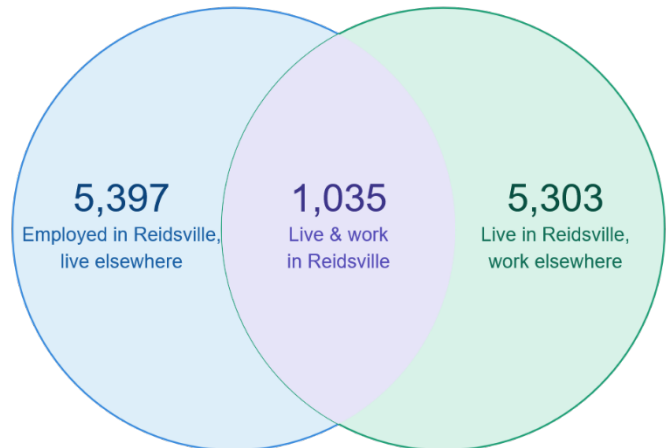
Lower Median Income Indicates Opportunities for Education and Workforce Development

Reidsville residents are slightly less likely than the broader county workforce to hold a four-year degree (16% vs. 18%). Earnings also skew slightly lower on average, with Reidsville residents taking home a median household income of \$50,969, compared to \$61,021 county-wide. These findings signal an opportunity to continue investments in workforce training, credentialing, and career pathways, particularly in the industries where Reidsville already shines (health care, skilled trades, and technical sectors). Such investments could both strengthen resident incomes and make local businesses more competitive.

Source: CensusOnTheMap (2023); [Esri Business Analyst](#)

Workers Commute into and out of Reidsville in Equal Numbers

In 2022, only about 14% of Reidsville's workforce both live and work locally. The number of people who live in Reidsville but work elsewhere is about even with the number of people who live elsewhere but work in Reidsville. Conversations with other stakeholders confirmed that many business owners who operate in Reidsville do not live in the city, and many locals do not work in Reidsville. Stakeholders cited lower property values and school performance as possible contributing factors.



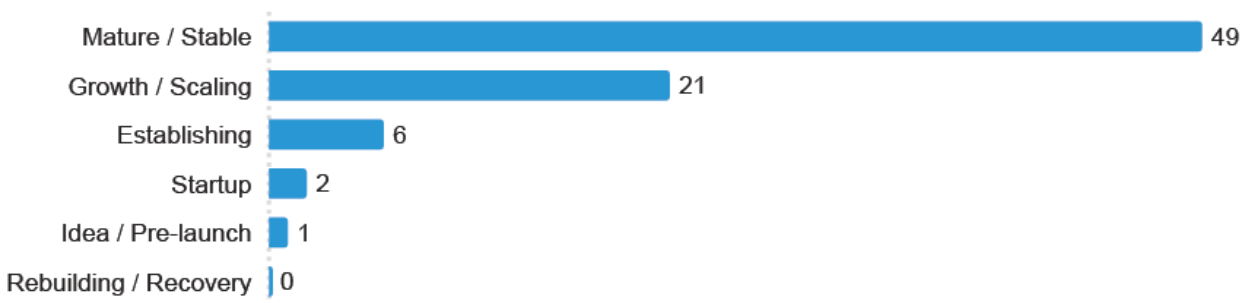
Source: U.S. Census Bureau, OnTheMap 2023

By contrast, commuters are over twice as likely to live in Rockingham County and commute elsewhere than to work locally. Greensboro, High Point, Winston-Salem, or Danville VA are potential sources of employment for those who commute outside of the county.

Source: [CensusOnTheMap](#) (2022)

Business Profile

The NCGrowth team conducted a community-wide survey for Chamber members and non-member organizations in the community to learn more about the spread of business types, stages, and needs. Over half of respondents reported that their business or organization was mature or stable, though some reported that they were still establishing or in early phases.



Though the Reidsville Chamber specializes in supporting local businesses, many businesses reported operating elsewhere in Rockingham County. The Chamber's service region extends to Greensboro, North Carolina in the Piedmont Triad, as well as to Danville and Martinsville, Virginia. This was especially true for large businesses with over 100 employees, though small businesses with 0-4 employees also reported reach across the county and state. More information on business responses can be found in the Chamber Survey section of this report, with a full copy of survey questions and responses attached as an appendix.

Downtown Vacancies Highlight Growth Opportunities

The downtown Chamber of Commerce Visitors' Center is walking distance to restaurants, boutique and antique stores, and insurance and real estate companies. However, there are several vacant buildings in the downtown stretch (S Scale St). Though some have been purchased with plans of opening new businesses, others remain empty with much work to be done in renovations. The nearby hospital is another potential hub for economic activity, though there are not many restaurants within walking distance – leaving limited lunch options for employees. The Food Lion plaza is full of businesses but not accessible to downtown or the hospital without a car.

