

A Study on the Communist Takeover of Chengdu's Public Utilities (1949-1950)

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Abstract

Chengdu was the last big city liberated in China. After the liberation of Chengdu, the Military Control Committee (MCC) of the Communist Party of China (CPC) gradually took over the city's public utilities. At the beginning, in order to quickly restore the city's order, the MCC recovered and resumed the production of the water and electricity plants with a series of measures, including the protection of factories in advance, the dissemination of the Party's ideas, the arrangements for the old staff, the mobilization of the masses, and the proceeding of the stocktaking step by step. With the proceeding of the takeover, the public utilities were gradually transformed into a cause which relies on and serves for the people.

Key words: CPC; Chengdu; Communist takeover; Public utilities

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INTRODUCTION

Public utilities include various utilities related to urban production, operation and people's life services. They are the basis of urban survival and social development. In the early days of liberation, the Communist Party of China (CPC) has realized the importance and uniqueness of public utilities before taking over the major cities, and they have formulated relevant policies accordingly. As

Chen Yun (then Vice Premier of the Government Council) stated, the public utilities were of great importance to a city, "if there is no electricity, no lights, no telephone, no running water, no cars or trains to start, there would be no order at all" (Chen, 1995, p.375). Located in the southwest, Chengdu was the last big city liberated in China. Before the liberation, Chengdu was the center of numerous hostile forces. Countless rumors and continual sabotage kept hovering around this city, which had made the situation a rather complex one compared with other cities. In that case, the takeover of the city's public utilities was even more challenging, and the CPC needs to act differently to secure a success without a hitch. How did they carry out the takeover? How did they stabilize the production? How did they make the transformation? These questions were still concerns for study today. Considering the particularity of Chengdu during the liberation period, this paper tries to make a preliminary discussion.

1. PREPARATION BEFORE THE TAKEOVER

Before the liberation, the CPC Central Committee and the Southwest Bureau of the CPC Central Committee have made various preparations.

First, mobilize the Party's members and the local workers to protect the related factories in advance. Since the end of 1948, some local Party members and members of the "People's Association" who were familiar with Chengdu's situation have returned to Chengdu with the approval of the CPC Central Committee. Together with the Party members and the comrades from Sichuan University and other universities, they united local scholars and progressives, formed a wide range of mass organizations, disseminated the Party's policies in different areas of Chengdu, and protect the water and electricity factories in advance (He et al., 1989, p.406). For example, in Qiming electric power plant, the Party members organized the progressive workers to establish

a workers' team to protect the factory in advance. At the same time, in order to prevent the factory from being bombed by the reactionary army, the team members piled up sandbags at the gate, set up a power grid near the river in the machine room, and took turns to do the 24-hour patrolling. These measures have effectively protected the factories from being sabotaged (He et al., 1989, p.406).

Secondly, conduct investigation and make arrangements in advance. On November 28, 1949, according to the general requirement: "take over the city in an orderly and complete manner" (Northwest Sichuan Provisional Military and Political Commission, 1949, p.20). Northwest Sichuan Interim Military and Political Commission issued a written regulation on the precautions for entering the city, which stated that: when entering Chengdu, the Party's policies must be strictly abided by and correctly implemented, a revolutionary order should be quickly established, people's lives and properties must be well protected, as well as the public and private factories, shops, mines, warehouses, lines, tap water system, lights, telephones, schools, libraries, hospitals and all the buildings. All bureaucratic capital enterprises and other public industrial, commercial, cultural, military and political organizations should be taken over in an order, the factories and schools should be restored as soon as possible (Northwest Sichuan Provisional Military and Political Commission, 1949, p.20). In order to maintain the operation of people's everyday life and resume the city's industrial production, it is required to take over Chengdu's public utilities including water and electricity system in a continuous manner and restore the functions in time (Jiang, 1989, pp.391-394). In December 1949, the Social Department of the Northwest Bureau of the CPC Central Committee made a comprehensive report on the political and economic situation of Chengdu, and analyzed the situation of the electric power system in Chengdu. Meanwhile, the staff and workers' brigade of the industrial department was arranged in advance to enter the city first with the chief of staff Zhang Jingwu (1989, pp.391-394).

