



# St. Luc's Cultural Immersion Center Roadmap to Redevelopment

*Prepared for:*  
St. Landry Parish & St. Luc's Cultural Immersion Center

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Council of Development Finance Agencies

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# About the Roadmap to Redevelopment

The Roadmap to Redevelopment is a product of the [CDFA Brownfields Technical Assistance Program](#), which is funded through a grant from the U.S. Environmental Protection Agency. The program provides technical assistance to brownfields communities on redevelopment finance. For communities that require detailed, hands-on assistance for their redevelopment efforts, CDFA Brownfields Project Response Teams are comprised of CDFA staff and technical assistance partners are available to conduct site visits and provide recommendations. The goal of these visits is to offer communities specific, actionable advice that can transform brownfields into economically-productive sites in accordance with the goals and plans of the community. CDFA will coordinate 36 Brownfields Project Response Teams over the life of the program.

The Roadmap to Redevelopment was developed through a two-day process that included interviews with numerous stakeholders from the government, business, and non-profit sectors. The plan provides a framework for the financing of the development of a former hospital site into a cultural immersion center for Cajun, Creole and French language and culture.

The Roadmap to Redevelopment's recommendations combine the input of development finance experts, CDFA staff, and the interests of stakeholder groups gathered during the Project Response Team site visit.

# Background & History



NUNU Arts & Culture Collective

The storied history of Arnaudville, Louisiana, can be traced back to the Atakapa Indian people. Arnaudville sits on the site of an original Attakapas Indian village, making it one of the oldest towns in the Parish of St. Landry. The region was settled by the French in the 18th century. The town is surrounded by swampland and sits on the border of St. Landry and St. Martin Parishes. The town itself was formally established in the year 1870. Initially, the town was named La Murière, but later it took on the name La Jonction. La Jonction is French for "The Junction." This name was likely given due to the fact that the town is located at the junction of Bayou Fuselier and Bayou Teche. In the 19th century, the Brothers Arnaud donated to the Jesuits of Grand Coteau a sizable plot of land on Bayou Teche so a chapel could be constructed for services to area Catholics. As such, the town was renamed Arnaudville in honor of the Brothers Arnaud. To this very day, many of their descendants still reside in the area. Despite the town going through several different names, Arnaudville's rich culture has always remained the same. Names such as Guidry, Richard, and Broussard are commonplace. According to town officials, nearly four in 10

residents still speak French at home. The town is also home to exquisite Cajun and Louisiana Creole cuisine. Étouffée – a dish featuring spicy shellfish with rice– is a popular favorite of residents, as is Boudin (rice and pork) Sausage. It's also common to hear spontaneous French Louisiana fiddle jam sessions as one walks down the streets. The food, music, and arts community are exemplary of the rich history of Arnaudville, Louisiana.

In 2005, visual artist George Marks began the first iteration of the NUNU Arts and Culture Collective as a creative studio workspace and gallery for local artists' work. This arts collective has grown and evolved over the past 14 years to be the center of Arnaudville's creative placemaking renaissance and part of a larger economic development initiative centered on cultural and language immersion. During this time, Arnaudville joined the state cultural districts program as the Deux Bayous Cultural District, which provides commercial state historic income tax credits; NUNU collective began the Corridor des Arts initiative, a partnership of area cultural districts seeking cultural economy development; and NUNU collective, through its inhouse partner, Jacques Arnaud French Studies was approached by universities across the U.S. to host short-term French immersion camps in Arnaudville. The number of universities - local, national and international - wanting to benefit from language and cultural immersion offered in Arnaudville, grew exponentially. As a result, NUNU collective, located within the Deux Bayous Cultural District, embarked on building capacity to offer more opportunity to experience the Arnaudville community and share the language and culture of the Acadiana region and



NUNU Arts & Culture Collective

all eyes turned once again to the shuttered former Saint Luke Community Hospital for use as an adult French Immersion school.

