



PROPOSAL FOR A COMMUNITY CENTER GRANT IN THE TOWN OF JOUN, AL CHOUF, LEBANON:

A REPORT INVESTIGATING THE POSSIBILITY OF THE PROJECT

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



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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 قيادتكم 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

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EXECUTIVE SUMMARY

- A grant proposal is being made for a community center in the town of Joun, Al Chouf, Lebanon to investigate the possibility of the project.
- The importance of social cohesion in promoting interreligious dialogue and community development is emphasized.
- The proposal envisions a community center or recreational area in Joun, consisting of a community center, picnic area, community park, cafe-restaurant, and possibly a swimming pool or club.
- The community center aims to unite the Joun community, offer volunteer opportunities, support community projects, promote health and wellness, and enhance property values.
- The picnic area will encourage social interaction, outdoor recreation, affordable entertainment, and health benefits.
- The community park will feature walking paths, playgrounds, and an amphitheater.
- The cafe-restaurant will provide a comfortable ambiance, quality service, a variety of menu offerings, and marketing strategies for success.
- A public swimming pool is also proposed to foster community, provide fitness opportunities, enhance public safety, and offer career and volunteer opportunities.
- The grant proposal includes a cost effectiveness study, SWOT analysis, marketing plan, capital budget, operating models, sources of funding, and a recommendation to add a business incubator for Joun.
- Examples of successful grant proposals for community revitalization projects are provided for reference.
- The document concludes with a bibliography and references.

PART ONE: BACKGROUND

WHY A COMMUNITY CENTRE:

THE IMPORTANCE OF SOCIAL COHESION

The Importance of Sustaining Social Cohesion

Interreligious Dialogue: Understanding and Engagement

Interreligious dialogue plays a vital role in fostering understanding and peace among various faith communities. It involves open and respectful exchanges between individuals or groups of different religious traditions. This process aims to build mutual respect and a deeper understanding of each other's beliefs and practices.

Historical Context of Interreligious Dialogue

Tracing its roots, interreligious dialogue has a rich historical context. Historically, religious dialogues were not always aimed at mutual understanding; often, they were attempts at conversion or theological debates. However, the modern concept of interreligious dialogue, characterized by mutual respect and understanding, emerged significantly in the 20th century.

The Second Vatican Council (1962-1965) marks a pivotal moment in Christian history, especially for the Catholic Church's approach to other faiths. The declaration 'Nostra Aetate' revolutionized the Church's stance towards non-Christian religions, urging Catholics to recognize truths in other religions and promote dialogue and collaboration.

Parallel to these developments, other religions also started engaging in dialogue. In Islam, concepts like 'Ummatan Wasatan' (a just community) and 'Taqwa' (God-consciousness) encourage Muslims to engage in respectful dialogues with people of other faiths. Similarly, in Buddhism, principles like 'Metta' (loving-kindness) and 'Karuna' (compassion) align with the ethos of interreligious dialogue.

Judaism, with its rich tradition of debate and discussion, also contributes significantly. The Talmud, a central text in Judaism, is a testament to the importance of dialogue and diverse perspectives within the Jewish tradition.

Furthermore, Hinduism, with its intrinsic pluralism, sees all religions as various paths to the same truth, a perspective that naturally encourages dialogue and acceptance.

In summary, interreligious dialogue is not a modern invention but rather an evolving concept that has been influenced by various religious traditions throughout history. It reflects a move from seeking dominance to fostering understanding and cooperation among different faith communities.

Principles and Challenges of Interreligious Dialogue

Interreligious dialogue operates on core principles such as mutual respect, openness, and empathy. These principles are crucial for a dialogue that transcends mere tolerance and fosters genuine understanding. Mutual respect acknowledges the integrity of other faiths without imposing one's beliefs. Openness involves a willingness to listen and understand different viewpoints. Empathy, a vital component, allows participants to see issues from the perspective of others.

However, this dialogue faces several challenges. One significant hurdle is the deeply ingrained prejudices and stereotypes each faith community might hold about others. Overcoming these requires not only intellectual engagement but also emotional and spiritual openness. Another challenge lies in the fear of relativism – the concern that engaging in dialogue might dilute one's faith. This fear often leads to resistance within more conservative factions of religious communities.

Moreover, power dynamics between major and minor religions can skew dialogue, where dominant religions might inadvertently impose their perspectives. Acknowledging and addressing these power imbalances is crucial for a balanced dialogue.

Interreligious Dialogue in Action

Various initiatives and organizations exemplify interreligious dialogue in action. One notable example is the 'Parliament of the World's Religions', first convened in 1893, which brought together diverse religious and spiritual leaders. This gathering demonstrated the potential of interreligious dialogue in promoting global peace and understanding.

Another significant initiative is the 'United Religions Initiative', founded in 2000, which works globally to cultivate interfaith cooperation to tackle critical issues like environmental sustainability and human rights. This initiative shows how dialogue can transcend discussions and lead to collaborative action.

In local communities, interfaith dialogues often take the form of shared worship spaces, interfaith marriages, and cooperative social service projects. These activities not only encourage dialogue but also create tangible impacts in communities.

Educational institutions also play a crucial role in promoting interreligious understanding. Many universities now offer courses and programs dedicated to the study of different religions, aiming to educate students about religious diversity and foster a spirit of tolerance and understanding.

Additionally, the digital age has opened new frontiers for interreligious dialogue. Online platforms facilitate conversations between people from different parts of the world, enabling a global exchange of ideas and beliefs.

These actions demonstrate that interreligious dialogue is not just a theoretical concept but a practical tool for building bridges between diverse faith communities. By moving beyond the confines of academic discussions and into real-world applications, interreligious dialogue becomes a powerful force for promoting peace, understanding, and cooperative action in a diverse world.

The Role of Leadership in Interreligious Dialogue

Leadership plays a pivotal role in shaping and advancing interreligious dialogue. Religious leaders, due to their influence and authority within their communities, are uniquely positioned to foster an environment conducive to dialogue and understanding. Their endorsement and active participation in interreligious initiatives can significantly impact the attitudes of their followers towards other faiths.

An important aspect of leadership in this context is the willingness to engage in self-criticism and reflection. Leaders must be open to examining their own traditions critically, acknowledging both strengths and shortcomings. This honesty paves the way for more genuine and productive dialogues.

Another key role of leadership is in educating and preparing their communities for dialogue. This involves promoting teachings and principles within their own traditions that support interfaith understanding. For instance, emphasizing the common values shared across religions, such as compassion, peace, and justice, can help build a common ground for dialogue.

Leaders also need to be proactive in addressing and dispelling misconceptions and stereotypes about other faiths. By providing accurate information and encouraging their communities to seek knowledge, leaders can combat ignorance, a major barrier to effective dialogue.

Moreover, religious leaders often have the moral authority to advocate for the rights and dignity of other religious communities, especially those that are minority or marginalized. Such advocacy not only fosters interreligious solidarity but also demonstrates the practical implications of dialogue in promoting social justice and human rights.

In addition to formal religious leaders, lay leaders and community influencers also play a crucial role. Their ability to organize grassroots initiatives and local dialogues brings the principles of interreligious dialogue to the everyday life of

the community. These local efforts, though smaller in scale, are critical in building the foundation for broader, [global interreligious understanding](#).

Furthermore, in an increasingly interconnected and digital world, leadership in interreligious dialogue also extends to online platforms. Leaders can use these platforms to reach a wider audience, share positive messages of interfaith harmony, and counteract the spread of religious misinformation and hate speech.

Effective leadership in interreligious dialogue, therefore, involves a multifaceted approach. It requires not only theological openness but also a commitment to educating and mobilizing communities, advocating for social justice, and utilizing modern platforms to promote peace and understanding among different faiths.

Interfaith Dialogue and Youth Engagement

Engaging youth in interreligious dialogue is crucial for fostering long-term understanding and cooperation between different faith communities. Young people, often more open and adaptable to change, can bring fresh perspectives and energy to interfaith initiatives.

Youth engagement in interreligious dialogue involves creating platforms where young individuals from diverse religious backgrounds can interact, share experiences, and discuss their beliefs. These interactions can take various forms, including interfaith workshops, joint community service projects, and educational programs.

One effective approach is integrating interreligious dialogue into educational curriculums. Schools and universities can play a pivotal role by including courses on world religions, interfaith relations, and cultural diversity. Such education not only informs students about different beliefs but also encourages empathy and respect for diversity from a young age.

Furthermore, youth-led interfaith organizations and forums provide opportunities for young people to take leadership roles in promoting dialogue and understanding. These organizations can organize events, lead social media campaigns, and engage in community outreach, making interfaith dialogue more relatable and accessible to a younger audience.

Additionally, leveraging technology and social media is essential in engaging youth. Digital platforms can facilitate global connections, allowing young people to participate in virtual interreligious dialogues and collaborations, transcending geographical boundaries.

Interreligious Dialogue in Conflict Resolution

Interreligious dialogue plays a significant role in conflict resolution, especially in regions where religious differences contribute to tensions and conflicts. In such contexts, dialogue becomes a tool not only for understanding but also for peacebuilding and reconciliation.

Religious leaders and communities can use interfaith dialogue to mediate and resolve conflicts. By bringing conflicting parties together to [discuss grievances](#) and misunderstandings in a respectful environment, interreligious dialogue can help break down barriers and build trust.

One effective method in conflict resolution is the use of interfaith peacebuilding initiatives. These initiatives often involve joint efforts by religious leaders and communities from conflicting sides to promote messages of peace and solidarity. Such collaborative actions can have a powerful impact on reducing tensions and fostering a culture of coexistence.

