

**MAKE-UP URBANISM:
The gap between promise and performance of
Florianópolis (Brazil)**

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PREFACE

Make Up Urbanism: the gap between promise and performance of Florianópolis (Brazil) is a text about the contradiction between the advertising campaigns of cities and their realities, written by an architect with no political orientation and exploring the fields of urban planning, tourism, law and marketing (and a bit of public administration and sociology), for urban planners, actors involved in the construction of cities, academics, and every urban resident and/or tourist.

It starts from a general overview about the definition of city marketing and its practice and focuses on the case of Florianópolis in Brazil. Florianópolis is the object of this research for several reasons: it is my natal city and the place where I have lived for 26 years. I have studied architecture and urban planning there and it was also the theme of my master thesis in the field of tourism. This could give the impression that my approach is not impersonal enough and there are some traces of subjectivity which is not desirable in the sciences. Nevertheless, this background is exactly what made me able to identify the problem of this research which would perhaps not be possible for a tourist, as we will verify later.

Since the main theme of this dissertation is city marketing by which cities are produced and sold as any other product, citizens, tourists, or users are considered here as consumers whose rights should be also guaranteed by the consumers' defense codes.

Thus, my main interest is to use this dissertation as a means to discuss the current Brazilian urban planning paradigm which I consider a kind of make-up of products at the urban level, or "make-up urbanism". "Make-up urbanism" is an illegal practice according to our Consumers' Protection and Defense Code and its promoters must equally respond for their misconduct.

Now, one could argue that there is a trace of an ideological principle behind this dissertation. And, actually, there is; but not behind the scientific research. And this is the reason why I chose the Bauhaus-Universität Weimar, a university that has a long tradition in proposing new ways of thinking the areas of architecture and urban planning.

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ABSTRACT

In the last two decades, many cities have faced changes in their economic basis and therefore adopted an entrepreneurial approach in the municipal administration accompanied by city marketing strategies. Brazilian cities have also adopted this approach, like the case of Florianópolis. Florianópolis has promoted advertising campaigns on the natural resources of the Island of Santa Catarina as well as on its quality of life in comparison to other cities. However, due also to such campaigns, it has experienced a great demographic growth and, consequently, infrastructural and social problems. Nevertheless, it seems to have a good image within the national urban scenario and has been commonly considered an “urban consumption dream” for many Brazilians. This paradoxical situation is the reason why it has been chosen as the research object in this dissertation. Thus, the questions of this research are: is there a gap between the promise and the performance of the city of Florianópolis? If so, can tourists and residents recognize it? And finally, how can this gap be demonstrated? Accordingly, the main objective of this research is to propose a conformity assessment approach applicable to cities, by which the content of city advertisement campaigns can be compared to its performance indicators and satisfaction degree of its consumers. Therefore, this approach is composed by different methods: literature and legislation reviews, semi-structured and structured interviews with experts and inhabitants, an urban centrality development analysis, a qualitative discourse analysis of advertising material (including images), a qualitative content analysis of newspaper reports and a questionnaire survey. Finally, the theses are: yes, there is a gap between promise and performance of Florianópolis; this promise is a result of city marketing campaigns which advertise its natural features and at the same time hiding its urban aspects, supported by some political and private actors, mainly interested in the development of tourism and real estate market in the city; this gap has been already recognized by tourists and more intensively by residents; the selected methods worked as a kind of conformity assessment for cities and tourist destinations; and last but not least, since there is a gap, it designates the practice of “make-up urbanism”. Research limitations are the short time frame covered by this analysis and small and non-representative samples. However, its relevance lies in the attempt to fill in two disciplinary lacunas: a conformity assessment approach for cities and the creation of knowledge about Florianópolis and its further presentation at an international level, on the one hand. On the other hand, the transfer of this approach to other cities would help explaining a (common) contemporary urban phenomenon and appeal for more ethical conduct and transparency in the practices of city marketing.

Key-words: City Marketing; Florianópolis; Conformity Assessment; Make-Up Urbanism.

ZUSAMMENFASSUNG

In den letzten zwei Jahrzehnten sahen sich viele Städte zunehmend einer Veränderung ihrer ökonomischen Basis ausgesetzt, was zum Aufgreifen unternehmerischer Ansätze mit Strategien des Stadtmarketings führte. Brasilianische Städte wie Florianópolis haben diesen Ansatz ebenfalls adaptiert, u.a. durch Werbekampagnen über die natürlichen Ressourcen der Insel Santa Catarina und eine höhere Lebensqualität. Diese trugen allerdings auch zu einem demografischen Wachstum mit begleitenden infrastrukturellen und sozialen Problemen bei. Dennoch scheint Florianópolis insgesamt ein gutes Image zu haben. Diese paradoxe Situation ist der Grund, weshalb die Stadt als Fallstudie für die vorliegende Dissertation ausgewählt wurde. Die Forschungsfragen sind deshalb folgende: Gibt es eine Diskrepanz zwischen dem Versprechen und der tatsächlichen Performanz der Stadt Florianópolis? Falls ja, können Touristen und Einwohner diese wahrnehmen? Der Hauptfokus liegt auf dem Erarbeiten einer auf Städte anwendbaren Konformitätsbewertung, durch die der Inhalt von städtischen Werbekampagnen mit ihren tatsächlichen Performanzindikatoren und dem Zufriedenheitsgrad ihrer Konsumenten verglichen werden kann. Der Ansatz basiert dabei auf mehreren Methoden: der Auswertung von Literatur und Gesetzen, halbstrukturierten und strukturierten Interviews mit Experten und Einwohnern der Stadt Florianópolis, einer Analyse über die Entwicklung der Stadtzentralität, der qualitativen Diskursanalyse von Werbematerial (inkl. Bildern), der qualitativen Inhaltsanalyse von Zeitungsartikeln sowie einer Umfrage mittels Fragebogen. Die Thesen sind dabei folgende: 1. Ja, es gibt eine Diskrepanz zwischen Versprechen und tatsächlicher Performanz der Stadt Florianópolis. 2. Dieses Versprechen ist das Resultat von Stadtmarketingkampagnen, welche ihre natürlichen Eigenschaften bewerben, dabei aber gleichzeitig urbane Aspekte verbergen. 3. Die ermittelte Diskrepanz wurde bereits von Touristen und Einwohnern wahrgenommen. 4. Die ausgewählten Methoden stellen eine Konformitätsbewertung für Städte und Touristenziele dar. 5. Da es eine Diskrepanz gibt, ist diese bestimmend für die Praxis einer ‚Make-up-Urbanistik‘. Als Forschungsgrenzen sind der enge analysierte Zeitraum sowie verhältnismäßig kleine und nicht repräsentative Beispiele zu benennen. Die Relevanz der vorliegenden Arbeit liegt jedoch in dem Versuch, zwei disziplinäre Leerräume zu füllen: Zum einen durch den Ansatz einer Konformitätsbewertung für Städte im Allgemeinen mit der Generierung von Wissen über Florianópolis im Besonderen sowie zum anderen durch den Vorschlag einer weiterführenden Übertragung dieses Ansatzes auf andere Städte, um ein allgemeines urbanes Phänomen dieser Zeit zu erklären und dadurch Anreize zu schaffen für mehr Ethik und Transparenz in der Praxis des Stadtmarketings.

Schlagwörter: Stadtmarketing; Florianópolis; Konformitätsbewertung; Make-up Urbanistik.

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LIST OF ABBREVIATIONS

ALESC – Assembléia Legislativa do Estado de Santa Catarina
CASAN – Companhia Catarinense de Águas e Saneamento
CELESC – Centrais Elétricas de Santa Catarina
CMF – Câmara Municipal de Florianópolis
COMCAP – Companhia de Melhoramentos da Capital
CPDC – Código de Proteção e Defesa do Consumidor
DC – Diário Catarinense
DEINFRA – Departamento Estadual de InfraEstrutura
DETER – Departamento de Transportes e Terminais do Estado de Santa Catarina
DPF – Departamento de Polícia Federal
EMBRATUR – Instituto Brasileiro de Turismo
FATMA – Fundação do Meio Ambiente do Estado de Santa Catarina
FLORAM – Secretaria Municipal do Meio Ambiente e Desenvolvimento Urbano
INFRAERO – Empresa Brasileira de InfraEstrutura Aeroportuária
INMETRO – Instituto Nacional de Metrologia, Normalização e Qualidade Industrial
IPTU – Imposto sobre Propriedade Predial e Territorial Urbana
IPUF – Instituto de Planejamento Urbano de Florianópolis
PC – Polícia Civil do Estado de Santa Catarina
PD – Plano Diretor
PEDIT – Plano Estadual do Turismo
PM – Polícia Militar do Estado de Santa Catarina
PMF – Prefeitura Municipal de Florianópolis
PROCON – Departamento de Proteção e Defesa do Consumidor
PRODETUR – Plano de Desenvolvimento do Turismo
RBS – Grupo Rede Brasil Sul
SANTUR – Santa Catarina Turismo S.A.
SC – Santa Catarina (Federal State)
SETUR – Secretaria Municipal de Turismo, Cultura e Esporte
SMHSA – Secretaria Municipal de Habitação e Saneamento Ambiental
SOL – Secretaria Estadual de Turismo, Cultura e Esporte
SSP/SC – Secretaria de Segurança Pública do Estado de Santa Catarina
STMT – Secretaria Municipal de Transportes, Mobilidade e Terminais
SUSP – Secretaria Municipal de Urbanismo e Serviços Públicos
UFSC – Universidade Federal de Santa Catarina

INTRODUCTION

In the last two decades, most cities have faced changes in their economic basis, commonly from industrial activities to services. Cities have also changed their ways of governance and urban planning, valorizing aspects that have been considered not so important in the previous decades: environment, heritage and culture, submitted to the economic growth for a long time. This sudden valorization is not by chance: cities have competed in searching for financial investments, developing hard and soft location factors, promoting urban transformations and supporting great events in order to achieve some visibility and, as a consequence, to attract tourists and new inhabitants, adopting therefore city marketing strategies.

Among the city marketing strategies, there seems to be a primacy of city advertising over other instruments, probably because of its small budget, short term feasibility and rapid return effects, since it does not necessarily involve the construction of any infrastructure but only the promotion of the strong features of a place and the “omission” of the weak ones. Because of its political and ideological backgrounds, city marketing is understood in this dissertation as urban propaganda, simulating a city and dissimulating its reality.

Within the city marketing perspective, cities are treated as enterprises and commodities, whose costumers and consumers are tourists and residents. In Brazil, consumers’ rights are guaranteed by a relatively new branch of law and a national code approved in 1990. In accordance to this code, defense organs give emphasis to misleading advertising and make-up of products as common practices. Analogously, at the urban level, there also seems to exist a kind of make-up of products, configuring “make-up urbanism”. “Make-up urbanism” is defined in this dissertation as urban propaganda and concentration of efforts to enhance the “packages” and not the “contents” of cities, whose first evidence is a gap between promised city and performance.

In the Brazilian context, city marketing practices have followed the international discourse and its implementation seems to be fruit of a history of international speeches and models adoption. Rio de Janeiro and Curitiba are two significant examples of marketed cities: the first one is the most famous and the latter has been considered a model of environment-friendly urban planning. Nevertheless, there are many other Brazilian cities less internationally renowned which have also adopted such policies, like the case of Florianópolis.

Florianópolis is the capital of the State of Santa Catarina and has a population of 408,161 inhabitants (in 2009, according to IBGE, 2010b). The city is located in southern Brazil (27° of south latitude); partly located in the mainland and partly on the island of Santa Catarina, comprehending an area of almost 436.5 km². Its economy is supported by tourism, public administration, commerce and services. Tourism is mostly based on the natural resources of the Island of Santa Catarina and on its quality of life in comparison to other Brazilian cities. “Island of Magic” and “Capital of Ecotourism” are examples of slogans of advertisement campaigns produced to promote this city.

Such campaigns tend to show Florianópolis as a paradisiacal and unique place, a modern city with efficient infrastructure whose urban planning and occupation preserves the cultural and environmental heritage, highlighting its “vocation for tourism”. In fact, because of its insular situation, it has important and fragile ecosystems, such as calm and open sea beaches, bays, mangroves, lagoons, dunes and the Atlantic Forest. However, the urban occupation almost completely modified the environment of the continental part and has caused serious negative impacts on the Island.

Due also to such strong advertisement campaigns, Florianópolis has experienced a great demographic growth in the last twenty years: from 255,390 inhabitants in 1991 to 408,161 inhabitants in 2009 (IBGE, 2010b). Consequently, Forum Agenda 21 of the municipality (2000) points out several urban problems like a great growth of slums and gated communities and of the situation of social exclusion, a lack of urban public spaces and policies concerning the accessibility to these spaces, a lack of basic services or infrastructure (drinking water and electricity supply, waste and sewage treatment system), an excess of private cars, traffic and a deficient system of public transportation, disrespect for the cultural heritage and historic buildings, and the illegal occupation of natural protected areas.

Some other authors, like Pimenta (2005, pp.43-44), also confirm the current situation of Florianópolis as very problematic, mostly because its urbanization process has followed the interests of private actors, resulting in the occupation of mangroves by approved condominiums and roads, of waterfronts by tourist facilities and private housing, of dunes and hills by illegal settlements (*favelas*), in the privatization of public areas and in the expulsion and disorganization of the original communities of the Island. Nevertheless, Florianópolis seems to have a good image within the national urban scenario and has been commonly considered an “urban consumption dream” for many Brazilians. This paradoxical situation is the reason why it has been chosen as the research object in this dissertation.

Now, based on this paradoxical situation, is there a gap between the promise and the performance of the city of Florianópolis¹? If so, can tourists and residents recognize it? And finally, how can this gap be demonstrated? Thus, the hypothetical answer to the first question is (H1) yes, there seems to be a gap, since the promised city is a result (H1a) of city marketing campaigns which advertise its natural features whereas at the same time (H1b) hide its urban performance, (H1c) supported by some political and private actors, mainly interested in the development of tourism and the real estate market. Moreover, the next answers are also (H2) yes, tourists and residents more intensively can recognize this gap and (H3) this gap can be demonstrated when the content of the promise (advertising campaigns) is compared to the performance of some of its urban aspects. Altogether, this procedure would configure a kind of conformity assessment for cities. And finally, if there is a gap, then (H4) it will constitute the practice of “make-up urbanism”.

As a consequence, the general objective of this research is to propose a conformity assessment approach applicable to cities, while the specific objectives are to verify the content of the advertisement campaigns about Florianópolis (self-perception), to verify the awareness of its consumers (others’ perception) about the existence of this gap, and to examine the performance of some of its urban features (facts).

Therefore, this research makes use of a general deductive method, i.e. it starts in the general context and goes to a particular situation. It has an interdisciplinary approach, combining urbanism, tourism, law and marketing (advertisement and satisfaction enquiry). In total, it makes use of several methods: literature and legislation reviews, semi-structured and structured interviews with experts and inhabitants, an urban centrality development analysis, a qualitative discourse analysis of advertising material (including images), a qualitative content analysis of newspaper reports, and a questionnaire survey. Its main sources are: books, scientific articles, dissertations, laws, plans, codes, maps, official websites, statistical data, newspaper reports and advertising material like brochures, videos, maps, and newspapers’ supplements. Deeper explanation about methods, sources and data treatment are found at the introduction of each chapter. In any case, data is always presented chronologically.

Spatially, as already said, this research focuses on the city of Florianópolis up to May 2010, concentrating the qualitative discourse and content analysis, tourists’ questionnaire survey

¹ This research problem has been presented in 1st International Congress of Lusitanian Students in Jena (Germany), from June 13th to 16th 2007, and published as: Carvalho da Silva, A.G. (2007) *A imagem da cidade de Florianópolis: realidade ou ilusão?* (The image of the city of Florianópolis: reality or illusion?). In: Feijó, G.V. & Régis, J. F. da S. (eds.) (2007) *Festival de Cores: Dialoge über die portugiesische Welt*, Tübingen: Calepinus Verlag, pp.227-235.

and interviews with inhabitants on the period between December 2007 and June 2008. Another important remark about the methodology is the free translation into English by the author of most data written and spoken in Portuguese, Spanish and German. In the case of literary works, original quotations are available in the footnotes. The use of italics for foreign words has been avoided, unless for exceptional cases, in order to provide text fluidity. Advertising material, newspaper reports, completed questionnaires and audio recordings are held by the author and available for consultation.

Now, one may ask why this research is important or even necessary. First of all, by answering the research questions, it may fill in two disciplinary lacunas: although many authors have studied city-marketing, image formation and evaluation, (L1) there is no conformity assessment and cities are, as a rule, not explicitly included in the consumers' code, even though tourists and residents are considered consumers. Besides that, although many authors have studied Florianópolis, its problems and even its image, (L2) there is no research to scientifically (only empirically) prove that there is a gap between promise and performance, and no consumers' satisfaction enquiry. The official data provided by SANTUR is based on estimations and focuses on the expenditures and number of tourists, but not on their satisfaction degree. Moreover, it may create knowledge about Florianópolis and present it at international level. Its practical relevance lies in alerting different types of actors (politicians, urban planners, tourist planners, tourists and residents) to the fact that the performance of Florianópolis must be improved in order to avoid the destruction of the natural beauties of the Island of Santa Catarina and, consequently, the collapse of tourism itself. Moreover, the transfer of this approach to other cities would help explaining a (common) contemporary urban phenomenon and therewith would appeal for more ethical conduct and transparency in the practices of city marketing.

Following the research objectives, this dissertation is divided into two main parts and in 5 chapters. *Part I: Theoretical Framework and Research Object* includes the two first chapters. In the first one, *Cities for Sale*, the concept of city marketing is reviewed, as well as the Brazilian practices and the applicable legislation. Chapter 2, *Florianópolis*, presents the research object generally, in terms of geography and urban aspects, urban centrality development and urban planning system. This chapter is crucial to set up a portrait for the readers who are not familiar with the city. *Part 2: Conformity Assessment for Cities* includes the three last chapters. Chapter 3, *Promise*, characterizes the promoted image of Florianópolis, investigating the tourist planning system, origins and contents of advertising campaigns. Chapter 4, *Consumers' Satisfaction*, tests the awareness of citizens and tourists to the gap through their satisfaction degree. Thereafter, Chapter 5, *Performance*, examines

the efficiency of some aspects of the city of Florianópolis, starting with the political and demographic contexts to the evaluation of infrastructure and services items, implications to tourist activity and the situation of projects in 2010. Each chapter of this second part presents a different viewpoint of the same object: self-perception, others' perception and facts, respectively. All the obtained data and results are compared to verify the validity of the hypotheses at the conclusion, together with the limitations of this research as well as the suggestions for further investigations.

PART I:
Theoretical Framework
and Research Object

CHAPTER 1: CITIES FOR SALE²

This first chapter discusses the concept of city marketing at international and national levels in order to point out a conformity assessment approach for cities. The methods of this chapter are literature and legislation reviews whose sources are books, scientific articles, codes, and official websites.

Thus, it begins investigating the city marketing concept, based on an entrepreneurial approach of urban administration in terms of objectives, methods, control, and most common strategies. Then, it examines the city marketing practices in the Brazilian context, going through its origins, its definitions and giving some examples of marketed cities. Finally, it describes the major Brazilian applicable legislation to city marketing and institutions responsible for conformity assessments of products.

1.1. City Marketing

1.1.1. Context

To discuss the concept of city marketing, it is firstly necessary to comprehend the economic, political, cultural, and social contexts which has led to the appearance of such practices. David Harvey (1990, p.vii) states that since 1972 there have been deep differences in cultural, political, and economic practices. For example, he points “charismatic politics and rhetorics instead of interest groups and semantics, strategic against operational administration, spectacle against redemptive art, urban revitalization versus renewal, de-industrialization in opposition to industrialization and space rather than time” as some of the differences between the former (fordist modernity) and the current (flexible postmodernity) systems (*ibid.*, pp.340-341). But these changes, according to him (*ibid.*, p.vii) “appear more as shifts in surface appearance rather than as signs of the emergence of some entirely new postcapitalist or post-industrial society”.

In any case, such transformations in the capitalist order have caused changes to production system and consumption habits. Mark Gottdiener (2000a) makes a review about the classical and contemporary sociological approaches to consumption and argues (p.21) that in “today’s society (...) both production and consumption are important” and “culture is not

² Part of this text has been presented as a poster and published in the annals of the IFHP 2007 Students Congress, in Copenhagen (Denmark), from September 23rd to 26th 2007, with the title: “City Images and Urban Realities”.

dominated by consumption” (p.25). However, the author (*id*, 2000b, p.282) highlights the influence of marketing practices to “develop an image-driven culture”.

Guy Debord (2008³) describes this image-driven society as a society of spectacle. Spectacle is defined by him (*ibid*, p.54) as being “not a collection of images but a social relationship among people, mediated by images”⁴. Above all, the author (*ibid*, p.54) states that spectacle is present in all forms of advertising as a model of socially dominant groups’ *Weltanschauungen*⁵ and interests. William Saunders (2005, p.viii) sees spectacle as the first evidence of commodification. And to many authors, the city has become the stage of such spectacle.

For Jean Baudrillard (1983), cited by Gottdiener (2000a, p.19), contemporary society has lost the link between representation and reality. He calls it simulation, on the contrary of the previous societies, which used dissimulation to hide the reality: “Politics, consumerism, even current ideas of personal beauty and individual worth are now a function of representation and advertising”, and so are cities (*ibid*, p.19). To Baudrillard (1983, p.5), “to dissimulate is to feign not to have what one has” while “to simulate is to feign to have what one hasn’t”.

Dieter Hassenpflug (2006, pp.77-87) also recognizes differences between the fordist space production, with zoning and attention to hard features like infrastructure and the post-fordist model with focus on distinction and impressive (or spectacular) strategies. He also describes the emergence of a *Erlebnisgesellschaft*⁶, characterized by the increasing importance given to aestheticization and its motto “form follows emotion” instead of “form follows function”, by which “appearance dominates being: package dominates the contents”⁷, and “everything becomes entertainment”⁸, transforming urban planning into “citytainment” (*ibid*, pp.77-83). “Citytainment”, the transformation of the city into entertainment and “mere urban representation” (*id*, 2003, p.41), is to this author the “*Leitbild*⁹ of cities in this century”¹⁰, using marketing and corporate design strategies to develop attractive images, (2006, pp.82 and 103).

³ First edition (in French: *La Soci t  du Spetacle*) published in 1967.

⁴ Original text: “*Lo spettacolo non   un insieme di immagini, ma un rapporto sociale fra individui, mediato dalle immagini.*”

⁵ *Weltanschauung(en)* (German) means wide worldview, a way in which an individual perceives the world, including his ideas, values and beliefs.

⁶ *Erlebnisgesellschaft* (German) means experience-oriented (pleasure or happiness) society.

⁷ Original text: “*Schein dominiert Sein: Die Verpackung beherrscht Inhalt.*”

⁸ Original text: “*Alles wird Entertainment.*”

⁹ *Leitbild* (German) means a guiding view, concept, orientation of a project or policy.

¹⁰ Original text: “*Mittlerweile ist ‘Citytainment’ auf dem Weg zu einem Premium-Leitbild f r den St dtebau des 21. Jahrhunderts.*”

This point of view is shared also by Anette Baldauf (2008), referring to “Entertainment Cities”. To her, such cities build a kind of corporate “imagineering”, the combination of “imagination” and “engineering”, for the international competition for investments that result in an “cosmetic aestheticization of the urban landscape”¹¹ by which space has become a commodity to be “packaged, marketed and sold”¹² (*ibid*, pp.10 and 12).

The use of corporate design and advertising techniques is part of a new urban management approach, based on the premise of efficiency of private companies’ management. This entrepreneurial approach to city management was adopted, according to Adriano Botelho (2004, p.113), as an answer to the economic crises of the 1970s in order to boost the local economy. This author characterizes this new model¹³ by “PPPs, emphasis in strategic and ‘flagship’ projects and city marketing strategies, resulting in the transformation of the city from a production to a consumption place”¹⁴ (*ibid*, p.114).

City marketing strategies are not only used to attract investments but also directly to attract tourists. Tourism is to John Urry (1996¹⁵, pp.17-18) a leisure activity (in opposition to labor time) which involves a spatial displacement and temporary residency periods in places different from the residential one. To him, tourists’ and residents’ gazes over a place are different because they presuppose different experiences and perceptions, being the first one normally previously stimulated by the media – by tourist guides, brochures, magazines, etc. And he points out the increased importance of consumers, i.e. a production that is oriented to meet consumers’ desires as the main difference between the current post-fordist period and the previous one.

To Chris Rojek (2000, pp.65-67) the growth of tourism and “tourist flows is part of the globalization process” and the “industrialization of tourism produced the rationalization and commodification of tourist experience”, therefore of space. As Jost Krippendorf’s (2001¹⁶) states, tourism¹⁷ helps to keep the social system working as a discharge valve, as a reaction to the lack of leisure opportunities offered by the fordist production cities.

¹¹ Original text: “(...) *kosmetische Ästhetisierung der Stadtladschaft.*“

¹² Original text: “*Raum wurde immer mehr zur Ware, die es zu reinigen, pakietieren, vermarkten und letztendlich zu verkaufen galt.*“

¹³ For more about urban entrepreneurialism see Harvey, 1996.

¹⁴ Original text: “*Colaboração público-privada, a ênfase nos Projetos Estratégicos, o city marketing, atração de investimentos em serviços, transformação da cidade em lugar de consumo ao invés de lugar de produção (...).*“

¹⁵ First edition published (in English: *The Tourist Gaze. Leisure and Travel in Contemporary Societies*) in 1990.

¹⁶ First edition (in German: *Für einen anderen Tourismus*) in 1989.

¹⁷ For more about tourism and tourist planning, see also Cooper *et al.*, 2007; Goeldner *et al.*, 2002; Beni, 1997; Ruschmann, 1997; and Trigo, 1993.

Kevin Fox Gotham (2005, p.1105) sees tourism as a “way of importing spending and exporting the tax burden to generate the revenue to facilitate urban development and gentrification.” This pragmatic point of view seems to be shared by countries’ and municipal governments, considering this activity as an opportunity to create and to recover wealth. In short, cities are no longer only spaces of production and consumption; cities are also producers and products.

The end of the fordist model has led to de-industrialization processes in some countries and several cities have faced changes in their economic basis, commonly from industrial to service activities. Because of neo-liberal policies, cities have also modified their approaches to administration and urban planning, valorizing aspects that have been considered not so important in the previous decades: environmental and cultural heritages have been submitted to the economic growth for a long time¹⁸. However, this sudden valorization is not by chance: cities have competed in search for financial investments, promoting urban transformations and supporting big events in order to achieve some visibility and, as a consequence, to attract tourists and new inhabitants. To do so, they have adopted entrepreneurial result-oriented administration approaches, inspired in management strategies of private companies, like marketing agendas to improve their images.

1.1.2. Definition and Objectives

Marketing strategies applied to cities are commonly denominated as city marketing. Therefore, to understand city marketing, it is necessary to understand also some key concepts related to the field of marketing. The American Marketing Association (2008) defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”¹⁹

Kotler & Bliemel (1999, p.8) define marketing as “a process in the economic and social structures, by which individuals and groups satisfy their needs and desires by the production, offering and sharing of products and other things of value”²⁰. For these authors, from a marketing point of view, products are “anything that can be offered to a person to satisfy his or her needs or desires”²¹ (*ibid*, p.9). Person, depending on the case, can be

¹⁸ See also Castells & Borja, 1996.

¹⁹ Definition approved by AMA in October 2007.

²⁰ Original text: “*Marketing ist ein Prozeß im Wirtschafts- und Sozialgefüge, durch den Einzelpersonen und Gruppen ihre Bedürfnisse und Wünsche befriedigen, indem sie Produkte und andere Dinge von Werte erzeugen, anbieten und miteinander austauschen.*”

²¹ Original text: “*Ein Produkt ist alles, was einer Person angeboten werden kann, um ein Bedürfnis oder einen Wunsch zu befriedigen.*”

substituted by consumers, customers, market, and receiver. Consumer means the final user of a product or service and has a legal denotation; customer means someone who buys in a certain commercial establishment (clients denote *fidelization*²²); market is the set of all potential clients for a specific product or service; and finally, receivers are the targets of communication processes like advertisement.

An important part of marketing are the communication strategies. The AMA (2008) describes advertising campaigns as “a group of advertisements, commercials, and related promotional materials and activities that are designed to be used during a period of time as part of a coordinated advertising plan to meet the specified advertising objectives of a client”. In the case of consumption goods, Kotler & Bliemel (1999, pp.927 and 959) argue that advertising is the most influent action, able to provide legitimacy to products, being printed media – packages, brochures and prospects, and symbols and logos – the cheapest channels to reach consumers’ attention. Another key-term to marketing is satisfaction. To Kotler & Bliemel (1999, p.53), satisfaction is “a result of the comparison between the product performance after the purchase and previous expectations”²³. Satisfaction assessments are done within the field of marketing research.

Then, according to the American Marketing Association (2007), the role of the city marketing is to influence target audiences to behave in some positive manner concerning the products and services associated with a specific city. About target audiences, Gaio & Gouveia (2007, p.28), quoting Ancarani (2001), state that it works for two types of market groups: “the internal clients (citizens, workers and the organizations installed in the area) which should be *fidelized* and the external clients (non-resident citizens, organizations with potential to be installed in the area, visitors and tourists) who should be attracted.”²⁴ This is confirmed by Kotler *et al.* (1993, p.18) who assert that the “city marketing succeeds when stakeholders such as citizens, workers, and business firms derive satisfaction from their community, and when visitors find their expectations met”.

In general, there seem to exist two different points of view concerning city marketing: the first one sees it as an holistic process whose objectives are to satisfy different types of stakeholders as a kind of management approach; the second one sees it as a means that

²² *Fidelization* means the achievement of customers’ loyalty.

²³ Original text: “Zufriedenheit ist ein Resultat der nach dem kauf wahrgenommenen Produkteistung verglichen mit dem Erwartungen vor dem Kauf.”

²⁴ Original text: “O place marketing actua, de acordo com Ancarani (2001) para os dois tipos de público designadamente: os clientes internos (cidadãos residentes, trabalhadores e as organizações instaladas na área) que interessa fidelizar e os clientes externos (cidadãos não residentes, organizações com potencial para se instalarem na área, visitantes de negócios e turistas) que interessa atrair.”

some actors found to profit indirectly from the improvement of the general image of a city. Ronan Paddison (1993, p.341), for example, is part of the first group of scholars and sees city marketing as a variant of social marketing, aiming “at different but related objectives – raising the competitive position of the city, attracting inward investment, improving its image and the well-being of its population – rather than single overriding objective, as is true for profit for the private firm”. This also seems to be the position of Grabow & Hollbach-Grömig (1998, p.179) who say that “city marketing is the cooperative urban development with the objective to valorize a city, its offers and its performance for its citizens, tourists and to the economy”²⁵. In a neutral position, Claudia Bornemeyer (2002, p.6) analyzing four previous definitions, comes to her own concept of city marketing as “the market-oriented management of a city, through analysis, planning and control of urban activities, which are supposed to be achieved by the marketing goals, with particular attention to the needs of the urban addressed target groups”²⁶.

In contrast, Kevin Fox Gotham (2002, p.1747) is part of the second group since he defines city marketing as “a production industry organized to create and circulate themes, motifs and cultural symbols that potential consumers must easily recognize for the advertising to be effective”. Moreover, he says that (*ibid*, p.1751) “in marketing and place promotion, leaders and élites try to enhance the product for tourist consumption, which may or may not be in the interests of city residents”. This is the position of Silva (2004), too, to whom “‘city marketing’ and the ‘spectacularization’ of the city are policies that try to mask the reality, deviating the attention of the population from the problems related to the urban and social development of the cities, focusing on the economical results.”²⁷

Stephen Ward (1998, pp.3 and 6) talks about place selling²⁸ instead of city or place marketing as a broad entrepreneurial ideology that considers places as commodities and whose “manifestations may be found across the whole urban policy agenda”. Kotler *et al.* (1993, p.10) complete with the principle that “places are, indeed, products, whose identities must be designed and marketed”.

²⁵ Original text: “*Stadtmarketing wird hier verstanden als kooperative Stadtentwicklung mit dem Ziel, eine Stadt und ihre Angebote und Leistungen für Bürger, Wirtschaft und Besucher aufzuwerten.*”

²⁶ Original text: “*Für die vorliegende Arbeit wird Stadtmarketing definiert als die marktorientierte Führung einer Stadt durch die Analyse, Planung und Kontrolle derjenigen städtischen Aktivitäten, die auf die Erreichung der gesetzten Marketingziele unter besonderer Berücksichtigung der Bedürfnisse der städtischen Zielgruppe gerichtet sind.*”

²⁷ Original text: “*O ‘city marketing’ e a ‘espetacularização’ da cidade são políticas que tendem a mascarar a realidade, desviando a atenção das pessoas dos problemas relacionados ao desenvolvimento urbano e social das cidades, concentrando o foco de interesse no aspecto econômico com resultados a curto prazo.*”

²⁸ For more about city selling, see Ashwort & Voogd, 1990.

In any case, city marketing is normally a task of the governments, in the scales of the municipality, state or country. Kotler *et al.* (*ibid*, p.41) affirm that “typically, place marketing activities are a major responsibility of elected officials, taken up by the city mayor, city manager, county commissioner, or other public executives”. Therefore, a marketing department or an agency is usually necessary to develop strategies and plans. This department not only influences, but in some cases makes the decisions about the mix of tourism. On the contrary, it must work together with the other public managers of the city who are in charge of the infrastructure and services in order to implement the plans. The other group of actors involved in the process of city marketing is the private sector. This group includes real estate agents and people of tourist trade (owners of travel agencies, hotels, restaurants, etc.) who have a vital interest in maintaining and improving the economy of the place and play a major role in supporting positive images.

Vahlens großes Marketinglexikon (DILLER, 1992, p.1090) defines the main objectives of city marketing as to increase the “citizens’ identification with their city, the quality of life in the city, and – under the aspects of trade marketing – the residence time in the city. Concerning aspects of communication policy, it is also about establishing a profiled city image which can, eventually, be used in tourism marketing, too”²⁹.

But what is the definition of a city image? When it comes to the image of a city, the most cited author is Kevin Lynch (1960). In his book *Image of the City* he studied the mental image of the city that was held by the citizens of three American cities: Boston, New Jersey, and Los Angeles, and concluded that “environmental images are the result of a two-way process between the observer and his environment” and “each individual creates and bears his own image, but there seems to be substantial agreement among members of the same group” (LYNCH, 1960, pp.6-7).

In the field of environment-behavior studies, Amos Rapoport (1990) in *The Meaning of the Built Environment* discusses how people react to environments and considers meaning as a key element in this process. To him (*ibid*, p.11), there are several methods and material to analyze the meaning and to evaluate the environment, like interviews, questionnaires, observation, and newspaper reports, illustrations, and advertisements. Accordingly, “such material tends to show how people see environments, how they feel about them, what they like or dislike about them, and which attitudes seem to be self-evident” (*id, ibid*, p.11).

²⁹ Original text: “Hauptziele des Städte-Marketing sind die Erhöhung der Identifikation der Bürger mit ihrer Stadt, die Erhöhung der Lebensqualität in der Stadt sowie – unter Aspekten des Handelsmarketing – die Erhöhung der Verweildauer in der Stadt. Unter kommunikationspolitischen Aspekten geht es um die Schaffung eines profilierten Städte-Images, das z.B. auch im Fremdenverkehrsmarketing eingesetzt werden kann.“

Amaral e Silva (2001, ch.6, p.3), completing Rapoport (1994, p.525), says that “‘If meaning is a central mechanism linking people and environment’, then allusion, association, language, (...), experience and memory are important in approaches to creation of an image”.

In the field of marketing, Kotler *et al.* (1993, p.141) define the image of a city as a “sum of beliefs, ideas and impressions that people have about it.” Furthermore, it may also be the image which is constructed by the city marketing, or by a certain advertising campaign. For the last case, Rodríguez (2003, p.22) affirms that the image of the city must pursue the following requirements: “be valid and close to the urban reality, believable, simple, attractive and distinctive”³⁰. Yet Silva (2004) states that “images of the cities, partial or intentionally totalizing, false or authentic, divulge and crystallize landscapes and cultural identities selected by the market”³¹. More than that, the author says that to the population and to the local government there is the challenge of demystifying not only these images, but also the processes by which they are produced and continually re-elaborated, and to take over the control of the city marketing.

Because place images are identifiable and change over time, the place marketers must be able to track and influence the image held by different target audiences which normally are stuck in the public’s mind for a long time, even after it loses its validity. Therefore, according to Kotler *et al.* (1993, p.143) the “image management is an ongoing process of researching image changes and trying to understand their dynamics”.

The formation and perception of cities’ and tourist destinations’ images has been researched by many authors like Bramwell & Rawding (1996), Baloglu & McClery (1999), Pike (2002), Gallarza *et al.* (2002), Avraham (2004), Beerli & Martín (2004), Castro *et al.*, (2007), Hunter & Kun Suh (2007), Choi *et al.* (2007) and Luque-Martínez *et al.* (2007), among others.

1.1.3. Strategies

In order to attract business, investments, and tourists, the most common strategies adopted by cities are tax exemption, flagship projects, promotion of events, and city advertising. Tax exemption is a strategy given to certain persons or businesses that supposedly may bring direct advantages for the local population like the creation of jobs and indirect advantages for governments like income and product taxes as well as a dynamization of the local economy. It is offered by cities as a competitive factor within the struggle for industrial

³⁰ Original text: “*Asimismo, debe cumplir los siguientes requisitos: ser válida y cercana a La realidad, creíble, simple, atractiva y distinta.*”

³¹ Original text: “*As imagens das cidades turísticas, sejam elas parciais ou intencionalmente totalizantes, “falsificadas” ou “autênticas”, divulgam e cristalizam paisagens e identidades culturais selecionadas pelo mercado.*”

plants, big ventures and events what may also give some visibility. The exemption is normally valid for a given period of time and may accompany other kinds of incentives, such as land and facilities concession. Flagship projects are expected to command and promote the urban development. Moreover, such projects are also supposed to become icons and tourist attractions and to enhance the image of a city. The most common examples are the buildings projected by famous architects including opera houses, museums and hotels.

Another strategy is the promotion of events like sport competitions, music and films festivals, and international expositions (EXPOs). Häußermann & Siebel (1993, p.9) define them as “big events”, whose “staging is characterized by the spatial, temporal and thematic concentration of urban politics in one point, precisely the project”³², “instead of a long term oriented urban planning”³³ (HÄUßERMANN *et al.*, 2008, p.261). To the first authors (1993, pp.10-11), such events should accelerate the urban development through investments in infrastructure and media attention; indirectly, they should also promote the achievements of the responsible municipal government and legitimize its urban planning policies through popular consensus.

Thus, Häußermann & Siebel (1993, pp.23 and 30) see the promotion of big events as evidence for the emergence of a new kind of urban politics: the “festivalization of politics”³⁴, which “undermines the rules of democratic consensus-building through a combination of elitist corporatism and populism: the dominant groups try to enthusiasm the masses and to generate a willingness to follow them”³⁵, a kind of “*panis et circenses*”³⁶ politics. At this point, festivalization of politics comes back to the rhetoric pointed out by Harvey (1992), to the emotional appeal of the *Erlebnisgesellschaft* of Hassenpflug (2006) and finally to the city as a stage of such spectacle of Debord (2008).

The last strategy described here is the city advertisement. As stated by Selby (2004, p.16), the construction and projection of an attractive image of the place is fundamental to city

³² Original text: “Die Inszenierung großer Ereignisse ist, wie schon gesagt, gekennzeichnet durch die räumliche, zeitliche und thematische Konzentration der Stadtpolitik auf einen Punkt, eben das Projekt.“

³³ Original text: “An die Stelle einer langfristig orientierten, auf verlässlichen Daten beruhenden Stadtentwicklungspolitik treten immer häufiger einzelne Projekte.“

³⁴ Original text: “Festivalisierung der Politik”.

³⁵ Original text: “Die Politik der großen Ereignisse unterläuft die Regeln demokratischer Konsensbildung durch eine Kombination aus elitärem Korporatismus und Populismus: die innovative und entschlossen handelnde Führungsgruppe versucht, eine von institutionalisierten Entscheidungsprozessen ausgeschlossene und dadurch artikulationsunfähige Masse zu begeistern und Folgebereitschaft zu erzeugen.“

³⁶ “*Panis et Circenses*” (in Latin) means “bread and circuses” and denotes a kind of populist politics, by which governors try to manipulate the population giving it bread (food) to satisfy the body and circus (fun) to satisfy the soul, and thus conquer its support and the maintenance of the social order and peace.

marketing. Kotler *et al.* (1993, p. 10) complete with: “Places that fail to market themselves successfully face the risk of economic stagnation and decline.” By this perspective, advertising a city is a crucial point to sell it (GRABOW & HOLLBACH-GRÖMIG, 1998, p.171), promoting positive images of places (WARD, 1998, p.191).

According to Silva (2004), the objective of city advertising clearly is to sell places through promoting some representations of cities, creating and spreading images, symbols, slogans, and narratives about the urban space. The author asserts that there are different ways of realizing this operation, and each campaign is driven aiming at some specific objectives, according to the selling product. Thus, advertising agencies use branding techniques to identify and communicate the singularities of the cities. According to Gaio & Gouveia (2007, p.29), cities have economical, technological, social and symbolical attributes which constitute the basis to the processes of image building and branding; and the valorization of this identity involves the public and should distinguish it from the others cities.

For Moilanen & Rainisto (2009, p.6), brand is the image of a place in the consumers’ mind. More specifically, to these authors “a brand is a promise of something” and “places can also be brands” (*ibid*, pp.6-7). Thus, to build a places’ brand means to build an identity or an image which can be promoted by advertising campaigns.

Bill Baker (2007, p.26) explains that a destination (place or city) brand is “the totality of perceptions, thoughts and feelings that customers hold about a place” and branding is the process of creation of such an image. Moreover, he (*ibid*, pp.22-23) states that a brand must pursue the following elements: a name and a logo; a promise; an added value; a personality, and the sum of customers’ perceptions.

The most common methodology used at a city branding process is the SWOT analysis. By this method, the strengths, weaknesses, opportunities, and threats of a place are identified to later be highlighted or disguised. Besides that, Selby (2004, p.17) affirms that the adoption of logos is usual, with symbols representing industrial heritage, the quality of life or renaissance/re-birth. The slogans are also often used with references to the quality of life, location advantages or business opportunities. The most common media are tourist guides, magazines, brochures, TV ads, and websites which act as “packages” for cities and tourist places. Nonetheless, some scholars like Michael Sorkin (2005, p.31) consider city branding as “just another excuse for power concentration at the top”.

1.1.4. Challenges and Control

Some of the challenges of city marketing are challenges of the disciplinary field of marketing itself, which are subjects of marketing researches. The American Marketing Association defines marketing research as:

“the function that links the consumer, customer, and public to the marketer through information – information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications.” (AMA, 2008)

Marketing research is normally divided into several branches in order to cover the range of problems of decisions with which executives have to deal. Tony Proctor (1997, pp.4-7) explains that customer or market research can produce qualitative facts about particular markets and provide information where customers are located as well as on their preferences; advertising and promotion research measures the success of advertising campaigns in relation to their objectives; product research helps to provide an effective assessment of the strengths and weaknesses of a product or service in comparison with competitors' products or services; sales research helps to measure the effectiveness of different techniques of selling; and environment research examines the political, economic, social and technological influences which may have an impact on a firm's marketing operations.

More specifically, *Vahlens großes Marketinglexikon* points out:

“Problems of city marketing are the relative short-term perspective of local decision makers which is determined by elections periods, the conflict between the entrepreneurial individuality and the solidarity with local problems which continually affects horizontal communities of interest of retailers and traders, and not least the conflict of interests between real estate actors who are concerned about a high level of rents and trading and service companies which have therefore been pushed out of the inner city.”³⁷ (DILLER, 1992, p.1091)

Kotler *et al.* (1993, p.42) state that the real challenge is “to coordinate all the public and private interest groups into a cohesive working body that agrees on the ends and the means

³⁷ Original text: *“Problemfelder des Städte-Marketing sind die relative kurzfristige, durch Wahlperioden bestimmte Perspektive von kommunalen Entscheidern, der Konflikt zwischen unternehmerischer Individualität und solidarischer Identifikation mit den Standortproblemen, der immer wieder horizontale Interessengemeinschaften von Einzelhändler und Gewerbetreibenden in Städten beeinträchtigt, und nicht zuletzt der Interessenkonflikt zwischen Immobilienträgern, die auf hohes Mietpreisniveau bedacht sind, Handels- und Dienstleistungsunternehmen, die dadurch gerade aus den Innerstädten verdrängt werden.“*

to be pursued". Within the public sector departments with competing responsibilities may lead to interaction or to cross-purpose actions; within the private sector the conflict of interests of some of the actors of private sectors may cause the fragmentation of the whole attempt that is required. According to the authors (*ibid*, pp. 18 and 42), "managing to turn a city into a successful working entity is infinitely more difficult than managing a single business or government agency", since main challenge is "to strengthen the capacity of place to adapt to the changes of the market, to take the opportunities and to maintain their vitality".

Claudia Bornemeyer (2002, p.37) sees the main problem of city marketing policies by monitoring in the methodological area, since there is a lack of criteria and instruments for judging and measuring the success in terms of performance indicators³⁸, i.e. there is a lack of indicators to compare the before and after of the city marketing process situations of a city. She (*ibid*, pp.50-51) uses the city of Mönchengladbach-Rheydt (in Ruhr Region, Germany) to apply a monitoring methodology, based on the reaching of objectives, divided into results (number and type of measures, and frequency in the media, among others) and effects (flows of visitors, origin and period of stay) controls and the execution of projects, divided also into control of results (number of jobs, participation of actors, etc.) and effects (awareness and satisfaction degrees).

Thus, one useful toll to measure the success of a city marketing process in a given city would be to measure the satisfaction degree its consumers (tourists and residents), executing a kind of post-purchase research. By this research, the expectations of consumers would be compared to their satisfaction degree after consuming the product. In the case of tourists' satisfaction, some research has been done by Baker & Crompton (2000), Chen & Chen (2010) and Alegre & Garau (2010), among others.

Moilanen & Rainisto (2009, p.111) argue that the biggest challenge of marketers is to keep the offerings of city irreplaceable: "The offering of one paradise island is, to an extent, similar to other ten thousand of similar paradise islands". Thus, Kotler *et al.* (1993, p.143) defined the Strategic Image Management (SIM), a procedure to research "a place's image among its audience, segmenting and targeting its specific image and its demographic audiences, positioning the place's benefits to support an existing image or create a new image, and communicating those benefits to the target audiences".

³⁸ Original text: "Bislang fehlen zum einen Kriterien zur Beurteilen des Erfolgs im Sinne von Erfolgsgrößen und zum anderen ist eine Erfolgskontrolle für die Entscheidungsträger in den Städten aufgrund eines fehlenden Kontrollinstrumentariums nur schwer durchführbar."

Nevertheless, the biggest challenge seems to be to keep the promises, i.e. the contents of the advertising campaigns promoted by city marketing, more specifically by city branding and advertising. As stated by Kotler *et al.* (1993, p.153), if a place promotes an image that is too distant from its reality, the chances of success are minimal; i.e. the message must be supported by real performance: “The tourist image positioning must be supported by reality. (Otherwise) The message will be there, but not the product”.

This assumption is supported also by Martin Selby (2004, pp.24 and 235) who affirms that “discrepancies between the projected image of the locality and the place product are obviously to be avoided”, and by Stephen Ward (1998, p.193) who argues that “behind the fine words and images there has to be at least some physical reality of buildings, public spaces and activities that give some genuine promise of a re-invented city” and “new marketing themes have, then, to be more than mere rhetorical fancy” and Moilanen & Rainisto (2009, p.119) to whom “the ‘moment of truth’ (is) when a consumer tests promises against delivery.”

Moreover, Gaio & Gouveia (2007, p.30) declare that the “awareness that a positive image results from the interaction between the features of the local and the communicational effort is crucial in the image management processes, to which the intentional image must be a mirror of the territory’s identity, in order to avoid mere rhetorical and propagandistic approaches concerning to the image of the cities, without the perception that the performance and the identity are fundamental”³⁹. And Bill Baker (2007, p.23) ends up this discussion by pointing out that slogans and logos solely do not configure a branding process: “this is cosmetic branding: (...) a veneer with no meaning, no customer relevance, and often without a hint of a promise that can be fulfilled.”

Summing up, in the contemporary economic, political, and cultural context, a definition of city marketing like the first group of scholars seems to be somehow naive. In this dissertation, city marketing is understood as urban propaganda⁴⁰, since it has obvious political and ideological backgrounds. It is based on an urban regeneration discourse but its practices seems to aim at political and economic promotions in order to maintain the dominance of

³⁹ Original text: “*Esta consciência de que a imagem positiva resulta da interação entre as características da identidade do local e o esforço comunicacional é fundamental para o abandono das ainda subsistentes abordagens meramente propagandísticas e retóricas à imagem das cidades canalizadas para investimentos meramente de figurativos dos locais, sem a percepção de que a performance e identidade do local são nucleares nos Sistemas de Gestão de Imagem (SIM) pelo que a imagem intencional deve ser espelho da identidade do território.*”

⁴⁰ “Urban Propaganda” has also been used by Boyle (1997, p.1975) referring to “Urban Propaganda Projects (UPPs)” as “efforts made by an urban elite to refashion collective emotions and consciousness within cities in order to legitimize political projects which function primarily in their interests” (quoted by Balsas, 2003, p.240).

some groups and their *Weltanschauungen* and interests; in the words of Baudrillard (1983, p.5), it simulates a city and dissimulates its reality.

One of the reasons for the primacy of the city advertising and tax exemption, over other strategies, may be its necessary small budget, short term feasibility and rapid return effects, since it does not necessarily involve the construction of any infrastructure but only to advertise the strong points of a place and “omit” the weak features. To advertise a place also means to advertise the achievements of a city during the government of a certain political actor, i.e. his success as an administrator. Here appear the charismatic politics, as pointed out by Harvey (1992), and the emotional appeal of the *Erlebnisgesellschaft*, described by Hassenpflug (2006).

Besides the difficulties to measure the success of city marketing processes, the main challenges seem to be to satisfy the involved actors and to keep the promises made by advertising campaigns: the promoted images must be supported by real performance. City marketing discourse and practices have also been adopted as an attraction strategy by many cities in the world, and also by many Brazilian cities. But are there specific characteristics for Brazilian city marketing practices?

1.2. Brazilian City Marketing

Following the international context, Brazilian cities have adopted new administration approaches, including city marketing in their agendas, too. In any case, before looking for a definition for Brazilian city marketing, it is important to check the public administration context which has led to the use of such a strategy.

About this subject Motta (2007, pp.88 and 95) explains that in the last 40 years public administration in Brazil has passed through great transformations towards a democratic regime, however, it has maintained many of its semi-feudal traditional characteristics and acted as an instrument to keep the traditional power. First of all, the author (*ibid*, p.88) argues that the Brazilian State is still a super-structure over citizens; second, as for Latin-American countries, there is a kind of personalism in politics, overvaluing the figure of leaders who tend to insert their personal options as a differentiation factor, breaking any kind of compromises pre-established, i.e. contracts must be re-negotiated every 4 years; third, public resources are used as a tool to preserve power more than to attend the real needs of people; and finally, he says that the Brazilian population suffers from a “we-they syndrome”, by which it has learnt to live with submission, alienation and discredit against public administration.

With the re-democratization process after 1985 Motta (*ibid*, pp.92-93) says Brazil has adopted the neoliberal inspiration from developed countries whose basic idea was to use an entrepreneurial approach to public administration which has given emphasis to privatization and outsourcing services. The use of jingles during electoral campaigns, slogans, and logos in public administration terms are evidences of this entrepreneurial approach.

Rose Compans (2005, p.20) explains that new forms of relation between public and private sectors, found in many North-American and European cities, are named by Harvey in 1996 as “urban entrepreneurship”. According to her (*ibid*, pp.25-26), the transfer of business management techniques to urban administration implies a competitive rationality that conducts to the presumption of the city as an enterprise and as a commodity at the same time. This is the point where city marketing and strategic urban plans appear.

Thus, in an article on the urban political changes at the end of last century Sánchez García (1999) considers city marketing and strategic plans as important instruments of a new urban planning, seeking to recover the legitimacy of public intervention in urban space. She says (*ibid*, pp.115-116) that strategic plans are tools to reach political consensus for the execution of great urban projects or policies, making use of image construction or enhancement and of marketing strategies to promote the cities products, like tourism, culture, and other services.

Duarte & Czajkowski Jr. (2007, p.279), discussing city marketing and its ethic limits, highlight a radicalization of such practices that leads to a process by which selling the city as a commodity is even more important than the execution of an efficient urban planning that is grounded in the real needs of the population. The authors (*ibid*, p.279) defend that the ethic problem of city marketing is the promotion of campaigns which apparently involve the population or communicate small images that lead tourists and residents to a false notion of the totality, resulting in a misrepresentation of the reality.

Therefore, city marketing in the Brazilian context seems to be merely equal to city advertising, used to ensure legitimacy to policies, programs and plans, but also for political promotion of some leaders. Moreover, its origins seem to be rooted on its tradition of adoption and implantation of international paradigm speeches and urban models which have been adopted over the country’s history and which will be briefly characterized in the next topic.

1.2.1. Origins⁴¹

Since the colonization times, Brazil has experienced a transfer of urban paradigms, starting with the Portuguese model, passing through Haussmann, Modernism and the Principles of the Chart of Athens (1933) to the contemporary post-modern cities. Sérgio Buarque de Holanda (1995, p.31) begins the first chapter of *Raízes do Brasil* (Roots of Brazil) with saying that the attempts to implant the European culture in this country, which has environmental conditions completely different from this continent, is a dominant fact in Brazil's history. Almandósz (1998, p.271) argues that the reason for this adoption of paradigms is that "Latin America suffers from a lack of cultural autonomy, due to its peripheral and subordinated position in Western capitalism since colonial times, which stimulates the indiscriminate transfer of urban models, especially the European ones". He completes (*ibid*, p.271) with saying that there is a kind of competition among Latin American cities "according to the speed with which they adopted urban ideas and models from abroad". However, some Latin-American scholars argue that some experimental models implanted in the New World were later also copied by some European countries.

- Portuguese Model

The first Portuguese city in Brazil (and also in the Americas) was Salvador, founded in 1549. The Portuguese occupation of the American territory was, differently from the Spanish case, essentially commercial. Thus, the urban fabric is a result of a functional adaptation of the site which was itself already chosen functionally and added to the necessary ways by the appearance of diverse urban poles, i.e. churches, convents, city halls, ports, squares and streets (PESSÔA, 2007, p.1136). Unlike the Spanish *damera* (checkerboard) model, the streets in Brazil had, as point of escape, a building or a monument which were fundamental in the definition of the urban fabric. Pessôa (*ibid*, p.1136) classifies them as completely irregular; relatively regular; initially irregular with posterior rectification and perfectly regular.

- Paris of Haussmann

Many cities in Brazil were modified or renovated in order to be adjusted to the new urban patterns of progress and civilization derived from the new Paris of Haussmann. Moreover, Almandósz (1998, p.271) points out that "the progress and civilization desired by the governments of the nineteenth-century republics, tried to import the refinement, the hygiene and the culture of the Old World, specially through the architecture and urbanism".

⁴¹ Part of this text has been presented in the FUTURE Fellowship Program Conference – Culture and the City, at the Blekinge Tekniska Högskola in Karlskrona (Sweden), from November 16th to 18th 2007, and published as CARVALHO DA SILVA (2008) The (Latin) American Capitals of Culture. In: ECKARDT, F and NYSTRÖM, L (eds.) *Culture and the City*, Bauhaus, Weimar.

Ermínia Maricato (2000, p.22) explains that cities like Manaus, Belém, Porto Alegre, Curitiba, Santos, Recife, São Paulo, and especially Rio de Janeiro have passed through sanitation, beautification and segregation reforms. The reforms of the latter were planned by the French urban planner Donat-Alfred Agache in 1926, openly inspired in Paris. He opened new Avenues (Boulevards), changed the architectural style of many buildings (to Neoclassic or Eclectic), and invested into the infrastructure for sanitary and aesthetical reasons.

- Modern City

The visit of the Franco-Swiss architect Le Corbusier to South America, initiated in Buenos Aires in 1929, stimulated the avant-garde architects and spread the ideas of the precursors of modernism, Walter Gropius, Mies Van der Rohe and Frank Lloyd Wright. In Brazil, for instance, his ideas deeply influenced the architects Oscar Niemeyer and Lúcio Costa, both involved in the construction of Brasília and in many other famous modern projects.

At the beginning, one could say that the cities adopted the principles of the Chart of Athens (1933) with the zoning in their urban planning processes and the division of the city according to the functions: life, work, leisure and circulation. Later, in the beginning of the 1960s, Brazilian cities adopted the “American urban model”, i.e. a car-oriented city with its consequent urban sprawl, the concentration of public investments on the construction of roads, and of the private ones on shopping malls and gated communities. In Brazil, this tendency was consolidated by the federal law no. 6.677, of December 19th 1979, Lei do Parcelamento do Solo Urbano (urban parcelling law) (BRASIL, 1979), which, although not specific for condominiums, stimulated the construction of condominium-based cities.

- Post-Modern City

Because of neo-liberal politics Brazilian cities nowadays have also implanted new urban strategies, basically inspired by speeches about sustainability and quality of life and by the entrepreneurial perspective in the management of cities, i.e. by the model of governance of Barcelona that tries to attract events and tourists and invests on flagship projects which are considered indispensable to build up an image that may be advertised. In short, the current paradigm corresponds to the commodification of urban spaces and landscapes through city marketing and tourism. (For more about Brazilian territory and society, see Santos & Silveira, 2008⁴²)

⁴² First edition published in 2001.

1.2.2. Examples of Marketed Cities

According to Vicente Del Rio (1992, p.271), Rio de Janeiro and Curitiba are two significant examples of Brazilian marketed cities: the first one is the most famous and known for its natural beauties and problems related to violence, poverty, and pollution, characteristics that he denominates as “the beast”. Moreover, he argues that the latter has been considered “the Mecca for urban planners and environmentalists”, or better, “the beauty”.

- Rio de Janeiro

Rio de Janeiro is the capital of the State of Rio de Janeiro, the second largest city of Brazil, with a population of 6,186,710 inhabitants in 2009 (IBGE, 2010b) and the main tourist destination in Brazil. The city was the capital of Brazil from 1763 to 1960, the year when Brasilia was inaugurated. Rio de Janeiro occupies the 60th position in the 2000 HDI⁴³ Brazilian Municipal Ranking, with a value of 0.842⁴⁴ (PNUD BRASIL, 2008b) and presents a Gini Index⁴⁵ of 0.48 in 2003 (IBGE, 2010b).

Rio de Janeiro’s main slogan is “A Cidade Maravilhosa” (The Marvelous City), and advertising campaigns normally explore its natural resources (beaches like the Copacabana and Ipanema), carnival, samba, and Bossa Nova. Some of the most famous landmarks are the statue of Cristo Redentor (Christ, the Redeemer), the Pão-de-Açúcar (the Sugarloaf mountain), the Sambódromo, where the parade of samba blocks take place during Carnival; and the Maracanã stadium, one of the world’s largest football stadiums. Other famous attractions are: Flamengo landfill, the Lapa’s aqueduct, the National Library, the Botanical Garden, the Rodrigo de Freitas Lagoon, the Museum of Modern Art and the Municipal Theater.

According to EMBRATUR’s website (2010), Rio de Janeiro is the second Brazilian city in the ranking of hosts of international events by the International Congress and Convention Association (ICCA), with 41 in the year 2008. Thus, besides the normal flow of tourists during the whole year, the city has hosted many events, too. For example, from 1978 to 1990 it hosted the Formula One Grand Prix of Brazil, which was transferred to São Paulo in 1991. In 1992 it received the Rio Summit, the United Nations Conference on Environment and Development (UNCED). In 2007, it hosted the 2007 Pan-American Games and

⁴³ HDI – Human Development Index combines indicators of life expectancy, educational attainment and income, and serves as a frame of reference for both social and economic development. It sets a minimum and a maximum for each dimension, expressed as a value between 0 and 1 (UNDP, 2008).

⁴⁴ In 2000, the highest municipal value is 0.919 for São Caetano do Sul/SP and the lowest value is 0.408 for Marani/PE, according to PNUD (2008b).

⁴⁵ Gini Index measures inequality of income or wealth. Zero means no inequality and 1 means absolute concentration of income. Brazil’s Gini index is 0.544.

therefore, following the Barcelona example, built Vila do Pan, a housing settlement in Barra da Tijuca to accommodate the athletes during the games, besides other necessary facilities. Besides sports, it also hosts musical festivals and academic congresses.

Rio de Janeiro was also one of the chosen cities by the FIFA to host games of the World Cup 2014, including the final match. And in 2016, it will host the 2016 Summer Olympics, the first South American city to host this event. In order to achieve the required infrastructure and facilities for such big events, the municipal administration has invested in projects like stadiums, public transportation system and subways as well as in security, especially during the period in which these meetings will take place. However, Rio de Janeiro is also famous for its *favelas*⁴⁶, for violence, organized crime and drugs traffic. The city has also been a stage for many social problems, evident segregation (gated communities versus *favelas*), poverty, pollution of the Guanabara Bay and the Rodrigo de Freitas Lagoon, floods, landslides, shootings, and stray bullets, tropical diseases, and epidemics (Dengue Fever, for example). Segregation, poverty, and infrastructure problems in Rio de Janeiro as well as its marketing strategies have been discussed by many authors, for example, by Del Rio (1992, 1998), Couto (2003), Compans (1997, 2003), Marques (1999), Lemos Marques & Benedicto (2009), and Perlmann (2007).

