

A Study on the Issues and Countermeasures of Community Development in Huaguoyuan, Guiyang

Zhikun Zhao

School of Architecture, Southwest Minzu University, Chengdu610225, China;

1172557151@qq.com

Abstract

As China's socio-economic landscape evolves and people aspire for a better life, the significance of park communities in community development has become increasingly apparent, turning into a hot topic in both academic and policy circles. However, in the process of development, some communities, such as the Huaguoyuan Community in Guiyang, have faced notable issues. In terms of development and ecology, progress has come at the expense of the ecological environment; in resource allocation, there is an imbalance between ecological spaces, schools, and functional areas; in urban functionality, an overemphasis on development has neglected human needs; in infrastructure construction, the diverse needs of residents are inadequately met; and in community governance, the role of the public has been overlooked. This development model has led to significant problems in these communities. Based on research on park cities, this paper first conducted an extensive search and compilation of relevant theories. Using research methods such as literature review, interviews, and case analysis, it delves into the issues surrounding park community development. The aim is to provide an in-depth analysis of the problems in the development of the Huaguoyuan Community, propose feasible solutions, and promote standardization, modernization, and sustainability in park community construction and management. This research holds significant practical and theoretical value for fields such as urban planning, urban management, and public services.

Keywords

Guiyang; Community Development; Park Community.

1. Research Background

In recent years, with the development of society and the economy, park community development has become a hot topic in both academic and policy circles. Guiyang City, as the capital of a southwestern province and a typical medium-sized city, has garnered significant attention for its community development efforts. Among the communities in Guiyang, Huaguoyuan Community stands out with its impressive 18.3 million square meters of construction area, planned to accommodate 400,000 residents, and expected to have a permanent population of 500,000, earning it the titles of "The Largest Residential Area in the World" and "The Largest Real Estate Development in Asia." Despite its remarkable real estate achievements, Huaguoyuan Community's near-distorted development model, which blindly emulates the urban construction of "Manhattan, USA," has led to numerous issues. For example, public facilities are far from perfect, environmental hygiene problems are severe, and resident participation is low. These problems have seriously impacted the quality of life of local residents and hindered the modernization of Guiyang City. Despite multiple reforms implemented by the district government, there has been little improvement. Therefore, this paper aims to conduct a systematic study on the issues of community development in

Huaguoyuan, Guiyang, to identify feasible construction paths, providing references and insights for the modernization of park communities. At the same time, it aims to promote the development of park communities in Guiyang City and meet people's aspirations for a better life, holding significant theoretical and practical value.

2. Analysis of the Causes of Issues in Huaguoyuan Community Development

2.1. Analysis of the Causes of Issues in Huaguoyuan Community Development

In the case of Huaguoyuan Community, the ecological issues arise from the overemphasis on development at the expense of the ecological environment. The habitat of the ecological environment is treated as a resource for development, and endless exploitation has led to inadequate protection and maintenance of the ecological environment. Specifically, this can be elaborated from the following aspects:

2.1.1. Neglect of the Importance of the Ecological Environment

In Huaguoyuan Community, many businesses and residents overlook the significance of the ecological environment, focusing solely on their own interests and unlimited development, with ecological damage as the cost of progress. For example, some development companies in the community have illegally filled in water bodies in unsuitable locations to increase building utilization and profitability, leading to potential hazards such as surface water accumulation and bridge collapse during rainfall.

2.1.2. Lack of Planning and Protection

During the construction of Huaguoyuan Community, environmental protection requirements and construction plans are often not strictly enforced, resulting in scattered ecological resources, destruction of natural resources, and a lack of effective protection measures, transparent supervision, and prohibitive restrictions. For instance, in a city park within the community, many residents discard their trash directly into the park, severely damaging the environmental beautification and polluting the soil.

2.1.3. Inadequate Management Functions and Decision-Making

Due to deficiencies in management scope and functions, ecological issues and protection measures are constrained by economic, cultural, and community factors, preventing effective management and monitoring of ecological resources. For example, the management department of Huaguoyuan Community is often influenced by economic output and personnel allocation, leading to serious deficiencies in early warning mechanisms and environmental protection controls related to ecology.