Mavis Arnaud Frugé, director of the Jacques Arnaud French Studies program, advocated for the repurpose of the former hospital, first suggested using the hospital for French language studies when then CODOFIL (Council for the Development of French in Louisiana) Executive Director David Cheramie (1998-2011) expressed the need for a large facility where more language students could be accommodated. In 2015, Louisiana Cultural Economy engaged with an economic development consultant to develop a business plan for a proposed French Immersion Center and Activity Center (the "Center") within the former 33-bedroom St. Luke Community Hospital, Arnaudville. The business plan, funded through a National Endowment for the Arts grant, contributions by St. Martin and St. Landry Parishes, and in-kind administrative support by NUNU collective, and employing conservative estimated revenues, concluded the Center to be within two years of opening, "economically viable, if structured correctly." In 2016 and 2017, the governing bodies of St. Landry and St. Martin ordered by ordinances the dissolution of the First Hospital Service District of the Parishes of St. Landry and St. Martin, and a following judicial action confirming the authority of the two parishes. Property was directed to be handed over for division by the two parishes. Within this same time, a new and separate 501(c)3, called Saint Luc French Immersion and Cultural Campus, was created and in 2019 became a federally certified non-profit. With this newly-minted organization, the opportunities and timeline for the project have more thoroughly solidified. This report will examine some general recommendations for organizing and moving the Center through its initial phase. The second part of the report will provide financing and funding recommendations which may be advantageous to pursue.

# St. Luc's Cultural Immersion Center Roadmap to Redevelopment

## St. Luc's Cultural Immersion Center Recommendations:

Based on stakeholder conversations, the Center has been a focus of community discussions for a number of years in various iterations. This report explores the initial next step recommendations for the latest iteration of the Center on the former hospital site in Arnaudville.

### Part I: Complete Phase II Environmental Assessment

Phase I Environmental Assessments found contamination at the former hospital site. St. Luc's should continue to engage with the U.S. EPA and the Louisiana Department of Environmental Quality on Phase II Environmental Assessments to provide a clear understanding of the environmental remediation required on the site for its proposed end use. After this Phase II is complete, the financing for both the cost of remediation and a remediation plan can be put into place.

### Part II: Create Comprehensive Business plan

Creating a comprehensive business plan will help St. Luc's provide both a clear vision for the Cultural Immersion Center's use and the different organizations which will utilize the Center. Some key pieces of the business plan are identified below:

i. Create a Clear Vision for the Center

Per stakeholder conversations, there were diverse ideas for what types of activities the Center could potentially host. The Center should organize and clarify the vision for the center. This vision should include an understanding if any other organization will operate their offices out of the center. This understanding is critical to developing the overall end layout of the building post-renovation and development. It is also critical to understand potential revenue sources in a comprehensive business plan.

a. Prioritize use of Space and Scope of Services/Amenities Provided

A key part of this comprehensive vision, as mentioned above, is understanding the use of the space at the Center. Potential end-users of the site will influence revenue and the overall floor plan of the Center. It is also pertinent while prioritizing the use of the space and providing a clearer understanding of the site's end use, to understand the scope of services and amenities that St. Luc's will provide for different end-users of the Center: a music and arts festival will need different amenities as compared to a language immersion camp.

ii. Prioritize Partner Organizations and Collect LOIs for use of the Center

Based on stakeholder conversation, St. Luc's has the potential to develop numerous partnerships with organizations across the United States. St. Luc's must further organize the Center's potential users by building a calendar of potential use dates and prioritizing the partner organizations based on who gets to host or choose the timing of their events first at the Center. St. Luc's is only one location and will have limited amenities and, based on stakeholder conversations, it seems unlikely multiple organizations can utilize the Center at one time. Organizing and understanding how often the center will be in use during the year is critical to understanding potential revenue streams. It is also vital St. Luc's seek binding agreements with these potential partner organizations or 'Center-users' to strengthen and provide backing for these projected revenues.

iii. Build Pro-Forma with Total Redevelopment Costs

After St. Luc's has a full understanding of the environmental remediation needed for the proposed end use, St. Luc's may begin to build a development pro-forma. A pro-forma is an analysis of cash flow projections which takes into account both expected expenses and project revenues generated from the center in the years to come. Through this process, the Center will be put into quantifiable terms, which will allow for the Center to understand the economic viability of the development and when the project will become economically solvent. This is a key piece of any comprehensive business plan and will be critical to securing any type of financing.

