

Research on the Operation Mechanism of Old Community Renewal from the Perspective of Consultative Governance, Take the Installation of Elevators in Old Communities as an Example

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Abstract

With the intensification of the aging of the urban population and the increasing demand of the people for a better life, the renewal of old communities has attracted more and more attention from the people. The installation of elevators, as an important project in the renewal of old communities, has aroused extensive discussions in the practical and theoretical circles. Up and down the stairs is the "first step" for residents to travel and the "last step" for going home. Installing elevators is of great significance to improving the urban living environment and adapting to the development of an aging population. At present, there are various problems before, during and after the elevator installation in the old residential area, so the working mechanism of elevator installation is in urgent need of improvement and innovation. From the perspective of aging, this article uses case study method to summarize successful experience based on consultative governance theory, and explores a theoretical analysis framework of "consultation subject-consultation process-consultation effect" in order to solve the dilemma of installing elevators. Promote the renewal of old communities and enhance residents' operational experience.

Keywords

Consultative governance; Renewal of old communities; Installation of elevators.

1. Introduction

As the aging problem becomes increasingly prominent in many countries around the world and people's requirements for living quality constantly improving, the renewal of old community has become a difficult problem faced by many countries, and China is no exception. In China, with the gradual development of urban renewal, the renewal of old communities has received extensive attention. By 2021, 53000 old communities have been renovated. Although some achievements have been made, the promotion of the renewal of the old community is still not optimistic. Many problems, such as difficult communication and coordination, difficult fund-raising, and difficult maintenance of long-term mechanism, need to be solved urgently.

As one of the projects of "renewal of old communities", the installation of elevators is an important measure to promote the dual improvement of hard facilities and soft environment in old communities, improve living environment, improve functional quality and enhance the emotional adhesion between cities and people. However, in the process of installing elevators in old communities, there are many problems, such as high and low floor neighborhood conflicts and insufficient guidance and coordination of grass-roots organizations, which hinder the installation of elevators. Compared with other projects in the renewal of old communities, the installation of elevators has both commonalities and characteristics: due to the relative limitations of beneficiary groups and the uneven income of interests, the installation of elevators does not have strong publicity, which is usually more prominent than the contradiction of other renewal projects, but it also contains the general problems of other

renewal projects. Therefore, based on the importance, commonality and prominence of elevator installation, it is urgent and scientific to select elevator installation as the starting point to study the renewal of old communities. So this paper will take the installation of elevators in old communities as an example, then build an analysis framework based on the consultative governance theory, and conduct a case study, so as to explore the general operation mechanism of using consultative governance to promote the renewal of old communities through the research on the installation of elevators.

2. Literature Review

The renewal of old communities is a practical policy activity, which varies in different countries due to different economic development characteristics and policy needs: European countries mainly carry out the renewal of old communities led by the government, and the United States focuses on realizing the transformation of old communities through market regulation; Japan put forward the theory of "group land regeneration" to renovate the old houses with backward functions and dilapidated facilities. In addition to repairing and strengthening the old buildings themselves, it also pays attention to improving the function and quality. [1-3] At present, the research on the renewal of old communities in China mainly focuses on the current situation evaluation [4-6], transformation technology [7, 8], policy discussion [9-11], green development [12-15], capital channels [8, 16-17], division of rights and responsibilities [13, 18], etc. Most domestic scholars prefer to study from a macro or from a macro to a micro perspective. For example, Jiang Na put forward guiding suggestions for the overall development of the renewal and transformation of old communities from a macro perspective [19], and Wang binwu analyzed the current situation and existing problems of the construction of China's laws and regulations system from a macro perspective, And put forward policy suggestions to improve the system of laws and regulations related to the organic renewal of old communities [20]. From a macro perspective to a micro perspective and under the macro conditions of organic renewal, Li Peng put forward micro detailed sustainable development countermeasures for the renewal of old communities [12]. Chen Yanqun and others have focused on the macro level of community pension to the micro level of the renovation of the old community, aiming at meeting the living needs of the elderly, and put forward concrete suggestions for more significant renovation of the old community from various aspects. However, there are few related researches from micro to macro perspective. Therefore, this paper will start from the micro perspective of installing elevators in old communities and seek to promote the macro general operation mechanism of renewal and governance of old communities from micro to macro.

