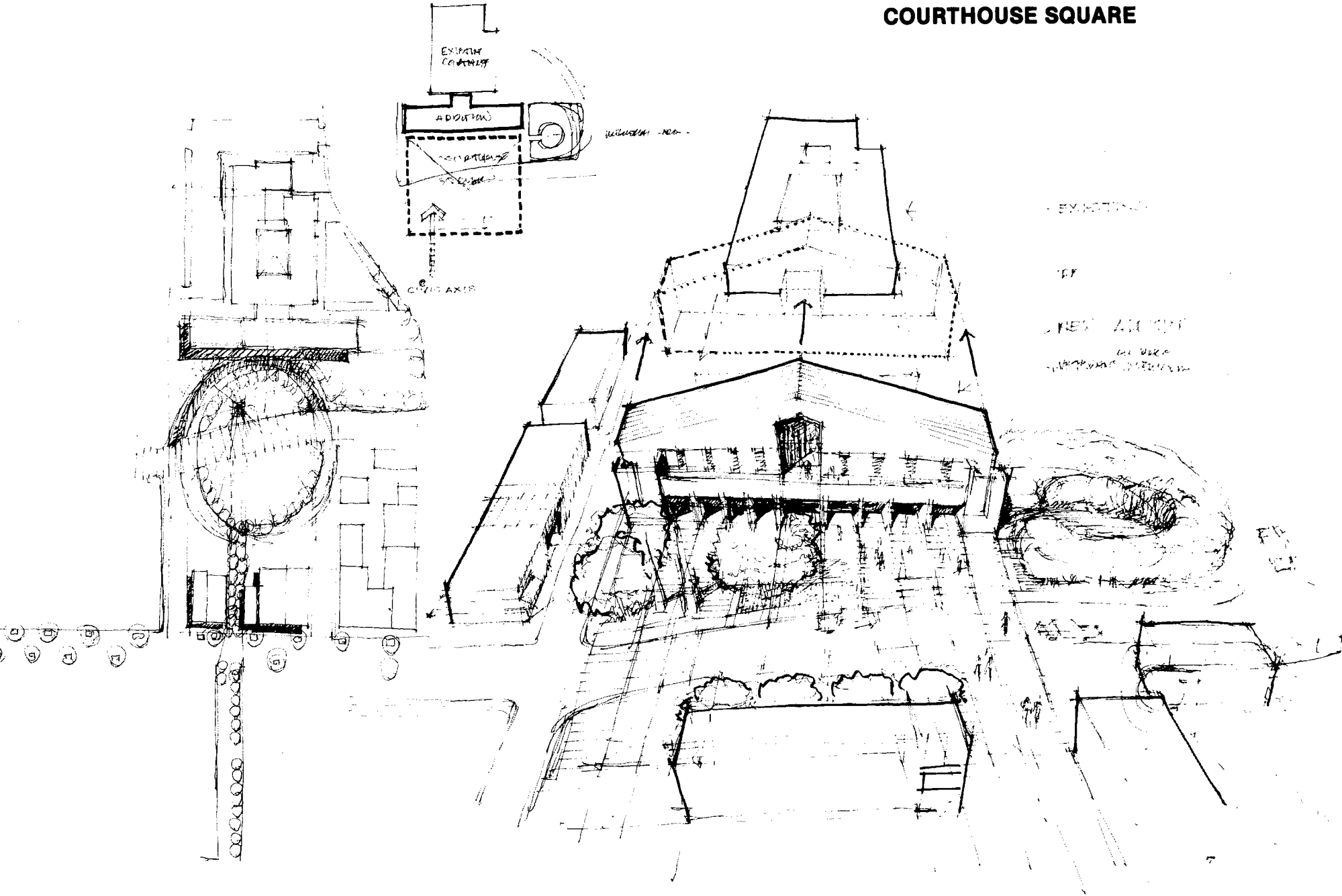

DEVELOPMENT PLAN FOR
DOWNTOWN LAURINBURG

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URBAN DESIGN ASSISTANCE TEAM
North Carolina Chapter
American Institute of Architects
April 20-23 1988

COURTHOUSE SQUARE



DEVELOPMENT PLAN FOR DOWNTOWN LAURINBURG



Sponsored by
Laurinburg/Scotland County Area
Chamber of Commerce



City of Laurinburg

URBAN DESIGN ASSISTANCE TEAM
North Carolina Chapter
American Institute of Architects
April 20-23 1988

TAKE TIME

Take time to WORK
it is the Price of Success

Take time to THINK
it is the Source of Power

Take time to PLAY
it is the Secret of Perpetual Youth

Take time to READ
it is the Fountain of Wisdom

Take time to WORSHIP
it is the Highway to Reverence

Take time to be FRIENDLY
it is the Road to Happiness

Take time to LAUGH
it is the Music of the Soul

Take time to DREAM
it is Hitching your Wagon to a Star

Take time to LIVE

PREFACE

In the Spring of 1987, the Laurinburg/Scotland County Area Chamber of Commerce contacted the North Carolina Chapter of the American Institute of Architects (NCAIA) with a request for assistance in the planning of its downtown area. The Chamber of Commerce was concerned about guiding the future growth of downtown and making specific suggestions for improving buildings, streets, landscaping and open spaces. An agreement was made to send in an Urban Design Assistance Team. Preparations for the team's visit occupied an entire year.

For three and one-half days in April 1988, a team of specialists in the fields of architecture, landscape architecture, city planning and urban management studied both the problems of growth and the potential for change in downtown Laurinburg. This team met with civic leaders, businessmen and businesswomen, elected officials, homemakers, students and citizens from all walks of life. On the basis of interviews and informal discussions, the team put together a scenario for the future development of the downtown area. This scenario is summarized in the following pages.

Laurinburg is confronting a series of decisions at a significant moment in the history of both the State of North Carolina and the nation. Strong foreign economies are forcing the nation into a highly competitive industrial posture. At the same time, both fixed resources and the natural environment are threatened with extinction as industry expands to meet the overseas challenge. Electronic communications has not only changed the way we conduct business, but also as we bank, shop and even spend our leisure hours. Contemporary lifestyles are evolving in unique ways to respond to these changes in the workplace and marketplace.



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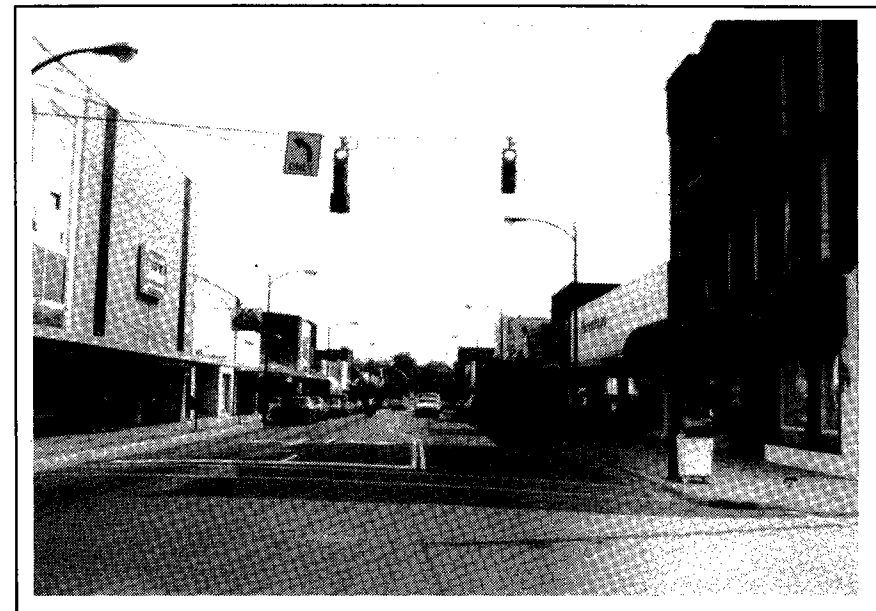
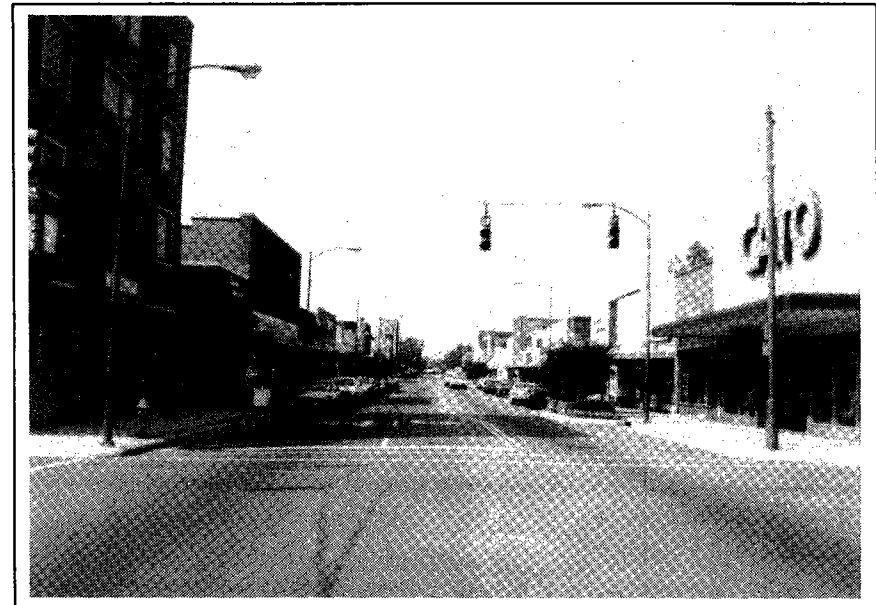
Scotland County has many of the features which investors find attractive in the southern region of North Carolina. For this reason, the County will be subjected to growth pressures in future years. These pressures will be reflected in increased demand for housing, commercial facilities, and public spaces and facilities. Faced with the prospect of growth, both Laurinburg and its downtown area would be wise to plan for new development opportunities and to do it in such a way that the amenities of the community are preserved.

Laurinburg possesses great charm and beauty as a community, and its downtown appears to be economically viable at this moment in time. Nevertheless, to remain competitive with the region, the downtown must become innovative in its marketing practices and development strategies. Also, the downtown needs to strengthen its role as the focus of civic activity through specific public and private improvements.

The challenge, then, is to take the vision of downtown Laurinburg contained in the following pages and to build upon its economic, physical and cultural assets already in place. Careful stewardship of existing resources combined with imaginative planning and development will ensure that the downtown area maintain a cutting edge in tomorrow's marketplace. We, the Urban Design Assistance Team, offer these recommendations with dedication to the future of Laurinburg and its downtown area!



Peter Batchelor, AIA/AICP, Chairman
Laurinburg Urban Design Assistance Team
April 23, 1988



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INTRODUCTION

WHAT IS UDAT AND WHY ARE THEY HERE?

The Urban Design and Planning Committee of the American Institute of Architects (AIA) has been sending Urban Design Assistance Teams to various American towns and cities since 1967. In 1986, the North Carolina Chapter of the AIA created a new team with the objective of operating within the State of North Carolina. Its operating procedures are identical to those of the national organization except that its team membership is drawn from professionals practicing within the State, and its purpose is to provide services only to North Carolina communities.

The UDAT Director receives requests for assistance, then selects professionals for their expertise in the specific disciplines which have been deemed necessary to respond to the particular problems of the community. The members of the team receive no compensation for their services.

The visit is a three to four day labor-intensive process in which the members must quickly assimilate facts, evaluate the existing situation and arrive at a plan of action. The format of the visit consists of air, automobile and bus tours to determine the visual situation first hand; community meetings and interviews to generate user input and to build community support; brain-storming sessions to determine a direction and to develop solutions which can be implemented; and finally, the preparation of a written report and presentation to the community.

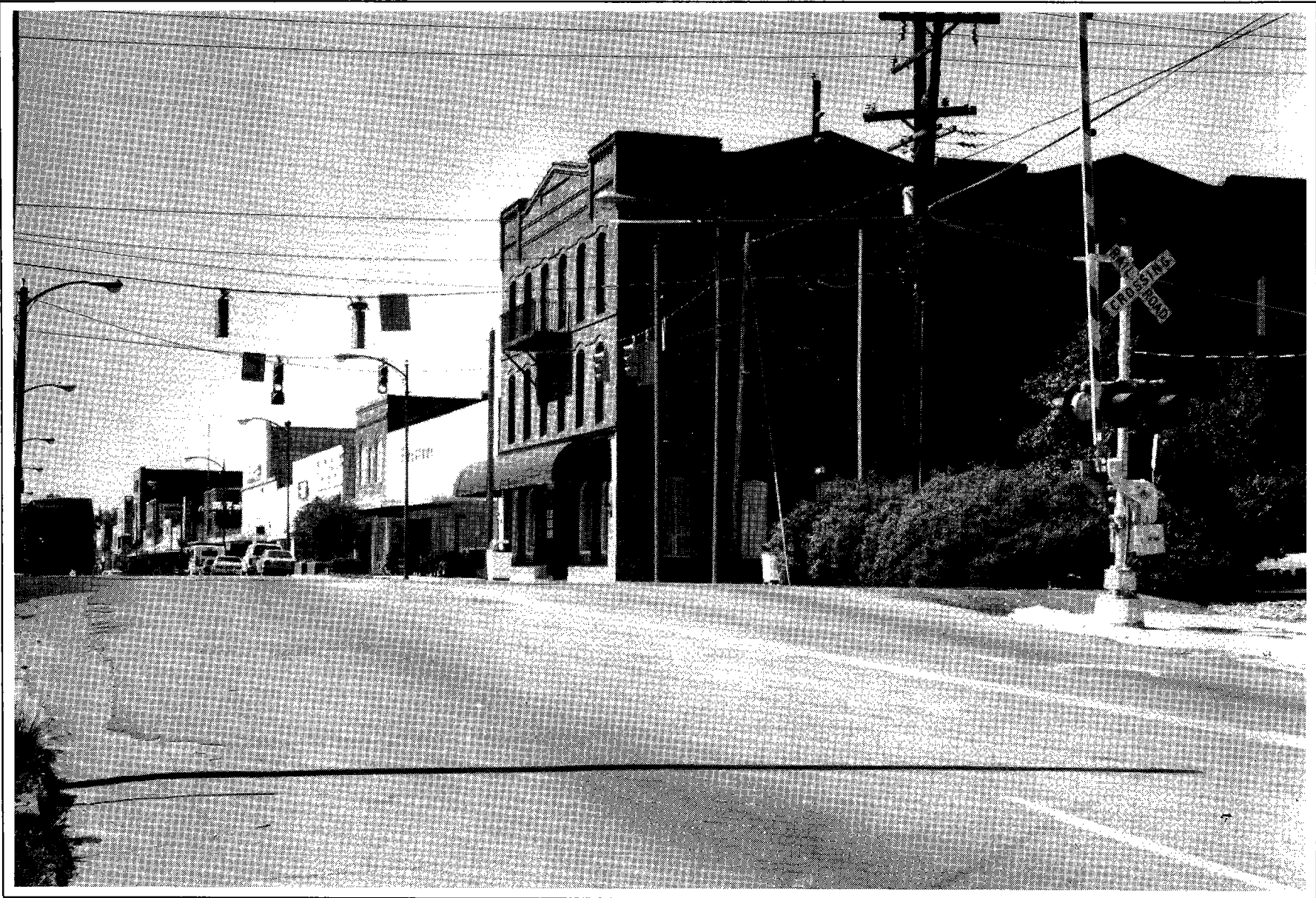
UDAT studies characteristically produce solutions which can be implemented. This means a proposal which can be accomplished within a reasonable period of time; which can be reasonably financed; which can be executed legally; and which satisfies the community enough to support it.

HOW IT BEGAN IN LAURINBURG

Sam T. Snowdon, Jr., an architect in Laurinburg, was President of the NCAIA in 1987. Having heard about a previous Urban Design Assistance Team visit to Wake Forest in December 1986, he urged the Chamber of Commerce to investigate the possibility of bringing the team to Laurinburg to study its downtown area. David Stone, Chairman of the Merchant's Services Committee of the Chamber of Commerce, contacted Team Chairman Peter Batchelor on April 29, 1987. A meeting of key civic officials and Chamber members was held on June 2, and the Team Chairman explained how the team functions and what preparations would be necessary to host a team visit. On July 29, Mr. Batchelor was formally invited to bring a team to Laurinburg, and by the end of August preparations were underway.

An October meeting helped to establish a range of possible dates, and by late December, both the location of the workshop -- the Ed Guest Building at the Methodist Church -- and a specific date had been decided. On March 3, 1988, a major planning meeting was held at the Chamber offices to discuss detailed plans for the team's visit. Kerry King, Program Director for the Chamber, Mick Meisel, Director of Wake Forest's Downtown Redevelopment Corporation, and Mr. Batchelor met with many of the members of the community who helped make the visit ultimately successful. Preparations mounted to a feverish pitch in the closing weeks as Chamber officials, local citizens, Book Editor Joan Ramsey and Project Co-Chairmen Jim Willis and Charles Wentz, Sr. assisted Kerry King in organizing the activities for the three and one-half day design and planning session.

The rest is history, as these pages will testify.



SCHEDULE OF ACTIVITIES

Team members were lodged at The Holiday Inn, located on Highway 401 By-Pass. The schedule of activities for the team was as follows:

WEDNESDAY, APRIL 20, 1988

- 8:00 a.m. Breakfast and Briefing
- 9:00 a.m. Orientation
- 9:30 a.m. Tour of Laurinburg
- 10:30 a.m. Tour of Downtown
- 11:30 a.m. Briefing on Key Issues
- 12:30 p.m. Civic Luncheon
- 2:30 p.m. Interviews
- 3:30 p.m.
- 4:30 p.m.
- 7:00 p.m. Reception
- 9:00 p.m. Team Meeting

THURSDAY, APRIL 21, 1988

- 7:30 a.m. Good Morning Chamber
Breakfast Social
- 9:00 a.m. First Planning Session
- 12:00 Noon Lunch/Presentation
- 2:00 p.m. Second Planning Session
- 7:00 p.m. Dinner
- 9:00 p.m. Third Planning Session

FRIDAY, APRIL 22, 1988

- 8:00 a.m. Breakfast
- 9:00 a.m. Organizational Meeting
- 10:00 a.m. Final Planning Session
- 1:00 p.m. Lunch
- 4:00 p.m. Drafts of reports due
- 7:00 p.m. Dinner
- 8:00 p.m. Final Presentation Preparation

SATURDAY, APRIL 23, 1988

- 8:00 a.m. Breakfast
- 11:00 a.m. Community Presentation
- 12:00 Noon Reception
- 1:00 p.m. Team Departure



CONTEXT

HISTORIC DEVELOPMENT OF LAURINBURG

The evolution of downtown Laurinburg, now a bustling small city with a population of 12,120, located in southern Scotland County not far from the South Carolina border, is a story of transportation and commerce that began in the decade following the adoption of the Constitution in 1789.

The original main street of the community would appear to have been Church Street (Highway 74) linking then (circa 1800) what it does now - Rockingham and Lumberton. "The New Road" appears somewhat later in the records and corresponds roughly with the current Main Street. It was designed to connect Long Bluff (now Society Hill, SC) the head of navigation on the Pee Dee with Cross Creek (now Fayetteville), the head of navigation of the Cape Fear.

The intersection of these major arteries of trade is now the location of the center of downtown Laurinburg. The Methodist Church occupies the southwest corner as it has since 1875. The Belk Department Store stands where once stood the courthouse built shortly after the 1899 formation of the county.

A visitor could proceed north on the current Main Street like a traveler in a time capsule and return to the days of Laurinburg past. Although many shops and businesses are definite products of the 20th century, many business names of by-gone days prevail. Gone, of course, is the blacksmith shop, thought to be the original center of the business district. It catered to those seeking to transport goods and farm products from Cape Fear to the Pee Dee. Gone, too, is the cotton gin driven by horse power and what was known as "The Old Store" whose first recorded proprietor was James R. McLaurin. Mr. McLaurin's building succumbed to fire but his family name survives in the name

of the emerging community of Laurinburg. It was a general store and McLaurin sold and bartered a wide variety of useful commodities to the emerging community. Following McLaurin in mercantile business at that site were McIntyre and Middleton. Early historical accounts document the widespread sale of whiskey in all general stores, but assure readers of the wholesome Christian virtue of all shop keepers.

Further structures on Main Street in the late 19th century and early 20th included a store owned by T.T. Covington located between Everington Drug Store and McDuffie's Boarding House. Later Covington's son-in-law, Captain L. T. Everette, managed the expanded business which bought the lot now owned by John F. McNair, Inc.

James L. McCallum operated a drug store on the former Belk location, now the Warren Furniture Company.

During the same time period that roads were contributing to Laurinburg's growth, the arrival of the Wilmington-Charlotte-Rutherford Railroad (now a part of Seaboard Air Line) which was removed from Wilmington in fear of seizure by the invading federal troops, signaled the beginning of Laurinburg as a business leader in the region. In addition to general stores, the street hosted drug stores, banks, hotels (boarding houses) and other establishments.

If you pass what is today Warren Furniture and in your imaginative nostalgia hear strains of "Jeannie with the Light Brown Hair", you will be challenged to recall that this building once housed the Laurinburg Opera House, the site of performances by traveling shows and local entertainments arranged by clubs and community.

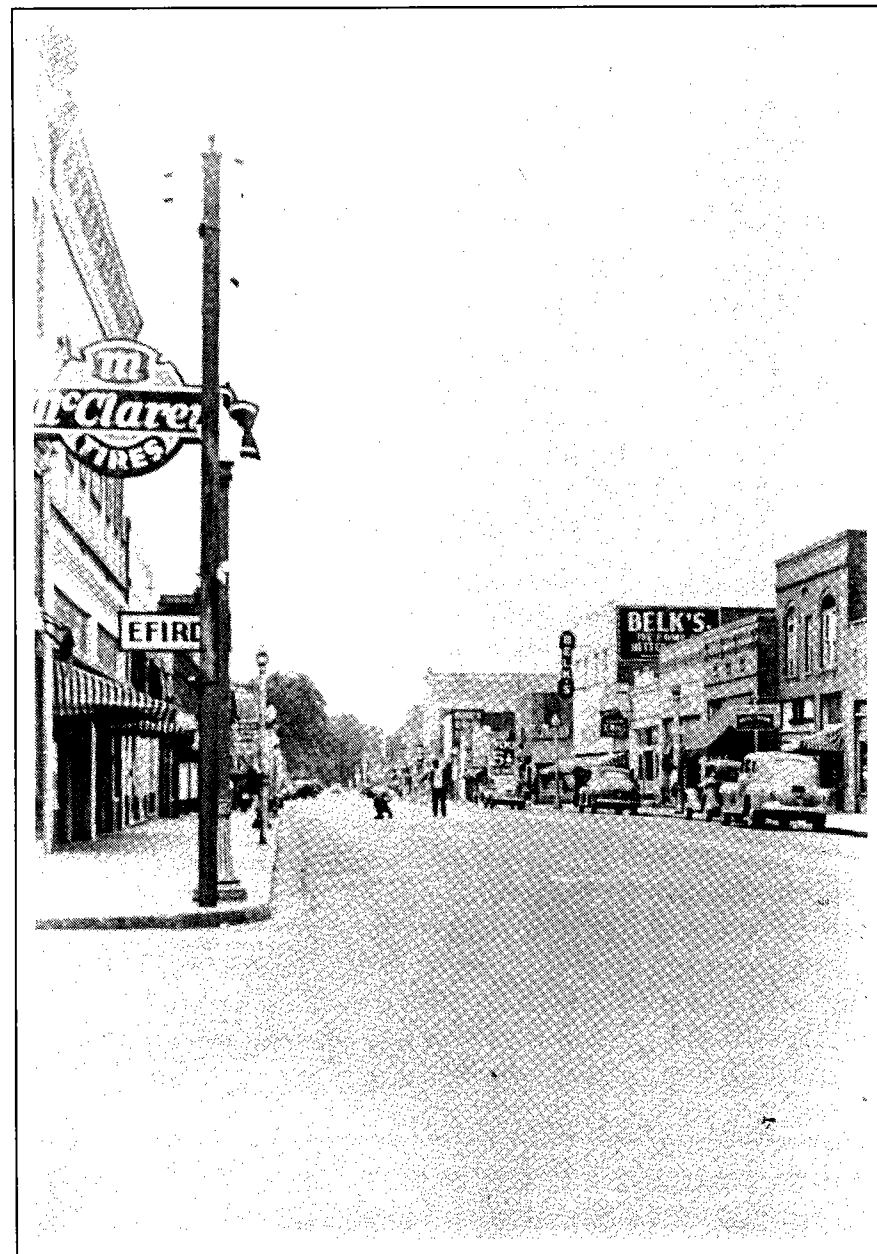
Although there is no longer any theatrical type entertainment in the downtown, the town once boasted

several movie houses. Into the 80's the Gibson Theater occupied the building where Diana Shop now is located. The Centre Theater was in the Sassie Lassie building. A third theater shared the site of the current Wachovia Bank with the "old" State Bank. In 1932, for 10 or 20 cents you could see Clara Bow and Gilbert Roland in "Call Her Savage" at the Scotland Theater located on the site were Jones' now stands.

A bank has been located on the northwest corner of Cronly and Main Street since 1907 when the State Bank located at that spot. In the early days, the only barber shop in town operated by a black man was located on the third floor of the bank building. Wachovia is on this site today.

Pharmaceuticals were big business back in the good "ole" days. Early drug businesses in addition to James McCallum's establishment (on the location of the current Warren Furniture) were Legion Drug (recently merged with Everington Drugs) where McCabe's Jewelry now stands. Also, Fields' Drugs (now Harper's Jewelry), Scotland Pharmacy in the same spot since 1935 (formerly Blue's Drug Company from 1902-1935) and before that Prince & Blue Drug Company, and Everington's Drug Store, occupying the same location since 1908.

It was once possible to shop for groceries on Main Street even after the age of the general store. The A & P located where Rizk's is now, offered a free movie ticket to "If Winter Comes" at the Scotland Theater and one pound of "our best ground coffee" for the first customer to spend one dollar on Monday morning, May 19, 1924. The City Market, later to become K. Anthony and Sons, featuring "Nice fat home-killed mutton" offered "Sudden Delivery" to its 1924 customers. This shop was located next to Everington Drug.



Further down the west side of Main Street was the enterprise of the McDougald family. A furniture store occupied the ground floor, and a funeral parlor was housed on the second floor. Still today the McDougald family conducts a funeral home on East Church Street. The business boasts a record 108 years of service to the community.

Today this building, once the abandoned Market Furniture Building, houses a renovated suite of attractive small shops: Mr. Jerry's Unisex Hair Styling, and The Sports Station, a sports clothing speciality shop. Condominiums are in progress for the second floor. Renovation of the building unearthed evidence of prior fires on the site. Artifacts reclaimed on the site gave historic evidence of business record.

Now, we have reached the place on today's Main Street where the railroad tracks cross Railroad Street. This has been the site of railroad shops and auxiliary buildings continuously from 1867 until 1894. The presence of the shops came to be a symbol to local businessmen of future business prosperity. When shops left, property values slumped. Although the Seaboard Lines offices moved to Wilmington, it was still possible as late as 1932 for Laurinburg passengers to book excursions to Wilmington. A round trip fare was a bargain at \$1.00

In 1909, a second railroad, The Laurinburg & Southern, was chartered by a local cooperative of businessmen. The line ran from Johns to Wagram and expanded its run to Raeford around 1919. The railroad conveyed farm products: cotton, melons, and other things as well as lumber.

The L&S enterprise, currently owned by the Evans family, continues rail service to the area providing major service to

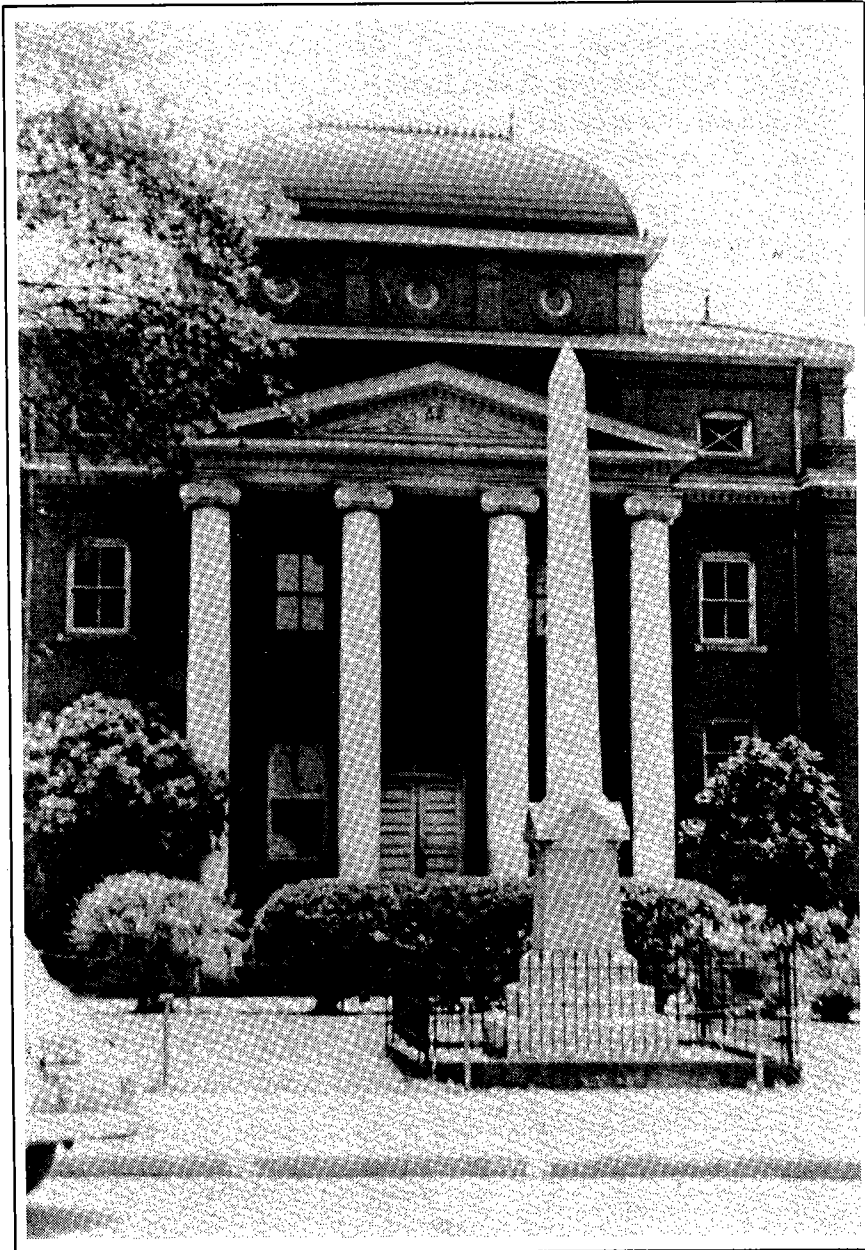
LOF, J.P. Stevens and other county industries. L&S serves as a dispatching agent for the CSX line (formerly the SAL) which returned its headquarters to Wilmington after the Civil War.

Buildings belonging to the railroad were built primarily from wood, were located near the tracks and were dangerously subjected to fire in those days. Three different depots were destroyed as well as many other wooden structures on the street. A welcomed 1924 purchase of a new fire truck not only promised residents and businesses a new measure of safety but also reassured a reduction in fire insurance rates.

Further 1924 civic improvements included the sale of \$210,000 water improvement bonds which guaranteed water mains and sewer lines for practically every resident of the town. A filtering plant and 500,000 gallon reservoir were to be constructed on North Main Street.

Early on, downtown merchants were anxious to increase their business. In May 1924, "Dollar Days" were sponsored by 32 downtown merchants and businesses.

Helping merchants to reach business success was the Scotland County Chamber of Commerce which was a flourishing enterprise in 1924 with a modern office in the Lee Building on Main Street. In addition to urging all citizens with their slogan "A Good County for Good People", the Chamber published an informative and inspirational column in The Laurinburg Exchange. They also cooperated that year with the State Bank of Laurinburg in sponsoring films on "boll weevil pest control". The Chamber then, as it does today, urged all citizens to support their goal of "the glad hand of welcome to all County newcomers".



Main Street Laurinburg flourished even in years when the rest of the nation languished.

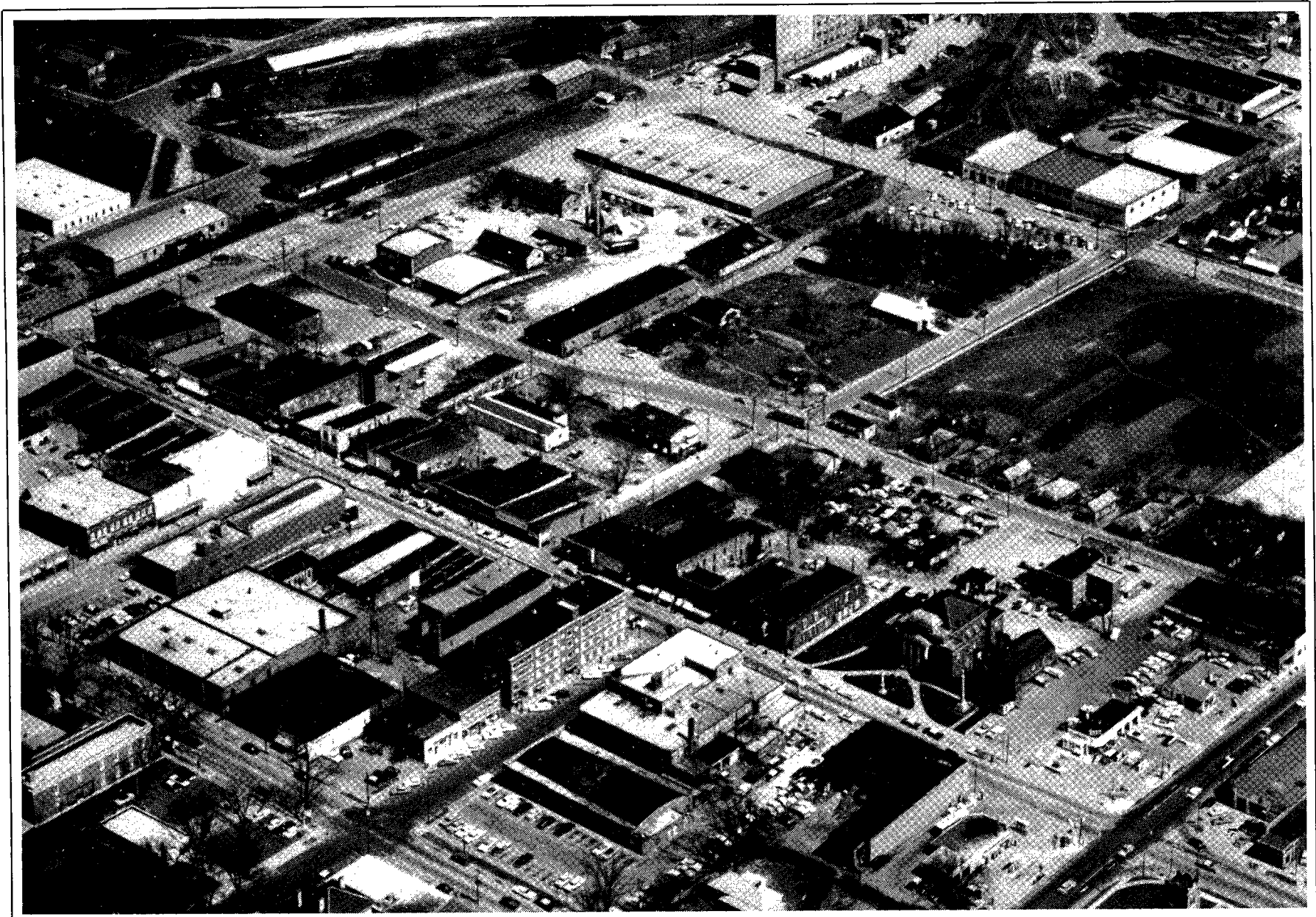
The 50th anniversary edition of The Laurinburg Exchange (1932) featured large display ads from many Scotland County businesses - many of them with Main Street connections, including Hammond and McLean wholesale grocers, Laurinburg and Southern Railroad, Eubanks, and The State Bank. The town prospered while much of the rest of the nation was stopped by depression.

Through the years, Laurinburg's Main Street has been the scene of many of the important celebrations for the County and City, including Scotland County's Jubilee Parade in 1949, the celebration of the coming of St. Andrews College to the community in 1956, Laurinburg's two All-American City celebrations, Laurinburg's Centennial Parade in 1977, and the John Blue Street Festival in 1987. Local merchants are committed to having at least one street festival per year.

Downtown Laurinburg today is a mix of buildings and businesses that speak to the new: gift shops, florists, fashion boutiques, and sporting goods stores, and the old: a number of historic buildings which bear the names of first families. It is a face that time has not forgotten and the future can only enhance.



1969 AERIAL VIEW - DOWNTOWN



OVERVIEW OF THE REVITALIZATION EFFORT

Downtown redevelopment has been a concern in Laurinburg since the late 1950's when City leaders recognized the need for a plan of action for downtown. Up to that point, downtown had grown in a haphazard fashion: streets were inadequate for the increasing traffic; no off-street parking was provided; and many old buildings were empty or in deteriorating condition. The worst problem facing downtown at that time, however, was a slum area one block off Main Street known as "Bloodfield" - so named for the crime and corruption the area attracted. City merchants were also concerned that shopping center development in nearby counties was attracting many of their potential customers.

The Laurinburg Downtown Urban Redevelopment Plan was adopted by the Laurinburg City Council in 1961. This "urban renewal project" involved tearing down the "Bloodfield" section, the old Scotland County Courthouse and several other buildings. Two streets were extended to offer better access to Main Street. A new Courthouse was constructed one block from Main, and a large parking lot and department store were built on the old courthouse lot. This project resulted in the opening up of additional land for development in the downtown area.

