



## Research on the impact of collaborative governance in urban communities on building resilient cities

 Huang Yuxi<sup>1\*</sup>,  Wang Kun<sup>2</sup>

<sup>1</sup>Health Management Department of North Henan Medical University, Xinxiang City, China

<sup>2</sup>Sports Department of Wuxi University of Technology, Wuxi City, China

\*Corresponding Author Email: [549236288@qq.com](mailto:549236288@qq.com)

Received: 1 August 2025; Revised: 8 August 2025; Accepted: 22 August 2025

### Abstract

Under the influence of various factors, including China's deepening political reform, the continuous development of the Internet era, and the need to address social pain points, the continuous improvement of urban community management concepts and capabilities is a fundamental way to achieve long-term social stability and development. From the perspective of "collaborative governance" and "building resilient cities" in urban communities, this paper reveals the intrinsic connection between the two. On this basis, using a "trinity" perspective, the management objects of urban social cooperation are divided into three categories: "government, companies, and social organizations." Through research on urban community management mechanisms, this paper identifies three aspects closely related to building resilient cities in China's urban community management: government supervision, company capabilities, and social organization participation. To this end, this paper proposes three improvement strategies. First, establish a government supervision mechanism and strengthen the accountability of the main parties. Second, develop the safety cooperation capabilities of regional companies and enhance their self-esteem. Third, encourage social organizations to participate and fully develop their group social skills. This study provides a reference for improving the governance capabilities and modernizing the governance level of urban communities in China.

**Keywords:** Urban Communities, Collaborative Governance, Resilient Cities

**How to Cite:** Yuxi, H., & Kun, W. (2025). Research on the impact of collaborative governance in urban communities on building resilient cities. *Government & Resilience*, 3(2), 32-41.

<https://doi.org/10.62503/gr.v3i2.30>

## Introduction

Since the reform and opening up, China's urbanization has developed rapidly, with a growth rate significantly higher than the world average, reaching twice the average urbanization rate worldwide during the same period (Sun, 2023). From the perspective of the overall level of urbanization worldwide, China's urbanization rate has not yet reached the global standard and is 10% below the international average (Chen, 2022). Therefore, China's urbanization process is expected to continue at a rapid pace in the future. From 1950 to 1980, China's urbanization process can be divided into four main phases: the slow phase, the initial phase, the volatile phase, and the stagnant phase (Kou, 2022).

Since the reform and opening up in 1980, China's urbanization process can be divided into three historical periods: the recovery and development period, the stable development period, and the accelerated development period (Sun et al., 2019). After analyzing the historical causes of China's urbanization process, it becomes clear that the process of social modernization in China is also accelerating. Considering the continuous reform of China's political system, the development of the Internet age, and the need to address social pain points, it is only by continuously improving the country's governance philosophy and governance capabilities that the country and the world can achieve long-term stability and peace. From the perspective of traditional social governance models, the concept of maintaining the supremacy of rulers is no longer compatible with social development, nor does it meet the public's growing aspirations for a better life, nor can it resolve the complex social issues of today. Therefore, there is an urgent need to introduce the concept of social collaborative governance to improve social governance. As such, integrating collaborative governance with social governance holds significant research value.

In the context of global urbanization, various uncertainties and risks have become significant obstacles to sustainable urban development. Currently, every city faces a variety of disasters and risks, which manifest in different forms and exert their influence in various ways. These disasters exhibit greater uncertainty, and building resilient cities by merely strengthening them from a relatively static engineering perspective cannot provide a flexible response to the multiple risks faced by the environment (Sharifi, 2016). Therefore, in the face of the impact of each type of disaster risk, collaborative governance mechanisms should be used as the primary method, which is critical to improving urban resilience (Desouza & Flanery, 2013; Hartz-Karp & Meister, 2011; Roberts et al., 2020).

