

Smart environment management through the public solutions contest. The case of Cluj-Napoca

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Abstract

The new tendency to have a competition of ideas and projects in the field of space management has captured the attention of the decision makers, especially at the level of Cluj-Napoca. The context of collaborative governance is put under pressure from investors who want to put their mark on the community and look for an administration with which to work together to benefit from both sides. The theoretical model, that of the framework for collaborative governance can provide a cross-cutting perspective on the projects analyzed in the case study. The model was based on a qualitative analysis of official documents (reports and studies) and interviews to highlight the elements that make up the framework of collaborative governance for finding solutions for public spaces in Cluj-Napoca. The main solutions and findings have encouraged creativity while supporting urban landscape, architectural, hydrological and impact research in the sense of an integrated concept of urban remodeling for the Cluj-Napoca relationship with the novelty, attractiveness and functionality, awareness and respect for the environment surrounding, not ignoring certain historical and spatial aspects. Most of the analyzed participants (public, private, NGOs) are important to align the community-public relation with contemporary urban thinking, demonstrating that they can bring them back to the active life of the city, redefining their contact with them. In the context of collaborative governance, the model can be considered a good practice at the level of Cluj-Napoca through this approach.

Keywords: *collaborative governance, smart city, public spaces.*

1. Introduction

Community development processes are some of the most complex, starting from their nature and reaching a community goal: development which, in operational terms, concerns many particular aspects. This new tendency to have a competition of ideas and projects in the field of space planning has captured the

attention of the decision makers, especially at the level of Cluj-Napoca, if we think about the number of projects and spaces that have been proposed. The trend would maximize the results if there was a change in the trust-based behavior of individuals, where it would be quite difficult.

At the same time, we agree with the reality that affects any collaboration, practically the reality is too complex, development and technology go in an ascending direction, therefore the key to collaboration is trust. Every new generation has the wisdom of the previous generation. In the context of collaborative governance, core values make society function and design and act in practice. The context of collaborative governance is put under pressure from investors who want to put their mark on the community and look for an administration with which to work together to benefit from both sides. In analyzing these processes, I think it is appropriate to focus on concrete projects and measurable objectives. The theoretical model, that of the framework for collaborative governance that I will be considering, will give me a cross-cutting perspective on the projects analyzed in the case study.

2. Theoretical model chosen for the analysis

Operationally, the model of collaborative governance is a general one, with potential to be used in many areas. Practically, the theoretical model presents operationally the Collaborative Governance Regime (CGR) as a particular, systemic way for making public decisions where cross-sectional cooperation is a preferred model of behavior and activity. At the same time, the model analyzes a perspective on the political, tangible, socio-economic and environmental context and functions as a preliminary analysis of opportunities and constraints taken into account when talking about collaboration.

Also, the theoretical model is based on interdependence between regimes, so different variables, resources, legislative framework, the failure of past attempts and the level of trust are linked. The authors propose 10 guiding propositions, which are put in place for collaborative governance. The choice of model developed by Emerson, Nabatchi, Balogh (2011, pp. 1-29) is justified by a number of elements that make up the field of community development based on an integrative framework. Thus, they find practical elements and practical aspects of the cooperative governance regime and its internal dynamics that can have an impact on the whole system.

Firstly, the framework itself offers a multiple perspective on the case study. It analyzes broadly collaborative governance and treats it as an emerging system, a new type of regime for collaborative governance. In this respect, it treats a wider range of collaborative initiatives identified than other models and extends beyond the typical public sector orientation to include the many collaborations initiated in the public, private and civic sectors and that I will be analyzing.

Secondly, the system components integrate a number of factors identified in research into an operational system and suggest some general and very specific causal links. This framework seems to be building more explicitly and highlighting dynamism.

Thirdly, the framework establishes the wider context with which it interacts. How can we analyze internal elements without having an impact from the external environment or system perspective? The regime is influenced by the surrounding conditions and initiated by the specific drivers, and the regime produces effects that affect the surrounding conditions as well as the regime itself and the collaborative dynamics.

Finally, in addition to the positive and easy to put into practice, as the authors have identified, this theoretical model has some limitations, but it will help me centralize some recommendations.

2.1. Analyzing past / similar efforts

Collaborative governance approaches have been instrumental to local economic policy, crisis management, collaboration between environmental agencies and state and local public health departments (e.g., Daley 2009), and on environmental issues such as the protection of open-spaces (e.g., Smith 2009), natural resources management (e.g., Durant et al. 2004; Koontz and Thomas 2006), and forest management in both the United States (e.g., Manring 2005) and India (e.g. Kumar, Kant, and Amburgey, 2007). For example, in the absence of federal action on climate change issues, state and local governments began developing their own climate change policies. In 2003, then New York Governor G. Pataki invited fellow governors in the Northeast to explore the possibility of a regional climate change strategy. The result was the development of the Regional Greenhouse Gas Initiative (RGGI). In this case, the system context in which collaboration unfolded was shaped by local, state, national, and international politics, the lack of federal law and action, environmental concerns, and other issues. In turn, RGGI changed the landscape of the system context by altering political, legal, regulatory, socioeconomic, environmental, and other forces in multiple northeastern states. (Rabe, 2010).

