

A Review of the Dilemmas and Path Optimization of Empowering Community Governance with Red Cultural Resources——Based on the research conducted in Fucun Town, Jinhua City

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Abstract

At the critical juncture of the second century, Zhejiang Province adheres to the "Eight-Point Strategy" as the overarching guideline and implements the "Red Root and Foundation Strengthening Project" as the overall focus. It leverages the combat fortress role of grassroots Party organizations to promote an overall improvement in the quality of grassroots Party building and create a new era of Party building highlands. Jin Dong District, Fucun Town, Jinhua City, Zhejiang Province, responded positively to the policies and, relying on the rich red cultural resources in the area, led community development through Party building and promoted social governance with the red gene. In this context, the team conducted questionnaires and on-site visits to summarize the experience of Fucun Town in leveraging red cultural resources to empower community governance, sorted out the problems encountered during the implementation and proposed suggestions, aiming to promote the application of Fucun Town's use of red cultural resources to empower community governance and provide the Jin Dong experience for regional governance.

Keywords

Red Cultural Resources; Community Governance; Fucun Town; Dilemma; Path Optimization

1. Introduction

At a crucial historical juncture marking the start of the second centenary journey, the Zhejiang Provincial Committee has been continuously promoting the "Eight-Point Strategy" to its fullest extent. It has issued the "Opinions on Comprehensively Implementing the 'Red Root and Pith Strengthening Project' and High-Level Building of a New Era Party Building Highland" (hereinafter referred to

as the "Opinions"), held a provincial-level grassroots party building work conference to make comprehensive arrangements, and adopted good practices, good systems and good traditions in grassroots party building work. It has adhered to implementing the blueprint to the end and persistently working hard on the construction of grassroots foundations, continuously consolidating the foundation of the "red roots", and opening up new horizons for fulfilling the "two safeguards" commitment. On October 22, 2021, a press conference in Hangzhou for the comprehensive implementation of the "Red Root and Pith Strengthening Project" was held. Following the overall framework of "one plan, one index, one system", seven projects were implemented to promote the "two safeguards", aiming to create a platform for promoting the iterative upgrade of grassroots party building, strive to create more party building gold cards, and make new contributions to writing the chapter of China-style modernization in Zhejiang. Nurture the political environment at the grassroots level, and deepen the Party building-led integration of "four forms of governance".

Since the release of the "Opinions", Jinhua City has actively responded and implemented the "Red Root and Foundation Strengthening Project", significantly enhancing the efficiency of community governance. Additionally, it has strengthened community-wide cooperation for common prosperity, enhanced the construction of village-level collective economy; created red cultural tourism, and increased the participation in learning from history; explored practical paths for integrating red cultural resources with community governance under the guidance of Party building. However, although Fucun Town has achieved remarkable results in leveraging red cultural resources for community governance, there are still many challenges. Issues such as an incomplete economic policy and incentive mechanism, as well as the imbalance in the economic structure, remain prominent and need to be addressed. Therefore, only through the joint efforts of the government, grassroots officials, and the public can red cultural resources be effectively utilized to empower community governance.

2. Analysis of Problems and Causes

2.1. Social Environmental Issues

2.1.1. Political environment: Policy effectiveness needs improvement

During the research conducted by the research team among the residents of Fucun Town, it was discovered that the residents generally have a low level of education and lack red culture talents. There is a shortage of internalized talents, and rural development is lagging behind. The growth of externalized talents is restricted, and the policy support for talent introduction is insufficient. This has led to a shortage of professional talents, making it difficult to form professional teams, severely restricting the development of red culture-related projects, and urgently requiring the improvement of the talent environment and strengthening policy support.

Currently, the development of red culture in Fucun Town is encountering problems such as insufficient resource utilization, improper protection, and insufficient exploration. It urgently needs policy support. Although Jindong District has relevant macro policies, due to the lack of interdepartmental coordination and consideration of the local actual situation, the policies are difficult to effectively promote industrial development. At the same time, the high-quality development is constrained by insufficient microeconomic policies, such as insufficient capital investment affecting the initiation and expansion of projects. The Jindong District government has some promoting policies, but the subsidies for landmark attractions like Ai Qing's Former Residence are insufficient, the management of the tourist center is poor, and the display of red cultural resources lacks interaction, which affects the tourists' experience and cultural understanding.

