How do they achieve high satisfaction in the community? --- The strategy of A Community in Yangpu District to solve the "difficult parking" problem

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Abstract：The comprehensive management of "parking difficulty" is an important measure to practice the important concept of "people's city", an inevitable　requirement to ensure urban safety, and an important starting point to promote urban fine management. The General Office of the Shanghai Municipal People's Government has formulated the Three-year Action Plan for Building "Beautiful Homes" in Shanghai Residential Communities (2018-2020) according to the "Working Opinions on the Comprehensive Management of Residential Communities in Shanghai" (Shanghai Government Office issued No. 3, 2015), of which the difficulty of parking in Shanghai is an important part. In recent years, Yangpu has continuously innovated the road of community governance, many old residential areas have vigorously "long" new stories, Yangpu has continued to promote the "parking resources optimization" public support project, combined with the construction of "beautiful home" and the deepening of community parking autonomy.From the "parking difficulty" problem district to the parking demonstration district, based on the social permission model and the collective action theory, the mission-oriented political party theory and the participatory governance theory, this paper combines the field research results to conduct A multidimensional analysis, and deeply analyzes the key factors of the successful solution of the "parking difficulty" problem in the district A. Community party building to give play to the　leading advantages, multiple main bodies to cooperate and participate together, to re-plan the greening of the community, efficient use of land resources, clever use of "east wind" to reduce construction costs, etc., are the successful way for A community to solve the problem of "parking difficulties". Community A sets a model for how to solve the problem of "parking　difficulty" in old residential areas, and also provides a meaningful reference value and important contribution to the grassroots governance work in Shanghai.

Key words: "parking is difficult"；Multi-subject；participation；Community party organization；Residents committee；Case Text

1 Quotation

The report of the 20th National Congress of the Communist Party of China points out that it is necessary to improve the social governance system and build a community of social governance where everyone has responsibilities, fulfills their duties and enjoys the benefits[1] Since the launch of this project, new governance models and technical means have been explored in relevant aspects, focusing on tapping potential and expanding capacity in places where conflicts are concentrated, such as communities and hospitals.With the continuous acceleration of urbanization, the increase in urban population and the constant rise in the number of vehicles, the problem of "difficult parking" for small cars is still gradually worsening. This issue is particularly prominent in old residential areas, especially in the community areas located in the central urban area. In this case, the A community at Lane 00, Gongjun Road, Yangpu District, Shanghai, was built in the 1990s. Due to its early construction time, during the initial construction period, residents had little demand for parking Spaces, and the available space between buildings was limited. Therefore, no underground parking lot was set up within the community. The community is confronted with problems such as narrow roads, difficulty in parking, disorderly greening, and difficulty for residents to travel. Through the Party branch of the X Residential Area Community giving full play to the

role of the "three engines" of Party building leadership, taking the creation of A good-neighborly community as the starting point, adhering to the people-oriented principle and resident self-governance, and seizing the opportunity of the "Beautiful Home" project and "Three Micro Governance", A Residential Area has seized the opportunity With thorough preparations, taking advantage of this "favorable wind", the problem of "difficult parking" was improved, and the results were very remarkable.

So, compared with similar old residential areas that have long been plagued by the problem of "difficult parking", how did Community A break through the predicament of "difficult parking" and what "solutions" did it propose? This case elaborates in detail on the entire process of the project's implementation and explains the successful approach to the co-construction community governance of this residential area, providing a reference for other similar old residential areas in Shanghai.

2 Research Subjects

Through visits and investigations of the A Community at Lane 00, Gongjun Road, Yangpu District, Shanghai, it was learned that it is under the jurisdiction of the X Community Committee of Dinghai Road Sub-district. It is adjacent to Gongjun Road to the west and surrounded by science and engineering on three sides. It was built in the 1990s and is currently a mixed type, including small market commercial housing, public housing after sale and public housing for rent. According to on-site visits and research, it is learned that there are 26 six-story buildings, 3 20-story high-rise buildings, and one low-rise building, No. 20, which is a nursing home. The total area is 72,589 square meters, with a total of 839 households and an actual population of about 2,250. The proportion of people aged 60 and above is 48.5%.

