

Research on the Collaborative Mechanism of Multiple Stakeholders in Trust-based Property Management from the Perspective of the SFIC Model

-- Taking Changshouyuan Community in Chengdu as an Example

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ABSTRACT

Based on the primary models of lump-sum and fee-based property service systems, a "weak-strong" cooperative relationship has been established between community owners and property service companies, leading to significant conflicts between owners and property companies under traditional governance models. In the process of modernizing community governance, how can property management and residents achieve efficient collaboration? This study, based on the SFIC model and taking Changshouyuan Community as an example, explores the collaborative mechanism of multiple stakeholders in trust-based property management.

KEYWORDS

Trust-based Property Management; Multi-stakeholder Collaboration; SFIC Model.

1. INTRODUCTION

Grassroots governance is the cornerstone of national governance. The community serves as the basic unit and key link of national governance, representing the "last mile" in implementing the decisions and deployments of the Party Central Committee, as well as the "first mile" in connecting and serving the masses. It is an important platform for residents to participate in public affairs. How can deliberative democracy be effectively implemented at the grassroots level, and how can consensus be formed among the grassroots masses? With the process of urbanization, urban grassroots democracy presents new characteristics, new requirements, and new challenges in the new era, as social structures change, social interaction and communication methods change, and grassroots governance issues and demands change.

In recent years, with the continuous acceleration of urbanization in China, the population has gathered in urban communities, and old residential areas are facing many challenges. Property management, as an important component of grassroots social governance, has increasingly become a focus of attention from all sectors of society. The traditional property service model is unable to meet the needs of community governance and residents' daily lives. Property conflicts arising from residents' community governance and interests have become increasingly prominent, becoming a new point of social problem growth, risk accumulation, and conflict outbreak. Trust based property management is a property management model that achieves owner autonomy and democratic participation through

trust legal relationships. It emphasizes that owners are the main body of community governance, and through collective decision-making and entrusted management, realize democratic management and supervision of property affairs. It is seen as a possible path to solve the dilemma of traditional property management. From the perspective of deliberative democracy, the introduction and promotion of trust-based property management is essentially a process of multi-stakeholder participation and decision-making through consultation. Consultative democracy emphasizes reaching consensus and resolving public issues through equal and rational dialogue and negotiation. Therefore, how to promote the effective implementation of trust-based property management through the mechanism of consultative democracy has become an important issue in the current field of community governance.

This article starts from the perspective of collaborative governance, based on trust theory, and constructs a SFIC collaborative governance theoretical model in the field of community governance. It explores the advantages and practical paths of trust based property management in community governance. Specifically, this article will focus on the following issues: firstly, how to carry out multi-party collaboration in the promotion of trust-based property management? Secondly, what are the main obstacles currently faced by trust based properties in practice? How to overcome these obstacles through consultative democracy? Through in-depth exploration of these issues, this article aims to provide theoretical support and practical suggestions for the promotion of trust-based property management and the optimization of grassroots community governance.

2. LITERATURE REVIEW

Existing research has conducted in-depth analysis on community governance. Firstly, from the perspective of resident participation, it is a key link in promoting the construction of a community governance community and building a stable, orderly, and dynamic grassroots governance order. Zheng Hangsheng[1] pointed out that the core concept of a community is autonomy and participation. Adequate resident participation plays an important role in enhancing the accessibility of community services, improving the responsiveness of community demands, and improving the effectiveness of community governance. Residents' participation in building a community governance community should include consideration for public interests in areas such as community public space management, spiritual and cultural shaping, and livelihood service actions[2], or promote the mutual embedding of "community public welfare" and "residents' personal interests," achieve the absorption and transcendence of the former over the latter[3] It is worth noting that the overall public interest is not simply the sum of individual interests of residents, but the total value of things produced through individual cooperation[4], which reflects the common goal of all community members. Liu Wei [5] pointed out that homeowner autonomy does not operate in a vacuum, but in a given organizational environment. This requires homeowner autonomy organizations to correctly handle relationships with grassroots party organizations, residents' committees, and other organizations, achieve benign operation between organizations, and work together to promote the construction of community governance communities.