Another collaborative effort at the same level comes from China (Yang et al, 2012), known as a country entering a critical and accelerated phase of urbanization. Being one of the most urban regions in China, the Danube Delta in Changjiang (Yangtze) has experienced dramatic urbanization and urban transformation. In recent years, there have been many changes in this region and there is limited attention to the evolution of the regional urbanization route, its problems and the way to solve these problems. But once their collaborative model has gradually converged, the results have been visible. Studying the phenomenon together with other actors with expertise, they have realized, such as the existing institutional arrangements, including the hukou system (registration of households) and others that can not meet the current needs of socio-economic development and urbanization. Therefore, it was imperative to promote institutional innovation and adopt a new, collaborative strategy for the orderly and sustainable development of urbanization in the Changjiang River Delta.

The Bilbao example can be viewed with similarities when it comes to collaborative governance in Cluj-Napoca. Bilbao is a city whose growth has relied heavily on the economy and heavy industry in the past, with various major economic

problems. In the survival formula found, the Nervion River would become the center of the new metropolis: the famous Guggenheim rose almost to the river, and areas of the center were recovered for urban regeneration along the river. The river has, in fact, become the basis of the new economic model. For that, several essential steps were needed, ranging from the greening of the area to the solutions taken by the administration. A new transport system was put into operation and the main pillar was the new metro, a project started in 1988 with the participation of the famous British architect Norman Foster. It was the first time the city used foreign, innovative expertise. Even if the population was reluctant, today's innovative ideas are part of their lives. Quality in public works is essential, as well as expertise. Urban regeneration has been built on several levels: massive public investment in infrastructure, followed by private projects and partnerships between public and private entities.

At the same time, what has been identified in terms of collaboration has been the fact that art has played an important role in Bilbao: the city has not only the Guggenheim Museum but also other projects for artists, related projects that have spurred the project. The shift to art and creative industries in a high industrial city was not an easy one, and it has not ended, but new projects and strategies have turned the city into an attractive one for the people.

What can be identified as a model of good practice in similar efforts on collaborative governance is the perspective on the involvement and promotion of values. At least four types of values govern the innovative public sector, namely: results (citizens evaluate the extent to which the results are visible), innovative services, productivity (the efficiency of public administration as a key factor) and democracy.

Innovative public administration involves creativity, development and the implementation of practical ideas that deliver a public benefit, and these ideas must at least be based on consultation and collaboration.

3. Rethinking Someș River from Cluj-Napoca

Rethinking Someș is an integrative and innovative program that challenges and tests community ideas for the integration of Someș river in the life of Cluj-Napoca. The meaning of this case study derives from the need to reconsider the presence of the Someșul Mic River in the future development of the city, as a result of recognizing the insufficient use of the river's potential for the city, its inhabitants and its visitors. The specific complexity of the city's relationship with "Someș of the Future" in a long-term perspective has prompted the promoter (Cluj-Napoca City Hall) to organize contests aimed at capitalizing on the advantages of the river through technical projects on the water course, highlighting its landscape and ecological value and, at the same time, identifying the vocation of this river. Also, structures with specific expertise and leadership are involved: the Order of Architects, Cluj Cultural Center, Someș Delivery and other institutional actors (University of Art and Design, etc.).

The project, initiated by the municipality of Cluj-Napoca, involves the revitalization and redevelopment of the Someș river banks, to bring it back to where

it is, in the heart of the Cluj community. The investment aims to improve the quality of life of citizens in interacting with Somes by using the concept of shared space: increasing the quality of pedestrian space (16 km pedestrian areas), expanding the bicycle path infrastructure with more than 10 km, expanding green spaces (112,000 sqm, planted trees). Also, the project provides increased attention to the environment by introducing load points for electric vehicles - 68 charging points for trotters and electric bicycles, intelligent lighting and tele-management. (Draft Decision no. 16, 2019, online).

The choice of this case study is not accidental, but it is justified by the fact that it also tests and illustrates a way of connection to Somes. How is this done? Knowledge is a good start. Knowing the transformation plans for this public space involves experimentation, collaboration and trust, all on another type of relationship with Somes. It's a way of meeting urban planning and Somesh in the smallest detail. Practically, ideas are created and then interventions are made to make the water banks more accessible and friendly.

