

The Core Stakeholders' Identification and Analysis of Community Micro-Renewal Based on the Chinese Context

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Abstract: Urban renewal has become an important issue of sustainable urban development, and community micro-renewal is the basis of urban renewal. More and more grassroots governments begin to pay attention to and introduce policies to guide the development of community micro-renewal. Considering the actual situation in China, based on the stakeholder theory, this paper analyzes the characteristics and composition of the core stakeholders from three dimensions: environmental improvement, space building, and infrastructure construction, as well as their role in the community micro renewal, aiming to provide the basis for the relevant government departments to correctly understand the demands of different stakeholders and create suitable policies.

Keywords: Community micro-renewal; Urban renewal; Stakeholders; Chinese context

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1. Introduction

China has experienced a rapid urbanization process since the reform and opening up ^[1]. However, because local governments emphasized too much on speed of urban development, the problem of “spread pancakes” in urban construction is becoming increasingly prominent. Although urbanization is increasing, the lack of investment in management and maintenance of older metropolitan areas has led to difficulties with the infrastructure in meeting residents’ needs ^[2], and consequently accelerated the aging of community resources and impoverished living conditions. Fortunately, the local governments have identified the problem and begun focusing on urban organic renewal and recognized that community micro-renewal is an important part of this work.

The main feature of community micro-renewal is being “people-oriented” ^[3] which includes improving community infrastructure and environment; with a design mechanism of resident participation in organization and management. In 2020, more than 14 million households in China required community renewal ^[4]. A more prominent role for resident participation in community renewal is also needed ^[5]. Residents’ preferences and behaviors significantly impact government decisions ^[6]. Therefore, it is important to understand the composition of the participants in community micro-renewal and their relationships and economic interests.

2. Governance subjects in the community

To better understand the relationship between the core stakeholders, this paper introduces firstly the

community governance subject. At the present stage, the main body of urban community governance mainly includes the community party branch and the community residents' committee, the community owners' committee, the property management company, the community social organization, and the community residents. These elements together constitute the urban community governance system.

The property management company are selected by the owners and the owner signs a contract to provide property management services. The community social organization will be initiated by the community residents to serve the people, public charity, neighborhood assistance, sports and entertainment activities.

In terms of action, the community party branch and the neighborhood committee have the right to guide, supervise, and suggest to the owners' committee and the property management company. The owners' committee and the property management company are responsible for the two committees of the community. The owners' committee and the property management company sign a commercial service purchase contract to supervise the work of the property management company and are responsible to all the owners. The owners' congress of community assembly has the right to dismiss and replace the property management company. All kinds of voluntary organizations and geographical, interest, and industrial groups in the community are spontaneously established by the residents, which are then submitted to the community neighborhood committee for filing. The property management company charges the owner a property fee and provides property services, and will accept the supervision of the owner. The Community Party branches and neighborhood committees provide services to community residents and accept the supervision of the community residents. The community party branches and neighborhood committees shall receive the guidance, support, and help from superior governments.

3. Core stakeholder definition of the three types of micro-renewal

3.1. Core stakeholders of environmental health community micro-renewal

According to the above analysis, the environmental health community micro-renewal mainly depends on the internal strength of the community, involving stakeholders including the owners' committee, community elite, ordinary residents, the property management company, the sub-district office, residents' committees. Because the owners' committee, community elite, ordinary residents are on behalf of the residents, this article will come down the owners' committee, community elites, ordinary residents to the resident groups, the game between them belongs to the game between the resident group. According to the above analysis, the stakeholders of environmental health community micro-renewal are resident groups, the property management company and grass-roots government.

In the environmental health community micro-renewal project, the "bottom-up" micro-renewal mode is mainly initiated by the resident groups to make an appeal to the grassroots government, and the grassroots government and the property management company will provide support. In the process of project development, the resident groups will lead the project scheme design phase. The basic government and the property management company will participate in the scheme design phase, the project implementation phase, and the operation management phase as the auxiliary force. Regardless of the government or the residents being the leader of the micro-renewal process, the property management company will still provide some financial support and aid the operation and maintenance after the completion of the project. The property management company will not play a leading role in the community micro-renewal project, and many old communities that have been built for a long time have no property management companies. Therefore, the property management company is defined as general stakeholders. The process of all stakeholders participating in the "bottom-up" update mode of environmental health community micro-renewal is shown in **Figure 1**.