Secondly, in terms of resolving conflicts in property management, as an important component of community governance, property management involves the intersection of bureaucratic and market forces. Its functions and roles continue to expand with the development of society and changes in residents' needs, gradually extending from the maintenance, management, and value-added of houses to a wider range of administrative affairs, emergency management, and public service provision. High tech elements and methods are introduced to continuously promote management modernization and achieve modernization of community governance. From the perspective of micro subjects, property management is regarded as a governance activity of a "quasi political subject"[6]. In this process, owners establish owners' committees, pay fees to hire companies to provide services, and establish systematic rules for effective governance[7]. One important reason for the contradictions in property management is the relatively disadvantaged position of the homeowner group, and establishing a

homeowner committee is an important way to safeguard their rights and interests[8]. However, in recent years, a series of problems have arisen in various regions of China, including difficulties in establishing, operating, changing leadership, filing, and supervising business committees[9].

Finally, from the perspective of the explanation of how party building leads to innovation in community governance. Strengthening the leadership of the Party in community governance has become an inevitable requirement. Chengdu's exploration of the "empowerment" urban community governance system, characterized by organizational empowerment, personnel empowerment, resident empowerment, quality empowerment, and development empowerment, has shaped a new model of Party building leading urban community governance[10]. Li Weili et al. [11] combined the experience of Chengdu and pointed out that Chengdu city promotes the positive interaction between community development and community governance through the path of party building empowerment, providing a choice to break out of the cyclical paradox of "resource shortage administrative dependence insufficient autonomy re dependence" in China's community governance.

Previous studies have shown that the academic community has conducted a systematic summary and theoretical interpretation of community governance innovation in recent years. Regarding the practice of trust-based property management, it has also examined and analyzed policy implementation, property management, party building guidance, and other dimensions, providing important theoretical foundations and ideological inspirations for subsequent research. But as an innovation in property services, how does synergy work? What scientific institutional designs are needed in the collaborative process? What roles did each entity play? What was the final result achieved? This article attempts to construct a community governance model based on trust governance on the basis of collaborative governance, providing practical experience and inspiration for the governance of old residential areas in mega cities.

3. ANALYSIS FRAMEWORK FROM THE PERSPECTIVE OF SFIC COLLABORATIVE GOVERNANCE

3.1. Collaborative Governance.

Collaborative governance, founded by Hermann Haken in 1971, is a science that explores the orderly and self-organizing collective behavior governed by universal laws[12]. By drawing on its knowledge foundation and basic principles, attempt to achieve the integration of collaborative learning and governance theory. The term collaborative governance originates from the concepts and ideological sublimation of collaborative governance, cooperative governance, and consultative governance. However, compared to collaboration, negotiation, and cooperation, collaboration originates from the multi-layered and complex environment of politics, law, socio-economic factors, and other influences. It focuses on exploring cooperation norms and incentives, aiming to reduce cooperation transaction costs by sharing information and willingness, actions and resources, rights and capabilities between organizations, and thus "threading the needle" to shape an orderly and stable cooperative state under the established governance system. Therefore, it belongs to a higher-level collective action mode [13].

The value of "collaborative governance" in preventing and resolving grassroots conflicts and disputes is increasingly recognized and researched. The concept of collaboration in governance reflects an emphasis on the implementation process of governance rights by government departments, non-governmental departments, social organizations, community organizations, and individual citizens[14]. Roots proposed the specific organizational forms of collaborative governance, including interdependence between organizations, resource sharing, trust foundation, and cooperation network [15]. Stoker further demonstrated that in the process of collaborative governance, the boundaries between different organizations are blurred, interdependence, and self-management [16].