Moreover, interreligious dialogue in conflict areas often involves addressing not only theological differences but also social, economic, and political issues that underlie the conflict. Engaging in dialogue helps to understand the broader context of the conflict and find holistic solutions that address both the immediate and root causes.

In summary, interreligious dialogue in conflict resolution emphasizes the need for a comprehensive approach that combines theological engagement with practical action. By doing so, it becomes an effective mechanism for promoting peace and reconciliation in conflict-ridden areas.

The Future of Interreligious Dialogue

As the world becomes increasingly interconnected, the future of interreligious dialogue holds significant promise for promoting global harmony and understanding. Technological advancements and the growing influence of social media have the potential to expand the reach and impact of interreligious conversations, engaging a wider and more diverse audience.

The future of interreligious dialogue also involves a deeper integration with global issues such as climate change, poverty, and human rights. As these challenges transcend religious boundaries, they provide a common ground for faith communities to collaborate and address them collectively.

There is also a growing recognition of the need to include more diverse voices in interreligious dialogue, particularly those from marginalized and indigenous

communities. Their unique perspectives and wisdom can enrich the dialogue and provide insights into sustainable living and coexistence.

Furthermore, the evolution of interreligious dialogue will likely see an increasing emphasis on practical outcomes and actions. Moving beyond theoretical discussions, future dialogues will focus more on collaborative projects and initiatives that have tangible impacts on communities and the world.

Interreligious dialogue is an evolving field that holds immense potential for fostering peace, understanding, and cooperation among various faith communities. Its importance in today's globalized world cannot be overstated, as it addresses not only theological differences but also broader social, economic, and environmental issues.

Summary: The future of interreligious dialogue is promising, with opportunities for wider engagement, deeper integration with global challenges, and a focus on practical outcomes. As humanity faces complex issues that transcend national and religious boundaries, interreligious dialogue will continue to be a crucial tool in building a more harmonious and sustainable world.

Designing and facilitating an interfaith Dialogue In Lebanese Communities

Promoting interfaith dialogue in Lebanese villages is essential for fostering understanding, building bridges, and nurturing peaceful coexistence among diverse religious communities.

Let's explore some practical tips to facilitate meaningful interfaith dialogues:

1. Know Your Participants and Their Context:

- **Before designing any dialogue, understand who will be attending. Consider factors like age, gender, social identities, and levels of experience with dialogue. This knowledge helps create a comfortable space relevant to participants' life experiences¹.**
- **Why? When participants feel seen and understood, they are more likely to engage openly.**

2. Have a Clear Purpose:

- **Define the purpose of your dialogue. What community needs or burning issues led you to organize this interfaith conversation? Align your goals with what the community wants.**
- **Examples of Purpose:**
 - **Creating a space for people to meet and learn about each**

other.

- **Addressing specific community challenges (e.g., environmental activities, welcoming newcomers, raising awareness on social issues) from an interfaith perspective¹.**

3. Work with Local Facilitators:

- **Collaborate with facilitators who understand the community context. Their familiarity builds trust with participants.**
- **Why Local Facilitators? They bring cultural sensitivity, contextual knowledge, and existing relationships to the table. Trust between facilitators is crucial for handling challenges effectively¹.**

4. Ensure the Presence of Minority Groups:

- **Invite representatives from diverse religious backgrounds. Consider who might be missing and actively include them.**
- **Why Minority Groups? Their perspectives enrich discussions and promote inclusivity. Every voice matters in interfaith dialogue¹.**

5. Inclusivity Matters:

- **Make your dialogue as inclusive as possible. Encourage participation from all religious communities, regardless of size or prominence.**
- **How? Avoid unintentional biases or exclusions. Create an environment where everyone feels valued and heard¹.**

6. Set Up a Safe Space:

- **Physical and emotional safety is crucial. Ensure respectful communication, active listening, and empathy.**
- **Safe Space Elements:**
 - **Ground rules: Establish guidelines for respectful behavior.**
 - **Neutral venue: Choose a location that doesn't favor any particular group.**
 - **Facilitator's role: Address any conflicts promptly and constructively¹.**

7. Understand Different Types of Interfaith Dialogue:

- **Exploratory Dialogue: Participants share beliefs and practices without seeking agreement.**
- **Problem-Solving Dialogue: Focuses on addressing specific issues collaboratively.**
- **Theological Dialogue: Explores theological differences and commonalities.**
- **Social Action Dialogue: Aims to work together on shared community challenges.**
- **Why Understand Types? Tailor your approach based on the dialogue's purpose¹.**

8. Context Matters:

- Consider local history, recent events, and cultural nuances. Adapt your dialogue accordingly.
- Why Contextual Awareness? It ensures relevance and avoids insensitive topics¹.

•

Summary: Interfaith dialogue is not about converting others—it’s about understanding, empathy, and finding common ground. By implementing these tips, you can create spaces where diverse religious communities come together, learn, and grow.

Social cohesion is a critical aspect of community development

Social cohesion is a critical aspect of community development, especially in regions like the Chouf, Lebanon.

Let’s explore this topic further

1. Conflict Analysis Report for Chouf, Lebanon:

- In 2017, the United Nations Development Programme (UNDP) published a Conflict Analysis Report that sheds light on the dynamics in the Chouf region¹. Here are some key points:
 - **Demography:** Understanding the local population composition is essential. The report highlights the stabilizing impact of limited electoral utility based on sectarian mobilization.
 - **Political Actors:** Various political parties play a role. Interestingly, convergence of interests among these actors contributes to stability.
 - **Local Notables:** The conflict mitigation role of local notables—respected figures within the community—is crucial.
 - **Refugees and Host Population:** The report emphasizes the similarity in background between incoming Syrian refugees and the local host population, which can influence social cohesion.

2. Social Protection and Cohesion:

- Amid Lebanon’s multifaceted crisis, understanding how social protection contributes to social cohesion is vital. The country faces challenges in providing basic services and maintaining peace².
- Social protection mechanisms can help bridge gaps, reduce inequalities, and foster a sense of solidarity within communities.

3. Inclusive Local Governance and Social Cohesion:

- Initiatives like the Lebanon Inclusive Local Governance and Social Cohesion project aim to bring together representatives from municipalities, civil society, and local inhabitants. Their goal? Identifying socio-economic needs and promoting inclusive governance. By involving diverse stakeholders, they ensure economic, social, and political representation³.

4. Research Landscape on Social Cohesion:

- Researchers have explored matters of social cohesion in urban settings in Lebanon and Jordan. Understanding drivers of social tensions is crucial for effective interventions⁴.

Role of Local Governance in Social Cohesion

The Lebanon Inclusive Local Governance and Social Cohesion project

The Lebanon Inclusive Local Governance and Social Cohesion project is a commendable initiative spearheaded by the Berghof Foundation. Let's delve into the details:

1. Project Overview:

- **Objective:** The project aims to empower communities in Lebanon to address local challenges by fostering inclusive governance and enhancing social cohesion.
- **Timeframe:** The project runs from 2024 to 2024, which is particularly crucial given Lebanon's deepening economic crisis and weakened state institutions.

2. Approach:

- **Participatory Planning and Decision-Making:** The Berghof Foundation brings together representatives from 25 municipalities across Lebanon. These representatives include government officials, civil society actors, and local inhabitants.
- **Local Committees:** In each municipality, local committees are formed. These committees are diverse, ensuring representation from various stakeholders—economic, social, and political.
- **Identifying Socio-Economic Needs:** Through collaborative efforts, the project focuses on identifying socio-economic needs at the local level. By involving those directly impacted, they aim to create targeted solutions.
- **Trust and Cohesion:** The project seeks to enhance trust and

cohesion within communities. When people feel heard and included, they are more likely to engage positively in local initiatives.

- **Empowering Communities:** Ultimately, the goal is to empower communities to address their own challenges. This involves capacity-building, transparent communication, and confidence in local governance structures.

3. Why It Matters:

- **Amid crisis and uncertainty,** initiatives like this play a critical role. By strengthening local governance and promoting social cohesion, Lebanon can build a more stable and peaceful future.
- **Vertical Social Cohesion:** The project contributes to what we call vertical social cohesion—a sense of unity and shared purpose that extends from the local level to the national level.

4. Project Leads:

- **Joelle Assaf, the Senior Project Manager,** is at the forefront of this effort. Her dedication and expertise drive the project's success.
- **For media inquiries,** you can reach out to Florian Lüdtkke, the Media and Communications Manager.

In summary, the Lebanon Inclusive Local Governance project exemplifies how collaboration, inclusivity, and community engagement can make a tangible difference. By empowering local voices, it paves the way for a stronger, more resilient Lebanon.

Strategies to support and strengthen this vital fabric in the villages in Lebanon

Sustaining the presence of Christians in their villages in Lebanon is indeed a crucial endeavor. Lebanon, with its rich history and diverse communities, has long been a model of religious coexistence. However, like delicate threads woven into a tapestry, the Christian presence faces challenges that require thoughtful attention.

Let's explore some strategies to support and strengthen this vital fabric:

1. Promoting Social Cohesion:

- **Unity in Diversity:** Lebanon's strength lies in its mosaic of religious and ethnic groups. Encouraging dialogue, understanding, and shared values across communities—whether through interfaith initiatives, cultural events, or joint projects—can foster social cohesion.
- **Local Initiatives:** Village-level programs that bring people together—regardless of religious background—can build trust and

understanding. Think community festivals, sports events, or cooperative ventures.