2. METHODS OF THE TAKEOVER

On December 27, 1949, Chengdu was liberated. The Chengdu MCC of the Chinese People's Liberation Army was then established on January 1, 1950 and then began the takeover on the next day (History Research Office of Chengdu Municipal Party, 1991: 3). The general policy of Chengdu's takeover was "to rely on the people, mobilize the masses, make full use of the old personnel, unite the people from all walks of life, clarify the priorities, eliminate the reactionary remnants step by step, establish the people's revolutionary order, restore and develop production, so as to gradually build a new Chengdu which serves for the people" (Li, 1950, pp.85-99). Accordingly, the MCC has made relevant provisions:

The Government Affairs Department of MCC should take over the Construction Department, Water Conservancy Bureau, Land Administration Bureau and other units, and the Financial Department, for the Transportation, Post and Telecommunications units respectively. The takeover of the public utilities was carried out in several steps with different aspects, including the resume of water and electricity production, the strengthening of public transportation. To resume production, the MCC has adopted 5 steps.

2.1 Adjustment of the Takeover Measures

At the early stage of the takeover, the MCC had realized some specific problems caused by a lack of research on the specific situation of Chengdu. Yan Xiufeng (then the deputy director of the Chengdu Military Regulatory Commission) stated that the political situation in Chengdu was complex, the takeover of Chengdu could not be accomplished overnight, and it needed a transitional period (Yan, 1950, pp.31-33). Therefore, under the guidance of the established policy, Chengdu's takeover policy was flexibly handled with a combination of the regional characteristics. In order to maintain the city's order, the MCC stipulated the arrangements for the objects that had been taken over and the new objects to be taken over, and at the same time, it identified the illegal organizations of the public utilities system.

2.2 Disseminate the Party's Beliefs and Policies, Unite the Majority

Dissemination work was the center of all at the beginning of the takeover. On the one hand, large-class courses and democratic conferences were regularly arranged for the old workers and staff. The learning contents mainly include *On People's Democratic Dictatorship*, *The Chinese Revolution and the Communist Party of China*, *On New Democracy* by Mao Zedong, and some reports made by Deng Xiaoping. Class education has been carried out on the workers. The general perspectives include four aspects: first, the workers do create; second, the working class is the leading class of the people's democratic power and they are the masters of the state-owned factories, therefore it is necessary for them to establish a new working attitude; third, the Communist Party is a Party of the working class; fourth, the staff are also the mental workers. In the past, the reactionary ruling class separated manual work from mental work, thus belittling mental work. However, the MCC stressed that it was necessary to change this viewpoint and unite the workers and the staff (The Financial Takeover Committee, 1950, pp.275-289). In the functional units related to public utilities, the MCC pointed out that "a major obstacle existed in the factory is that the staff used to despise labor during the long-term rule of the reactionaries, which had resulted in a huge gap between the staff and the workers". To eliminate this obstacle, continuous and patient persuasion and education

were needed. In addition to the dissemination of the general policy, the staff should also be made to aware that “the work of the staff is a kind of intellectual work. Therefore, both of the staff and the workers are part of the working class”, and it was necessary for them to “reunite and improve” (Chengdu MCC, 1950, p.167).