3. Construction of Theoretical Analysis Framework: "Consultation Subject-- Consultation Process-- Consultation Effect"

Social contradiction refers to the situation of symbiosis, mutual cooperation, mutual promotion and common development among social groups or social classes related to each other in interests or other important aspects in a social community, while at the same time mutually excluding, opposing, fighting and conflict. From the perspective of ductility, it also refers to the concentrated embodiment of the contradiction between multiple groups related to an important interest in a certain field [21] (Wu Zhongmin, 2015). The renewal of old residential areas has caused various complex problems and conflicts because it involves multiple interests. Among them, in the process of installing elevators, rigid demand of high-rise residents and NIMBY tendency of low-rise residents constitute a pair of obvious conflicts [22] (Yan Changwu, Yang Zhengyuan, 2019), which often leads to constant conflicts and disputes among neighbors,

and ultimately leads to the failure of adding elevators. How to resolve contradictions and realize the balance of multiple values, consultation governance provides a solution.

Consultation is the process in which citizens openly debate and discuss law [23] (Wang Puqu, 2012). Consultation governance refers to a governance mode in which citizens participate more rationally through free and equal dialogue, discussion, debate and listening to relevant background knowledge through specific consultation procedures, and thus play an important role in public decision-making [24] (Zhang Min, 2012). According to existing research, consultation governance includes consultation subject, consultation topic, consultation process, consultation platform, consultation procedure, consultation strategy, consultation effect and other elements.

The participation of multiple subjects in consultation is a basic requirement of consultative governance. In the process of consultation, people with different needs will express their own wishes. Democratic consultation and discussion can take into account the common wishes of subjects. As the bearer and builder of consultative governance, subjects must have corresponding consultation ability and participate in consultation equally and effectively, so as to drive the effective operation of a good consultation system [25] (Zhang Closely followed, 2021). The subjects of urban and rural community consultation are mainly individuals, groups and organizations related to community public affairs and public interests, with a wide range [26] (Yuan Fangcheng, Mao Binjing, 2017). The main body of elevator installation consultation in this paper mainly includes unit owner, elevator installation leader, community neighborhood committee, industry committee, property company, elevator installation company, etc.

The characteristics of consultation topics have a key influence on the effect of consultative governance [27] (Zheng Yongjun, 2020). Lang Youxing believes that the choice of topics is one of the key factors for the success of consultation [28] (Lang Youxing, 2016). The topics of consultation can be summarized as "people", "matters" and "objects". Taking "people" as the consultative content mainly refers to the selection of community personnel; "Matters" include the resolution of community conflicts and disputes and the formulation of conventions, which involve all aspects of residents' daily life. "Objects" refers to the disposal of collective resources as the main consultation content (Yuan Fangcheng, MAO Binjing, 2017). In the process of elevator installation, the subjects discussed not only fit the immediate interests of the unit owners, but also are closely related to the public interests of the community, such as determining the elevator installation unit, scheme, cost sharing ratio and signing agreements.

The establishment of a consultation platform is the basis for realizing consultative governance. Diversified consultation platforms make consultative governance more effective, which can be divided into entity consultation platforms and network consultation platforms. For example, Guangzhou City has created a platform for people's livelihood, which presents the characteristics of institutionalization, democratization, and high efficiency. It provides valuable experience that can be used for reference and promotion for the use of the characteristics and institutional advantages of Chinese-style deliberative democracy [29] (Han Yingying, Li Ningning, 2021). For the installation of elevators in Xinjiang Petroleum Garden Community in Chengdu, an entity consultation platform such as a plan review meeting and an elevator maintenance committee has been established to assist relevant stakeholders in consultations, resolve conflicts, and do a good job of stability. In addition, through the WeChat official account, the establishment of WeChat groups and other network consultation platforms, the handheld interaction between the owners and the community is promoted, and the owners and the community are closely connected.