The river issue has been extensively studied and sometimes even challenged to develop concrete solutions. Basically, the project focuses on the restoration of ecosystem functions of the river and increases the awareness of the importance of the river, its responsibility for common goods and a general culture of sustainability in the city. The role of key actors will be that it will involve involving the local community in socio-cultural river activation projects by exploring social memory and organizing thematic initiatives. The role of the local public administration analyzed will be to formulate public policies and institutional mechanisms and experiment with innovative models related to the governance of public spaces adjacent to the Somes River.

Table 1. Some strategic perspectives identified in documents

Strategy/Plan	Related institution/institutions	Integration of the Somes River
Sustainable Urban Mobility Plan Cluj-Napoca	Cluj-Napoca City Hall	<ul style="list-style-type: none"> The Someșul Mic axis has been reconfigured as a green axis across the entire area of the metropolitan area.
The Cultural Capital Project in 2021	Cluj-Napoca City Hall/ CCC (NGO)	<ul style="list-style-type: none"> [...] river as a major cultural development sphere.
Development Strategy for Cluj-Napoca 2014-2020	Cluj-Napoca City Hall/Universities/NGOs	<ul style="list-style-type: none"> "Strategy for the Historical Identity of the City" to include objectives for revitalization.
Somes Delivery (2015-2017)	<i>Foundation Cărturești. Order of Architects from Romania, The miniMass association.</i>	<ul style="list-style-type: none"> the project addresses another segment of the river on a yearly basis which involves temporary arrangements, animation events, sanitation, community consultation and involvement.
GLAC (Ground Level Active Citizenship)	<i>Urbannect Association</i>	<ul style="list-style-type: none"> Vamos a la Playa creates the context of an active participation of locals in the (re) vitalization of urban areas of Somes.

Source: Personal adaptation following the Order of the Architects

We can say that the whole perspective on the river is quite current on the public agenda, proof being some mentionings in operational strategies or plans. Practically, these references are related because there are landscape, historical, hydrological studies that reveal not only the importance of this river, but also its necessity in community life.

Analyzing the historical perspective, the life of the river in the community was present in 1564, when the Italian mercenary Giovan Andrea Gromo reported that in Cluj "is a large and well-built commercial city with strong walls, according to the usual way, with numerous towers , situated on the spot in a charming valley between two hills, including a crystalline river. " Gromo's description suggests a poetic ambience, where water of good quality is without problems. In fact, the inhabitants of Cluj could not get it so easily, although they were connected with it. The Someșul Mic River crosses the city of Cluj-Napoca on its west-east axis, having a slightly regularized course for the most part.

The town's relationship with the Someșul Mic River has been problematic since its foundation, as the river has been both a significant barrier and a valuable ally. An interaction with the river started with the construction of the Canalul Morii, tangent to the walls of Cluj's city on the northern half, for the town's water supply. The demolition of the fortifications in the 19th century allowed partial opening of a town to the Someșul Mic River, but the difficult relationship with the river over a millennium led to a non-belligerent cohabitation and a major utilitarian treatment of the course and the banks, perhaps quite present today. (Mitre, 2017)

Someșul River was perceived mainly by the community due to frequent overflows. That is why the river's successive arrangements and refurbishment were focused on improving the risk of floods, rather than on the conservation of riparian vegetation and fauna. They ignored the natural ecosystem, but in the last years they have prevented large floods from Cluj, such as those that were before the construction of dams, reservoirs (Fântânele, Tarnița), and the banks, especially from the point of view hydro-technical by concreting.

4. Theory-practice comparison

4.1. Methodology

As far as the methodology is concerned, I will approach a cross-cutting perspective on the framework model of collaborative governance, following the ten sentences proposed by the authors of the model, justifying the elements that are present in the case study. I will follow that transformative change (analyzing the Collaborative Governance Regime and the Collaboration Dynamics (with emphasis on the three elements), the impact, the adaptation and the relationship with the system context.

I also found data and analyzes by state and civic actors on the program, preliminary analyzes of data (available on the City Hall's website and Architects Order), but also various qualitative approaches in the form of five interviews and conferences organized by NGO actors. (there are debates organized by the Cluj

Cultural Center and I will take over from the Activity Report 2017, 2018). Impact and output I will attempt to systematize them in the descriptive and exploratory way by connecting the elements according to the model to see how the sentences proposed by the collaborative governance model are tested in practice. Depending on the results and nature of the data, I will focus on the dimensions of the project (space, events, environment, community, as promoted by NGOs as strategic points) because there are limitations on access to information and impact studies.

4.2. Results analysis

- Proposition One: One or more of the drivers of leadership, consequential incentives, interdependence, or uncertainty are necessary for a CGR to begin. The more drivers present and recognized by participants, the more likely a Collaborative Governance Regime will be initiated. This assumption basically identifies the tracked elements that facilitate collaboration, taking into account a context and certain variables. I will seek to link them and justify the presence of the elements in the general context.