Source: [DataAxel](#)

Labor Force and Industry Profiles

To identify new opportunities for growth, we conducted a thorough analysis of the local market. Along with basic demographic and economic data like household median income and racial makeup, the analysis offers a richer picture of the economic/business situation in Reidsville in which the Chamber operates.

Top Industries Include Manufacturing, Retail, and Healthcare

The top industries in Rockingham County are manufacturing (23.6%), retail trade (15.1%), educational services (9.7%), and health care & social assistance (9.6%). Compared to the county, Reidsville has more healthcare jobs (17.1%) and fewer educational services (3.5%).

Partnership with Rockingham Community College Provides Unique Opportunities

The Chamber is interested in exploring potential growth opportunities for young professionals. Reidsville's share of workers ages 29 and younger is marginally greater than that of Rockingham County, at 22.2% compared to 21.4% in 2023. The Chamber's partnership with Rockingham Community College (RCC) presents a unique opportunity to develop young talent and expand its membership.

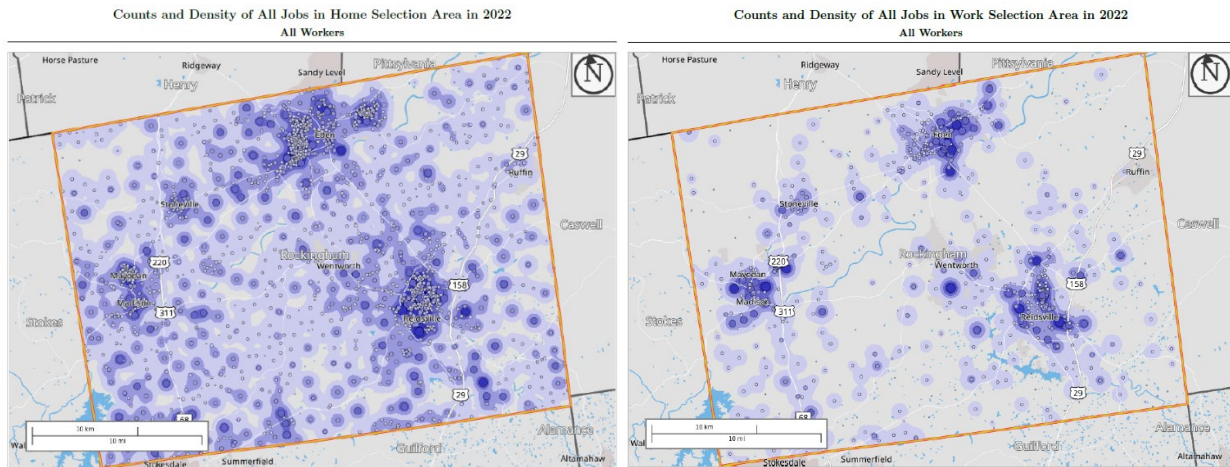
Source: [CensusOnTheMap](#)

Workers Live All Over Rockingham County, with Jobs Concentrated in Hot Spots

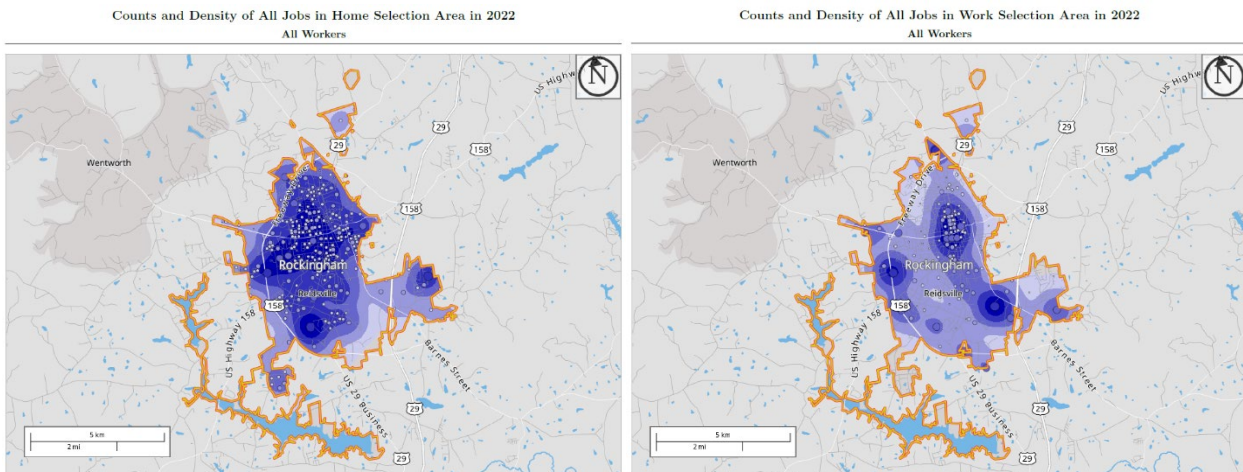
Residents live across Rockingham County with the densest populations in Eden, Reidsville, Madison/Mayodan, and Stoneville. Job counts are not as widespread, with higher concentrations in each of these cities as well as Wentworth. In Reidsville proper, the same trends apply: most jobs are concentrated in (1) downtown, (2) the hospital, and (3) the part of town with the Food Lion plaza and a few large manufacturing companies.