Chinese scholars have conducted extensive theoretical explorations on the localization of collaborative governance, providing different definitions and descriptions in the Chinese context. There is a basic consensus on the connotations of collaborative subjects, objects, and processes: firstly, the subject is the government, market, and third sector under the premise of "meta governance" of the government; secondly, the object is a public problem that is difficult for a single subject to solve independently; thirdly, the process presents how each subject achieves collective decision-making through negotiation, which is complex and dynamic. Collaborative governance refers to the process in which different stakeholders such as the government, market, social organizations, and citizens work together to solve common problems, achieve common goals, integrate and utilize their respective resources, knowledge, technology, and other advantages, and ultimately work together to achieve the goals[17].

3.2. SFIC Model.

The SFIC model, as a contingency model used to describe the process of collaborative governance, characterizes the process of forming collaborative governance. The S, F, I, and C in the model refer to the starting conditions, catalytic leadership, institutional design, and collaborative process, respectively. The above four elements are considered as key variables that affect the results of collaborative governance in the collaborative governance process.

Initial conditions: Initial conditions can promote or hinder cooperation among stakeholders. The three variables that affect initial conditions are asymmetric rights, knowledge, and resources, incentives and constraints for participation, and a history of cooperation or conflict (initial level of trust). Initial conditions also determine the basic levels of trust, conflict, and social capital.

Catalytic leadership: a unique form of regulation adopted in open systems to balance collaborative relationships, including authorization; The key to catalyzing leadership lies in empowering and representing stakeholders who are in a disadvantaged position.

Institutional design: Institutional design refers to the basic agreements and rules of collaborative governance, which determine the procedural legitimacy of the collaborative governance process. Institutional design needs to meet four requirements: participatory inclusiveness, forum exclusivity, clear basic rules, and process transparency.

Collaborative process: The collaborative process mainly includes five elements: face-to-face dialogue, building trust, process investment, reaching consensus, and phased results. It is the core of the entire model, with communication as its starting point, and is particularly suitable for situations that require continuous cooperation. Through the continuous cycle of this collaborative process, we aim to enhance cooperation and ultimately achieve collaborative governance.

On the other hand, SFIC collaborative governance is characterized by a closed-loop collaborative process that repeats itself iteratively. Through the dynamic cycle of the collaborative process, the collaborative system also exhibits mechanism features such as optimized collaborative relationships, linkage of stakeholders, and effective integration of resources.

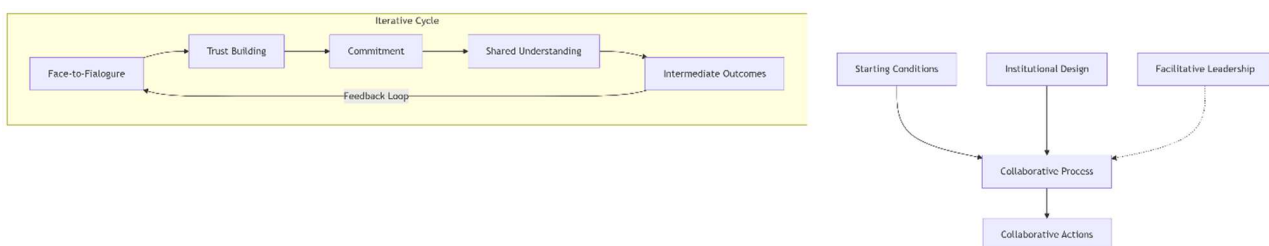


Fig. 1 SFIC Model Element Structure Diagram

3.3. Applicability of SFIC Collaborative Governance in the Community Governance Field.

Community governance involves multiple entities, including government, community organizations, residents, enterprises, etc., which play different roles in community governance. At the same time, community governance also faces complex and ever-changing issues such as environmental sanitation, safety assurance, and facility maintenance. These characteristics make community governance require a governance model that can coordinate various forces and jointly solve problems. The SFIC model can promote the effective implementation and sustainable development of trust based properties in old residential areas by comprehensively identifying initial conditions, playing a catalytic leadership role, designing a reasonable institutional framework, promoting collaborative processes, and evaluating practical effects.