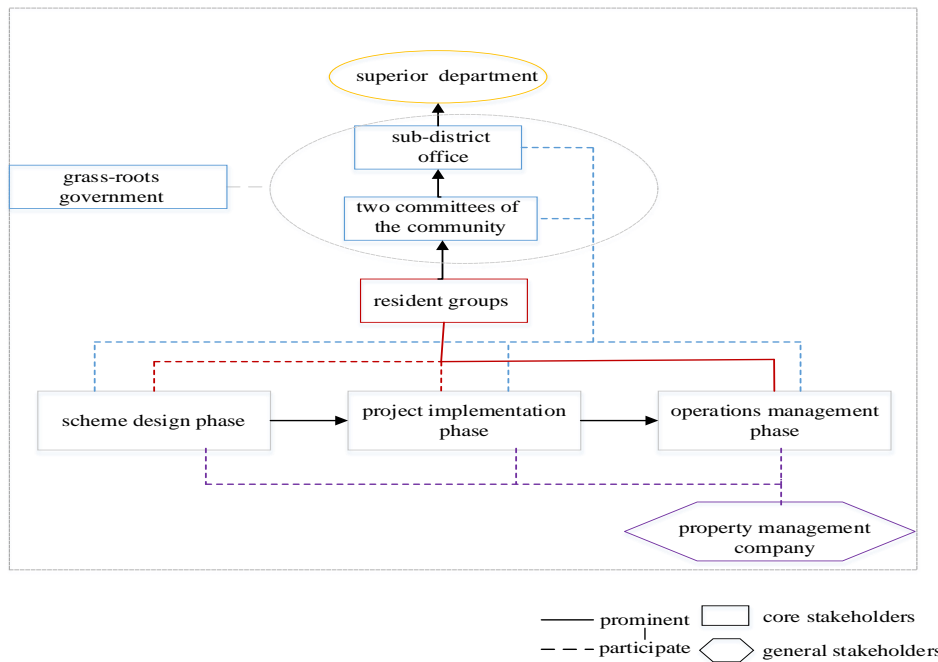


Figure 1. The “bottom-up” update process of the environmental health community micro-renewal

3.2. Core stakeholders of the infrastructure community micro-renewal

The infrastructure community micro-renewal include community education, community endowment, community health care, postal delivery, communication network, public transportation, cable TV, power supply, water supply, community 24 hours convenient business point, community intelligent express ark, stereo parking garage, intelligent charging pile, etc. The participation of external forces such as enterprises would be needed in community micro-renewal, and the stakeholders involved in the infrastructure community micro-renewal include enterprises, the owners’ community, community elites, ordinary residents, the sub-district office, designers, residents’ committee, and co-construction units. In this mode, the designers and the co-construction unit as the traditional construction projects belong to the same purchased consulting services, participate in the design or construction phase of the project and do not play a leading role in the project. Therefore, the designers and the co-construction unit are defined as marginal stakeholders. Therefore, the core stakeholders of infrastructure community micro-renewal are residents, enterprises and grassroots governments.

For the resident groups with limited resources and abilities or are less participative, the superior government departments will pass the update planning to the grassroots government, the sub-district office, two committees of community, and so on. The grassroots government will lead the community micro-renewal. In the early stages, community research will be done by the grassroots government, opinions from residents will be solicited enterprises will be contacted to participate in the community micro-renewal. The process of all stakeholders participating in the “top-down” update mode of infrastructure community micro-renewal is shown in **Figure 2**.

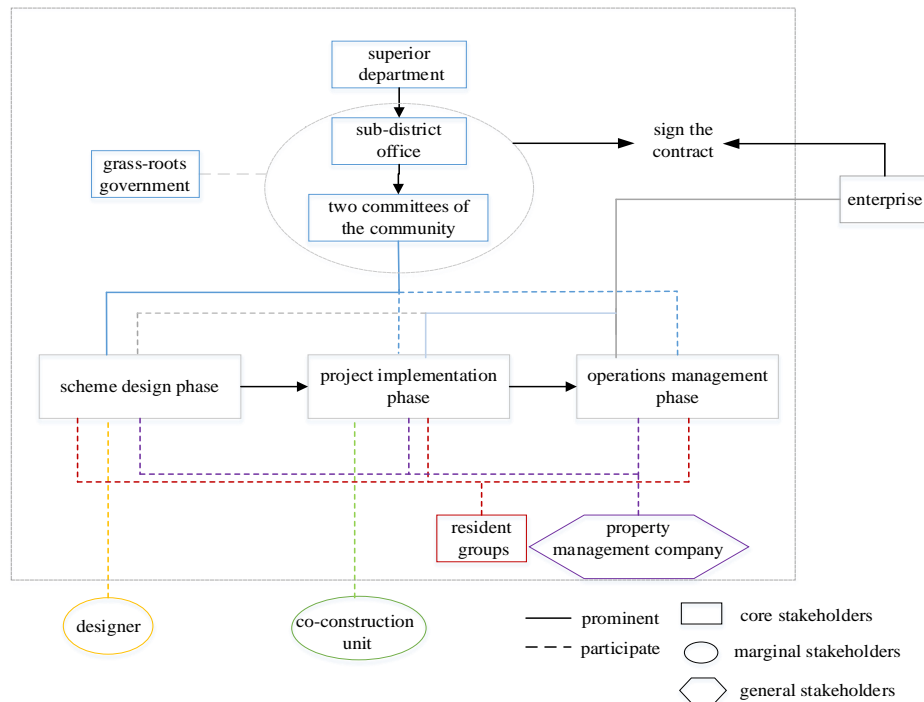


Figure 2. The “top-down” update process of the infrastructure community micro-renewal

For communities where residents are highly participative and are agreeable, community micro-renewal is generally initiated “from the bottom up” by residents, where residents reach consensus on renewal and transformation for community issues and spontaneously sign project contracts with enterprises, and the project funds come from residents raised by themselves or community maintenance funds. This is where all stakeholders participate in the “bottom-up” infrastructure community micro-renewal.