- Curitiba

Curitiba is the capital of the State of Paraná and has a population of 1,851,215 inhabitants in 2009 (IBGE, 2010b). It occupies the 16th position in the 2000 HDI Brazilian Municipal Ranking, with a value of 0.856 (PNUD BRASIL, 2008b) and presents a Gini Index of 0.41 in 2003 (IBGE, 2010b).

Curitiba's main tourist attractions are: the botanical garden, the Barugüi, Tanguá, and Tingüi parks, the Wire Opera House, the Public Promenade and Tiradentes and 24 hour streets. Curitiba is also one of the chosen cities for the World Cup in 2014. EMBRATUR's website (2010) describes Curitiba as "a world example of town planning, education and environment. There are over 30 parks and woods with complete infrastructure for recreation and sports practice". Indeed, since the 1990s, Curitiba has been advertised as a model of efficient urban and environmental planning, whose slogans are: "the ecological capital of the world" and "first world city" (MACEDO, 2004, p.537).

⁴⁶ *Favelas* are Brazilian slums, illegal or informal settlements, shantytowns, with no access to basic infrastructure. In the case of Rio de Janeiro, they are localized inside the city, following the relief on the slopes of hills. Many of them are denominated after the hills (*Morros*) (toponyms): Morro da Providência, Morro do Alemão, among others. In São Paulo, for instance, favelas are more visible in the periphery of the city, in more or less plan areas and are therefore not called *Morros*.

This campaign is part of a city marketing strategy adopted by the Jaímer Lerner, architect and urban planner, member of PDT⁴⁷ and mayor for three terms (1971-1974⁴⁸, 1979-1983 and 1989-1993) and governor of the state twice, from 1995 to 2003. In 2003 Lerner published *Acupuntura Urbana* (Urban Acupuncture) by which small punctual and cheap projects and actions may change a city in a short period of time, without interfering in its master plan. He was also one of the founders of IPPUC – Instituto de Pesquisas e Planejamento Urbano de Curitiba (Research and Urban Planning Institute of Curitiba) in 1965, as “a political means towards flexibility and dynamism, bypassing the bureaucracy of city departments” (DEL RIO, 1992, p.275).

Thus, Curitiba’s urban planning was inspired by the experience of Barcelona. According to Del Rio (*ibid*, p.275), Curitiba’s planning became a national paradigm whose solutions for an integrated public transportation system have been copied by many Brazilian cities. However, according to Macedo (2004, p.540) the success of Curitiba’s advertising campaigns which have provoked the installation of many companies and offices in the city has caused a great population growth accompanied by “environmental degradation, (...) unemployment, homelessness, crime, violence and traffic congestion”. The author (*ibid*, p.542) also affirms that Curitiba has, like most Brazilian cities, *favelas* and places without infrastructure, housing deficits and transportation system problems. This gap between Curitiba’s image and its reality has been discussed by many authors like Macedo (2004), Sánchez García (1997), Sánchez García & Moura (2005) Ferrara (1997, 2007), Rosa & Kauchakje (2007), Duarte (2006, 2007) and Duarte & Czajkowski Jr. (2007), among others.

Thus, Brazilian city marketing seems to follow the international definition and is also understood here as urban propaganda, since it has obvious political and ideological backgrounds. It seems to be the fruit of a historic process of adoption of international speeches and urban models. Especially in this country it is based on an urban regeneration discourse, but its practices seem to aim at political and economic promotions in order to maintain the dominance of some groups by simulating a city and dissimulating its reality through advertising campaigns that promote the strong points of a place and “omit” its weak features.

Then, if city marketing is a current practice in Brazil, so is the assumption that cities are products which can be packaged and sold to its consumers. Consumers are its residents

⁴⁷ PDT means *Partido Democrático Trabalhista* and is left-centrist Brazilian political party.

⁴⁸ Jaime Lerner was designated by the federal government for his first term as Curitiba’s mayor, a common practice during the military dictatorship period in Brazil (1964 – 1985) for capital cities.

and tourists. But what kind of laws are there that can be applicable to cities and consumers' defense?

1.3. Brazilian Applicable Legislation

If cities have been treated as tourist products or commodities that can be sold and consumed, then the rules that are applicable for the defense of consumers must also be applicable for tourists and residents, as well as conformity assessments, which monitor the performance and the promise of products. To describe the City's Statute and the Consumers' Protection and Defense Code, the two applicable federal laws, among others⁴⁹, according to this assumption, it is, however, necessary before to describe the legislative context of Brazil.

Very briefly, Brazilian law is mainly based on the Roman, Portuguese and German legal systems, known as civil law (FAUTH, 2008, p.15), and divided into public and private law. Public law provides rules on communitarian interests and is sub-divided into constitutional, administrative, criminal, and judicial codes. Private law provides rules for the relationship between individuals and is sub-divided into civil, commercial, agricultural, and labor codes. Also important are the concepts of "new rights": the collective and the diffuse rights. The former is related to indetermined groups, but determinable persons (for instance, workers' class), the latter is related to indetermined groups and also indetermined persons (for example consumers in general). According to Fauth (*ibid*, p.28), urban law is considered part of the collective law since it comprehends the interests of the society than the of individuals. In any case, within the Brazilian legal frame, crime is any illicit and culpable action or omission, which may be of negligent or intentional natures.

The Constitution of the Brazilian Federal Republic in force was ratified on October 5th 1988. It has 250 articles and is divided into 10 sessions:

*"Title I - Fundamental Principles; Title II - Fundamental Rights and Guarantees; Title III - State Institutions; Title IV - Organization of Powers; Title V - Protection of the State and Institutions; Title VI - Taxation and Budget; Title VII - Economic and Financial Order; Title VIII - Social Order; and Title IX - General Provisions"*⁵⁰ (BRASIL, 1988).

⁴⁹ According to Fauth (2008, p.19), the main federal laws and codes concerning to the urban issues are the Constitution (1988), the urban parcelling law (no. 6.766/79), the condominiums law (no. 4.591/64), the Civil Code (no. 10.406/02), the City' Statute (no. 10.257/01), the Forest Code (no. 4.771/65) and the Coastal National Management Plan (federal decree no. 24.643/34), among others.

⁵⁰ Original text: "*Título I – Dos Princípios Fundamentais; Título II – Dos Direitos e Garantias Fundamentais; Título III – Da Organização do Estado; Título IV – Da Organização dos Poderes; Título V – Da Defesa do Estado e Das Instituições Democráticas; VI – Da Tributação e do*

Brazil's form of government is a democratic republic with a presidential system, with the federal capital in Brasília. The head of state is an elective and temporary chair exercised by the president who has both functions of head of government and head of state. The federation is the inseparable union of three political entities: states, federal district, and municipalities, each with the respective Constitutions and Organic Laws. Its key principles are: sovereignty, citizenship, human dignity, social values of work, and free enterprise and political pluralism. The popular sovereignty is exercised by the direct and secret universal suffrage, mandatory for over 18-year old people, and optional for people older than 70 and between 16 and 18 years.

The Constitution establishes a state organization in three independent and harmonic powers: the legislative power, corresponding to the National Congress (Chamber of Deputies and Federal Senate), state assemblies and municipal chambers; judiciary power, composed by its organs and the supreme court; and executive power, exercised by the president, the governors and mayors, with their respective vices and ministers or secretaries. Public Ministry (MP) or prosecutor (in federal and state levels) is considered the fourth power, and its function is to protect the social and individual rights, the legal system, and the democratic regime, including the supervision of law enforcement, protection of public property and zeal for the effective respect of public rights that are guaranteed by the Constitution. It also guarantees a multi-party political system (Chapter V, Art. 17). Nowadays, Brazil has around 23 different parties, from which the biggest are: PMDB⁵¹, PSDB⁵², PT⁵³, PP⁵⁴, DEM⁵⁵, PPS⁵⁶, PC do B⁵⁷, PDT⁵⁸, PTB⁵⁹ and PSB⁶⁰.

The fundamental objectives of the Federative Republic of Brazil are: "I - to build a free society, justice and solidarity; II - to guarantee national development; III - to eradicate poverty and marginalization and reduce social and regional inequalities; IV - to promote the

Orçamento; VII – Da Ordem Econômica e Financeira; VIII – Da Ordem Social e IX – Das Disposições Constitucionais Gerais”.

⁵¹ *PMDB – Partido do Movimento Democrático Brasileiro* (Brazilian Democratic Movement Party) has a centrist political orientation.

⁵² *PSDB – Partido da Social Democracia Brasileira* (Brazilian Social Democratic Party) has a left-centrist political orientation.

⁵³ *PT – Partido dos Trabalhadores* (Workers' Party) has a leftist political orientation.

⁵⁴ *PP – Partido Progressista* (Progressist Party) has a rightist political orientation.

⁵⁵ *DEM – Democratas* (Democrats' Party) has a rightist political orientation.

⁵⁶ *PPS – Partido Popular Socialista* (People's Socialist Party) has a leftist political orientation.

⁵⁷ *PC do B – Partido Comunista do Brasil* (Brazilian Communist Party) has a leftist political orientation.

⁵⁸ *PDT – Partido Democrático Trabalhista* (Democratic Labor Party) has a left-centrist political orientation.

⁵⁹ *PTB – Partido Trabalhista Brasileiro* (Brazilian Labor Party) has a left-centrist political orientation.

⁶⁰ *PSB – Partido Socialista Brasileiro* (Brazilian Socialist Party) has a leftist political orientation.

good of everyone, without prejudice as to origin, race, sex, color, age and other forms of discrimination”⁶¹ (Title I, Art. 3).

Moreover, the Constitution guarantees (Chapter I, Art. 5) as a fundamental rights to:

“IX - intellectual, artistic, scientific and communication free expression, without any censorship or license; and XXXIII - everyone is entitled to receive from government agencies information of private, collective or general interest, which shall be provided within the law, subject to liability, except those whose secrecy is vital to the security of society and the state”⁶² (BRASIL, 1988).

1.3.1. Laws

- Estatuto da Cidade

Estatuto da Cidade (Brazilian City’s Statute) corresponds to the Articles 182 and 183 of the Brazilian Constitution, instituted by the federal law no. 10.257, approved on July 10th 2001, and establishes general guidelines for urban policies and other issues (BRASIL, 2001). The code has 58 articles and is divided into 5 chapters: “I - General Guidelines; II - Instruments of Urban Policy; III - Master Plan; IV - Democratic Management of the City; and V - General Provisions”⁶³ (*ibid*).

According to the Article 2 of this law, the objective of the urban policies is to order the full development of the social functions of the city and of the urban properties, following a series of guidelines:

“I – guarantee to sustainable cities, understood as the right to urban soil, to housing, to environmental sanitation, to urban infrastructure, to labor and leisure, for the present and future generations; II – democratic management through popular participation and representative associations of several segments of the society in the formulation, execution, and monitoring of plans, programs and projects for urban development; XII – protection, preservation and recuperation of

⁶¹ Original text: “I – construir uma sociedade livre, justa e solidária; II – garantir o desenvolvimento nacional; III – erradicar a pobreza e a marginalização e reduzir as desigualdades sociais e regionais; IV – promover o bem de todos, sem preconceitos de origem, raça, sexo, cor, idade e quaisquer outras formas de discriminação.”

⁶² Original text: “IX – é livre a expressão da atividade intelectual, artística, científica e de comunicação, independentemente de censura ou licença; e XXXIII - todos têm direito a receber dos órgãos públicos informações de seu interesse particular, ou de interesse coletivo ou geral, que serão prestadas no prazo da lei, sob pena de responsabilidade, ressalvadas aquelas cujo sigilo seja imprescindível à segurança da sociedade e do Estado.”

⁶³ Original text: “Capítulo I – Diretrizes Gerais; Capítulo II – Dos Instrumentos da Política Urbana; Capítulo III – Do Plano Diretor; Capítulo IV – Da Gestão Democrática da Cidade e Capítulo V – Disposições Gerais.”

*natural and built environment, of cultural, historic, artistic, landscape, and archeological heritage*⁶⁴ (BRASIL, 2001, p.24).

Article 4, on municipal planning (III), qualifies as urban policy instruments:

*“a) master plan; b) discipline of parceling, use and occupation; c) environmental zoning; d) multi-annual plan; e) budget and annual budget; f) participative budget management; g) plans, programs and projects; and h) plans for economic and social development”*⁶⁵.

This same article establishes tax and financial instruments (IV), including

*“c) fiscal and financial incentives and benefits”*⁶⁶ and *juridical and political instruments (V), including “j) adverse possession of urban real estate (usucapião*⁶⁷)⁶⁸ as well as (VI) “previous studies of environmental impact assessment (EIA) and of neighborhood impact (AI)”⁶⁹ (*ibid*).

The Article 40 defines master plan, approved by a municipal law, as the basic instrument of the development and urban expansion policy (BRASIL, 2001, p.45). Article 41 completes by instituting this tool as mandatory for “I - cities over 20,000 inhabitants; II – cities of metropolitan regions and urban agglomerations; IV – part of especial tourist interest areas”⁷⁰ (*id, ibid*, pp.45-46), among others.

Finally, the Articles 43 and 44 expatiate on the democratic management of the city by giving instruments and adjudging significative popular and representative associations’ participation as obligatory in order to guarantee the direct control on the responsible institutions and the full exercise of citizenship (*id, ibid*, pp. 46-47).

⁶⁴ Original text: “I – garantia do direito a cidades sustentáveis, entendido como o direito à terra urbana, à moradia, ao saneamento ambiental, à infra-estrutura urbana, ao transporte e aos serviços públicos, ao trabalho e ao lazer, para as presentes e futuras gerações; II – gestão democrática por meio da participação da população e de associações representativas dos vários segmentos da comunidade na formulação, execução e acompanhamento de planos, programas e projetos de desenvolvimento urbano; e XII – proteção, preservação e recuperação do meio ambiente natural e construído, do patrimônio cultural, histórico, artístico, paisagístico e arqueológico.”

⁶⁵ Original text: “a) plano diretor; b) disciplina do parcelamento, do uso e da ocupação do solo; c) zoneamento ambiental; d) plano plurianual; e) diretrizes orçamentárias e orçamento anual; f) gestão orçamentária participativa; g) planos, programas e projetos setoriais; e h) planos de desenvolvimento econômico e social.”

⁶⁶ Original text: “c) incentivos e benefícios fiscais e financeiros.”

⁶⁷ *Usucapião* is a guarantee given to a person who uses an urban area or building with maximum 250m², for more than 5 years in a row, for housing purposes may require its legal property, since this person does not possess any other urban or rural property.

⁶⁸ Original text: “j) usucapião especial de imóvel urbano.”

⁶⁹ Original text: “VI – estudo prévio de impacto ambiental (EIA) e estudo prévio de impacto de vizinhança (EIV).”

⁷⁰ Original text: “Art. 41. O plano diretor é obrigatório para cidades: I – com mais de vinte mil habitantes; e IV – integrantes de áreas de especial interesse turístico.”

- Consumers' Protection and Defense Code

The Brazilian Consumers' Protection and Defense Code⁷¹ is a law whose objective is to protect and to defend the buyers or users of services. It was created on September 11th 1990 by the federal law no. 8.078 and drives the rights of consumers, the quality of products and services, healthy and security protection, commercial practices, contracts, personal data of buyers, and advertisement. This code could be inserted under the civil code and therefore under the private law.

The code has 149 articles and is divided into 6 parts:

*"Title I - Consumers' Rights (I - General Provisions; II - National Policy for Consumer Relations; III - Basic Consumer Rights; IV - Quality of Products and Services, Prevention and Repair of Damage; V - Commercial Practices; VI - Contractual Protection; and VII - Administrative Sanctions); Title II - Criminal Infractions; III - Consumers' Defense in Court; IV - National Consumers' Defense System; V - Collective Consume Convention; and VI - General Provisions"*⁷² (BRASIL; 1990).

According to this law, two examples of basic rights of consumers are (Title I, Chapter III, Art. 6):

*"III - clear and proper information about products and services, with correct specification about characteristics, composition, quality and price as well as about the risks they may present; IV - protection against abusive and misleading abusive advertisement⁷³, coercive or unfair commercial methods as well as against abusive or imposed practices and clauses in the provision of products and services"*⁷⁴ (id, ibid, pp.3-4).

On commercial practices, Title I, Chapter V, Art. 36 ordains that suppliers for advertising products and services must keep information for legitimate interest, like factual, technical, and scientific data which sustain the messages. In addition, Art. 37 prohibits all misleading or abusive advertisement: "§3 - according to this Code, advertisement is misleading by omission when it does not inform consumers about a crucial datum of the product or

⁷¹ In German, the equivalent of this code is the "Verbraucherschutzgesetz".

⁷² Original text: "Título I – Dos Direitos do Consumidor; Título II – Das Infrações Penais; Título III – Da Defesa do Consumidor em Juízo; Título IV – Do Sistema Nacional de Defesa do Consumidor; Título V – Da Convenção Coletiva de Consumo; e Título VI – Disposições Finais."

⁷³ In German, misleading advertising means "irreführende Werbung" and corresponds to the Brazilian definition.

⁷⁴ Original text: "III - a informação adequada e clara sobre os diferentes produtos e serviços, com especificação correta de quantidade, características, composição, qualidade e preço, bem como sobre os riscos que apresentem; e IV - a proteção contra a publicidade enganosa e abusiva, métodos comerciais coercitivos ou desleais, bem como contra práticas e cláusulas abusivas ou impostas no fornecimento de produtos e serviços."

service”⁷⁵; and yet Art. 38 charges the proof of truth and correction of information or of advertising communication to the supporting (commissioner) actors⁷⁶ (*id, ibid*, p.13).

The Article 55 (Title I, Chapter VII) declares the federation, the states, and the federal district responsible for monitoring and controlling the production, industrialization, distribution, and advertisement of products and services and the consumer market, aiming at consumers’ life, health, security, information, and welfare preservation, stipulating the necessary standards and rules (*id, ibid*, pp.20-21).

As criminal infraction the Article 66 (Title II) considers the

“false, deceptive or misleading affirmation or the omission of relevant information about the nature, characteristics, quality, quantity, security, performance, durability, price or warrantee of products and services, subject to detention for three months to one year and a fine”⁷⁷ (BRASIL, 2006, p.24).

The Code also forecasts the possibility of contra-advertisement paid by the supporting actors (Articles 56 and 60) (*id, ibid*, pp.21-22). To finish, the Code (Title III, Chapter I, Art. 82) permits the defense of consumers in court by the public ministry; the federation, states, municipalities and federal districts, and public or private entities destined to consumers’ defense (*id, ibid*, pp.28-29).

1.3.2. Consumers’ Defense Organs

Consumers’ Defense Organs are various public agencies and private entities which together compose the Consumer Protection National System – SNDC. According to the Code, part of the SNDC are: the Secretariat of Economic Law – SDE, the Ministry of Justice through its Department of Protection and Consumer Defense – DPDC, and other federal, state, federal district, or municipal authorities and civil entities. DPDC is the coordinating body of the policy of this system whose main tasks are to coordinate its policies and actions, to act specifically in cases of national importance and matters of major interest to the consumer class, and to develop initiatives to improve the system to consumer education, to better information, and to the orientation for consumers (MJ, 2010b).

⁷⁵ Original text: “Art. 37 – É proibida toda publicidade enganosa ou abusiva. §3º – para os efeitos deste código, a publicidade é enganosa por omissão quando deixar de informar sobre dado essencial do produto ou serviço.”

⁷⁶ Original text: “Art. 38 – O ônus da prova da veracidade e correção da informação ou comunicação publicitária cabe a quem as patrocina.”

⁷⁷ Original text: “Art. 66 – Fazer afirmação falsa ou enganosa, ou omitir informação relevante sobre a natureza, característica, qualidade, quantidade, segurança, desempenho, durabilidade, preço ou garantia de produtos ou serviços: Pena - Detenção de três meses a um ano e multa.”

PROCONs are state and municipal consumers' defense organs with powers within a certain jurisdiction and in order to ensure consumer rights. At the state level there are 27 PROCONs in total, one for each federation unity (*ibid*).

Two other important bodies are the Public Ministry and civil entities like IBRADEC, IDEC and PROTESTE, among others. The objectives of such NGOs are to promote consumer awareness and participation and test the security and conformity of products and services in order to produce informational and educational material on consumer rights and to perform judicial collective actions when the rights of consumers are being seriously affected.

1.3.3. Normalization and Metrology Organs

Normalization organs are responsible for the development and establishment of technical standards including technical specifications, criteria, methods, processes, or practices. Legal metrology organs are entities to control and supervise all the instruments and measures that are related to the consumer. In Brazil, the official organs for normalization and metrology are ABNT and INMETRO, respectively.

- ABNT

Associação Brasileira de Normas Técnicas – ABNT (Brazilian Association for Technical Standards) was founded in 1940 and is the responsible body for technical standardization in the country, providing the necessary foundation for technological development in Brazil. It is a private non-profit entity, one of the founding members of the ISO – International Organization for Standardization, COPANT – Pan-American Commission of Technical Standards and AMN –, and MERCOSUR Standardization Association (ABNT, 2010).

ABNT offers services for the normalization of products and certification of systems, persons, products, environmental labeling, and technical standards in general (*ibid*). For example, the municipal works and edification codes make use of ABNT standards to rule the construction of buildings.

In 2008, ABNT has agreed in a partnership with MTur – Ministério do Turismo (Tourism Ministry) for the provision of services and facility standards to professionals of this area. The objective of this partnership is to disseminate and facilitate access to standards developed for the sector in order to promote the quality of tourist facilities and services and contribute to Brazil's participation in international standardization bodies (*ibid*).

- INMETRO

Instituto Nacional de Metrologia, Normalização e Qualidade Industrial – INMETRO (National Institute of Metrology, Standardization, and Industrial Quality) was created in 1973 to support Brazilian enterprises, to increase their productivity and the quality of goods and services (INMETRO, 2010). It is part of the Brazilian Ministry for Development, Industry and Foreign Trade.

Among others, some of the INMETRO's duties are: to maintain the national measurement standards in the country and to development conformity assessment programs in the areas of products, processes, services, and personnel, mandatorily or voluntarily, which involve the approval of regulations (*ibid*).

The evaluation of conformity is a systematized process with pre-established rules, monitored and evaluated in order to provide an adequate degree of trust with which a product, a process or service, or yet a professional, follows pre-established standards or requirements, with the least costs for the society (*ibid*). It may include conformity assessment activities like testing, surveillance, inspection, audition, certification, registration, and accreditation.

The development and implantation of conformity assessment programs are considered the first step to meeting the expectations of clients, making use of different mechanisms: certification, declaration of conformity by the supplier, labeling, testing, and inspection (*ibid*).

Currently, conformity assessment programs are not growing only in terms of quantity but mostly in terms of complexity. Throughout Brazil, the Quality Department carries out the task of closely following the market to such products whose conformity was compulsorily assessed by two main tools: inspection based on checking information that is present on the label of the package, and market surveillance whose objective is to assess – through the collection of samples and laboratory testing – whether the goods available to the consumer sustain the basic characteristics they promise (*ibid*).

The most common problematic issues related to advertisement in Brazil are misleading advertisement and the make-up of product procedures. INMETRO & IDEC (2002, p.29) define misleading advertisement, after the CPDC, as containing false information about the characteristics, the quantity, origin, price, or property, able to convince consumers to purchase a product or service different from the intended one. They complete (2002, p.29) explaining that in the case of misleading advertising, consumers have the right to require the fulfillment by force of the contents of this advertisement, i.e. of the promise. In this case,

suppliers must by law give guarantees over their offered products of services (warranty). Advertising conformity assessments may be achieved by inspection and surveillance.

The make-up of products⁷⁸ (or masking) is a nickname given to a practice that has become common among some Brazilian suppliers since the 1990s: instead of increasing the prices – what may drive consumers off – they have opted for diminishing the amounts, accompanied by new packages (PROCON/SP, 2008, p.1). The new packages are used to attract consumers in general, as usual, but also to disguise the smaller amount of its contents.

Now, acknowledging the city as an enterprise and a commodity and without any judgments on the consumer society, commodification process, entrepreneurial approach, tourism, and city marketing itself, in Brazil they should respect and be a subject of the Consumers' Protection and Defense Code (CPDC). Besides that, independent from its "package", a city is a city and has to play its role according to the City's Statute.

Analogously, at the urban level, there also seems to exist a kind of make-up of products for cities and tourist destinations, here defined as "make-up urbanism": as urban propaganda and the concentration of efforts to enhance the "packages" – visible, cosmetic, cheap, and rapid improvement works on the city's surface and not in the "contents" – no invisible, deeper, expensive, and long term solutions for the city's real problems. Governments use urban planning to embellish some parts of the city to convince tourists and citizens of the efficiency of the public administration. As for the make-up of products, "make-up urbanism" is an illegal practice according to the CPDC.

1.4. Summary

This chapter discussed the concept of city marketing at international and national levels, gave two examples of Brazilian marketed cities and explained the Brazilian applicable legislation. The methods were literature and legislation reviews whose main sources were books, scientific articles, codes and official websites. To sum up, its main outcomes are:

(1.1) In the context of city marketing, cities have been treated as enterprises and as commodities whose consumers are tourists and residents.

(1.2) City marketing, in the present research, is understood as urban propaganda, since it has obvious political and ideological backgrounds, simulating a city and dissimulating its

⁷⁸ In German, this practice is called "*versteckte Preiserhöhung*" and in English, it is included in the sales deceptive methods.

reality, giving legitimacy to the policies which aim at the maintenance of the social order of exploitation and domination.

(1.3) Among the city marketing strategies, there seems to be a primacy of tax exemption policies and city advertising over other instruments. The situation is like this, probably, because of the small budget, short term feasibility and rapid return effects of advertising campaigns, since their objective is to advertise the strong points of a place and to omit its weak features, not necessarily involving the construction of any expensive infrastructure.

(1.4) Another reason seems to be the fact that advertising a place also means to advertise the achievements of a city during the government of a certain political actor, revealing a kind of “festivalization of politics” or “*panis et circenses*” politics.

(1.5) The main challenges of city marketing, besides the difficulties to measure the success of its process, seem to be to satisfy the involved actors and to keep the promises made by the advertising campaigns: the promoted images (or brands) must be supported by real performance.

(1.6) Tourism is commonly considered a means to recover municipal revenues and notoriety, oriented by the urban planning and towards the urban development.

(1.7) In the Brazilian context, city marketing seems to follow the international definition as a fruit of a long history of adoption of international speeches and urban models. The use of logos by public administrations reveals the entrepreneurial approach in municipal, state and federal governments. Rio de Janeiro and Curitiba are two significant examples of Brazilian marketed cities: the former is the most famous and the latter is considered a model of environmental friendly urban planning.

(1.8) Acknowledging the commodification of the city, in Brazil it should be included in the Consumers’ Protection and Defense Code (CPDC) and independent from its “package”, a city is still a city and has to play its role according to the City’s Statute.

(1.9) The City’ Statute corresponds to the Articles 182 and 183 of the Brazilian Constitution, approved on July 10th 2001, and establishes general guidelines for urban policies and other issues, guaranteeing the right to sustainable cities, democratic management of urban planning and protection, preservation and recuperation of natural and built environment, and of cultural, historic, artistic, landscape, and archeological heritage.

(1.10) Consumers' Protection and Defense Code (CPDC) is a law approved in 1990, whose objective is to drive the rights of consumers, the quality of products and services, commercial practices, contracts, personal data of buyers, and advertisement.

(1.11) The CPDC establishes a national system for consumers' protection from which the most important institutions are PROCON and INMETRO. PROCONs are state and municipal consumer's defense organs to ensure consumers' rights. INMETRO is the national metrology institute. PROCON and INMETRO point out misleading advertisement and the make-up of products as common practices in Brazil.

(1.12) Analogously, at the urban level, the make-up of products also seems to be valid, configuring a kind of "make-up urbanism": urban propaganda and the concentration of efforts to enhance the "packages" – visible, cosmetic, cheap and rapid improvement works on the city's surface, and not the "contents" – no invisible, deeper, expensive and long term solutions for the real problems of the city.

Although many authors have discussed internationally and nationally discussed about the definition of city marketing, objectives, strategies, and control, there is no conformity assessment for cities (CAC). This conformity assessment would be a means to verify if the contents of advertising campaigns, e.g. promised cities (or brands), correspond to their performances and to the level of satisfaction of its consumers. This approach would consist of: 1 – an analysis of the contents of the advertising campaigns, 2 – an exam of the awareness and satisfaction degrees of its consumers (residents and tourists), and 3 – an analysis of the performance of this given place.

In the next chapters, this proposed conformity assessment for cities will be applied to the case of Florianópolis, a mid-size city in southern Brazil, which, although it never had a real industrial economy, has adopted the discourse and the practices of city marketing, namely promoting advertising campaigns, to attract great flows of tourists and new residents every year. Before that, in the next chapter, *Florianópolis*, this city will be presented briefly, especially for those readers who are not familiar with it.

CHAPTER 2: FLORIANÓPOLIS

In this second chapter, the city of Florianópolis is generally and briefly presented in order to set up a portrait for those readers who are not familiar with it, in terms of geography, urban aspects and the urban planning system. The methods of this chapter are: semi-structured interviews with experts, literature and legislation reviews and an urban centrality development analysis. Its main sources are: books, dissertations, reports, plans, laws, maps, official websites, and the secondary data (even though not always up-to-date) produced and published by: PMF – Prefeitura Municipal de Florianópolis, IBGE – Instituto Brasileiro de Geografia e Estatística, IPUF – Instituto de Planejamento Urbano de Florianópolis, CMF – Câmara Municipal de Florianópolis, SETUR – Secretaria de Municipal de Turismo, Cultura e Esporte, and the Agenda 21 of the municipality (2000). The interviewed expert is Ildo Rosa, president and director of IPUF.

In order to describe and to explain the current situation of Florianópolis, this chapter follows the development of the city through the development of its centralities. Urban centrality is understood by Hassenpflug (2007) as a crucial part of the definition of city, reflected by the high symbolic meaning, the accessibility and the scarcity of the urban center: “It exists since cities appeared and cannot be detached from its meaning”. The analysis of the urban centrality may reveal the guiding forces of a city’s development.

Therefore, this analysis makes use of the periodization proposed by Lisboa (1995), defining three great historic periods in the development of Florianópolis: “the insular way of life”, from the beginning of the sixteenth-century up to 1925, “the developmental phase”, from 1926 to 1981, and the current one, “the Island of magic”, from 1981 up to the present days. To these three periods, a fourth one was added in this research: the tendencies of growth. Tendencies of growth try to predict the development trends based on past situations. Each period follows the the creation or consolidation of different urban centers, pointing out some similarities in terms of physical and symbolic features, strengths, general role and scale of the city, economic activities and followed mottos or paradigms.

Thus, this chapter begins with describing some general aspects of Florianópolis. Then it examines the development of its centralities and, finally, it explains its urban planning system, as well as the involved institutions and actors, as well as the resulting plans, codes and laws.

2.1. Geography and Urban Aspects

2.1.1. Localization

Florianópolis is the capital of the State of Santa Catarina and has a population of 408,161 inhabitants (in 2009, according to IBGE, 2010b). The city is located in southern Brazil (27° of south latitude); partly in the mainland and partly on the Island of Santa Catarina, comprehending an area of almost 436.5 km².

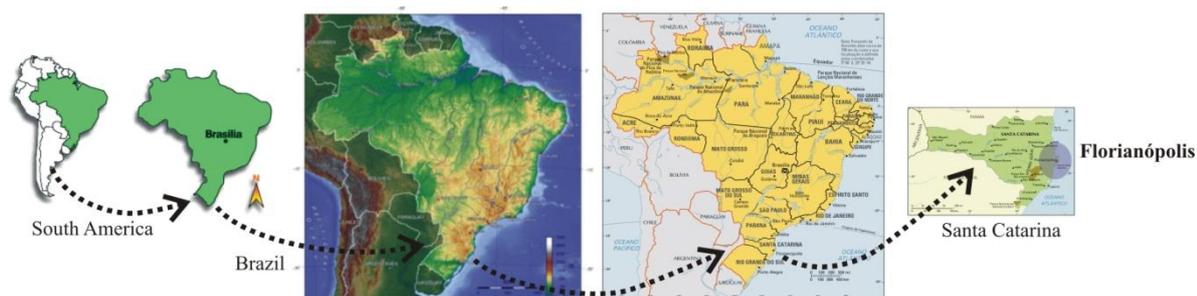


Illustration 1: Localization of Florianópolis

Brazil is a country in South America. It is the world's fifth-largest country by geographical area (8,514,215.3 km²), with a population of around 183,888,841 inhabitants (IBGE, 2008). The capital is Brasília and the official (and mother) language is Portuguese.

Brazil is crossed by both the Equator and the Tropic of Capricorn and it therefore has a vast array of fauna and flora, natural environments as well as extensive natural resources. Its population is concentrated along the coast and, in a few large urban centers, in the interior. While Brazil is one of the most populous nations in the world, population density (average of 22 thousand inhabitants per km²) drops dramatically in the interior part (BRASIL, 2008).

Brazil was a colony of Portugal from its discovery by Pedro Álvares Cabral in 1500 until its independence in 1822. Initially becoming independent as the Brazilian Empire, the country has been a republic since 1889. Its Constitution in force defines Brazil as a Federative Republic as described in the previous chapter.



Illustration 2: Political Map of Brazil
Source: IBGE, 2010a and edited by the author

Santa Catarina is one of the 26 states of Brazil, located in the southern region, and has an area of 95,346,181 km² with a population of 5,868,014 inhabitants in 2007 (IBGE, 2008). The state is composed by 293 municipalities and its Constitution in force was promulgated on October 5th 1989. Neighboring states are Rio Grande do Sul to the South and Paraná to the North. It is bound on the east by the Atlantic Ocean, and to the west it borders the province of Misiones, Argentina. The distances from its capital to the main Brazilian cities are: 1,673 km from Brasília, 705 km from São Paulo, and 1,144 km from Rio de Janeiro.

According to the government of the state, Santa Catarina has a strong agriculture based on small rural properties, and the fourth national industrial park. Besides that, the state holds the third position among Brazilian states in terms of tourism, based on the natural beauties of its beaches along the 561 km of its Atlantic coast (GOVERNO DO ESTADO DE SANTA CATARINA, 2008a) where Florianópolis and its metropolitan area are located.

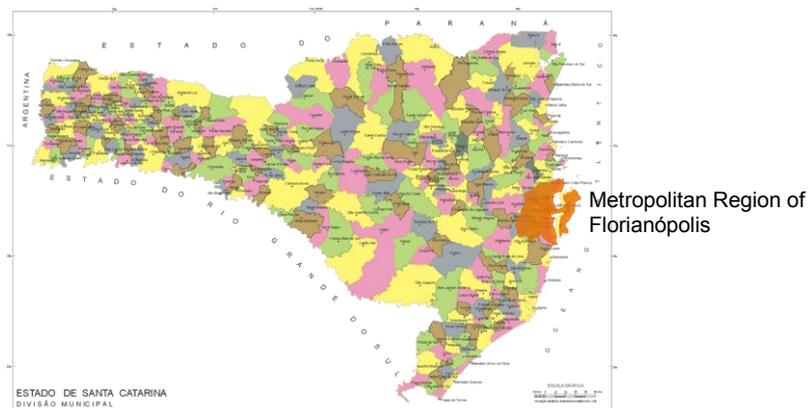


Illustration 3: Political Map of Santa Catarina
Source: GOVERNO DO ESTADO DE SANTA CATARINA, 2007 and edited by the author

The Metropolitan Area of Florianópolis comprehends the municipalities of Águas Mornas, Antônio Carlos, Biguaçu, Florianópolis, Governador Celso Ramos, Palhoça, Santo Amaro da Imperatriz, São José, and São Pedro de Alcântara, and in 2002 had a total population of around 702,988, according to IBGE (PMF, 2008b).

2.1.2. Physical Site

The insular part of Florianópolis has an area of 424.4 km², with maximum dimensions of 54 km length and 18 km width; and its continental part has an area of 12.1 km² limited to the west by the municipality of São José (PMF, 2008b). The Island and the mainland are connected by three bridges: Governador Hercílio Luz, Governador Colombo Salles and Governador Pedro Ivo Campos. The canal under the bridges is straight and has a depth of less than 28 m, which conforms the North and South Bays (*ibid*).



Illustration 4: The Island of Santa Catarina
Source: GOVERNO DO ESTADO DE SANTA CATARINA, 2007

Geologically, the Island of Santa Catarina is constituted by crystalline and sedimentary terrains. The crystalline terrains form the most elevated parts of the Island in the North-South direction. The sedimentary ones form the low parts where one can find the dunes, restingas⁷⁹, and mangroves (*ibid*).

⁷⁹ *Restingas* (Portuguese) mean ecosystems of the Atlantic Forest region, characterized by medium sized trees adapted to the dry and nutrient-poor conditions of the sandy soils.



Illustration 5: Physical Map of the Island of Santa Catarina

The actual Island of Santa Catarina is a result of the connection of a great number of hills (whose maximal altitude is 532 m) which correspond to the most elevate peaks, separated from the continent and among themselves by tectonic fosses partially or totally fulfilled today by quaternary sedimentation. Before this sedimentation, its configuration was not of a unique island, but of several islands (SCHEIBE, 2002, p.47).

The hydrography of Florianópolis is composed by the following basins: Ratonés, Saco Grande, Lagoa da Conceição, Itacorubi, Rio Tavares, and Lagoa do Peri. The climate is subtropical, with summer and winter very well defined. The average temperature in the hottest month (February) is about 30°C and about 10°C in the coldest one (July). The relative humidity of the air is high, with an annual average of 82%.

The Island has important and fragile ecosystems, such as beaches with calm and warm water and beaches with open sea, coasts and promontories, bays and mangroves, lagoons, restingas and dunes, and the Atlantic Forest. (For more about the Atlantic Forest in the Island of Santa Catarina, see Bisheimer *et al.*, 2010.)

Because of the fragility of its ecosystems, almost 42% of the municipality area are constituted by federal, state or municipal conservation areas. The environment of the Island is composed by 5 mangroves situated in the North and South Bays (Mangue do Rio Ratonés, Mangue do Saco Grande, Mangue do Itacorubi, Mangue do Rio Tavares, and Mangue da Tapera), *restingas* parallel to the coast that originated the lagoons, dunes (Dunes of Ingleses and Santinho, Dunes of the Lagoa da Conceição, Dunes of Campeche,

Dunes of Armação, and Dunes of Pântano do Sul), lagoons (Lagoa da Conceição, Lagoa do Peri, Lagoinha de Leste, Lagoa da Chica, and Lagoa Pequena), the quaternary plains forest, which is a transition between the restingas and the Atlantic Forest, and the dense ombrofile forest (Atlantic Forest) which is found in the mountains. The municipality is constituted by 39 islands in total, including the Island of Santa Catarina (PMF, 2008b).

2.1.3. Demography

In 2009, Florianópolis had a population of 408,161 (IBGE, 2010b), while its metropolitan area concentrated in 2002 population of around 702,988 (PMF, 2008b). The municipality of Florianópolis is administratively composed by 12 districts: Canasvieiras, Cachoeira do Bom Jesus, Ingleses do Rio Vermelho, São João do Rio Vermelho, Ratonas, Santo Antônio de Lisboa, Sede (Center), Lagoa da Conceição, Ribeirão da Ilha, Pântano do Sul, Campeche, and Barra da Lagoa, from which the most populated is the Sede with around 213,534 inhabitants in 2000, according to the IBGE (*ibid*). Each of the districts is further subdivided, counting with 85 quarters in total. Its Organic Law in force was constituted in April 5th 1990.



Illustration 6: Districtal Division of Florianópolis

The districts' average population is about 9,127 inhabitants. The demographic density of the city corresponds to 760.10 inhabitants per km² (*ibid*). Table 1 shows the development of the population from 1970 to 2000.

Year	Population	Year	Population
1970*	138,337	1998	299,999
1980*	187,871	1999	315,479
1991*	254,941	2000	342,315
1992	260,593	2003	369,102
1993	266,858	2005	396,778
1994	272,073	2006	-
1995	277,156	2007	396,723
1996	*271,281	2008	402,346
1997	285,279	2009	408,161

Table 1: Population of Florianópolis from 1970 to 2009
Sources: PMF 2008b & IBGE, 2010b

On the Island, the Center is the most populated quarter, with 41,827 inhabitants in the year 2000, whereas in the continental part, Capoeiras is the most populated quarter, with 17,905 residents in the year 2000, according to the IBGE (*ibid*). Unfortunately, however, there are no younger figures which means that the current population of the Center can be estimated much higher.

From 1991 to 2000, the region of Grande Florianópolis had a demographic growth from 530,000 to 709,000 inhabitants, at a rate of 3.3% per year (PNUD BRASIL, 2008b). With a fertility rate of 2.6 children per woman, the region has the highest rate of all other Brazilian regions, being the national average value at 2.3 children/woman. However, the vegetative growth (the number of births minus the number of deaths) is not sufficient to explain such a sudden growth of the population. Statistics show that this growth is due to the migration from other parts of the state and of the country, attracted by its quality of life (*ibid*).

2.1.4. Economy

The economy of Florianópolis is mainly based on its role as the main urban center of the Metropolitan Area and is characterized by the following activities: commerce, public services (institutions and universities), transformation industry and tourism⁸⁰. Recently, the textile and technology industries have also become sectors with a great development (*id*, 2008a).

Sectors	GPD (R\$ millions)	%	Jobs	%
Industry	253,766,794	6.04	4,681	5.85
Commerce	1,156,655,600	27.53	15,183	18.96
Services	2,777,990,130	66.12	46,608	58.20
Others	13,024,455	0.31	13,607	16.29
Total	4,201,436,979	100.00	80,079	100.00

Table 2: GPD, Jobs and Economic Sectors in Florianópolis in 2000
Source: SEDUMA & SINE, 2000 *apud* PMF, 2008a

⁸⁰ Most industrial activities have been restricted by the municipal master plans.

According to PMF (2008a), tourism is one of the most important economic activities of the municipality. Table 3 presents the estimated movement of tourists from 1986 until 2007, according to SANTUR (2008), and the estimated income generated by this activity in US dollars.

Year	National	International	Total	Estimated Income in US\$
1986	131,790	67,710	199,500	35,578,516.09
1987	126,811	82,034	208,845	129,962,213.00
1988	180,786	39,015	219,801	46,089,083.10
1989	-	-	-	152,051,181.19
1990	243,820	58,837	302,657	138,715,090.77
1991	269,133	61,456	330,589	84,920,325.01
1992	201,901	149,797	351,698	84,462,434.18
1993	238,282	178,332	416,614	176,091,054.78
1994	170,679	186,196	356,875	164,771,909.66
1995	172,623	83,105	255,728	109,863,451.84
1996	215,835	84,815	300,650	120,961,916.81
1997	270,189	154,591	424,780	215,508,608.92
1998	277,166	87,143	364,309	138,901,218.73
1999	287,859	147,631	435,490	129,520,526.02
2000	335,132	171,109	506,241	144,917,799.97
2001	319,901	232,987	552,888	163,149,590.98
2002	295,464	75,163	370,627	84,634,776.20
2003	233,425	74,769	308,194	56,000,054.43
2004	492,114	89,328	581,442	113,323,983.55
2005	453,516	120,582	574,098	160,090,856.43
2006	487,960	100,799	588,759	167,860,967.32
2007	637,488	143,095	780,583	298,177,493.65

Table 3: Estimated Movement of Tourists in Florianópolis from 1986 to 2007
Sources: SANTUR, 2004 *apud* PMF, 2008a & SANTUR, 2008

In 2008, however, Ildo Rosa, director of IPUF – Instituto de Planejamento Urbano de Florianópolis – pointed the soft technology sector out as the first main revenues source of the city, with an inflow twice as high as tourism.

2.1.5. Quality of Life

PMF (2008a) presents, among others, the following indicators of the quality of life in the municipality:

Year	Indicator	Source	Value
2001	Water Supply Households Percent	CASAN	83.47%
2001	Sewage System Households Percent	CASAN	32.79%
2001	Sewage Treatment Percent	CASAN	40.53%
2001	Cars (by one thousand inhabitants)	DETRAN	439
2001	Parks, Plazas and Squares	FLORAM	95
2002	Waste Selective Collection Percent	COMCAP	2.18%
2000	Electricity System Households Percent	CELESC	96.4%
2002	Childhood and Youth Criminality Index	SSP/SC	43.93
2002	Criminality against the Patrimony Index	SSP/SC	648.01
2003	Public Libraries		2
2003	Theatres		3
2003	Cultural Centers and Museums		14

Table 4: Quality of Life Indicators of Florianópolis
Source: PMF, 2008a

However, the most recognized indicator to measure the quality of life is the Human Development Index (HDI). Brazil held the 70th position in the 2007/2008 Human Development Index Ranking, with an index of 0.8000, the last one of the group of countries with High Development (the first one was Iceland with 0.968). The medium development group was composed by 84 countries with HDI between 0.798 (Dominica) and 0.588 (Gambia), and the low development group is composed by 22 countries with HDI between 0.499 (Senegal) and 0.336 (Sierra Leone) (UNDP, 2008).

The metropolitan region of Florianópolis, Grande Florianópolis, holds the first position in the Brazilian Municipal HDI ranking, among the 33 metropolitan regions of the country (PNUD BRASIL, 2008b). In 2000, Florianópolis had the fourth position in this same ranking, with a value of 0.875 and a Gini Index of 0.40 (IBGE, 2010b). Table 5 shows the values of other Brazilian cities in order to compare the good performance of Florianópolis.

National Position	City	HDI	HDI- Income	HDI- Longevity	HDI- Education
1 st (first)	São Caetano do Sul (SP)	0.919	0.896	0.886	0.975
4 th	Florianópolis (SC)	0.875	0.867	0.797	0.96
9 th	Porto Alegre (RS)	0.865	0.869	0.775	0.951
16 th	Curitiba (PR)	0.856	0.846	0.776	0.946
60 th	Rio de Janeiro (RJ)	0.842	0.840	0.754	0.933
68 th	São Paulo (SP)	0.841	0.843	0.761	0.919
5507 th (last)	Marani (PE)	0.467	0.343	0.512	0.546

Table 5: Comparison of Brazilian Municipal HDI in 2000
Source: PNUD BRASIL, 2008a

Although used for many Brazilian cities and also by Florianópolis to compare municipal quality of life standards, many scholars have discussed about the use of the HDI ranking, since it is based only on the GDP per capita, the life expectancy and the education level of a certain population, and fails to include important infrastructural indexes. Since 2010, however, UNPD's methodology to conceive HDI has been modified, however it still does not comprehend the complexity of possible life quality indicators.

The first part of this second chapter gave an overview about the localization, the physical site, the economy, demography, and the quality of life of Florianópolis in the current period. But how can the urban development which led to this situation be briefly characterized?

2.2. Urban Centrality Development

The current situation of Florianópolis is a result of a historic process which can be described by the development of the different centralities of the city, divided into the 3 different periods proposed by Lisboa (1995) and the tendencies of growth.

2.2.1. Period I (1675 – 1926)

The first inhabitants of the region were the indigenous people Tupi and Guarani. They knew agriculture but had fishing and the collection of mollusks as their main subsistence activities (PMF, 2008). Evidence of their presence is found in the archaeological sites and sambaquis⁸¹, dating from 4,800 BC. During the Tupi-Guarani occupation, the probable names of the Island were: Meimbipe which means “good place for exchanges”, or Y-jurere-mirim, which means “small water mouth”. (For more about the denomination of the Island, see Vale Pereira, 2004).

The Island of Santa Catarina performed a fundamental and strategic function to the southern region of South America. The Island opened the southern Atlantic to the European occupation in this area and also in the Pacific Coast (VALE PEREIRA, 2002, p.21). At the beginning of the 16th century, ships towards Prata River Basin arrived in the Island of Santa Catarina to be supplied with water and victuals. However, the occupation of the island began only in 1675 with the foundation of Nossa Senhora do Desterro. From this date on, the flow of native people from São Paulo was intensified, which occupied several other points of the coast.

⁸¹ According to Güttler (2008), *sambaqui* is a Guarani term that means “mount of the shells”. Its formation is due to human action, in the extension that, during hundreds of years, peoples who collected seafood threw the shells and the rest of other food in those places.

The Island was named Island of Santa Catarina in 1640 by the Portuguese Crown (VALE PEREIRA, 2002, p.30). During this period, Portugal also prepared the first migration policy for the Island, composed by Azorean couples (ZEFERINO, 2002, p.100). In 1726, Nossa Senhora do Desterro was raised to the category of village (IPUF, 1993).

The city center was created in 1675, following a repeated model used by the Portuguese in many Brazilian cities (VEIGA, 2008, p.23). Its first buildings were the City Hall, the Cathedral and the Palace of Government, situated around a central rectangular square (current XV of November Square). By this square the streets were defined, adopting an orthogonal urban fabric. Other paths were also oriented by following the sea, the route of the water sources, and the harbor.



Illustration 7: The City Center

Source: GOOGLE EARTH, 2007 and edited by the author



Illustration 8: Metropolitan Cathedral

Source: SOL, 2007



Illustration 9: Old Building of Customs
Source: PERSONAL ARCHIVE, 2007



Illustration 10: Cruz e Souza Palace
Source: O VELHO BRUXO, 2007

The basic structure of the urban nucleus was also conditioned by the activities of fishing and subsistence agriculture, developing a typically linear occupation next to the beach which was the main communication trade between the island and the continent at that time. The organization of the Harbor of Desterro significantly stimulated the local development. Public market, customs, shipyards, and boats were part of that landscape strongly related to the sea (SETUR, 2007a).

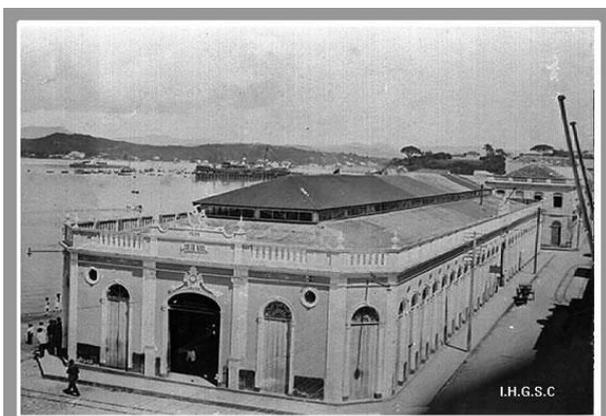


Illustration 11: Public Market
Source: O VELHO BRUXO, 2007

Veiga (2008, p.19) explains that from the foundation of this core a slow and spontaneous occupation of the coast took place, with the division of the territory into allotments which became agricultural and pastoral properties. She (*ibid*, p.45) completes saying that the hills have never been a target of the housing market but only occupied by a population of low income, lacking in infrastructure as transport, water, electricity, and sewage systems.

For its strategical position in southern Brazil the Island of Santa Catarina begins to be militarily occupied from 1737 onwards with the construction of Portuguese fortifications to defend its territory which resulted in an important step to its occupation (IPUF, 1993). In 1750 Santo Antônio de Lisboa was created. The urban fabric of Santo Antônio de Lisboa followed the Portuguese model, constructed from one or two main streets parallel to the sea and, between them, some transversal lines. The first huts of Santo Antônio were raised almost jointly with the ones of the capital and in the second half of the 17th century some pathways already existed to connect these two points.

However, the sea was the easiest way towards the Center of Florianópolis. In this context, in the 19th and the beginning of the 20th centuries Santo Antônio had the benefits of favorable conditions, of a calm and safe harbor and therewith motivated a great maritime commerce. Thus, Santo Antônio became a decisive point for the transfer of the local production to the center of Desterro (SETUR, 2007a).



Illustration 12: Santo Antônio de Lisboa
Source: GOOGLE EARTH, 2007 and edited by the author

Santo Antônio de Lisboa has one of the most representative architecture from the period of colonization of the littoral. Along the main road and the small transversal streets there are large and historic buildings like its distinguished church of Nossa Senhora das Necessidades (*ibid*).



Illustration 13: Buildings of Santo Antônio de Lisboa
Source: SOL, 2007

Ribeirão da Ilha was created in 1750, too, with the Azorean urban fabric of the 18th century. The square gave the configuration that the settlement of Nossa Senhora da Lapa and its beach presents today. At the beginning of the colonization, it was used as a harbor (*ibid*).



Illustration 14: Ribeirão da Ilha
Source: GOOGLE EARTH, 2007 and edited by the author



Illustration 15: Nossa Sra. da Lapa Church
Source: SUL DA ILHA, 2007



Illustration 16: Buildings of Ribeirão da Ilha
Source: SOL, 2007

The settlement of Canasvieiras was established by the Azoreans in 1754. The first occupation was on top of the hill by adapting the Portuguese model and applying it to the topography. Some buildings still remain as well as the church of São Francisco de Paula.

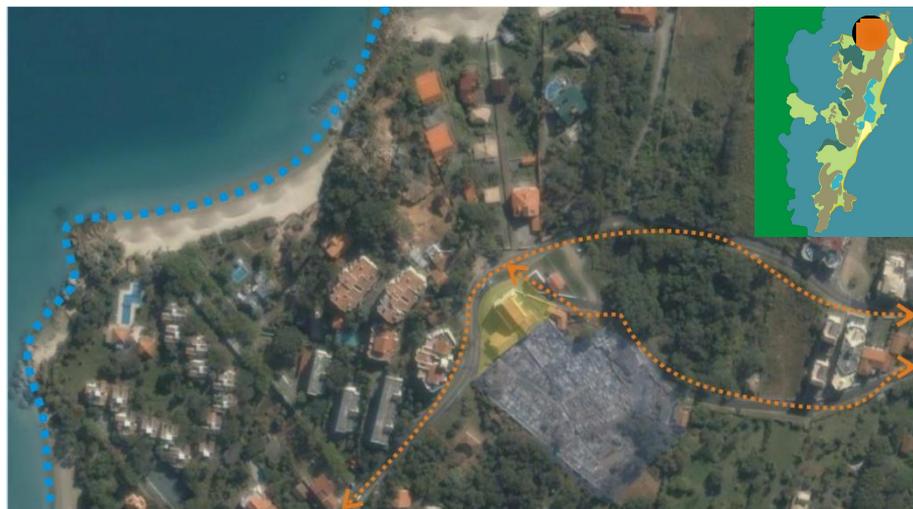


Illustration 17: Canasvieiras
Source: GOOGLE EARTH, 2007 and edited by the author



Illustration 18: Historic Building in Canasvieiras
Source: PERSONAL ARCHIVE, 2005



Illustration 19: São Francisco de Paula Church
Source: PERSONAL ARCHIVE, 2005

The first activities of the Azoreans in the region were related to agriculture and to cattle rising. Fishing appeared later and firmed as the main function for the beach, but disappeared when the beach gained expression as a tourist place (*ibid*). Because of its excellent sea, beauty, tranquility of its waves, and the proximity to the Fortifications of Santa Cruz of Anhatomirim and of São José da Ponta Grossa, it later became later the first balneary of the municipality in 1950.

In 1760 the settlement of Lagoa da Conceição was created, whose occupation was developed mostly around the church, constructed in a high point and dominating the landscape. Typical houses were built next to this church and along the roads of access, surrounded by varied cultivated lands. The most significant nucleus was formed by the church, the theatre of Espírito Santo, the Cross, the old house of the vicar, the set of houses around the slope of rocks, and the pathway of the slaves, which together give access to the square in front of the church (*ibid*). The occupation of the edge of the Lagoon was facilitated in 1845 by the construction of a bridge on the canal (*ibid*).

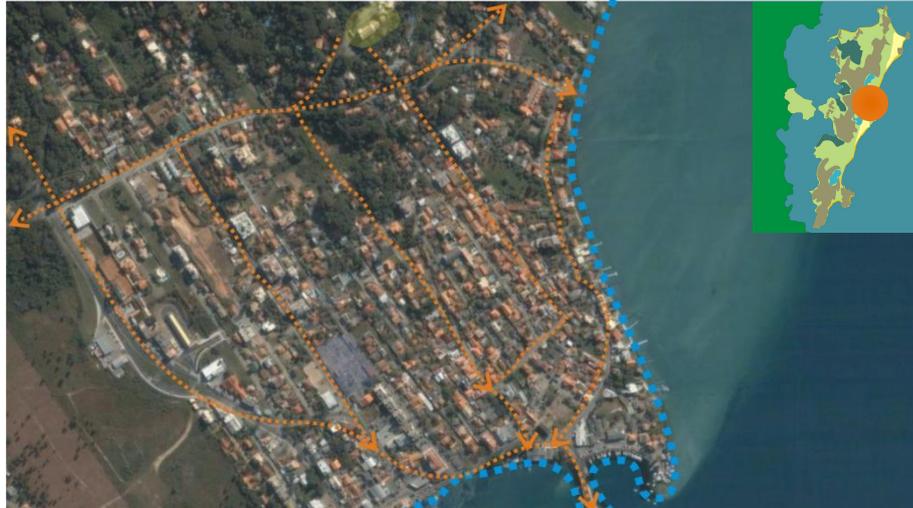


Illustration 20: Lagoa da Conceição
Source: GOOGLE EARTH, 2007 and edited by the author



Illustration 21: Lagoa's Church
Source: PERSONAL ARCHIVE, 2007

Beginning in 1766, the topography of Pântano do Sul favored its occupation along the beach and the main street, tied to the existence of a cove of small scope and sheltered from the winds where boats anchored to load the oil that produced in Armação (whale's oil). The place presents typical characteristics of the old fishing colonies that were turned towards the opened sea with few cultivated lands, but being unaware of the modern agricultural processes (*ibid*).

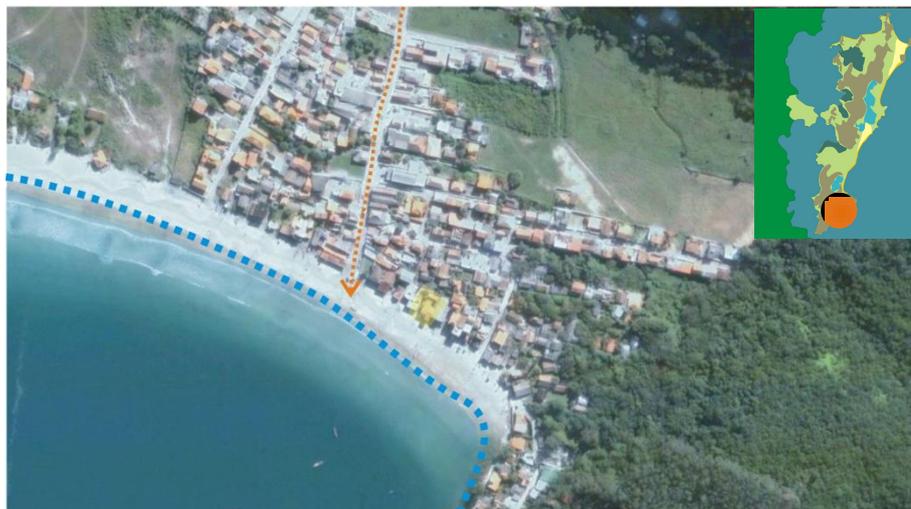


Illustration 22: Pântano do Sul
Source: GOOGLE EARTH, 2007 and edited by the author

In 1772 the settlement of Armação was created. The denomination Armação is related to the hunt of whales. In this place, the Company of Fishing of the Whale of Lagoinha do Peri, or of Pântano do Sul (1772), used to run their businesses. Ruins of the constructions of the scaffolding can still be seen at the beach and also at the church, however, with many changes. Nowadays, this activity is an ecological crime, but it was the great booster of the progress in the South of the Island of Santa Catarina (*ibid*).



Illustration 23: Armação
Source: GOOGLE EARTH, 2007 and edited by the author

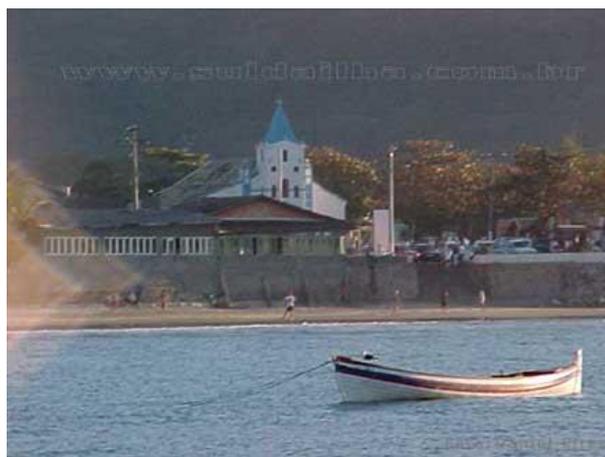


Illustration 24: Armação Beach
Source: SUL DA ILHA, 2007

In the 19th century, Desterro was raised to the category of city and became the capital of the Province of Santa Catarina in 1823, inaugurating a period of prosperity with investments from federal resources. The objective was the improvement of the harbor and the construction of public buildings, among other urban facilities, as preparation for the visit of the Emperor Dom Pedro II (1845) (IPUF, 1993). The demographic growth of Florianópolis from 1795 to 1872 is shown below in table 6.

Year	Villages							Total
	Desterro (Center)	Lagoa	Santo Antônio	Ribeirão da Ilha	Canasvieiras	Rio Vermelho	Trindade	
1795	3,757	1,916	2,447	1,040	-	-	-	9,160
1803	4,623	2,499	2,901	1,131	-	-	-	11,154
1806	4,223	2,496	2,914	1,383	-	-	-	11,016
1811	4,721	2,397	3,270	1,603	-	-	-	11,991
1819	6,135	2,668	3,028	1,828	-	-	-	13,659
1831	7,107	3,250	3,994	1,765	-	-	-	15,716
1840	7,133	4,235	2,509	2,024	1,937	1,351	-	19,229
1850	8,011	3,245	2,697	2,702	2,232	1,195	-	20,082
1855	5,348	2,761	3,058	2,779	2,312	1,839	1,925	20,022
1861	6,246	2,650	2,558	2,718	2,675	1,935	1,935	20,229
1866	6,474	3,025	2,666	2,712	2,641	1,656	1,925	21,099
1872	7,486	2,731	2,601	2,722	3,469	1,582	2,175	22,766

Table 6: Population in the Island from 1795 to 1872
Source: MIRA, 2002, p.72

In 1831 the locality of Ingleses do Rio Vermelho was created. Its localization was propitious to serve as a rank of recognition of ships and boats that arrived at the North of the Island of Santa Catarina. In 1881 the church was built, situated on the sea side. The central historic nucleus around the Church of Sagrado Coração de Jesus has fishing as the economical basis still today (SETUR, 2007a).