### Part III: Explore Land-Ownership Options

After the dissolution of the hospital district that funded the former hospital, St. Landry Parish took ownership of the former hospital site. With the ownership of this site in public hands, there are a few ownership and acquisition options for St. Luc's to engage with and decide which is the best for the project.

i. Publicly-Owned & Leased to St. Luc's

Typically, projects that provide a community benefit similar to the proposed use of the former hospital site and the activities of the Center, are often able to develop a mutually beneficial lease agreement between the public entity and the organization willing to take on the redevelopment of the site. St. Luc's and St. Landry Parish should explore whether a leasing agreement is a good strategy to mitigate construction and redevelopment costs for this site.

ii. Private Land Acquisition by St. Luc's

St. Luc's also has the option to acquire the site from St. Landry Parish. The acquisition cost should be weighed with the potential community benefit of the Center and the current expenses incurred by St. Landry Parish for maintaining the empty facility. Bases on conversations with community stakeholder, there is significant interest for funding



this acquisition through private donations and endowments to St. Luc's, and/or private investment in the Center (See Part III below).

## Recommendations: Financing St. Luc's Cultural Immersion Center

The specific site is located in St. Landry Parish in a small town that straddles the border between St. Landry and St. Martin Parishes called Arnaudville. Formerly a small hospital shared by the two parishes, it now stands vacant and has been for nearly a decade. The proposed reuse of the site has developed over the years as Arnaudville has established itself as a center for creative place-making in Louisiana. The facility is 23,600 square feet in size and stands on around 3 acres of land.

### Part I: Explore the Use of 501(c)3 Bonds

Federal and state laws permit certain types of debt financing for a variety of capital improvements on a tax-exempt basis under Federal income tax laws. The principal advantage of this financing method is the lower interest cost in comparison to the interest rate on conventional debt available to borrowers. Tax-exempt bonds are traditionally issued by state and local governmental units for traditional government functions, such as school construction, public infrastructure and municipal utilities. However, certain *private* organizations may also utilize the benefits of conduit tax-exempt financing through state and local governmental units. Legally designated 501(c)3 organizations are able to access this low-cost tax-exempt financing through 501(c)3 bonds.

Louisiana has a unique statewide conduit bond issuer called the Louisiana Public Facilities Authority (LPFA). If St. Luc's is able to produce a cogent and highly organized business plan with strongly documented revenue streams, LPFA may be engaged as a partner and could potentially issue 501(c)3 bonds which could provide significant financing for Center.

### Part II: Local Bank Participation

The federal government requires banks of all shapes and sizes to help "meet the credit needs of the communities in which they operate"<sup>1</sup> through a law called the Community Reinvestment Act (CRA). The local banks in Louisiana may be interested in providing financing assistance to organizations like St. Luc's as it may help them meet their CRA obligations. Banks, through CRA obligations, can often provide flexible and responsive low-cost financing and patient capital. Through developing a relationship with



*Sign for St. Luc's former use as a small hospital*

<sup>1</sup> "What Is the Community Reinvestment Act (CRA)?" Community Reinvestment Act (CRA). December 07, 2018. Accessed April 09, 2019. [https://www.federalreserve.gov/consumerscommunities/cra\\_about.htm](https://www.federalreserve.gov/consumerscommunities/cra_about.htm).

local banks or larger national banks who have a commitment to St. Landry or Arnaudville, St. Luc's may be able to secure advantageous financing.

### Part III: Private Investment or Donations

Through stakeholder discussions, there was significant private interest from community members across Louisiana. Another option for funding either the acquisition or development of the property would be potentially piecing together investment and donations from numerous private sources and interested parties. Through this type of funding, St. Luc's should be aware that there should be some discussion on what private individuals receive in return for their investment in the Center or donation to St. Luc's.

### Part IV: Examine Federal, State & Local Financing Programs

St. Luc's may be able to access certain financing programs and incentives which are administered at the state, local and federal level.

i. Federal Historic Tax Credits

Tax Credits are a useful tool that can often provide considerable gap financing for projects that would otherwise not be economically viable. A 20-percent income tax credit on eligible costs is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures."<sup>2</sup> St. Luc's or St. Landry Parish should research births at the former hospital of notable individuals such as musicians, politician or authors to build their application and narrative as to why the building is worthy of preservation. Once the building is approved by the National Park Service, the development of these properties will be eligible for this investment tool. St. Luc's should be aware, however, of certain limitations on using Federal Historic Tax Credits for properties owned by, or leased to, nonprofit organizations.

ii. Louisiana Historic Tax Credits

A 20% state income tax credit is also available for the rehabilitation of historic, income-producing buildings that are determined by the Division of Historic Preservation to be "certified historic structures." The Division of Historic Preservation reviews projects to ensure their compliance with the Secretary of the Interior's Standards for Rehabilitation. The state historic tax credit can be 'paired' and used in tandem with one another. After the former hospital is designated on the federal level, St. Luc's and any developer that they may work with can consider using this tool as well.

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<sup>2</sup> Tax Credit Finance Resource Center. March 03, 2018.  
<https://www.cdfa.net/cdfa/cdfaweb.nsf/resourcecenters/taxcredits.html>.

iii. *Louisiana Public Facilities Authority: Rural Development Low-Interest Loan Program*

This program is administered by the Louisiana Public Facilities Authority (LPFA). LPFA's Rural Development Low-Interest Loan Program helps provide local governments and non-profits with interim financing for capital and infrastructure projects until permanent financing is received from the U.S. Department of Agriculture's (USDA) Rural Development Program. If St. Luc's chooses to utilize programs through the USDA, this may be an option to secure the 'bridge financing' necessary while USDA funding is pursued and secured.

The borrower works with its local bank to obtain the most favorable interest rate possible and borrows 60% of the necessary funds from the local bank at the negotiated interest rate. The LPFA provides the remaining 40% of the loan at an interest rate equal to one-half of the local bank's interest rate. Thus, the borrower saves a substantial amount in interest costs by participating in the program<sup>3</sup>.

iv. Rural Local Initiatives Support Corporation

Rural LISC provides a wide range of services, including training, technical assistance, information and financial support, to help rural community developers address the problems rural communities face. Rural LISA focuses on expanding investment in housing and real estate, increasing family income and wealth, stimulating economic development, improving access to quality education, and growing healthy environments and lifestyles. It may be beneficial for the Center to explore a relationship with Rural LISC and see if both organizations can find alignment in community development interests with regards to the Center.

v. Louisiana Cultural Economy Foundation

The Louisiana Cultural Economy Foundation was launched in 2005 by Governor Landrieu's Cultural Economy Initiative post-Hurricane Katrina. Since its inception, the directives of the organization have shifted from hurricane recovery to cultural entrepreneurship. Although the organization doesn't have the funding it once did, there are a few programs which may be applicable to St. Luc's and provide another piece of the overall capital stack to this project. Regardless of capital access, this organization is interested in supporting cultural activities in the state of Louisiana and could be a valuable potential project partner.

vi. Delta Regional Authority

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<sup>3</sup> Rural Development Low Interest Loan Program - Economic Development.  
<http://www.lpfa.com/economic-development/Rural-Development-Low-Interest-Loan-Program>.

The Delta Regional Authority (DRA) is a multi-jurisdictional development finance agency which promotes the improvement of economic outcomes in the eight-state delta region. Since its creation by Congress in 2000, the DRA makes strategic investments of federal appropriations into the physical and human infrastructure of the communities in this region. If St. Luc's can be positioned as an economic engine in Arnaudville and the surrounding parishes, the DRA may allow St. Luc's access to their low-cost capital or provide assistance in updating any outdated infrastructure around the Center. It may be advantageous for St. Luc's to build a relationship with the DRA to see if their programs could be a fit for the project needs of the Center.

vii. Louisiana Office of Cultural Development

The Louisiana Office of Cultural Development provides support for arts and cultural organizations of all shapes and sizes across the state. This organization administers a number of grants and programs that St. Luc's can benefit from during their capital campaign to acquire the property and throughout the programming that St. Luc's plans to provide. Based on stakeholder conversations, this organization already seems deeply involved in these plans. St. Luc's should continue to engage and collaborate to support their project and programming of the Center.

## Part V: Build Relationship with U.S. Department of Agriculture

Based on the placement of Arnaudville and the former hospital site, St. Luc's qualifies for USDA federal funding through various programs. St. Luc's should familiarize themselves with the rules and applications of these programs and develop a working relationship with the local USDA Rural Development office in Louisiana. This office could be an invaluable resource in securing a significant portion of the financing for the project via the programs mentioned below.

i. Community Facilities Direct Loan & Grant Programs

This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area and does not include private, commercial or business undertakings. Eligible borrowers for this program include both public bodies and community-based non-profit corporations. The funding available can be a combination of both low-interest loans and grants from the USDA. Funding is provided by the USDA through a competitive process.

ii. Rural Business Development Grants

This program is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue.

iii. Rural Cooperative Development Grant Program

The Rural Cooperative Development Grant program helps improve the economic condition of rural areas by helping individuals and businesses start, expand or improve rural cooperatives and other mutually-owned businesses through Cooperative Development Centers. This program specifically should be examined within the context of the new business plan and if the Immersion Center will house other organizations and fit into the USDA's definition of a 'cooperative'.

## Part VI: Explore State, National & Local Grant Programs

The following resources should be reviewed for their potential to help fund several aspects of the project in combination with the financing programs described above. The grant programs should be carefully researched to ensure that they are a match to the planned project or program activities. Whichever funding sources are deemed appropriate should be pursued simultaneously; each source that is secured will increase the opportunity to leverage additional funding. The grant programs have been broken up into several categories: project specific, program specific or both.

i. Project Specific Funding

These funding sources are designated project specific as they could be used to fund a portion of the initial project of renovating and creating the Center.

a. *National Endowment of the Arts: Our Town Grants*

Our Town is the National Endowment for the Arts' creative placemaking grants program. These grants support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. Successful Our Town projects ultimately lay the groundwork for systemic changes that sustain the integration of arts, culture, and design into strategies for strengthening communities<sup>4</sup>. Projects which address celebrating America's creativity and cultural heritage are especially encouraged to apply. Matching grants will generally range from \$10,000 to \$100,000, but grants over \$100,000 will be considered and granted in rare instances.

b. *National Endowment of the Arts: Art Works Grant*

Art Works is the National Endowment for the Arts' principal grants program. Through project-based funding, we support public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life.

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<sup>4</sup> "OUR TOWN: Introduction." ART WORKS Guidelines: Grant Program Description. February 25, 2019. <https://www.arts.gov/grants-organizations/our-town/introduction>.

c. *Kresge Foundation: Arts & Cultural Grants*

The Kresge Foundation is a private, national foundation that works to expand opportunities in America's cities through grantmaking and social investing in specific types of projects including those which focus on arts, culture and creative placemaking. Grants through large foundations like Kresge require relationship building. It would be good for St. Luc's to reach out to Kresge to set-up initial meetings with foundation program administrators to see if the Cultural Immersion Center is a good fit. Creative placemaking for Kresge focuses on influencing community development-related systems and practices which expand opportunities for low-income people in disinvested communities in American cities<sup>5</sup>.

d. *ArtPlace America*

ArtPlace is a ten-year collaboration among a number of foundations, federal agencies, and financial institutions that works to position arts and culture as a core sector of comprehensive community planning and development in order to help strengthen the social, physical, and economic fabric of communities. They focus strongly on creative placemaking which aligns with the goals of St. Luc's. St. Luc's should reach out to ArtPlace to see what funding is available and develop a relationship with this organization<sup>6</sup>.

e. *Andrew W. Mellon Foundation*

The Mellon Foundation is based in New York but operates nationally with a specific goal of "strengthening, promoting, and, where necessary, defending the contributions of the humanities and the arts to human flourishing and to the well-being of diverse and democratic societies." The Mellon Foundation supports institutions of higher education and culture so that these institutions can "renew and provide access to an invaluable heritage of ambitious, path-breaking work." St. Luc's could be designated as a cultural heritage institution and could fit into some of the funding programs provided by the Mellon Foundation. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit<sup>7</sup>.

f. *Levitt Foundation*

The Levitt Foundation focuses on reinvigorating public spaces through creative placemaking and creating opportunities for everyone to experience the performing arts. Depending on the goals outlined by St. Luc's final business plan, the Levitt Foundation may be able to support parts of the final Cultural Immersion Center creation and renovation. St. Luc's should

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<sup>5</sup> Arts & Culture. March 12, 2019. <https://kresge.org/programs/arts-culture>.

<sup>6</sup> ArtPlace America. <https://www.artplaceamerica.org/>.

<sup>7</sup> Mission. <https://mellon.org/about/mission/>.

pursue a relationship with the Foundation and see if St. Luc's programs are a good fit<sup>8</sup>.

ii. Program-Specific Funding

These funding sources are designated as program specific because they are meant to fund specific programming that will take place in the Cultural Immersion Center.

a. *National Endowment of the Arts: Challenge America Grants*

The Challenge America Grant offers support primarily to small and mid-sized organizations for projects that extend the reach of the arts to underserved populations. Funding is allocated to specific types of projects which include: art events which include one or more guest artists, collaborative marketing campaigns for cultural tourism and public art of community-based art projects. The grant is a fixed amount at \$10,000<sup>9</sup>.

b. *National Endowment of the Humanities: Public Humanities Projects*

This category of grant supports three-month-long to two-year-long series of at least fifteen in-person public programs that engage audiences with significant humanities resources, such as historic artifacts, artworks, literature, musical compositions, or films. Projects may include, but are not limited to, panel symposiums, lecture series, reading and discussion programs, analytical discussions on museum collections or theater/musical performances, life-long learning programs, or other methods of face-to-face audience engagement or informal education. Award amounts range from \$75,000 for planning grants and over \$1,000,000 for implementation grants<sup>10</sup>.

c. *Foundation for Louisiana*

The Foundation for Louisiana "offers people and communities across Louisiana the funding and capacity that they need to educate, organize, and thrive as leaders and changemakers<sup>11</sup>." This foundation grants and invests in communities. A project like St. Luc's may fit well into their granting or investing purview. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit<sup>12</sup>.

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<sup>8</sup> About. <https://levitt.org/about>.

<sup>9</sup> CHALLENGE AMERICA: Grant Program Description. November 20, 2018. <https://www.arts.gov/grants-organizations/challenge-america/grant-program-description>.

<sup>10</sup> "Public Humanities Projects." Public Humanities Projects. <https://www.neh.gov/grants/public/public-humanities-projects>.

<sup>11</sup> Admin. What We Do. <https://foundationforlouisiana.org/whatwedo/>.

<sup>12</sup> About. <https://levitt.org/about>.

d. *AEP Foundation*

AEP's Foundation provides ongoing funding for numerous charitable organizations in the communities AEP serves. One key focus of their granting is: "enriching the overall vitality of the community and to improve the environment and people's lives." Each state has its own foundation contact. St. Luc's should pursue a relationship with the foundation contact for Louisiana and see if St. Luc's programs are a good fit.

e. *Community Foundation of Southwest Louisiana*

The Community Foundation of Southwest Louisiana is an organization that connects potential funders with innovative projects that promote civic improvement. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit for the potential funders who work within Louisiana<sup>13</sup>.

f. *Central Louisiana Community Foundation*

The Central Louisiana Community Foundation administers charitable funds which seek to stimulate charitable giving to improve the quality of life in Central Louisiana. This foundation has a number of grant opportunities that may be applicable to St. Luc's. Although a little outside their service area, St. Luc's should see if the Central Louisiana Community Foundation will consider supporting this project due to its regional cultural importance. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit for the potential funders whom they work with in Louisiana.

g. *Baton Rouge Area Foundation*

The Baton Rouge Area Foundation serves more than 600 fund donors who make grants to various types of programs and projects. The foundation and its fund donors work to support local non-profits who undertake projects for civic good. There are a number of different funds administered through this foundation and each has its own focus and grant area. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit for the potential funders whom they work with in Louisiana.

h. *Community Foundation of Acadiana*

The Community Foundation of Acadiana's primary service area is the eight parishes of Acadia. This foundation works to connect philanthropically-minded donors with the projects and programs they care about most. Under the Community Foundation of Acadiana umbrella, there are also a number of affiliate funds and established funds which could benefit St.

