



# INTRODUCTION TO THE VISION FOR THE TOWN OF JOUN

The goal is for this document is the give a preliminary  
idea of the 60 Joun Development Projects that  
constitute a vision for Sustainable Development for  
the Town of Joun



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## Contents

|   |    |
|---|----|
| Contents .....                                      | 2  |
| The town seal .....                                 | 10 |
| Acknowledgments .....                               | 12 |
| الشكر والتقدير .....                                | 13 |
| Preface .....                                       | 15 |
| مقدمة .....   | 16 |
| PART ONE .....                                      | 17 |
| THE FUNDAMENTALS .....                              | 17 |
| EXECUTIVE SUMMARY .....                             | 18 |
| Background: .....                                   | 19 |
| The goal of this handbook .....                     | 20 |
| INTRODUCTION .....                                  | 20 |
| Commitment to driving positive change in Joun. .... | 20 |
| Socioeconomic Deterioration: .....                  | 20 |
| Political Deadlocks: .....                          | 20 |
| Refugee Hosting:.....                               | 20 |
| Municipal Dissolution:.....                         | 21 |
| Tailored Approaches:.....                           | 21 |
| Security and Community Development: .....           | 21 |
| Core messages and priorities.....                   | 21 |
| Community Empowerment: .....                        | 21 |
| Green Spaces: .....                                 | 21 |
| Eco-Friendly Tourism:.....                          | 21 |
| Transparent Governance:.....                        | 22 |
| Inclusive Design: .....                             | 22 |
| Branding Our Identity: .....                        | 22 |
| Strategic Planning: .....                           | 22 |
| Vision, Mission and Values:.....                    | 22 |
| Vision Statement .....                              | 23 |

|  |    |
|--|----|
| Sharing a Strategic Vision for Joun: A Model Town in the Chouf .....               | 23 |
| Possible Avenues to explore .....  | 23 |
| Partnerships: .....  | 23 |
| Mission Statement.....   | 24 |
| Shared Values .....  | 24 |
| Transparency and Accountability:.....  | 24 |
| To honor these statements, Joun must prioritize transparency and accountability: . | 24 |
| Stewardship: .....   | 24 |
| Communication: .....   | 25 |
| Collaboration: .....   | 25 |
| Credibility: .....   | 25 |
| Servant-Leadership: .....  | 25 |
| personal Growth & Development:.....  | 26 |
| Sustainability: .....  | 26 |
| Communicate with residents and partners: .....                                     | 26 |
| MUNICIPAL TRANSFORMATION AND STRATEGIC PLANNING .....                              | 26 |
| 1. Legal Framework and Administrative Organization: .....                          | 26 |
| 2. Municipal Council: .....  | 27 |
| 3. Distinct Self-Interests and Autonomy:.....                                      | 27 |
| - The number of Lebanese municipalities varies <sup>1</sup> .....                  | 27 |
| Municipal transformation Process .....   | 28 |
| Strategic Planning Process: An Example .....                                       | 30 |
| Strategic Planning Cycle .....   | 31 |
| Phases of Transformation .....   | 31 |
| Setting and Agreeing On the Approach (Year 0):.....                                | 31 |
| Launching The Transformation (Year 1): .....                                       | 32 |
| Steady State of Transformation Delivery (Years 2-5): .....                         | 32 |
| Program Wind Down and Continuous Improvement (Year 6):.....                        | 32 |
| The Importance of Oversight:.....  | 32 |
| Continuous Improvement Lead and Mayor Accountability:.....                         | 32 |

|   |    |
|---|----|
| Complexity and Challenges:.....   | 33 |
| Staying Focused:.....   | 33 |
| General Strategic Considerations.....   | 33 |
| Boost the local economy .....   | 33 |
| Transparency .....  | 34 |
| Clean and Attractive Neighborhoods .....                                      | 34 |
| 4. Community Engagement and Public Spaces: .....                              | 34 |
| 5. Eco-Friendly Designs: .....  | 34 |
| 6. Tourism and Historical Sites: .....  | 35 |
| 7. Proposal Writing and Website Design: .....                                 | 35 |
| "Code of Ethics" of Municipalities in Lebanon .....                           | 35 |
| 1. Citizen Municipality Handbook: .....                                       | 35 |
| 2. International Standards: .....   | 36 |
| 3. Local Adaptations: .....   | 36 |
| COMMON Principles of Municipal Codes of Ethics .....                          | 36 |
| 1. Disclosure of Interests in Legislation: .....                              | 36 |
| 2. Gifts, Benefits, and Hospitality:.....                                     | 36 |
| 3. Respectful Conduct: .....  | 36 |
| 4. Use of Municipal Property: .....   | 37 |
| Strategic Development Plan and Projects .....                                 | 37 |
| SWOT ANALYSIS: .....  | 37 |
| 1. Strengths: .....   | 37 |
| 2. Weaknesses:.....   | 37 |
| 3. Opportunities: .....   | 37 |
| 4. Threats: .....   | 38 |
| Primary Needs Assessment .....  | 38 |
| PART TWO .....  | 39 |
| <b>SOME</b> VISION CONCEPTS.....  | 39 |
| SEVENTY COMPLETE JOUN DEVELOPMENT PROJECTS ARE AVAILABLE UPON<br>REQUES ..... | 39 |

|  |    |
|--|----|
| INTRODUCTION.....                                      | 40 |
| VISION, MISSION & VALUES.....                          | 40 |
| VISION.....  | 40 |
| MISSION.....   | 40 |
| VALUES.....  | 40 |
| Excellence:.....                                       | 41 |
| Responsibility:.....                                   | 41 |
| Innovation:.....                                       | 41 |
| Engagement:.....                                       | 41 |
| Inclusiveness:.....                                    | 41 |
| Collaboration:.....                                    | 41 |
| Six Strategic GOALS and Nine areas of focus.....       | 41 |
| 1-Diverse, Inclusive & Engaged Community:.....         | 41 |
| 2-Active & Healthy Community:.....                     | 42 |
| 3-Innovative Development:.....                         | 42 |
| 4-Safe & Caring Community.....                         | 42 |
| 5-Regional Collaboration.....                          | 42 |
| 6-Governance and Operational Excellence.....           | 43 |
| NINE areas of focus.....                               | 43 |
| 1-GROW THE TOWN ECONOMY.....                           | 43 |
| 2- INVEST IN the PEOPLE.....                           | 43 |
| 3-Strengthen the town Communities.....                 | 44 |
| 4- Operate Efficiently AND ENHANCING TRANSPARENCY..... | 44 |
| Create an Economic Development Office:.....            | 44 |
| 5- RECREATION and community development:.....          | 45 |
| 6-Growth Management.....                               | 46 |
| Objectives:.....                                       | 46 |
| 7-Economic Prosperity.....                             | 46 |
| 8-healthy Lifestyle and Vibrant Community.....         | 47 |
| 9-Service Excellence and Good Governance.....          | 48 |

|  |    |
|--|----|
| Implementation and Tracking .....                            | 49 |
| Understanding the Process: .....                             | 49 |
| Creating a Planning Calendar: .....                          | 49 |
| Assigning Responsibilities: .....                            | 49 |
| Action Items and Accountability: .....                       | 50 |
| Adaptability and Corrective Action: .....                    | 50 |
| Linking Strategy to Performance: .....                       | 50 |
| Self-Assessment and Celebration: .....                       | 50 |
| Regular Strategy Reviews: .....                              | 50 |
| How This Document Will Be Used? .....                        | 50 |
| About Municipal Digital Transformation: .....                | 52 |
| Benefits of Transparency in a municipality .....             | 52 |
| 1. Trust and Accountability: .....                           | 52 |
| 2. Informed Decision-Making: .....                           | 52 |
| 3. Efficient Resource Allocation: .....                      | 52 |
| 4. Public Participation: .....                               | 52 |
| 4.Economic Development: .....                                | 52 |
| Tools for establishing transparency in a municipality: ..... | 53 |
| Open Budgets: .....  | 53 |
| Public Disclosures: .....                                    | 53 |
| Public Meetings and Hearings: .....                          | 53 |
| Online Portals and Databases: .....                          | 53 |
| Open Data Initiatives: .....                                 | 53 |
| Preview: .....   | 54 |
| “Joun Community Recreational Area Proposal” .....            | 54 |
| “1. Introduction” .....                                      | 54 |
| “2. Components of the Recreational Area” .....               | 55 |
| WHY A PUBLIC SWIMMING POOL FOR JOUN? .....                   | 61 |
| Essential Features: .....                                    | 62 |
| Introduction: .....  | 63 |

|   |    |
|---|----|
| Cabins Design Guidelines: .....   | 63 |
| Some features and considerations .....  | 64 |
| Why Hiking Trails in Joun? .....  | 66 |
| Highlights of Some Trails Points of Interest:.....  | 66 |
| 1. Leverage Local Attractions: .....  | 68 |
| 2. Cultural Experiences: .....  | 68 |
| 3. Natural Beauty:.....   | 68 |
| 4. Collaborate with Businesses: .....   | 68 |
| 5. Online Presence:.....  | 68 |
| Zoning requirements for recycling facilities: .....   | 69 |
| Access to healthcare is important for: .....  | 70 |
| Two Points to take into consideration: .....  | 70 |
| Joun Health Care Centre’s Direct Services .....   | 70 |
| Executive Summary .....   | 72 |
| Funding strategies for projects in joun.....  | 72 |
| Here are some strategies to consider:.....  | 72 |
| 1. Grants and Subsidies: .....  | 72 |
| 2. Public-Private Partnerships (PPPs) SEE A DETAILED PPP SECTION LATER IN THIS SECTION .....          | 73 |
| 3. Crowdfunding Campaigns .....   | 73 |
| 4. Corporate or Political Sponsorships .....  | 73 |
| 5. User Fees and Rentals:.....  | 73 |
| 6. Lebanese Government or international organizations Community Development donations or Grants:..... | 73 |
| 7. Local Fundraising Events: .....  | 73 |
| Benefits and Impact of the Proposed Projects .....  | 74 |
| Concluding Highlights of the Vision .....   | 74 |
| GRAPHICS VISUALS FOR JOUN OPEN SPACES .....   | 75 |
| BIBLIGRAPHY and FOOTNOTES .....   | 76 |
| END OF THE DOCUMENT .....   | 82 |







## The town seal



This seal represents the harmonious life in the town of Joun. In this picturesque town, where the church and mosque stand side by side, the spirit of unity and understanding prevails.

Here's the explanation of the symbols:

- The Church: With its tall spire, the church represents the Christian community. At its pinnacle, a cross stands resolute, symbolizing faith and sacrifice.
- The Mosque: The elegant minarets of the mosque reach toward the sky. The crescent adorns its peak, signifying the Islamic faith and the passage of time.
- Sunlight Breaking Through Clouds: Rays of sunlight pierce through the clouds, illuminating the town. This light represents hope, dispelling darkness and fostering understanding.
- The Olive Tree and Pine Tree: These ancient trees stand side by side, their roots entwined. The olive tree symbolizes peace, while the pine tree represents resilience. Together, they thrive, nourished by the same soil.

- **Tranquility and Serenity:** The air is filled with a gentle breeze, carrying whispers of acceptance and compassion. The town exudes serenity—a refuge from worldly strife.

As we continue to weave this tapestry of harmony, let us remember that unity transcends boundaries, and love knows no religion.

## Acknowledgments

This collection of proposals is the result of a shared vision and a collaborative journey, guided by the input, dedication, and insights of countless individuals who hold Joun close to their hearts. It would not have been possible without the unwavering support and contributions of community members, experts, stakeholders, and local leaders, each of whom brought their unique perspectives to the table.

First and foremost, I extend my heartfelt gratitude to the residents of Joun, whose voices, ideas, and aspirations have been the foundation of this work. Your willingness to share your thoughts and dreams for our town has been invaluable in shaping proposals that truly reflect our community's spirit and goals. Your participation in discussions, surveys, and community gatherings has been a testament to your commitment to Joun's future.

Special thanks to all whose contributions were instrumental in refining our vision.