Source: [CensusOnTheMap](https://censusonthemap.com)

Where People Live (left) vs. Where People Work (right) in Rockingham County



Where People Live (left) vs. Where People Work (right) in Reidsville

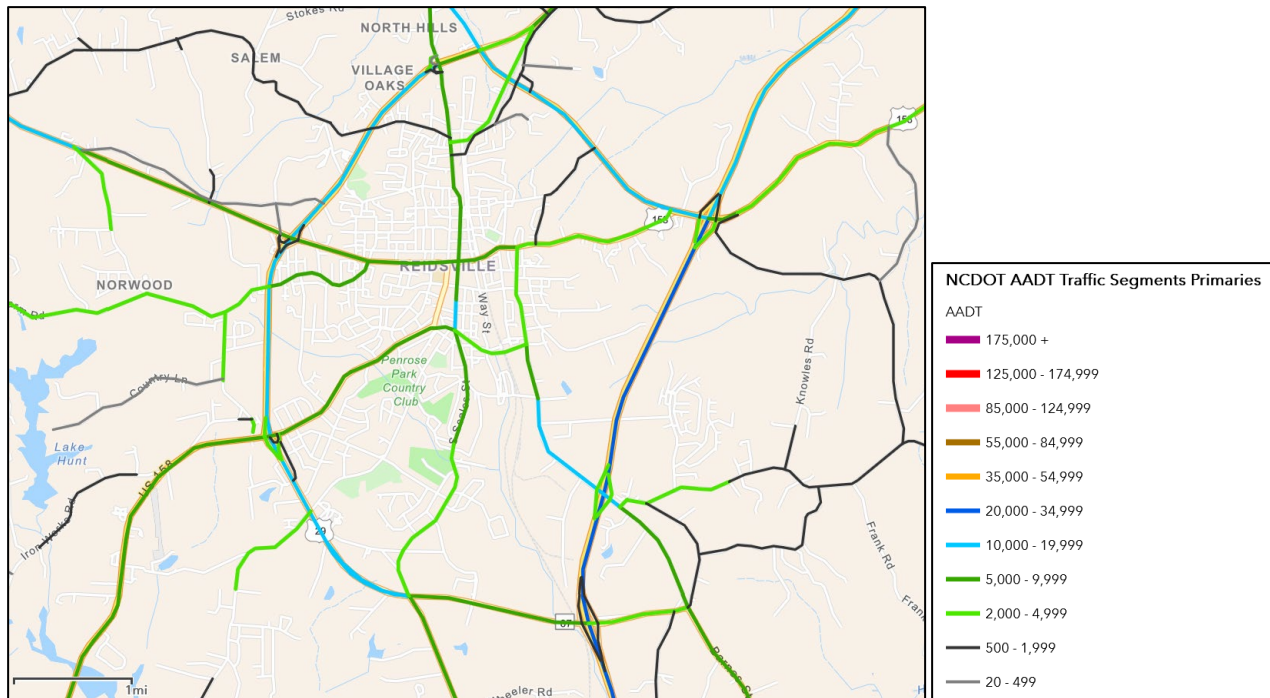


Average Daily Traffic Maps: More Cars Travel Around Reidsville than Through

Heavier North-South traffic downtown is to be expected, given the road layout of Scale Street. Increasing traffic on US Routes around Reidsville also aligns with commuter patterns and the reported growth in Greensboro and Danville. Noting that more cars travel around Reidsville than through it, we identified potential for increased foot traffic. New projects like the upcoming mall redevelopment may draw more people into Reidsville from the surrounding area. The Chamber can position itself accordingly to benefit from this growing market.

Source: [NCDOT Interactive Traffic Volume Map](#)¹

Figure 1: NCDOT Annual Average Daily Traffic (AADT) Map - Reidsville, NC



¹ NCDOT Traffic Survey Group staff collected, analyzed, processed and reported this data for calendar year 2022 | Traffic Survey Group, NCDOT, TPD | State of North Carolina DOT, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, USFWS.

