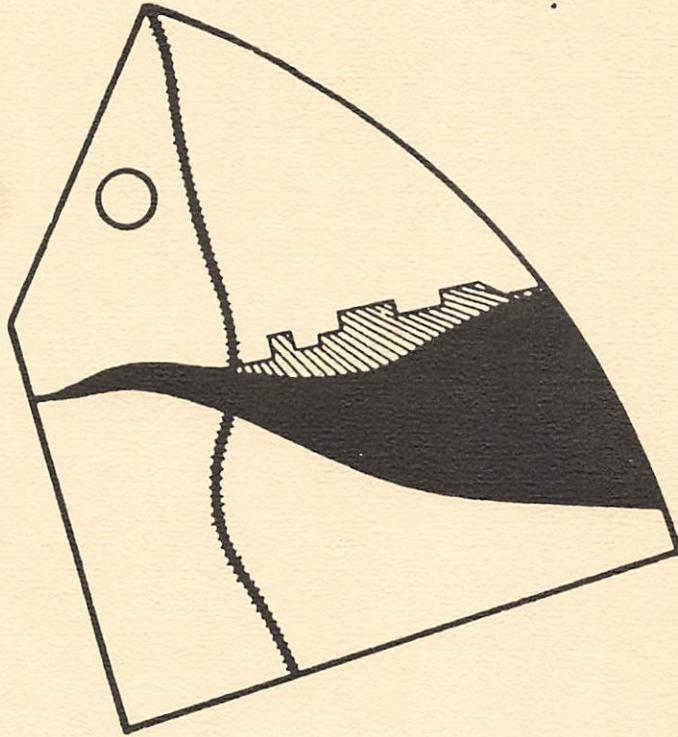


GIBSON



CROSSROADS OF THE CAROLINAS

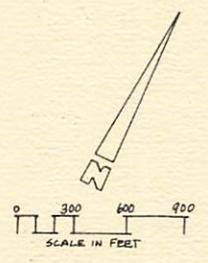
COMMUNITY REPORT

OCTOBER 1980

GIBSON

KEY

- N** New Industries
- Z** New Houses
- X** Rehabilitated Houses
- Planned Housing Sites
- p** Parks
- Improved Lots
- Beautification Spots
- *** Landscaping
- +** Demolished Buildings



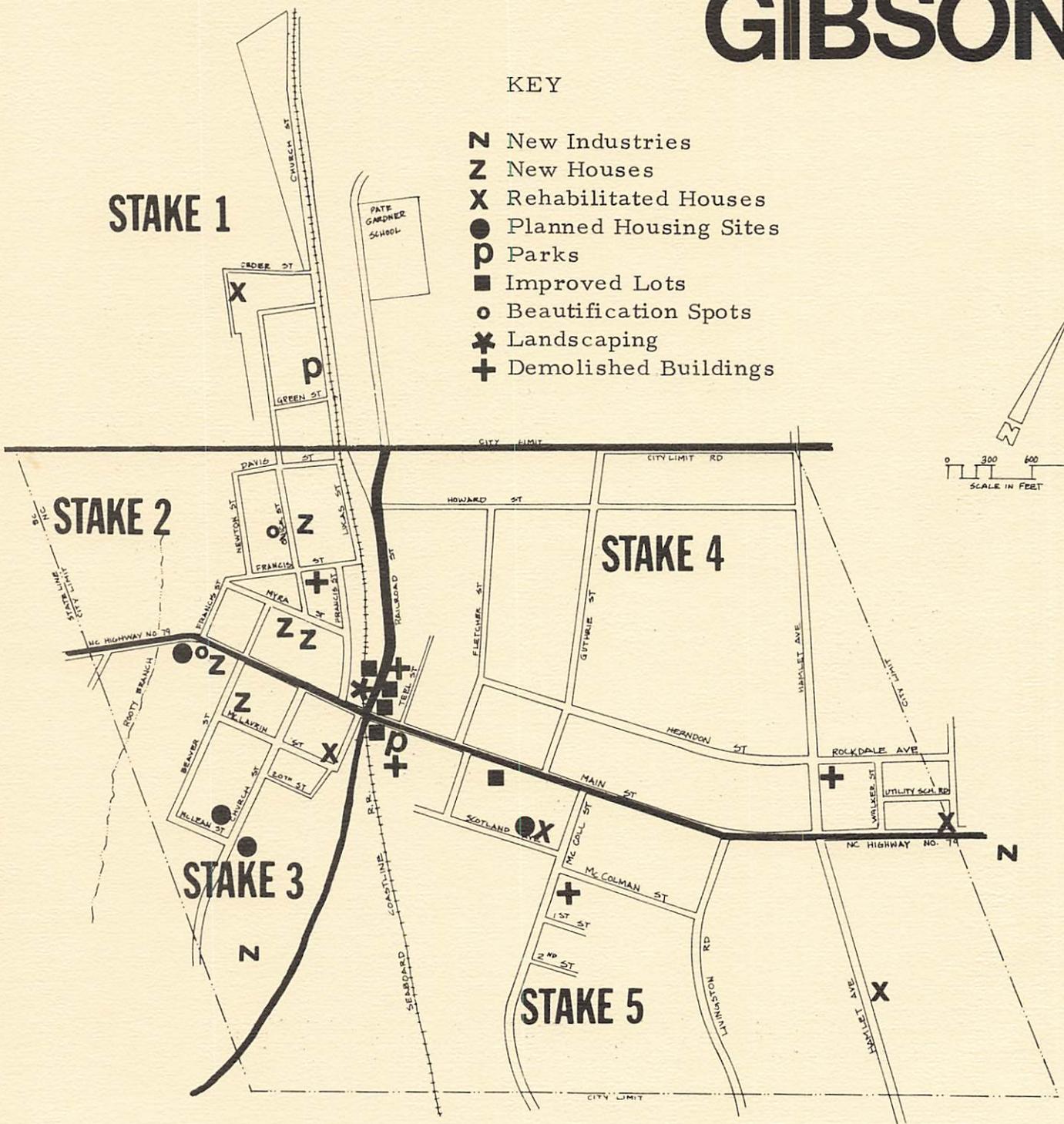
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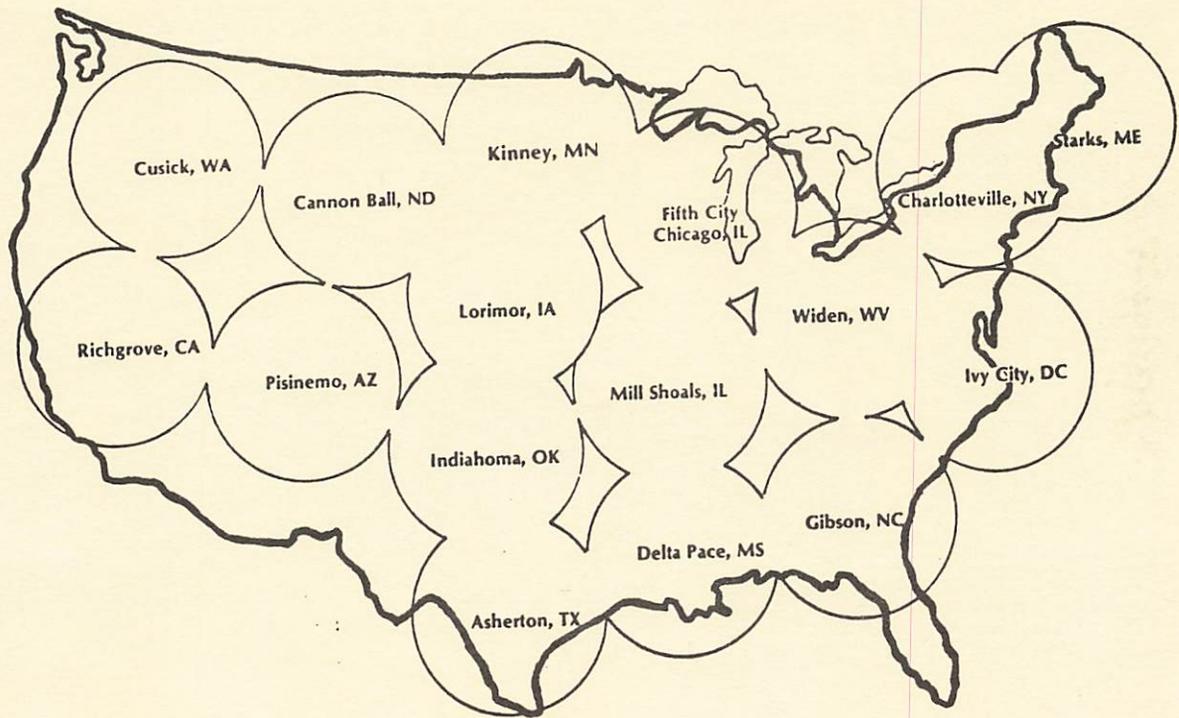
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STAKE 4

STAKE 3

STAKE 5





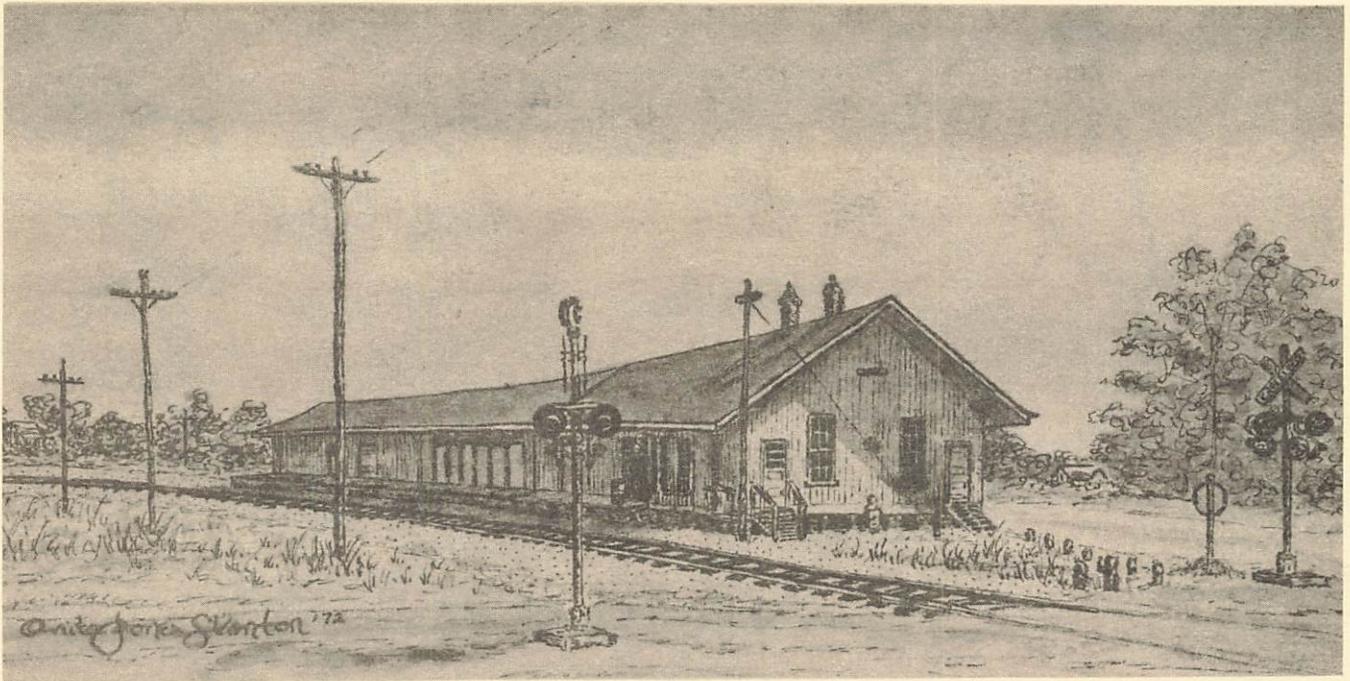
Forward

Since June 1978 the people of the community of Gibson, about 700 people, have been participating in a comprehensive socio-economic development program as a demonstration of possibility for all communities throughout the United States. With the Institute of Cultural Affairs, a not-for-profit, intra-global organization providing a residential consultant staff, Gibson joined a network of twelve rural communities across the United States to demonstrate human development.

After two and one half years of work as a Human Development Project, community residents, friends of Gibson from Knoxville and Raleigh, and Institute staff gathered to assess their progress, celebrate their accomplishments, plan their future, and tell their story.

The following document was written by the above-mentioned persons to share with other communities the story, reports and plans of the Gibson Community. The first section includes the history and the indicators of change. The second section deals with the methods of development, including how creative change is visible, is sustained and documented.

It is hoped that this document itself will be a sign and a tool for other communities who are interested in rapid, comprehensive human development.



GIBSON TOWN LOVE SONG

Tune: Lida Rose

Gibson Town, our small southern town,
 What is the future that you hold?
 Railroad town, once bustlin' around
 With pioneers so bold.

What's in store
 For the world as you come alive
 And people see
 You can make your dreams arrive.

Oh, Gibson Town, with new plans abound,
 A vision grounded in the pain.
 Stories told, and people made bold,
 A leader once again.

We will build
 A rural town for Mankind to see
 We will fill
 A special role in history.

Oh, Gibson Town, we're making a pledge
 To work together more and more
 To build you up, make you shine,
 The future's open door.

So here is our love song,
 And isn't it fine.
 Imagine it!
 Gibson, a sign.

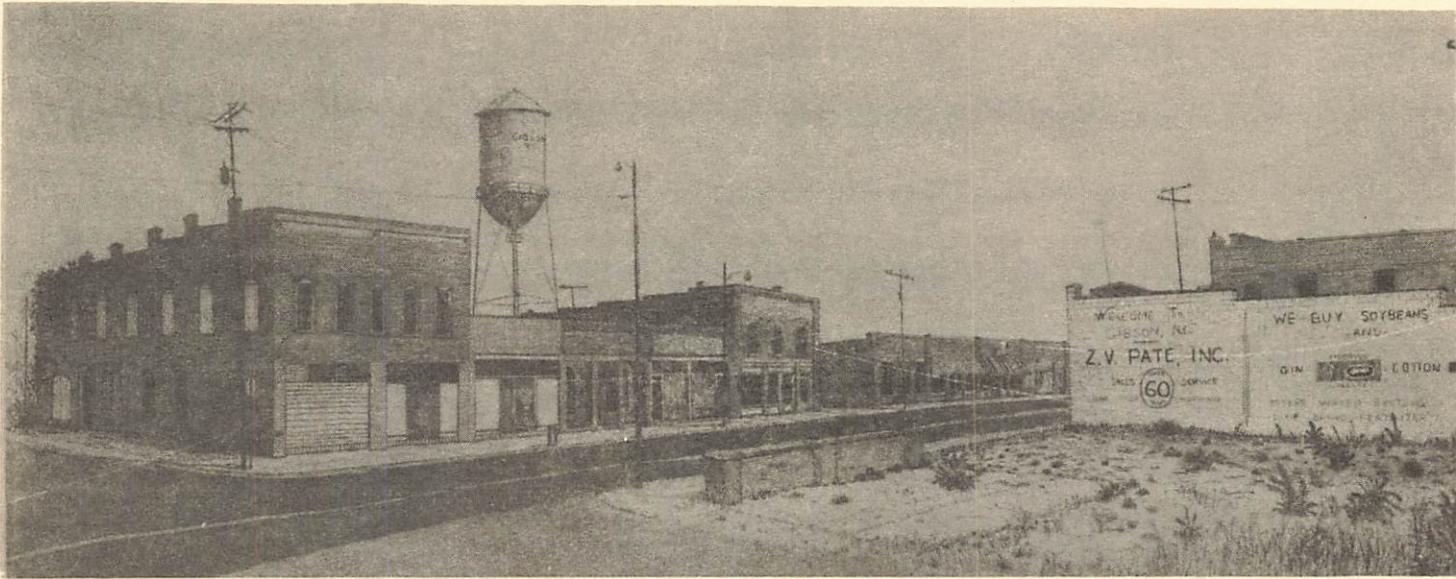
Tune: Will I Ever Tell You
 (sing simultaneously)

Gibson Town, Gibson Town
 People are waiting
 The world around.
 Are you ready?
 Oh, yes we're ready
 To build a new town
 So all the world can see
 A new tomorrow.

Gibson Town, Gibson Town
 People are watching,
 The world around.
 Are you ready?
 Oh, yes we're ready
 To build a new town
 Right now!

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The History of Gibson

This is the story of Gibson, the story of development in a small town in Scotland County, North Carolina. The town is located at the "Cross-roads of the Carolinas," 90 miles east of Charlotte and 90 miles south of Raleigh.

EARLY HISTORY

The Widow Gibson and her children who settled in upper Anson county, North Carolina, in the early 1700's didn't dream of a town bearing their name. Her grandsons Nathaniel and Nelson Gibson came to what is now Scotland County in the later 1700's to farm the fertile soil. The present town of Gibson grew out of this settlement, specifically around the prospering store operated by Noah Gibson. Gibson's Store, as it was first called, changed its name to Gibson Station when the Cape Fear and Yadkin Railroad, later the Seaboard Coastline, was built on the west side of Mr. Gibson's store. During this time Gibson was a growing community with its economy based on cotton. This crop apparently was grown by small farmers rather than large plantation owners. The invention of the cotton gin in 1793 simplified the processing of cotton and greatly increased acreage planted.

The century 1800-1900 brought further indications of prosperity to Gibson. Two railroad lines intersected at Gibson where a turntable

reversed the direction of the engines so that they might pull their cars north again. A hotel was built to accomodate salesmen who made Gibson their headquarters for selling to nearby towns. St. John Methodist Church was established in 1835 near town. Cotton gins operated both as private and community efforts. A blacksmith opened his shop. Although a segment of the rural population, the Quakers, left the county in protest of slavery, others filled their places.

The Civil War affected Gibson as it did the entire South. Men went away to fight while those at home did what they could to keep farms and households together. General Sherman and his men on their march towards Goldsboro passed just north of Gibson. A few elders remember their grandparents or parents telling of the path of destruction left by the army.

With emancipation, farming changed, but it continued to be the principal livelihood of the community. Many freed slaves remained on the land where they had been born, becoming tenant famers. Pearson 's, a black owned store, sold fish and beef on Main Street. Mr. L. Thomas was the first black barber. The struggle toward reconstruction went on. As Gibson recovered, the town boasted two private schools, the Wyche and the Frank Gibson schools. A group of worshippers from St. John Methodist Church established a new church in 1884, the Gibson Methodist Church, while the Gibson Baptist Church was organized by the Rev. J.A.W. Thomas in 1886. Two doctors served the public and the Gibson Drug store was opened in 1888. A knitting mill hummed in a Main Street location until destroyed by fire in the 1800's. As a fitting climax to the century the village of Gibson was incorporated in 1899.

INCORPORATION AND DEVELOPMENT (1899 - 1950)

After the turn of the century progress continued. Z.V. Pate built a General Store which was succeeded after a few years by a greatly enlarged store and gin. The Vidette, a newspaper, was published in town. The Presbyterian Church was built on the old McColl Highway in 1896. Three doctors and a dentist had offices in Gibson. Patients came from miles around and shopped in town before returning home. A livery stable operated by Kelly Hunsucker, rented horses and buggy to residents. Mr. Hunsucker later became a dealer in mules, since these animals were much in demand by farmers and the automobile had decreased the use of horses. Elders remember a millinery shop, dress shop, Farmers' Fairs, the Myra Gibson Band, and the founding of the Gibson Book Club in 1925. They also recall electricity coming to the community as well as water and a sewer system. L.M. Blue was successful in his bid for a seat in the North

Carolina State Senate during this period. The first Mayor, J. E. Doster, served from 1913 to 1938.

War came again and on the heels of the Armistice came the flu epidemic of 1918. The town again recovered and was once more a bustling place. In fact on Saturday evening it was necessary to sound the fire siren at 8:45 to remind shoppers that the stores would close at 9:00. The Great Depression of the 30's caused the closing of one of Gibson's two banks, Carolina State Bank. However, the institution paid off all its obligations. The other bank, the Bank of Gibson, remained open during this financial crisis. To add to the gloom, boll weevils had invaded local cotton fields by the '30's. To fight this pest increased the cost of producing a bale of cotton. On top of that, this was the time of "5¢ cotton and 40¢ meat." The town went on as best it could during these hard times. Life was simpler and people grew much of their own food. One activity which involved many citizens was the regular community meetings, when outstanding speakers were invited to address the group, or special entertainment was provided. The newly built Gibson High School building was an ideal place for these sessions to be held. Gibson, at this juncture, was a center for shipping produce such as peaches, cucumbers, cantaloupes and watermelons. Local youth spent summers working at packing sheds which were situated near the railroad tracks for convenience in loading the fruits or vegetables onto freight cars.

The black community grew up just north of incorporated Gibson. Some residents worked on farms around the county, others in town businesses or in domestic employment. A graded school in the section provided education through the 8th grade, when students were transported to Laurinburg for high school. Carver High, in Laurel Hill, opened in 1951. Gibson youth transferred there for their final four years. The Green Lake A. M. E. Zion Church and the Cedar Grove Baptist Church are located in the black community. Civic and fraternal groups included the Universal Masonic Brotherhood, Inc. of the Eastern Star, Rachel Chapter 17; Cedar Lake Ten 655 and the Friendly Few Christmas Savings Club. Among the larger landowners were Alex Leak, Robert McDowell, who was also a master brick mason, and Alex Broady, who for years wheeled the mail from the depot to the post office.

POSTWAR STRUGGLE AND DECLINE (1950 - 1978)

During the Second World War many of the young men and women who had recently begun to establish homes in Gibson, enlisted in the armed services. When it was all over, some did not return and many who did return decided to leave Gibson. The community still had signs of rallying. A movie theatre opened downtown, as did a

dime store. Marscot, a co-operative hardware business, operated for a few years. A new school, later named Pate-Gardner School, was opened in the black community. County roads were paved. A Ruritan Club became active in Gibson. Two new doctors established practice in town following the deaths of the two town physicians. But older businesses began to struggle. Competition with larger supermarkets was impossible for smaller grocers. The same was true for the variety stores. Gibson's economy became stagnant. In 1964 Gibson High School was closed, and during that decade rail passenger service to the town ended. Public schools were integrated. Bussing to Laurinburg was accepted as a fact by black and white alike. Further bussing occurred when the middle school was shut down in 1977.

RECENT RENEWAL

Some said Gibson was on its way out! When two men identifying themselves as members of the Institute of Cultural Affairs appeared one day in May of 1978, the community discovered that it might have an opportunity to renew itself. These men with their co-workers offered to lead a week-long consult, followed by a two year period of concentrated work toward renewal. At a town meeting concerned citizens heartily agreed to invite the ICA in and to participate in the two year effort, led by ICA staff and workers. Following the week of the consult, when the forward journey was delineated, the entire community joined in the job of revitalizing their town

At the close of the two years we look back to discover how much we have done. New businesses have been opened: Scotland Wood Products, a launderette, the Firehouse Restaurant, McCormick's Grocery and Grill. An elders' nutrition program has been activated. An Early Learning Center was established for pre-school children. The Gibson Community Development Association oversees programs and projects. The Volunteer Fire Department has become greatly strengthened. The former depot, which had laid idle when passenger service ended, is now remodeled and refurbished, and is the Gibson Station Community Center. Thirty housing units are to become a reality in the near future. A new waste disposal plant is under study and is to be implemented within the next two years. These indicators of renewal say clearly that Gibson is again on its way up!

Carolyn S. Gibson
Gibson Resident

The Indices of Development

A. TOWARD ECONOMIC SELF-SUSTENANCE

INTENT: In June 1978, during the Human Development Consultation the expressed intent of the citizens of the Gibson community was to move toward self-sustenance by attracting new industry, enlarging commercial services, reclaiming the business district and increasing local employment.

CONTRADICTIONS: All of the contradictions delineated in the Consultation Summary Statement are intricately related to the economic development of the Gibson community. Those which seem most directly related are as follows: uncapitalized potential of commercial development, untapped resources of dormant property, unexplored possibilities of relevant employment and restricted channels of capital flow.

INDICATORS OF CHANGE: Among the many indications of signal economic development, the following four were selected as representative:

1. EXPANDED BUSINESS DEVELOPMENT

In the past two and one half years, four new businesses have opened in Gibson and three have been renovated.

2. NEW INDUSTRY ATTRACTED

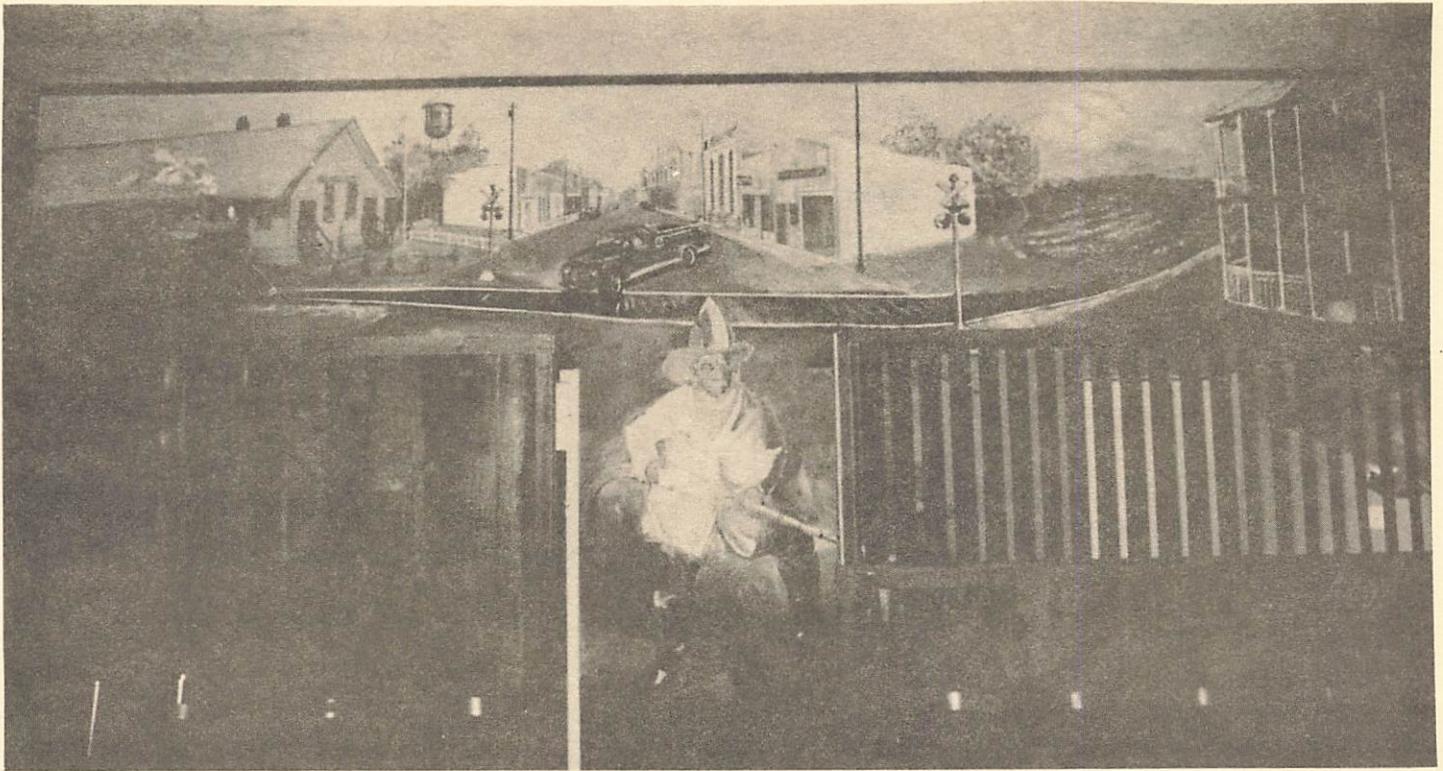
In July 1978, the Scotland Wood Products, Inc., was secured with the help of the County Chamber of Commerce. This company employs forty six persons at its peak season and has a payroll of \$300,000. This was the first industry in twenty years.

3. DOWNTOWN RECLAMATION

During the consult in June 1978, local citizens began volunteering their time to beautify and upgrade the downtown business district. This effort is continuing along with private investors improving their store fronts.

4. NEW FINANCIAL INVESTMENTS

In the past two and one half years \$1,149,600 has been invested in the community for both economic ventures and social services.



1. EXPANDED BUSINESS DEVELOPMENT

In the past two and one half years the community has worked closely with the private, public and volunteer sectors to develop four new businesses and renovate several existing businesses. In June of 1979 the Gibson Community Development Association opened the doors of the Firehouse Restaurant. Using grant funds from the Z. Smith Reynolds Foundation, the community contracted for the renovation of the old fire house on Main Street into a family style restaurant capable of serving sixty-eight persons. In response to a need identified by the community, a laundromat was opened on Main Street by private interests, two months after the opening of the restaurant. In February, 1980, McCormick's Grocery and Grill, also located on Main Street, opened for business. Three vacant buildings were remodeled into this modern convenience store and grill, providing the community with needed services and greatly improving the appearance of the downtown business section. In December of 1978 Gibson opened a pre-school known as the Early Learning Center. In April 1980, the center moved to its permanent location. Presently licensed to serve sixteen pre-school age children, the Center has plans to expand its enrollment to serve up to fifty children. In addition to these new business ventures, Z. V. Pate's Hardware and Grocery, Jones Grocery and the Little Pantry renovated their operations, not only improving their operational capacities but again improving the physical appearance of Gibson.

"I want Gibson to grow. I don't want it to become a New York City, but I want it to grow."

L. T. Gibson, June, 1978

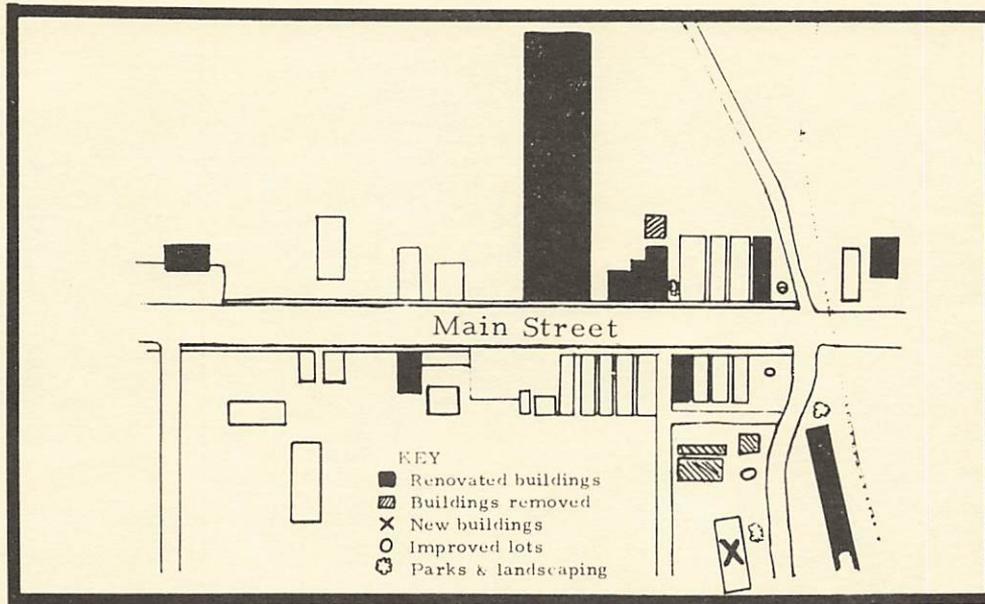
EMPLOYMENT STATISTICS			
	June '78	October '80	% Increase
JOBS	75	134	78%
Places of Empl't.	18	24	25%

2. NEW INDUSTRY ATTRACTED

In July of 1978 Gibson welcomed its first major industry in 20 years. Through the efforts of the Scotland County Chamber of Commerce working hand-in-hand with the community of Gibson, Scotland Wood Products, Inc. had been convinced of the advantages of permanently locating its new plant and office facilities on a five acre site off of McColl Road within the Gibson town limits. The company, which manufactures wooden pallets and crates, invested a quarter of a million dollars in its new 22,000 square foot building. Presently employing forty six people with an annual payroll of \$300,000, the firm expects to be able to double its production in coming years, thus providing additional employment opportunities for the local community. In June of 1980, Benfield Cams went into operation manufacturing eight different lines of high performance parts for the go-kart industry. This new company has distributors in ten different states.

"Campbell Soup Co. is just beginning its hundred million dollar plant in the area. I was talking with the manager and here are some of the things he said, which tells you what people are thinking about Gibson: 'We're going to be talking about 600 to 800 people in the next twenty four months working in this plant. That means that we're going to have to recruit some good people. And you know, I understanding that little town of Gibson is growing away!' I said, 'It is, and it's going to grow some more!'"

Bill Gaines

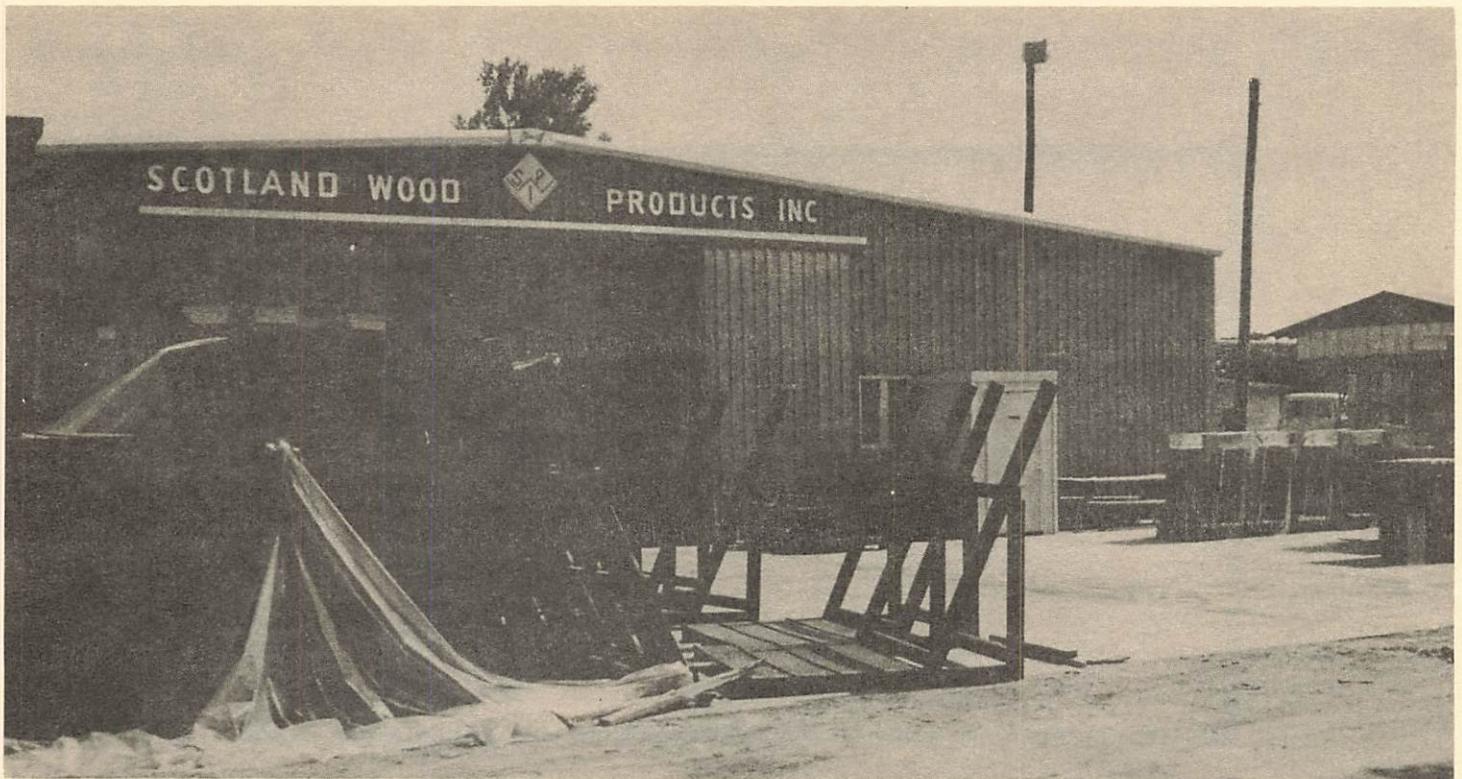


3. DOWNTOWN RECLAMATION

In the last two and one half years downtown Gibson itself has been the target for extensive reclamation. This has been an important priority as evidenced by the fact that the mini-park was created during the initial consultation. The symbol and focal point of this reclamation effort has been the restoration and conversion of the old Seaboard Coast Line Rail Road depot into the Gibson Station Community Center. Community workshops, conducted by graduate students from the North Carolina State University School of Design, helped to stimulate three eyesore lots being cleaned up and re-landscaped, four old buildings demolished and seven vacant buildings being renovated by private investors. Additionally, the Community Development Association's office was sand blasted and the permanent facility for the Early Learning Center erected, painted and the yard landscaped, bringing new life and a greater aesthetic appeal to the central business district.

"The last two years and a half has been rebirth for Gibson and there's no place I would have rather been than in the middle of it -- awakening, striving, struggle, work, pain, togetherness, celebrating, achieving, marching onward, onward we must go."

-- Viola Benfield



4. NEW FINANCIAL INVESTMENTS

During the past two years the private sector has provided over \$1,091,600 in new financial investments in Gibson. The commercial sector of the local economy saw the establishment of four new commercial enterprises and extensive renovation of two existing businesses. New investment in the commercial sector amounted to \$336,000. The industrial sector, with three existing plants, experienced the addition of two new industrial operations and two expansions. Industrial development accounted for \$480,000 in new investment. A thirty unit housing development is currently in progress and will represent a \$940,000 investment by the private sector. The public sector provided \$58,000 to stimulate the local economy through C. E. T. A. contracts and a HUD Rural Initiatives Planning Grant. Public sector commitments have been made for a sewage treatment plant and a housing rent assistance program with a projected cost that will total \$550,000. The Gibson Community Development Association established a multipurpose revolving fund to provide an impetus to the economic development of the community. This fund was established through a grant from the Z. Smith Reynolds Foundation.

This infusion of new financial investment has resulted in a 78% increase in employment opportunities in the community.

"I wouldn't be surprised if sometime soon you have some industrial company do a site visit. They are looking for sites where people can pull themselves together - that's where they want to settle."
Bill Gaines

FINANCIAL INVESTMENT IN GIBSON
June 1978 - October 1980

SOURCE	DESIGNATION	AMOUNT
PRIVATE SECTOR	COMMERCIAL DEVELOPMENT	\$336,000
	<u>New Development</u>	
	Gibson Washerette	
	McCormick's Grocery & Grill (Firehouse Restaurant) *	
	<u>Expanded and Renovated Development</u>	
	Z. V. Pate Hardware/Supermarket Jones Grocery Little Pantry	
	INDUSTRIAL DEVELOPMENT	\$480,000
	<u>New Development</u>	
	Scotland Wood Products Benfield Cams	
	<u>Expanded or Renovated Development</u>	
	Southern Gin and Fertilizer	
	SEED MONEY AND COMMUNITY IMPROVEMENTS	\$275,600
	Z. Smith Reynolds Foundation *Restaurant included in Reynolds Matching Cash and In-Kind	
	TOTAL PRIVATE SECTOR	\$1,091,600
PUBLIC SECTOR	FEDERAL GRANTS	
	Comprehensive Employment Training Act (CETA) for 6 On-the-Job Training and 11 Summer Youth Corps	\$53,000
	Housing and Urban Development Rural Initiatives Planning Grant	\$5,000
	TOTAL PUBLIC SECTOR	\$58,000

B. TOWARD HUMAN SELF-CONFIDENCE

INTENT: In June, 1978, during the Human Development Consultation the expressed intent of the Gibson community was to enhance the development of human self-confidence through reclaiming a sense of community identity, building a network of citizen involvement and providing cultural enrichment activities.

CONTRADICTIONS: Although the underlying contradictions all affect, to a greater or lesser extent, every aspect of community development, those which appeared most directly related to human self-confidence had to do with the following: inadequate structures of community decision making, scattered activities of community life, a deteriorated basis of community cohesiveness and the unrecognized potential of regional relationships.

INDICATORS OF CHANGE: Among the many indicators of rapid human development, the following four are representative:

1. GIBSON STATION COMMUNITY CENTER

The Community Development Association led the way in securing for community use the Seaboard Coast Line Rail Road depot. Once a major eye-sore, the abandoned depot has been transformed into a showplace of community activity.

2. GIBSON COMMUNITY DEVELOPMENT ASSOCIATION

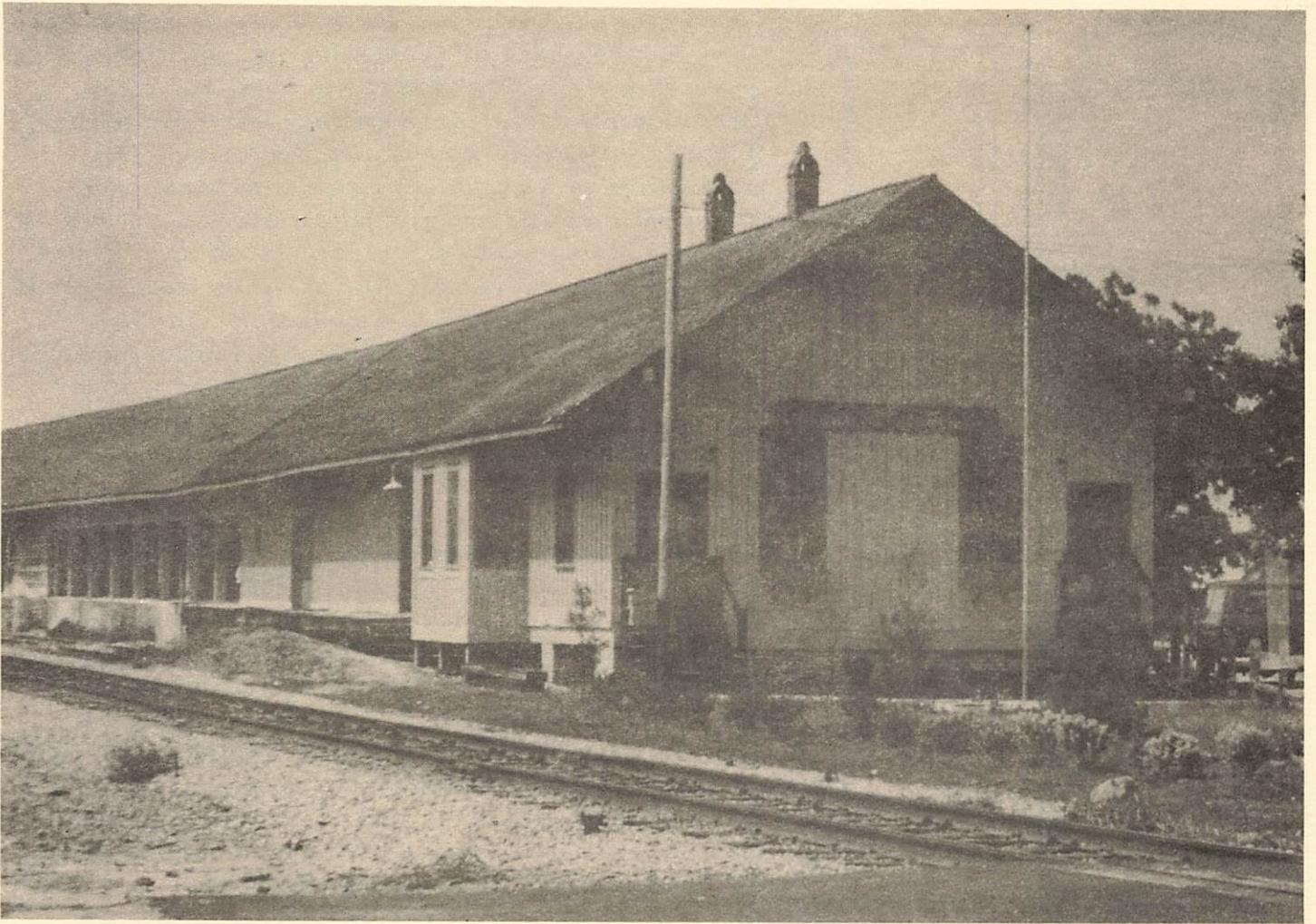
The Association, formed in January 1979, with 152 members, is a legally incorporated, not-for-profit organization which focuses on the economic, human and social development of the total community.

3. COMMUNITY IDENTITY AND PARTICIPATION

The Gibson Community, at the "Crossroads of the Carolinas," has become the slogan which points to the central focus that the community has in the opportunity to be a demonstration of a revitalized community to the Carolinas.

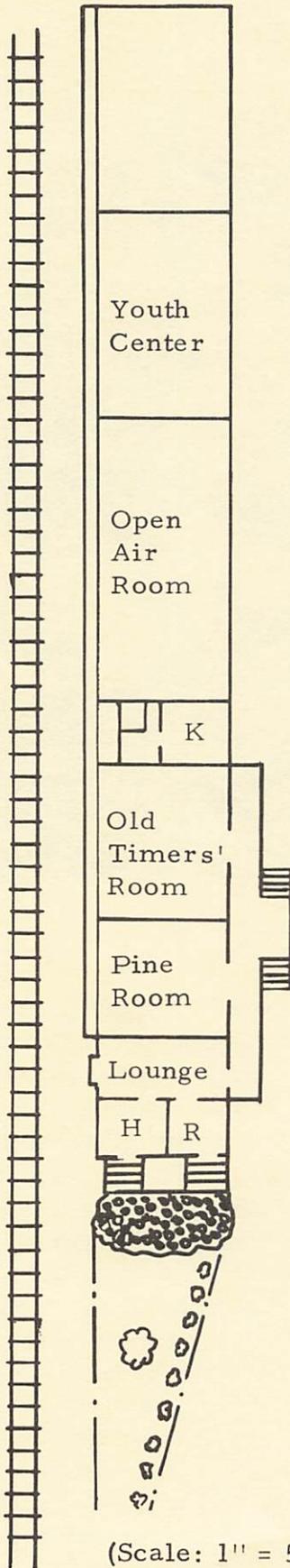
4. COMMUNITY CELEBRATIONS AND ACTIVITIES

The Annual Labor Day Parade and Family Fun Day, begun in September 1978, has established the importance of community celebration as a sign of pride, people planning and working together and sharing with people beyond the community.



1. GIBSON STATION COMMUNITY CENTER

Abandoned by the Seaboard Coastline Rail Road, this 300 foot curved building stood as a peeling ghost of its once bustling activity. The train station which was last painted in 1938, provided passersby with vivid images of a sleeping rural community. Citizens identifying the need for a multi-purpose community center began to create a vision of how the building could be used. Within six months the exterior and interior renovation of the building marked the end of the first phase towards a realization of this vision. The extensive utilization of volunteer planning, labor and resources were evident on opening day through the completion of the main entrance, the lounge, the "Pine Room" and the "Historical Room." Over 500 people visited the Center, participating in the viewing of the work of eleven regional artists at the inauguration of the facility. Community involvement in the renovation of the depot came in the form of volunteer time spent in such activities as scraping, painting, sanding, varnishing, hauling away piles of trash, decorating and furnishing rooms, landscaping and doing fund-raising activities. Funds used to complete the first phase of the center were generated solely within the community.



(Scale: 1" = 50')

The second phase of renovation included more extensive exterior painting, the building of an entrance platform, scraping hardened fertilizer from the concrete floor in the open shed, the renovation of a room for youth activities, and the addition of bathrooms and a kitchen. Funding for this phase was raised through local donations of monies and matched by funds from a grant from Z. Smith Reynolds Foundation. In 1978-79 the County CETA program provided opportunities for eleven youth and five young men and a supervisor to gain on-the-job experience in assisting the community with renovation.

The third phase of the renovation process has been the conversion of the large freight room into the "Old Timers' Room." What is unique about this phase is that the funding has come primarily from the elders in the community, who are honoring their ancestors with a picture and narrative to be framed for one of the walls. A fireplace will generate warmth, adding to the glow of celebrating the roots of the community as it continues its greatness into the future. Paneling has been donated from a barn which once housed a cotton gin owned by a Gibson resident.

The depot, painted a harvest gold and trimmed in green, today stands as a miracle, reminding all who pass by of what can happen when people put their dreams into action. The Gibson Station Community Center stands at the "Crossroads of the Carolinas" serving as a symbol of hope and unity in what was once a sleeping community.

COMMUNITY
CENTER
FLOOR
PLAN

"I witnessed something in Gibson that I had dreamed of, but thought I would never see. I saw people pulling together in a community more than I have ever seen, people of all ages, all races, and all economic backgrounds working together, planning together. One exciting event for me was working with so many people in turning the old railroad station into a wonderful community center."

James Harris



2. GIBSON COMMUNITY DEVELOPMENT ASSOCIATION

The Development Association was formed and incorporated to provide the opportunity for broad community participation and membership in planning the future development of the community at large. The Association can enter into business ventures, make loans, own property and receive grants and contributions. Capital gains are returned to the community to fund programs developed for the enrichment of the community. The Association attracted \$205,300 in grants from the Z. Smith Reynolds Foundation for the Downtown Reclamation Program, the Leadership Training Program and the Early Learning Center Program. This enabled the Association to renovate the old fire station into the Firehouse Restaurant, a business venture; to provide capital to assist in the renovation of the train depot into the Gibson Station Community Center; to sandblast and interiorly renovate an additional downtown building for the Association's headquarters and to provide capital assistance for the renovation of a building to house permanently the Early Learning Center.

The Association has an eleven member Board of Directors elected by and representative of the membership which is currently ninety-six, and is open to any resident in the greater Gibson community. The Board is responsible to the membership for seeing that the direction of programs, as consensed by the membership through regular community meetings, is adhered to and acted upon.

"In a nutshell Gibson folks are functioning with a nothing-is-impossible philosophy, and you'd best not express a doubt about their ability to climb the mountain because they'll quickly convince you they will."

The Laurinburg Exchange, February, 1979

3. COMMUNITY IDENTITY AND PARTICIPATION

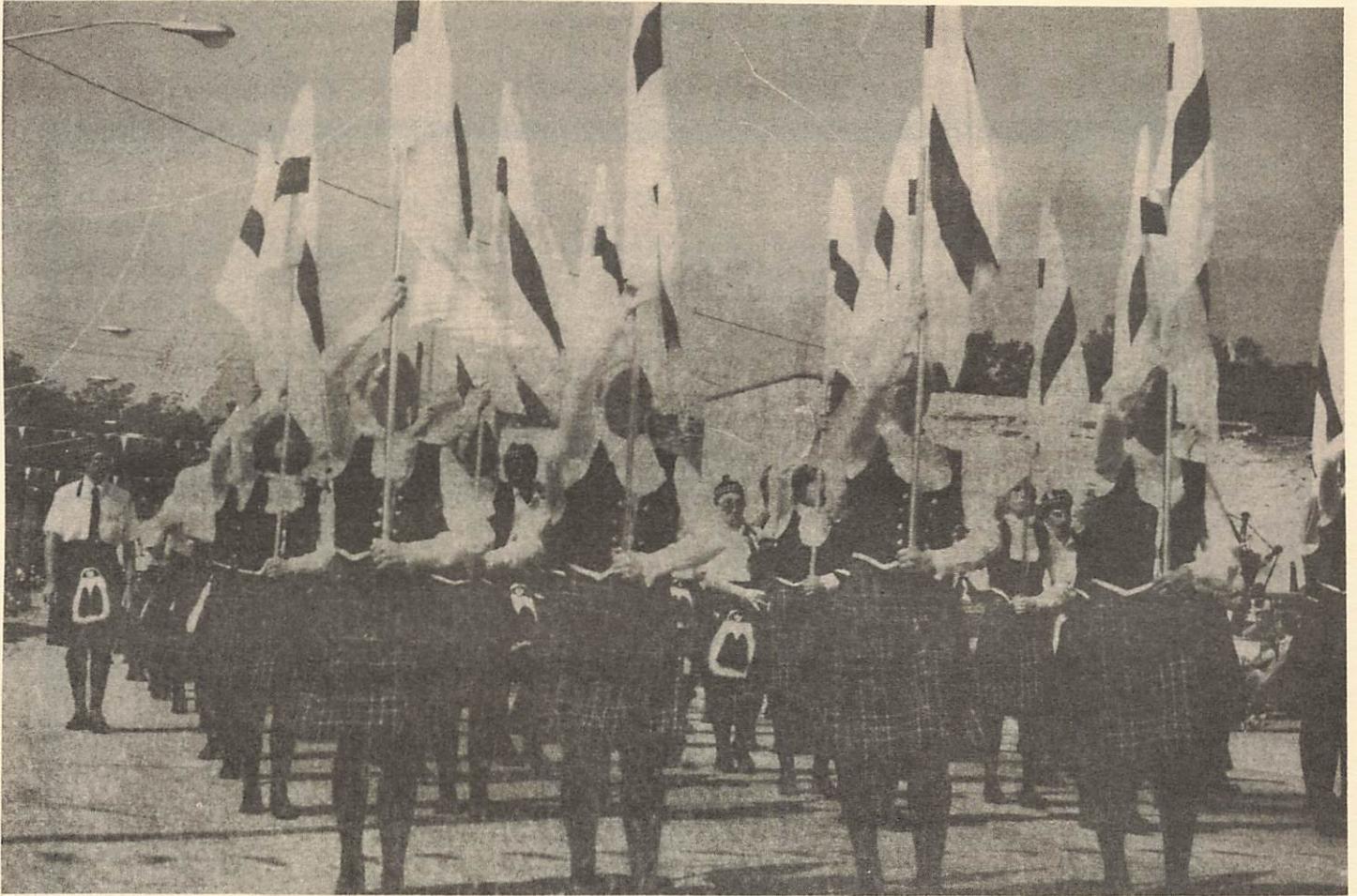
Gibson, at the "Crossroads of the Carolinas," has demonstrated once again that it is a hub of activity. The creation of a community symbol and slogan that has appeared on T-shirts, bumper stickers, correspondence and on a community newsletter, "The Voice of Gibson" has helped to generate both pride and to tell the story of this community. One strong indication of renewed interest in the community was the election of town officials in November 1979, when an astounding 82% of the registered voters cast their ballots. Highlighting the uniqueness of the community, the Firehouse Restaurant decor includes a mural of Main Street, painted by a Britisher, Danny O'Neill, and many firefighting equipment antiques. Standing on the platform outside the Community Center one sees a mural of a train painted on the front of the Early Learning Center building in bright colors. A take-off on the children's story, The Little Engine That Could, it is a reminder that the newest generation of the community, "The Little People Who Could," care for their community.

The Pate-Gardner Elementary School has enjoyed increased interest by the community through volunteers participating in the Governor's Emphasis on a Primary Reading program. In addition, the community was well represented at the county meetings regarding the redistricting and bond issues, pointing to a concern for educational structures remaining in the community.

Community residents have had the opportunity to visit other communities in order to participate in community forums, training events and conferences focusing on community development. Visitors from across the world have been hosted by the community, learning of the community's story of re-birth and revitalization. Residents of Scotland County have been impacted by the story of Gibson through some fifty articles in the Laurinburg Exchange, documenting a new sense of identity as a community.

"I'm 71. I've lived in Gibson all my life in the house I was born in. When I started working in the project I visited people's houses I'd never been to before."

-- Jewel Johnson

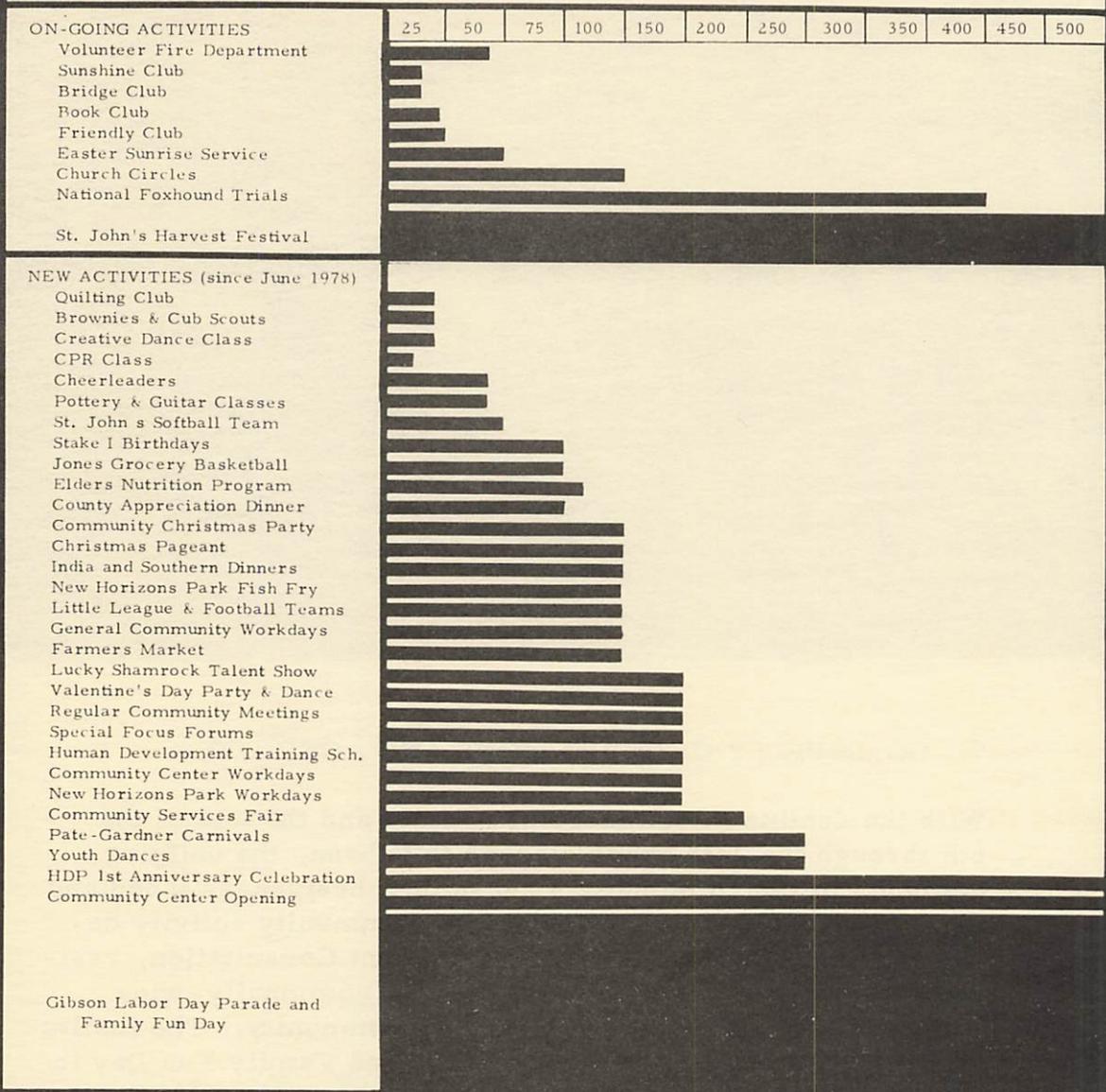


4. COMMUNITY CELEBRATIONS AND ACTIVITIES

With the decline in commercial activity and the loss of the 6th through the 12th grade classes in Gibson, the unifying elements of the community's sense of cohesiveness faded and the once counted upon opportunity of community activity decreased. During the Human Development Consultation, residents voiced the need to have additional community-wide activities to create a strong sense of community. The institution of the Annual Labor Day Parade and Family Fun Day in September 1978 has captured the imagination of residents of Gibson and Scotland County, with the number of parade entries increasing from 48 to 60 in 1980. It has become an annual celebration of the community's decision to "Labor Together for a Better Community." The accompanying chart illustrates the increase in the number of community-wide celebrations, activities and volunteer work efforts. The numbers indicate how many people participated in these events.

