

Innovations, Difficulties, and Development of Future Community Governance ——Theories Regarding The Community of the Future Proposed by The Drucker Foundation

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Abstract. In 1998, "The Community of the Future" was published by the Drucker Foundation, which was composed of Peter Drucker and 39 other world-class masters. This book collected a total of 28 articles regarding the concept of "future community." In the book, the Drucker Foundation conveys the idea of what the community of the future should be by constantly exploring the new rules of urban civilization. The book indicates that the community of the future is an ideal place for everyone. We struggle to get infinitely closer to the community of the future, and everything we do is about building the community of the future. The prophetic concepts in the book point out the direction for our community governance and guide us to keep working and innovating with a view to creating an ideal future community.

1 Introduction

Innovations related to the future community governance: Starting with the "concept of community"

1.1 The concept of community

Firstly, we have to clearly understand that the future community is not the living place we see in our daily life. Instead, it has a broader sense. Specifically, it is more inclined to be the "public sphere" proposed by Jurgen Habermas^[1]. The so-called public sphere is an indispensable part of our social life. Whenever social events linked to the public interest occur, people exchange ideas and opinions, and the public sphere naturally comes into being. Where there is public opinion, there is the public sphere. When people gather to discuss the political issues of the country, the public sphere becomes a place to talk about democratic politics. In most cases, "community" is an abstract concept. Benedict Anderson deemed that entities like nation-states are abstract concepts where people are connected by sharing beliefs about customs, peoples, myths, legends, flags, and other symbols, and so does the community.

1.2 The importance of building future communities

In 1998, the Drucker Foundation recognized the importance of building future communities. They gathered 18 world-renowned masters (scientists) in

governance, and each was asked to write an article centered on the idea of the "future community." These 18 articles were compiled into a book by Peter Drucker entitled "The Community of the Future." The book begins with a compendium written by Peter Drucker. When introducing urban civilization, Peter Drucker points out that a thriving nonprofit social sector is most needed in the 21st century. It is a general trend to build future communities in this socially dominated environment. Additionally, he noted that only social institutions spearheaded by non-governmental, non-commercial, and nonprofit organizations could create future communities that satisfy the current needs of the public. The highly educated intellectuals are the main builders of future communities. There are two reasons for drawing these conclusions. First, only nonprofit organizations are willing to take care of the needs of people from all walks of life and strive for more social benefits for the public. Second, those who have grown up from different classes and have made social contributions are more likely to resonate with the public and better understand the demands of the public. In this way, the community they create can better serve the public^[2].

1.3 The trend of community evolution

The book "The Community of the Future" consists of five parts. The first part is about the trend of community evolution, which mainly introduces Lester Thurow's economic community and social investment. According to Lester Thurow, communities of the future will not be linked together by economic relations, nor will they

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clash with each other due to economic issues. However, it is worth noting that every market economy needs a community to engage in long-term investments that it cannot make on its own. Simply put, our society is a giant economy. Without the support of communities, it cannot function normally. Therefore, the development of society requires the construction of the community, and the construction of the community, in turn, promotes the development of society. It is very important to build the community of the future. The ideal future community comprises a series of small, independent, distinct, energetic, and cohesive communities. The international community is made up of numerous small communities. The healthy development of communities not only promotes the development of society, but also facilitates the development of the international community. Each of us is a part of a community and should use our creativity to innovate and develop the future community.

1.4 Innovations regarding the future community

The Drucker Foundation's theories regarding "the community of the future" provide us with a new perspective of thinking about what the future community looks like. In fact, the formation of the future community depends on the development of human beings. We should realize that the basic premises of a harmonious society are equality, solidarity, mutual respect, mutual trust, and close relationships. The pace of social development reflects human development. When we live in a land with the same beliefs, we develop our ideal future community. As described in the book, the future community is what we aspire to. In the process of creating the future community, we have to keep innovating, constantly think of changes, and strive to draw the blueprint of the future community. The Drucker Foundation's theories are somewhat predictive and may be disconnected from real life. However, one thing is indisputable: to get infinitely closer to the future community, each of us must know the art of innovation. Only in this way will we move towards an ideal future community^[3].

