Constructing "Our Sanya": Continuous Improvement of Public Services and Collaborative Social Governance*

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Abstract:

Based on large quantities of questionnaires and interview, Sanya's particularities and outstanding problems of public services and social governance can be formulated as follows: imbalanced urbanization strategies bring in disharmony and instability among social strata; accelerated industrial growth results in government lacking experiences in social services and urban management; diversified population structure leads to differentiated demands for public services and local governance styles; non-equivalence of duties, rights and benefits in administrative system with municipality manipulating district/town needs to be adjusted. Sanya faces three major challenges from urbanization, internationalization and democratization. Firstly, Sanya's urbanization model shall be promoted from spatial oriented to humanity oriented. Secondly, as international tourism city, Sanya should live up to the international standards covering services provision subjects, collaborative method and appraisal system. Thirdly, plural participatory subjects jointly further Sanya's democratization governance. The proposed vision "making our Sanya more wonderful" highlights the core value "We". The implications of that shall be illustrated by three new characters: new social structure supported by compound subjects, new concept of making residents happy, and new city culture for lifestyle, spirit consolation and refinement cultivation. These update the traditional idea of Sanya's development and provide direction for Sanya's continuous improvement of public services and social governance. Re-drawing the setup of Sanya's community shall be the main focus of the government. Considering Sanya's particularities such as migratory bird crowd, the grass-roots governance characterized by both community workstation and neighborhood committee as flanks shall be established. Practical suggestions such as "three offices-three centers-three columns-one hall" for the standard of community infrastructure are proposed. Based on the framework of "four in one" in building "our Sanya", suggestions are advanced: Firstly, "Sanya's Public Services Committee" is to be established to regulate public service institutions all over the city, transferring from segmentary management to the governance of integrated services of work division and specialization. Secondly, division among municipal, district and town,

involves merging district and town and making district become substantial zone guiding the towns.

Key words: Public Services, Social Governance, Urbanization

1. INTRODUCTION

In December 2009, the State Council issued the official document of "A Number of Opinions on Promoting the Development of International Tourism Island of Hainan", which indicated that the construction of international tourism island of Hainan was moved up to state strategy and Hainan faced the new historic opportunity. Sanya city is China's exclusive tropical seaside tourism citylocated in the most southern part in Hainan province. In 2010 Hainan provincial committee and government compiled the compendium of "the programming on the development of international tourism island of Hainan", and specifically pointed out that Sanya city was intended to become the world-class tropical seaside city of tourism and resort. Taking this as a chance, Sanya city will face wider developmental space and more intensive historic mission.

In the course of development, Sanya experienced a series of transformation of "Tourism city--International city--International tourism city". Sanya fully realized the importance of opening and diversity, and put forward the object of constructing Sanya into the touristic garden of four seasons and the happy home for common people. Namely, to improve people's livelihood in the achievement of city advancement, to upgrade people's welfare index and make Sanya into "our Sanya".

It is the Western scholars who initially promote the new concept of "We" for public administration and social governance. From the perspective of multi-culture, Brewer inquiries into the effects on the concept of "We" has as a kind of mechanism for deliberation and opinions sharing. Esther probes into the value of "We" from the angle of mechanism of communication and deliberation. He also takes "We" as an idealized vision. As can be seen from that, the concept of "We" fully embodies the idealized vision including opening up, allowing diversity and collaborative development, and emphasizes the multi-participative mechanism in decision-making. Thereby in the recent construction of Sanya as international tourism city, the idealized vision and operative mechanism of "We" shall be beneficial to constructing collaborative and win-win developmental model, and helpful to all of the plural-needs of the respective relevant interest subjects in the process of advancement. As far as Sanya is concerned, diversified interest groups in "We" consist of: government agencies, public sectors, local urban and rural residents, transient population for winter hibernation, tourists, minority ethnic groups, social organizations and enterprises.