In 1975 another organized effort to improve downtown began with the formation of a Downtown Advisory Committee. This committee made recommendations on parking, installation of canopies on stores, renovation of facades and beautification measures. New paved parking lots located behind two blocks of downtown store buildings were built in the 70's. This encouraged the cleaning up of back alleys and resulted in some merchants opening rear entrances to their stores. In the early 1980's, brick

planters were built at intervals along three blocks of Main Street downtown, providing space for flowers, trees and small benches.

In 1986, the Chamber of Commerce organized a trip to three similar-sized cities - Shelby, Statesville and Morganton - for merchants to see different redevelopment methods in action. This sparked a new wave of interest in improving downtown and led to a meeting in early 1987 on the Main Street program. Merchants, wanting to do something but not knowing what direction to take, asked for assistance and were referred to the North Carolina Urban Design Assistance Team.

The Merchants Division of the Chamber contacted Mr. Peter Batchelor, AIA/AICP, head of the design team, in April 1987 and requested information on the team's services. A meeting was held in June between Mr. Batchelor and local political leaders and merchants. In July, downtown merchants and property owners voted unanimously to secure the services of the team at the earliest possible date. The Laurinburg City Council agreed to a request from merchants that the City fund half the cost of the study with property owners funding the remainder.

During the time this planning was in process in 1987, several property owners seized the initiative and improved their buildings. A condemned, turn-of-the-century, three-story building was renovated into retail space; a rundown empty general store structure was extensively renovated and emerged as a chic boutique; and several owners installed new awnings on their buildings.

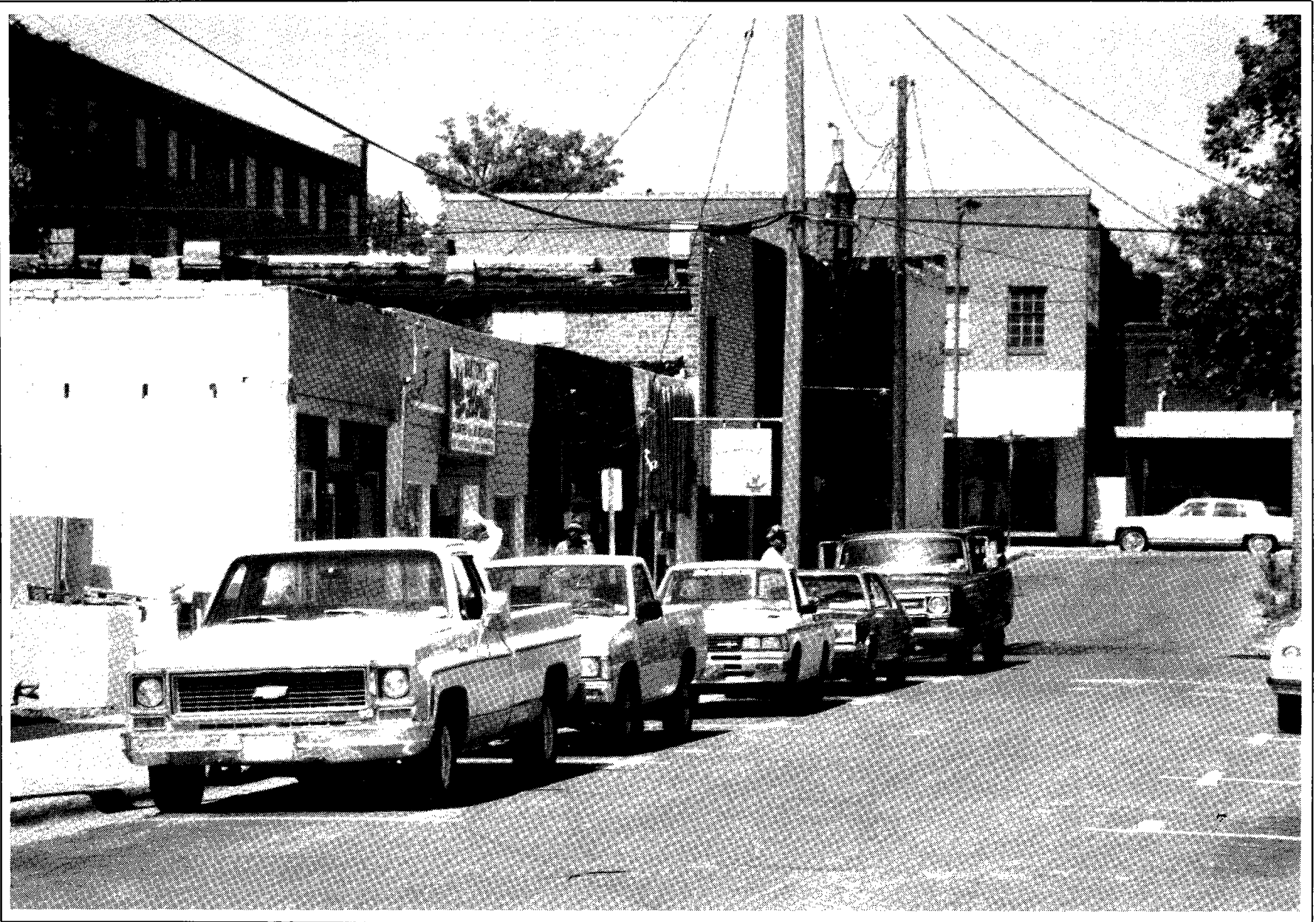
Merchants are excited about redevelopment now and are committed to redevelopment. The climate is right for major changes to be made. The mission of the Urban Design

Team is to give the merchants direction and ideas so this energy and enthusiasm can be transformed into tangible results.

CHARGE TO THE URBAN DESIGN ASSISTANCE TEAM

The Team is charged with preparing a development plan for the Downtown Area which makes recommendations concerning the physical form and organization, strategies for implementation, and phasing of the following planning and design issues:

1. Utilization of a Scottish theme to capitalize on the County's Scottish heritage.
2. A unique downtown appearance, not necessarily a uniform appearance, by establishing character which is reflective of the community in the central business district.
3. A focal point in and around the Courthouse area.
4. A plan to unify the downtown area from James Street to Atkinson Street and Railroad Street to Church Street.
5. Establishment of gateways into downtown at Railroad and Church Streets.
6. Potential for conversion of the Belk's building into a mini-mall, offices or civic center.
7. Development of business in the central business district that will attract people to Main Street, such as more service-oriented businesses.
8. Facade improvements, not necessarily for a uniform appearance.
9. Comprehensive streetscape and landscape improvements
10. Review of existing and proposed development regulations.
11. Potential for new community and commercial facilities.
12. Impact of current and future developments both in the area and throughout the community.
13. Define the relationship of downtown to the community as a whole.
14. Utilization of off-street parking lots.
15. Feasibility of employing a full-time downtown developer.



RECOMMENDATIONS

TOWN CENTER

Six important sets of recommendations have emerged during the NCAIA Urban Design Assistance Team's visit to Laurinburg. These form the core of the plan for the town center.

CREATE A GROWTH STRATEGY WHICH RECOGNIZES AND DIRECTS CURRENT GROWTH PATTERNS IN A POSITIVE MANNER

Commercial development is occurring rapidly on major arterial roads around the town center. To benefit from this growth the following measures are recommended:

Control development on North and South Main Streets through zoning actions which retain the scale and character of adjacent residential areas.

Allow a gradual increase in density in the area immediately adjacent to the town center.

Control the quality of commercial strip development through landscaping standards for parking areas, and through concentration of shopping activities in nodes at the northern and southern boundaries of the City.

CREATE A UNIQUE IDENTITY

Downtown is both an economic system and a central focus for the community. In order to continue to attract people to the town center, the following actions are recommended:

Reinforce the concept of downtown as the center of Laurinburg through a series of related landscaping and building improvements along two key streets -- Main Street and Roper Street.

Create a well-defined edge between Church and Railroad Streets, and Atkinson and James Streets through landscaping and in-fill development.

Create design standards covering paving, plants, canopies, storefronts, lighting, street furniture, and other elements of the town center.

Develop a sense of entry through landscaping improvements along the North and South Main Street approaches to the town center.

IMPROVE PARKING AND CIRCULATION

In order to increase accessibility to all parking spaces and to allow pedestrians to utilize freely the amenities of the downtown area, the following measures are recommended:

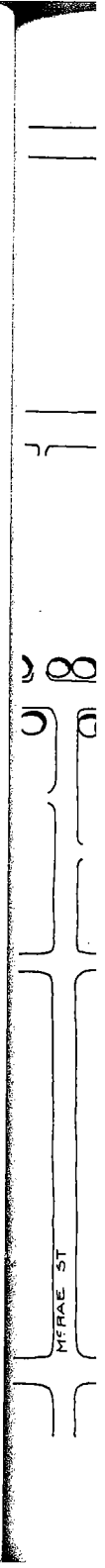
Create an interconnected system of pathways, parking areas and small parks.

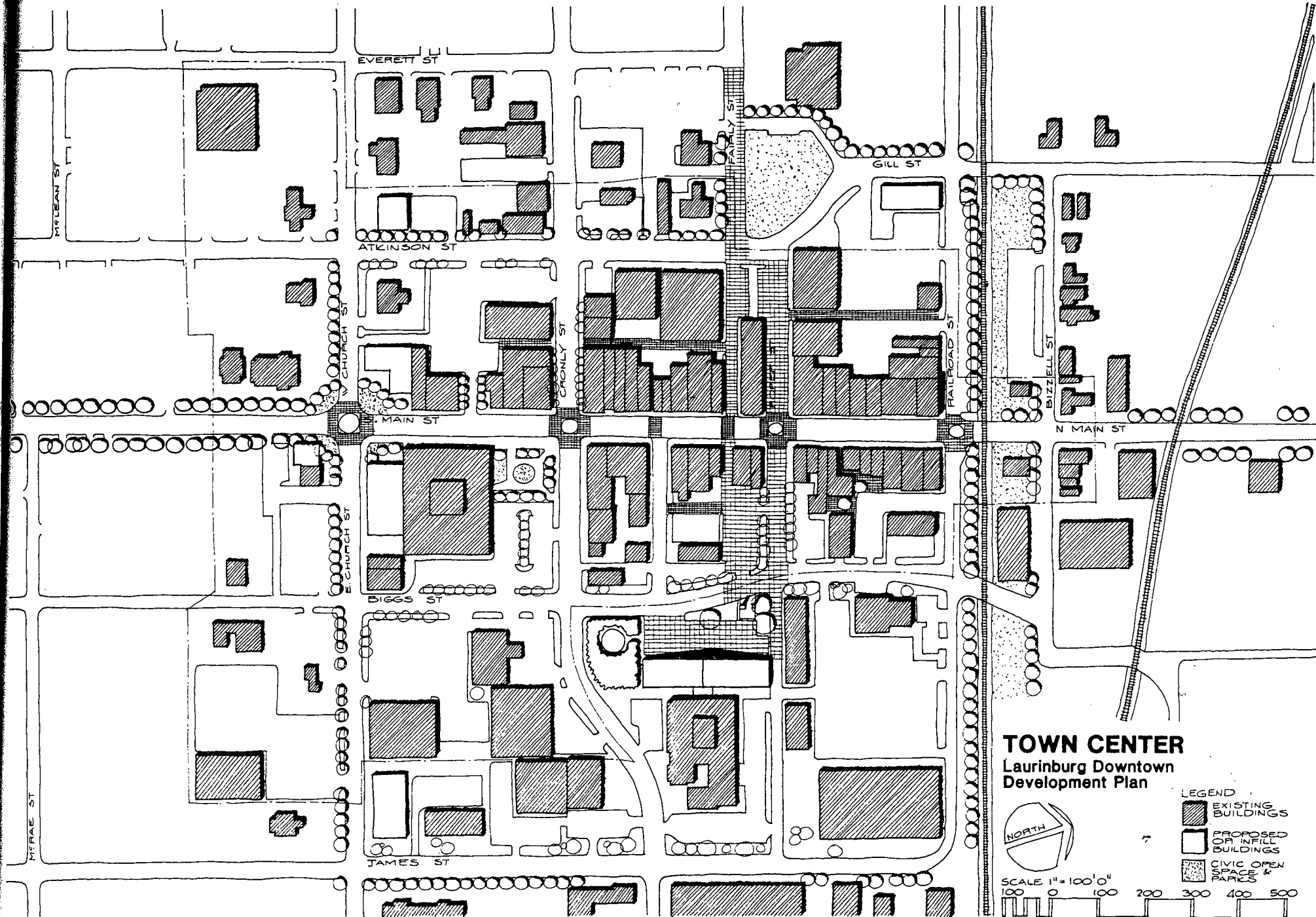
Redesign the interiors of city blocks where possible in order to generate both more parking spaces and a more efficient use of existing parking spaces.

Develop a system of lighting and signs which permits both greater visibility of streets and parking spaces and a greater sense of security for pedestrians.

RE-ESTABLISH CIVIC FUNCTIONS




Regrettably, City and County administrative functions have drifted away from the downtown area over time. Additionally, the placement and design of the County Courthouse underplays the significance of this activity as the center of community life. Since downtown is the focus





TOWN CENTER
Laurinburg Downtown
Development Plan



- LEGEND**
-  EXISTING BUILDINGS
 -  PROPOSED INFILL BUILDINGS
 -  CIVIC OPEN SPACE, PARKS & PAVING

of Laurinburg and the surrounding area, it is recommended that the following actions be undertaken for the town center:

Enlarge the current Courthouse and redesign the parking area as a Courthouse Square.

Connect the Courthouse to the Post Office by means of a landscaped street, or civic axis, which intersects with Main Street.

ENCOURAGE A DIVERSITY OF USES

The nation is undergoing a series of changes in the workplace, the marketplace and the home. To survive in the competitive world of the future it is recommended that downtown Laurinburg diversify its uses and activities as follows:

Encourage specialty retailing, especially through the rehabilitation of existing structures, in such a way that new businesses are grouped around common open spaces and service and parking areas.

Incorporate existing businesses into larger related groupings at the scale of the city block so that potential tenants have greater flexibility of floor plan and store layout.

Actively pursue professional firms such as lawyers, doctors, real estate brokers, management services and similar small scale, high-status businesses.

Broaden the scope of civic activities such as entertainment, conference center and youth-related activities.

Broaden the range of eating activities to include sandwich shops, small delicatessens, and day and evening

restaurants which reflect the growing sophistication of American tastes.

IMPLEMENTATION

Laurinburg's governmental and business leadership is dedicated and energetic; but not necessarily focused on a common objective. History has proved conclusively that successful urban redevelopment is a consequence of constructive, cooperative planning, with common objectives placed above personal goals. In the long run, everybody benefits if the business leaders agree to work towards a common objective. To implement the above actions, the following steps should be followed.

Create a non-profit organization for downtown development. This organization should be a public-private partnership directed by an individual who initiates, moderates and builds a consensus within the community.

Identify and engage in short term projects -- streetscapes, landscapes and facade improvements -- while setting broad goals for longer range projects -- block development and public improvements.

All of the above recommendations are explained in greater detail in the following sections of the report.

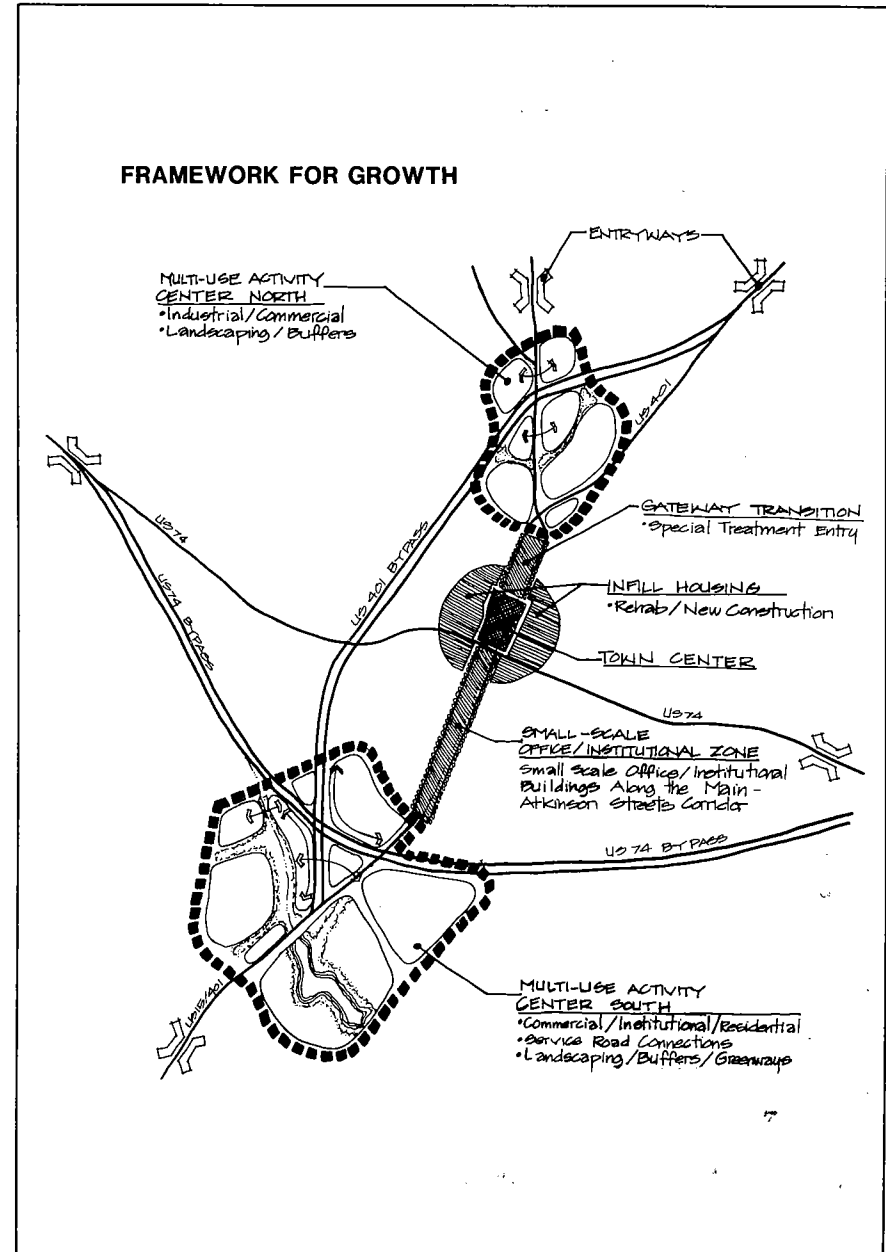
FRAMEWORK FOR GROWTH

The purpose of this section is to describe observed patterns of growth that directly influence the Town Center, both now and in the future.

Within the last several years, Laurinburg has experienced a considerable amount of growth to the south, a trend which will continue in the future. A cluster of commercial uses is emerging in the area focused on the US 74/401 interchange. Two classes of problems have been created by this commercial strip development. The first set of problems has to do with its effect on downtown; principally, the concern that stores from downtown will move to the shopping centers. The second set of issues is the appearance, design and arrangement of these shopping centers. This area is being built up over several years with little attention to integrating new shopping centers with existing commercial and institutional uses. As a result, each shopping center is an island unto itself with little relationship to adjacent uses.

