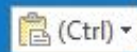




Joun Development Projects Series

PROPOSAL FOR A SPORTS CENTRE IN JOUN

Sports are a major activity and a social cohesion factor worldwide. People worldwide unite for sport; it crosses social barriers.



Developed by: Antoine J. Burkush, PhD

PROPOSAL FOR A SPORTS CENTRE IN JOUN

Abstract

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CONTENTS

PROPOSAL FOR A SPORTS CENTRE IN JOUN	1
Acknowledgments	4
الشكر والتقدير	5
Preface	7
PROPOSAL FOR A SPORTS CENTRE IN JOUN	9
Introduction	10
Goals of The Project.....	10
The Prerequisites	10
Overview	10
The Benefits of the Project	11
Health and Fitness	11
Social and Community Benefits	11
Economic Impact	11
Educational and Cultural Benefits	11
Family and Individual Benefits	12
Benefits of Contributing to a local sports center	12
Challenges of Building and maintaining a sports center.....	13
Key Features Considerations	14
Creating a proposal for a town sports center.....	16
Incorporating a range of innovative features	17
Engaging The Local Community In Using Your Sports Center.....	18
Marketing and Promotion Strategies	20
Conducting a cost-effectiveness study	21
The Business Plan for Joun Sports Centre (Example)	23
Centre Summary	25
Services	27
Market Analysis Summary.....	29
Management Summary	35
Financial Plan	36
Latest Grants and Resources in Lebanon	51

Business Plan of the Joun Community Sports Center (JCSC) 56

 1. Facility Design and Layout 56

 2. Programs and Services 57

 3. Financial Plan..... 57

 4. Marketing Strategy 59

 5. Management and Staffing 59

 6. Funding Sources 59

 Conclusion 60

BIBLIOGRAPHY and REFERENCES 61

END OF THE DOCUMENT 66

Acknowledgments

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

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

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

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

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

With sincere appreciation,

Dr Antoine J. Burkush, PhD

الشكر والتقدير

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

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

شكر خاص للذين كانت مساهماتهم مفيدة في صقل رؤيتنا.

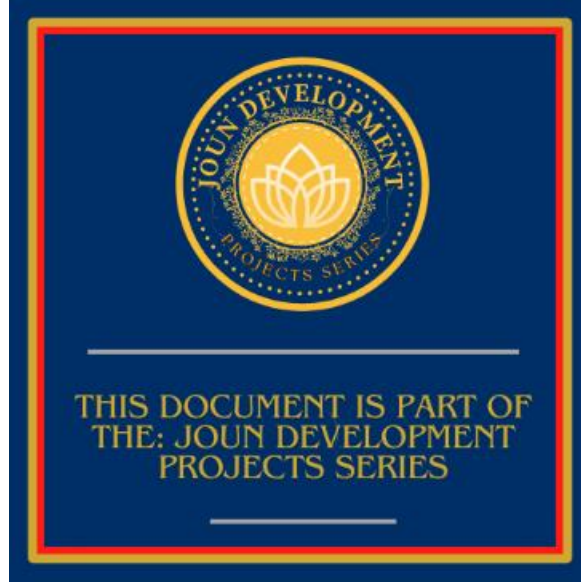
إلى القادة المحليين وأصحاب المصلحة الذين دافعوا عن هذا المشروع ، كان دعمكم مصدرا حيويا للتشجيع. لقد أعطت قيادتك وفهمك لتحديات وفرص جون الفريدة عمقا لهذه المقترحات ، مما جعلها راسخة في كل من تاريخ مدينتنا وإمكاناتها للنمو.

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

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

مع خالص التقدير،

د. انطوان جان البرخش



مشاريع
مبادرات شخصية
"من أجل الصالح العام"

Joun Development Projects

"Pro Bono Publico"

Dr Antoine J. Burkush, PhD

رؤية واحدة، هوية واحدة، مجتمع واحد

Preface

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

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

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

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

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

With deep respect and optimism,

Dr Antoine J. Burkush, PhD

مقدمة

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

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

تؤكد مقترحاتنا على الالتزام بتحسين البنية التحتية العامة ، والتمكين الاقتصادي ، والاستدامة البيئية ، والاستمرارية الثقافية. من خطط تعزيز المرافق الترفيهية والخدمات المجتمعية إلى مبادرات السياحة المستدامة والطاقة الخضراء ، يهدف كل اقتراح إلى جعل جون نموذجا للتنمية التقدمية والمرتكزة. الهدف النهائي هو إنشاء مجتمع نابض بالحياة وشامل ومرن - مجتمع يجسد قيم وأحلام ومواهب شعبه. وأعرب عن خالص امتناني لكل من ساهم في هذه الرؤية. لقد كان تفانيك وأفكارك ورؤيتك لا تقدر بثمن ، مما يضيء الطريق إلى مستقبل يتماشى مع القيم الأساسية لجون مع احتضان النمو والابتكار. هذه المقترحات هي دعوة لجميع سكان جون للتخيل والمشاركة والمساعدة في بناء مجتمع ينسق التقاليد مع إمكانيات الغد.

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

مع الاحترام العميق والتفاؤل،

د. انطوان جان البرخش

PROPOSAL FOR A SPORTS CENTRE IN JOUN

Introduction

Sports are a major activity and a social cohesion factor worldwide. People worldwide unite for sport; it crosses social barriers. Youths in Lebanon face several hardships, unemployment, economics collapse, even drug abuse epidemics etc.

The majority lack hopes and motivation. There are not enough opportunities and facilities out there for these youth and women. That is why this proposal was developed.

Goals of The Project

The mission of the project is dedicated to improving recreation, welfare and opportunities for Lebanese youth and women especially those in the town of Joun in particular, and in the Chouf in General.

The overall goals of the project are:

- Providing sustainable recreational, cultural, wellness opportunities, and training by developing a document that induces wellness, ensure less people have little to do and enter into troublesome ventures and encourage networking, partnerships and friendships, investing in youth, building a solid foundation by maximizing their potential and opportunity, offer development and recognition of talent and if possible establish exchange programs.
- The objectives include providing training, recreational and sporting activities to youth and women, sports facilities, life skills classes and exchange programs, create a community and sustainable sports center to develop sports and identify talent and giving a chance at making a career.

The Prerequisites

We are relying on the leaders in the region to have the ambition to upgrade and develop sports and competition within the Chouf District. However, the project can only germinate if the main actors share the diagnosis and the objectives to be achieved.

The implementation of the project and its operationalization will only require a very reasonable budget, given that this project is oriented more towards the optimization of existing resources and the creation of additional resources through grants and partnership, notably with the local authorities and public and private sports organizations and regional and international donors.

Overview

The Sports Centre or Complex can include indoor and outdoor sports

For example, it might specialize in one of the following types of sports complex businesses:

1. **Indoor or outdoor sport courts:** In this type of sports centers, a variety of specific courts are offered for game play or practice; including basketball, racquetball, handball, and volleyball.
2. **Indoor or outdoor field arenas:** Including soccer, baseball, a running track and other field-sized options, an arena offers a wide variety of sporting-options for field play.
3. **Indoor or outdoor pool and water play parks:** This type of sports complex provides a comprehensive water-play experience for families. In addition to lap pools and dive pools, kiddie pools and splash pads are set up for children of all ages.
4. **Indoor gymnastics complex:** An indoor sports complex equipped for gymnastics will include training and equipment; such as the pommel horse, tumbling mats, rings, parallel bars, ceiling swings, high-low bars, and a variety of other elements to build and strengthen gymnastic skills.

The Benefits of the Project

The town sports center can bring numerous benefits to the community, enhancing both physical and social well-being. Here are some key advantages:

HEALTH AND FITNESS

1. **Promotes Exercise:** Sports centers provide facilities and programs that encourage regular physical activity, helping residents stay fit and healthy¹.
2. **Reduces Stress:** Engaging in sports and recreational activities can significantly reduce stress and improve mental health¹.

SOCIAL AND COMMUNITY BENEFITS

1. **Community Engagement:** Sports centers serve as a hub for community activities, fostering social interaction and a sense of belonging².
2. **Youth Development:** They offer a safe space for young people to engage in positive activities, reducing the likelihood of involvement in crime or substance abuse².

ECONOMIC IMPACT

1. **Job Creation:** Building and maintaining a sports center creates jobs, from construction to ongoing staffing needs².
2. **Boosts Local Economy:** Hosting sports events can attract visitors, benefiting local businesses such as hotels, restaurants, and shops².

EDUCATIONAL AND CULTURAL BENEFITS

1. **Educational Programs:** Many sports centers offer educational programs and workshops, contributing to lifelong learning³.
2. **Cultural Events:** They can host cultural and community events, enriching the local cultural landscape³.

FAMILY AND INDIVIDUAL BENEFITS

1. **Family Bonding:** Families can participate in activities together, strengthening family bonds¹.
2. **Personal Development:** Individuals can develop new skills, build confidence, and improve their overall quality of life³.

BENEFITS OF CONTRIBUTING TO A LOCAL SPORTS CENTER

Contributing to your local sports center can be incredibly rewarding and beneficial for the community. Here are some ways you can get involved:

VOLUNTEERING

1. **Coaching or Mentoring:** If you have expertise in a particular sport, consider volunteering as a coach or mentor for youth programs.
2. **Event Assistance:** Help organize and run events, such as tournaments, fundraisers, or community days.
3. **Maintenance and Upkeep:** Offer your time to help with the maintenance and cleaning of the facilities.

FINANCIAL SUPPORT

1. **Donations:** Contribute financially to support the center's operations, maintenance, or specific programs.
2. **Sponsorship:** If you own a business, consider sponsoring a team, event, or facility upgrade.
3. **Fundraising:** Organize or participate in fundraising activities to generate funds for the sports center.

ADVOCACY AND PROMOTION

1. **Community Engagement:** Advocate for the sports center within the community, encouraging others to use the facilities and participate in programs.
2. **Social Media:** Use social media to promote events, share success stories, and raise awareness about the sports center's needs and achievements.
3. **Feedback and Suggestions:** Provide constructive feedback and suggestions to help improve the center's services and programs.

SKILL SHARING

1. **Workshops and Classes:** Offer to run workshops or classes in areas where you have expertise, such as fitness training, nutrition, or sports psychology.
2. **Administrative Support:** Help with administrative tasks, such as managing registrations, scheduling, or marketing.

PARTICIPATION

1. **Join Programs:** Participate in the sports center's programs and activities to show your support and encourage others to do the same.
2. **Bring Friends and Family:** Encourage friends and family to join you in using the facilities and attending events.

NETWORKING AND PARTNERSHIPS

1. **Build Partnerships:** Help the sports center build partnerships with local businesses, schools, and other organizations to enhance its resources and reach.
2. **Grant Writing:** Assist in writing grant applications to secure funding for new projects or improvements.

Challenges of Building and maintaining a sports center

Building and maintaining a town sports center can be quite challenging. Here are some of the key obstacles:

CONSTRUCTION CHALLENGES

1. **High Costs:** The initial construction costs can be substantial, often ranging from millions to tens of millions of dollars¹. This includes expenses for land acquisition, materials, labor, and specialized equipment.
2. **Strict Deadlines:** Sports facilities often need to be completed within specific timeframes to align with sports seasons². Delays can disrupt planned activities and events.
3. **Environmental Considerations:** Ensuring the facility is environmentally friendly and energy-efficient can be complex and costly¹. This includes considerations for lighting, heating, cooling, and sustainable building materials.
4. **Site Logistics:** Finding a suitable location that is accessible yet spacious enough for the facility can be difficult². Urban areas, in particular, may face space constraints.

OPERATIONAL CHALLENGES

1. **Maintenance Costs:** Ongoing maintenance is essential to keep the facility in good condition, which can be expensive¹. This includes regular cleaning, repairs, and updates to equipment.
2. **Staffing:** Hiring and retaining qualified staff for various roles, from management to coaching and maintenance, can be challenging¹.

3. Scheduling Conflicts: Managing the schedule to accommodate different sports, events, and community activities requires careful planning and coordination².

COMMUNITY AND STAKEHOLDER MANAGEMENT

1. Community Support: Gaining and maintaining community support is crucial. This involves engaging with residents, addressing their concerns, and ensuring the facility meets their needs².

2. Stakeholder Expectations: Balancing the expectations of various stakeholders, including local government, sponsors, and users, can be complex².

FINANCIAL SUSTAINABILITY

1. Revenue Generation: Ensuring the facility generates enough revenue to cover its operating costs is a significant challenge. This may involve hosting events, offering memberships, and securing sponsorships¹.

2. Funding: Securing initial funding and ongoing financial support can be difficult. This often requires a mix of public and private investment, grants, and fundraising efforts².