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<sup>13</sup> Community Foundation of Southwest Louisiana. <https://www.foundationswla.org/>.



Luc's. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit for the potential funders whom they work with in Louisiana.

*i. Irene W & C.B. Pennington Foundation*

The Pennington Foundation grants to organizations primarily in the Greater Baton Rouge area and surrounding parishes. There are several types of funding which the Pennington Foundation provides including: capital projects funding, operations funding, programmatic funding and seed funding for an emerging organization. Some of their focus areas of support include arts and culture and community development which fits well with St. Luc's proposed programs and placement in the Arnaudville community. Although a little outside their service area, St. Luc's should see if the Pennington Foundation will consider supporting this project due to its regional cultural importance. St. Luc's should pursue a relationship with the Foundation and see if St. Luc's programs are a good fit for their funding priorities<sup>14</sup>.

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<sup>14</sup> Who We Are. [http://www.penningtonfamilyfoundation.org/who\\_we\\_are.php](http://www.penningtonfamilyfoundation.org/who_we_are.php).

# St. Luc's Cultural Immersion Center Roadmap to Redevelopment

## Additional Resources

CDFA Brownfields Financing Toolkit |

[http://www.cdfa.net/cdfa/cdfaweb.nsf/ord/201502\\_BF\\_Toolkit/\\$file/CDFA%20Brownfields%20Financing%20Toolkit%2002.02.15.pdf](http://www.cdfa.net/cdfa/cdfaweb.nsf/ord/201502_BF_Toolkit/$file/CDFA%20Brownfields%20Financing%20Toolkit%2002.02.15.pdf)

CDFA Online Resource Database |

<http://www.cdfa.net/cdfa/cdfaweb.nsf/ordsearch.html>

CDFA Federal Financing Clearinghouse |

<https://www.cdfa.net/cdfa/cdfaweb.nsf/ffcsearch.html>

Types of Brownfields Grant Funding (Environmental Protection Agency) |

<http://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-1>

U.S. Department of Agriculture Rural Development |

<https://www.rd.usda.gov/programs-services/all-programs>

Louisiana Public Facilities Authority |

<http://www.lpfa.com/>

Delta Regional Authority |

<https://dra.gov/>

Louisiana Office of Cultural Development – Division of Arts |

<https://www.crt.state.la.us/cultural-development/arts/grants/decentralized-funding/index>

National Endowment of the Arts |

<https://www.arts.gov/>

National Endowment for the Humanities |

<https://www.neh.gov/>

Art Place America |

<https://www.artplaceamerica.org/>

Kresge Foundation |

<https://kresge.org/>

Andrew W. Mellon Foundation |  
<https://mellon.org/>

Levitt Foundation |  
<https://levitt.org/>

Community Foundation of Southwest Louisiana |  
<https://www.foundationswla.org/>

Central Louisiana Community Foundation |  
<https://www.clcf.net/>

Baton Rouge Area Foundation |  
<https://www.braf.org/>

Community Foundation of Acadiana |  
<https://www.cfacadiana.org/>

Irene W & C.B. Pennington Foundation |  
<http://www.penningtonfamilyfoundation.org/index.php>

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Monique Boulet  
Chad LaComb  
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### *Organizations*

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St. Landry Parish  
St. Martin Parish  
St. Luc's Cultural Immersion Center  
NUNU Arts Collective  
Jacques Arnaud French Studies  
Louisiana Folk Roots  
CODOFIL  
University of Louisiana  
Louisiana State University  
Creole, Inc.  
Opelousas General Health System  
Foundation  
Arnaudville Chamber of Commerce  
Russell's Food Center  
St. Landry-Evangeline United Way  
Cecilia et Alentour  
L'Arnaudville  
Louisiana Office of Cultural  
Development  
St. Landry Parish Tourist Commission  
St. Martin Parish Tourist Commission  
Acadiana Planning Commission  
Washington State Bank  
Louisianan Public Facilities Authority  
St. Martin Economic Development  
Authority

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The *Roadmap to Redevelopment Plan* was authored by the Council of Development Finance Agencies (CDFA), a national association dedicated to the advancement of development finance concerns and interests. Learn more about CDFA at [www.cdfa.net](http://www.cdfa.net).

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