From the complexity of the intersection of diverse interests, a community is a collection of multiple stakeholders, including residents, government, community organizations, enterprises, and so on. These entities have inconsistent interests in the community, with various demands and conflicts of interest. For example, residents may be concerned about improving their living environment and enhancing the quality of public services; The government may focus more on community stability, policy implementation, and allocation of public resources; Community organizations and businesses may focus on maximizing their own interests, such as the commercial operation of community services. This intersection of diverse interests requires community governance to balance the interests of all parties, coordinate their relationships, and increase the complexity of governance.

As a miniature field that encompasses a wide range of areas such as production, distribution, consumption, and life, the community has characteristics such as integrity, systematicity, and self-organization, making it a highly complex ecosystem. Grassroots society has a high degree of openness, individuality, and contextuality, and in addition to system complexity, it also has complexity formed based on individuals and their characteristics. Community conflicts are also common, and owners of commercial housing communities engage in "residential politics" around housing property rights and residential interests[18]. Individual rights protection behaviors often evolve into group confrontation events, and conflicts between property management and residents in old communities are frequent, with complaints from residents.

From the diversity of governance subjects and methods, the subject of community governance is no longer a single government, but includes multiple subjects such as government, community organizations, residents and jurisdictional units, for-profit organizations, non-profit organizations, etc. These entities play different roles in community governance and have different governance methods and means. For example, the government may govern by formulating policies, providing public services, and other means; community organizations may govern through organizing residents' participation and conducting volunteer services; residents may participate in governance through autonomous organizations, democratic decision-making, and other means. The diversity of governance entities and methods makes community governance more complex and varied, requiring effective collaboration and cooperation among all parties involved. The subject of community governance is both the executor of governance behavior and the stakeholder of governance effectiveness. The breadth, complexity, and uniqueness of social governance require the mobilization of diverse social forces for multi-level collaboration.

From the perspective of changes in residents' needs and expectations, as important participants in community governance, the changes in residents' needs and expectations are also important factors affecting the dynamics of community governance. With the improvement of residents' living standards and social progress, their needs and expectations for community governance are constantly changing. For example, residents' demands for community environment, public services, safety guarantees, and other aspects are constantly increasing, requiring community governance to provide better and more efficient services; At the same time, residents' participation and expectations in

community governance are constantly increasing, demanding that community governance pay more attention to democratic decision-making and resident autonomy. Due to the complexity and uncertainty of social structural changes, community governance often struggles to fully keep up with these changes, resulting in lagging and chaotic governance.

4. RESEARCH ON COLLABORATIVE MECHANISM IN TRUST PROPERTY PRACTICE: A CASE STUDY OF CHANGSHOUYUAN COMMUNITY IN CHENGDU

4.1. Research Methods and Case Selection.

This article uses the case study method to provide inspiration for solving general community problems by stating and analyzing typical events, focusing on the dialectical unity of contradiction specificity and universality. Based on the case analysis of Changshouyuan Community, we can understand the practical path, behavior mode, and endogenous logic of the multi-subject collaboration of trust property management, and extract general experience in carrying out community governance, thereby promoting the realization of good governance at the grassroots level.

Changshouyuan Community in South Railway Station Street is a complex old residential community mainly composed of relocated residents. It consists of six courtyards, all of which were built in 2001 and converted from agricultural to non-relocated. It has been 23 years and currently has nearly 10,000 residents, known as the "Ten Thousand People Community". In the field of community governance, the inherent connection between trust theory and SFIC governance theory is reflected in their in-depth exploration of the governance subject and dynamic system governance process. Trust theory provides a complete collaborative process link for the SFIC model.

