the political and governmental leadership, community groups, health and social service groups, environmental groups, religious organizations, the private and non-profit sectors, centers of learning and other community institutions; and

(4) Strategic vision for change, which identifies what the community will become and a strategic map for revitalization. The vision should build on assets and coordinate a response to community needs in a comprehensive fashion. It should also set goals and performance benchmarks for measuring progress and establish a framework for evaluating and adjusting the revitalization plan.

(d) Elements of strategic plan. The

strategic plan should:

(1) Indicate and briefly describe the specific groups, organizations, and individuals participating in the production of the plan and describe the history of these groups in the community;

(2) Explain how participants were selected and provide evidence that the participants, taken as a whole, broadly represent the racial, cultural and economic diversity of the community;

(3) Describe the role of the participants in the creation, development and future implementation

of the plan;

- (4) Identify two or three topics addressed in the plan that caused the most serious disagreements among participants and describe how those disagreements were resolved;
- (5) Explain how the community participated in choosing the area to be nominated and why the area was nominated:
- (6) Provide evidence that key participants have the capacity to implement the plan;
- (7) Provide a brief explanation of the community's vision for revitalizing the
- (8) Explain how the vision creates economic opportunity, encourages selfsufficiency and promotes sustainable community development;
- (9) Identify key needs of the area and the current barriers to achieving the vision for it, including a description of poverty and general distress, barriers to economic opportunity and development and barriers to human development:

(10) Discuss how the vision is related to the assets and needs of the area and

its surroundings;

(11) Describe the ways in which the community's approaches to economic development, social/human services, transportation, housing, sustainable community development, public safety, drug abuse prevention, and educational

- and environmental concerns will be addressed in a coordinated fashion; and explain how these linkages support the community's vision;
- (12) Indicate how all Social Services Block Grant funds for designated **Empowerment Zones and Enterprise** Communities (EZ/EC SSBG funds) will be utilized.
- (i) In doing so, the strategic plan shall provide the following information:
- (A) A commitment by the applicant, as well as by the nominating Statechartered economic development corporation or State government(s) and local governments, that the EZ/EC SSBG funds will be used to supplement, not replace, other Federal or non-Federal funds available for financing for services or activities which can be used to achieve or maintain the goals outlined in paragraph (d)(12) of this section;
- (B) A description of the entities that will administer the EZ/EC SSBG funds;
- (C) A certification by such entities that they will provide periodic reports on the use of the EZ/EC SSBG funds;
- (D) A detailed description of all the activities to be financed with the EZ/EC SSBG funds and how all such funds will be allocated.
- (ii) The EZ/EC SSBG funds must be used to achieve or maintain the following goals. The goals may be achieved by undertaking one or more of the following program options:
- (A) The goal of economic self-support to prevent, reduce or eliminate dependencies, through one or more of the following program options:
- (1) Funding community and economic development services focused on disadvantaged adults and youths, including skills training, transportation services and job, housing, business, and financial management counseling;
- (2) Supporting programs that promote home ownership, education or other routes to economic independence for low-income families, youths, and other individuals:
- (3) Assisting in the provision of emergency and transitional shelter for disadvantaged families, youths, and other individuals;
- (B) The goal of self-sufficiency, including reduction or prevention of dependencies, through one or more of the following program options:
- (1) Providing assistance to non-profit organizations and/or community and junior colleges that provide disadvantaged adults and youths with opportunities for short-term training courses in entrepreneurial and self employment skills and other training that promotes individual self-

- sufficiency, and the interest of the community;
- (2) Funding programs to provide training and employment for disadvantaged adults and youths in construction, rehabilitation or improvement of affordable housing, public infrastructure and community facilities; and
- (C) The goal of prevention or remedying the neglect, abuse or exploitation of children and/or adults unable to protect their own interest; and the goal of preservation, rehabilitation, or reuniting of families, through one or more of the following program options:
- (1) Providing support for residential or non-residential drug and alcohol prevention and treatment programs that offer comprehensive services for pregnant women, and mothers and their children;
- (2) Establishing programs that provide activities after school hours, including keeping school buildings open during evenings and weekends for mentor and study programs.
- (iii) Designated Empowerment Zone and Enterprise Communities may work to achieve or maintain the goals outlined in paragraphs (d)(12)(ii) (A) and (B) of this section by using EZ/EC SSBG funds to capitalize revolving or micro-enterprise loan funds which benefit low-income residents of the designated Empowerment Zones and Enterprise Communities. Similarly, the Zones and Communities may work to achieve or maintain the goals outlined in paragraphs (d)(12)(ii) (A) and (B) of this section by using the EZ/EC SSBG funds to create jobs and promote economic opportunity for low-income families and individuals through matching grants, loans, or investments in community development financial institutions.
- (iv) If the EZ/EC SSBG funds are to be used for program options not included in paragraph (d)(12)(ii) of this section, the strategic plan must indicate how the proposed activities meet the goals set forth in paragraph (d)(12)(ii) of this section and the reasons the approved program options were not pursued.
- (v) To the extent that the EZ/EC SSBG funds are to be used for the program options included in paragraph (d)(12)(ii) of this section, they may be used for the following activities, in addition to those activities permitted by Section 2005 of the Social Security Act (42 U.S.C. 1379d):
- (A) To purchase or improve land or facilities:
- (B) To make cash payments to individuals for subsistence or room and board: