

Research on Collaborative Governance Mechanism of Old Communities Reconstruction in Chengdu

Zijing Wen

School of Public Administration, Southwest Jiaotong University, Chengdu, 610036, Sichuan, China

1362176763@qq.com

Keywords: Old community transformation, Collaborative governance

Abstract: As China's urban development has shifted from the incremental era to the stock era, the transformation of old communities has become an important issue in China's urban development. This research uses the interview method to analyze the current situation of multi subject collaboration in the transformation of several old communities in Chengdu. It finds that there are some problems in the coordinated governance of multi subject in the transformation of old communities, such as the absence of relevant subjects, the imbalance of power structure among subjects, and the lack of communication and collaboration among multi subjects. Finally, on the basis of the existing research, the realization mechanism of multi subject collaborative governance in the transformation of old communities is constructed from three aspects: participation dynamic mechanism, communication and coordination mechanism and operation guarantee mechanism.

1. Introduction

As we all know, those old communities that were built earlier generally have problems such as poor environment, backward infrastructure, and many potential safety hazards. The transformation of old communities in China is imminent. China attaches great importance to community governance, and the transformation of old communities has received the attention of the State Council, central ministries and local governments. However, due to the diversification of stakeholders involved in the process of old community transformation, there are many conflicts. Based on this, the purpose of this study is to analyze the relevant behaviors of multiple subjects in the process of the transformation of multiple old communities in Chengdu, Sichuan Province, and actively explore the realization mechanism of coordinated governance of multiple subjects in the process of the transformation of old communities.

2. Literature Review

In Cihai, the old community is defined as the community in which the whole functional state of the old housing monomer and its living environment in a certain natural geographical space, socio-economic form and use time period produces a “comprehensive obsolescence” process. At present, the transformation of old communities is still facing many difficulties. Some scholars have recognized that the transformation of old communities is faced with two kinds of problems: the constraints of the objective environment and the concerns of the elderly's subjective thinking. [1]Guo Bin proposed four management dilemmas of old residential areas from two perspectives: the management dilemma of “internal constraints”, the management dilemma of “external obstacles”, the management dilemma caused by objects and the management dilemma of “owners and property managers”. [2] In response to the transformation dilemma, some scholars proposed innovative governance strategies such as autonomy and co governance. For example, the “1+1+N” model of community residents' meeting, community autonomy group and several volunteer service teams was promoted in the old communities to form a combination of residents' autonomy and cooperative governance. [3]

In summary, in the current research, there are few studies on the synergy of the main bodies in

the transformation of old communities, and there is insufficient disclosure of the synergy mechanism of the main bodies in the transformation of typical old communities. Based on this, this paper focuses on revealing the collaborative governance relationship of multiple subjects in the transformation of old communities.^[4]

3. Research Design

3.1 Selection of Survey Samples

This study used the method of judgment sampling to conduct an interview survey in Chengdu, and selected Jiulidi North Road Community, Shiren North Road Community, Shiren South Road Community, Wenweng Community, Caotang Road Community and Baihua Community. These communities have a certain community scale, and the community contains a large number of old residential areas and old courtyards, which are representative.

3.2 Research Methods

This research mainly adopts the interview research method, and selects multiple subjects involved in the transformation of old communities in Chengdu for interviews. In this study, the interviewees are divided into four categories, namely, the relevant responsible personnel of the sub district office, the staff of the community neighborhood committee, the community residents, and the social organization staff.

4. Analysis on the Synergy of Multiple Subjects

4.1 Government and Community Neighborhood Committee

The relationship between the government and the community neighborhood committee is that of guidance and guidance. The sub district office needs to interpret the relevant policies for the community neighborhood committee on the renovation of old residential areas. At the same time, they also cooperate with each other. The neighborhood committee conducts a comprehensive investigation of the old residential quarters, selects the residential quarters that meet the conditions for the transformation of the old residential quarters, collects residents' opinions, and applies to the sub district office for projects

4.2 Government and Market Enterprises

The relationship between the government and market enterprises is about the purchase of services and the provision of services. Government purchase service means that the government will invite public bidding for relevant transformation scheme design, supervision, construction, equipment and other projects, and the market will compete freely. The second is the relationship between supervision and supervision. The government will organize the relevant departments of housing construction, fire protection, civil affairs, etc. to check and accept the reconstruction project.

4.3 Government and Residents

The relationship between government and residents is principal-agent. The government, as the agent, exercises the public rights entrusted by the residents. The second is the relationship between supervision and being supervised. The community residents supervise the government's behavior, and the old community industry committee gathers the residents' transformation opinions and puts forward the community transformation project motion. Residents can raise questions about the project proposal and project implementation process.

4.4 Government and Social Organizations

Government and social organizations are a kind of cooperative relationship between purchasing services and providing services. Funded by the government, the community collects residents'

opinions and plans the security fund project of the community according to the procedure. After the publicity is passed, the project announcement will be issued, and the social organization will undertake the project.

4.5 Community Neighborhood Committees and Residents

The relationship between residents and neighborhood committees is principal-agent. The work of the neighborhood committee is based on the authorization of the residents. The second is cooperation. The neighborhood committee of the community guides the residents of the community to form a business establishment committee and a hospital committee, collects and summarizes the residents' opinions at the initial stage of the scheme formation.

