

Exploring Pathways for Social Organizations to Collaborate with Communities in Building Public Cultural Services: a Case Study of the Mianyang Firefly Social Service Center

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Abstract: In the process of promoting the modernization of national governance system and governance capacity in China, public cultural services are the core component of basic public services. The supply mode of such services has undergone a significant change : the traditional single-channel supply dominated by the government is gradually being replaced by a new model of multi-subject joint supply. The Law of the People 's Republic of China on the Protection of Public Cultural Services has made clear normative provisions on public cultural services. It stipulates that the government bears the main responsibility of providing public cultural services, and various social forces can join in related undertakings to jointly promote the healthy development of public cultural undertakings. The legal text further requires all regions to break down the barriers of administrative division, fully unlock the professional service value of social organizations, and make different participants form a joint governance force in the field of public cultural services. Mianyang is designated as an innovative pilot zone for grassroots governance in western China; however, community-level public cultural services face challenges such as low facility utilization rates (according to data provided by the local culture and tourism authorities, the average utilization rate of community cultural venues is only 42%), a disconnect between supply and demand, and a pronounced issue of limited governance entities. The Mianyang Firefly Social Service Center is a locally registered social organization that has gained valuable experience in coordinating with communities to deliver cultural services; nevertheless, it has yet to establish a standardized public management operational mechanism. Its practical dilemmas and areas for optimization

hold significant research value, which can be analyzed and resolved with polycentric governance and collaborative governance frameworks.

Keywords: Public Cultural Services; Social Organizations; Community Collaboration; Multi-Center Governance

1. Introduction

1.1 Research Questions

As China continuously pushes forward the modernization of its national governance system and governance capacity, public cultural services occupy a central position within the basic public service system. The old supply model relying exclusively on government intervention is gradually phased out, and collaborative supply involving multiple stakeholders has emerged as the new mainstream direction for industrial development. The Law of the People's Republic of China on the Guarantee of Public Cultural Services draws clear boundaries of power and obligation. Governments act as primary responsible entities for public cultural services, and all types of social forces can participate in related construction to jointly drive the progress of the public cultural sector. Legal clauses also emphasize breaking administrative segmentation barriers, giving full play to the professional strengths of social organizations, and allowing all participants to realize coordinated efficiency gains in public cultural service scenarios.

Mianyang is designated as an innovation pilot for grassroots governance in western China, and its community public cultural services suffer from numerous inherent weaknesses. The average efficiency of community cultural venues remains low (data from local cultural and tourism regulators indicates an overall venue utilization rate of merely 42%), there exists a disconnect between residents' cultural demands

and existing service offerings, and the single-type composition of grassroots governance participants constitutes a conspicuous problem. Mianyang Firefly Social Service Center counts as a social organization registered locally. Though it has accumulated extensive hands-on experience in jointly launching cultural service projects with communities, it has not established a standardized, formalized public management operation mechanism. The governance challenges exposed in its practice and the room for developmental optimization contain sufficient research potential to be explored.

1.2 Literature Review

1.2.1 Research on Public Cultural Service Provision Models

Existing academic literature categorizes three mainstream supply models according to differences in leading supply entities: government-led model, market-participated model, and social coordination model. Early relevant studies mostly centered on the government's bottom-line guarantee function within public cultural services, with a primary focus on two dimensions: fiscal capital investment and supporting infrastructure construction. In recent years, academic research has gradually shifted its focus to cross-stakeholder cooperation[1-4]. A large number of scholars argue that social organizations, with their core advantages of professional service delivery and resource brokerage, can effectively compensate for the insufficient flexibility inherent in the government's single-subject supply model.

Even with the progress made in relevant research fields, noticeable blank areas are still waiting to be filled. Few academic works delve into core public administration dilemmas emerging in multi-party collaborative governance, such as how to divide rights and obligations among all involved parties and balance conflicting interests of diverse stakeholders. Relevant discussions are far from thorough enough to match real-world operational demands[5].

1.2.2 Studies Examining Co-Governance between Social Organizations and Local Communities

Numerous domestic scholars have explored joint operation mechanisms represented by the "Three-Society Linkage" and "Five-Society Linkage" modes. Most of these prior works,

however, merely list and narrate grassroots practical cases without deeper theoretical sorting. Only a small number of academics analyze core governance components-including organizational frameworks, daily operating rules and post-project assessment systems-from a rigorous public administration perspective[6]. Besides, there is a scarcity of empirical investigations focusing on customized, location-specific cooperation cases between social organizations and urban communities in central and western China. This imbalance leaves an obvious research vacuum within this particular field[7].