Chamber and Community Engagement Findings

The Chamber Knows its Strengths and Desires Growth into Opportunities

The Chamber conducted a SWOT analysis, or analysis of its strengths, weaknesses, opportunities, and threats. To gather this data, the 2025 and 2026 Board Retreats set aside time to review and refine the Chamber's SWOT analysis.

The Chamber has many strengths, anchored by exceptional staff and volunteers, a growing community, and strong local partnerships. At the same time, opportunities to grow and retain diverse membership, sharpen the Chamber's strategic focus, and more effectively tell its story are well within reach. Weaknesses and threats include economic pressures, turnover risk, and awareness gaps among current and prospective members and serve as important reminders of the work ahead.

POSITIVE		NEGATIVE	
	STRENGTHS • Highly engaged, experienced staff and leadership with a people-first culture • Strong organizational systems and high-quality event planning • Deep community partnerships, particularly with the City of Reidsville • Financial stability from building ownership • Active community involvement • Growing city providing favorable conditions for continued momentum		WEAKNESSES • Limited outreach to minority-owned businesses and young professionals • Uneven member engagement, with a small group driving most of the work • Many don't realize the purpose of the Chamber or benefits of membership • Over-reliance on staff and stretched organizational bandwidth • Constrained budget for staff capacity • Member retention challenges
	OPPORTUNITIES • Target outreach to grow membership among underrepresented groups • Engage young professionals strategically, with potential mentorship • Stronger storytelling to communicate the Chamber's impact • Expand capacity through increased volunteer development • Grow revenue through rental income • Revamp events strategy with a refreshed narrative • Sharpen strategic focus by narrowing priorities to top 3 goals		THREATS • Economic uncertainty driving business closures and membership attrition • Shifting political climate and new government dynamics • Staff turnover threatening organizational continuity and culture • Persistent lack of awareness about the full value of Chamber membership • Tight-knit social dynamics can make it harder for newcomers to find their place

Diverse “Customers” Support the Chamber’s Revenue

Membership drives revenue, but current members are not the only people who engage with the Chamber and contribute to its growth. Considering the wants and needs of each targeted customer group will help the Chamber to focus its time and energy in the areas where there is a higher potential for impact.

Stakeholder Group	Wants and Needs from the Chamber
Current Chamber members	• Tangible return on their membership investment (e.g., networking opportunities that lead to real business connections; recognition and visibility within the community) • Timely, relevant communication about resources, events, and opportunities • A voice in the direction of the Chamber, and confidence that their feedback is heard
The local business community (non-members)	• A clear, compelling reason to join. They need to understand what membership offers that they cannot get on their own • Low-barrier entry points, such as attending a public event or workshop before committing • Reassurance that the Chamber is relevant to their specific type or size of business
The larger Reidsville community	• A Chamber that is visible, accessible, and invested in the whole community • Events and programming that are open and welcoming to all • A sense that the Chamber is contributing to quality of life, not just economic growth
Potential residents	• Information about the local business climate, quality of life, and community character • A welcoming, organized first impression of Reidsville as a place to put down roots or start/grow a business • Connections to local resources that ease the transition of relocating
Visitors	• Easy access to information about local businesses, events, dining, and attractions • A reason to return and to spend money locally while they are here
The City of Reidsville	• A reliable, organized partner for economic development and community initiatives • Alignment on shared goals for growth, workforce development, and quality of life • Clear communication and follow-through on commitments

Website Audit

The NCGrowth team conducted a website audit to identify gaps where the Chamber’s digital presence does not reflect its offerings. The Chamber is already in the process of identifying a new Customer Relationship Management (CRM) program, which will enable website capability upgrades. This audit is intended to support that process. In planning its future website updates, particularly to reduce friction for prospective new members, the team recommends the following considerations:

1. **Move membership pricing front and center.** Existing pricing tiers are hidden behind an external PDF, requiring an additional click to view. Display membership tiers and pricing on the Join page before the form starts, ideally in a simple table format. Replace the open text field in Step 5 with a pre-set dropdown that auto-fills the amount based on employee count. The fee schedule PDF can remain as a downloadable reference, but it should not be the primary pricing experience.
2. **Reduce the number of steps in the application form.** Consolidate to two steps at most: (1) Business basics and primary contact, and (2) Payment. Remove duplicate account creation fields to streamline the process and make it easier to complete.
3. **Use the website to communicate the value of membership right away.** Add a dedicated Member Benefits section to the homepage with four to six concrete, specific benefits. These benefits should be written from the perspective of what a business gains, rather than what the Chamber does. Feature the Chamber’s differentiators prominently. Add two or three recent news items, ribbon cutting photos, or press releases.