4.6 Social Organizations and Residents

Social organizations provide residents with various services, such as community atmosphere building, social organization cultivation, micro-renewal, etc. Residents supervise the related work of social organizations and can also provide opinions and suggestions. Community social organizations play an important role in the promotion of old community transformation policies and the collection of opinions.

5. Result Analysis

5.1 Problems in Collaborative Governance

5.1.1 Absence of Related Subjects

On the one hand, the market mechanism is lacking. At present, the social benefits of the transformation of old residential areas are greater than the economic benefits, which is less attractive to market-oriented enterprises, and it is difficult for market capital to enter old communities. On the other hand, there is a lack of residents. The enthusiasm of some community residents is not high and the effectiveness of participation is limited. Many residents have indifferent attitudes towards the transformation of public space. However, if it touches on its own interests, such as the setting of dustbins, the installation of elevators, and the demolition of illegal buildings, there will be great resistance.

5.1.2 Unbalanced Power Structure among Subjects

The power imbalance between the sub district office and the community residents committee is most obvious. The sub district office controls the appointment and removal of personnel of the neighborhood committee and controls the finance of the neighborhood committee. The community neighborhood committee does not have enough conditions to fully exercise its autonomy. In the process of investigation, the author found that there is still the phenomenon that the subdistrict offices regard the community as a subordinate unit.

5.1.3 Insufficient Communication and Collaboration among Subjects

The reconstruction of old communities is a systematic project, which needs to coordinate many functional departments and related enterprises such as fire control, urban management, telecommunications, natural gas companies, water companies, etc. In the actual transformation process, the linkage between government departments is insufficient, and each department is responsible for its own part of the work. Moreover, the communication and coordination between the government and the market related enterprises are insufficient, which will easily lead to the stagnation of construction period and repeated relocation, increase the reconstruction cost, and bring many inconvenience to residents.

5.2 Mechanism Construction of Multi Subject Collaborative Governance

5.2.1 Establishment of Participation Dynamic Mechanism

First of all, we should actively cultivate relevant subjects and improve the awareness of multi

subject participation. The government and community should actively guide social organizations and provide good support from the aspects of institutional environment and social environment creation. We should cultivate residents' sense of ownership, strengthen the awareness of participation in the transformation of old communities, and strengthen residents' understanding of "resident autonomy". Second, we should establish and improve the incentive mechanism. From the government level, the old communities that have changed a lot after the transformation and whose comprehensive functions have been improved significantly can be included in the municipal demonstration projects, and appropriate financial rewards can be given as the supporting subsidies for the old communities at the municipal level. As far as market forces are concerned, social capital can be encouraged to enter old community reconstruction projects by reducing taxes, capital subsidies.

5.2.2 Establishment of Communication and Coordination Mechanism

Improving the communication mechanism mainly starts from two parts. The first is to improve the communication mechanism within the subject. The internal communication mechanism of the main body is mainly proposed for the government. First of all, it is necessary to straighten out the responsibilities and authorities of several departments, including the Urban Renewal Bureau, the Planning Bureau, the Urban Management Bureau, and the Fire Department, in the old community reconstruction work. All departments should strengthen communication and cooperation. Secondly, improve the communication mechanism between multiple subjects. It is necessary to establish a communication and discussion platform for the government, community neighborhood committees, social organizations, community residents and the market and other multiple subjects.

5.2.3 Establishment of Operation Guarantee Mechanism

First of all, we need to improve the legal system guarantee system. The clearer and more detailed the system of multi subject coordinated governance of the old community transformation work, the smaller the autonomy space of the multi subject, and the more smoothly the old community transformation work will be carried out. Secondly, we need to improve the democratic supervision mechanism, and the behavior needs to be supervised and constrained to effectively reduce and avoid covert operations to prevent the invalid increase of the cost of old community transformation. Finally, we should establish a funding mechanism. The community should make full use of the existing resources to expand the source of funds, such as housing rental, parking space rental, advertising space rental, etc., to increase the community's fund income and encourage the old communities to renew themselves; At the same time, promote enterprises and individuals to invest, and attract market forces through project operation and profitability; In addition, enterprises and charities are encouraged to set up relevant funds, so as to build a fund raising mechanism including government and social forces.

6. Conclusion

Multi-subject collaborative governance is a new choice for community governance. Improving the participation capacity of major entities in community governance, promoting cooperation and exchanges among major entities, and building a multi-entity collaborative governance mechanism in the transformation of old communities are not only conducive to promoting the transformation of old communities, but also conducive to improving the current situation of governance of old communities and enhancing the overall governance capacity of communities.

References

- [1] Fengxuan Song, Shiyu Kang. Dilemmas and ways of reconstruction of old residential areas under the background of population aging. *Hebei Journal*, Vol.40, no.05, pp.191-197, 2020.
- [2] Bin Guo, Yang Li, Xinli Cao. The management dilemma of old residential areas and its solutions -- Taking old residential areas in Shaanxi Province as an example. *Urban problems*. no.07, pp.70-76,

2018.

[3] Yingsheng Li, Jing Yang, Xiangwen Xu. Exploration of innovative community governance in old urban communities -- Taking P Street in Beijing as an example. *Journal of Renmin University of China*. no.01, pp.101-109, 2017.

[4] Zhijie Yang, Lingyan Zhong. Experience and Reference of Cultivating “Community Community” Consciousness in Community Governance in Taiwan, China -- Reflection on Community Governance in Old Residential Areas in Chengdu. *Modern City Research*. no.09, pp.65-71, 2017.