2.2. Imbalanced Resource Allocation

In terms of resource allocation, Huaguoyuan Community faces imbalanced development of ecological, educational, and functional resources, primarily due to a development model that sacrifices the ecological environment. Specifically, this can be elaborated from the following aspects:

2.2.1. Insufficient Utilization of Ecological Resources

Huaguoyuan Community is rich in ecological resources, including mountains and natural parks. However, due to the development model that prioritizes economic growth over ecology, governments and businesses often view these resources as exploitable rather than precious public resources to be protected and developed. For example, the community's picturesque lakes are underutilized, and public green spaces have not been effectively developed and utilized, leading to negative externalities over time.

2.2.2. Imbalance in Educational Resources

Currently, Huaguoyuan has four kindergartens (three private and one public) and four primary schools and three middle schools, all public. However, these schools are unable to accommodate the large population of school-age children in the community. Based on the population of 132,000 residents, the community is currently short of five kindergartens, four primary schools, and one middle school. The community faces issues such as an imbalance between supply and demand, the presence of unqualified and fake schools, and the low quality of teachers.

2.2.3. Unreasonable Layout of Functional Areas

In terms of land expansion and planning, Huaguoyuan Community has been unable to effectively balance resource allocation across functional areas, leading to imbalances in fund utilization and economic benefits. For example, the community lacks a central focus and construction in cultural, educational, and commercial functional areas, resulting in 'hollowing out' and relatively independent functional zones, as well as wasted resources from redundant construction.

2.3. Neglect of Human Needs in Urban Functions

In terms of urban functions, Huaguoyuan Community overemphasizes development and neglects human needs, primarily due to a shift in urban development thinking that prioritizes economic interests and government dominance over a people-centered development philosophy. Specifically, this can be elaborated from the following aspects:

2.3.1. Urban Planning Neglects Human Needs

Urban planning in Huaguoyuan Community pursues construction scale at the expense of people's pursuit and demand for high-quality, vibrant, and lively urban functions. For example, in the approval process for some large-scale buildings in the community, the focus is on the macroeconomic development potential, neglecting the impact of these buildings on the surrounding environment, roads, and residential areas, thereby affecting the residents' quality of life.

2.3.2. Urban Development Detaches from Social Welfare

The establishment of the Moat Lovers' Alliance highlights the shift from promotional activities to seeking "live" opportunities. Many residents become volunteers and join the WeChat group for moat lovers, where they take care of each other and share the beauty of the moat with neighbors and tourists. For example, Huaguoyuan Community overemphasizes urban economic development while neglecting the basic needs of residents for public service facilities such as street parks, cultural venues, schools, and hospitals, leading to a lack of social welfare.

2.3.3. Unscientific Urban Governance

Huaguoyuan Community faces many issues in urban governance, such as unscientific government function allocation, poor coordination among departments, and a lack of supervision and public participation. These issues hinder smooth urban governance and the development of urban functions, adversely affecting residents' lives. For example, the community lacks scientific management in urban waste governance, including planning, supervision, and promotion, leading to some residents neglecting urban hygiene and littering.

2.4. Insufficient Supply of Diversified Needs in Infrastructure Construction

In terms of infrastructure construction, Huaguoyuan Community faces insufficient supply of diversified residents' needs, primarily due to a development model that prioritizes economic growth over ecology and the inability of urban infrastructure construction to keep pace with urban development. Specifically, this can be elaborated from the following aspects.

2.4.1. Insufficient Urban Infrastructure Construction

The construction of urban infrastructure and municipal projects in Huaguoyuan Community cannot meet the speed and quality of urban development, failing to provide residents with sufficient infrastructure services and engineering support. For example, traffic congestion is severe in the community, causing inconvenience for residents' commuting and travel, as well as issues with urban response speed, road mobility, and drivability.

2.4.2. Insufficient Supply of Urban Infrastructure

In infrastructure construction, Huaguoyuan Community often focuses only on scale while neglecting residents' diversified needs, such as cultural and entertainment facilities, sports venues, and community parks. For example, with the population's migration into the community, there is a lack of community public cultural spaces, cultural activities, sports venues, and other facilities, affecting residents' quality of life and social interactions.

2.4.3. Lack of Scientific Planning in Urban Infrastructure Investment

Huaguoyuan Community lacks scientific planning in urban infrastructure investment, leading to overinvestment in some infrastructure while others are in shortage, leaving some residents' needs unmet. For example, the community has planned and constructed a large number of apartments and office buildings but lacks investment in infrastructure such as hospitals and schools, resulting in inadequate medical and educational resources.