Ideas for Future Website Updates

The table below outlines some of the key strengths of other Chamber websites in the region. As it changes CRM platforms and gains access to additional tools to update its website, the Reidsville Chamber may consider adapting any of the following elements for its own purposes.

Eden Chamber of Commerce
• Dedicated Member Benefits page • Member of the Month program is well-executed and visible online
Western Rockingham Chamber of Commerce (Madison, Mayodan, Stoneville)
• Member testimonials page • Creative member visibility tools, including recognition of new members on the Membership page
Business High Point
• Separate navigation tracks for businesses and professionals, each with a resource roadmap • Dedicated learning hub (The Interchange) with named programs for leadership, entrepreneurship, and technical training • Confident, aspirational brand positioning; presents itself as a partner in transformation

Chamber Survey

The NCGrowth team administered a survey in January 2026 for Chamber members and local non-member organizations to better understand who the partners are, what they need, and how they prefer to engage with the Chamber in the years to come. Eighty-six people responded, with 78% identifying as current members. Respondents were primarily business owners or senior leaders of mature or stable organizations, and most of them were based in Reidsville. The findings informed the strategic priorities, goals, and programming recommendations in this plan. A full copy of the survey results follows this report as an appendix.

Four findings stand out as most relevant to the priorities in this strategic plan:

- 1. Members want connections above all else.** When asked what support would be most valuable from the Chamber over the next five years, connections ranked first by a wide margin, followed by marketing support and workforce development. Conferences ranked near the bottom. This tells the Chamber that members are looking for relationships and visibility, not necessarily more events. How the Chamber frames and markets its programming matters as much as what it offers.
- 2. Engagement barriers are fixable.** Of the respondents who had not engaged with the Chamber in the past year, the most common reason was scheduling, rather than a lack of interest. Most of the non-member respondents were former members, rather than people who had never joined. These findings suggest that the Chamber is not facing a lack of community awareness so much as challenges with access and follow-through. By leveraging targeted communication and its network of ambassadors, the Chamber can ensure that potential or inactive members engage long-term.
- 3. The membership skews older and more established.** Most respondents represented mature or stable businesses, and only 6 of 86 respondents were under the age of 35. While this finding may reflect who the Chamber currently serves, it underscores the importance of intentional outreach to younger professionals and earlier-stage businesses if the membership is to grow and diversify over the next five years.
- 4. Members prefer email and in-person connection over digital content.** Email newsletter was the most preferred way to stay in touch with the Chamber, followed by text and social media. YouTube ranked last. Members also overwhelmingly preferred in-person events over virtual formats, apart from members based outside of Reidsville who may be involved with multiple chambers in the region or statewide. This data reinforces the value of the Chamber's relational, community-first approach. While all its communications provide value, survey findings suggest that staff investments in time and energy should prioritize the email newsletter, text updates, and social media over video content production.

Strategic Priorities and Goals

The Reidsville Chamber of Commerce has identified three strategic priorities for the next five years. Each priority reflects both the strengths the Chamber brings to the table and the opportunities it is positioned to pursue.

Achieving the goals of each priority area will require shared ownership across staff, Board members, and committee members. Each goal has a named owner or committee responsible for driving it forward, and committee meeting time should be used to advance that work rather than simply report on it. Progress on Key Performance Indicators will be reviewed at regular intervals so the Board can make informed decisions and adjust course as needed.

Priority 1: Community Connection



At its core, the Chamber exists to connect. It connects members to resources, businesses to partners, and the community to opportunity. Over the next five years, the Chamber will deepen its role as the region's primary resource hub not by creating every resource itself, but by knowing which partners offer which resources for different types of organizations and making those connections seamlessly. This means strengthening existing partnerships while cultivating new relationships within Reidsville and throughout Rockingham County.

Small business support will remain central to this priority, with a renewed focus on ensuring that programming meets members where they are. Survey data suggests that businesses at different stages and of varying sizes have different preferences in how they wish to engage with the Chamber and which resources would be most helpful. The Chamber will look to align its language, programming, and marketing accordingly to reach the right audiences with the right messaging.

Education and professional development will also be a growing focus. The Chamber gains a lot from its existing partnership with Rockingham Community College and can leverage its relationships to engage and support the next generation of business owners and young professionals. It also wishes to continue connecting current members to learning opportunities through relevant and timely resources.

Goal 1A: Formalize the Chamber's role as a "resource hub" for the business community.

Build and maintain a simple, accessible directory of local, regional, and state resources that staff can reference when members come to them for help. These resources can be front and center on the updated website so that community members can continue to see all the ways that the Chamber supports local businesses.