Key Features Considerations

Successful sports centers often incorporate unique features that enhance user experience, promote community engagement, and ensure sustainability. Here are some standout features:

1. MULTI-FUNCTIONAL SPACES

- **Versatile Facilities:** Spaces that can be easily adapted for different sports and activities, such as convertible courts and multipurpose rooms.
- **Community Hubs:** Areas for socializing, meetings, and community events, fostering a sense of belonging.

2. INNOVATIVE TECHNOLOGY

- **Smart Systems:** Integration of smart lighting, heating, and cooling systems to improve energy efficiency and user comfort.
- **Interactive Equipment:** Use of advanced fitness equipment with virtual training programs and performance tracking.

3. SUSTAINABILITY INITIATIVES

- **Green Building Design:** Incorporation of eco-friendly materials, solar panels, and rainwater harvesting systems.
- **Energy Efficiency:** Implementation of energy-efficient lighting and HVAC systems to reduce operational costs and environmental impact.

4. INCLUSIVE DESIGN

- **Accessibility:** Facilities designed to be accessible to people of all abilities, including ramps, elevators, and adaptive sports equipment.
- **Diverse Programs:** Offering programs for all age groups and skill levels, from youth leagues to senior fitness classes.

5. HEALTH AND WELLNESS INTEGRATION

- **Holistic Approach:** Combining physical fitness with wellness services such as nutrition counseling, mental health support, and wellness workshops.
- **Medical Facilities:** On-site clinics or partnerships with local healthcare providers for injury prevention and treatment.

6. COMMUNITY ENGAGEMENT

- **Local Partnerships:** Collaborations with schools, local businesses, and non-profits to offer joint programs and events.
- **Volunteer Opportunities:** Encouraging community members to volunteer, fostering a sense of ownership and involvement.

7. CULTURAL AND RECREATIONAL PROGRAMS

- **Cultural Events:** Hosting cultural festivals, art exhibitions, and performances to celebrate local heritage.
- **Recreational Activities:** Offering a variety of recreational activities beyond sports, such as dance classes, yoga, and arts and crafts.

8. SAFETY AND SECURITY

- **Advanced Security Systems:** Use of surveillance cameras, secure entry systems, and well-trained staff to ensure a safe environment.
- **Emergency Preparedness:** Comprehensive emergency plans and regular drills to handle potential crises effectively.

9. USER-FRIENDLY DESIGN

- **Comfortable Amenities:** Providing comfortable seating, clean locker rooms, and well-maintained facilities.
- **Easy Navigation:** Clear signage and intuitive layout to help users find their way around the center easily.

10. INNOVATIVE FUNDING MODELS

- **Membership Programs:** Offering flexible membership options and loyalty programs to attract and retain users.
- **Sponsorship and Grants:** Securing funding through sponsorships, grants, and community fundraising initiatives.

These features not only enhance the functionality and appeal of sports centers but also ensure they serve as vibrant, inclusive, and sustainable community hubs.

Creating a proposal for a town sports center

Creating a proposal for a town sports center involves several key steps to ensure it meets community needs and secures necessary funding. Here's a structured outline to help you get started:

1. EXECUTIVE SUMMARY

- Project Overview: Briefly describe the project, its purpose, and the benefits it will bring to the community.
- Objectives: Outline the main goals, such as promoting health, providing recreational opportunities, and fostering community engagement.

2. NEEDS ASSESSMENT

- Community Analysis: Present data on the community's demographics, current recreational facilities, and identified needs.
- Stakeholder Input: Summarize feedback from community members, local organizations, and potential users.

3. PROJECT DESCRIPTION

- Facilities and Services: Detail the proposed facilities (e.g., sports courts, swimming pools, fitness areas) and services (e.g., classes, events).
- Design and Layout: Include preliminary designs or sketches of the sports center.

4. IMPLEMENTATION PLAN

- Timeline: Provide a detailed timeline from planning to completion.
- Phases: Break down the project into phases (e.g., planning, construction, opening).

5. FINANCIAL PLAN

- Budget: Outline the estimated costs, including construction, equipment, staffing, and maintenance.
- Funding Sources: Identify potential funding sources such as grants, municipal funds, private donations, and sponsorships¹².

6. ECONOMIC AND SOCIAL IMPACT

- Economic Benefits: Highlight potential economic benefits, such as job creation and increased local spending.
- Social Benefits: Discuss how the sports center will improve community health, provide a safe space for youth, and enhance social cohesion.

7. SUSTAINABILITY PLAN

- Environmental Impact: Address how the project will minimize environmental impact (e.g., using sustainable materials, energy-efficient designs).
- Operational Sustainability: Plan for the long-term operation and maintenance of the facility.

8. RISK MANAGEMENT

- Potential Risks: Identify potential risks (e.g., funding shortfalls, construction delays) and mitigation strategies.

9. CONCLUSION

- Summary: Recap the key points and reiterate the importance of the project for the community.
- Call to Action: Encourage stakeholders to support the project.

Incorporating a range of innovative features

Modern sports facilities are incorporating a range of innovative features to enhance the experience for athletes, spectators, and organizers. Here are some of the most notable advancements:

SUSTAINABILITY AND GREEN DESIGN

- 1. Eco-Friendly Materials:** Use of sustainable building materials and practices to minimize environmental impact¹.
- 2. Energy Efficiency:** Integration of solar panels, rainwater harvesting systems, and energy-efficient lighting¹.

MULTI-FUNCTIONALITY AND FLEXIBILITY

- 1. Adaptable Spaces:** Facilities designed to accommodate various sports and events with features like retractable roofs and movable seating¹.
- 2. Year-Round Use:** Ensuring the venue can be utilized throughout the year, maximizing its usage and profitability¹.

FAN ENGAGEMENT AND EXPERIENCE

- 1. Interactive Displays:** Large video screens and interactive displays to engage fans¹.
- 2. Immersive Technologies:** Use of augmented reality (AR) and virtual reality (VR) to create memorable experiences¹.

TECHNOLOGY INTEGRATION

- 1. Smart Stadiums:** Leveraging the Internet of Things (IoT) for connected environments that enhance safety, efficiency, and overall functionality⁴.
- 2. Advanced Security Systems:** Biometric access controls and sophisticated data analytics for improved security¹.

INCLUSIVITY AND ACCESSIBILITY

1. **Accessible Design:** Features like wheelchair ramps, accessible seating, and sensory-friendly areas to ensure inclusivity¹.
2. **Universal Access:** Ensuring facilities are welcoming and usable for all fans, including those with disabilities¹.

PREMIUM AMENITIES

1. **Luxury Suites:** Team suites, luxury boxes, and outdoor “Party Shacks” with air conditioning and catering services³.
2. **Enhanced Comfort:** Valet parking and other premium services to offer an exclusive experience for fans³.

TECHNOLOGICAL ADVANCEMENTS

1. **Virtual Arenas:** Remote attendance options and virtual arenas for fans who cannot be physically present⁴.
2. **Smart Building Management:** Systems for efficient facility management and operational efficiency⁴.

These features not only improve the functionality and sustainability of sports facilities but also significantly enhance the overall experience for everyone involved.

Engaging The Local Community In Using Your Sports Center

Engaging the local community in using your sports center can be both fun and impactful. Here are some creative ideas to get you started:

1. HOST COMMUNITY EVENTS

- **Sports Tournaments:** Organize local sports tournaments for different age groups and skill levels. This can include everything from basketball and soccer to pickle ball and table tennis.
- **Family Fun Days:** Plan family-oriented events with activities like obstacle courses, relay races, and family fitness challenges.

2. CREATE FITNESS CHALLENGES

- **Seasonal Challenges:** Launch fitness challenges that align with seasons or holidays, such as a "Summer Fitness Challenge" or "New Year, New You" program.
- **Reward Programs:** Offer incentives like discounts, free classes, or branded merchandise for participants who reach certain milestones.

3. COLLABORATE WITH LOCAL ORGANIZATIONS

- **Schools and Colleges:** Partner with local educational institutions to offer sports programs, after-school activities, and fitness workshops.
- **Businesses:** Work with local businesses to create corporate wellness programs and team-building events.

4. OFFER FREE WORKSHOPS AND SEMINARS

- **Health and Wellness:** Provide workshops on topics like nutrition, mental health, injury prevention, and overall wellness.
- **Skill Development:** Host seminars on improving sports techniques, coaching clinics, and referee training.

5. UTILIZE SOCIAL MEDIA AND LOCAL MEDIA

- **Social Media Campaigns:** Use platforms like Facebook, Instagram, and Twitter or X to promote events, share success stories, and engage with the community.
- **Local Media:** Collaborate with local newspapers, radio stations, and TV channels to spread the word about your facility and upcoming events³.

6. CREATE INCLUSIVE PROGRAMS

- **Adaptive Sports:** Offer programs for individuals with disabilities, ensuring your facility is accessible to everyone.
- **Diverse Activities:** Provide a variety of activities that cater to different interests, such as dance classes, yoga, martial arts, and arts and crafts.

7. ENGAGE VOLUNTEERS

- **Volunteer Programs:** Encourage community members to volunteer at events, coach teams, or help with facility maintenance.
- **Recognition:** Recognize and reward volunteers with appreciation events, certificates, and public acknowledgments.

8. LEVERAGE TECHNOLOGY

- **Mobile Apps:** Develop a mobile app for your sports center that includes class schedules, event updates, and fitness tracking.
- **Virtual Classes:** Offer virtual fitness classes and workshops to engage those who prefer to participate from home.

9. HOST CULTURAL AND RECREATIONAL EVENTS

- **Cultural Festivals:** Celebrate local culture with festivals that include sports, music, food, and art.
- **Recreational Activities:** Organize non-sporting events like movie nights, game nights, and community picnics.

10. PROMOTE HEALTH AND SAFETY

- **Health Screenings:** Partner with local healthcare providers to offer free health screenings and wellness checks.
- **Safety Workshops:** Conduct workshops on topics like CPR, first aid, and sports safety.

These strategies can help create a vibrant, inclusive, and engaged community around your sports center.

Marketing and Promotion Strategies

Below are some tailored marketing strategies to help promote the sports center effectively:

1. ENGAGE ON SOCIAL MEDIA

- **Create Engaging Content:** Share workout tips, success stories, and behind-the-scenes looks at your facility. Use eye-catching visuals and videos to capture attention¹.
- **Use Hashtags:** Utilize popular and relevant hashtags to increase the visibility of your posts.
- **Live Streaming:** Host live workout sessions, Q and A Sessions with trainers, or virtual tours of your facility.

2. LEVERAGE LOCAL PARTNERSHIPS

- **Schools and Colleges:** Partner with local educational institutions to offer student discounts or special programs.
- **Local Businesses:** Collaborate with nearby businesses for cross-promotions, such as offering discounts to each other's customers³.

3. HOST COMMUNITY EVENTS

- **Open House Days:** Invite the community to tour your facilities, try out classes, and meet the staff.
- **Sports Tournaments:** Organize local sports tournaments to engage the community and showcase your facilities³.

4. OFFER SPECIAL PROMOTIONS

- **Referral Programs:** Encourage current members to refer friends by offering discounts or free classes for successful referrals.
- **Seasonal Discounts:** Provide special rates during holidays or the start of new seasons to attract new members¹.

5. UTILIZE TECHNOLOGY

- **Mobile App:** Develop a mobile app for easy class bookings, schedule updates, and member communication.

- **Online Booking:** Implement an online booking system for classes and facilities to streamline the process for members³.

6. CREATE A LOYALTY PROGRAM

- **Rewards System:** Implement a loyalty program where members earn points for attending classes, which can be redeemed for rewards.
- **Exclusive Events:** Host exclusive events or workshops for loyal members to make them feel valued¹.

7. ENGAGE WITH CONTENT MARKETING

- **Blog Posts:** Write informative blog posts on fitness, health, and wellness topics to attract and engage your audience.
- **Email Newsletters:** Send regular newsletters with updates, promotions, and fitness tips to keep members informed and engaged¹.

8. FOCUS ON MEMBER EXPERIENCE

- **Personalized Services:** Offer personalized training programs and wellness plans to cater to individual member needs.
- **Feedback and Improvement:** Regularly gather feedback from members and make improvements based on their suggestions².

9. UTILIZE TRADITIONAL MEDIA

- **Local News and Radio:** Promote your sports center through local newspapers, radio stations, and community bulletin boards.
- **Flyers and Posters:** Distribute flyers and posters in high-traffic areas to increase visibility³.

10. HIGHLIGHT SUCCESS STORIES

- **Member Testimonials:** Share testimonials and success stories from your members to build trust and credibility.
- **Before and After Photos:** Showcase transformation stories with before and after photos to inspire potential members¹.

Implementing these strategies can help boost your sports center's visibility, attract new members, and foster a strong sense of community.