Illustration 25: Ingleses

Source: GOOGLE EARTH, 2007 and edited by the author

With the Republic (1889), local resistance to the new government provoked a reduction of its investments. The victory of forces commanded by Marshal Floriano Peixoto determinate the change of the name of the city to Florianópolis in 1894, in homage to this officer (IPIUF, 1993).

In the first decades of the last century, the city center of Florianópolis was supplied of cereals, grapes, coffee, sugar, and milk by the farmers of Trindade. The settlement of Trindade was located in an interior region between the Monte do Pau da Bandeira and Córrego Grande, Rio Tavares, and Lagoa that formed a surface with 40 km².

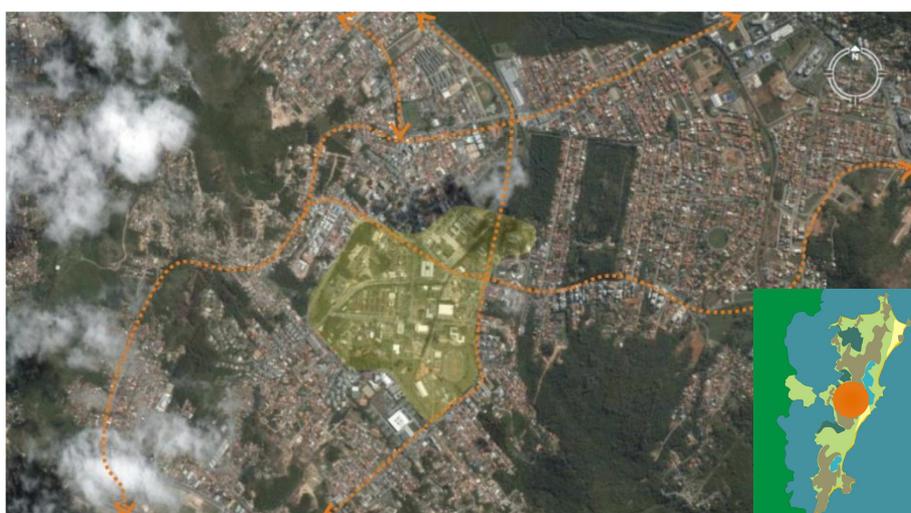


Illustration 26: Trindade

Source: GOOGLE EARTH, 2007 and edited by the author

Between 1910 and 1916 water supply, sewage collection and treatment systems, and a waste incineration plant were installed in Florianópolis (PASSOS & OROFINO, 2002, p.285). However, according to the same authors (*ibid*, p.285), after some decades the city

experienced a great population growth which was disorganized and not accompanied, in the same proportion, by the due public services, especially in terms of basic sanitation and drainage. The demographic growth of Florianópolis from 1872 to 2000 is shown below in table 7.

Year	Population	Year	Population
1872	25,709	1960	97,827
1890	30,687	1970	120,013
1900	32,229	1980	187,871
1920	41,338	1991	255,390
1940	46,771	2000	342,315
1950	67,630		

Table 7: Population of Florianópolis from 1872 to 2000
Source: ZEFERINO, 2002, p.106

Already in 1922 great interventions were realized in terms of drainage in the city center with the canalization of several small rivers. But only in 1977 the integral drainage plan for the city was finished, and in 1983 some interventions were made but important ones have not taken place yet (*id, ibid*, p.299). At the beginning of the 20th century the city passed through deep transformations, supported mainly by the civil construction sector. The implantation of the basic nets of electricity, water supply and the capitation of sewers systems together with the construction of the Hercílio Luz Bridge are the landmarks of this process of urban development (IPUF, 1993). In 1926 this bridge was inaugurated as the first connection between the Island and mainland, representing the beginning of the ideals of progress and modernity by the state and the municipality governments.



Illustration 27: Hercílio Luz Bridge
Source: SOL, 2007

However, according to Passos & Orofino (2002, p.286-287), until the beginning of the 20th century the city of Florianópolis had no basic sanitation infrastructure and the priorities of the authorities were more oriented to the immediate comfort of the population such as public lighting, gardening, and street pavement.



Illustration 28: View from the City Center
Source: O VELHO BRUXO, 2007

To summarize, in this first period the City Center and the settlements of Santo Antônio de Lisboa and Ribeirão da Ilha were created first whereas the settlements of Canasvieiras, Lagoa da Conceição, Pântano do Sul, Armação, Ingleses, and Trindade were created second. This first period of growth was mainly stimulated by the strategical and political occupation by Azoreans (which referred to the Portuguese urban model) in order to maintain the Island under the Portuguese domination and by the lack of public transport and road systems, among the sub-centers.

2.2.2. Period II (1926 – 1981)

After 1940, the construction of roads made possible the definitive connection among several places of the city, and contributed for the significant augment of commerce, caused by the multiplication of new exchange points and services. The population gained a certain spatial accessibility, which was seen as possibilities for new investments, new housing markets and new economic interests (ZEFERINO, 2002, p.107). In 1944, the continental area of Estreito became a part of Florianópolis. Before that, it belonged to the neighbor municipality of São José.



Illustration 29: Estreito

Source: GOOGLE EARTH, 2007 and edited by the author

In 1952, in a context strongly influenced of the ideas of Le Corbusier and the Charta of Athens, Florianópolis received an urban plan with clear modernist characteristics. This plan enclosed all the urbanized territory and presented a strategy of development for the city. However, as the presented perspective drawing, this plan was unaware of or disrespected the architectural and urban history of the city. Large avenues, hygienic buildings and the zoning methodology were included and its authors were the architects Edvaldo Pereira Paiva, Edgar Graef and Demétrio Ribeiro (PEREIRA, 2007).

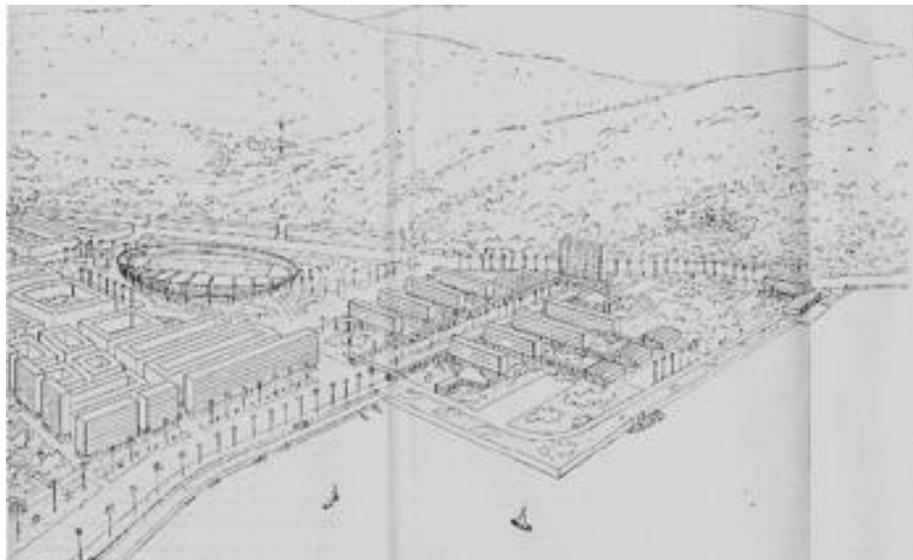


Illustration 30: First Master Plan – Perspective of the City Center

Source: PEREIRA, 2007

This first master plan, Código Municipal de Florianópolis, was approved by the municipal law no. 246 in 1955, during the mandate of Osmar Cunha, mayor from 1954 to 1959 (CMF, 1955a). In 1969, the municipality requested the review of the previous master plan, elaborating a new one. This new plan, Plano de Desenvolvimento Integrado da Área

Metropolitana de Florianópolis – PDAMF (MARCON, 2000, p.62), ratified, according to Pereira (2007) the plan idealized in 1952, but showed the same vision of history of previous one. The drawings again disclosed the distinction between the project and the existing city and presented a future disconnected from the present and from the past. This fact shows the strong modernist influence, which was stimulated by the project and construction of Brasília. The author was the military architect Luiz Felipe Gama d’Eça.

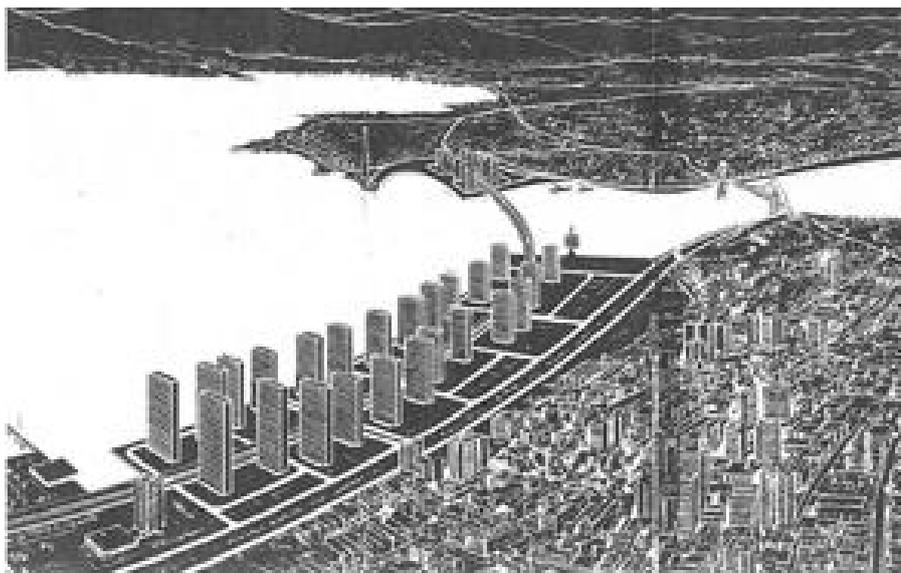


Illustration 31: Gama d’Eça Master Plan – Perspective of the City Center
Source: PEREIRA, 2007

The Gama d’Eça plan claimed to aim at integration, recognizing the need to plan for the whole of the metropolitan reality of Florianópolis and neighboring, conurbated cities. Its modernist approach also elected the southern plains of the Island as strategic for expansion, even proposing a 400,000 inhabitants new town in the district of Campeche.

In the decade of 1960, the creation of the Federal University of Santa Catarina accelerated the northward expansion. And still, in the decade of 1970, it promoted a fast occupation of spaces of the maritime edge, with the execution of landfills that gave support to the Beira-Mar Avenue towards the northern beaches.



Illustration 32: UFSC Campus
Source: UFSC, 2008

In 1970, the Central District was developed and increased, including the area of Trindade, by the construction of new roads, landfills, cultural spaces and the reshape of the entrance of the city, aiming at an ideal of modernity and progress. One of the most important creations of this period is the new terminal for intermunicipal buses, Rodoviária Rita Maria. In 1971 was inaugurated BR-101, the federal road that makes the North-South connection of the country, which promoted a complete change in the position of the Florianópolis, from an isolate island, to a city between two main capitals. Moreover, also the net of roads in the interior of the Island was concluded, turning it finally open and accessible. In 1974, Código de Posturas (Code of Manners) and Código de Obras (Code of Works and Buildings) were approved, both as part of the Master Plan of 1955 (CMF, 1974a and 1974b). Finally, in 1975, the second bridge was inaugurated, Colombo Salles, in order to solve problems of traffic.



Illustration 33: Beira-Mar Avenue
Source: PERSONAL ARCHIVE, 2007

Then, in 1976 a new Master Plan, Plano Urbano, was approved by the municipal law no. 1440/76 (CMF, 1976). Using zoning, this plan divided the city into two “distinct urban areas”: the continental and the insular urban area. Moreover, it also divided the city into 15 districts: 8 insular zones (ZIs) and seven continental ones (ZCs), and in 4 sectors: metropolitan center, university sector, ocean-tourist sector and mainland area (CMF, 1976). Basically, this plan provided rules for land use, occupation rates and roads system, besides the specific conditions of each zone. And to complete this project of progress, in 1978, the Hercílio Luz airport was inaugurated. Its construction aimed at the insertion of Florianópolis in the system of tourist cities, and also as a symbol of modernity. The objective was to build an aerial entrance for the city, escaping from the city center.



Illustration 34: Hercílio Luz Airport
Source: GOOGLE EARTH, 2007 and edited by the author

To sum up, in this second period, the centrality of Centro and Trindade were consolidated and the Hercílio Luz Airport was created. Special remarks of this phase are the first Master Plan (1952) and the Gama d’Eça Plan (1969). Urban growth was mainly stimulated by the insertion of great projects in relatively empty, imposing new access and flows, which originated new centralities and a centralized public transport system, according to which every bus line had to converge to the city center. Lastly, the municipality Florianópolis became a regional center.

2.2.3. Period III (1981 – 2010)

From 1981 to 2010 Florianópolis has become an attraction pole for migrants from other Brazilian states, such as Rio Grande do Sul and São Paulo, attracted by its natural beauties, beaches, relative good public security (in comparison with other Brazilian cities), by its medium size, and by the employment possibilities in the third sector. The conjugation of investments in tourist facilities and private housing transformed the Island into a huge building site and augmented the price of the urban soil (CUNHA, 2002, p.316).



Illustration 35: New Condominium in Lagoa da Conceição
Source: PERSONAL ARCHIVE, 2007

In 1982 a new municipal law (no. 1851/82) was approved to specify the land use and occupation, especially the accesses, location, and relationship to other buildings and limits to the right to build in the central district (Island). Furthermore, it repeated the methodology of the previous plan (1976) and deepened the zoning of land use, specifying the following areas: I - Residential Areas (AR); II - Mixed Areas (AM); III - Tourist Areas (AT); IV – Green Areas (AV); V – Institutional Communal Areas (ACI); VI - Road and Transportation System Areas (AST); VII - Permanent Preservation Areas (APP); and VIII - Conservation Areas with Limited Use (APL) (CMF, 1982).

In 1985 the Balnearies Master Plan (municipal law no. 2193/85) was delivered and approved. It regulates the land use and the occupation of the whole municipality with the exception of the Central District (Sede), following the same methodology of the previous plans. This law, in force until today, considers all the Balnearies of the Island as Areas of Tourist Interest (AIT) (CMF, 2007). In 1990 the third bridge, Pedro Ivo Campos, was inaugurated in order to solve traffic problems. At this time the traffic over the Hercílio Luz Bridge was already prohibited for security reasons (since 1982).



Illustration 36: The Three Bridges of Florianópolis
Source: SOL, 2007

Around 1985 in the North of the Island Ingleses and Canasvieiras became established centers, mainly because of the Argentinean tourists. Since the middle of the 90's this region has become a new center whose development has been caused by the great number of tourists as well as of residents. An important remark is the installation of one of the campuses of the University of the South of Santa Catarina (UNISUL), the state administration center in SC-401 and Sapiens Park in Canasvieiras.



Illustration 37: Ingleses Beach Center
Source: SOL, 2007

Rizzo (2005, p.70) explains that after the establishment of Mercosur in 1991 “the then municipal administration launched Florianópolis as the ‘Tourist Capital of Mercosur’ together with the idea to transform it into a ‘techno polis’, proposing three technological parks: Parque Alfa in Saco Grande, Parque Beta in Campeche and Parque Gama in the neighboring municipality of São José”.

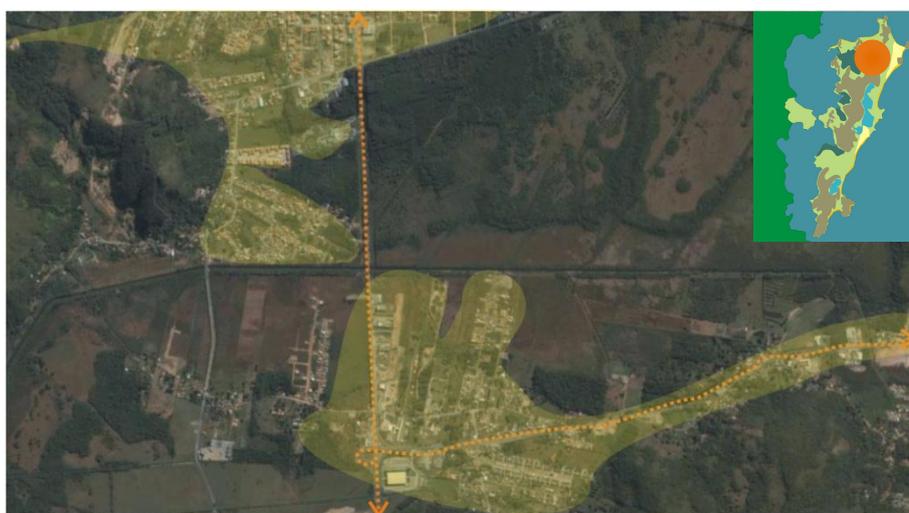


Illustration 38: North of the Island
Source: GOOGLE EARTH, 2007 and edited by the author

Still in 1995, IPUF proposed the Plano Diretor da Planície Entremares – PDPE (whose origin dates back to 1982 and was inspired by the British new towns) for an approximate area of

50 km², involving the communities of Tapera, Ribeirão Alto, Aeroporto, Carianos, Ressacada, Porto da Lagoa, Fazenda Rio Tavares, Rio Tavares, Campeche, and Morro das Pedras. This territory, a quaternary plain consisting of sand, dunes, and mangroves was divided by the plan into 36 units of spatial planning (UEPs) with a forecasted occupation of 450,000 inhabitants, high-income level condominiums, an exclusive tourist area with hotels (ATR), the technological park Beta, buildings with up to 6 floors, and a system of highways. This proposal was strongly rejected by the population (PROJETO LARUS, 2010) and led to the community' engaging in a counter-project (therefore using the same methodology), proposed by the architect and urbanist Paulo Rizzo, professor at UFSC.

In 1996 the works of the South Bay landfill and the tunnel began in order to link the city center with the airport. With all these changes, according to Zeferino (2002, p.109), of course also the interior parts of the Island suffered radical spatial transformations by adopting the values of modern life, but at the same time repeating a system that has not solved basic urban problems such as housing, employment, and basic infrastructure.

In 1997 a new master plan for the Central District, the Plano Diretor do Distrito Sede (Central District Master Plan – complementary municipal law no. 001/97), was approved with the same proposal of the Balnearies Master Plan, however, concerning only the central portion. The parameters were still only quantitative and not qualitative and the projects aimed at a better and a more efficient road system. In the same year, the municipal decree no. 246/97 created the Fórum Agenda 21 of Florianópolis, responsible for the elaboration and establishment of policies for environmental sustainability (CMF, 1997b).

In the next year the Metropolitan Area of Florianópolis was created by the complementary state law no. 162/98, including the 9 municipalities in total (ALESC, 1998). Marcon (2000, p.62) explains that the interest to constitute this metropolitan area comes from the late 1960s by the creation of the PDAMF and was seriously taken into consideration in the 1990s when the mayors of GRANFPOLIS – the Associação de Municípios da Grande Florianópolis – met during a workshop about inter-municipal cooperation in the field of sanitation. Within this region, there is a great daily pendular movement of people who work in Florianópolis, especially on its insular part, but live in other municipalities. The lack of an efficient regional transportation system has caused traffic jams on the bridges and along the BR-282 Road in the morning and in the evening on every working day.

Since 2000 the SC-401 Road has become a new center whose development had been caused by the great daily flows of inhabitants and tourists along its axes. Also important to mention is the installation of several fractions of the state administration and banks.



Illustration 39: SC 401 Road
Source: GOOGLE EARTH, 2007 and edited by the author

Then, in 2003, the central district was relieved from daily flows of people and traffic by the decentralization of the public transportation system. Moreover, the municipality has invested in Centro in order to preserve its heritage and transform it into, besides the beaches, an alternative tourist attraction.



Illustration 40: Central District
Source: GOOGLE EARTH, 2007 and edited by the author



Illustration 41: Largo da Alfândega
Source: SOL, 2007

Today the integrated system of transport is composed by six terminals that manage the lines of buses of the city. It was created to decentralize and to optimize the public transportation, increasing the available schedule and lines quantity. This integration means that users may take a bus line and are able to catch another one without paying another fare (PMF, 2008b). This new system, on the one hand, demonstrates that there are more centralities in the city besides the central district and on the other hand has stimulated the development of the centralities where the terminals are installed.

Since 2006, a new master plan, the Plano Diretor Participativo – PDP, for the municipality of Florianópolis has been developed by its urban planning institute (IPUF). The main differences of this plan from the previous ones are: it must take into account the claims of the population; it is concerned to the whole municipality, and its theoretical objective is to preserve the natural and historic environments and to maintain the sustainability of the city. Despite the participation process conducted by IPUF, the plan itself was commissioned to an Argentinean architect who proposed a new occupation model for the Island that ignored the whole process and, one can argue, shows little knowledge about the city. This proposal was strongly rejected by the population, and new public meetings are presently being undertaken.

To sum up, in this third period, the sub-centers of Canasvieiras and Ingleses, both situated in the northern part of the Island, were consolidated. Later, the North of the Island as a whole may be considered a center and a new one along the SC-401 Road has appeared. Finally, the Central District seems to have weakened its functional centrality by the new transportation system, but this has permitted the development of a symbolic centrality. These patterns of centrality have followed the retail activities along the main axes and flows which originated new centralities but also a new decentralized public transport system. Regarding to its role among the other municipalities, Florianópolis, besides being a regional

center, has become an international one because of its image of the “Tourist Capital of Mercosur”.

2.2.4. Tendencies of Growth (2010 – 2030)

New *Leitbilder* for the city have been discussed as well as new projects like new transportation means, electricity, water supply, and sewage systems. Furthermore, many new tourist, commercial, and housing ventures have been built.

Now, the tendencies for the centrality in Florianópolis seem to be the expansion of the central district: Centro, Agronômica, Trindade, Santa Mônica, and Itacorubi as one core and the consolidation of the sub-centers of the South of the Island and the North of the Island. In the South of the Island, the development of the centrality will be stimulated by the construction of the new airport, whose project has been approved but is waiting for financing, as well as its consequent flows and axes.

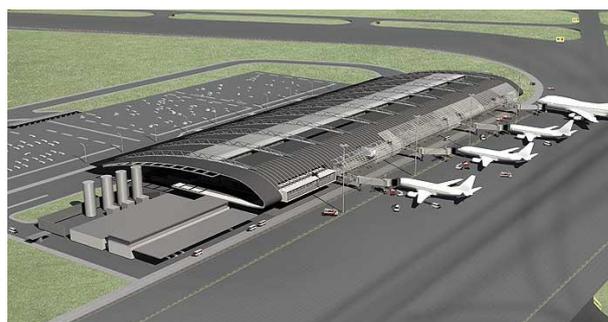


Illustration 42: New Airport Project
Source: INFRAERO, 2007



Illustration 43: New Airport Area
Source: GOOGLE EARTH, 2007 and edited by the author

In the North of the Island, it will be stimulated by the construction of Sapiens Parque. Sapiens Parque is an urban and environmental complex, composed by scientific-technological, tourist, business and educational enterprises with a concept of learning integrated to entertainment and the application of technology (SAPIENS PARQUE, 2007).



Illustration 44: Sapiens Parque Area
Source: GOOGLE EARTH, 2007 and edited by the author

To sum up, one could say the causes of these growth tendencies are the insertion of great projects, imposing new axes and flows which will strengthen new centralities, together with the consolidation of the new decentralized public transport system. In the next 20 years, Florianópolis seems to maintain its position as a regional but not as an international center, since Mercosur seems to have lost importance as a tourist outbound market in comparison to the national one. Now, with a brief notion of the development of Florianópolis through the development of its centralities, how can the urban system of this city be characterized?

2.3. Urban Planning System

Urban planning in Florianópolis is officially the responsibility of IPUF and CMF: the first one is an elaborative organ while the second one is a legislative one. Urban and master plans actually mean laws and are mainly based on the zoning method. Any changes to the zoning are done via new or complementary municipal laws, which are lastly approved by CMF. Although not planning but executive organs, some of the municipal secretaries of PMF also play an important role in the construction of the city of Florianópolis.

2.3.1. Official Institutions and Actors

- IPUF

IPUF – Instituto de Planejamento Urbano de Florianópolis (Urban Planning Institute of Florianópolis) – was created by the municipal law no. 1494 in 1977, substituting the extinct by this law Planning Division of the SMO – Secretaria Municipal de Obras (Municipal Secretary of Works) (CMF, 1977). Its organizational structure consists of a deliberative board and an executive direction and additionally technical and administrative personnel.

The functions of this institution are: to promote studies and research for integrated planning of the city and other areas, especially with agreements within the micro-region of Florianópolis in order to develop the integrated planning process in the region; to work with the units of the Municipal Administration for achieving the integrated planning of the municipality; to prepare and to submit studies for the deployment to the mayor and update the Master Plan of Florianópolis; to perform the function of control and evaluation of land use in the city; and to perform the function of the central organ of the Planning System in Florianópolis. Other tasks are: to suggest measures of tax incentives or restrictions or administrative provisions necessary to deploy and update the Master Plan and the implementation of sector programs; to promote partnerships with technical agencies and higher education in order to achieve their goals and improvement of middle and higher level technicians; and to promote internships for students in higher education or technical level in the field of urban planning (CMF, 1977).

IPUF has its own budget that is composed by transfers from the municipality of Florianópolis and other public and private entities, credit operations, grants and subsidies, resources from agreements, and income from technical services offered (*ibid*). Since 2006, the president-director of IPUF has been Ildo Raimundo da Rosa, Bachelor of Law, federal police Chief, Municipal Secretary of Citizens' Defense – SMDC, and manager of the road system.

Rosa (2008) explains that IPUF has a weak organ whose personnel was admitted without public procedure but for political reasons, used to other dynamics of work that are based on the exchange of favors. As president of this institution, he says that he is fighting against this situation and has invested in the qualification of the staff (who in 2003 had no infrastructure and were not able to use CAD softwares) and in the elaboration of the new participative master plan and in the updating of the cartographic basis of the municipality, to which the federal, state, and municipal laws will be added, understood as a tool against the occupation of preservation areas and to collect more taxes, updating also the basis of the municipal tax registration system.

Rosa (*ibid*) also argues that politicians have short term visions and are concerned only with the quantity of works they will be able to inaugurate during their mandates, ignoring a long term planning and only aiming at the next elections. Thus, the mayor, for example, makes a commitment to a given neighborhood and thereafter IPUF has to deny the idea because of legal and environmental restrictions. At the same time aldermen have changed the zoning of the master plans in order to favor some ventures. Besides that, he also says there is a communication problem between IPUF and the other municipal secretaries. SETUR, for example, is an archaic and also scrapped organ without clear tourist policies and dependent on the state, especially because municipalities are weak and poor in comparison to the states and federal union.

At that moment, besides the new master plan, one of the major preoccupations of this institute was the occupation of Itacorubi Basin, and Rosa (*ibid*) explained that the prohibition to construct, proposed by IPUF and the Mayor, “was a rapid measure, intended to stop the degradation of eight neighborhoods that are critical. (...) The largest employers are all concentrated in the region and the major biomes of the Island are also there! All this really has to be preserved.”

To finish, he explained that the future projects will be done through PPPs – Public Private Partnerships – and there is the need to change the notion people have on the public spaces as meeting spaces: “streets have been treated as traffic lanes and the sea borders – our most valuable spaces – have been completely mistreated”.

- Mayor

The mayor is the head of the executive power of the municipality which is divided into departments or secretaries of government such as education, health or environment, etc. According to the Brazilian Constitution, Chapter IV, Art. 14 (Brasil, 1988), any Brazilian older than 21 years may be elected as mayor with the exception of illiterate persons. In terms of urban administration and planning, the mayor has the right to propose and enact decrees⁸² which have regulate or executive effects. Carreirão (2006, p.397) points out the tendency of right-wing party members occupying the position of mayor of Florianópolis from 1982 to 2004, the period analyzed by this author.

⁸² Decrees are administrative acts of competence of the executive power leaders: president, governors and mayors.

- CMF

CMF – Câmara Municipal de Florianópolis (Municipal Council of Florianópolis) – is the local government agency corresponding to the legislative power, composed by representatives of the people elected by proportional system⁸³ and operates in the production of laws and by monitoring the executive power in order to preserve the welfare of the community. In short, in terms of any urban issues and planning, the Council proposes, deliberates, and votes projects, laws⁸⁴, and resolutions (CMF, 2010). Its administration acts in accordance to the Federal Constitution (1988), the State Constitution (1989), and the Organic Law of the Municipality (1990) which ensures political, administrative, and financial autonomy and its Statutes (*ibid*).

CMF is composed by sixteen aldermen elected by the people in regular direct elections for a term of four years (*ibid*). According to the Brazilian Constitution, Chapter IV, Art. 14 (BRASIL, 1988), any Brazilian older than 18 years may be elected as alderman with the exception of illiterate persons. Carreirão (2006, p.397) points out the same tendency of right-wing parties occupying the majority of the seats of CMF, at least from 1982 to 2004. The first party in the ranking seems to be PP (right-wing), followed by PMDB (centrist) and PFL (right-wing). The same situation repeats for the mayor elections, according to him with 3 mayors elected from this right-wing party (PP).

- Executive Secretaries

Although not planning but executive organs, some of the municipal secretaries of PMF also play an important role in the construction of the city of Florianópolis. Secretaries like Secretaria Municipal de Obras – SMO (Municipal Secretary of Works), Secretaria Municipal de Habitação e Saneamento Ambiental – SMHSA (Municipal Secretary of Housing and Environmental Sanitation), Secretaria Municipal de Transportes, Mobilidade e Terminais – SMTT (Municipal Secretary of Transport, Mobility and Terminals), Secretaria Municipal do Meio Ambiente e Desenvolvimento Urbano – SMDU (Municipal Secretary of the Environment and Urban Development) and Secretaria Municipal do Continente – SMC

⁸³ The proportional system is in the elections for federal and state deputies and municipal councils' members (aldermen), by which candidate are elected by the number of seats that each party has the right to occupy in a given plea. This number is a result of the division of the total number of votes of a certain party by the "electoral quotient", i.e. the number of valid votes divided by the number of seats. Parties which do not achieve this quotient (votes for one chair), do not have the right to occupy a seat in the Congress, State Assembly or Municipal Council, respectively.

⁸⁴ Rests in the City Council the elaboration and approval of laws of the municipal level, respecting the Federal and State Constitutions and the Organic Law of the Municipality. Among others, these laws may be ordinary, which are the primary normative acts, and complementary, when they add or complete other laws of the constitutions.

(Municipal Secretary of the Continent), elaborate their own projects, which theoretically should be done in an integrated manner. However, as explained by Rosa (2008), there are some problems of communication among these organs and IPUF, too, since they are relatively autonomous.

2.3.2. Other Organizations and Social Movements

Tourists' flows and urban plans and problems faced by Florianópolis in the last decades have provoked reaction by some sectors of its population, resulting in the formation of local organizations and social movements. The City's Statute of 2001 also stimulated this kind of organization when it included popular participation in urban planning by law.

Barban (2005, p.3) argues that generally local organizations like the residents' associations have the objective of applying for better living conditions before the government instances. She continues with (*ibid*, p.3): "the leaders of such associations often rely on one or another politician who, in most cases, links this intermediation support for election campaigns. (...) In other cases, some associations are directly created by politicians or candidates for office politicians, with obvious interest to link residents for electoral purposes, and yet some derive from condominium's association, created by contractors or intermediaries in real estate, which pass on this task to residents."

In the case of Florianópolis, in 2009 Maria Aparecida Nery, editorial producer of *Jornal Ilha Capital*, conducted a research on the activities of a group of NGOs and institutions, self-proclaimed as "social movements" and "civil society" with incisive "socio-environmental" action in Florianópolis. According to her, although they supposedly act on behalf of "diffuse interests" and apparently represent the collective aspirations of a significant portion of the population, they do not provide anything beyond what is subject to registration with the Registry of Deeds and Documents: statutes and minutes of meetings twice a year. She names some NGOs as Aliança Nativa, Grupo Pau Campeche, Fundação Lagoa and INMAR – Instituto para o Desenvolvimento da Mentalidade Marítima as suspects (*JORNAL ILHA CAPITAL*, 2009, p.7).

Unless exceptions, generally local organizations, residents' associations, and community councils have mostly been used as a means that inhabitants founded to prevent and to discuss the implantation of plans and the construction of ventures, considered by them as incompatible to the social and environmental conditions of some places and of the whole city. Some examples of citizens' organizations are: FloripAmanhã, Ilha Nativa, ICom, Instituto para o Desenvolvimento da Mentalidade Marítima, Instituto Sócio-Ambiental Campeche, Instituto Larus and Associação Ecológica do Turismo Sustentável, among

others; of residents' associations and councils of: Canasvieiras, Ratonas, Lagoa da Conceição, Campeche, Pântano do Sul, Lagoa do Peri, Morro do Mocotó, Morro do Horácio, Sol Nascente, Morro da Penitenciária, Jardim, Trindade, Germânia, Serrinha, Parque São Jorge, most members of UFECO; and social movements: Movimento Campeche Qualidade de Vida, Movimento Salve a Lagoa, and Movimento Fora "*Haole*".

- FloripAmanhã

FloripAmanhã Association was founded on August 17th 2005 by Alaor Francisco Tissot, André Freyesleben Ferreira, Teodoro Rogério Vahl, Rainoldo Uessler, Heraldo Blum S. Thiago, and Alfeu Luiz Abreu as an association of citizens from several different sectors and in November 2009 it became an OSCIP – Civil Society Organization of Public Interest (FLORIPAMANHÃ, 2010a). Its mission is to contribute to sustainable development strategies and the construction of citizenship and social welfare; its vision is to be recognized as an institution of reference on sustainable development (*ibid*).

One of the mottos of this organization is "Floripa, creative city". It argues that only "few cities in the world combine three very strong vocations: natural beauties, culture and high technology, and this mix of nature, innovation, knowledge and creativity are the key tools for sustainable development in a region" (*ibid*). The association carries out activities and projects, organized into four subject groups: environment and sustainability, urban development, tourism, and the creative city. It has supported the programs Bandeira Azul⁸⁵ (Blue Flag) and Floripa 2030⁸⁶.

FloripAmanhã's president for the period 2010-2012 is Zena Becker who has worked for more than 15 years at APAE – Associação de Pais e Amigos do Excepcionais (Handicappeds' Parents and Friends' Association). Besides some individuals, members of this association are entrepreneurs from the tourist sector like Hotel Costa Norte, Costão do Santinho Resort, and SHRBS, among others as well as from the real estate sector like the constructions companies Zita, Koerich, Formacco and Habitasul (*ibid*).

- Aliança Nativa

Aliança Nativa (Native Alliance), a non-profit civil society organization of public interest (OSCIP) was created in 2001 by a group of friends concerned about the rapid and disorderly

⁸⁵ Blue Flag Program is an environmental certification label to promote the improvement of the conditions of coastal places. In Brazil, ten beaches were candidates, among them three from Florianópolis: Santinho, Jurerê, and Mole.

⁸⁶ According to FloripAmanhã (2010), "Floripa 2030" is a project for orderly growth of the Metropolitan Region of Florianópolis.

urban growth in Florianópolis in order to contribute effectively to the sustainable development of the Island of Santa Catarina (ALIANÇA NATIVA, 2010). It is formed by a multidisciplinary team: lawyers, economists, biologists, oceanographers, geographers, musicians, communicators, and others, besides several partners and collaborators to implement their projects (*ibid*).

Alexandre Lemos, executive-director of Aliança Nativa, is the founder of the organization and was its president during the first three administrations between 2002 and 2005. Between May 2005 and June 2007 it was the lawyer Marcelo de Dea Roglio – Special Adviser of the then president of the State Justice Court, Jorge Mussi, the appointed minister of the Supreme Court in November 2007. The current president of Aliança Nativa is the lawyer Rodrigo Brisighelli Salles and Alexandre Lemos has assumed the direction of this NGO.

- ICom

ICom – Instituto Comunitário Grande Florianópolis (Communitarian Institute Great Florianópolis) – is a non-profit organization whose mission is to promote community development through mobilization, coordination, and support for investors and social organizations. Therefore, its main actuation areas are: knowledge – the production and dissemination of knowledge about the community –, the third sector and social investments, technical and financial support for NGOs – support for institutional development of NGOs operating in the region of Florianópolis –, and support for social investors: to individuals and companies who want to invest in a socially, efficiently and integrally manners (ICOM, 2010). ICom was founded in 2006 and its current president is Ester de Souza Ferreira Macedo. This NGO has financial support of Avina, Instituto Vonpar, Instituto Camargo Corrêa, Fundação Social Itaú, Instituto C&A, and Instituto Wal-Mart (*ibid*).

- UFECO

UFECO – União Florianopolitana de Entidades Comunitárias (Union of Communitarian Entities of Florianópolis) – is a non-profit association founded in 1987. Its main function is to mobilize, articulate, and foster the unity and empowerment of community organizations at the regional level in order to create linkages or networks among these entities (UFECO, 2010).

Concerning to the city its aims are: to fight for the establishment of the Municipal Council of the city of Florianópolis; to support law projects for social control and the establishment of plebiscites, referenda and preparation of projects of popular initiative; to defend the

environment, discussing mega projects that implanted in APPs (permanent preservation areas); to fight for the extension and guarantee of public spaces of citizenship, sport, culture, and leisure for the residents of Florianópolis; to participate in public audiences and other regional forums to discuss the future of the city. UFECO's president is Ângela Maria Liuti, representative of Conselho Comunitário João Paulo (*ibid*).

- Movimento Campeche Qualidade de Vida

MCQV – Movimento Campeche Qualidade de Vida – is a community movement arisen from questioning the Master Plan proposed by IPUF in 1992: “It cares about preserving the natural characteristics of the region, seeking to organize the occupation of the plains according to the wishes of its residents. And, whenever necessary, in opposition to the projects of some technocrat officers who know nothing of the local reality, or simply ignore it in their ‘planning practices’” (MCQV, 2010).

Rizzo (2005, p.71) relates that the community complained about a lack of basic infrastructure and services in the region which was obvious evidence that the plan proposed by IPUF and the technological park had the objective to attract new residents from other cities with and a high level of qualification.

According to MCQV's website (2010), the organization's actions have been focused on socio-environmental issues through projects and environmental education workshops, drafting of the dossier Campeche in 1997 and its use in 2000 for the preparation of the Community's Alternative Master Plan. In this informal participation residents and persons related to community organizations and NGOs of the island (*ibid*).

Janine Tirelli has been the representative of MCQV before the District's Assembly. She holds a Bachelor in Social Sciences by the University of São Paulo (1976), a Master in Social Psychology by the Catholic University of São Paulo (1986), a Ph.D. in School Psychology and Human Development by the University of São Paulo (1997), and is Associate Professor at the Department of Sociology and Political Science of the Federal University of Santa Catarina – UFSC. Other professors of this university have also been involved in this movement, especially Paulo Rizzo, responsible for the technical proposal made by the community to the IPUF proposal for Campeche.

- Movimento Salve a Lagoa

Movimento Salve a Lagoa (Save the Lagoon Movement) has been defended by AMOLA – Associação dos Moradores da Lagoa da Conceição (residents' association of Lagoa da

Conceição) – in order to mobilize the community and ask for a broad popular participation against the Master Plan proposed by the municipal complementary law no. 099/2002 (MSL, 2010).

According to MSL, this law permits the construction of 3 to 4 stories buildings in almost the whole area, including in places considered as APPs, like hills, and especially since this district already suffers from the lack of infrastructure (*ibid*). It also argues that this master plan is a result of an illegitimate process since IPUF and CMF ignored the guidelines approved by the community at a public audience in 2008, in accordance to the Brazilian City's Statute.

- Movimento Fora “*Haole*”

Dias (2007, p.36) explains that conflicts between real estate and tourist entrepreneurs and environmental movements in Florianópolis are visible in many places that are frequented by surfers. On the website *Orkut*⁸⁷ “(...) there are several communities which adopt the motto ‘Fora Haole!’ (Haole means foreign in Hawaii) like, for example, the community ‘Fora Haole Floripa’, where all kinds of verbal aggressions may be followed. In the case of surf beaches graffiti with this motto are common in order to show that surfers from other places are not welcome.” Such movements play no role in the urban planning process, however, they are also a reaction of the rapid population growth the city has passed through.

2.3.3. Plans and Laws

- Master Plans (in force and in elaboration)

Plano Diretor dos Balneários (Balnearies Master Plan – municipal law no. 2193/85), was approved in 1985 and until today regulates the land use and the occupation of the whole municipality, with the exception of the central district (Sede), considering all the Balnearies of the Island as Areas of Tourist Interest (CMF, 1985).

Plano Diretor do Distrito Sede (Central District Master Plan – complementary municipal law no. 001/97) was approved in 1997, revoking the previous one of 1982. It is analogous to the Balnearies Master Plan, however, focusing only on the central district. The parameters were again quantitative and not qualitative, based on zoning and the projects aim at a better and a more efficient road system (CMF, 1997a).

⁸⁷ Orkut is a social networking website that is owned and operated by Google.

Agenda 21 of Florianópolis was published by PMF in 2000. Its elaboration began in 1997 when the Forum was created by the municipal decree no. 246/97. This democratic, participative, and representative forum consisted of several municipal, state, and federal organs, universities, civil associations, and syndical organizations, among others (FÓRUM AGENDA 21 LOCAL DO MUNICÍPIO DE FLORIANÓPOLIS, 2000, p.5). In this document, for methodological reasons, the municipality has been divided into 10 areas, and the diagnostic and proposals follow 6 thematic fields: regional sustainable development, natural and environmental resources management, Master Plans and communities, culture and citizenship, infrastructure and quality of life, and employment and income generation.

Following the federal law no. 10257 of 2001, Estatuto da Cidade (City's Statute), a new master plan has been developed by IPUF since 2006, the Novo Plano Diretor Participativo (Participative Master Plan), which must take into account the claims and desires of the population. However, this plan keeps the same zoning methodology as the previous ones, only establishing some meetings where people have the right to vote for or against and propose new ideas. Another difference is that this plan is supposed to rule the whole municipality in an integrated way, substituting the division into mainland, island, and balnearies, and bringing up urban projects with the objective to preserve the natural and historic environments and to maintain the sustainability of the city.

In August 2009, according to IPUF (2010b), the final process of this plan (PDP) began with the formation of a multidisciplinary group involving all departments of the municipal administration by which the basic content guidelines that were suggested in the community meetings were considered. Then, after a public auction and the contract with Fundação CEPA/Brasil, a technical board started to articulate methodologically the demands in order to elaborate a document for the conclusive phase.



Illustration 45: PDP Florianópolis' Logo
Source: IPUF, 2010b

- Código de Posturas

Código de Posturas (Code of Manners) was approved in 1974 by the municipal law no. 1224/74 (CMF, 1974a). It was part of the Master Plan of 1955 and is still in force with some complementary laws.

This Code provides administrative policy measures over the city like hygiene and public policy, treatment of the property, public parks and property, hours of operation of commercial and industrial establishments, and related matters, ruling the necessary relations between the government and individuals (*ibid*).

- Código de Obras e Edificações

Código de Obras (Code of Works and Buildings) was approved also in 1974 by the municipal law no. 1246/74 (CMF, 1974b). It was also part of the Master Plan of 1955 and is still in force with some complementary laws.

This Code establishes standards for design and construction in general in the city of Florianópolis. It ordains technical standards, aiming at the gradual improvement of the buildings and of the urban landscape by the improvement of the buildings' architecture (*ibid*). It provides rules for architectural and engineering projects, licenses, and enabled professionals to design and to execute. It also classifies buildings according to size and function and gives details on water tanks, heights between stories, size of windows, elevators, staircases, garages, and the position of buildings in the lots and according to the others.

- Agenda 21

The Agenda 21 Local do Município de Florianópolis was published in 2000 and is a result of the adoption of an international speech of sustainability in the urban planning, which, as already mentioned, has not been put into practice yet. The public policies suggested by this publication focus also on short-term-vision strategies, rather than in long-term-vision and expensive infra-structure.

- Tourism Incentive Laws

From 1957 to 2010, some of the many municipal laws to boost tourism are of special interest for this research, such as the examples below.

In 1953, the municipal law no. 160-A/53 considered the Clube de Excursões da Ilha as of public utility, conceding to this private organization yearly subsidies, within the public budget for tourism and arbitrated by the municipal administration (CMF, 1953). Two years later, the municipal law no. 240/55 instituted the tourist and accommodation fee collected by the lodging establishments on the basis of ten percent (10%) on the daily expenditure incurred by guests (CMF, 1955b).

In 1967, the municipal law no. 853/67 ordained the first policy to encourage tourism activities in Florianópolis and created DIRETUR – Diretoria de Turismo e Comunicações (Tourism and Communication Direction). By this law, incentives would be granted through laws approved by the CMF, proposed by the executive power and always aiming at specific cases (CMF, 1967).

In 1989, the municipal law no. 3297/89 installed the development of a tourism fee which should be paid by the owners of the establishments that exploit the activity of commerce, industry, or services and that benefits from tourism in the months of January, February, March, and December, according to the Municipal Tax Code of 1966 (CMF, 1989).

In 1990, the municipal laws nos. 3342/90 and 3344/90 changed the zoning of Mole Beach and the insular site of the Hercílio Luz Bridge, respectively, instituting tourist areas (CMF, 1990b and 1990c).

In 1991, the municipal law no. 3554/91 considered PROTUR – Fundação Pró-Turismo de Florianópolis, a non-profit civil entity that aimed to promote the development of tourism in the city, as of public utility (CMF, 1991). Then, in 1992, the municipal law no. 3741/92 revoked the previous no. 853/67 and adopted a new tourism policy, recognizing this activity of great importance for the municipality. It also created the CMTur – Conselho Municipal de Turismo (Tourism Municipal Council) (CMF, 1992).

Three years later, PMF signed the adherence term to PNMT⁸⁸ – Plano Nacional de Municipalização do Turismo (Municipalization of Tourism National Plan) (CMF, 1995). In 1998, the municipal decree no. 122/98 instituted CMTur – Conselho Municipal de Turismo (Municipal Council of Tourism) – as part of SETUR – Secretaria Municipal de Turismo, Cultura e Esporte –, in the context of PNMT, with autonomy to formulate, coordinate and direct all the municipal policies of tourism (CMF, 1998a). The statutes of this organ were approved by the municipal law no. 087/99 (CMF, 1999). Still in 1998, another municipal law

⁸⁸ PNMT was created in August 1994 as a tourism management program to raise awareness of the population to recognize the importance of tourism.

was approved (no. 5240/98) in order to regulate the profession of tourist guides and the contents of their speeches (CMF, 1998b).

And finally, in 2007, with the objective to stimulate employment, the municipal complementary law no. 270/07 was approved, which in the Municipal Tax Code included the following quotation: “as a measure of fiscal policy aiming at the economic and social development of the municipality (...) establishments engaged in services related to housing, tourism, travel (...) shall be accorded the following tax benefits: reduction of up to 50% IPTU⁸⁹; and reduction of up to 50% of the price of ISQN⁹⁰”, both the only taxes whose collection is done direct by municipalities, i.e. their main income sources.(CMF, 2007).

2.4. Summary

In this first chapter, the City of Florianópolis was generally and briefly presented in order to set up a portrait for those readers who are not familiar with it, in terms of geography, urban aspects and the urban planning system. The methods were: interviews with experts and literature and legislation reviews whose main sources were: books, dissertations, reports, plans, laws, and maps. It began describing some general aspects of Florianópolis. Then it examined the development of its centralities and, finally, it explained its urban planning system. Thus, the main outcomes of this chapter are:

(2.1) Florianópolis is the capital of the State of Santa Catarina and has a population of 408,161 inhabitants (in 2009, according to IBGE, 2010b). The city is located in southern Brazil, partly in the mainland (12.1 km²) and partly on the island of Santa Catarina (424.4 km², around 54 km length and 18 km width), comprehending a total area of almost 436.5 km².

(2.2) The municipality is administratively composed by 12 districts: Canasvieiras, Cachoeira do Bom Jesus, Ingleses do Rio Vermelho, São João do Rio Vermelho, Rationes, Santo Antônio de Lisboa, Sede (Center), Lagoa da Conceição, Ribeirão da Ilha, Pântano do Sul, Campeche and Barra da Lagoa. All districts are further subdivided, totalizing 85 quarters.

(2.3) The Island has important and fragile ecosystems like beaches with calm and warm water and beaches with open sea, bays and mangroves, lagoons, restingas and dunes, and the Atlantic Forest. The hydrography of Florianópolis is composed by the following basins: Rationes, Saco Grande, Lagoa da Conceição, Itacorubi, Rio Tavares and Lagoa do Peri.

⁸⁹ IPTU – *Imposto sobre a Propriedade Predial e Territorial Urbana* means urban property tax.

⁹⁰ ISQN – *Imposto sobre Serviços de Qualquer Natureza* means services of any nature tax.

Because of the fragility of its ecosystems, almost 42% of the municipality area are legally considered federal, state or municipal conservation areas.

(2.4) From 1991 to 2000, the Metropolitan Region of Florianópolis had a demographic growth rate of 3.3% per year, which cannot be explained only by the vegetative growth of its population. Statistics show that this growth is due to migration flows coming from other parts of the state and the country, attracted by the (promised) quality of life in the capital.

(2.5) The Metropolitan Region of Florianópolis holds the first position in the Municipal HDI ranking among the 33 metropolitan regions of the country and Florianópolis held the fourth position in the 2000 PNUD's HDI Brazilian municipal ranking, with a value of 0.875.

(2.6) The economy of Florianópolis is mainly based on the following activities: commerce, public services (institutions and universities), technology industries and tourism. According to PMF, tourism is one of the most important economic activities of the municipality. However, Rosa (2008) pointed out the soft technology sector as the first main revenues' source of the city, with an inflow twice as high as the tourist activity.

From the analysis of the development of its urban centrality, one may establish patterns of occupation, according to each period, as shown on the table 8.

Period/ Pattern	Physical Features	Symbolic Features	Centrality Strengths	City Role/ Scale	Economic Activities	Paradigm
Pattern I (1675~1926)	Portuguese colonial model + Topography	Religious + Institutional + Political, + Commercial+ Cultural	Centrifugal	Not a center + Capital of the state	Agriculture + Fishing	European city + Military defense
Pattern II (1926~1981)	Topography + Access and flows	Institutional + Commercial + Cultural	Centrifugal + Centripetal	Capital + Center of the state	Agriculture + Services	Modern city + Progress + Modernization
Pattern III (1981~2010)	Access and flows	Commercial + Institutional + Political + Cultural	Centrifugal + Centripetal	Capital + Center of the state + Tourist capital of Mercosur	Services + Tourism + Technology industries + Education	Modern + American city
Tendencies of growth (2010~2030)	Accesses + flows	Institutional + Political + Commercial + Cultural	Centrifugal	Capital + Center of the state	Services + Tourism + Technology industries + Education	Post-Modern city + Strategic planning

Table 8: Summary of Periods

(2.7) Concerning the urban centrality, nowadays the city is polycentric and has a very well defined hierarchical centrality: a main center, sub-centers and small centers. The Central District has been and seems to maintain its position as the most important and symbolic one, because of its geographical position and its role as the main entrance to the city. However, the sub-center of the Aeroporto has also gained importance as the second entrance to the Island.

(2.8) Tendencies of urban growth seem to indicate the maintenance of: an urban occupation following the accesses and flows of cars, i.e. the road system orienting the urban expansion; its role as and the scale of the capital and the center of the state; an economy based mostly on the services, on tourism and on technology industries; and finally the post-modern city as the official paradigm, adopting a discourse of sustainability which has not been put into practice yet.

(2.9) The urban planning system of Florianópolis may be described as: IPUF elaborates studies and plans, the mayor may enact decrees, and CMF approves and changes laws. Local organizations and residents' associations may suggest projects and, actually, must be consulted, but have neither executive nor legislative power in this process. Additionally, mayors and aldermen chairs have been occupied mostly by right-wing parties' members. Some of the municipal executive secretaries of PMF also play an important role in the construction of the city of Florianópolis.

(2.10) Local organizations, residents' associations and social movements have been created intensively since 2001, once the City's Statute included the popular participation in the urban planning process, but also as a reaction to the strong tourists' flows, urban plans and problems faced by Florianópolis in the last two decades. However, it is important to say that some of them seem to be legit residents' associations and community councils, while some seem to be financed by the real estate market and tourist trade, interested in defending their interests in defining the future of the city.

(2.11) Previous, in force and in elaboration master plans and codes actually mean laws and are mainly based on the modern method of zoning. Any changes to the zoning must be done via new or complementary municipal laws finally approved by CMF.

(2.12) From 1957 to 2010, CMF and the mayors have approved several laws to boost tourism, from zoning changes, subsidies to private companies to tax privileges for the sector, contradicting the discourse that this activity would increase the municipal income.

Although many authors have studied Florianópolis, its problems and even its image (in the fields of history by Assis (2000), of geography by Güttler (2002), of tourism by Ouriques, (1998), Pinheiro (2002), and Hafermann (2004), and of urban planning by Ferreira (1992, 2005), Assen de Oliveira (1999), Ferreira (1994), Amaral e Silva (2001), Reis (2002), Pimenta & Pimenta (2005), Silva (2005), and Bueno (2003, 2006), there is no research to scientifically (only empirically) prove that there is a gap between promise and performance, and no consumers' satisfaction enquiry. The official data provided by SANTUR is based on estimations and focuses on the expenditures and number of tourists, but not on their satisfaction degree.

Now, with an overall notion about the current situation, the history and the urban planning system of Florianópolis, it is possible to apply the conformity assessment for cities (CAC) approach, the subject of the second part of this dissertation. The next chapter, *Promise*, characterizes the contents of the advertising campaigns about this city, i.e. a characterization of the city's self-perception.

PART II:
Conformity Assessment for Cities

CHAPTER 3: PROMISE

This third chapter analyzes and characterizes the contents of the advertising campaigns about Florianópolis, as well as their origins and producers, and its tourist planning system. The objective is to identify the messages and the intentions of the actors involved in its identity construction process. Therefore, the methods are a legislation review, a qualitative discourse analysis including images, and interviews with experts. The consulted sources are laws, plans, official websites and tourist matters like brochures, videos, maps and newspapers supplements. Laws, plans and reports are presented chronologically.

One of the experts who have answered the interview is Valdir Walendowsky, president of SANTUR (Santa Catarina Turismo S.A.). He has also given a lecture in Florianópolis on April 23rd 2008, sponsored and organized by Clube de Propaganda e Marketing de Santa Catarina which is included here as a source. The lecture was about Santa Catarina as a brand and tourist product, how to attract national and international tourists, and measures taken by the institution to prepare the state to be “the best tourist state of Brazil”. Another interviewee is Roberto Torres from OneWG advertisement agency who answered the questions in April 2010. Letras Brasileiras Editora was contacted in March 2010, but has never answered the questions sent by e-mail.



Illustration 46: Lecture by Valdir Walendowsky Announcement
Source: DC, April 18th 2008, p.31

The analyzed material (either for contents or for image analysis) consists of: 13 brochures commissioned by SANTUR and produced by Letras Brasileiras Editora plus 1 DVD and 1

map produced by SETUR, besides the independent material (but with financial support of SOL in some cases) produced by ACIF Lagoa da Conceição (1), SHRBS (3) and Diário Catarinense Newspaper (1), totalizing 20 examples, all of them obtained during the period from December 2007 to June 2008 at SANTUR's headquarters and at SETUR's tourist reception office, except for the newspaper editions.

This chapter begins with an overview about the tourist planning system of Florianópolis in order to identify the actors involved in this process. Then it investigates the origins of the advertising campaigns, more specifically the political speeches and the commissioners. Finally, it analyzes some advertising campaigns, in terms of its producers, contents, slogans and images.

3.1. Tourist Planning System

To understand the context of creation of the advertising campaigns about Florianópolis, it is also necessary to understand how tourist planning works and the institutions and persons involved in this process.

Officially, tourist planning in Brazil is a subject of three levels of responsibility: at the federal level by the Ministry of Tourist, at the state level by the State Secretary of Tourism and at the municipal level by the Municipal Secretary of tourism. These are generally the official organs responsible for the policies, plans and promotion of destinations. However, there are also other institutions, mostly private, interested and active in the field, as described in this section. The objectives of such institutions are mainly to defend the interests of the sector before the official organs. Besides, some of them have independently produced advertising material too, what is interesting for this research.

3.1.1. State Institutions and Leading Actors

- EMBRATUR

EMBRATUR – Brazilian Institute of Tourism is an institution inside the National Ministry of Tourism. The organizational structure of this ministry comprises the National Secretary of Tourism Policies which assumes the role of carrying out the national policy for the sector, oriented by the guidelines of the National Council of Tourism. In addition, it is responsible for the internal and overseas promotion of the country and for the quality of the provision of the Brazilian tourism service (MTUR, 2010).

EMBRATUR was established on November 11th 1966 as the Brazilian Tourism Enterprise and initially had the objective of fostering the tourist activity by making feasible the conditions

for the generation of jobs, income and development throughout the country. Since January 2003, after the establishment of the Ministry of Tourism, EMBRATUR's actions have been concentrated in the promotion, marketing and support for the trading of products, services and tourism destinations (*id, ibid*).

Its headquarters are in Brasilia. However, there are 9 Brazilian Tourism Offices (EBTs) abroad. Their main task is to promote and to advertise Brazil in these markets, offering alternatives which could contribute to consolidate the country's image as an attractive and competitive tourism destination (EMBRATUR, 2010). The strategy of EMBRATUR is based on a division of the country into 5 main routes: "Sun and Beach", "Culture", "Ecotourism", "Sports" and "Business and Events". The categorization of destinations is supposed to ease the choice by tourists. From its official website, it is possible to access information also about Santa Catarina and Florianópolis.

EMBRATUR presents Florianópolis in a very brief manner, giving information about the climate, events, accommodation, restaurants, two urban attractions (the Hercílio Luz Bridge and the Cruz e Souza Palace) and focuses on the beaches, describing 5 of them. Tourists may also see some pictures, mainly from its beaches but not from the city.

Since 2006, EMBRATUR's president has been Jeanine Pires. She is natural from Florianópolis, has a BA in History (Federal University of Santa Catarina) and a post-graduate degree in Social Sciences (Federal University of Alagoas). She has published articles in journals and magazines, taught courses and delivered lectures in several Brazilian cities and abroad. In 2007 she concluded a post-graduate course in tourism economics at the University of Brasília (GLOBALTRAVELTOURISM, 2010).

- CNTur

CNTur – Conselho Nacional de Turismo (National Tourism Council) is responsible for advising the Ministry of Tourism in the formulation and in the implementation of national tourism policies, plans, programs, projects and activities. This Council is comprised by representatives from the federal government and various segments of tourism, totalizing 67 directors of public and private sectors from all over the country (EMBRATUR, 2010).

The council is divided into nine thematic chambers with the objective to identify and discuss specific issues that can influence the achievement of the National Tourism Policy: the board of finance and investment; the chamber of infrastructure; the chamber of legislation; the board for international negotiations on tourism services; the board for promotion and marketing support; the board for professional qualification; the board for regionalization; the

board for segmentation and, finally, the chamber for sustainable tourism and childhood protection (*id, ibid*).

- SANTUR

SANTUR – Santa Catarina Turismo S.A. is part of SOL (State Secretary for Tourism, Culture and Sports) whose mission is to promote the development and integration of tourist, cultural and sports activities, aiming at improving the quality of life in Santa Catarina. The challenges pointed out by SOL are to develop the fields of tourism, culture and sports in the state in a balanced and sustainable manner, to generate new employment and income opportunities, promoting equity among the regions of the state, to organize tourist activities during the whole year, and to integrate the secretary and its bodies with the departments of regional development, through the decentralization of resources, programs and actions (SOL, 2010).

The state secretary of tourism is Gilmar Knaesel. He is a Bachelor in Business Administration (Federal University of Santa Catarina), and has worked as auditor of state taxes system, too. In 2003, the state governor, Luiz Henrique da Silveira, invited Gilmar Knaesel to assume the management of SOL with the mission to create public policies for the sustainable development within the areas of employment, income and quality of life in Santa Catarina. Within the tourist sector, the pillars of such policies are the national and international promotion of the state, investment in infrastructure, inspection and certification of tourist services, support for regional events, and the development of the State Plan for integrated development of tourism, culture and sport, among others (GLOBALTRAVEL TOURISM, 2010).

SANTUR, part of SOL, is a mixed capital company established on June 28th 1977 which aims at the promotion and at the dissemination of state policy for tourism (SANTUR, 2010). Its mission is to promote and to encourage the industries of leisure and entertainment, aiming at the socio-economic development generated by tourism (*id, ibid*). The institution counts with representatives in the USA, Portugal, Germany, Argentina, Uruguay, Paraguay and Chile.

According to Hafermann (2004, p.146), the origin of this institution lies in the creation of DEATUR (Departamento Autônomo de Turismo) in 1968, which some time later was merged with BESC Turismo (Banco do Estado de Santa Catarina) becoming the CITUR (Companhia de Turismo e Empreendimentos de Santa Catarina). In 1977, CITUR was denominated SANTUR.

SANTUR's promotional approach divides the state into 9 main routes: "Princes Way", "European Valley", "Verde Mar Coast", "Great Florianópolis", "Enchanted South", "Catarina"

Mountains”, “Contestado Valley”, “Great West” and “Canyons Way”; as well as into 8 different tourist products: “October Festivals and Great Events”, “Ecotourism and Radical Adventures”, “Thermo mineral Resorts”, “Seniors Tourism”, “Historic Heritage”, “Events Tourism”, “Religious Tourism” and “Rural Tourism” (LETRAS BRASILEIRAS k, p.20).

Through SANTUR’s website, tourists may access the contents of the collection *Roteiros de Santa Catarina* and of the *Tourist Passport* (in several languages), both commissioned by this institution and produced by Letras Brasileiras publisher. The website also provides information about distances, the state in the media, commercial routes, and links to the Convention Bureaux, ABIH, ABRASEL and the official website of all municipalities of the state.

Since December 2007, SANTUR’s president has been Valdir Rubens Walendowsky. He was the director of marketing of this institution and assumed the presidency after the resignation of Marcílio Ávila, whose mandate as alderman of Florianópolis was abrogate because of the operation “*Moeda Verde*”⁹¹.

SANTUR is the strongest institution in the development of tourism policies concerning to Florianópolis. According to Walendowsky (2007), the marketing department of this institution has focused on the geographic, ethnic, cultural and gastronomic diversity of the state and its various segments in relation to other existing tourist destinations. Therefore, it has invested in the production of promotional material about the State of Santa Catarina (guides, magazines, brochures, tourist maps, banners, brochures, show cases, posters, videos, CD ROMs and DVDs); in the production of promotional campaigns and ads in the media of the main markets of the country and abroad; in the participation in events with large concentration of public broadcasters in major markets in the country; in the support for Convention & Visitors Bureaux installed in the state to host events; institutional support and financial support for major tourist events held in the state; in the activation of representative offices in Porto Alegre, São Paulo and Brasília; and in the development of new tourist products and routes. In 2007, the official advertisement agency of SANTUR was OneWG and in 2008 it has also contracted D’Araújo.

⁹¹ “*Moeda Verde*” (Green Currency) operation was an operation of the Brazilian federal police to investigate the negotiation of environmental permissions to the construction of big projects in the city of Florianópolis. The operation culminated on May 3rd 2007 with the temporary detention of 19 of the 22 persons indicted by the federal police. Among other charges, there were also crimes against the tax system, document forgery, conspiracy, corruption and influence trafficking. The investigations that led to this operation began in August 2006 with anonymous complaints on irregularities in the Condominium II Campanário in Jurere Internacional. In July 3rd 2007, the CMF abrogated the mandates of Juarez Silveira and Marcílio Ávila, involved in this scheme.

- CETur

CETur – Conselho Estadual de Turismo de Santa Catarina (State Tourism Council) was created in 1999 and aims at assisting the governor in the implementation of tourist development policies in the state. Its main functions are to formulate, to monitor and to evaluate the state plan of tourism and to propose programs and projects for tourism development (ALESC, 1999).

The council is composed by representatives of many institutions⁹², including the Secretary of State for Economic Development and Integration in MERCOSUR, who is also CETur's president. The president is authorized to invite representatives from other agencies and/or entities to participate in the meetings. The council cannot receive any private donations (*id, ibid*).

- SETUR

SETUR is the Municipal Secretary for Tourism, Culture and Sports and corresponds to the role of SOL at the municipal level, supporting and promoting events in the city. SETUR is the responsible for the first municipal strategic plan for the development of tourism in Florianópolis. According to Hafermann (2004, p.146), this institution was created in 1978, since the objectives of the former one, DIRETUR, created in 1969, were closer to cultural than to tourist activities planning. Only in 1994, this organ became the responsible for sports planning as well.

The Organic Law of Florianópolis (1990), Chapter IV, Section IV, Art. 127 ordains that the municipality must develop policies oriented to tourism in order to development this sector as an economic activity and to pursuit the preservation of its natural resources. Moreover, it says that the activities related to the exploitation of tourism should be adapted to the urban policies and should contribute to the socio-economic development of the city, considered of "tourist interest". It completes with the statement that it competes to the municipality the task

⁹² Other members of CETur are the representatives of: the secretary of State Government, the secretary of State for Public Security, the secretary of State for Transport and Works, the secretary of State for Urban Development and Environment, the CEO of Santa Catarina Tourism S.A. (SANTUR), the director of the Cultural Foundation of Santa Catarina – FCC, the CEO of the Agency for Promotion of Santa Catarina S.A. (BADESC), the CEO of the Regional Development Bank of Southern (BRDE), the president of the Federation of Industries of the State of Santa Catarina – (FIESC), the president of the Brazilian Association of Travel Agencies (ABAV-SC), the president of the Brazilian Hotel Industry (ABIH-SC), the president of the Federation of Hotels, Restaurants, Bars and Similar Establishments in the State of Santa Catarina (FHORESC), the president of the Brazilian Organizing Corporate Events (ABEOC-SC), the president of the Brazilian Association of Journalists Specialized in Tourism (ABRAJET), the president of the Association of Restaurants and Leisure Company (ABRASEL), the president of Santa Catarina Association of Educational Foundations (ACAF), and, last but not least, the representative of the state in the National Plan for the Municipalization of Tourism (PNMT).

to support, to guide and to supervise the tourist activity, promoting and encouraging the eco-tourism as an alternative to minimize its seasonal and environmental impacts (CMF, 1990a). SETUR's website does not provide information about its actions but only about the agenda of events and about some tourist attractions, like beaches, bars, restaurants and tourist agencies.

Since January 2010, the municipal secretary of tourism has been Homero Gomes. He assumed this position after the resignation of Mario Cavallazzi, who was accused to be involved in the scandals “*Árvore de Natal*” and “*Andrea Bocelli Concert*”⁹³.

- CMTur

CMTur – Conselho Municipal de Turismo (Municipal Tourism Council) was created in 1992 by the municipal law no. 3741/92. Its attributions are to formulate, to coordinate and to guide the municipal policies for boosting this activity. The president of CMTur is the secretary of tourism of the municipality and this council is composed also by representatives⁹⁴ of official bodies, private enterprises and other entities. All representatives of official and private bodies are freely chosen by the mayor (*id*, 1992b).

The main tasks of this council are to suggest the basic guidelines to be followed in municipal policies of tourism, to suggest tax incentives and to stimulate public and private initiatives, to promote, directly or indirectly, initiatives, plans, programs, and projects, and to coordinate the execution of projects considered to be of municipal interest. To achieve its goals, the council is allowed to establish contractual agreements, covenants, and arrangements with organizations and public or private actors (*id, ibid*).

⁹³ “*Árvore de Natal*” and “*Andrea Bocelli Concert*” scandals happened at the end of the year 2009. PMF (SETUR) planned the construction of a Christmas tree and a concert in the Beira-Mar Avenue, for free and opened for the population on Christmas' Eve. Therefore, two enterprises, PalcoSul and Beyondcomm, were contracted by PMF, however without a previous auction process. Besides these irregularities, the Public Ministry of Santa Catarina understood the budgets of R\$ 3.7 million and R\$ 3 million, respectively, as abusive. PMF and enterprises had different versions, pointing out to super invoiced expenses. The Christmas' tree was not completed as for the stage where the singer would give his concert. The concert was adjourned without any justification, since it was already paid, and has no date to happen. According to the then secretary of tourism, Mario Cavallazzi, the objective of Andrea Bocelli's Concert was to bring international acknowledgment to Florianópolis and to attract tourists already before the normal season (FLORIPAMANHÃ, 2009). Both cases seem to be evidences of “*Festivalization of Politics*” (HÄUßERMANN & SIEBEL, 1993) described in the Chapter 1.

⁹⁴ CMTur is composed by one representative of each of the following areas: the municipal department of transports and works, the department of urban affairs and public services, the municipal historic and artistic heritage office, travel agencies, transporters, ecological entities, hospitality industry, community movement, trade and industry, and the Municipal Chamber of Florianópolis (CMF).

3.1.2. Other Institutions and Actors

- ABAV-SC

Associação Brasileira de Agências de Viagem de Santa Catarina is part of the national ABAV (Brazilian Travel Agencies Association) system. ABAV is the entity with the biggest representatives and one of the oldest still in activity in the tourist segment (ABAV, 2010). In Santa Catarina, the institution was created in 1975 (ABAV-SC, 2010). Its objectives are to represent the interests of the travel agencies and of the tourist industry as a whole, and to promote congresses, tourist exhibitions and lectures to stimulate the industry's technical development, among others (*id, ibid*). Since 2007, ABAV-SC's president has been Eduardo Loch, owner of Adetur Lufthansa City Center, in Criciúma (*id, ibid*).

- ABIH-SC

Associação Brasileira da Indústria de Hotéis de Santa Catarina is part of the national ABIH (Brazilian Association of Hotel Industry), created in 1936 and is the oldest entity of tourist trade in the country. The main objectives of this institution are to defend the interests of the accommodation means sector (ABIH, 2010). ABIH-SC's president for the period 2009/2010 is João Eduardo Amaral Moritz, owner of Garapuvu Vila Hotel, in Ponta das Canas, Florianópolis. The previous president, for the 2007/2008 term was Wilson Luiz de Macedo, owner of Thermas de Piratuba Park Hotel, in Piratuba.

- ABRASEL/SC

Associação Brasileira de Bares e Restaurantes (Brazilian Association of Bars and Restaurants) was founded in 1986 at national level. Later, in 1995 it was created in Santa Catarina which currently has 180 members in the region of Florianópolis (ABRASEL/SC, 2010). The institution's mission is to represent and to develop this sector to develop the gastronomic tourism in the State of Santa Catarina (ABRASEL, 2010). Since 2006, council's president has been Ézio Librizzi, owner of Macarronada Italiana Restaurant, in Florianópolis (*id, ibid*).

- FCVB

Florianópolis Convention & Visitors Bureau is a private and non-profit institution maintained and administered by leaders of member companies. It has a representative chair before the Brazilian Federation of Convention & Visitors Bureaux and SETUR (FC&VB, 2010). The main objective of FCVB is to organize events, fairs, and congresses in order to promote and to develop an events-oriented tourism in the region of Florianópolis. Besides the contribution

paid by its members, the institution's budget counts with the Room Tax, charged by hotels (*id, ibid*).

- SHRBS

Sindicato dos Hotéis, Bares, Restaurantes e Similares – SHRBS is a syndical union of first degree⁹⁵ with headquarters based in Florianópolis and territorial extension including Águas Mornas, Biguaçu, Garopaba, Governador Celso Ramos, Palhoça, Paulo Lopes, Santo Amaro da Imperatriz and São José. The organization was founded in 1974 and legally recognized in 1978 with the purpose to study, to coordinate, to protect and to represent legally the class – about 3,500 companies in the business of accommodation, prepared food and drinks at retail (SHRBS, 2010). It is one of the affiliated syndicates of FHORESC. On the contrary of FHORESC, for the period 2009/2014, the president of SHBRS is Tarcísio Schmitt, and the vice-president is Estanislau Emílio Bresolin (*id, ibid*).

FHORESC (Hotels, Bars, Resturants and Similar Federation) is a syndical union of second degree with headquarters based in Florianópolis (FHORESC, 2010). It is a federation of several affiliated syndicates, the SHBRSs. For the term 2009/2014, on the contrary of SHRBS, the president of FHORESC is Estanislau Emílio Bresolin, and the vice-president is Tarcísio Schmitt (*id, ibid*).

- ACIF

Associação Industrial e Comercial de Florianópolis (Industrial and Commercial Association of Florianópolis) was created in 1915. ACIF's headquarters are located in the center of Florianópolis and the institution is divided into five regions: Lagoa da Conceição, Canasvieiras, Ingleses, Continente and Sul (ACIF, 2010). ACIF represents and advises its members before the authorities when necessary. It aims at encouraging a spirit of solidarity and exchange between the authorities and members, guiding and promoting the legitimate representation of the class to defend their rights and interests, collaborating with public and private enterprises in the study and solution of economic, financial and community problems (*id, ibid*).

ACIF, especially its unities of Lagoa da Conceição, Canasvieiras and Ingleses, plays an important role in the development of policies and campaigns for the development of commerce in those areas, which are strongly related to tourism. For the period 2009/2011, ACIF's president is Doreni Caramoni Junior and its vice is Silvia Hoepche da Silva (*id, ibid*).

⁹⁵ According to the Brazilian Constitution, syndicates are organized in tree degrees: the first degree: syndicates; second degree: federations; and third degree: confederations.

3.1.3. Tourist Plans

Tourist plans follow the official institutions' hierarchy, organized in three levels (federal, state and municipal). Summing up, these plans give the main objectives and future visions for the activity. All of them propose theoretically an integration in the scope of planning, but at the same time, a segmentation of regions, which can be "sold" more easily. Plans of each level forecast the elaboration of the plans of the inferior level; for instance, the national plan says the states should elaborate their own plans, what also happens up to the municipal one, since municipalities are the most basic and autonomous units. In reality, what happens is that the aimed integration is lost, since each municipality ends up with its own plan, when it is capable to do it.

- National Tourist Plan (National Level)

The 2007/2010 PNT (National Tourism Plan), "*A Journey towards Inclusion*", is a planning and management instrument which places tourism as an inducer of development and of jobs and income generation in Brazil. The plan is the result of the consensus by all tourist segments involved with the common objective to transform this activity into an economic and social-inclusion booster. This social inclusion could, theoretically, be achieved by the creation of new job positions, new income sources and the consequent increase of consumption (MTUR, 2010).

This plan is composed by 8 macro-programs: transportation logistics, information and tourism studies, planning and management, public infrastructure, qualification of tourism equipments and services, sustainable tourism and infancy program, regionalization of tourism and trading promotion and support (*id, ibid*). The macro-program for the regionalization of tourism is grounded on the segmentation of the supply and of the demand, as an strategy of planning and management, with the conception of products, itineraries and destinations that reflect the peculiarities and specificities of each region (*id, ibid*).

- PRODETUR (Regional Level)

PRODETUR – Programa de Apoio ao Desenvolvimento Regional do Turismo (Support Program for Regional Development of Tourism) is a part of the regionalization policy of the ministry (MTur). It aims at ensuring sustainable and integrated tourist development, providing improvements in the living conditions of the local peoples, increasing revenue and improving the sector's capacity to manage the activity in areas of expansion and tourist potential (*id, ibid*).

This program is partially financed by the Inter-American Development Bank – IDB. According to MTur (2010), the plan has been implemented through actions such as the preparation of master plans and the strengthening of municipal management, of job training and of entrepreneurship, of national and international tourist market research, of environmental management and marketing plans, of operations in transportation infrastructure, of environmental sanitation and conservation of historic heritage, among others, held with fundings from international financing. For the southern region of Brazil, the plan, PRODETUR-SUL, has as main purpose the integration of the beneficiary states of the program: Mato Grosso do Sul, Paraná, Santa Catarina and Rio Grande do Sul, with the establishment of regional corridors, orienting the production and the promotion of integrated tourist routes (SOL, 2006).

- PDITS (State Level)

PDITS – Plano de Desenvolvimento Integrado do Turismo Sustentável (Integrated Development Plan for Sustainable Tourism) is one of the results of PRODETUR-SUL. The current plan was made in 2006 by Ruschmann Consultores and a group of professors of Universidade do Vale do Itajaí, department of tourism, within an implementation time frame of 5 years (from 2006 to 2010) (SOL, 2006). Its elaboration was based on a SWOT analysis, providing the strengths, the weaknesses, the opportunities and the threats of the attractions and of the infrastructure of Santa Catarina, divided into several regions.

Specifically for Florianópolis, the plan proposed the implementation of the following measures: a new master plan, the strengthening of municipal administration, the revitalization of the cultural heritage in city center, in Ribeirão da Ilha and in Santo Antônio de Lisboa, the elaboration of a management plan for Lagoa do Peri, the urbanization of BR-282 Road which makes the connection between BR-101 Road and the Island, the construction of municipal piers in Lagoa da Conceição, in Barra da Lagoa and in Ponta das Canas, the construction of a passengers' pier terminal in Canasvieiras, the implementation of the tourist road in Santinho and in Lagoa da Conceição, the construction of a belvedere in Pântano do Sul, the implantation of sewage treatment systems in Lagoa da Conceição and in North of the Island, and last but not least the recuperation of the Hercílio Luz Bridge (*id*, p.31).

- PDIL (State Level)

PDIL – Plano de Desenvolvimento Integrado do Lazer (Integrated Development Plan for Leisure) is a plan formulated in 2004 which establishes programs and sub-programs for actions in the scope of Tourism, Culture and Sports in the State of Santa Catarina (*id*, 2004).

Concerning to tourism, the plan forecasts sub-programs, from which interesting for this research are: the regionalization of tourism, i.e. the adoption and standardization of roadmaps and tourist areas, the support, the promotion and the dissemination of tourism for the state, and the promotion of the sustainability of tourist destinations. The latter would be achieved by the creation or improvement of sanitation conditions, by the improvement of the solid waste management systems of tourist destinations, by the control over tourist ventures, and by the elaboration of studies about load capacity of natural and cultural attractions (*id, ibid*).

- Plano Catarina (State Level)

Plano Catarina 2020 (Catarina Plan 2020) is a tourist marketing plan being prepared by Chias Marketing and commissioned by SOL and SANTUR. The plan aims to provide new tourist products and to improve the position of the state in internal and international markets. To define the strategies of this plan, a survey was conducted to analyze the reality of tourism in Santa Catarina and the trends for the coming years. The group visited 85 cities and more than 1.7 thousand tourists were interviewed. The results of the survey were presented on March 31st 2010 at the Majestic Hotel in Florianópolis. The complete plan with prospects until 2020 is expected to be delivered until the end of the year 2010 (SHRBS, 2010).

- Plano Plurianual 2002-2005 (Municipal Level)

Plano Plurianual (Pluriannual Plan) was a plan developed by SETUR to coordinate the actions during the period of 2002 to 2005. It was subdivided into two parts: the permanent and the new projects. The permanent projects were divided into events (Carnival, Municipality's Anniversary, Fenaostra⁹⁶, Natal da Gente and Reveillon da Gente⁹⁷) and tourist advertisement (participation in fairs, congresses and workshops, and the production of advertising brochures) (SETUR, 2010).

Concerning the new projects, the plan forecasted investments in the following areas: tourist information system, promotion and tourist marketing, training for tourism, tourist products, infrastructure, facilities and aesthetics, and administration modernization. The biggest budgets (R\$ 550,000.00 and R\$ 400,000.00 a year) belonged to promotion and training projects, respectively, whereas the smallest budgets (R\$ 100,000.00 a year each) belonged to infrastructure and administration projects (*id, 2002*). Amazingly, a project that includes

⁹⁶ *Festa Nacional da Ostra e da Cultura Açoriana* (Oyster and Azorean Culture Nacional Festival) has happened since 1999 once a year in October.

⁹⁷ *Natal da Gente* (People's Christmas) and *Reveillon da Gente* (People's New Year's Eve Party) happen during the evening of December 24th and 31st, respectively, in the Beira-Mar Avenue and is an open event. PMF organizes parades, concerts and fireworks.

works for tourist basic facilities, nautical equipments, improvement of signs, maintenance of the airport and of heritage buildings, and city embellishment had a budget 5 times smaller than the area of marketing promotion.

- PEPDST (Municipal Level)

By a cooperation agreement signed between PMF, SETUR and MTur, the city of Florianópolis shall receive an strategic plan for sustainable development of the tourist sector: the PEPDST – Plano Estratégico Participativo de Desenvolvimento Sustentável do Turismo (*id*, 2010). This plan has been coordinated by the executive secretary of tourism, Homero Gomes and Result Consultancy, the winner of the electronic auction. It is supposed to be completed in June 2010.

The preparation of this plan takes into account the National Tourism Plan and PRODETUR (*id, ibid*). In addition, according to SETUR (2010), a comprehensive review of the municipal plans for tourism also has been done. And it completes explaining that all the actions, the projects and the programs proposed in the plan will be discussed based on a tourist competitiveness study prepared by the Getúlio Vargas Foundation and the MTur, between the years 2007 and 2009. This plan would be based on a participatory methodology with the collaboration among government agencies (PMF, CASAN, Military Police, CELESC and IPHAN), entities belonging to the tourist trade, SETUR, universities, professional associations and NGOs (*id, ibid*).

To sum up, the first part of this chapter provided an general idea about the tourist planning in Florianópolis, from the national to the municipal level, and its respective institutions and plans. But what are the origins of this activity in this city?

3.2. Origins

3.2.1. Political Speeches

Tourism in Florianópolis has been supported by many policies, institutions and political actors, and this approach has been evident in many political speeches. Such speeches have emphasized the importance of the tourist activity for the development of the city which have in turn modified the self image and the others' image of this city. Leonora Assis (2000, pp.4-5) explains that

“the speech which created the current image of the Island of Santa Catarina appears tentatively in the 1950s and has been adopted by ruling politicians since the decade of 60. In the 1970s there was a great effort to construct the ‘tourist Florianópolis’ – based on its natural attractives – suffocating definitively the

*'provincial Florianópolis'. The main objective of this transformation was the search for visitors to fatten the revenues of the municipality. In times of ecological speech development, to talk about nature seemed as a great business, contributing for the fast concretization of this project of city.'*⁹⁸

Sharing this perspective, Hafermann (2004, p.144) says the landfills of the 1970s, the valorization of the roads system, the deactivation of the harbor, the development of tourism, the real estate expansion and the difficulties to maintain the artisan fishing and the agriculture have contributed to the detachment of the city from its traditional activities.

However, Assis (2000, p.5) argues that,

*"if such speeches have built the city as 'Tourist Capital', 'Island of All Dreams' and even 'Enchanted Island', these images should not be sacralized or even naturalized. The Island has no natural vocation for tourism, it was the appropriation of some speeches – ecological and tourist – which highlighted this frame.'*⁹⁹

To this author (*ibid*, pp.5-6), since the 1960s,

*"supported by the tourism promotion, a political project has been installed in the city, aiming at putting an end to its provincial atmosphere. The construction of this identity for the city was achieved, clearly, in the decade of 80. The development of the ecological movement boosted this urban utopia, meeting the expectations of residents of big cities at the end of the last century, anxious for contact with nature. The ecological speech has been broadly adopted by politicians, along the construction of this new Florianópolis."*¹⁰⁰

She completes saying (*ibid*, p.17) that brochures about the city are a vehicle of the way-of-thinking of the political group governing the city in a given moment. In the 1980s, the development of tourism was a tool to reaffirm its status of Capital, once there was a discussion of a possible transfer of this role to the city of Curitiba.

⁹⁸ Original text: "Nesse sentido, o discurso que formou a atual imagem sobre a Ilha de Santa Catarina aparece timidamente nos anos 50 e é apropriado pelos dirigentes políticos desde a década de 60. Nos anos 70, há um grande empenho para construir a 'Florianópolis Turística' – baseado em seus atrativos naturais – sufocando por definitivo a 'Florianópolis Provinciana'. O objetivo primordial dessa transformação era a busca por visitantes para engordar as finanças do município. Em tempos de crescimento do pensamento ecológico, falar em natureza, mostrou-se como um excelente negócio, contribuindo para a rápida concretização desse projeto de cidade."

⁹⁹ Original text: "Se discursos sobre a cidade, no final do século XX, a construíram como 'Capital Turística', 'Ilha de todos os sonhos' e até 'Ilha Encantada', essas imagens não devem ser sacralizadas ou mesmo naturalizadas. A ilha não tem vocação para o turismo, foi a apropriação de alguns discursos – o ecológico e o turístico – que evidenciaram esse quadro."

¹⁰⁰ Original text: "Neste momento, apoiado no fomento ao turismo, instala-se na cidade um projeto político que visa acabar com seus ares provincianos. A construção dessa nova identidade para a cidade concretiza-se, nitidamente, na década de 80. O crescimento do movimento ecológico impulsionou essa utopia urbana, pois, mesmo com toda a polêmica que suscitava, vai ao encontro de demandas dos moradores dos grandes centros urbanos nesta virada de século, desejosos de estar em contato com o mundo natural. O discurso ecológico foi amplamente apropriado pelos políticos, ao longo da construção dessa nova Florianópolis."

Güttler (2002, p.333) explains that policies for tourism have been strongly elaborated from 1983 onwards, caused by changes in the capitalist system of the state. The changes meant gradually a de-industrialization process, especially in Itajaí Valley and private investment search in other sectors, as tourism and real estate market in other parts of the state. According to Assis (2000, p.54), the objective of the political speeches and actions was to transform Florianópolis into a modern city, consolidating its capital status, positioning the city positively in the national scenario.

Thus, it is important to name the main political actors of this period, both at the state as well as at the municipality level in order to identify the ideologies of the groups in power over this period of time, too.

3.2.2. Political Actors

The first ideas to develop tourism in the city are from the 1950s. Canasvieiras, for example, a beach in the northern part of the Island, gained the first summer-residences settlement projected by PMF, becoming a balneary. Some years later, there were efforts to develop the roads to give access to this region and to other new settlements.

Also in the 1950s appeared the first attempts to explore economically the natural resources of the Island, with the release of "*Florianópolis Turístico*", two annual volumes written by Doralécio Soares, whose idea was to protect the natural beauties in order to attract and to delight visitors (ASSIS, 2000, p.23). During this period, Osmar Cunha (PSD¹⁰¹) became the first elected mayor of Florianópolis, from November 1954 to January 1959, after the end of dictatorship of Getúlio Vargas in 1954.

Two years later, Celso Ramos (PSD) assumed the state for the period from 1961 to 1966. He created the first state's bank (BESC), the state university (UDESC), and the energy provider company (CELESC) (GOVERNO DO ESTADO DE SANTA CATARINA, 2010). He also created two interesting laws, among others, related to tourism: state laws no. 3690/65 and no. 3684/65. The first one gave tax exemptions for hotels and other accommodation means, and the second created the State Tourism Service, whose function was to organize, to plan and to promote this activity in the state (*id*, 1965b and 1965a).

¹⁰¹ PSD – *Partido Social Democrata* (Social Democratic Party) was a liberal political party in Brazil between 1945 and 1965. Founded as a center-right party by Getúlio Vargas together with the left-leaning Brazilian Labour Party. It was the most important Brazilian political party during the 1945-1964 democratic regime, until the multi-party system was banned by the military government in 1965, permitting only two parties: ARENA – *Aliança Renovadora Nacional* (National Renewal Alliance) and the MDB – *Movimento Democrático Brasileiro* (Brazilian Democratic Movement). After this, the main party leaders migrated to MDB, the only opposition party allowed by the dictatorship (COUNTRY STUDIES, 2010).

Thereafter, Ivo Silveira (PP) took over the government of the state for the term 1966-1971. His main achievement was the improvement of the energy distribution system, from 134 supplied locations in 1966 to 715 in 1968 (GOVERNO DO ESTADO DE SANTA CATARINA, 2010). During his mandate, he defined the first state tourist policy and created the DEATUR – Departamento Autônomo de Turismo by the state law no. 4240/68 (ALESC, 1969 and 1968). DEATUR was an independent organ to promote this activity.

Then, according to Assis (2000, p.25), since the 1970s, the political desire to find an economic approach to give visibility to the city has been clear in the mayors' speeches, claiming the exploration of the natural resources of the Island by tourism. During this period (1975-1979), one of the governors of the state was Antônio Carlos Konder Reis, member of the then MDB¹⁰². The motto of his administration was "to govern is to shorten distances", and it referred to shorten social and economic distances, giving priority to the construction of roads (GOVERNO DO ESTADO DE SANTA CATARINA, 2010).

In 1975, Konder Reis created by the state law no. 5101/1975 two new tourism organs: DICESC – Companhia de Divulgação e Comunicação do Estado de Santa Catarina and TURESC – Empresa de Turismo e Empreendimentos do Estado de Santa Catarina S.A., both with mixed economies (ALESC, 1975). Already at that time, tourism was believed to be the economic "salvation" of Florianópolis. It was publicized with great euphoria, promising the creation of jobs, revenues and development for native people (ASSIS, 2000, p.27).

One of the first mayors to deeply explore this idea was Esperidião Amin (1975-1978) member of the then PDS¹⁰³. During his term, the Beira-Mar Avenue (landfill) was constructed in order to develop the Island northwards. He also created, in 1977, IPUF – Instituto de Planejamento Urbano de Florianópolis (Urban Planning Institute of Florianópolis) with the objective to consolidate this new identity through a master plan and embellishment of tourist regions (*id, ibid*, pp.77 and 82).

¹⁰² *MDB – Movimento Democrático Brasileiro* (Brazilian Democratic Movement) was a political party of Brazil that existed from 1965 to 1979. The MDB became the official party of the opposition, bringing together many members of the former political parties. In 1979, the military government allowed the formation of new parties, and the majority of the MDB became the Party of the Brazilian Democratic Movement (*PMDB*) (COUNTRY STUDIES, 2010).

¹⁰³ *PDS – Partido Democrático Social* (Social Democratic Party) was a Brazilian right-wing political party founded in 1980. Some dissents in the mid-eighties created the Liberal Front Party (PFL), today the Democrats (*DEM*). Later, the Progressive Reform Party changed to Brazilian Progressive Party (*PPB*) in 1995, and by a new change in 2003, it became the Progressive Party (*PP*) (PP, 2010).

Then, Jorge Bornhausen from 1979 to 1982, member of the then PFL¹⁰⁴ and Esperidião Amin from 1983 to 1987, member of the then PDS, were elected governors. The first one has paved one 1,000 km of roads in 3 years, and has built the Rita Maria Inter-Municipal Buses Terminal and CIC (Integrated Cultural Center) in Florianópolis. The second one followed the same steps and paved more than one 1,000 km of roads (GOVERNO DO ESTADO DE SANTA CATARINA, 2010). At the same time, Aloísio Acácio Piazza (PMDB) assumed the municipal government from February to December 1985, and approved the Master Plan of the Balnearies (municipal law no. 2193/85), considering such places as special areas of tourist interest (AIT) (CMF, 1985).

Thereafter, Pedro Ivo Campos, member of PMDB¹⁰⁵ was elected governor of the state for the mandate 1987-1990. He died of cancer on February 27th 1990. His administration prioritized the recovery of the state finances and public banks (BADESC and BESC) (GOVERNO DO ESTADO DE SANTA CATARINA, 2010). During almost the same period, from 1986 to 1988, Edison Andrino, the founder of PMDB in Santa Catarina, was elected mayor of Florianópolis. During his term, he created a new public transport (buses) terminal and the Samba track, both in the city center. He also gave some steps to the implementation of a popular participation in the decision-making process on the municipal budget.

After the death of Pedro Ivo Campos, Casildo Maldaner (PMDB) assumed the government for one year. He created, by the state law no. 8168/90 the state tourist brand “*Santa & Bela Catarina*” (ALESC, 1990).

In 1992, the mayor Antônio Henrique Bulcão Viana (1990-1993) (PFL) whose campaign and mandate were based on the “ecology, tourism and technology”, declared as objective of his administration the economic development of the municipally through tourism and technology (ASSIS, 2000, p.27). The governor in this period was Vilson Pedro Kleinübing (1991-1994), also a member of PFL. Kleinübing resigned on April 2nd 1994. “Health, Education and Housing” was the slogan of his administration (GOVERNO DO ESTADO DE SANTA CATARINA, 2010).

¹⁰⁴ *PFL – Partido da Frente Liberal* was a Brazilian political party founded in 1985. In 2007 its members deliberated on its formal demise and created a new party called Democrats (*DEM*) (DEMOCRATAS, 2010).

¹⁰⁵ *PMDB – Partido do Movimento Democrático Brasileiro* (Brazilian Democratic Movement Party) is the largest political party in Brazil, despite not having any today elected president of the republic by direct vote. Founded in 1980, it has a centrist political orientation, supporting all the governments (PMDB, 2010).

From 1993 to 1997, the mayor was Sérgio Grando, member of PCB¹⁰⁶ at the elections and currently of PPS¹⁰⁷. Grando expanded the public transportation system in 26 lines, including 40,000 new users living in areas of difficult access on the Island and in the mainland, created *Cestão do Povo*¹⁰⁸, implemented the participatory budgeting and exempted owners of a single building of up to 70 km² from paying property taxes. During his term, the city received for the first time the title of “*Capital of Quality of Life*”, given by the United Nations (PPS, 2010). During his mandate, the Master Plan of Central District was approved in 1997 (CMF, 1997a). At the same time, the then governor, Paulo Afonso Vieira (PMDB), from 1995 to 1999, defended tourism and declared the promotion and coordination of tourism as a task of the state, in partnership with private institutions and municipalities (ASSIS, 2000, p.27).

Thereafter, Ângela Amin, mayor of Florianópolis from 1997 to 2004 (PDS and PP¹⁰⁹) and wife of Esperidião Amin, strongly invested in some urban projects, in order to develop tourism, like the execution of the South Beira-Mar Avenue, following the steps of her husband. She concentrated efforts to change the public transportation system of the city, on programs for children’s development and health, and on public housing construction.



Illustration 47: Ângela Amin’s Administration Logo
Source: SETUR, 2002

During this period, Espiridião Amin (1999-2003), also a member of PP, was the governor of the state. In his second mandate, He used the slogan “to include, to grow, to preserve, partnership and good practices” (GOVERNO DO ESTADO DE SANTA CATARINA, 2010).

¹⁰⁶ PCB – *Partido Comunista Brasileiro* (Brazilian Communist Party) is a Brazilian political party of the left-wing, created in March 25th 1922, ideologically based on Karl Marx and Friedrich Engels, and organization based on the theories of Lenin (PCB, 2010).

¹⁰⁷ PPS – *Partido Socialista Popular* (Socialist People’s Party) is a left-wing party in Brazil. It was founded in 1992, after PCB decided to rename itself as PPS as part of a political realignment following the collapse of the Soviet Union (PPS, 2010).

¹⁰⁸ *Cestão do Povo* is a market where products are sold to consumers directly from the producers for lower prices.

¹⁰⁹ PP – *Partido Progressista* (Progress Party) is a right-wing party in Brazil created in 2003. It is the second Brazilian party in number of members, according to data from the TSE (*Tribunal Superior Eleitoral*) (PP, 2010).

He conceded the use of a public area in Florianópolis for the construction of the High School for Tourism and Hotel Management in 2002 for ten years with tax exemption (ALESC, 2002). Then, since 2004, the governor of the state has been Luiz Henrique da Silveira, member of PMDB. The main issue of his administration has been the de-centralization, understood as a means to make the government efficient and present in the whole territory. This regionalization is based on regional development secretaries and councils (GOVERNO DO ESTADO DE SANTA CATARINA, 2010).



Illustration 48: Luiz Henrique da Silveira's Administration Logo
Source: GOVERNO DO ESTADO DE SANTA CATARINA, 2010c

The mayor, since 2005, has been Dario Elias Berger, firstly affiliated to PFL, then a member of PSDB¹¹⁰ at his first election, and a member of PMDB at his re-election in 2008. According to Mario Cavalazzi, ex-municipal secretary of tourism of Florianópolis, this sector has been one of the most boosted activities by Berger's administration (FLORIPAMANHÃ, 2010a).



Illustration 49: Dario Berger's Administration Logo
Source: PMF, 2010

Behind the campaigns and speeches, what one may evidence is the domination of centralist and right-wing politicians in the state as well as in the municipality governments, and the coincidence of mandates of members of same party in both scales. When the governor is a X-Party member, so is the mayor of the capital. The governors are mainly natural from the Itajaí Valley Region. The state has never had a left-wing governor, and Florianópolis since 1950 only had Sérgio Grando as a left-wing mayor (1993-1997). The continuity of right-wing

¹¹⁰ *PSDB – Partido da Social Democracia Brasileira* (Party of Brazilian Social Democracy) is a Brazilian political party. It was founded on June 25th 1988 by leading figures in the political scene. Currently, the *PSDB* could be considered the second largest political party in Brazil, surpassed only by the *PMDB*, when one considers the number of municipalities throughout the country, besides the balance between the state government and representation in the Congress. In number of affiliates, the party is behind the *PP* and *PMDB* (PSDB, 2010). It has a centrist political orientation.

administrations of the state and of the city reveals the influence of this fraction and the interested it has in the development of tourism and its consequent advertising campaigns, i.e. the promoted new identity of Florianópolis is a product of and a means to keep this group in power.

3.2.3. Background

- Santa & Bela Catarina

“*Santa & bela Catarina*” is the state tourist brand created by SANTUR S.A. in 1990 during the term of the then governor Casildo Maldaner (PMDB) (ALESC, 1990). This brand until nowadays is officially used by SOL, SANTUR and freely by the trade in order to advertise the the state, assuming its visual identity. Güttler (2002, p.414) says this logo has been the biggest mark of the also biggest promotional campaign of the state.



Illustration 50: “*Santa & Bela Catarina*” Logo
Source: SANTUR, 2010

Nowadays, OneWG has used this slogan among others to promote the state, adding however some new information, like: “*Santa & bela Catarina. Turismo e lazer o ano inteiro*” (Saint and beautiful Catarina. Tourism and leisure the whole year) (TORRES, 2010).

- Island of Magic

“Island of Magic” was a pseudonym given to Florianópolis by Franklin Cascaes (1908-1983), a researcher of the Azorean culture, ceramicist, printmaker, and writer. He dedicated his life to the study of the culture in the Island of Santa Catarina, including aspects of folklore, culture, legends and superstitions. He published short stories about witches, werewolves and “*boitatá*”¹¹¹ in the Island, and the two volumes of “*O Fantástico na Ilha de Santa Catarina*”

¹¹¹ “*Boitatá*” (in Tupi: *mbaé tatá*, in Latin: *ignis fatuus*) a spook-shaped slow-fire that scares the living people at night. Boitatá is one of the oldest myths of Brazil. It is known that it already existed among the Indians, but no one knows its interpretation. The vision of slow-fire can be explained by the night fire or the inflammation of gases emanating from the graves and swamps (DICIONÁRIO MICHAELIS ONLINE, 2010).

(The Fantastic in the Island of Santa Catarina). Because of this author, the Island has been identified also as “Witches’ Island” and “Cascaes’ Island”. However, from 1987 onwards, SANTUR and SETUR began to explore this slogan as a marketing strategy to launch the city internationally, re-reading and making use of some characteristic features of the city which have been offered as attraction for tourists (LOCKS & TONINI, 2006).

Now, with a brief notion about the political speeches and main actors involved in the implantation of tourism in Florianópolis, a new question appears: what are the contents of the advertising campaigns to promote this city?

3.3. Advertising Campaigns

Advertising campaigns about Florianópolis have been commissioned by the state government, i.e. by SOL and SANTUR, like for the other cities. Because of its singular insular characteristics and as the state’s capital, Florianópolis receives a special attention.

Walendowsky (2007) explains that the official advertisement agency of SANTUR was OneWG, together with D’Araújo, while the producer of material (brochures and guides) is Letras Brasileiras Editora. According to him, SANTUR and advertising agencies work together to provide tourist products which correspond to the target groups’ wishes and produce the best and most compatible advertising matters and images. He says the state has the best tourist material of the country and the objective is to produce high quality and innovative brochures, almost as books to be kept as souvenirs, instead of being discharged by tourists after their visit. Walendowsky (2008) completed saying that in 2007 around one million brochures were produced in 15 languages. This material is available at SANTUR offices for tourists and traders, but also for any government mission in the country and abroad, like fairs, events, and embassies.

3.3.1. Producers

- OneWG

OneWG Multicomunicação is an advertisement agency with headquarters in Florianópolis, the biggest one of Santa Catarina, founded in 1988 by Wilfredo Gomes (1967), an adman born in Florianópolis. The staff comprehends more than 60 persons in departments of creation, production, planning, etc. (ONEWG, 2010). The main slogan of this agency is “South is our world”, because it concentrates on campaigns in the southern region of Brazil.

Current clients of this agency are: BESC (Banco do Estado de Santa Catarina), CASAN (Companhia Catarinense de Águas e Saneamento), CELESC (Centrais Elétricas de Santa

Catarina), Grupo HABITASUL, Floripa Shopping, Prefeitura de Joinville, Governo do Estado and RBS TV (*id, ibid*). Governo do Estado de Santa Catarina (state government) represents the biggest budget of the agency. Since 2003, OneWG has produced its campaigns mainly for State Secretaries of Communication (SECOM), Health (SES), Public Security (SSP/SC) and Tourism, Culture and Sports (SOL) (*ibid*). Then, during the new mandate (2007-2010), it has attended also CASAN and CELESC.

In the case of RBS TV, OneWG is responsible for communication and campaigns of TVCom, one of Grupo RBS' channels, available for cable TV. Prefeitura de Joinville (City Administration of Joinville) has been a client of OneWG since 1996. Habitasul acts in various sectors, but in Florianópolis its main businesses are related to real estate ventures and tourism like the construction of Jurerê Internacional. Floripa shopping has been a client since 2006 (*id, ibid*).

Torres (2010), one of the directors of OneWG, explains that Florianópolis and any other city have never directly been clients or advertised by the campaigns created by this agency, but the state as a whole. According to him (2010), the contracts with SOL and SANTUR were done following a public auction process, since the organs have independent budgets for promotion. He also said that the expected results were the increase of tourists' flow in all the regions of the state, what has been successfully achieved: "In 2003, before the campaign of OneWG, about 2.1 million tourists visited Santa Catarina. In 2007, after the developed actions and campaigns, this number jumped to 2.94 million, i.e. 40% of increment."

He also explained that the main sources of information used during the process of creation of the campaigns were specialized researches (quantitative and qualitative), the ministry of tourism, conventions bureaux, state tourism bodies and tourist trade (associations of hotels, bars and restaurants, among others). He furthermore said that the campaigns have always been worked jointly with the tourist trade as an important actor to promote and drive the activity.

- D'Araújo

D'Araújo is one of biggest advertising agencies of the southern region, created in 1983 by Daniel C. Andrade de Araújo, a Bachelor in Business Administration by UFSC and with a MBA in Marketing by Fundação Getúlio Vargas (D'ARAÚJO, 2010).

Generally, D'Araújo offers services in traditional advertising and publicity, institutional communication and advising corporate image, among others. SANTUR, ABIH-SC, Il Campanario Villaggio Resort Jurerê, and Planeta Atlântida (Grupo RBS) are clients of this

company (*id, ibid*). For SANTUR, this agency has produced advertising material about the Festivals of October, the right whales, winter season and cable TV adds (PORTAL DA PROPAGANDA, 2010).

- Letras Brasileiras

Letras Brasileiras Editora has published tourist magazines, guides and photo books which are, according to it (2010a), editorial products based on originality, clarity, contents quality rigidity, aesthetical accuracy, and excellent graphic finishing. It was created in the early 2000s by the current director Werner Zotz and the current editor Jakzam Kaiser. Werner Zotz (1947) is a writer, editor, journalist, photographer, professor, and adman. He is the author of several publications, photo books as well as books about tourism and education (*id, ibid*).

Jakzam Kaiser (1961) is a journalist and holds a M.Sc. in Anthropology (*id, ibid*). He began working for Zero Hora in 1982 and in 1986 for Diário Catarinense, both newspapers from Grupo RBS. He has worked in Equipe Propaganda advertisement agency in 1989 and from 1990 to 1991 in the State Communication Secretary (SEC/SC). In 1994, he created the publisher Mares do Sul together with Werner Zotz and years later the Letras Brasileiras (COLETIVA.NET, 2010).

In terms of tourist publications, until 2007 Letras Brasileiras focused on the southern region market, but since 2008 has invested in the whole country, launching the Roteiros do Brasil Collection with 27 magazines, one for each federation unit (LETRAS BRASILEIRAS, 2010). Some of its publications are: *Santa Catarina – Oportunidades e Negócios* by Jakzam Kaiser; *Guia para Profissionais de Turismo*; *Revistas Roteiros do Brasil*; *Guia para Profissionais de Turismo SC*; *Revista Turismo & Cia.*; *Revista Melhores Destinos – Regiões Turísticas SC*; *Coleção Almanques Roteiros Turísticos Regionais*; *Santa Catarina, Terra de Aventuras*; *Santa Catarina – Regiões Administrativas e Políticas*; *Passaporte Turístico de Santa Catarina* and *Brasil: Passaporte Turístico*. The 6 latter examples are for free and available at the tourist office of SANTUR in Florianópolis. Most of the cited publications are available in several languages.

- Communication Secretaries

Official communication is done by SEC/SC – Secretaria de Estado de Comunicação – at the state level, and by SECO – Secretaria Executiva de Comunicação – at the municipal level. State Secretary of Communication is Derly Massaud de Anunciação. The State Constitution (1989), Chapter V, Arts.179-180 establishes that the direction of the media vehicles owned by the state shall consist of a collegiate body with the participation of organizations

representing professionals in communications. The Constitution restricts the use by the state authorities of the media to mandatory disclosure of their official acts and dissemination of notes and official notices of clarification, for public education campaigns, campaigns of rationalization and rationing the use of public services and utilities. In any case, the government may use all media vehicles of the state for publicity, according to technical criteria, without any form of discrimination (ALESC, 1989). SEC/SC's website provides news, video and radio files, access to the ombudsman of the state and draws the attention to the achievements and speeches of the governor.

The municipal secretary for communication is Paulo Roberto Arenhart. In the organizational structure of PMF, this secretary works inside the mayor's cabinet. The Organic Law of 1990, Chapter IV, Section I, Art. 131 (CMF, 1990a), ordains that the function of this organ is the advertisement of acts, programs, works, services, and campaigns of municipal government in an educational, informational, or social manner. It also specifies that this municipal advertising may not include names, symbols, images, or phrases for personal promotion of public officials. This has to be respected also by municipal authorities which explore economic activities and by public enterprises and mixed economy. And it finishes warning that municipal expenditures on advertising shall give priority to issues relating to the social area (CMF, 2010). SECO's website provides information mostly about the achievements and events planned by PMF.

3.3.2. Contents and Slogans

Most advertising campaigns define the Island of Santa Catarina as a synonymous of tourist paradise, due to its natural beauties. Moreover, they also highlight its urban and cultural aspects, as the headline below: "Florianópolis: History and Culture, Sea, Nature and Beaches".

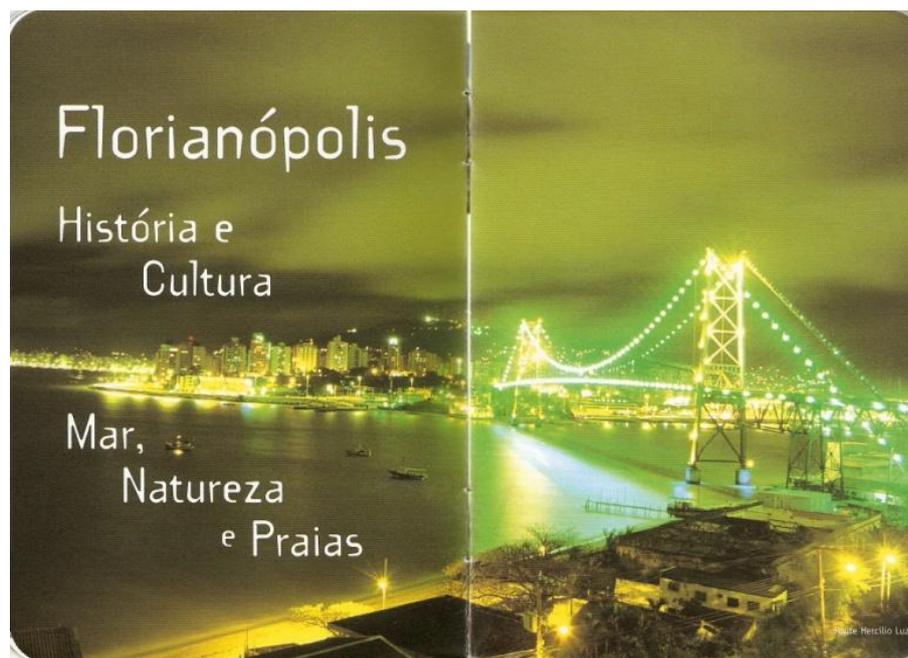


Illustration 51: Florianópolis: History and Culture, Sea, Nature and Beaches
Source: LETRAS BRASILEIRAS, 2007a, pp.10-11

Santa Catarina: Roteiros do Brasil (Letras Brasileiras, 2007i, p.11) describes the city as the “Second Brazilian City in tourist’s preferences, elected in popular voting, the capital of Santa Catarina gathers attractions for all types of visitors.”¹¹² Another volume, *Santa Catarina Brasil: Melhores Destinos, Regiões Turísticas* (*id*, 2007h, p.30), says it is the “land of sea and dream”¹¹³.

The video clip produced by the state government (2008b) defines Florianópolis as an Island with 42 beaches and as the Brazilian capital with the best quality of life which has invested in the tourism of events and has excellent facilities to receive them: “one of the most complete convention centers in the southern region of the country”¹¹⁴.

In most materials, messages and texts seem to be repeated. Especially the 13 brochures produced by Letras Brasileiras use the same texts and images in different formats and editions.

- Capital of Quality of Life

Florianópolis: Passaporte Turístico (*id*, 2007b, p.5), by Letras Brasileiras, presents the city as: “Beautiful by nature, Florianópolis has succeeded to combine its development with the

¹¹² Original text: “Segunda cidade brasileira na preferência dos turistas, eleita em votação popular, a capital de Santa Catarina reúne atrativos para todos os tipos de visitantes.”

¹¹³ Original text: “Terra de Mar e Sonho”

¹¹⁴ Original text: “Um dos mais completos centros de convenções da Região Sul.”

environment and cultural heritage preservation. It is a modern city, with efficient urban infrastructure and business vocation, especially tourism.”¹¹⁵



Illustration 52: Florianópolis: Capital of quality of life
Source: LETRAS BRASILEIRAS , 2007b, pp.4-5

And continues with (*id*, 2007b, p.5): “The capital city of Santa Catarina State is at the same time cosmopolitan and provincial. (...) This amount of contrasts creates an own way being proper for Florianópolis, a singular, unique life style. (...) Immigrants and native, beautiful, charming, receptive people. New and old. Nature and technology. Enchanted city of travelers from all times and seasons.”¹¹⁶ In the next pages, this same brochure (*id, ibid*, p.7) says: “It is the capital with the best quality of life in Brazil.”¹¹⁷

Then, about cultural heritage, it says (*id, ibid*, p.13): “Footprints of the Azorean colonization are present until today in the city’s quotidian. In contrast to the new and shining buildings of the urban landscape, the old, centenary constructions are shown imposingly, preserved,

¹¹⁵ Original text: “*Bonita por natureza, Florianópolis tem conseguido combinar seu desenvolvimento com preservação do meio ambiente e do patrimônio cultural. É cidade moderna, com infra-estrutura urbana eficiente e vocação para os negócios, com destaque para o turismo.*”

¹¹⁶ Original text: “*Capital de Santa Catarina, é ao mesmo tempo cosmopolita e provinciana. Largas avenidas, arranha-céus, universidades e shopping centers convivem com casas coloniais, igrejas e fortalezas históricas. Este mundo de contrastes cria um jeito ser próprio de Florianópolis, um jeito de vida singular, único. (...) Gente de fora e gente nativa da terra, bonita, simpática, hospitaleira. O novo e o antigo. A natureza e a tecnologia. Cidade encantada dos viajantes de todos os tempos e de todas as estações.*”

¹¹⁷ Original text: “*É a capital com melhor qualidade de vida do Brasil.*”

keeping the city's history alive."¹¹⁸ *Santa Catarina, Brasil: Passaporte Turístico*, by Kaiser (2007, p.18) reinforces this image, saying it is "considered the capital with best quality of life in the country – it combines environmental and heritage conservation with high levels of education and income of the population and good urban infrastructure and services"¹¹⁹.

The *Almanaque Roteiros Turísticos Regionais: Grande Florianópolis* (Letras Brasileiras, 2007c) has the same contents and even the text is repeated. Special attention goes to the use of images. Photos taken from beaches, especially, show mostly only nature and avoid the urban occupation. Attention is given to the Hercílio Bridge and the Beira-Mar Avenue. The same is applied to the other analyzed two editions of this same brochure, one dedicated to ship passengers, and two editions of *Roteiros Turísticos Regions – Maps* (*id*, 2007l and 2007m). The tourist map produced by SETUR (2007b) also repeats this speech: "Recognized as the Brazilian capital with the best quality of life indicators, Florianópolis has a beautiful and indented littoral, with two big lagoons, rich nature, besides a great service structure to receive its visitors."¹²⁰

Summing up, this campaign explores the position of Florianópolis in the UNDP's (United Nations Development Program) ranking of the quality of life among the Brazilian municipalities, affirming it has the best indicators among all the other 26 federal units' capital cities: "Recognized as the Brazilian capital with the best quality of life indicators..." The use of the term "recognized" gives an impression of something acknowledged, perceived and appreciated as a consensus, in the sense of something that has been proved. It also gives the idea of recognition or success of the work of some actors.

Questionable in this text is the assertion that the city has an "efficient urban infrastructure and business vocation, especially tourism". First of all, the efficiency of its infrastructure is a matter of subject during the whole year and is even aggravated during the high tourist season. Second, the text also reveals another questionable point: "the tourist vocation of the city". Although tourism has been explored in many places as an economic activity, it does not mean that the city of Florianópolis has the duty to explore it, too, at least not as a main economic basis. "Vocation for tourism" has been used in many political speeches in the

¹¹⁸ Original text: "As marcas da colonização açoriana estão presentes até hoje no cotidiano da cidade. Em contraste com a paisagem urbana de prédios novos e reluzentes, construções antigas, centenárias, exibem-se imponentes, preservadas, mantendo viva a história da cidade."

¹¹⁹ Original text: "É considerada a capital com melhor qualidade de vida do país – combina conservação do meio ambiente e do patrimônio histórico com elevadas taxas de escolaridade e boa infra-estrutura urbana e de serviços."

¹²⁰ Original text: "Reconhecida como a capital brasileira com os melhores índices de qualidade de vida, Florianópolis conta com um belo e recortado litoral, duas grandes lagoas, uma natureza rica, além de uma ótima estrutura de serviços para receber os seus visitantes."

sense of “a strong belief that you have been chosen by God to be something”¹²¹, i.e. as something irrefutable, undeniable, providing legitimacy to all policies, actions, and actors involved in this sector.

It also makes use of contrasting terms to define the city: “new and old”, “nature and technology”, “native and immigrants”. The two problems about it are the assumptions the city has preserved the environment of the Island and its cultural and architectural heritage; and the definition of its native population as beautiful, charming, receptive people, with high levels of education and income which may reveal a search for identity based on a superiority complex and prejudice against other people, what constitutes a crime according to the Brazilian Constitution. Moreover, the acceptance of such discourse may lead to xenophobic attitudes, a threat for tourism itself.

- Enchanted Paradise

Florianópolis: Passaporte Turístico (id, 2007b, p.16) explains that: “In total, there are 100 beaches (...) In most of them, visitors fell like in paradise.”¹²² In the same direction, the tourist map produced by SETUR (2007b) says that Florianópolis is “pointed as the best beach city of Brazil. It makes justice to the title.”¹²³

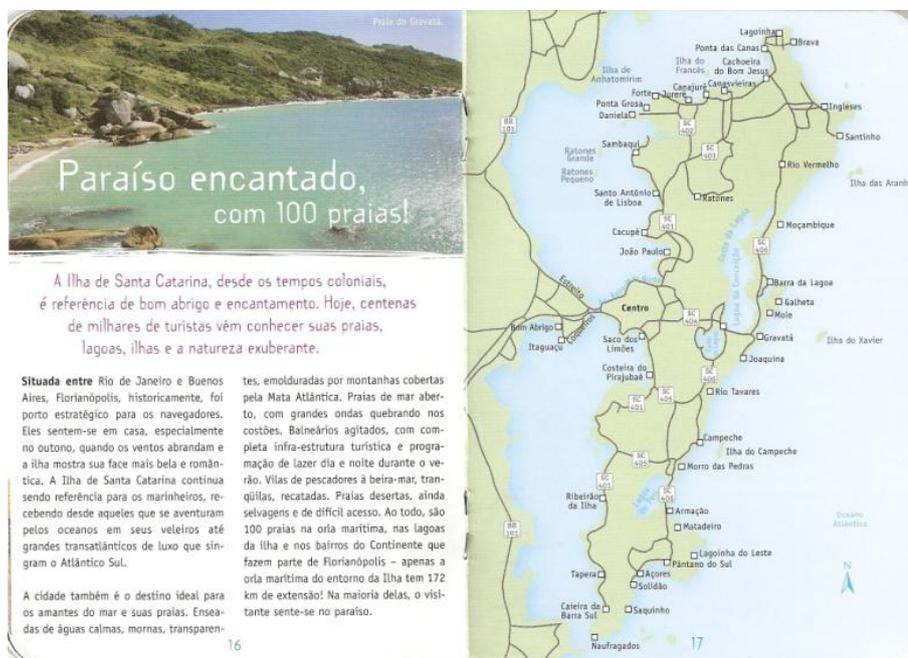


Illustration 53: Enchanted Paradise, with 100 beaches
Source: LETRAS BRASILEIRAS, 2007a, pp.16-17

¹²¹ According to the Longman Dictionary of Contemporary English (2010).

¹²² Original text: “Ao todo, são 100 praias na orla marítima, nas lagoas da ilha e nos bairros do continente que fazem parte de Florianópolis – apenas a orla marítima da Ilha tem 172 km de extensão! Na maioria delas, o visitante sente-se no paraíso.”

¹²³ Original text: “Apontada como a melhor cidade de praia do Brasil, Florianópolis faz jus ao título.”

It also (*id*, 2007b, p.18) defines the North Coast of the Island as the place where: “(...) the balnearies with the most complete tourist infrastructure are. (...) During summer, they receive a population equivalent to Florianópolis’ (...) Because the access is easy – the most distant places are only 30 minutes away from the city center by car – effervescence is constant.”¹²⁴ The slogan is: “North Coast: tourist balnearies.”¹²⁵ About the East Coast (*id*, *ibid*, p.20) it says: “The beaches are pretty preserved. (...) Barra da Lagoa and Campeche have urban cores in expansion. But they keep part of the original characteristics of fishermen villages.”¹²⁶ The slogan is: “East Coast: waves and nature”¹²⁷. And on the South, it says (*id*, *ibid*, p.21): “This is a region of bucolic corners and wild beaches where daily life is still determined by nature cycles”¹²⁸. The slogan is: “South of the Island: life in the season’s rhythm”.¹²⁹

About Lagoa da Conceição, it says (*id*, *ibid*, p.23): “The most famous post-card of Florianópolis is the geographic center and the crossroad of diverse paths and souls of the Island. (...) The Lagoon is a meeting point. Seen from the top of the hills, hang-gliders flying in the sky and boats sealing in its calm, green and transparent water, Lagoa da Conceição is stunning. (...) It is in Lagoa where the contrasts of the Island are more evident. (...) Intact Atlantic Forest portions live together with villas and fishermen huts.”¹³⁰

In short, this campaign tends to show the beaches of Florianópolis as synonyms for “paradise”. It divides the Island into 4 parts and highlights its best features in slogans. The main problems of these texts are the affirmation that “the beaches are pretty preserved” and the northern ones have “complete tourist infrastructure”.

Most beaches of Florianópolis have been densely occupied, following the tendency to agglomerate buildings directly on the strands, privatizing public spaces and impeding the free access of people to the sea. In most of the cases, the buildings (including the tourist

¹²⁴ Original text: “*Aqui ficam os balneários com a mais completa infra-estrutura da cidade (...) No verão, recebem uma população equivalente a de Florianópolis (...) Como o acesso é fácil – as mais distantes ficam a apenas meia hora de automóvel do centro – a agitação é constante.*”

¹²⁵ Original text: “*Costa Norte: balneários turísticos*”

¹²⁶ Original text: “*São praias ainda bastante preservadas. (...) Barra da Lagoa e Campeche têm núcleos urbanos em expansão. Mas mantêm parte das características originais de vilas de pescadores.*”

¹²⁷ Original text: “*Costa Leste: ondas e natureza*”

¹²⁸ Original text: “*Esta é uma região de recantos bucólicos e praias selvagens, onde o cotidiano ainda é determinado pelos ciclos da natureza.*”

¹²⁹ Original text: “*Sul da Ilha: a vida no ritmo das estações*”

¹³⁰ Original text: “*Mais conhecido cartão postal de Florianópolis, é centro geográfico e encruzilhada dos diversos caminhos e almas da ilha. (...) a Lagoa é um ponto de encontro. (...) Vista de cima dos morros que a cercam, as asas-deltas flutuando no céu e os barcos navegando em suas águas calmas, esverdeadas e transparentes, a Lagoa da Conceição é deslumbrante. (...) É na Lagoa que os contrastes da Ilha de Santa Catarina são mais evidentes. (...) convivem porções intactas de Mata Atlântica, mansões e barracões de pesca.*”

facilities) have no sewage collection and treatment system. Therefore, most make use of cesspits whose final liquids are thrown into the pluvial canals, into rivers or into the sea; and some simply throw the dirty waters towards the sea. It also says that Lagoa da Conceição has “calm, green and transparent water” while the lagoon has been intensively polluted by domestic sewage. Moreover, most beaches, including the ones in the northern part of the Island, lack in parking spaces, showers, and waste bins, not counting the lack of public transportation and qualified tourist services. These are empirical facts which will be confirmed in the next chapter of this dissertation and which therefore play against the preservation and infrastructure assumptions.

The campaign also literally uses the term “contrast” to define Lagoa da Conceição, making an attempt to take advantage of the paradoxical situation of a place that has been a target of real estate venture for people with a high level of income, mostly new inhabitants from other cities, besides the low level of income among the native people.

- Capital of Ecotourism

Florianópolis: Passaporte Turístico (Letras Brasileiras, 2007a, p.26) points out that “the capital city of Santa Catarina has a rare combination of environments: the sea immensity, the arid dunes landscape, the oceanic islands, the creeping vegetation of restingas, the grandiosity of mountains, the vital energy of mangroves, the exuberance of the Atlantic Forest and its water canals, marshes and rivers, the poetic lagoons of salt and fresh water... Each of these environments give a special color to the insular geography. And they are all interconnected in an equilibrium which, even though fragile, remains prettily preserved despite the human presence. The integration between human occupation and environmental preservation on the Island of Santa Catarina does not happen by chance. (...) There is a clear option for a proper development model which harmonizes the vocation of the city for tourism with the environmental conservation.”¹³¹

¹³¹ Original text: “A capital Catarinense tem uma combinação rara de ambientes: a imensidão do mar, a paisagem árida das dunas, as ilhas oceânicas, a vegetação rasteira das restingas, a grandiosidade das montanhas, a energia vital dos mangues, a exuberância da Mata Atlântica com seus córregos, banhados e rios, as poéticas lagoas, de água doce e salgada... Cada um destes ambientes dá um colorido especial à geografia insular. E todos estão interligados entre si, num equilíbrio que, mesmo frágil, permanece bastante preservado apesar da presença humana. A integração entre ocupação humana e preservação ambiental na Ilha de Santa Catarina não acontece por acaso. (...) Existe a clara opção por um modelo próprio de desenvolvimento, que harmonize a vocação turística da cidade com a conservação do meio ambiente.”



Illustration 54: Capital of Ecotourism
Source: LETRAS BRASILEIRAS, 2007b, pp.26-27

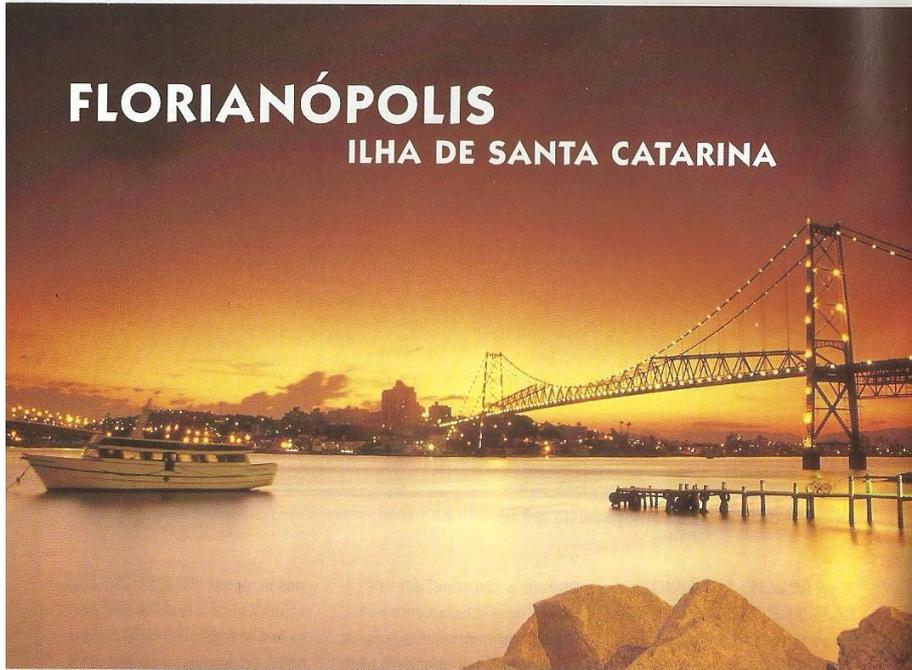
This campaign focuses on the natural resources of the Island, in fact very composed by several different types of complementary ecosystems which are supposed to work in a balanced way. Interesting in this text is the use of “rare”: it is used to provide an idea of uniqueness which is crucial for differentiation and positioning of the city as a tourist product.

In any case, the main questions are in the last statements, which affirm that there is a “clear option for a proper development model, which harmonizes the vocation of the city for tourism with the environmental conservation”. First of all, the urban planning “model”, instruments and plans employed in Florianópolis may theoretically aim at this so-called “harmonization” between urban occupation and environmental conservation, but the practices originated by such urban and tourist plannings show evidence of a lack of preoccupation about it, as already described in the previous chapter. For example, the zoning as a modern urban planning tool is still the main method of the plans. That means the objectives have been updated to the new speeches, however, the practices have been maintained. Furthermore, the text again also reveals a questionable point that has already been discussed in the description of the first campaign: “the vocation of the city for tourism”.

3.3.3. Images

- Hercílio Luz Bridge

The Hercílio Luz Bridge seems to be the main image or icon to represent the city. It illustrates the cover sheets of 13 of the 19 analyzed brochures (the 20th one is a video clip). Below are some examples of such pictures.



FLORIANÓPOLIS

ILHA DE SANTA CATARINA

Illustration 55: Hercílio Luz Bridge
Source: LETRAS BRASILEIRAS, 2007c, p.12



Illustration 56: Hercílio Luz Bridge
Source: LETRAS BRASILEIRAS, 2007f, p.4

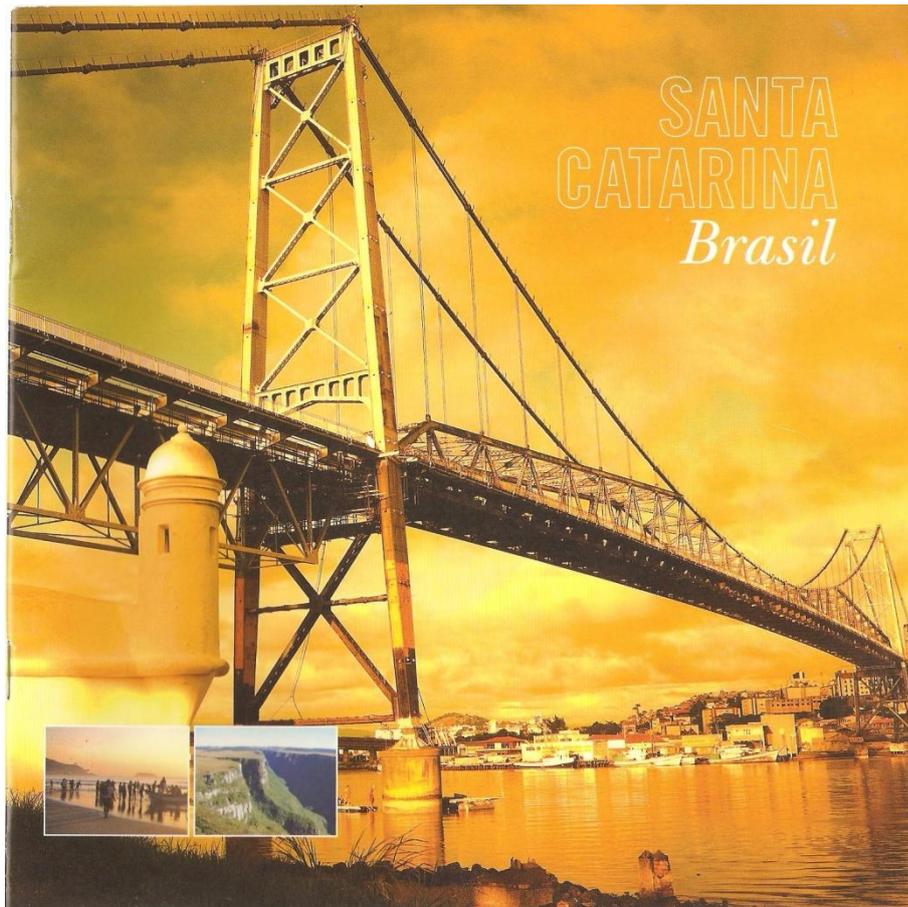


Illustration 57: Hercílio Luz Bridge
Source: LETRAS BRASILEIRAS, 2007j, p.1 (cover sheet)

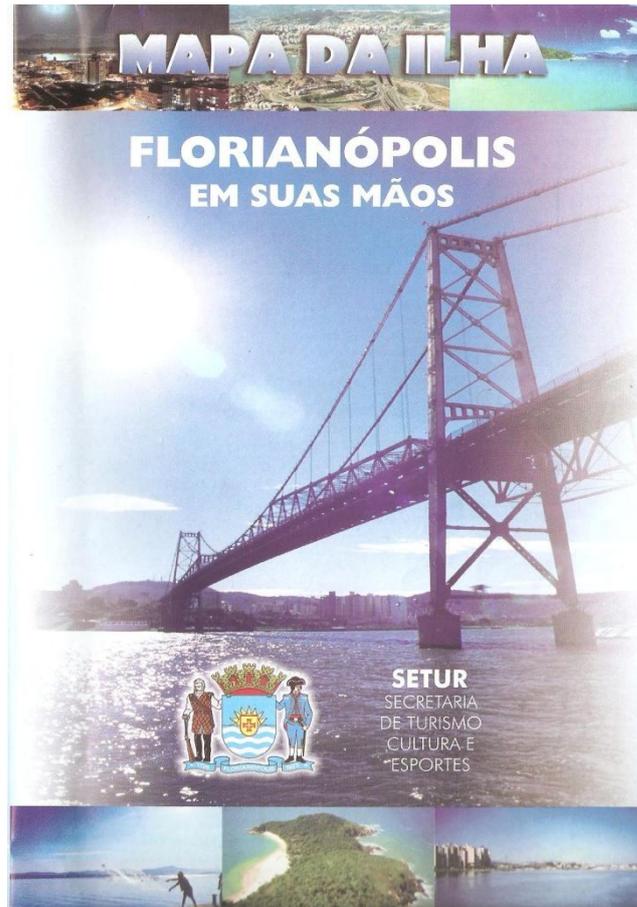


Illustration 58: Hercílio Luz Bridge
Source: SETUR, 2007b, p.1 (cover sheet)



Illustration 59: Hercílio Luz Bridge
Source: DC, March 23rd 2008, p.1 (cover sheet)

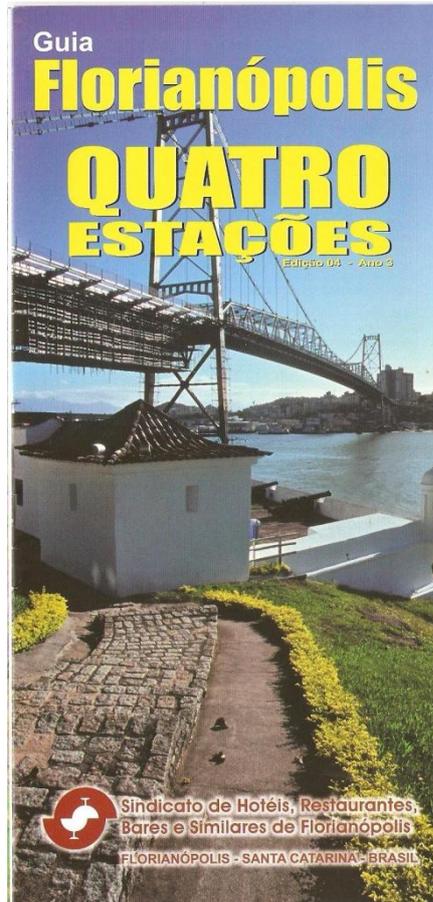


Illustration 60: Hercílio Luz Bridge
Source: SHRBS, 2007, p.1 (cover sheet)

Most of the pictures show the bridge from the ground point of view, with the exception of illustration 57 which was taken from one of its two towers, because since 1991 it has been closed for traffic. They were taken from the Island on sunny days or at the sunset hour, once the bridge is almost aligned with the west-east axis (continent-island direction).

- Heritage

Architectural heritage appears in some brochures, isolated or in a set of buildings, but always as punctual tourist attractions like Ribeirão da Ilha, the Public Market, the Cruz e Sousa Palace, and the Cathedral, as the examples below.



Illustration 61: Ribeirão da Ilha
Source: LETRAS BRASILEIRAS, 2007f, p.6



Mercado Público, Florianópolis.

Illustration 62: Public Market
Source: LETRAS BRASILEIRAS, 2007k (map)

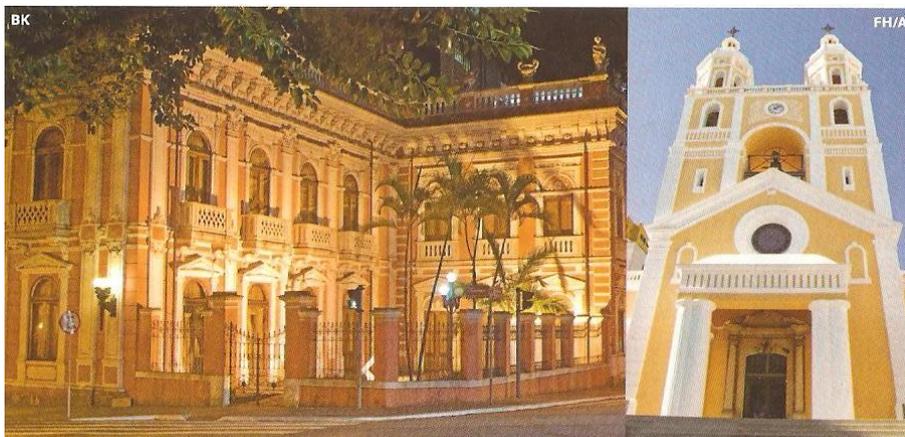


Illustration 63: Cruz e Sousa Palace and Cathedral
Source: LETRAS BRASILEIRAS, 2007d, p.13

Most of the pictures, as already said, focus on the buildings, isolating them from the surrounding areas.

- Beaches

Beaches are also main icons, together with the Bridge. They appear in all the analyzed brochures.



Illustration 64: Gravatá Beach
Source: LETRAS BRASILEIRAS, 2007b, p.6

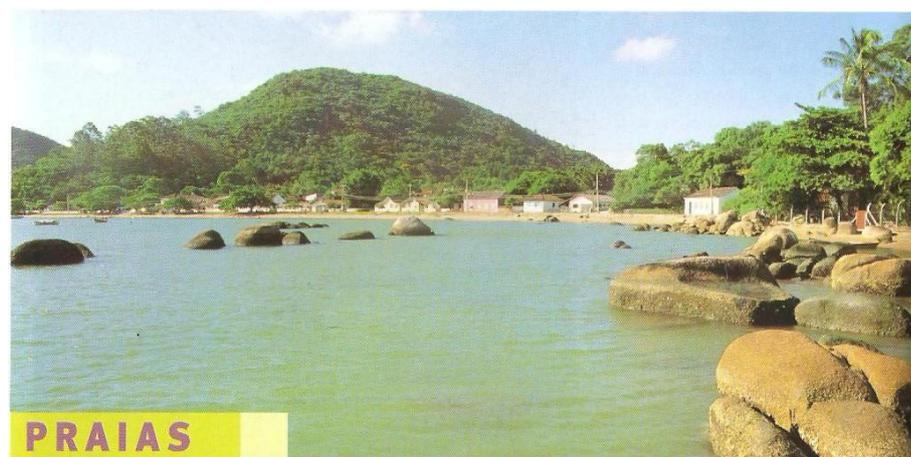


Illustration 65: Sambaqui Beach
Source: LETRAS BRASILEIRAS, 2007c, p.16

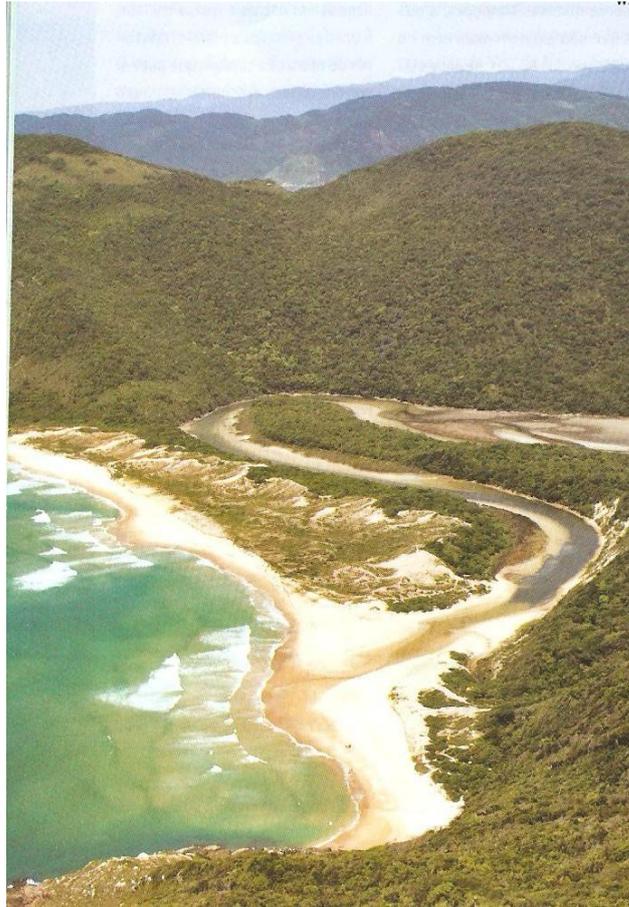


Illustration 66: Lagoinha de Leste
Source: LETRAS BRASILEIRAS, 2007d, p.16

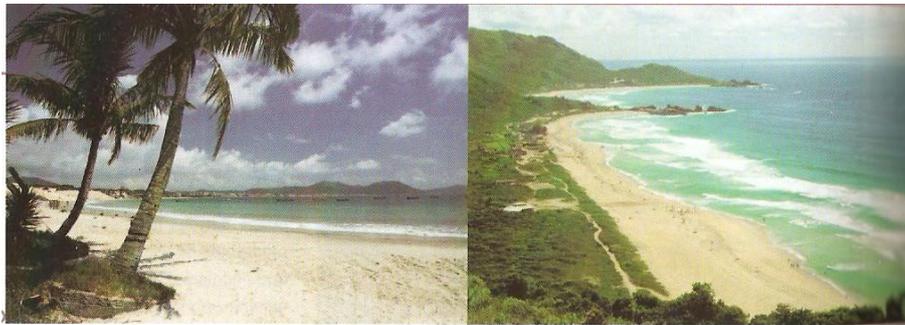


Illustration 67: Ingleses Beach (left) and Mole Beach (right)
Source: LETRAS BRASILEIRAS, 2007c, p.16

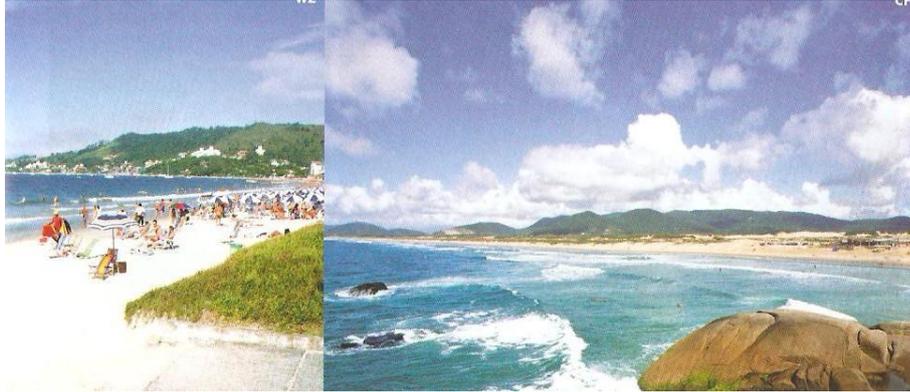


Illustration 68: Jurerê Beach (left) and Joaquina Beach (right)
Source: LETRAS BRASILEIRAS, 2007d, p.17

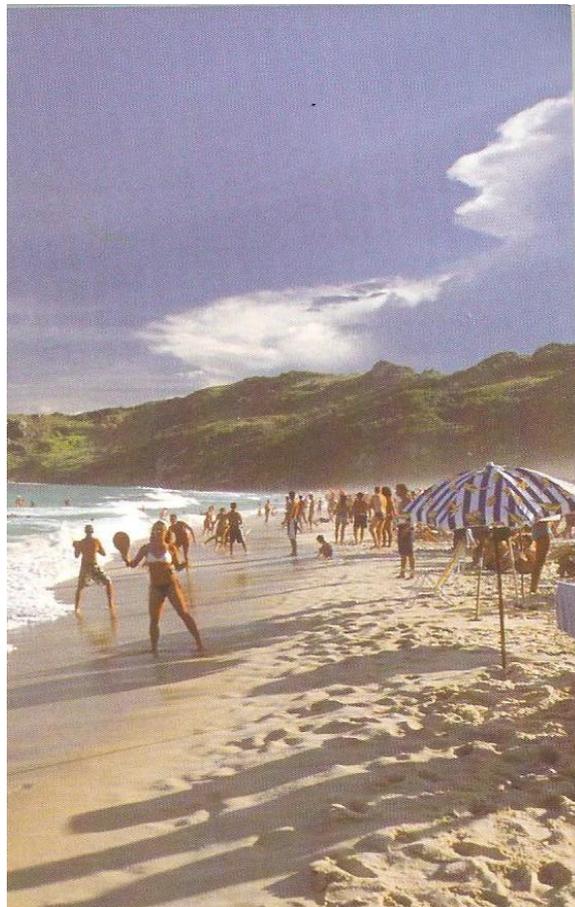


Illustration 69: Mole Beach
Source: LETRAS BRASILEIRAS, 2007h, p.37

By the beaches' pictures, one can perceive a tendency of showing angles and perspectives which avoid or hide the urban occupation as well as of presenting non-urbanized beaches which are part of natural reserved areas like Lagoinha de Leste. The objective seems to be a focus on the natural resources, but not the city. Sambaqui, for example, is shown as a delightful calm-green-water beach, but in fact it is part of North Bay (between the Island and the Continent) and is not very appreciated for bathing.

As for urban occupation, people also seem to be avoided in the pictures. They only appear, however, in photos from Jurerê and Mole beaches which are famous for concentrating “beautiful, young and rich” people.

- Lagoa da Conceição

The Lagoa has also been used as an icon for the city because it is part of the set of natural beauties but it also concentrates shops, restaurants, cafes, and night life.



Illustration 70: Lagoa da Conceição
Source: LETRAS BRASILEIRAS, 2007i, p.15



Illustration 71: Lagoa da Conceição
Source: LETRAS BRASILEIRAS, 2007b, p.17

As for the beaches, there is a tendency of showing angles and perspectives that either avoid or hide the urban occupation or show it from a bird's-eye view from which urban details cannot be perceived.

- City Center and Beira-Mar Avenue

The City Center and the Beira-Mar Avenue appear as symbols of modernity and progress, giving also an idea of movement.



Illustration 72: City Center 1
Source: LETRAS BRASILEIRAS, 2007h, p.37



Illustration 73: City Center 2
Source: LETRAS BRASILEIRAS, 2007e, p.25

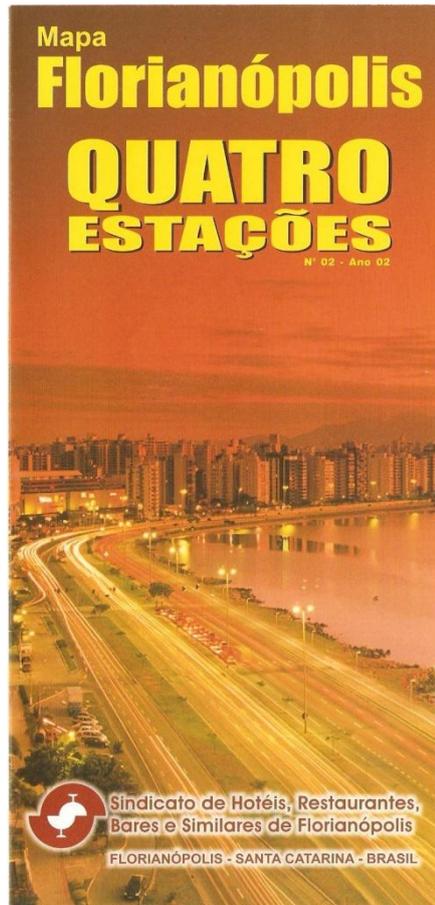


Illustration 74: Beira-Mar Avenue 1
Source: SHRBS, p.1, 2007a (cover sheet)



Illustration 75: Beira-Mar Avenue 2
Source: LETRAS BRASILEIRAS, 2007d, p.12

In this case, there is also a tendency of showing bird's-eye views from which urban details cannot be perceived. Moreover, the pictures focus on the amount and height of buildings and the roads as symbols of progress and success of previous governments, since the avenue and parts of the city center are built on artificial landfills.

3.4. Summary

In this chapter, the contents of the advertising campaigns about Florianópolis were analyzed and characterized. The objective was to identify the messages and the intentions of the actors involved in its identity construction process. Therefore, the methods were a legislation review, a qualitative discourse analysis including images, and interviews with experts. The consulted sources are laws, plans, official websites and tourist matters like brochures, videos, maps, and newspapers supplements. It began with an overview about the tourist planning system of Florianópolis in order to identify the actors involved in this process. Then it investigated the origins of the advertising campaigns, more specifically the political speeches and the commissioners. Finally, it analyzed some advertising campaigns, in terms of its producers, contents, slogans and images. Summing up, the main outcomes are:

(3.1) Tourist planning in Brazil is officially a subject of three levels of responsibility: federal level, by the Ministry of Tourist, state level, by the State Secretary of Tourism and municipal level, by the Municipal Secretary of tourism. These organs are responsible for the policies, plans, and promotion of destinations. In Florianópolis, tourist planning is a matter of EMBRATUR, SANTUR and SETUR. In any case, SANTUR has been the strongest institution in the development of tourist policies concerning to this city. The tourist activity and trade of the state and Florianópolis seem to be very strong, so that the current president of EMBRATUR is natural from this city.

(3.2) Tourist plans follow the official institutions' hierarchy, organized in three levels (federal, state, and municipal): plans of each level forecast the elaboration of the plans of the inferior level. At the end, the aimed integration is lost, since each municipality ends up with an own plan when it is capable to do it.

(3.3) SANTUR, created in 1977, is a mixed economy institution and makes use of segmented products to promote the state. It is responsible for the advertising campaigns and material, which have been planned and produced by 2 private advertising agencies and one publisher. This publisher, Letras Brasileiras Editora, seems to be the strongest producer of promotional material about Florianópolis, and one of its owners and editor has worked before for the State Communication Secretary (SEC/SC), during the government of Pedro Ivo Campos (1987-1990), member of PMDB, the same party of the current one.

(3.4) There are, however, other institutions, mostly private, also interested and active in the field, the so-called tourist trade. The objectives of such institutions are mainly to defend the interest of the sector before and to press the governmental ones. Some of them have even produced some advertising material independently.

(3.5) There is a domination of centralist and right-wing politicians both in the state and in the municipal governments, and a coincidence of mandates of members of the same party in both scales: when the governor is an X-Party member, so is the mayor of the capital city. The governors are mainly from the Itajaí Valley Region. The state has never had a left-wing governor. The continuity of right-wing administrations in the state and in this city reveals the influence of this faction and its interest in the development of tourism and its respective advertising campaigns. In short, this promoted new identity of Florianópolis is a product of and a means to keep this group in power.

(3.6) “*Santa & Bela Catarina*” and “Island of Magic” have been the first slogans created by SANTUR for the promotion of the state and of Florianópolis. “Capital of Life Quality” explores the position of Florianópolis in the PNUD’s Brazil life quality ranking among the Brazilian municipalities. It uses the term “recognized” to give an impression of something acknowledged, perceived and appreciated as a consensus, in the sense of something that has been proved. It therewith gives the idea of recognition or success of the work of some actors. It also reveals a search for identity based on a superiority complex and prejudice against other people which constitutes a crime according to the Brazilian Constitution and whose acceptance may lead to xenophobic attitudes, a threat for tourism itself.

(3.7) “Enchanted Paradise” tends to show the beaches of Florianópolis as synonyms for “paradise”. However, most of them have been densely occupied and lack of basic urban and tourist infrastructures. This campaign also uses the term “contrast” as an attempt to take advantage of the paradoxical situation of places that have been a target of real estate ventures for people with a high income, mostly new inhabitants from other cities, and the houses of the medium and low incomes native people.

(3.8) “Capital of Ecotourism” focuses on the natural resources of the Island, using the term “rare” to provide an idea of uniqueness, crucial for differentiation and positioning of the city as a tourist product. It also affirms that there is an urban development model which harmonizes tourism with environmental conservation. However, urban and tourist plans show evidence of a lack of preoccupation about it: new speeches have been adopted, but the practices seem to have been maintained.

(3.9) “Vocation for tourism”, present in many advertising texts, has been used in many political speeches in the sense of something irrefutable or undeniable, providing legitimacy to all policies, actions and actors involved in this sector.

(3.10) The main images used in the brochures are the Hercílio Luz Bridge and the beaches, although architectural heritage; the city center and the Beira-Mar Avenue have also been

explored. In any case, pictures reveal a tendency towards showing angles and perspectives which avoid or hide the urban occupation or the surrounding buildings. There is also a tendency of showing bird's-eye views, from which urban details are not perceived, focusing on the amount and height of buildings and the roads as symbols of progress and success of previous governments. People also seem to be avoided in the pictures: only "beautiful people" seem to appear to confirm the myth of superiority.

(3.11) The city marketing of Florianópolis is done at the state level, and not at the municipal one and has, even if not declared, a political background and political purposes, detaching the work of certain persons. Because of its political and ideological contents, the use of the term urban propaganda instead of city marketing seems to be valid, as defined in the chapter 1.

(3.12) Contrarily to the international definition of tourism as oriented by the urban planning and towards the urban development, urban planning in Florianópolis has been oriented by and towards tourism development. Embellishment works just before the tourist season are its landmarks. The speech is the same: tourism as a means to recover municipal revenues and create jobs, but the practices and results are different. It is not by chance that IPUF and SANTUR were created in the same year (1977).

Thus, the results of this chapter suggest the validity of the hypothesis H1a of this research, namely that the promise is a result of advertising campaigns which focus on the natural features of the Island of Santa Catarina. It also shows some evidences of the hypothesis H1c, that such campaigns have been supported by some political and private actors, who are mainly interested in the development of tourism and the real estate market in the city. The next chapter, *Consumers' Satisfaction*, makes a kind of post-purchase research in order to verify the awareness of tourists and residents about the gap between the promise and the performance of Florianópolis, analyzing a kind of other's perception about this city.

CHAPTER 4: CONSUMERS' SATISFACTION¹³²

In this fourth chapter the awareness of tourists and residents about the hypothetical gap between promise and performance of Florianópolis is examined through an evaluation of the grade of the fulfillment of such consumers, making a comparison between two different gazes (others' perception) on the same place¹³³. The methods are: a questionnaire survey and structured interviews, consisting in a kind of multi-attribute CSM – Customer Satisfaction Measurement or a post-purchase evaluation: the first one is needed to get data about tourists' satisfaction and the second about inhabitants' contentment.

Tourists' questionnaires (see Appendix A) were distributed and collected at the departure halls of the Hercílio Luz International Airport and the Rita Maria Inter Municipal Bus Terminal, just before tourists were leaving the city (post-purchase evaluation). The sample was random, since it presupposed that all types of tourists had the same chance of being in these places. However, at the same time non-representative, since the inclusion of tourists who travel to Florianópolis by car (around 90%) and a bigger sample size (it was composed by only 200 respondents) would lead to the non-feasibility of this research. Nevertheless, the main objective was not to represent the reality but to provide a general idea of the situation, since there are no statistical data like these available. SANTUR has produced (not every year; and mostly by estimations) quantitative research but focuses on the demand numbers and the funds created by the flow of tourists. Instituto Mapa has also produced some quantitative research, but it is not complete and do not present the satisfaction degree of consumers as well as the profile of its respondents. Even though not representative, the data produced in this chapter could open the horizons of new questions and even point to further researches.

At the airport, the questionnaires were applied on December 27th 2007, from 15:45 p.m. to 20:45 p.m. (during 5 hours), whereas at the bus terminal, the questionnaires were applied on December 28th 2007, from 14:30 p.m. to 19:00 p.m. (during 4 hours and 30 minutes). The questionnaires were equal in both places and divided into five parts: the first one is about the profile of the respondent; the second is about his or her trip, as an introduction; the third is about the infrastructure of the city; the fourth is about its public spaces, and the last one is

¹³² Part of this text has been presented and published in the annals of the CIT 2010 in Porto (Portugal), from June 21st to 23rd 2010, with the title: "Evaluation of Tourists' Satisfaction in Florianópolis (Brazil)".

¹³³ As already clarified, most comments of tourists and residents were translated (from Portuguese and Spanish into English), with rare exceptions, freely by the author.

again about his or her trip, but as a conclusion. The questionnaires were composed by opened and closed questions. However, even the closed ones were at the same time opened: they were based on a Likert Scale with scores from 1 to 6 (very good, good, fair, bad, very bad and don't know, respectively) but also provided space for the respondents to add their comments. Thus, the closed parts could be statistically treated while the space for comments could serve, more or less, as semi-structured interviews. The questionnaires were available in Portuguese, Spanish and English, according to the origin of the respondent.

Analogously, in order to evaluate the satisfaction grade of the inhabitants, structured interviews¹³⁴ (with closed and opened questions) were necessary, totalizing 18 interviewees. They were carried out at ProCidadão, during the month of April 2008. ProCidadão is the central office of PMF – Prefeitura Municipal de Florianópolis, localized in the city center and functions as a channel between citizens and the public administration, demanding services and solving problems. Again, the sample was random, since it presupposed that all types of inhabitants (from different classes, age, gender, etc.) had the same being at this place. Another important justification for the selection of this place is that at ProCidadão there is always a waiting time for attendance, a period when the citizens were willing to answer the questions. The interviews (see Appendix A) were divided into six parts: the first one about the profile of the respondent; the second about the city, as an introduction; the third about its infrastructure; the fourth about its services, the fifth about its public spaces and the last one again about the city, as a conclusion. They were available only in Portuguese, based on the hypothesis that all inhabitants can speak this language.

In both cases (tourists' questionnaires and inhabitants' interviews), the chosen urban aspects for the performance analysis are considered here as key-elements concerning the "right to sustainable cities" that is predicted by the Brazilian City Statute and understood as having direct effects on the environment of the Island, which is supposedly the main object of advertising campaigns and tourism.

The softwares used for the statistical treatment of data were: SPSS (Statistical Package for Social Sciences) Statistics Student Version 17.0 (purchased on February 5th 2010 from Fachbuchwelt – Bill number 100207-457), installed on February 9th 2010 and licensed for Adriana Gondran Carvalho da Silva, as a student of the Bauhaus-Universität Weimar; and MS Excel, mainly for graphic construction. SPSS is one of the most used programs for statistical analysis in the social sciences. The student version includes the necessary tools for this thesis: descriptive statistics. However, as a student version, this software does not

¹³⁴ The residents' interviews numbers 1 to 7 were carried out with the help of Rafael Scarduelli.

group answers of multiple choice questions, i.e. these answers appear here in two or more tables, but in a unique graphic.

As already mentioned, the closed questions received a quantitative treatment, while the opened ones needed a special one: not only comments were used as quotations, but they are categorized into major groups (clusters) of responses in order to get further quantitative data. This categorization required an anterior qualitative content analysis to check to which cluster each comment belonged to. Some criteria were established to avoid repetitions and tendentious results. The objective of this attempt to “translate” the comments from totally opened questions into quantitative data was a means to ease the understanding of the information. The most significant comments are listed in tables or quoted in the text.

In short, the method of this chapter is a clustering quanti-qualitative analysis: quantitative and qualitative approaches together in order to facilitate the understanding. It begins presenting the results of the questionnaires’ respondents in tables and graphics. Thereafter, the same procedure is done for the interviewed residents.

4.1. Tourists

4.1.1. Profile

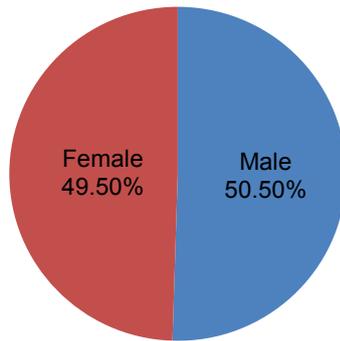
The objective is to show the profile of the respondents, divided into the variables of sex, age, education level, origin, how many times they have visited the city and for how long, accommodation, motives, and the transportation means they mostly use during the stay.

The investigation of the profile is important, because it is presupposed to play a major role in the satisfaction degree. On the one hand, someone who lives in a city which supposedly has a worse performance, may think Florianópolis is very good. On the other hand, a person who has visited many other cities, not only in Brazil, may think it is not so good.

- P1 – Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	50.5	50.5	50.5
	Female	99	49.5	49.5	100.0
	Total	200	100.0	100.0	

Table 9: Frequencies of question P1

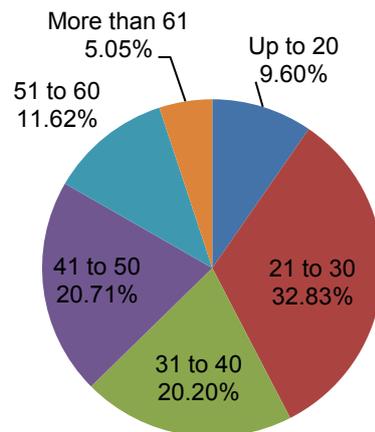


Graphic 1: Results of question P1

▪ P2 – Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 20 years old	19	9.5	9.6	9.6
	21 to 30 years old	65	32.5	32.8	42.4
	31 to 20 years old	40	20.0	20.2	62.6
	41 to 50 years old	41	20.5	20.7	83.3
	51 to 60 years old	23	11.5	11.6	94.9
	more than 61 years old	10	5.0	5.1	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

Table 10: Frequencies of question P2

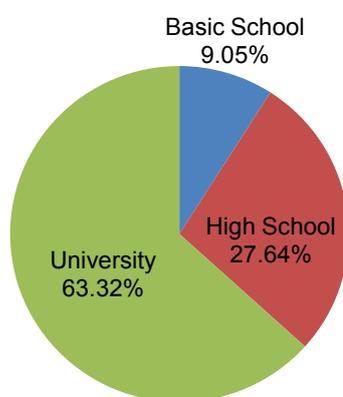


Graphic 2: Results of question P2

▪ P3 – Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic School	18	9.0	9.0	9.0
	High Scholl	55	27.5	27.6	36.7
	University	126	63.0	63.3	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
Total		200	100.0		

Table 11: Frequencies of question P3

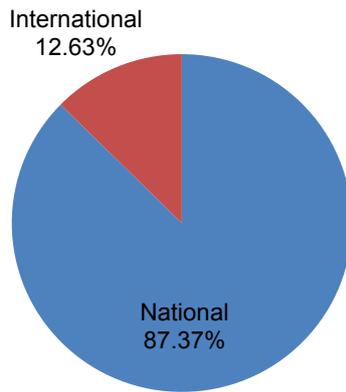


Graphic 3: Results of question P3

▪ P4 – Origin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	National	173	86.5	87.4	87.4
	International	25	12.5	12.6	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

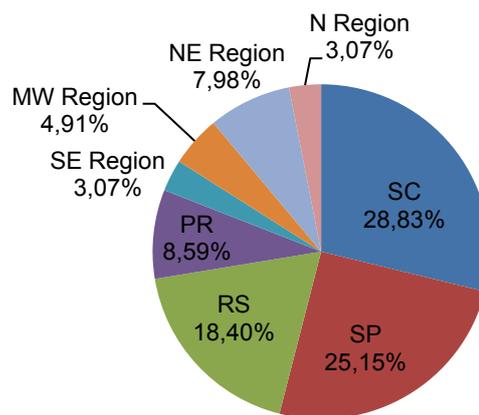
Table 12: Frequencies of question P4



Graphic 4: Results of question P4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SC	47	23.5	28.8	28.8
	SP	41	20.5	25.2	54.0
	RS	30	15.0	18.4	72.4
	PR	14	7.0	8.6	81.0
	South-East	5	2.5	3.1	84.0
	Middle-West	8	4.0	4.9	89.0
	North-East	13	6.5	8.0	96.9
	North	5	2,5	3,1	100,0
	Total	163	81.5	100.0	
Missing	System	37	18.5		
Total		200	100.0		

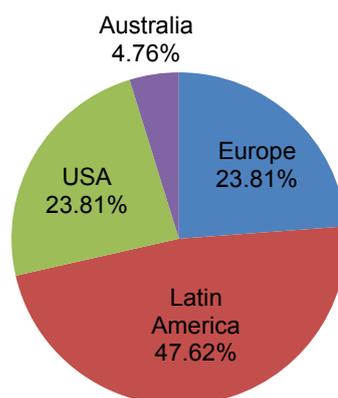
Table 13: Frequencies of question P4a



Graphic 5: Results of question P4a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Argentina	5	2,5	23,8	23,8
	Australia	1	,5	4,8	28,6
	Austria	1	,5	4,8	33,3
	Bolivia	1	,5	4,8	38,1
	Chile	2	1,0	9,5	47,6
	Finland	1	,5	4,8	52,4
	France	1	,5	4,8	57,1
	Paraguay	1	,5	4,8	61,9
	Peru	1	,5	4,8	66,7
	Portugal	1	,5	4,8	71,4
	Spain	1	,5	4,8	76,2
	USA	5	2,5	23,8	100,0
	Total		21	10,5	100,0
Missing	System	179	89,5		
Total		200	100,0		

Table 14: Frequencies of question P4b

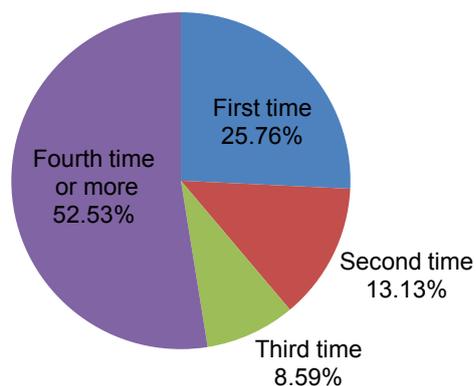


Graphic 6: Results of question P4b

- P5 – Visit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Time	51	25.5	25.8	25.8
	Second Time	26	13.0	13.1	38.9
	Third Time	17	8.5	8.6	47.5
	Fourth Time or More	104	52.0	52.5	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

Table 15: Frequencies of question P5



Graphic 7: Results of question P5

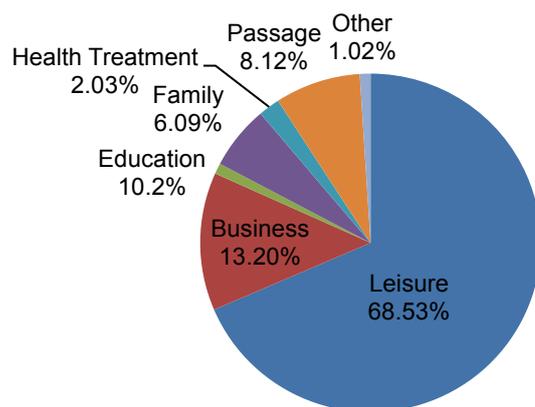
▪ P6 – Motive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Leisure	135	67.5	68.5	68.5
	Business	26	13.0	13.2	81.7
	Education	2	1.0	1.0	82.7
	Family	12	6.0	6.1	88.8
	Health treatment	4	2.0	2.0	90.9
	Passage	16	8.0	8.1	99.0
	Other	2	1.0	1.0	100.0
	Total	197	98.5	100.0	
Missing	System	3	1.5		
Total		200	100.0		

Table 16: Frequencies of question P6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	8	4.0	61.5	61.5
	Education	1	.5	7.7	69.2
	Family	2	1.0	15.4	84.6
	Passage	2	1.0	15.4	100.0
	Total	13	6.5	100.0	
Missing	System	187	93.5		
Total		200	100.0		

Table 17: Frequencies of question P6

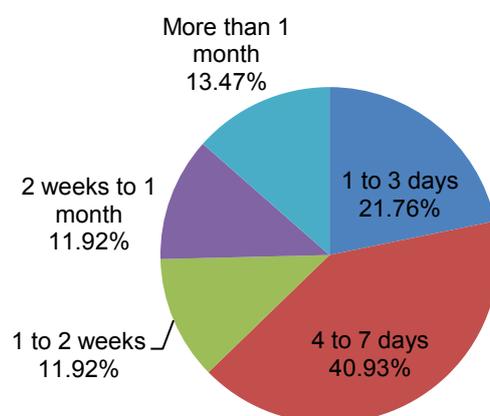


Graphic 8: Results of question P6

▪ P7 – Period of stay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 3 days	42	21.0	21.8	21.8
	4 to 7 days	79	39.5	40.9	62.7
	1 to 2 weeks	23	11.5	11.9	74.6
	2 weeks to 1 month	23	11.5	11.9	86.5
	more than 1 month	26	13.0	13.5	100.0
	Total	193	96.5	100.0	
Missing	System	7	3.5		
Total		200	100.0		

Table 18: Frequencies of question P7

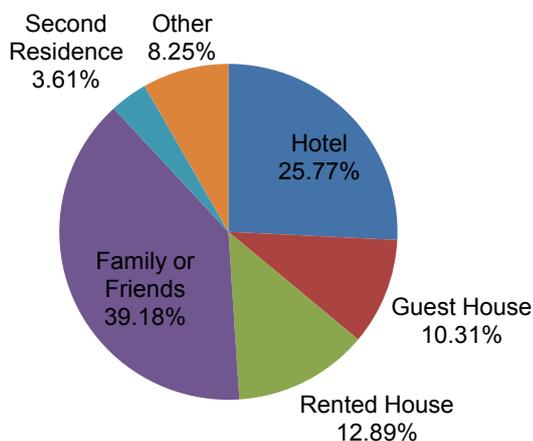


Graphic 9: Results of question P7

▪ P8 – Accommodation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel	50	25.0	25.8	25.8
	Guest House	20	10.0	10.3	36.1
	Rented House	25	12.5	12.9	49.0
	Family or Friends	76	38.0	39.2	88.1
	Second Residence	7	3.5	3.6	91.8
	Other	16	8.0	8.2	100.0
	Total	194	97.0	100.0	
Missing	System	6	3.0		
Total		200	100.0		

Table 19: Frequencies of question P8



Graphic 10: Results of question P8

▪ P9 – Transportation Means in the City

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Transportation	62	31.0	31.8	31.8
	Taxi	27	13.5	13.8	45.6
	Car	95	47.5	48.7	94.4
	Van	5	2.5	2.6	96.9
	Bicycle	1	.5	.5	97.4
	By feet	1	.5	.5	97.9
	Other	4	2.0	2.1	100.0
	Total	195	97.5	100.0	
Missing	System	5	2.5		
Total		200	100.0		

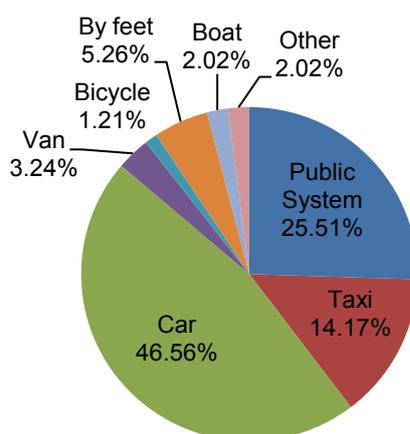
Table 20: Frequencies of question P8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Transportation	1	.5	2.6	2.6
	Taxi	8	4.0	20.5	23.1
	Car	19	9.5	48.7	71.8
	Van	2	1.0	5.1	76.9
	Bicycle	1	.5	2.6	79.5
	By feet	5	2.5	12.8	92.3
	Boat	3	1.5	7.7	100.0
	Total	39	19.5	100.0	
Missing	System	161	80.5		
Total		200	100.0		

Table 21: Frequencies of question P9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Car	1	.5	7.7	7.7
	Van	1	.5	7.7	15.4
	Bicycle	1	.5	7.7	23.1
	By feet	7	3.5	53.8	76.9
	Boat	2	1.0	15.4	92.3
	Other	1	.5	7.7	100.0
	Total	13	6.5	100.0	
Missing	System	187	93.5		
Total		200	100.0		

Table 22: Frequencies of question P9



Graphic 11: Results of question P9

To sum up, according to the results (mode) of the profile part, respondents are between 21 and 30 years old, have university education level, are originally from Santa Catarina and São Paulo or internationally from Latin American countries, have visited the city for 4 or more times, for leisure, stay for a period of 4 to 7 days at family's or friends' house and use private cars as transportation means in the city.

4.1.2. Trip – Introduction

Here start the questions about the trip: by T1 (“*Why Florianópolis?*”), the intention was to identify the main reasons why people decide to visit the city, in a broad spectrum of answers, from personal reasons, to the influence of its advertising campaigns. By T2 (“*What have you most liked about Florianópolis?*”) the objective was to identify the frequency of answers also in a broad way, considering all the responses tourists may give. The same was applied to T3 (“*What have you least liked?*”) and, finally, by T4 (“*Which image do you take from the city?*”), the goal was to recognize whether first it the image is positive, neutral or negative, and second, what comes into people’s mind when they think about the city. There were no instructions how to answers these questions, because the objective was exactly to reach all possible types of reactions people may have when enquired, and a posterior attempt to categorize the replies was planned.

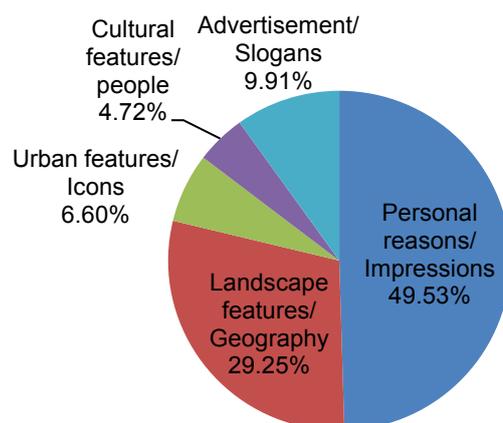
- T1 – Why Florianópolis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	102	51.0	55.7	55.7
	Landscape features/ Geography	50	25.0	27.3	83.1
	Urban features/ Icons	7	3.5	3.8	86.9
	Cultural features/ People	4	2.0	2.2	89.1
	Advertisement or slogans	20	10.0	10.9	100.0
	Total	183	91.5	100.0	
Missing	System	17	8.5		
Total		200	100.0		

Table 23: Frequencies of question T1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	3	1.5	10.3	10.3
	Landscape features/ Geography	12	6.0	41.4	51.7
	Urban features/ Icons	7	3.5	24.1	75.9
	Cultural features/ People	6	3.0	20.7	96.6
	Advertisement or slogans	1	.5	3.4	100.0
	Total	29	14.5	100.0	
Missing	System	171	85.5		
Total		200	100.0		

Table 24: Frequencies of question T1



Graphic 12: Results of question T1

Respondents have chosen Florianópolis as destination mainly for personal reasons (49.53%).

Category	Quotation
Personal reasons/ Impressions	"I like it", "Friends", "Family", "Leisure", "Curiosity", "I have never been here before", "I have lived here before", "Business".
Landscape features/ Geography	"Beaches", "Landscape", "Cooler than Rio or Northeast", "the Island", "Climate", "Proximity", "Praia da Joaquina", "Praia dos Ingleses",
Urban features/ Icons	"Cleanness", "Security", "Price", "Health treatment" (Q130), "New opportunities".
Cultural features/ People	"Culture".
Advertisement/ Slogans	"Tourist information in the origin country", "Recommendations", "Internet search", "Heard it was beautiful", "Amazing tourist potential", "Magazine recommendation", "Santa Catarina is wonderful", "quality of life", "because it is the most beautiful city of Brazil" (Q86), "Famous place".

Table 25: Quotations of Question T1

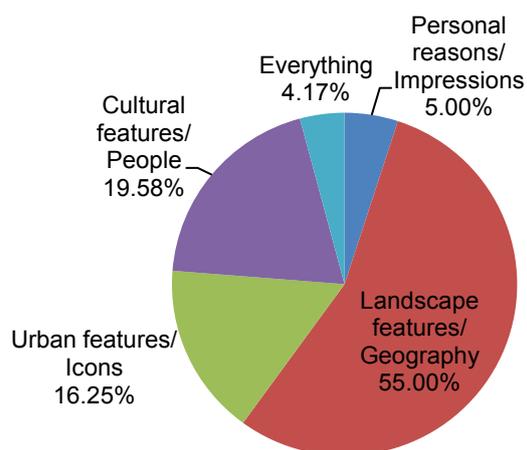
- T2 – What have you most liked about the city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	12	6.0	6.7	6.7
	Landscape features/ Geography	115	57.5	64.6	71.3
	Urban features/ Icons	19	9.5	10.7	82.0
	Cultural features/ People	22	11.0	12.4	94.4
	Everything	10	5.0	5.6	100.0
	Total	178	89.0	100.0	
Missing	System	22	11.0		
Total		200	100.0		

Table 26: Frequencies of question T2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Landscape features/ Geography	17	8.5	27.4	27.4
	Urban features/ Icons	20	10.0	32.3	59.7
	Cultural features/ People	25	12.5	40.3	100.0
	Total	62	31.0	100.0	
Missing	System	138	69.0		
Total		200	100.0		

Table 27: Frequencies of question T2



Graphic 13: Results of question T2

Respondents point out the landscape features (55.00%) as what they have liked most about Florianópolis.

Category	Quotation
Personal reasons/ Impressions	“Tranquillity”, “I have lived in Florianópolis for some years. Nowadays, I would rather visit it in others periods, not during the high season... there is too much traffics, lines, lack of preparation and structure to receive so many people.” (Q35)
Landscape features/ Geography	“Beaches”, “Climate”, “The Lagoon”, “Praia dos Ingleses”, “Praia do Santinho”, “sea sports”, “natural beauties”, “Jurerê”, “the little still standing nature” (Q177)
Urban features/ Icons	“Guest House”, “restaurants”, “bars”, “urban cleanness”, “Commerce”, “Beira-mar”, “city center”, “Health system”, “Very well organized and punctual transportation system” (Q142), “beautiful buildings” (Q169),
Cultural features/ People	“Food”, “People”, “Island Culture”, “hospitality”,
Advertisement/ Slogans	
Other	“Everything”

Table 28: Quotations of Question T2

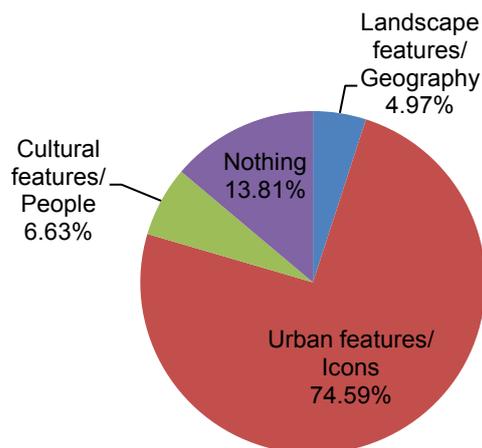
- T3 – And what have you least liked?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Landscape features/ Geography	8	4.0	4.7	4.7
	Urban features/ Icons	130	65.0	76.0	80.7
	Cultural features/ People	8	4.0	4.7	85.4
	Nothing	25	12.5	14.6	100.0
	Total	171	85.5	100.0	
Missing	System	29	14.5		
Total		200	100.0		

Table 29: Frequencies of question T3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Landscape features/ Geography	1	.5	10.0	10.0
	Urban features/ Icons	5	2.5	50.0	60.0
	Cultural features/ People	4	2.0	40.0	100.0
	Total	10	5.0	100.0	
Missing	System	190	95.0		
Total		200	100.0		

Table 30: Frequencies of question T3



Graphic 14: Results of question T3

Tourists indicate the urban features (74.59%) as what they have liked least about Florianópolis.

Category	Quotation
Personal reasons/ Impressions	"To have to come back to SP", "I was robbed."
Landscape features/ Geography	"Mosquitoes", "cold"
Urban features/ Icons	"Traffic jams", "Travel delays", "Sometimes a little crowded", "sewage to sea", "In USA, I study 'urbanism', I think the island development will be very problematic!" (Q08), "stray dogs", "Driving", "Road systems", "Bad smell", "Lack of parking lots", "Violence", "Transportation system", "Lack of Policemen", "It has improve the asphalt of some roads, the signs have to be written in three languages, the hotels should be improved, especially the 5 stars facilities" (Q29), "Dirt on the beaches, sewage pipes" (Q32), "Lack of information", "Too expensive", "Pollution", "Environment destruction", "Cleanness and organization of the beaches (Jurerê Internacional), with the exception of Ingleses and Canasvieiras" (Q47), "The airport, it must be improved" (Q48), "City Center", "Waste", "Shopping center", "Leisure options", "Public transportation", "Architecture... too ugly and careless." (Q91), "commerce infrastructure", "Traffic – a city that lives from the tourism and wants to grow needs a better infrastructure to receive more people" (Q97), "There is no way to move on this city without a car! There are no taxis in the northern region of the Island." (Q100), "Buses! Silly turn styles" (Q103), "Guys who go to the beaches only to steal our bags" (Q104), "Lack of policemen on the beaches" (Q110), "The city structure. Public transportation is awful and very expensive. There are no

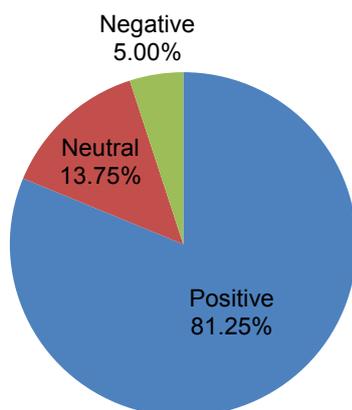
	bike paths. I think this is negligence to the native people. There should be environmental education for tourists.” (Q118), “Sewage”, “The aggression to nature which is getting bigger and bigger due to the uncontrolled urbanization because it is a tourist region.” (Q120), “Distances between beaches and city center.” (Q143), “Polluted beaches” (Q157), “Inattention with ecology: lack of recycling, ‘open air’ sewage, urbanization and deforestation, traffic jams, lack of trees.” (Q163), “Too many homeless people”, “Too many people, too little infrastructure” (Q177), “No air conditioning, free toilets and watch in the bus terminal!” (Q184), “Lack of equipment for life-savers.” (Q187), “City government” (Q189), “That the ‘other’ bridge is not in use.” (Q195).
Cultural features/ People	“Some tourist agencies and taxi drivers try to exploit the tourists”, “The coffee”, “Slow service in restaurants”, “lack of education on transit”, “too many Argentineans – they are impolite” (Q25), “Xenophobia”, “Shops and restaurants closed on Christmas day”, “The domestic tourist is too exploited. I think there should be a way to distinguish the treatment given to the Brazilian and to the foreign tourist. By the way, Reais worth less than Dollars and Euros.” (Q44), “Reserved people”, “Too little Spanish spoken”, “Too noisy”, “The quality of bars and restaurants is very bad, the food is badly done and too expensive.” (Q142), “Peoples’ accent”, “Handicrafts commerce for tourists.” (Q145), “Arrogant people”, “Tourists”
Advertisement/ Slogans	
Other	“Nothing”

Table 31: Quotations of Question T3

- T4 – Which image do you take from the city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positive	130	65.0	81.3	81.3
	Neutral	22	11.0	13.8	95.0
	Negative	8	4.0	5.0	100.0
	Total	160	80.0	100.0	
Missing	System	40	20.0		
Total		200	100.0		

Table 32: Frequencies of question T4



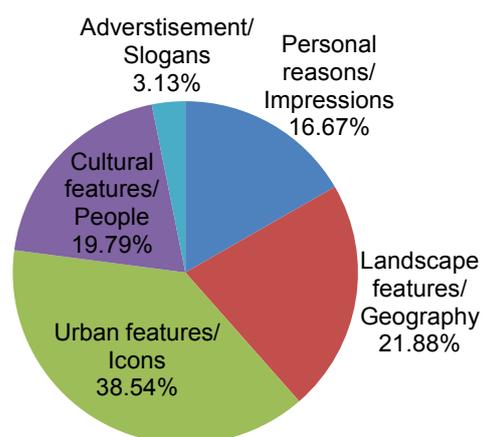
Graphic 15: Results of question T4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	29	14.5	19.3	19.3
	Landscape features/ Geography	37	18.5	24.7	44.0
	Urban features/ Icons	61	30.5	40.7	84.7
	Cultural features/ People	17	8.5	11.3	96.0
	Advertisement or slogans	6	3.0	4.0	100.0
	Total	150	75.0	100.0	
Missing	System	50	25.0		
Total		200	100.0		

Table 33: Frequencies of question T4a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	3	1.5	7.1	7.1
	Landscape features/ Geography	5	2.5	11.9	19.0
	Urban features/ Icons	13	6.5	31.0	50.0
	Cultural features/ People	21	10.5	50.0	100.0
	Total	42	21.0	100.0	
Missing	System	158	79.0		
Total		200	100.0		

Table 34: Frequencies of question T4a



Graphic 16: Results of question T4a

Respondents reveal, nevertheless, that the urban features (38.54%) is the image they take from the city.