Very recently, a second commercial node has begun to develop to the north, at the interchange of Business 15-501 and 401 Bypass. A small shopping center with a grocery store, drug store and a few other small stores is being built. Industrial and residential uses occupy other quadrants of this interchange. Although this commercial/industrial area is smaller scale, similar issues of internal design and relationship to the Town Center need to be addressed.

It is vitally important that this southern and northern growth pattern be acknowledged and that goals and objectives be established to confront **directly** the issues. The overriding issue is the need to **manage** this growth in ways that **enhance** the Town Center and the entire City of Laurinburg.



Goal Reinforce the special and unique character of Laurinburg's Town Center by defining clearly a complementary relationship with these two commercial nodes.

Objectives

1. Establish a special, small-scale office and institutional zone along the Main-Atkinson Street corridor from Town Center to the commercial area.

This zone would be a highly restrictive area allowing for existing residential uses to remain but providing for the conversion of residential property to low-intensity, small-scale offices. Zoning restrictions would include landscaping, buffers, residential-scale setbacks, off-street parking requirements and similar design standards that would insure compatibility with nearby residential uses.

2. Create a gateway transition area along Main Street North to commercial node focused on the Business 15-501/401 Bypass interchange.

Provide landscaping, graphic improvements and building enhancement that will contribute a sense of entry into the Town Center.

Goal Improve the design, appearance and function of the commercial nodes.

Objectives

1. Create a special zone called a Multi-use Activity Center.

The Multi-use Activity Center could be an overlay zoning district requiring additional design standards directed toward developing strong positive relationships with adjacent uses such as the use of service roads and improved parking area design.

2. Apply the Multi-use Activity Center overlay zone to the two commercial nodes.

The strategy is to define strong land use and regulatory boundaries for the Multi-use Activity Centers. Projects being built or undergoing renovation would be required to contribute to the unifying purposes of the Multi-use Centers. Examples include construction of service roads, coordinated graphic/signage, especially directional signage, parking lot landscaping and pedestrian connections where feasible.

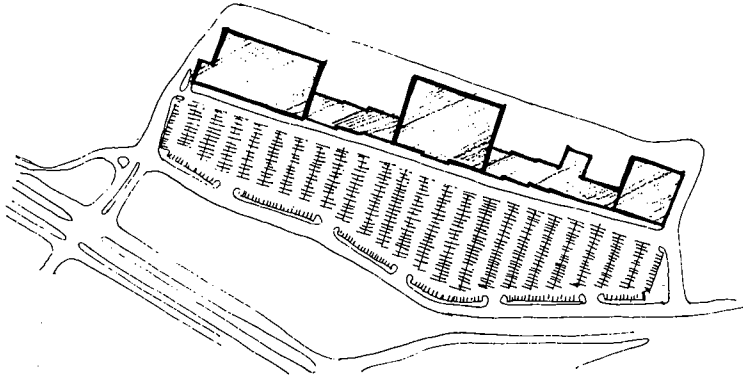
Goal Create a clear and unique identity for the City of Laurinburg.

Objectives

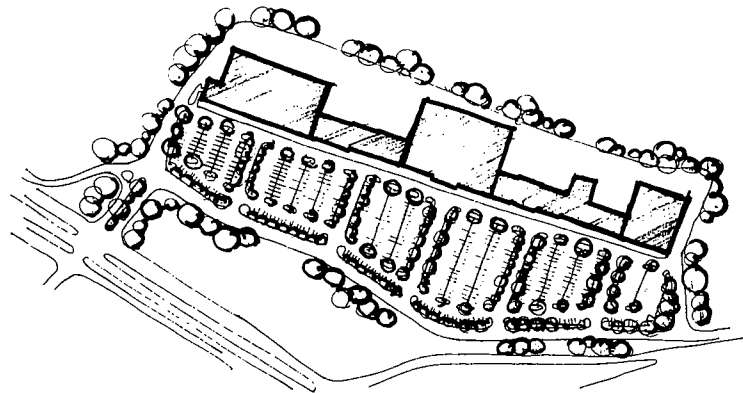
1. To enhance and protect its image as the "City of Trees", Laurinburg should adopt a city-wide tree conservation ordinance.
2. Laurinburg should develop a logo based on the "City of Trees" image and use this on signage at major highway entry points and at other strategic locations.

Goal Encourage infill housing in neighborhoods and areas immediately surrounding the Town Center.

TYPICAL STRIP SHOPPING CENTER



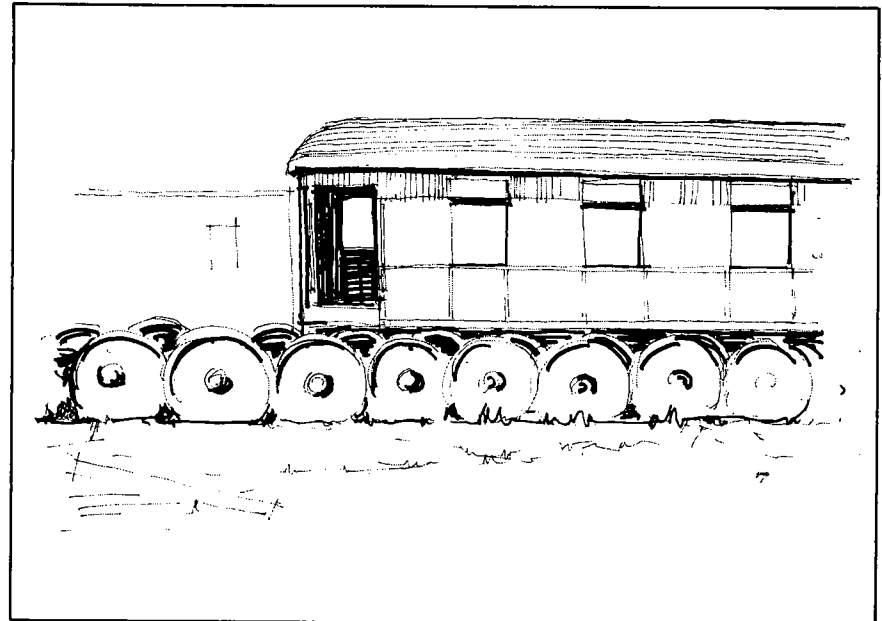
Current Standards



Proposed Standards

Objectives

Provide financial and regulatory incentives for retention, rehabilitation of existing housing and the construction of new housing in areas surrounding the downtown.



MAIN STREET IMPROVEMENT CONCEPT

The improvement concept for Main Street at the Town Center is a simple one; one founded in the history and character of the existing street. The concept is to reinforce and strengthen the character of the street and the architecture through both streetscape and facade improvements. These improvements, taken together, will give the street a unifying theme and a fresher image. The result will be a new, more formal and ceremonial street. This new street then reassumes its role as the major organizing element, or "spine", in the Town Center.

A number of supporting elements are proposed to reinforce this "spine". A "gateway" or entrance into Main Street at each end of the three block area is proposed. These gateways will be landscape and/or architectural elements which help define the downtown edge and announce the beginning of something special. Several pedestrian passageways will connect Main Street with the "parking/pedestrian courtyards" or service and parking areas located in the center of the blocks. A small "pocket" park is proposed next to the Belk's store. This park is to provide a shaded, green, sitting area on Main Street and adjacent to the proposed civic center facility.

SPECIFIC IMPROVEMENT PROGRAMS AND PROJECTS

Two elements will be crucial to the sources of the Main Street Improvement Program. They are (1) facade improvements and (2) streetscape improvements.

For the most part, the buildings fronting on Main Street are fairly consistent in height, original (red brick) materials, use of metal canopies, use of display windows, and so on. Additionally, most of these buildings appear to be in relatively sound condition with very few vacant or

dilapidated buildings. Given this, little or no new construction is anticipated on Main Street.

In order then to retain and enhance the original character of these buildings, several improvements are recommended. First, as renovation begins or repair becomes necessary, the replacement of the existing metal canopies with small canvas awnings.

Second, the restoration of the original brick surface to include removal of modernized skins to reveal the original architectural character.

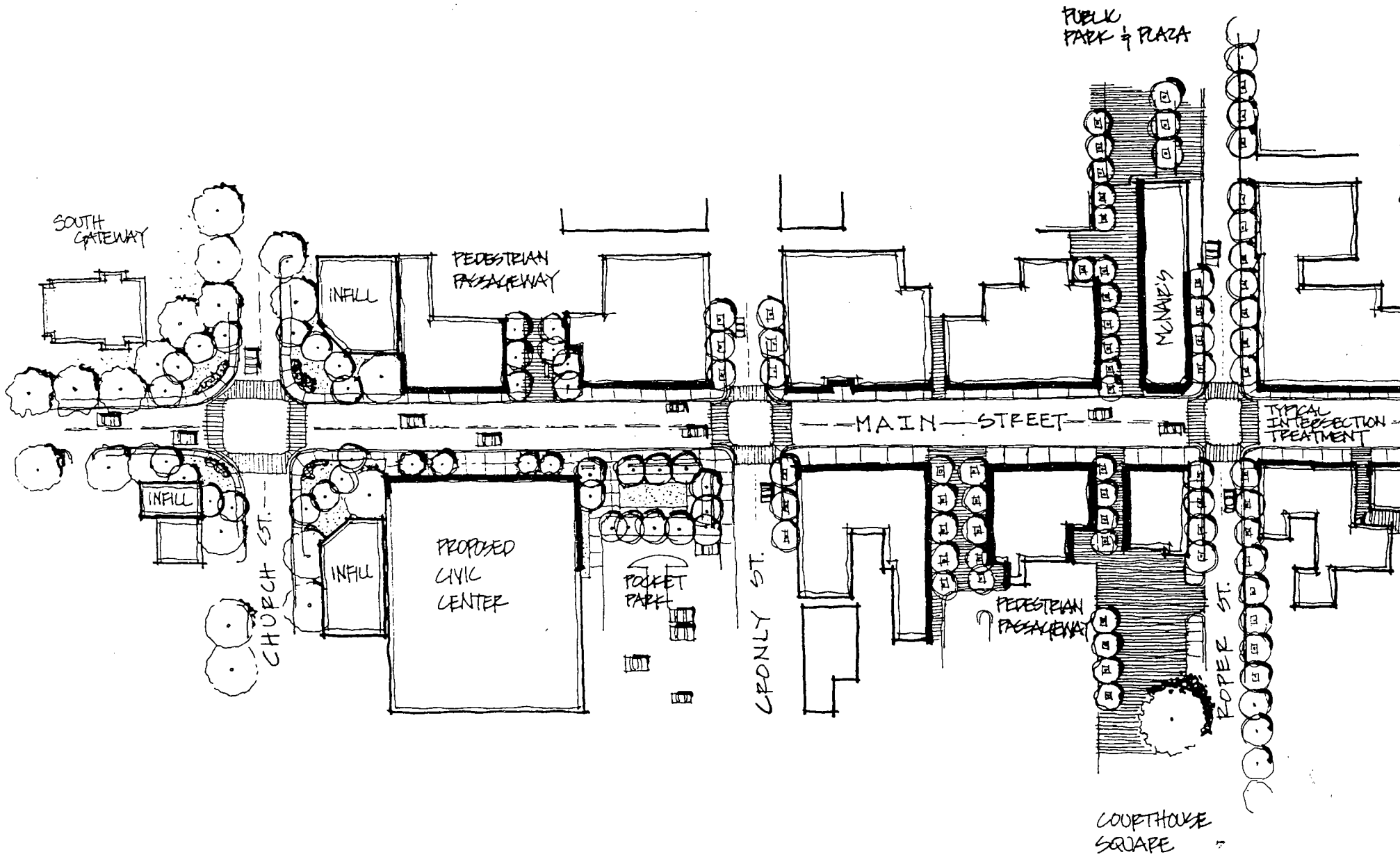
Third, the reestablishment of any closed window openings, particularly on upper floors.

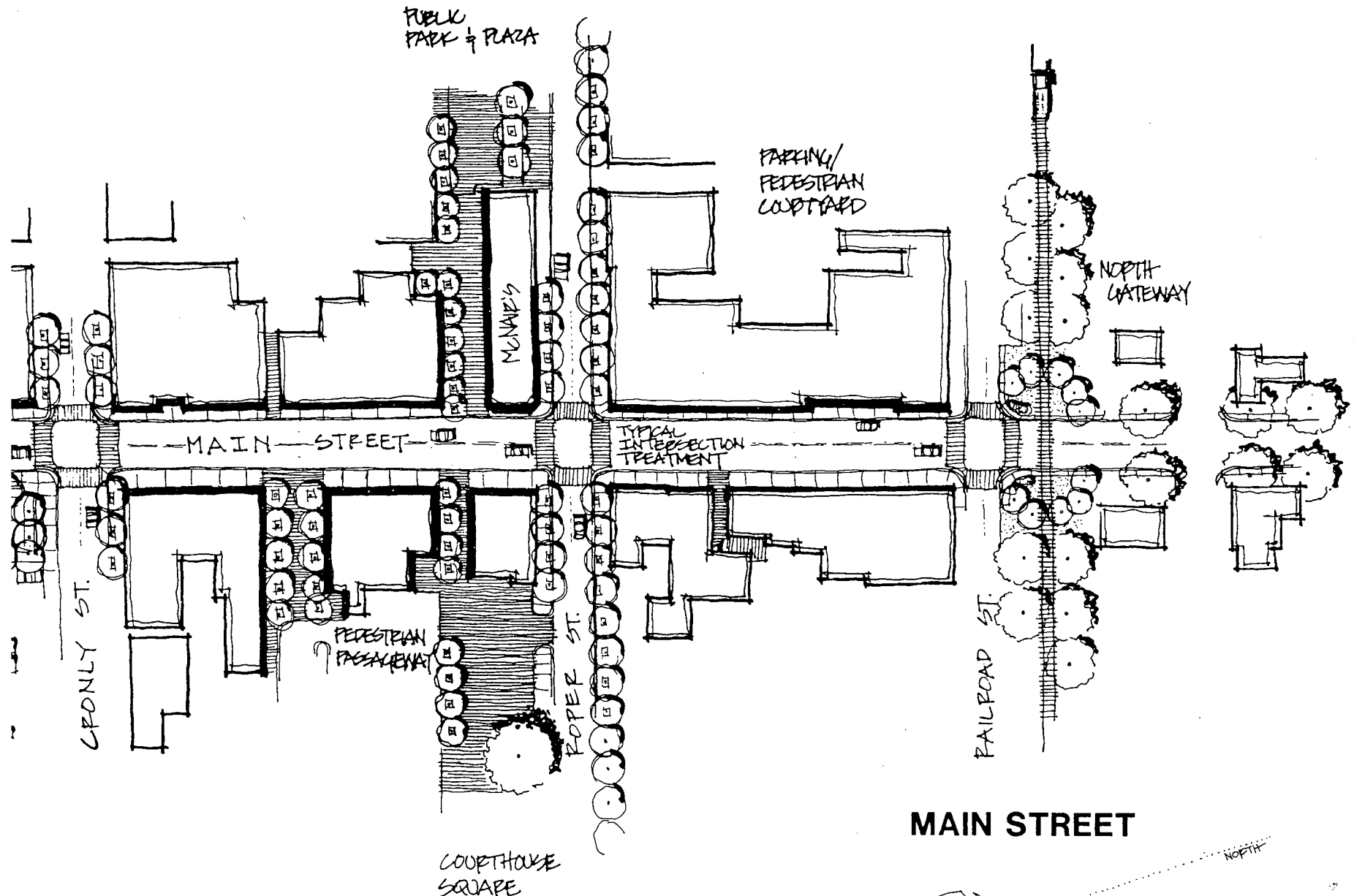
Fourth, the creation of a general, uniform signage location on the face of the building and/or on display windows.

Fifth, and finally, the use of an agreed-upon color palette. It should be understood that these general guidelines need to be expanded into more specific requirements and also that they are not intended to restrict thoughtful or creative design.

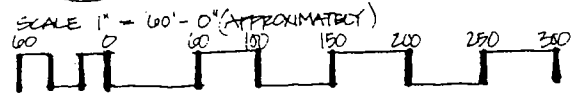
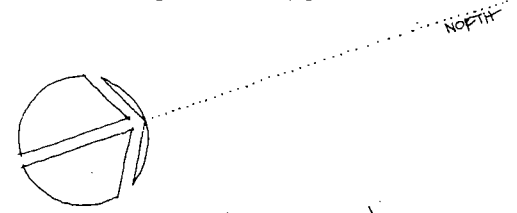
Streetscape improvements include the enhancement of Main Street through the use of special paving, lighting, signage, and crosswalk treatments. The existing planters are to be removed and no street trees are proposed along Main Street. This is to accentuate the contrast between the heavy tree-lined residential streets of Laurinburg and the more concentrated development of the Town Center.

Landscape improvement projects are, however, proposed for several areas just off Main Street and along all other Town Center streets. Adjacent to Belk's will be a small "pocket" park. Shade and flowering trees are to be





MAIN STREET



provided along with low plantings, plenty of benches and seating areas, and night lighting. Landscaped pedestrian passageways are to be provided at several locations along Main Street to provide access to rear parking areas. Both "gateways" will be landscaped with canopy and flowering trees, and seasonal floral displays. In addition, street trees are proposed along North Main Street.

IMPLEMENTATION

General strategies for the implementation of these Main Street improvements will be discussed later in the text. It should be noted, however, that these Main Street projects are critical to the success of the Town Center. Four actions must be initiated if these projects are to be realized: clear organization and leadership must be established, creative approaches to funding developed, public/private partnerships developed, and individual commitments defined.



PARKING

The downtown area must provide an adequate number of parking spaces. At present many of the merchants and residents of Laurinburg perceive that there is a lack of parking in the downtown area. Our study indicates that there are sites in close proximity to Main Street which should be developed as parking areas.