2.3 Develop Close Ties With the Workers

Military representatives and liaison officers of the MCC actively contact workers as soon as they entered the factories. They spoke highly of the workers’ actions to protect the factories before the liberation; they resided at the factories and spent day and night sharing ideas with the workers; they cared much about the lives of the workers and helped them solve their problems, etc. (Chengdu MCC, 1950, pp.165-169). Gradually, the workers dispelled their worries and began to actively communicate with the liaison officers. For instance, in Dujiang electricity plant, representatives of the MCC and some members of People’s Liberation Army who resided in the plant have established deep and close ties with the workers (Jiang, 1989: 391-394). With the support of the workers, they have successfully strengthened the line protection. Together with the representatives of MCC, the workers actively participated into the takeover work of the plants in various aspects, such as sorting out the old accounts, formulating the system of shareholders’ meeting to protect the interests of the workers; solving housing difficulties for the workers; providing help and care for the sick, etc. In addition, the MCC has arranged loans to workers who were the breadwinners of the family to solve their financial difficulties as the old enterprises could not afford wages to them. The workers exclaimed that “the People’s Liberation Army was really different” when they were truly cared for (Chengdu Military Control Commission, 1950, p.167). Meanwhile, to unite the majority and isolate the very few. For example, in transportation departments which contain many contradictions. The MCC organized the junior staff and senior staff to study the policies separately, and facilitate dialogue with staff by developing individual talk or setting up suggestion box.

2.4 Make Arrangements for the Old Staff and Resume Production in Time

Since 1950, though there were still a few reactionaries among the old staff, their ideological awareness has been transformed in varying degrees. According to the policy “all those who are willing to serve the people with their own skills, they will be welcomed. The government will adopt the principle of unite, strive for, transform and employ to those workers” (Li, 1950, p.97), part of the old staff who had participated in the policy learning classes would be retained in the original positions, while some of them would be arranged to the countryside for other jobs, and some would be sent back to their own hometowns

to resume working. For those who remained, the MCC would “boldly use them and let them work without restraint” (An, 1989, p.425).

After systematic learning of the Party’s policies and beliefs, the remaining staff gradually dispelled their worries. Gaining a sense of ownership, they resumed production with a new attitude and immense zeal. In water plants, the workers actively carried out a series of work to improve production efficiency together with the representatives of the MCC. For instance, in the past, there were three connecting flumes of sedimentation workshop collapsed in the plant, the workers then used an old scrap iron pipe to connect with the original pig iron pipe, connected with the pool, and renovated a new groove by using the method of fire drill joint. In that case, the problems were solved in an economical way. In addition, in order to reduce the cases of water stealing, the technical workers petitioned to check the water station and take charge of the water meter of users. They also stationed at Chunxi Road Station and Lizhi Station to sell water, and mobilized the workers in the water selling station to be dedicated to their work. In Dujiang electric power plant, the workers also improved their working efficiency. For example, in the power house, the coal miner used to push only four cars a day, but then he could generally push 19 cars. Besides, in the past, if there was a sinking problem, it would take half a day to repair it. Now, the same problem would take only an hour range to repair” (Summary of Chengdu MCC on taking over Enterprises, 1950, p.166). This showed that the mobilization work allowing workers to actively participate in the recovery of production with a sense of ownership had played a practical role. “The workers said that now we were happy, and our heads and hands were ready to work” (Summary of Chengdu MCC on taking over Enterprises, 1950, p.166). In Qiming electric power company, the representatives of the Military Control Commission had mobilized the managers to manage the supply of the electric power many times at the early stage of the takeover. Also, they sent out experienced military representatives to assist the work of the manager after finding out that the company had “concealed the shareholders of bureaucratic capital” (Jiang, 1989, p.392). Meanwhile, the MCC also sent technical personnel and workers in the field of electrical appliances to cooperate with the former staff of Qiming electric power plant to ensure the work of power generation. “The technical personnel and workers sent by the MCC were highly appreciated by the old staff in the plant, and they have had a very good cooperation” (Jiang, 1989, p.392). Shortly after liberation, the electric power supply in Chengdu was basically guaranteed.