Conducting a cost-effectiveness study

Conducting a cost-effectiveness study for a sports center involves evaluating the costs and benefits of the facility to determine its overall value and impact. Here are some steps and key considerations to guide you through the process:

1. DEFINE OBJECTIVES AND SCOPE

- **Purpose:** Clearly state the purpose of the study, such as assessing the financial viability, health benefits, or community impact of the sports center.
- **Scope:** Determine the specific aspects of the sports center to be evaluated, such as construction costs, operational expenses, and revenue streams.

2. IDENTIFY COSTS

- **Initial Costs:** Include construction, equipment, and initial marketing expenses.
- **Operational Costs:** Account for staff salaries, utilities, maintenance, insurance, and ongoing marketing.
- **Indirect Costs:** Consider any indirect costs, such as administrative expenses and potential opportunity costs¹.

3. IDENTIFY BENEFITS

- **Revenue:** Estimate income from membership fees, class fees, facility rentals, and merchandise sales.
- **Health Benefits:** Evaluate the health benefits to the community, such as increased physical activity, reduced healthcare costs, and improved mental well-being.
- **Social Benefits:** Consider the social benefits, such as community engagement, reduced crime rates, and enhanced quality of life².

4. DATA COLLECTION AND ANALYSIS

- **Surveys and Interviews:** Collect data from current and potential users, staff, and community members to understand usage patterns and perceived benefits.
- **Financial Records:** Analyze financial records to track revenue and expenses accurately.
- **Comparative Analysis:** Compare the sports center with similar facilities to benchmark costs and benefits³.

5. COST-EFFECTIVENESS ANALYSIS (CEA)

- **Cost-Effectiveness Ratio:** Calculate the cost-effectiveness ratio by dividing the total costs by the total benefits. This ratio helps determine the value of the sports center relative to its costs.
- **Quality-Adjusted Life Years (QALYs):** If evaluating health benefits, use QALYs to measure the value of health outcomes. This involves assessing the quality and quantity of life gained through the sports center's activities¹.

6. SENSITIVITY ANALYSIS

- **Scenario Analysis:** Conduct best-case, worst-case, and most-likely scenarios to understand the range of potential outcomes.

- **Uncertainty Assessment:** Evaluate the uncertainty in your estimates and how it might impact the overall conclusions².

7. REPORTING AND RECOMMENDATIONS

- **Summary of Findings:** Present a clear summary of the costs, benefits, and overall cost-effectiveness of the sports center.

- **Recommendations:** Provide actionable recommendations based on the study's findings, such as strategies to improve cost-effectiveness or areas for further investment³.

By following these steps, you can conduct a thorough cost-effectiveness study that provides valuable insights into the financial and social impact of your sports center.

The Business Plan for Joun Sports Centre (Example)

EXECUTIVE SUMMARY

The Joun Sports Centre will be a full-service multisport complex situated in the Town of Joun, Al Chouf District, in Lebanon. There are currently no other sports facilities like this one anywhere in the District. This plan will be used to define the scope of our services, as well as a means of gaining the necessary investments to open the facility. It will also be used on a continual basis in the evaluation of The Joun Sports Centre mission, goals, and objectives.

The keys to success for The Joun Sports Centre are our ability to market effectively, creating an unmatched “cool” atmosphere where people will like to be, and hiring qualified/certified and knowledgeable staff to aid in the running of our programs and leagues.

The sports and fitness club industry is a booming business worldwide though still very limited in Lebanon. With the hope of better circumstances, The Joun Sports Centre is conservatively projecting a strong net profit in its first year of operation with this number increasing significantly by the end of year three.

1.1 OBJECTIVES

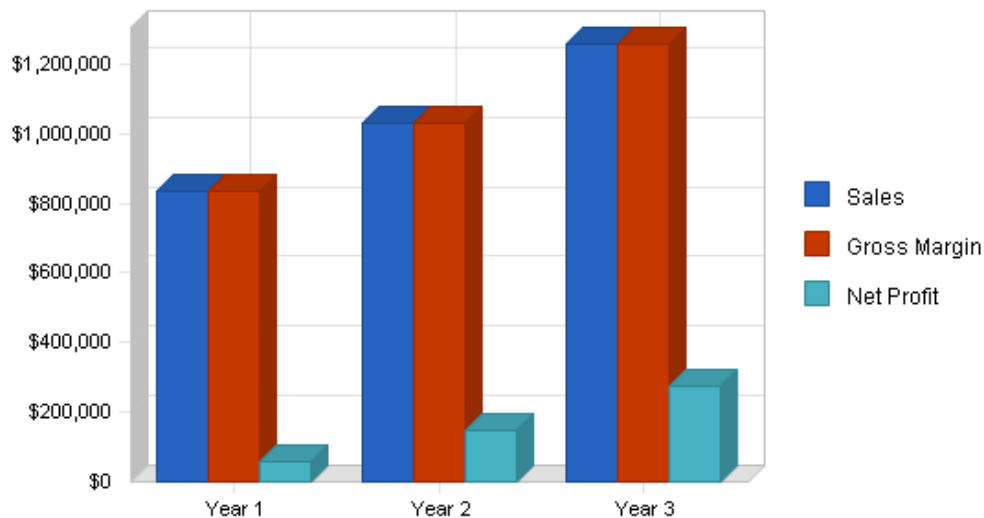
The main objectives for The Joun Sports Centre are as follows:

1. Sell 800 memberships in year one, 1,200 by the end of year two, and 1,600 by the end of year three.
2. Organize and develop various sports leagues and market them effectively so as to fill them to capacity (i.e. seven leagues running twice a year with 8 – 12 teams per league).
3. Sponsor and/or support four community events in our first year of operation.
4. Show at least a 5% return to investors in the first year of operation.

1.2 MISSION

The Joun Sports Centre is a multisport and fitness complex designed to be used by the residents of Joun and the surrounding areas. It is our mission to provide the best programs, staff, and equipment, to fully meet the various sports and fitness needs of our members, while generating a profit for the owners and investors. Besides providing an excellent value to our customers, The Joun Sports Centre is determined to create an unmatched sporting atmosphere that will add to the enjoyment of every member and employee of the facility. Dedicated to the community, The Joun Sports Centre strives to support and sponsor community events, as well as host them whenever possible. Our hope is that through the use of our facility, members' enjoyment and appreciation for sports, fitness, and for life will be enhanced.

Highlights



1.3 KEYS TO SUCCESS

The Keys to Success for The Joun Sports Centre are as follows:

1. **Marketing:** We must make The Joun Sports Centre a common name in the Chouf District and creatively market our services to each of our market segments.
2. **Atmosphere of facility:** By creating an unmatched “cool” atmosphere in The Joun Sports Centre through the use of first class equipment, floors, colors, and big screen TVs, people will want to frequent our facility often and our ability to retain members will be enhanced.
3. **Knowledgeable/qualified staff and management:** By providing the users of the facility with knowledgeable and qualified staff who show genuine concern for the patrons, people will feel comfortable and confident that The Joun Sports Centre can meet all of their sport and fitness needs.

CENTRE SUMMARY

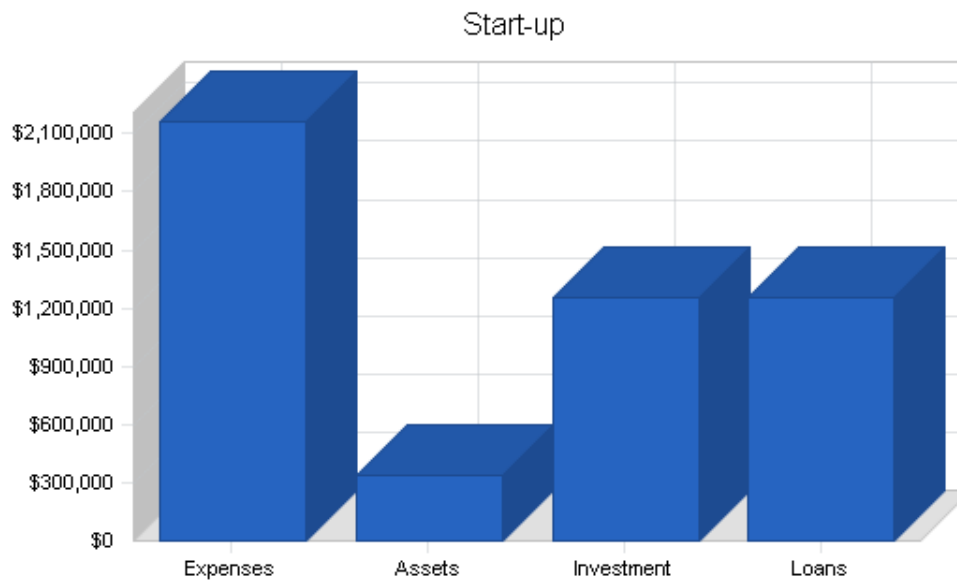
The Joun Sports Centre is a new multisport complex that will provide both members and casual users an opportunity to participate in a variety of sports and leisure programs and activities.

2.1 COMPANY OWNERSHIP

The Joun Sports Centre will be either privately owned or owned by the Municipality of Joun or Unions of Municipalities of Iqlim Al Kharroub in the Chouf District.

2.2 START-UP SUMMARY

Our start-up requirements come to \$2,500,000. Included in these costs is the land, (Unless the Land is owned by the Municipality) building, all development costs, equipment, and start-up capital. The assumptions are shown in the following table and chart.



Start-up Requirements	
Start-up Expenses	
Legal	\$30,000
Air Structure	\$415,000
Hardwood Floors	\$160,000
Basketball Rims, Stands...	\$55,000
Exercise Equipment and Misc.	\$150,000
Stucco	\$8,000
Block Fence	\$90,000
Concrete Footings and Slab	\$185,000
Site Preparation	\$20,000
Consultants	\$3,500
Mechanical	\$25,000

Second Floor Development and Offices	\$210,000
Office Equipment	\$65,000
Paving and Landscaping	\$112,000
Management Fee	\$100,000
Promotional Costs	\$40,000
Design Fees	\$30,000
Land	\$465,000
Total Start-up Expenses	\$2,163,500
Start-up Assets	
Cash Required	\$336,500
Start-up Inventory	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$336,500
Total Requirements	\$2,500,000
Start-up Funding	
Start-up Expenses to Fund	\$2,163,500
Start-up Assets to Fund	\$336,500
Total Funding Required	\$2,500,000
Assets	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$336,500
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$336,500
Total Assets	\$336,500
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$1,250,000
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$1,250,000
Capital	
Planned Investment	
Investor 1	\$100,000
Investor 2	\$100,000
Investor 3	\$100,000
Investor 4	\$100,000
Investor 5	\$100,000
Investor 6	\$100,000

Investor 7	\$100,000
Investor 8	\$100,000
Other	\$450,000
Additional Investment Requirement	\$0
Total Planned Investment	\$1,250,000
Loss at Start-up (Start-up Expenses)	(\$2,163,500)
Total Capital	(\$913,500)
Total Capital and Liabilities	\$336,500
Total Funding	\$2,500,000

Services

The Joun Sports Centre will be a multisport complex that provides its users with various services. A first class fitness and lifestyle center, three full-size basketball courts that can also accommodate many other sports, a food and beverage/lounge area, a massage therapy clinic and other amenities such as offices, a conference room, a childcare center, and full-service locker rooms will all be available in the facility. Along with these amenities, The Joun Sports Centre will provide its users with qualified and knowledgeable people to make sure all of their sport and fitness needs are met.

3.1 WEIGHTS AND FITNESS

The Joun Sports Centre will house a large fitness and lifestyle center that will match or exceed any other in the Region. This fitness and lifestyle center will include top-of-the-line equipment in free weights, machine weights, and aerobic machines. The majority of the lifestyle center will be located on the upper level of the complex that will surround the three basketball courts. This will allow the users the option of watching the activities going on down below, or to watch one of the many TVs that will be set up for their enjoyment.

This aspect of the facility will be run by a certified strength and conditioning specialist (CSCS) who will hire and train his/her staff to meet the demands of the members. This person will report to and work directly with the general partners of The Joun Sports Centre and his/her duties will include, but will not be limited to, general supervision, personalized training for members, program development for camps and clinics, and aiding in the marketing and promotional aspects of the facility.

3.2 COURTS

Three full-size basketball courts and six volleyball courts will highlight the main floor of The Centre. Along with these two sports, the floors will be able to accommodate badminton, indoor soccer, indoor field hockey, touch football, gymnastics, dance, aerobics, and more. These hardwood courts will be manufactured and installed by the

industry leader, Robbins Sport Surfaces, and will be the premier sports floors in all of the Region.