2. Preserving Cultural Heritage:

- **Heritage Sites:** Many Lebanese villages have ancient churches, monasteries, and historical landmarks. These sites are not only sacred but also contribute to the local identity. Efforts to restore and maintain them can strengthen the bond between Christians and their villages.
- **Traditional Practices:** Celebrating Christian feasts, rituals, and traditions helps keep cultural heritage alive. Whether it's a village procession, a traditional meal, or storytelling, these practices connect generations and reinforce a sense of belonging.

3. Economic Opportunities:

- **Local Businesses:** Encouraging entrepreneurship among Christians can create economic stability. Supporting local businesses—whether owned by Christians or not—boosts the entire community.
- **Skills Development:** Training programs in vocational skills, technology, and sustainable agriculture can empower villagers. When people have viable livelihoods, they are more likely to stay and invest in their communities.

4. Education and Healthcare:

- **Quality Education:** Christian schools have played a significant role in Lebanon's history. Ensuring access to quality education—regardless of religious affiliation—helps retain families in villages.
- **Health Services:** Christian-run hospitals and clinics serve both Christians and non-Christians. These institutions are essential for the well-being of the entire community.

5. Advocacy and Political Engagement:

- **Active Citizenship:** Encouraging Christians to participate in local governance and decision-making processes strengthens their voice. When they actively engage in shaping policies, they contribute to the well-being of their villages.
- **Advocate for Rights:** Advocacy efforts should address any discriminatory practices or policies that affect Christians. This includes land ownership, employment opportunities, and representation.

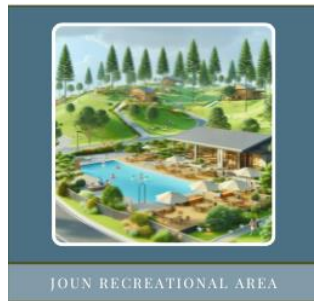
6. Addressing Demographic Shifts:

- **Emigration Challenges:** The allure of better opportunities abroad often leads to emigration. Efforts to create local jobs, improve infrastructure, and enhance living conditions can mitigate this trend.

PART TWO: THE VISION

A PROPOSAL FOR A COMMUNITY CENTER IN THE TOWN OF JOUN

PROPOSAL FOR A COMMUNITY CENTRE OR 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.

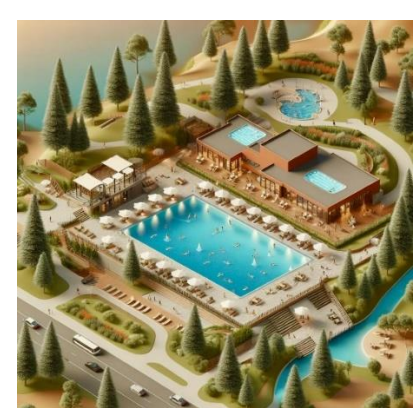
Let us break down each component of the project:

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.

Below: Outdoor landscaping for a recreation area with picnic area, swimming pool, café, community center on a hill with pine trees and park



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.

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. More details later.

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:

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

4. Social Spaces:

- 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:

- 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:

- 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:

- 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:

- 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.

The Centre will offer various benefits:

1. Unites Joun Community:

- It shall provide a place for residents to connect, socialize, and engage with one another.
- Regardless of age, background, or interests, Joun Community Centre shall foster a sense of belonging.

2. Volunteer Opportunities:

- Joun Community Centre shall offer chances to volunteer, contributing to the well-being of the town of Joun.
- Volunteers can gain skills, build confidence, and enhance their employability.

3. Supports Community Projects:

- Joun residents can collaborate on community initiatives, such as clean-ups or gardening projects.
- These efforts improve the town's aesthetics and create a sense of pride.

4. Promotes Health and Wellness:

- Joun Community Centre could also host fitness classes, wellness programs, and recreational activities.
- It shall encourage physical activity and overall well-being.

5. Enhances Property Values:

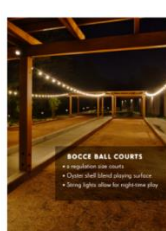
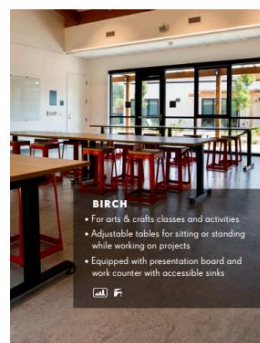
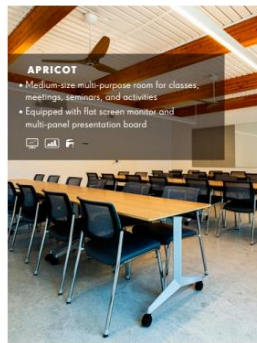
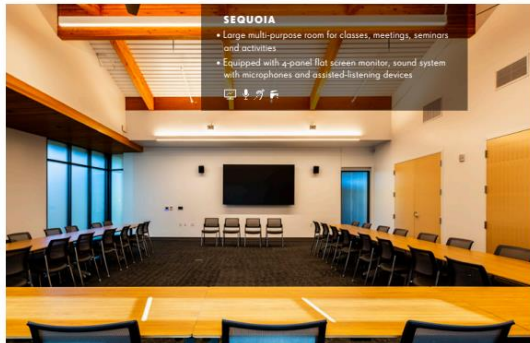
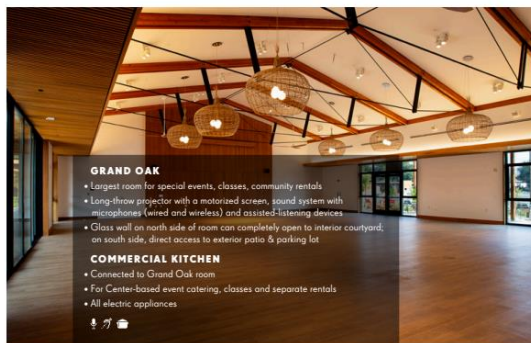
- A vibrant community center positively impacts property values in the area.
- It reflects a thriving neighborhood and attracts potential residents.

In summary Joun Community Centre shall play a crucial role in fostering connections, well-being, and community development in Joun.

To Note: that the design and amenities of the community center in Joun should be based on the specific needs and preferences of the residents. Creating a

welcoming and functional space fosters a sense of community and strengthens neighborhood bonds.

Community Centre Example Below



B. Picnic Area



Why a Picnic Area in Joun?

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

Social Interaction and Bonding:

- 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:

- 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:

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

Health Benefits:

- 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:

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

Educational Opportunities:

- 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.

Description of the Picnic Area:

The Municipality of the town of Joun could intend to design a serene picnic area where families and friends can enjoy meals surrounded by nature and the scenic view of both river and sea:

- Shaded Spots: Install picnic tables and benches under trees or pergolas.
- Landscaping: Enhance the ambiance with well-maintained greenery.
- Play Area: Consider adding a small playground for children.

Here are some essential features to consider:

1. Picnic Tables and Benches:

- Picnic Tables: Install multiple picnic tables under a pavilion or shade structure. These provide a comfortable place for people to dine, enjoy meals, and socialize.

- Benches: Alongside picnic tables, consider adding benches throughout the area. They offer additional seating for relaxation and conversation.

2. Shade Structures:

- Pavilions or Gazebos: Provide shaded areas where visitors can escape the sun. Picnic tables placed under these structures allow people to enjoy their meals comfortably even on hot days.

- Umbrellas: If pavilions aren't feasible, consider using large umbrellas to create smaller shaded spots.

3. Trash Receptacles:

- Place strategically located trash bins to encourage proper waste disposal. Keeping the picnic area clean enhances the overall experience.

4. Grills or Barbecue Stations:

- If allowed, install charcoal or gas grills for visitors who want to cook their own meals. Barbecue stations can add a fun element to picnics.

5. Access to Restrooms:

- Portable toilets if needed. Multiple units, including accessible options, should be available. Regular cleaning ensures hygiene and convenience for visitors.

To Note: A well-designed picnic area encourages people to spend quality time outdoors, enjoying nature and each other's company.

Example of Park and Picnic Area



Examples of picnic areas in Lebanon



Located in El-Metn in the village of Zaraaour, Swings is a campsite, picnic area, and (park) with many outdoor activities, including zip lining and archery.



Located in Mar Moussa in North Metn, this campground is not just a great place to spend a night or two but is enjoyable for a day trip with friends and family and a tasty picnic among the pine trees.



Hillhout Village is a picnic ground in Khenchara in Mount Lebanon that is great for the whole family, especially for kids, and has a comfortable area for adults

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.

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:

- **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:

- **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:

- **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:

- **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:

- **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:

- Provide clean and accessible restrooms for customers.