"Gibson has shown that progress can be fun!"
-- Mark Durham

COMMUNITY CELEBRATIONS AND ACTIVITIES
Estimated Participation



"We've learned to celebrate. It's like Ezra, in the Scriptures, when the people were tearing their hair and complaining. Ezra told them to celebrate, that God still loved them. We've done more celebrating than we've ever done in our whole history." -- Nelson Gibson

Being Community

(During the Community Extension Workshop, residents responded to the question, "What have you learned about being community?")

BEING COMMUNITY IS . . .

". . . helping others. "

". . . living together and working together. "

". . . caring for each other regardless of race,
creed, color, religion . . . with the spirit
of even denying self to help somebody else. "

". . . knowing no limit. "

". . . striving along. "

". . . keeping moving along. "

"Community is living the Golden Rule. "

". . . and sharing the golden tools. "

"Whatever I may think, I'm never alone. "

"Community is always my home. "

"People who care for each other can do almost
anything they wish to do. "

Small town pitches in and helps itself

By DANNY MOORE
Special Correspondent

GIBSON — Shielded from the sun by a hat and sunglasses, the woman at the controls of the old tractor twisted in her seat to watch the group of men chain a stubborn stump to the machine so it could be hauled away.

By noon, after hours of shoveling, raking and sawing, the site began to resemble what she and the hundred or so other Gibson residents hoped was only a few Saturdays of labor away: a children's park, with handmade gym equipment.

The park is part of a two-year project that began in June when workers from the international Institute of Cultural Affairs came to this Scotland County community, population 540.

The 16-year-old institute, with headquarters in Chicago, Nairobi, Bombay, Singapore and Brussels, has similar projects going in 25 nations. The non-profit organization operates on grants from government, foundations, corporations and individuals.

Ike Powell, one of 2,000 institute staff members and the director of the Gibson Human Development project, said the institute aims to motivate local communities to help themselves solve social and economic problems.

"Our concern always has been based on the belief that local communities have the resources, talents and person-

Hearing Scheduled Tuesday Gibson May Ask For \$500,000 Grant

GIBSON—Having already accepted a \$5,000 grant for planning community improvements, the Gibson Town Board is now thinking about asking the U.S. Department of Housing and Development for \$500,000 in block grant funds.

The board of commissioners of this town of 500 will meet Tuesday, Dec. 4, at 7:30 p.m. at the Community Center, its renovated train depot, to receive local citizens' suggestions about applying for the funds. A half-million dollars is the maximum that can be applied for.

Gibson Says 'Bye To ICA'

GIBSON—In a sense, the town of Gibson held a graduation ceremony Tuesday night.

After being helped in community development for a little more than two years by Institute of Cultural Affairs (ICA) staff members, citizens from the town and its immediate area are now on their own.

Ike Powell, director of the Gibson Human Development

Project, bid farewell to a group of about 75 area citizens Tuesday night at a dinner that was a surprise to him. Powell had been expecting a business-as-usual meeting with people who are actively involved in the development project.

As it turned out he walked into a covered-dish supper in the old railroad depot building that he and others helped renovate into a

Community Center. Afterward he spoke about the Gibson project and was praised by Sadie Odum, Gibson mayor, and Viola Benfield, a Gibson citizen and ICA activist.

Community Center. Afterward he spoke about the Gibson project and was praised by Sadie Odum, Gibson mayor, and Viola Benfield, a Gibson citizen and ICA activist.

1899 is an important date for Scotland County. The county and the town of Gibson were incorporated in that year. It is also the year that Gibson is actually older. No other community in the county is better named. Gibson abounds with citizens bearing the name Gibson. It seems to have started when a widow, a Mrs. Gibson and her two sons, moved to the area in the late 1800s. At that time there were Quakers settled on the present town of Gibson.

3,000 Spectators

Gibson Parade Draws A Crowd

By PEG THOMPSON
Staff Reporter

Among the estimated 3,000 people to kick off the Labor Day Parade in Gibson, Saturday, was Eighth District Congressman Bill Hefner of Concord.

He was joined by other honored visitors including state senators Jim Garrison of Albemarle and Bob Jordan of Mt. Gilead, representative Joseph Parrish of Parkton and Bob Davis of Maxton, as well as many county and city officials of neighboring communities.

Hefner, passing up political opportunities, laughingly commented to the crowd that Gibson had better be prepared for bigger and bigger celebrations in the ensuing years, if the turnout for their first parade was any indication of things to come. He warned the beaming mayor of Gibson, W.W. Pearson, "You know, this can turn into a real two or three day affair!"

"This event is already a tremendous success and I predict the crowds in years to come will exceed all expectations," the congressman added.

Mile-Long Parade

The parade consisted of a mile-long 46 unit line-up, headed by Sheriff B.P. Litch and Emerson Cottingham. Of the many floats entered in the parade, the Gibson Music Makers took the blue ribbon with the Gibson United Methodist Church earning second place.

Winners in the group division were the Scotland High Junior Varsity Cheerleaders. The Ft. Bragg Color Guard came in a close second in the competition.

Following the parade, Seaboard Coastline official, Herbert Bruce, presented to Mayor Pearson the key to the local depot. There are preliminary plans to order consideration to turn the railroad building near the center of the town into a community center.

Major Highlights

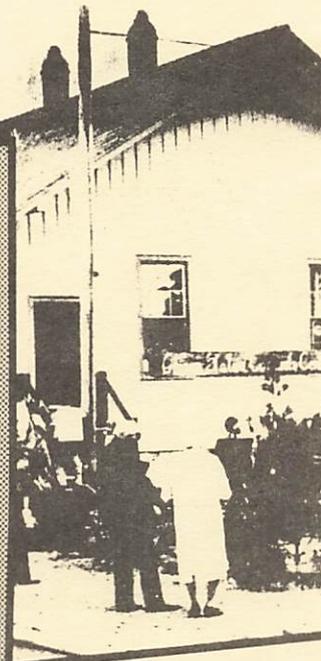
Other major highlights of the Gibson Parade included skydiving by the Scotland County parachute team and dancing by the Shoe Heel Creek Cloggers.

Members of the Shoe Heel Creek Cloggers included Kaylene Yins, Hope Outlaw, Pam Demison, and Jan Quick. The National Anthem was sung by Betty Kelly of Gibson.



LOCATED ON MAIN STREET NEXT TO THE RAILROAD AND ACROSS FROM THE GIBSON STATION COMMUNITY CENTER (Newly Renovated Depot)

Dine In Our Authentic Firehouse - Decorated With Original Firemen's Equipment Of The Past. We Feature Luncheon Specialties Of The Southern Tradition, Along With Fine Steaks And Seafood.



The Charlotte Observer

With A Little Outside Help, Town Changes

By JIM DUMBELL
Observer Staff Writer

GIBSON — If Ike Powell and a lot of Gibson residents have their way, you won't recognize the town two years from now.

Already, there have been considerable changes. A. J. Powell, 40, a member of the Chicago-based Institute of Cultural Affairs (ICA), rode into town.

He told Mayor W.W. Pearson the institute wanted to help Gibson residents help themselves for two years. All it would cost the town would be a place for the nine-member institute team to stay.

The nonprofit institute, supported by gifts from foundations and individuals, has similar programs all over the world, Powell said. It chose Gibson, in Scotland County near the South Carolina line, because it is a small agricultural community. Volunteers arrange its own income; Powell has a federal VISTA grant.

After Pearson checked out Powell and the institute, he and the town board said come ahead. They offered to fix up the old teahouse, an unused two-story building, to house the volunteers.

The group came. Things got rolling in June with a consultation between town residents — who listed what they thought Gibson needed — and some 30 experienced various fields who came, at their own expense, to advise how those things might be accomplished.

Out of the meeting came a 106-page book with charts and such forbidding terms as comprehensive community reformulation, prolegomena, implementaries, actuating programs, enrichment events, motivation and restating.

In fact, the book's pomposity may have frightened away some Gibson residents. Nevertheless, the Gibson Community Development Association was formed. And things began to happen, though so far, there aren't a lot of tangible signs of it.

As Postmaster Sadie Odum said, "The important things are on paper." And there are signs. There is a new manufacturing firm, Scotland Wood Products Inc., with about 25 employees. There's a new mini-park. There was a Labor Day parade that drew an estimated 3,000 — pretty remarkable when you consider Gibson has a population of 500.

There is a new, letter-sized free newspaper, "Voice of Gibson," which comes out every two weeks devoted to community news.

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said, as though still amazed that it was so easy. But the depot needed a lot of work to turn it into the sparkling community center it's quickly becoming. At weekly town workdays, as many as 30 townspeople turn out to join four paid workers in cleaning, repairing and painting the old structure and adapting it to its new use.

The depot will be dedicated in an all-day celebration Saturday. It will be a big social occasion, including art displays, 15 artists from the area and other states and crafts demonstrations.

The things still "on paper," as Mrs. Odum said, are pretty substantial.

"We just learned we've been awarded a \$103,300 grant from the Z. Smith Reynolds Foundation in Winston-Salem," Powell said. "Plus another \$42,000 matching grant that I'm confident we'll get."

Most of that money will be used for commercial development. Powell said.

"We'll use it to lease or buy buildings, renovate them, and help local businesses," he said.

"Classification makes no difference. There are only two kinds of community people — those who build a new com-

Director Ike Powell heard reports from leaders of the six consult teams. Speakers were Ann Kidd of Atlanta, a consultant, Virginia Newton, teacher and assistant principal at Pate Gardner school,

Gibson for another week preparing the document of proposed plans.

Among the banquet speakers was Elvin Jackson, administrator of the school.

Gibsonians Say Grant Good Idea

GIBSON—A crowd of 40 gathered at Gibson's Community Center Tuesday night to vote on whether to accept a \$500,000 grant from the U.S. Department of Housing and Urban Development. No dissenting votes were cast when Rex Todd, a consultant with Design Associates of Raleigh, presided over the show of hands.

THE LAURIN

Gibson Brothers, Quakers Meet to Form Gibson

New Wood Industry Finds Prosperity In Gibson

Gibson May Receive \$145,300 In Grants

and to the south were the Welsh who had immigrated up the Pee Dee river into Marlboro county. Further to the north were the Scots.

When the Quakers left for the northwest, the Gibson brothers bought much of the land and married several of the Quaker daughters. It is understood that Mrs. Gibson was English and came to Scotland county by way of Richmond, Va. and Rockingham.

Her son Thomas was a chainer with a surveying

GIBSON-For the last several years, Scotland County has basked in the warm reports of rising wages, new jobs and improving prosperity brought about by the influx of status-name industries.

Up until recently some of the residents here may have felt they were being left out in the cold. But now they have an economic foot warmer of their

improving quality of life at the same time.

That "spirit", in fact, is one of the reasons Scotland Wood Products President Roy Guenin decided to locate his business just south of N.C. 79, Gibson's main street.

"I am impressed with the attitude of the people here," Guenin said in a recent interview. "We are a small industry coming into the community and the people are extremely gracious." He also

The central character is Guenin himself, no newcomer to industry or Scotland County, even though his lack of a Southern drawl gives away his northern origins.

Before working for eight years as plant manager of Rea Magnet Wire, he served three-year stints as operations manager of Richmond County verter's and vice president of a Morgan Mills plant. And he currently serves as a member of the Scotland County School Board.

Scotland Wood Products is currently leasing what used to be a cotton warehouse, built in 1969 and owned by Z.V. Pate Inc. The large building, whose full-width metal girders provide thousands of feet of column-free construction area, is perfect for the carpentry operation.

During a tour of the building, which has a group of offices recently built in at one end, Guenin described how the rough lumber is brought in, stripped down to correct size and cut and nailed into crates, boxes, pallets and other wood

Gibson Human Development Project long-range goals may be realized sooner than expected, thanks to perhaps as much as a \$145,300 windfall in private grants.

Ike Powell, director of the Human Development Project, learned Tuesday that the Z. Smith Reynolds Foundation of Winston-Salem voted at its November meeting to award \$103,300 to the Gibson project

and another \$42,000, if matching funds are available.

Gibson is one of only a few national sites selected for the government-funded human development project. The purpose is to improve the quality of life in the small Scotland County town without sacrificing its atmosphere and character.

The grants will help ac- (Continued On Page 7)

Indicates depot as community center



The town of Gibson came alive Saturday morning as hundreds of residents and visitors were on hand for the grand opening of the newly renovated railroad depot as the Gibson Station Community Center.

The moving force behind the renovation of the turn-of-the-century structure was a nine-member group of volunteers from the Chicago-based Institute for Cultural Affairs, a private, nonprofit organization.

The group has been in Gibson since last May, with three holding out jobs to support the other six while they worked in the Community.

According to Ike Powell, Director of the Institute's Gibson Human Development Project, the purpose of his organization is to "revitalize inactive communities."

According to Powell the bulk of the work on the depot was done on Saturday "Community Workdays" when from 20 to 40 local residents

would show up for painting and carpentry chores on the old building.

Powell said the renovation was part of a "two-year socio-economic revitalization project to demonstrate what any community can do."