2 Difficulties in the governance of future communities: Contradictions and hopes

2.1 Contradictions and hopes

In the chapter on community contradictions and hopes, "The Community of the Future" conveys the idea that in developed Western countries, people are more likely to enjoy precious personal freedom rather than undertaking high community costs. Many people prefer to live alone rather than be governed by others. However, meaningful life can only be found in relationships with others. There is an African saying that nothing is too great to be alone, nothing is too great to be understood. It can be seen that the pursuit of solitude needs to pay a high price. If we blindly pursue solitude, we may suffer from insanity and lose everything. The western developed countries

described in the book are quite different from developing ones, and China's community culture is another story.

2.2 The value of community

The second part of the "The Community of the Future" describes the values of community, which are essentially the various ethical standards in society. In this regard, Stephen Covey pointed out in the article "Ideal Community" that it is not difficult to build an ideal community. It can be achieved by cultivating the seven habits of highly effective people and highly effective families. Besides, he drew on the theories and principles of "digital governance." For instance, if people want to do a good job in building an ideal community, they have to establish connections. When people engage in a career, whether it is voluntary or community service, they can do well as long as they spend one-tenth of their time. It depends on whether they are willing to work hard and make changes.

2.3 The choice of community building

The third part of "The Community of the Future" introduces new communication technologies, and the fourth part is about creating organized communities. The two parts can be merged into one section that explores several options for community building. Apart from emphasizing electronic communication technology, other options include setting common goals, adopting incentive mechanisms, creating a shared atmosphere, and building a community in the workplace. As Gifford Pinchot explains in "Building Community in the Workplace," we should strive to achieve equality among people, build an internal nonprofit organization, and create a sense of security and well-being^[4]. When commenting on the governance outcomes of the future community, James Heskett noted that, first of all, the evaluation of community members should focus more on their work efficiency than on whether they are diligence; secondly, the governance should be based on facts rather than subjective feelings has become a crucial requirement for the governance of the future community; thirdly, the selection of evaluation methods is a major challenge for the governance of the future community; fourthly, it is not easy to reform a nonprofit service sector that relies on public budgets; lastly, it requires hard work to achieve good results. Meanwhile, Dave Ulrich's "six elements of building community values" recommends developing strong and unique characteristics, formulating clear rules of governance, creating a chain of reciprocity, building community values, enabling cross-regional information sharing, building and maintaining values with icons, legends, and stories, identifying similarities, and connecting them to communities. Additionally, Susan Morse proposed the "five cornerstones of building a successful community." Specifically, he deemed that "effective decision-making mechanism," "cohesive community organization," "harmonious community environment," "widely implemented community system," and "strict and orderly

future strategies" play an indispensable role in building a successful community.

2.4 Contradictions between people, things, and information

With the rapid development of information technology and artificial intelligence, cities in various countries have to handle the relationships between people and people, people and things, and people and information. As a product of high technology and urban cell, the future community has inherent advantages in realizing intelligent and benign governance of urban communities. However, constrained by information technology and scientific productivity, the construction and development of the future community face enormous challenges. For example, there are challenges such as striving for a balance between technological progress and social differentiation, space sharing and privacy protection, development expansion and institutional lag, human-computer symbiosis and human subjectivity, innovation development and supervision, etc. Therefore, we should strive to overcome the issues related to the governance of future communities by improving integrated planning and upgrading information technology. To be specific, we should build the governance framework of future communities from the perspectives of technology, system, space, ethics, and norms to realize the harmonious coexistence of the human-machine community and the win-win development of the future community.

3 The development of governance over the future community: Taking Zhejiang Province as an example

3.1 Global Community

The final part of "The Community of the Future" is about the global community. It involves the content of "Children Are the Communities of the Future" by Richard Schubert and Rich Little and "Look to the Community of the Future" by Ayala II ^[5]. The "community of the future" theory provides a vision of the future community from a global perspective. In the structure of future communities, people will not be as close to each other as in traditional ones because they will focus more on their production and life. Besides, people are willing to gather together for charitable causes and volunteer activities without being discriminated against due to class and ideology. In the future community, everyone wants to promote the development of urban public utilities and contributes to urban construction.