To the local leaders and stakeholders who championed this project, your support has been a vital source of encouragement. Your leadership and understanding of Joun's unique challenges and opportunities have given depth to these proposals, grounding them in both our town's history and its potential for growth.

Finally, I would like to thank everyone who worked behind the scenes—whether gathering data, conducting research, or organizing meetings—your efforts have been crucial in bringing this work to life.

Together, we have created a roadmap for Joun's future that honors our heritage and inspires a brighter tomorrow. I am truly grateful to each of you for your contributions, enthusiasm, and dedication to this endeavor.

With sincere appreciation,

Dr Antoine J. Burkush, PhD

## الشكر والتقدير

هذه المجموعة من المقترحات هي نتيجة رؤية مشتركة ورحلة تعاونية ، تسترشد بمدخلات وتفاني ورؤى عدد لا يحصى من الأفراد الذين يحملون جون قريبا من قلوبهم. لم يكن ذلك ممكنا بدون الدعم والمساهمات الثابتة من أعضاء المجتمع والخبراء وأصحاب المصلحة والقادة المحليين ، الذين قدم كل منهم وجهات نظره الفريدة إلى الطاولة

أولا وقبل كل شيء، أعرب عن خالص امتناني لسكان جون، الذين كانت أصواتهم وأفكارهم وتطلعاتهم أساس هذا العمل. لقد كان استعدادك لمشاركة أفكارك وأحلامك لمدينتنا لا يقدر بثمن في تشكيل المقترحات التي تعكس حقا روح مجتمعنا وأهدافه. كانت مشاركتك في المناقشات والاستطلاعات والتجمعات المجتمعية شهادة على التزامك بمستقبل جون

شكر خاص للذين كانت مساهماتهم مفيدة في صقل رؤيتنا

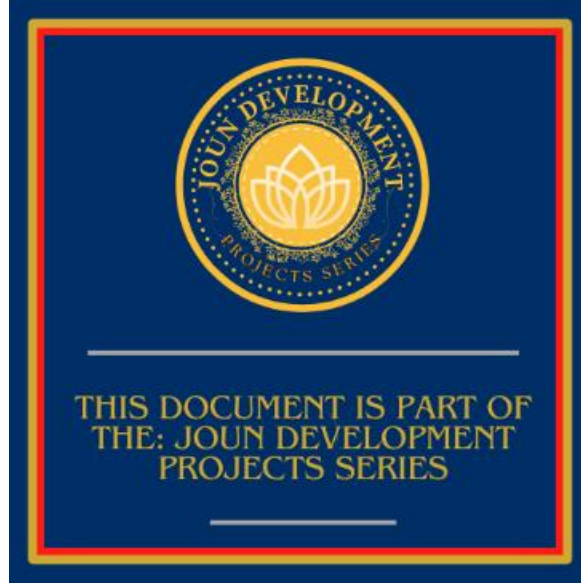
إلى القادة المحليين وأصحاب المصلحة الذين دافعوا عن هذا المشروع ، كان دعمكم مصدرا حيويا للتشجيع. لقد أعطت قيادتك وفهمك لتحديات وفرص جون الفريدة عمقا لهذه المقترحات ، مما جعلها راسخة في كل من تاريخ مدينتنا وإمكاناتها للنمو

أخيرا ، أود أن أشكر كل من عمل وراء الكواليس - سواء في جمع البيانات أو إجراء البحوث أو تنظيم الاجتماعات - كانت جهودك حاسمة في إحياء هذا العمل

معا ، أنشأنا خارطة طريق لمستقبل جون تكرم تراثنا وتلهم غدا أكثر إشراقا. أنا ممتن حقا لكل واحد منكم على مساهماتكم وحماسكم وتفانيكم في هذا المسعى

مع خالص التقدير،

د. انطوان جان البرخش



مشاريع

مبادرات شخصية

"من أجل الصالح العام"

Joun Development Projects

"Pro Bono Publico"

Dr Antoine J. Burkush, PhD

رؤية واحدة، هوية واحدة، مجتمع واحد

## Preface

In a world where rapid change is the new normal, the importance of strategic, sustainable, and community-centered development is paramount. Joun, with its rich cultural heritage, natural beauty, and resilient community, stands at a crossroads—one that presents both challenges and extraordinary opportunities. As we look toward Joun’s future, it is essential that our plans honor the town’s heritage, respond to today’s needs, and set a course for future generations to thrive.

This series of proposals is the result of a deeply collaborative effort to envision Joun’s path forward. Each plan reflects input from residents, local stakeholders, and community leaders, resulting in a shared vision that is both ambitious and respectful of our town’s unique identity. These proposals encompass a comprehensive range of initiatives, from infrastructure and economic development to cultural preservation and environmental stewardship, with each component tailored to address Joun’s specific strengths, challenges, and aspirations.

Our proposals emphasize a commitment to public infrastructure improvements, economic empowerment, environmental sustainability, and cultural continuity. From plans to enhance recreational facilities and community services to initiatives for sustainable tourism and green energy, each proposal aims to make Joun a model of progressive yet grounded development. The ultimate goal is to create a vibrant, inclusive, and resilient community—one that embodies the values, dreams, and talents of its people.

I extend my heartfelt gratitude to everyone who has contributed to this vision. Your dedication, ideas, and insight have been invaluable, illuminating the pathway to a future that aligns with Joun’s core values while embracing growth and innovation. These proposals are an invitation to all residents of Joun to imagine, participate, and help build a community that harmonizes tradition with the possibilities of tomorrow.

As you review this collection, I encourage you to see not just plans, but a vision for what Joun can become. Let us move forward together, translating these ideas into action, and creating a brighter, thriving, and unified future for Joun.

With deep respect and optimism,

Dr Antoine J. Burkush, PhD

## مقدمة

في عالم حيث التغيير السريع هو الوضع الطبيعي الجديد ، فإن أهمية التنمية الاستراتيجية والمستدامة التي تركز على المجتمع أمر بالغ الأهمية. تقف جون ، بتراتها الثقافي الغني وجمالها الطبيعي ومجتمعها المرن ، على مفترق طرق - مفترق طرق يمثل تحديات وفرصا غير عادية. بينما نتطلع إلى مستقبل جون ، من الضروري أن تكرم خططنا تراث المدينة ، وتستجيب لاحتياجات اليوم ، وتضع مسارا للأجيال القادمة لتزدهر.

هذه السلسلة من المقترحات هي نتيجة جهد تعاوني عميق لتصور مسار جون إلى الأمام. تعكس كل خطة مدخلات من السكان وأصحاب المصلحة المحليين وقادة المجتمع ، مما يؤدي إلى رؤية مشتركة طموحة وتحترم الهوية الفريدة لمدينتنا. تشمل هذه المقترحات مجموعة شاملة من المبادرات ، من البنية التحتية والتنمية الاقتصادية إلى الحفاظ على الثقافة والإشراف البيئي ، مع تصميم كل مكون لمعالجة نقاط القوة والتحديات والتطلعات المحددة لجون.

تؤكد مقترحاتنا على الالتزام بتحسين البنية التحتية العامة ، والتمكين الاقتصادي ، والاستدامة البيئية ، والاستمرارية الثقافية. من خطط تعزيز المرافق الترفيهية والخدمات المجتمعية إلى مبادرات السياحة المستدامة والطاقة الخضراء ، يهدف كل اقتراح إلى جعل جون نموذجا للتنمية التقدمية والمرتكزة. الهدف النهائي هو إنشاء مجتمع نابض بالحياة وشامل ومرن - مجتمع يجسد قيم وأحلام ومواهب شعبه.

وأعرب عن خالص امتناني لكل من ساهم في هذه الرؤية. لقد كان تفانيك وأفكارك ورؤيتك لا تقدر بثمن ، مما يضيء الطريق إلى مستقبل يتماشى مع القيم الأساسية لجون مع احتضان النمو والابتكار. هذه المقترحات هي دعوة لجميع سكان جون للتخيل والمشاركة والمساعدة في بناء مجتمع ينسق التقاليد مع إمكانيات الغد.

أثناء مراجعتك لهذه المجموعة ، أشجعك على رؤية ليس فقط الخطط ، ولكن رؤية لما يمكن أن يصبح عليه جون. دعونا نمضي قدما معا، ونترجم هذه الأفكار إلى أفعال، ونخلق مستقبلا أكثر إشراقا وازدهارا. وموحدا لجون.

مع الاحترام العميق والتفاؤل،

د. انطوان جان البرخش



# **VISION FOR THE TOWN OF JOUN 2025–2035**

## **PART ONE**

### **THE FUNDAMENTALS**

## **EXECUTIVE SUMMARY**

The town of Joun, located in the Al Chouf region of Lebanon, is at a critical juncture in its development trajectory. As the community faces challenges such as socioeconomic deterioration, political deadlocks, refugee hosting, and municipal dissolution, it is crucial to develop a strategic vision that guides sustainable development and transformation for the town in the years 2025-2035. This handbook serves as a vital tool to build trust among community members and outline a comprehensive vision for the future of Joun.

The current state of Joun is characterized by socioeconomic deterioration, with rising unemployment rates and limited economic opportunities for residents. Political deadlocks at the national level have further complicated matters, hindering progress and development in the town. Additionally, the influx of refugees has strained resources and services in Joun, exacerbating existing challenges. The recent municipal dissolution has also disrupted governance and decision-making processes, creating uncertainty among residents.

To address these issues and drive positive change in Joun, tailored approaches must be implemented to tackle each challenge effectively. Security and community development initiatives are essential to ensure the safety and well-being of residents. Community empowerment programs can help residents take ownership of their future and contribute to the town's development. Green spaces and eco-friendly tourism can enhance the town's appeal and promote sustainable growth. Transparent governance practices are crucial to building trust and accountability among community members. Inclusive design principles can ensure that all residents benefit from development initiatives.

Branding identity is critical for Joun to differentiate itself and attract investment and visitors. Strategic planning is essential to align resources and efforts towards achieving the town's vision. The vision for Joun in 2025-2035 is to become a model town in the Chouf region, known for its sustainable development practices, vibrant community, and unique identity. Possible avenues to explore include promoting local industries, enhancing infrastructure, and fostering cultural exchange programs.

The mission of Joun is to create a welcoming and inclusive community that prioritizes the well-being of its residents and the sustainable use of resources. Shared values of transparency and accountability will guide decision-making processes and ensure that the town's development is guided by the needs and aspirations of its residents.

To honor this vision and mission, Joun must prioritize strategic initiatives that empower its residents, promote sustainable growth, and enhance its unique identity. By focusing on community engagement, green initiatives, and transparent governance, Joun can pave the way for a brighter and more prosperous future for all its residents.

In conclusion, the vision for the town of Joun in 2025-2035 is one of sustainable development, community empowerment, and inclusive growth. By addressing key challenges and leveraging opportunities for growth, Joun can become a model town in the Chouf region and a beacon of progress and innovation for Lebanon. Through strategic planning, transparent governance, and a commitment to shared values, Joun can transform into a vibrant and resilient community that thrives in the face of adversity.

## **Background:**

Municipalities in Lebanon face several challenges and weaknesses.

Let's explore some of them:

1. **Financial Strain:** Many municipalities grapple with limited revenue sources, reduced state funding, and rising costs. Balancing budgets while meeting service demands is a constant struggle<sup>1</sup>.
2. **Infrastructure Demands:** Aging infrastructure (such as roads and utilities) requires significant investment. Prioritizing maintenance, upgrades, and new projects can be challenging<sup>1</sup>.
3. **Governance and Accountability:** Ensuring transparency, integrity, and accountability in municipal operations remains a concern. Weak governance structures can lead to inefficiencies and corruption.
4. **Service Delivery:** Providing essential services (like sanitation, education, and healthcare) within budget constraints is an ongoing challenge<sup>1</sup>.
5. **Economic Development:** Balancing economic opportunities with environmental sustainability is critical. Revitalizing small towns and fostering economic resilience require strategic planning<sup>1</sup>.
6. **Ongoing Crises:** Lebanon's compounded crises (including economic collapse, and the Syrian displacement crisis) strain municipal capacity to deliver basic services<sup>67</sup>.

Addressing these weaknesses involves collaboration, strategic planning, and community engagement.