7. Outdoor Seating:

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

8. Safety:

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

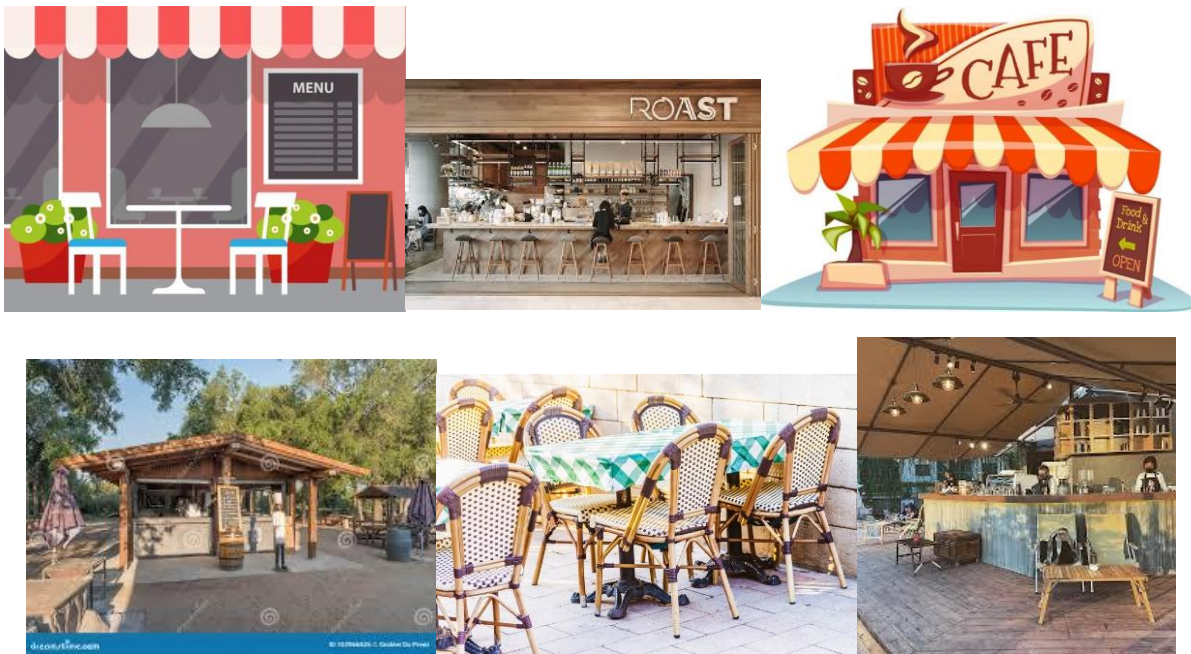
9. Storage and Back-of-House Area:

- 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:

- 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.



Description of Joun Café

Joun Cafe is a full-service home-style cafe in Joun, Al Chouf. It will be the most reliable, cost-effective, and efficient choice for individuals and families, as well as guests in Joun and the surrounding communities.

It will provide a comprehensive menu of favorite meals, snacks and desserts for any diner to utilize. The Café's full-service approach includes a comprehensive menu and seating options to suit each family, including small children.

The Cafe will be able to serve over fifty people at one time. The team of owners and staff members must be highly qualified and experienced in preparing, making and serving favorite family meals and snacks.

Customer Analysis

The Cafe will target customers throughout the Joun region who enjoy eating comfort foods, such as they may have grown up eating. These customers will be the primary source of guests at the Cafe. Secondary target customers will be those who enjoy the hometown-feel of a small cafe rather than a large or more modern establishment. Those individuals who occupy nearby towns will also be targeted by the Cafe, as well as those who own businesses in the region.

Product Offering

The following are the products and services that the Cafe would provide:

- **Exemplary service for customers.**
- **Honest, reliable relationships with vendors and suppliers.**
- **Restaurant services 24/7 hours to accommodate all residents of the area.**
- **Discounted menu pricing and expedited service for first responders.**
- **Family-friendly menu items that everyone can enjoy.**
- **Day to day management.**

Success Factors

The Cafe will be able to achieve success by offering the following competitive advantages:

- **Friendly, knowledgeable, and highly-qualified team of the Café.**
- **Comprehensive menu of meals for any time of day, including sandwiches, chicken and beef shawarma sandwiches snacks, such as French fries and desserts, along with soda fountain favorites such as sundaes, malts and milkshakes. Fatayer and Manakeesh of all sorts.**
- **It will offer a child menu and a play area for children while their parents enjoy**

their meal.

- First-time visitors to the Cafe will receive a free dessert of their choice.
- The Cafe will offer the best pricing in town.

Café's Marketing Plan

Brand & Value Proposition: The Cafe will offer the unique value proposition to its clientele:

- Highly-qualified team of skilled employees who are able to provide a delicious meal in a pleasant surrounding for the entire family.

Promotions Strategy

The promotions strategy for the Cafe is as follows:

- **Word of Mouth/Referrals**

The Cafe will build up an extensive list of contacts including guests of all ages. The personal contacts will visit the new cafe to and help spread the word of *Joun Café*.

- **Professional Associations and Networking**

The management of the Cafe, will tap into the civic organizations and trade networks to help build the cafe to its potential. The Café will become active in Joun town celebrations, as well, to help build visibility of the cafe and raise awareness of the specialty menu items.

- **Print Advertising**

The Cafe will send direct mail flyers to each home and business in the vicinity towns as well as the Chouf area. The flyer will invite everyone to participate in special discounted offers during the first month of business and offer a free dessert for each person who stops by to check out Joun's newest café.

The Pricing

The pricing of The Cafe will be moderate and below or on par with competitors so customers feel they receive excellent value when purchasing their products and services. Certain items, such as the children's menu items, will be priced at a reduced profit margin in order to facilitate larger families that want to visit and can afford to do so with the reduced prices.

The Management Team

The Cafe will be owned by the Municipality of Joun or leased. The management team will be selected based on their experience in managing and operating a similar cafe and they are highly skilled in the creation of menu items customers love, exemplary service to customers, and in their expertise in running efficient and profitable organizations.

Joun Cafe Website (Optional)

- The Cafe could build a website.
- The website will be well organized, informative, and lists all the services that The Cafe provides.
- The website will also list the contact information and list the menu and pricing, along with delivery options.
- It will engage in marketing tactics so that anytime someone types in the Google or Bing search engine Joun Cafe or cafe near me, Joun Café will be listed at the top of the search results.

Proposal to Establish a Community Swimming Pool or Club as part of the Centre



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:**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 pool¹.

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 safely¹.

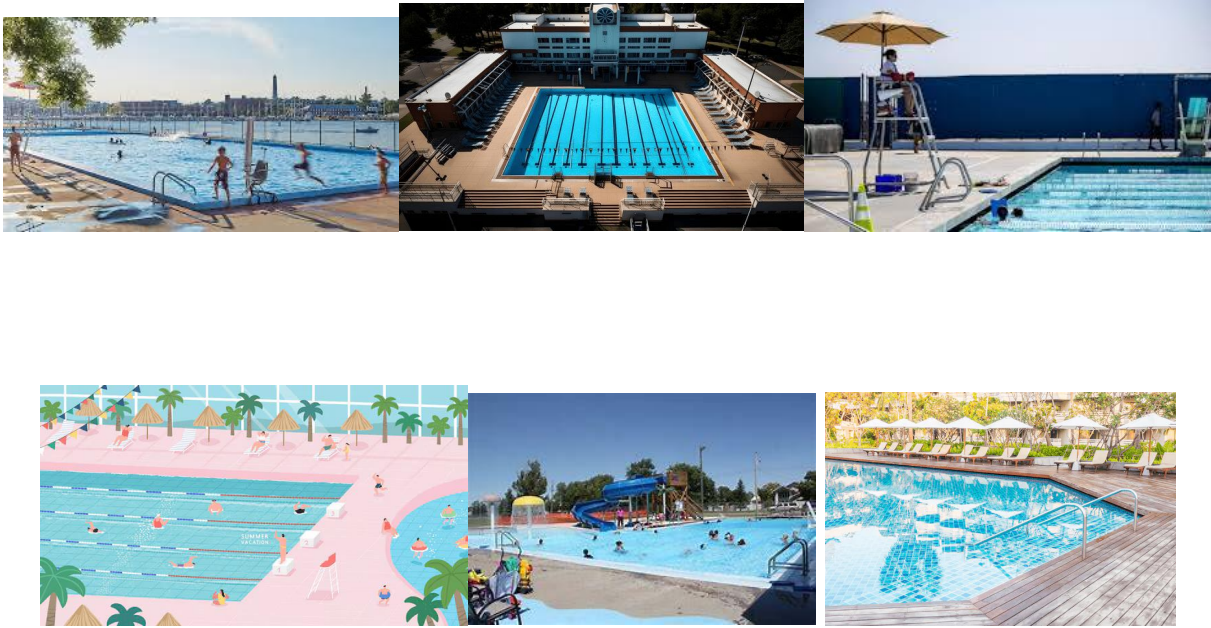
5. Multi-use Amenities:

- **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

Examples of Public Swimming Pool Clubs



Swimming Club Details:

1. Design and Layout:

- Joun Public Swimming Pool shall be well-designed and shall feature a rectangular or other shape with clear lane markings for lap swimming and racing.
- Shallow areas where people can relax, sunbathe, or dip their feet in the water.
- Bubbler fountains shall add a decorative touch, creating a soothing visual and auditory experience.

2. Amenities:

- Locker rooms: Spacious changing areas with lockers, showers, and restrooms.
- Lifeguard stations: Ensuring safety during swimming sessions.
- Grottos: Hidden caves or rock formations with waterfalls, offering a sense of adventure.

3. Water Features:

- Water curtains: Flowing down near a surface scone or statuary, creating an elegant effect.
- Integrated rock slides: Adding excitement for kids and adults alike.
- Interactive water walls: Imagine standing under a wall of water, massaging your shoulders.

4. Surroundings:

- Landscaping: Lush greenery, palm trees, and seating areas.
- Sun loungers: Comfortable chairs for sunbathing.
- Shade structures: Umbrellas or pergolas to escape the sun.

The goal is to provide a refreshing oasis for Joun residents and their guests.

PART THREE: A GRANT PROPOSAL

Cost Effectiveness Study

SWOT Analysis - Proposed Community Center Idea at The Town of Joun

Introduction

The proposed idea, when brought into reality, will be a place where residents can gather and socialize with one another, recreate and live healthier lives, and learn and grow as individuals and citizens of the Town of Joun community.