2. USING FOR REFERENCES THE RESEARCH AND EXPERIENCE ON THE CONSTRUCTION OF DOMESTIC AND INTERNATIONAL TOURISM CITY

2.1 Research Concerning the Internationalized City

The research on the internationalized city originated from the book named ***Cities in***

Evolution published by P. Geddes in 1949, which made the earliest sketch of world city. In 1966 the England scholar Peter Hall particularly defined world city: World city is the political, commercial and cultural center of world significance and enormous population center. From then on the international theory circle began to focus on the research concerning the international city. In 1980s, the experts and scholars in European, Japan and Southeast region further developed the internationalized city research. The outstanding scholars among them are: Wolff, J. Friedmann, M.Castells, R.B.Cohen, Sassen, and so on. They concluded the characteristics of the international city as: international visual field, opening and allowing diversity, etc. They argued that the international city must be a platform for resources conformity on which multi cultures blend into harmony, diverse groups engage in win-win cooperation, multiple industries cooperate to develop and people strive for prosperity for all.

In the 21st century, scholars such as Brown, Kathy further extend the concept of international city. They, having researched on the international cities zone and group, argue that the developmental model of international city increasingly takes on the shape of strap and clump, and emphasize the radiation and driving function the international cities exert on the peripheral areas and the function of resources conformity and cooperative development.

2.2 The Research Concerning "Tourism Urbanization"

Since the early times of nineties in last century, the function of tourism to promote economic growth and city development has been realized and utilized, and tourism urbanization has aroused attention of overseas scholars. Australian scholar Mullins proposed the concept of tourism urbanization, namely the urbanization process resulting from tourism activities. He declared that tourism urbanization was a kind of model based on distribution and consumption of seeking enjoyment, which differed from industrial urbanization model in the late 19th century. On the basis of this concept, many western scholars probe into the characteristics of tourism urbanization by empirical studies. Through the analysis of tourism cities of America, Australia, China, and so on, Mullins (2003)[1]，Gladstone (1998)[2]，Luchiari (1999)[3]， GE Jing Bing (2009)[4] pointed out that the characteristics of tourism urbanization can be listed as follows: labor forces boom, the employment obtaining in city clustering round the 3rd industry, nonlocal predominating the residents, real estate investment (speculation) boom, residential district decentralization, masses of informal seasonal job post.

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2.3 Using for References the Experiences of International Tourism City Construction

In terms of Sanya 's constructing "world renowned and Asian classic tourism city of international tropical seaside scenery", the paper selects four world-class coastal tourism cities: Hawaii, Nice(France), Jeju Island (South Korea) and Antalya (Turkey).

Table 1 Characteristics of overseas seaside tourism city

City	Area (km^2)	Population (million)	Tourist (million person-time)	Economic infrastructure	International Tourism status	Education cause
Sanya	1918.37	0.68	8.8	Industry instability; chiefly tourism and real estate	Tropical seaside tourism city	Local higher academy
Hawaii	1544 (Honolulu)	0.85	7.6	Tourism chiefly; technique industry, auxiliary	World tropical renowned coastal tourism destination	International renowned university
Jeju Island	976.56 (Jeju)	0.56	5.356	Tourism chiefly; developing technology zone actively	International tourism destination; Asian guests	Domestic renowned university
Antalya	1417	1	10	Tourism chiefly; bonded area, auxiliary	International cultural tourism destination	Domestic renowned university
Nice	73 Nice prefecture unknown	35 1 (Nice Prefecture)	6	Value tourism and technology industry equally	World renowned coastal tourism destination converging center	International Renowned university

By the analysis on the development of coastal tourism city, the conclusion and enlightenment can be listed as follows:

(1) Persisting in stronger opening up and allowing diversity.　Opening up to various fields, like international tourists, capitals and talents, promotes cooperative development in tourism and other industries. (2) Tourism urbanization improving people's livelihood. These case cities equipped with relatively　effective industrial systems, provide impetus for local economic advancement and employment to improve social welfare. For example, Nice is not only the southern coastline recuperate resort and tourism center, but also an important airlift center with developed railway, highway and manufacturing sectors such as electric industry, sophisticated machinery, attires, perfume, food, etc. Via the construction of industry system, stimulating effects of tourism can be played in full swing, thereby improving people's welfare.

(3) Modernizing human being to accelerate the urban modernization. From the perspective of the education and culture, there are more than one comprehensive university in these case cities. For example, Jeju University is in Jeju Island; A.ke Dennis University is in Antalya; The renowned Nice University is in Nice.

3.　THE STATUS QUO, OUTSTANDING PROBLEMS AND PROPOSED VISION OF SANYA

3.1 Sanya's Achievements in Public Services and Social Governance

Sanya's achievements in public services and social governance can be generally listed as follows: sound performance in the administrative efficacy and the process of re-engineering in the past five years, solid progress in improving the citizens' overall livelihood and wellbeing, its urban and rural infrastructures over the past decade, service improvement for transient population and migratory bird population, the overall smooth progress in social development, substantial results of market-oriented services in its public utilities and sustained innovation in comprehensive enforcement of the law and regulation.

3.2 Four Outstanding Problems of Public Services and Social Governance in Sanya

Sanya's developmental course, different from other cities in China, is featured as "prefecture city direct management of towns", state-owned farms, distinctive ethnic minority groups, the complexity of large scale of recurrent population and foreign tourists and the citizenship of "migratory birds type" crowd　These also point out the unsoundness of public services facilities and the weakness of agricultural infrastructures. Facing these particularities，Sanya is supposed to mainly deal with the disequilibrium and disharmony in its development, which can be formulated as follows:

3.2.1 Rapid, imbalanced urbanization strategy to bring in disharmony and instability among social strata

(1) Disequilibrium between Urban and Rural Development

As can be seen from the employment structure of Sanya's registered population, the number of employment in Primary Industry almost remains unchanged during the past decade when there was no rural labor flowing into urban area in order and no substantial driving force on agricultural population and rural area. Sanya is typical of incremental urbanization driven by external population.

From the key areas such as Sanya Bay and Yalong Bay, their public service systems and infrastructures are comparatively consummate, and various establishments are preliminarily up to the international level. But in the mountain areas where some of the minorities dwell, there're some problems, like water shortage, poor medical treatment and education etc.

(2) Bias of regional tendency to develop tourism and industry

Such problems exist as the dislocation and unsoundness of main administration body, management capability and service consciousness to be improved, the unsoundness of social organization, mass group and community construction with urbanization process and community resources deficiencies of quite a number of villages.

(3) Disequilibrium between Economic Development and Residents' Income

There's another embodiment of Sanya's non-public welfare. In the gradual development of tourism resources, Sanya's GDP increases by 20%, indicating that economic growth is speeding up. However, the economic advancement is promoted by tourism and real estate, which does not contribute much to improving social welfare. As can be seen from the survey, the general resident income level is not high. According to the statistics of the survey objects' monthly income, one quarter is below 1,000; nearly half (47.5%) is between 1,000 and 2,000; 18.7% is within the scope from 2,000 to 3,000; only 8.8% is above 3,000. In terms of the Sanya's statistical data, GDP per capita of Sanya is 46,596, which can be counted as 28,263, 2.4 times more than that in 2000, according to the parity in 2000. The subjective appraisal of income also suggests the same problem.74.8% of the survey objects deem their respective income too low. As to the individual income and family income, 78.6% and 70.8% deem them in plight. Meantime, giving that the subjective appraisals of income level is generally not high, most deem life expenditure too high to afford it.

3.2.2 Accelerated industrial growth results in government lacking experiences in social services and urban management

Industrial growth by leaps has negative effects on Sanya: The first one is limited ability to plan and implement. The next one is government lacks experience of department collaboration and operating mechanism. The third is executive deviation from route locking and inertial thinking. The fourth one is inadequate development of market system.

3.2.3 Diversified population structure leads to differentiated demands for public services and local governance styles.

Sanya's industrial mode of real estate and junior tourism is not beneficial to improve

people's livelihood. Compared with tourism infrastructure construction and real estate building, Sanya's public service infrastructure obviously drops behind that. As can be seen from the questionnaire, residents are badly in need of job opportunities, family care and legal services. On the other hand, the respondents' satisfaction degree is low in job opportunity recommendation and career training (28.5%). That of services in caring the old and the juvenile is 20%. Sanya's provision of social services far less lives up to social needs.