3.3 FOOD SERVICES

On the upper level surrounding the courts there will be a food and beverage area where users of the facility can replenish their bodies. This area has been placed on the upper level so the users may have a bird's-eye view of the happenings on the courts while enjoying their favorite non-alcoholic beverage and/or snack. Included in this area will be various big screen TVs that will show either sporting events, sports news, or appropriate programs that users wish to watch. This aspect of the facility will be crucial in providing the desired atmosphere The Joun Sports Centre hopes to create.

A qualified, experienced person will be hired to run this aspect of the facility. He/she will have the responsibility to meet necessary standards and to report to, and work directly with the general partners of The Joun Sports Centre to make sure the needs of the users in this area are met. If additional staff are required, this person will hire and train those people in accordance with The Joun Sports Centre policies.

3.4 MASSAGE THERAPY

An area for a massage therapy clinic will be located on the main floor of the facility. This service will be available to both the general public and users of the facility at a cost reflective of the industry standard. This amenity will be an added bonus to the users of The Joun Sports Centre as it will be conveniently located right inside the complex. At this time, The Joun Sports Centre is deciding on whether to hire their own massage therapists or to lease out the space to an already established massage therapy practice.

3.5 OTHER

Other features and services The Joun Sports Centre will have include:

1. Full-service separate locker rooms for men and for women that will accommodate up to 120 lockers. Large shower areas, benches, sinks, and bathroom facilities will all be included as well.
2. A large childcare area that will allow users to access the facility at their convenience. The childcare will be on the first level of the complex and have a large play area that will be continuously monitored by our childcare staff. The staff will be responsible for the care and well-being of the children they are watching, along with providing a fun and interesting environment for the children. This service will be offered to the facility users for a very minimal fee.
3. An administrative area housing various offices and a conference room will be located on the main floor of the facility.
4. A pro shop will be strategically placed in The Joun Sports Centre to attract impulsive buyers. Users will pass through the pro shop upon entering and exiting the facility. The pro shop will sell sports shoes, and apparel and eventually our

own line of products that will be available exclusively at The Centre. A person will be in charge of inventory for the pro shop, and general staff will be involved in the daily sales and service.

Market Analysis Summary

The Joun Sports Centre will be the only multisport complex of its kind in all of the Chouf District. Some aspects of the facility will cater mainly to the town of Joun residents.

Other aspects however, will appeal to everyone in the Chouf.

Because of the diversity in the activities and programs available in The Centre, our market segments vary from dedicated workout regulars to people who just want a few hours of fun and recreation.

The Joun Sports Centre offers six of fitness Centers.

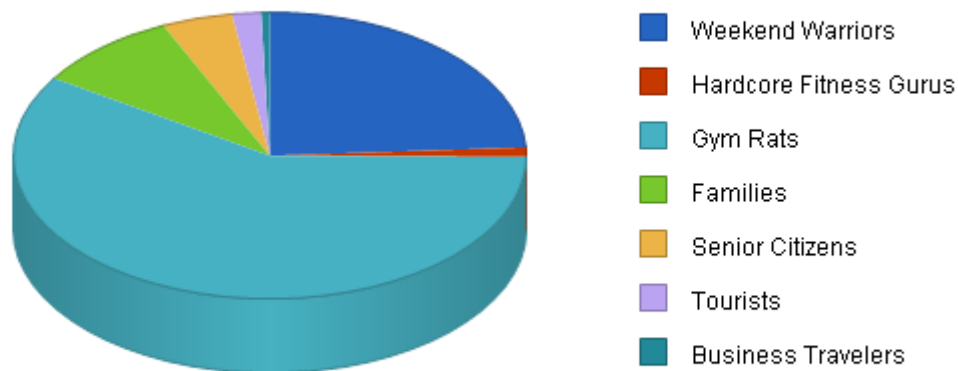
4.1 MARKET SEGMENTATION

1. **Weekend Warriors:** an important market segment for The Joun Sports Centre will be the weekend warriors. These people don't like to be locked into long-term commitments but like the freedom to come and go when the opportunity presents itself. These people will be a target market for special promotions and periodic activities.
2. **Hardcore Fitness Buffs:** another market segment for our facility will be those who view themselves as dedicated fitness gurus. These people are very particular about the type of workout equipment they use, and usually enjoy the opportunity to be "looked at" by other users of the facility. As long as the right equipment is available, these people are willing to lock into long-term commitments with a facility.
3. **Gym Rats:** a third market segment for The Joun Sports Centre will be those people who love to be in a gym. Usually associated with basketball, gym rats seek to find places to play, practice, or just hang out, usually at a very reasonable price. The better the atmosphere, and the more people to watch them, the more gym rats are attracted to a facility. This is a very large market for The Centre.
4. **Families:** this is a smaller, but important market segment for our facility. We have "something for everyone" and that will attract families that want to become members of the facility as well as families who simply want a few hours of fun every now and again. These people will also be the main target for summer camps and activities that allow for fun and education for the children while the parents enjoy some relatively cheap babysitting.
5. **Senior Citizens:** this market segment will be our fastest growing market as more senior citizens are retiring to the Chouf and to Joun than any other group. When provided with health promoting programs, senior citizens are willing to participate

due to the new focus on physical activity and the constant encouragement from family and physicians.

6. **Lebanese Expatriates:** another small market segment, expatriates who work in the Arabian Gulf Countries and other Countries come to Lebanon on a frequent basis. They will be attracted to use this facility for various purposes without the pressure or hassle of a required membership. The simple daily walk-in fee will make The Joun Sports Centre a very attractive place to work out for these people.
7. **Tourists:** another small market segment for The Joun Sports Centre will be the tourists who are attracted to the facility because of its size and appearance. Fabric structures often become tourist attractions because of their different and interesting appearance.

Market Analysis (Pie)



Market Analysis							
Potential Customers	Growth						CAGR
Weekend Warriors	3%	132,479	136,453	140,547	144,763	149,106	3.00%
Hardcore Fitness Gurus	3%	6,080	6,262	6,450	6,643	6,843	3.00%
Gym Rats	3%	325,000	334,750	344,792	355,136	365,790	3.00%
Families	3%	50,000	51,500	53,045	54,636	56,275	3.00%
Senior Citizens	7%	24,320	26,022	27,843	29,793	31,878	7.00%
Tourists	1%	10,000	10,100	10,201	10,303	10,406	1.00%
Business Travelers	0%	3,000	3,000	3,000	3,000	3,000	0.00%
Total	3.14%	550,879	568,087	585,878	604,274	623,298	3.14%

4.2 TARGET MARKET SEGMENT STRATEGY

Due to the size and convenient location of our facility, many people will be attracted to The Joun Sports Centre to see what we have to offer. However, we will not be content

to just wait for customers to come to us. Instead, we will focus our marketing strategies on those market segments who match our offerings. The great thing about marketing The Centre, is that each market segment relates, in certain ways, to all the others. Our main objective with our early marketing strategy will be to get people into our facility. Once people see what we have to offer, and feel the atmosphere that will be created, they will want to return and participate in the many activities and programs that will be available to them.

Some of the ways The Joun Sports Centre will get people into the facility include:

1. Offering tours to junior and senior high schools during the building and early completion stages of the facility.
2. Having a large promotional event to open the facility that will be free to everyone.
3. Hosting and/or supporting various community events that will bring in many people who otherwise would not come.
4. Mailing out free day passes to all of the surrounding area.

Following the opening of The Centre, print and radio media will be used to promote both the facility and the programs that are being offered to attract new people from all over the Chouf District.

As a member, many resources are also available for marketing and promotional ideas that have been effective for other facilities.

Confidential or proprietary information deleted.

4.3 SERVICE BUSINESS ANALYSIS

The sport and fitness business is a booming industry, with total revenues for 1999 over \$10.6 billion. Because of this, fitness clubs are popping up all over the place, including airports and grocery stores! The size and scope of these clubs vary from small, individually owned workout facilities, to very elaborate, publicly owned franchises. According to statistics from, as of July, 2000 there were 15,910 clubs in the USA with over 30 million total club members. That is an average of over 1,800 members per club. Multisport clubs, like The Centre, averaged over 2,800 members per club. One of The Joun Sports Centre challenges is to establish itself as a legitimate sport and fitness club that is appealing to each of its market segments, and position itself as a great deal for members and casual walk-ins alike.

Confidential or proprietary information deleted.

4.3.1 COMPETITION AND BUYING PATTERNS

The competition for The Joun Sports Centre in Joun include two clubs, , , and . At all of these clubs, various types of memberships are available. Some require long-term commitments while other have a minimum commitment of at least one full month. Potential fitness club members will usually compare clubs and find the one that fits their specific needs, or has the amenities that he/she wants. Value is usually very important to these potential members as most people want to get the best value for their dollar.

Confidential or proprietary information deleted.

STRATEGY AND IMPLEMENTATION SUMMARY

The Joun Sports Centre has a large Regional potential market. Because of the small number of recreation and fitness facilities in the area , we feel we will become the number one sports and fitness complex quickly. This will be accomplished by actively and continuously promoting The Joun Sports Centre through radio and media advertisements as well as through hosting and supporting various community events.

5.1 COMPETITIVE EDGE

The Centre' competitive edge is twofold. First, The Joun Sports Centre is the only multisport complex that offers three full-size basketball courts that are available for the members and the community to use and/or rent. On top of this, the scope and variation of the programs that will be run from this facility are unmatched by any other club in the area. The second part of our competitive edge is the location, size, and appearance of the facility that will attract many people into the complex.

By maintaining our focus in our strategy, marketing, program development, and fulfillment, The Joun Sports Centre will be known as the top sports and fitness club in the Region . We should be aware, however, that our competitive edge may be diluted if we become complacent in our program development and implementation. It will be important for The Joun Sports Centre to keep up with the current trends in both sport and fitness programs.

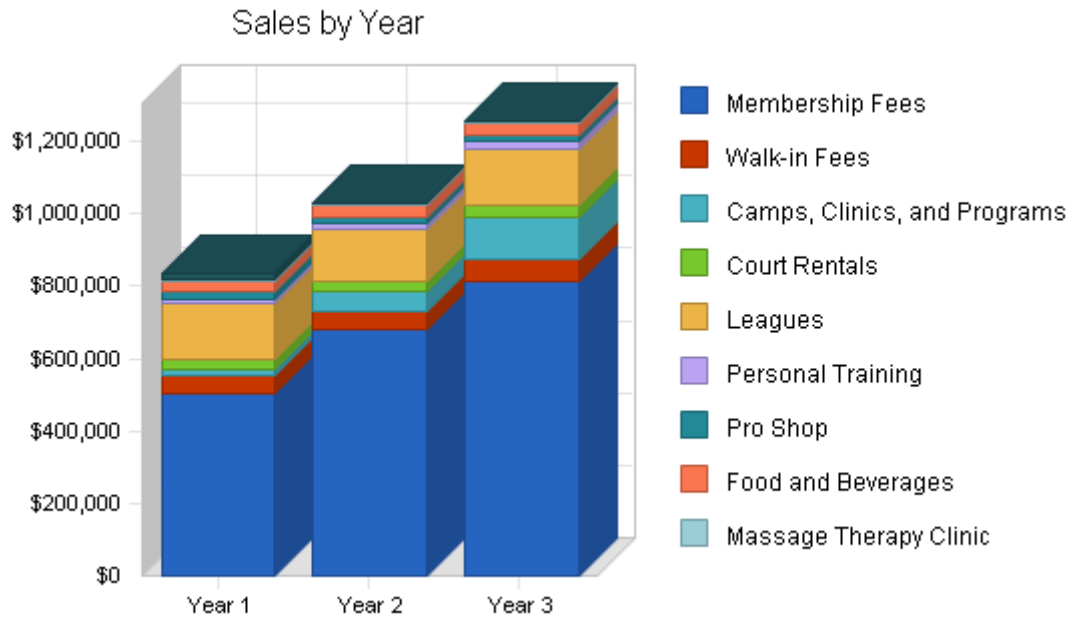
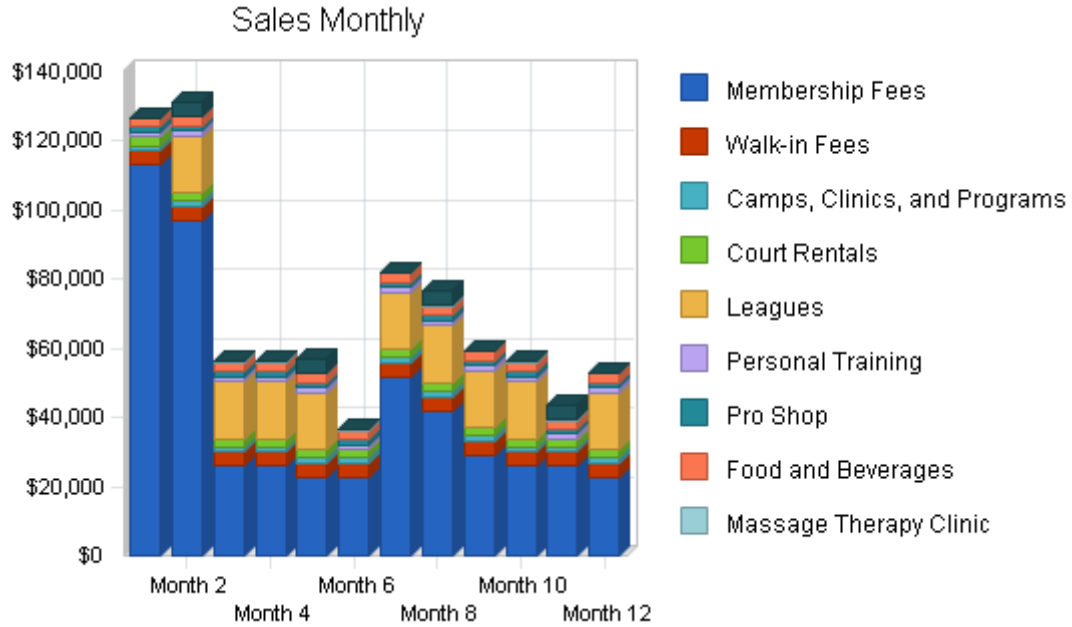
5.2 SALES STRATEGY

Sales in the sport and fitness club business are based on the services and amenities provided by the facility. The “something for everyone” slogan fits perfectly with The Centre. All of the users of our facility must feel like they are getting the best possible value for their money. If there is a better value, for equal services, The Joun Sports Centre will match or beat that value for our customers.

