



THE OTTAWA TENNIS AND LAWN BOWLING CLUB

Your cottage in the city

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OTLBC Principles for Strategic Direction

Club Identity

- The Club should remain, in essence and in perpetuity, a tennis club. As many as possible of the Club's 18 tennis courts should be protected (from change of use) and maintained for use and enjoyment by members.
- Other activities/sports can be entertained on the premises (or off-site), but they must be compatible with Club activities (culturally and logistically) and must make good business sense.
- The Club should continue offering regular social functions and remain a venue conducive to relaxing, socializing and networking. Food and bar services should continue to be offered both to Club members and to the public, and quality of both food and service should remain high.
- The privacy and tranquility of the Club should be maintained to the greatest extent possible.
- The Club should remain a major contributor to a vibrant tennis scene in Ottawa by participating in interclub leagues and events and by hosting city-wide tournaments and other tennis-related activities.

Financial Sustainability

- The Club must be self-sustaining and financially secure.
- A capital or endowment fund should exist at all times to deal with major repairs and improvements. This is required to obviate the need for further borrowing. Existing debt should be minimized or eliminated. Nevertheless, it is deemed acceptable going forward to have a reasonably-sized operating line of credit.

Buildings and Grounds

- The existing clubhouse should be improved to make it more modern, versatile, enjoyable and profitable. This implies a facility with a superior kitchen that would make it more conducive to meetings, group meals and paid social events.
- The Club should continue to offer a swimming pool suitable for members and campers.
- Lights, fences, internal paths and remaining assets should be well-maintained for reasons of safety, function and longevity.

Legal Structure and Governance

- The Club should remain a not-for-profit organization and the legal structure of the Club should be altered accordingly. This includes the elimination of its share structure whereby shareholders would be replaced by "members" who shall have their say in the future direction of the Club.
- The Club should continue to rely on volunteer contributions for its governance and coordination of most social activities.

Approved by the Board of Directors, December 2015