During rapid urbanization, Sanya's government faces more intensive pressure – the continuously increasing needs of diversified groups. However, influenced by the government scale and the cadre troops, the government fails to be competent to play the proper role in some fields. The residents' needs are satisfied mainly by themselves. For example, as for caring the old and juvenile, the ratio of survey objects relying on family are respectively up to 61.8% and 57.2%.The services government provides account for 20%.The government incompetence of meeting residents' needs and solving the corresponding problems is quite obvious.

3.2.4 Non-equivalence of duties, rights and benefits in the Sanya's administrative system of city manipulating district/town needs to be adjusted

The underlying disadvantages of Sanya's administrative system of city manipulating district/town, i.e. blockage of system, unsoundness of mechanism, low-power and high obligation in basic level, constrain the enhancement of government efficiency and thus affect the citizens' satisfaction degree appraisal of public services and social governance.

3.3 Sanya's Public Services and Social Governance Face Challenges from Three Major Trends

Urbanization, internationalization and democratization constitute the three major trends. Firstly, Sanya's urbanization mode should be promoted from spatial oriented to humanity oriented. Secondly, as international tourism city, Sanya's public services and social governance should live up to the international standards covering such aspects as services providing subject, the method of collaborative engagement and appraisal system. Thirdly, manifold participatory subjects are supposed to further the democratization of city governance.

3.4 Our Proposed Vision for Sanya's Construction: Make "Our Sanya" More Wonderful

3.4.1 Position: "Our Sanya"

Sanya city as international tourism city is neither post house of guests from various areas, nor a ready source of money, but a common yearning city: People in Sanya live in amity. People who once visited Sanya have impressive memories. The constructing goal and propaganda slogan are approachable, for instance, "Make our Sanya more wonderful". The basic idealized vision is to gain the acknowledgement of local residents and nonlocal

passers-by -That's our Sanya.

Constructing "our Sanya" is a groundwork for Sanya to become an international tourism city，which emphasizes the idealized vision，values and cultural issues implied in the tourism upsurge—people from all corners of the country fail to have sense of belonging in the post house of Sanya and are lack of the indispensible vision to construct Sanya. Constructing "our Sanya" contributes to spurring the guests' sense of acknowledgement, to evoke the intention of "coming again after leaving", to alleviate the sentiment of post house of seasonal migratory bird type crowd, to mitigate the sense of alienation of nonlocal people who move house to settle down, to arouse the sense of pride of Sanya's citizen, to make various operator accountable to become erector while acquiring evolution dependent on Sanya, to evoke their enthusiasm for constructing Sanya's tourism market, without being confined to gain profits. "We" emphasizes the sense of affiliation. Under the aim of "letting our Sanya become more prosperous", every principle part shall be blend into harmonious society of Sanya city.

The key of "letting our Sanya be more wonderful" is to stress the core value of "we". Namely, everyone in relation with Sanya acts in unison under the common shared values and aim, and make effort in collaboration for us to live better off. Setting the goal of "letting our Sanya be more wonderful", taking every individual of the big family "we" as the beginning, to support mutually and to live in amity with each other contribute to new type of social relationship and coordination. From the beginning of life, to integrate residential life and career progress, to integrate the dribs and drabs of people livelihood and city development, evoke the enthusiasm and dynamic for creation; From the beginning of "better off", to scientifically and harmoniously combine the value guide, urban-rural acting in unison and the value "We" as the guide to improve people's welfare and navigation mark of leading Sanya city into advancement.

3.4.2 Connation: New values

(1) New social principle: "Our Sanya" emphasizes social compound subjects.
Constructing "our Sanya" shouldn't only be dependent on CPC and Government, "We" include people and organizations in relation with Sanya. They are masters to take the task of Sanya construction and spare no efforts for Sanya's better off.

Compound main bodies include: the party and the government, the leading power to make policy and responsible for implementing; the intellectuals, the brain tank for Sanya's progress, are supposed to utilize their professional superiority to provide good ideas for Sanya's development; the enterprise is the chief power to promote economic growth, inserting dynamic into the city, creating social fortune and taking on social responsibility; the mass media, represents Sanya, supervise Sanya's social circumstance, disseminate manifold information, take charge of Sanya's image maintenance. Community organizations, the important power of civil society, mobilize various resources and improve social governance

and public services; citizens are the master of Sanya and directly benefit from well-being. Constructing Sanya needs everyone contributing to wisdom and power. Since migratory bird crowd choose Sanya as their "perch", they are participating in Sanya's construction. Better off life will make them no more migrate. Tourists coming with pure delight are not only supposed to enjoy, but also to take responsibility. Better Sanya motivates them to come again. Sanya's better off shall be created in cooperation.