4.2. The Practice of Trust Property Management in Changshou Garden Community.

Trustworthy governance is an interactive and cooperative process based on trust law. In the governance system of residential communities, party building leads stakeholders (property enterprises, property committees, owners) to establish trustworthy relationships, uphold the spirit of trustworthiness, and comply with trustworthy obligations. Its core is the trust-based property management service mechanism. The trust theory emphasizes the distrust caused by unequal status and information asymmetry between homeowners and property owners. To reverse this situation, it is necessary to rebuild the trust relationship between each other, using institutional rules and legal constraints to construct new subject relationships, and transforming the original buying and selling relationship between owners and property companies into a trust relationship based on obligation performance. The owners' committee represents all the owners and signs a trust contract with the property management company, entrusting the management and use rights of the fund to a professionally qualified property management company in a trust manner. The property management company, under the constraint of the trust mechanism, aims to maximize the interests of the owners and the public interest of the community by obtaining dignified remuneration as stipulated in the contract, and provides property services that match the quality and price.

In the practice of trust-based property management, it is necessary to first identify the starting conditions, namely the current property management situation of the community, the needs of the owners, policies and regulations, etc. This includes the current situation of property management in the community, which requires an understanding of the existing property management model, income and expenditure of property fees, and owner satisfaction. Conduct a survey on the needs of property owners, collect their expectations and demands for property management through methods such as questionnaire surveys, symposiums, and dam meetings. Familiar with relevant national and local laws and regulations on property management to ensure the legality of trust-based properties.

In the process of promoting trust-based property management, catalyzing leadership is key. Including the establishment of a special working group composed of community party organizations, neighborhood committees, owner representatives, property management companies, etc., responsible for promoting trust based property management. Through lectures, brochures, and other means, popularize the concept and advantages of trust based property management to homeowners, and increase their participation and recognition. Based on the current situation of the community, develop an implementation plan for trust-based property management, clarify goals, tasks, timelines, and responsible persons.

The core of trust-based property management lies in establishing a reasonable institutional framework, including trust contracts, clarifying the tripartite trust relationship between the owners' meeting as the principal, the property enterprise as the trustee, and all owners as beneficiaries, as well as the management and use of trust funds such as property fees and public benefits. Simultaneously establish an open and transparent mechanism, set up dual password account management for trust funds, and develop a trust property information platform to ensure the transparency of property fee usage. Establish a joint meeting mechanism led by community party organizations, with open participation from the property management committee and owners' assembly, to supervise and evaluate the service behavior of property management companies.

In the practice of trust-based property management, the collaborative process is the core. Encourage homeowners to actively participate in the decision-making and supervision process of community management, and realize their autonomy through mechanisms such as democratically elected homeowners' committees and autonomous management groups. Property management companies should actively cooperate with the implementation of trust-based property management, provide services in accordance with the provisions of the trust contract, and accept supervision from property owners. Community party organizations and neighborhood committees should provide sufficient support and guidance to trust property management, helping to solve problems and difficulties encountered during the implementation process.