The promoter of the contest is the City Hall of Cluj-Napoca, the administrator of the objective and the owner of the areas to be the subject of the investment (according to the hydrographic study), to become the beneficiary of the project contracted following the competition of ideas. The organizer of the contest is the Order of the Architects of Romania through the Territorial Branch Transylvania, in partnership with the Order of Architects in Romania. Any contest is based on expertise and score assignment. Thus, in the analysis of the project, 9 persons, most architects and two representatives in the field of culture / NGOs were put together. The jury president, Dietmar Steiner (Austria), said at the end of the trial that "I was rarely given to meet situations like the one I found in this Idea Contest, which was thoroughly prepared, structured on objective criteria and clearly attended by jury members highly motivated and determined by the desire to find the best solution for Somes, the river of Cluj." (Results of the SOMEȘ Rethinking Solution, October 2, 2017, Press release)

Practically, a key actor in collaborative governance has chosen the solution contest just in order to benefit from the best expertise and to have a modern European solution, in accordance with the existing urban and mobility exigencies at European level. We identify a leadership element (related to the confidence and trust to launch such a contest), incentives that shaped the process (Somes river problem and finding a modern solution, but also the opportunity of such an initiative). Interdependence as a conductor can be deduced from the fact that the jury considered sharing and comparing experiences and viewpoints, starting from different types of training and different nationalities, enriched the vision that Cluj prepares its urban future. Both the diversity and the quality of the various proposals demonstrated the real need for the implementation of the competition as a public procurement procedure, dedicated to the new initiatives in the urban and architectural field.

Practically, the Cluj-Napoca Local Council approved at the Ordinary Meeting on 8 May 7 projects financed by European funds worth a total of 66.5 million euros,

of which the highest value was Rethinking Somes. Drivers shape the initial stages, as we have identified through the project contest, but the collaborative dynamics and collaborative actions form the regime of collaborative governance and its efficiency.

- Proposition two: Principled engagement is generated and sustained by the interactive processes of discovery, definition, deliberation, and determination. The effectiveness of principled engagement is determined, in part, by the quality of these interactive processes.

This second assumption emphasizes the main commitment and the process that implies this. Here the emphasis is more prominent on the part of people with expertise, practically the best people at the table, with the project ahead, discovering and making deliberations.

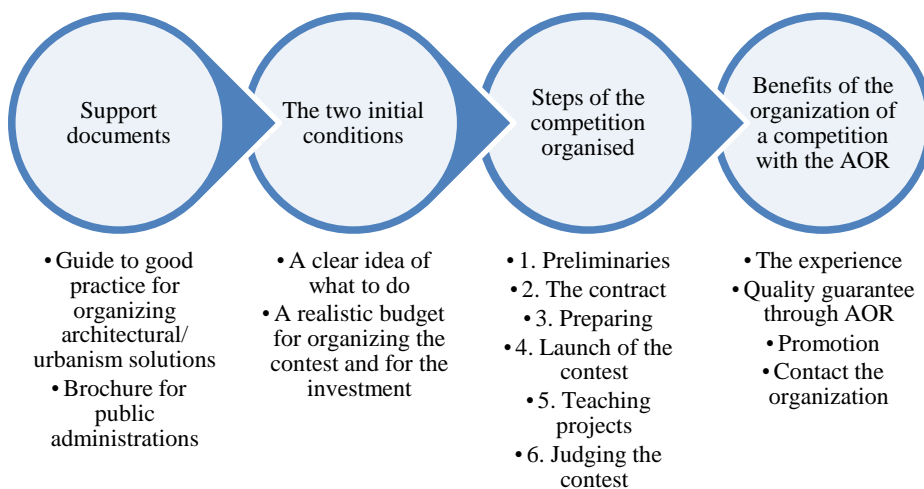


Figure 1. Presentation of how to organize competitions.

Source: Order of Architects, personal processing.

As it is highlighted, the main designers have outlined some of the solutions for the contest: they are part of a studio (*PRACTICA*), have collaborators on architecture: Raul Brito, Sofia Valdivia, Gonzalo Cortes with a vast experience that I will explain in other dimensions. "The proposal uses the transformative force of the natural landscape and is based on community involvement in project development and manages to highlight the complexity of the landscape, surpassing the limits of conventional urban solutions. Here we identify the element called "discovery". The definition has been articulated by the fact that, as certified by previous experiences, they have built a shared meaning, shared from general to specific by the fact that have proposed a new way to manage the relationship between the built environment and the natural environment, inviting all urban actors to relate to the natural environment with respect through sustainable practices. Ask how communication was justified, given the complex process, the representatives of the Practica said that the deliberation was based on "a sensitive approach to the competition theme."

The project uses multidisciplinary to work "on a team" with the natural ecosystem, not against it. This is the clear vision that the project has proposed, and

which has a logical succession, in the sense that a final product has been created: an innovative project for Somes that could be taken over by other public administrations. The main commitment is also justified by the legislation, budget, expertise and conditions that they have imposed and which are presented in the scheme.