Compound main bodies are still in "We", who act in unison to promote Sanya's development. The absence of any body will lead to the imperfection of "our Sanya". In view of that, "We" should coordinate to participate in Sanya's construction.

(2) New Belief: make people who come and live in Sanya satisfied
The idealized vision "We" is in accordance with social core value and Scientific Outlook on development. The development in the new era not simply emphasizes economic benefits, but stresses social fairness, justice and sharing fruit. "Our Sanya" underlines that it is "We" who will create the achievements and the corresponding fruit shall be shared. Indeed, if Sanya fails to boom, it is also "We" who shall undertake the aftermath. "We" are responsible to solve various problems in the development and every one is accountable for moral principle.

The developmental conviction of owning by all and sharing is a feasible path to alleviate some problems. The outlook "We" of extended family is beneficial for migratory bird crowd to blend into community, for business to operate in honesty, for tourists to travel politely. Thereby advocating the value and belief of "we" shall guarantee the harmonious development in Sanya.

The Belief "Our Sanya" accords with the idealized vision of "four-season garden of national people, happy home of Sanya residents" advanced by Sanya's leading cadre. Sanya is for local citizen and also for national people. As to national people, Sanya is not only a tourism resort of beautiful scenery and warm climate, but also a paradise full of pure delight people have deep yearning for. The "Garden" offers natural scenery, life surroundings, the cultivation and sprit enlightenment for everyone who comes to Sanya. The garden of spirit is evergreen. As for Sanya citizen, home is their harbor of happiness, not a perch merely satisfying the basic living needs. Accomplishing the idealized vision relies on high levels of public service and social governance and this is the primary to help Sanya gain acknowledgement and resonance from all walks of life.

(3) Novel City Culture for Lifestyle Guidance, Refinement Cultivation and Spirit Consolation
Based on the outlook "We", to cultivate a novel city accentuates inclusiveness, accountability and sharing. City culture, reflecting a city's soft power, is the soul of fashioning international tourism city and can become the catalyst, roll booster and cohesive agent of the character of economic, politic, social and environment and thus have the further effects on Sanya's continuous advancement.

Centering about "our Sanya", to refine Sanya city culture is in accordance with the city spirit of "striving after". "Striving after" is dynamical thinking of development and stresses that Sanya should be active to seize the chance, rule out resistance and speed up development. City culture centering "We" is the decisive power for Sanya to spare no effort to seize the opportunity to develop and thus the basis of "striving after".

4. IDEATIONAL INNOVATION OF SANYA'S PUBLIC SERVICES SYSTEM AND PRIORITIES

4.1 Five Innovations to Improve Sanya's Public Services

Firstly, new performance principle: economic growth, achieved by the government, guarantees the continuous improvement in public services

Secondly, Remote development by means of providing services of good quality: public service is the most important sector for Sanya city.

Thirdly, Coordination of urban/rural public services to reduce the gap by municipal fiscal reform scheme

Fourthly, Diversified approaches to promote the supply of public services by market-oriented mechanism

Fifthly, Fostering Sanya's public service system by accelerating the development of social organization/the third sector

4.2 Priorities on Improving Public Services in Sanya

Priorities on improving public services in Sanya mainly include: First, social security and employment services; Second, educational services; Third, health care and community medical services; Fourth, ethnic minority services; Fifth, public information services.

5. IMPROVING THE MECHANISM OF SANYA'S SOCIAL GOVERNANCE AND PRIORITIES

5.1 Improving the Mechanism of Sanya's Social Governance

(1) Social management shall be carried out with the goal of creating a happy Sanya, jumping out of the "absolute stability" oriented mindset. (2) Mobilization of the initiative of government agencies and the enthusiasm of social forces/community. (3) Promoting the synergy effect of social governance and public services. (4) Integrating social governance and public services (5) Intensifying community construction is the priority in Sanya's social governance. Strengthening the competence of social self-management and self-services shall be based on community autonomy. (6) Construct the framework of rule of law to enforce the comprehensive social governance in Sanya.