Strengths	Weaknesses
Existing spaces may not support modern technological equipment as they may require extensive remodeling to accommodate new technology_	There are spaces already in existence for what the community center will provide, which are adequate for the small population.
This will provide a modern, multi-purpose place to hold events and functions in bad weather. Spaces will be provided for different activities and purposes.	There is the need to create jobs in order to curb the negative net migration to the town and not spend money on a community center that may not be patronized.
Help improve fitness/wellness if space for a multi-purpose fitness center is included.	Fear of change already exists in the community relative to the length of time a person has lived in the community.
Library could be incorporated in the community center to create a more diverse but single destination for town residents and guests. There will also be cost-sharing advantages.	It may not be a good idea to put both library and community center under one roof due to possible noise from activities from the center; unless sound-proofing is provided for the library.
Depending on whether the town will like the idea of combining resources and having most of the public offices in one single building, this will save costs for the town.	Will require huge startup costs (in excess of several million) that may not be recovered in a long while
	Likely not financially self-sustaining

Opportunities	Threats
Create a destination for the youth to have activities after school and during weekends when there is nowhere to go (especially in winter)	Possible donor fatigue may be major road block
A place like this is desperately needed for families to participate in community activities, have fun, and learn together.	Current economic downturn in Lebanon will make it difficult for residents to accept an increase in taxes to finance the project.
It is time to take the community into the next decade with a modern facility that will help keep the population in place.	Land for the project has not been decided on. Extensive debate on site may cause public to lose interest in the entire project.
Local companies, fire services, etc. could be given spaces to adopt in order to educate population and visitors about their activities as well as organize activities and functions.	Divergent views about the form and shape of the community center could also delay implementation of the project.
Could help in building an inclusive and cooperative community.	Project could reduce visits to other Town sites if collaboration and cooperation cannot be achieved.
After-school programs are currently limited. Principals do see a need for more academically centered after-school opportunities.	Population size and recommended revenue model may not enable the center to break-even in a long while.
Check for grants if available to help fund operations (upwards of 200K)	Possible strained relationships between certain community leaders could be an obstacle to consensus-building.
The library is located in a small building and is in need of immediate expansion.	Grants require general approval.

Other Chouf or Iqlim Towns or UOMs may have \$50-100k that could be used.	It is thought that a grant will fail regardless of what it is because of the conservative income of the town residents.
---	---

Critical Factors:

1. Is there a piece of property upon which to build this center?
 - a. Yes:
 - City Park behind Library.
 - Kelly Park.
 - Other unused city or county property.

2. Is there funding available for construction without additional taxation?
 - a. No, but likely through Grants.
 - Possible Funding from International donors see later on in the document.

3. What about Construction Grants?
 - a. This is difficult to determine, but initial findings for grants with the purpose of constructing new facilities is in the negative possibility.
 - b. However, there are many grants available for covering operating expenses. See later section.

4. Is a Town bond possible to cover construction costs?
 - a. Possible, but extremely unlikely.
 - Current attitude towards an increase in town taxation is bad because of collapsed economy in Lebanon.

5. Is there support for a community center?
 - a. Yes, but needs more assessment.
 - All residents of Joun may recognize the need for such a center.
 - Long winter season in Joun create desire to exercise indoors.
 - The cold in winter is probably the biggest motivation for such a center.
 - After-school programs are popular and needed, but schools lack funding due to budget cuts. A center such as this could fill this need and benefit from or attract increased grant opportunities.
 - Including an outdoor swimming pool: some people may like the idea.

Examples of Possible Programs and Support Services Spaces

Most of these spaces should be adaptable for other purposes other than what they are tied to, except the conference rooms.

Library

- **Uses: Open for the public within special conditions and regulations**

Community Family Room and Hearth (can double as a Community Hall).

- **Uses**
 - Lobby/information and waiting area.
 - Gathering and socializing.
 - Lecture/seminars and readings.
 - Public education programs.
 - Weddings and receptions.
 - Dinners and banquets.
 - Exhibition space.
 - Art display areas.
 - Refreshment area.

Senior citizens and Adult Lounge.

- **Uses**
 - Health and wellness/educational programs.
 - Meetings and socializing.
 - Arts and crafts activities.
 - Card and board games.

Youth activity center.

- **Uses**
 - After-school and educational programs.
 - Mentoring and homework spaces.
 - Socializing and club meetings.
 - Indoor games (court-based and other games).
 - Special youth events.
 - Video and computer games.

- **Conference rooms (mining companies could be approached to adopt each and showcase their operations on the walls of these rooms, in addition to naming them. It will have modern video conferencing and other equipment. It will offer privacy and security.**
- **Uses**
 - **Business meetings.**
 - **Team-building events.**
 - **Board meetings.**

Technology Center (with computers).

- **Uses**
 - **Any technology-related activities.**

Small meeting rooms.

- **Uses**
 - **Community and neighborhood association meetings.**
 - **Homework space for students.**
 - **Other small activities space.**

Multi-purpose events room (this would be close to the kitchen).

- **Uses**
 - **Birthday and other parties.**
 - **Parent/children activities.**
 - **After-school programs.**
 - **Child watch or baby-sitting area.**

Kitchen.

- **Uses**
 - **Catering.**
 - **Nutrition classes.**
 - **Food and Beverage Stand.**

Outdoor or Indoor Recreational pool or Club (warm and cold water space) (optional).

0 **Uses**

- **Family swim.**
- **Senior exercises.**
- **Physical therapy programs.**
- **Youth and teen after-school swimming.**
- **Parent/toddler classes.**
- **Swim lessons.**

Gymnasium.

0 **Uses**

- **Fitness/cardiovascular area.**
- **Locker rooms and changing areas.**
- **Sauna and spa area (optional).**
- **Gym office.**
- **Administration offices.**
- **Restrooms.**
- **Adequate parking for vehicles.**
- **Utility/Maintenance/Janitorial space.**

•

Outdoor Spaces

The Community Center can also have some outdoor spaces, mainly for kids during good weather.

- **Swimming Pool.**
- **Picnic and Park area**
- **Playground for children.**
- **Restaurant-Café**
- **Link to the Awali Riverside in the future.**
- **Pavilions for outdoor parties with barbecue points.**

MARKETING PLAN

A marketing plan for the facility and its programs is essential. This document, when prepared, should target specific markets, programs, facilities and user

groups. It needs to be an active document that is utilized to guide all marketing efforts.

This plan should be updated yearly. Special emphasis must be placed on promoting the sale of annual passes to establish a strong revenue base. The business market should also be a major focus of the marketing effort as well.

CAPITAL BUDGET

The capital budget will include design and construction costs as well as funding for these costs.

OPERATING MODELS

Assumptions:

- The projected hours of operation of the community recreation center are as follows: Monday - Friday 6:00am to 10:00pm; Saturday - 8:00am to 8:00pm; Sunday - Noon to 8:00pm (Hours per week: 100). Hours usually vary by season (longer hours in the winter, shorter during the summer), by programming needs, use patterns and special event considerations.
- Selected facilities like the Youth Activity Center, Small meeting rooms, and Community Family Room, as well as outdoor facilities would be free of charge.
- Daily passes and/or annual memberships will provide access to gym and pool(s).
- There will be fees for facility rentals for meetings, weddings, birthday parties etc., and recreational programs.
- Fee for Town residents will be 30% higher while people from outside the Town will pay 50% more than residents of the Town.

Operational Costs

Expenses

Staffing costs are the biggest single operating expense and alternative options need to be investigated if costs are to be significantly reduced.

The use of volunteers, trading facility use for labor and other similar ideas, deserve consideration as methods to reduce staffing budgets.

Other expenses for managing the facility, operating programs, utility, building costs, long-term capital replacement needs, will be based mainly on similar facilities in Lebanon.

The total annual expense should be done after examining similar projects.

Total annual expenses should be consequently estimated.

Revenue Streams

A goal of consistently covering about 45% of operational expenses with revenues should be set though it may be difficult to achieve that.

There is little to no possibility of recovering all the operating expenses through facility revenues.

It must be realized that most of the recreation centers that have been built in the last ten years are not covering their entire operating expenses with revenues.

Maximizing revenue production should be a primary goal.

Care must be taken to make sure that a fees and charges policy is consistently followed.

No form of revenue production should be given away.

Revenue streams will mainly be from:

- **Rentals and recreational programs**
- **Daily passes and Memberships**

Other revenue can be generated from:

- **Advertising spaces within the Community Center**
- **Grants International or local especially if there are after-school programs.**
- **Equipment rentals**
- **Programs/activity fees**
- **Vending and game machines**
- **Facility hire charges**
-

	Daily Passes
Children	\$2.00
Teens	\$3.00
Adults (20 - 59)	\$5.00
Seniors (60 +)	\$3.00

	Monthly Membership Rates	Annual Membership Rates
Students (17 & younger)	\$20.00	\$220.00
Adults	\$35.00	\$385.00
Seniors (60 +)	\$20.00	\$220.00
Families	(see below)	
Couples	\$50.00	\$550.00

Families comprise: 2 adults with children 17 years and younger living in the same household. The Family rate will include the couple rate plus \$5.00 per child.

	Pass Cards
10 times	\$30.00
20 times	\$60.00

Pass cards offers an opportunity for non-members to save some money over paying daily rates. They would be based on the number of times used with no expiration.

Locker Rentals	Monthly	Annual
Single	\$10.00	\$100.00
Couple	\$15.00	\$140.00

Locker space will be limited so patrons can take advantage and secure space through monthly and annual rentals.