- Proposition Three: Repeated, quality interactions through principled engagement will help foster trust, mutual understanding, internal legitimacy, and shared commitment, thereby generating and sustaining shared motivation.
- Proposition Four: Once generated, shared motivation will enhance and help sustain principled engagement and vice versa in a “virtuous cycle”.

These two dimensions are studied together, illustrating, as the theoretical model describes the dynamics of collaboration, alongside the capacity of joint actions.

Mutual trust that builds over time generates a common understanding, basically the project was justified, as legitimate by the chairman of the jury, even though such initiatives were not recorded on the Romanian Architect Order platform. Dietman Steiner (Austria) said that in his nearly 35 years of experience as a jury member in competitions all over Europe, he rarely encountered situations where he met projects such as the one he found in this contest of ideas. In Europe, the procurement procedure has a long history, proving its effectiveness in selecting the best solutions over time. Thus, for example, between 2000 and 2011 in the UK, 57% of the winning projects following a RIBA competition, built, won an architectural award. (AOR Report, 2018).

The mutual understanding also comes on the backdrop of institutional interactions, being a complex project, it also included government bodies or agencies, which had positions and interests not always for the same purpose. Taking into account this reasoning, as well as the constant refusal of the Ministry of Waters, and the allocation of funds for the continuation of the hydro-technical works on the Someșul Mic banks have made the process difficult. (Address no. 17637/29.12.2016 from the Romanian Water Administration regarding PIDU)

If the internal legitimacy was automatically accepted and understood, the process of collaboration was impetus to the results. I consider that the City Hall had a new character, an openness to place the problem in the task of the experts, justifying the choice due to the lack of the necessary expertise, but also the way in which the optimal solution is selected, from a multitude of solutions and answers received on the given topic. I also understood that the City Hall was interested in the contest, it is the way to carry out public projects without suspicion of participation. “It is also a proof of the trust that public authority confers on the professionals with whom it has to work and the experience to which it has to rely.” (ABC News Transylvania, June 28, 2019)

- Proposition Five: Principled engagement and shared motivation will stimulate the development of institutional arrangements, leadership, knowledge, and resources, thereby generating and sustaining capacity for joint action.

The capacity for joint action generates the desired results and which can not be achieved separately. The common action capacity, as defined (Emerson, Nabatchi, Balogh, 2011, pp. 16), takes into account a collection of cross-functional elements that come together to create the potential for effective action, to connect the strategy and performance.

Procedures and institutional elements have established between the City Hall of Cluj-Napoca and the Order of Architects practically the limits, the rules of interaction, formal or informal, which were also explained in figure 1. The contract must be properly negotiated from the beginning between the promoter (City Hall) and the organizer. It established, on the basis of negotiation / understanding between promoter and organizer, the following:

- the responsibilities of each party for the proper organization of the contest;
- the deadlines for their achievement;
- the types of expenditure to be paid by the promoter through the organizer (budgeted);
- staging payments to the organizer, etc.

The internal leadership, together with the NGOs acting on the cultural side and Cluj-Napoca City Hall, established the Center for Innovation and Civic Imagination (CIIC) in October 2017. It was a response to the need to highlight different roles in the process, facilitators or which would have a greater power of representation. In the form of debates, this Center was the promoter of the advocated public action. Because everyone shared knowledge, at the same time working on the Master-plan of Urban Development, which mobilized social capital, weighed, processed and integrated the values and judgment of all participants.

If we think about the resources, how they were managed, the project represented, as a prize, the estimated value of the design contract, which amounts to 1,577,345 lei. (Cluj-Napoca City Hall, March 05, 2016). As stated by the Architects Order, the design team based its proposals on this budget, in the sense that it may be a criterion in choosing certain technical solutions or certain formal and functional concepts.

- Proposition Six: The necessary levels for the four elements of capacity for joint action are determined by the CGR's purpose, shared theory of action, and targeted outcomes.

The contest took place, the ideas are new, the team won the prize, as the results are presented, we find out precisely the purpose of the project (PRACTICA Studio): "The Somes is envisioned as an urban connector of public spaces and green areas as well as the primary circulation path for pedestrians and bicycles." Thus, this proposal aims to bridge that gap between the river and the city.

Firstly, a system of terraces expands the river's edge and allows it to permeate into the urban fabric. As the river section is widened, the existing hard edge is transformed into a softer and more natural environment with the inclusion of local vegetation, rocks and sand. This system of terraces allows the river to become more accessible and incorporates areas for recreation where a diverse range of activities can take place. Secondly, a system of longitudinal bicycle and pedestrian paths give continuity to the circulation routes along the river, currently fragmented, and allows

the Somes to become the primary spine of movement throughout the city. Thirdly, a system of diagonal paths aims to stitch the river and its immediate context. These paths redefine the existing urban connections by extending them to the water's edge, creating a visual, and physical, connection between the city fabric and the river." It is quite obvious the idea of connection, extension and accessibility as objectives to be achieved through this project.