5.2 Priorities on Social Governance in Sanya

5.2.1 Re-drawing the setup of Sanya's communities

Specific measures involved include: firstly, distinguishing between community workstations and neighborhood committee's duties; secondly, delineating the nature and composition of the newly established community workstations; thirdly, categorical management of community among urban communities, suburban communities and rural communities; fourthly, clarifying the establishing standards of residents committees for categorical community.

5.2.2 Socialization pension management of several groups

The government shall design management scheme of social pension for three categorical groups of aging people. The goal is to set a socialization pension service system typical of family guarantee-based, community attendance-supported, organization provision-supplemented, which can assure multi-level needs of the elderly are continually being satisfied in a courteous and professional manner.

5.2.3 Strengthening the construction of public culture and morality of Sanya

Considering Sanya's particularities such as distinctive social structure and population features, expanding involvement and promote communication to reach a consensus is a practical way to construct the public culture. Promoting people's happiness through the cultural provision of high quality is a vital method to build consensus, which can also effectively help eliminate the mental alienation of migratory bird crowd.

6. "FOUR-IN-ONE" STRATEGY IN BUILDING THE PROPOSED VISION OF "OUR SANYA"

6.1 City Enriching People

Some specific measures are proposed. The first is to expand employment opportunities by all means: creating more jobs in service industry chain, encouraging the enterprise to hire local labor prior to nonlocal, creating more jobs in Public Good such as environment protection, public security, transportation, community services and floating population management. The second is to enhance the employment rate of low academic group. Thirdly, to provide better entrepreneurship conditions is necessary. Entrepreneurship Leadership team shall be established, covering various departments such as Tax, the National Development and Reform Commission, Labor and Social Security Ministry, the commerce and industry ministry. Entrepreneurial guidance center shall be established in all villages/towns and districts. The fourth is to put greater efforts in local residents' subsidy. The authority should intensify the subsidies for commodity prices especially in tourist season and on holidays. Fifthly, it is important to implement Land Transfer System to ensure the long-term benefits of land resources, i.e. landowners as a shareholder cooperating with land users to develop and thus profit from the land. The final step is to establish national tourism making experimental plot.

6.2 Integrated Public Services

(1) Establishing "Sanya Public Services Committee"

"Sanya Public Services Committee" is made up of executive vice-mayor, relevant vice-mayor, chief principal of relevant governmental functional department, principal of major commonweal organization and industry experts etc. The permanent office should be established to be affiliated with the committee and be listed into Government agencies sequence, which is responsible for regulating public service institution.

(2) The professional development of Public Service Agencies

Greater effort shall be made to solve such problems as non-professionals' administration and high ratio of untrained veteran employment, transferring governance mode from segmentary management to the integrated services of work division and specialization.

(3) Building public information interchange platform system

The system establishment shall be dominated by the government, which mainly consists of the Guidance system for public information, the unified public service and management platform in all of Sanya's communities, the information platform for Emergency and security management and the top level design of e-government affairs.

6.3 Holistic Government

Sanya is proposed to use for references the idealized vision of "Holistic Government" advanced by typical nations of OECD. Assured by the administrative efficiency, "close-joint" management is supposed to be achieved through decomposing governmental responsibility, modulating organ settings of governmental department and reshaping governmental operating flow.

(1) Constructing the working platform and emergency mechanism for collective action.

Based on the investigation into Sanya, we observe that Sanya is supposed to establish the working platform and emergency management mechanism for CCP and the government to act collectively. The government should authorize the institution of releasing findings to convey the same voice to society and mass media.

(2) Adjusting the Division of Administrative Zone of Municipality, District and Town accordingly

We should coordinate the governmental relationship, reduce the administrative operating cost, and improve working efficiency. On the basis of the two established district administered by municipality, we integrate the six towns affiliated by municipality and the function zones--Yalong Bay and Haitang Bay, establish four new districts, weaken street office and consolidate community. The municipality mainly takes charge of decision-making and plan. The districts and the towns are in charge of implementing.