2.5. Neglect of Public Participation in Community Governance In terms of community governance, Huaguoyuan

In terms of community governance, the role of the public in Huaguoyuan Community is often overlooked. This issue primarily arises from the administrative priority driven by horizontal assessment mechanisms, performance-oriented mindsets, and the failure to strengthen community democracy and social organizations under traditional governance models. Compared to other regions across the country, the resident organizations in Huaguoyuan Community are relatively weak. Specifically, this can be elaborated on in the following aspects:

2.5.1. Issues with the Community Democratic Management System

The Huaguoyuan Community still faces numerous shortcomings in establishing a democratic management system. These shortcomings are mainly reflected in unclear power distribution, inefficient operations, low participation rates, and the limited effectiveness and operability of the democratic management system. Residents hope for clearer policies to better understand them. At the same time, the community democratic management system needs further improvement in terms of organizational forms, mechanisms, and methods to better fulfill its practical and constructive roles.

2.5.2. Insufficient Public Participation Awareness

Residents of Huaguoyuan Community have a relatively low level of awareness in sharing and participating in community governance, resulting in many issues not being effectively addressed by the public. Consequently, issues related to people's livelihood remain unresolved.

2.5.3. Weak Community Organizations

The Huaguoyuan Community suffers from weak organizations and slow development of social organizations, which is another factor affecting community governance. For example, among the existing non-governmental organizations, many exist only in name and struggle to play a practical role.

3. Analysis of Paths to Enhance the Construction Level of Park Communities in Guiyang

3.1. Paths to Enhance the Quality of Life for Residents in Guiyang Communities

3.1.1. Emphasize Human Needs and Formulate Technical Specifications that Meet Functional Requirements and Practical Development Needs

The construction of the Huaguoyuan community should always be oriented towards meeting people's needs, aiming to build an ecological urban area that aligns with the actual needs of society and residents. For example, in housing construction, corresponding technical specifications and house maintenance standards should be formulated based on the actual needs and economic levels of community residents, ensuring that the housing in the community is suitable, comfortable, and economically efficient. Additionally, to facilitate residents, various public and service facilities such as fitness centers and shopping malls should be established.

When formulating technical specifications, it is important to consider the local environment and actual conditions, leverage regional and talent advantages, and cultivate new technologies and innovative industries. For instance, leveraging artificial intelligence, big data, and intelligence to enhance the intelligence and convenience of daily life and transportation aligns with the characteristics and development direction of Huaguoyuan. At the same time, the community should also focus on bridging the digital divide, particularly for the elderly, disabled, and special populations, by providing specialized services to ensure they can enjoy the same conveniences as others.

3.1.2. Leverage the exemplary and leading role of Party members.

Government staff should strengthen communication with personnel within the Huaguoyuan community, and through these community staff, connect with Party member residents within the community. Party members should play a leading and exemplary role, taking the initiative to cooperate with government work, assisting the government in timely communicating with residents in the old community, and promoting the benefits of the future park community. They should encourage residents in the old community to cooperate with government efforts. Party members must strictly discipline themselves, actively participate in community cultural construction, and work towards building a happy, harmonious, and beautiful family culture and community culture, thereby accelerating the construction of a highly harmonious future park community that is livable and business-friendly.

3.1.3. Advocate for collaborative building, governance, and sharing, emphasizing public participation.

Collaborative building, governance, and sharing is a key concept in the governance of the Huaguoyuan community. The governance of the Huaguoyuan community requires fully leveraging the enthusiasm and autonomy of residents, exploring the talents and resources of community residents and businesses, and continuously stimulating people's creative vitality and inspiration. For example, in decision-making, consideration can be given to conducting opinion solicitation from residents and establishing community councils to fully listen to residents' opinions and suggestions, allowing community residents to fully participate in and share the fruits of governance. At the same time, community resources and innovative forces can be actively explored and utilized, establishing a unified community volunteer service platform to encourage and support residents and businesses to participate in public welfare undertakings, thereby enhancing the cohesion and centripetal force of the community. On this basis, the Huaguoyuan community can better achieve the goal of collaborative building, governance, and sharing, creating a more vibrant and dynamic community ecosystem.