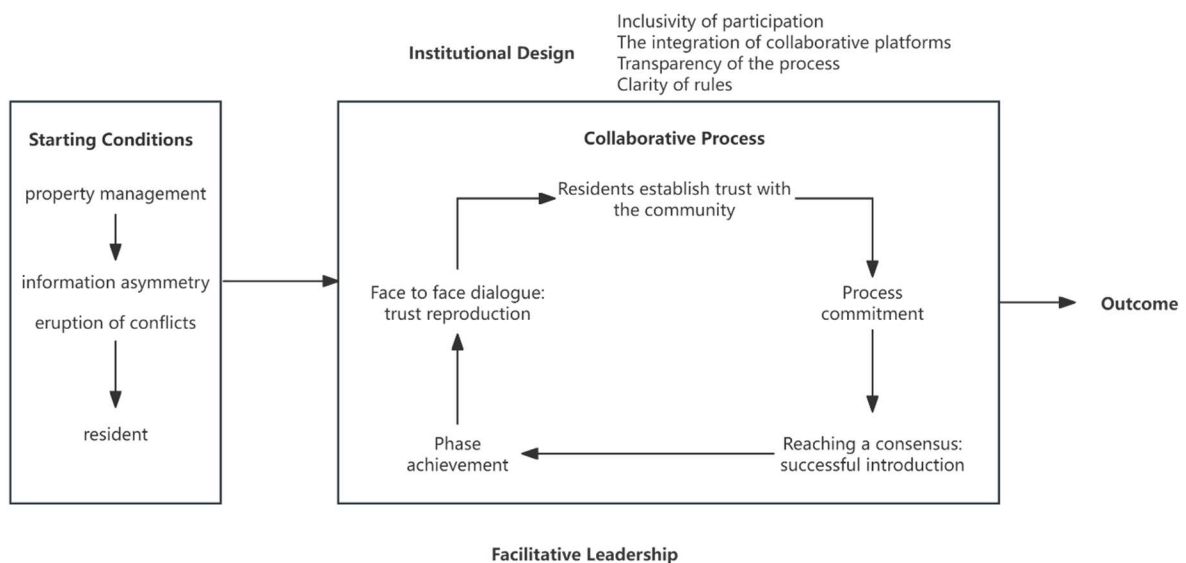


Fig. 2 The Operation Mode of Trust Property under SFIC Model

The implementation of trust based property management is a continuous process of optimization. By regularly holding owners' meetings, symposiums, and other methods, we collect feedback from owners on trust based properties, evaluate the implementation effectiveness of trust based properties, including the use of property fees, owner satisfaction, and community environment improvement. Based on the evaluation results and owner feedback, we continuously optimize the institutional framework and service processes of trust based properties to improve service quality.

5. CHANGSHOUYUAN COMMUNITY PROMOTES THE COLLABORATIVE PROCESS OF TRUST-BASED PROPERTY MANAGEMENT.

The promotion of trust-based property management in Changshouyuan Community is to stimulate negotiation to promote community governance reform. Through negotiation, it ensures that the scale benefits and professional benefits belong to the owners, and returns the rights of benefit, supervision, and litigation to residents. Residents are given the responsibility and motivation of governance, and negotiation has become an important means of solving problems and protecting rights and interests. The collaborative process is a concrete process of interaction and cooperation among multiple subjects, involving multiple aspects such as information sharing, decision-making, and democratic consultation.

In trust based properties, there are usually three parties involved: the settlor (owner or owner's committee), the trustee (property service company), and the beneficiary. These three parties need to clarify their respective roles and responsibilities during the negotiation process. After clarifying the trust relationship, the three parties need to sign a trust contract that specifies key terms such as the scope of the trust property, management purposes, management methods, and the rights and obligations of the beneficiaries. Ensure that all stakeholders have timely access to relevant information and understand the progress and achievements of collaborative governance. Property service companies need to prepare annual financial budgets based on trust contracts and management regulations, clarifying expenditure plans and expected results for various expenses. This budget needs to be reviewed and approved by the owners' meeting. Trust-based property management requires real-time disclosure of property service information, including fee income and expenditure, service standards, and allocation of shared resources, to ensure the owners' right to know. Establish a separate account for the community's mutual fund, set up a "dual password" account for property withdrawal and owner inquiry, and achieve open and transparent management of the mutual fund.

From the perspective of grassroots social governance models, the participation of multiple subjects in grassroots community consultations has become a new form of social governance and grassroots democratic practice actively advocated by the government. The goal of multiple subject participation is to establish a "social organism" among multiple subjects such as the government, market, social organizations, and the public, with the purpose of solving practical problems in social governance, responding to social governance needs as its value, based on the principles of interactive consultation and equal rights and responsibilities, and driven by common will such as common interests, shared responsibilities, and shared value orientation. It is composed of structural factors such as institutions, mobilization, and culture, as well as action factors such as interest demands, social capital, and subject coordination, which form its external conditions and internal driving forces, in order to strengthen the value orientation of people-oriented. Therefore, consultation and co - governance have become an inevitable choice. It is in effective communication, coordination, and governance that an effective mechanism for expressing, balancing, and restructuring social interests is emerging. It continuously involves community residents, market enterprises, community committees, government and its functional departments, and other actors in public discussions through the link of public interests, forming public opinions and public opinion, and taking collective action on this basis to implement negotiated consensus.