Goals

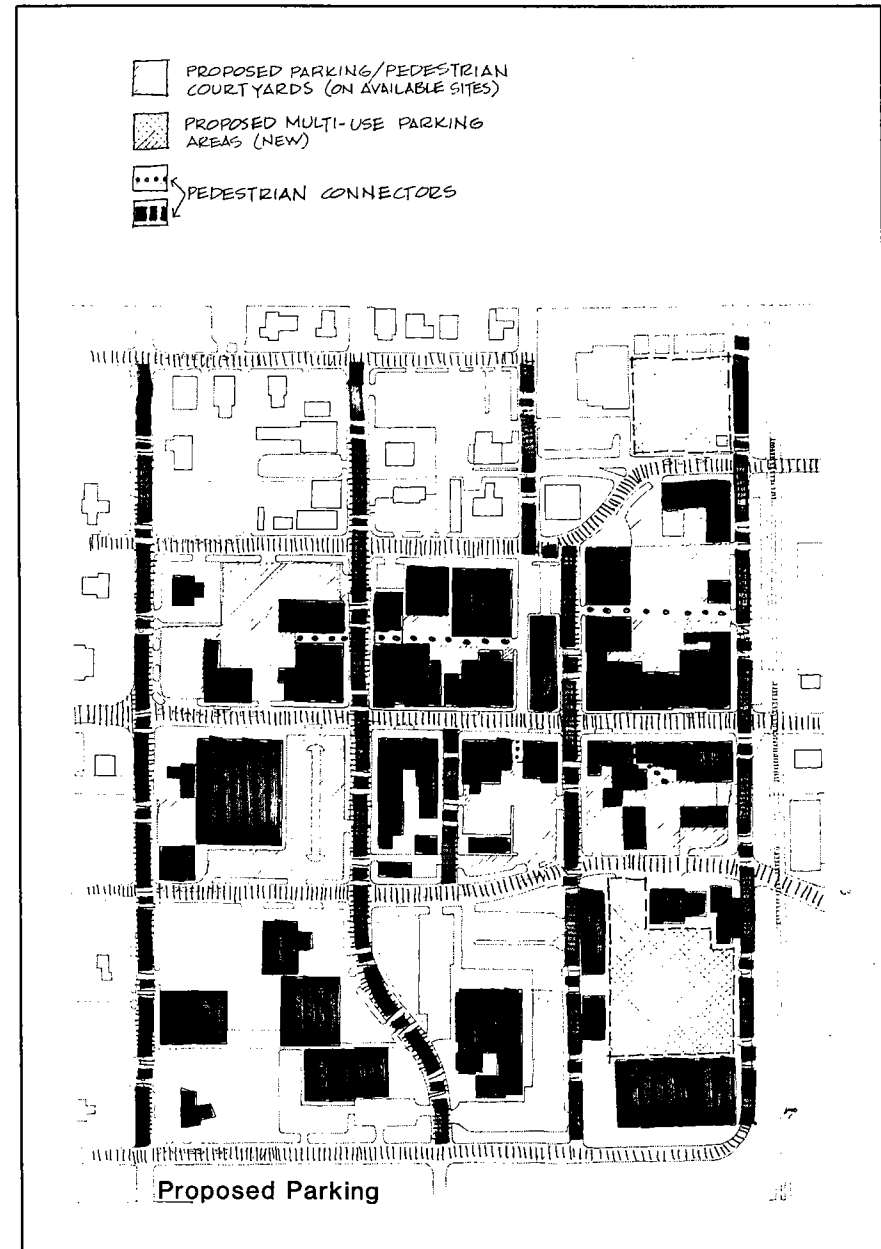
Provide an adequate number of parking spaces.

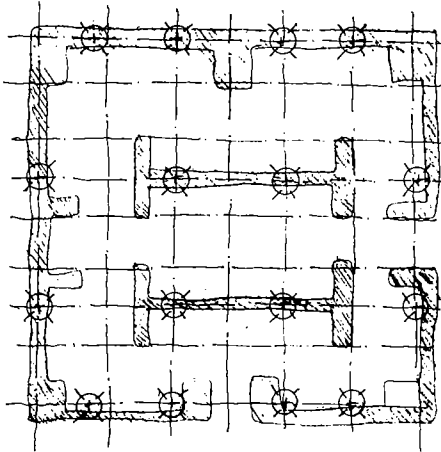
Provide quality parking: small, pleasant, well-lighted, landscaped, parking/pedestrian courtyards conveniently located for access to and from South Main Street.

Provide some "multi-use" areas which can be used as overflow parking during regular business hours and for special events (i.e., arts and crafts markets, vegetable markets, festivals, etc.).

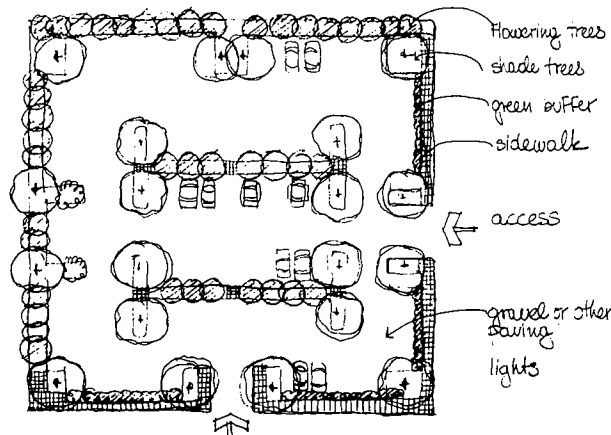
Objectives

1. Maintain the existing off-street parking spaces on South Main Street.
2. Organize the spaces behind the Main Street stores into parking/pedestrian courtyards.
3. Provide landscaping for screening and shade in the parking/pedestrian courtyards.
4. Provide lighting in the parking/pedestrian courtyards: lamp-posts, low lights, lights on buildings, etc.





MULTIPLE USE PARKING AREA
Lighting & Services Grid For Multiple Uses



MULTIPLE USE PARKING AREA
Parking & Landscaping Diagram

5. Provide clearly marked back entrances to the stores from the parking/pedestrian courtyards (this might not be appropriate for all businesses or possible for all buildings).
6. Provide clearly marked, well-lighted, tree lined, sidewalks on the streets perpendicular to Main Street (Church, Cronly, Roper, Railroad), to make pleasant and easy connections from the parking/pedestrian courtyards to Main Street.
7. Selectively remove small buildings and develop as small parks or pedestrian alleys to facilitate access to Main Street.
8. Use special paving materials to indicate access to and from parking areas.
9. Use uniform signage system to indicate and direct drivers and pedestrians to and from parking areas (this system must be part of the overall signage system).

OPEN SPACE

Downtown Laurinburg is lacking well-defined public open spaces which could accommodate a variety of public uses and invite people to come downtown and stay for a while.

Goals

Provide a great variety of size and type of outdoor spaces such as:

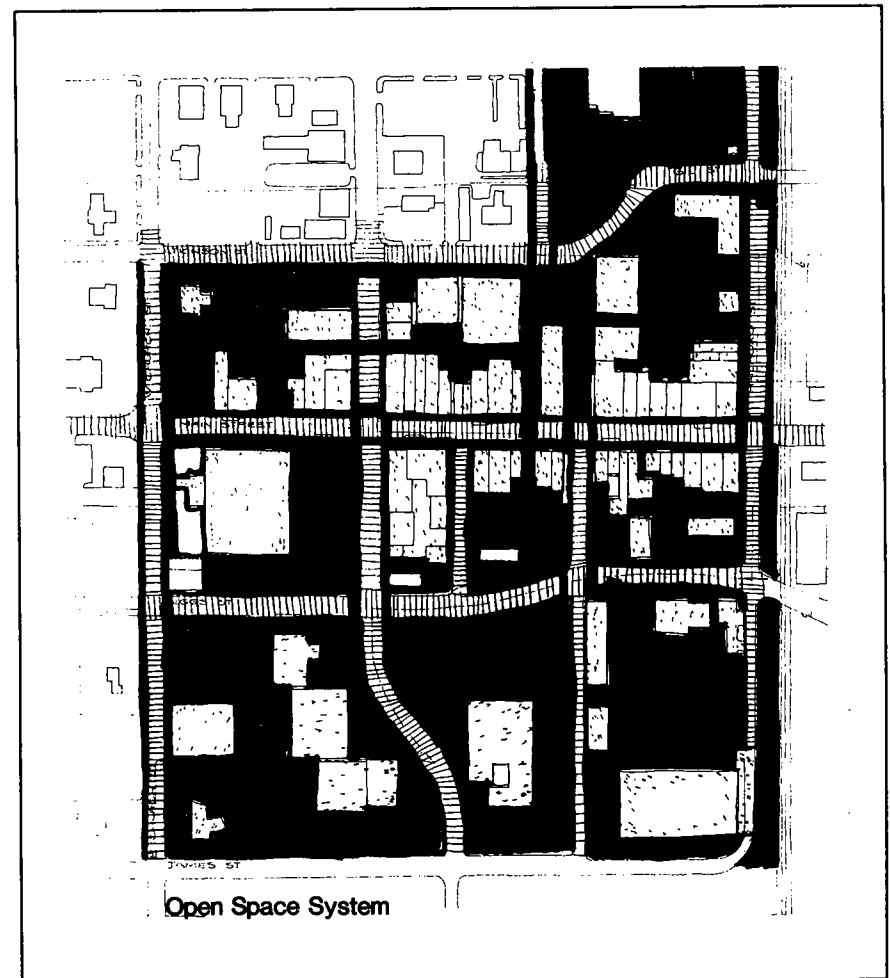
- parking/pedestrian courtyards
- parks
- public squares and plazas
- play areas
- tree-shaded sidewalks
- pedestrian passage ways
- etc.

Objectives

1. Organize all open spaces, parking areas and streets into a system of spaces which are related and connected physically, experientially and perceptually.
2. Provide a well defined Main Street with canopied sidewalks. (See: Main Street)
3. Develop parking areas as parking/pedestrian courtyards. (See: Parking)
4. Improve the side streets (Church, Cronly, Roper, Railroad) to encourage pedestrian circulation on them. (See: Parking)
5. Develop a pedestrian cross axis from the Courthouse to the Post Office and a

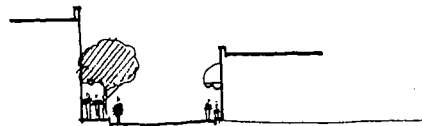
public square in front of the Courthouse. (See: Civic Axis)

6. Develop a green open space in front of the Post Office. (See: Civic Axis)





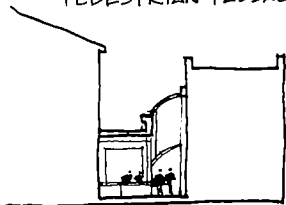
MAIN STREET



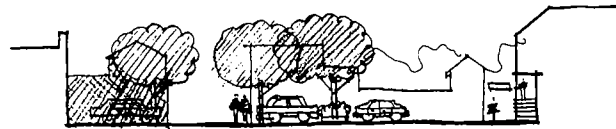
ACCESS STREET



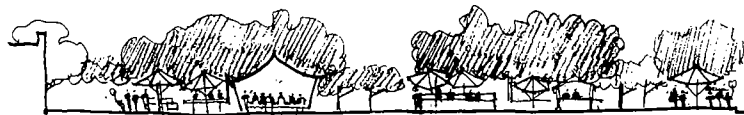
PEDESTRIAN PASSAGE



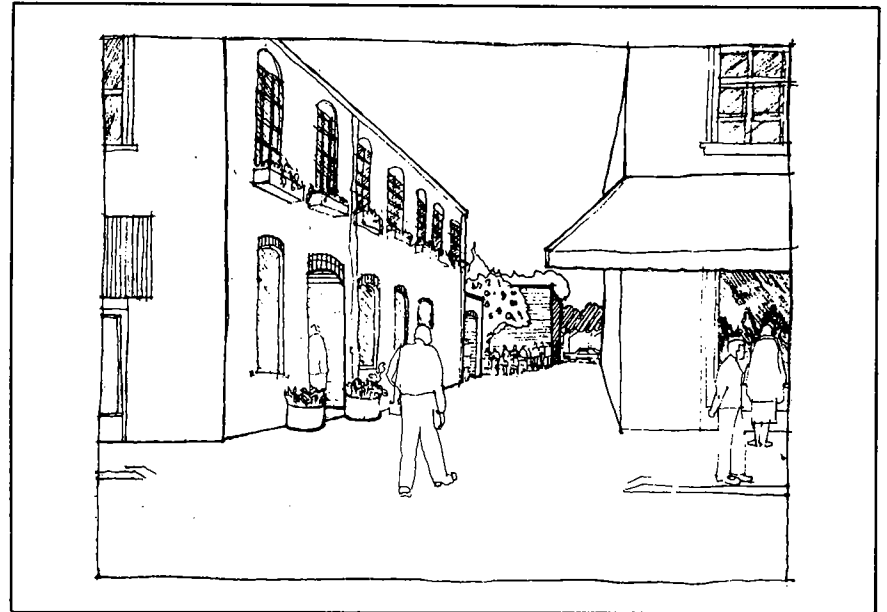
PASSAGE THROUGH BUILDING



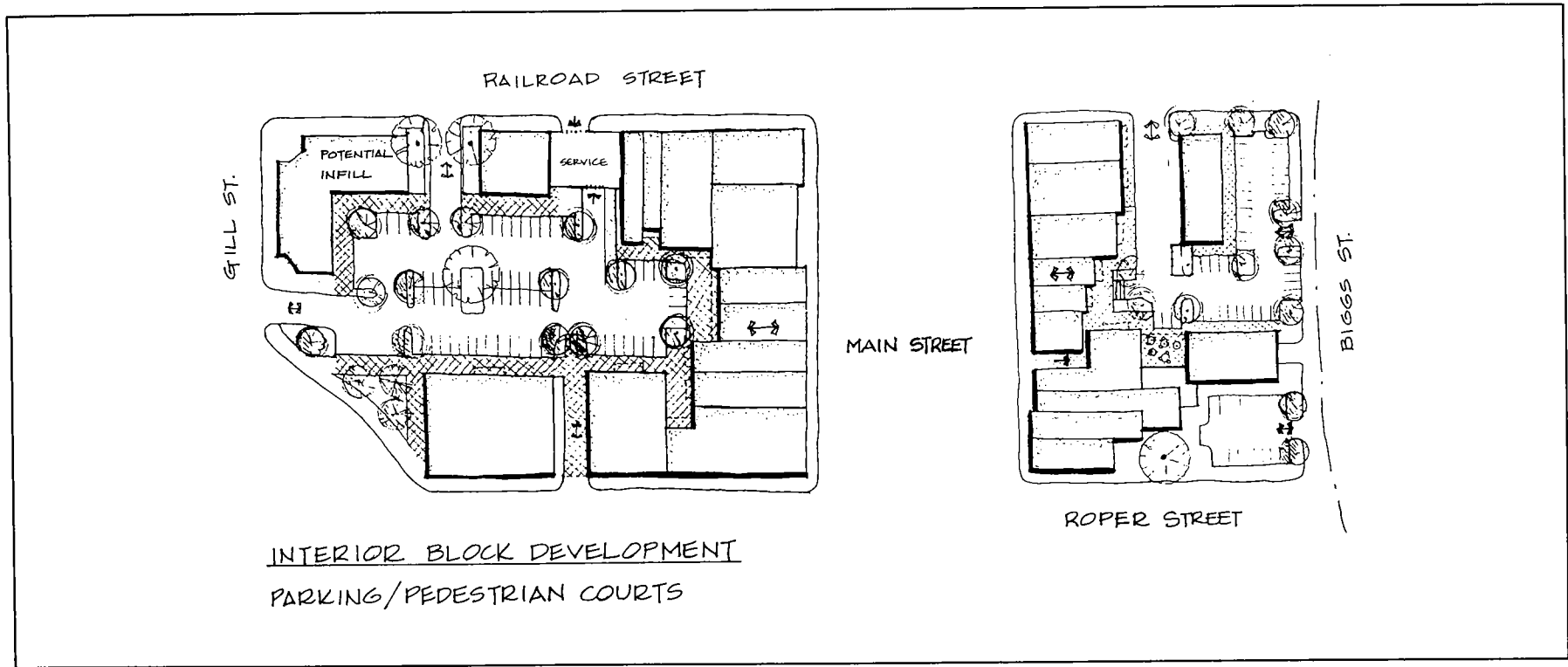
PARKING/PEDESTRIAN COURTYARD



MULTIPLE USE PARKING/ MARKET DAY



BLOCK DEVELOPMENT



The spaces behind the Main Street buildings offer many opportunities to expand downtown activity and can provide plenty of convenient parking for existing business. These neglected alleys and backyards could be transformed into appropriate places for landscaping and other outdoor amenities, such as benches and outdoor cafes, that are excluded from the hard formality of Main Street. The development of these parking/pedestrian courts also offers opportunities for new, infill commercial space around their edges. The improvement of these spaces will greatly enhance the public image of downtown and increase the number and variety of activities it has to offer.

It is important that these courts be connected to Main Street by appropriate routes for both vehicles and pedestrians. A good signage system should clearly identify the connection. Vehicles can gain access to the courts through side streets or through the streets parallel to Main Street. Pedestrians can go through stores, new and existing outdoor pedestrian passages and along the side street sidewalks. All of these routes should be improved to enhance the experience of visiting the downtown.

New Uses For Existing Second Floor Spaces

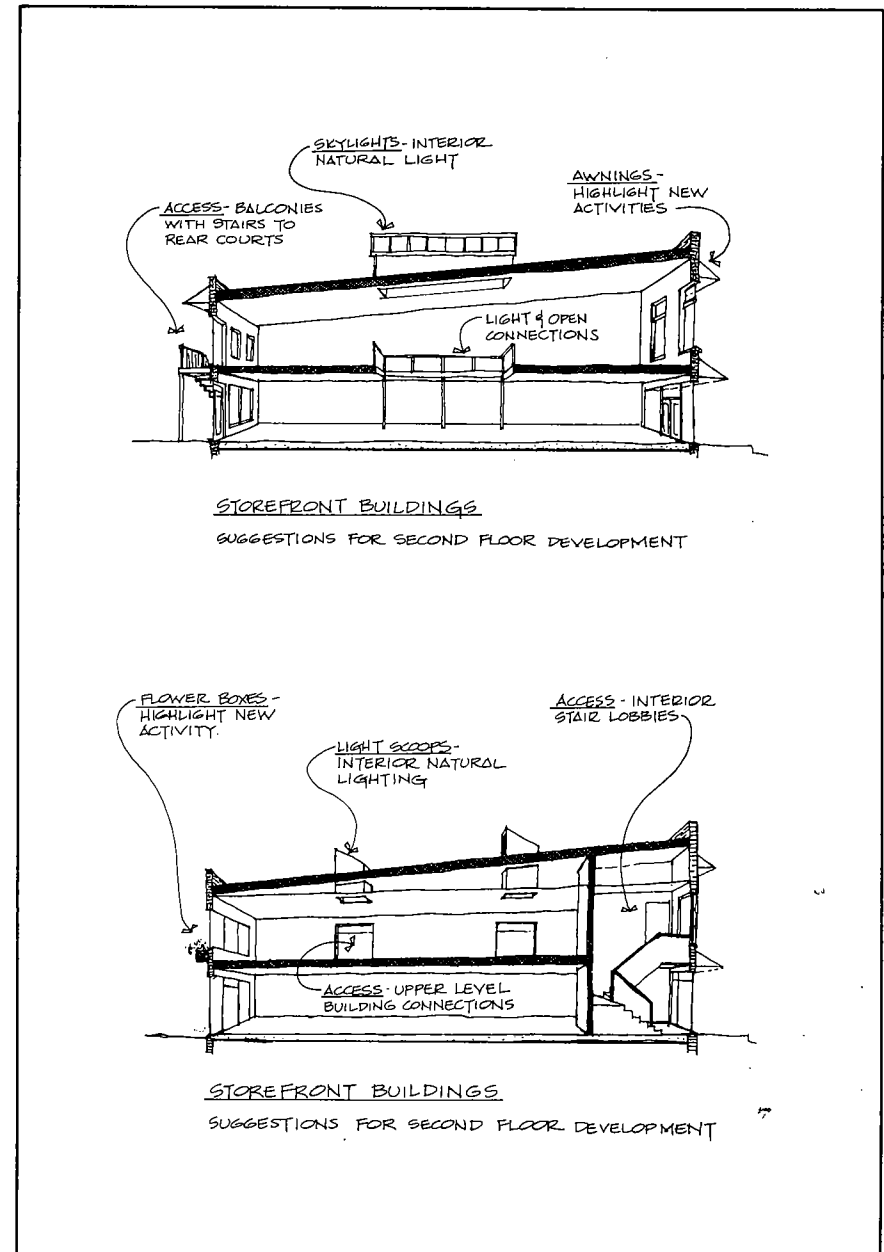
The second stories of the store buildings offer many opportunities for expanding downtown activity. Many could be converted into office space or occupied by the expansion of retail uses below. The desirability of these second story spaces depends upon achieving good access, plenty of natural light, and a renewed image.