Key Performance Indicators:

- Review/update resource directory at least twice per year;
- Staff can respond to member resource requests without significant research time;
- Annual member satisfaction with referrals (tracked via a survey).

Approximate Timeline:

- **Years 1-2:** Assign a staff lead to maintain the internal resource directory. Begin with existing contacts and partnerships; set a calendar reminder to review twice yearly and update the website accordingly.
- **Years 3-5:** Continue tracking member satisfaction with referrals through an annual survey.

Goal 1B: Align small business programming.

Based on existing survey data, small businesses at different stages asked for different resources. The Chamber already offers a variety of different types of programs and events, but its marketing language could be further tailored to reflect members' preferences. (For example: More survey participants reported wanting workshops than conferences. If the Chamber were to host a day-long conference, it may choose to advertise the event as a day full of different workshops to attract other members.)

Key Performance Indicators:

- Implement at least one programming format change by Year 2 based on survey data;
- Compare attendance at redesigned events with that of prior year equivalents;
- Collect post-event feedback after each offering.

Approximate Timeline:

- **Years 1-2:** Review survey data and identify at least one event or program to reframe or tweak based on member feedback. Update marketing language accordingly before Year 2.
- **Years 3-5:** Continue to collect attendee feedback after each event. Compare attendance numbers and feedback with that of Years 1 and 2, and decide which formats to expand and which to adjust.

Goal 1C: Engage the next generation.

The Chamber and RCC have already created an apprenticeship model that is worth building upon. First steps might mean hosting one networking event for RCC students or surveying interest among current young members before growing. To support this work and create opportunities for additional investment in the long term, the Chamber can also establish a foundation tied to workforce development, recruitment, and retainment of young professionals and entrepreneurs.

Key Performance Indicators:

- Host at least one RCC-connected event or touchpoint per year;
- Track annual number of young professionals (under 35) in the membership;
- Establish a Chamber foundation to grow support for the apprenticeship model.

Approximate Timeline:

- **Years 1-2:** Schedule a meeting with an existing RCC partner. Identify whether a networking event or interest survey is the right next step. Form a committee to work towards starting a foundation.
- **Years 3-5:** Committee leadership will establish a foundation and track dollars allocated towards engaging young professionals. If interest and capacity support it, expand the apprenticeship model with a pilot program where ambassadors serve as mentors or liaisons to pilot participants.

Priority 2: Member Service & Advocacy



The Chamber's ability to serve its members depends in large part on members understanding what the Chamber is, what it offers, and why it matters. Brand awareness and value communication will be an ongoing focus, both through traditional marketing channels and intentional storytelling that makes the Chamber's impact visible and tangible. When a business gets connected to a resource, lands a partnership, or grows because of a Chamber relationship, that story deserves to be told.

Business support and growth remain at the heart of what the Chamber does. This priority calls for ensuring that support is consistent, accessible, and responsive to what members need. Equally important is the Chamber's commitment to investing locally, as it models the behavior it encourages in others by prioritizing member businesses and local vendors in its own purchasing and investment. It can lead the call to sustain a culture of community-first spending across its membership.

Goal 2A: Clarify and communicate the value of Chamber membership.

Develop a short, consistent elevator pitch for the Chamber and make sure every Board member and ambassador can deliver it. The goal is not a marketing campaign; it is making sure the people closest to the Chamber are its best advocates. A version of this pitch can be added to the new website so that branding is consistent across platforms.

Key Performance Indicators:

- Share updated one-pager or talking points with all Board members and ambassadors.
- Update the home page and Member Center on the new website to communicate the value up front.
- Survey Board members and ambassadors on their comfort level communicating Chamber value before vs. after rollout.

Approximate Timeline:

- **Years 1-2:** The President will draft the one-page elevator pitch and distribute to Board and ambassadors. Staff will survey their confidence levels before and after. Staff will also work to update the new Chamber website so that benefits are clearly communicated on the home page and in the Member Center.
- **Years 3-5:** A committee will take ownership of ensuring that ambassadors are checking in with members. Meeting times can be used to call members, check in, and share upcoming opportunities to benefit from Chamber offerings.

Goal 2B: Expand storytelling efforts to share member stories.

The Chamber already has a consistent storytelling cadence across print and digital channels, but not all of these processes are written down. By tracking its metrics, the Chamber can measure its storytelling impact over time. This is one area where ambassadors can play a significant role; their engagement with Chamber content will expand reach and push the storytelling further into the community.

Key Performance Indicators:

- Number of member stories published per quarter;
- Engagement metrics on story-related posts (views, shares, clicks);
- Track ambassador engagement with story-related posts to measure the impact of the ambassador network.