The establishment of China's Ministry of Emergency Management in 2018 marks China's gradual development of an emergency management model, in which the government assumes a leading role and coordinates with multiple organizations to jointly address risks (Ma & Wang, 2016). Since 2019, COVID-19 has had a significant impact on China, particularly placing considerable pressure on emergency management. The most pressing challenge currently is how to effectively coordinate multiple organizations, enhance risk emergency measures, and improve risk management mechanisms. This is also a key challenge in China's ongoing research into governance mechanisms. Strengthening the resilience of cities by improving the collaborative capabilities of urban communities has become a new research topic for geography and related disciplines. Researching urban resilience can provide valuable insights for enhancing the strength of Chinese cities.

## Literature Review

### The meaning of collaborative governance

Collaborative governance is based on the institutional form of the Party, established by public administrators within the existing urban community management system (McGuire, 2006). At the same time, the degree of coordination is related to the degree of public participation. When it comes to establishing long-term systems, we define cooperative governance as public strategies and management methods that enable public institutions, community residents, different levels of government, and public individuals and citizens to achieve public goals that cannot be achieved through other means (Emerson & Nabatchi, 2015). The broad definition of collaborative governance has advanced the development of a comprehensive framework for urban communities, facilitating comparative analysis and problem-solving from various theoretical and practical perspectives. The concept of cooperative governance is a central component of this study's framework and permeates its entire structure.

This study was inspired by George Frederickson's (1999-2007) research on governance systems. Collaborative Governance Regimes (CGR) represent a public governance system, and so-called collaborative cooperation refers to the behavior of active participants, which is typical of the main patterns of policy formulation and activities, with relevant participants working together to achieve a larger goal composed of one or more objectives (Frederickson & Ghere, 2014). In detail, this study summarizes CGR as "a fixed pattern or system of joint decision-making, in which collaborative cooperation expresses the general form of behavior and activities." (Frederickson & Ghere, 2014). Collaborative governance encompasses a diverse range of theoretical concepts, including game theory, behavioral economics, communication theory, psychology, conflict management, and family systems. Work experience gained in diverse negotiations at the individual, corporate, political, and international levels can profoundly influence the effectiveness of collaborative governance, particularly in the post-collaborative management process and in the formation of trust chains during the consensus-building process.

The concept of urban resilience originated in Western developed countries, which were among the first to apply resilient city planning in practice. The number of countries implementing resilient city concepts in practice has been steadily increasing. For example, in 2013, after Hurricane Sandy, the United States formulated and released the strategy "A Stronger, More Resilient New York." Based on the experience of the enormous losses caused by the hurricane to New York, the plan aims to strengthen climate analysis and disaster warning prevention, improve urban infrastructure and living environment, rebuild nearby communities, and secure funding, thereby enhancing New York's ability to respond to significant risks in many ways (McArdle, 2013). Rotterdam, the Netherlands, has adopted a detailed long-term plan for water management in response to climate change, based on urban planning documents proposed by Rotterdam Climate Proof (Ward et al., 2013).

Since the 21st century, as modern urban systems have become increasingly complex, the risks faced by cities have also gradually increased, leading to a series of disturbances that have caused urban systems to become unbalanced. At the same time, these disturbances are diverse and characterized by "high uncertainty," "strong randomness," and "great destructiveness" (Xu & Shao, 2015). To better promote coordinated urban development, government scholars and urban planning managers in various countries have begun researching related issues to enhance urban resilience. Urban resilience examines the impact of disasters on urban systems from another perspective and provides new measures for disaster prevention and control in cities (Wu, 2022). This has gradually evolved into the current urban planning and management, and has also become a new direction for research on urban management and development in the 21st century. The United Nations has designated "building inclusive, safe, resilient, and sustainable cities and human settlements" as a key

theme for the 2030 Sustainable Development Goals. China has also incorporated the planning and construction of resilient cities as a significant initiative, including it in its 14th Five-Year Plan.