3.2. Paths Related to Community Spatial Morphology and Development Planning

3.2.1. Accelerating the Establishment of a Platform or Neighborhood Order Management System

In response to the social security issues in the Huaguoyuan community, accelerating the establishment of a platform or neighborhood order management system is a necessary measure. During the construction process, emphasis should be placed on multi-party cooperation, collaborating with relevant government departments, community residents, and volunteer organizations to establish an information-sharing mechanism and strengthen supervision and management within the jurisdiction. At the same time, when enhancing the construction of the Huaguoyuan Community Service Center, a more comprehensive management structure should be established, with increased investment in facilities and personnel, striving to achieve "one-stop" services to facilitate residents' affairs, inquiries, and complaints. Furthermore, multiple neighborhood committees should be established, each responsible for areas covering comprehensive rectification, environmental and hygiene inspections, comprehensive social security rectification, supervision and inspection, rectification publicity and mobilization, etc., to arrange and deploy rectification work. Through these measures, the quality and level of community governance can be improved, while also enhancing the civilization level within the community and the happiness of community residents.

3.2.2. Promoting Volunteer Service

In the governance of the Huaguoyuan community, encouraging residents to actively participate in volunteer service is one of the typical characteristics of the autonomous community management model in the United States. By establishing and improving the volunteer service system, more residents are encouraged to actively participate in community management and governance, promoting community autonomy and development. At the same time, by strengthening the construction of community spiritual civilization, conducting cultural teams, community volunteer activities, and other forms, the cultural life of residents can be enriched, their cultural literacy can be improved, and a civilized, united, and harmonious image of the Huaguoyuan community can be created. When implementing this strategy, the organization and management of volunteer service should be strengthened, with the implementation of volunteer service reward mechanisms and activities such as "Volunteer Service Month" to enhance residents' sense of participation and belonging. At the same time, it is necessary to fully leverage the leading and radiating role of volunteer service, introducing it into different areas of community governance and cultural construction, promoting residents' autonomy and self-supervision, and driving the civilized and harmonious development of the Huaguoyuan community.

3.2.3. Significantly Improving Transportation

To strengthen and optimize transportation management, it is necessary to improve the construction of the urban road network. The government should increase funding, accelerate the improvement of transportation construction in areas with narrow and congested roads, introduce policies and methods for smooth traffic, and reduce traffic congestion. It is also necessary to strengthen the order of vehicle parking, for example, by setting up vehicle parking signs at 100-meter intervals along streets to remind residents to park properly and reduce the phenomenon of disorderly parking of vehicles on sidewalks.

3.2.4. Utilizing Smart Governance to Create a Future Healthy Community

Smartness is a new trend in the development of future communities. In the construction of the Huaguoyuan community, the technological development trend of society should be analyzed,

taking into account the aspirations and life values of community residents, and leveraging smart technology to enhance the overall governance service level of the community and the quality of life of residents. For example, using intelligent encryption technology and big data analysis, more rigorous, meticulous, and secure community supervision can be provided to ensure the safety of residents' lives and property. At the same time, the Huaguoyuan community should also offer services such as smart healthcare, smart elderly care, and smart transportation, providing comprehensive and personalized smart services to community residents. For instance, with the help of mobile phones and other devices, users can query community information, access government services, recharge public transportation cards, summon community volunteers, and more anytime and anywhere. Such intelligent governance and services will make the Huaguoyuan community a future healthy community, while strengthening information security measures in corresponding operations.

3.3. Paths Related to Community Natural Environment

3.3.1. Strengthen Comprehensive Governance

In response to the current situation in the Huaguoyuan community, it is necessary to vigorously strengthen comprehensive governance and create a favorable community environment. The following aspects should be noted in this process: Firstly, accelerate the establishment of a complete environmental sanitation management system. For waste classification management, waste can be classified at the source, with separate collection for waste generated by businesses and residents to promote the development of waste classification. At the same time, increase environmental sanitation facilities and introduce sanitation standards to further standardize cleaning and garbage collection processes, thereby enhancing the internal sanitary environment and living quality of the community; Secondly, the municipal and district governments should organize departments such as urban management, traffic police, transportation management, public security, and market supervision to carry out comprehensive environmental governance actions in the Huaguoyuan community and its surrounding areas. The number of staff can be increased to provide stronger support and guarantee for community environmental issues; Thirdly, strictly control the traffic on main roads, clear surrounding vendors and unreasonable parking spaces, and promptly add environmental sanitation facilities. Especially in areas with chaotic traffic, effective measures need to be taken to ensure smooth and orderly traffic within the community; In addition, it is also necessary to strengthen publicity and education for community residents to enhance their environmental awareness and sense of responsibility, and cultivate a civilized, harmonious, and law-abiding community culture. At the same time, the construction of community volunteer service teams can be strengthened to enhance volunteer services and patrol supervision within the community, jointly maintaining the beauty of the community environment.