- Proposition Seven: The quality and extent of collaborative dynamics depends on the productive and self-reinforcing interactions among principled engagement, shared motivation, and the capacity for joint action.

Under this quality initiative, it was automatically the need to create advertising, so actions centered on citizens' understanding of the actions began to be considered. Someș Delivery (individual project) is organized by the Foundation Cărturești, the Romanian Architects Order and the miniMass Association. The project team consists of over 15 professionals from Cluj-Napoca, Târgu Mureș and Bucharest, specialists in project management, architecture, public relations, events, IT, sociology and fundraising. Building on the quality of the project, they wanted to promote collaborative actions on 4 dimensions: space, community, events, environment.

- Proposition Eight: Collaborative actions are more likely to be implemented if 1) a shared theory of action is identified explicitly among the collaboration partners and 2) the collaborative dynamics function to generate the needed capacity for joint action.

In connection with this, with the common desire to promote Somes and to redefine the goal, the Cluj Cultural Center, Someș Delivery (2015-present), Street Delivery, foundations and the university environment (University of Arts and Design), businesses (Betfair, Banca Transilvania, Impress, etc.) have begun concrete actions.

Although it was a public project competition, not only has the winner of the competition benefited from a certain image capital. Other young people, perhaps with a different vision but equally motivated by a common goal, were involved in this task, and by their action adapted the whole process, providing a predictor to act. Architect collaborators Nistor Alexandru, Susan Roxana, Pop Vlad, Knall Arnold, Fülöp Csenge, Apahidean Dragoș and Horhat Ana specialists - landscaping, Marius Marius - structures have developed a model of how they see the development of this river in four steps, and some of the ideas are highly likely to be considered. What was their motivation? Participatory approach: "Our vision is developed around a co-productive way of working. In that sense we propose to work with government organizations (e.g. city and regional government), private partners (e.g. companies), cultural partners (e.g. architectural offices), NGO's and of course citizen group (e.g. community gardens, bottom-up initiatives). What does our proposed matrix look like?

They also explained that involvement should not be completed where legislative limits or institutional bottlenecks begin, perhaps the administration is reluctant, but it can compensate for an action oriented towards citizens' awareness.

- Proposition Nine: The impacts resulting from collaborative action are likely to be closer to the targeted outcomes with fewer unintended negative consequences when they are specified and derived from a shared theory of action during collaborative dynamics.

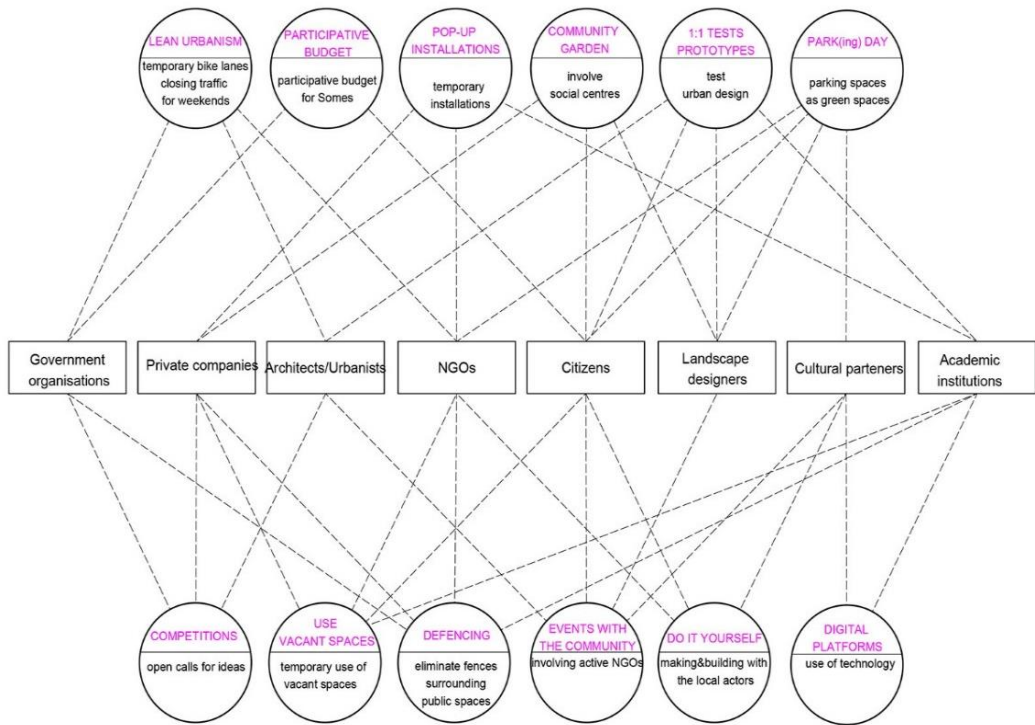


Figure 2. Matrix of collaborative governance system.
Source: *AtelierMass.*

According to the Report published by Somes Delivery, 8 interventions in space, 12 events with 2000 participants, were organized in the 2015 pilot edition. The first edition had a research role, focusing on what citizens want, creating a common meeting framework. In 2016 another part of the river was taken into account (Pod Napoca-Garibaldi) with 14 space interventions, 19 events and 2500 participants. Somes Delivery 2017 focused on the segment in the closeness of the Polyvalent Hall and unfolding in stages throughout the year, having the idea of connecting people through images, art.