3.3. Core stakeholders of the space construction community micro-renewal

The space construction community micro-renewal project is mainly led by experts, scholars, designers, and other professionals. Experts will investigate community problems and residents’ requirements in the early stage of micro-renewal, design a scheme, guide the co-construction unit in the project implementation phase, and conduct skills training for residents after the end of the project. According to previous research, this paper defines the experts, scholars, and designers who lead the community micro-renewal projects as community planners. Therefore, the core stakeholders who are involved in space construction community micro-renewal project include experts, the owners’ community, community elites, ordinary residents, the sub-district office, residents’ committee, designers, and the co-construction unit. Like the previous definition, the core stakeholders of the space construction community micro-renewal include residents, experts, grass-roots government and the co-construction unit. Such projects are mainly jointly built by experts and residents. When the intervention of professional construction units are needed, it will be similar to the general contracting mode in the traditional construction projects. The co-construction unit are entrusted by the experts. In the process of community space construction, the co-construction unit play no leading role in the project. Therefore, this paper considers the co-construction unit in the space construction projects as marginal stakeholders. Based on this, the core stakeholders of space construction community are residents, grass-roots government and experts.

The space construction community micro-renewal also includes “top-down” micro-renewal mode and “bottom-up” micro-renewal mode. In the “top-down” mode, the government contacts experts and signs service contracts with them, and the government undertakes the main construction funds and later recovers

the funds from the residents. The process of each stakeholder participating in the space construction community micro-renewal is shown in **Figure 3**.

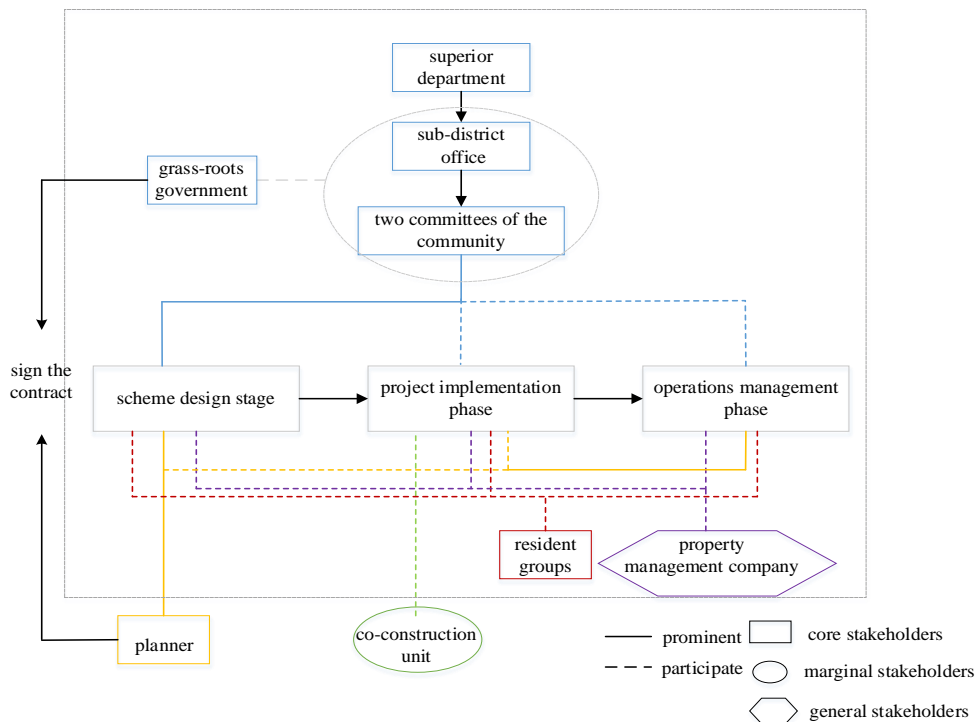


Figure 3. The “top-down” update process of the space construction community micro-renewal

The “bottom-up” mode is that residents independently contact experts and sign service contracts with them, and residents spontaneously raise construction funds and seek the support of the grassroots government. This means that all stakeholders participate in the space construction micro-renewal.

4. Conclusion

To sum up, environmental improvement, infrastructure construction, and space creation are the main contents of community micro-renewal, and each renewal content has corresponding core stakeholders. The core stakeholders of environmental improvement are the grassroots government and residents, and the core stakeholders of infrastructure construction are the grassroots government, the enterprise and residents, and the core stakeholders of the space creation are the grassroots government, experts, and residents.

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Disclosure statement

The authors declare no conflict of interest.

Author contributions

Dong Wang designed the research framework and methodology. Xuqing Dong. was responsible for the literature analysis and stakeholders research

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