Access can be accomplished in many cases by developing second floor balconies with exterior stairs into the proposed rear parking and pedestrian courts. These balconies can also shade the rear ground floor entrances. Some wider buildings might accommodate interior stairs from new lobby spaces opening onto Main Street. With the cooperation of several owners, buildings could be linked with openings through their party walls and with openings on the second floor levels to create larger office areas which, in turn, would share the same circulation systems.

If upstairs space is to be desirable for office uses, natural light must be included. Buildings on the corners can have existing blocked-up windows re-opened or new windows cut through the walls. Many of the interior storefront buildings are long and narrow, with windows possible only at either end. These buildings can admit natural light to their interiors through central skylights or light scoops. In cases where one occupant uses both floors, natural lighting might be extended through mezzanine openings to the ground floor.

For second floor development to succeed, people must be aware of the new activity above.

Balconies and upper level awnings can highlight the new development, and a new directional signage system can inform people of the second floor activity.



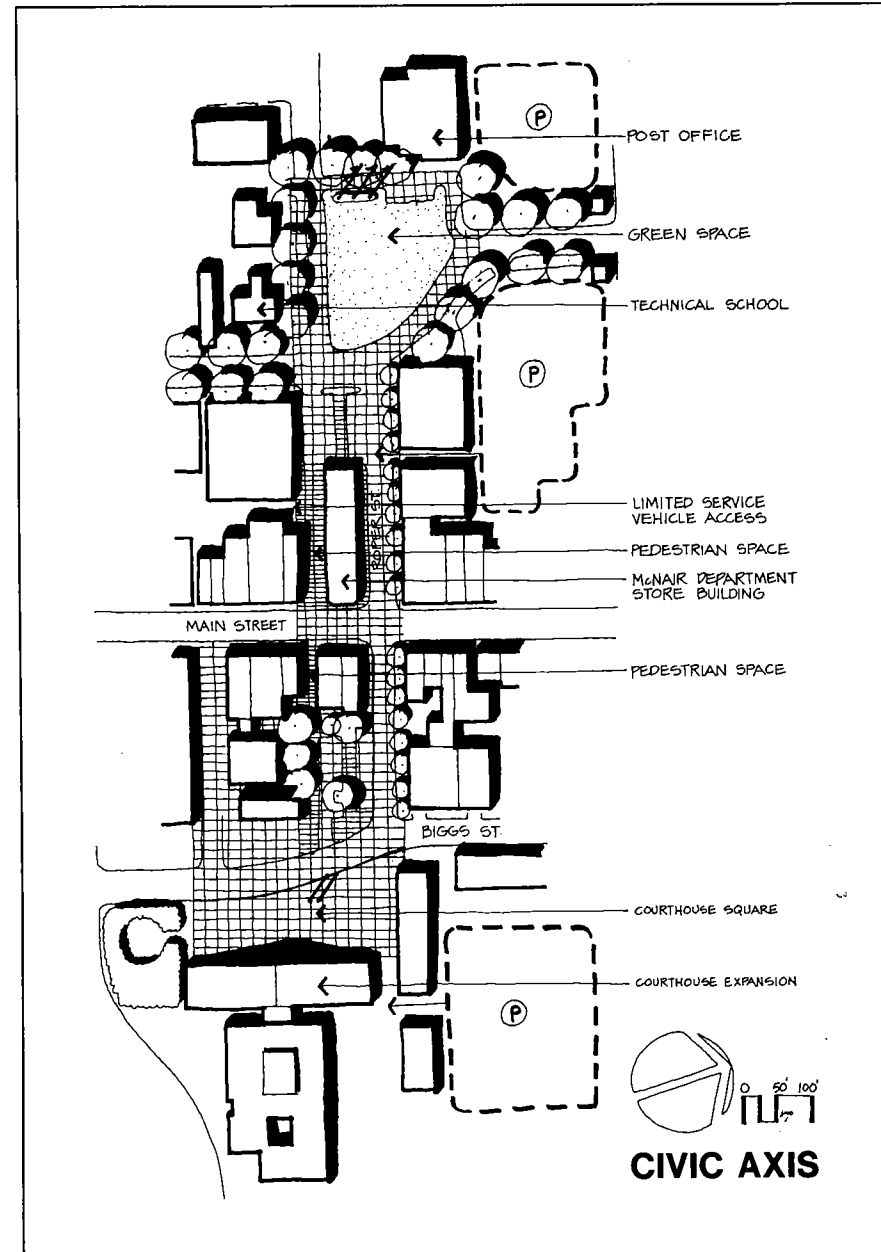
CIVIC AXIS

Main Street in Laurinburg's Town Center is a well-defined, cohesive grouping of buildings. In the early years of the city, Main Street was both the commercial and the civic core of town. Since then, the Courthouse and the post office have been relocated two blocks off either side of Main Street. Presently there is no clear relationship between the location of these buildings and the strongly defined commercial core.

An opportunity exists to connect these two civic structures to Main Street along a single axis. This axis could become a framework to enhance further development in the Town Center as Laurinburg grows. The new corridor created by this axis is perpendicular to the Main Street corridor and presents an opportunity to provide a more pedestrian oriented space than is possible along Main Street.

Pedestrian amenities would be exploited, including wide sidewalks, awnings and trees for shading, seating, appropriate lighting for nighttime shopping, and convenient access to parking. Sidewalk cafes would be feasible in this space and would add even more life to the pedestrian activity.

The civic axis would be intensely commercial at its mid-point where it crosses Main Street while each end would terminate at open spaces defining civic nodes. The western node would encompass a soft, informal open space surrounded and defined by shade trees. The post office forms the western edge of the space and terminates the axis. Any future expansion of the post office could reinforce this termination with appropriate scale and massing. The future home of Richmond Community College (the former post office building) is located on the southern edge of the informal open space. This node could



also accommodate future civic buildings, such as a new library or museum, when required.

The Courthouse anchors the eastern end of the civic axis. When necessary expansion takes place, the Courthouse should take on a civic scale and presence which would provide a terminal focus for the civic axis. The open space at this eastern node is formal and ceremonial in nature - a civic, or courthouse square. Additional uses which might develop around this square are office buildings containing law offices and other support functions for the Courthouse, and possibly future municipal buildings.

The civic axis corridor would be bound by the northern edge of Roper Street and the southern edge of Fairley Street. In time, as ownership patterns allow, the southern edge could penetrate across Main Street and beyond to the courthouse square. The McNair Department Store building, which is centered in the axis corridor, could potentially be opened on both sides at street level with storefronts. Fairley Street could be closed to vehicular traffic from the rear of the McNair Department Store building to Main Street, allowing half of the civic axis corridor to be totally dedicated to pedestrians.

Goal Unify key elements of the Town Center by creating a focal element which ties the Courthouse, Post Office and potential future civic buildings to Main Street. This focal element should also reinforce the commercial aspect of the Town Center as a shopping village, and provide impetus for future development beyond Main Street.

Objectives

1. Create a cross axis linking the Courthouse and Post Office to Main Street.
2. Frame vistas from Main Street to civic buildings.
3. Emphasize the axis as pedestrian in nature as an alternative and contrast to Main Street.
4. Provide new open space for pedestrian activity and special events.

SCOTLAND COUNTY COURTHOUSE

The existing Courthouse, constructed in the late 1960's to replace an early 20th century structure, offers unusual potential to become a key element in Laurinburg's proposed urban design program. However, a number of challenging issues must be addressed if the Courthouse is to become a contributing feature in the renewed Town Center.

Issues

1. Retention of the Courthouse, with the substantial employment base and buzz of activity it generates, is essential to the well-being of Laurinburg's urban core. Some have called courthouses "urban paperweights"; remove them and the rest of the downtown blows away.
2. The Courthouse's location on Biggs Street is visually and functionally removed from Main Street, the perceived center of downtown.
3. Its immediate site and surrounding context do not provide an appropriate setting for a public institution of civic and symbolic significance.
 - There is no defined or properly designed associated open space or "square".
 - The site and context lack aesthetic appeal.
 - Parking lots dominate the site and interrupt pedestrian access to the Courthouse.
4. The Courthouse proper lacks a civic presence. The massing and imagery of the Courthouse represent a response to functional and economic considerations rather than to urban or symbolic priorities.

5. Changing functional demands suggest the need for additional space and internal renovations of the existing structure.

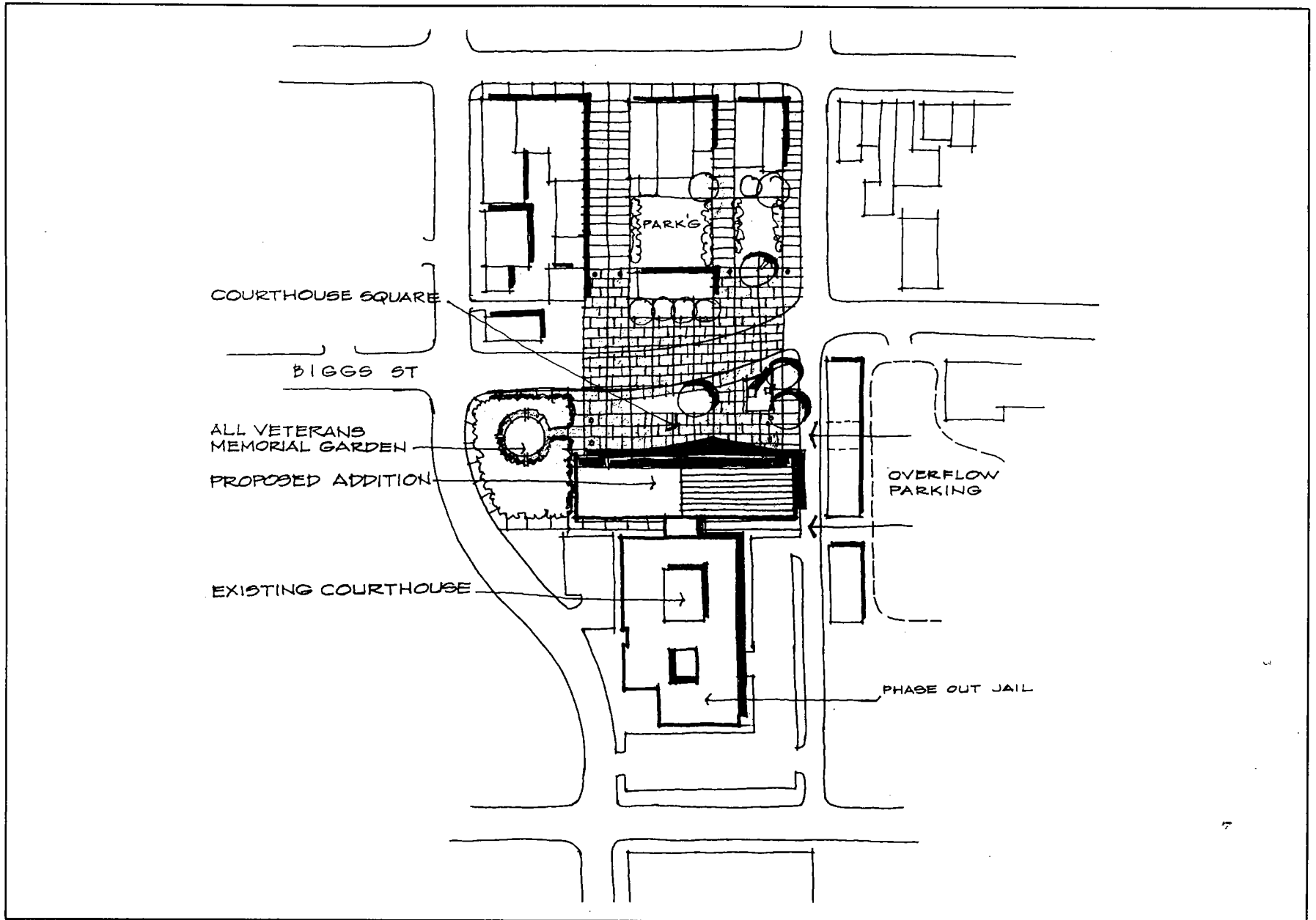
Goals

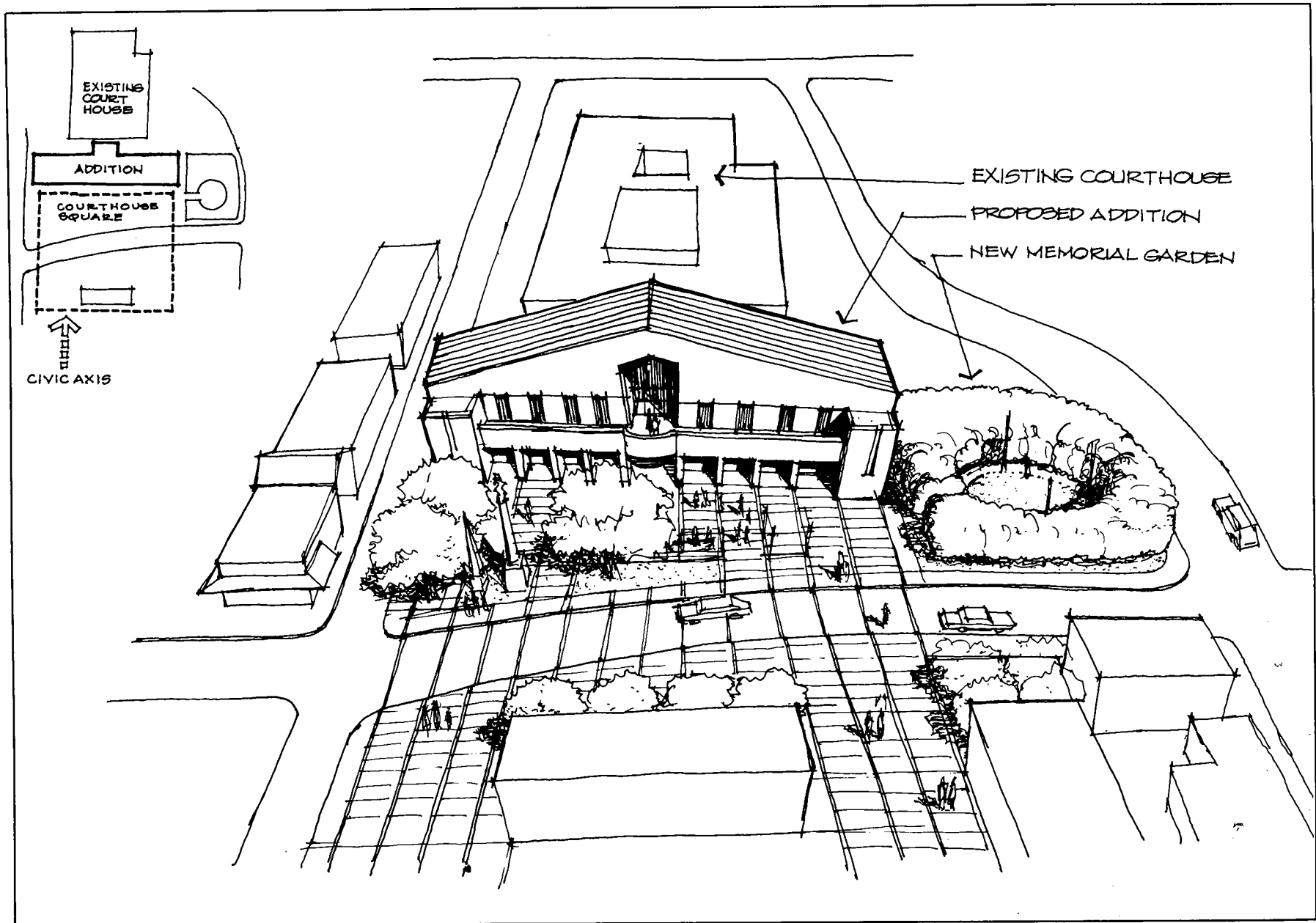
The Town of Laurinburg and Scotland County are presented with a splendid opportunity **to recreate the Courthouse as a focal civic element** in the newly-defined and enlarged Town Center and **to restore its functional performance to a high level** through a process of site improvements and new construction.

The following objectives and strategies are proposed to help realize these goals:

Objectives

1. Establish a direct visual and functional connection between the Courthouse and Main Street.
2. Link the Courthouse and its external spaces to the proposed "Civic Axis" and to the pedestrian and vehicular networks suggested for the Town Center.
3. Develop a significant open space - the traditional model is the "Courthouse Square" - as a setting for important public events and as a context for the renewed Courthouse.
4. Enhance the Courthouse's role as the County's foremost institution and emblem of public identity through the





effective use of existing historic monuments and new symbolic/historical features.

5. Develop architectural strategies to create an appropriate civic image and presence and, at the same time, respond to changed and enlarged programmatic requirements.

Recommendations

1. A major new addition of 15,000 to 25,000 square feet is provided to accommodate increased functional requirements.
2. The proposed addition is configured as an extended, two-story, frontal element, providing a monumental civic facade and a new entrance. This addition serves as one terminus of the proposed "Civic Axis".
3. At an appropriate time, phase out the existing jail, which has been rendered non-conforming through the adoption by the State of new jail standards, and renovate for office or storage functions, if possible, or demolish. The County should consider a remote Law Enforcement Center containing a new, expandable jail and the sheriff's department.
4. A "Courthouse Square" immediately related to the new civic facade and

extending across Biggs Street is proposed. The existing monuments and a new memorial garden, a protective green circle honoring veterans of all wars and all races, are incorporated in the "Square".

5. The "Square" is linked across Biggs Street by landscaping and paving materials and can be closed to traffic for special public events such as Independence Day observances and election night celebrations.



McNAIR'S AND FAIRLEY

Traditional Laurinburg Main Street stores front squarely on their street, lending emphasis to the concept of "Main" Street.