Each person desiring a membership at The Joun Sports Centre will be able to sit down with a representative and be notified of all of their membership options. During this brief discussion, the person will be also informed of all of the services, programs, and amenities The Joun Sports Centre has to offer. It will be important to establish a relationship of trust with our members as membership retainment is an important aspect in our business.

5.2.1 SALES FORECAST

The following table and chart give a run-down on forecasted sales for each of our sources of revenue.



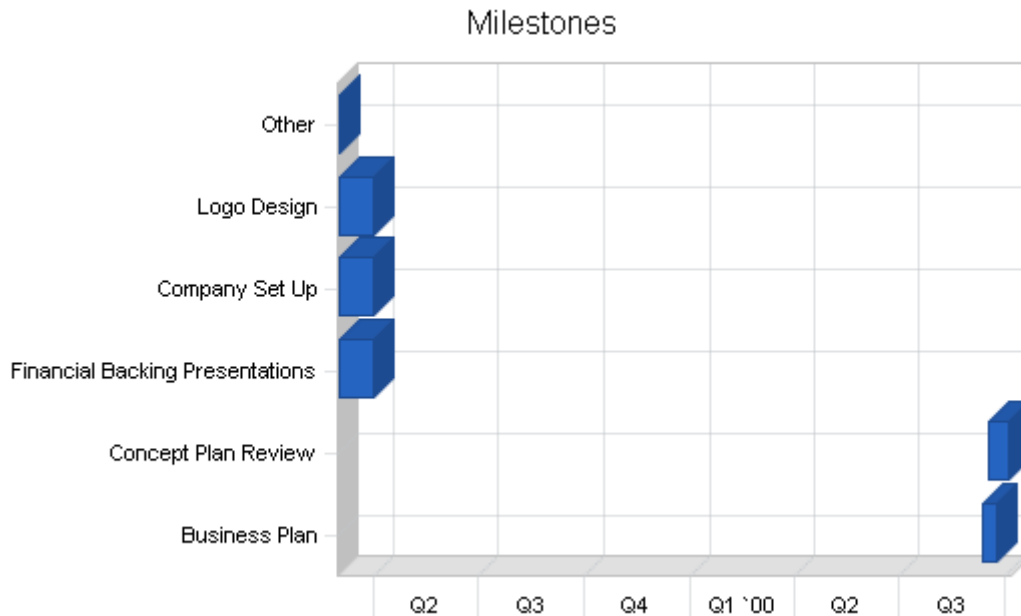
Sales Forecast			
Unit Sales			
Membership Fees	780	1,000	1,200
Walk-in Fees	10,800	10,800	11,340
Camps, Clinics, and Programs	720	720	1,500
Court Rentals	720	720	756
Leagues	2,304	2,048	2,150
Personal Training	1,080	1,134	1,191
Pro Shop	12	1	1
Food and Beverages	12	1	1
Massage Therapy Clinic	1,050	1,080	1,134
Other (Outside Tournaments...)	4	0	0

Total Unit Sales	17,482	17,504	19,273
Unit Prices	Year 1	Year 2	Year 3
Membership Fees	\$647.00	\$679.35	\$679.35
Walk-in Fees	\$4.50	\$4.75	\$5.00
Camps, Clinics, and Programs	\$25.00	\$75.00	\$78.75
Court Rentals	\$40.00	\$42.00	\$44.10
Leagues	\$65.00	\$68.25	\$71.65
Personal Training	\$15.00	\$16.00	\$17.00
Pro Shop	\$1,500.00	\$18,900.00	\$19,845.00
Food and Beverages	\$2,500.00	\$31,500.00	\$33,075.00
Massage Therapy Clinic	\$5.00	\$5.25	\$5.50
Other (Outside Tournaments...)	\$4,000.00	\$4,200.00	\$4,350.00
Sales			
Membership Fees	\$504,660	\$679,350	\$815,220
Walk-in Fees	\$48,600	\$51,300	\$56,700
Camps, Clinics, and Programs	\$18,000	\$54,000	\$118,125
Court Rentals	\$28,800	\$30,240	\$33,340
Leagues	\$149,760	\$139,776	\$154,048
Personal Training	\$16,200	\$18,144	\$20,247
Pro Shop	\$18,000	\$18,900	\$19,845
Food and Beverages	\$30,000	\$31,500	\$33,075
Massage Therapy Clinic	\$5,250	\$5,670	\$6,237
Other (Outside Tournaments...)	\$16,000	\$0	\$0
Total Sales	\$835,270	\$1,028,880	\$1,256,836
Direct Unit Costs	Year 1	Year 2	Year 3
Membership Fees	\$0.00	\$0.00	\$0.00
Walk-in Fees	\$0.00	\$0.00	\$0.00
Camps, Clinics, and Programs	\$0.00	\$0.00	\$0.00
Court Rentals	\$0.00	\$0.00	\$0.00
Leagues	\$0.00	\$0.00	\$0.00
Personal Training	\$0.00	\$0.00	\$0.00
Pro Shop	\$0.00	\$0.00	\$0.00
Food and Beverages	\$0.00	\$0.00	\$0.00
Massage Therapy Clinic	\$0.00	\$0.00	\$0.00
Other (Outside Tournaments...)	\$0.00	\$0.00	\$0.00
Direct Cost of Sales			
Membership Fees	\$0	\$0	\$0
Walk-in Fees	\$0	\$0	\$0
Camps, Clinics, and Programs	\$0	\$0	\$0
Court Rentals	\$0	\$0	\$0
Leagues	\$0	\$0	\$0
Personal Training	\$0	\$0	\$0
Pro Shop	\$0	\$0	\$0
Food and Beverages	\$0	\$0	\$0
Massage Therapy Clinic	\$0	\$0	\$0
Other (Outside Tournaments...)	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$0	\$0	\$0

5.3 MILESTONES

The accompanying table lists important program milestones, with dates and managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

What the table doesn't show is the commitment behind it. Our business plan includes complete provisions for plan-vs.-actual analysis, and we will hold monthly follow-up meetings to discuss the variance and course corrections.



Milestones					
Milestone	Start Date	End Date	Budget	Manager	Department
Business Plan	9/11/2000	9/22/2000	\$0	Rich	Department
Concept Plan Review	9/15/2000	10/3/2000	\$3,500	Rich	Department
Financial Backing Presentations	3/1/1999	4/1/1999	\$0	TBA	Department
Company Set Up	3/1/1999	4/1/1999	\$0	TBA	Department
Logo Design	3/1/1999	4/1/1999	\$0	TBA	Department
Other	3/1/1999	3/1/1999	\$0	TBA	Department
Totals			\$3,500		

Management Summary

The initial management team for The Joun Sports Centre will include (Partners if possible) and staff members who will. For example, qualified personnel will be hired for the food and beverage, massage therapy, and fitness areas. General help staff will be hired on a need basis as the users of the facility increase. There will also be a janitor hired for basic cleanliness and maintenance of the complex.

The Joun Sports Centre will have a total staff of 13 people in the first year of operation. It is projected that an additional three people will be added each year for the next two

years. The majority of the salaries are projected to raise 5% per year for the first three years. This estimate may be conservative.

PERSONNEL PLAN

See the following table for a more detailed list of The Joun Sports Centre personnel.

Personnel Plan			
Partner One	\$60,000	\$63,000	\$66,150
Partner Two	\$60,000	\$63,000	\$66,150
Fitness Area Manager	\$36,000	\$37,800	\$39,690
Food Service Manager	\$30,000	\$31,500	\$33,075
Book Keeper	\$21,600	\$22,680	\$23,814
General Staff (7)	\$138,300	\$145,215	\$152,476
Janitor	\$15,000	\$15,750	\$16,538
Other	\$0	\$59,900	\$118,800
Total People	13	16	19
Total Payroll	\$360,900	\$438,845	\$516,692

FINANCIAL PLAN

We are assuming start-up capital of \$336,500 and a long-term (20 year) bank loan of \$1,250,000. The remainder of the necessary financing will come through investors.

7.1 IMPORTANT ASSUMPTIONS

The financial plan depends on important assumptions, most of which are shown in the following table as annual assumptions. From the beginning, we recognize that collection days are critical, but not a factor we can influence easily. At least we are planning on the problem, and dealing with it. Interest rates, tax rates, and personnel burden are based on conservative assumptions.

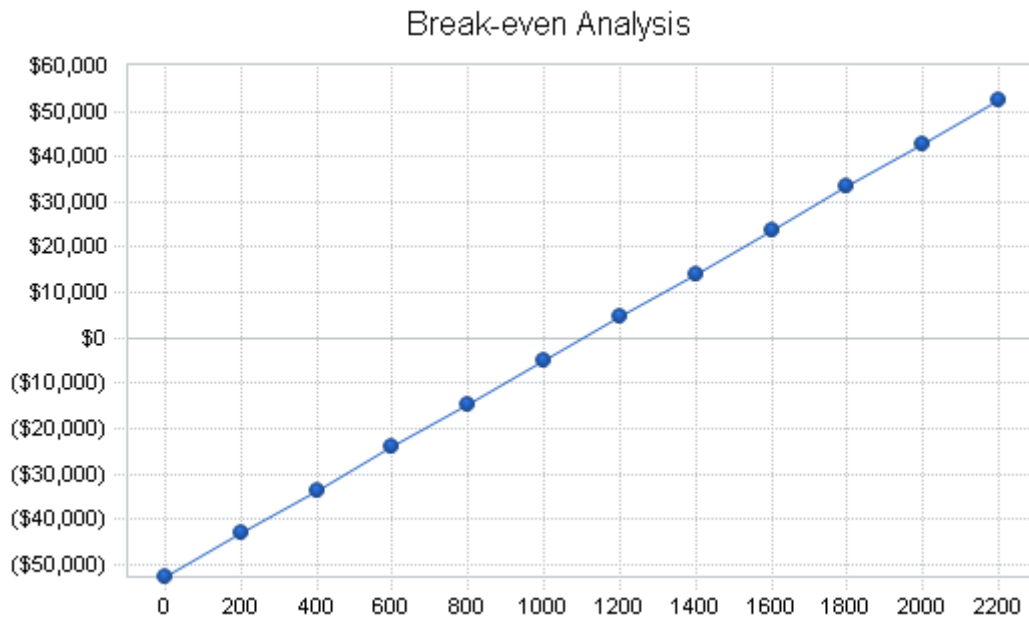
Some of the more important underlying assumptions are:

- We assume a future better economy in Lebanon, without major recession.
- We assume the rate of growth for the number of sport and fitness club memberships will be steady.

General Assumptions			
Plan Month	1	2	3
Current Interest Rate	10.00%	10.00%	10.00%
Long-term Interest Rate	10.00%	10.00%	10.00%
Tax Rate	16.25%	15.00%	16.25%
Other	0	0	0

7.2 BREAK-EVEN ANALYSIS

The following table and chart summarize our break-even analysis.