Approximate Timeline:

- **Years 1-2:** Staff will establish a simple, repeatable story format (e.g., a short member spotlight template). One staff member or committee will take ownership of monthly outreach and begin tracking public and ambassador engagement with stories in Year 1. If storytelling content does not receive sufficient engagement, revisit in Year 2 to focus staff energy where it is most impactful.
- **Years 3-5:** Expand storytelling to additional channels, but only if engagement data supports it.

Goal 2C: Grow and retain membership.

Rather than chasing a number, the Chamber will focus on the behaviors that lead to growth. This is another area where Board members and ambassadors can take the lead, while staff's primary responsibility is to track the metrics. Success on this goal means following up with lapsed members, ensuring new members are welcomed and connected quickly, and asking current members for referrals.

Key Performance Indicators:

- Track quarterly retention rate (target: 90%);
- Track monthly new member count;
- Complete new member onboarding touchpoint within 30 days of joining;
- Track annual number of referrals from existing members.

Approximate Timeline:

- **Years 1-2:** Formalize a new member onboarding checklist and assign ambassador follow-up at the 30-day mark. Meet with membership committee leadership to establish norms for exchanging data (e.g., through regular meetings, shared documents with joint edit access, or whatever works best for both parties.) Continue tracking retention rates quarterly.
- **Years 3-5:** Use referral and retention data to identify the highest-impact engagement touchpoints and focus ambassador energy accordingly. Revisit the 450-member target based on growth trends from Years 1 and 2.

Goal 2D: Continue to invest locally.

The Chamber already invests all its resources into supporting member businesses over non-member organizations, but this policy has not been formalized or shared publicly. Part of “telling the story” of the Chamber means sharing how deeply and consistently the Chamber supports its membership. This goal is to formalize the existing internal standard: for any Chamber-hosted event with catering or supplies, staff will first check whether a member business can fill that need at a comparable price. Document when this happens so it can be shared as a storytelling opportunity and tracked over time.

Key Performance Indicators:

- Track percentage of Chamber events catered or supplied by member businesses annually;
- Share at least one "investing locally" story publicly per quarter.

Approximate Timeline:

- **Years 1-2:** Add a standing agenda item for all event planning to confirm whether a member business can supply catering or materials before going outside the membership.
- **Years 3-5:** Continue to track percentage of Chamber events with local catering or supplies. Track public engagement with “investing locally” stories.

Priority 3: Organizational Stability



Sustainable impact requires a stable foundation. The Chamber will pursue revenue diversification to reduce dependence on any single source of income and to better fund its programs and staffing. It will be important to remember that revenue growth is directly tied to the Chamber's ability to maintain and expand the team of staff that is so central to its identity. Likewise, staff energy and time is an asset, and setting staff up for success means aligning hours in the week to make the most of priorities and resources.

Goal 3A: Increase revenue streams.

The Chamber can multiply its work by growing its revenue. Existing sources include member dues, sponsorships from Chamber Champions, and rental income from the office spaces in the Chamber building. Smaller sources of revenue come from merchandise sales or tickets for larger fundraising events. By maximizing each of these sources and considering additional streams, the Chamber will expand its capacity to support staff and invest in its priorities.

Key Performance Indicators:

- Track percentage of available rental space quarterly;
- Track growth of new or enhanced Chamber Champions annually;
- Review existing revenue sources and potential for additional growth.

Approximate Timeline:

- **Years 1-2:** Identify one or two existing sources of revenue to prioritize expanding. Update the new website to reflect these priorities. (For example: ensure that the new Chamber Champions webpage includes an accessible description of benefits that does not require a pdf download.)
- **Years 3-5:** By Year 3, the Chamber should have a clearer picture of which revenue streams are growing. Evaluate rental income, grant history, and any new streams that have emerged, and set targets for Years 4–5 accordingly.

Goal 3B: Pursue at least one grant opportunity per year through a foundation.

Grant writing takes time the Chamber may not have, but even one successful small grant per year adds meaningful revenue and builds the organization's credibility with funders. However, as a 501(c)(6) organization, the Chamber falls short of eligibility requirements for many grants. Establishing a 501(c)(3) foundation to support the Chamber's work would be the first major step in opening doors to additional grant funding. Once established, the Chamber should identify grants aligned with existing initiatives and goals, rather than creating new ones just to qualify.

Key Performance Indicators:

- Number of grants researched and applied for per year;
- Grant revenue tracked annually;
- A written outline for launching a Chamber foundation, completed by end of Year 1.