Category	Quotation
Personal reasons/ Impressions	“Good image”, “Good Feng-Shui”, “Pleasant”, “Vibrant city”, “cosy city”, “positive”, “Cool”, “Tranquillity and development” (Q21), “All the best”, “Magic place”, “Brazil is really the best place to travel. Florianópolis (Jurerê) is a mixture of rural and European place” (Q99), “Fabulous”, “I have no words. It is a wonderful city. All the best.” (Q156).
Landscape features/ Geography	“Small beautiful island”, “Lush island”, “Beaches”, “Sea”, “Natural beauties”, “Praia dos Ingleses”, “Dunas da Joaquina”, Landscape”, “very green city, surrounded by sea”, “Beautiful by its landscapes” (Q123), “critical nature, that has to be maintained no matter what, so that tourists come back and spend more money in the city.” (Q163).
Urban features/ Icons	“Organized city”, “Clean city”, “A lot to do”, “beautiful city”, “Very nice Brazilian city”, “I have been in Rio and Curitiba before. Compared to those places, this is much safer and I felt very secure walking alone.” (Q08), “Great architecture”, “No people begging” (Q17), “The Hercílio Luz Bridge”, “the image of a small place which needs to grow a lot yet to become a great tourist pole” (Q26), “Beautiful, but as dangerous as São Paulo” (Q28), “good, but it has to improve especially the security” (Q29), “Hotels in the northern region”, “Nice to spend vacations, but it has to be much more aware to the problems of hygiene and ecology. And to the huge augment of the population during the Christmas-New Year’s Eve period and carnival, it is not yet prepared: water, electricity, sewage, traffic jams.” (Q32), “structured city”, “it is growing too much. (more expensive, more people, more violence)” (Q42), “Very beautiful and clean city, however the

	<p>airport does not correspond to the infrastructure it offers” (Q49), “Physically isolated with good tourist infrastructure”, “nice place to start life”, “most beautiful city of the country” (Q57), “It is a city that has a lot to learn, yet in terms of infrastructure on the beaches” (Q61), “good, with some deficiency in infrastructure, roads, cleanness and organization.” (Q62), “Very good infrastructure, visible work of the current government” (Q96), Too many buildings, too few squares...” (Q101), “Good place between beach and city center” (Q102), “No poverty”, “Growth in all senses.” (Q115), “Disorganized growth.” (Q117), “The image of a beautiful place whose environment and population are not respected. Exploitation is the image that I see.” (Q118), “I take a good image, because in spite of the too many in construction buildings e the great urbanization process, it is still a clean place, with receptive people and beautiful beaches” (Q120), “A place that was one day was beautiful, but nowadays is too urbanized.” (Q121), “In comparison with other big cities, Florianópolis is ‘still’ a tranquil city.” (Q125), “Cathedral”, “Beautiful, but with infrastructure and traffic deficiencies” (Q134), “In general a good image, but a little disappointed with the security.” (Q168), “Beautiful beaches, but no infrastructure” (Q176), “A beautiful city, with very cordial people, who try to keep its natural beauties, even with growing environmental problems (Q180).</p>
<p>Cultural features/ People</p>	<p>“Friendly people”, “Hospitality”, “Good food”, “Culture”, “Simple people in a big city” (Q149), “A modern city, cosy, very beautiful, but the population is too arrogant” (Q172).</p>
<p>Advertisement/ Slogans</p>	<p>“Great quality of life”, “Very good – the government is investing in infrastructure (roads, signs)” (Q19), “Floripa is a paradise on Earth. If I ever have conditions, I will live here.” (Q93), “Magic Island” (Q129), “About Florianópolis, it is a city in which every Brazilian wants to live in.” (Q1379), “Very structured. I see that perhaps the politicians are very competent.” (Q161), “Model city” (Q166).</p>

Table 35: Quotations of Question T4a

As a partial conclusion, according to the mode, tourists visit Florianópolis mostly for personal reasons, i.e. to visit family and friends, like the landscape features most, like the urban aspects least, and have a positive image about the city, however based on its urban features or icons.

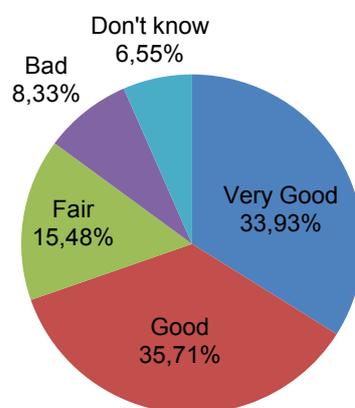
4.1.3. Infrastructure

In this session, tourists were asked to evaluate the following items of the city’s infrastructure and services: the water supply, the sewage treatment, the electricity supply, the public lighting, the public security, the public transportation system and the roads system.

▪ I1 – Water Supply System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	57	28.5	33.9	33.9
	Good	60	30.0	35.7	69.6
	Fair	26	13.0	15.5	85.1
	Bad	14	7.0	8.3	93.5
	Don't know	11	5.5	6.5	100.0
	Total	168	84.0	100.0	
Missing	System	32	16.0		
Total		200	100.0		

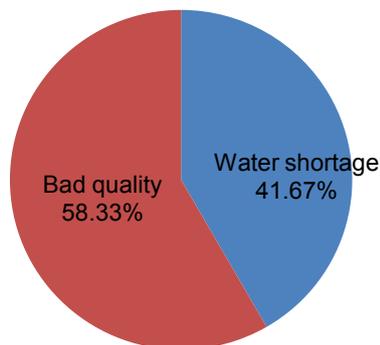
Table 36: Frequencies of question I1



Graphic 17: Results of question I1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Water shortage	5	2.5	41.7	41.7
	Bad quality	7	3.5	58.3	100.0
	Total	12	6.0	100.0	
Missing	System	188	94.0		
Total		200	100.0		

Table 37: Frequencies of question I1a



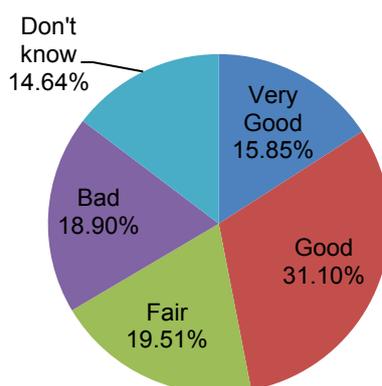
Graphic 18: Results of question I1a

Respondents consider the water supply system “good”, followed by “very good” in the second position. The comments of tourists about the quality of water are, for example: “The water has taste and smell. And this I do not consider good.” (Q118), “In the southern region the water quality is very bad” (Q127), “Too much Chlorine in the water” (Q131) and “I could not get used to its taste.” (Q169). About the water shortage: “No water constantly” (Q26), “Cannot inform because I stayed for a short period of time” (Q30), “Low water pressure in Jurerê” (Q47), “People need to have water sources at home or buy mineral water” (Q57), “There is a frequent water shortage” (Q126), “Good, exceptionally during summer, when there is no water in the northern part of the Island.” (Q148) and “Where I was, there was no water.” (Q155).

- I2 – Sewage System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	26	13.0	15.9	15.9
	Good	51	25.5	31.1	47.0
	Fair	32	16.0	19.5	66.5
	Bad	31	15.5	18.9	85.4
	Don't know	24	12.0	14.6	100.0
	Total	164	82.0	100.0	
Missing	System	36	18.0		
Total		200	100.0		

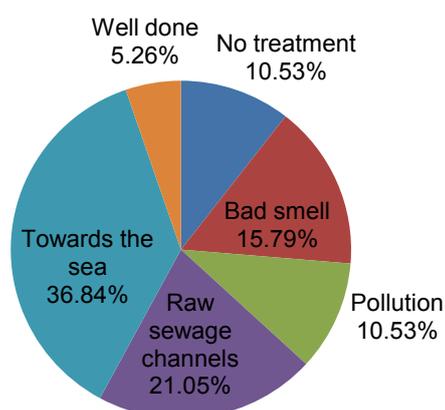
Table 38: Frequencies of question I2



Graphic 19: Results of question I2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No treatment	2	1.0	10.5	10.5
	Bad smell	3	1.5	15.8	26.3
	Pollution	2	1.0	10.5	36.8
	Raw sewage canals	4	2.0	21.1	57.9
	Sewage towards the sea	7	3.5	36.8	94.7
	Well done	1	.5	5.3	100.0
	Total	19	9.5	100.0	
Missing	System	181	90.5		
Total		200	100.0		

Table 39: Descriptive statistics of question I2a



Graphic 20: Results c of question I2a

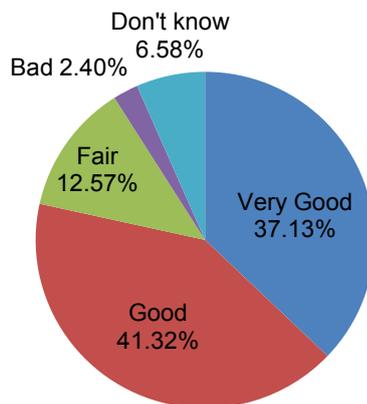
Respondents consider the sewage system “good”, followed by “fair” in the second position. Many of them, however, 14.64% said they “don’t know” about it. This fact is, actually, understandable, since its facilities and equipments are normally invisible, in the underground. About the sewage treatment of the city, for example, the comments are: “Still something going to the sea without treatment” (Q06), “Conceição will be a trouble because of sewage!”

(Q08), “Almost no sewage treatment in Florianópolis” (Q26), “Awful!” (Q39), “City center and Beira-mar have a strong smell of sewage” (Q47), “Some sewage goes to the beaches” (Q55), “My parents had to build their own cesspit where they live. In many places sewage goes to the sea” (Q57), “Awful smell near the bus terminal” (Q95), “(There should be) more control in the northern beaches” (Q104), “I saw when it rains, there is an insufficient drainage of water” (Q109), “Well organized” (Q114), “Many beaches have sewage going to the sea.” (Q118), “Polluted canals” (Q134), “I saw sewage at ‘open air’ going to the beach (Canasvieiras)” (Q148), “I think the best would not be to throw it into the sea” (Q164), and “I don’t know it, but I saw ‘open air things’” (Q177).

- I3 – Electricity Distribution System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	62	31.0	37.1	37.1
	Good	69	34.5	41.3	78.4
	Fair	21	10.5	12.6	91.0
	Bad	4	2.0	2.4	93.4
	Don't know	11	5.5	6.6	100.0
	Total	167	83.5	100.0	
Missing	System	33	16.5		
Total		200	100.0		

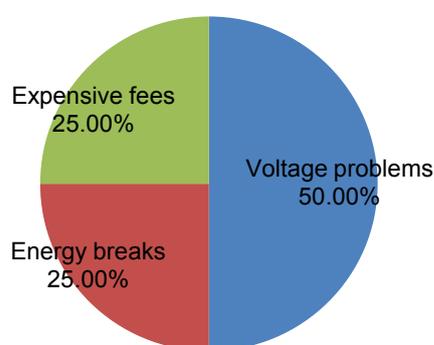
Table 40: Frequencies of question I3



Graphic 21: Results of question I3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Voltage problems	2	1.0	50.0	50.0
	Blackouts	1	.5	25.0	75.0
	Expensive fees	1	.5	25.0	100.0
	Total	4	2.0	100.0	
Missing	System	196	98.0		
Total		200	100.0		

Table 41: Frequencies of question I3a



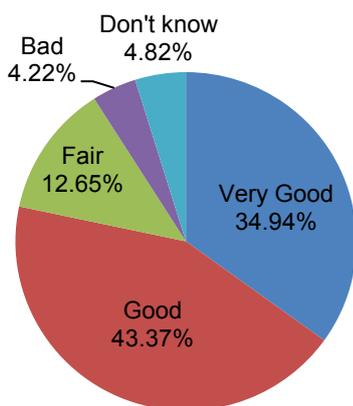
Graphic 22: Results of question I3a

The mode for the electricity distribution system is “good”, followed by “very good”, and the main main comments of tourists about it are: “No adaptor for 110Volts”, “Blackouts are frequent during the whole year” (Q26) and “Satisfactory, but too expensive. CELESC charges the highest fees I have ever seen.” (Q92).

- I4 – Public Lighting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	58	29.0	34.9	34.9
	Good	72	36.0	43.4	78.3
	Fair	21	10.5	12.7	91.0
	Bad	7	3.5	4.2	95.2
	Don't know	8	4.0	4.8	100.0
	Total	166	83.0	100.0	
Missing	System	34	17.0		
Total		200	100.0		

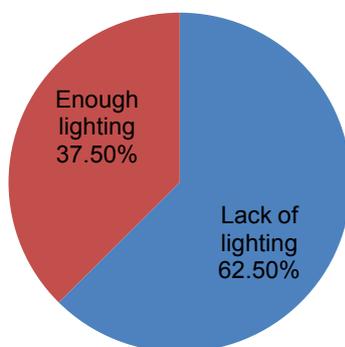
Table 42: Frequencies of question I4



Graphic 23: Results of question I4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of lighting	5	2.5	62.5	62.5
	Enough lighting	3	1.5	37.5	100.0
	Total	8	4.0	100.0	
Missing	System	192	96.0		
Total		200	100.0		

Table 43: Frequencies of question I4a



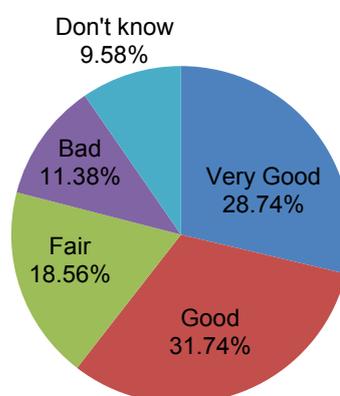
Graphic 24: Results of question I4a

For the respondents, public lighting is “good”, but some have registered: “No street lamps anywhere!” (Q08), “There are still places without public lighting” (Q26), “Where I have been, the public lighting was very good” (Q27), “Some places deserve a better lighting (Q44) and “Insufficient in some beaches” (Q47).

▪ I5 – Public Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	48	24.0	28.7	28.7
	Good	53	26.5	31.7	60.5
	Fair	31	15.5	18.6	79.0
	Bad	19	9.5	11.4	90.4
	Don't know	16	8.0	9.6	100.0
	Total		167	83.5	100.0
Missing	System	33	16.5		
Total		200	100.0		

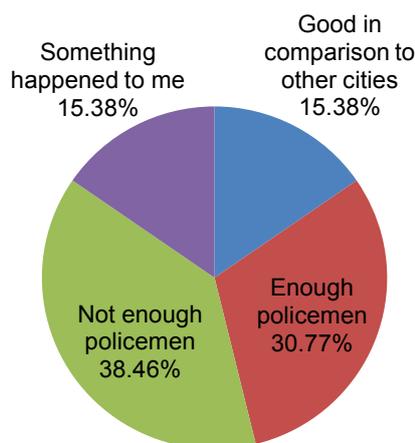
Table 44: Frequencies of question I5



Graphic 25: Results of question I5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good in comparison to other cities	2	1.0	15.4	15.4
	Enough policemen	4	2.0	30.8	46.2
	There should be more policemen	5	2.5	38.5	84.6
	Something happened to me	2	1.0	15.4	100.0
	Total	13	6.5	100.0	
Missing	System	187	93.5		
Total		200	100.0		

Table 45: Frequencies of question I5a



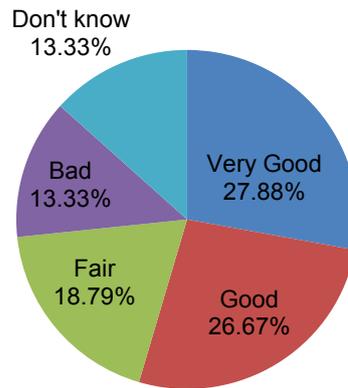
Graphic 26: Results of question I5a

Public security is “good”, followed by “very good”. On this item, respondents have written: “By SP and RJ standards, it is excellent”, “Many places require more precautions than in the USA” (Q12), “One of the strengths of the city” (Q26), “The whole Island needs more policemen and to install cameras in the most visited places” (Q29), “I have seen more policemen in the streets”, “In some parts it is good, but there are others where there is a lack of security” (Q81), “It is time to have policemen constantly” (Q92), “A lot of policemen” (Q131) and “I was robbed several times” (Q151).

- I6 – Public Transportation System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	46	23.0	27.9	27.9
	Good	44	22.0	26.7	54.5
	Fair	31	15.5	18.8	73.3
	Bad	22	11.0	13.3	86.7
	Don't know	22	11.0	13.3	100.0
	Total	165	82.5	100.0	
Missing	System	35	17.5		
Total		200	100.0		

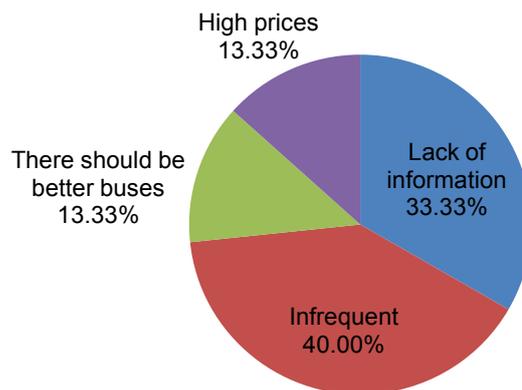
Table 46: Frequencies of question I6



Graphic 27: Results of question I6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of information	5	2.5	33.3	33.3
	Infrequent	6	3.0	40.0	73.3
	There should be better buses	2	1.0	13.3	86.7
	High prices	2	1.0	13.3	100.0
	Total	15	7.5	100.0	
Missing	System	185	92.5		
Total		200	100.0		

Table 47: Frequencies of question I6a



Graphic 28: Results of question I6a

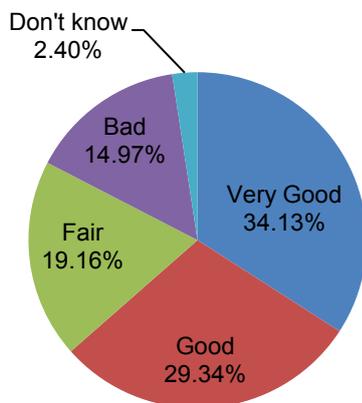
The mode of the public transportation system is “very good”, but again some respondents have answered they “don’t know” (13.33%) about it. This is due to the fact that many of them use private cars as transportation means during their stay in the city.

The main comments are: “(Buses are) infrequent and no set schedule”, “Underpowered cars”, “Prices too high” (Q26), “The signs should be in three idioms” (Q29), “To move by bus in this city is a battle, one always needs to take 2” (Q92), “Need more frequent buses and better ones that fit your bags/surfboard etc.” (Q103), “There should be signs to show the itinerary.” (Q147), and “No air conditioning system” (Q183).

▪ 17 – Roads System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	57	28.5	34.1	34.1
	Good	49	24.5	29.3	63.5
	Fair	32	16.0	19.2	82.6
	Bad	25	12.5	15.0	97.6
	Don't know	4	2.0	2.4	100.0
	Total	167	83.5	100.0	
Missing	System	33	16.5		
Total		200	100.0		

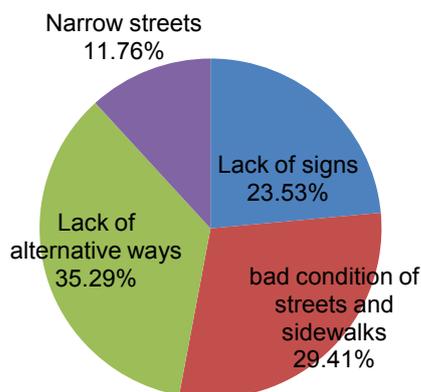
Table 48: Frequencies of question 17



Graphic 29: Results of question 17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of signs	4	2.0	23.5	23.5
	Bad condition of streets and sidewalks	5	2.5	29.4	52.9
	Lack of alternatives ways	6	3.0	35.3	88.2
	Narrow streets	2	1.0	11.8	100.0
	Total	17	8.5	100.0	
Missing	System	183	91.5		
Total		200	100.0		

Table 49: Frequencies of question 17a



Graphic 30: Results of question I7a

On the roads system, the mode was “very good”, and the number of tourists who said they “don’t know it” is very small. This fact is due to the fact that most tourists travel to Florianópolis by car and use private cars as transportation means in the city. This mode also reveals the attention given to the roads by politicians and urban planners, and explains (it does not justify) why they prefer to invest in such visible infrastructure than in sewage canals, for instance.

The comments on the roads system were: “Lack of street signs”, “Will be much trouble in the future! No traffic lights, no bike path, etc.” (Q08), “There are very good streets, but there are also very narrow ones, which cause traffic jams” (Q17), “In Rio Tavares, for example, there are no sidewalks and the asphalt is full of holes” (Q26), “Pavement and signs must be improved” (Q29), “Duplication will be great”, “Streets are in a very bad shape, especially in the mainland.” (Q92), “No traffic lights in every corner”, “Only in privileged places there this infrastructure (North of the Island and Beira-mar)” (Q118), “Too little streets to escape” (Q164) and “Drivers are always in a rush” (Q187).

About the infrastructure, respondents consider the water supply system as good but complain mostly about the water quality; the sewage was evaluated also as good, but they complain about the outflow of raw dirt towards the sea; electricity is good but they mention problems with the voltage¹³⁵; public lighting is also good but it lacks in some places; security is good but there should be more policemen working in the streets; transportation system is very good, but the buses are infrequent, i.e. the schedules should be improved; and the road system is very good but there is a lack of alternative ways.

¹³⁵ Respondents from São Paulo complain about the voltage because this state has a voltage of 110V whereas Santa Catarina has a voltage of 220V.

In general, repondents are satisfied with the infrastructure of the city, however they already can perceive many problems. The public transportation and the roads system have the best evaluation and this is due to the efforts municipal and state governments have concentrated on these items. The “black-carpet” operation, for instance, is one of the programs of the current mayor, Dario Berger, whose objective is to bring asphalt to most of the streets of the city, on the one hand. On the other hand, there is no program to open new ones, and the new pavement normally does not include the new infrastructure invisible under it, like sewage and pluvial drainage tubes, electricity cables, etc.

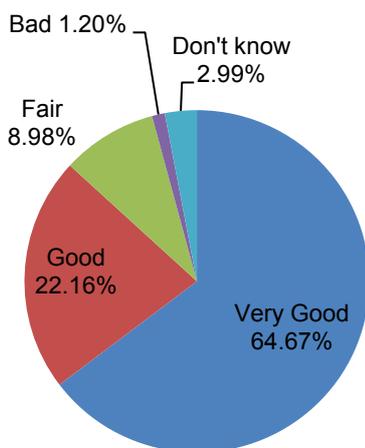
4.1.4. Public Spaces

In this session, tourists were asked to evaluate the public spaces of the city in terms of quality, quantity and maintenance conditions.

- PS1 – Beaches

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	108	54.0	64.7	64.7
	Good	37	18.5	22.2	86.8
	Fair	15	7.5	9.0	95.8
	Bad	2	1.0	1.2	97.0
	Don't know	5	2.5	3.0	100.0
	Total	167	83.5	100.0	
Missing	System	33	16.5		
Total		200	100.0		

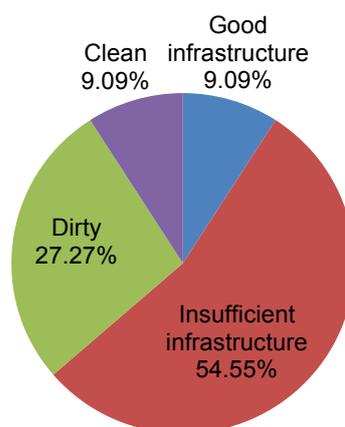
Table 50: Frequencies of question PS1



Graphic 31: Results of question PS1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good infrastructure	1	.5	9.1	9.1
	Insufficient infrastructure	6	3.0	54.5	63.6
	Dirty	3	1.5	27.3	90.9
	Clean	1	.5	9.1	100.0
	Total	11	5.5	100.0	
Missing	System	189	94.5		
Total		200	100.0		

Table 51: Frequencies of question PS1a



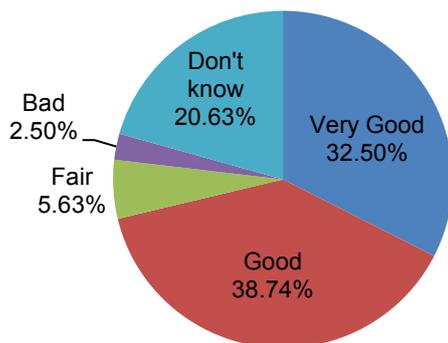
Graphic 32: Results of question PS1a

This item has the best evaluation by the respondents: “very good” for 64.67% of them. However, there also were some comments concerned about it, like: “Dog rule not enforced, so dog poop on beaches” (Q08), “great to have food and chairs for rent”, “The beaches are very beautiful” (Q26), “A beach with closing time does not exist! (Jurerê Internacional)” (Q35), “I found the water a bit too dark. In RN it is cleaner” (Q44), “Some beaches are very dirty” (Q47), “There should be more kiosks and places for sports.” (Q92), “A policy for environmental education is missing.” (Q118) and “Not enough parking lots” (Q125).

- PS2 – Squares and Parks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	52	26.0	32.5	32.5
	Good	62	31.0	38.8	71.3
	Fair	9	4.5	5.6	76.9
	Bad	4	2.0	2.5	79.4
	Don't know	33	16.5	20.6	100.0
	Total	160	80.0	100.0	
Missing	System	40	20.0		
Total		200	100.0		

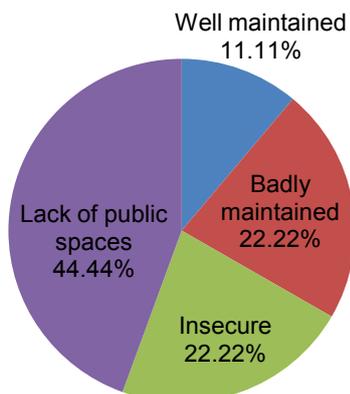
Table 52: Frequencies of question PS2



Graphic 33: Results of question PS2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Well maintained	1	.5	11.1	11.1
	Badly maintained	2	1.0	22.2	33.3
	Insecure	2	1.0	22.2	55.6
	Lack of public spaces	4	2.0	44.4	100.0
	Total	9	4.5	100.0	
Missing	System	191	95.5		
Total		200	100.0		

Table 53: Frequencies of question PS2a



Graphic 34: Results of question PS2a

The mode for squares and parks is “good”, followed by “very good”. This item presents the largest amount of “don’t know” answers. This is due to the lack of public spaces of Florianópolis, and the most significant comments were: “We went on the trails near Costão do Santinho – they were well-marked” (Q10), “More ‘green’ is needed (botanical gardens, trees, squares) in the whole city” (Q29), “For example, in Beira-mar, there should be more benches, games tables... it is great for elderly people and to spend time on Sundays.” (Q92),

“There should be more squares for leisure.” (Q115), “Too little” (Q163), “No security” (Q173) and “Abandoned”.

Summing up, most respondents consider the beaches of Florianópolis as very good. On the one hand, this item had the best evaluation of the survey, and it is a reflex of tourists’ satisfaction about the natural features of the city. On the other hand, they complain about the insufficient infrastructure the beaches offer, like a lack of parking lots and showers. Squares and parks are considered good but respondents criticize the lack of such spaces, which is a consequence of its urban development and planning.

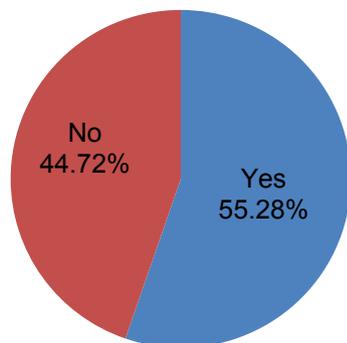
4.1.5. Trip – Conclusion

This part comes back to the questions about the trip: by T5 (“*Have you had contact with any advertising material before your trip?*”), the intention was to verify how effective the advertising campaigns about Florianópolis are. By question T6 (“*Which ones?*”), the objective was to identify the main media which have reached the public. By question T7 (“*How do you evaluate your trip?*”), the purpose is to examine the general degree of satisfaction and thereafter verify in how far the dissatisfaction with the performance may influence the general evaluation. Then, by question T8 (“*Are you planning to come back?*”), completes the previous one, identifying the capacity of the city to keep the consumers loyalty. And the last one, T9 (“*What for?*”), seeks to investigate the motives why the consumers would come back.

- T5 – Have you had contact with any advertising material about Florianópolis before your trip?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	89	44.5	55.3	55.3
	No	72	36.0	44.7	100.0
	Total	161	80.5	100.0	
Missing	System	39	19.5		
Total		200	100.0		

Table 54: Frequencies of question T5



Graphic 35: Results of question T5

- T6 – Which ones?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TV	39	19.5	44.3	44.3
	Newspapers	7	3.5	8.0	52.3
	Magazines	11	5.5	12.5	64.8
	Tourist guides	7	3.5	8.0	72.7
	Internet	19	9.5	21.6	94.3
	Recommendations	5	2.5	5.7	100.0
	Total	88	44.0	100.0	
Missing	System	112	56.0		
Total		200	100.0		

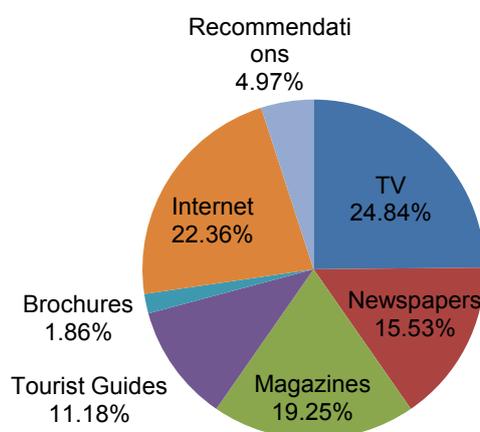
Table 55: Frequencies of question T6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TV	1	.5	2.2	2.2
	Newspapers	18	9.0	40.0	42.2
	Magazines	12	6.0	26.7	68.9
	Tourist guides	4	2.0	8.9	77.8
	Brochures	2	1.0	4.4	82.2
	Internet	6	3.0	13.3	95.6
	Recommendations	2	1.0	4.4	100.0
	Total	45	22.5	100.0	
Missing	System	155	77.5		
Total		200	100.0		

Table 56: Frequencies of question T6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Magazines	8	4.0	28.6	28.6
	Tourist guides	7	3.5	25.0	53.6
	Brochures	1	.5	3.6	57.1
	Internet	11	5.5	39.3	96.4
	Recommendations	1	.5	3.6	100.0
	Total	28	14.0	100.0	
Missing	System	172	86.0		
Total		200	100.0		

Table 57: Frequencies of question T6

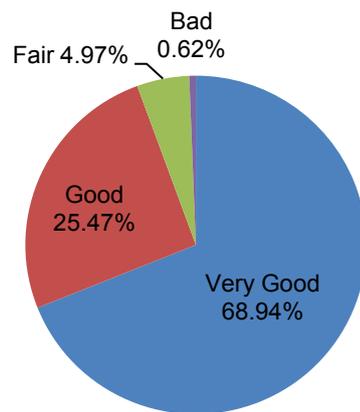


Graphic 36: Results of question T6

- T7 – In general, how do you evaluate your trip?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	111	55.5	68.9	68.9
	Good	41	20.5	25.5	94.4
	Fair	8	4.0	5.0	99.4
	Bad	1	.5	.6	100.0
	Total	161	80.5	100.0	
Missing	System	39	19.5		
Total		200	100.0		

Table 58: Frequencies of question T7

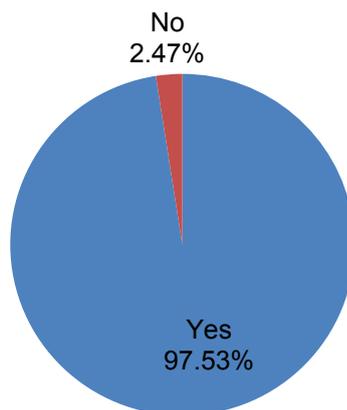


Graphic 37: Results of question T7

- T8 – Are you planning to come back?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	158	79.0	97.5	97.5
	No	4	2.0	2.5	100.0
	Total	162	81.0	100.0	
Missing	System	38	19.0		
Total		200	100.0		

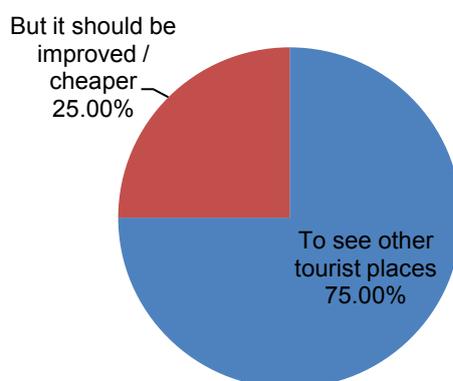
Table 59: Frequencies of question T8



Graphic 38: Results of question T8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To see other tourist places	6	3.0	75.0	75.0
	But it should be improved or cheaper	2	1.0	25.0	100.0
	Total	8	4.0	100.0	
Missing	System	192	96.0		
Total		200	100.0		

Table 60: Frequencies of question T8a



Graphic 39: Results of question T8a

The most illustrative comments about this question are: “Hopefully, yes” (Q08), “Don’t know when”, “Yes, haven’t seen all the tourist places”, “Yes, but not as my first choice”, “Yes, but the hotels must be better” (Q29) and “I have many friends here, the air is still fresh, the smell of the forest and the sea bring me peace and rest” (Q35).

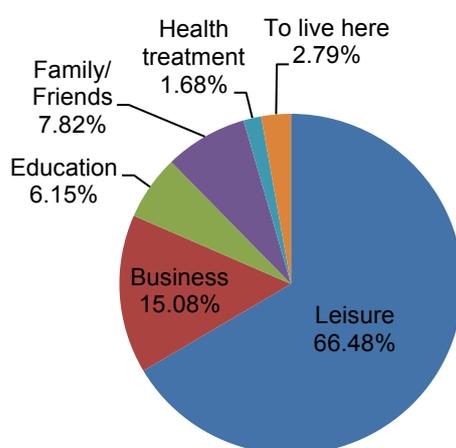
- T9 – What for?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Leisure	119	59.5	79.3	79.3
	Business	14	7.0	9.3	88.7
	Education	6	3.0	4.0	92.7
	Family/Friends	5	2.5	3.3	96.0
	Health Treatment	2	1.0	1.3	97.3
	To live here	4	2.0	2.7	100.0
	Total	150	75.0	100.0	
Missing	System	50	25.0		
Total		200	100.0		

Table 61: Frequencies of question T9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	13	6.5	44.8	44.8
	Education	5	2.5	17.2	62.1
	Family/Friends	9	4.5	31.0	93.1
	Health Treatment	1	.5	3.4	96.6
	To live here	1	.5	3.4	100.0
	Total	29	14.5	100.0	
Missing	System	171	85.5		
Total		200	100.0		

Table 62: Frequencies of question T9



Graphic 40: Results of question T9

In short, respondents had contact with advertising material before they visited Florianópolis, mainly on TV or internet, and generally evaluate their trip as very good. The huge majority has already plans to come back, for leisure motives.

Although tourists recognize some of the problems of Florianópolis, and they say the urban features are what they least like about the city, the final evaluation about their trip is still very good. One explanation might be that in comparison with other Brazilian cities it has many qualities, but in terms of marketing this situation presents a very high risk of image campaign collapse. Now, what would be the results of this same survey applied to its residents?

4.2. Inhabitants

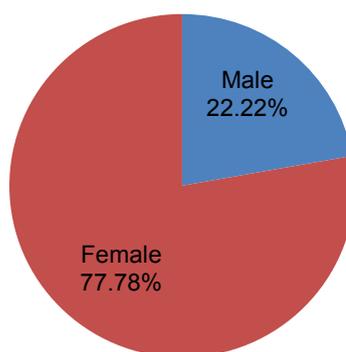
4.2.1. Profile

As for the questionnaires' respondents, the objective of this part is to show the profile of the interviewees, divided into the variables of sex, age, education level, origin, how long they have lived the city and where, and the transportation means they mostly use.

▪ P1 – Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	4	22.2	22.2	22.2
	Female	14	77.8	77.8	100.0
	Total	18	100.0	100.0	

Table 63: Frequencies of question P1

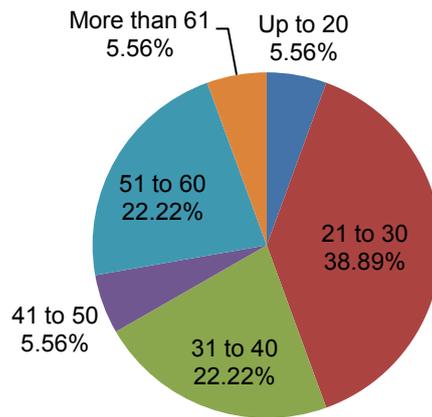


Graphic 41: Results of question P1

▪ P2 – Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 20 years old	1	5.6	5.6	5.6
	21 to 30 years old	7	38.9	38.9	44.4
	31 to 40 years old	4	22.2	22.2	66.7
	41 to 50 years old	1	5.6	5.6	72.2
	51 to 60 years old	4	22.2	22.2	94.4
	more than 61 years old	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Table 64: Frequencies of question P2

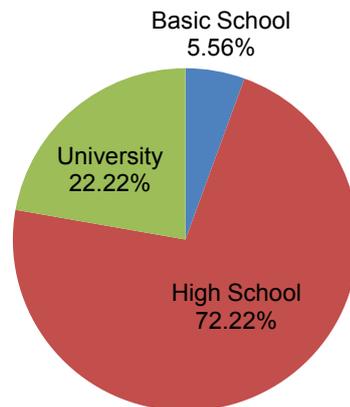


Graphic 42: Results of question P2

▪ P3 – Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic School	1	5.6	5.6	5.6
	High Scholl	13	72.2	72.2	77.8
	University	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Table 65: Frequencies of question P3

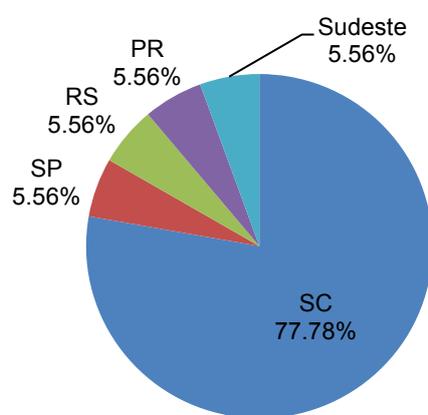


Graphic 43: Results of question P3

▪ P4 – Origin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SC	14	77.8	77.8	77.8
	SP	1	5.6	5.6	83.3
	RS	1	5.6	5.6	88.9
	PR	1	5.6	5.6	94.4
	Southeast	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Table 66: Frequencies of question P4

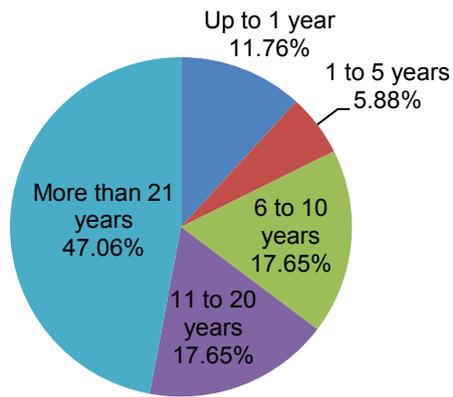


Graphic 44: Results of question P4

▪ P5 – Residence (years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 1 year	2	11.1	11.8	11.8
	1 to 5 years	1	5.6	5.9	17.6
	6 to 10 years	3	16.7	17.6	35.3
	11 to 20 years	3	16.7	17.6	52.9
	More than 21 years	8	44.4	47.1	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Table 67: Frequencies of question P5

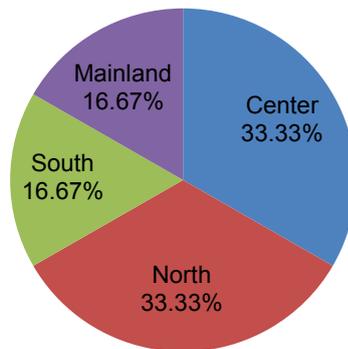


Graphic 45: Results of question P5

- P6 – Residence (area)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Center	6	33.3	33.3	33.3
	North	6	33.3	33.3	66.7
	South	3	16.7	16.7	83.3
	Mainland	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Table 68: Frequencies of question P6

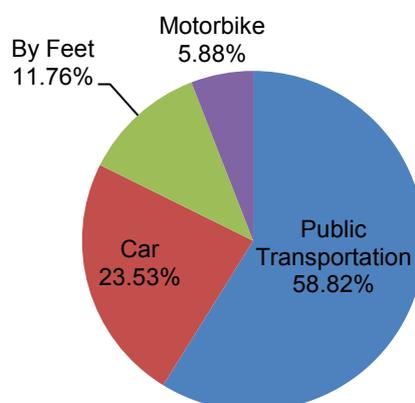


Graphic 46: Results of question P6

▪ P7 – Transportation Means in the City

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Transportation	10	55.6	58.8	58.8
	Car	4	22.2	23.5	82.4
	By feet	2	11.1	11.8	94.1
	Motorbike	1	5.6	5.9	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Table 69: Frequencies of question P7



Graphic 47: Results of question P7

To sum up, the profile mode of the interviewed inhabitants corresponds to: women, between 21 and 30 year-old, with high-school education level, originally from the State of Santa Catarina, living in Florianópolis for more than 21 years, in the central district or in the North of the Island, whose main means of transportation in the city is the the public system (buses).

4.2.2. City – Introduction

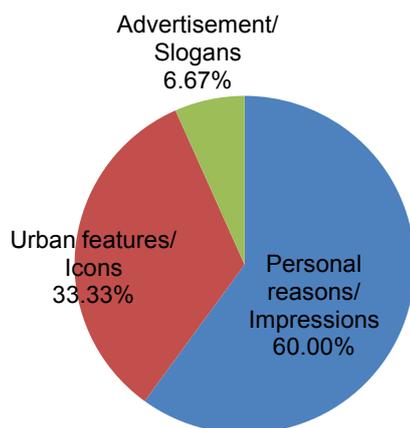
This part contains the questions about the city: by C1 (“*Why Florianópolis?*”), the intention was to identify the main reasons why people decide to live in the city in a broad spectrum of answers, from personal reasons, to the influence of advertising campaigns. By T2 (“*What do you most like about your city?*”) the objective was to identify the frequency of answers also in a broad way, considering all the responses inhabitants may give. The same was applied to T3 (“*What do you least like?*”), and finally, by T4 (“*Which image do you have from the city?*”), the goal was to recognize whether first it the image is positive, neutral or negative, and second, what comes into people’s mind when they think about the city. There were no instructions how to answers these questions, because the objective was exactly to reach all

possible types of reactions people may have when enquired, and a posterior attempt to categorize the replies was planned.

- C1 – Why Florianópolis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	9	50.0	60.0	60.0
	Urban features/ Icons	5	27.8	33.3	93.3
	Advertisement or slogans	1	5.6	6.7	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Table 70: Frequencies of question C1



Graphic 48: Results of question C1

Interviewees have mainly chosen Florianópolis as a place to live for personal reasons (60.00%).

Category	Quotation
Personal reasons/ Impressions	“I was born here and have always lived here.” (I03), “I have always lived here.” (I06), “My father lives here.” (I09), “My parents used to live here.” (I10), “Because of my family.” (I13), “Because of my job and my family.” (I10), “I was born here.” (I15), “Work and family” (I16), “My parents moved to Florianópolis.” (I17)
Landscape features/ Geography	
Urban features/ Icons	“The healthy system is good. And it is calmer than Porto Alegre.” (I08), “Because of my job. I work for a real estate company.” (I11), “I came here to work, liked the city and decided to stay.” (I18)

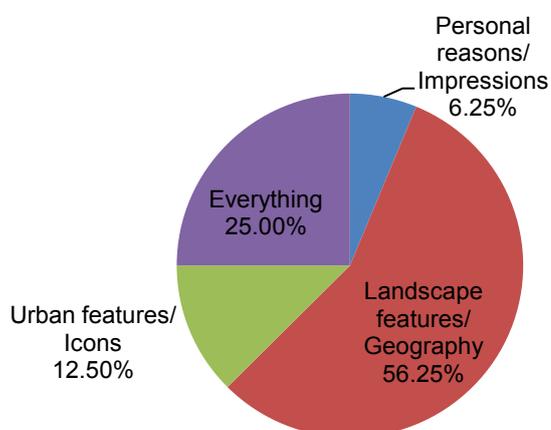
Cultural features/ People	
Advertisement/ Slogans	“Quality of life” (101)
Other	

Table 71: Quotations of Question C1

- C2 – What do you like most about the city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/ Impressions	1	5.6	6.3	6.3
	Landscape features/ Geography	9	50.0	56.3	62.5
	Urban features/ Icons	2	11.1	12.5	75.0
	Everything	4	22.2	25.0	100.0
	Total	16	88.9	100.0	
Missing	System	2	11.1		
Total		18	100.0		

Table 72: Frequencies of question C2



Graphic 49: Results of question C2

Interviewees point out, as for tourists, the landscape features as what they most like about Florianópolis (56.25%).

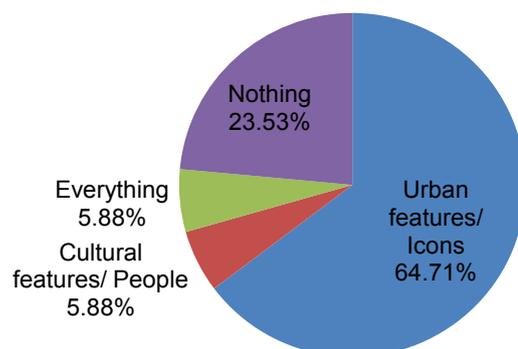
Category	Quotation
Personal reasons/ Impressions	"I like Santo Antônio de Lisboa, the place where I grew up." (I05)
Landscape features/ Geography	"The landscape... everything" (I01), "I don't know... Everything here is good... but I think what I like the most are the beaches." (I02), "Its natural beauties" (I03), "Beaches and landscapes" (I08), "Litoral, beaches, landscapes..." (I09), "Everything, the air, the climate... I am totally in love with the city." (I11), "Climate" (I14), "The beaches... to me, everything is great." (I15), "Beaches" (I16), "Beaches" (I17), "Beaches... tourism." (I18)
Urban features/ Icons	"What the city offers in terms of jobs, opportunities, knowledge..." (I06), "The development of the city... because here we can find everything a bigger city has to offer." (I07), "Everything... in comparison to Itajaí, my dear Lord! The highest indicators of robberies and AIDS are there!" (I10)
Cultural features/ People	
Advertisement/ Slogans	
Other	"Everything" (I05)

Table 73: Quotations of Question C2

- C3 – And what do you least like?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban features/ Icons	11	61.1	64.7	64.7
	Cultural Features/ People	1	5.6	5.9	70.6
	Everything	1	5.6	5.9	76.5
	Nothing	4	22.2	23.5	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Table 74: Frequencies of question C3



Graphic 50: Results of question C3

Again as for tourists, interviewees point out the urban features as what they least like about the city (64.71%).

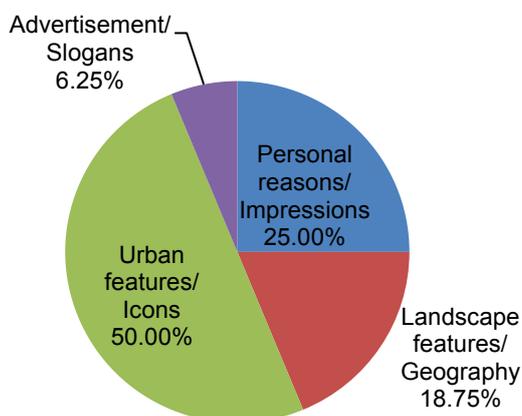
Category	Quotation
Personal reasons/ Impressions	
Landscape features/ Geography	
Urban features/ Icons	“Sewage treatment system, public transportation system... all these small things that annoy us.” (I01), “Drugs traffic” (I02), “Traffic jams” (I03), “Violence” (I04), “Traffic jams” (I06), “Too heavy traffic” (I07), “Although the salaries are good, the living costs here are too high.” (I09), “Traffic jams” (I13), “What I don’t like very much is the devastation that is happening in some areas. I think ‘they’ devastated too much... these things... pollution also... sewage is what has to be done urgently, because preservation is crucial.” (I14), “Violence, robberies” (I16), “Nothing... oh, yeah, the traffic!” (I17), “too many tourists in the summer.” (I18).
Cultural features/ People	“Politicians” (I05).
Advertisement/ Slogans	
Other	“Nothing” (I08), “Nothing” (I10), “Nothing” (I11), “Nothing” (I15).

Table 75: Quotations of Question C3

- C4 – Which image do you have from Florianópolis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Personal reasons/Impressions	4	22.2	25.0	25.0
	Landscape features/Geography	3	16.7	18.8	43.8
	Urban features/Icons	8	44.4	50.0	93.8
	Advertisement or slogans	1	5.6	6.3	100.0
	Total	16	88.9	100.0	
Missing	System	2	11.1		
Total		18	100.0		

Table 76: Frequencies of question C4



Graphic 51: Results of question C4

Interviewees mention the urban features or icons (50.00%) as images they have about their city.

Category	Quotation
Personal reasons/ Impressions	“Freedom” (I10), “Welcome... we feel very welcome here.” (I11), “I think it is a beautiful city.” (I17)
Landscape features/ Geography	“Beaches” (I14), “Beaches, sea, fishing” (I15), “A very beautiful island.” (I18)
Urban features/ Icons	“The Hercílio Luz Bridge” (I02), “It is a very calm city, for the time being (...) As an icon, the Hercílio Luz Bridge.” (I03), “A calm city, except for the violence (...) a post-card would be the Bridge!” (I04), “It is good. The Bridge!” (I05), “The Bridge... it always comes to my mind.” (I06), “The Hercílio Luz Bridge!” (I07), “When I talk about Florianópolis, I think about the Bridge. It is the entrance! (I08), “When we think about Florianópolis, we think about the entrance of the city, right? Then we remember the bridge

	automatically.” (I09), “The Bridge!” (I13)
Cultural features/ People	
Advertisement/ Slogans	“A paradise!” (I01)
Other	

Table 77: Quotations of Question C4

In short, the mode of the residents repeats the mode of the tourists: interviewees live in Florianópolis mostly for personal reasons (for family purposes), like its landscape features, dislike its urban aspects, and have an image of the city which is ironically based on its urban features and on the Hercílio Luz Bridge, as the icon.

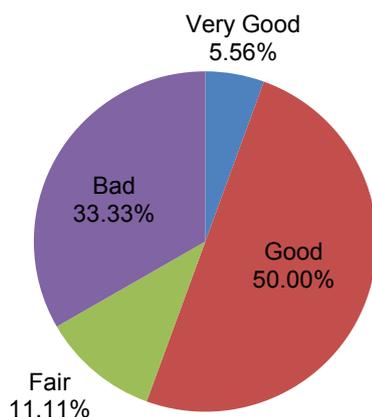
4.2.3. Infrastructure and Public Services

In this session, interviewees were asked to evaluate the following items of the city’s infrastructure: the water supply, the sewage treatment, the pluvial drainage, the solid waste management, the electricity supply and the public housing. Inhabitants were enquired about more aspects of the performance of Florianópolis than tourists, because it is presupposed that they have contact with some urban features that tourists may not have. The waste collection and treatment, for example, for a tourist may be totally unknown, especially when he or she stays in a hotel.

- I1 – Water Supply System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	5.6	5.6
	Good	9	50.0	50.0	55.6
	Fair	2	11.1	11.1	66.7
	Bad	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

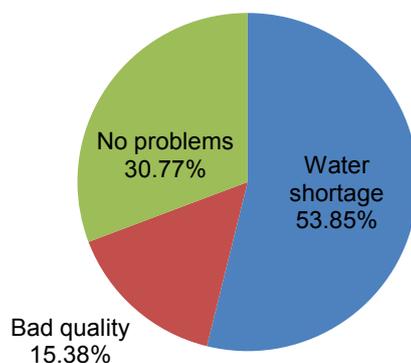
Table 78: Frequencies of question I1



Graphic 52: Results of question I1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Water shortage	7	38.9	53.8	53.8
	Bad quality	2	11.1	15.4	69.2
	No problems	4	22.2	30.8	100.0
	Total	13	72.2	100.0	
Missing	System	5	27.8		
Total		18	100.0		

Table 79: Frequencies of question I1a



Graphic 53: Results of question I1a

The mode of the water supply system is “good”, followed by “bad”. The main testimonies about the performance of this item are: “I think water supply is a problem ‘they¹³⁶’ could not solve yet.” (I01), “(The quality) is not the best.” (I03), “I have a water-well. So I only use CASAN water clean the house, laundry. During the season, it is complicated. But during the

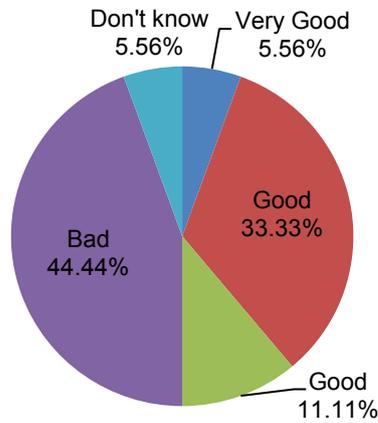
¹³⁶ “They” here means: politicians, urban planners, and actors involved somehow in the planning or management of the city. It is explained by Motta (2007, p.91) as a “we-they syndrome” (check Chapter 1). This expression appears in many of the speeches, and also reveals the relation people have with the management and planning of the city, not including themselves in the processes, i.e. without their own participation and responsibility.

year it is fine, normal.” (I05), “The media tell us the quality of water is good. And we believe that, don’t we? (I06), “In the periphery it is not good. In Praia Brava, for example, it is difficult to have water.” (I07), “There is no CASAN water, only water-wells.” (I08), “Water shortage constantly in Estreito (mainland).” (I09), “Water is lacking.” (I13), “Not so good during summer.” (I14), “It is very precarious... the water is too dirty... I have CASAN water supply, but I never drink it. I buy drinking water. Even in the shopping center where I work, the water is dark. I don’t know how a human being is supposed to drink this water. We pay for it, don’t we? So it should be drinkable.” (I15) and “It is not so bad, but I think there should be more water-tanks, because during summer water lacks.” (I18).

- I2 – Sewage System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	5.6	5.6
	Good	6	33.3	33.3	38.9
	Fair	2	11.1	11.1	50.0
	Bad	8	44.4	44.4	94.4
	Don't know	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

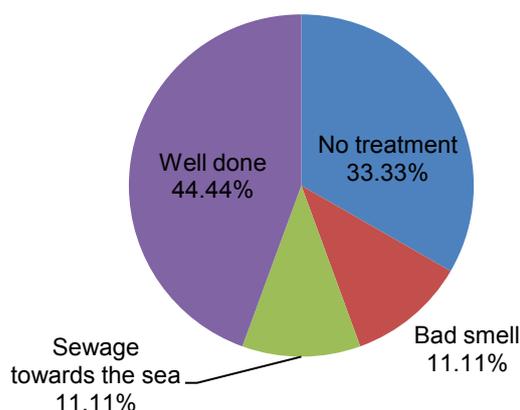
Table 80: Frequencies of question I2



Graphic 54: Results of question I2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No treatment	3	16.7	33.3	33.3
	Bad smell	1	5.6	11.1	44.4
	Sewage towards the sea	1	5.6	11.1	55.6
	Well done	4	22.2	44.4	100.0
	Total	9	50.0	100.0	
Missing	System	9	50.0		
Total		18	100.0		

Table 81: Frequencies of question I2a



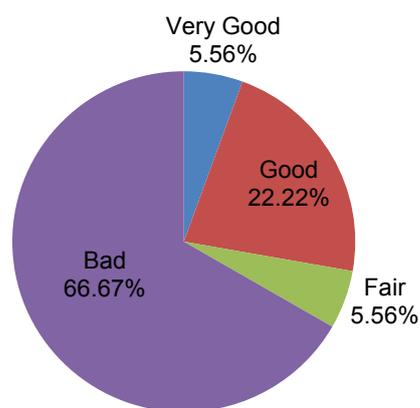
Graphic 55: Results of question I2a

In this case, the mode is “bad”, followed by “good”, on the contrary of tourists. The main declarations about the performance of the sewage system are: “There is no sewage collection in Santo Antônio de Lisboa. ‘They’ are introducing this year...” (I05), “This is a crucial point. There are places in the Island where there is no basic sanitation. I sometimes wonder if our sewage treatment station is enough for the whole population of Florianópolis. We hear in the media, that it is capable to attend around 150,000 inhabitants, while the city has almost 400,000... I think it is very badly located our station, isn’t it? It should not be right at the entrance of the Island.” (I06), “Where I live, it is good. I don’t know about the rest.” (I07), “No sewage collection, only septic tanks! It is awful!” (I08), “I have no idea how it is done.” (I09), “There is no sewage system. This is very necessary.” (I14) and “It is necessary. But ‘they’ are doing it now in Santo Antônio de Lisboa.” (I18).

▪ I3 – Pluvial Drainage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	5.6	5.6
	Good	4	22.2	22.2	27.8
	Fair	1	5.6	5.6	33.3
	Bad	12	66.7	66.7	100.0
	Total	18	100.0	100.0	

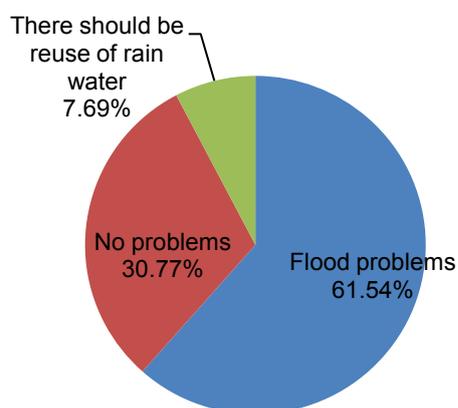
Table 82: Frequencies of question I3



Graphic 56: Results of question I3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Flood problems	8	44.4	61.5	61.5
	No problems	4	22.2	30.8	92.3
	There should be reuse of rain water	1	5.6	7.7	100.0
	Total	13	72.2	100.0	
Missing	System	5	27.8		
Total		18	100.0		

Table 83: Frequencies of question I3a



Graphic 57: Results of question I3a

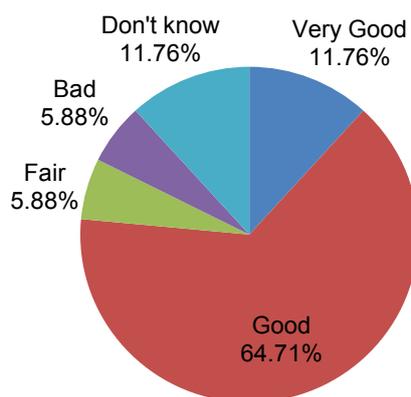
Again, the performance of this item is considered “bad” for most of the interviewees (66.67%). The comments are: “This is very badly planned. People say one relative of the major has a company for it (pluvial drainage) and did it like this... there is no flow off, is there? I live in Campeche and when it rains, it is all flooded... and the water does not flow. There is no place to flow.” (I01), “Every time it rains too much, there are floods (...) it is not so good. It is bad.” (I02), “‘They’ could a reuse of this water.” (I04), “There (in Santo Antônio de Lisboa) it works very well. The water goes to the sea. Especially where I live, in the main road, there are no problems.” (I05), “We can see that the right treatment for the drainage has not been given yet.” (I06), “It doesn’t work. This year we had flood problems in Itacorubi and Santa Mônica. (...) It should not happen.” (I07), “In Campeche, we don’t have this problem.” (I08), “In Campeche, all the streets get flooded. Only the main road has infrastructure.” (I09), “It gets all flooded, doesn’t it? It is strange that ‘they’ don’t do anything to make this water flow.” (I10), “(...) when it rains, the drain pipes get full. The pluvial drainage is precarious.” (I11), “Now ‘they’ made a treatment in some streets and there are tubes for pluvial drainage. The problem is that people throw sewage into those canals, so it goes to the Papaquara River and pollutes everything. A neighbour of mine has done it, and I don’t know why she has not been fined yet. The drainage was done around 3 years ago. Then ‘they’ covered with asphalt, which is much better now, but there is no sewage collection.” (I14), “In Ribeirão da Ilha as in Rio Tavares, when it rains a lot, I cannot go to work, otherwise water could come inside the car.” (I15), “We don’t have problems, because everything was done together with the asphalt, wasn’t it?” (I17) and “It is a constant preoccupation. There are floods in Beiramar and Santa Mônica.” (I18).

There are more complains about pluvial drainage than on sewage system, probably because this is a visible problem of everyday life. When floods happen, many people suffer the consequences, and the media normally investigate and relate the damages.

- 14 – Solid Waste Management System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	2	11.1	11.8	11.8
	Good	11	61.1	64.7	76.5
	Fair	1	5.6	5.9	82.4
	Bad	1	5.6	5.9	88.2
	Don’t know	2	11.1	11.8	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

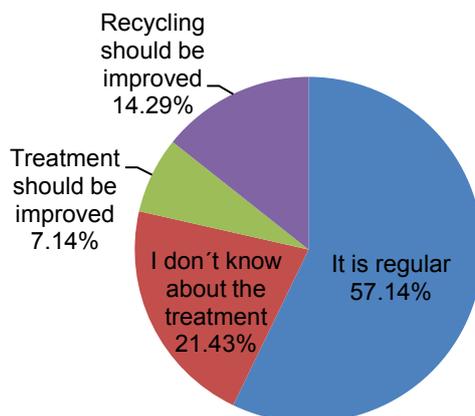
Table 84: Frequencies of question 14



Graphic 58: Results of question I4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It is regular	8	44.4	57.1	57.1
	I don't know about the treatment	3	16.7	21.4	78.6
	Treatment is not good	1	5.6	7.1	85.7
	Recycling should be improved	2	11.1	14.3	100.0
	Total	14	77.8	100.0	
Missing	System	4	22.2		
Total		18	100.0		

Table 85: Frequencies of question I4a



Graphic 59: Results of question I4a

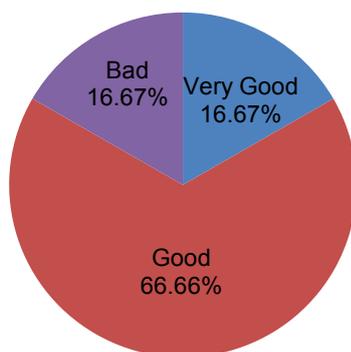
Waste management is considered “good” but many residents argue they “don’t know about its collection”. The observations are: “I don’t know where the waste goes to. I only know they collect it very well.” (I01), “Many people don’t recycle, what should be done to improve... There should be more campaigns to orientate people to do it.” (I04), “The collection happens three times a week.” (I05), “The collection is in general well done. But not the recycling one (...) the impression I have, is that our recycling waste goes to the same place, and there is no

proper treatment.” (I06), “I have no motive to complain about.” (I10), “The collection is efficient. But I don’t know how the treatment is done.” (I11), “The collection happens three times a week.” (I14), “The collection is great. But I don’t know how the treatment is done.” (I15) and “It is good. Three times a week... and also recycling collection.” (I17).