2.1.2. Economic environment: Difficulty in obtaining strategic funds for the affluent area

According to the budget report released by the Finance Bureau, the expenditure on cultural tourism, sports, and media in Jindong District of Jinhua City is only 109.73 million yuan. This not only directly reflects the current situation of insufficient capital investment in promoting cultural construction in Jindong District, but also indicates the serious bottlenecks encountered in the process of enhancing regional cultural soft power.

During the on-site research, it was found that the local industrial structure is unbalanced, and the development of red cultural resources in the third industry is particularly prominent. During the on-site interviews, many grassroots officials pointed out that the core role of the first industry in rural economic development. Compared with the obvious economic growth presented by agriculture, the value contained in red cultural resources is implicit, and its influence is often indirect and far-reaching, and is more easily overlooked. Therefore, although the local has abundant red cultural resources, the degree of development and utilization of these resources is relatively lagging.

2.1.3. Humanistic environment: Cultural cognition needs to be deepened

The insufficient influence of red culture and the lack of identification with red culture are two major problems in the humanistic environment. The research shows that although many people can recognize the importance of red culture, few have a deep understanding. Nearly 40% of the respondents have limited knowledge of red cultural resources, and over one-third believe that red cultural resources are important for community governance, but nearly one-fifth believe that the interaction between red culture and community governance is insufficient. This indicates that there are problems in the dissemination of red culture, which affects its effect in community governance, and there is a deviation in people's understanding of it. In addition, there are a large number of non-local residents in Fucun Town, among

whom 62.1% come from outside Jinhua. When integrating into the community, they face cultural identity problems and have a weak sense of belonging to red culture. Meanwhile, the local red culture activities are rather monotonous, lacking interaction and innovation. The traditional dissemination methods are unable to stimulate participation enthusiasm, resulting in the understanding of red culture remaining merely at the historical level.

2.2. Issues related to resources: Potential resources await release

2.2.1. Exploration work: Difficulties in developing red resources

Fu Yin Zhu Village, as a "red root base strengthening demonstration village", has abundant red cultural resources. The research team learned that Fu Yin Zhu Village has taken a series of measures to develop red cultural resources, such as establishing a party and community service center, planning community education, and regularly organizing educational projects. Although Fucun Town has developed local red cultural resources from multiple aspects, according to the questionnaire statistics, the residents' understanding of red cultural resources is concentrated in "fairly familiar" and "not too familiar", and regarding the question of "the application of red cultural resources in infrastructure construction", no option has a selection rate exceeding 25%. This shows that the residents' viewpoints on this issue are rather scattered or uncertain.

To deeply explore the reasons, the research team collected and studied a large amount of materials related to red resources, noticing that the academic community's description of "red resources" is relatively general and abstract, thereby affecting the criteria for red cultural resources recognized by policy makers. Under such circumstances, the understanding of red cultural resources by the residents has also been limited to a certain extent.

The exploration of red cultural resources requires participation from residents, the government, and museums, etc. Fucun Town has rich red cultural resources, but the enthusiasm of residents for the exploration work is not high, believing that it is the responsibility of the government. This reflects the deficiency of Fucun Town in mobilizing all parties to participate in the exploration work. The government did not emphasize the importance of residents' participation, resulting in residents' lack of understanding of the relevant policies. The singularity of the exploration work group is not conducive to the diversified development of red cultural resources, affecting the residents' sense of identification and responsibility towards red cultural resources, and restricting their dissemination at the social level.

2.2.2. Utilization work: Red resources utilization is insufficient

Fucun Town has abundant red cultural resources, and the government has shown an active attitude towards the development and utilization of local red cultural resources, including but not limited to the construction of the Ai Qing Residence Museum, the Party and Community Service Center, and the New Era Civilization Prac-

tice Center.

However, through on-site investigations and interviews, the research team learned that Fucun Town lacks an effective publicity system, which limits the public's understanding and attention to red cultural resources. The utilization rate of red cultural facilities is low, and the public has unclear understanding of their functions, resulting in land waste and dissemination challenges. This reveals three main problems in the development of red cultural resources in Fucun Town: insufficient planning and utilization by the government, damage to the Ai Qing Residence, and difficulties in developing the Ai Qing Park; policy implementation is disconnected, supervision is inadequate, such as the cultural hall and history museum being left unattended for a long time; insufficient publicity, lack of an effective publicity system, affecting the public's understanding and inheritance of red cultural resources.