Approximate Timeline:

- **Years 1-2:** Research grants in Year 1. Submit at least one application by end of Year 1, prioritizing grants aligned with existing programming so that no new programs need to be created to qualify.
- **Years 3-5:** Build on Year 1–2 grant experience. If successful, pursue additional grant opportunities or larger awards. If not, reassess which grants are realistic given staff capacity.

Goal 3C: Align Board meetings to conserve staff resources.

Among the staff's many responsibilities include planning for Board meetings. Currently, the Executive Board and full Board of Directors each meet once a month, which means two monthly meetings for staff. While staff and Board members have reached a consensus that the cadence of meetings is sufficient, they agree that agendas can be streamlined to save staff time – for example, presenting financial updates quarterly rather than in every meeting.

Key Performance Indicators:

- Experiment with different rhythms of when to share which updates with the Board;
- Revisit this goal as a in future agenda item in 6 or 12 months to see if updates were satisfactory.

Approximate Timeline:

- **Years 1-2:** Based on ongoing Board conversations, establish how often specific updates need to occur during the cadence of Board meetings. Continue utilizing the standing agenda template and distributing agenda items in advance.

Goal 3D: Build a leadership pipeline.

Create a clear, simple pathway for members who want to get more involved, from attending events, to joining a committee, to serving as an ambassador, to joining the Board. This does not need to be a formal program right away; even a one-page "how to get involved" document is a starting point.

Key Performance Indicators:

- Pathway document created and distributed by Year 1;
- Number of new committee members and ambassadors recruited annually;
- Percentage of Board vacancies filled from within the existing membership or ambassador pool.

Approximate Timeline:

- **Years 1-2:** Draft a one-page "how to get involved" document outlining the pathway from member to committee to ambassador to Board. Distribute by end of Year 1.
- **Years 3-5:** Evaluate the leadership pipeline data: are Board vacancies being filled from within? If not, identify what is preventing members from advancing and adjust the pathway accordingly.

Final Considerations

Planning for Future Risk

The Chamber is in a strong position, but it still needs to be mindful of staff capacity, member attrition, and budget constraints as it positions itself for continued growth. As staff retire, institutional knowledge is preserved by the leadership pipeline (Goal 3C) and by ensuring that information like contacts, processes, and program details continue to be documented and not held by any one person. Member attrition is mitigated by consistent onboarding, ambassador follow-up, and communicating the value of membership (Goals 2A, 2C). Budget constraints are mitigated by pursuing revenue diversification (Goals 3A, 3B) and by the principle that new programming should build on existing work rather than require net-new investment.

Updating Tools and Systems

The Chamber currently uses a mix of platforms for internal and external communication, including email newsletters, social media, text messages, the *News and Views* YouTube show, and in-person events. The Board is actively exploring a CRM that integrates with the Chamber's existing systems. As that transition moves forward, clear boundaries between Board-facing and staff-facing responsibilities will help reduce duplication and confusion. The goal is not to add tools, but to ensure the existing tools work together efficiently. A simple shared tracking document for strategic priority KPIs, reviewed at each Board meeting, is a low-cost starting point that does not require new software.

Conclusion

The Reidsville Chamber of Commerce is well positioned for the next chapter. Its staff, partnerships, and deep roots in the community are valuable assets, and the goals in this plan are designed to build on what is already working well.

Achieving them will take shared commitment. Staff cannot carry this plan alone. Board members, committee members, and ambassadors all have a role to play, and the plan works best when ownership is clear and the work is distributed accordingly. Progress should be reviewed annually so the Chamber can adjust course as the community and its needs evolve.

Reidsville is growing, and the Chamber not only has an opportunity to grow with it, but to lead that growth. By inviting new businesses and workers to join its membership and continuing its service to the whole business community, the Chamber can ensure that the businesses, residents, and partners who make Reidsville such a tight-knit community have a strong, visible advocate in the years ahead.

Appendix A: List of Stakeholder Engagements

Key stakeholder interviews

Names are anonymous due to the small sample size.

- 2 business owners or leaders
- 2 nonprofit leaders and 1 faith leader
- 3 existing Board members and 1 former Board member

NCGrowth attended the following meetings and events:

- Executive and Full Board Meetings (October 2025 – February 2026)
- Reidsville Chamber Business Expo (September 24, 2025)
- Executive Board Retreat (December 17, 2025)
- Retention and Marketing Committee Meeting (December 18, 2025)

NCGrowth led strategic planning sessions during the following meetings and events:

- Executive Board Meeting (November 19, 2025)
- Full Board Meeting (October 1 and 29, 2025)
- Reidsville Chamber Full Board Retreat (January 23, 2026)

Appendix B: Survey Results

[Reidsville Chamber Survey_Full Qualtrics Report.pdf](#)