The Cluj Cultural Center organized two public conference editions *SUNT RIVERAN*, where it invited the winners of the Rethinking Somes project (those who are part of the collaborative governance regime like those drivers), guided tour to Somes together with the representatives of the local administration. Workgroups with experts and consultations with citizens will be organized this year to determine the opportunity to set up an initiative (Water Council) to facilitate the activation of Somes river banks.

There will be cultural interventions to support the coagulation of riparian communities and the sustainable use of spaces along the river (community arts projects). Asked what the internal motivation was, the people from the Cluj Cultural Center justified it by "What can be more beautiful than to understand the importance of a river in our town?"

Also, the 2018 conference on good practices in public administration was organized. The conference aims to pave the way for improving communication between performing local administrations and helping them to provide inspiration, models and support for the replication, from one city to another, of local stories success in cultural and creative fields. The May 2018 edition of the conference was attended by Mayor of Timișoara, Nicolae Robu, Mayor of Sibiu, together with 150 people from the administrative, academic, cultural and creative fields, representatives of the press and others interested in local development and culture, in Romania and 10 other countries. Here was the idea of rethinking the Bega River in Timisoara, a real success for the municipal collaboration.

- Proposition Ten: CGRs will be more sustainable over time when they adapt to the nature and level of impacts resulting from their joint actions.

The results are rather difficult to analyze and evaluate, and the measure of practical impact only changes certain parameters and processes within the collaborative governance. Practical adaptation has implied a change on evolution, from uncertainty to a clear direction of action, thus changing the perception of actors. This shows transformative change.

The local councilors were in the position to approve, according to the Decision, the expenses for starting the works. Both projects amounting to 168 million lei (35 million euros), for which the City Hall wants to attract European funds, namely:

- Revitalizing the non-motorized mobility corridor of Someș, modernizing and expanding the pedestrian infrastructure and riverside cycling, area I - Someșul Mic Meadow.
- Revitalization of the Somes' mobility corridor, modernization and extension of the pedestrian and cyclic infrastructure along the banks of the river, zone II - Armatura Park and area III - Sports Hall Plateau.

Also, from an interview with the City Hall of Cluj-Napoca (Ovidiu Campean), we find out about a paradox of project management. "You have an idea and you do not know much about the project, but your ability to act within the project is great. You can use your imagination, but if you have an approved level, your ability to change later is very low."

The Center for Innovation and Civic Imagination (CIIC) coordinates NGO networks. A project with the Cluj Cultural Center (CCC), called the Innovation Division, hosted an event on the street where they blocked the street for two days and borrowed 300 questionnaires to find out whether people really want a pedestrian street with more events hosted there. "There are more than 800 civil servants in the town hall. There are also pressures for other departments to accelerate the level of approach to citizens' problems, but competition is good for the municipality." Collaboration with the international team of architects is difficult due to cultural differences and their previous experience. The ability to adapt the collaborative governance process (CGR) is evident from the point of view of the fact that the whole collaboration was horizontal, more specific in the NGO environment and private. I also understand that the power of words that make up the vision makes it possible for the goals to be fulfilled. Oana Buzatu, in charge of project

monitoring and media relations, said that "people, relying on certain values promoted, make things change throughout the community. People have expectations of each other and the expectations and the power of words can change things." The year 2012 marked another methodological effort, elaborated the City Development Strategy and marked the innovative idea of looking around. How can you develop solutions based on what your people have, whether they are people, institutions? The Rethinking project involves some people who in turn are involved in other projects.

Adaptation also includes interventions that should not be strictly limited to the river and banks. Civic-political negotiations are taking place. "What kind of community do we want to live in? One that suffocates from car traffic? [...] One in which public spaces turn into feudal niches, with fence and barbed wire fences? Public and private to have open spaces instead of enclosed spaces ".

The Architects Students' Association responded about the relationship with the other actors involved, saying that "From our experience with the design of the river we found that there are contradictory opinions of the institutions and of the various actors involved. The role I felt was taken over by the administrations was to establish effective communication and change of perception over the river."