In recent years, Fucun Town has actively utilized red cultural resources by holding events such as the Ai Qing Poetry Festival and conducting red culture lectures, effectively activating local red culture. However, the number of residents who frequently participate in activities is relatively small. Further inquiries revealed that the participants in Fucun Town's activities are mainly party members and students, and the organizers are usually institutions rather than individuals. Although the types of red cultural activities have increased, the number of popular cultural activities has decreased, such as the Ai Qing Poetry Festival held once every two years, reflecting the problems of insufficient activities and low participation. At the same time, Fucun Town has limited investment in the development and utilization of red cultural resources. The government has paid attention to this issue, but the proportion is still small, with limited investment, which affects the frequency and innovation of activities, increasing the difficulty of planning and execution.

Meanwhile, the government of Fucun Town has invested significantly in the utilization of red cultural resources, including large facilities such as the Ai Qing Residence and the Shi Guangnan Memorial Hall, as well as landscape small-scale constructions. However, according to the research data, residents mainly focus on large-scale infrastructure such as patriotic education bases, having less knowledge of the New Era Civilization Practice Center, grassroots party organization construction, and landscape small-scale constructions. The main way for residents to learn about red cultural resources is not through official channels but from other sources, which lack authority. Moreover, some grassroots officials have insufficient attention and understanding of red cultural resources and policies. These circumstances indicate that the residents' attention and understanding of red cultural resources need to be improved, reflecting their lack of internal drive and limited cognitive level.

2.3. Cultural Promotion Issues: External Communication Channels Are Restricted

2.3.1. Insufficient Promotion Efforts and Need for Enhanced Brand Impact

Promoting red culture is beneficial for cultivating socialist core values, stimulating

patriotic enthusiasm, enhancing national cohesion, and providing historical references and spiritual motivation for moral construction. It is of great significance for strengthening the socialist core value system, enhancing historical education, and boosting national confidence. The government of Fucun Town has achieved positive results in utilizing and promoting red cultural resources by organizing study tours, establishing Party spirit education bases, and holding poetry recitals, which have facilitated the inheritance of red culture.

However, during the visits to various villages in Fucun Town by the research team members, it was discovered that nearly 35.9% of the respondents reported that at present, Fucun Town still has a series of problems such as "single form of concept promotion", "low frequency", and "low level of residents' understanding". These problems can reflect the following deficiencies in the promotion efforts of red cultural resources in Fucun Town.

The promotion of red cultural resources in Fucun Town has not received sufficient attention, and there is a lack of a systematic planning document specifically for the promotion of red cultural resources in Fucun Town, resulting in the lack of guiding ideology and long-term goals for the activities. The promotion work has been marginalized, possibly due to decision-makers focusing more on short-term economic benefits and neglecting the long-term value of red culture in enhancing cultural soft power and public confidence. Therefore, in the practice of policy formulation and resource allocation, the promotion work has not received sufficient policy and resource support, limiting its effectiveness. Fucun Town faces specific challenges in promoting red cultural resources, including a shortage of professional promotion teams and talents, outdated promotion facilities and equipment, and limited promotion funds, which affect the implementation of activities and the implementation of innovative promotion forms.

The level of cognition and acceptance of red cultural resources by different groups varies due to factors such as age, interests, and cultural background. Therefore, formulating differentiated promotion strategies that are in line with the characteristics and needs of each group, choosing appropriate promotion channels, content, and forms, is the key to improving the effectiveness of promotion. This helps to more effectively reach the target audience, enhance the targeting and effectiveness of promotion. Unclear promotion goals make it difficult to assess the effectiveness of promotional activities, affecting the enthusiasm and creativity of the promotion team, and thus affecting the overall promotion effect.

However, in the current process of promoting red cultural resources in Fucun Town, the promotion goals and strategies are rather vague, and they have not fully implemented differentiated promotion strategies for different audience groups. This issue directly affects the accuracy and effectiveness of promotional activities, limits the dissemination of red cultural resources on a broader social level, and leads to relatively simple content and forms that fail to meet the diverse needs of different

groups.

2.3.2. Insufficient Public Interaction and Need for Deepened Public Sentiment Integration

The demand of the research target audience is the key to improving the effectiveness of promotion. Failure to deeply understand the audience's needs may result in activities not meeting the interests of the public and affecting participation. Therefore, it is crucial to obtain feedback and evaluate promotional activities. In the dissemination of red cultural resources, the interaction on online public media platforms is limited, affecting audience participation, and offline activities lack direct interaction mechanisms, making it difficult for the organizers to obtain immediate feedback. At the same time, the assessment of the effectiveness of promotional activities needs to be explored. The organizers, due to the lack of direct interaction with the public, have difficulty accurately assessing the acceptance degree of the audience, psychological expectations, promotion effectiveness, and real feedback, resulting in rigid promotion content. Therefore, establishing a scientific and efficient interaction and evaluation system, achieving dynamic monitoring and precise feedback of promotional activities effects, is crucial to improving the quality of promotion and enhancing audience participation.