## **The goal of this handbook**

The goal of this handbook is to serve as a powerful tool to engage all community members of the Town of Joun (Jounis) whether residing in the town or not, and of course all the town's residents, its objective being to build trust, and convey a vision for Sustainable Development of the town.

## **INTRODUCTION**

### **Commitment to driving positive change in Joun.**

This is a summary of the author commitment to empowering our municipality in Joun. His expertise in International Development, Public Management, and Strategic Planning will hopefully contribute significantly to addressing the challenges faced by Joun as well as other Al Chouf District (Caza) towns - if required.

Let's explore some key areas where his knowledge and dedication can make a difference:

### **Socioeconomic Deterioration:**

- The economic crisis in Lebanon has been severe, compounded by mismanagement, corruption, and political deadlocks. As local governments step in to fill gaps left by central authorities, your strategic planning skills can help prioritize essential services and support vulnerable populations.

### **Political Deadlocks:**

- National policy-making challenges have underscored the critical role of local governments. His expertise in government transformation strategies can help guide effective decision-making and ensure town residents' needs are met despite broader political gridlock.

### **Refugee Hosting:**

- Hosting diverse communities in Joun, including refugees, presents unique challenges. His understanding of international development can help bridge gaps, address unmet needs, and foster a sense of security and inclusion for all residents.

### **Municipal Dissolution:**

- Some municipalities face dissolution due to administrative issues. His organizational development skills can contribute to maintaining governance continuity and efficient service delivery.

### **Tailored Approaches:**

- We have to recognize that different municipalities within Mount Lebanon have varying challenges. His ability to tailor solutions based on demographic factors and economic activities will hopefully be beneficial.

### **Security and Community Development:**

- Balancing security concerns with community development is crucial. His strategic planning can help create sustainable solutions that enhance stability while meeting Joun residents' needs.

As duty bearers, Municipalities and local governments in Lebanon play a central role. Involving relevant actors and designing solutions can strengthen the rule of law and empower our community in the town.

Collaboration is crucial to make a positive impact!

### **Core messages and priorities.**

#### **Community Empowerment:**

- Ensuring that every voice matters is crucial. Community centers for example can serve as hubs for collaboration, creativity, and shared decision-making.
- Involving residents in shaping their destinies fosters a sense of ownership and pride.

#### **Green Spaces:**

- Community pine woods parks or picnic areas are not just green patches; they are essential for physical and mental well-being.
- In addition, walking trails for example connect people, promote health, and enhance the quality of life.

#### **Eco-Friendly Tourism:**

- Joun's hidden gems deserve recognition. Eco-friendly tourism can showcase the town's natural beauty without harming the environment.

- By establishing recreational centers, hiking trails, or camping and picnic areas, we invite visitors to experience our town's sustainably.
- 

### **Transparent Governance:**

- Transparency builds trust. Dashboards displaying budget allocations, project progress, and community feedback empower residents.
- By practicing open data policies, the town administration ensures that decisions are accessible and accountable.

### **Inclusive Design:**

- Inclusivity is vital: Public spaces should accommodate everyone. Such as wheelchair ramps, and features that make everyone feel welcome and valued.

### **Branding Our Identity:**

- The town's soul lies in its history and resilience.
- A cohesive visual identity, including a logo and tagline, will unite Jounis and evoke pride.

### **Strategic Planning:**

- Dreams need actionable steps. The Town administration should consider engaging experts, listening to residents, and prioritizing projects in order turn aspirations into reality.
- A strategic plan will guide the town's journey.

The present vision is a blueprint for progress, this requires collaboration with all parties concerned to make it a reality.

### **Vision, Mission and Values:**

The Town of Joun will operate in a manner comprising of Mission, Vision and Shared (Core) Values Statements so that every elected official, municipality administration employees, and town residents understand the expectations of each Municipal organizational entity and are assured that the town leadership will operate with transparency, accountability and integrity with a united goal to Move Joun Forward.

## **Vision Statement**

Town public officials and leadership will work collaboratively across all municipality administration units to create optimum efficiency, decrease wasteful spending, ensure accountability, and display in their service a value for the residents they serve.

## **Sharing a Strategic Vision for Joun: A Model Town in the Chouf**

Seeing Joun not achieving its full potential as a Model Town for the Chouf District and for Lebanon as a whole has always been challenging. The thought of contributing to Joun's development has always been the main catalyst.

It is now more vital to assist Joun town community and help bring bold, innovative solutions to the table and rise above current politics.

The author background has been dedicated to crafting innovative solutions in private and public sectors in the USA, Europe, and The Gulf Countries.

He has worked in a multitude of development projects and regional initiatives in the GCC countries.

The social harmony landscape where Jounis set aside political and other differences to ensure the diverse needs of Joun generations are met. It is essential to transform Joun by engaging with Jounis and help utilize resources effectively and efficiently to ensure transformational and tangible change.

## **Possible Avenues to explore**

Let's explore some general strategies and initiatives that the Town's Administration may consider to align with this vision:

### **Partnerships:**

- Public-private partnerships (PPP's) are well-known in community development circles. They involve contractual relationships between public agencies (like municipal governments) and private enterprises to deliver public services.

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### **Grant proposals for community projects:**

- To create vibrant community spaces in Joun, it is essential to explore grant opportunities for community initiatives for example community projects like

a Community Centre and other. These grants can support infrastructure, programs, and services.

Visions can inspire others and drive positive change. By leveraging partnerships, grants, and sustainable practices, we can transform Joun into a model town that thrives for generations to come.

## **Mission Statement**

Empowerment of our communities in Lebanon and providing innovative and excellent service that is conducive for sustainable economic development and social transformation.

Mission Statement for the Town of Joun:

“The Town of Joun strives to promote and improve the quality of life for all residents. Joun is committed to enhancing a sense of community, preserving our small-town identity, and fostering social cohesion, respect, and hospitality. Through responsible and accessible town governance, the town aims to create a welcoming and affordable environment for residents, businesses, and visitors alike. Every Jounis is an essential be part of the town vision for a brighter future for the town we call home.”

## **Shared Values**

### **Transparency and Accountability:**

**To honor these statements, Joun must prioritize transparency and accountability:**

- Transparency: Openly sharing information, decisions, and processes with residents.
- Accountability: Holding leaders, administrators, and employees responsible for their actions.
- Inclusivity: Ensuring all voices are heard, regardless of background.

### **Stewardship:**

- Responsible stewardship is selfless, service-oriented and beneficial to the taxpayer; it rejects self-aggrandizement and personal benefit.
- Stewardship is the highest degree of trust afforded to each elected official and public employee and each decision made must comport to the overall trust of the public good.



## Communication:

Proper two-way communication is necessary for the governing of the public good.

- Joun leadership will enhance two-way communication through corporate and direct means such as creation and maintenance of a robust Joun website and if possible a mobile application.
- WhatsApp messaging will be ultimately responded to within 24 hours if a voicemail message is left. All residents will be treated with dignity and the utmost respect. All complaints, suggestions and commendations will be recorded in a database to ensure resolution in a timely fashion.
- Improving communications by proactively developing, maintaining, and widely disseminating comprehensive and accurate information about plans, activities, and accomplishments in a timely manner to all elected officials, public employees, as well as residents.

## Collaboration:

Decisions within the Town will not be made unilaterally, except for executive actions. However, where possible, each elected and public official will operate within a committee and request input from colleagues and residents from such committee, public, or established sounding board, that would help come to a consensus decision whenever possible.

## Credibility:

All Joun Municipality officials and employees will operate in a manner that is personally above reproach and will treat people well, and will be Fair, Firm and Equal.

- There will be no favoritism or partiality to one entity over another.
- Consequently, town management should be in a way that residents will be able to see that the Town administration operates with credibility and not partiality.

## Servant-Leadership:

The town of Joun will not be a place where Municipality officials use their positions for their personal ego or selfish motives.

- They should operate in a manner where they “serve” the constituents.
- They shall seek out, listen to, and become responsive and sensitive to all Jounis alike.

## personal Growth & Development:

- All public officials in Joun are responsible for their own personal growth and development and are expected to become more knowledgeable and useful in their areas of stewardship.
- This can be done through academic courses, conferences, best business practices and the like, so that they can be the most optimal stewards of public assets to the residents they serve.

## Sustainability:

- Start investment in renewable energy.
- Plant trees and native plants and trees (Carob trees, Olives, etc.)
- Promote community initiatives in neighborhoods including community gardens, recycling and composting activities and neighborhood cleanups.

## Communicate with residents and partners:

- Host regular listening sessions to hear directly from residents, especially Neighborhood Initiatives.
- Translate town materials as needed.
- Send regular newsletters with Town updates.
- Collaborate proactively with International, regional, and national donors to bring resources to Joun.

## MUNICIPAL TRANSFORMATION AND STRATEGIC PLANNING

### 1. Legal Framework and Administrative Organization:

- A municipality in Lebanon has legal personality and is administratively and financially autonomous.

- It operates under the central government's supervision and control, making it an example of administrative decentralization<sup>1</sup>.

- The Ministry of Interior and Municipalities (MoIM) oversees municipal matters, including unions of municipalities and individual municipalities<sup>9</sup>.

## 2. Municipal Council:

- The municipal council is the decision-making body within a municipality.
- It has various powers, including legislative and financial authority.
- The council members are elected by the local community.
- The president of the municipal council holds executive authority<sup>1</sup>.

## 3. Distinct Self-Interests and Autonomy:

- Each municipality serves a specific geographical area.
- It has its own distinct self-interests, financial autonomy, and administrative functions.

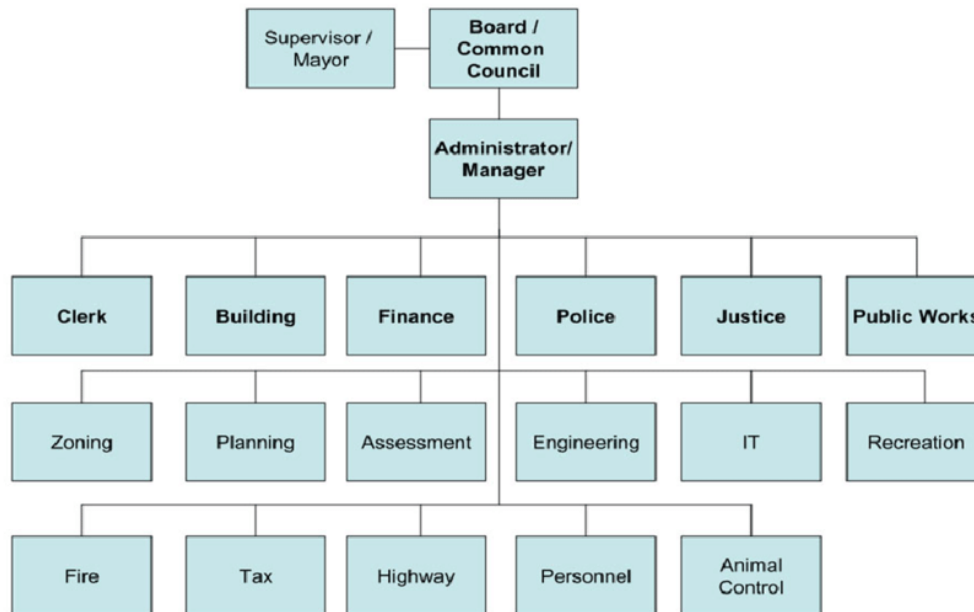
### - The number of Lebanese municipalities varies<sup>1</sup>.

#### 4. Directorate General of Local Administration and Councils (DGLAC):

- The DGLAC, under the MoIM, provides administrative control and oversight for municipalities and unions of municipalities<sup>7</sup>.



## Typical Municipality Organizational Structure



## Municipal transformation Process

Municipal transformation is a multifaceted process that aims to enhance the effectiveness, efficiency, and responsiveness of local government.

Here are key phases and considerations for successful municipal transformation:

### 1. Vision and Goal Setting:

- Define a clear vision for the municipality's future. Engage stakeholders to align on shared goals and aspirations.

### 2. Needs Assessment:

- Understand community needs, challenges, and opportunities. Conduct surveys, focus groups, and data analysis.

