



COLLABORATIVE GOVERNANCE IN THE REVITALIZATION OF CADIKA PARK TO REALIZE PUBLIC OPEN SPACE IN MEDAN CITY

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Article Info

Article history:

Received : 15 February 2025

Acceptance : 25 February 2025

Published : 10 March 2025

How to cite:

Nuraisyah, F., Saraan, K. I. M. (2025). COLLABORATIVE GOVERNANCE IN THE REVITALIZATION OF CADIKA PARK TO REALIZE PUBLIC OPEN SPACE IN MEDAN CITY. OPINI: Journal of Communication and Social Science, 2(1), 27-40.



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ABSTRACT

This study examines the implementation of collaborative governance in the revitalization of Taman Cadika as a public open space in Medan City. The revitalization of urban parks is considered crucial because public spaces function as venues for social interaction, community recreation, and the improvement of environmental quality, while also supporting the city's image through adequate facilities and services. This research employed a qualitative approach with a descriptive design, conducted at the Medan City Youth and Sports Office, the Taman Cadika area, and the Medan City Development Planning Agency (Bappeda). Data were collected through interviews, observation, and documentation, with informants selected using purposive sampling involving key, main, and supporting informants. The findings indicate that the revitalization of Taman Cadika is a collaborative process involving the government, the private sector, and the community, with central dynamics reflected in the integration of shared principles, joint motivation, and collective capacity for action. CSR funding support from PT Tor Ganda strengthened the implementation of the revitalization program; however, the study also reveals post-revitalization management challenges, particularly in monitoring facilities and ensuring visitor compliance. This study highlights that the sustainability of public open spaces after revitalization is strongly influenced by adaptive management, stronger monitoring procedures, and increased public participation and awareness.

Keywords: Collaborative governance, Urban park revitalization, Public open space, Public-private partnership, Community participation

1. INTRODUCTION

The revitalization of Cadika Park is essential because it serves as a vital public open space for the people of Medan. Its presence can improve environmental quality, provide a suitable space for social interaction, and meet residents' recreational needs (Alnaim et al., 2025). The goal of this revitalization is to revitalize an area experiencing declining physical and non-physical quality, allowing the park to function optimally as a gathering place for the community, while simultaneously improving the city's image through the provision of adequate and attractive facilities (Frysa Wiriantari et al., 2025). Furthermore, the revitalization aims to make Cadika Park more attractive to both local and international tourists, a goal supported by the size of Cadika Park. With the revitalization, Cadika Park is expected to become not only a beautiful green area but also a center for social, educational, and recreational activities that can improve the quality of life for the surrounding community. Economic growth and regional development outcomes can be seen as indicators of successful urban development when an area functions well (Mahmood et al., 2025; Mahtta et al., 2022). This revitalization represents a concrete manifestation of collaboration between the city government and the private sector in an effort to improve the quality of public space in Medan (Gs & Anggraini, 2025).

The changes made in the revitalization of Cadika Park demonstrate a significant effort to improve the quality of public open spaces in Medan. This revitalization focuses not only on the physical improvements of the park but also on the social and economic development of the surrounding community (Yao et al., 2024; Zabelaitė-Skirmantė et al., 2023). With the addition of various facilities such as a jogging track, a children's play area, an enhanced social interaction space, and more, Cadika Park now serves as a center for recreational activities and interaction for city residents. Furthermore, this revitalization involves the active participation of the community and the private sector through PT Tor Ganda's Corporate Social Responsibility (CSR) program, which provided Rp 22.6 billion (approximately US\$1.5 million) to ensure that the park is not only visually appealing but also meets the community's need for adequate public space.