3. Recommendations for Improvement

3.1. Political Construction: Upholding Guidance and Norms, Strengthening Governance Efficiency

3.1.1. Strengthen organizational construction, steering the "direction wheel" of Party building

A strict organizational system is where the Party's advantages and strength lie. The "thirteen points of emphasis" on Party building profoundly expound the fundamental principles, scientific layout, value pursuit, and key tasks of Party building, and systematically summarize the regular understanding of Party building. Among them, "upholding a strict Party organizational system" provides the fundamental guidance for strengthening the grassroots combat fortresses of the Party.

The grassroots level is the cornerstone for safeguarding and protecting the root. Fucun Town has been persistently and painstakingly promoting Party building to lead the overall situation and strengthen the foundation at the grassroots level. It has been exploring the development path of community development under the leadership of Party building. However, there are still problems such as weak and disorganized Party organizations, insufficient combat effectiveness, and a lack of enthusiasm for striving for excellence. Therefore, the Party members and cadres of Fucun Town need to shoulder the responsibility of guarding the territory and earnestly fulfill the "one post, dual responsibilities"; the Party organization should implement the "Ten Rules for the New Era Fuzhou Iron Army Integrity and Responsibility in the New Era" and the "Ten Measures for the New Era Institutional Efficiency

Revolution in Jinhua City", and need to grasp the "strict" principle to strengthen the combat fortress role of the grassroots Party organizations; they also need to grasp the "study" principle to enhance the political awareness and leadership ability of Party members and cadres, and targetedly eliminate the six stubborn problems of "mediocre, lazy, procrastinating, scattered, floating, and disorderly" among Party members and cadres, enabling red cultural resources to empower community governance and pointing out the correct development path for community governance.

3.1.2. Strengthen government leadership, establishing the "mainstay" for optimizing governance

In the process of protecting, inheriting, and innovating the development of red cultural resources, the government holds a leading position and is the backbone force for safeguarding the red roots. However, there are still problems such as unclear ownership, insufficient institutional guarantees, and shortage of professional talents in the management and application of red cultural resources. Therefore, the government needs to play a leading role and introduce policies and regulations to hold the "commander's baton" for safeguarding and protecting the roots; continuously introduce new talents for red culture, enrich the "nutrient soil" of professional teams; continuously stimulate new impetus from the grassroots people, build an "active water source" of internal driving force, and construct a "coordinated work system", innovate the development of red cultural resources, and promote the modernization of community governance.

3.1.3. Achieve social collaboration, singing a "harmonious melody" of multi-party cooperation

To deeply explore the practical path of enabling community governance with the empowerment of red cultural resources, Fucun Town should start to build a regular multi-party cooperation mechanism, achieving diversified collaboration. It is necessary to seek the policy transformation "keys" from various social forces and the external supply "cure" of social charity resources, such as introducing social organizations in the fields of culture and education to assist in the protection and utilization of local red cultural resources, and exerting their advantages in professional knowledge, technical support, and social mobilization through volunteer services and project cooperation; at the same time, in the "five-party collaboration" mechanism, the role of social charity resources in promoting community governance should be exerted, relying on its funding and guidance, and working together with community residents to write a new chapter of safeguarding and protecting the roots.

3.2. Economic Innovation: Balancing Development and Efficiency, Stimulating Market Potential

3.2.1. "Filling Gaps and Strengthening Weaknesses" - Improving coordination between the Party and government, strengthening top-level design

The government should play the role of a "leader". In terms of funding sources, Fucun Town should actively explore measures such as mainly relying on government fiscal allocation and supplemented by enterprises and society, adhering to the principle of "local management and hierarchical responsibility", and including the funds required for red cultural heritage protection in the local fiscal budget. Measures such as increasing the investment in protecting red cultural resources year by year, establishing a red cultural protection fund, and providing tax exemptions for red cultural scenic areas will be adopted. At the same time, drawing on the successful experiences of other regions, in macro management, both large-scale red cultural projects and the overall protection of small-scale and local red cultural resources should be given due attention; both top-level planning and the establishment of supervision and evaluation systems should be actively constructed to strengthen the supervision of red cultural industries.