The consultation subject scientifically selects the consultation strategy for the consultation topic, which can optimize the consultation process, reduce the consultation cost, and improve the consultation effect. Consultation strategy refers to the main methods and reasons used by public governance entities to resolve contradictions, coordinate differences, and balance

interests in the process of consultative governance, including four main types: administrative, market, emotional, and moral (Zheng Yongjun, 2020). Yang Muhuren believes that based on the multi-dimensional functions of the multiple subjects and strategies of consultation and the people-oriented concept of harmony, the specific strategies that should be adopted are the "integrated consensus" technique, the "elimination of indifference" technique and the "quality improvement" technique [30] (Yang Muhuren, 2014). The old community usually refers to the residential area funded by the government and the unit before the unit system reform. It is a typical acquaintance community and adopts humanized consultation strategies.

Standardized consultation procedures are the guarantee for advancing consultative governance. The program contains two levels of meaning: one is the system, regulations, French; the second is the order of position or movement that is distinguished by rank and rank. Procedure refers to the movement process of things and people in accordance with a certain natural law or code of conduct and order [31] (Zhao Zhenyu, 2020). The elevator installation includes many processes, such as motion consultation, application for construction, public announcement, design drawing review, construction, late maintenance and so on. Each process involves the corresponding procedures, so it is necessary to step forward to the standardized consultation procedures.

The consultation effect is affected by many factors, and the measurement indicators vary from case to case. Through statistical analysis, Hou Baozhu found that with the improvement of trust, the effect of online and offline consultative governance showed a gradual law of "slow-increasing-slowing-stable". And there is a linear negative correlation between the degree of distrust and the effect of online and offline consultative governance [32] (Hou Baozhu, 2018). Huang Xuqiang and Zhang Yongjie proposed that the key to measuring the driving effect of community consultation technology governance is to examine whether it can empower, empower and empower the community consultation [33] (Huang Xuqiang, Zhang Yongjie, 2020). This article mainly measures the effect of consultative governance in promoting the installation of elevators in old communities and the renewal of old communities from both objective and subjective aspects.

Based on the consultative governance theory and the consultative field of the renewal of the old community, this paper takes into account the consultation subject, topic, process, platform, procedure, strategy, effect and other factors at the same time, thus forming an analysis framework of conflict resolution "consultation subject - consultation process - consultation effect". The specific analysis framework is shown in Figure 1 below.

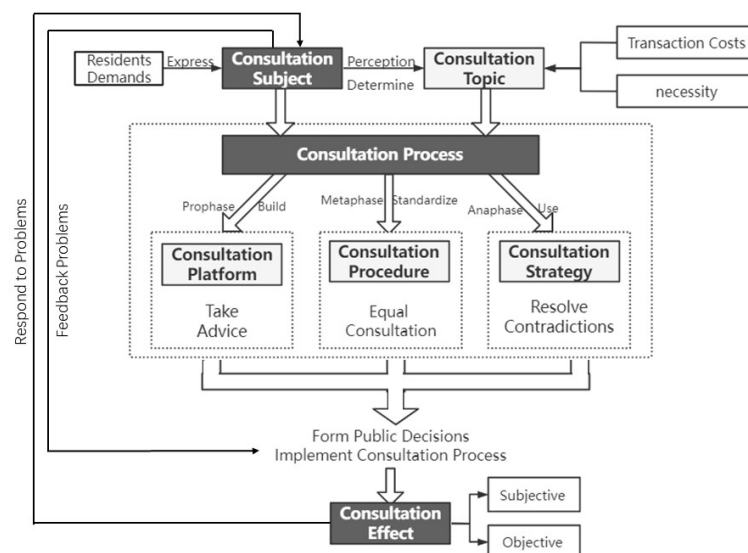


Figure 1. Analysis framework based on consultative governance theory

4. Case study: Elevator installation in Xinjiang Petroleum Garden Community, Chengdu city

Go up through extensive research foundation, the consultation management analysis that combines old village renewal. In this paper, the elevator installation in Xinjiang Petroleum Garden Community, Shuangliu District, Chengdu city is selected as a typical case. Based on the theoretical analysis framework of consultative governance, a case study of promoting the renewal of the old community by consultative governance is carried out.