In the initial decision-making stage, community committee officials need to cultivate the organization of property management committees, which is the primary step in introducing trust-based property management. By organizing training, guidance, and other methods, we aim to help the homeowners' committee better fulfill its role and lay a solid foundation for the subsequent introduction of trust-based property management. At the same time, understanding trust based properties, starting to study the concept, advantages, and implementation methods of trust based properties through the owners' meeting or the owners' committee. They obtain more information by consulting relevant materials, consulting experts, or communicating with other communities that have implemented trust based properties. Based on a thorough understanding, the owners' meeting or the owners' committee may make a preliminary decision on whether to introduce trust based properties. This decision usually requires a vote at the owners' meeting. In the in-depth decision-making stage, it is necessary to clarify the tripartite fiduciary relationship between the owners' meeting as the principal, the property management company as the trustee, and all owners as the beneficiaries. This is the core architecture of the trust based property model. Develop a detailed trust based property contract based on the trust relationship between the three parties. The contract should clearly define the rights and obligations of all parties, including fundraising plans, annual management budgets, etc., to ensure the transparency and trustworthiness of property services. And through the form of a homeowners' meeting, introduce the concept, operational mechanism, and contract content of trust property to all homeowners. At the same time, solicit opinions and suggestions from property owners to ensure that the trust based property model is widely recognized and supported by them.

6. CONCLUSION

The trust-based property service model of Changshouyuan Community is a true reflection of the cross-border integration of trust products and community governance. It is a vivid carrier of the construction of a civilized society's trust culture and a new property service model that has grown up based on trust relationships, including technical services, fund trust, and community building.

Consensus and mutual trust under the guidance of Party building. In the face of the intertwined contradictions and mutual distrust among various parties, in the process of promoting trust-based property management, party organizations have become the center for consolidating theory, gathering resources, reaching consensus, and forming mutual trust. Led by community party organizations, they collaborate with social organizations and enterprises to carry out community building activities around relationship reconciliation, organizational mobilization, training and empowerment, helping to form a community atmosphere of trust, friendship, mutual assistance, cooperation, warmth, and harmony, enhancing the cohesion of the community, and laying the foundation for the transformation of community governance into practice.

The construction of trustworthiness based on the principle of reciprocity. Strengthening the 'Trust and Righteousness Alliance', due to the network effect of connections between people in the community, when the dissemination of the 'trust based' community governance model reaches a certain critical mass, it will gain great momentum and drive more people to identify and accept it. Therefore, one of the core contents of the plan is how to strategically "get people with different viewpoints and positions on board in batches". Professional opinion leaders are often the first group of people to get on board. These early adopters are usually the head of the property committee, professionals among the owners, and leaders among the owners who hold opposing views towards the original property service enterprise or self-management group. They are interested in and have needs for the property issues in the community, and gradually drive other groups.

Inspire vitality in grassroots negotiations. Democratic consultation has always been an important part of grassroots governance and a common means to achieve governance effectiveness. Promoting trust-based property management is to stimulate negotiation to promote community governance reform. Through negotiation, it ensures that the benefits of scale and specialization belong to the owners,

allowing the rights of beneficiaries, supervision, and litigation to return to residents. Residents are given the responsibility and motivation of governance, and negotiation has become an important means of solving problems and protecting their rights and interests. Trust based property management emphasizes starting from the actual needs of residents, adhering to a problem-oriented approach, and accurately responding to residents' concerns.

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