2.5 Elect Workers’ Representatives, Proceed the Stocktaking Step by Step

After resuming production, the MCC organized the factories to elect workers’ representatives among all the

staff, and regularly held staff congress for democratic decision-making on general affairs. The workers exclaimed, "This is the real democracy. In the past, elections do us no good. Now, this is the real liberation" (Report on financial takeover, 1950, p.279). After the election, the workers assisted the MCC to proceed the stocktaking work. The arrangement mainly involves three aspects. First, deeply mobilize and rely on workers to expose and confess the hidden materials. For example, in the machinery factory of the water company, an old employee confessed that he had rented out factory land without permission, and he asked to deduct his own salary as a compensation; another worker confessed that he had sold some of the public instruments, and he said that he would return the property one after another. Besides, in Dujiang electric power plant, the workers informed the representatives that there were still a large amount of silver and gold which belongs to the plant had not been handed over. Second, to carry out the education activities of the workers to save materials and care for their enterprises. Third, to announce and implement the policies that the diehards would be isolated (Summary of Chengdu MCC on taking over Enterprises, 1950, pp.165-169).

2.6 Establish Labor Union and Ease Labor-Capital Relations

On January 3, 1950, the Chengdu trade union working group of Western Sichuan Party Committee was established, headed by Wu Ziyu. The members of the group include not only the established staff, but also the underground Party members and activists who were familiar with the local situations in Chengdu. On January 9, 1950, a symposium was held in news building of Chunxi Road. At the meeting, workers' representatives were briefed on the general principle of economic work of the New Democracy "to develop production and prosper economy", the policy of giving consideration to both public and private interests and the interests of both labor and capital, and their opinions were listened to. After that, a lot of practical work had been done, such as the mobilization of workers in the city to resume production, the proper handling of labor disputes (Wu, 1989, p.400). In private factories, the collective contracts between labor and capital were implemented, in which case, both of the two sides would be settled down. Meanwhile, the Union also organized worker labors to assist the representatives of the MCC to take over the bureaucratic capital, and to mobilize the enthusiasm of all personnel to quickly resume production.

After a series of measures taken by the union, the relations between labor and capital has been mitigated. For instance, in Dujiang electric power plant, "workers took the risk to repair the transmission line from Guanxian to Chengdu, which ensured the power production and consumption of Chengdu" (Wu, 1989, p.401). The union was rooted in the workers and the masses, it has played a significant role as a link between the Party and the masses.

As for the public transportation systems, the MCC and Chengdu Municipal Government have made a series of arrangements to strengthen the transformation of Chengdu's roads, bridges, water conservancy and other systems.

First, determine certain plan and repair Dujiangyan water conservancy. Li Jingquan (then the First Secretary of Sichuan Provincial Party Committee) proposed that it was necessary to restore the city's transportation system so as to develop production. He added: in order to revise water conservancy and prepare for spring ploughing, the government and army should also participate in the work of mountain land reclamation and Dujiangyan water conservancy construction; meanwhile, roads and bridges from Chengdu to Tibet should be constructed to help the army transport (Li, 1950, p.45). Zhou Shi Di (then the mayor of Chengdu) pointed out that the fourth thing (first, to eliminate bandits; second, to resume production; third, to stabilize finance) to be solved immediately after the liberation of Chengdu for a month was to renovate the inner river ditch. According to the survey, it was found that Jinhe, Yuhe and Fuhe rivers in Chengdu had been silted up for many years, thus would trouble a large number of residents into the flood threat in the rainy season every year, and the streets and alleys would not be available as well. Zhou stated, "This is a major issue that matters the lives of the people. At present, the MCC and the municipal government have sent 10 survey teams to carry out the work of survey. Afterwards, these roads would be renovated so that the people in Chengdu will not be affected by flood in the future" (Zhou, 1950, p. 49).

Second, protect public facilities and maintain traffic order. Eleven traffic regulations were formulated to maintain the order of public traffic, including: drive to the right and avoid fire engine; carriages, rickshaws must pass as required; do not overload or climb outside the vehicle; bicycles were not allowed to carry people in downtown areas; except for the fire alarm ambulance, the speed of vehicles in the urban area should not exceed 15 kilometers per hour; vehicles should pass in order; lights and horns were required for driving at night; buses and business vehicles should stop at stations; follow the command of the police and pass according to the traffic signal, etc. These rules had successfully ensured the traffic order at the beginning of the takeover.