4.1. Overview of the Study Area

Chengdu Xinjiang Petroleum Garden Community was built in 1997. There are 11 six-storey buildings in the community, all of which are walk-up residences. There are two reasons to choose Xinjiang Petroleum Garden Community as the research object. First, this community is a typical old community with 392 households, most of whom are senior citizens who have retired to Sichuan from Xinjiang and over 60 years old account for about 80%, so there is a strong demand for adding elevators. Second, Xinjiang Petroleum Garden Community is the first old community in Chengdu to install elevators, which is the "model community" in Chengdu. It actively participates in the policy pilot and has obtained great policy support, with a good policy foundation. This part of the information is mainly derived from field research. We have visited the community many times to conduct in-depth interviews with the directors and staff of the neighborhood committee, the community secretary, the leader and organizer of the installation of elevators, and resident representatives. We also conducted in-depth interviews with official media reports. Through cross-corroboration, a large amount of authentic and credible information has been obtained.

4.2. Elevator Installation Work in Consultative Governance

Consultative governance is composed of a variety of consultative elements, which are interrelated and mutually affecting. According to the actual situation, the following will analyze Chengdu Xinjiang Petroleum Garden Community's elevator installation work involved in the consultative governance.

4.2.1. "Demand + Policy"-- Elevator Installation is Put on the Agenda

Due to the elderly population of Chengdu Xinjiang Petroleum Garden Community is large, the aging situation and the improvement of residents' requirements for quality of life make their appeal for installing elevators very strong all the time. However, due to the lack of relevant policy support in Chengdu, a series of installation problems, such as "I don't know where to start" and "the installation cost is too high", hinder the pace of residents to install the elevator independently. In August 2018, Chengdu Municipal government issued some incentive policies. Thanks to the promotion of policy dividends, the elevator installation in this community has been officially put on the agenda. Under the guidance of Angong Community, Huayang Street, Tianfu New District, Chengdu, Xinjiang Petroleum Garden Community became the first old community in Chengdu to install elevators.

At the beginning of the policy, industry authority committee member Mr. Ding led industry authority to do a lot of publicity work in the community, hoping to mobilize all owners to actively participate. Under the publicity of the policy, unit 1 of Building 8 is the first building in Xinjiang Petroleum Garden community to submit an application for elevator installation. Mr. Wang, who lives in unit 1 of Building 8, is the leader of the installation of elevators. He is engaged in the construction industry and is familiar with the design and installation of elevators. He found that there are two families in this unit who can't go downstairs for a long time because of walking difficulties, so he called on the residents of this unit to install elevators to help the high-rise elderly solve their travel problems.

4.2.2. "Consultation + Cooperation" -- The Whole Process of Elevator Installation

(1) Solicit Opinions in the Early Stage

In the early stage of the elevator installation, the elevator installation leader Mr. Wang first proposed to the community to install the application of the elevator. After that, under the guidance of Angong Community, the working group of elevator installation was formed by the owner group, industry authority and property management, and the standard agreement (form) for elevator opinions was issued. Mr. Wang, as the owner representative, led the relevant owners to complete the signing work. But the signing didn't go smoothly, Mr. Wang said, noting that the first and third floor residents of the unit initially didn't support the elevator.

"At that time, the resident on the first floor thought that the elevator would bring problems such as lighting, noise, taking up space and depreciating the value of his house. The people on the third floor are young and they don't have difficulty in up and down stairs, so they are not very willing to pay for lifts."

