



Systemic Institutional Triangle as Urban Management Model for Brazilian Cities

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It is proposed a Planning System theoretical model for Brazilian cities. According to Brazilian laws, municipal planning processes are to be shared between government and active forces of society. For it to occur is recommended to install the Council of the Cities, from municipal do federal scales. Brazilian governmental organs recommend that these councils should be composed by active forces of the society and governmental agents. The council is, as described on the federal law called Statute of the City “a colligated organ of deliberative and consultive nature”, whose objective is to “propose directives [...], accompany and evaluate its execution”. This format, composed by government and council, generates a democratic binary. There are in Brazil cities in which this binary is practiced with success, using the management model called “governance”: an example is the city of Porto Alegre. Therefore, despite legal determinations and efforts of the federal government, there are not many examples of success of this binary. It is noted that the biggest difficulty is the lack of comprehension and commitment by all the parties involved towards the discourse agreed on the Municipal Master Plan. This situation generates the opportunity to be proposed, on the composition of municipal planning systems, a third entity responsible for the comprehension and dissemination of the discourse agreed. The third entity is called “school”. It is proposed the composition of planning systems in institutional triangles. The first entity is called “government”, an organ of the municipal executive power responsible for implementing the master plan assuming the figure of the State and acting on governance principles. The “council, organ of permanent character which represents plural systems and municipal participation through social and governmental agents. Is the one who fiscalizes the implementation of the master plan, also acting following governance principles? The “school”, intellectual entity of the system promotes, consolidates and systemizes the discourse generated when elaborating the master plan. The system proposed, composed of an institutional triangle, should work on common principles and objectives, which shall generate unity. On the proposition method, the “school” must possess an organized structure and support teaching institutions or research organs. For the model to be successful, it is proposed the establishment of the institutional triangle on municipal headquarters, and others on rural localities, if necessary. They shall generate a discursive inter-relation of the parts with the whole and vice-versa. The creation, quantity and setting of the local triangles must obey technical criteria defined by the government and must aim, in principle, to work on the spatial totality of the municipality. The action of the institutional triangle presupposes that the network exists and is effective through all the municipal territory. Its existence aims at the legitimate and organized participation of citizens and social groups legally constituted.

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