The given programming for land utilization doesn't accord with the need of Sanya's continuous development. Based on the guideline of "planning as a whole for development,

overall arrangement in reason, inclining to public services", we should resume mapping out the territory utilization while adjusting the dividing of administrative zone.

(3) Modulating the resources of public services, breaking "fragments" of governmental organization model

Government organs in the horizontal and vertical direction are supposed to be streamlined, the cooperation and coordination of government departments is to be strengthened, the modulation of government services is to be consolidated. We shall explore ways to establish greater departments with integrated and extended function, combine government functions of similarity and sameness and set government organs synthetically. All those are intended to solve the problem of overlapping organs and functions and conflicting policies from different departments.

(4) Strengthening the ranks of public servants, modifying the style of working, improving overall quality of cadres

We will train the ranks of public servants on a large scale, which are intended to enhance the serving consciousness and to unify the cognition of thought, Above all, the conception of cadres should be remolded. They are supposed to actively engage in public services and social governance. Disciplines should be strictly implemented to completely eradicate the corruption of sweeping the desk and to reverse the infirmness of principle of cadre ranks. Through Mutual help, the knowledge of modern management and the IT know-how will be gained.

(5) Attaching the importance to the application of info integration and modern info technique

We are to promote the innovation in the technique and tool of supplying public services, to apply manifold modern techniques (such as the technique of clouds calculating) and information means including novel type of mass media to provide social and tourism services; to energetically establish information network of public services, to practice electronic governmental affairs and to totally carry out the online information services; to foster public services culture to achieve the well-knit integration between advanced technology and advanced culture.

6.4 Collaborative Society

Under the value of "Our Sanya", collaborative engagement of public services and social governance of plural subjects including CCP, the government, enterprise, public institution, social organization and individuals truly reflects network connection, function fusion, complementary advantages and interactive cooperation.

CCP and the government shall guarantee the public services and social governance. Enterprise and public institution should take the social responsibility. Mass Media shall be incorporated into the social management system as the primary body. The individuals' subject consciousness shall be trained. The integration mechanism of diversified groups is supposed to be established and perfected gradually. Resolution mechanism to social conflicts

should be improved.

The government should guide the social organization to participate in the public services and social governance. The social organization such as modern technology, economics, social services and Agricultural Society shall be prioritized. This can be supported by the government's purchase of their services. Social organization such as Sanya Tourist Association, Sanya Blue Ribbon Marine Conservation Association and Volunteer Association can gather dispersed volunteer ranks to jointly provide consultation, guidance and first-aid for tourist. The cohesive volunteer ranks even can provide seasonal migrant population with one-to-one service. Social organizations should be actively encouraged and cultivated in community governance. Mutual organizations and interest groups in the neighborhood are to be fostered.

7. CONCLUSION

Sanya's urbanization is in the course of particularity, speediness and passiveness. Sanya's urbanization initially gives priority to "spatial urbanization" --along the path of extension development, erecting the wineshops, hotels and top-level dwelling houses, leading to the expansion of city space and the enlargement of city population. The marked effect the spatial urbanization of this kind produces is that Sanya city's infrastructure is improved, Sanya's former poor appearance of "tiny fishing village" is changed, and the city image is upgraded. By spatial urbanization, the urbanization ratio of areas including Sanya Bay, Yalong Bay and Phoenix Town is improved in a vast scale. However, according to international experience, the spatial urbanization may result in serious social problems such as areas disparity, incompetence of people's welfare system, the deficiency of job opportunity and the unsoundness of basic public services due to the hysteresis of urbanization of population and occupation compared by the spatial urbanization, which converge into the point of the contradiction and conflict among relevant interest subjects in the development of Sanya city.

In order to solve problems listed above, this paper advances the "four in one" strategy of constructing "Our Sanya". Based on the proposed vision of "making our Sanya better", we emphasize the core value of "We" with greater effort to opening to the outside world and allowing diversity and collaboration. The continuous improvement of Sanya's public services and social governance is especially aimed at promoting people's happiness with more benefit from Sanya's economic advancement and equalizing the urban-rural disparity. The plurality of social governance subjects and the diversified ways of management as well as services are supposed to achieve collaborative engagement in the whole society, and make Sanya city the real "four seasons garden of tourist" and "happy home of common people".

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