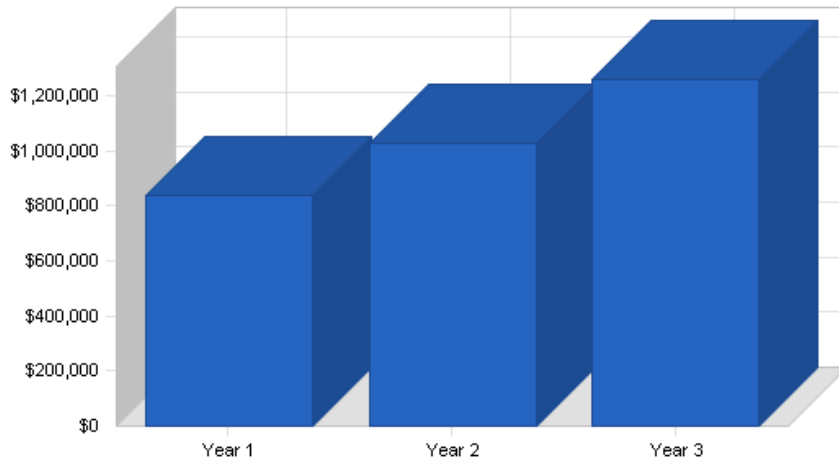


Break-even Analysis	
Monthly Units Break-even	1,104
Monthly Revenue Break-even	\$52,752
Assumptions:	
Average Per-Unit Revenue	\$47.78
Average Per-Unit Variable Cost	\$0.00
Estimated Monthly Fixed Cost	\$52,752

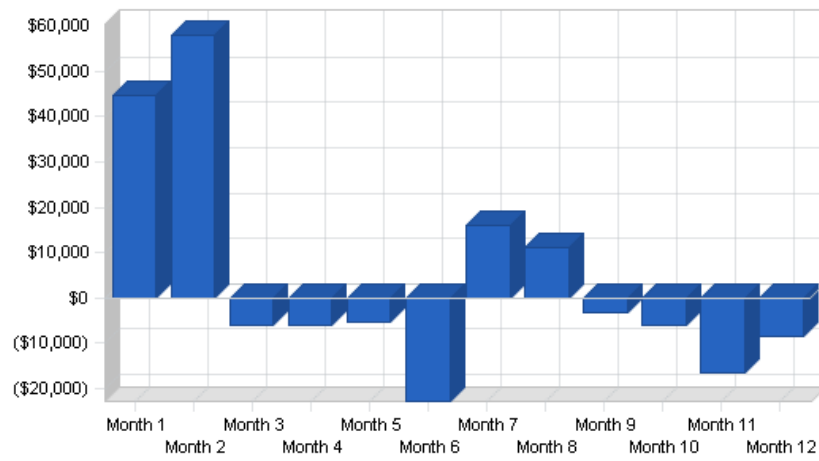
7.3 PROJECTED PROFIT AND LOSS

Our projected profit and loss is shown on the following table. We show a conservative estimate of net profits/sales, with that increasing each year. According to the research done through and, these projections are very conservative and should be easily attained.

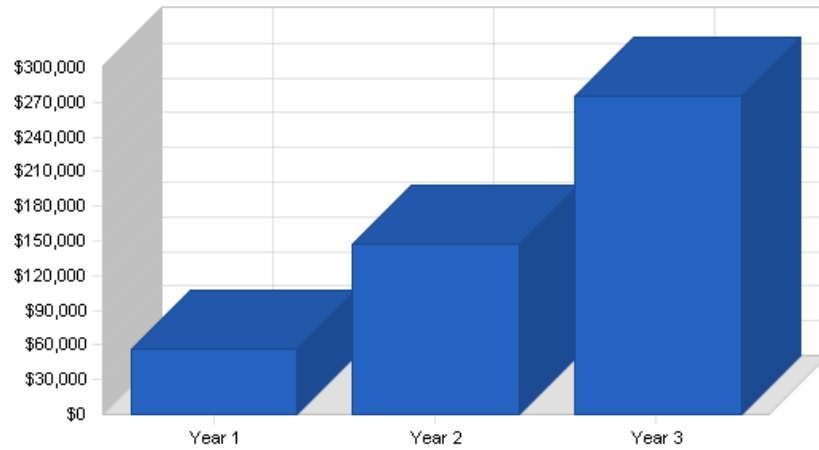
Gross Margin Yearly



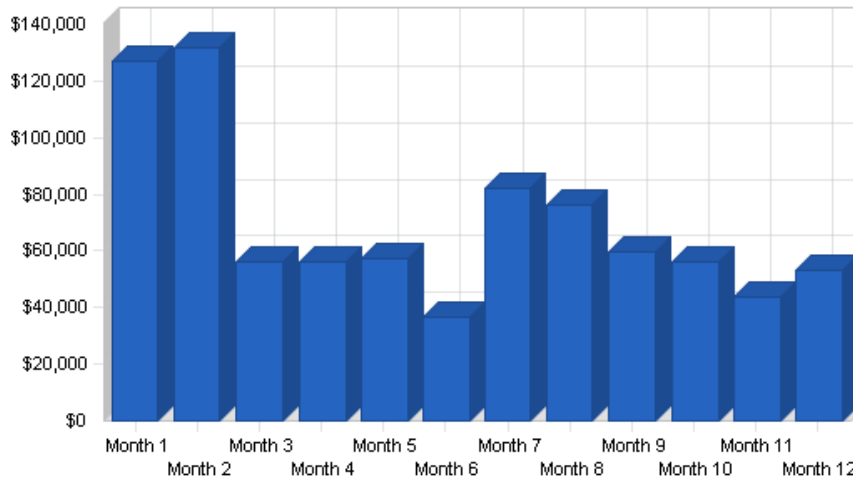
Profit Monthly



Profit Yearly



Gross Margin Monthly

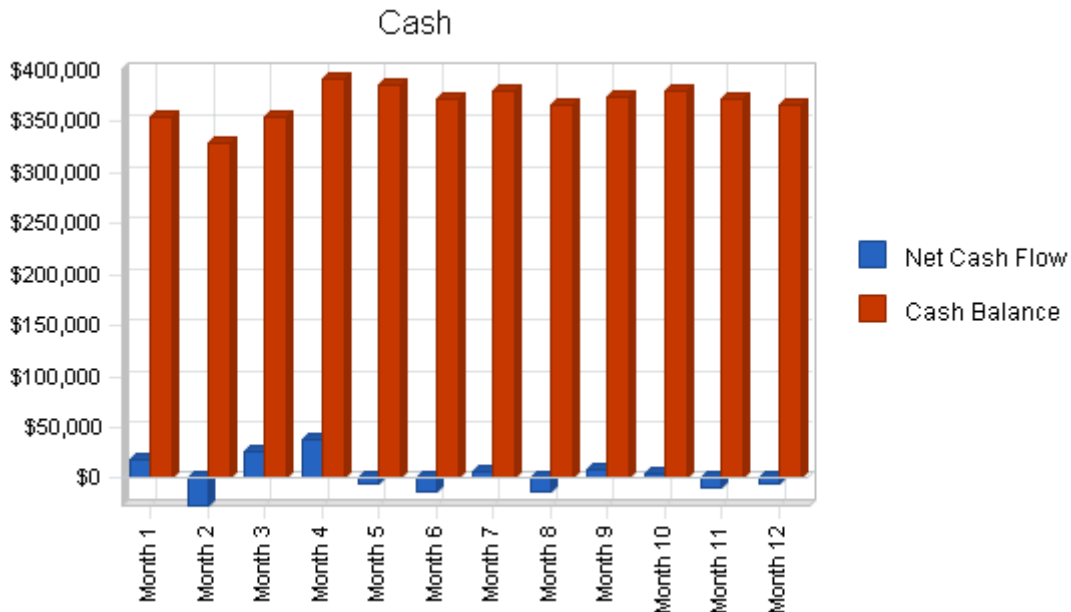


Pro Forma Profit and Loss			
Sales	\$835,270	\$1,028,880	\$1,256,836
Direct Cost of Sales	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Cost of Sales	\$0	\$0	\$0
Gross Margin	\$835,270	\$1,028,880	\$1,256,836
Gross Margin %	100.00%	100.00%	100.00%
Expenses			
Payroll	\$360,900	\$438,845	\$516,692
Sales and Marketing and Other Expenses	\$85,392	\$87,170	\$65,068
Depreciation	\$0	\$0	\$0
Leased Equipment	\$48,000	\$50,400	\$50,400
Repairs and Maintenance	\$4,800	\$5,040	\$5,292
Landscape Maintenance	\$3,600	\$3,780	\$3,969
Accounting Fees	\$4,800	\$5,040	\$5,292
Legal Fees	\$2,400	\$2,520	\$2,646
Telephone	\$3,000	\$3,150	\$3,307
Utilities (Gas, Electric, Water, Sewer)	\$54,000	\$56,700	\$59,535
Insurance	\$12,000	\$12,600	\$13,230
Rent	\$0	\$0	\$0
Payroll Taxes	\$54,135	\$65,827	\$77,504
Other	\$0	\$0	\$0
Total Operating Expenses	\$633,027	\$731,072	\$802,935
Profit Before Interest and Taxes	\$202,243	\$297,808	\$453,901
EBITDA	\$202,243	\$297,808	\$453,901
Interest Expense	\$125,000	\$125,000	\$125,000
Taxes Incurred	\$21,135	\$25,921	\$53,446
Net Profit	\$56,108	\$146,887	\$275,455
Net Profit/Sales	6.72%	14.28%	21.92%

7.4 PROJECTED CASH FLOW

The following cash flow projections show our annual amounts only. For more detailed monthly projections please see the appendix.

Cash flow projections are critical to our success. The monthly cash flow is shown in the illustration, with one bar representing the cash flow per month, and the other the monthly balance.



Pro Forma Cash Flow			
Cash Received			
Cash from Operations			
Cash Sales	\$334,108	\$411,552	\$502,734
Cash from Receivables	\$444,036	\$604,086	\$738,511
Subtotal Cash from Operations	\$778,144	\$1,015,638	\$1,241,246
Additional Cash Received			
Sales Tax, VAT, Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$778,144	\$1,015,638	\$1,241,246
Expenditures	Year 1	Year 2	Year 3
Expenditures from Operations			
Cash Spending	\$360,900	\$438,845	\$516,692

Bill Payments	\$387,740	\$437,246	\$462,919
Subtotal Spent on Operations	\$748,640	\$876,091	\$979,611
Additional Cash Spent			
Sales Tax, VAT, Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$748,640	\$876,091	\$979,611
Net Cash Flow	\$29,503	\$139,547	\$261,635
Cash Balance	\$366,003	\$505,550	\$767,185

7.5 PROJECTED BALANCE SHEET

The balance sheet in the following table shows managed but sufficient growth of net worth, and a sufficiently healthy financial position.

Pro Forma Balance Sheet			
Assets			
Current Assets			
Cash	\$366,003	\$505,550	\$767,185
Accounts Receivable	\$57,126	\$70,368	\$85,958
Inventory	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$423,130	\$575,918	\$853,143
Long-term Assets			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0
Total Assets	\$423,130	\$575,918	\$853,143
Liabilities and Capital	Year 1	Year 2	Year 3
Current Liabilities			
Accounts Payable	\$30,521	\$36,423	\$38,194
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$30,521	\$36,423	\$38,194
Long-term Liabilities	\$1,250,000	\$1,250,000	\$1,250,000
Total Liabilities	\$1,280,521	\$1,286,423	\$1,288,194
Paid-in Capital	\$1,250,000	\$1,250,000	\$1,250,000
Retained Earnings	(\$2,163,500)	(\$2,107,392)	(\$1,960,505)
Earnings	\$56,108	\$146,887	\$275,455
Total Capital	(\$857,392)	(\$710,505)	(\$435,050)

Total Liabilities and Capital	\$423,130	\$575,918	\$853,143
Net Worth	(\$857,392)	(\$710,505)	(\$435,050)

7.6 BUSINESS RATIOS

BUSINESS RATIOS FOR THE YEARS OF THIS PLAN ARE SHOWN BELOW.