Mrs. Viola Benfield of Gibson said the Gibson project was the first of twelve such endeavors by the Institute around the world. She noted that the community of Gibson was very much involved in the work and that everyone seemed to enjoy the new life and spirit instilled in the town due to its residents' working together.

James Harris of Gibson said that "We wanted to make it as realistic as

all night many times" Harris said of Schwobel.

Inside the station, the old floors had been sanded smooth, new paint glistened on walls covered with art work. The sun shone through stained-glass work on newly installed windows.

"About half the windows were gone when we started," said Schwobel who noted that the depot was last painted in 1938 or '39. He noted that the cost of the work was relatively low, with volunteer labor and donated materials.

The large rooms of the Station were heated by two wood stoves, donated by the manufacturer.

Its Image

Three-Week

"It's not only amazing what Gibson has done, it's almost hard to understand. In the newspaper business you get used to writing stories that follow the same old line. But Gibson just does not fit! ... It's almost as if you were writing a fairy tale for people and they say, 'Well, that can't really be happening in Gibson!' But that's an advantage too, because it is such an unusual story. I just hope you continue to tell the story in the future."

Mark Durham, Managing Editor, *The Laurinburg Exchange*

Residents: We Like It Here

GIBSON--This small Scotland County town may not be Heaven on earth; but don't try to tell that to a number of residents who took time out to voice their opinions in recent on-the-street interviews.

Their town, they say, has most everything they need. Most of the things that cannot



KELLY MILLER



JOHN MCRAE



KEVIN HALL



VIOLA BENFIELD

The spring is pretty. There is nothing to be afraid of."

Her feelings seemed to be supported by Frances May, long-time Gibson resident and owner and operator of May's Variety Store on Main Street. "I went to California for one and a half years," she said. "But I came back."

"I don't like a busy place," she said.

To John McRae, who spends most of his time at the

Gibson Prepares For Leadership Training School

Little town of Gibson is the site of community action and activity led by the Gibson Human Development Project and the Institute for Cultural Affairs.

Community leaders are preparing for a three-week Leadership Training School to open on Monday, April 14, with a luncheon at the Gibson Station Community Center.

The school will offer intensive, practical training for local citizens, coordinated by ICA.

"We would encourage people to come and see what's going on," Mrs. Powell described the program as "an intense three-weeks for our local

leadership skills, to further unify the community and to prepare it to continue its planning on a long range basis to a greater effectivity.

The key to community progress is that the community can discern where it's blocks are and to learn how to creatively deal with them. Then they can move on," she added.

She stressed the training program is one of "community development."

children, will be among the guest panelists.

Trips outside the community will include a tour of museums in Raleigh and the state capitol, a Scotland County industrial site, the Laurinburg-Maxton Air Base and a visit to the Fayetteville Art Museum.

Saturday sessions will involve a community

closing exercise on Sunday at noon at the Community Center.

Persons interested in attending any portion of the three-week program are asked to register by contacting the development office.

"We are going to have about 20 full-time Gibson residents participating in the

Revitalization In Gibson

Town Aims At New Goals

By DICK BROWN
 Sunday Staff Writer

GIBSON—New and, many believe, wonderful things are on the threshold for this small, sleepy Scotland County town that straddles the border line between the

Volunteers from every walk of life and every corner of the community are pitching in to make things happen. There's talk of new industry, a sewer system, and other badly needed transfusions that could revitalize the slumping economy.

No one expects a miracle from the Rev. Ike Powell and his Institute of Cultural Affairs, which only arrived a short

compiled an impressive performance record in big city slums and depressed foreign areas like India and Africa.

It first branched into rural America last year when Pace, a tiny Mississippi town of 650 persons, was selected for a pilot project similar to ones recently begun in Gibson and a dozen other small communities scattered across the country.

"The decision to include Gibson was made after long and careful study of the town," Powell explained.



FRANCES MAY

Laurinburg Exchange

Stay Rural

Virginia, Pace, Miss., and Malawi, India

Words of appreciation came to the community from guardians and the ICA consult

Charlotte, or Laurinburg, but I to become a "stagnant people," stressed

C. TOWARD SOCIAL SELF-RELIANCE

INTENT: In June 1978, during the Human Development Consultation, the expressed intent of the Gibson community was to move toward self-reliance through the strengthening of the social fabric of the community. This was to be done through the creation of programs for early learning and vocational training, the physical improvement of the community and the provision of more housing and health care.

CONTRADICTIONS: Although all underlying contradictions affect to a greater or lesser extent every aspect of the community's development, those which appeared to be most directly related to the development of the social self-reliance of the community were: outmoded delivery of county services, inadequate forms of community protection and unknown means of structural access.

INDICATORS OF CHANGE: Among the many factors indicating progress toward social self-reliance, four emerged as outstanding:

1. PHYSICAL IMPROVEMENTS

Highly visible signs of physical improvements and beautification can be seen throughout the community including vacant lots cleared, the New Horizons Park, a downtown mini park, renovation and winterizing of several homes, new street signs and house numbers.

2. FIRE DEPARTMENT EXPANSION

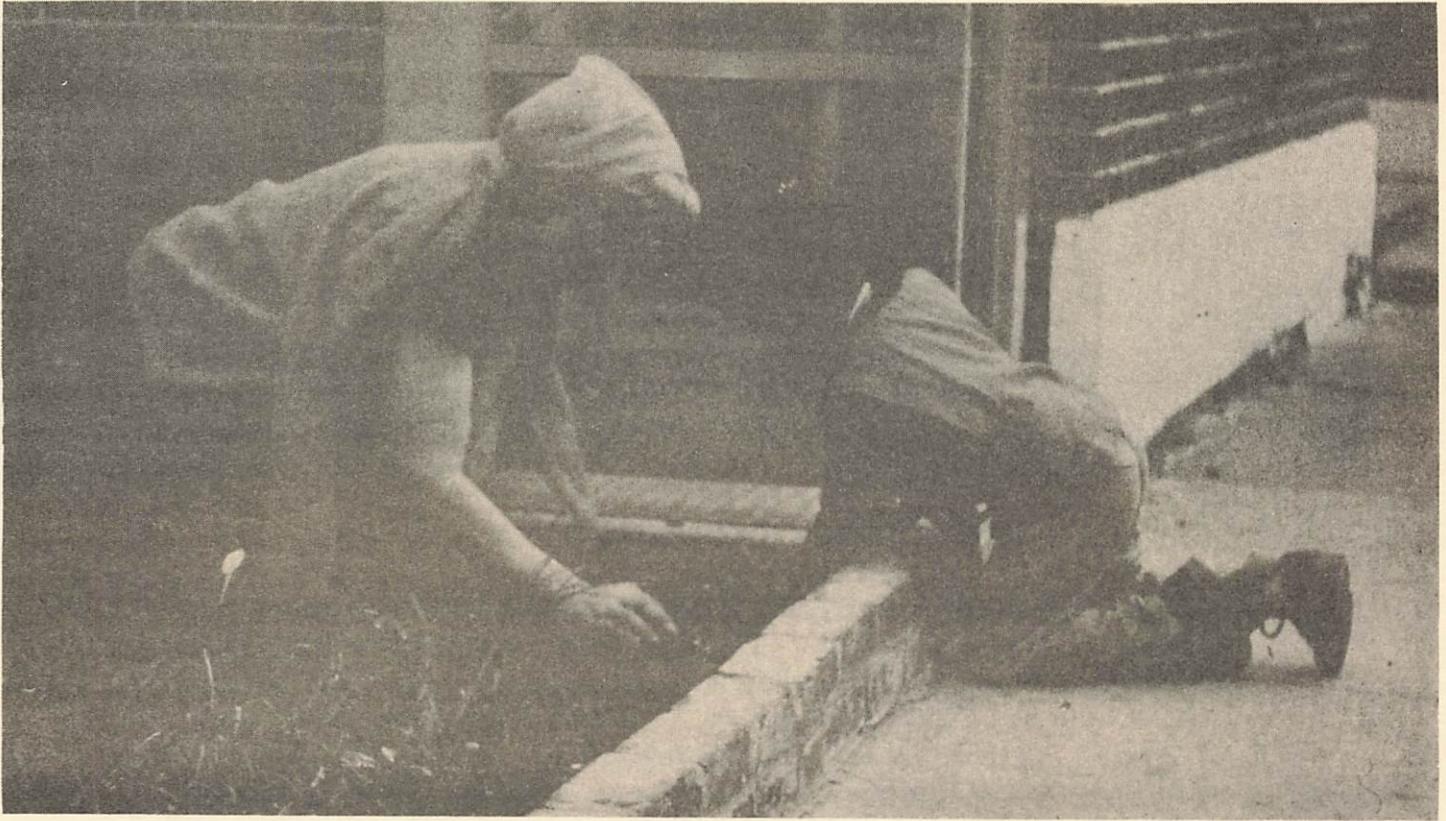
The Volunteer Fire Department of Gibson has secured new trucks and equipment and tripled the number of volunteer firemen as well as rendering service to a four mile radius around the incorporated town.

3. EARLY LEARNING CENTER

In December 1978, the Early Learning Center had its beginning in the Gibson Methodist Church and later moved into a renovated building donated by the Four County Community Services. It has since been licensed with a capacity for sixteen children.

4. ELDERS NUTRITION PROGRAM

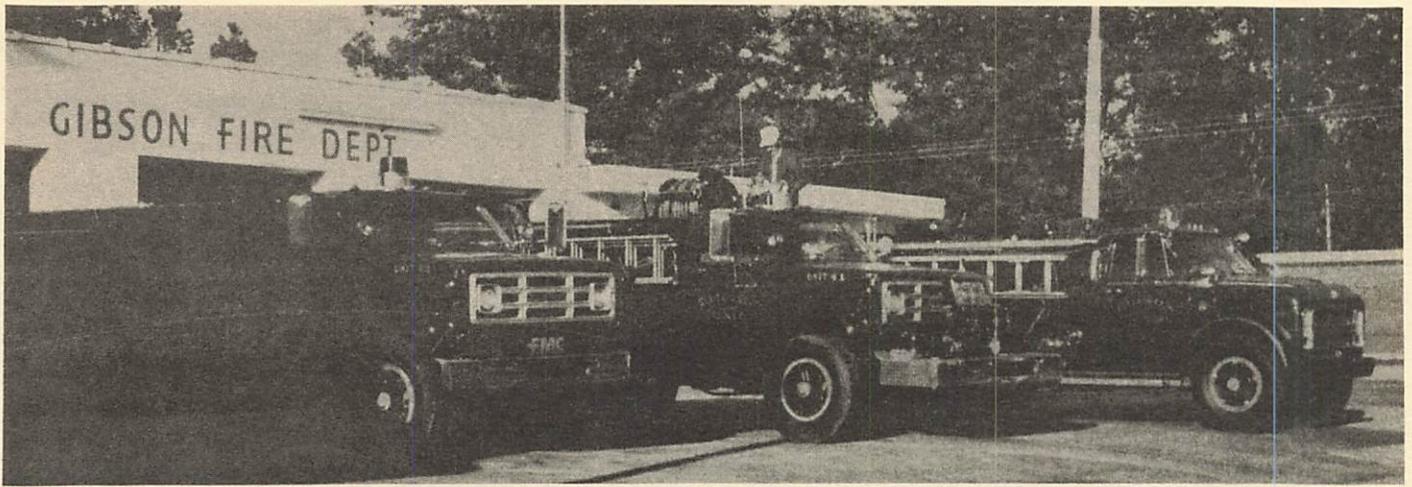
A nutrition program for the elder citizens of Gibson and surrounding communities was launched in June 1980. The "Old Timers' Room" in the Gibson Station Community Center provides the facility for daily hot meals, health and social activities. The program has stimulated more active participation in community affairs.



1. PHYSICAL IMPROVEMENTS

One of the first community projects following the consultation in 1978 was the renovation of the Teacherage next to the old high school. This house was used as living quarters for the ICA staff. In the interest of providing an outdoor gathering place for the community, three families gave permission to use adjacent lots equal to an acre and a half for a recreation park. Play equipment, tables and benches were installed and a shelter was built. This "New Horizons Park" was built through the volunteer efforts of the whole community. Mini-parks were created in the downtown area through a series of community work days. With the help of the Scotland County Parks and Recreation Services the old gymnasium, which had stood idle, was reopened and a new fence installed around the baseball diamond. Many of the low areas in the community that were holding stagnant water were filled with sand hauled in donated vehicles by volunteer workers. Streets have been identified and every house in the community has been numbered with a white marker in the yard. Three houses were winterized and a number of vacant lots cleared with the help of C.E.T.A. workers and volunteers. The physical improvements of the community have been done by people working together from all walks of life.