From a global perspective, the "future community" has become a hot development project. In recent years, "the community of the future" has been a popular term across the world. Singapore's "Neighborhood Center" is perceived as the earliest prototype of a "future community." Unlike the traditional sense of community

retail stores, the "Neighborhood Center" performs functional positioning and development construction based on the idea of "large community, large group." After a long period of development and exploration, it has become a new symbol of Singapore, attracting the attention of design professionals in many countries. With the rise in income and the acceleration of urbanization, people have increasing requirements for quality of life in China.

Sociology experts reckon that the community is the basic element of urban life. It provides residents with living, resting, and social spaces through streets, buildings, facilities, greenbelts, etc. Besides, it satisfies various needs in transportation, health, and pension, which can be summarized into survival needs, safety needs, social needs, and value needs. To understand the development trend of the future community, it is necessary to clarify the development process of community construction. Due to the social and economic development needs, there have been many explorations and practices concerning the policy design and the implementation of community construction at home and abroad. For example, community governance models such as sustainable communities, smart communities, healthy communities, low-carbon communities, and industrial communities have been proposed, and numerous evaluation processes, principles, and indicators have been formulated to standardize community construction. The Drucker Foundation's theories concerning "the community of the future" are essentially people's unremitting pursuit of a better way of life in the current social environment.

3.2 Policy support

Since the reform and opening up, China has undergone dramatic development. Cities have developed by leaps and bounds, living spaces have become increasingly crowded, and neighborhoods have become increasingly indifferent. As a result, the problems of public life have been increasingly complex. In July 2017, the 19th National Congress of the Communist Party of China pointed out the current social contradiction. It noted that the social contradiction in China society was the contradiction between the people's growing need for a better life and the unbalanced development of the market economy and stated that people's aspiration for a better life would be the goal of the people's government ^[6].

The governance of the future community is an inevitable way of urban modernization. It aims to solve the contradiction between the pursuit of a better life and the unbalanced development of the market economy. The new governance philosophy provides us with brand-new development direction and market opportunities. Let's take Zhejiang Province as an example to explore the promotion and development of the future community in China. In Hangzhou, Zhejiang Province, we have established several pilot projects to construct the future community and delved into the relevant planning and governance in terms of development modes, industrial planning, institutional settings, and governance modes.

3.3 The construction of future communities in Zhejiang Province

To satisfy various requirements of the new urbanization process and high-quality social development, Zhejiang Province launched the "139" mode for constructing future communities in 2019 after launching the development mode for "towns with distinct characteristics" in 2014. The core of the "139" mode is "to meet the people's needs for a better life as the fundamental goal." The future community is officially defined as a community centered on people's aspirations for a better life, with humanities, ecological civilization, and information digital as its value orientation. Based on harmonious co-governance, green development, and intelligent sharing, it intends to build nine scenarios of future community, education, health, entrepreneurship, architecture, transportation, low-carbon, service, and governance, creating a sense of belonging, comfort, and future. In the following years, Zhejiang Province has deeply promoted the community of the future in terms of construction measures, implementation plans, acceptance standards, etc.

The popularity of the future community has reshaped the traditional urban development concept of government organizations at all levels in Hangzhou. As a result, urban construction has gradually shifted from large-scale construction to urban operation, from reliance on land finance and debt management to a long-term business model. To achieve more efficient community construction, community co-founders (government organizations, real estate developers, housing designers, residents) are changing their perceptions and positioning. From the current market point of view, traditional real estate developers prefer to participate in the entire cycle of community construction and develop a market for community operation and life services. The "Master Designer" system has also been widely implemented for housing designers. House designers provide complete design services and command authority throughout the community construction. Specifically, they formulate guidelines for planning and construction governance, participate in various coordination work as a neutral party, making outstanding contributions to the promotion of community construction [7]. In the construction of future communities, the "Master Designer" system creates a positive decision-making environment, thus realizing the effective transfer of design value to construction value and ensuring the smooth implementation of community construction.