1.2.3 Comprehensive Assessment of Existing Literature

After sorting through domestic and foreign academic results, this study confirms that previous papers have laid preliminary theoretical groundwork for relevant research, yet three critical defects persist in current scholarship:

First, public administration theories are rarely combined with on-site grassroots cultural service practices, resulting in weak practical applicability of theoretical analysis.

Second, academia has not yet formed a set of actionable, replicable operation frameworks to guide multi-party collaborative governance.

Third, scholars seldom conduct in-depth analysis on structural conflicts triggered during joint service delivery, such as blurred authority boundaries and inefficient resource allocation. Meanwhile, quantitative empirical research supported by systematic performance measurement tools is almost non-existent.

To fill these research gaps, this paper takes Mianyang Firefly Social Service Center as its case carrier and develops an integrated research framework that unites theoretical deduction with field survey data. Such design can enrich and expand the research boundaries of existing literature[8].

1.3 Theoretical Basis

Elinor Ostrom first put forward polycentric governance theory. The core viewpoint of this theory breaks away from the conventional governance model where governments act as the sole leading subject. It advocates building a multi-agent co-governance network uniting government departments, social organizations, neighborhood committees, residents and other participants. Through decentralized coordination across different subjects, the overall operational

efficiency of public services can be greatly improved. Ostrom's theory also stresses that governments cannot independently tackle all public affairs; only through continuous communication and coordination between multiple participants can a more efficient governance system be constructed.

For the joint construction of community public cultural services, polycentric governance theory provides solid theoretical grounds to explain how social organizations and communities can generate combined governance effects. As independent participants in grassroots governance, social organizations can form complementary relations alongside governments and neighborhood committees, so as to comprehensively upgrade the quality and execution efficiency of local public cultural services.

Collaborative governance theory centers on three core practical matters: reasonable allocation of authority among multiple participants, integrated scheduling of scattered resources, and synchronized implementation of joint activities. It constructs a complete theoretical paradigm to solve the fragmentation problem widespread in public cultural service supply. According to this theory, effective multi-party cooperation relies on three foundational elements: smooth communication channels, mature interest-balancing rules, and clear shared accountability mechanisms. All participating bodies can then align their individual goals and push forward joint public service undertakings.

When applied to community cultural service practice, collaborative governance theory clearly defines the interactive partnership between social organizations and communities. Clear demarcation of rights and responsibilities, mutually beneficial interest mechanisms, and unobstructed information exchange channels can work together to realize the ultimate goal of efficient, targeted public cultural service provision.

Performance evaluation theory adopts a four-layer analytical logic consisting of input, operation process, service output and long-term outcome, offering standardized quantitative research tools to assess the actual effects of multi-agent collaborative governance. This theory argues that complete public service evaluation must cover four dimensions: total resources invested, specific service execution procedures, tangible service outputs and

long-term social benefits generated. Researchers can adopt standardized assessment indicators to quantify the service quality and operational efficiency of grassroots cultural projects.

Within the field of community public cultural services, performance evaluation theory supplies clear methodological guidance to measure the actual effects of cooperation between social organizations and communities. Researchers can identify weak links in service delivery based on evaluation results and formulate targeted improvement plans accordingly^[9].

Polycentric governance theory, collaborative governance theory and performance evaluation theory are mutually complementary and together form a complete analytical system. Polycentric governance answers the structural question of which subjects should take part in public cultural service delivery; collaborative governance elaborates the logical path for multi-agent joint operation; performance evaluation undertakes the task of measuring service effectiveness and proposing iterative optimization schemes. Combined, the three theories create a closed-loop system covering whole-process supervision and continuous improvement. Any single theory can only interpret partial governance phenomena, while integrating all three allows full coverage of the complete research chain: from defining participating subjects and coordinating cross-party resources to evaluating final service outcomes.