3. MANAGEMENT AND TRANSFORMATION AFTER THE TAKEOVER

Nearly two months after the liberation, Chengdu Municipal Government further preceded the management and transformation of the public utilities.

3.1 Support and limitation

In order to facilitate the production of water and electricity plants, Chengdu Municipal government implemented

the policy of “industry is lighter than business in terms of tax revenue”, which “has given production practical care” (Mi, 1950, p.303). In addition, in tap water systems, the government granted loans to promote business, and established new water stations. As to electricity systems, the government arranged to renovate the electric telephone lines in downtown Chengdu, sorted out the urban street lights, and built and repaired the sentries being equipped with lights (Chengdu Municipal People’s Government, 1950, p.217). In August 1950, in order to further ensure the supply of electric power all around the city, the government issued a decree to protect the electric power line; stipulated that the special line problem should be handled by the both government and the power plants through consultation (Chengdu Municipal People’s Government, 1950, pp.253-254); strengthened the regulation of power plants and reduced the price of electric power (Chengdu Municipal People’s Government, 1950, p.268). Besides, the bill to prevent electricity theft has been enacted, and saving electricity action was widely advocated.

3.2 Improvements of Management Methods and Labor-Capital Relations

First, Maintenance of the old, introduction of the new. In order to further ensure the tap water supply of the city, and to maintain the working conditions of the workers, the government organized the rectification and transformation of the utilities: the pipeline inspection was carried out to avoid water leakage; the water meters were repaired; and a number of water stations were added within a certain period of time (Chengdu Municipal People’s Government, 1950, p.217). In terms of electric power, by August 1950, considering that “Dujiangyan and Qiming power plants had a total power generation capacity of 55000 watts, which could meet with Chengdu’s needs, but after the recovery and development of production in the future, this number would not be enough” (Chengdu Municipal People’s Government, 1950, p.268). Therefore, on the one hand, the relevant enterprises which were supported by the government have purchased new motors to prosper industry and commerce. On the other hand, the construction of a hydroelectric power plant in Dujiangyan as the basis was gradually carried out (Chengdu Local Records Compilation Committee, 2010, p.12). Second, further enhance the workers’ sense of ownership, and improve labor-capital relations. In public enterprises, it was promoted that the leaders should give full play to the enthusiasm and creativity of workers, listen to their opinions and overcome difficulties to develop production. In private factories, decisions should be made according to the economic policy of “developing production, prospering economy, balancing public and private interests, and benefiting both labor and capital” (Zhou, 1950, p.49). Meanwhile, the MCC have carried out a series of work, such as the enactment

of “Interim Measures for the Conclusion of Collective Contracts between Labor and Capital” and “Interim Measures for the mediation of labor-capital disputes”, the organization of labor-capital consultative conference in private enterprises; the improvement of the Management Committee Organization in public enterprises; the establishment of workers’ committee for workers’ education. These measures “have reduced labor disputes, increased business confidence and improved production” (Mi, 1950, pp.235-246). Third, Proper management of the relationship between trade union and Administration. The relationship between trade union and administration is generally divided into three categories: Trade Union and administration were not separated; trade union and administration were opposite; trade union stood in the middle of workers and administration. Adjustments were made for the purpose of making the administration pay much attention to the ideas decided by the trade union in a cooperative way. At the same time, the trade union cadres were informed with the importance of the production, and the administration was requested to pay trade union the respect. In this sense, they were required to work cooperatively without prejudice. For example, in tap water plants, “trade unions have played a great role in production, and the administration has attached great importance to trade unions, they have developed a relationship” (Chengdu Municipal Committee of the CPC, 1950, p.358).