To date, based on the experience of advanced Western countries and the actual development status of China, the construction of future communities has been on the road of continuous innovation and exploration. The future community is an inseparable part of China's urbanization process. A well-constructed future community can completely alleviate China's existing development dilemma and effectively promote urban development and governance integration. The development of future communities is the core driver for fostering competitive industries, optimizing the business environment, promoting investment growth, advancing

governance transformation, and changing the way of life and production of community residents.

4 Conclusions

By reviewing the theoretical framework of future communities outlined by the Drucker Foundation from the perspective of community governance, we have figured out six elements that create a successful future community: 1) create a community with distinct characteristics; 2) improve scientific and reasonable governance rules; 3) realize the information sharing across different regions; 4) form a reciprocal loop between departments; 5) take various measures to uphold values; 6) find commonalities and enhance the sense of closeness within the community. A positive society consists of three important components: effective government, aspirant enterprises, and people-oriented communities. People need personal freedom and relationships. The close cooperation between government, business, and society inevitably promote the construction of future communities. Therefore, only the community can meet the needs of personal freedom and relationships. The future is full of possibilities. Only by positively devoting ourselves to the construction of the future community can we make it approach our life as soon as possible. From another point of view, we are fortunate because we have been exposed to perhaps the luckiest generation and learned the Drucker Foundation's theories regarding the "community of the future," in which we will participate and live.

The purpose of building the future community is to eliminate the sense of distance and indifference among people. With the development of society, people are living closer to each other, but their relationship has become increasingly indifferent. Therefore, the governance of future communities should focus on shaping the relationship between people and space and provide more ways for people to connect with each other. In the face of the constantly flowing network, the future community should pay more attention to shaping the connections between people, people and things, and people and information.

4.1 The connection between people

The governance of the future community is characterized by humanity, inclusiveness, and openness. Community governance is mainly connected to the residents. Therefore, the connection between people should be close. Firstly, the governance of future communities requires knowing residents of different ages, occupations, and household registrations and doing a good job of connecting people. Secondly, future communities should create different spaces, such as community living rooms, market squares, pet gardens, and other public places for different residents. Finally, the governance of future communities requires promoting the connection between people and narrowing the distance between them through digital platforms, so that residents can gain a sense of happiness and belonging.

4.2 The connection between people and things

In the past two years, with the rapid technology development in 5G, information, and artificial intelligence, we have realized the interconnection of everything and made the connection between people and things closer and closer. The connection between people and things involves not only the connection between people and houses and cars but also between people and communities. People can view their community governance guidelines and make decisions through mobile APPs, thus enjoying a more convenient and better community service experience^[8].

4.3 The connection between people and information

The construction of e-commerce platforms and the development of the sharing economy require information support. Therefore, the connection between people and information is crucial^[9]. The same is true for the construction of future communities. To build a successful community development model, it is necessary to accurately link people and information, collect texts that contain various information, and then send them out to achieve the ultimate goal of information sharing. Against this background, future communities achieve a high degree of matching between people and services, and improve the intelligence and convenience of community governance.

All in all, to do a good job in the governance of future communities, we have to grasp a clear understanding of the past, present, and future of community development. Although China has made remarkable achievements in community development, there is a tremendous gap between China and foreign countries. "The Community of the Future" by the Drucker Foundation was published in 1998 and introduced to China in 2006. The concept of a future community was conceived and studied in the Western developed countries a long time ago, but we did not start to explore it until the 1980s. Nonetheless, as long as we constantly make progress, strive to learn the excellent governance experience of advanced Western countries, and abandon their unrealistic ideas, we can develop future communities with Chinese characteristics based on the actual conditions of China's community development^[10]. The vision of the future community is wonderful. It is like a dream that guides us to keep moving forward. On the way forward, there will be difficulties, obstacles, firm confidence, and people's

aspiration. Therefore, the responsibility we shoulder is great, and we must prepare well to overcome setbacks. Only in this way can we get infinitely closer to the future community.

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