### 3. SWOT Analysis:

- Evaluate the municipality's strengths, weaknesses, opportunities, and threats. Identify areas for improvement.

### 4. Strategic Planning:

- Develop a strategic plan that outlines priorities, objectives, and action steps. Involve community members and experts.

#### 5. Digital Transformation:

- Leverage technology for efficient service delivery, transparency, and citizen engagement.

- Consider initiatives like e-governance, open data, and digital platforms<sup>1</sup>.

#### 6. Public-Private Partnerships (PPPs):

- Collaborate with private sector entities for infrastructure development, service provision, and innovation.

#### 7. Capacity Building:

- Invest in staff training, organizational development, and leadership skills.

- Foster a culture of continuous learning and adaptability.

#### 8. Financial Sustainability:

- Explore revenue diversification, cost-saving measures, and grant opportunities.

- Ensure long-term financial stability.

#### 9. Community Engagement:

- Involve residents in decision-making processes.

- Promote transparency, accountability, and participatory governance.

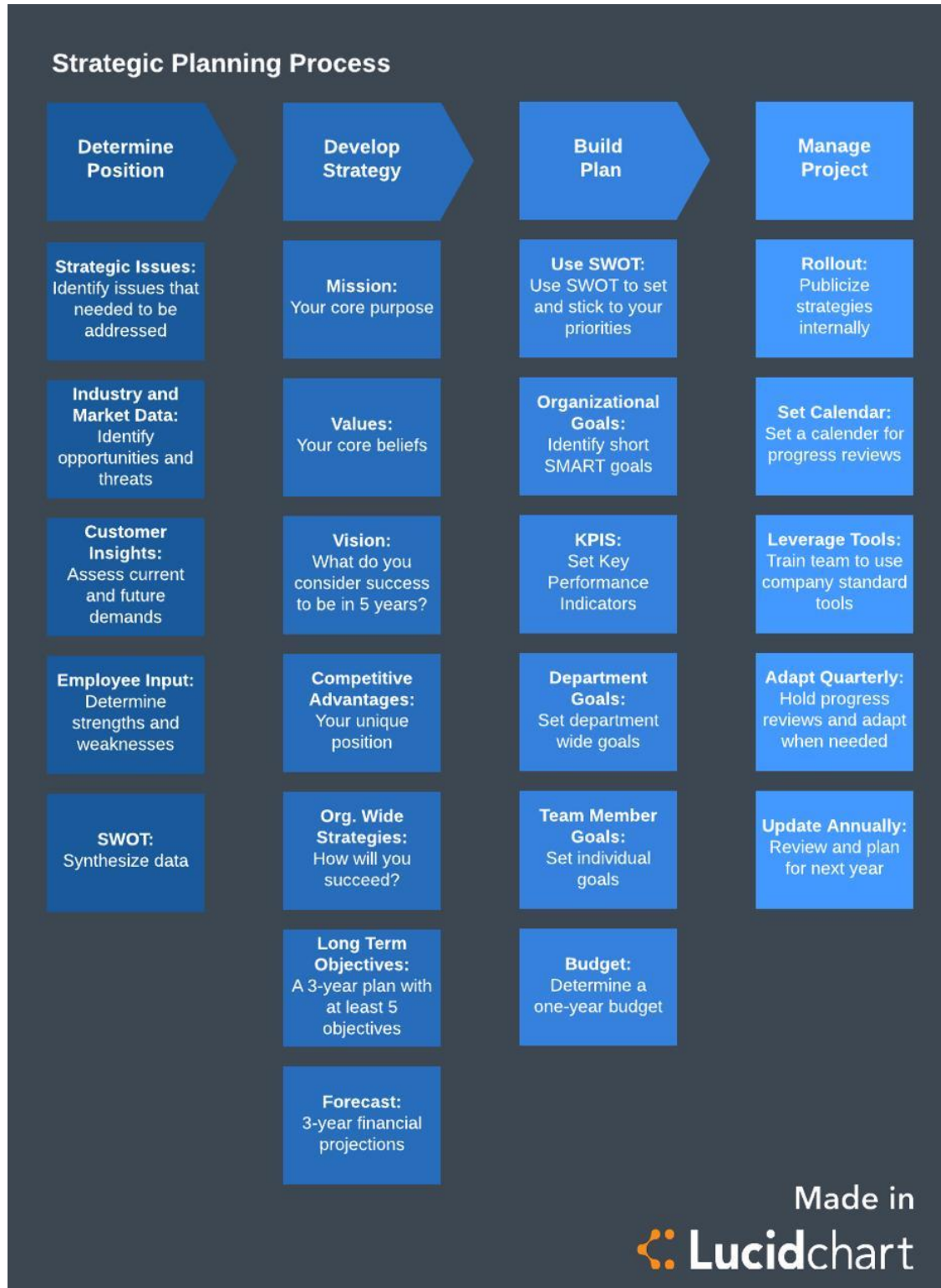
#### 10. Monitoring and Evaluation:

- Regularly assess progress, adjust strategies, and measure outcomes.

- Use data-driven insights for evidence-based decision-making.

To Note: Successful municipal transformation requires collaboration, adaptability, and a commitment to serving the community effectively.

## Strategic Planning Process: An Example



## Strategic Planning Cycle



## Phases of Transformation

There are four phases of a transformation, each with its own objectives and focus, and each requiring distinct governance and capabilities:

1. Setting and agreeing on the approach
2. Launching the transformation
3. Steady state of transformation delivery
4. Program wind down and continuous improvement

Let's delve deeper into each phase:

### Setting and Agreeing On the Approach (Year 0):

- Why and why now? This critical question drives the transformation's purpose. Securing funding necessitates a compelling case that demonstrates the investment's worth. The proposed change should be transformative, addressing multiple aspects of the operating model.

- Articulating the approach: Define the overarching objective, desired future state, key focus areas, transformation mechanism, critical dependencies (e.g., technology implementation), and milestones.

### **Launching The Transformation (Year 1):**

- What is this and what does it mean for me? Communicate the news to department colleagues, going beyond updates. Use relationships and influence to engage them, align with the change, and prepare them to contribute.
1. Championing the change: Appoint someone within the Municipality to champion the proposed change, emphasizing its impacts and benefits. Involve staff in shaping the new culture and engage external stakeholders in service redesign.
  2. Transformation Lead: Appoint a skilled Transformation Lead responsible for program execution, reporting, and stakeholder engagement.
  3. External delivery partners: Explore partnerships to enhance capability and capacity for implementing changes.

### **Steady State of Transformation Delivery (Years 2-5):**

- Is this working, and if not, how can we make it work? Monitor performance, maintain momentum, and address roadblocks. Swift decision-making and risk mitigation are crucial.

### **Program Wind Down and Continuous Improvement (Year 6):**

- What did you achieve and how will we sustain the change? Evaluate outcomes and quantify benefits. Focus on sustaining the new operating model.

### **The Importance of Oversight:**

Establishing robust capability and oversight mechanisms is crucial for sustaining the benefits of transformation. Let's delve deeper into these aspects:

### **Continuous Improvement Lead and Mayor Accountability:**

- Formal Reporting: Designate a continuous improvement lead who will monitor progress and ensure that the transformation's benefits continue to accrue. Regular reporting mechanisms should be established to track outcomes, identify areas for improvement, and address any setbacks.



- Mayor's Role: The Mayor, as a key stakeholder, plays a pivotal role in overseeing the transformation. Their accountability extends beyond the initial implementation phase. They should champion the change, advocate for its success, and actively engage with stakeholders.

### **Complexity and Challenges:**

- Inevitable Challenges: Transformation initiatives are rarely straightforward. Challenges may arise due to organizational dynamics, resistance to change, resource constraints, or unforeseen obstacles.
- Essential Nature: Despite the complexities, transformation is essential. Here's why:
  - Improved Services: Residents benefit from better services, streamlined processes, and enhanced quality of life.
  - Efficiency: Mayors achieve greater efficiency by optimizing resources, reducing waste, and maximizing impact.
  - Colleague Impact: Colleagues work in an environment that empowers them to make a meaningful difference.

### **Staying Focused:**

- Purpose Reminder: When faced with frustrations or setbacks, revisit the core reason for undertaking the transformation. Keep the purpose at the forefront—whether it's enhancing citizen well-being, economic resilience, or sustainable practices.
- Collective Effort: Remember that successful transformation is a collective effort. Engage stakeholders, maintain transparency, and celebrate small victories along the way.

## **General Strategic Considerations**

Here are some general strategic considerations and ideas to help make a positive impact:

### **Boost the local economy**

- Promote local shopping at restaurants and shops in Joun.
- Grow job opportunities by attracting new businesses and industries.
- Work with chambers of commerce to inspire entrepreneurship.
- Collaborate with regional business partners to promote our community.

## Transparency

- Bring transparency to the Municipality.
- Stop runaway taxpayers.
- Joun residents deserve to know how much is generated, how much and where it is spent. This should be public record.
- This information should be easy to find on the Town's website making the records transparent.

## Clean and Attractive Neighborhoods

- It is heartwarming to know that Joun is well known to be a clean Town in the Chouf.
- Despite commendable initiatives (Waste collection and recycling, and neighborhood cleanup initiatives) that have already been established in the town yet many neighborhoods in Joun are still suffering from waste and litter.
- In addition to the investments in physical recycling structures, the town must concurrently invest in code enforcement and litter prevention to encourage private investment in these communities and provide a clean and safe environment for current residents.
- Develop and implement a long-term investment plan to create a sewer, water and power infrastructure in Joun neighborhoods.
- Utilize camera technology in frequent illegal dumping locations and strategically enforce penalties to consistent violators.

## 4. Community Engagement and Public Spaces:

- Town Community Centers: These centers can serve as hubs for social activities, education, and civic engagement. Consider creating versatile spaces that accommodate meetings, workshops, fitness classes, and cultural events.

- Parks and Picnic Areas: Create parks. Include walking and hiking trails, playgrounds, and green spaces. Encourage community gardening and outdoor fitness.

- Sports Complexes: Develop sports facilities for various age groups. Develop Football fields, basketball courts, and even tennis courts to promote physical activity and community bonding.

## 5. Eco-Friendly Designs:

- Cabins and Recreational Facilities: When designing cabins or other recreational spaces, prioritize sustainability. Use locally sourced materials, incorporate energy-

efficient features, and consider renewable energy sources. (Joun Awali Cabins Retreat Area, etc.)

- Solar Panels and Green Roofs: Implement and encourage solar panels and green roofs on public (and private) buildings to improve insulation and reduce runoff.

## **6. Tourism and Historical Sites:**

- Promote Local Tourism: Highlight Joun's historical landmarks, natural beauty, and cultural heritage. Create brochures, organize guided tours, and collaborate with local businesses to attract visitors.

- Hiking Trails: Develop scenic hiking trails that showcase Joun's natural beauty. Signage, trail maps, and safety measures are essential. (Ex. Awali River, Niqba, Bisri, etc.)

- Preserve Historical Sites: Work with historians and preservationists to protect and restore historical buildings, monuments (Ex. Lady Hester Stanhope Palace).

## **7. Proposal Writing and Website Design:**

- Proposals: Craft well-researched proposals for funding, grants, and community projects. Clearly outline the benefits, costs, and expected outcomes.

- Website: Create an informative and user-friendly website for the Town.

To note: Successful strategies are built on collaboration, transparency, and a genuine commitment to improving the lives of residents.

## **"Code of Ethics" of Municipalities in Lebanon**

In Lebanon, municipalities operate under specific legal frameworks and administrative guidelines. While there isn't a single comprehensive "Code of Ethics" specifically for municipalities, several related documents and principles guide their conduct.

Let's explore some relevant aspects:

### **1. Citizen Municipality Handbook:**

- The Citizen Municipality Handbook provides valuable information about the general legal framework governing municipalities in Lebanon.

- It covers topics such as administrative organization, municipal incorporation, municipal elections, and the decision-making authority of municipal councils<sup>1</sup>.

## **2. International Standards:**

- While not exclusive to Lebanon, international standards and ethical principles apply to municipal governance.

- These include transparency, accountability, and responsible use of resources<sup>2</sup>.