Ratio Analysis				
Sales Growth	0.00%	23.18%	22.16%	15.90%
Percent of Total Assets				
Accounts Receivable	13.50%	12.22%	10.08%	4.30%
Inventory	0.00%	0.00%	0.00%	3.60%
Other Current Assets	0.00%	0.00%	0.00%	31.10%
Total Current Assets	100.00%	100.00%	100.00%	39.00%
Long-term Assets	0.00%	0.00%	0.00%	61.00%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities				
Current Liabilities	7.21%	6.32%	4.48%	34.80%
Long-term Liabilities	295.42%	217.04%	146.52%	27.60%
Total Liabilities	302.63%	223.37%	150.99%	62.40%
Net Worth	-202.63%	-123.37%	-50.99%	37.60%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	100.00%	100.00%	100.00%	0.00%
Selling, General and Administrative Expenses	92.14%	85.72%	77.76%	73.20%
Advertising Expenses	2.87%	2.45%	0.00%	2.40%
Profit Before Interest and Taxes	24.21%	28.94%	36.11%	2.70%
Main Ratios				
Current	13.86	15.81	22.34	1.10
Quick	13.86	15.81	22.34	0.73
Total Debt to Total Assets	302.63%	223.37%	150.99%	62.40%
Pre-tax Return on Net Worth	-9.01%	-24.32%	-75.60%	3.00%
Pre-tax Return on Assets	18.26%	30.01%	38.55%	7.90%
Additional Ratios				
	Year 1	Year 2	Year 3	
Net Profit Margin	6.72%	14.28%	21.92%	n.a
Return on Equity	0.00%	0.00%	0.00%	n.a
Activity Ratios				
Accounts Receivable Turnover	8.77	8.77	8.77	n.a
Collection Days	58	38	38	n.a
Inventory Turnover	0.00	0.00	0.00	n.a
Accounts Payable Turnover	13.70	12.17	12.17	n.a
Payment Days	27	28	29	n.a
Total Asset Turnover	1.97	1.79	1.47	n.a

Debt Ratios				
Debt to Net Worth	0.00	0.00	0.00	n.a
Current Liab. to Liab.	0.02	0.03	0.03	n.a
Liquidity Ratios				
Net Working Capital	\$392,608	\$539,495	\$814,950	n.a
Interest Coverage	1.62	2.38	3.63	n.a
Additional Ratios				
Assets to Sales	0.51	0.56	0.68	n.a
Current Debt/Total Assets	7%	6%	4%	n.a
Acid Test	11.99	13.88	20.09	n.a
Sales/Net Worth	0.00	0.00	0.00	n.a
Dividend Payout	0.00	0.00	0.00	n.a

APPENDIX

SALES FORECAST

Sales Forecast													
Unit Sales													
Members hip Fees	0%	175	150	40	40	35	35	80	65	45	40	40	35
Walk-in Fees	0%	900	900	900	900	900	900	900	900	900	900	900	900
Camps, Clinics, and Programs	0%	60	60	60	60	60	60	60	60	60	60	60	60
Court Rentals	0%	60	60	60	60	60	60	60	60	60	60	60	60
Leagues	0%	0	256	256	256	256	0	256	256	256	256	0	256
Personal Training	0%	90	90	90	90	90	90	90	90	90	90	90	90
Pro Shop	0%	1	1	1	1	1	1	1	1	1	1	1	1
Food and Beverages	0%	1	1	1	1	1	1	1	1	1	1	1	1
Massage Therapy Clinic	0%	60	90	90	90	90	90	90	90	90	90	90	90
Other (Outside Tournaments...)	0%	0	1	0	0	1	0	0	1	0	0	1	0
Total Unit Sales		1,347	1,609	1,498	1,498	1,494	1,237	1,538	1,524	1,503	1,498	1,243	1,493
Unit Prices		Mont h 1	Mont h 2	Mont h 3	Mont h 4	Mont h 5	Mont h 6	Mont h 7	Mont h 8	Mont h 9	Mont h 10	Mont h 11	Mont h 12
Members hip Fees		\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00	\$647.00
Walk-in Fees		\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50
Camps, Clinics, and Programs		\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00

Court Rentals		\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Leagues		\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
Personal Training		\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Pro Shop		\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
Food and Beverages		\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
Massage Therapy Clinic		\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Other (Outside Tournaments...)		\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
Sales													
Members hip Fees		\$113,225	\$97,050	\$25,880	\$25,880	\$22,645	\$22,645	\$51,760	\$42,055	\$29,115	\$25,880	\$25,880	\$22,645
Walk-in Fees		\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050	\$4,050
Camps, Clinics, and Programs		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Court Rentals		\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Leagues		\$0	\$16,640	\$16,640	\$16,640	\$16,640	\$0	\$16,640	\$16,640	\$16,640	\$16,640	\$0	\$16,640
Personal Training		\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
Pro Shop		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Food and Beverages		\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Massage Therapy Clinic		\$300	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Other (Outside Tournaments...)		\$0	\$4,000	\$0	\$0	\$4,000	\$0	\$0	\$4,000	\$0	\$0	\$4,000	\$0
Total Sales		\$126,825	\$131,440	\$56,270	\$56,270	\$57,035	\$36,395	\$82,150	\$76,445	\$59,505	\$56,270	\$43,630	\$53,035
Direct Unit Costs		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Members hip Fees	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Walk-in Fees	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Camps, Clinics, and Programs	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Court Rentals	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Leagues	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Personal Training	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Pro Shop	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Food and Beverages	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Massage Therapy Clinic	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other (Outside Tournaments...)	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Cost of Sales													
Membership Fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Walk-in Fees		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Camps, Clinics, and Programs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Court Rentals		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leagues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personal Training		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pro Shop		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food and Beverages		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Massage Therapy Clinic		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Outside Tournaments...)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Direct Cost of Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PERSONEL PLAN

Personnel Plan													
PARTNER ONE	0%	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
PARTNER TWO	0%	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Fitness Area Manager	0%	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Food Service Manager	0%	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500

Book Keeper	0%	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
General Staff (7)	0%	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525	\$11,525
Janitor	0%	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Other	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People		13	13	13	13	13	13	13	13	13	13	13	13
Total Payroll		\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075
General Assumptions													
Plan Month		1	2	3	4	5	6	7	8	9	10	11	12
Current Interest Rate		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Long-term Interest Rate		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Tax Rate		30.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Other		0	0	0	0	0	0	0	0	0	0	0	0

PRO FORMA PROFIT AND LOSS

Pro Forma Profit and Loss													
Sales		\$126,825	\$131,440	\$56,270	\$56,270	\$57,035	\$36,395	\$82,150	\$76,445	\$59,505	\$56,270	\$43,630	\$53,035
Direct Cost of Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gross Margin		\$126,825	\$131,440	\$56,270	\$56,270	\$57,035	\$36,395	\$82,150	\$76,445	\$59,505	\$56,270	\$43,630	\$53,035
Gross Margin %		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Expense s													

Payroll		\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075
Sales and Marketing and Other Expenses		\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116	\$7,116
Depreciation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leased Equipment		\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Repairs and Maintenance		\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Landscape Maintenance		\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Accounting Fees		\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Legal Fees		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Telephone		\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Utilities (Gas, Electric, Water, Sewer)		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Insurance		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Rent		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Taxes	15%	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511	\$4,511
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses		\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752	\$52,752
Profit Before Interest and Taxes		\$74,073	\$78,688	\$3,518	\$3,518	\$4,283	(\$16,357)	\$29,398	\$23,693	\$6,753	\$3,518	(\$9,122)	\$283
EBITDA		\$74,073	\$78,688	\$3,518	\$3,518	\$4,283	(\$16,357)	\$29,398	\$23,693	\$6,753	\$3,518	(\$9,122)	\$283
Interest Expense		\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417
Taxes Incurred		\$19,097	\$10,241	(\$1,035)	(\$1,035)	(\$920)	(\$4,016)	\$2,847	\$1,991	(\$550)	(\$1,035)	(\$2,931)	(\$1,520)
Net Profit		\$44,559	\$58,030	(\$5,864)	(\$5,864)	(\$5,214)	(\$22,758)	\$16,134	\$11,285	(\$3,114)	(\$5,864)	(\$16,608)	(\$8,614)
Net Profit/Sales		35.13%	44.15%	-10.42%	-10.42%	-9.14%	-62.53%	19.64%	14.76%	-5.23%	-10.42%	-38.07%	-16.24%
Pro Forma Cash Flow													
Cash Received													

Cash from Operations													
Cash Sales		\$50,730	\$52,576	\$22,508	\$22,508	\$22,814	\$14,558	\$32,860	\$30,578	\$23,802	\$22,508	\$17,452	\$21,214
Cash from Receivables		\$0	\$2,537	\$76,187	\$77,361	\$33,762	\$33,777	\$33,808	\$22,752	\$49,176	\$45,528	\$35,638	\$33,509
Subtotal Cash from Operations		\$50,730	\$55,113	\$98,695	\$99,869	\$56,576	\$48,335	\$66,668	\$53,330	\$72,978	\$68,036	\$53,090	\$54,723
Additional Cash Received													
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received		\$50,730	\$55,113	\$98,695	\$99,869	\$56,576	\$48,335	\$66,668	\$53,330	\$72,978	\$68,036	\$53,090	\$54,723
Expenditures		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Expenditures from Operations													

Cash Spending		\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075	\$30,075
Bill Payments		\$1,740	\$51,896	\$42,959	\$32,059	\$32,063	\$32,071	\$29,307	\$35,913	\$35,001	\$32,528	\$31,996	\$30,210
Subtotal Spent on Operations		\$31,815	\$81,971	\$73,034	\$62,134	\$62,138	\$62,146	\$59,382	\$65,988	\$65,076	\$62,603	\$62,071	\$60,285
Additional Cash Spent													
Sales Tax, VAT, HST/GST Paid Out		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent		\$31,815	\$81,971	\$73,034	\$62,134	\$62,138	\$62,146	\$59,382	\$65,988	\$65,076	\$62,603	\$62,071	\$60,285
Net Cash Flow		\$18,915	(\$26,858)	\$25,662	\$37,735	(\$5,562)	(\$13,810)	\$7,287	(\$12,657)	\$7,902	\$5,433	(\$8,981)	(\$5,562)
Cash Balance		\$355,415	\$328,557	\$354,219	\$391,953	\$386,391	\$372,581	\$379,868	\$367,210	\$375,113	\$380,546	\$371,565	\$366,003

PRO FORMA BALANCE SHEET

Pro Forma Balance Sheet													
Assets	Starti ng Balan ces												
Current Assets													
Cash	\$336,500	\$355,415	\$328,557	\$354,219	\$391,953	\$386,391	\$372,581	\$379,868	\$367,210	\$375,113	\$380,546	\$371,565	\$366,003
Accounts Receivable	\$0	\$76,095	\$152,423	\$109,997	\$66,399	\$66,858	\$54,917	\$70,399	\$93,514	\$80,041	\$68,275	\$58,815	\$57,126
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$336,500	\$431,510	\$480,980	\$464,216	\$458,352	\$453,249	\$427,498	\$450,267	\$460,724	\$455,154	\$448,820	\$430,380	\$423,130
Long-term Assets													
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$336,500	\$431,510	\$480,980	\$464,216	\$458,352	\$453,249	\$427,498	\$450,267	\$460,724	\$455,154	\$448,820	\$430,380	\$423,130
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Liabilities													
Accounts Payable	\$0	\$50,451	\$41,890	\$30,990	\$30,990	\$31,101	\$28,109	\$34,743	\$33,916	\$31,460	\$30,990	\$29,158	\$30,521
Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Borrowing													
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$50,451	\$41,890	\$30,990	\$30,990	\$31,101	\$28,109	\$34,743	\$33,916	\$31,460	\$30,990	\$29,158	\$30,521
Long-term Liabilities	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Total Liabilities	\$1,250,000	\$1,300,451	\$1,291,890	\$1,280,990	\$1,280,990	\$1,281,101	\$1,278,109	\$1,284,743	\$1,283,916	\$1,281,460	\$1,280,990	\$1,279,158	\$1,280,521
Paid-in Capital	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Retained Earnings	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)	(\$2,163,500)
Earnings	\$0	\$44,559	\$102,590	\$96,726	\$90,862	\$85,648	\$62,890	\$79,024	\$90,308	\$87,194	\$81,330	\$64,722	\$56,108
Total Capital	(\$913,500)	(\$868,941)	(\$810,910)	(\$816,774)	(\$822,638)	(\$827,852)	(\$850,610)	(\$834,476)	(\$823,192)	(\$826,306)	(\$832,170)	(\$848,778)	(\$857,392)
Total Liabilities and Capital	\$336,500	\$431,510	\$480,980	\$464,216	\$458,352	\$453,249	\$427,498	\$450,267	\$460,724	\$455,154	\$448,820	\$430,380	\$423,130
Net Worth	(\$913,500)	(\$868,941)	(\$810,910)	(\$816,774)	(\$822,638)	(\$827,852)	(\$850,610)	(\$834,476)	(\$823,192)	(\$826,306)	(\$832,170)	(\$848,778)	(\$857,392)

Latest Grants and Resources in Lebanon

Grants and resources for NGOs, companies, startups and individuals in Lebanon.

Finding grants for developing recreational and community facilities in Lebanon can be challenging, but there are several avenues you can explore:

1. Local Government and Municipalities: Check with local government offices and municipalities in Lebanon. They often have funding programs for community development projects, including recreational facilities.

2. International Organizations: Organizations like the United Nations Development Programme (UNDP) and the World Bank often provide grants and funding for community development projects in Lebanon. These organizations focus on improving local infrastructure and community services.