Furthermore, this is driven by a shared love for Medan and a desire to further improve the city (Sitorus et al., 2023). Thus, these changes not only improve the park's physical environment but also strengthen social bonds among residents, making

Cadika Park a comfortable and safe gathering place for all groups. A city park is a green open space area complete with all the necessary facilities to meet the recreational needs of the local community, both active and passive (Halecki et al., 2023). City parks are public facilities managed by the city government. In terms of ownership, city parks can be either public or private, but generally, they are public, meaning everyone can access these spaces freely (Li et al., 2022). Furthermore, city parks play a vital role in shaping the city's image through the various activities that take place within them.

City parks are a development that emphasizes social, spatial, health, environmental, and recreational aspects. City parks are often referred to as the city's lungs due to the abundance of trees that absorb carbon dioxide and produce oxygen (Jones, 2022). The presence of city parks increases comfort and beautifies the city environment, which in turn stimulates creativity and productivity (Abd Majid et al., 2023).

Medan is one of the largest metropolitan cities in Indonesia, located in North Sumatra Province (Hasibuan et al., 2023). Rapid population growth and urban development in Medan have put significant pressure on the availability of public open spaces (RTP). With the enactment of Medan City Regional Regulation No. 1 of 2022 concerning the spatial planning strategy for the city of Medan, Article 6 paragraph (8) states that to realize the policy of realizing the city's green open space of 20% for Public Green Open Space and 10% for Private Green Open Space of the total area of the city of Medan. One component of the urban environment is public open space. Public space is a location or area created as a result of the need for a gathering or communication area. Public Open Space is a place that exists in an area with high activity intensity such as urban areas, so that this space is an important component of city space which is usually located in strategic locations and passed by many people (De Gruyter et al., 2022; Yan et al., 2024).

The revitalization of Cadika Park, although carried out with the aim of improving the quality of public open spaces in Medan through various physical improvements and additional facilities, has not had a significant impact on the quality of these public open spaces, as evidenced by various problems that emerged after the revitalization, resulting in reduced public participation in utilizing these open spaces. This condition reflects that despite efforts to improve and beautify the park, challenges in

management and public participation remain the main obstacles to achieving the revitalization goals (Wang & Li, 2025). In reality, the current condition of Cadika Park shows various problems that need to be addressed immediately. These problems are suspected of hampering the function of Cadika Park as a public open space. One of the main problems found is the lack of supervision of the use of public facilities, as seen in the phenomenon of the collapse of a bridge within Cadika Park. The Youth and Sports Agency, through the Head of Facilities and Infrastructure and Partnerships of Medan City, Muhammad Rizki Husni, stated that the Corporate Social Responsibility (CSR) funds provided by PT Tor Ganda were only used for painting the bridge, without carrying out the necessary structural repairs. Despite warning signs prohibiting more than 20 people from being on the bridge, many visitors continue to violate the rules, demonstrating a lack of oversight by Cadika Park officials. This situation poses a serious safety risk to visitors and undermines public trust in Cadika Park management.

2. RESEARCH METHODE

The research method used in this study is a qualitative research method used to determine or describe the reality and meaning of the events studied. Qualitative research methods are methods that produce detailed and complex descriptive data that can help researchers understand more deeply about the social phenomena being studied (Creswell, 2021). The research locations studied were the Medan City Youth and Sports Agency, Medan City Cadika Park, and the Medan City Regional Development Planning Agency (Bappeda). The reason the researcher conducted the research at the Medan City Youth and Sports Agency, Medan City Cadika Park, and the Medan City Regional Development Planning Agency (Bappeda) was because these locations were in accordance with the focus of the research which examined the application of the concept of collaborative governance in the revitalization of public open spaces.

