

# **Ladner Tennis Club Membership Study**

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## **Executive Summary**

The Ladner Tennis Club (LTC) is a semi-private club located on land belonging to the Corporation of Delta. The club has a license agreement with the Corporation that allows exclusive use of the municipal clubhouse building, and grants members exclusive access to the adjacent public tennis courts at specified times.

LTC's membership is declining, and females and young adults are underrepresented. Club costs are a concern; previously, the club sub-leased part of their clubhouse, providing revenue. With no tenant and a declining membership, LTC must consider cost-saving measures, increasing membership, and increasing member fees. Another key club issue is the poor condition of the tennis courts —although resurfaced in 2007, they are worn and cracks have developed.

We reviewed tennis participation in Canada, and gathered LTC membership data. We audited South Delta's tennis courts to see how LTC facilities compared with others. We examined Corporation of Delta documents regarding public tennis courts, and the Corporations' license agreements. We examined LTC's promotional activities and surveyed members on various topics, including demographics and member experience.

LTC has a desirable location and mostly good facilities. Court condition is the overriding negative feature, and is a primary source of dissatisfaction for members. Members rank social features, exercise, and court lights as the club's most important aspects. LTC's sole in-house promotional tool, its website, is not updated and lacks content. We identified an inconsistent application of Corporation of Delta license agreements with non-profit groups, and found the Corporation has an unrealistic lifespan projection for the LTC courts.

Based on our research, we made 25 recommendations to assist the club with:

- Club management
- Remaining informed about their membership
- Membership recruitment and retention
- Strengthening club identity and increasing word-of-mouth promotion
- Promoting LTC through cost-effective strategies