## **3. Local Adaptations:**

- Some municipalities may develop their own internal codes of ethics or guidelines based on local needs and context.

- These may address issues like conflict of interest, respectful conduct, and protection of municipal property.

Although the specifics may vary by municipality, but the principles of integrity and ethical behavior remain essential

## **COMMON Principles of Municipal Codes of Ethics**

Municipalities often establish codes of ethics to guide the behavior of their officers and employees. These codes promote integrity, accountability, and transparency.

Here are some key points related to municipal codes of ethics:

### **1. Disclosure of Interests in Legislation:**

- Municipal codes of ethics typically require officers and employees to disclose any personal interests related to legislation before the local governing body<sup>1</sup>.

- This ensures transparency and helps prevent conflicts of interest.

### **2. Gifts, Benefits, and Hospitality:**

- Codes of conduct address how officers and employees should handle gifts, benefits, and hospitality.

- Transparency and responsible behavior are emphasized<sup>2</sup>.

### **3. Respectful Conduct:**

- Officers and employees are expected to treat each other, as well as the public, with respect and professionalism.

- This fosters a positive work environment and community relations<sup>2</sup>.

#### **4. Use of Municipal Property:**

- Codes of ethics outline guidelines for using municipal or local board property.
- Responsible and accountable use is essential<sup>2</sup>.

Specific codes of ethics may vary by municipality, but these principles are common across many local governments.

### **Strategic Development Plan and Projects**

#### **SWOT ANALYSIS:**

A SWOT analysis is a valuable tool for assessing the internal and external factors that impact an organization or for that matter a municipality.

Let's delve into a SWOT analysis specifically for the Joun Municipality in Lebanon:

#### **1. Strengths:**

- Community Engagement: Foster strong community ties and active participation.
- Strategic Location: Leverage Joun's geographical position for economic opportunities.
- Skilled Workforce: Utilize local talent for municipal initiatives.
- Natural Resources: Identify and harness local resources sustainably.

#### **2. Weaknesses:**

- Infrastructure Gaps: Address road networks, utilities, and public facilities.
- Financial Constraints: Seek innovative funding mechanisms.
- Bureaucracy: Streamline administrative processes.
- Capacity Building: Invest in staff training and development.

#### **3. Opportunities:**

- Public-Private Partnerships (PPPs): Collaborate with businesses for shared goals.
- Sustainable Practices: Promote eco-friendly initiatives.
- Tourism Potential: Develop Joun's unique attractions.
- Grant Proposals: Explore funding opportunities for projects.

#### 4. Threats:

- Climate Change: Adapt to changing weather patterns.
- Urbanization Pressure: Balance growth with preservation.
- Economic Volatility: Mitigate risks through diversification.
- Social Challenges: Address unemployment and housing needs.

This analysis serves as a starting point. The Town should engage stakeholders, prioritize actions, and create a roadmap for Joun's sustainable development.

#### Primary Needs Assessment

Below is a list of Plans and Projects Proposals that Joun needs to address in order to ensure a prosperous and sustainable development.

- Develop A Strategic Development Plan 2025 – 2030 for the Town of Joun.
- Develop A Website for Joun.
- Develop A Mobile Application.
- Develop A Strategy to Establish a Recreational Area in Joun Which Includes: A Community Center + Picnic Area + Swimming Pool Club + Park + Café Resto + River Cabins on the Awali Riverside.
- Develop A Plan to Build a Trails Network to Attract Residents and Tourists.
- Develop A Plan to Build an Awali River Rental Cabins Retreat.
- Develop A Strategic Plan for Digital Transformation of Town Governance.
- Consider establishing a Research & Development (R&D) Department.
- Develop A Recycling and Waste Management Plan.
- Develop an ECO Tourism Development Plan.
- Establish a Marketing and Communications Department (IMC).
- Develop A Fund Raising Plan to Approach Donors and Ensure Financial Resources are provided.
- Requests for Proposals (RFPs) for projects as needed.
- Develop an Integrated Marketing Plan (IMC) to promote Joun as A Touristic Destination.

# STRATEGIC DEVELOPMENT PLAN FOR THE TOWN OF JOUN: 2025-2030

## PART TWO

### **SOME VISION CONCEPTS**

**SEVENTY COMPLETE JOUN DEVELOPMENT PROJECTS ARE  
AVAILABLE UPON REQUEST**

The “Joun Strategic Development Plan” is a five-year Integrated Development Plan (IDP), that sets out the overall strategy that help achieving Joun municipality's developmental objectives.

## INTRODUCTION

What is Strategic Planning?

Strategic planning is a crucial process through which an organization defines its direction, allocates resources, and sets goals to achieve its desired future. For municipalities, strategic planning involves developing strategies, objectives, and action plans to address current challenges and shape the community's path forward. It serves as a roadmap, guiding decision-making and resource allocation.

In the case of small towns like Joun, strategic planning takes on a unique character due to factors such as close-knit communities, limited resources, and a strong emphasis on quality of life.

At present this 2025 – 2030 Joun Strategic Plan is a proposed roadmap and provides the key direction for the town of Joun to ensure that the Municipality is aware of what the community is facing today and looking forward to the opportunities of the future.

## VISION, MISSION & VALUES

Let's explore the key components of Joun's five-year strategic plan:

### VISION

Joun envisions itself as a *social harmony town* in Lebanon, characterized by an active lifestyle appeal. The town aims to foster a vibrant, growing community where safety, inclusivity, and innovation thrive.

### MISSION

The Joun Town Council and Administration are committed to creating and sustaining a community that residents and businesses proudly support. Their mission includes:

1. Preserving Social Harmony: Joun will protect its peaceful atmosphere, emphasizing wide open spaces and a sense of community.
2. Promoting an Active Lifestyle: The town will provide recreation facilities, cultural opportunities, and amenities to meet residents' physical and mental needs.
3. Fostering Growth: Joun will attract residential development, businesses, and partnerships through sustainable, innovative planning.

### VALUES

These values reflect the town's commitment to excellence, responsibility, innovation, engagement, inclusiveness, and collaboration.



Let's explore each value in more detail:

### **Excellence:**

- Joun aims to set a high standard by implementing best practices and delivering top-quality services.
- By being a model of excellence, Joun inspires other Lebanese municipalities to follow suit.

### **Responsibility:**

- Transparency and ethical conduct guide Joun's interactions with residents.
- Financial decisions consider the long-term fiscal health of the town.

### **Innovation:**

- Joun embraces a culture of learning and welcomes fresh ideas.
- Continuous improvement drives the town toward a forward-thinking future.

### **Engagement:**

- Joun actively involves residents in decision-making processes.
- Transparent communication encourages citizen participation and community involvement.

### **Inclusiveness:**

- Joun treats all residents with equality and respect.
- The town sets an example of inclusion, fostering a positive community spirit.

### **Collaboration:**

- Joun values teamwork and prioritizes a safe and healthy workplace.
- Engaging stakeholders and collaborating with regional and international partners enhance planning and communication.

These values form the foundation for Joun's strategic direction, ensuring a vibrant and thriving community.

## **Six Strategic GOALS and Nine areas of focus**

Let us delve into each of the six strategic goals:

### **1-Diverse, Inclusive & Engaged Community:**

- Joun aims to engage residents inclusively, recognizing that diverse feedback is essential for effective policy and infrastructure development.

- Priorities include youth participation, cultural programming, community group support, and volunteerism.
- Improved communication through technology (Town Website and mobile Application) will enhance transparency and decision-making.

## **2-Active & Healthy Community:**

- Joun prioritizes supporting active and healthy lifestyles for all residents.
- Expanding recreation programs caters to various age groups and abilities, promoting physical and mental well-being.
- Creation of a Recreation Master Plan to guide the development of facilities and resources within Joun.

## **3-Innovative Development:**

- As Joun grows, the Municipal Council seeks intelligent and innovative long-term planning.
- Sustainable development will foster community and local economic growth.
- Balancing growth with the *Social Harmony Town Feel* is a key consideration.
- By promoting sustainable development that will help grow our local community and local economy, the Council strives to meet the vision of the municipality and retain the *Social Harmony Town Feel* while supporting the development of a *Town Recreation Area or Centre*, that encourages aging-in-place, and environmentally friendly developments.

These strategic goals reflect Joun's commitment to community well-being, sustainability, and forward-thinking development.

## **4-Safe & Caring Community**

- Joun prioritizes safety and well-being for residents, businesses, and visitors.
- Initiatives include establishing a Joun Fire Department (if feasible), creating an Emergency Measures Organization, and forming community neighborhood safety groups.
- These efforts foster a sense of security and care throughout the town.

## **5-Regional Collaboration**

- Joun recognizes the strength of collaboration with neighboring municipalities.
- Working together ensures sustainable regional growth, efficient infrastructure, and shared services.
- Regional planning and cooperation enhance overall development.

## 6-Governance and Operational Excellence

Joun invests internally to enhance municipal service delivery.

- Digitization of procedures were needed.
- As population expectations grow, the Council focuses on individual and team growth.
- High-quality service and expertise to be central to governance and operations.

## NINE areas of focus

### 1-GROW THE TOWN ECONOMY

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#### Municipal Property Development:

Key Performance Indicators:

- Identify municipal properties for sale or development.
- Assess feasibility for creating public and neighborhoods parks or gardens.
- Understand community needs and immediate opportunities.
- Identify potential developers and establish partnerships.
- Pursue funding options for property development.
- Develop a land purchasing policy or strategy.

These strategic goals and areas of focus demonstrate Joun's commitment to community well-being, collaboration, and sustainable growth.

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#### Renewable Energy:

- Key Performance Indicator:
- Consider opportunities to invest in renewable energies.
- Joun can explore solar, wind, or other sustainable energy sources to reduce its environmental impact.

### 2- INVEST IN the PEOPLE

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#### Community Health Centre:

- When possible, establish a *Community Health Centre*.

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#### Key Performance Indicators:

- Determine the location for the health Centre.
- Develop a design program.
- Identify funding opportunities.
- Finalize the design.

- Construct the health Centre.

### **3-Strengthen the town Communities**

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#### **Infrastructure Renewal:**

- Develop an *Asset Management Plan* to maintain and upgrade existing infrastructure.
- Ensure proper allocation of financial and human resources.

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#### **Housing:**

- Identify municipal properties suitable for rental chalets and bungalows.
- Reach out to developers and investors.
- Explore funding options for housing development.

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#### **Improve Wastewater Services:**

- Develop a comprehensive wastewater plan.
- Seek funding opportunities to offset costs.

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#### **Diversity and Inclusion:**

- Organize diversity and inclusion training and education sessions for both Council and Staff.
- Establish a Diversity and Inclusion Committee or Action Team to promote inclusivity.

These strategic initiatives demonstrate Joun's commitment to sustainability, community well-being, and equitable development.

### **4- Operate Efficiently AND ENHANCING TRANSPARENCY**

Develop an Employee Retention Program:

- Key Performance Indicators:
- Conduct a comprehensive organizational review.
- Evaluate and modernize benefit programs.
- Introduce innovative HR policies that prioritize work-life balance, mental health, support, training, and succession planning.

#### **Create an Economic Development Office:**

- Key Performance Indicators:
- Hire an Economic/Business/Community Development Officer.
- Develop a business retention and expansion plan.
- Position Joun as an *open-for-business* municipality.

- Collaborate with national and international partners and donors to foster economic growth.

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### **Transparency:**

- Key Performance Indicators:
- Establish a robust social media presence to keep residents informed about municipal matters.
- Publish all publicly available municipal documents for transparency.
- Launch an education campaign to highlight the Municipality's role and contributions.

These initiatives will enhance Joun's efficiency, economic prospects, and community engagement.

### **5- RECREATION and community development:**

- Key Performance Indicators:
- Establish a Recreation Advisory Committee (RAC).
- Evaluate all existing recreation programs.
- Foster partnerships with other recreation entities in the region.

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### **Create Joun Community Centre Strategy:**

- Key Performance Indicators:
- Conduct a needs assessment for recreation facilities and services.
- Develop a conceptual plan for the future *Joun Community Centre*.