In 1990, Western democratic theory began a series of collaborative transformations, and collaborative governance thus became the primary intellectual force in political theory. The legitimacy of multi-subject participation was gradually demonstrated through efficient collaboration among individuals participating in collective decision-making (Mahanty et al., 2023). Collaborative Governance Theory (CCT) refers to a comprehensive system formed by different rights entities in public life, which utilizes administrative, legal, technological, and public opinion methods to coordinate the various elements that are otherwise chaotic, enabling them to work together to form an orderly collaborative system. This achieves a combination of forces and added value, thereby enabling faster and more efficient governance of public affairs and ultimately fulfilling the goal of maintaining the public interest (Ansell & Torfing, 2022). Collaborative governance does not endorse coercive or violent methods of exercising power; instead, it favors and advocates methods of encouragement and persuasion (Lin et al., 2019). The goal of predictability in collaborative governance systems, namely achieving balance, is also a key objective of good governance. In this study, we mainly focus on “government, companies, and society” as the subjects of collaborative governance, and examine the process of mutual collaboration between multiple actors to propose optimization strategies for building resilient cities.

## **Research Methods**

A review of historical literature reveals that the primary entities involved in research on collaborative governance in urban communities include government organizations, public groups, social media, social alliances, legal groups, public and private organizations, as well as other factors. Combining the “trinity” theory, the theme of collaborative management in urban communities can be divided into three aspects: government, enterprises, and social organizations.

## **Results and Discussion**

### **Factors affecting collaborative governance in urban communities**

**Government.** In developed Western countries, many regions recognize the concept of “local government.” For example, Wallin (1991) in the UK divides the country’s “local government” into five different levels, from small to large and from inside to outside (Wallin, 1991). First, local governments. Second, grassroots governments. Third, regional or municipal governments. Fourth, city governments. Fifth, composite metropolitan governments formed by combining various districts, as well as multifunctional cooperative government systems. This study primarily focuses on regional governments (the third type), which are centered on urban communities, and describes the government’s policy-making, supervision, and inspection of urban community risk management. In this study, government units mainly include community administrative organizations, community service organizations, and community welfare organizations.

In 20th-century management theory, a business is viewed as an entity composed of six interrelated elements: personnel, materials, equipment, finances, tasks, and information (Wagner & Monk, 2011). As economic entities in social and economic life, enterprises primarily aim to generate profits. In human economic activities, they exist as the basic organizational form in market operations and serve as the core and one of the main forces in society. In this study, enterprises are primarily divided into enterprise investors, operators, and frontline employees. Since the enterprises in the community are primarily small and micro, a large number of them have a single person who plays multiple roles: on the one hand, they serve as investors; on the other hand, they act as operators; and simultaneously, they also engage in frontline employee work.

Currently, Western scholars believe that governments should selectively intervene in urban emergency response management (Gutmann, 1980). It is against this backdrop that the government's core management functions have begun to undergo internal streamlining and deregulation, fostering the development of market intermediary organizations. Barnard views organizations as systems of collaboration, which he believes consist of three elements: first, the achievement of a common purpose; second, the willingness to contribute through information exchange toward a common purpose; and third, the willingness of specific individuals to contribute. The social organizations in this study mainly include volunteer organizations, community organizations, and citizen self-defense organizations. Examples include the Red Cross, medical rescue volunteer teams, community unions, and community self-defense forces.

From an objective perspective, the government plays a leading role in urban community risk management, while communities themselves also contribute to this effort. Businesses provide the material conditions necessary for urban community risk management, social organizations serve as a driving force for its development, and citizens provide feedback on the implementation of urban community risk management. In summary, these five levels work together to form the grassroots urban management system. This system can more effectively help the government complete collaborative tasks while maintaining the flexibility and diversity of public activities, ensuring that the urgent practical needs of the people are met. It can be said that the collaboration of multiple entities has effectively promoted the formation of a harmonious urban community governance situation. Adhering to a government-centered approach and community-based implementation, companies, community organizations, and the masses are actively involved through both upward and downward mechanisms.

### **The impact mechanism of urban community collaborative governance on the construction of resilient cities**

Currently, China's urban community management model is still primarily "government-led." (Li & Liu, 2023). Through a review of relevant historical materials, the author believes that numerous issues remain in the current construction of China's urban community management system. For example, the regulatory body is relatively simple, accountability targets are unclear, the supervision system is incomplete, supervision is insufficient, and supervision procedures are not standardized. Therefore, it is necessary to improve the government supervision system in urban community management to promote the implementation of government responsibilities and truly achieve the modernization of national governance capabilities and governance capacity.