3. Non-Governmental Organizations (NGOs): Many NGOs operating in Lebanon offer grants for community projects. For example, the Lebanese Center for Civic Engagement and the Hariri Foundation for Sustainable Human Development may have relevant programs.

4. Private Sector and Corporate Social Responsibility (CSR): Some private companies and corporations in Lebanon have CSR programs that fund community development projects. Reaching out to large corporations and local businesses might yield potential funding opportunities.

5. International Grants and Programs: Look into international grant programs that support community and recreational facilities. For instance, the European Union and USAID have various funding programs that might be applicable.

6. Crowdfunding and Community Fundraising: Platforms like Zoomaal and GoFundMe can be used to raise funds for community projects. Engaging the local community and diaspora can also be a powerful way to gather support and funding.

7. Embassies and Cultural Centers: Some embassies and cultural centers in Lebanon offer grants for community projects. For example, the U.S. Embassy in Lebanon has a small grants program that might be relevant.

THE GLOBAL SPORT FUND (GSF)

The Global Sport Fund (GSF) is an initiative designed to leverage the transformative power of sports to foster positive youth development globally. Here are some key aspects:

1. Mission: The GSF aims to create opportunities for youth, particularly those aged 11 to 17, to use sports to improve physical and mental health, reinforce positive social skills, and shield them from the temptation of drug use and juvenile delinquency¹.

2. Approach: The fund uses sports as a vehicle to encourage lifestyle changes. It emphasizes balanced competition, respect for oneself and others, and maintaining self-control. The idea is that young people coached in playing sports fairly and with respect are less likely to get involved in substance abuse and criminal activity¹.

3. Challenges Addressed: The GSF focuses on youth in regions facing significant challenges, such as poverty, war, natural disasters, health epidemics, and the influence of international organized crime¹.

4. Support and Activities: The fund provides grants to NGOs for projects that use sports to prevent drug use and criminal behavior among young people. It sponsors events, youth camps, exhibitions, and training seminars for coaches and young people³.

5. Partnerships: The GSF is supported by organizations like the United Nations Office on Drugs and Crime (UNODC) and the Qatar Olympic Committee (QOC), which are committed to helping youth worldwide get involved in sports¹.

For more detailed information, you can visit the [Global Sport Fund website] (<https://www.globalsportfund.com/>) ¹.

WORLD PROJECTS SUPPORTED BY THE GLOBAL SPORT FUND (GSF)

The Global Sport Fund (GSF) has supported numerous successful projects worldwide, leveraging sports to foster positive youth development. Here are a few notable examples:

1. Youth Sports Camps in Africa: GSF funded several sports camps across African countries, focusing on soccer and athletics. These camps provided young people with training, mentorship, and life skills education, helping them stay engaged and away from negative influences¹.

2. Community Sports Programs in Latin America: In various Latin American countries, GSF supported community sports programs that aimed to reduce youth violence and promote social cohesion. These programs included after-school sports activities, tournaments, and workshops on leadership and teamwork¹.

3. Sports for Development in Asia: GSF partnered with local NGOs in Asia to implement sports programs that addressed issues like gender inequality and health education. These projects used sports as a platform to empower young girls and educate communities about health and wellness¹.

4. Inclusive Sports Initiatives in Europe: In Europe, GSF funded projects that focused on inclusivity in sports, providing opportunities for children with disabilities to participate in various sports activities. These initiatives aimed to promote social inclusion and physical fitness among all youth¹.

These projects highlight the diverse ways in which GSF leverages sports to create positive impacts in communities around the world.

ELIGIBILITY FOR A GRANT FROM GSF

To be eligible for a grant from the Global Sport Fund (GSF), applicants typically need to meet the following criteria:

- 1. Non-Profit Status:** The applicant organization must be a registered non-profit entity. This ensures that the funds are used for community benefit rather than profit.
 - 2. Project Alignment:** The proposed project must align with the GSF's mission to use sports as a tool for positive youth development. This includes improving physical and mental health, reinforcing positive social skills, and preventing substance abuse among youth.
 - 3. Target Audience:** Projects should primarily target youth aged 11 to 17, particularly those in regions facing significant challenges such as poverty, conflict, or health epidemics.
 - 4. Geographic Focus:** While the GSF supports projects worldwide, there is a focus on regions with high needs, including areas affected by poverty, war, natural disasters, and health crises.
 - 5. Sustainability:** The project should demonstrate potential for sustainability beyond the initial funding period. This includes having a clear plan for continued operation and impact.
 - 6. Community Involvement:** Successful projects often involve the local community in planning and implementation, ensuring that the initiatives are culturally relevant and supported by those they aim to benefit.
- For more detailed information and to access the application forms, you can visit the [Global Sport Fund website] (<https://www.globalsportfund.com/>) ¹.

HOW TO APPLY FOR A GRANT FROM THE GLOBAL SPORT FUND (GSF),

To apply for a grant from the Global Sport Fund (GSF), follow these steps:

- 1. Prepare Your Proposal:** Clearly outline your project, including its objectives, target audience, expected outcomes, and how it aligns with the GSF's mission to use sports for positive youth development. Be specific and realistic about what you plan to achieve with the resources requested⁹.
- 2. Complete the Application Form:** The GSF provides application forms designed to guide you through the process step-by-step. Ensure you fill out all required sections concisely and clearly⁹.
- 3. Submit Supporting Documents:** Along with the application form, you may need to submit additional documents such as a detailed budget, project timeline, and letters of support from partners or stakeholders⁹.
- 4. Seek Technical Assistance:** If you encounter any difficulties or have questions while completing the application, you can contact the GSF for technical assistance⁹.
- 5. Review and Submit:** Double-check your application for completeness and accuracy before submitting it. Make sure all required documents are included and that your proposal is well-organized and compelling⁹.

For more detailed information and to access the application forms, you can visit the [Global Sport Fund website] (<https://www.globalsportfund.com/>) ¹.

BUSINESS PLAN OF THE JOUN COMMUNITY SPORTS CENTER (JCSC)

Here's a detailed breakdown of the Joun Community Sports Center (JCSC) business plan, including specifics on facility design, programs, financial projections, marketing, and staffing.

1. Facility Design and Layout

Indoor Spaces:

- **Gymnasium:** A large, versatile indoor space for basketball, volleyball, and badminton with retractable bleachers for spectators. This area will be suitable for both open gym time and organized sports leagues.
- **Fitness Studio:** A room designed for group fitness classes, such as yoga, pilates, and aerobics, with mirrors, mats, and adjustable lighting.
- **Weight and Cardio Room:** Equipped with cardio machines (treadmills, ellipticals, bikes), free weights, and resistance machines. Designed to support general fitness as well as specialized training sessions.
- **Locker Rooms:** Separate locker rooms for men and women, each with showers, restrooms, lockers, and changing areas.

Outdoor Spaces:

- **Multi-Purpose Sports Field:** A turf field suitable for soccer, tennis, and general play. The field can also accommodate summer sports camps and outdoor fitness classes.
- **Outdoor Court:** For basketball and other court sports, equipped with lights for evening use.

Social and Support Areas:

- **Reception Area:** Check-in desk, registration, and member services.
- **Community Café:** Small café with seating, offering healthy snacks, drinks, and smoothies, providing a comfortable space for socializing before or after workouts.
- **Meeting and Event Room:** A small conference room for wellness workshops, meetings, or rented events.

2. Programs and Services

1. Youth Sports Leagues and Clinics
 - Basketball, Volleyball, and Soccer Leagues: Seasonal youth leagues with age-appropriate teams. Clinics for skill development are offered before and after league seasons.
 - Summer Sports Camps: Week-long camps focusing on athletic development, teamwork, and fitness fundamentals.
2. Adult Sports Leagues
 - Basketball, Soccer, and Tennis Leagues: Weekly adult leagues for various skill levels.
 - Open Gym Times: Scheduled hours for drop-in sports, encouraging casual play and community interaction.
3. Group Fitness Classes
 - Yoga and Pilates: Morning and evening classes aimed at flexibility, strength, and stress relief.
 - Aerobics, Zumba, and Cardio Kickboxing: High-energy classes designed to boost cardiovascular health and community engagement.
 - Strength Training and HIIT: Classes focusing on strength and endurance, held in the fitness studio or weight room.
4. Wellness Programs
 - Workshops on Nutrition, Stress Management, and Mental Health: Monthly seminars led by health professionals.
 - Health Assessments and Personal Training: Personalized assessments and training sessions to help members achieve fitness goals.
5. Community Events and Tournaments
 - Annual Tournaments: Competitions in basketball, soccer, and other sports with community involvement.
 - Family Days and Sports Clinics: Events where families can try new sports and activities.

3. Financial Plan

Startup Costs

Category	Cost Estimate (USD)	Description
Construction and Renovation	\$200,000 - \$250,000	Indoor gym, fitness rooms, and outdoor field setup

Equipment	\$50,000 - \$70,000	Gym equipment, weights, sports gear, and fitness equipment
Furniture and Fixtures	\$15,000 - \$20,000	Reception furniture, café tables, benches, storage
Technology and Software	\$5,000	Membership management system, POS software, website development
Marketing and Branding	\$7,500 - \$10,000	Pre-launch advertising, community outreach, signage
Contingency Fund	\$10,000	For unexpected costs

Total Initial Startup Costs: Approximately \$287,500 - \$355,000

Monthly Operating Costs

Category	Monthly Cost (USD)	Annual Cost (USD)
Staff Salaries	\$8,000 - \$12,000	\$96,000 - \$144,000
Utilities and Maintenance	\$2,500 - \$3,000	\$30,000 - \$36,000
Marketing	\$500	\$6,000
Insurance	\$500	\$6,000
Supplies	\$500	\$6,000
Miscellaneous	\$300	\$3,600

Total Monthly Operating Costs: \$12,300 - \$16,300

Total Annual Operating Costs: \$147,600 - \$195,600

Revenue Streams

- Membership Fees:
 - Individual: \$40/month (150 members) = \$6,000/month
 - Family: \$70/month (50 families) = \$3,500/month
 - Quarterly Membership: \$100/quarter (100 members) = \$3,333/month

Total Monthly Membership Revenue = \$12,833

- Program Fees:

- Youth Sports Programs: \$10/session (100 participants/month) = \$1,000/month
- Adult League Fees: \$100/team/season (10 teams/season, 4 seasons) = \$1,000/month

- Group Fitness Classes: \$5/class (300 participants/month) = \$1,500/month

Total Monthly Program Revenue = \$3,500

- Event Hosting and Rentals:

- Facility Rentals: \$300/event (5 events/month) = \$1,500/month
- Tournaments and Special Events: \$500/event (2 events/month) =

\$1,000/month

Total Monthly Event Revenue = \$2,500

4. Café and Merchandise Sales:
 - Estimated Sales = \$1,000/month

Total Monthly Revenue = \$19,833

Total Annual Revenue = \$238,000

Projected Annual Profit = \$42,400 - \$90,400

4. Marketing Strategy

1. Community Outreach: Collaborate with schools, local businesses, and community groups to spread awareness and offer pre-opening membership deals.
2. Social Media: Launch a social media campaign with highlights of classes, programs, and events to engage residents and potential members.
3. Referral Program: Offer incentives like discounted membership rates to members who refer new sign-ups.
4. Local Media and Events: Use local newspapers, radio, and community events to promote the center and its programs.

5. Management and Staffing

1. General Manager: Oversee all center operations, from staffing and finances to program planning and member relations.
2. Program Director: Responsible for managing sports leagues, fitness classes, and community events.
3. Trainers and Instructors: Skilled instructors to lead fitness classes, wellness programs, and personal training.
4. Support Staff: Receptionists, café attendants, and maintenance staff to ensure a welcoming, clean, and efficient facility.

6. Funding Sources

1. Government and Community Grants: Seek grants for recreational facilities, health, and wellness initiatives.

2. Private Investors: Approach local business owners interested in community development.
3. Crowdfunding: Use platforms like GoFundMe to reach community members interested in supporting the project.
4. Sponsorships: Partner with local businesses to secure sponsorships for specific areas of the center, events, or programs.

Conclusion

The Joun Community Sports Center is a forward-thinking, financially viable project designed to enrich the lives of Joun's residents. With diverse programs, a welcoming environment, and strong community partnerships, JCSC will become a valued resource for health, fitness, and community connection.

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The Benefits of the Project

Source:

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- (2) Community Center - The Benefits for Small Towns | SFA. <https://sportsfacilities.com/community-center-benefits-small-town/>.
- (3) Why are Recreation Centers Important to the Community? - Trainerize. <https://www.trainerize.com/blog/why-recreation-centers-are-important-to-community/>.
- (4) The Impact of Community Recreation Centers | SFA SFM. <https://sportsfacilities.com/the-positive-impact-of-community-recreation-centers/>.
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