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### **Create a Number of Outdoor Spaces Strategy:**

- Key Performance Indicators:
- Assess existing outdoor spaces and identify additional needs.
- Explore partnerships with local and national and international organizations and businesses for outdoor space development.
- Design unique spaces that promote arts and culture.

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### **Create a Sophisticated *Trail Network* in and Around Joun:**

- Key Performance Indicators:
- Identify vacant municipal properties suitable for trail development.
- Develop a comprehensive trail strategy, considering financial implications.
- Explore innovative partnerships related to trails and Lebanon's tourism development.
- Cultivate relationships with Lebanon's Trail Associations.
- Evaluate the feasibility of creating trail amenities and necessary infrastructure.

These initiatives will enhance Joun’s recreational offerings, community spaces, and outdoor experiences.

## **6-Growth Management**

Let’s delve into the strategic goals related to growth management and the proposed wastewater servicing system for Joun:

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### **Growth Management:**

- Joun aims for well-managed and environmentally sustainable growth.
- The realization of the proposed wastewater servicing system is crucial to support a thriving and desirable future for Joun residents.

### **Objectives:**

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#### **Obtain Financing for the Proposed Wastewater Servicing System:**

- Actions:
  - Review financing options and develop a comprehensive plan.
  - Conclude a financing agreement specifically for the wastewater servicing project.

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#### **Manage the Timely Construction of the Wastewater Servicing Project:**

- Actions:
  - Launch a water environmental assessment to identify viable new water well sites.
  - Acquire land and make necessary planning amendments for the wastewater treatment plant site.
  - Design, tender, and oversee the construction of the wastewater treatment plant.

By achieving these objectives, Joun will ensure sustainable growth while prioritizing environmental stewardship and community well-being.

## **7-Economic Prosperity**

The strategic goals related to economic prosperity for Joun:

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### **1. Draft an Economic Development Plan:**

- Actions:
  - Support Retention and Expansion of Existing Businesses and Agricultural Enterprises:
  - Strengthen local businesses and farms to ensure their continued growth.
    - Foster Entrepreneurship, Innovation, and Economic Diversification:
  - Encourage new ventures, creative ideas, and a diverse economy.

- Promote a Knowledge-Based Economy:
- Invest in education, research, and technology to drive economic progress.
  - Encourage Environmentally Sustainable Businesses:
- Support eco-friendly practices and green initiatives.
  - Attract New Investment:
- Create an attractive business environment to draw investors.
  - Facilitate Tourism Growth in Joun:
- Collaborate with partners to enhance tourism capacity.
  - Attract and Retain Talent:
- Match employment opportunities with skilled individuals.
  - Market Joun's Advantages:
- Highlight unique features that make Joun an appealing location.
  - Promote Future Growth Prospects and Plans:
- Share Joun's vision and development strategies.

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## **2. Develop Plans to Be Investment-Ready and Capitalize on Opportunities:**

- Actions:
  - Comprehensive Marketing Strategies for Commercial and Industrial Lands:
- Targeted marketing will attract investors to serviced lands.
  - Value Proposition for Environmentally Sustainable Clean Technology Businesses:
- Position Joun as a preferred location for eco-conscious companies.

By implementing these strategies, Joun can foster economic growth, enhance community well-being, and create local employment opportunities.

## **8-healthy Lifestyle and Vibrant Community**

The strategic goals related to maintaining a healthy lifestyle and fostering a vibrant community in Joun:

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## **Preserve and Foster the Unique Lifestyle and Natural Environment:**

- Actions:
  - Develop a Community Value Proposition and Brand:
- Articulate Joun's distinctive character and competitive advantages.
  - Preserve the Town's Rural Character and Main Streets:
- Retain the small-town charm and heritage that make Joun special.

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### **Create Community Amenities:**

- Actions:
    - Picnic Areas, Swimming Pools, Gardens, Parks, and Recreation Centers:
  - Develop and enhance these amenities for residents' enjoyment.
- 

### **Culture Master Plan:**

- Create a comprehensive plan for cultural activities, events, and spaces.
    - Joun Trails Feasibility Study:
  - Assess the feasibility of creating a network of trails in and around Joun.
- 

### **Foster Strong Partnerships and Volunteerism:**

- Actions:
  - Community Partnerships:
- Strengthen existing partnerships and explore new collaborations.
  - Volunteer Engagement:
- Encourage community members to actively participate and contribute.

By implementing these initiatives, Joun can maintain its unique charm, promote well-being, and create a vibrant community.

## **9-Service Excellence and Good Governance**

The strategic goals related to service excellence and good governance for Joun:

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### **1. Manage Programs, Services, Assets, and Amenities While Meeting Accessibility Standards:**

- Actions:
    - Be Future Focused, Agile, and Innovative:
  - Joun aims to stay ahead by anticipating future needs, being adaptable, and fostering innovation.
    - Develop a Comprehensive Marketing and Communications Plan:
  - Effective communication ensures residents are informed and engaged.
    - Conduct Municipal Services Delivery Reviews:
  - Regular assessments ensure efficient and effective service delivery.
- 

### **2. Position the Strategic Plan as the Principal Document Guiding Town Decision Making:**

- Actions:
  - Review and Refresh the Strategic Plan Annually:
- The plan serves as a foundation for business planning and budget cycles.



- Publish an Annual Update on Strategic Plan Progress:
- Transparency and accountability are key to successful implementation.

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### **3. Prudent Multi-Year Financial and Resource Management:**

- Actions:
  - Prepare and Approve Annual Operating and Capital Budgets:
- Budgets should align with Joun’s long-term vision.
  - Allocate Budget for Adequate Financial Reserves:
- Reserves ensure funding for anticipated infrastructure needs and major projects.

By implementing these strategies, Joun can maintain high service standards and effective governance.

## **Implementation and Tracking**

Implementation is a crucial step in turning strategic plans into actionable results.

Let’s break down the process and explore how to effectively execute and track your strategic plan for the Municipality:

### **Understanding the Process:**

- Strategic Plan: Defines the “what” and “why” of activities, outlining the overall vision, goals, and objectives.
- Implementation: Addresses the “who,” “where,” “when,” and “how” of executing the plan.

### **Creating a Planning Calendar:**

- Develop a detailed calendar that outlines key milestones, deadlines, and activities.
- Ensure alignment with the strategic plan’s timeline.
- Consider resource availability and constraints.

### **Assigning Responsibilities:**

- Communicate the strategy to all stakeholders within the Municipality.
- Involve staff in the plan’s development to foster ownership.
- Assign clear goals to staff members, leveraging their strengths.

### **Action Items and Accountability:**

- Staff should create specific action items related to their assigned goals.
- Hold staff accountable for achieving these goals.
- Regularly review progress and adjust as needed.

### **Adaptability and Corrective Action:**

- If something isn't working, be open to change.
- Take corrective action promptly or build on successful strategies.
- Use strategy-focused meetings to discuss adjustments.

### **Linking Strategy to Performance:**

- Tie strategic goals to measurable performance indicators.
- Regularly assess progress against these indicators.

### **Self-Assessment and Celebration:**

- Encourage ongoing self-assessment.
- Celebrate achievements when goals are reached.

### **Regular Strategy Reviews:**

- Conduct frequent strategy meetings.
- Review progress, address challenges, and ensure alignment.
- Keep the strategic plan on track.

To note: regular strategy meetings are essential for maintaining control over the Municipality's strategic efforts. By tracking progress, adjusting as needed, and involving all stakeholders, the Municipality can turn strategy into a habit and achieve its goals effectively.

### **How This Document Will Be Used?**

1. Living Document Approach:
  - The Strategic Plan is not static; it evolves over time.
  - Regularly revisit and update it to stay aligned with changing circumstances.
2. Annual Reassessment:
  - Each year, assess the plan's progress, actions, objectives, and priorities.
  - Align these assessments with the budgeting process.

### 3. Success Measurement:

- Define clear success criteria.
- Measure progress against these criteria.
- Adjust priorities based on outcomes.

### 4. Integral Decision-Making Tool:

- The Strategic Plan becomes an essential part of decision-making within the Municipality.
- Use it as a guide for resource allocation, project selection, and policy decisions.

To Note: A well-executed Strategic Plan empowers Joun Municipality to adapt, thrive, and achieve its long-term goals.

# CONCEPT NOTE: MUNICIPAL DIGITAL TRANSFORMATION:

## About Municipal Digital Transformation:

Government digital transformation is fundamentally changing processes and services by adopting and integrating new technology.

Municipal Digital Transformation refers to the process by which local governments and municipalities leverage technology and data-driven approaches to enhance their services, improve efficiency, and engage with residents.

## Benefits of Transparency in a municipality

Transparency in a municipality offers several significant benefits:

### 1. Trust and Accountability:

When citizens have access to information about government activities, they trust the system more. Transparency fosters accountability among public officials, ensuring they act in the best interest of the community.

### 2. Informed Decision-Making:

Transparent data allows citizens to make informed decisions. Whether it's voting, participating in public consultations, or understanding policy implications, access to information empowers residents.

### 3. Efficient Resource Allocation:

Transparent budgeting and spending help allocate resources effectively. Citizens can see where tax dollars go, ensuring funds are used efficiently for essential services like infrastructure, education, and healthcare.

### 4. Public Participation:

Transparency encourages citizen engagement. Open meetings, accessible records, and public consultations enable residents to voice opinions, propose ideas, and actively participate in municipal affairs.

### 4. Economic Development:

Transparent processes attract investment. Businesses and investors prefer municipalities with clear regulations, predictable policies, and accountable governance.

## **Tools for establishing transparency in a municipality:**

### **Open Budgets:**

Publish detailed budgets that clearly explain how public funds are allocated and spent. Transparency in financial matters raises public trust<sup>2</sup>.

### **Public Disclosures:**

High-ranking government officials should disclose their financial assets, conflicts of interest, and other relevant information. This fosters accountability and transparency<sup>2</sup>.

### **Public Meetings and Hearings:**

Regularly conduct town hall meetings and maintain meeting minutes. Engage with citizens to discuss policies, projects, and decisions<sup>3</sup>.

### **Online Portals and Databases:**

Create user-friendly online platforms where citizens can access public records, documentation, and services. Make information easily accessible<sup>2</sup>.

### **Open Data Initiatives:**

Provide data in an easily digestible format. Citizens want to know where their tax dollars go and how well the city is performing<sup>1</sup>.

# CONCEPT NOTE: PROPOSAL FOR A COMMUNITY RECREATIONAL AREA

## Preview:

This is a comprehensive proposal for a Joun Community Recreational Area that the Municipality of the town of Joun could be considering to launch in the Town. It encompasses various amenities; the choice of the amenities required thoughtful planning to ensure that they shall play a vital role for a sustainable development future for Joun.

Let us break down each component of the project:

## “Joun Community Recreational Area Proposal”

Why a Community Recreational Area in Joun is important?

- A Community Recreational Area in Joun is important because it provides a range of facilities, programs and services that address the needs of all communities and groups in Joun and help integrate them into society.
- In addition, the Community Recreational Area offers opportunities for recreation activities, exercise, and befriending, which have been shown to have positive effects on general social harmony and integration, as well as on personal and social well-being of Joun residents.
- In short, the Community Recreational Area serves as a social environment that promote social interaction, bonding, and bridging social and religious gaps.
- Finally, the Community Recreational Area, provides affordable and accessible recreation services to low income residents of the town which increases the sense of belonging.

## “1. Introduction”

The purpose and benefits of the recreational area: It will enhance the quality of life for Joun residents and their guests and contribute to the town community well-being.

The location of the project preference is for a hill overlooking both the Mediterranean Sea as well as the Awali River.

## **“2. Components of the Recreational Area”**

The purpose and benefits of the recreation area: It will enhance the quality of life for Joun residents and their guests and contribute to the town community well-being.

The location of the project has not been finalized but the preference is for a hill overlooking both the Mediterranean Sea as well as the Awali River.

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### **“A. Community Center”**

The heart of the recreation area, is the community center, it will serve as a multifunctional space for social activities, education, and gatherings. It could include the following features:

- “Purpose”: The community center will host workshops, classes, and events.
- “Spaces”: Include meeting rooms, classrooms, and a multipurpose hall.
- “Teen Cafe”: Create a dedicated area where teenagers can socialize and study after school.
- “Business Incubator”: Encourage local entrepreneurship by providing space for small businesses to grow.