First, it is necessary to strengthen the evaluation of urban residents' risk and security capabilities. The establishment of an urban social security risk evaluation index system can promote the development of China's social management system toward standardization and precision. To provide community managers with a practical and efficient decision-making basis, it is necessary to construct a scientific and efficient evaluation system. Second, we need to build a management responsibility system for civil servants. In urban social governance, the implementation of administrative accountability can enhance the enthusiasm of various departments, enabling them to perform their functions more effectively and fulfill their roles more efficiently. Only by achieving multi-level supervision can we promote the implementation of the urban community risk management responsibility system in China. Third, we need to improve the system of "resignation for responsibility." The effectiveness of urban community governance largely depends on the attention it receives from government departments at all levels. When danger arises, decision-makers often have to bear the corresponding legal responsibility. To this end, a "resignation for culpability" mechanism should be established at the management level to increase management's attention to corporate risk management and promote the establishment of a system that encourages civil servants in China to be proactive and fulfill their responsibilities.

## **Develop regional corporate security cooperation capabilities and enhance companies' self-esteem**

In urban societies, cooperation between enterprises lays a solid foundation for establishing an effective social security system (Liu et al., 2021). In this way, collaboration between enterprises can achieve the sharing of resources, information, materials, and other aspects. At the same time, it maximizes the use of limited human and material resources, significantly improving society's ability to respond to emergencies. Therefore, it reduces the probability of secondary disasters and improves the safety of urban residents' lives.

In the process of regional economic collaboration, the following basic principles should be adhered to. First, establish the concept of "joint construction and shared use." In regional enterprise collaboration, it is essential to achieve autonomy, unity of authority and responsibility, and mutual complementarity of strengths and weaknesses. Leverage the most effective risk management solutions within the community to the fullest extent, encourage enterprises to actively participate in collaboration, and enhance the emergency response capabilities of urban communities. Second, implement the principle of model effectiveness.

There is both collaboration and competition between local companies. Only by establishing effective systems and rules, building an effective collaboration platform, and achieving efficient collaboration can companies develop at the fastest speed, fully utilize their professional knowledge and existing resources to deal with various emergencies. Third, the basic principles of the system. When regional companies cooperate, there must be corresponding leadership to coordinate and communicate, thereby forming a unified team. When a community is formed, a management-related operating system must be established to facilitate effective implementation in actual work. Through communication and learning, joint discussions, and regular seminars, the level of win-win cooperation can be improved, thereby building a good collaborative emergency response capability.

## **Give full play to the enthusiasm of social organizations to participate and strengthen group social skills**

The Chinese government has put forward relevant regulations on "unified leadership, government supervision, social coordination, and public participation." It plans to establish a highly efficient and professional association to collaborate with government departments and address the shortage of professional talent (Liang & Li, 2023). To cultivate high-quality social work organizations, three levels of effort are required. First, do not rely on the government. When state power intervenes in a social organization, it significantly increases the organization's complexity, hindering its ability to enhance its professional capabilities effectively. Second, adhere to ethical standards and legal constraints.

Members of social organizations possess diverse expertise and undertake various tasks in real-life scenarios. However, only a small number of organizations can self-regulate spontaneously, necessitating stricter adherence to rules and ethics in their daily operations to better assist residents and governments in community risk management. Third, strengthen skill training. Social organizations rely on their unique expertise for survival. They can recruit outstanding professionals, train specialized students, provide scientific knowledge to the general public, and maintain the regular operation of the organization. All of this requires continuous professional training to achieve. Therefore, to ensure the thriving development of the organization and enhance the community's ability to respond to risks, it is essential to master professional technical skills firmly.

## Conclusion

John H. Holland, the founder of complexity science, pointed out: “In the face of change, the coordination and sustainable development of any system depends on extensive interactions, the convergence and adaptation of diverse elements, that is, learning.” (Wiethof et al., 2021). As China’s national governance system and capabilities continue to modernize, risk management needs to be expanded beyond the government to include enterprises, social organizations, and other stakeholders, thereby improving their ability to respond to, handle, and recover from hazardous incidents.