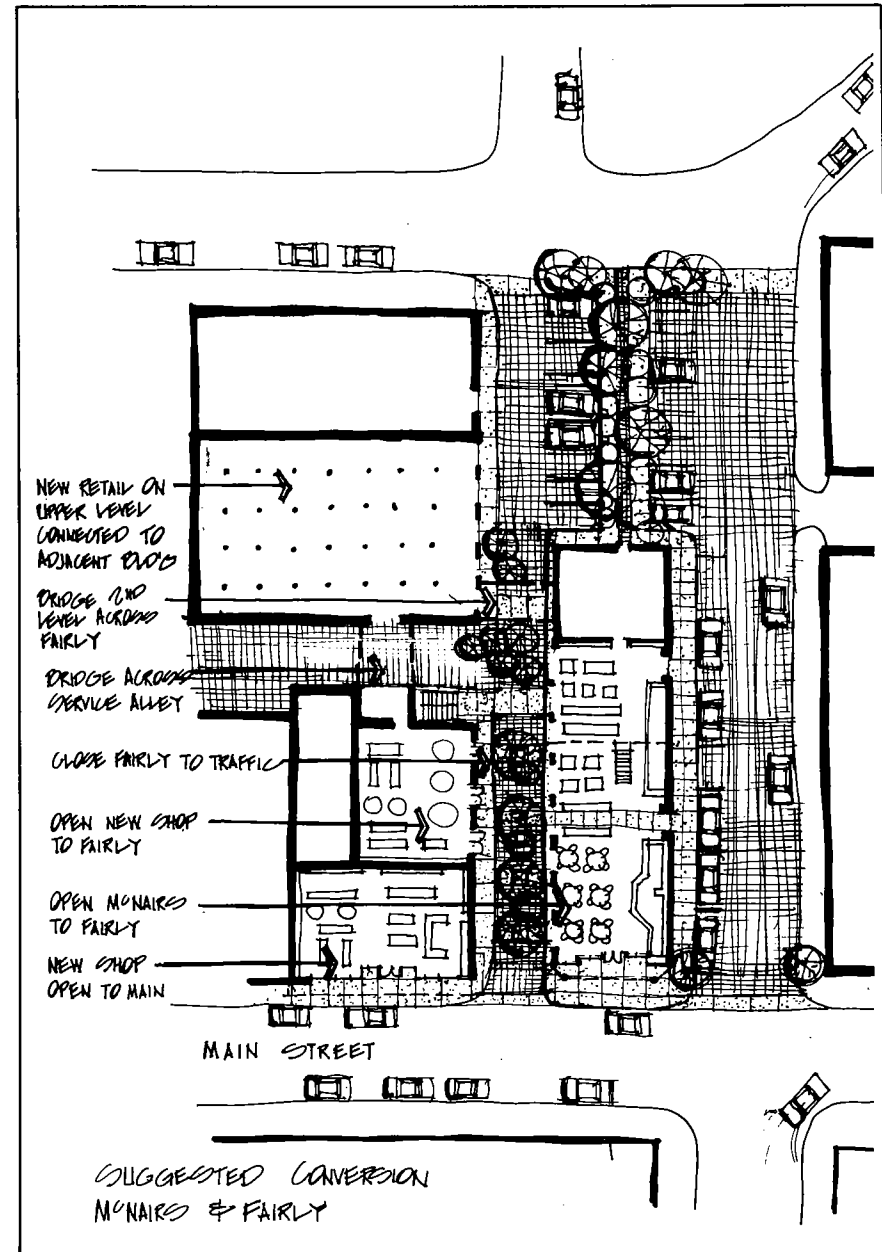
Current growth patterns call for a greater emphasis and additional use of the intersecting streets.

McNair's, because of its double side street frontage, presents an opportunity to open itself up in a unique manner to side street activity. Its second level and proximity to adjacent buildings would permit "bridging" across the one-way alley to create a complex of spaces, thereby adding variety, new use and function to the area. Other opportunities surely exist with many buildings on Main Street.

Goal Add richness and interest to the downtown area as it develops in an East-West direction.

Objectives

1. Add focus and activity to the side streets.
2. Add flexibility to stores fronting on side streets.
3. Add a new sense of movement to the already expanding business street.
4. Adaptively reuse space which is currently underutilized.
5. Initiate the "Block Development" concept in a comprehensive fashion.



BELK BUILDING

Due to impressive growth in Scotland County, the City of Laurinburg is experiencing growth of its own and facing the potential for having its own town business center eroded as the primary source of this activity, a common phenomena of city growth.

The addition of St. Andrews College on the Southern outskirts of town, along with an expanding industrial base around Laurinburg, has created the demand for shopping and services greater than the Historic Business Center of town can provide.

Growth of this kind is logical and expected and need not gut the Historic Downtown. Planning and transition to another role are required to make this change successfully.

It is a mistake for the Historic Business Center to try to survive by competing with modern shopping centers at what they do best. Instead, it should capitalize on its own inherited differences to become a real and contrasting center for business and community life.

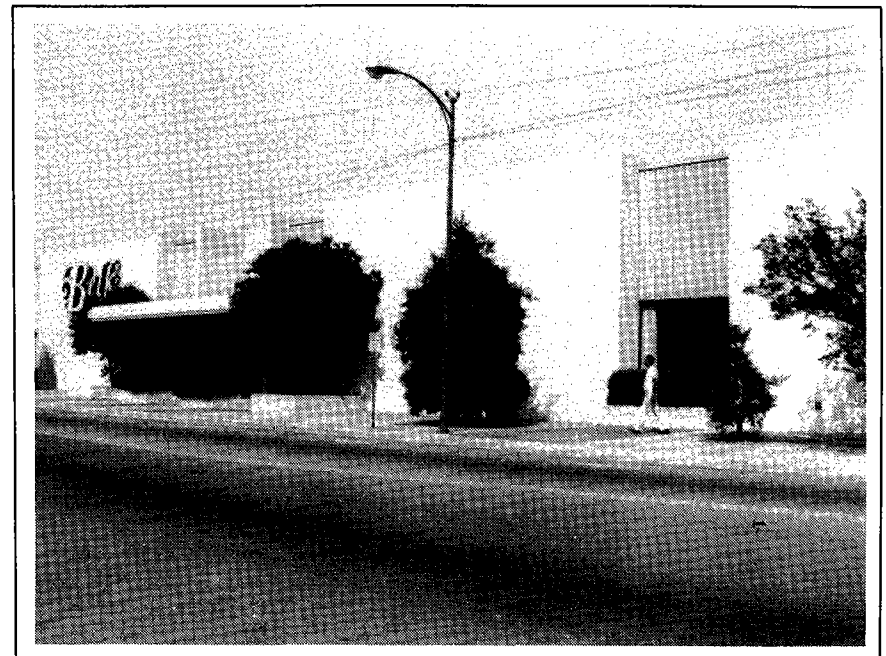
The City Government could lead this transformation downtown with the purchase and use of the Belk Building to serve the needs of the community as they are identified.

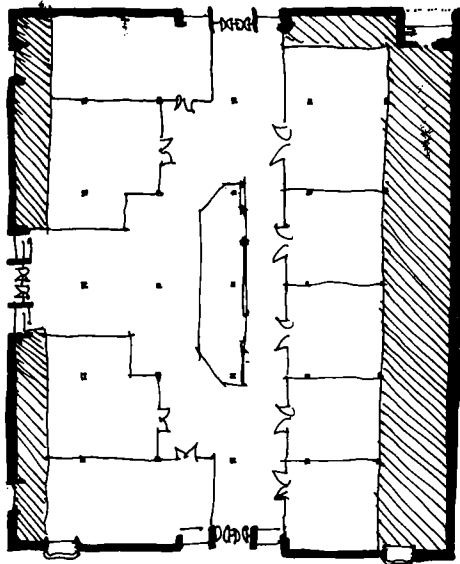
Goal The goal of the City should be to influence confidence and stable growth in the present "center" and to facilitate the adaptive re-use of this building.

Objectives

1. Emphasize the Main Street area as "Center" of town.
2. Create a new sense of involvement and awareness of "downtown".

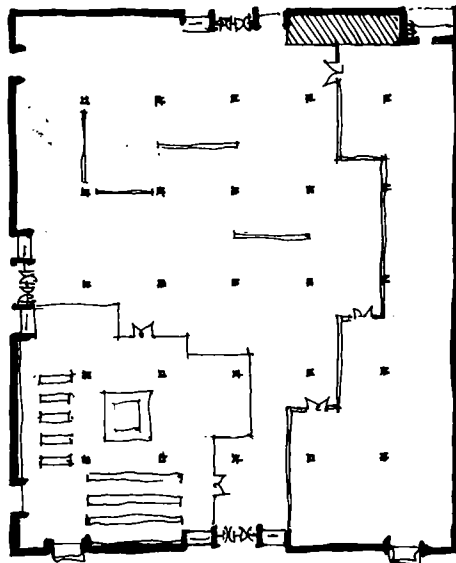
3. Foster new public services and activities.
4. Create public meeting space to complement those in use at St. Andrews and Scotland High School.





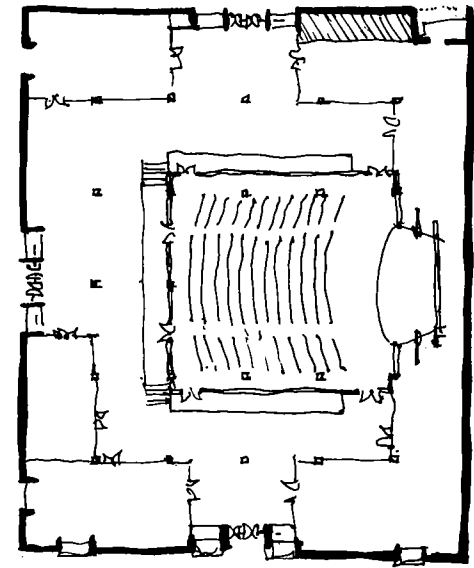
Mini-Mall

Three entrances create thru-circulation and easy flow



Museum-Library-Civic Center

Flexibility for changing use from column and beam supported structure



Performing Arts Center

Adaptability of structure can be made to accommodate large (500 seat auditorium) and small assembly spaces

RANGE OF USES FOR BELK BUILDING



IMPLEMENTATION

INTRODUCTION AND OVERVIEW

Implementation is defined as "the planning process extended" - a very crucial portion of the study.

The prosperity that Laurinburg has pursued and enjoyed over the last decade has ultimately led to the decentralization of the downtown area. It has been a natural, but unplanned, progression which has evolved into fractioned and haphazard development. Laurinburg now has the opportunity to reverse a damaging trend by adapting to change (as it has many times in the past) and by initiating a process which will reestablish the downtown area as a centrally located social, economic and cultural focal point of the community. The first steps have already been taken - the community is anticipating change, has initiated a planning process, and now has a "framework for change".

An approach to revitalization that has proved successful over the past 10 years is appropriately termed the "Main Street" approach. Developed by the National Trust for Historic Preservation, the overriding premise is "economic development within a context of historic preservation". Main Street implies that revitalization is a natural progression whereby a community preserves the unique character (physical and architectural) of the Town Center area and redevelops within its existing physical condition. Main Street incorporates an incremental four point approach necessary to implement the revitalization process: (1) organization; (2) physical appearance and design; (3) marketing and promotion; and (4) economic restructuring.

Laurinburg has its unique physical and design elements relatively intact, and a substantial population within its

primary, secondary and tertiary market and service areas. Fortunately, the public participation process has heightened the awareness of the importance of downtown to the community as a whole. Establishing goals, identifying specific objectives and priorities, and building a community consensus are the important tasks that lie ahead in the immediate future.

The following is an overview of the four Main Street components and how they relate to implementation of an effective downtown revitalization program in Laurinburg.

The following outline proposes immediate action to maintain and build momentum for the revitalization effort.

Organization

Phase I (immediate action)

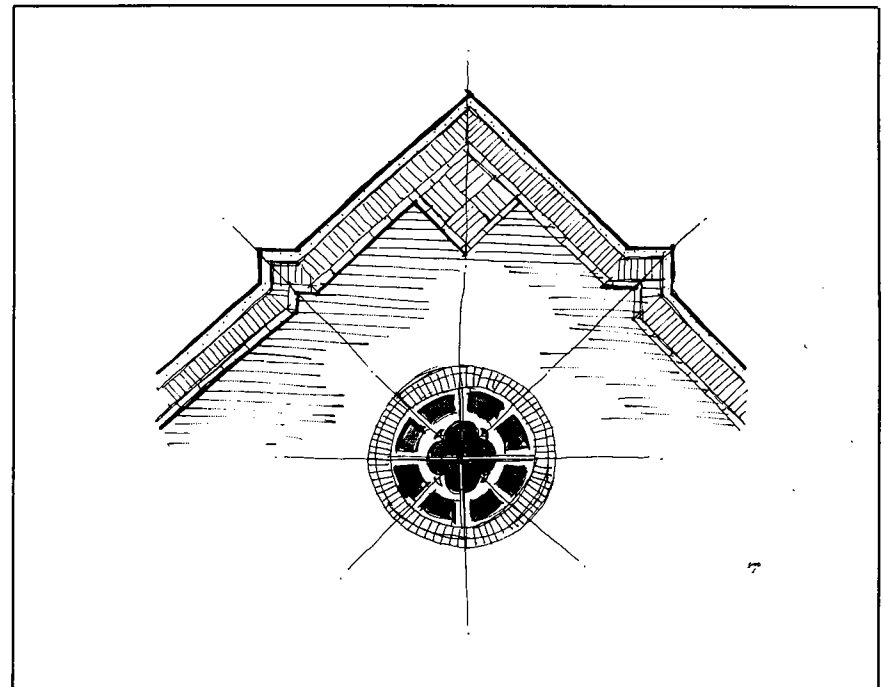
1. Appoint task force consisting of interested persons/volunteers as a predecessor to a 501 (c) (3) non-profit corporation: must represent a broad cross section of community movers and shakers.
2. Task force assigns and delegates the following responsibilities:
 - a. Create/compile data base and inventory relative to downtown including property owners, buildings for sale, market study, sales figures, market data, etc.
 - b. Expedite land use plan process.
 - c. Reestablish municipal service district (raise rate and potentially expand district).
 - d. Identify downtown priorities (based on UDAT report): long term, short term.

- e. White collar recruitment for immediate downtown area: infill development.
- f. Identify government facilities, both city and county, that can be located and functional downtown.
- g. Identify and lay groundwork and foundation for immediate physical improvements: visible improvements; facade improvements; interior parking area leases.
- h. Identify community facilities for potential downtown location.

Phase II - (6 months to 1 year)

1. Establish non-profit corporation.
2. Employ full-time revitalization project manager whose primary responsibilities should be to fill existing organizational voids, moderate between agencies/individuals, and build consensus between public and private sector. Other responsibilities would include data base management and economic condition monitoring; festival and marketing coordinator for downtown area; promotion/advertising coordinator for downtown merchants; identification of major funding resources; coordinate facade improvements and stimulate infill and fringe infill development; promote adaptive reuse and pedestrian orientation; and implement UDAT Plan as prioritized by community.
3. Consider the formation of an Appearance Commission, not only for downtown, but entire city,

as the public agency to assist in appearance issues. After the land use plan comes on-line, the need for and function of this Commission will emerge clearly.



Critical Interrelated Components

The three other components of the "Main Street" approach are:

Physical Appearance/Design

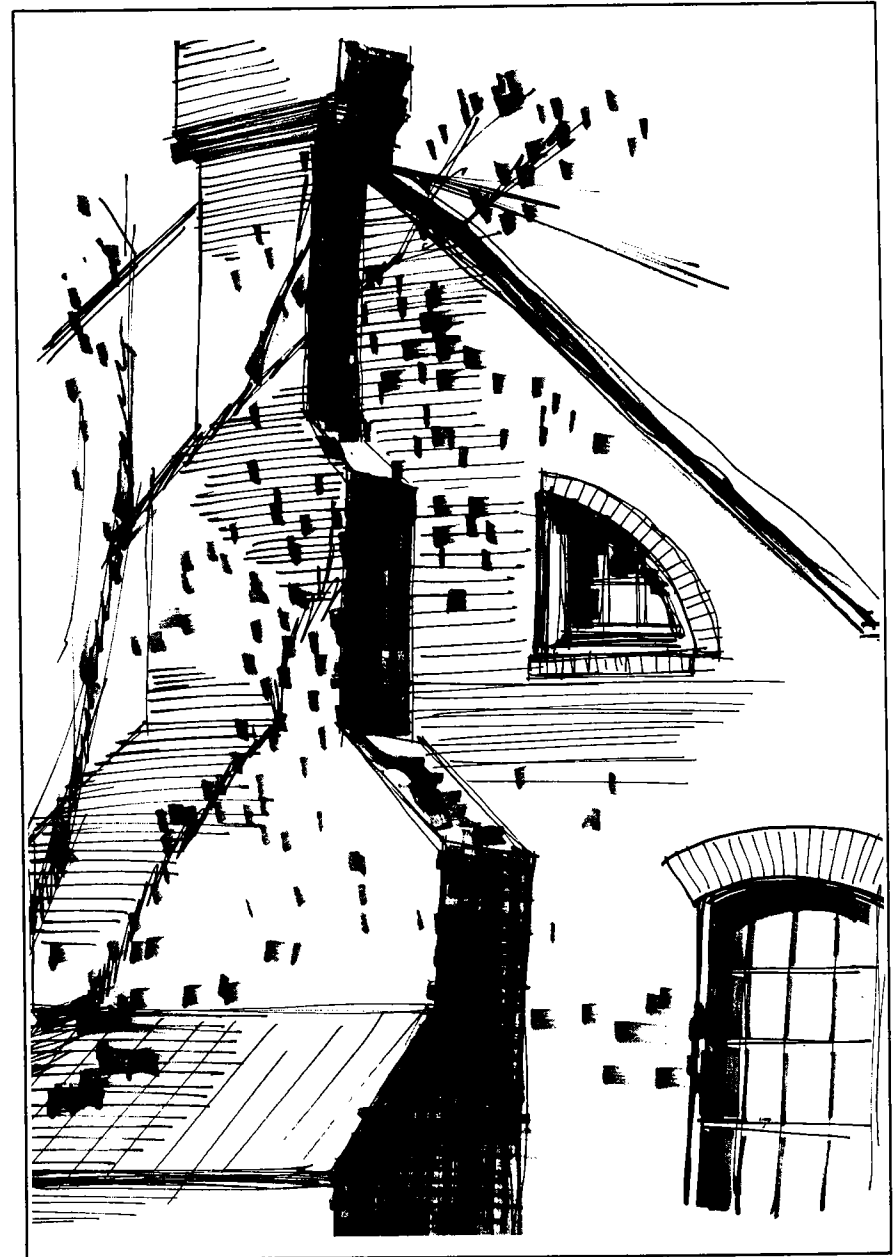
Promotion and physical appearance/design are closely related and imperative. There is no advantage to promoting the downtown area to potential new users in town if the physical appearance of the area is not "return trip" conducive.

Promotion and Marketing

As physical improvements come on-line and a positive image is projected by local and regional news media, a decision must be made as to the appropriate time to capitalize on the positive image being projected. At that time, be prepared with an active campaign to promote to targeted groups and identified markets. In the meantime, work to organize, coordinate and promote all current cultural sales, recreation, and festival-type events. It is obvious that the immediate Laurinburg community responds to and enjoys these types of functions. Work hard to promote and enhance existing successes, while working on both programs and facilities to reestablish downtown Laurinburg as the social and cultural focal point.

Economic Restructuring

Economic restructuring activities include (1) expanding hours of operation; (2) treating downtown as an industry unto itself; (3) increased rents; (4) long-term leases (to facilitate physical improvements to absentee-owner buildings); (5) identifying and targeting markets which have evolved over the last 20 years; and (6) clustering of complementary businesses.