(Mr. Wang, owner of Unit 1, Building 8, Xinjiang Petroleum Garden Community)

Faced with this problem, the residents of this unit first carried out independent consultation. After consultation, the residents of the third floor finally agreed to "no passage connecting the third floor and the elevator shall be used by swiping card, no elevator card shall be issued to the residents of the third floor, and they need not share the cost of elevator installation and maintenance cost". However, residents' independent consultation failed to solve the problem that the residents on the first floor did not agree to add elevators. Faced with this problem, the residents on the first floor reported to the community in writing with their real names. The community built a consultation platform in time and guided both sides to carry out equal and harmonious consultation in accordance with the principles of openness, standards and norms. "After further consultation, there were still some contradictions, such as the issue of the right to use the public space in front of the first floor, etc. And the community hired lawyers to solve and mediate the disputes at the legal level, which promoted the consensus reached through consultation."

(Ms. Tang, Angong Community Worker)

The two sides finally decided to meet halfway. The elevator with transparent glass and wire rope is used to solve the problems of lighting and noise. And reduce the public space occupied by the elevator, as far as possible to reduce the adverse impact on the first-floor residents. After the agreement of adding an elevator is successfully signed, the community neighborhood committee shall strictly check whether the elevator meets the implementation conditions, and publicize the location of Unit 1, Building 8, and the community bulletin board for 10 days. In view of the situation of repeated opinions after signing, a consultation platform will be set up again to reduce the occurrence of conflicts.

(2) Mid-term Implementation Process

After the signing of the elevator installation in Unit 1 of Building 8 is completed, the "Developer's Proposal Review Committee" served as the consultation platform. Through the consultation platform, the residents of the unit independently determined the elevator construction unit, price, construction cost-sharing ratio, electricity, and maintenance fee collection method in an open way. After consultation, the residents signed an agreement with the elevator installation company at the price of 310,000 RMB per unit. In addition to the 200,000 RMB subsidy from the government, the residents of the unit decided through consultation to share the rest of the cost according to the frequency of each household using the elevator and the level of the floor. The cost of installing the elevator will be shared by residents on floors 2 to 6. The tenants on the second, fourth, fifth, and sixth floors will bear 15%, 25%, 25%, and 35% of the total elevator installation cost respectively. The daily operation and maintenance cost of the elevator is 12.5% for the second floor, 23.75% for the fourth and fifth

floors, and 40% for the sixth floor, so as to ensure the fairness of the addition of the elevator. In view of the fact that unit 1 of Building 8 is an old building, the community also assisted residents to make a safety assessment of the old building, including the impact of the installation of elevators on each floor. Finally, the Angong community submitted an application to the Chengdu Construction Commission, and construction began after layers of procedures were completed.

(3) Elevator Management in Later Stage

Late about the elevator operation management and maintenance problems, Angong community set up the Community Elevator Maintenance Committee, led by community representatives of local residents, property companies, elevator companies, maintenance units, equipped with elevator by responsible for long-term management and provide consultation platform for later in the process of contradictions, to ensure that the elevator and long-term operation of the late implementation, in place.

"We buy insurance for this elevator every year. If something goes wrong, the elevator company will come and fix it. And electricity is cheap every year, and the cost can be divided according to the level of the floor, which is very consultative."

(Mr. Zhou, owner of Unit 1, Building 8, Xinjiang Petroleum Garden Community)

4.3. Consider the Existing Problems of Old Community Renewal through the Current Situation of Installing Elevators

4.3.1. The Collective Action Dilemma of the Consultative Subject

In the renewal of old communities, the divergence of public opinion caused by different interests appeals of residents is more prominent. Firstly, it is difficult to unify the updated project and content. Due to different living habits, residents in the community have different opinions on the renovation work of the community, especially on matters concerning the vital interests of residents, such as the improvement of security, renewal of greening, removal of unauthorized construction, and the proportion of investment, many residents do not understand and do not support. Secondly, some residents put forward a large number of personalized renovation requirements, most of which are neither in line with the overall renovation plan nor have corresponding financial support. In the case of the inability to balance the demands of diverse residents, the promotion of the renewal of old communities is subject to varying degrees of resistance, with frequent problems of low cooperation and satisfaction of residents, resulting in increased cost and difficulty of consultation. How to coordinate residents' demands, how to achieve the balance of multiple values, and how to maximize public interests through consultation are the threshold issues facing the renewal of old communities. Thirdly, the publicity of the renewal project leads to the existence of "free-rider" tendency. Starting from the attributes of public goods, the hypothesis of rational man, and the relationship between individuals and the collective, Olsen pointed out the "free-riding" behavior tendency of group members. He believed that if a group member could get free collective goods from others, he would naturally have no motivation to pay the cost of collective goods. Update project is usually an old village collective goods, once updated, will not be able to stop the use of others, based on the rational person hypothesis, some residents in pursuit of self-interest maximization, is not willing to participate in the consultation and pay with the corresponding cost of the project, consulting difficult to unity consciousness, the "free-rider" tendency, make consultation subject collective action dilemma.