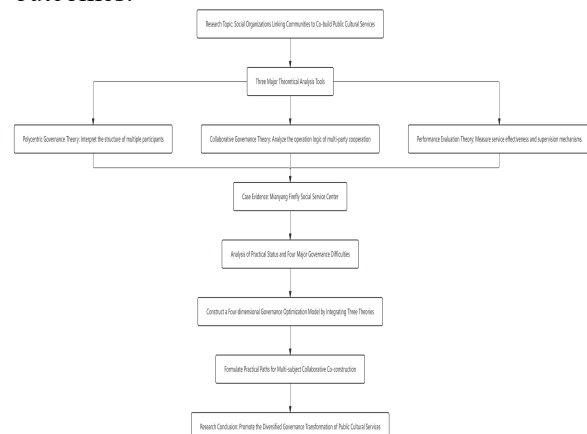


Figure 1. Logical Flowchart of Full-Process Analysis on Public Cultural Service Governance Based on Three Major Theoretical Frameworks

1.4 Research Methods

This paper adopts a single-case research design and selects Mianyang Firefly Social Service

Center as its core research subject. Researchers sort out practical paths for social organizations to launch public cultural services jointly with communities through three survey methods: in-depth interviews (covering a total of 12 interviewees), offline questionnaire surveys (collecting 161 valid responses), and on-site field observations.

2. Analysis of the Collaborative Co-Construction of Public Cultural Services Between Social Organizations and Communities

2.1 Basic Overview of the Case

Mianyang Firefly Social Service Center originally operated as the Sichuan project site of Children's Hope Rescue Foundation. The institution completed registration and approval through Mianyang Municipal Civil Affairs Bureau on November 17, 2022. It links three types of entities including local communities, nearby universities, and residential property management companies to run the long-term public welfare program "Firefly Book House". Its service scope covers permanent community residents and disadvantaged children within the jurisdiction, making it a typical practical sample of grassroots social organizations cooperating with communities to deliver public cultural services.

2.2 Practical Models for Coordinated Project Implementation

2.2.1 Conduct Pre-Project Demand Surveys to Precisely Match Residents' Cultural Aspirations
Prior to the formal launch of the book house, the institution carried out comprehensive investigations on cultural service demands of residents within its jurisdiction via multiple channels: distributing community questionnaires, organizing resident discussion forums, and conducting door-to-door household visits. The data collected from these field visits pointed out three prominent needs among local residents: a permanent, cozy public space for daily reading, interactive cultural events designed for parents and children, and varied leisure activities centered on traditional handicraft making and folk custom experience.

After wrapping up all demand research, the center reached out to neighborhood committees to discuss transforming unused community spaces into reading venues. Local communities

helped spread information about the upcoming book house to every household in the area. To satisfy people of different age groups, the center rolls out a series of featured events on a recurring basis, such as handmade leaf craft courses, second-hand book exchange markets, reading exchange meetings and parent-child reading workshops. For every new activity the center plans to launch, it will first carry out a full round of demand research, making sure all service arrangements fit the actual preferences of local residents.

2.2.2 Build Diversified Cooperative Networks to Systematically Activate All Types of Idle Resources

Integrate Idle Social Resources Through Multi-Party Cooperative Networks. The social service center acts as a resource coordinator that links multiple stakeholders together, including neighborhood committees, nearby universities, charitable enterprises and resident volunteer groups. Together, these participants form a "1+N" network that maximizes the use of scattered social resources. The center works with residential property companies to renovate unused security offices into fixed reading activity spaces. It maintains steady ties with local colleges, which send student volunteers to organize weekly cultural events at the book house. It also cooperates with neighborhood committees to draft activity plans and gather real-time demand feedback from residents. Besides that, the center partners with socially responsible enterprises to raise funds for purchasing books and daily operation materials. Four channels are integrated for book supply: donations from community residents, collection support from university libraries, individual book donations from society, and offline resident book swaps. This measure effectively alleviates two major problems of the book house: single categories of collection and insufficient book stock, and delivers solid resource guarantees for long-term stable operation of the program.

2.2.3 Construct Sustainable Operating Mechanisms to Maintain Continuous Cultural Service Supply

To encourage residents to take part in daily reading and events, the center created a resident participation reward rule. Residents can gain reward points by signing in for reading or sharing their thoughts on books at the book house, and these accumulated points can be redeemed for cultural and creative souvenirs at

fixed intervals. This reward rule greatly boosts local residents' enthusiasm to join regular cultural activities. The center also set up dedicated feedback collection avenues to receive residents' advice; organizers sort out these improvement suggestions routinely and adjust activity forms and themes flexibly based on public feedback.

Furthermore, the center cooperates with the Youth Development Foundation to launch a monthly charity donation program. Up to now, the program has attracted 18 long-term benefactors, who provide bookshelves and extracurricular reading books for low-income families in the community. This steady donation channel brings continuous financial support to the book house project and enables the long-term stable provision of community public cultural services.