### **ESSENTIAL FEATURES:**

Here are some essential features that a well-designed community center should include:

#### **1. “MULTIPURPOSE SPACES”:**

- “Meeting Rooms”: Versatile rooms for community gatherings, workshops, and events.
- “Banquet Halls”: Large spaces suitable for celebrations, weddings, and other special occasions.
- “Classrooms”: Areas for educational programs, classes, and skill-building workshops.

#### **2. “FITNESS FACILITIES”:**

- “Wellness Center”: Equipped with exercise machines, free weights, and space for stretching.
- “Group Exercise Rooms”: Ideal for fitness classes, yoga, and aerobics.

### 3. “RECREATIONAL AMENITIES”:

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- “Sports Courts”: Basketball, volleyball, or other needed courts.
- “Game Rooms”: Pool tables, ping pong, and other recreational games.

### 4. “SOCIAL SPACES”:

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- “Lounge Areas”: Comfortable seating for casual conversations and relaxation.
- “Interior Cafeteria or Coffee Shop”: A place for residents to grab a snack or enjoy a cup of coffee.

### 5. “EDUCATIONAL RESOURCES”:

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- “Library”: A quiet area with books, magazines, and computers.
- “Computer Lab”: Access to the internet and basic computer skills training.
- “Workshops and Classes”: Offer educational sessions on various topics.

### 6. “CHILD-FRIENDLY FEATURES”:

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- “Child Watch Area”: A supervised space where parents can leave their children during workouts or meetings.
- “Playroom or Playground”: Safe play areas for kids.

### 7. “ACCESSIBILITY AND INCLUSIVITY”:

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- “Elevators and Ramps”: Ensure the center is accessible to all residents, including those with mobility challenges.
- “Restrooms”: Promote functionality and comfort.

### 8. “COMMUNITY EVENTS AND PROGRAMS”:

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- “Performing Arts Theatre”: Host cultural performances, plays, and concerts.
- “Art Studios”: Encourage creativity through painting, pottery, or other art forms.
- “Lecture Halls”: Suitable for guest speakers, seminars, and educational talks.

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## “B. Picnic Area”

### WHY A PICNIC AREA IN JOUN?

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The plan is to develop a Joun Picnic Area within Joun community to provide several valuable benefits:



### SOCIAL INTERACTION AND BONDING:

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- Joun Picnic Area shall serve as gathering spots where residents and their guests can connect, relax, and share meals.
- Families, friends, and neighbors come together, fostering a sense of community.

### OUTDOOR RECREATION AND RELAXATION:

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- Joun Residents can enjoy nature while having picnics, playing games, or simply unwinding.
- Fresh air, greenery, and sunshine contribute to overall well-being.

### AFFORDABLE ENTERTAINMENT:

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- Joun Picnic Area shall be a budget-friendly alternative to expensive outings.
- Families can create memorable experiences without spending much.

### HEALTH BENEFITS:

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- Being outdoors encourages physical activity, whether it's playing walking, or cycling.
- Mental health improves as Joun residents escape daily stressors and enjoy a peaceful environment.

### COMMUNITY EVENTS AND CELEBRATIONS:

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- Joun Picnic Area can host festivals, concerts, and cultural events.
- Birthdays, anniversaries, and community gatherings find a welcoming space.

### EDUCATIONAL OPPORTUNITIES:

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- Schools and community organizations from Joun and the neighboring towns could also use the picnic area for outdoor learning.
- Children can explore nature, learn about ecosystems, and appreciate the environment.

To Note: The main objective of Joun Picnic Area is to enrich community life in Joun, promote well-being, and encourage connections among all Joun residents.

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## **“C. A community Park”**

The park could be adjacent to the Picnic area. It will be a green oasis for relaxation, recreation, and community events:

- “Walking Paths”: Create winding paths through lawns and flower beds.
- “Playgrounds”: Install age-appropriate play equipment.
- “Amphitheater”: Consider a small outdoor performance space for concerts or theater.

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## **“D. Cafe - Restaurant”**

Also within the recreation area could be a cafe restaurant. This Café-Resto will be a cozy spot for Joun residents to unwind and connect:

- “Ambiance”: The design should reflect a warm and inviting interior with comfortable seating.
- “Local Flavors”: The Café would source ingredients locally from Joun or surrounding towns to support nearby businesses.
- “Outdoor Seating”: The set up tables would be on a patio overlooking the recreation area.

Here are some essential features to consider:

### **1. “INTERIOR LAYOUT AND AMBIANCE”:**

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- “Seating Areas”: Arrange comfortable seating for guests, including tables, chairs, and booths. Consider different zones for solo diners, couples, and groups.
- “Lighting”: Use a mix of natural light, pendant lights, and ambient fixtures to create a cozy and welcoming atmosphere.
- “Decor”: Incorporate elements that reflect the cafe's theme or concept. Artwork, plants, and decorative accents add character.

### **2. “SERVICE AND ORDERING STATIONS”:**

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- “Counter”: Set up a central counter where customers can place orders.
- “Display Cases”: Showcase pastries, desserts, and other menu items.
- “POS System”: Install a point-of-sale system for efficient transactions.

### 3. “KITCHEN AND FOOD PREPARATION AREA”:

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- “Open Kitchen”: If feasible, allow customers to see food preparation. Transparency enhances the dining experience.
- “Storage”: Designate space for dry storage, refrigerators, and freezers.
- “Prep Stations”: Organize workstations for food prep, baking, and coffee brewing.

### 4. “MENU DISPLAY AND SIGNAGE”:

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- “Menu Boards”: Display the menu prominently. Consider chalkboards, digital screens, or printed menus.
- “Exterior Signage”: Ensure clear signage visible from the town streets to attract passersby.

### 5. “COFFEE AND BEVERAGE STATIONS”:

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- “Espresso Machines”: Place these at the counter for baristas to prepare coffee drinks.
- “Beverage Dispensers”: Set up stations for self-serve water, tea, and other beverages.

### 6. “RESTROOMS”:

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- Provide clean and accessible restrooms for customers.

### 7. “OUTDOOR SEATING “:

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- Tables can enhance the cafe's appeal, especially in pleasant weather.

### 8. “SAFETY”:

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- “Fire Safety”: Install fire extinguishers, smoke detectors, and emergency exits.

### 9. “STORAGE AND BACK-OF-HOUSE AREA”:

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- “Storage Room”: Keep supplies, cleaning materials, and extra inventory.
- “Employee Break Room”: Provide a space for staff to rest and eat.

### 10. “WI-FI AND ELECTRICAL OUTLETS”:

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- Offer free Wi-Fi for customers who want to work or browse.
- Install ample electrical outlets for charging devices.

To Note: Each cafe restaurant is unique, so the Municipality can adapt these features as needed.

# CONCEPT NOTE: PROPOSAL TO ESTABLISH A COMMUNITY SWIMMING POOL OR CLUB

## WHY A PUBLIC SWIMMING POOL FOR JOUN?

Joun Public Swimming Pool Club shall offer numerous benefits to Joun community:

### FOSTERING COMMUNITY:

Joun Public Swimming Pool shall serve as more than just places to cool off on hot summer days. We intend it to become vibrant social hubs, encouraging socialization for adults, teens, and kids. Community events like barbecues and block parties could take place there, creating lasting connections and a sense of belonging.

### FITNESS OPPORTUNITIES:

Joun families can prioritize their fitness goals by using the pool. Swimming is a low-impact exercise that benefits cardiovascular health, muscular strength, and endurance. It also promotes relaxation and mental well-being.

### ENHANCING PUBLIC SAFETY:

The pool shall empower individuals with essential lifesaving skills through swimming lessons and water safety courses. Well-trained lifeguards shall be on-site to prevent accidents and respond promptly in emergencies, making the pool a crucial community resource.

### CAREER AND VOLUNTEER OPPORTUNITIES:

The pool in Joun shall offer abundant jobs or career paths, including roles such as lifeguards, pool maintenance technicians, swim instructors, and aquatic managers/directors.

In summary, Joun Public Swimming Pool Club goes beyond recreation—it shall foster community, promote fitness, enhance safety, and provide valuable opportunities for personal and professional growth.

## Essential Features:

The community swimming pool or Club would offer both recreation and fitness opportunities:

- “Recreational Area”: The design should reflect a family-friendly pool with shallow and deep sections.
- “Lap Lanes”: A space for swimmers to exercise will be allocated.
- “Sun Deck”: A relaxing area for sunbathing will be created.

## HERE ARE SOME ESSENTIAL FEATURES TO CONSIDER:

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### 1. “Comfortable Seating”:

- Strategically place benches, chairs, and loungers throughout the pool area. Fixed benches and movable loungers allow people to sit either in the shade or under the sun.

### 2. “Shade”:

- After enjoying the sun, having some shade is appreciated. Consider installing a cute gazebo or a larger pavilion where visitors can relax while still being close to the pool<sup>1</sup>.

### 3. “Attractive Trash Receptacles”:

- As more people spend time at the pool, the need for trash receptacles increases. Place several attractive bins around the perimeter to encourage visitors to clean up after themselves.

### 4. “Fun Elements”:

- “Pool Slide”: Keep energetic kids entertained for hours with a pool slide. They also attract visitors of all age groups.

- “Splash Pad”: Consider a separate water play area for younger kids who haven't yet learned to swim. Parents can watch their children play safely<sup>1</sup>.

### 5. “Multi-use Amenities”:

- “Grills”: Install one or more grills near the pool area. Residents can enjoy family cookouts without traveling far.

- “Gas Fire Pit”: Create a cozy gathering spot where community members can socialize or simply enjoy the poolside ambiance.

To Note: A community pool isn't just about swimming—it's about creating a welcoming oasis where people can relax, socialize, and enjoy the outdoors together

# CONCEPT NOTE: PROPOSAL TO ESTABLISH AN AWALI RIVERSIDE CABINS RESORT

## **Introduction:**

Nowadays, people in Lebanon as it is the case elsewhere are increasing their interest in Bungalows and Cabins retreats vacations and lifestyle in order to escape from stressful and busy city life and live more peaceful moments.

For this reason, the demand for such quiet and peaceful accommodations that offer the opportunity to get closer to nature is increasing. The number of these accommodations is increasing day by day. The internet in Lebanon features a great number of ads in this regard.

Accordingly: The Municipality of Joun may be interested in developing (for Example) Cabins on the coast of the Awali River', to be suitable for the popular vacation lifestyle that many are seeking.

In brief: The Municipality of Joun may consider such a project in order to benefit from the lush shores of the beautiful Awali River by developing (or seasonally installing) tiny cabins for rent hidden within superb Awali river Valley.

The project shall create a unique experience to all guests. It will offer tranquil beauty with many fantastic sceneries, water adventures and (maybe) potential wildlife encounters.

The cabins along the river will provide a unique experience for tourists, residents and visitors alike.

## **Cabins Design Guidelines:**

- "Sustainable Design": Incorporate eco-friendly features such as solar panels, rainwater harvesting, and energy-efficient materials.
- "Scenic Views": Orient the cabins to maximize the Awali river views.
- "Comfortable Interiors": Furnish the cabins with cozy furniture and modern amenities.

## Some features and considerations

Here are some features and considerations to include in such a project:

### 1. "SITE PLANNING AND LAYOUT":

- "Positioning": Arrange the cabins to maximize river views and privacy. Consider the orientation of each cabin to capture sunlight and minimize shadows.
- "Pathways": Create well-defined pathways connecting the cabins, common areas, and riverfront. Use natural materials like gravel or wood chips.
- "Group vs. Individual Cabins": Decide whether the cabins will be clustered together or spread out along the riverbank.

### 2. "COMMON AMENITIES":

- "Fire Pit Area": Design a communal fire pit where guests can gather in the evenings. Provide seating and perhaps a supply of firewood.
- "Small Riverside Picnic Areas": Set up picnic tables, benches, and barbecue grills for outdoor dining.
- "Nature Trails": Create walking paths through the area, allowing guests to explore the riverside and nearby woods.