3.3.2. Promote the "Livable Revolution" in the Huaguoyuan Community: Develop Public Spaces to Alleviate Residents' Living Pressure

With the acceleration of urbanization and the gradual prosperity of urban real estate, the issue of dense construction in the Huaguoyuan community has become increasingly prominent. To alleviate residents' living pressure and improve their living environment, the "livable revolution" in the Huaguoyuan community can be promoted by developing public spaces, thereby reducing residents' living stress and enhancing the overall sense of happiness and spontaneous identity within the community. Firstly, develop public spaces and improve the community living environment. Various public facilities and service places, such as community health stations, squares, parks, libraries, and exercise equipment, can be constructed. These facilities will provide daily services to residents and also serve as important venues for people to communicate, engage in sports, and cultural activities; Secondly, alleviate residents' living pressure and improve housing conditions. Housing supply and renovation can be strengthened,

providing different types and prices of housing that meet the needs of various residents, narrowing the housing gap between residents of different incomes. At the same time, a resident-initiated decoration and beautification plan can be implemented to encourage residents to participate in improving their housing environment, thereby enhancing their enthusiasm and satisfaction in the process; Finally, improve community management and create a better life. The community management mechanism can be strengthened by establishing a community management system that includes citizen representatives, community management personnel, social workers, and other levels. Advanced information technology management systems can be adopted to promptly collect, process, and maintain the community's living environment, avoiding timely existence and handling of issues, and improving residents' quality of life.

3.4. Paths Related to Community Economy and Industrial Development

3.4.1. Building a New Economic Ecosystem for the Huaguoyuan Community

For the economic development of the Huaguoyuan community, a new economic ecosystem can be established. Not only can economic growth be driven through investment attraction, but a cultural economic circle can also be formed based on local specialties, intangible cultural heritage, and culinary culture. By increasing promotional efforts, diversified consumption can be promoted. Additionally, a new industrial landscape can be opened up, leveraging the "Future Park Community+" concept to develop green ecological industries and culinary culture.

Firstly, commercial projects such as hotels, supermarkets, and shopping malls can be actively introduced near the park community, bringing more consumption and economic benefits to the Huaguoyuan community. At the same time, a favorable business environment can be cultivated within the community to attract various small shops and specialty stores, showcasing and promoting local culture, specialties, and cuisine. This will not only create job opportunities but also establish a new cultural economic circle.

Secondly, the "Future Park Community+" concept can be adopted to develop green ecological industries and culinary culture. For example, organic vegetables and fruits can be cultivated, and specialty restaurants and culinary brands can be established to promote a healthier and more environmentally friendly lifestyle, providing community residents and tourists with more diversified and healthier food options. At the same time, the protection and development of intangible cultural heritage can be strengthened, and professional promotional activities can be conducted to disseminate the unique cultural charm of the area to society.

Lastly, promotional efforts need to be intensified to enhance the brand awareness and reputation of the Huaguoyuan community, attracting more tourists and consumers to participate in community development. Various channels can be utilized for promotion, such as news media, social media, and public welfare activities, to strengthen the community's influence and appeal.

3.4.2. Raising Funds for Community Development through Multiple Channels

Drawing on the experiences of countries such as the United States, Singapore, and South Korea, government financial allocations and social donations are the primary sources of funding for construction. In contrast, European countries raise funds for community development by establishing foundations. These countries have also actively explored new channels for sourcing funds for community development and autonomy. In the Huaguoyuan community, social forces can be leveraged to raise funds through methods such as soliciting donations from the public to support community development. Simultaneously, fundraising activities can be effectively conducted through internet platforms, community charity initiatives, and other means that facilitate donations and management. Furthermore, the establishment of foundations or similar organizations can be considered to raise funds through solicitations for

the construction and improvement of the Huaguoyuan community. Additionally, developers, merchants, and enterprises can be encouraged to jointly invest in community development, participate in the construction and management of public facilities or landscapes, and collaborate in community operation and development. At the same time, community residents should be encouraged to actively participate in community activities, organize various community cultural events and volunteer service activities, thereby unifying community forces and enhancing residents' sense of identity and belonging to the community.