2.3 The Four Major Governance Shortcomings in Collaborative Cooperation

By integrating three theoretical frameworks with field research data, current collaborative provision of public cultural services by social organizations and communities exhibits four common issues: First, the delineation of rights and responsibilities among participating entities is ambiguous; multi-stakeholder cooperation networks lack standardized lists of rights and responsibilities, resulting in overlapping duties among communities, social organizations, partner enterprises, and volunteers, as well as unclear boundary definitions; Second, the efficiency of resource integration across various sectors remains low-facilities, books, funding, and human resources are dispersed and operate independently; no regular supply-demand matching platform has been established, leading to a contradiction where underutilized resources coexist with insufficient service provision; Third, there is a misalignment between resident demand and supply: demand surveys are conducted only during the initial stages of projects, lacking a regular update mechanism, while the iterative development of service content lags behind the continuously evolving cultural demands of residents; Fourth, there is a lack of a long-term performance evaluation mechanism-only basic satisfaction surveys are conducted, no standardized comprehensive evaluation indicators have been developed, and no complete optimization closed-loop system comprising "evaluation-feedback-rectification"

has been established.

2.4 Project Implementation Outcomes and Resident Feedback

The Firefly Book House program accurately captures cultural demands of community residents, integrates idle resources from multiple stakeholders, and builds sustainable operation systems. It substantially expands the coverage and lifts the quality of public cultural services within the jurisdiction, supplying residents with convenient, high-quality public cultural resources. During program implementation, residents demonstrated high levels of participation and recognition, fostering a sound cultural atmosphere within the community.

This study collected 106 valid satisfaction questionnaires. Statistical data shows that 29.67% of residents rated the Firefly Book House program as "Very Satisfied", while 46.15% chose "Satisfied", bringing the overall comprehensive satisfaction rate up to 73.38%. The program has won general recognition from residents in the jurisdiction. The remaining 17.58% of residents selected "Average", and 3.30% marked "Dissatisfied" or "Very Dissatisfied". These figures indicate that the program still has room for optimization in service details, resource supply and other aspects.

Table 1. Bookroom Participation in Resident Satisfaction Survey Statistics

Satisfaction Level	Number of Valid Responses	proportion
Very Satisfied	32	29.67%
satisfied	49	46.15%
Average	19	17.58%
Dissatisfied	3	3.30%
Very Dissatisfied	3	3.30%

3. Core Supporting Conditions for Jointly Constructing Public Cultural Services Between Social Organizations and Communities

Practical experience summarized from this case proves that stable, efficient cooperative relations between social organizations and communities cannot rely solely on temporary short-term project partnerships. Four fundamental conditions need to coordinate and function simultaneously to sustain long-term operation of this cooperation model.

3.1 Alignment With Actual Community Demands and On-Site Resource Endowments

The core prerequisite for stable cooperation between social organizations and communities lies in reaching unified consensus on collaboration. Before jointly launching community cultural service measures, all parties involved should sort out their expected cooperation results, division of labor and reasonable interest demands. When the team begins to draft a detailed project blueprint, it is an essential preliminary work to sort out the cultural preferences of local residents.

Local residents are the ultimate recipients of all public cultural resources, and their feedback and suggestions for improvement are the core references for updating and optimizing service content. The research team can collect these feedbacks in a variety of practical ways : issuing structured questionnaires in residential communities, organizing neighborhood councils, and holding thematic exchange seminars. At the same time, the staff of social organizations should travel through each community to check the available activity space, available volunteer manpower and available financial support. After completing this field assessment, the team can tailor the service plan to the unique resource endowment of each community. This customized design prevents common activities from not matching local living conditions and strikes a balance between the real cultural needs of residents and the hardware limitations of community sites.

3.2 Define the Organizational Positioning and Professional Service Capabilities of Social Organizations.

Each social service agency has set its own long-term development goals and follows standardized internal management practices. A clear and unified goal helps each staff to grasp the core direction of daily work. Before reaching a cooperation agreement with the neighborhood committee on cultural projects, social organizations must clarify their own service positioning and complete a detailed medium and long-term development roadmap. On the basis of clear positioning, institutions can design characteristic cultural activities in line with their own operating characteristics, create a unique organizational brand influence, and pave the way for the later sustainable value improvement. Only when social organizations have mature

cultural service capabilities, the community is willing to maintain long-term cooperation. This ability covers the whole cycle of activity planning, on-site activity execution and efficient communication with multiple participants. In addition, the credibility of social service institutions is the basic guarantee for the smooth delivery of all cultural projects.