- I5 – Electricity Distribution System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	3	16.7	16.7	16.7
	Good	12	66.7	66.7	83.3
	Bad	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

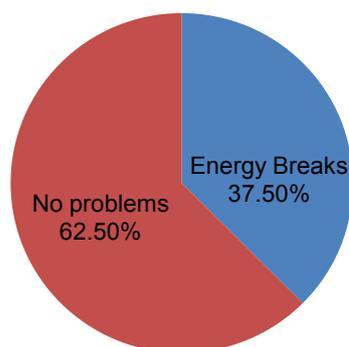
Table 86: Frequencies of question I5



Graphic 60: Results of question I5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Blackouts	3	16.7	37.5	37.5
	No problems	5	27.8	62.5	100.0
	Total	8	44.4	100.0	
Missing	System	10	55.6		
Total		18	100.0		

Table 87: Frequencies of question I5a



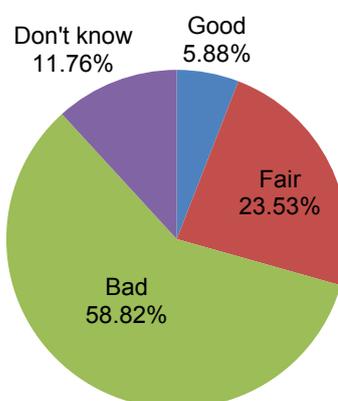
Graphic 61: Results of question I5a

Electricity distribution is generally considered “good”, however some comments have revealed: “While there are no tourists, it is fine. But when the season starts, it becomes bad. Then there are too many people using it and there is the risk of a ‘big blackout’... we have this fear.” (I04) and “The distribution is good, but during summer... in the peak hours we have problems. People suffer a bit” (I06).

- I6 – Public Housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good	1	5.6	5.9	5.9
	Fair	4	22.2	23.5	29.4
	Bad	10	55.6	58.8	88.2
	Don't know	2	11.1	11.8	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

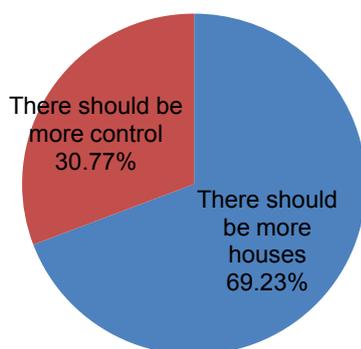
Table 88: Frequencies of question I6



Graphic 62: Results of question I6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	There should be more houses	9	50.0	69.2	69.2
	There should be more control	4	22.2	30.8	100.0
	Total	13	72.2	100.0	
Missing	System	5	27.8		
Total		18	100.0		

Table 89: Frequencies of question I6a



Graphic 63: Results of question I6a

Public housing is evaluated as “bad”, followed by “fair”. Related to this item situation, the remarks are: “The housing construction is growing unruly and ‘they’ don’t know what to do. (People) go to the hills and nobody controls anything... (‘They’) say it is an environmental protection area and even though, people continue to build.” (I01), “There are too many *favelas*¹³⁷. It (public housing) should be more organized.” (I02), “It is disorganized. There are too many irregular constructions.” (I04), “We always see some new constructions in the hills... so I think the sufficient attention has not been given to this problem, but I cannot say it is stagnating. We see somehow deprived people receiving some kinds of housing.” (I06), “What is ugly in Florianópolis is the occupation of hills. It is beginning to be... like Rio de Janeiro!” (I08), “(Public housing) would be good, because these *favelas* are terrible. (...) Ângela¹³⁸ has done a lot...” (I10), “Of course it is never sufficient or there would not be so many shanty houses. I work in a social project in Mont Serrat... and how many people there need a house. There are only shanty houses...” (I11), “The lack of public housing causes *favelas*.” (I12), “There, where I live, it used to be a public housing settlement... ah, there should be more.” (I13), “I think there should be more control and rigour in the selection of people to live in those places... because many become *favelas*... or they sell the houses for

¹³⁷ Brazilian slums.

¹³⁸ Ângela Regina Heinzen Amin Helou, ex-mayor of Florianópolis for two mandates (1997-2004).

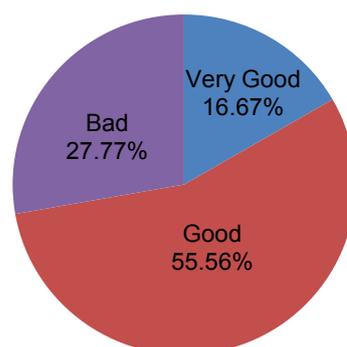
third people and come back to the place they used to live, so that they can get a new one again. Perhaps there should be a general cadastre: if you had it once, then you won't have it anymore. There should be more control, because too many people do it." (I14), "It should be improved." (I16), "I think there is a lack of houses." (I17) and "Not enough" (I18).

About the infrastructure, interviewees consider the water supply system as good but complain mostly about the shortage of water during the tourist season; the sewage system is evaluated as bad but for some people it is well done whereas some complain about the lack of treatment; the pluvial drainage system is bad, with great preoccupation about floods; the solid waste management system is good because the collection is effective, but many do not know about the treatment; electricity is also good but there are some supply problems during summer; public housing is bad, and there should be more social houses available, in order to avoid *favelas*.

- S1 – Public Lighting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	3	16.7	16.7	16.7
	Good	10	55.6	55.6	72.2
	Bad	5	27.8	27.8	100.0
	Total	18	100.0	100.0	

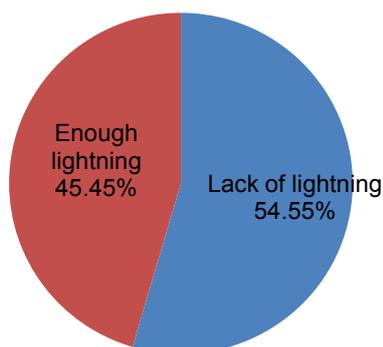
Table 90: Frequencies of question S1



Graphic 64: Results of question S1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of lighting	6	33.3	54.5	54.5
	Enough lighting	5	27.8	45.5	100.0
	Total	11	61.1	100.0	
Missing	System	7	38.9		
Total		18	100.0		

Table 91: Frequencies of question S1a



Graphic 65: Results of question S1a

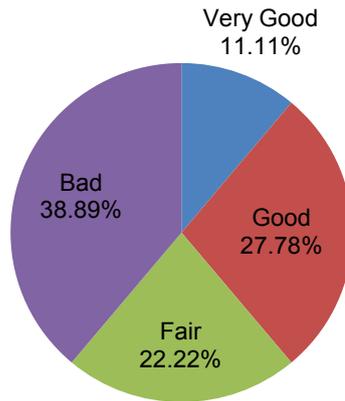
The mode for public lighting is “good”, followed by “bad”, which reveal the different treatment given to different parts of the city. Inhabitants have said: “There are some places where it is not possible to walk (in the night), aren’t there? In many places there are no bulbs in the street lamps... Or there street lamps whose bulbs don’t work. So is bad...” (I02), “In many points there is no lighting... many streets.” (I04), “It is good where I live.” (I06), “Good in the center, but deficient in the South.” (I07), “The roads are badly enlightened.” (I09), “My¹³⁹ square, Getúlio Vargas, used to be dark... but now ‘they’ have put lamps, have cleaned...” (I10) and “Deficient. But sometimes this is not only CELESC’s fault. People also destroy.” (I11).

- S2 – Public Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	2	11.1	11.1	11.1
	Good	5	27.8	27.8	38.9
	Fair	4	22.2	22.2	61.1
	Bad	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Table 92: Frequencies of question S2

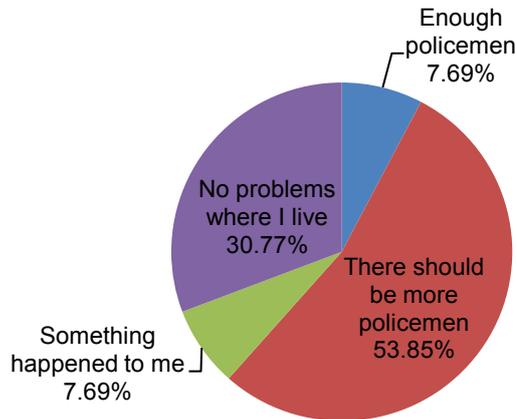
¹³⁹ “My” here doesn’t mean property, but the idea of territory, use or appropriation.



Graphic 66: Results of question S2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Enough policemen	1	5.6	7.7	7.7
	There should be more policemen	7	38.9	53.8	61.5
	Something happened to me	1	5.6	7.7	69.2
	No problems where I live	4	22.2	30.8	100.0
	Total	13	72.2	100.0	
Missing	System	5	27.8		
Total		18	100.0		

Table 93: Frequencies of question S2a



Graphic 67: Results of question S2a

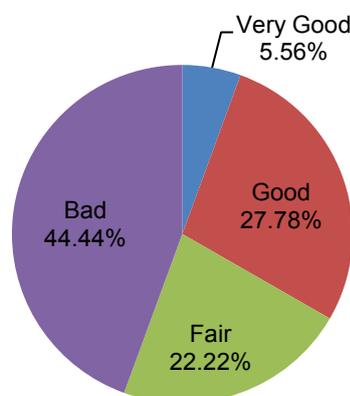
When asked about the public security, interviewees answered it is “bad”, on the contrary of tourists. This may show that Florianópolis is more secure than other Brazilian cities but also that it has become more insecure in the years, giving an impression of insecurity for its inhabitants.

The comments about it are: “More or less. Yes, I think there is a lack of security, yes. I think there should be more patrol cars circulating, which is something there is a lack here.” (I01), “More or less... it depends on the place.” (I02), “There should be more policemen on the streets.” (I04), “There (in Santo Antônio de Lisboa) it is now good, because there is a new police office now.” (I05), “This issue is a bit chaotic, isn’t it? I think ‘they’ lost a bit the control (...) I feel there is a deficit of security equipments. Personal, patrols cars, cameras... we feel a bit insecure.” (I06), “Complicate. Especially in the center... assaults... we already feel afraid to go to some places. I know many people who have been robbed. In the city center, in the evening, it is impossible to walk. There is a lack of policemen.” (I07), “Where I live, we don’t have this problem, thank God!” (I08), “It is tranquil, but I think the police control is precarious.” (I09), “People say it is dangerous here...” (I10), “I tell that I feel more secure in (Morro do) Mocotó than in Hercílio Luz (Avenue)... I have never experienced this, but the city has changed a lot in this aspect. It is now very insecure.” (I11), “In Canasvieiras, even yesterday, there was a shooting. I think there should be more policemen around.” (I14) and “I think it is dangerous. I am even afraid of walking here in the center, because I have been robbed. (...) My purse was pulled and my wallet was taken. It doesn’t happen everywhere, but violence is too high.” (I15).

- S3 – Transportation System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	5.6	5.6
	Good	5	27.8	27.8	33.3
	Fair	4	22.2	22.2	55.6
	Bad	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

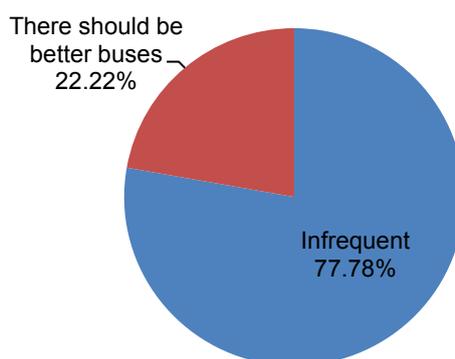
Table 94: Frequencies of question S3



Graphic 68: Results of question S3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Infrequent	7	38.9	77.8	77.8
	There should be better buses	2	11.1	22.2	100.0
	Total	9	50.0	100.0	
Missing	System	9	50.0		
Total		18	100.0		

Table 95: Frequencies of question S3a



Graphic 69: Results of question S3a

Most interviewees consider the public transportation system as “bad”, unlike tourists. They have said: “More or less... because there are buses which run every hour, every other hour... Closer places (to the city center) have buses very often... but distant places have buses every hour. So is difficult, isn’t it?” (I02), “Many of the buses are too old.” (I04), “Although I don’t use it, I think there are more interesting models than ours. The best solution has not been found yet here.” (I06), “I use ‘*amarelinhos*’¹⁴⁰, which are excellent. We have information on the internet (...) But about ‘*azuizinhos*’, then I don’t know.” (I07), “We always have to be careful; otherwise we have to wait for at least 45 minutes.” (I08), “I don’t use buses since more than 5 years. And I live here since six. But at that time I thought it was not very good this integration system among the terminals. It took too long, really too long. Then I decided to buy me a motorbike and I gained time.” (I09), “Ah, last time I uses it, I got disappointed. It took me one hour and a half to arrive in Santa Mônica. It is not that it is bad, but the connections don’t work. Buses are well equipped, but the changes are extremely bad.” (I11), “I know many people who complain about it. I only use it to come to the city center and it is very irregular.” (I14), “It is terrible. To go to Ribeirão da Ilha, I lose one hour and a half only in

¹⁴⁰ Yellow buses are the so-called executive transport. The prices are more expensive and the buses are more comfortable and go to areas where the normal ones (*azuis* – blue ones) do not go. The objective was to convince people not to go by car to the city center, providing a more comfortable service, capable to substitute the advantages of individual cars.

the bus terminals. It takes simply too long.” (I15) and “The schedules should be better. More frequent.” (I18).

To summarize the performance evaluation of public services, public lighting is evaluate by interviewees as good but, as for tourists, the comments mention the lack of it in some places; public security is bad and there should be more policemen working in the streets; finally, transportation system is also bad and the buses are infrequent, i.e. the schedules should be improved.

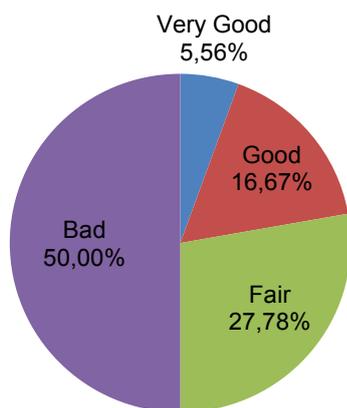
4.2.4. Public Spaces

In this part, interviewees were asked to evaluate the public spaces of the Florianópolis in terms of quality, quantity and maintenance conditions.

- PS1 – Roads System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	5.6	5.6
	Good	3	16.7	16.7	22.2
	Fair	5	27.8	27.8	50.0
	Bad	9	50.0	50.0	100.0
	Total	18	100.0	100.0	

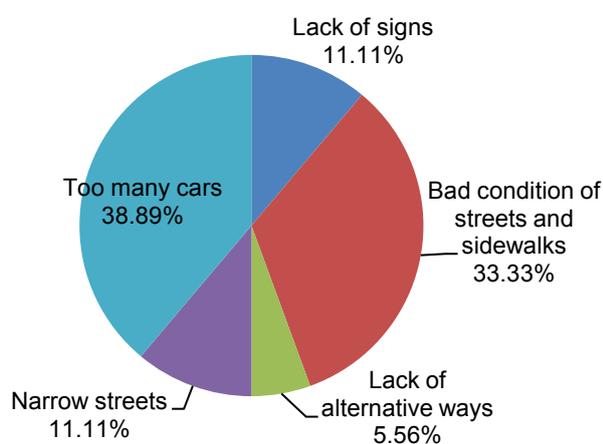
Table 96: Frequencies of question PS1



Graphic 70: Results of question PS1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of signs	2	11.1	11.1	11.1
	Bad condition of streets and sidewalks	6	33.3	33.3	44.4
	Lack of alternatives ways	1	5.6	5.6	50.0
	Narrow streets	2	11.1	11.1	61.1
	Too many cars	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Table 97: Frequencies of question PS1a



Graphic 71: Results of question PS1a

Roads system is “bad” for the interviewees, followed by “fair”. They have argued that: “In the city center, I think it is okay, but in the southern part of the Island, it is catastrophic... too many accidents because of signs lack... such a banal thing, and ‘they’ don’t worry about it.” (I01), “In many places there are no signs... because of that, once in a while, some crazy car crashes happen.” (I02), “In some cases, the direction of streets should be re-thought... to facilitate the flow.” (I03), “Too many cars and too little streets.” (I04), “The problem of the city center is the lack of parking areas and traffic jams. (...) Parking in the center is too expensive.” (I05), “Too many streets need new pavement... some are in good conditions, but in some ‘they’ only make a kind of ‘cover-holes’ operation...” (I06), “It should be better, since this is a tourist city!” (I07), “I think the streets here are too thin.” (I08), “I think the traffic here is worse and worse. I think there are too many cars... there should be some kind of control. Because some families have 2 or 3 cars and they go out at the same time to the same place... (...) Yesterday, for example, it took me 1 hour and 45 minutes to go from the South, from Matadeiro, to Estreito. Of course, there was this Iron Man¹⁴¹... but anyway... (...) Every day the traffic is higher. In so little time I have noticed this.” (I09), “Oh no, those paving

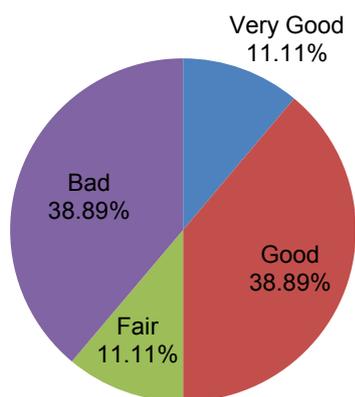
¹⁴¹ Iron Man is a triathlon competition tour that takes place in Florianópolis once a year (normally in May).

stones are awful.” (I10), “Narrow streets without pavement.” (I12), “Now ‘they’ are fixing it, but is bad. (‘They’) are passing a ‘black-carpet’... the asphalt.” (I13), “I think ‘they’ should demolish half of the walls and make sidewalks... this is lacking here... sidewalks. I think it is so sad. The sidewalks here are less than one meter wide. Not counting the posts.” (I14), “Traffic is awful.” (I15), “The traffic is complicated... especially in summer... long jams.” (I16) and “Traffic is not so good... too many cars.” (I17).

▪ PS2 – Beaches

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	2	11.1	11.1	11.1
	Good	7	38.9	38.9	50.0
	Fair	2	11.1	11.1	61.1
	Bad	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

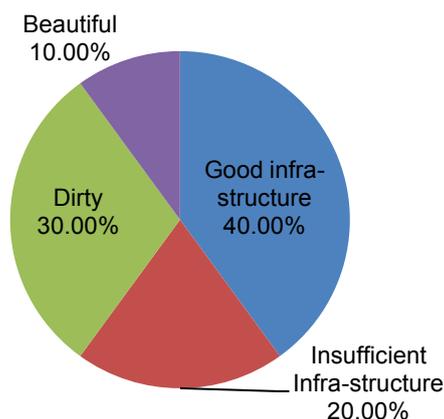
Table 98: Frequencies of question PS2



Graphic 72: Results of question PS2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good infrastructure	4	22.2	40.0	40.0
	Insufficient infrastructure	2	11.1	20.0	60.0
	Dirty	3	16.7	30.0	90.0
	Beautiful	1	5.6	10.0	100.0
	Total	10	55.6	100.0	
Missing	System	8	44.4		
Total		18	100.0		

Table 99: Frequencies of question PS2a



Graphic 73: Results of question PS2a

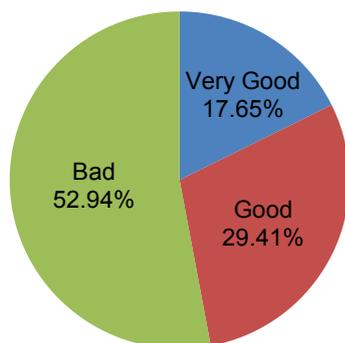
Beaches are evaluated by residents as “good” and “bad” in the same proportion, unlike tourists, to whom they are “very good”. This fact may reveal, on the one hand, that inhabitants are aware of the environmental degradation of the beaches or, on the other hand, their lack of esteem for the local heritage.

On this item, comments are: “They are beautiful and get crowded in summer. There should be people to control and to set rulers.” (I03), “(They) should be cleaner. The buildings throw their sewage towards the sea... instead of making a legal collection.” (I04), “I think in too few nature has been preserved. In many, urbanization was inadequate. (...) Most of them were occupied without order. (I06), “Sometimes I think, for example, that there are too many stray dogs on the beaches, too much dirt... Even native people don’t care about it. They throw all types of waste on the beaches... cigarettes... so you have to be careful not to be contaminated. (I09), “Abandoned.” (I12), “I think the municipality is not working properly. Not because of dirt, but because of sewage... I think there should be more control and care.” (I14), “There is a lack of infrastructure, for sure!” (I15), “Bad. No parking places in Canasvieiras. It is bad for tourists.” (I17) and “More infrastructure is needed.” (I18).

- PS3 – Squares and Parks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	3	16.7	17.6	17.6
	Good	5	27.8	29.4	47.1
	Bad	9	50.0	52.9	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

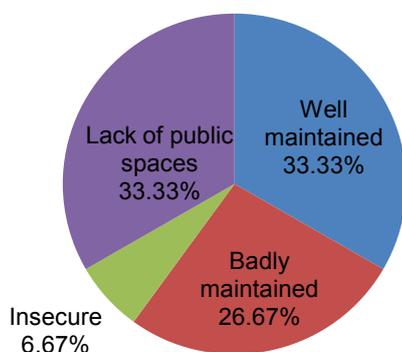
Table 100: Frequencies of question PS3



Graphic 74: Results of question PS3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Well maintained	5	27.8	33.3	33.3
	Badly maintained	4	22.2	26.7	60.0
	Insecure	1	5.6	6.7	66.7
	Lack of public spaces	5	27.8	33.3	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Table 101: Frequencies of question PS3a



Graphic 75: Results of question PS3a

And finally, about squares and parks, the mode is “bad”, and many complain about the lack and maintenance of such spaces. Interviewees have said: “I think there is a small lack of them. By the way, a lot!” (I01), “There are places, where to in the evening it is impossible to go... it is full of bad guys, bandits, and others... There should be more security, more lighting, so that it gets visible. There should also be more places for everybody to go.” (I02), “Many of them have no lighting at night.” (I04), “This is something that has to be reviewed here. Compared to cities as Curitiba and other centers, Florianópolis has failed.” (I06), “I have an old year daughter and we use a playground, which is has a good quality.” (I07), “No spaces

in Campeche.” (I08), “There should be more... not in the central district, but in the others.” (I09), “(They) don’t exist.” (I12), “There are no places. The square close to my house is completely broken. I went there once with my small daughter and there was nothing there. Everything was broken. It is even dangerous.” (I14), “Oh God, in Trindade it is terrible! I think someone should care about that square. It has no infrastructure... even the cleanness... beauty is lacking. Everything is lacking in that square! It is the ugliest one of Florianópolis. It is disorganized, dirty... has no COMCAP service, no lighting. A red hot-dog kiosk was opened in the center of the square. It is awful. Before I started to work there, I used to think it was nice, but only because I had no access. But now I can see how ugly it is. I am even ashamed of this square. The owner of this kiosk uses electricity direct from one of the posts. He doesn’t even pay the electricity! And nobody does anything about it! He uses what we pay for.” (I15), “It needs a lot of improvement... a place for children, like a playground. We have a space in Vargem Pequena, but it is abandoned.” (I16) and “There are no squares or parks in Vargem Grande.” (I17).

Summing up, interviewees consider the road system as bad and complain about the bad conditions of streets and sidewalks (perhaps this is one of the reason why governments have concentrated their efforts to improve it, besides the fact that the works are easy, fast and cheap, whose results are easily noticed by the population). The beaches are evaluated as good and as bad at the same level, with comments saying the infrastructure is good, as as saying it is not sufficient and that the beaches are dirty; squares and parks are bad, too, with comments about the lack of such spaces.

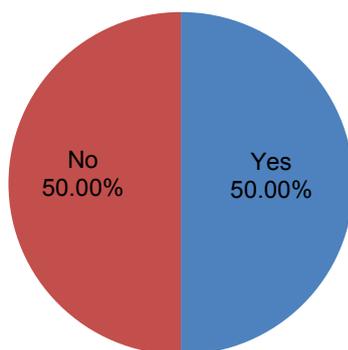
4.2.5. City – Conclusion

This part comes back to the questions about the city: by C5 (“*Have you had contact with any advertising material about your city?*”), the intention was to verify how effective the advertising campaigns about Florianópolis are. By question T6 (“*Which ones?*”), the objective was to identify the main media which have reached the public. By question T7 (“*How do you evaluate your city?*”), the purpose is to examine the general degree of satisfaction and thereafter verify in how far the dissatisfaction about the performance may influence the general evaluation. Then, by question C8 (“*Do you think tourism is important for Florianópolis?*”), seeks to identify what people think about the effects of tourism in the city. And the last one, C9 (“*How do you forecast the future urban development of the city?*”), seeks to investigate how people see the development of Florianópolis, if they seem to be optimist about it or not.

- C5 – Have you had contact with any advertising material about Florianópolis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	50.0	50.0	50.0
	No	9	50.0	50.0	100.0
	Total	18	100.0	100.0	

Table 102: Frequencies of question C5



Graphic 76: Results of question C5

Here there are equal results: 50% of the interviewees had contact with advertising material whereas 50% had no contact at all. The main comments were: “A lot of advertisement in São Paulo.” (I01), “Of course! There is everything about Santa Catarina on the RBS!” (I09), “Ah, everything has a good and a bad side. The positive one of the advertisement is to valorise the city, which is wonderful. And the negative one is that this valorisation brings people who are not good to come here... people who are not keen to enjoy the city, but only to destroy, bandits as we see on TV. But anyway, I think it is still worth to publicize the city.” (I11) and “There is a lot of ads on RBS.” (I14).

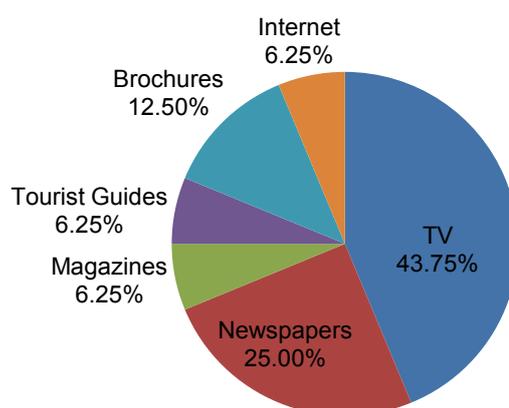
- C6 – Which ones?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TV	7	38.9	77.8	77.8
	Magazines	1	5.6	11.1	88.9
	Brochures	1	5.6	11.1	100.0
	Total	9	50.0	100.0	
Missing	System	9	50.0		
Total		18	100.0		

Table 103: Frequencies of question C6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Newspapers	4	22.2	57.1	57.1
	Tourist guides	1	5.6	14.3	71.4
	Brochures	1	5.6	14.3	85.7
	Internet	1	5.6	14.3	100.0
	Total	7	38.9	100.0	
Missing	System	11	61.1		
Total		18	100.0		

Table 104: Frequencies of question C6a



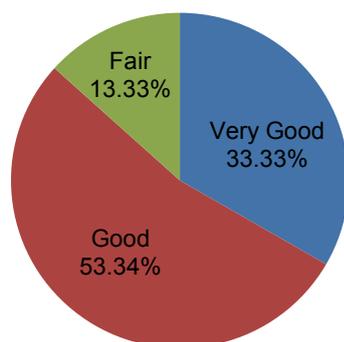
Graphic 77: Results of question C6a

The main advertising media to promote campaigns on Florianópolis have been the TV and the newspapers.

- C7 – In general, how do you evaluate your city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	27.8	33.3	33.3
	Good	8	44.4	53.3	86.7
	Fair	2	11.1	13.3	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

Table 105: Frequencies of question C7



Graphic 78: Results of question C7

In general, interviewees evaluate their city as “good”, whereas tourists consider it “very good”. On the one hand, this result was expected since residents normally are more aware of the problems than mere visitants. On the other hand, the contrary would also be possible: one city has a bad image for tourists but is considered very good by its citizens. This is anyway not the case of Florianópolis.

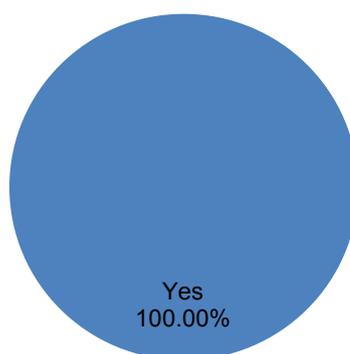
The main remarks about this question are: “It is a great city to live in, up to now. But I think if ‘they’ don’t start to plan and slow down now, both population growth and tourism... I think there should be, perhaps, a visa to enter, a control over people who enter and leave the Island, like in Fernando de Noronha¹⁴²... If it continues in this direction, in five years, the Island will be ruined.” (I01), “It is a great city to live in.” (I02), “I would say it has many problems, too many foreign people, violence... But we are very warm, and we welcome people very well... but there are too many foreign people who don’t come for leisure, but to cause troubles.” (I04), “It is a very good city and I like very much to live here. I don’t have anything to complain about, on the contrary... I just don’t recommend, so that people don’t come to live here too.” (I09), “I think it already got better concerning to the sidewalks in the subcenters, as in Canasvieiras. But there is still a lot to be done. For example, the Madre Maria Vilac Street has no sidewalks... ‘they’ have renewed the main street, but haven’t done anything about this one, which is parallel to the beach.” (I14), “Although all its problems, I still prefer Florianópolis.” (I15), “It has a lot of aspects to be improved.” (I16), and “I adore the city. Think it is wonderful and have nothing to complain about.” (I17).

¹⁴² Fernando de Noronha is an archipelago of 21 islands and islets in the Atlantic Ocean; around 354km offshore from the Brazilian coast whose access is controlled.

- C8 – Do you think tourism is important for the city?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	88.9	100.0	100.0
Missing	System	2	11.1		
Total		18	100.0		

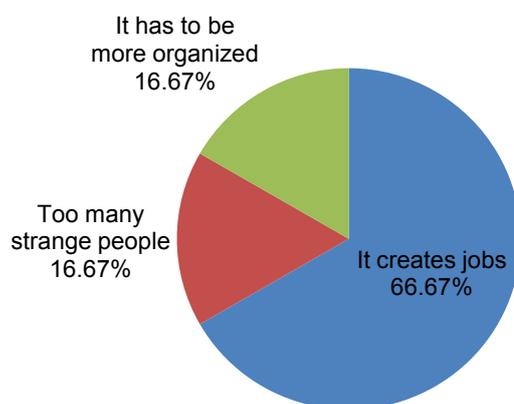
Table 106: Frequencies of question C8



Graphic 79: Results of question C8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It creates jobs	4	22.2	66.7	66.7
	Too many strange people	1	5.6	16.7	83.3
	It has to be more organized	1	5.6	16.7	100.0
	Total	6	33.3	100.0	
Missing	System	12	66.7		
Total		18	100.0		

Table 107: Frequencies of question C8a



Graphic 80: Results of question C8a

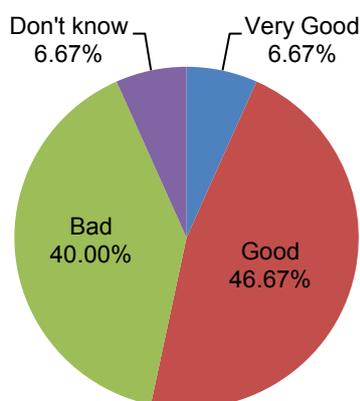
The responses of this question are unanimous: for all interviewees, tourism is important for Florianópolis. However, if their answers are based on facts or empirical data or on the political speeches and advertising campaigns, is hard to say.

Respondents have said: “It is very important, but it has to be controlled, be well organized.” (I01), “It is important for the commerce, not for the inhabitants!” (I04), “It is what keeps the city, since there are no industries. Where else could we find financing? Although it must be treated carefully... because there is no infrastructure to support all these people who come here.” (I06), “Very important (...) (‘They’) have to invest on tourism! The city is beautiful and the more people, the better!” (I07), “Good for rich people.” (I12), “Without tourism, Florianópolis doesn’t exist.” (I14), “Yes, because it creates jobs.” (I16), “It is very important, because many people live from tourism here. It is their jobs. Without it, many would not have work. So I think it is great. It causes a lot of troubles, but is good.” (I17) and “It creates jobs.” (I18).

- C9 – How do you forecast the future urban development of Florianópolis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	1	5.6	6.7	6.7
	Good	7	38.9	46.7	53.3
	Bad	6	33.3	40.0	93.3
	Don't know	1	5.6	6.7	100.0
	Total	15	83.3	100.0	
Missing	System	3	16.7		
Total		18	100.0		

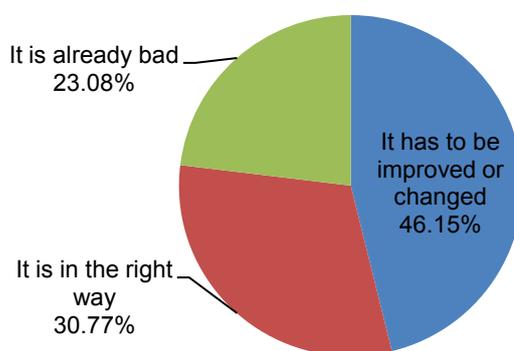
Table 108: Frequencies of question C9



Graphic 81: Results of question C9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It has to be improved or changed	6	33.3	46.2	46.2
	It is in the right way	4	22.2	30.8	76.9
	It is already bad	3	16.7	23.1	100.0
	Total	13	72.2	100.0	
Missing	System	5	27.8		
Total		18	100.0		

Table 109: Frequencies of question C9a



Graphic 82: Results of question C9a

And finally, interviewees' see the future urban development of Florianópolis as "good", followed by "bad", but most agree that changes must be done. Arguments are: "A chaos! I think it will be a chaos. It is already, isn't it? The rush hour here, my Lord! Nobody moves anymore." (I01), "Awful, because more and more tourists come to live here, thinking that the city has no problems at all, and then there are no jobs for everybody, they occupy the hills with lots of irregular constructions... the beaches become polluted, there is violence, robbery, because they don't have jobs... and so on." (I04), "We see punctual solutions: a whole is covered here, and immediately a new one appears. I have never heard of a master plan to regulate the urbanization. I see a chaos in the future, if we don't try to solve the problems with architects, urban planners... I see a chaos." (I06), "I believe the city will grow more and more and will be a good place to live in. I don't know how the management is going to be, and the transportation should be observed, because there are too many cars, but I believe 'they' won't let the city be bad." (I07), "Look, I think Florianópolis tends to grow in high edifications, because area to build is restricted. It is not good, but to avoid the *favelas*, this is the only way, isn't it? But there must green spaces, because without nature Florianópolis will be over." (I08), "It is on the right direction, but it needs infrastructure improvements... like the traffic and sanitation... For example, our sewage treatment station is on the entrance of the city. It is ridiculous. Some days the smell is awful. It should be in a more different place, more

hidden. That's all." (I09), "I believe it will get better. Progress is a good thing, isn't it? But there are too many cars and we feel more or less ran over." (I10), "We always believe it will get better, evolves. And I believe so. If not, then I should not live here anymore. But it will become better, for sure!" (I11), "If still so many people come to live here, it will get worse... We, native people, see the aggravation. There is a car for each 2 inhabitants, aren't there? Too many cars." (I13), "I think it will be better. But the government must pay more attention. But let's see, because in elections year everything comes up, doesn't it? 'They' were taping a RBS TV ad in Canasvieiras... we think they were common people, right? Well, the week after I saw the ad on the TV and thought: This is a fake! Yeah, at the beginning I thought it was true... but I was walking with my daughter and saw the film shooting (...) I thought they were common people, but were actually actors, because there was someone saying: Cut! Cut! So, there was a child and a baby wagon, a student holding books, a biker and a runner, as a normal situation of that avenue. Then I thought to myself: No, this cannot be! I thought they were amateurs, but they are actually actors." (I14), "I think it is getting better. With Dario¹⁴³ I think it has become much better. The streets have now asphalt... but he cannot do everything alone, can he? But I think is already better and will be still much better. I believe that." (I15), "We hope it is good, right? But the city has to be more organized and people should be more modest and get together to grow together... Not only to think about one self, you know? Think together to walk forward... but if each one walks in one direction... then it is impossible." (I16), "I don't know how to answer this question, but I hope it gets better." (I17) and "I think tourists are damaging the city. Strange people do strange things." (I18).

Summing up, interviewees have equal results to the contact with advertising material but the ones who affirmed to have contact pointed out the TV and the newspapers as main media. They also generally evaluate their city as good. All of them (with the exception of two who did not get to the end of the interview because were called of attendance) think tourism is important for the city, arguing it creates jobs (whether this assumption is based on empirical or scientific data, or on the political speeches, is hard to say). And finally, most of them see the future of Florianópolis as good but argue the urban development has to be improved or completely changed. This last assumption shows that the population is aware of the problems the city has and in order to achieve a good and sustainable urban and tourist developments, the current course has to be changed, otherwise it may collapse.

¹⁴³ Dario Elias Berger, current mayor of Florianópolis since 2005.

4.3. Summary

In this fourth chapter, the awareness of tourists and residents about the hypothetical gap between promise and performance of Florianópolis was examined through an evaluation of the grade of the fulfillment of these consumers, making a comparison between two different gazes (others' perception) on the same place. Therefore, the methods were a questionnaire survey as well as structured interviews, composing a clustering quanti-qualitative analysis: quantitative and qualitative approaches together in order to facilitate the understanding. For data treatment, two softwares were used: SPSS (Statistical Package for Social Sciences) and MS Excel, mainly for graphic construction. The main outcomes of this chapter are:

(4.1) The profile of tourists may be summarized, according to the results' mode: they are between 21 and 30 years old, have university education level, are originally from the States of Santa Catarina and São Paulo or internationally from Latin American countries, have visited the city for 4 or more times, for leisure purposes, stay for 4 to 7 days at family's or friends' house and use private cars as transportation means in the city.

(4.2) They visit Florianópolis mostly for personal reasons, they like the landscape features, dislike the urban aspects, and take a positive image of the city, however, based on its urban features or icons.

(4.3) Tourists consider the water supply system as good but complain mostly about the water quality; sewage is also evaluated as good, but they complain about the outflow of raw dirt towards the sea; electricity is good but they mention problems with the voltage; public lightning is also good but it lacks in some places; security is good but there should be more policemen working in the streets; transportation system is very good but the buses are infrequent, and the road system is very good, but there is a lack of alternative ways. They consider the beaches of Florianópolis as very good, but they complain about the insufficient infrastructure they offer. Squares and parks are considered good, but they criticize the lack of such spaces.

(4.4) Most tourists who visited Florianópolis had contact with publicity material, mainly on TV or internet. Although they recognize some of the problems of Florianópolis and say what they least like about the city are its urban features, the final evaluation of their trip was very good and most of them already had plans to come back, for leisure reasons. Remarkable is that many tourists answered "don't know" for the sewage system, public transportation and squares and parks.

(4.5) The profile's mode of the interviewed inhabitants corresponds to: women, between 21 and 30 years old, with high-school education level, originally from the State of Santa Catarina, living in Florianópolis for more than 21 years in the central district or in the North of the Island, using the public system as the main means of transportation in the city.

(4.6) In the second part, the results of inhabitants repeat the tourist ones: inhabitants live in Florianópolis mostly for personal reasons, they like the landscape features most, like the urban aspects least, and have a city image which is based on its urban features whose main icon is the Hercílio Luz Bridge.

(4.7) About the infrastructure, inhabitants consider the water supply system as good but complain mostly about the shortage of water during the tourist season; the sewage system is evaluated as bad, but for some people it is well done whilst some complain about the lack of treatment; pluvial drainage is bad, with great preoccupation about floods; waste system is good because the collection is effective, but many people do not know about the treatment; electricity is also good, but there are some supply problems during the summer; and public housing is bad, and there should be more social housing programs in order to avoid *favelas*. Public lightning is good, but it lacks in some places; public security is bad and there should be more policemen in the streets; finally, transportation system is bad and the buses are infrequent. They consider the road system as bad and complain about the bad conditions of streets and sidewalks. The beaches are evaluated as good and bad at the same level, with comments saying the infrastructure is good as well as saying it is not sufficient and that the beaches are dirty; squares and parks are bad, too, with comments about the lack of such spaces.

(4.8) Inhabitants have equal results to the contact with advertising material, but the ones who affirmed they had contact point out TV and newspapers as the main media. They generally evaluate their city as good. All of them (with the exception of two who did not get to the end of the interview because were called for attendance) think tourism is important for the city and, finally, most of them see the future of Florianópolis as good but argue that the urban development has to be improved or completely changed.

(4.9) The main advertising media which has reached the public, both tourists and inhabitants, are TV and Newspapers. Both are very strong in the States of Santa Catarina, São Paulo and Rio Grande do Sul.

(4.10) In the case of Santa Catarina and Rio Grande do Sul, it shows the influence of the communication media of Grupo RBS (TV channel and newspapers) which produces several campaigns to build local and regional identities.

(4.11) Tourism is considered very important for the city, based on the idea that it creates jobs. But whether this assumption is based on empirical or scientific data or on political speeches, is hard to say.

(4.12) The Hercílio Luz Bridge seems to be the main icon and plays a major role for the image building process among citizens and tourists.

Thus, the results of the questions T2 and T3, for tourists, and of the questions C2 and C3, for residents, suggest the validity of the hypothesis H2 of this research: yes, tourists and residents can recognize this gap between promise or promoted image and performance of Florianópolis, the latter more intensively. In the next and last chapter, the efficiency (facts) of some aspects of the city will be examined in order to verify whether the statements about its infrastructure and quality of life are coherent or not, since a bad performance would lead to the destruction of the natural resources of the Island and consequently of tourism itself.

CHAPTER 5: PERFORMANCE

In this last chapter, the efficiency of some urban features of Florianópolis is examined: water supply, sewage collection and treatment, pluvial drainage, solid waste management and electricity supply systems; public housing, public lighting, public security, public transportation and road systems, beaches, squares and parks. All these items are considered here as key-elements concerning the “right to sustainable cities” predicted by the Brazilian City Statute and understood as having direct effects on the environment of the Island, which is the main object of the tourist activity and on the slogans produced by the advertising campaigns. The objective is to obtain quantitative and qualitative indicators that can be measured¹⁴⁴.

Therefore, qualitative methods are necessary: a collection of information and data from official websites of the responsible institutions for each item as well as from interviews with experts done via email; and a qualitative content analysis to verify the information published by the main newspaper of the state, *Diário Catarinense*, that reveals the daily life of the city. *Diário Catarinense* is one of the 8 newspapers produced by Grupo RBS¹⁴⁵. According to its official website (2010), it is the absolute leading newspaper in circulation in the state, present in 90% of the municipalities. It publishes 12 segmented supplements and counts on more than 10 columnists.

The editions of this newspaper selected for the analysis were available within a time frame between December 17th 2007 and June 22nd 2008, both in printed and online versions. The basis of this qualitative content analysis is non-grammatical which permits a summary view, however, global (Dencker and Da Viá, 2001, p.181). In total, more than 400 newspaper reports were consulted, from which 256 are included in this research. The period comprehended 189 days. Thus, the average is of 1.35 reports by each covered day. A lack of reports does not mean a lack of coverages, but a lack of meaningful information related to the items analyzed here. Reports of the years 2009 and 2010, needed to characterize the current situation (item 5.3), are not included in the above cited calculation. All of them are, in any case, presented chronologically.

¹⁴⁴ Again, as already mentioned, most material (reports and interviews) was translated (from Portuguese into English) freely by the author.

¹⁴⁵ GRUPO RBS is a multimedia communication company, operating in the States of Rio Grande do Sul and Santa Catarina. It was founded in 1937 in Porto Alegre by Maurício Sirotski Sobrinho. The group pioneered the Brazilian regional television model and is Globo's Network eldest affiliate. Currently, it has more than 5,700 personnel with multimedia branches in the States of Paraná, São Paulo, Rio de Janeiro and Distrito Federal (GRUPO RBS, 2010).

The data obtained from the reports either show official or extra-official information about the items as well as authority and private actors testimony, the vision of Grupo RBS, possible solutions, and sometimes, the probable causes of the problems. Based on them, it is possible to create new data to be compared with the official ones. Besides, some reports were scanned and put in the text to illustrate or to explain the situation.

Thus, this chapter begins giving the reader an idea about the context in which the city was in (2007-2008) in terms of national and state politics, urbanism, municipal administration and real estate market. Then, it describes the performance of the selected urban features, providing, on the one hand, the official version, and, on the other hand, the media version. Thereafter, it checks the implications of this performance in the tourist activity of the city and the situation of these aspects and projects in 2010.

5.1. Urban Features Evaluation

5.1.1. Context

On December 17th 2007 (DC, p.10), Dorvalino Furtado Filho, communication director of the NGO FloripAmanhã, exposed his point of view about the situation of the city: “the quality of life of Florianópolis is good, but the fragility of the capital caused by the lack of urban planning and environmental compromise has been proved.” He also mentioned the “Bandeira Azul” (Blue Flag) Program, an environmental certification label to promote the improvement of the conditions of coastal places. In Brazil, ten beaches were candidates to receive this label, three of them from Florianópolis: Santinho, Jurerê and Mole.

On December 23rd 2007 (*id*, pp.20-21), the reporter Felipe Faria interviewed the mayor, Dario Elias Berger, about the consequences of the “*Moeda Verde*”¹⁴⁶ operation and on his administration’s achievements during the year 2007.

On December 28th 2007 (pp.2, 4, 6 and 11), DC presented a commercial supplement about the real estate market in the city: perspectives, enterprises, development and projects. The main headlines were: “Real estate market grows in the capital: growth perspectives are great and shall overcome 2006 in 8%”, “Moment of euphoria: demand of properties in the capital grows, mainly in the quarters of Itacorubi, Santa Mônica, Córrego Grande, João Paulo, Jurerê and Estreito”, “New investments: together with the real estate expansion in Florianópolis, also other sectors have grown, among them the big nets of shopping centers and supermarkets”, and “Bet on Estreito: quarters as Estreito, Coqueiros and Kobrasol are

¹⁴⁶ “*Moeda Verde*” (Green Currency) operation was an operation of the Brazilian federal police to investigate the negotiation of environmental permissions for the construction of big projects in the city of Florianópolis (check chapter 3).

the pupils of the construction enterprises which have directed almost their complete action to this region". Import was also the presented fact that the built area of the city grew from 713,200 m² to 1,400,000 m² in less than one decade, according to a research done by UDESC (Universidade Estadual de Santa Catarina).



Illustration 76: DC Imóveis
Source: DC, December 27th 2007, p.2

On January 10th 2008 (DC, Edition 7941), the Mayor decided to convoke the Municipal Chamber to discuss about 5 projects: the most polemic one was on a construction prohibition for two years in the Itacorubi Basin region, including the quarters of Córrego Grande, Santa Mônica, João Paulo and Itacorubi, which have suffered from a highly predatory real estate market speculation, without the provision of water supply and any sewage system. Then, from January 12th to 22nd 2008 (*id*, Editions 7943, 7944, 7945, 7946, 7949, 7953 and Extraordinary Edition), this prohibition was discussed by the mayor, by the aldermen, some citizens and some real estate actors. Citizens in general approved the measure, whereas the construction sector obviously disapproved it, even though it could lead to a supervalorization of the real estate properties of the region.

On January 22nd 2008 (*id*, Edition 7953), João Carlos Mosimann, engineer and writer, complained about the interests of tourism and real estate enterprises, who try to profit from and to build many projects in the city but do not invest in infrastructure, within the assumption that the public administration has to do it, and finished with: "and let (people) suffer with floods, chaotic traffic, shortage of water, sewage smell and blackouts risk!"

On January 24th 2008 (*id*, Edition 7955), a federal investment of R\$ 104 million was announced for projects in diverse areas of Florianópolis and other 3 municipalities of its metropolitan region (São José, Tijucas and Palhoça).

On January 25th 2008 (*id*, Extraordinary Edition), the federal police identified, after a investigation of almost 4 years, irregular constructions in marine-land property in Lagoa da Conceição. It was said that the police would also intensify the search for urban occupations which do not have cesspits or are not linked to the collection tubes, and might be outflowing residues towards the lagoon. Oswaldo Furlan, professor and writer, wrote on February 1st 2008 (*id*, Edition 7963), that permissions to construct should be limited to the availability of infrastructure. Moreover, that if this measure would have been seriously taken since 2001, the degradation of mangroves, rivers, hill and beaches could have been avoided.

Dorvalino Furtado Filho, post-graduated in marketing management and public administration, wrote about public marketing on February 5th 2008 (*id*, Edition 7967). He said, in Brazil, governments have only prioritized one of the aspects of public marketing: the propaganda, without the support of strategic plans. About political propaganda, on February 7th 2008 (*id*, Edition 7969), 11 mayors of the biggest cities of the state were requested to report their achievements in relation to what was promised during the election campaigns of 2004.

Then, on February 8th 2008 (*id*, Extraordinary Edition), the judicial process against the mayor, Dario Berger, in the scope of the “*Moeda Verde*” operation has been provisorily suspended because his lawyer argued that the federal police commissioner, Julia Vergara, had no authority to accuse the mayor, since he is outside her power competence. On the next day, February 9th 2008, (*id*, Edition 7971), the mayor said these were the best news ever, and that the accusation against him was a big injustice.

On this same edition, (*id*, *ibid*), Charles Machado, juridical consulter, argued that if the municipalities are not able to manage the urban planning, they should do it through consortiums. Infrastructure benefits should count in favor for permission for big projects, saving public funds and, perhaps, breaking the real estate speculation. He finished imploring the mayor to give back to Florianópolis the capability to grow in a sustainable and legal way.

On February 10th 2008 (*id*, Edition 7972), the reporter João Cavallazzi informed that the Lagoon about to collapse. He interviewed the regional director of ACIF (Associação Comercial e Industrial de Florianópolis), Juan Navarrete, who suggested basic infrastructure investments as the only chance to avoid this collapse of the Lagoon in the near future, whose main problems are environmental, sonorous and visual pollutions.

On February 15th 2008 (*id*, Edition 7977), a report described the situation of the governor of the state, Luiz Henrique da Silveira, who was under judgment because of the accusation of using wrongly the social communication media of the state to produce illegal propaganda. This propaganda for newspapers, radio and TV ("*Santa Catarina em Ação*"¹⁴⁷) was paid with public funds during his electoral campaign in 2006 and, therefore, his mandate could be revoked.

On February 17th 2008 (*id*, Edition 7979), the State Assembly approved a law to stop the creation of slogans by deputies to characterize cities. Since the first one was adopted in 2000, there have been created other 110 slogans. According to this new law, a deputy who wants to propose a slogan for a municipality must prove with clear documents and statistics that it deserves the title and only one can be applied to each city.

On February 21st 2008 (*id*, Edition 7984), inhabitants of Campeche protested during the inauguration of the new master plan, claiming for more control over illegal and legal constructions. The coordinator of the plan believed that the lack of control by the municipality has induced illegal practices which are considered normal.

On February 22nd 2008 (*id*, Edition 7985), although the state law no. 14.369 was recently approved, five days later 2 more slogans were permitted: Campo Alegre is the state capital of sheep, and the region of Urussanga, Pedras Grandes, Morro da Fumaça, Içara and Nova Veneza became the Goethe Grapes' Valley. There were other four proposals waiting for their due scientific or statistic confirmations.

On February 22nd 2008 (*id*, Edition 7985), the governor met the vice-president of General Motors Brazil in Florianópolis to negotiate the details of the installation of an ensemble factory in the municipality of Joinville. The governor offered special benefits in terms of tax exemptions to General Motors. Grupo RBS, by the editorial board of *Diário Catarinense* Newspaper, manifested its support for the installation of the GM factory in Joinville on February 25th 2008 (*id*, Edition 7988), arguing that it would create 500 direct and 1,500 indirect jobs. The board testified about the superiority of the infrastructure of the state in comparison to the other federative units.

On March 11th and 14th 2008 (*id*, pp.7 and 27), PMF (Prefeitura Municipal de Florianópolis) put two advertisements on this newspaper. The first one said: "Health, Education and Asphalt. The South of the Island has the attention it deserves" and shows pictures of

¹⁴⁷ "*Santa Catarina em Ação*" (Santa Catarina in Action) was an advertising campaign about the state's administration transmitted from 2004 until June 2006. Daily, TV and Radio stations presented 90-seconds ads about the achievements of the governor.

projects, ready works and in progress. The second one said: “More than R\$ 70 million in investments. Continent is getting better. And changing for you.” In this case, the ad focused on works on the roads system, and the “Black-carpet” operation¹⁴⁸.



Illustration 77: PMF Propaganda
Source: DC, March 11th 2008, p.7

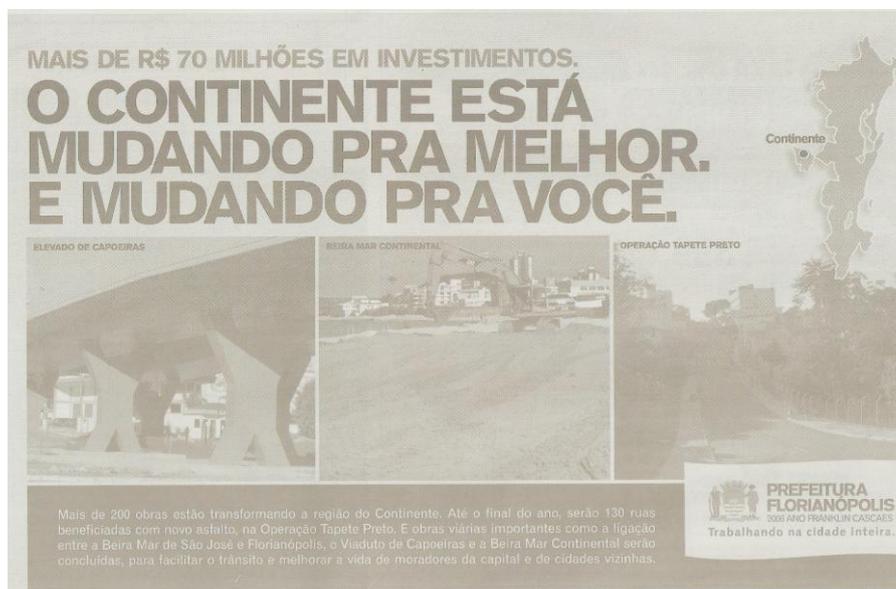


Illustration 78: PMF Propaganda
Source: DC, March 14th 2008, p.27

On March 14th 2008 (*id*, p.23) the expansion of UFSC (Universidade Federal de Santa Catarina) was announced, with the construction of 3 new campi and 31 new graduation

¹⁴⁸ “Black-carpet” operation is one of the programs of the current mayor, Dario Elias Berger, whose objective is to bring asphalt to most of the streets of the city. Asphalt is still a symbol of progress in Brazil.

courses, with federal funds from REUNI (Programa de Apoio a Planos de Reestruturação e Expansão das Universidades Federais).

On March 16th 2008 (*id*, p.49), the reporter Marcos Castiel interviewed Jürgen Friedrich, German ex-football player involved in the preparation of Kaiserslautern, in Germany, for the FIFA World Cup 2006. According to him, Florianópolis has a good hotel sector but should invest in the transport system in order to be one of the host cities of the FIFA World Cup Brazil in 2014.

On March 21st 2008, (*id*, p.5) the president, Luiz Inácio Lula da Silva, was in Florianópolis to sign several service orders for projects related to PAC (Plano de Aceleração do Crescimento), like the urbanization works of Maciço do Morro da Cruz and the construction of a sub-marine cable to provide electric energy to the Island of Santa Catarina, avoiding new “blackouts”.

On March 23rd 2008, (*id*, p.8) the defense of the governor tried to close the case about the misuse of the state communication media, arguing that there were mistakes by the accusation side. On April 1st 2008, (*id*, p.10), the governor, Luiz Henrique da Silveira was condemned in another case of irregular publicity, this time when he was the mayor of Joinville. The judge understood it as political auto-promotion through the advertising campaign “Joinville 150 years: where life is happier”.



Illustration 79: Supposed publicity brings to condemnation
Source: DC, April 1st 2008, p.10

On April 9th 2008 (*id*, p.9), Laudelino José Sardá, journalist and professor, said that the only solution would be to empty the Island, and that the metropolitan region should invest on the preservation of its natural beauties, since they are the region's greatest tourist attraction. According to him, without emergency measures not only the Island will suffer but the whole metropolis, and it has to react to the electoral domains which have obstructed its way to an integrated growth.

On April 29th 2008 (*id*, pp.4-5), the reporter Fábio Bianchini announced the first municipal public audience of the new master plan for Florianópolis in May, and its final version which should be presented to the municipal chamber in July of that year. He explained how the process of planning works and retook the Itacorubi Basin discussion, pointed out as the most critical and sensitive area of the city. Then, on May 4th 2008 (*ibid*, p.26), after all the discussions about the prohibition to build and the real estate boom of Florianópolis, DC came back to this subject, saying that in order to keep the rhythm, one of the challenges of this sector in the state is to find workers, since the offer of positions is high – it has grown 7.87% in the first three months of that year, especially in São José and Palhoça, two cities of the metropolitan region of Florianópolis.

Still in this edition (*id, ibid*, p.24), the reporter Alexandre Lenzi said it was easier to purchase one's own roof, since the credit offers have increased. This facility to get financings has made the civil construction one of the sectors with higher expansion in the state, with a projected growth of 10% for the year 2008 only in the region of Florianópolis.

Coming back to “*Moeda Verde*” operation, on May 4th 2008 (*id*, pp.4-8), the reporter João Cavallazzi made a summary of the process that after one year had no definitions about the future of the accused persons. This report also showed that with the exception of two, all the other 6 big projects cited in the investigations were either in the final phase of construction or working normally (Il Campanario Villagio Resort, Vilas do Santinho, Shopping Center Iguatemi, Shopping Center Floripa, Bistek Supermarket and KM7 Night Club). It also said the only practical result of this operation was the abrogation of the mandates of Juarez Silveira and Marcílio Ávila, both involved in this scheme, the latter at that time also the president of SANTUR (Santa Catarina Turismo S.A.).

On May 11th 2008 (*id*, p.8), the state government presented its revenues, expenses and investments. The governor was interviewed and argued that the best way to reduce the expenses of the state would be to invest in technology, aiming at transforming all the state procedures in electronic manner, theoretically more transparent and rational.

On May 18th 2008 (*id*, p.6), Justiça Eleitoral (electoral justice) pointed out the date of July 6th 2008 as the legal beginning of the electoral propaganda. However, many candidates had already started their campaigns before this deadline and therefore have been fined. Moreover, in the case of re-elections, advertising expenses of the current mandate would be investigated, in order to avoid the use of public funds to finance political campaigns.

On May 18th 2008 (*id*, pp.42-43), the reporter João Cavallazzi informed about the competition among 13 Brazilian cities – Florianópolis was one of them – to be chosen by the FIFA as one of the host places of the World Cup in 2014. He said, in order to be chosen, the city would have to invest in some infrastructure projects, which are the key criteria for FIFA's selection. The main projects were: a new football stadium (Estádio Orlando Scarpelli), the construction of the Continental Beira-Mar Avenue, the conclusion of the integration of the public transportation system, including a superficial metropolitan train, the construction of a new airport, of a new energy distribution station in the Island, and the liberation of the Hercílio Luz Bridge for traffic, which would be the main connection to the Stadium, via metropolitan train or tram.

On May 27th 2008 (*id*, p.18), the reporter Grazielle Dal-Bó explained the fact that housing rental prices have grown twice as the inflation rate but amazingly real estate offices were not

preoccupied. They said the migratory flow in the city would anyway keep the demand higher than the offer and, therefore, the market would not suffer from any consequences of this augment.

On May 28th 2008 (*id*, p.13), the campaign “Joinville is too good” was suspended by the electoral justice, understood as having subliminal messages indicating that the current administration should be continued.

On June 7th 2008 (*id*, pp.4-5), 70% of the duplication works of the southern part of the BR-101 Road were expected to be concluded in 2008, and totally until the end of 2010 (previously, it was supposed to be concluded in 2008). BR-101 is the main axis North-South of the state in terms of goods’ and passengers’ flows. It is also the main connection of Florianópolis to the source markets of tourists.

On June 7th 2008 (*id*, p.12), Grupo RBS, by the editorial board of Diário Catarinense Newspaper, presented the report “A cidade da ilusão” (city of illusion). Based on data of the report “*Sinais Vitais, Check-Up Anual da Cidade*”, organized by Instituto Comunitário da Grande Florianópolis (ICom), the board said the so-trumpeted quality of life of the city was in an obvious deterioration status: the city still attracts migrants from the whole country chasing the opportunities and facilities which do not exist anymore, pressing even more the urban infrastructure and the services overcome by the demand for a long time.



Illustration 80: City of Illusion
Source: DC, June 7th 2008, p.12

On June 15th 2008 (*id*, p.17), again the real estate market was reported as successful. The reporter Alexandre Lenzi explained that the growth of this sector in Florianópolis has brought

big incorporators from other states to compete with the local ones. He also presented Jurerê Internacional, Beira-Mar Avenue and Lagoa da Conceição as noble areas of the city, and João Paulo, Agronômica, Itacorubi, Córrego Grande and Trindade as focus areas for the expansion of the market: four of them in Itacorubi Basin, in which constructions were almost prohibited 5 months before.

In this context of real estate market boom, massive (misleading) advertisement by the state government, corruption schemes and discussions about the future of the city, how can be the urban performance of Florianópolis evaluated?

5.1.2. Infrastructure

- Water Supply System

The institution responsible for the water supply system in Florianópolis is CASAN (Companhia Catarinense de Águas e Saneamento). CASAN is a mixed-economy company, established in 1970 whose major shareholder is the State of Santa Catarina in order to coordinate the planning and to implement, to operate and to explore the public sewage and water supply system as well as to perform basic sanitation projects, in partnership with the municipalities. The company is present in 205 municipalities of Santa Catarina, acting directly on these two sectors (CASAN, 2010).