The Youth and Sports Agency as the government agency responsible for managing Medan City Cadika Park, the Medan City Regional Development Planning Agency (Bappeda) as the director and manager of regional development planning, and Cadika Park as the object of revitalization that became the center of community social interaction, provided an appropriate context to explore the dynamics of collaboration

between the government, the private sector, and the community. In this study, the researcher used a purposive sampling technique, where the researcher determined who would be interviewed based on certain considerations (Czernek-Marszałek & McCabe, 2024). Explains that purposive sampling is a method of sampling data sources that is carried out by considering certain criteria. These criteria can include individuals who are considered to have in-depth knowledge of the topic being studied or someone with authority, thus making it easier for the researcher to explore the object or social situation being studied. The informants for this study consisted of three types:

1. Key informants, who are knowledgeable and possess the various key information needed for the study. These key informants are the Head of the Facilities, Infrastructure, and Partnership Division of the Medan City Youth and Sports Office, and the Head of the Spatial Planning and Environment Division of the Medan City Regional Development Planning Agency (Bappeda).
2. Main informants, who are directly involved in the social interactions being studied. The main informants in this study are the Head of the Youth and Sports Partnership Team/Technical Policy Reviewer, the Medan City Cadika Park Foreman, the Cadika Park Management Security Officer, and the Cadika Park Management Cleaning Officer.
3. Supporting informants, who provide additional information to support the information obtained. The supporting informants in this study are the visiting community.

3. RESULT AND DISCUSSION

The revitalization of Cadika Park as a public open space in Medan City is a strategic effort involving various stakeholders in its management process. Each step in this revitalization has stages that must be passed to achieve the desired goals. This process involves not only the government but also the private sector and civil society, all of whom play an active role in creating a quality public open space. The implementation of this revitalization is the concrete action of a carefully formulated plan, in which each element of this collaboration plays a vital role. The

implementation stage is crucial because the success of the Cadika Park revitalization depends heavily on the successful collaboration between various parties. Therefore, in this section, the researcher will describe the collaborative process in the Cadika Park revitalization, linking it to the collaboration model proposed by Candra & Nurdin (2024).

According to Emerson, Nabatchi, and Balogh, successful collaborative governance must involve three main variables: collaboration dynamics, collaborative actions, and the impact and adaptation of the collaborative process (Tarigan et al., 2023). These three elements are interrelated and influence each other. The selection of these three variables is crucial to help evaluate the effectiveness of collaboration between the government, private sector, and community in achieving the goal of revitalizing Cadika Park as a quality public open space.

In the first element of the collaboration model proposed by Faizal (2022), the dynamics of collaboration are crucial to the success of the revitalization of Cadika Park. These dynamics of collaboration illustrate how interactions between various parties, such as the government, private sector, and community, can function effectively. The active involvement of all stakeholders is essential to achieving shared goals.

The dynamics of collaboration encompass several key components. First, the drive for shared principles, meaning all parties must share the same goals and understand each other. This can be achieved through direct dialogue or through the use of technology for communication (Iles et al., 2023). Second, shared motivation, which involves trust and commitment from all parties to work together. Finally, the capacity for collective action, which encompasses the capabilities and resources necessary to implement the revitalization plan. Some scholars describe the collaboration process as a linear process that occurs over time, from problem definition to agenda setting to implementation. Contrary to Suratman & Darumurti (2021) and Yahya et al., (2023) views the dynamics of the collaboration process as an orienting cycle of interactions (Suratman & Darumurti, 2021; Yahya et al., 2023). Suratman & Darumurti focuses on three interactional components of the collaboration dynamic: principled engagement, shared motivation, and the capacity for joint action.

The mobilization of shared principles is a continuous process in collaboration. Various means, such as face-to-face dialogue or the use of technology, are ways to mobilize shared principles. This component includes the reaffirmation of shared goals, the formation, and development of shared principles, often expressed from the perspectives of the various actors involved. Therefore, the unification of principles is central to this (Fitriyani et al., 2021). The characteristics of each actor are key elements that influence how well the shared principles work. A critical initial step is how the government selects the actors involved in the collaboration. Once the collaboration develops, additional actors are possible. Only then can the mobilization of shared principles take place.