3.3 Arrangements for the Unemployed

After the takeover, in order to properly arrange the unemployed workers and protect a large number of labor force needed for production, the Labor Bureau, the Federation of trade unions and the Civil Affairs Bureau took several measures. Concerning the public utilities, it was mainly about the resettlement of unemployed workers in water and electricity plants. In the process of resettlement, some of the workers were transferred to the transportation system, thus achieving the circular distribution of labor force, and further strengthening the production and development of public utilities.

First, set up the unemployment relieve committee for register. Second, practice welfare to work. The committee introduced relevant work according to the specific situation of the unemployed workers at the time of registration, and arranged some workers to participate in the work of municipal transportation construction. For example, the Labor Bureau organized and mobilized the unemployed workers from the fields of rickshaw, automobile and construction to participate in the work of digging rivers and ditches in Chengdu; the municipal chief engineer preparation committee and other relevant departments organized and mobilized some construction workers to actively participate in Xikang Road construction project. By August 1950, the relief committee had introduced 3000 to 5000 unemployed workers to

the Railway Engineering Bureau (Director of Chengdu Labor Bureau, 1950, pp.256-263). Third, organize the communist education. For the workers who had been arranged to work, ideological education was carried out as well to make them fully informed with the original intention of the government, so as to participate into the work more actively. For those who had not been resettled, the work preparation committee of the relevant industries and the production assistant of the District Office should organize communist education work to improve the class consciousness of the workers (Director of Chengdu Labor Bureau, 1950, pp.256-263). Fourth, dispense relief fund and food. Provide relief funds to the unemployed workers to solve their living difficulties before they were properly resettled. One of the sources of the relief funds was the funds issued by the Central People's government. On the other hand, according to the policies of the Central Government Council, the government formulated detailed rules to collect donations from the employed workers and enterprises. Fifth, organize the unemployed workers to return home for production with self-help. For the unemployed workers who chose to return to hometown, financial subsidies or travel expenses were offered. An auto worker expressed who was subsidized and returned to his hometown, went to the unemployed workers center to talk about his feelings and happy mood, had to some degree inspired the unemployed workers" (Director of Chengdu Labor Bureau, 1950, p.261). In general, the arrangement of unemployed workers had protected a large number of labor force needed for production. "Returning home and finding employment by themselves basically solved the unemployment problem of workers" (Mi, 1950, pp.235-246).

3.4 Develop Public Transportation and Improve Urban Sanitation

To recover and develop public transport systems, the government carried out the basic work including dredging and repairing ditches, building roads and bridges, and protecting traffic safety. All of which were completed in accordance with the general requirements which emphasis the aims of flood prevention, convenience for travel, adjustment of life, and recovery of economic prosperity.

Firstly, build ditches, roads and bridges. In order to relieve the threat of flood in Chengdu, the municipal government organized relevant departments to renovate the river channel in two months. By May 1950, the Construction Bureau organized the excavation and repair of ditches. The completion of the work "communicated with the ditch system in the whole city, basically eliminated the flood threat in Chengdu over the years, and solved the living problems of some unemployed workers at that time" (Chengdu Municipal People's Government, 1950, p.222). Besides the ditches, bridges were renovated, water valves were built, culverts were rebuilt, half of the bridges were widened, roads were renovated, street lights

were installed for traffic trunk roads, and sentry platforms were built. In August of the same year, the representatives proposed to rapidly carry out the road construction of Chengdu to Chongqing as well as the road from Chengdu to Tianshui. Then the Construction Bureau organized the southwest Railway Engineering Bureau to build Chengdu-Chongqing railway, and the survey team of the central Ministry of Railways came to Sichuan to survey the route of Tian-Cheng road.