This study begins with collaborative governance centered on three themes in urban communities, aiming to enhance the emergency response capabilities of residents in China’s urban areas. First, it establishes a comprehensive government supervision system and strengthens accountability mechanisms, laying a solid theoretical foundation for improving the risk-resilience of urban governance in China. Second, the project aims to cultivate the safety collaboration capabilities of urban enterprises, enhance companies’ “self-value,” and thereby provide a solid material and capital foundation for China’s socio-economic development. Building on this, the project will also mobilize the strength of civil society organizations, enhance their collective capabilities, and provide specialized technical support for risk governance in urban communities. These three aspects will collectively form a comprehensive urban social safety system, thereby improving residents’ living quality and creating a safe, happy, harmonious, and pleasant living environment in urban communities.

## Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

## References

- Ansell, C., & Torfing, J. (2022). *Handbook on theories of governance*. Edward Elgar Publishing.
- Chen, M. (2022). Study on the Improvement of the Urban Pension Insurance System in the Context of Population Ageing - A Review of Sustainable Pension Insurance Levels: Perspectives on Globalisation, Urbanisation and Ageing. *Modern Urban Studies*(07), 135. <https://doi.org/CNKI:SUN:XDCS.0.2022-07-022>.
- Desouza, K. C., & Flanery, T. H. (2013). Designing, planning, and managing resilient cities: A conceptual framework. *Cities*, 35, 89-99. <https://doi.org/10.1016/j.cities.2013.06.003>
- Emerson, K., & Nabatchi, T. (2015). Evaluating the productivity of collaborative governance regimes: A performance matrix. *Public Performance & Management Review*, 38(4), 717-747. <https://doi.org/10.1080/15309576.2015.1031016>
- Frederickson, H. G., & Ghore, R. K. (2014). *Ethics in public management*. Routledge. <https://doi.org/10.4324/9781315704517>
- Gutmann, A. (1980). *Liberal equality*. Cambridge University Press.
- Hartz-Karp, J., & Meister, H.-P. (2011). Creating resilient cities through empowered, deliberative

- participation. Resilient cities: cities and adaptation to climate change-proceedings of the Global Forum 2010, 65-69.
- Kou, C. (2022). *Study on the Economic Resilience of China's Megacities*. PHD, Central University of Finance and Economics, Beijing.
- Li, M., & Liu, B. (2023). The Governance Innovation Path of "Post-Unit" Community in Shrinking Cities Based on the Enhancement of Social Capital--The Case of L Community in S City of Heilongjiang Province. *Heilongjiang Social Sciences*(02), 77-86. <https://doi.org/CNKI:SUN:LJSK.0.2023-02-012>.
- Liang, H., & Li, H. (2023). Collaborative Governance: Role Positioning and Adaptation of Social Organisations in the Governance of Major Public Emergencies. *Journal of Jiangsu Normal University (Philosophy and Social Science Edition)*, 49(02), 83-92+124. <https://doi.org/10.16095/j.cnki.cn32-1833/c.2023.02.006>.
- Lin, X., McKenna, B., Ho, C. M., & Shen, G. Q. (2019). Stakeholders' influence strategies on social responsibility implementation in construction projects. *Journal of Cleaner Production*, 235, 348-358. <https://doi.org/10.1016/j.jclepro.2019.06.253>
- Liu, J., An, S., & Wang, J. (2021). A Study on the Cooperation of Emergency Rescue Organisations in Urban Complex Emergencies: An Example of the "3-7" Collapse Accident in Quanzhou during the New Crown Pneumonia Epidemic. *Risk Disaster Crisis Study*(02), 160-186. <https://doi.org/CNKI:SUN:FZWJ.0.2021-02-007>.
- Ma, L., & Wang, Y. (2016). Historical Retrospect and Prospect: A Nodal Observation on the Construction of Rule of Law Government in China. *Journal of Mudanjiang Normal University (Philosophy and Social Science Edition)*(05), 13-18. [https://doi.org/10.13815/j.cnki.jmtc\(pss\).2016.05.003](https://doi.org/10.13815/j.cnki.jmtc(pss).2016.05.003).
- Mahanty, S., Milne, S., Barney, K., Dressler, W., Hirsch, P., & To, P. X. (2023). Rupture: Towards a critical, emplaced, and experiential view of nature-society crisis. *Dialogues in Human Geography*, 13(2), 177-196. <https://doi.org/10.1177/20438206221138057>
- McArdle, A. (2013). Storm surges, disaster planning, and vulnerable populations at the urban periphery: Imagining a resilient New York after superstorm Sandy. *Idaho L. Rev.*, 50, 19.
- McGuire, M. (2006). Collaborative public management: Assessing what we know and how we know it. *Public administration review*, 66, 33-43. <https://doi.org/10.1111/j.1540-6210.2006.00664.x>
- Roberts, D., Douwes, J., Sutherland, C., & Sim, V. (2020). Durban's 100 Resilient Cities journey: governing resilience from within. *Environment and Urbanization*, 32(2), 547-568.