Having an impressive capacity and a very clear vision of what needs to be done under concrete action, the transformation capacity was very evident throughout the process. Longitudinal, the project is at the beginning, the scale of such spatial redevelopment, cultural and community integration is sustainable, in a city of generations who will clearly find the benefits of using public space adapted to modern requirements.

5. Final thoughts, conclusions and recommendations

Rethinking Someş has encouraged creativity while supporting urban and landscape, architectural, hydrological and sociological research in the sense of an integrated concept of urban remodeling to bring the city's relationship with the novelty, attractive attractiveness and functionality, sensitivity and respect to existing elements , both landscape and historical.

Most of the participants (the public, private, NGO) are thus proposed to align the river-city relationship with contemporary urban thinking, demonstrating that they can bring the river back to the active life of the city, redefining the contact with water. In this way, we have identified a logic in the whole process of collaborative governance:

- Scrutinizing levels of detail, conceptual and representation scales (from general to detail) tailored to the implementation objectives (the idea of the solution contest)
- The proposed solutions / processes go deep into the urban area
- The participants, regardless of contribution, were invited to consider the following principles of approaching the subject:
 1. To seek balance / harmony between the tissue and the life of the city and the particular nature of the river, between the construction and the free spaces, between the mineral and vegetal and aquatic spaces, etc. and to seek

the integration of public space created along the banks into the city's public and / or landscape network, or to propose such networks using the still untapped urban areas to their true potential.

In this respect, links should be found with other objectives (landscape and / or other) as well as solutions for opening physical, visual or symbolic colors between the river and these or between them through the river as a mediator.

2. To favor the diversity and mix of facilities and uses, respecting the river ecosystem

All these were the drivers for the citizens to see the river as a friend who can offer them various satisfactions: aesthetic contemplation, promenade, playing, practicing sports, cultural loisirs, etc.). These functions are called to anime river fronts, urban areas of inestimable value and, for the time being, untapped with sufficient success.

3. Promote openness to private investment and create the conditions for a harmonious public-private partnership.

4. Encourage the presence in the public space in the vicinity of the functions that serve the specific needs of the community to ensure its use throughout the day and in all four seasons (organization of art or food fairs - markets manufacturer, handmade, etc., meeting places, picnic, etc.).

Most of the analyzed functionalities, using the collaborative governance model that were present in the analysis of this case study, have been identified with varying intensity but present as links.

I recognize that this integrated framework covers a lot of ground. It incorporates concepts from a wide range of literature and broadens the scope of collaborative governance beyond the examples used. The framework identifies several general sets of variables (e.g. dimensions, components and elements) as well as the relationships between those variables that will be of interest to collaborative researchers and practitioners. In addition, we have identified some actors within the framework of collaborative governance, interacting to form events and outcomes, especially NGO's and business sector.

Although the width of the frame is rather difficult to analyze, it is difficult to describe it properly within the limits of this article. By developing a framework that encompasses the context, drivers, engagement processes, motivational attributes and joint decision-making capabilities, management, implementation and other joint activities within organizations, jurisdictions and sectors, from each component and develop a full range of proposed causal pathways, and are not limited here.

Behind the interaction with formal data, work plans, different views of the actors, the model puts forward a soft approach to the concept, the limitations being quite obvious in this project:

- Legislation on public procurement, European funds and organizational structure (approval of Council Decisions) of the City Hall of Cluj-Napoca is rather incomplete.
- A normative approach to the project by public actors, not necessarily analytical, due to the lack of experience, has enabled NGOs to develop related evequities.

- The publicity of collaborative governance quite exploited.
- Many of the solutions have not been tested for feasibility, only the actors were consulted in public debates.

Additionally, although the framework includes several components and interactive elements, we have noticed by sequentially studying that all are necessary at all times or at the same level of quality or to the same extent. We have also noticed that further studies are warranted to find out which relationships, in what contexts, ie the task was to identify where, when and why the components are necessary and to what extent for collaborative success.

For example, in the study of the four drivers specified in the model, I had to test only the most important aspects. The premise in this sense is that driving is an essential engine without which collaborative regimes would not be initiated. However, at least one or a combination of other drivers (consistent incentives, interdependence and / or uncertainty) and CGR may have much weaker causal relationships. Similarly to the model, I examined which element or elements of each of the components of the dynamics of collaboration (the commitment of principle, common motivation and joint action capacity are essential to collaborative success) as more present in this case. In a similar direction of research one could analyze more complex projects already carried out at the level of Cluj-Napoca.

Also, future research can explore the critical factors that influence the sustainability of CGRs. For example, one might take into account what many have suggested in the literature, that small initial successes are essential to maintaining a CGR at the beginning, or that such successes are not sufficient in the long run). This would require a much clearer definition of the different levels of success (eg initial development of joint action capacity, different types of actions, actions plus impact, etc.), as well as tracking CGR longevity, constantly maintaining other components and elements, on a qualitative and quantitative approach.

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