"There's no question but what you're setting the example. You don't misunderstand a man with sweat running down his brow." -- Jim Ollis

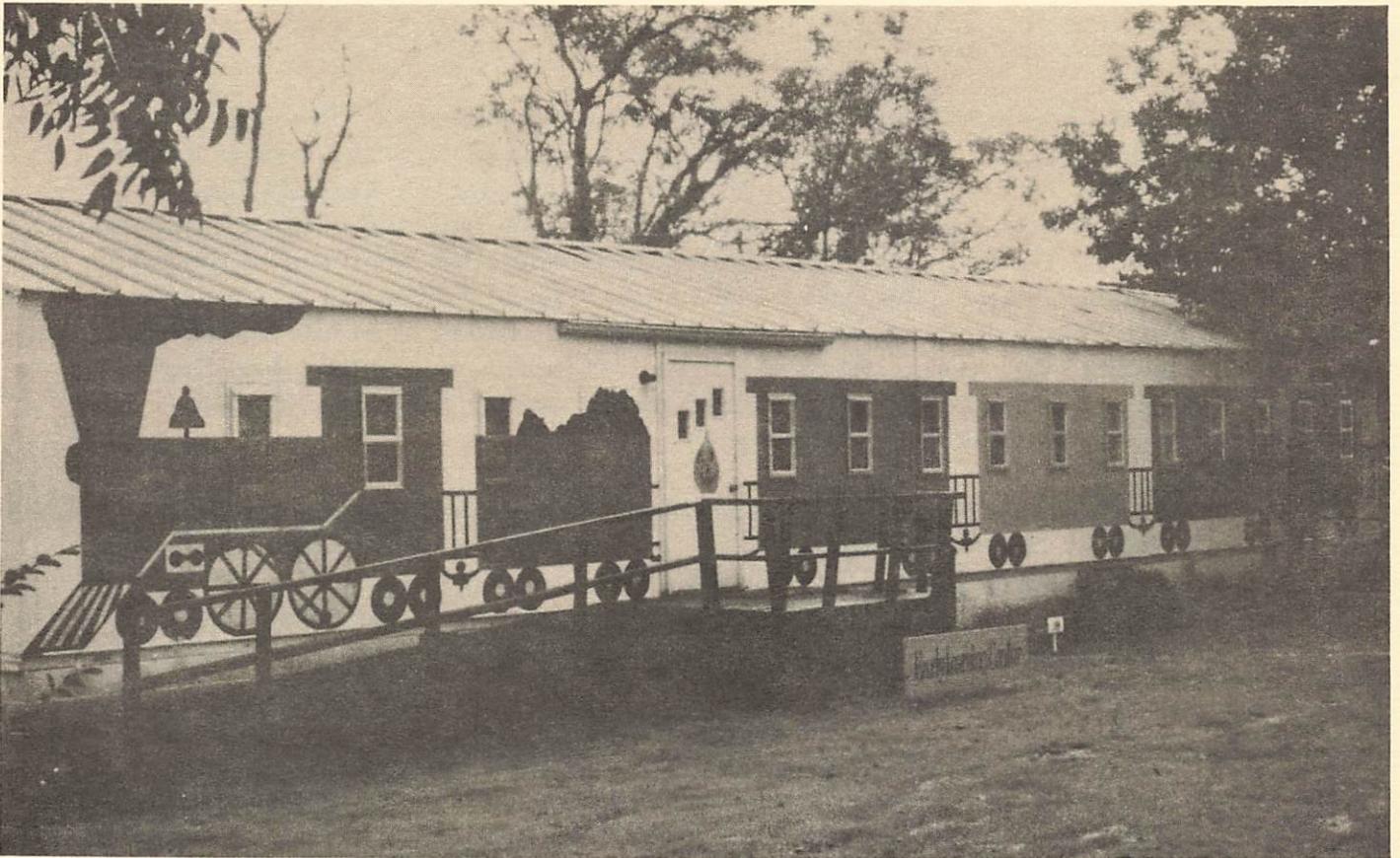


2. FIRE DEPARTMENT EXPANSION

The Gibson Volunteer Fire Department was first organized in 1948 with one fire truck. The fire chief at that time was Hubert Gibson. R. J. Batten and Newman Jernigan, two of the organizing fire men are still active today. In 1966 a new fire chief was elected, serving with thirteen members. In 1968 the department received a new pumper from the town. From 1975 to 1978 the fire chief attended meetings with the county commissioners and other fire chiefs trying to organize complete county fire coverage.

In 1979 the fire department received a scat truck and a tanker from the county. Following this in 1980 the department received a new pumper and tanker. During this time the department went from thirteen to forty active members; twenty seven are active members today and thirteen are trainees. Two men on the department are certified Emergency Medical Technicians. Another member is an electrician and three others have completed a Liquid Propane Gas Course given by the state. Three members also serve as Town Board members. All men on the department are certified by the state. One night per month is set aside for special training. So far this year, the department has purchased seventeen pagers and twelve complete suits of protective clothing. A new siren and new radios have been installed so the firemen can be reached twenty four hours a day. The department now has a four mile area coverage. All persons living within the four mile area are eligible for a reduction in the cost of fire insurance.

The foremost duty of the department is, of course, fighting fires; however, the firemen serve other useful purposes throughout the community. They work with the programs of the Parks and Recreation Department, participate in the Gibson Annual Parade, present safety programs to school children and senior citizens and inspect the local churches, school and day care centers for fire safety. The success of the department has been due to the active work of the town board, the fire department and the fire chief.



3. EARLY LEARNING CENTER

During the consultation in 1978, one of the concerns of the community was to start a pre-school. Under the auspices of the Community Development Association a part time demonstration Early Learning Center was established in the educational building of the Gibson United Methodist Church in December, 1978. The school began with one teacher and an aide who volunteered their services for two months. It started with four children, ages two to four years, and increased to eleven children. A curriculum was developed, divided into four segments: Basic, Psychological, Relational and Imaginal. Along with the classroom curriculum there were frequent trips and walks in the community to expose the children to new experiences.

Plans were made to locate in a permanent facility. Four County Community Services donated a former army barracks building

"Research shows that fifty percent of the measurable IQ is developed by five years of age. Gibson is not wasting any time with its Early Learning Center to ensure that the children of Gibson have a head start. If we take care of the young, the young will take care of us."

Madelene McElveen

Governor's Office of Citizen Affairs

that had once been used by their staff for offices. The 144 foot building was moved in two parts to a downtown lot across from the community center, with the lot purchased by the Association. The Association hired a contractor to renovate the building. Grant money from the Z. Smith Reynolds Foundation assisted in the lot purchase and renovation expenses. The people of the community also supported the endeavor through donations of paint, furniture, books, decor and volunteer time. It is now a beautiful building with a mural of a train painted on the front, with help from the community senior citizens.

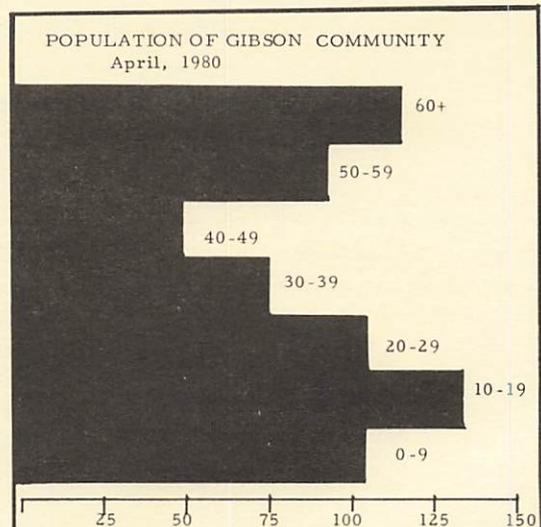
The new facility opened as a licensed Day Care Center in April, 1980. The Center is licensed for sixteen children, ages one to six, and is staffed by a director, teacher and janitorial aide. Volunteers from the community also assist in the center's operation. The center is working on plans to expand the program to serve more children.

The children are exposed to curriculum classroom activities designed and planned for age groups. Although there are structured activities daily, the children also have time of their own to explore and learn. The majority of classroom supplies are oriented to learning; therefore, learning is always present.

Tuition is based on a sliding scale based on family income. State Day Care funds are also available through the local Department of Social Services. Scholarship funds are in the planning stages for families in need of financial assistance. The Center is part of the state food service program, with eligibility established by income level criteria. This ensures the proper diet and snacks for early growth development. The Firehouse Restaurant prepares the meals.

"Someone has said the 'Service is the price we pay for a space to live in the world.' We, the people of the Gibson community, have done well in paying our dues during the past two and one half years. The improvements that Gibson has made were inconceivable prior to the above mentioned period. I hope that we will now plan to make every needed sacrifice to continue to pay our dues."

-- M. D. Spears



4. ELDERS NUTRITION PROGRAM

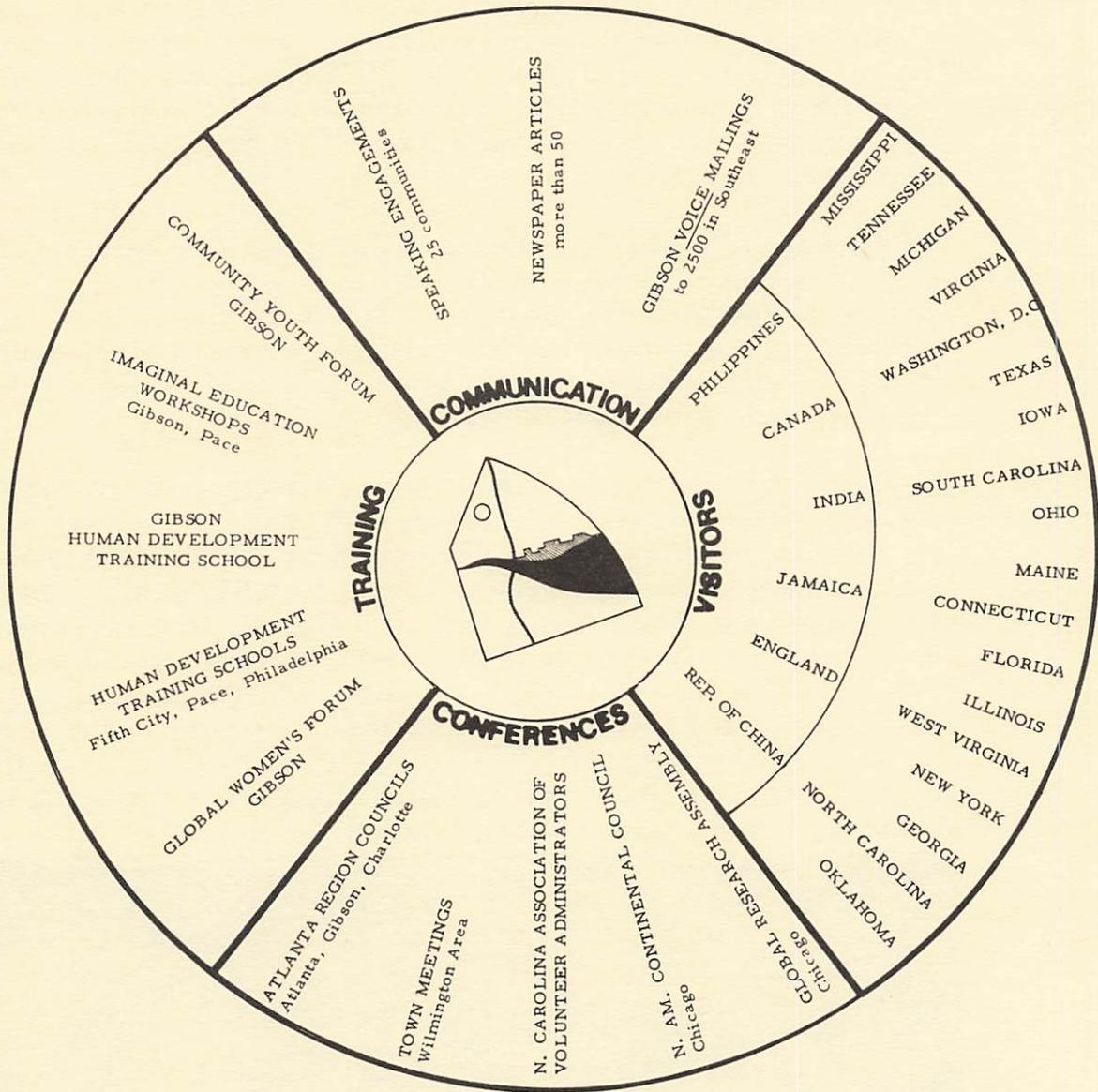
The participants of the consult identified the need for a program to serve the elders in the community. Daily nutritious meals and an opportunity for frequent activities and fellowship were suggested. Following the consult, inquiry was made to the Council of Governments about the availability of resources for funding such a program. Following up on the interest, when resources became available, the Mayor filed application in February, 1980 for the Senior Citizens' Nutrition Program through the Lumber River Council of Governments. The application was approved for meals for fifty persons. Pre-registration for the nutrition program began in late May and early June. The first meals were served in June, 1980.

The American Restaurant Association prepares and caters well balanced nutritious meals. Hot meals are served five days a week in the "Old Timers' Room" of the Community Center. Participants look forward to this hot meal and the scheduled program and social activities and have commented that they now have something to look forward to each day.

Program activities include fire drills by the Gibson Fire Department, practical programs by the Extension Homemakers Service, monthly clinics by the Scotland County Health Department to check blood pressure and weight and a lecture by the dental hygienist. Birthday celebrations are held monthly and a Food Stamp Outpost is set up once a month. Participants working in teams prepare the facility each day and serve the meals. The seniors participate as a group in community affairs. The mural on the front of the Early Learning Center was painted with the help of the seniors. A float was entered in the Third Annual Labor Day Parade, and elders participated in the Local History Workshop.



GIBSON COMMUNITY EXTENSION



"The great thing about what you've done, and the spirit of the people, is that it's contagious. ...it's an unusual story, but if there are enough Gibsons, it won't be an unusual story."

-- Jim Ollis

D. EXTENDED IMPACT

The consultation document contained the original images for extending Gibson's development methods to other communities. This plan involved relations to nearby communities and also broadened involvement across the Carolinas and the nation. One clear indicator of change has been the extent to which Gibson has already participated in both aspects of extension. Residents have visited communities in other states and have taught Human Development Training Schools in Philadelphia, Pennsylvania and Pace, Mississippi. The community has also had a creative impact on nearby communities in Scotland and Richmond Counties. A slide show has been created to use in presentations on the methods of Gibson's development. Over fifty newspaper articles appeared on Gibson's development over the past two and one half years. The accompanying quotations from panelists representing the public and private sectors in Scotland County further illustrate the impact Gibson has had on the surrounding area. In terms of broader impact, Gibson has hosted visitors interested in its development approach from fifteen states and six other nations, and conducted a three week Human Development Training School in the community center. Gibson has been encouraged to move further to extension by nearby communities and the public and private sectors in Scotland County and the state of North Carolina.

After two and one half years of social, human and economic development, it is clear that Gibson is prepared to move to a new phase. The Community Extension Workshop is the event which enables the community, local leaders and staff to begin this new phase. The workshop began with an opening dinner at the community center attended by forty residents. At that meeting basic changes since the consultation were listed and reflected upon. Also, on that

"What's happening in Gibson is just rubbing off on other communities."

-- John Calhoun

evening, the initial contradictions were analyzed as to any shifts that had taken place during the project. The next four days were spent in three task forces. The Documentation Task Force visited with residents in their homes and businesses, as well as in the Elders Nutrition Program. Through informal conversations the task force discerned and documented the indicators of change most representative of what has happened in Gibson. The Extension Task Force visited with community leaders in nearby towns in Richmond County. The Keystone Task Force held a workshop with community leaders to plan the next steps in economic development, program expansion and structural organization of the Community Development Association.

Each evening during the week there was a community dinner, celebration and workshop at the Gibson Station Community Center. The themes of the four evenings were: "As We See Ourselves" - with slides and videotape of Gibson's recent journey of development; "As Others See Us" - a panel of representatives from the public and private sectors of Scotland County who spoke on the impact Gibson has made on surrounding communities; "As We See the Future" - a conversation about needed directions; and the "Commissioning" celebration.

The work of the Community Extension Workshop revealed three major areas of action for Gibson. First the empowerment of Gibson's neighborhoods in terms of leadership and structures of care, the expansion of community-wide membership and leadership of the Community Development Association and the calling into being of a Board of Consultants of "friends of Gibson," in the public, private and voluntary sectors, were delineated as a priority of the community organization. Second, the further expansion of economic development was clearly stated as a priority, especially the securing of additional industrial operations. The President of the Laurinburg-Scotland County Area Chamber of Commerce commented during the panel discussion that six to eight industrial prospects are interested in Scotland County. He said that he would initiate a meeting between the Chamber of Commerce industrial team and the people of Gibson to discuss the possibilities of new industry in the Gibson community. Third, the further impact on other communities and the county was mentioned as a priority. Through excellent press coverage, dramatic visible changes in Gibson and training in and by the community, many surrounding communities are interested in learning from Gibson about the how of Human Development. On the closing night of the Community Extension Workshop there were visitors from two neighboring communities who requested that people from Gibson meet with them so that they might become "what Gibson has become."