3 Case Issues

1."Urgent, difficult, worrying and pressing" issues: "pain points, blockages and difficulties" occur frequently, and the "lifeline" is severely restricted

As Community A was built relatively early, the income of the residents in the community was generally not high at the time of construction, and the number of families purchasing small cars was small. Therefore, the developer did not consider building an underground parking garage when constructing the community. However, with the continuous improvement of people's living standards, the number of residents purchasing small cars has been increasing year by year.

2. Resident Participation and Self-governance: The implementation of "Whole-process people's democracy" promotes the reverse growth of the community

The community's Party branch actively promotes "full participation, consultation and supervision by all residents throughout the process", strengthens residents' self-governance and community co-governance under the leadership of the Party building, collects public opinions in the early stage of problem-solving, conducts consultation and discussion in the middle stage of problem-solving, and focuses on supervision and management in the later stage. In the early stage of the renovation, various voices about the "difficult parking" problem in the community came one after another.

3.Riding on the "tailwind" to facilitate renovation: Leveraging the "Beautiful Homeland Construction" initiative, renovation has been accelerated

The concept of "Beautiful Home Construction" was first proposed in 2018. According to the "Work Opinions on the Comprehensive Management of Residential Communities in Shanghai" (Shanghai Municipal Government Office Document No. 3 [2015]), the General Office of the Shanghai Municipal People's Government formulated the "Three-Year Action Plan for Building a 'Beautiful Home' in Residential Communities in Shanghai (2018-2020)". It specifically expounds the overall requirements, main tasks and safeguard measures for the construction of a beautiful home, covering various aspects such as the renovation of old housing, the renewal and transformation of facilities and equipment in the community, the charging facilities for electric bicycles, the parking of small cars in residential communities, and the comprehensive management of garbage and the environment in the community.

4.Building a harmonious community: Implement multiple measures efficiently and participate in improvements simultaneously

With the in-depth advancement of the "Beautiful Homeland Construction" project, a battle of wisdom and unity over

the problem of "difficult parking" has officially begun. During the implementation of the "Beautiful Home Construction" plan, the neighborhood committee considered innovatively renovating the green belts to solve the problem. However, this required inviting construction teams to enter the community on their own to transform the green belts into the required parking Spaces. Secretary Zhou is well aware that to solve the problem of "difficult parking", it is necessary to break the routine, seek innovative paths and put them into practice. However, another major problem emerged. The neighborhood committee has made great efforts in hiring a construction team and learned that it would cost as much as 1 million yuan to transform the green belt into a potential parking space alone.

4 Case Analysis

4.1 Introduction

In the complex landscape of contemporary urban governance, communities, as the basic units of cities [2], their governance effectiveness is directly related to the quality of life of residents and the harmony and stability of society. With the rapid development of the social economy and the sharp increase in the number of private cars, the problem of "difficult parking" has become a universal challenge faced by many urban communities. It not only tests the wisdom of urban managers, but also profoundly affects the resident relations and governance ecology within the community. This case takes the governance of the "difficult parking" problem in Community A of Yangpu District as an example. Based on the "social permit" model, it analyzes and refines the experience throughout the entire process of parking governance in Community A, providing beneficial thoughts and references for promoting the modern transformation of urban community governance and achieving a social governance pattern of co-construction, co-governance and shared benefits.

4.2 Theoretical Perspective

4.2.1 Collective action theory

Collective action theory was proposed by the American economist and sociologist Mancur Lloyd Olson. Its core lies in studying how groups overcome free-riding behavior and get out of the predicament of collective action. Before the 1960s, the traditional theory of interest groups held that groups composed of people or organizations with common interests always tended to enhance such common interests and thus maximized their interests by taking collective actions [3]. However, in his book "The Logic of Collective Action", Olson refuted this view. He believed that unless the number of people in a group is small, or unless there are coercive or other special means to make individuals act in accordance with their common interests, rational individuals seeking their own interests will not take action to achieve their common or group interests [4].

4.2.2 Mission-driven Party Theory

The term "mission-driven political party" was first proposed by Professor Tang Yalin of Fudan University in an article titled "Reconstruction of the Connotation, Discourse Narrative and Development Strategy of Chinese-Style Democracy". He believes that the assertion made by Western scholars represented by Satori that modern political parties act as intermediaries between the state and society does not apply to the analysis of the Communist Party of China. In this case, the community Party branch of Community X has always stood on the people's side, united and led the "two committees" and the "three horses" to achieve micro-updates in the community, solve the "urgent, worrying, difficult and expected" livelihood projects of the residents of Community A, overcome the problems of "opening up the life passage", and solve a series of bottlenecks, pain points and difficulties such as "difficult parking" It has benefited more than 2,200 residents in the community.

4.2.3 Participatory Governance Theory

Since the 1990s, with the emergence of "governance", "participatory governance" has begun to be adopted in the academic circle. Participatory governance refers to the process in which individual citizens, organizations and the government, who have a stake in policies, jointly participate in public decision-making, resource allocation and cooperative governance [5]. Its core concept is "participation". Without participation, there is no governance. It emphasizes the diversity of participating subjects, their equal and direct participation, as well as their full-process participation. In this case, the district where Community A is located is Yangpu District. To some extent, the concept of "People's City" was first advocated there. In recent years, this idea has been consistently implemented: "The people build the people's city and the people's city

serves the people." In the "Three Micro Governance" project, this concept has always been adhered to, actively guiding residents to participate.

4.2.4 Social Licensing Model

The social license to operate emerged in the mid-1990s. This concept did not originate from academic discussions but originated from the needs of social reality [6]. In the 1990s, James Cooney, the vice president of a gold mining company, realized that the frequent occurrence of similar problems in the industry was all due to the resistance of residents, which caused serious losses to enterprises. Later, he first introduced the concept of "social permission" into the mining industry, calling on everyone to pay attention to the public's attitude and take into account the public's permission in project development.This case study, based on the social licensing model, analyzes the successful approach to solving the parking problem in Community A from four aspects: cultural and social background, fairness of benefit distribution, impartiality of procedures, and the leading role of grassroots Party building.

4.3 Case Analysis: Based on the Social Licensing Model

4.3.1 The influence of cultural and social background

Cultural background has a significant impact on the enhancement of citizens' participation awareness. Since China's reform and opening up, with the gradual improvement of the democratic political system and the vigorous development of the market economy system, the people's ideological consciousness has undergone awakening and transformation. This process has not only promoted profound adjustments in the social structure but also prompted the public to deeply rethink the traditional model where social rights are dependent on public power. Residents generally realize that the balance between individual rights and public power is an indispensable part of building a harmonious society. As a result, their enthusiasm for participating in political affairs and discussions has significantly increased.

4.3.2 Fairness in benefit distribution

As a public resource, parking Spaces often have the characteristics of non-exclusivity and non-competition when they are not specifically divided and managed. This means that the residents of the community have a vague understanding of parking rights, which leads to the "first come, first served" parking phenomenon. As a result, some car owners occupy parking Spaces in advance for a long time, making it difficult for other car owners to find suitable parking spots.

4.3.3 The fairness of the procedure

In this case, procedural fairness is reflected in different stages of problem-solving, including decision-making, consultation and management, etc. All relevant subjects solve the problem in accordance with the regulations and procedures to ensure the process is open and transparent.

(1) With the joint participation of multiple parties, the effect of democratic decision-making is remarkable

During the decision-making stage, the transparency of the decision-making process is mainly reflected through the transparency of the decision-making procedures and the public disclosure of regulations and rules. Before making a decision, the leader takes the lead and widely solicits opinions and suggestions from the owners' association and relevant stakeholders to make full preparations for the subsequent relevant management regulations and reform measures. In this case, through the joint participation of multiple parties such as the leadership organization of the neighborhood committee, the collaboration of the owners' committee, and the involvement of residents, the rules and regulations concerning parking space management in this community were formulated.

(2) Information is open and transparent, and residents' diverse opinions are respected

During the negotiation stage, the transparency of information and the establishment of participation mechanisms in Community A fully reflect the fairness of procedures. In this case, Community A adopted A communication process that combined bottom-up and top-down approaches.

(3) Fully strive for the interests of residents and achieve a "win-win" situation through "mutual efforts"

The transparent management of housing security funds is carried out by grassroots Party organizations adhering to the principle of taking from the people and using for the people, and deeply implementing the development concept centered on the people. They withdraw 20% of the parking revenue after the reform and evenly distribute it to the accounts of the

residents. In order to achieve a more intuitive and clear display of the flow of funds, the amount of funds is digitized and presented in an accurate and error-free digital form. Residents can use their mobile phones to check the increase or decrease of the housing security funds in their accounts in real time on relevant platforms. Presenting the housing maintenance guarantee fund in an open and transparent manner not only greatly enhances the transparency of management but also enables residents to feel an unprecedented sense of participation and trust, truly achieving the openness and transparency of financial information and increasing citizens' trust in the government.