4.3.2. The Structure of Consultation Subjects is Unbalanced

The imbalance of consultation main body structure leads to the inequality of consultation ability and status, which is one of the important obstacles in the renewal process of old communities. First, the proportion of elderly residents is large, and the overall quality of

consultation is low. The elderly usually account for a large proportion in the old community. As the elderly are generally not highly educated and have no strong sense of consultation, the consultation subjects in the renewal work of the old community generally show the characteristics of low consultation accomplishment and lack of consultation rationality. This feature leads to the problem of passive consultation and disregard of consultation in the renewal process of old communities. Second, there is a lack of grassroots organizations and the participation of multiple consultative bodies has not been fully implemented. In the renewal process of old communities, when residents encounter questions and contradictions, it is difficult to find grassroots organizations responsible for coordinating and solving relevant problems. In the process of consultation and mobilization, local governments (sub-district offices), community committees and property management companies lack enthusiasm. Most of them only mediate conflicts passively, but lack active guidance and persuasion. When discussing the renewal of old communities, there is even a problem that owners with opposing views are not informed to participate in the consultation, which makes the multi-subject participation in the consultation not implemented.

4.3.3. The Consultation Procedure is Not Standardized

At present, the renewal of the old community generally exists the problem of poor openness, standardization and normalization of consultation procedure. First, the public announcement is not in place. In the consultation process of the renewal of the old community, there are some problems in the public announcement of the community. For example, the subjects of the consultation are not clear about the time and place to participate in the consultation, and are not aware of the results of the consultation, so that the residents' right to know is not fully guaranteed. This may further deepen the conflict in the consultation issues and hinder the promotion of the renewal of the old community. Second, formalization of the consultation platform. In the renewal work of some communities, although the consultation platform has been set up, the consultation platform has not played a good role, only left in the formalized level, and the consultation work has not been promoted. Third, the consultation procedure is "arbitrary". The lack of unified standards and procedures leads to the randomization of consultation procedures, which will increase the rent-seeking behavior of consultation subjects to a certain extent. For example, some communities in the process of renewal due to the consultation procedure is not standard, so that the installation scheme is directly determined by the community staff and their own interests colluded with the relevant installation company, but not through open and equal consultation procedures, reduce the fairness of consultation, damage to the interests of residents.

4.3.4. The Transaction Cost of Consultative Governance is High

The old community field is full of unpredictability and various changes, and the consultation subject will bring the uncertainty and complexity of the future into the consultation, which will increase the consultation cost in the consultation process and make the consultation decision difficult. Because the renewal of old communities involves the interests of multiple subjects, the selection of consultation topics will occupy and consume a lot of manpower, material resources, financial resources and time. The possible risks brought by information asymmetry and people's limited rationality make it difficult to reach an agreement through consultation, making it difficult to promote the renewal of old communities. The interaction between human nature factors and environmental factors will lead to consultation difficulties and high transaction costs. According to the transaction cost theory analysis, the coordination cost in the renewal process of the old residential area mainly includes the cost of information search, the cost of determining the consultation topic, the cost of communication and consultation. The renewal process of each project in the old residential area needs communication and consultation. How to fully understand the needs of residents and whether these needs are

necessary to be determined as a consultation topic requires a large amount of information search costs. In addition, the cost of coordination will increase as it is difficult to determine the multiple consultation subjects, communication and consultation consume a lot of time and cost, and adverse communication brings indirect losses. The compensation cost in the renewal process is mainly for some projects that may damage the interests of some residents after the renewal, for example, the lighting of low-rise residents is affected by the installation of elevators. For such projects, it is usually necessary to pay certain compensation cost to the residents whose interests are damaged to promote the reaching of consensus.