3.3 Two-Way Information Communication and Open Collaboration Rules

All parties to co-governance should maintain complete transparency of information throughout the cooperation cycle. Social organizations and community residents ' committees need to regularly exchange detailed information on activity blueprints, work progress, resource allocation, etc., and constantly deepen mutual trust in long-term cooperation. When residents participate in daily community governance affairs, they will form a stronger emotional bond with the residential community. Residents who invest time as volunteers often have a higher sense of social responsibility, and they naturally hope that all cultural activities can be carried out in an orderly manner. To this end, social organizations need to fully publicize every step of the operation of the activities to the residents.

In addition, community residents ' committees should regularly transmit residents ' feedback to cooperative social organizations. These feedbacks include residents ' satisfaction with past events, detailed records of public funding expenditures, and the actual operational effectiveness of each cultural project.

3.4 Standardized Assessment Adjustment Rules and Cultural Service Innovation Space

The continuous updating of digital technology enriches the diversified cultural needs of residents. Online cultural experience and digital cultural and creative products represent a promising new service direction and are worthy of wide promotion. Virtual exhibitions and live cloud performances remove geographical barriers and provide an additional way for residents to participate in cultural activities^[10]. Digitizing cultural heritage data and establishing online resource files will also help traditional local culture spread to a wider audience. Nowadays, community online communication platforms are becoming more and more popular ; through social media tools to

carry out interactive links and create original cultural content, the coverage of grassroots public cultural services can be significantly expanded. In addition, online courses, remote cultural skills training, real-time sharing live broadcasts, etc. have broken the location restrictions and provided convenient learning channels for people of different ages and backgrounds.

At present, the biggest obstacle to the development of cultural services lies in the integration of fragmented resources held by communities and social organizations, so as to build a more open and inclusive multi-party cooperation framework. The role of social organizations should not be limited to holding offline group activities. Institutions need to pay more attention to inheriting regional characteristic culture and exploring innovative forms to carry forward local cultural traditions.

Diversified cultural experience activities can strengthen neighborhood bonds and cultivate vibrant community cultural atmospheres. Construction of a public cultural service system must center on residents' genuine demands, incorporate simultaneous evaluation of available institutional advantages, maintain regular open communication with communities, and carry out scientific planning of collaborative projects. All these elements are essential to secure stable, long-term operation of the joint construction model. Grassroots social organizations keep advancing cultural promotion work and continuously produce innovative practical cases that drive sustainable development of grassroots cultural services. Existing practical data demonstrate a positive correlation between the quality of public cultural services and the degree of active resident participation[11].

4. Optimization Paths for Jointly Constructing Public Cultural Services Through Cooperation Between Social Organizations and Communities

4.1 Establish a Four-Dimensional Collaborative Governance Framework of "Multi-Stakeholder Collaboration - Precise Supply - Resource Coordination - Performance Optimization"

Drawing on practical experience accumulated by Mianyang Firefly Social Service Center, the joint delivery of public cultural services by social organizations and communities requires

the construction of an integrated, comprehensive governance system. This system cannot be simplified as temporary short-term partnerships between two parties alone; instead, it constitutes systematic multi-stakeholder governance that builds a complete optimized closed loop covering cooperative partners, demand matching, resource allocation, and outcome evaluation.

4.2 Refine Institutional Frameworks and Supporting Mechanisms for Collaborative Cooperation

Social organizations and communities need to move beyond temporary project-based short-term cooperation. The long-term cooperative relationship between communities and social institutions cannot rely solely on random temporary partnerships. The two sides need to formulate a set of permanent institution cooperation rules, clear division of responsibilities, and standardized workflow, so that cross-party cooperation can continue to operate stably.

Form a formal system of rules, clear division of responsibilities.

All participants need clear rights and corresponding obligations, which can be written into the official cooperation contract signed by social organization practitioners, community workers and residents' representatives. The two sides can arrange a monthly joint forum to invite representatives of various stakeholders to discuss the project layout and address practical obstacles in the service delivery process. This regular communication mechanism replaces the sporadic and impromptu coordination work, effectively reducing the unnecessary loss of efficiency caused by the blurring of the boundaries of responsibilities of all parties.