### 3. "INDIVIDUAL CABIN FEATURES":

- "Deck or Porch": Each cabin should have a private outdoor space where guests can relax, read, or enjoy meals.
- "Large Windows": Opt for large windows facing the river to bring the outdoors inside.
- "Kitchenette": Include a small kitchenette with basic appliances (sink, microwave, mini-fridge) for convenience.
- "Cozy Interiors": Furnish the cabins with comfortable beds, seating, and rustic decor.
- "Bathroom": Ensure each cabin has a clean and functional bathroom.

### 4. "SUSTAINABLE PRACTICES":

- "Energy Efficiency": Use energy-efficient windows, insulation, and LED lighting.
- "Solar Panels": If feasible, consider solar power for electricity.

### 5. "SAFETY MEASURES":

- "Emergency Evacuation Routes": Clearly mark evacuation routes and assembly points.



- “Fire Safety”: Install smoke detectors, fire extinguishers, and emergency lighting.
- “River Safety”: Educate guests about river swimming safety.

To note: The charm of these multiple riverside cabins lies in their ability to offer both privacy and community. Each cabin should feel like a cozy retreat while still allowing guests to appreciate the natural beauty of the river.

# CONCEPT NOTE: PROPOSAL TO ESTABLISH A NETWORK OF HIKING AND TRAILS

## Why Hiking Trails in Joun?

Joun, cradled within the majestic Chouf Mountains of Lebanon, invites adventurers to explore its enchanting natural wonders. Whether you seek tranquility or exhilaration, Joun, as it is the case of most of the Chouf towns, offers a tapestry of outdoor activities that celebrate its rich heritage and breathtaking landscapes.

The town's residents, are passionate about outdoor adventure activities, and the outdoor environment, they have a respect for the environment in which they live and work, with a minimal impact sustainable use environmental policy.

### HIKING TRAILS PROMOTIONAL:

- Verdant Hills: Embark on scenic hikes through lush hillsides, where wildflowers bloom and birds serenade your journey.
  - Historical Paths: Follow ancient trails that connect villages, revealing centuries-old stories etched into the landscape.
2. Rock Climbing:
    - Chouf Crags: Scale rugged cliffs and limestone formations, challenging your agility and strength.
    - Panoramic Views: Reach summits for sweeping vistas of terraced vineyards, olive groves, and the Awali River below.
  3. Cave Exploration:
    - Hidden Depths: Delve into Joun's extensive cave systems awaiting your discovery.

## Highlights of Some Trails Points of Interest:

Several scenic spots in Joun offer breathtaking views and moments of tranquility. Here are some highlights:

## 1. OVERLOOK POINTS:

- Lookout areas with benches or platforms where hikers can pause and enjoy panoramic vistas. Consider placing interpretive signs that provide information about the surrounding landscape, flora, and fauna.

## 2. RIVER VIEWS:

- As you approach the Awali river valley, the trail may wind alongside the river. Look for spots where the river is visible through the trees or where you can step closer to the water's edge.

## 3. BRIDGES AND CREEK CROSSINGS:

- If there are any bridges or crossings along the trail, these can be scenic spots. Bridges over streams or ravines offer unique perspectives.

## 4. ROCK FORMATIONS AND CLIFFS:

- Keep an eye out for interesting rock formations, rocky outcrops, or cliffs. These natural features can be both beautiful and educational.

## 5. WILDFLOWER MEADOWS:

- During spring and summer, wildflower meadows can be stunning. Consider planting native wildflowers along the trail to enhance its beauty.

## 6. SHADED REST AREAS:

- Design rest areas with benches or picnic tables under the shade of large trees. These spots provide a peaceful place to rest and take in the surroundings.

## 7. SUNRISE OR SUNSET VIEWS:

- If any part of the trail faces east or west, it could offer spectacular sunrise or sunset views. Consider creating a designated viewpoint for this purpose.

## 8. SCENIC BRIDGES:

- If there are bridges over the river or smaller streams, they can be picturesque spots. Add railing designs or decorative elements to enhance their aesthetics.

## 9. WILDLIFE OBSERVATION POINTS:

- Identify areas where wildlife is commonly seen. Birdwatchers, in particular, will appreciate spots with good visibility.

## 10. HISTORICAL OR CULTURAL SITES:

- If there are any historical markers, old structures, or cultural points of interest along the trail, highlight them. These add depth to the experience.

# CONCEPT NOTE: TOURISM STRATEGY FOR JOUN

Attracting tourists to Joun involves a strategic approach that highlights the town's unique features and engages visitors.

Here are some tailored strategies:

## 1. Leverage Local Attractions:

- Deir el-Moukhalles Monastery: Promote this historic Greek Catholic monastery founded in 1711. Highlight its beautiful old church, collection of icons, and religious artifacts<sup>1</sup>.

- Olive Groves and Grape Vines: Showcase Joun's rich olive oil and soap production, emphasizing its agricultural heritage<sup>3</sup>.

## 2. Cultural Experiences:

- Food and Culinary Delights: Share local dishes and eateries. Describe flavor profiles and recommend must-try foods. Consider creating a culinary trail for visitors.

- Guided Tours: Offer guided walks through Joun, sharing stories about early settlers, landmarks, and hidden gems.

## 3. Natural Beauty:

- Scenic Spots: Identify picturesque locations for visitors to enjoy fresh air and capture stunning views. Provide details on the best seasons and times to explore.

- Eco-Tourism: Promote sustainable practices and eco-friendly initiatives. Encourage responsible tourism.

## 4. Collaborate with Businesses:

- Local Partnerships: Work with shops, restaurants, and artisans to create appealing vacation packages. Consider themed experiences like "Shop Local" tours or craft workshops<sup>9</sup>.

## 5. Online Presence:

- Engage on Social Media: Use hashtags like #Joun and #ExploreJoun to share personal testimonies and recommendations. Create a dedicated page for Joun to attract potential visitors<sup>5</sup>.

- Official Website: Prioritize your municipality's website. Highlight attractions, events, and practical information for tourists<sup>6</sup>.

To Note: A holistic approach that combines history, culture, nature, and community involvement will make Joun an irresistible destination!

## **Zoning requirements for recycling facilities:**

Zoning requirements for recycling facilities vary by location and are typically determined by local governments.

Here are some general considerations:

### **1. Land Use Permits:**

- All recycling facilities require land use permits from the host city or county.
- These permits ensure compliance with zoning regulations and environmental protection<sup>2</sup>.

### **2. Zoning Districts:**

- The suitability of a location depends on the zoning district.
- Small collection facilities may be permitted in commercial or designated convenience zones.
- Heavy processing facilities are usually allowed in industrial zoning districts with conditional use permits<sup>3</sup>.

### **3. Environmental Impact:**

- In California for example recycling facilities must comply with environmental regulations, such as the California Environmental Quality Act (CEQA).
- CEQA ensures that environmental impacts are assessed and mitigated<sup>2</sup>.

# CONCEPT NOTE: PROPOSAL TO ESTABLISH JOUN HEALTH CARE CENTRE (JHCC)

Access to healthcare services is critical to good health, yet residents in rural areas in Lebanon face a variety of access barriers.

Access means “the timely use of personal health services to achieve the best possible health outcomes.”.

## **Access to healthcare is important for:**

- Overall physical, social, and mental health status.
- Disease prevention.
- Detection, diagnosis, and treatment of illness.
- Quality of life.
- Avoiding preventable deaths.
- Life expectancy.

## **Two Points to take into consideration:**

Rural residents in any town in Lebanon may often encounter barriers to healthcare that limit their ability to obtain the care they need.

For instance, to have healthcare access, rural residents must also have:

- Financial means to pay for services, such as health or dental insurance that is accepted by the provider.
- Confidence that they will receive quality care.

## **Joun Health Care Centre’s Direct Services**

Ideally, Joun residents should be able to conveniently and confidently access services such as primary care, dental care, behavioral health, emergency care, and public health services. May be this will materialize in the not too far future.

These are services that Joun Health Care Centre’s staff must provide directly:

The Centre’s staff must provide diagnostic and therapeutic services commonly furnished in a physician's office.

The Centre must be able to provide the following six laboratory tests.

1. Chemical examinations of urine.
2. Hemoglobin or Hematocrit.
3. Blood sugar.
4. Examination of stool specimens for occult blood.
5. Pregnancy test.
6. Primary culturing for transmittal.

# CONCEPT NOTE: PROPOSAL TO ESTABLISH JOUN NURSING HOME

## Executive Summary

### Business Overview

Joun Nursing Home is founded by the Town of Joun. JNH specializes in providing skilled nursing care and light therapy for elderly and disabled patients. Joun Nursing Home will be a clean, comfortable, and highly capable facility that will be able to provide the highest quality of care for this special segment of the population. It will be moderately priced and will work with all types of insurance.

### Services Offered

Joun Nursing Home will provide rooms, meals, social activities, personal care, 24-hour nursing supervision and access to medical services when needed. In addition, the facility will offer interim medical care (after a hospital stay) and respite care.

### Customer Focus

Joun Nursing Home will serve the aging and disabled community of Joun. Many of the aging and disabled community has special and severe conditions that prevent them from living independently and require constant oversight and 24-hour care in a comfortable facility.

## Funding strategies for projects in joun

Funding for community projects in Joun can come from various sources.

### Here are some strategies to consider:

#### 1. Grants and Subsidies:

- National, regional, and International grants that support initiatives related to sustainability, urban development, and community well-being. Many agencies, foundations, and nonprofit organizations offer grants for specific project types.
- Grants specifically designed for eco-friendly initiatives, national historic preservation, and community development.



## **2. Public-Private Partnerships (PPPs) SEE A DETAILED PPP SECTION LATER IN THIS SECTION**

- Collaborate with private companies, developers, and investors. PPPs involve joint efforts between the public sector and private entities to fund and execute projects.
- For instance, a developer might invest in the Awali riverfront revitalization project in exchange for development rights in the area.

## **3. Crowdfunding Campaigns**

- Engage Joun residents and businesses by launching crowdfunding campaigns. Platforms like *Kickstarter*, *GoFundMe*, or local crowdfunding websites can help raise funds for specific projects.
- This of course will require highlighting the impact of each project and encourage Joun community members to contribute.

## **4. Corporate or Political Sponsorships**

- Approach local businesses or politicians for sponsorships. In exchange for financial support, businesses can receive recognition (e.g., signage, naming rights) associated with the project.
- Consider naming community spaces after sponsoring companies or political donors.

## **5. User Fees and Rentals:**

- Generate revenue by charging user fees for certain facilities (e.g., Joun Community Center, Awali River Cabins Rentals, Joun Swimming Pool Club, Joun Sports Complex, Café, Picnic Area, and even event spaces).
- Rent out public spaces for events, workshops, or local produce markets.

## **6. Lebanese Government or international organizations Community Development donations or Grants:**

- Explore programs that provide funding for Municipalities Sustainable Development projects, Social Cohesion Initiatives, infrastructure, and community development.

## **7. Local Fundraising Events:**

- Organize events like charity runs, auctions, or festivals. Proceeds can go toward specific projects.
- Engage local artists from Joun, musicians, and volunteers to participate.

To Note: A combination of funding sources may be necessary. Projects should be prioritized based on their impact, feasibility, and alignment with Joun's vision. Also important is to communicate transparently with Joun residents about funding decisions and involve them in the process.

## **Benefits and Impact of the Proposed Projects**

Highlights of Major advantages of this project:

- Social Cohesion: The Recreation Area Will Foster Connections Among Joun Community Members.
- Health and Well-Being: Access to Green Spaces, Swimming, And Recreational Activities Promotes Physical and Mental Health.
- Economic Boost: The Cafe Restaurant, Cabins, and Community Center Can Contribute to Local Businesses and Employment.

## **Concluding Highlights of the Vision**

Here's the summary of strategic vision highlights for the town of Joun, focusing on the years 2025 to 2035. This vision outlines key goals, strategies, and initiatives aimed at sustainable development, community engagement, economic growth, and enhanced quality of life.

# APPENDIX

## GRAPHICS VISUALS FOR JOUN OPEN SPACES



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