EXCERPTS FROM PANEL DISCUSSION HELD IN GIBSON
OCTOBER 30, 1980. TOPIC: "AS OTHERS SEE US"

Panelists: William H. Gaines, Maxton Town Commissioner
Mark Durham, Managing Editor, The Laurinburg Exchange
John W. Calhoun, Scotland County Commissioner
Jim Ollis, President, Laurinburg-Scotland County
Area Chamber of Commerce

Question: What have you seen going on in rural communities,
and especially Gibson, recently?

William Gaines: Well, I have seen something happen in Gibson that I had never thought any community could do in two and a half years. What I see is that you have really cemented yourselves, which means something to your children and your children's children. It makes me feel so good tonight to see the Senior Citizens here. If senior people all over the world were doing what you are, many of them would not need to be taking pills. You are getting involved with others, and what makes all of us tick is our fellow man and fellow woman. When we get so we don't want to be involved with others, we are on our way out. This community is outstanding, and you can write to the president of the United States and say that I said that.

Mark Durham: It's not only amazing what Gibson has done, it's almost hard to understand. In the newspaper business you get used to writing newspaper stories that follow the same old line. You get so you can almost write the story from memory. But Gibson just does not fit! That's probably why I've written so many stories about Gibson; I just keep trying to get it down, trying to get it right. There are some advantages and disadvantages to this town. To get the story out, people have got to be able to understand it and believe it. It's almost as if you were writing a fairy tale for people and they say, "Well, that can't really be happening in Gibson, because I was down there a year and a half ago, and nothing like that was going on." But I think it's an advantage too, because it is such an unusual story. I just hope you continue to tell the story in the future.

John Calhoun: The majority of the work that has been done has been hard work, and it's been people doing it. It's not only "rubbing off" in this area, I think it is "rubbing off" in other neighborhoods around the county -- at least I hope it is! I just hope you continue the growth and the spirit that you've begun.

Jim Ollis: Gibson is the kind of story that I think of in my dreams of the frontier days, as I would associate you with a group of pioneers. I can remember when the word was first out about this organization coming here. Being part of the business community and the Chamber of Commerce, I heard a lot of comments, like "What's going on in Gibson?" You know, people are always suspicious when they don't understand. They were skeptical comments, like "What in the world can Gibson do?" The great thing about what you've done, and the spirit of the people, is that it's contagious. You've developed teamwork here, the kind I've seen associated with an aggressive business or a close knit family unit. It's an inspiration to the other people in Scotland County and the surrounding area. One of the great presidents, Abraham Lincoln, said something like this: "Man ought to be proud of the community from which he comes, and the community should be proud of him." That fits Gibson as fine as anything I've ever seen. Like Mark says, it's an unusual story, but if there are enough Gibsons, it won't be an unusual story. The human spirit is boundless in what it can do, and what it can motivate others to do. We've got to get the governor to recognize officially what you've done here. I will assure you that it is accomplished, one way or another. This is the story of the true spirit of this country. When you see people of all origins and all economic and educational levels sing and work together, it's the work of the Lord. What is happening here is what every community ought to have happen.

Where have you seen Gibson have an impact on county structures or other communities?

Bill Gaines: Campbell Soup Co. is just beginning its hundred million dollar plant in the area. I was talking with the manager, and here are some of the things he said, which tells you what people are thinking about Gibson. "We're going to be talking about 600 to 800 people in the next 24 months working in this plant. That means that we're going to have to recruit some good people. And you know, I understand that little town of Gibson is growing away." I said, "It is, and it's going to grow some more!" People are watching your attitude, your involvement and your togetherness. People are moving out of cities, young people especially, and they want to move to a small town like Gibson and Laurinburg, where they'll be woven into a community. That's what you are doing. I wouldn't be surprised if sometime soon you have some industrial company do a site visit. They are looking for sites where people there can pull themselves together. That's where they want to settle.

Mark Durham: I would say that Gibson is the Star of Scotland County. No one has ever told me this directly, but I want to relate a story about Wagram. They had received a grant and were trying to decide what to do with their money. They determined that they had several needs. They decided to use the grant for a community celebration, to try to bring the community together, to renew old friendships, and get back to where they felt like they were a community. This comes two and a half years after Gibson started their project, and maybe there are no connections, but it's hard for me to believe that there could not be one. I believe Gibson could claim some responsibility for things like that happening.

John Calhoun: What is happening in Gibson is just rubbing off on other communities.

Jim Ollis: About five years ago the Chamber was looking for a way to have more impact on the area. We were looking for a way to have little town hall meetings around the county, to talk with citizens. Our first meeting in Gibson, and that was three to four years ago, you could hardly get them in the little room where we met. Bruce Andrews was with us, and I remember saying to him, "There's really a spirit here I haven't seen in other places." The chamber members are concerned with the quality of life, and we have been inspired. It made me feel that we're not wasting our time trying to get people involved.

There's no question but what you're setting the example. You don't misunderstand a man with sweat running down his brow and the bag on his back and the wheelbarrow. Gibson is not being misunderstood in this area.

How can local community efforts like we've been talking about be of service to other communities?

Bill Gaines: For a town the size of Gibson to get 3,000 people to a parade, if those people hadn't been interested in what you are doing, they wouldn't have come. I'm from Maxton, and am talking about this in all my meetings. We've got to come here and talk with you about how we can get on board together.

Mark Durham: Gibson has shown that progress can be fun! So often, people don't want to get involved because the light at the end of the tunnel seems so far away. But the reason you do is because the journey is what is important. Not that the accomplishments aren't but the journey is worthwhile. I think Gibson has shown that.

Jim Ollis: I think so too. I was looking at the picture of the earthrise and remember the statement, "One short step for man, one giant leap for mankind." You're making a short step here, but it will become a giant step for mankind. Your slogan, "Gibson is the Crossroads of the Carolinas," is entirely true. What life is all about is having opportunities to be involved, and that's the sort of thing you have going here. You are the gatekeepers of opportunity. I remember John Kennedy saying, "I cannot promise you that my decisions will be the best in the world, but I can promise you that they will be the best that I am capable of making."

The Methods of Human Development

PROGRAMMATIC CHART		
Toward the Actualization of Comprehensive Human Development Projects on the Local Level		
Methodology: program -> tactic -> strategy -> development		
A ECONOMIC DEVELOPMENT LOCAL PRODUCTIVITY Toward self-sustenance	B HUMAN DEVELOPMENT LOCAL MOTIVITY Toward self-empowerment	C SOCIAL DEVELOPMENT LOCAL SOCIABILITY Toward self-reliance
Enabling local - COOPERATIVE AGRICULTURE 1. expanded cultivation 2. intensified production 3. water delivery 4. equipment pool	Reconstructing local - LIVING ENVIRONMENT 13. demand housing 14. public facilities 15. village design 16. essential services	Creating local - PREVENTIVE CARE 21. intermediate sanitation 22. family planning 23. systematic immunization 24. primary treatment
Developing local - APPROPRIATE INDUSTRY 5. cottage production 6. agro-business 7. processing plants 8. primary industry	Catalyzing local - CORPORATE PATTERNS 17. total engagement 18. community commissions 19. consensus assemblies 20. corporate workdays	Establishing local - FUNCTIONAL EDUCATION 29. early learning 30. formal schooling 31. youth training 32. adult education
Initiating local - COMMERCIAL SERVICES 9. common marketing 10. local merchandise 11. savings & loans 12. basic transport	Recovering local - IDENTITY SYSTEMS 21. community self-story 22. symbol systems 23. corporate rituals 24. village celebrations	Instituting local - COMMUNITY WELFARE 33. family development 34. women's advancement 35. youth task force 36. elderly engagement

APPROACH TO DEVELOPMENT

The Gibson Human Development Project Consultation in June 1978, was held at the invitation of the Gibson Town Board following the recommendation of a community meeting. The community also had the encouragement and support of the public and private sector leaders of the state, region, and nation, through initial conversations with local representatives and through representatives familiar with the programs of the Institute. During the consultation the community used the expertise of outside consultants to formulate its own four year plan for socio-economic development. First, the community's operating vision for all aspects of its life was articulated. Next the underlying contradictions or blocks to realizing the vision were identified. Then practical proposals were determined for dealing with the contradictions and a system of tactics devised for effective implementation. Finally, the tactics were rearranged in a chart of programs which provided focus and structure for community participation.

Immediately following the consult, members of the community and resident Institute staff began the implementation of the community's plan. Each tactic was reviewed in detail to create implementary timelines for the quarter and the next year. These specified what action would be taken, where, when and by whom. During the first month, initial steps of actuation were made in relation to each tactic with a particular emphasis upon visible signs of change. Action oriented task forces (called guilds) were formed around particular task arenas such as commercial services and education. Neighborhood groups (stakes) were formed. These began to meet on a regular basis and to encourage participation from the whole community. Events were scheduled, including community workdays, research trips, celebrations and authorization trips. Throughout the actuation of the project, a particular concern has been to solicit external support, such as technical assistance funds, inkind services and advisory assistance from both the public and private sectors of society.

Underlying all the programs that a community undertakes and behind all its achievements is an elusive but indispensable element, the human factor. It is the spirit of participation, cooperation and responsibility among the residents. This spirit generates a confidence in the future which manifests itself in the community's physical appearance, its organization and its symbols of identity. With that spirit, the development process can be carried on indefinitely. Without it, even dramatic changes will either fade away, or worse, further the factionalism already present. And yet the human factor cannot become a program in itself -- even a 'training' program. It emerges only in the midst of intensive rapid socio-economic development when the task calls forth responsibility, cooperative efforts yield demonstrable results, and momentum elicits participation. But the human factor cannot sustain the development process so long as its focus is solely on one community. Very soon accomplishments begin to be noticed by neighboring communities, and residents find themselves being asked for advice and their results imitated. They experience their effectiveness extending beyond the one community of their residence; in fact, their self-help efforts come to be seen as a demonstration of what any community can do. With that awareness the impetus to excellence increases, as does the concern to create events and programs which make the project's learnings more widely available. To the extent to which this process occurs, the spirit of responsibility, participation and cooperation becomes ingrained in the community, and its continuing development is ensured.

ONE TOWARD ECONOMIC SELF-RELIANCE IN GIBSON		TWO TOWARD COMMUNITY COHESION IN GIBSON	THREE TOWARD SOCIAL EFFECTIVENESS IN GIBSON	
BASIC RESOURCES A	COMMERCIAL SERVICES B	C	TOTAL EDUCATION D	PHYSICAL HABITAT E
CROSSROADS INDUSTRIES COMPLEX I	DOWNTOWN RECLAMATION SCHEME IV	COMMUNITY IDENTITY PROJECT VI	CONTEMPORARY LIFE INSTITUTE IX	NEIGHBORHOOD HEALTH LEAGUE XI
EMPLOYMENT SKILLS AGENCY II		CITIZEN INVOLVEMENT NETWORK VII		RESIDENT HOUSING ENTERPRISE XII
GIBSON DEVELOPMENT CORPORATION III	SMALL BUSINESS ENTERPRISE V	GIBSON COMMUNITY LYCEUM VIII	EARLY LEARNING CENTER X	LIVING ENVIRONMENT PROJECT XIII

APPROACH TO DOCUMENTATION

PURPOSE OF DOCUMENTATION

The approach used to document the Human Development Projects acknowledges the effect of the documentation process on the community, and therefore uses formats, questions and procedures which allow the community to reflect on its journey. It emphasizes accomplishments, learnings and breakthroughs rather than failures and mistakes. The latter are examined on the assumption that all experiences have implications for the future. The process attempts to reveal the creative elements and learnings. Development, by nature, is an ongoing process; experiences need to be recorded for the sake of the next steps. The scope of the documentation is total life of the community during the time of the project, not simply those events directly initiated by the project. There are many factors that influence, directly or indirectly, the process of development, making it often difficult to determine the process of development, and precisely who or what has been responsible for particular events.

The purpose of the document is threefold. First, it gives form to the story that is resident in the memory of the community. Elements such as the history of the community, legends, statistics and quotes are used to portray the process of development. The writing of the document is done in dialogue with representatives of various ages from the community. Second, it is a report of the results of efforts expended in the project. As such, it intends to render accountability to funding agencies, volunteers, authorization figures and other supporters for the use of resources they have made available. Third, it is intended to be a concrete sign of hope. As such, it holds up to all concerned with development what can happen in a community and what methods and approaches are effective.

DOCUMENTATION METHOD

The method of documentation begins with a series of visits to the community. These visits are designed to determine the common story that has emerged. A timeline of local history and a chart of accomplishments are created from these visits and shared with the community at a corporate meeting, in which they check, correct and add data. The major section of the document is a report of the accomplishments in the economic, social and human arenas. The consult document produced during the launching of the project, which includes the community's four year plan, is used as a primary screen for evaluating the accomplishments. Each part describes the intent of the community two and one half years ago, the contradictions they faced and the present indices of development. The contradictions become the backdrop for the major accomplishments and activities that were instrumental to the changes that occurred. The indicators of change are summarized, and statistical data is collected from local citizens, past reports, and public records, in order to provide various forms of the community story. Personal interviews are also made to gather individual profiles, quotations, stories surrounding significant breakthroughs, photographic records and the legends that are part of the community's memory. All of the data is then shared with a community editorial board for memory.

"Gibson is the kind of story I think of in my dreams of the frontier days - I would associate you with a group of pioneers."

-- Jim Ollis

Acknowledgements

The effectiveness of a comprehensive development effort such as the one in Gibson depends heavily on the close cooperation of the public, private and voluntary sectors; each bringing its resources to bear in a coordinated effort. That cooperation has been amply demonstrated in Gibson with the generous support and participation of many businesses, agencies, organizations and individuals.

All who have participated deserve more than appreciation. They deserve recognition for having helped to demonstrate the effectiveness of a comprehensive, local approach to community development, one that holds promise for many rural and urban communities throughout the world. The following list is an attempt to recognize those who have given direct support or assistance to the Gibson Human Development Project since June, 1978.

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Gibson Volunteer Fire Department
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The Gibson Community Development Association is a legally incorporated not-for-profit organization which focuses on the economic, human and social development of the total community. It is created and controlled by the community. The CDA can enter into business ventures, make loans, own property and receive grants and contributions. All profits are returned to the CDA to fund social and economic development programs in the community. The CDA is governed by a Board of Directors who are elected by and responsible to the community.

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