3.2.2. "Strengthening Foundations and Promoting Strengths" - Enhancing public collaboration, accumulating internal driving force

Effective governance of rural areas cannot be achieved without the collaborative governance efforts of multiple entities. "Red charm gathers hearts, diverse governance; cultural lineage carries aspirations, joint efforts for the village", under the organization of the government, community members can achieve a transformation from passive acceptance to active participation, injecting new vitality and momentum into the protection and inheritance of red cultural resources. In promoting the deep integration of red cultural resources and community governance, social organizations, as an important supporting force, play a key role in providing financial support. Many non-profit organizations, foundations, and enterprises with social responsibility have provided necessary economic support for the protection, restoration, and display of red cultural resources through setting up special funds, donating funds, etc., enabling these projects to proceed smoothly and benefiting more people.

3.3. Deepen resources: Protect and develop equally, revitalize the red genes

To leverage the red cultural resources to enhance community governance efficiency, efforts should be made in both protection and development. Emphasis should be placed on communication and dissemination, and more vitality and innovation should be injected into community governance.

3.3.1. Focus on protection and development, enrich the "soil" of red genes

3.3.1.1. Utilize digital elements to establish a unified database for a long-term effect

Firstly, it is necessary to understand the resources of red culture in Fucun Town, grasp the current situation, and provide solid data support. Fucun Town can draw on the construction experience of Jinyi New District and integrate and upgrade local

red cultural resources. Secondly, under the background of the comprehensive deepening of digital reform in Zhejiang, Fucun Town should focus on the online platform and establish a red data system and network to preserve and present the resources in a dataized and visualized way to serve the people.

3.3.1.2. Through a "dual-line" combination to organically empower a dynamic mechanism

Firstly, a dynamic prediction model can be constructed. Fucun Town can use big data models to accurately assess the attention and participation of residents towards red cultural resources and provide customized content. Secondly, a complete offline feedback mechanism should be improved. Regular surveys of residents' feedback should be conducted, and a "public opinion expressway" should be established to respond to opinions. Thirdly, a comprehensive evaluation and monitoring system for online and offline integration should be established. A comprehensive assessment of the effectiveness of the utilization of red cultural resources should be conducted, and the dissemination strategies and activity forms should be optimized to enhance their application efficiency in Fucun community governance.

3.3.2. Focus on communication and dissemination, nourish the "branches and leaves" of red genes

3.3.2.1. Deepen the study systematically to deepen the theoretical interpretation

Firstly, explore the characteristic poetry brand of Fucun Town, deeply sort out red cultural resources, and integrate them with various aspects of reality to incorporate them into community governance and economic and social life. Secondly, organize academic seminars of multiple fields to promote the research of Fucun Town's red cultural resources with academic strength, and explore historical reference significance. Thirdly, improve the publicity channels for red cultural resources and support red publications to be displayed on multiple platforms in Fucun Town to meet the needs of different audiences and increase the density of knowledge.

3.3.2.2. Integrate with high-quality exhibitions to incorporate innovative discourse expression

First, innovate the ways and methods of red cultural inheritance. Fucun Town should utilize modern media technologies to innovate the exhibition mode of red culture, enrich the red culture display scenarios, and make them more vivid and three-dimensional. Second, innovate the development of red cultural resources with regional characteristics. Explore the local red figures and stories of Fucun, create personalized red cultural works, and build panoramic infrastructure to strengthen the identification of red resources. Third, innovate red cultural resource products. Make good use of the red resources IP of figures like Ai Qing and Sheng Guangnan, develop cultural products, hold high-quality activities.

4. Conclusion

Based on the investigation in Fucun Town, this study reveals the significant potential of red cultural resources in empowering community governance, while also identifying challenges such as insufficient policy coordination, limited funding, low public engagement, and underdeveloped communication channels. To address these issues, a multi-faceted approach is recommended, including strengthening top-level design through government leadership, fostering multi-party collaboration, integrating digital technologies for resource management, and innovating communication strategies to enhance public participation. Effectively leveraging red cultural resources requires coordinated efforts in political guidance, economic innovation, and cultural dissemination. By implementing these measures, red cultural resources can be better preserved and utilized, ultimately contributing to more effective and modernized community governance, and providing valuable practical experience for similar regions.

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