4.3.4 The leading role of grassroots Party building

(1) The leading role of Party building is strong, and the implementation of countermeasures is localized

The key to community building lies in turning the block into a community. Only on the basis of the gradual participation of community members can in-depth interactions among community members be triggered in the process of self-help and mutual assistance, community co-construction and community elections, and a tangible connection be established between residents, units and the initially integrated street administrative network. Ultimately, within the scope of the streets, the grassroots society that has become loose during the process of reform and market mechanism development is integrated and consolidated into a regional social community.

(2) The advantages of the role of Party members are significant, and the pass rate of residents is high

The leading and exemplary role of Party members has played A significant role in the renovation of the parking problem in Community A. The Communist Party of China has over 60 million members. Members are outstanding individuals in political and social life, and they are also citizens of the country and residents of the community. As a member of the Communist Party of China, one has a lofty sense of mission to build the country and serve the people. As citizens and community residents, we have the same emotional and material needs as ordinary members of society. After their relations were localized, the work of many neighborhood committees relied on mobilizing retired Party members, whose strength played a leading role. During the interview with Secretary Zhou of Community A, it was learned that the first time the residents' approval turnout for policy implementation reached as high as 96%, it was not merely the result of the efforts made by the neighborhood committee.

(3) Make concerted use of the power of the masses and encourage public participation to facilitate the renovation

The working approach of community construction in cities marks that community work has moved from the previous relatively simple "service" to a new stage of comprehensive promotion. By mobilizing community residents and shaping A good and orderly grassroots society, the social identity and sense of belonging of the masses have been strengthened. Community A attaches great importance to enhancing service functions and doing practical things for the people.

(4) The Party organizations in residential areas have strong innovation capabilities and high utilization rates of both hard and soft resources

The grassroots government of Community A has been constantly innovating in the countermeasures for the parking problem renovation. During the on-site investigation, it was directly felt that the grassroots government has been continuously expanding and innovating the countermeasures for the community parking problem renovation. Secretary Zhou said that when considering how to increase the number of parking Spaces, the green area in front of the buildings became the first choice. Secretary Zhou also indicated that if the green space in front of the building is converted into parking Spaces, the green space needs to be transferred. After detailed consultation with relevant departments before the renovation, it was found that the green area of the community should be no less than 30% to meet the standards. Therefore, during the process of transferring the green area of the community, the grassroots government of A community formulated innovative strategies: on the one hand, it was to transfer the occupied green area; On the other hand, transforming the parking Spaces into a grid pattern not only reduces the pressure of replenishing the green space in the future but also enhances the aesthetic appeal in front of the buildings in the community.

5 The Successful Path to Jointly Building Community Governance

In the face of the "difficult parking" problem in Community A, all parties within the community, including the community Party branch, the residents' committee, the property management, and the residents, have taken active actions to

jointly contribute to the successful resolution of the "difficult parking" issue.

The community's Party branch plays a significant leading role in community governance. In the early days, the community's Party branch actively listened to the problems reflected by the residents, believing that this was a major challenge in community governance and could not be taken lightly.It also shows that the neighborhood committee has a strong sense of responsibility for the problem of "difficult parking".

As the executor and coordinator of community governance, the neighborhood committee plays a significant role in the process of community renovation. In the "Three Micro Governance" project of Community A, the neighborhood committee not only drafted relevant plans, proactively connected with various government departments, sought expert opinions to ensure the scientificity and feasibility of the renovation plan, but also actively organized meetings for the building leaders to convey the specific contents of the plan.

As one of the main bodies of community governance, residents' satisfaction and participation are important indicators for measuring the effectiveness of community governance. In the "Three Micro Governance", residents not only actively reflect the problem of "difficult parking" in the community, but also actively participate in the discussion and decision-making of the plan throughout the project.

In addition to the active participation of the community's Party branch, the residents' committee and the residents, the property management of A Community has also played a very important role. This top-down and multi-party participation approach not only ensures the smooth implementation of the renovation plan but also enhances residents' trust and support for the Party organization and the neighborhood committee, providing a powerful guarantee for the improvement of community governance efficiency.

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