- <https://doi.org/10.1177/0956247820946555>
- Sharifi, A. (2016). A critical review of selected tools for assessing community resilience. *Ecological indicators*, 69, 629-647. <https://doi.org/10.1016/j.ecolind.2016.05.023>
- Sun, B., Jin, X., & Lin, J. (2019). Towards a New Urbanisation Pattern of China with the Coordinated Development of Large, Medium and Small Cities: The Evolution of Urban Size Distribution and Influencing Factors in China since 1952. *Geographical studies*, 38(01), 75-84. <https://doi.org/10.11821/dlyj020180443>
- Sun, T. (2023). Reflections on the Dominant Strategies and Practices of China's Urbanisation Development in the Past 40 Years. *Lingnan Journal*(01), 19-27. <https://doi.org/10.13977/j.cnki.lnxk.2023.01.003>.
- Wagner, B. J., & Monk, E. F. (2011). *Concepts in enterprise resource planning*. South-Western.
- Wallin, G. (1991). Towards the integrated and fragmented state: The mixed role of local government. *West European Politics*, 14(3), 96-121. <https://doi.org/10.1080/01402389108424861>
- Ward, P. J., Pauw, W., Van Buuren, M., & Marfai, M. A. (2013). Governance of flood risk management in a time of climate change: the cases of Jakarta and Rotterdam. *Environmental Politics*, 22(3), 518-536. <https://doi.org/10.1080/09644016.2012.683155>
- Wiethof, C., Tavanapour, N., & Bittner, E. (2021). Designing and evaluating a collaborative writing process with gamification elements: Toward a framework for gamifying collaboration processes. *AIS Transactions on Human-Computer Interaction*, 13(1), 38-61. <https://doi.org/10.17705/1thci.00141>
- Wu, J. (2022). The Internal Logic of Biophilic Cities and the Construction of Resilience. *Journal of Soochow University (Philosophy and Social Science Edition)*, 43(05), 27-34. <https://doi.org/10.19563/j.cnki.sdzs.2022.05.004>.
- Xu, J., & Shao, Y. (2015). Resilient Cities: A New Approach to the Urban Crisis. *International Urban Planning*, 30(02), 1-3. <https://doi.org/CNKI:SUN:GWCG.0.2015-02-001>.

#### Author's Bio\*

**Huang Yuxi**, female, born on June 20, 1991, Master of Public Administration, Assistant Teacher of North Henan Medical University. She is a Doctor of Philosophy (Management/Business) degree student at Management and Science University, Malaysia, majoring in the field of Social Governance and Public Safety. Her main research areas include Social Management, Emergency Planning, Disaster and Crisis Management, Ideological and Political Management, and Social and Public Management Regulations etc. She has published 5 articles in international journals. Email: [549236288@qq.com](mailto:549236288@qq.com), ORCID: <https://orcid.org/0009-0008-4197-5249>.

**Wang Kun**, Sports Department of Wuxi University of Technology, Wuxi City, China [1600 Gaolang W Rd, Binhu District, Wuxi, Jiangsu, Tiongkok, 214129]. Email: [58916393@qq.com](mailto:58916393@qq.com). Orchid: <https://orcid.org/0009-0004-7641-4784>