The overriding factor concerned with all three is **financing**.

A key project that would stimulate both improved physical, design, and economic restructuring is a potential "block project" involving properties owned by McNair Investment Company located in the Roper Street area. The conversion of the old post office to a Richmond Community College site, coupled with a willingness to pursue the "block development" concept presented in this plan, will create unique retail, office, and incubator facility possibilities, thereby stimulating new growth and adaptive, functional reuse in downtown.

It has become apparent that downtown Laurinburg has the opportunity to remain a convenience center in that it can accommodate the automobile while reestablishing pedestrian orientation. This was an original advantage of the downtown area over outlying areas in its infancy. Downtown Laurinburg also appears to be clustering effectively retail business (many of which are "specialty shops" or borderline "specialty shops") which complement adjacent businesses and stimulate additional spending on a visit downtown. The "Town Center" is not in a position to compete with shopping centers because of price of goods and location; however, it can compete relative to quality of services and goods, variety, personal service, and atmosphere/shopping environment.

As downtown Laurinburg is reestablished as a cultural and civic focal point, and as prospective and potential markets are identified, economic restructuring will be evident in the form of higher end retail, restaurants and unique/quality/specialty establishments. Infill development, as it relates to anticipated or existing vacancies (Belk's, Winn Dixie, Big Star) in the immediate downtown area, will

dictate the primary market which the downtown area will be able to serve. Fringe infill (areas within three blocks of the Town Center) will also play a crucial role as they are developed and potentially create additional opportunities.

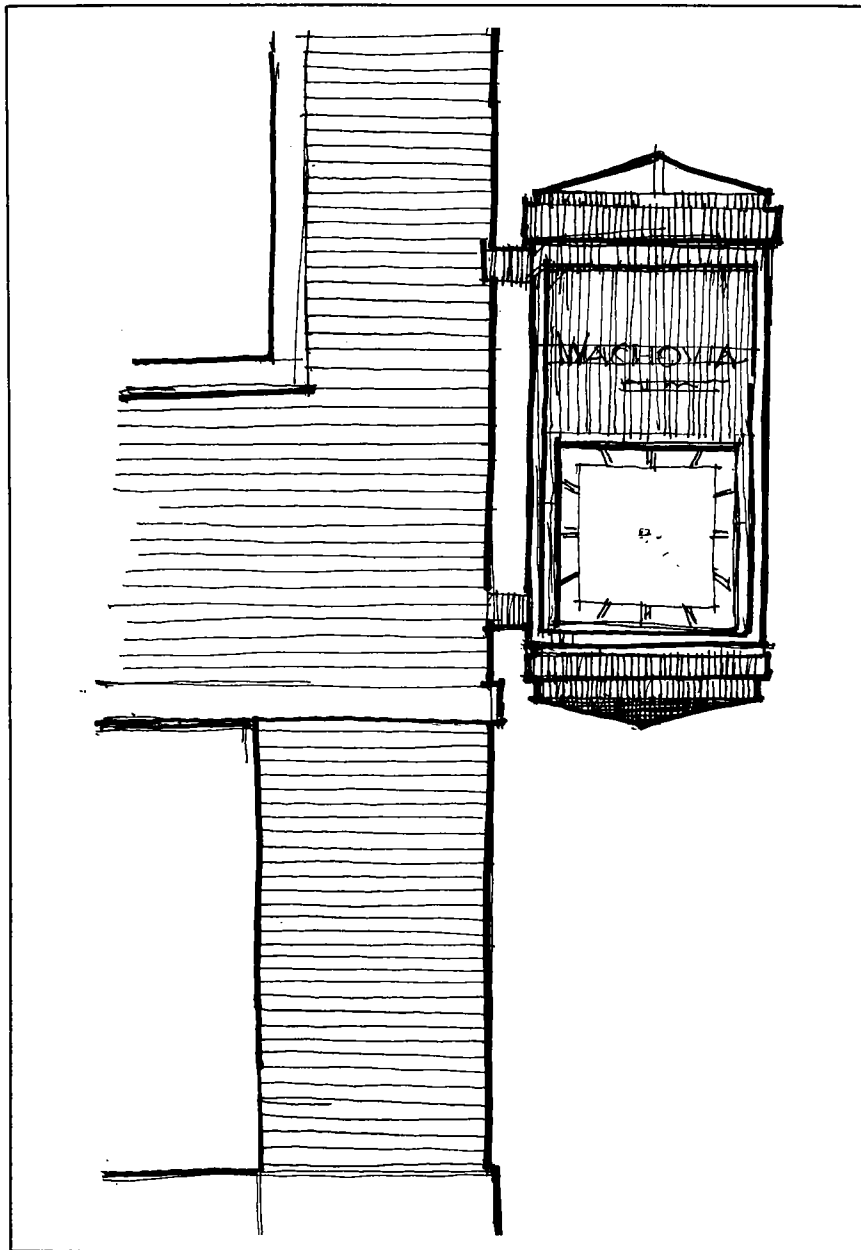
FINANCING DOWNTOWN REVITALIZATION

Downtown Revitalization cannot be implemented without financial resources and mechanisms for each of the four components of the "Main Street" approach.

An immediate need is the formation of the non-profit organization and the employment of at least one employee. Initially, \$40,000 annually could be adequate to cover initial costs; however, building needs would increase as responsibilities are defined, a support person is added, and a promotional budget is adopted.

Various ways, means and sources of funding:

1. **Municipal Service District (MSD):** This funding mechanism is essentially in place in Laurinburg but does not generate enough revenue to be effective short term. MSD's are designed to fund a variety of self-designed "Downtown Revitalization Projects" and off-street parking projects. As a measure and gesture of intent and good faith, occupants within the MSD should ask the Laurinburg City Council to increase the assessment rate so that it will generate approximately \$15,000 annually.
2. **The City of Laurinburg** should match the amount generated from the MSD; thus, a public-private partnership has been created. The city can play a major role in helping downtown Laurinburg finance designated improvements.
3. **General Obligations/Bonds** can be sold to finance major long term projects such as relocated underground utilities, interior parking areas, new street lighting, acquisition of the Belk Building, public downtown open squares, etc.
4. **Redevelopment Bonds**, sold through the authorization of the City's Redevelopment Commission and backed by the bonding capacity of the City, can provide funds for major projects, potential public-private partnerships, or "Block Concept" redevelopment.
5. **Scotland County Commissioners** should be approached for funds to strengthen the emerging downtown/city/county/non-profit partnership: downtown benefits all county residents. A strengthened tax base in the area will pay long term dividends to the county and city.
6. **Appropriations from the General Assembly:** Downtown projects have been funded in the past across the state and funding should continue.
7. **Private Foundation Support:** For specific projects, can be pursued by the Revitalization Project Manager and other non-profit organizations.
8. **Local Private Sector Funding:** Through solicited contributions.
9. **Fund Raising Events:** Festivals, Concerts, etc., which will help gauge the level of commitment and interest from the community. A unique concept would be for all businesses included to designate a period of time (day, weekend) where a percentage (1 to 5%) of all sales or billed services would go toward funding downtown revitalization efforts.
10. **Scotland County Industry Support:** Industry hires residents, residents utilize downtown: everybody benefits. Industry will also benefit if white collar complementary "business locates in the downtown area".
11. **Payment in Lieu of - Assessments - Impact Fees** are gaining popularity and effectiveness, relative to issues concerning parking and open space. Again, it can be a municipal vehicle for generating revenue. Funding resources are limited only by imagination and commitment.



SUMMARY

Downtown revitalization is a "quality of life" issue. An attractive, functional downtown creates a "sense of place", a sense of belonging, and community pride. The community has initiated this project, rather than an agency of government. This fact will ultimately insure success: effective public-private partnership can be established.

Downtown revitalization has failed or faltered in other areas due to: (1) lack of funding; (2) lack of private sector support; (3) apathy; (4) lack of community interest; and (5) too much governmental incentive or regulation without support from the community. None of these factors are evident at the present time in Laurinburg. Once again, the community has anticipated change and is preparing to meet the challenges of the future.

Goals

Create a management process that leads to revitalization.

Provide a flexible framework for change.

Reestablish downtown as the focal point of community.

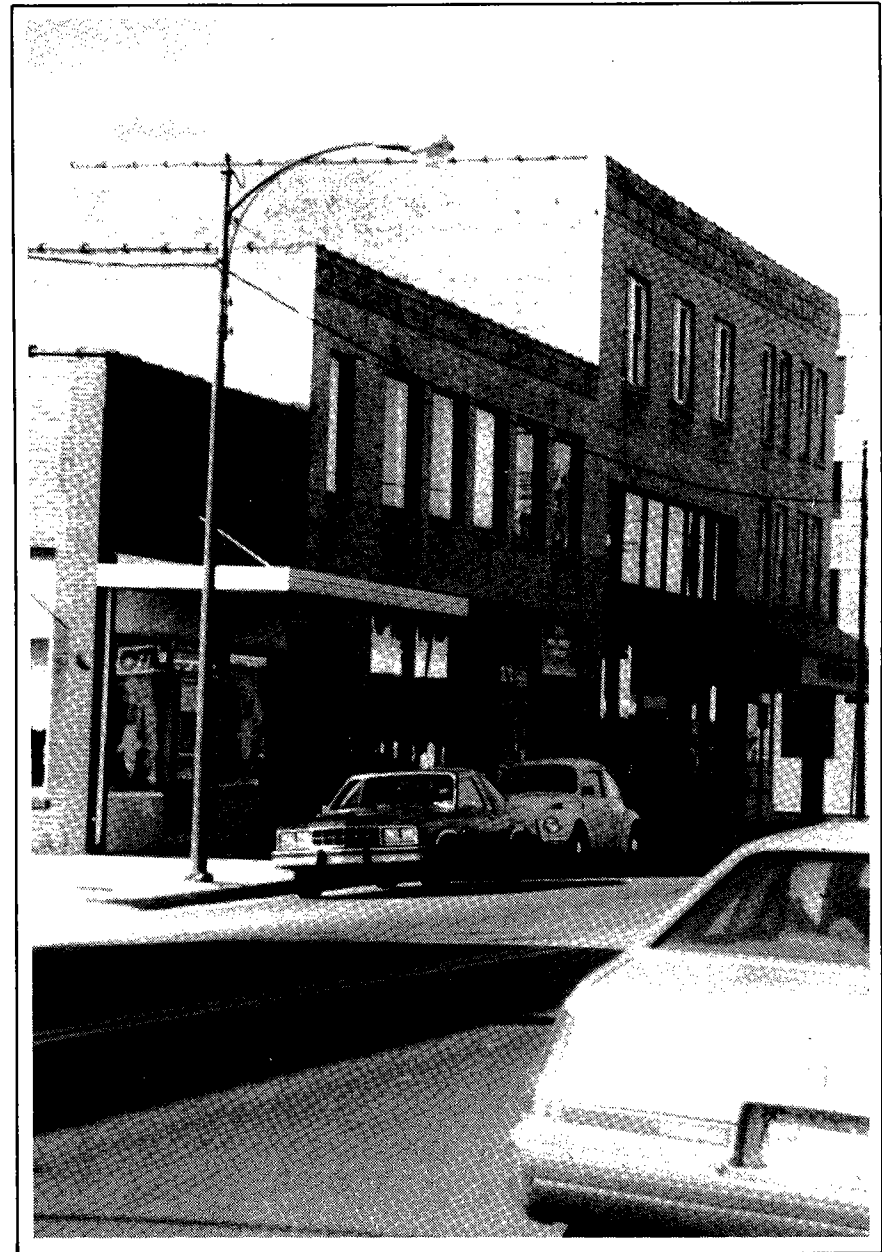
Economic development within a context of historic preservation.

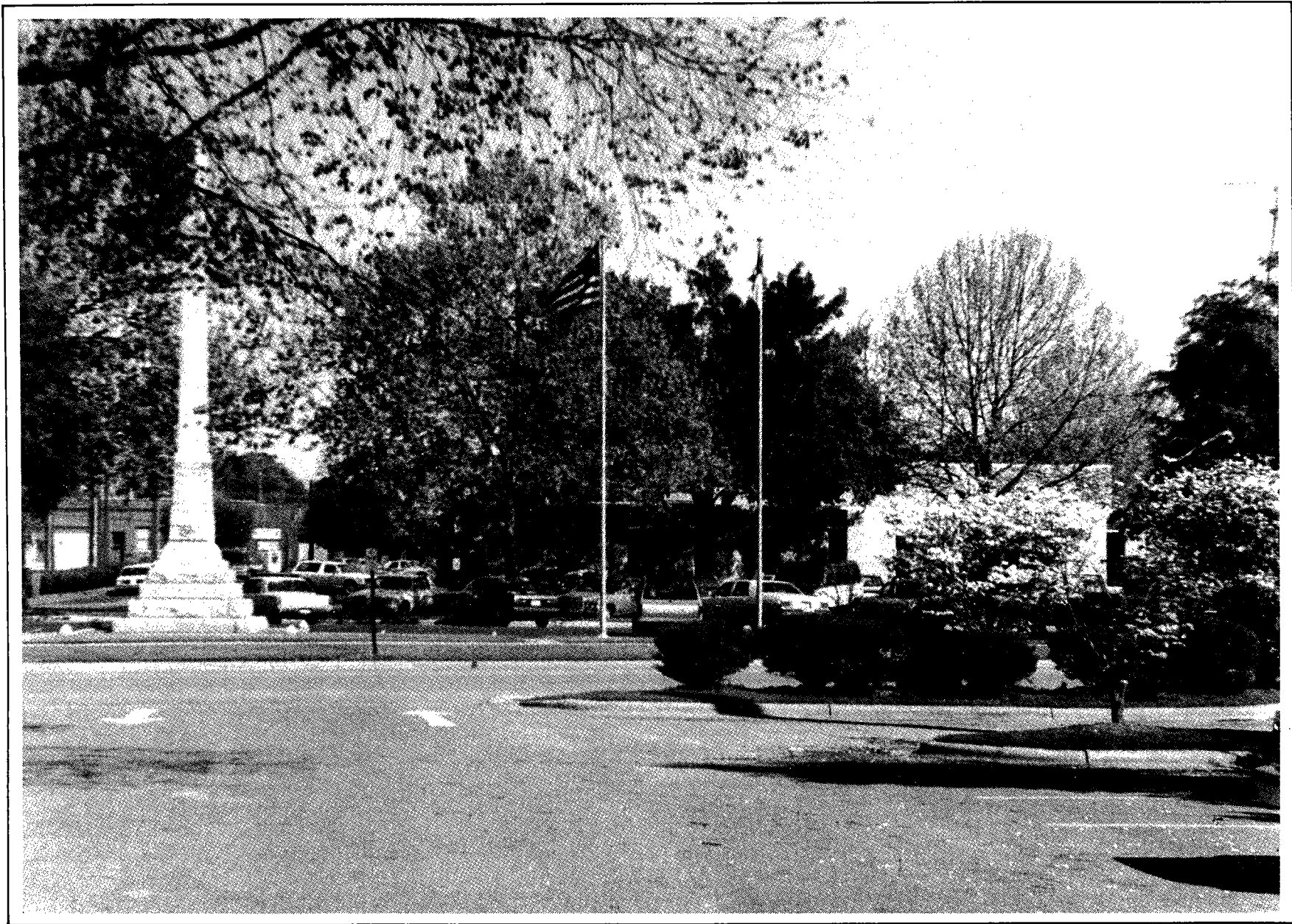
"Town Center" infill development and complementary "fringe" infill development.

Objectives

1. Create a non-profit organization - a public-private partnership.

- a. Employ individual who initiates, moderates, and builds consensus within the community.
- b. Appoint Board of Directors from broad cross section of community.
2. Identify and secure financial resources.
3. Implement "Main Street" approach, adapted to needs of community.
4. Build consensus -- identify priorities.
 - a. Short-term projects (streetscapes, landscapes, facade improvements).
 - b. Long-term projects (block development, public improvement projects, utilities, parking).
5. Economic restructuring - adapt to change within physical and economic limitations.





ACKNOWLEDGEMENTS



MEMBERS OF THE URBAN DESIGN ASSISTANCE TEAM

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Peter is a licensed Architect and City Planner having obtained a Bachelor of Architecture Degree with Honors from the University of British Columbia in 1960; a Master of Architecture Degree and a Master of City Planning Degree from the University of Pennsylvania in 1966; and engaged in Doctoral Studies at the University of Pennsylvania, 1966-1970.

In 1968 he joined the faculty at North Carolina State University School of Design where he is currently a Professor of Urban Design.

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Georgia teaches courses in Architectural Design at the graduate and undergraduate levels, Place and Place-making, as well as Site Planning and Design.

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Lucy is a licensed Architect and Principal of Lucy Carol Davis Associates in Chapel Hill, N.C. She was educated at the North Carolina School of the Arts, Swarthmore College, University of Auckland (N.Z.), and University of Oregon at Eugene. She obtained a Masters Degree in Architecture at the latter university, supplementing previous studies in the same field in New Zealand.

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Professional work over a period of 25 years includes Institutional, Commercial, Resort Development, Residential and extensive work in the Historic District of Wilmington, N.C.

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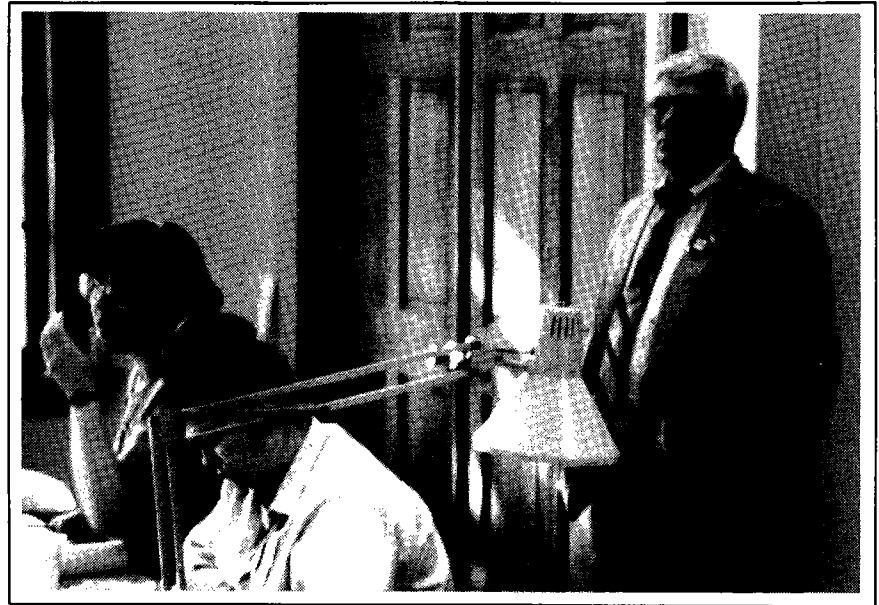
He is a member of the American Institute of Architects and currently is Senior Associate and Project Manager with the firm of Clark Tribble Harris & Li, Charlotte, N.C.

Professional experience over nine years includes design of low-rise and high-rise office buildings, institutional buildings, city parks and parking decks, and urban design, including street layout and building configuration.

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