5. Optimization Path: Relevant Suggestions on Promoting the Renewal of Old Community through Consultative Governance

5.1. Improve Incentive Mechanism and Stimulate Consultation Power

Olsen thinks that selective incentive is divided into negative choice incentive and positive choice incentive. Based on this, selective incentive mechanism is introduced in the renewal of old communities to stimulate the motivation of consultation subjects. On the one hand, according to different needs, the selection of incentive methods should be different. If weaker to economic condition dweller, certain material allowance and economic incentive can make its more willing to cooperate to consult management job. For the elevator installation leader, the economic incentive is not the only motivation, gain popularity, respect, friendship and other social and psychological target incentive can play a role of incentives. Therefore, the two-way application of financial support and honor recognition can better promote them to maintain a sense of social responsibility and mission, and promote the installation of elevators and the renewal of old communities. Based on the hot and difficult issues concerned by the main body of consultation, the appropriate incentive mode should be selected according to the actual needs to guide the sustainable development of consultation governance. On the other hand, a small number of stakeholders who negotiate negatively or do not cooperate with the renewal of old communities will be subjected to social pressure and rejection.

5.2. Improve Technology and Build a Consultation Platform

At present, the construction of intelligent scenes is in full swing, and the construction of intelligent communities is constantly advancing. The renewal of old communities should also be in line with the intelligence and radiate new vitality. First, actively use big data, Internet of things technology, improve network consultation platform, promote online chat group, public account, information disclosure platform and other online platform construction. Through the combination of physical consultation platforms and online consultation platforms, we can gather public opinions, create a good atmosphere for consultation in which consultation is conducted in an orderly manner, and achieve effective cohesion and positive interaction among consultation bodies, so as to lower the cost of consultation and improve the efficiency of consultation. For example, Xinjiang Petroleum Garden Community did a good job in the later maintenance of the elevator by establishing WeChat communication groups for the community, elevator maintenance enterprises and residents. Secondly, talents and experts can be attracted to join the consultation on the renewal of old communities through the online platform to provide guidance for the consultation on the renewal of old communities. As a third party, talents and experts are conducive to eliminating the inequality in consultation capacity between the consultative bodies caused by social and economic inequality, and effectively solving the problem of unbalanced structure of the consultative bodies. Third, the use of science and technology to strengthen policy publicity. According to the research, it is found that policy dividend is an important factor to stimulate the installation of elevators and even the renewal of old communities. Therefore, we should do a good job in the publicity of policies and

regulations, such as public service advertisements, publicity videos, small procedures for the operation of policy processes, etc.

5.3. Clear Consultation Procedures, Democratic Openness and Rule of Law

Perfect consultation procedure is the process guarantee for the sustainable operation of consultation governance in the renewal of old communities. First of all, clear consultation governance procedures include six links, including soliciting residents' opinions and suggestions, discussing and determining consultation topics, preparing for consultation in advance, carrying out consultation activities in time, unanimously passing the consensus through consultation, and implementing the assessment of consultation results. Secondly, we should actively promote three-level linkage consultation to promote effective interaction among residents, communities and streets. Residents actively express their demands, communities provide consultation platforms, and streets provide consultation resources and human resources to ensure the orderly operation of consultation and governance. Finally, adhere to the implementation of consultation in the renewal of the old community, enhance the timeliness of consultation governance in the renewal of the old community. The preliminary solicitation of opinions should be full, democratic and legal. To ensure the lawful rights and interests of residents in accordance with the principle of law. The mid-term consultation process should be open, standardized and normative, and the results should be made public in a timely manner. The consultation result shall be determined by legal means of a written agreement and sent to the community for a record to ensure the implementation of the consultation result. The late effect evaluation should be long-term, implemented and in place, and sound supervision and evaluation mechanism should be established. Grassroots people will be encouraged to supervise the consultation in various ways, both online and offline, to track, collect and feedback the results in a timely manner.