Secondly, establish traffic order to ensure traffic safety. In the early days of liberation, the streets of Chengdu were narrow and full of garbage. The government had taken efficient measures to sort out the situation. Since the liberation of half a year, the relevant departments had registered vehicles, sorted out miscellaneous vendors and improved traffic order. In order to further strengthen traffic management and establish traffic order, Chengdu Public Security Department carried out two aspects of work. First, enriched the personnel and equipment. The number of traffic posts were increased and traffic workers were added to strengthen traffic management. Meanwhile, the guard platform was repaired or deployed, and each traffic policeman was given a pair of white sleeves and white Leggings for easy identification. Second, education in transportation technology was strengthened. According to the traffic police's execution rules and command gesture diagram, the relevant staff were educated. Through the transformation, "traffic order has become normal, and the number of car accidents is gradually reduced" (Chengdu Municipal People's Government, 1950, p.275).

Thirdly, improve urban health and public facilities. In order to prevent the spread of diseases and protect the public health, the government increased the number of street cleaners cooperated with the staff from Health Bureau to carry out a clean-up campaign to deal with the garbage and feces accumulated in the city, and to rectify toilets and sewers as well (Chengdu Municipal People's Government, 1950, pp.218-222). In addition, several aspects of work were carried out, including organizing vaccination to prevent cholera; establishing health offices to rectify municipal hospitals; setting up District Branch of Municipal Health Committee and security students group, holding medical staff forum; carrying out epidemic prevention work and establishing factory health organization; centering on public hospitals and health offices, uniting with private doctors to open a forum on the dissemination of epidemic prevention, and guiding the prevention methods of infectious diseases (Mi, 1950, pp.302-308), etc.

4. TAKEOVER EFFECT AND CONCLUSION

Located in the southwest, Chengdu was the last big city liberated in People's Republic of China. On the eve of the Chengdu's liberation, a large number of reactionary

organizations and private soldiers gathered here, as well as many spies, making the spy activities rampant in Chengdu. Meanwhile, the conflicts among various factions were very sharp in Chengdu because of the long-term rule of feudal forces represented by the local warlords. In public utilities which were directly related to the production and daily life, such as tap water and electricity systems, there were often many hostile forces trying to sabotage and instigating trouble among the workers. Therefore, before the liberation, the CPC Central Committee had arranged the Party members to return to Chengdu in advance, and organized the action of protecting the factory in advance in the local area. After the takeover, the tap water and electricity utilities were then transformed, and basically guaranteed the supply of the needs of the people and the production in Chengdu. Meanwhile, in face of new situations, new problems and new challenges, there were also inadequacies. In Dec. 1950, the municipal government has summarized the problems occurred at the early days of liberation. First, there was a lack of careful planning in leadership, mainly in production. Second, some personnel were not familiar with production work. Sometimes, reasonable suggestions put forward by the workers were not adopted in time, resulting in a delay of production. Third, “the transformation of the old organization and management system in the past was not enough. Some remained unchanged, some just finished the change of organization structure but retained the management system” (Chengdu Municipal Committee of the CPC, 1950, p.357). In response to these problems, the Chengdu Municipal Party Committee proposed that more efforts should be made to reform the original machinery management system, and the links between the Party and the workers cannot be restricted. “Only by taking workers as the main body of the production, truly relying on workers, absorbing workers to participate into the management, and implementing management democratization, can the old enterprises be completely reformed into the people’s enterprises” (Chengdu Municipal Committee of the CPC, 1950, p.357).

All in all, for nearly a year’s hard work, the MCC gradually took over and transformed the public utilities with a series of measures despite an extremely complex and arduous environment. It reflected a successful practice of the CPC and the government to rely on the masses to restore production and ensure the normal operation of people’s lives. During the process of the takeover, the water and electricity plants were always in a state of work while the stocktaking carried on. At the early stage, the MCC made policy publicity as its primary work and relied on the masses as its key work, which had established the mass foundation for the following stocktaking. In the transformation period, the operation methods were improved, the labor relations were adjusted,

the production was further developed, and the old staff were properly arranged. At the same time, the problems which occurred in the process were summed up and solved in time, and the old enterprise department have been transformed into a cause which relies on and serves for the people.

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