The mobilization of shared principles is part of an interconnected series of steps in the revitalization of Cadika Park. The revitalization of Cadika Park aims to create a suitable and attractive public open space for the people of Medan City. In this case, the Medan City Government, through the Youth and Sports Agency (DISPORA), acted as a facilitator, coordinating the various parties involved, including PT Tor Ganda, the CSR funder for the park's revitalization. The initial objective of the Cadika Park revitalization was due to the Medan City Government's program, one of which is the Medan Berkah collaboration, which adheres to the principle of "Medan Towards a Global City, Realizing a Golden Indonesia 2045." The Medan Berkah collaboration comprises five priority programs. The Medan City Government's five priority programs, which are consistently pursued for implementation, include:

- 1) Infrastructure;
- 2) Health;
- 3) Cleanliness;
- 4) Flood Management;
- 5) Heritage Area Improvement and MSME Empowerment.

The Cadika Park revitalization is one of the Medan City Government's infrastructure improvement programs. Comfort, ease of mobility, a manifestation of progress, and the city's aesthetics are the driving forces behind the Medan City Government's infrastructure development. The dialogue between the government and the private sector began with the Medan City Government seeking alternative financing in the form of public-private partnerships (PPP) through the Medan City

CSR application, csr.medan.go.id. The Medan City Government's Corporate Social Responsibility (CSR) system is a program developed by the Medan City Government to integrate responsible social and environmental practices into the company's operations and business interactions. The official website, csr.medan.go.id, includes a menu listing the requirements for the revitalization of Cadika Park, which aligns with the Medan City Medium-Term Development Plan (RPJMD) for 2021-2026.

In this case, the business entity (PPP-Public-Private-Partnership) through PT Tor Ganda submitted a Corporate Social Responsibility (CSR) application to the Medan City government, which is based on Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies, Article 2 of PP 47/2012 which states that every company as a legal subject has social and environmental responsibilities, and that basically every company as a form of human activity in the business sector, morally has a commitment to be responsible for maintaining harmonious and balanced corporate relations with the environment and local communities in accordance with the values, norms, and culture of the community.

In the attachment to the cooperation proposal, PT Tor Ganda expects significant support from the Medan City Government for the revitalization plan for Cadika Park. With this support, it is hoped that collaboration in providing better sports facilities and infrastructure for the people of Medan City can be realized. The commitment to building a better Medan City is also the main driver in this collaboration. To ensure effective collaboration, a Memorandum of Understanding (MoU) is also used as a basis for cooperation between the various parties involved. With an initial meeting involving all stakeholders, including the community, it is hoped that all parties will understand the revitalization goals and actively contribute to the process.

Based on interviews with Mr. Muhammad Riski Husni, Head of the Facilities and Infrastructure and Partnership Division of the Medan City Youth and Sports Agency, Mr. M. Kalihanzah Siregar, Head of the Spatial Planning and Environment Division of the Medan City Development Planning Agency (Bappeda), and Mr. Arbaninth Z R Siregar, ST, Head of the Youth and Sports Partnership Team/Technical Policy Reviewer of the Medan City Youth and Sports Agency, it is clear that in terms of promoting shared principles, all parties involved share a common goal and

understand each other. The Medan City Government, through the Youth and Sports Agency, acts as a facilitator, coordinating various parties, including PT Tor Ganda, the provider of Corporate Social Responsibility (CSR) funds for the revitalization of Cadika Park. This revitalization aims to create a suitable and attractive public open space for the Medan community, in line with the "Medan Berkah" collaborative program, which emphasizes infrastructure improvements.

The success of the Cadika Park revitalization depends not only on financial support from PT Tor Ganda but also on the active participation of the community and other stakeholders, including the equestrian community within Cadika Park. Community involvement, such as from the equestrian community, in the revitalization process can create a stronger sense of ownership of the park, so that the community feels responsible for maintaining and caring for the public open space after the revitalization is complete. Coordination between the Youth and Sports Agency (DISPORA), as the owner of Cadika Park, and the Cadika Park Management Officer is crucial to ensuring effective management. Regular meetings are held to achieve shared goals and understand each other.