- The facility can charge some fees for child care for patrons while they work out or attend functions or activities.
- There can be Family Night Specials to boost patronage. Half price off daily rates could be charged for a specific period.
- The above fee amounts are adapted from the current fees charged in the Chouf area and are thus only for planning purposes.
- The Center management will have to determine a set of fees at the appropriate time.
- Fees charged for programs, activities, and classes will be according to the actual costs.

Capital costs

Cost of Construction

There are a host of variables that can drive the cost of construction, based on the kinds of functions and services offered by the Community Center.

The economy of Lebanon is also a very important factor in construction cost as well as the type of construction the Town intends to build.

In this regard Lebanese architecture and engineering companies will be a great help: Example to inquire about: median cost of construction for 2024 (USD per square meter).

The cost of construction cannot be determined now unless a cost planner or quantity surveyor has prepared a cost plan showing:

- Site survey
- Site preparation

- **Construction costs**
- **Technical systems and utilities**
- **Fixed equipment and furniture**
- **Access roads and support facilities**
- **Consultants' fees and planning costs**
- **Legal and administration costs**
- **Contingency**

Capital replacement fund

A plan for funding a capital replacement program should be developed before the center opens. The Public Works Association recommends between 2% and 4% of replacement cost be budgeted annually for capital items.

Sources of Capital Funding

- **Town Taxes**
- **Matching donations (National and International)**
- **Contributions from potential user groups**
- **Sponsorship (limited)**

About adding a Business Incubator for Joun

One of the exciting ways communities are infused with new energy is through these business incubators that are popping up around Lebanon and the Middle East area.

The idea is that there are people especially young people who are looking to start or have just started small-businesses, but need space and professional development support.

Small business start-ups would rent space within the Center to begin building their business. Surrounded by others trying to do similar projects there is an infectious energy and built in support as people try new things and gather ideas from each other.

This would include business owners, college entrepreneurship leaders, and school children and youth.

With a venture like this there needs to be an experience person leading and organizing the space and offering support to the small business leaders.

Space is provided not just for their own business needs but also to meet the need for creativity, encouragement and guidance, and feedback. In addition, this provides a practical meeting and conference space to meet with potential clients or partners.

Recommendation

The design, image and quality of the community center have a direct impact on its ability to attract and keep customers.

Based on the following factors:

- **Capital:** There must be enough capital to finance the construction of the structure and equip it.
- **Operational capital:** There is the need to have considerable budget per year to operate the facility.
- **Land:** There should be a sizeable land to put the structure on and provide enough parking spaces.
- **Support and patronage:** The community should support the running of the facility in patronage, cash, and in kind (volunteer hours).
-

It is recommended that the Town of Joun should pursue the idea of having a community center by seeking funds or grants for construction. Once this is achieved, the remaining factors may be easily satisfied.

PART THREE:

Examples of A Successful Grant Proposals

Examples of A Successful Grant Proposals for A Community Revitalization Project.

First Example: Grant Proposal for Joun Community Revitalization Project

This example gives an idea of how to structure your proposal and what content to include:

Cover Letter

Date:

To: [Donor Organization Name]

From: [Your Organization Name]

Subject: Grant Proposal for Joun Community Revitalization Project

Dear [Donor Organization Name],

We are excited to submit this proposal for your consideration. Our organization, [Your Organization Name], is committed to enhancing the quality of life in [Community Name] through sustainable development initiatives. We are seeking a grant of \$ 200,000 to implement a comprehensive community revitalization project that will benefit over 7,000 residents.

Thank you for your time and consideration.

Sincerely,

[Your Name]

[Your Title]

[Contact Information]

Executive Summary

The Joun Community Revitalization Project aims to transform [Community of Joun] by improving public spaces, enhancing safety, and promoting economic development. This project will include the renovation of a local park, the establishment of a community garden, and the installation of new street lighting. We are requesting \$ 200,000 to cover the costs of materials, labor, and community engagement activities.

Statement of Need

[The Community of Joun] has faced significant challenges, including deteriorating public spaces, safety concerns, and limited economic opportunities. This project addresses these issues by revitalizing key areas, improving safety, and fostering community engagement. The project aligns with the funder's priorities of sustainable development and community well-being.

Project Description

----- See above -----

Timeline: Example

- Month 3-6: Planning and partnership agreements.
- Month 7-12: Construction.
- Month 3-6: Finalizing establishment and community engagement activities.

Organization Background

[Your Organization Name] has been dedicated to community development since [Year]. We have successfully implemented several projects, including the renovation of public spaces and the promotion of local economic initiatives, benefiting over 0,000 residents.

Budget:

- Personnel: \$000,000
 - Project Manager: \$000,000
 - Community Outreach Coordinator: \$000,000
- Materials and Equipment: \$000,000

- **Construction: \$000,000**
- **Miscellaneous: \$000,000**
 - **Permits and Fees: \$000,000**
 - **Contingency Fund: \$000,000**

Total: \$000,000

Evaluation Plan

We will measure the project's success by tracking the number of residents using the Centre, and the level of community participation in the programs offered. Surveys and feedback forms will be used to gather data and assess the project's impact.

Sustainability Plan

The project will have a lasting impact by creating sustainable public spaces and fostering community engagement, and above all social cohesion.

We will seek additional funding and partnerships to maintain and expand the project in the future.

Attachments

- **Letters of support from community leaders.**
- **Resumes of key project staff.**
- **Proof of nonprofit status.**

This example provides a clear and concise structure that you can adapt to your specific project.

Second Example: Grant Proposal for Sustainable Urban Planning and Tourism Development in Shahim, Mount Lebanon

Cover Letter

Date:

To: [Donor Organization Name]

From: [Your Organization Name]

Subject: Grant Proposal for Sustainable Urban Planning and Tourism Development in Shahim, Mount Lebanon

Dear [Donor's Name],

We are pleased to submit this proposal for your consideration. Our project aims to enhance sustainable urban planning and boost tourism in Shahim, Mount Lebanon. We believe this initiative aligns with your mission to support community development and environmental sustainability.

Sincerely,

[Your Name]

[Your Title]

[Your Contact Information]

Executive Summary

Our project seeks to transform Shahim into a model of sustainable urban development and a vibrant tourist destination. By integrating green infrastructure, promoting local culture, and enhancing public spaces, we aim to improve the quality of life for residents and attract visitors. We request \$000,000 to implement this project over the next 18 months.

Statement of Need

Shahim faces challenges such as inadequate infrastructure, limited green spaces, and underdeveloped tourism potential. These issues hinder economic growth and community well-being. Our project addresses these challenges by creating sustainable urban solutions and promoting Shahim as a tourist destination.

Project Description

Goals and Objectives:

- **Develop green infrastructure (e.g., parks, green roofs).**
- **Promote local culture through events and festivals.**
- **Enhance public spaces with sustainable designs.**

Methods:

- **Collaborate with local authorities and experts.**
- **Conduct community workshops for input and engagement.**
- **Implement pilot projects and evaluate their impact.**

Timeline:

- **Months 1-3: Planning and community engagement.**
- **Months 4-12: Implementation of pilot projects.**
- **Months 13-18: Evaluation and scaling up successful initiatives.**

Organization Background

[Your Organization Name] has been dedicated to community development in Lebanon for over a decade. We have successfully implemented projects in urban planning, environmental sustainability, and cultural promotion. Our team comprises experts in urban planning, environmental science, and community engagement.

Budget

Item	Cost
Planning and Design	\$20,000
Implementation	\$50,000
Community Workshops	\$10,000
Evaluation	\$10,000
Contingency	\$10,000
Total	\$100,000

Evaluation Plan

We will measure success through:

- **Increased green space and improved public areas.**
- **Higher tourist visits and local business growth.**
- **Positive community feedback and engagement levels.**

Sustainability Plan

To ensure long-term sustainability, we will:

- **Seek additional funding from local and international sources.**
- **Establish partnerships with local businesses and stakeholders.**
- **Develop a maintenance plan for green infrastructure.**

Attachments

- **Letters of support from local authorities.**
- **Resumes of key project staff.**
- **Proof of nonprofit status.**

This example provides a clear and structured approach to writing a grant proposal.

Tailor each section to fit your specific project and the requirements of the donor organization.

More Examples Program Components Identification

The following building program was established to address the desired program and activity needs for a town's residents. The following list of components was developed to serve as a benchmark for possible building sizes and ultimate land acquisition recommendations.