5.4. Innovate the Way of Consultation and Combine Rigidity and Softness

In the process of renewal of old communities, the innovative implementation of rigid and flexible consultation can not only effectively solve the problem of high transaction costs in the consultation process, but also help to coordinate the interests of different subjects and promote the achievement of good consultation results. When interest differences arise in the renewal of old communities, we should first follow the people-oriented concept, take moral emotion as the starting point, adopt emotional flexible strategies, communicate harmoniously and understand each other, and strive to reach consensus and complete the renewal project, so as to seek satisfactory consultation results of multiple subjects. If the flexible strategy is still unable to solve problems and resolve conflicts, rigid strategy should be introduced to resolve conflicts through judicial intervention on the basis of ensuring the legitimate rights and interests of each subject, so as to promote the renewal project of old communities. When the flexible consultation strategy is invalid, the rigid consultation strategy is adopted in time. In this way, compared with the single flexible consultation method, the consultation method can shorten the communication time and reduce the time cost and communication cost in the consultation process of the renewal of the old community. Compared with the single rigid consultation mode, it is more humanized and can stimulate the initiative of empathy of all parties to a certain extent, promote the harmony of neighbors and promote the renewal of old communities.

5.5. Cultivate Social Capital and Promote a Culture of Consultation

In order to ensure the long-term, benign and sustainable renewal of the old community, it is necessary to cultivate social capital and carry forward the culture of consultation. The cultivation of social capital mainly includes tangible and intangible aspects. The cultivation of tangible social capital mainly leads to access to market mechanisms and third-party social organizations. The renewal of old communities should be marketized and socialized, and social

enterprises should be attracted to invest in the renewal of old communities, so that residents and enterprises can benefit each other and share the fruits of renewal, which can solve the problem of interest divergence caused by capital problems. Intangible social capital cultivation mainly includes the construction of trust between residents and residents, residents and communities, residents and enterprises, and other multi-stakeholder relations. Trust relationship helps to reduce conflicts and further reduce high transaction costs in consultative governance. First of all, the negotiating body should be strict with itself in a good faith style. Secondly, society should strengthen the publicity of the concept of trust and strive to create a social atmosphere of trust. Consultation culture to carry forward, on the one hand, need to "summary reflection - explore innovation - summary" circulation way updated constantly improve old village consultation process. On the other hand, the concept of "Using consultative governance to promote the renewal of the old community" should be widely publicized and promoted, and the cultural atmosphere of promoting the renewal of the old community through consultative governance should be promoted.

6. Conclusion

Based on the case study of the installation of elevators in Xinjiang Petroleum Garden Community, this paper tries to build an analytical framework of consultative governance and boost the renewal of the old community. In order to apply consultative governance to the renewal of old communities, it is necessary to balance the demands of diverse interests, encourage the participation of diverse subjects, clarify the consultation topics, build the consultation platform, standardize the consultation procedure, adopt the consultation strategy, implement the consultation results. At the same time, give full play to the consultative environment and the role of project leaders.

On the whole, in the process of promoting the renewal of old residential areas, the most critical factor is whether the stakeholders reach a consensus through consultation, and the basis of promoting this consensus lies in the cooperative operation of various elements of consultative governance. The consultative governance in the renewal of old communities is that in the field of old communities, all stakeholders reach interest consensus in the form of equal and rational dialogue and consultation according to certain procedural rules, coordinate the public actions of the renewal of old communities, and try to maximize public interests. Therefore, multi-subject participation in consultation is the basis of renewal work. The combination of consultation strategies is the driving force of renewal. The disclosure of the consultation procedure is the guarantee for the completion of the updating work. The entity network consultation platform is the key to the implementation of the renewal work. At the same time, when promoting the renewal of old communities, other regions should adhere to the key of consultative governance, and promote the effective operation of consultation factors through incentive mechanism, science and technology, institutional norms, innovative ways, and social capital. In this way, reaching consensus through consultation can promote the renewal of old communities and improve residents' happiness.

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