Establish a unified resource scheduling platform. Scattered and disjointed resources are the biggest obstacle to the upgrading of local cultural services. A centralized resource collaboration platform can gather all available supporting resources in one place for unified deployment. The platform will update the two-way list of residents' service needs and idle social resources in real time, and realize the idle space of community activities, the supply of voluntary manpower of universities and enterprises, and the rational allocation of public charitable donation funds. It realizes intensive resource allocation and resolves the coexistence of underutilized idle resources and insufficient

service supply.

Implement Outcome-Oriented Performance Assessment Systems

Standardized assessment acts as the core mechanism driving continuous optimization of cooperation. Researchers need to build a multi-dimensional assessment indicator system covering input, process, output and outcome layers, with a focus on collecting quantitative data such as resident participation rates and satisfaction levels. Meanwhile, a practical implementation mechanism for assessment results shall be established, linking annual assessment outcomes to renewal of cooperation agreements and distribution of public welfare fund support. Such working logic builds a complete self-improvement cycle covering evaluation work, public feedback collection and targeted rectification, which steadily pushes the overall standard of community cultural services upward.

4.3 Comprehensively Enhance the Operational Capacity of Social Service Institutions

Build a hierarchical and targeted talent training mechanism

Without a strong internal team, social organizations cannot maintain stable joint service provision with the community. Institutions can adopt a two-pronged talent development model combining internal skills training and external professional recruitment. For internal learning activities, institutions can regularly hold workshops based on social work practices, and invite industry experts who are good at grassroots governance and cultural activity design to share practical experience. For external recruitment, the team can hire experienced full-time practitioners in cultural creativity and neighborhood contacts to form a dedicated operational team. In addition, intermediaries can sign long-term cooperation agreements with local universities and establish off-campus training bases for cultural volunteers and practitioners. This long-term cooperation model continuously delivers capable service personnel and helps transform academic theoretical knowledge into operational on-site service skills.

Drive service projects towards professional and innovative development.

Social service groups should not limit their work to simple offline entertainment activities. It is

necessary to make progress in the comprehensive ability of project design, brand building, fine daily management and so on. When the standard social work intervention model is introduced into daily operations, institutions can create unique, long-term, and recognized service brands by local residents. The team can also repeatedly adjust the activity form and operation mode according to the evaluation feedback data, and change the service positioning from only carrying out basic activities to providing high-precision and high-value cultural experience. Such progress can improve the attractiveness and long-term social impact of grassroots public cultural work.

5. Conclusion

Culture is the core spiritual pillar of each nation. Exploring the sustainable operation mode of community cultural services is a research topic worthy of in-depth discussion. Scholars at home and abroad have accumulated some practical cases for the joint development of cultural services by community and social organizations, but there are still many unresolved drawbacks in practice. First of all, the mature long-term cooperation system between the two sides is still lacking, and information barriers and fragile partnership ties are accompanied. Second, social organizations themselves face multiple bottlenecks in their self-development, such as imperfect internal management rules, insufficient reserve of professional talents, and unstable financing channels. Third, residents of different ages and income groups have different cultural preferences, and it is difficult to design differentiated service packages that meet the needs of all groups.

In order to cope with the above challenges, multiple participants need to take targeted actions. Government departments should introduce supporting policies and relevant laws to provide guidance for cross-subject cooperation. Social service institutions need to continuously strengthen internal construction, improve management standards, and enrich professional service capabilities. Local residents should actively express their real cultural needs and practical suggestions, and participate in the planning and decision-making of neighborhood cultural activities. At the same time, digital tools including various network platforms and social media accounts can be used to expand the coverage and influence of community cultural

undertakings. Strengthening the communication and coordination among the participants is helpful to improve the service ability of the community and social organizations, fully respond to the diverse cultural needs of the residents, and realize the inheritance and creative development of the local characteristic culture. Looking forward to the future, the co-construction of public cultural services will pay more attention to digital transformation, residents' participation, innovative cross-party cooperation and sustainable long-term operation. Residents can therefore obtain richer and customized cultural experiences that match their personal preferences. The findings of this case study can encourage more social organizations to participate in grassroots public affairs, consolidate the cooperative ties between institutions and neighbors, and provide reliable cultural resources for local residents. Local residents will also be more willing to participate in various cultural activities, enhancing the neighborhood cohesion within the community and people's sense of belonging. These practical benefits can effectively improve residents' sense of cultural acquisition and life satisfaction. By sorting out the replicable operation path and mature practical experience from the case of 'Yinghuo Book House', this paper can provide a reference scheme for other regions carrying out similar cultural service construction, and help to improve the overall quality of grassroots cultural services in the country.

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