Potential building and outdoor support components:

- **Rooms for Birthday rentals**
- **Fitness/Wellness**
- **Cardio**
- **Weight equipment**
- **Group Exercise Rooms**
- **Racquetball**
- **Functional fitness space**
- **Multi-purpose space**
- **Classrooms (2-3)**
- **Multigenerational Space**
- **Electronic sports**
- **Gathering space**
- **Meetings rooms (3 rooms that open up to fit 250 people table and chairs, separate entrance ability)**
- **Rooms for private health care provider**
- **Catering/Teaching kitchen**
- **Outdoor playground**
- **Child care (during facility use)**
- **Restrooms**
- **Office**
- **Kitchenette**
- **Pre-school**
- **After-school**
- **Lobby**
- **Climbing wall**
- **Concessions/vending**

- Staffed space
- Food storage
- Maker space if it can be done
- Connection to the outdoor
- Outdoor playgrounds
- Catering pull up
- Plazas, outdoor covered patios
- Walking trail
- Outdoor group exercise space
- Gymnasium - three courts (high school size) roll out seating or view spaces
- Basketball, volleyball, pickleball, badminton, active exercise (electronics)
- Suspended track, adventure track (possibly going outside the facility)
- Aquatics - recreational pool, instructional - design with expansion ability for competition
- Indoor turf
- Field house

Concept Development Example

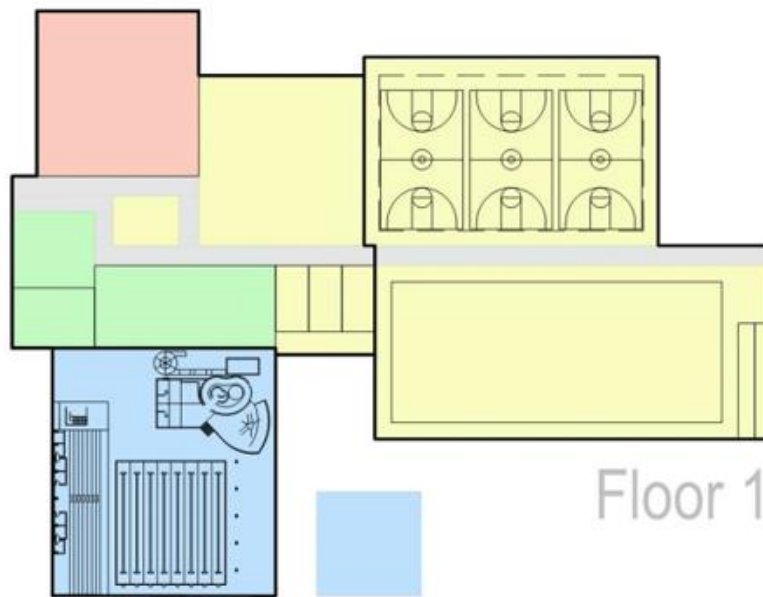
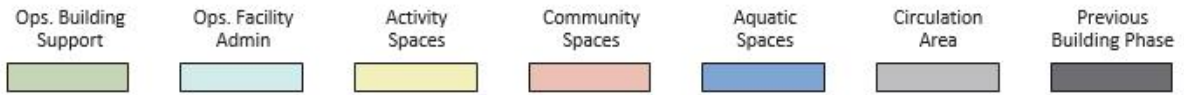
Following program identification, a concept was developed to validate the program assumptions, confirm support space needs, study building elements and adjacencies, and identify any other factors that may influence either the size of the site, project budget, or operational cost assumptions.

The following diagrams and images depict examples of the major building elements recommended.

Building Floor Plans and Images

First Floor

Figure 2: First Floor Map



First Floor Images



Fitness center to include cardiovascular and weight training equipment.



Children's play area to include safe and challenging activities and equipment for multiple ages and levels of abilities.



Multipurpose space for group exercise and fitness classes.



E-Sports area



Casual lounge/game room area for use by all ages and abilities.



Multipurpose space for additional activities.



Multipurpose space for meetings, banquets, and special functions.



Cafe to provide additional community gathering space.

Gymnasium, Track, & Aquatics Images



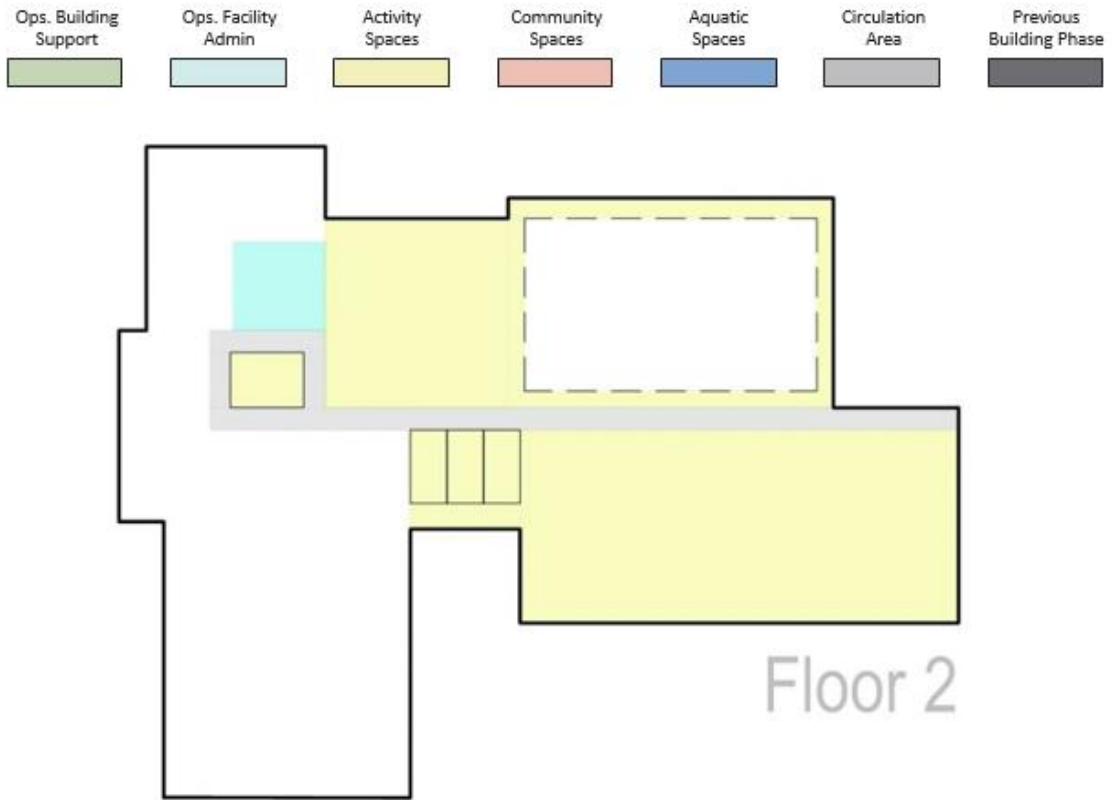
Gymnasium to provide court space for basketball, volleyball, pickleball, and more.



Aquatic spaces to include instructional, recreational, leisure and competitive opportunities.

Second Floor

Figure 3: Second Floor Map



Second Floor Images



Indoor walking/running/activity trail to allow all ages and abilities to move throughout the facility.

Indoor Turf and Field House



Indoor field house with turf allowing outdoor field activities to come indoors.

The following diagrams represent the concept developed to include all components from the program summary for this study (a. building first floor plan, b. building second floor plan).

The location on which the concept has been placed is meant only to show the amount of land required and how the facility elements of a community center could potentially be placed on a site, with specific regards to outdoor spaces such as a parking lot and sports field. This specific site has not been identified as a preferred site at this time.

Site Analysis

Upon completion of the program identification and concept development, a site analysis should be performed. The intent of the site analysis is not to identify a specific site, but rather determine if the community has potential sites available that could viably support a new community center.

In addition, the site analysis also provides valuable assumptions that influences the development of the project budget. The green dots represent areas community members envisioned for the community center.

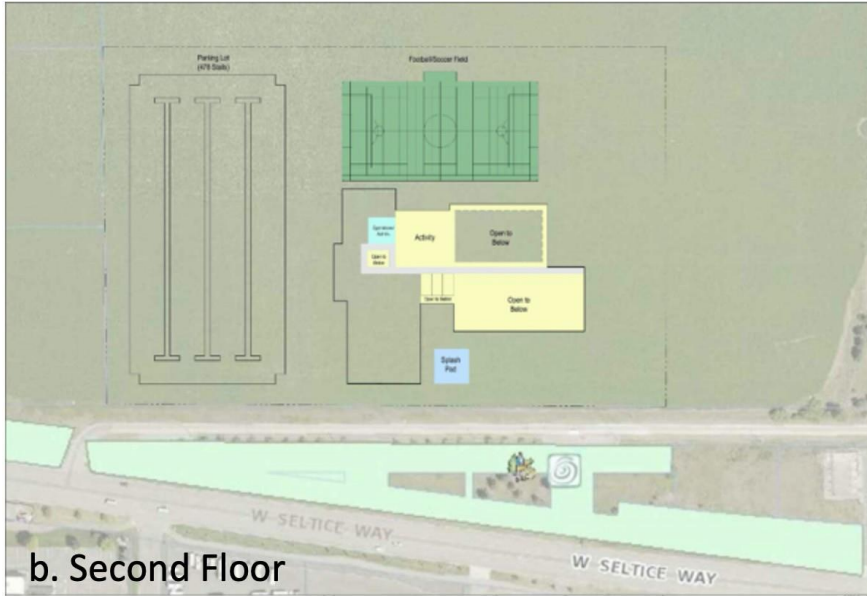
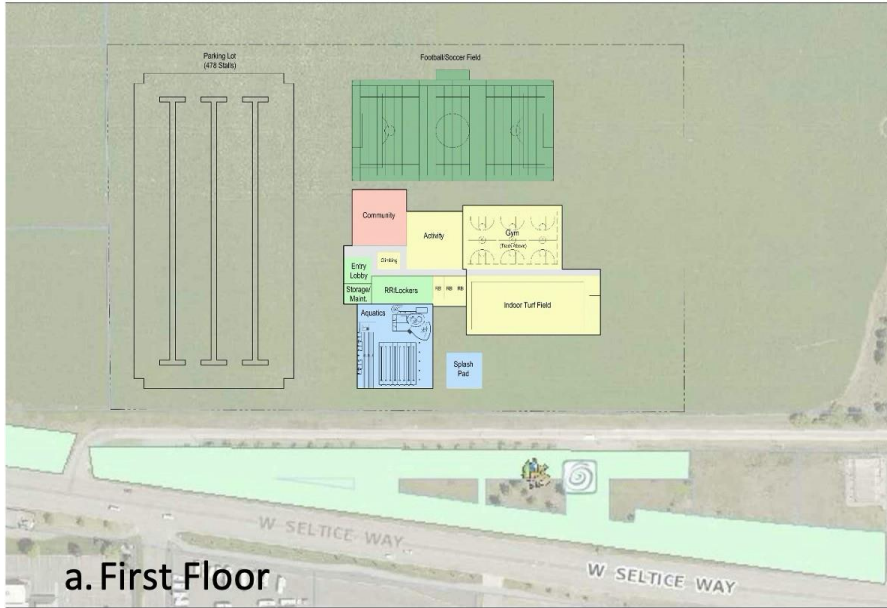
More Examples of Opportunities for Revenue Generation:

- **Membership sales and daily admission sales for informal recreation**
- **Facility Rentals**
 - **Birthday rentals**
 - **Functional fitness space**
 - **Multi-purpose space**
 - **Large multi-purpose space**
 - **Small multi-purpose space**
 - **Classrooms**
 - **Large multi-purpose space (dance)**
 - **Small multi-purpose space (crafts)**
 - **Meetings rooms**
 - **Rooms for private health care providers**
 - **Catering/Teaching kitchen**
 - **Climbing wall rentals**
 - **Community Center after hour rentals**
 - **Community Room**
 - **Large banquet space**
 - **Plazas, outdoor covered patios**
 - **Outdoor group exercise space**
 - **Outdoor fields**

Structured recreation programs that operate at revenue neutral:

Group exercise

- **Fitness, Health, and Wellness programs**
- **Lifelong learning classes**
- **Racquetball programs**
- **Special interest programs**
- **Basketball leagues**
- **Volleyball leagues**
- **Pickleball**
- **Indoor soccer, lacrosse, softball, baseball**
- **Preschool/afterschool programs**
- **Child-care (during facility use)**



BUSINESS PLAN FOR A COMMUNITY CENTER IN JOUN

Here is a detailed business plan for a Community Center in Joun, designed to become a central gathering place for residents to engage in cultural, recreational, educational, and social activities that foster community well-being and growth.

Business Plan for Joun Community Center

Executive Summary

The Joun Community Center (JCC) will be a multi-functional facility aimed at providing Joun residents of all ages with a welcoming space to connect, learn, and engage in enriching activities. The center will feature spaces for recreational programs, educational workshops, cultural events, and social gatherings, offering a holistic environment that strengthens community bonds. By providing essential programs and facilities, JCC will contribute to the well-being and vitality of Joun's residents.

Mission Statement

To create a welcoming space in Joun that fosters community engagement, lifelong learning, and personal growth by offering a variety of recreational, cultural, and educational programs for all ages.

Objectives

1. **Build a Multifunctional Facility:** Develop spaces that can host diverse activities, from educational workshops to recreational and cultural events.

2. **Provide Accessible Programs:** Offer programs that cater to various age groups, interests, and needs of the Joun community.
3. **Promote Community Engagement:** Encourage participation and volunteering from residents to strengthen local connections.
4. **Achieve Financial Sustainability:** Generate consistent revenue through membership, facility rentals, and special events to sustain operations.
5. **Support Community Health and Well-being:** Provide facilities and programs that promote physical, mental, and social well-being.

Market Analysis

Target Market

- **Families and Youth:** Local families looking for recreational, educational, and social opportunities for their children.
- **Seniors:** Elderly residents in need of social engagement, fitness classes, and skill-building workshops.
- **Local Organizations and Clubs:** Groups seeking spaces for meetings, events, and special programs.
- **General Community:** Individuals interested in cultural events, health classes, and recreational activities.

Market Need

- **Joun lacks a central gathering place where residents can participate in diverse, accessible programs that cater to their interests and promote a sense of community. The JCC will fill this gap, enhancing community cohesiveness and fostering personal growth.**

Services and Amenities

1. **Recreation and Fitness**
 - **Indoor Sports Facilities:** Multipurpose gymnasium for basketball, volleyball, badminton, and fitness classes.
 - **Fitness Center:** Equipped with exercise machines, weights, and space for group fitness classes such as yoga, aerobics, and Zumba.
 - **Outdoor Spaces:** Walking trails, a small outdoor play area, and gardens for family activities and relaxation.
2. **Education and Skill-Building Programs**
 - **Workshops and Classes:** Cooking, language, and arts & crafts workshops catering to all age groups.
 - **STEM Programs:** Courses on coding, robotics, and computer literacy aimed at young people.
 - **Adult Education:** Courses on digital skills, financial literacy, and career development.
3. **Cultural and Social Events**
 - **Community Events:** Local festivals, seasonal fairs, and holiday events to celebrate and preserve cultural heritage.
 - **Cultural Performances:** Spaces for music and dance performances showcasing local talent and diverse cultural experiences.
 - **Film and Lecture Series:** Regular screenings and lectures on topics of interest to the community.
4. **Community Support Services**
 - **Resource Center:** Information hub for social services, job listings, and health resources.
 - **Counseling and Support Groups:** Confidential support groups and counseling services for youth, families, and seniors.
 - **Volunteering and Community Service:** Opportunities for residents to get involved in various community service projects.
5. **Rental Facilities**

- **Event Space Rentals:** Rooms for private events, workshops, and meetings, available to local businesses and organizations.
- **Birthday Party Packages:** Family-friendly spaces for hosting birthday parties with optional add-ons like entertainment and catering.

Facility Design and Layout

1. **Welcome and Reception Area:** Comfortable seating and an information desk to assist members and visitors.
2. **Multipurpose Gymnasium:** Flexible indoor space for sports, fitness classes, and large community gatherings.
3. **Classrooms and Workshop Spaces:** Rooms equipped with AV equipment and flexible seating arrangements for educational programs.
4. **Fitness and Wellness Center:** A fully equipped gym area with spaces for yoga and group exercise.
5. **Café and Lounge:** A small café area with comfortable seating, providing refreshments and a place for socializing.
6. **Outdoor Garden and Playground:** Family-friendly outdoor area with greenery, seating, and playground equipment.

Financial Plan

Startup Costs

Category	Cost Estimate (USD)	Description
Property Acquisition and Renovation	\$200,000 - \$300,000	Building acquisition, landscaping, and necessary renovations
Equipment and Furnishings	\$50,000 - \$75,000	Gym equipment, furniture, and AV equipment for classrooms

Marketing and Branding \$15,000 - \$20,000 Advertising materials, branding, and community outreach

Initial Operating Fund \$20,000 For covering the first few months of operational expenses

Total Initial Startup Costs: Approximately \$285,000 - \$415,000

Monthly Operating Costs

Category	Monthly Cost (USD)	Annual Cost (USD)
Staff Salaries	\$8,000 - \$10,000	\$96,000 - \$120,000
Utilities and Maintenance	\$2,000	\$24,000
Program Supplies	\$500	\$6,000
Marketing	\$500	\$6,000
Insurance	\$1,000	\$12,000

Total Monthly Operating Costs: \$12,000 - \$14,000

Total Annual Operating Costs: \$144,000 - \$168,000

Revenue Streams

1. Membership Fees:

- **Family Membership: \$30/month (50 memberships) = \$1,500/month**
- **Individual Membership: \$15/month (100 memberships) = \$1,500/month**

Total Monthly Membership Revenue = \$3,000

2. Program Fees:

- **Youth Classes: \$10/session (200 participants/month) = \$2,000/month**

- **Adult Workshops: \$20/session (100 participants/month) = \$2,000/month**

Total Monthly Program Revenue = \$4,000

3. Rental Fees:

- **Meeting Room Rentals: \$30/hour (50 hours/month) = \$1,500/month**
- **Event Space Rentals: \$100/event (10 events/month) = \$1,000/month**

Total Monthly Rental Revenue = \$2,500

4. Café and Merchandise Sales:

- **Café Sales: \$1,000/month**
- **Branded Merchandise: \$500/month**

Total Monthly Sales Revenue = \$1,500

Total Monthly Revenue = \$11,000

Total Annual Revenue = \$132,000

Projected Annual Profit = \$-12,000 to \$-36,000 (anticipated shortfall in the first year with plans to achieve break-even by the third year through membership growth and community donations)

Marketing Strategy

1. Local Outreach and Partnerships: Partner with local schools, businesses, and organizations to promote the center's programs and benefits.

2. Community Events and Open Houses: Host open days and community events to increase visibility and generate interest.

3. Social Media and Online Presence: Use social media to share event updates, success stories, and membership testimonials.

4. Referral Program: Offer membership discounts or event vouchers for referrals from current members.

Management and Staffing

1. **Center Director:** Oversees all operations, finances, and strategic planning.
2. **Program Coordinator:** Manages the scheduling and planning of programs, events, and activities.
3. **Facilities Manager:** Ensures the upkeep and cleanliness of the center, including equipment maintenance.
4. **Instructors and Workshop Leaders:** Contracted or part-time educators and coaches for specific programs.
5. **Administrative Staff:** Handles reception, membership inquiries, and day-to-day administrative tasks.

Funding Sources

1. **Local Government Grants:** Apply for funding from municipal and regional development programs.
2. **Corporate Sponsorships:** Approach local businesses and corporations for sponsorships to help fund programs or events.
3. **Community Fundraising and Donations:** Run crowdfunding campaigns, donation drives, and fundraising events.
4. **Membership Drives and Sponsorship Programs:** Encourage local residents to sponsor memberships for underprivileged community members.

Conclusion

The Joun Community Center will serve as a dynamic hub for education, recreation, culture, and social connection in the town of Joun. With a wide variety of programs and facilities, the center is designed to support the community's

holistic well-being and bring people together. The JCC will aim for financial sustainability while focusing on programs that meet community needs, helping make Joun a more connected, engaged, and thriving community.

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