4. Conclusion

The construction of park communities is an essential component of urban modernization and improving residents' quality of life. This paper, taking the Huaguoyuan community in Guiyang City as a case study, explores the existing issues and feasible construction paths in its community development. The study reveals that the Huaguoyuan community faces various challenges, including inadequate public facilities, severe environmental hygiene problems, and low resident participation, which hinder urban modernization and the enhancement of residents' quality of life. Meanwhile, the research proposes several strategies to address these community issues, such as building a public service center, increasing green coverage, and boosting resident participation. This study offers new ideas and methods for the research on park community construction and management, contributing practical and theoretical value to fields such as urban planning, city management, and public services. Although some research findings have been achieved, there are still limitations, such as the lack of deep analysis on certain issues in the empirical study, which need to be further refined and supplemented in future research. We believe that with continuous exploration and innovation in park community construction and management, future urban community services and management will become more comprehensive, modern, and sustainable, providing better support for residents' quality of life.

Acknowledgements

Fundamental Research Funds for the Central Universities (2024SYJSCX143): "Research on the practice of digital governance empowering the integration of 'three governance' in traditional ethnic villages: taking the ethnic minority areas in western Sichuan as an example".

References

- [1] Zeng Jiuli, Tang Peng, Peng Geng, et al.: Exploration and Practice of Planning and Constructing a Park City in Chengdu, *Urban Planning*, Vol. 44 (2020) No. 8, p. 112-119.
- [2] He Qixiao, Tan Shaohua, Shen Jize, Sun Yawen: Research Progress on the Social Benefits of Community Parks from the Perspective of Neighborhood Well-being, *Landscape Architecture*, Vol. 29 (2022) No. 1, p. 108-114.
- [3] Wang Zhongjie, Wu Yan, Jing Zeyu: Park-like City, Scene-based City - New Thoughts on the Construction Mode of "Park City", *Chinese Garden*, Vol. 37 (2021) No. S1, p. 7-11.
- [4] Liu Suyan, Zhang Lin, Jia Hu: Study on the Interactive Relationship between Health Behavior and Landscape Environment in Community Parks, *Housing Science*, Vol. 41 (2021) No. 8, p. 1-7.
- [5] Zhou Yiyang, Yang Xiao, Li Guo, Xue Shuang, Tan Jingbo: Exploration of Park Community Planning Method Based on the Concept of Park City - Taking the Planning of Jiaozi Park Community in Chengdu as an Example, *Urban and Rural Planning*, Vol. (2019) No. 1, p. 79-85.
- [6] Rong Hao: Exploration of Industry-Education Integration in Applied Universities from the Perspective of Resource Integration, *Educational Observation*, Vol. 12 (2023) No. 1, p. 65-67+75.
- [7] Zou Xiangyong: Inspiration for the Development of Dadukou District in Chongqing from Chengdu's Construction of a Park City, *Contemporary County Economy*, Vol. (2023) No. 3, p. 44-47.

- [8] Zhang Yuhan, He Jinhai, Zhu Zhijun: Ideas and Practical Suggestions for Building Park Communities under the New Development Concept, *Sichuan Architecture*, Vol. 43 (2023) No. 1, p. 11-14.
- [9] Yuan Ke: Park City: Towards High-quality Urban Construction in the New Era, *Journal of Shihezi University (Philosophy and Social Sciences)*, Vol. 37 (2023) No. 1, p. 16-22.
- [10] Liang Xiaonan: The Impact of Population Mobility on Residents' Consumption Levels from the Perspective of the New Development Paradigm - Based on the Moderating Effect of Employment Activity, *Journal of Commercial Economics Research*, Vol. (2023) No. 5, p. 63-66.
- [11] Chen Siyang: Exploration of the Renewal Effects of Urban Super-large Communities - Taking Guiyang Huaguoyuan as an Example, *Beauty & Times (Urban Edition)*, Vol. (2020) No. 8, p. 29-31.
- [12] Zhao Guangyong, Wang Xianglai: Economic Incentives, Interest Links, and Resident Participation - An Exploration of the "Integral Bank" Mechanism in Community Governance, *Observation and Thinking*, Vol. (2023) No. 2, p. 93-101.
- [13] Chen Jichang, Jiang Wen: Government Participation in Community Building in South Korea and Its Implications, *Journal of Yanbian University (Social Sciences)*, Vol. 56 (2023) No. 2, p. 5-12+141.
- [14] Zou Zexian: Re-empowering Idle Industrial Building Resources in Old Industrial Communities, *Shanxi Architecture*, Vol. 47 (2021) No. 20, p. 18-20+23.
- [15] Shi Yungui, Liu Xiaoyan: Construction and Operation of a Green Governance System for County-level Governments, *Social Science Research*, Vol. 234 (2018) No. 1, p. 81-88.