Shared motivation is a crucial indicator of the dynamic collaboration between the various parties involved in managing Cadika Park. In the context of the park's revitalization, shared motivation encompasses the goals and expectations shared by the government, management staff, and the community to create a clean, safe, and comfortable public open space. This motivation reflects the community's awareness of the importance of their role in maintaining a clean and comfortable public space. With active community participation, it is hoped that Cadika Park can function optimally as a public open space that not only provides benefits for individuals but also strengthens a sense of community and shared responsibility for public facilities (Harianto et al., 2023; Ohorella et al., 2024).

Based on observations and interviews with Mr. Muhammad Rizki Husni, Mr. M. Kalihanzah Siregar, Cadika Park management staff, and visitors, it can be concluded that shared motivation in the revitalization of Cadika Park involves commitment from the government, management staff, and the community. Each party shares the same goal of creating a quality public open space, which not only improves the park's

physical condition but also strengthens the community's sense of ownership and responsibility for the public space (Ritonga et al., 2023).

Karimi et al (2022) stated that public spaces serve to improve community well-being, provide opportunities for various social activities, and improve environmental quality. Thus, the shared motivation between the government, the management of Cadika Park, and the community in the revitalization of Cadika Park is expected to create a public open space that not only meets recreational needs but also contributes to the development of a more inclusive and harmonious community.

Furthermore, based on observations, interviews, and documentation, researchers found that the capacity to take collective action in the revitalization of Cadika Park involves clear procedures, effective leadership, and active community participation. This is key to creating a quality and sustainable public open space. With effective collaboration between the government, the private sector, management staff, and the community, it is hoped that Cadika Park can function optimally as a public open space that benefits all parties.

Furthermore, based on the researcher's observations, interviews, and documentation, it is clear that the capacity for collective action in the revitalization of Cadika Park involves clear procedures, effective leadership, and active community participation. This is key to creating a quality and sustainable public open space. With strong collaboration between the government, the private sector, management officials, and the community, it is hoped that Cadika Park can function optimally as a public open space that benefits all parties.

Based on the observations, interviews, and documentation conducted by the researcher with several informants mentioned above, it is clear that the impact of the Cadika Park revitalization has yielded positive results. Although there are still challenges that need to be addressed, the Youth and Sports Agency is committed to continuing to listen to community feedback and adapting to their needs, so that Cadika Park can function optimally as a public open space that benefits all parties. Therefore, the revitalization of Cadika Park focuses not only on physical improvements but also on developing community awareness and improving management, which are part of a collaborative effort to create a quality public open space.

4. CONCLUSION

The revitalization of Cadika Park has had positive impacts, such as improving the quality of the environment and existing facilities, as well as increasing the number of visitors. The park now serves as a center for social and recreational activities that support the community's quality of life. However, the incident of a bridge collapsing due to overloading highlighted the need for evaluation and adaptation in park management. The Youth and Sports Agency is committed to listening to community feedback and making necessary improvements to ensure the park's optimal function as a public open space. These adaptations include upgrading facilities, improving monitoring procedures, and raising public awareness about the importance of maintaining park cleanliness and safety.

The Medan City Regional Development Planning Agency (Bappeda) also plays a key role in this process, directing and managing regional development planning. Bappeda ensures that the revitalization of Cadika Park aligns with the region's medium-term development plan and contributes to the achievement of broader development goals. With strong collaboration between the Youth and Sports Agency, Bappeda, the private sector, and the community, it is hoped that Cadika Park can function optimally as a public open space that benefits all parties and improves the quality of life for the people of Medan.

Overall, this study shows that collaborative governance in the revitalization of Cadika Park has succeeded in creating a better public open space, although challenges remain to be addressed. The active involvement of all stakeholders, including the community, is crucial to ensure the sustainability and success of the park's management in the future. With effective collaboration between the government, the private sector, and the community, it is hoped that Cadika Park can function optimally as a public open space that benefits all parties and improves the quality of life of the Medan community as a whole.

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