Its current administration of CASAN argues that it has implemented a restructuring policy that has contributed significantly to the increase of the company's revenues (*ibid*). It also says that, since 2003, it has recovered the company's investments capacity in projects and works of great importance for the State of Santa Catarina. Projects and works that provide more efficiency of its services, ensuring water supply, collection and treatment of sewage (*ibid*).

According to the company's website (*ibid*), CASAN acts through concession agreements signed with municipal governments. Currently, the services provided by this company covers almost all the State of Santa Catarina, divided into 4 regions: the North Valley of Itajaí, the West Region, Sul/Serra and the Metropolitan Region of Florianópolis. The company serves a population of 2.3 million people with distribution of treated water and 319,000 with collection, processing, and final destination of sewage.

The services of water supply and sanitation provided by CASAN are paid by the population in the form of a tariff, adjustable periodically, and valid for the entire state, regardless from the type and the complexity of the treatment plant and the water source. The price is established

in accordance with a list of categories of customers and their consumption ranges: social¹⁴⁹, residential, commercial, micro and small enterprises, industrial, especial contracts and public authorities (*ibid*).

The company (*ibid*) explains that it maintains regional laboratories to monitor the physical, chemical, and bacteriological characteristics of the water and the sewage throughout its service area. Thus, periodic collections are done, which in turn generate reports provided to consumers through monthly information on the bills and annual reports.

According to the interviewed expert, Fernando Silva (2010), Florianópolis is divided into 4 areas which are supplied separately by different sources. The main source comes from the continent, from the Pilões River, supplying the mainland and the central district of the city. The area of the North of the Island is supplied by wells, and the area of the South of the Island is supplied by water captured from Lagoa do Peri. In the recent years, according to him, there has been an effort to connect these areas by a network of pipelines and reservoirs, providing an integrated water supply system in order to meet high demand of the North and South parts of the Island during the tourist high season (summer).

For 2008 (December), the company (CASAN, 2010) presents a table with indicators of coverage of water supply in relation to the urban population of the covered municipalities. According to this table, Florianópolis presents an index of 99.5% of coverage. Silva (2010) agrees with this index, saying that most of the Island is covered, lacking only in very isolated places. He (*ibid*) explains that the main problems concerning to water supply in Florianópolis are a result of old equipment, poorly maintained infrastructure, waste of resources and the use of the company for political purposes. As a consequence, for example, during the high season there is still lack of water to supply the population in the balnearies.

There are projects to establish the integrated system mentioned by Silva (2010) and also to bring water to poor people living in the hills, like in Maciço do Morro da Cruz, where the water has been increased with the installation of automatic pumps. He also says that the financial resources are not sufficient to cover the expenses of the projects but some have been financed by the PAC¹⁵⁰ and foreign institutions, like the JBIC - Japanese Bank. Credit is also

¹⁴⁹ In order to provide universal access to drinking water, CASAN developed the Social Tariff Program, which ensures that low income families have drinking water at prices compatible with their socio-economic condition. The program is applicable to all customers who can duly prove they live in a house of up to 70 m² and have family income equal to or less than two minimum salaries. During 2008, approximately 14 thousand families benefited from this program, paying a special tariff to have drinking water supplied to their households (CASAN, 2008).

¹⁵⁰ PAC (Programa de Aceleração do Crescimento) is a program to investment in infrastructure which combined with economic measures aim at stimulating the productive sector and, at the same time, bringing benefits to all regions of the country (BRASIL, 2010).

taken from Banco Kreditanstalt Für Wiederaufbau – KFW, Caixa Econômica Federal, Banco Industrial e Comercial S/A – BIC Banco, and Banco Nacional de Desenvolvimento Econômico e Social – BNDES.

According to the annual report of 2008, CASAN (2010) says that investments in the expansion of systems and the training of staff have improved CASAN's operational performance indicators. In 2008 the total water volume billed reached 145.5 million m³, an increase of 1.73% in comparison to 2007.

Thus, on December 18th 2007 (DC, p.31), CASAN discharged the possibility of water rationing during the season 2007/2008 but argued that, without an economic and rational use of the system by the population, there would be the risk of water shortage during summer, especially in the North of the Island. The president of this company, Walmor de Luca, explained that the production and the distribution systems are not able to supply a 30% larger population, due to the flows of tourists. According to him, the solution is to diminish the its use by the population, since the deficit is going to be of 20 million liters of water each day, so that it can be delivered to the expected 320,000 tourists.

In this same report, SETUR said that the expected number of tourists for that season (December 1st to March 23rd) was calculated at 1,6 million people in total, 15% more than the previous year, when there was already a water shortage. Besides that, the report also highlighted the possibility of blackouts could also provoke an interruption in the water supply system. Two days later, on December 20th 2007 (*id*, p.41) CASAN and PMF said they would control the illegal connections of Ingleses natural reservoir in order to control its misuse. The report's headline was: "The order is to save water".

On December 27th 2007 (*id*, p.27), CASAN and PMF signed an agreement named "War against misuse" operation, by which until January 10th (but could be prolonged) it was prohibited to wash cars, sidewalks, or to water plants and gardens in the northern region of the Island, under the risk of a R\$ 5,000.00 fine. In the same page, another report said that residents, tradesmen, and tourists have approved the measure but there was a consensus that the public administration should solve the problem with the tax revenues.



Illustration 81: War against misuse
Source: DC, December 27th 2007, p.27

On January 3rd 2008 (*id*, Edition 7934), a special report said that residents and tourists had special periods to have a shower. People complained about the water pressure and said that there was water only in the morning and during the late night.

On January 13th 2008 (*id*, Edition 7944), the reporter Fábio Bianchini said that the investments of CASAN in the last years were not sufficient to avoid the collapse of the system in the beginning of 2008. He said that residents and tourists complained about the performance of the company, arguing that this problem is not new, and that it had enough time to solve it. One of the tourists, Sarah do Amorim (from the State of Paraná), said she likes the city very much but she would not come back in the next years.

On the same edition (*ibid*), another report said that there was a solution for the water shortage problem, but it would cost R\$ 60 million, and that the deficit in the northern region was of 25 million liters a day. Thus, there were two projects to solve the situation: the first one was to augment the treatment station in Palhoça and to connect it to the North coast system. The second would be to construct a new station in Canelinha (Tijucas River). According to Julcinir Gualberto Soares, director of the company for the Metropolitan Region of Florianópolis, this is a seasonal problem, located in only one region and, therefore, there is no justification for such high investment. To him, it is necessary to create conditions for population growth in other quarters of the city.

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Abastecimento

Solução existe, mas custa R\$ 60 milhões

Déficit no Norte da Ilha no período do Réveillon foi de 25 milhões de litros por dia

A distribuição de água na Capital é feita a partir de três sistemas sem ligação entre si; por isso, não há como levar água do Centro ou do Sul para o Norte da Ilha de Santa Catarina durante o pico de consumo.

A Casan estuda duas alternativas para resolver o problema a longo prazo. O custo de cada uma está avaliado em cerca de R\$ 60 milhões.

Illustration 82: Solution exists, but costs R\$ 60 million

Source: DC, January 13th 2008

Still on January 13th 2008 (*id*, Edition 7944), the reporter Lucas Amorim explained that pipe-trucks have become a great business in the Island, costing up to R\$ 1,000.00 during New Year's Eve, what normally costs R\$ 300.00. He explained that the water shortage had caused economic injuries for the trade and for people who left their residences during this period.

One week later, on January 20th 2008 (*id*, Edition 7951), Walmor de Luca, president of CASAN, justified the prohibition measures saying that the company's intention was not to transfer the responsibility of the water shortage to the residents. Moreover, he blamed the tourist activity that has been done in the city: a predatory tourism, which does not generate jobs. He finished saying that tourists with high purchase power are always welcome: "These are the ones who create jobs!"

- Sewage System

Sewage collection and treatment is also responsibility of CASAN, as the water supply. In 2008 (December), the company presented a table with the indicators of coverage of sanitation for the urban population of the covered municipalities. Florianópolis presented an index of only 51.6%. Thus, the index of supply (collection, treatment and final destiny) of the metropolitan area of Florianópolis, although low, is still much higher than the rest of the state, with a supply average of 11.3%.

The company's website (2010) presents a brief history of the development of this service in Florianópolis:

"In the ancient capital Florianópolis, the sewage ran open to gutters. There was no garbage collection or running water. During the night, the evictions were done by slaves on nearby beaches. The few water sources were polluted and diseases proliferated. In 1910, attention was given for implementation of a sewerage system in the Capital. The works began in 1913 and were inaugurated on September 7th 1916.(...) This biological sewage treatment stopped working in 1960, and the sewage was dumped directly into the bays and beaches locations. The disorganized urban growth and the pollution required the construction of new

*sanitation projects in the capital. On January 8th 1992 was given the order to the start the works of the sewerage system of Florianópolis (Island). The total project consisted of 200 km of collection system and four major river basins: North Bay, Central Region, South and Prainha, José Mendes and Saco dos Limões, Trindade, Santa Mônica, Córrego Grande and Costeira do Pirajubaé. On October 3rd 1997 was inaugurated the 1st phase of the new sewage treatment plant located in the South Bay.*¹⁵¹

According to Fernando Silva (2010), the sewage system nowadays is divided into numerous basins and deployed to sewage treatment plants – ETE's. He points out as the main problems of this service the lack of urban planning, the constant changes in the master plan, the relief of the Island and political pressures. The website (2010) presents the projects for the following areas as still in progress: Ingleses, Ribeirão da Ilha, Santo Antônio de Lisboa, Cacupé, Samabaqui, Caieira da Vila Operária, Serrinha, Campeche, Maciço do morro da Cruz, Canasvieiras, Cachoeira do Bom Jesus, Tapera, and Beira-Mar Avenue.

Other important organ concerning the sewage system is FATMA, the state agency for environmental issues. Its headquarters are located in Florianópolis but it has other fourteen regional coordinations, and an advanced environmental control office. Created in 1975, FATMA's mission is to ensure the conservation of natural resources of the state. Following the criteria of Resolution CONAMA (National Environment Council), it evaluates several points along the state's coast, pointing out the polluted and thus improper for bathing, and makes the results available to the press, municipalities, population and tourists (FATMA, 2010).

Thus, on February 1st 2008 (DC, Edition 7963), Carlos Drabowski reported that according to one of the FATMA's report about the water quality for bathing indicated the point 56 as improper. He explained that this point corresponds to almost 500m of length, i.e. the whole beach of Cachoeira do Bom Jesus (in the North of the Island), where the mangrove rivers discharge the water towards the sea. He completed saying that the fetid sewage that many environmental criminals dispose in the Tomé River has augmented during the season, and

¹⁵¹ Original text: “*Na antiga capital Desterro, os esgotos corriam a céu aberto pelas sarjetas. Não havia coleta de lixo nem água encanada. À noite os despejos eram realizados por escravos nas praias mais próximas. As poucas fontes de água ficavam poluídas e as doenças proliferavam. Em 1910 é dada concessão para implantação de uma rede de esgotos na Capital. As obras são iniciadas em 1913 e inauguradas no dia 07 de setembro de 1916. (...) A Estação de Depuração Biológica deixa de operar em 1960, sendo os esgotos jogados diretamente nas baías e praias locais. A expansão desordenada e a poluição obrigam a realização de novas obras de saneamento na capital. No dia 08 de Janeiro de 1992 é dada a Ordem de Serviço para o início das obras do segundo Sistema de Esgotos de Florianópolis (INSULAR). O Projeto total consta de 200 quilômetros de rede coletora e quatro bacias principais: Baía Norte, região Central, Sul e Prainha, José Mendes e Saco dos Limões, Trindade, Santa Mônica, Córrego Grande e Costeira do Pirajubaé. No dia 03 de Outubro de 1997 é inaugurada a 1ª etapa do novo Sistema de Esgotos com Estação de Tratamento situada na Baía Sul.*”

concluded that business people should be grateful for the myopia of tourists, who don't seem to notice neither the dark sea water nor its bad smell.



Illustration 83: Small River in Ingleses
Source: Personal Archive, 2007



Illustration 84: Pluvial Canal Discharging in the Sea
Source: Personal Archive, 2007

On February 12th 2008 (*id*, Edition 7974), Walmor de Luca, president of CASAN, said that politicians prefer to invest public funds in projects like bridges and viaducts, which serve as electoral propaganda, instead of investing it in the sewage system works, for example, which are invisible.

Then, on April 4th 2008 (*id*, p.23), DC published this headline: "Sewage, a shame for Santa Catarina's tourism". The report highlighted that the state has invested heavily in tourist advertisement about its natural beauties, but hides a shameful reality: the low level of sewage treatment in the cities that receive those tourists. According a study done by Fundação Getúlio Vargas, Instituto Trata Brasil, and Ministério das Cidades, in comparison to the rest of the country, the supply average index for the state was of 61.99%, while Rio de Janeiro presented 82.01%.



Illustration 85: Sewage: a shame for SC's tourism
Source: DC, April 4th 2008, p.23

Ten days later, on April 14th 2008 (*id*, p.27) DC reported that 4 months after the conclusion of the sewage collection system in Lagoa da Conceição, it was still not working and the situation of the streets' pavement was even worse. One of the residents, Adelina Isaltina Rita, complained that sewage is thrown openly behind her house, and when it rains there are floods and cockroaches on the walls. She also said that the net did not reach the low part of the region, at that time.



Illustration 86: Sewage Pipe towards Lagoa da Conceição
Source: HASSENPFUG'S ARCHIVE, 2008



Illustration 87: Sewage Pipe towards Lagoa da Conceição - 2
Source: HASSENPFLUG'S ARCHIVE, 2008

On May 21st 2008 (*id*, p.17), João Werner Grando reported that sewage was the main obstacle for tourist growth in the state, according to the hotel sector. The state had the 19th position in the national ranking, with only 10% of the population being supplied. To Wilson de Macedo, president of ABIH-SC (Associação Brasileira da Indústria de Hotéis de Santa Catarina), the lack of sewage treatment is more serious than transport issues, for example. According to him, Florianópolis had only 50% of its population served by this system.

On June 1st 2008 (*id*, pp.12-13), DC published a special section about the situation of the rivers of the state. By the reports, it is said that the rivers from the region of Florianópolis have mainly suffered from pollution by chemical products used in the agriculture or by domestic sewage. The southern basin deserves special attention, since it is crucial for the supply of 5 cities, including the capital. The reports concentrate on almost all regions of the state, except for the metropolitan area of Florianópolis.

On June 10th 2008 (*id*, p.28), another report highlighted that in SC, only 9.69% of the population have sewage collection, and that the state's performance is below the national average (56% in 2000). According to a report done by Associação Brasileira de Engenharia Sanitária and Instituto Trata Brasil, Santa Catarina would need around. R\$ 20 billion to compensate this deficit until 2020. Paulo José Aragão, president of ABES, said that the state is in a critical situation, with serious lack of projects and investments in this area.

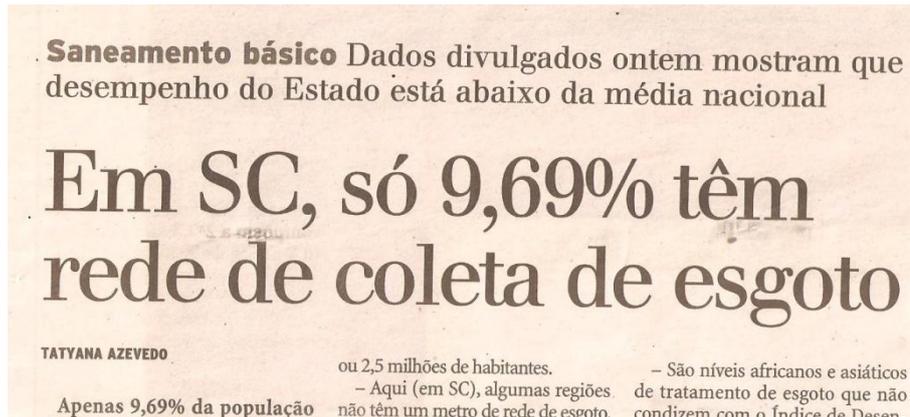


Illustration 88: In SC, only 9.69% have sewage collection net
Source: DC, June 10th 2008, p.28

Another report of this edition (*id, ibid*, p.28), however, said that the region of Florianópolis had the biggest net of sewage collection of the state, with an average index 25.04%, and up to 48% in the capital. Valcir Donizetti de Carvalho, resident of Saco dos Limões, said that more than 10 years before, he and other 4 neighbors had built a collection net by themselves, because there was only an open canal which used to bring the dirty waters to the sea. At the time of this report, CASAN was working in this area in order to connect the net to the treatment station on the South Bay landfill. Carvalho said he hopes CASAN's solution will be better than his own system.

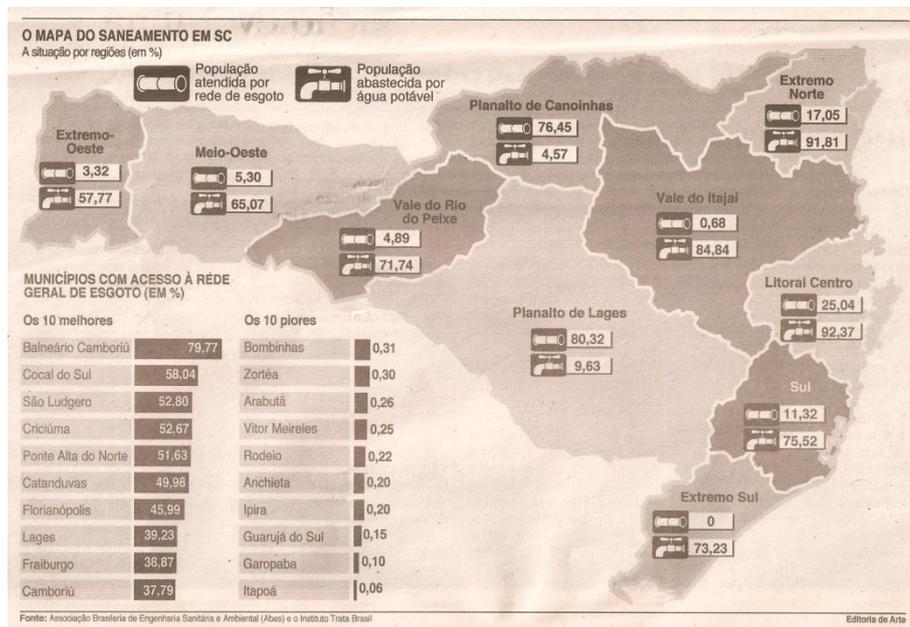


Illustration 89: Sanitation map in SC (DC, June 10th 2008)
Source: DC, June 10th 2008, p.28

- Pluvial Drainage System

There is no clear information about which institutions are responsible for the pluvial drainage system of Florianópolis. Planning must be a task of IPUF (Instituto de Planejamento Urbano

de Florianópolis) or CASAN (Companhia Catarinense de Águas e Saneamento), since the latter is also responsible for the sewage system. It could also be a duty of SMO (Secretaria Municipal de Obras), once it is involved in the execution and maintenance of the streets. By this same logic, DEINFRA (Departamento Estadual de Infra-Estrutura) would also take part on this job. Last, COMCAP (Companhia de Melhoramentos da Capital) could also be involved, since it is responsible for cleaning the canals and rivers.

The fact is that Florianópolis due to its environmental conditions and to its urban occupation has suffered from constant floods. For example, on January 19th 2008 (DC, Extraordinary Edition), the reporter Alexandra Zanela related the floods in Florianópolis caused by a strong rain in the evening of the day before. In the South of the Island, for instance, the house of Claci Maria Staudt Wisneiweski had almost 1m of dirty water inside. The resident complained about the lack of infrastructure of the street and of no sewage collection. She said it was not the first time it happened and that she has already contacted PMF but nothing was done to solve the problem.

Another report on January 20th 2008 (*id*, Edition 7951), written by Marília Prado and Alcília Alão, again counted the damages caused by only 20 minutes of strong rain in the region. On February 1st 2008 (*id*, Edition 7963), DC reported that Madre Benvenuta Avenue, the main street of Santa Mônica, was one of the most damaged places of the city. It is normally one of the first quarters to suffer from floods, and the overflow of a canal impeded the access to one shopping center.



Illustration 90: Floods in Santa Mônica
Source: DC, Edition 7963, 2008

Then, on February 1st 2008, a special report (*id*, Edition 7963) had this headline: “Lack of drainage aggravates the problem”. The reporter Jeferson Bertolini described the drainage

system of Florianópolis as old and not coherent to the growth of the city: most of the tubes were built in 1940, when the population was of around 30,000 inhabitants, 13 times smaller than the current one (396,000 in 2008 according to IBGE). He interviewed Afonso Veiga Filho, engineer and ex-municipal secretary of SMO, who sees the population growth as the main cause of this problem: “the more the territory is occupied, the more the soils get impermeable. The water, instead of been absorbed, flows and then floods happen.” He also said that the last time the city planned a drainage system was in 1977. The current SMO secretary, Aurélio Remor, agreed that the system has a serious problem, but made clear that it probably will not be repaired: “These are underground works, and this problem only appears in very strong raining days. Therefore it does not justify the fixing costs (...). To fix it would also be a problem, because it would change the city’s routine”. He also said that the population should help, not throwing waste in the streets and into water canals, what impedes the outflow.

01 de fevereiro de 2008 | N° 7963

Reportagem Especial

Falta de drenagem agrava problema

Antigo e em descompasso com o crescimento da cidade, o sistema de drenagem urbana de Florianópolis mostrou ontem o quanto pode ser vulnerável em dias de chuva forte ou prolongada e de como pode interferir no vaivém dos moradores.

Illustration 91: Lack of drainage aggravates the problem
Source: DC, February 1st 2008

On February 2nd 2008 (*id*, Edition 7964) another report said that in Ponta das Canas, in the North of the Island, many streets were flooded and that people could not leave their houses. In Cachoeira do Bom Jesus, a house was destroyed by a landslide. Luckily, nobody was inside the house when it happened. In the streets of Jurerê Internacional, instead of cars, only jet skis and kayaks circulated.

On February 2nd 2008 (*id*, Edition 7964), Grupo RBS, by the editorial board of Diário Catarinense Newspaper, presented the report “*A lição das águas*” (water lesson), saying that the problem of flood in the state is not new and, of course, that natural phenomena cannot be avoided but their effects can be predicted and minimized by the improvement and the modernization of the drainage systems. Besides that, the board blamed the real estate market for the destruction of environmental protected areas and for the worsening of the problem. The group answered the speech of Aurelio Remor, current SMO secretary, saying that simply leaving things the way they are interferes much more in the city’s routine.

On February 3rd 2008, DC (Edition 7965) said that as for the sewage system, Santa Catarina also has a very precarious drainage system. This problem is aggravated, according to it, by

irregular (and regular) constructions, and the lack of control of the authorities, who permit the occupation of environmental protected areas, like mangroves and hills. On February 19th 2008 (DC, Edition 7968), FLORAM and FATMA announced cleaning works in the Itacorubi basin in order to avoid floods.

On February 29th 2008 (*id*, Edition 7992), the reporter Luciana Ribeiro informed about landslides in Armação do Pântano do Sul, in the southern part of the Island. Four families had to leave their houses. In the same edition (*ibid*), Fábio Bianchini reported that irregular and illegal urban occupation, normally together with deforestation processes transformed almost all the hills of Florianópolis, which have become areas with imminent risk of landslides when it rains and end up in tragedies.

On March 24th 2008 (*id*, p.24), Luciana Ribeiro explained that the pluvial average for the month of March had been already exceeded in 159%. In Itacorubi, one of the residents said since the Carnival flood, any weak rain is enough for the water level to raise and to bring dirt inside the houses.

- Solid Waste Management System

The solid waste management system is a responsibility of COMCAP – Companhia de Melhoramentos da Capital, a mixed economy company that takes care of cleaning the city, hired by the municipality of Florianópolis, its major shareholder (COMCAP, 2010). COMCAP was created in 1972, a framework of 1.3 thousand employees and the mission to provide public environmental sanitation with efficiency, quality and social responsibility (*ibid*). Besides the collection of household waste, COMCAP also retains the services of weeding and scraping of public sites.

The company collects an average of 14 tons of solid waste per month in summer and 10 tons in the low season. 450 tons of garbage are collected per day, and during the high season, in early January, there is a peak of more than 700 tons of daily production. Also 600 tones of recyclables on average are collected each month. Paper, glass, metal, and plastic separated by the population for the recycling collection are donated to two sorters organizations – ACMR and ARESP (*ibid*).

The official website (*ibid*) of this company presents a brief history of the development of this service in Florianópolis:

“The disposal of solid waste in Florianópolis is an old and complex problem. In 1830 a law was approved and ordered that waste should be discharged into rivers and the sea, to prevent the accumulation of rubbish thrown by the residents in the

streets and vacant lots. The service of waste removal only started in 1877 and was run by individuals with carts pulled by donkeys. The final destination were the beaches of the North Bay. Later, in 1914, in order stop the accumulation of trash on the beaches, a garbage furnace was built near the Hercílio Luz Bridge, which operated for nearly half a century. In 1958, this furnace, because of increasing population and waste generation, was deactivated. Solid waste began then to be disposed in the Itacorubi mangrove, in an area of approximately 12 hectares, for more than 30 years, causing serious public health problems and degradation of the Environment. This area was disabled in 1990 due to popular pressure. Since then, in this area recovery of the landscape projects have been developed, and nowadays it is called Center for Solid Waste Transfer (CTReS), with the transshipment station of COMCAP, sorting centers managed by associations of collectors, an area of environmental education and the Museum of Waste. During the discussions to close the Itacorubi dump-site, the Program Beija-Flor was implemented in 1986, an embryo of the selective collection system currently in operation in the municipality”¹⁵².

Thus, since the 1970's, the urban sanitation services in Florianópolis have been accomplished by COMCAP. The household waste generated in the municipality are collected through two systems: conventional waste collection and recycling collection. According to PMF (2008), approximately 70% of streets in the urban area have manual sweeping service. During the summer, the main beaches are also served by this serviced including the streets of these areas. In January 1998 the garbage collection in the South of the Island was outsourced, being held by the Company SLC – Building Services Ltda, representing 8.71% of the conventional collection.

The situation of the solid waste collection in Florianópolis was described by Lopes & Orofino (2008) as: 95% of the municipality was covered by the normal collection and 5% by the communitarian litters with the recycling material collection covering around 90% of the quarters. Its main problems were the inappropriate streets for the collection trucks (dead ends or narrow streets and congestion in the summer), the waste placed outside the day and

¹⁵² Original text: “A destinação final dos resíduos sólidos em Florianópolis é um problema antigo e complexo. Em 1830, foi aprovada uma lei determinando que o lixo urbano fosse lançado nos rios e no mar, para evitar que os detritos jogados pelos próprios moradores se acumulassem nas ruas e terrenos baldios. O serviço de remoção de lixo só teve início em 1877 e era executado por particulares com carroções puxados a burro. O destino final eram as praias da Baía Norte, onde faziam os despejos. Mais tarde, em 1914, para acabar com o acúmulo de lixo nas praias foi construído próximo à Ponte Hercílio Luz, o forno do lixo, que funcionou durante quase meio século, queimando os resíduos da Capital. Com o aumento da população e da produção de resíduos, em 1958, surgiu o lixão da cidade. Os resíduos sólidos passaram a ser dispostos no manguezal do Itacorubi, em uma área de aproximadamente 12 hectares, durante mais de 30 anos, acarretando sérios problemas de saúde pública e de degradação do mangue. Foi desativado em 1990, graças à pressão popular. Na área, onde foi executado a partir de 2000 projeto de recuperação e organização paisagística, hoje funciona o Centro de Transferência de Resíduos Sólidos (CTReS), com Estação de Transbordo da COMCAP, centros de triagem gerenciados por associações de catadores, um espaço de educação ambiental e o Museu do Lixo. Durante as discussões para acabar com o lixão do Itacorubi foi implementado, em 1986, o Programa Beija-flor, embrião do sistema de coleta seletiva em funcionamento atualmente no município.”

time of collection, the distance from the generator centers to the transfer center, and the public lack of awareness. The necessary improvements were described by the experts as educational campaigns, projects and a pilot plan for the collection of organic material for composting, the construction of a transfer unit in the North of the Island, and the renovation and the expansion of the fleet of waste collection trucks. Finally, the expected results (in 2009) were to reduce the costs of transportation, to improved the treatment quality, to reduce the time garbage is exposed in the streets, to increase the public awareness to its role as a generator of waste, and to reduce the amount of waste sent to the landfill.

About the situation of the waste treatment in 2008, the interviewees said:

“All trash collected in mixed form is taken to the Transfer Center Solid Waste (CTReS) in the Itacorubi Basin from where its is transported to the landfill in the city of Biguaçu, 45 km away and of private property. This service is paid by the municipality at the rate of R\$ 78.00 per tonne. The collected recyclable materials are donated by Comcap to associations of collectors. (...) 100% of the waste collected by the conventional system is taken to the landfill. Waste collected in a selective manner is given for sorting to three recyclers associations, formed by collectors and or low-income population.”¹⁵³ (LOPES & OROFINO, 2008)

Thus, the main problems were pointed by Lopes & Orofino (2008) as the lack of areas available for waste treatment, for sorting the recycling material, and for the deployment of composting centers, because of the fragile geological characteristics of the Island. The planned improvement were the establishment within the new master plan (PDP) security areas of sanitation (ASE), areas for organic waste composting, transfer centers and warehouses for selective sorting of garbage. And the main expected results were the reduction of waste sent to the landfill in Biguaçu, and of the prices paid by the municipality to the transportation companies (*ibid*).

Within the period analyzed, only 4 reports were published on this urban infra-structure item. On February 13th 2008, DC (Edition 7975) related a strike by the workers of the Proactiva Meio Ambiente Brasil company, responsible for the final destination of the solid waste of Florianópolis in Biguaçu. The workers of this company collect around 800 ton of waste every day in the city and according to Francisco Porrua, president of Sindicato das Empresas

¹⁵³ Original text: “*Todo o lixo coletado de forma misturado é levado até o Centro de Transferência de Resíduos Sólidos (CTReS), no bairro do Itacorubi, de onde segue para o aterro sanitário localizado no município de Biguaçu, distante 45km, de propriedade privada. O serviço de transporte e aterramento é pago pelo município, à razão de 78 R\$/tonelada. Os materiais recicláveis da coleta seletiva são doados pela Comcap para associações de catadores. (...) 100 % dos resíduos coletados de forma convencional são levados para tratamento no Aterro Sanitário. Os resíduos coletados de forma seletiva são levados para triagem em três Associações de Recicladores, formados por catadores e/ou população de baixa renda.*”

Privadas de Limpeza Urbana, the residues were already supposed to accumulate in front of the houses and in the station on Comcap in Itacorubi.

13 de fevereiro de 2008 | N° 7975

Funcionalismo

Pagamento atrasa e lixo acumula

Trabalhadores param em municípios da Grande Florianópolis

Cerca de 200 toneladas de lixo estavam acumuladas ontem em caminhões e carretas em frente ao aterro sanitário de Biguaçu. A situação é consequência da greve iniciada na terça-feira por funcionários da empresa Proactiva Meio Ambiente Brasil, que é responsável pela destinação final do que é jogado fora na Grande Florianópolis.

Illustration 92: Payment is delayed and waste accumulates
Source: DC, February 1st 2008

On the next day, February 14th 2008 (*id*, Edition 7976), the workers said that the promise of payment of the salaries is not enough to break the strike, and only when the money is on their bank accounts, they would come back to work. Proactiva justified the delay of the payment as a consequence of the delay of the payment by three municipalities, which corresponds to 70% of the company's income.

On March 2nd 2008 (*id*, Edition 7994), Luiz Carlos Silva, municipal finances secretary, confirmed a reduction in the waste fee for some properties at three avenues in Coqueiros (mainland), because of a reduction in the collection frequency, from 6 to 3 times a week.

Finally, on May 16th 2008 (*id*, pp.4-5), DC published a special report about the profession of waste collectors, and invited the population to participate and to change some habits in order to improve the quality of the system and to provide more security for the workers. The suggestions included the separation and the packaging of dangerous material, like glass and metal.

- Electricity

The supply of electricity in Florianópolis is done by Tractebel Energia – GDF Suez and is managed by CELESC – Centrais Elétricas de Santa Catarina. Tractebel Energia – GDF Suez bought the former state company Gerasul in 1998. The company's portfolio of services also include cogeneration, electricity, and steam generation for industries from the project stage to equipment installation (TRACTEBEL, 2010).

CELESC is a mixed economy corporation, which controls the concessionaires of the generation and the distribution of electrical energy. Currently, its area of activity covers almost 92% of the State of Santa Catarina with a total of more than six million consumers (CELESC, 2010).

CELESC was incorporated in 1955 by the ex-governor Irineu Bornhausen, concerned with offering suitable infrastructure conditions for new investments (*ibid*). At first, CELESC operated as a planning entity, and as the agency in charge of transferring public funds to the private companies operating in the energy supply system. Then, it began gradually to assume the control of the regional companies, with the attribution of planning and also of operating the state system (*ibid*).

In Florianópolis, the energy consumption has registered a constant increase over years, result of the urban expansion and of the demography growth in recent decades. Because several problems concerning this infra-structure item, for example, on December 19th 2007 (DC, p.36), the CMF approved a change in the zoning plan of the area where CELESC wanted to build the sub-station Ilha 2, in Agronômica. The area was an AVL (green area for leisure purposes) and has been changed to an ASE (sanitation and energy area). The expectation is that the project auctions would be published until January 15th 2008.

On January 13th 2008 (DC, Edition 7944), CELESC informed that the construction of the sub-station Ilha-Centro 2 in Agronômica (central district) would be started, in spite of the judicial actions against it. There were problems about the lot for the construction, which is a state property and would be sold to the company for R\$ 4.7 million. The problem is that there were some people living illegally there and requesting its property by usucapião¹⁵⁴.

On February 13th 2008 (*id*, Edition 7975), Gilberto dos Passos Aguiar, engineer of CELESC, reported the efforts of the company to solve all the problems caused by the excess of rain on January 31st of that year in Florianópolis. He said that at 4 p.m. of the next day, all the problems were completely solved as a result of the work of 20 groups of professionals.

On February 22nd 2008 (*id*, Edition 7985), Décio Góes, state deputy, said CELESC and state government have announced and commemorated the installation of 4 new energy plants using animal excrements. However, he explained, that there is not a secretary responsible to answer the environmental questions of such projects and that burning all kinds of biomass does not seem very rational, which could be used to produce natural gas and to fertilize the soil for agriculture.

¹⁵⁴ See chapter 1, *Estatuto da Cidade*, federal law no.10257 of July 10th 2001, Art. 9.

On February 26th 2008 (*id*, Extraordinary Edition), CELESC is condemned to pay compensate the expenses and damages that a medical clinic had because of the “Big Blackout”¹⁵⁵ in 2003.

And then, on June 22nd 2008 (*id*, p.17), DC published a report about the project of the sub-station Desterro (the project counted with this station and the station Centro-Ilha 2, mentioned before). The project was considered one of the priorities to avoid new blackouts in the Island, with a budget of R\$ 12.2 million. With this new station, the Island would have a second source of energy supply, of 230 kWh, instead of the only 2 lines that cross the Colombo Salles Bridge, of 138 kWh each. According to this project, there would be a submarine cable of 4 km length to supply the stations, under the South Bay, more or less connecting mainland and Island at the height of Ribeirão da Ilha.

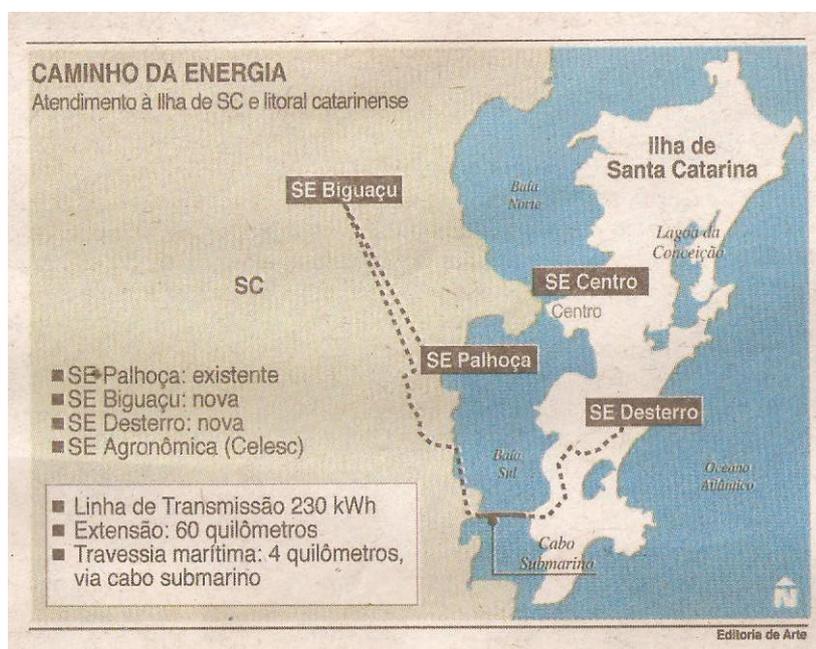


Illustration 93: Energy route to Florianópolis
Source: DC, June 22nd 2008, p.17

- Public Housing

The institution responsible for providing public housing in Florianópolis is the SMHSA (Municipal Secretary of Housing and Environmental Sanitation). Its mission is to "qualify and to integrate the urban areas, prioritizing interventions in substandard settlements and sanitation, seeking sustainable economic, environmental and social" (SMHSA, 2010a). To

¹⁵⁵ “Big Blackout” (*Apagão*) happened in 2003 because of an accident on October 29th, when a worker was doing maintenance works on high tension cables inside one of the galleries of the Collombo Salles Bridge. During 55 hours the Island had no electricity supply. CELESC was fined by ANEEL (Agência Nacional de Energia Elétrica) in R\$ 7.9 million for inadequate maintenance. Another action moved by the federal and state public ministries against the company imposed the payment of R\$ 10 million which should be used for works and services improvements.

qualify and to integrate mean to adequate such spaces to minimal living conditions, integrating them into the formal city. Such areas are characterized by irregular housing settlements, slums, and other forms of subdivision, located in public or private properties, dense and disorganized, lacking in essential public services, including areas of risk or legally protected (*ibid*).

According to a report available at the Secretary's website (*id*, 2010b), Florianópolis has 65 areas of social interest (AIS), totalizing an estimated population estimated of 65,000 inhabitants (in 2006, around 16% of the population of the municipality). In 2000, it had a housing deficit of 12,500 units (estimated), of which around 7,900 units (estimated) represent the deficit in public housing.

Year	Total Population of Florianópolis	AIS	Population in Favelas	Growth Rate
1987	228,246	29	21,393	
1992	254,941	42	32,290	8.58%
1996	271,281	46	40,283	3.98%
2000	331,784	55	54,340	6.72%
2004	386,913	58	61,445	

Table 110: Growth of AIS from 1987 to 2004

Source: SMHMA, 2010a

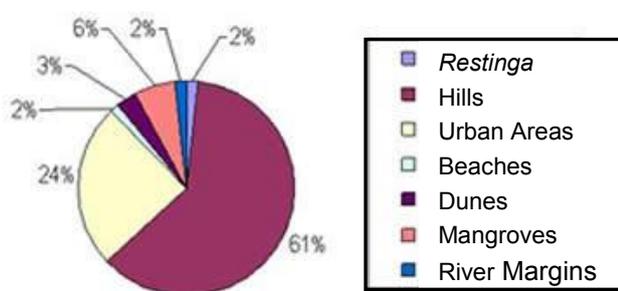


Illustration 94: Morphology of the Occupied Areas

Source: SHMA, 2010a and edited by the author

Localization	Distribution	
	Number of Communities	Population
Continent (Mainland)	31%	34%
City Center	29%	42%
Maciço da Costeira	12%	3%
North of the Island	11%	3%
Saco Grande	9%	10%
South of the Island	8%	8%

Table 111: Localization of AIS

Source: SMHMA, 2010a

Already executed projects are by SMSHA (2010a), for example, Buona Vita, Caminho do Mar, Jardim Ilha-Continente, Nova Esperança, Recanto do Ribeirão, Sapé, Serrinha, Serrinha II, Vila Cachoeira, Vila União and Vilares. In progress projects are: Boa Vista, Chico Mendes, Maciço do Morro da Cruz, Morro do Mocotó, Morro da Caixa, Panaia, Residencial Bom Jesus and Vila Aparecida. Finally, projects in development are: PAR Canasvieiras (North of the Island), Ponta do Leal (mainland) and Vila do Arvoredo (North of the Island) (*id*, 2010a).

Regarding the public housing deficit, there were 5 reports during the analyzed period. On January 20th 2008 (DC, Edition 7951), DC published a report entitled “Contrasts in the high parts of the Capital”. It described the situation of a resident of one of the poorest *favelas* of the city, and a study done by a group of professors of the Faculty of Architecture and Urban Planning of UFSC. According to this study, among this part of the population there is also a strong business concerning to housing: at least 10% of the houses in Serrinha, Morro da Queimada, Sol Nascente and Tapera da Base are involved in buying, selling or renting negotiations. It also pointed that even in the case of the most precarious houses, their residents pay a rent of, in average, around 25% of the family monthly income. The study also emphasized the expressive augment of low income settlements in the neighboring municipalities of Florianópolis, counting 171 areas of poverty in the in-between areas.

On February 20th 2008 (*id*, Edition 7983), Alcides Domingues Keite Júnior, professor of finances market, discussed the Brazilian housing policies. He asked how is it possible, that *favela*'s inhabitants are able to buy advanced technology products but have no access to financing programs to improve their housing conditions. He said if such people had access to long-term financing with low rates of interests, as they have for cars, many of them would have money to pay it. According to him, the Brazilian housing deficit is of around 8 million units, not counting the private properties in precarious conditions. He gave the example of experiences in Mexico which, if applied in Brazil, would provide good housing in industrial scale, for a approximate price of R\$ 35,000.00. This price financed in 30 years with an annual interests rate of 6% would give a monthly parcel of R\$ 200.00, ca. 25% of the family monthly income of most of the *favela*'s population of the city of São Paulo.

On March 20th 2008 (*id*, pp.4-5), the reporter René Müller informed about the visit of the president, Luiz Inácio Lula da Silva, and his promised R\$ 54.6 million for investments in 16 projects in the scope of PAC (Programa de Aceleração do Crescimento) for the re-urbanization and the construction of infrastructure in Maciço do Morro da Cruz. The area comprehends 2,100,000 m² and has a population of around. 22.7 thousand inhabitants. The projects included water supply and sewage systems, electricity distribution, pavement and

environmental protection. The report related the number of families attended by the projects in each community: Mariquinha and Tico-Tico (470), Mont Serrat (482), Morro do Vinte e Cinco (650), Morro do Horácio (898), Morro da Penitenciária (502), Queimada and Jagatá (386), Morro do Céu (627), Vila Santa Vitória (329), Serrinha (500) and Caieira da Vila Operária (833).

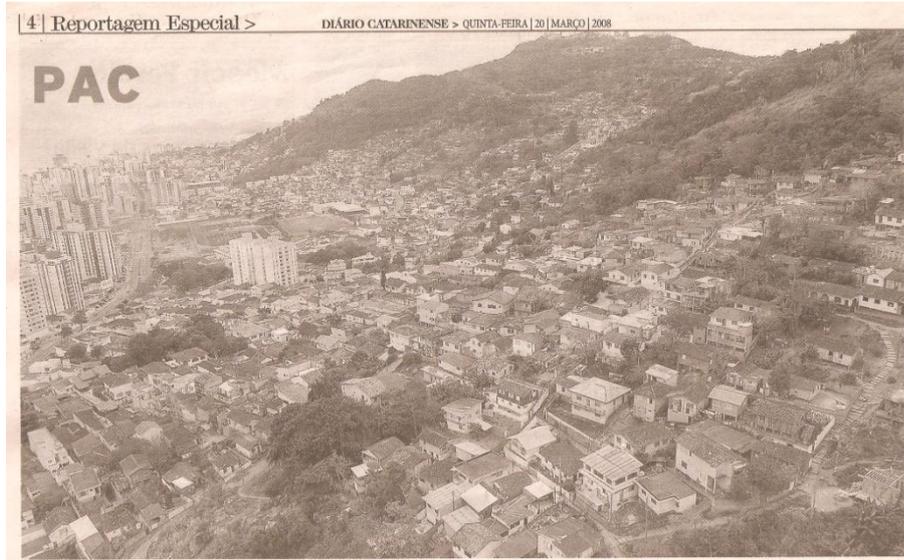


Illustration 95: View of Maciço do Morro da Cruz
Source: DC, March 20th 2008, p.4

On the next day, March 21st 2008 (*id*, p.5), the mayor Dario Berger announced the beginning of the works in Maciço do Morro da Cruz for the next Monday (March 24th).

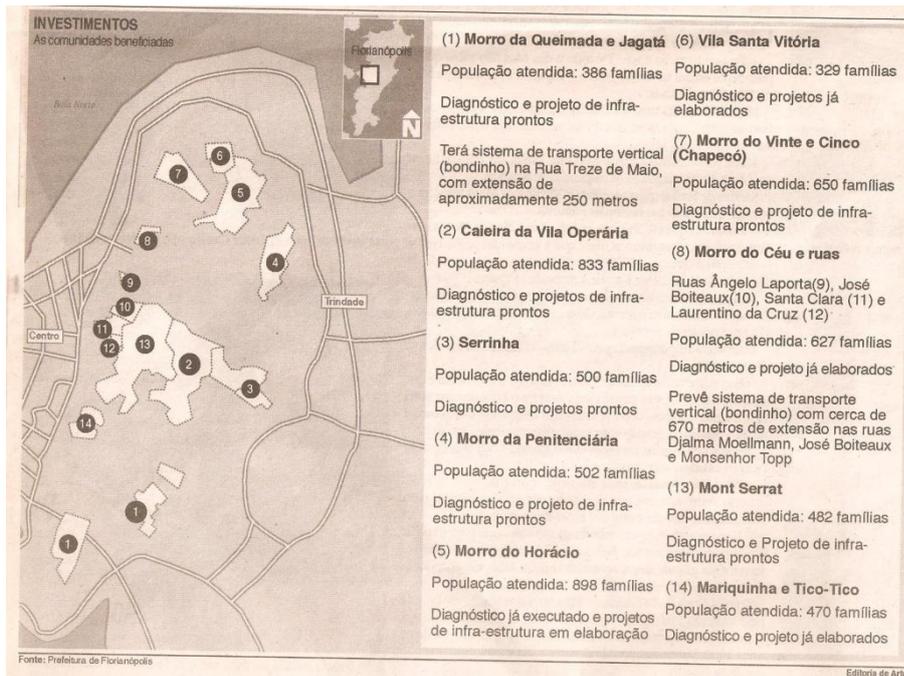


Illustration 96: View of Maciço do Morro da Cruz
Source: DC, March 21st 2008, p.5

On May 8th 2008 (*id*, p.39), the adjunct secretary for housing and sanitation of Florianópolis, Salomão Mattos Sobrinho, announced the removal of 168 families from Vila do Arvoredo, an illegal occupation on Ingleses Dunes, to a lot donated by CASAN, in Sítio do Capivari, a neighboring area.

5.1.3. Public Services

- Public Lighting

The provision of public lighting is a responsibility of PMF – Prefeitura Municipal de Florianópolis. Therefore, the municipality has established, by the law no. 1760/80, the public lighting fee (TIP), which focuses on property, built or not, situated in areas served by public lighting, and is intended to cover and to pay for the services and the consumption of electricity for the streets lighting. Later, the municipal law no. 109/2002 kept the contribution for the costs of public lighting services – now denominated Cosipe, and authorized the executive power to enter into an agreement with CELESC to collect this contribution, and to provide this service in the interest of the municipality. Currently, it is a task of the Municipal Secretary of Finances to manage and to supervision this contribution (CMF, 2002).

Nowadays, PMF also counts with the services of the management of public lighting done by Enerconsult, an enterprise of the Arcadis Group, with the associated local enterprises Sadenco Engenharia Ltda. and Quantum Engenharia Ltda. The contract began in 2005 and runs until the end of 2010, and involves the process of planning, of control, and of performing all activities related to lighting, ensuring adequate lighting, including the lighting of festive events. The city currently has approximately 52,000 lighting units installed in over 4,100 public streets (ENERCONSULT, 2010).

In the period of December 2007 to June 2008, there was only directly related report to the public lighting in Florianópolis. The report was published on January 25th 2008 (DC, Edition 7956) and had this headline: “Publicity exposes incorrect datum”. PMF was notified by Grupo IBOPE because it used the results of one of its researches in a wrong way to make propaganda about the satisfaction of residents about the public lighting. This propaganda informed that 99% of the population approved the system, while the research pointed out that from the 17 problematic items, it corresponded to only 1% of the complaints of the interviewed persons. Thus, the note explained that it does not mean that the other 99% who did not chose this item are satisfied about its performance. IBOPE requested PMF to remove the ads from all of the billboards, arguing that it does not match the results of the study. The ads were collected but the due correction was not published. The mayor, Dario Berger,

explained that both study and publicity were done by the consortium among Enerconsult, Sadenco and Quantum, which simply wanted to divulge their work.

25 de janeiro de 2008 | N° 7956

Administração Municipal

Publicidade expõe dado incorreto

O Grupo Ibope notificou a prefeitura de Florianópolis por uso incorreto de dados em outdoors espalhados pela cidade a respeito da satisfação da população a respeito da iluminação pública.

A publicidade informa que 99% da população local aprovaria o sistema de iluminação pública, enquanto que a pesquisa aponta que, entre 17 itens problemáticos, a iluminação pública corresponde a 1%.

Illustration 97: Publicity exposes incorrect datum
Source: DC, January 25th 2008

- Public Security

Public security in Florianópolis is a responsibility of SSP/SC – Secretaria de Estado de Segurança Pública¹⁵⁶ e Defesa do Cidadão. Public security is an activity pertaining to state agencies and to the community as a whole, performed with the aim of protecting citizens, preventing and controlling outbreaks of crime and violence, actual or potential, guaranteeing full citizenship within the limits of the law. The civil police are the organs of the public security system to which compete the activities of police and of investigation of criminal offenses, except those of military nature. The military police are the organs of the public security system to which competes the preservation of the public order. The Fire Brigade is the organ of public security system which is responsible for implementing the activities of civil defense, and other specific duties established by law (POLÍCIA CIVIL, 2010).

The Brazilian Constitution, Art. 144, provides that "public security, duty of the state, is a right and responsibility of all" (POLÍCIA CIVIL; 2010). Polícia Federal is the federal police force of Brazil whose main assignments are the investigations of crimes against the federal government or against its organs and companies, the combat of international drug trafficking and of terrorism, the immigration, and the border control police (including airports and ports) (MJ, 2010).

The municipal guards were created in 2004 based on the Art. 144 of the Constitution. Florianópolis has the first municipal guard of the country. Moreover, it also has a special security secretary, the SMSDC (Municipal Secretary of Security and Defense of the Citizen)

¹⁵⁶ This institution coordinates the state policies: Polícia Civil, Corpo de Bombeiros and Polícia Militar, and other organs: IGP (Instituto Geral de Perícias), DETRAN (Departamento Estadual de Trânsito), DINI (Diretoria de Informação e Inteligência), SJC (Secretaria Executiva da Justiça e Cidadania), DEAP (Departamento de Administração Prisional), DJUC (Departamento de Justiça e Cidadania), Defesa Civil, PROVITA (Programa de Proteção a Vítimas e Testemunhas Ameaçadas), CONEN (Conselho Estadual de Entorpecentes), CETRAN (Conselho Estadual de Trânsito), IPESP (Instituto de Pesquisas e Estudos em Segurança Pública) and Polícia Comunitária (SSP/SC, 2010).

which aims at studying, at planning, at executing and at controlling the matters related to the defense and the social security in the city, preventing and repressing crime, as well as offering services relating to ensure the rights of its citizen (SMSDC, 2010). In 2004, Florianópolis had 10 police offices distributed in the Island and in the mainland, with a total number of 312 policemen (PMF, 2008a). There were also a male and female prison, and the State Penitentiary of Florianópolis, located in Agrônômica in the central district (MP/SC, 2010a).

SSP/SC presents on its official website statistic data on crime, both registered by the civil and military Polices, in the state from 2001 to 2008, with files available to download. From these files, were extracted the data about the first trimester (January 1st to March 31st) of the years 2005, 2006, 2007 and 2008, as well of the third trimester (July 1st to September 30th) of the years 2004, 2005, 2006 and 2007. These data are organized in the two tables below, respectively, in order to verify an increase or a decrease of crime rates in the city. The differences of trimesters are due to a comparison between high and low tourist season values, and also due to the compatibility of available data.

Crime	2005		2006		2007		2008	
	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.
Homicides	32	32	22	22	21	21	26	26
Suicides	5	5	6	9	5	2	9	2
Robberies (diverse)	48	358	41	322	46	293	42	150
Bank Robberies	0	2	0	1	0	0	0	1
Rapes	5	3	9	4	8	1	9	1
Thieveries (diverse)	114	482	214	392	63	333	182	321
Car Thieveries	11	317	18	202	4	195	1	128
Residences Thiev.	44	359	39	246	13	264	4	143
Commercial Thiev.	59	175	51	166	22	170	34	112
Car Accident with Fatal Victim	9	7	12	4	3	5	4	4
Car Accident with Corporal Damages	40	949	222	508	122	531	864	435
Subtotal	367	2689	634	1876	307	2336	1175	1323
Total	3,056		2,510		2,643		2,498	
Difference			-17.86%		+5.29%		-5.48%	

Table 112: Crime Rates in the 1st Trimester from 2005 to 2008
Sources: SSP/SC (2005a, 2006a, 2007a and 2008) and edited by the author

Crime	2004		2005		2006		2007	
	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.	Civ. Pol.	Mil. Pol.
Homicides	41	41	31	31	16	16	18	18
Suicides	12	1	9	4	8	5	6	4
Robberies (diverse)	67	342	63	324	83	367	33	177
Bank Robberies	2	1	0	0	1	2	1	1
Rapes	4	1	9	1	5	4	5	1
Thieveries (diverse)	169	401	196	394	172	345	88	249
Car Thieveries	9	232	29	238	13	163	11	173
Residences Thiev.	39	255	35	226	31	202	28	143
Commercial Thiev.	56	220	51	198	41	155	26	94
Car Accident with Fatal Victim	29	6	12	3	6	3	13	6
Car Accident with Corporal Damages	70	791	205	636	210	501	305	382
Subtotal	498	2,291	640	2,055	586	1,763	534	1,248
Total	2,789		2,695		2,349		1,782	
Difference			-3.37%		-12.83%		-24.13%	

Table 113: Crime Rates in the 3rd Trimester from 2004 to 2007
Sources: SSP/SC (2004, 2005b, 2006b and 2007b) and edited by the author

According to the official data in the previous two tables, crime rates in Florianópolis seem to be decreasing. Nevertheless, a difference between the number of the occurrences during the high season and the normal year is significant, with the exception of the year 2005. It shows that the city becomes more violent during the summer, even though the number of policemen seems also to have increased.

In this sense, on December 21st 2007 (DC, p.41), SSP/SC announced the “Summer Operation 2007/2008”, by which 6,000 policemen would reinforce the public security on the 555 km of the state’s coast. The report explained that this force would be concentrated on the region of Florianópolis and Balneário Camboriu, places with the largest flows of tourists, according to SANTUR.

On December 30th 2007 (*id*, p.33), DC informed that the homicides rates of SSP/SC registered in 2007 have decreased in relation to 2006, especially in municipalities and quarters with low rates. It also said that around 80% of the victims were up to 24 years old and had some relationship with drugs traffic.

On January 30th 2008 (*id*, Edition 7961), a study showed that Florianópolis occupied the 422th position in the national ranking of homicides and the 10th in the ranking of transit accidents. On February 2nd 2008 (*id*, Edition 7994), the reporter Felipe Ferreira affirmed that the state had its own PCC (Primeiro Comando da Capital) basis, one of the most violent criminal factions created in São Paulo. It had at least 1,000 affiliates distributed in the state territory, including Florianópolis.

On February 10th 2008 (*id*, Edition 7972), public security was the main preoccupation of Lagoa da Conceição's residents. It was said, however, that the preventive action of the military and the civil policies during the season brought good results, decreasing the number of crimes in more than 50%. Anselmo Cruz, chief policer, defended the maintenance of the "Summer Operation" during the whole year: "in the center of the Lagoa policemen are needed the whole year. Robberies and assaults occur mostly in the winter".

On February 11th 2008 (*id*, Edition 7973), Santa Catarina registered 9 homicides during the weekend. Most of the victims were younger than 25 years old, and 4 of them happened in Florianópolis (3 in Lagoa da Conceição and 1 in one of the quarters of the continental part of the city).

On February 21st 2008 (*id*, Edition 7984) Grupo RBS, by the editorial board of Diário Catarinense Newspaper, presented its vision about the drugs traffic and its consequences in the state: "the prior responsible is the state government, but it is time to all sectors of the society to react together against this implacable enemy of life". In another article of the same edition (*ibid*), the editorial board defended that the collapse of the prison system of the country and of the state was imminent: Santa Catarina has around 11,000 prisoners and a system capacity for maximum 7,000. It argued that this system has to be improved urgently, and thereafter SSP/SC promised to create 1,500 new places until the end of 2008, in order to avoid more rebellions inside the prisons.

On February 24th 2008 (*id*, Edition 7987), Carlos Etchichury reported the results of the urban violence prevention panel, which took place during the World Urban Development Conference, in Porto Alegre. He said the citizens' defense secretary, Ildo Rosa (also director of IPUF), believed that the experience with cameras could be applied to Florianópolis. The monitoring would cost around R\$ 7 million.

On February 26th 2008 (*id*, Edition 7989), the Public Ministry (MP), militar police, federal highway police and NGO's met to require more rigid measures to avoid "*Farra do boi*"¹⁵⁷. The main claims of the NGO's are to punish the involved persons. Thereafter, the ministry announced an educational campaign to avoid the practice.

On March 5th 2008, (*id*, Edition 7997), residents of Caieira do Sacos dos Limões, one of the poor communities of Maciço do Morro da Cruz, complained about a group of young men

¹⁵⁷ "*Farra do boi*" is an environmental crime against animals, according to the Law 9.605/1998, and forecasts the punishment of 3 months to 1 year prison and fine. It is part of the Azorean culture of the State and is similar to the Bullfighting in Portugal, Spain and France.

from Morro da Mariquinha who have shot houses for more than 10 days consecutives without apparent reasons.

On March 10th 2008 (*id*, pp.1, 4-5), a special report of DC said that Florianópolis, famous for its beaches and quality of life, has registered a serious situation over the last decades: the amount of homicides grows much faster than its population. From 1980 to 2007, the population grew 111%, whereas the number of assassinations grew 760%. The report explained that the rates have decrease since 2005, the peak year, and that according to some experts, the 4% annual demographic growth rate (twice as higher as the national average) is the main cause of the violence.



Illustration 98: Homicides augmented 760% in 28 years
Source: DC, March 10th 2008, p.4

On March 15th 2008 (*id*, p.4), the federal police informed that the apprehension of marijuana in the federal highways (BR's) has increased 85% in two years (from 807 kg in 2005, to 1,01 ton in 2006, and 1,5 ton in 2007). On April 2nd 2008 (*id*, pp.4-5), DC reported that homicides have augmented 95.8% in Santa Catarina. The region of Florianópolis is the leader of the ranking, with a growth of 42% in comparison to 2007. In the first trimester of 2007 there were 36 cases against 51 in 2008.



Illustration 99: Traffic leads cause of 254 crimes in the trimester
Source: DC, April 2nd 2008, p.1

On April 6th 2008 (*id*, p.31), the reporter Luciana Ribeiro wrote about the security cameras of the state. She said a 20 minutes' walk in the city center of Florianópolis may result in 5,000 photos. The city has 63 cameras. Although the video-monitoring does not have effects on the social factors which generate the crime, it has decreased the amount of assaults in 60% and robberies in 40% in the areas where it was installed. On April 10th 2008 (*id*, p.39), a commandant of the municipal guard of Florianópolis, announced the use of fire weapons by the group within 90 days. The one hundred 38 mm pistols would be distributed among the 150 municipal guards.

On April 30th 2008 (*id*, p.37), an increase of 30% in the number of cases of sexual violence was reported for the year 2008. From January to April 2007, the 6th Police Office of Florianópolis (Women's and Children Protection) registered 43 cases; in the same period of 2008, there were 56. The chief policer, Sandra Mara Pereira, believed this was just a small sample of all the committed crimes, since the aggressors are normally family members or friends of the victims, factor that in many cases inhibit the denouncement.

On May 19th 2008 (*id*, pp.3-4), the reporter Jefferson Bertolini related the military police actions to occupy Morro do Mocotó, one of the poorest communities of Maciço do Morro da Cruz, reduct of drug trafficking and crimes. The police counted with 48 officers in 4 *favelas*: Morro do Horácio, Mocotó, Mariquinha and Morro do 25. Drug trafficking was responsible for 95% of the homicides of Florianópolis in 2008.

On May 30th 2008 (*id*, p.4), another report described the origin of the drugs in Florianópolis: cocaine is produced in Colombia, Bolivia and Peru and goes to Ecuador and Paraguay before it arrives in Santa Catarina; crack is produced in Paraguay, using cocaine as raw material; marijuana is also produced in Paraguay; ecstasy and LSD are produced in Europe, especially in the Netherlands and arrive in the international airports of São Paulo and Rio de Janeiro. In the same edition (*id, ibid*, p.5), an especial report by Nanda Gobby described the federal police actions against drugs trafficking in the state. According to her, 692 kg of cocaine, 840 kg of marijuana, 1 kg of crack, and 200 pills of ecstasy were apprehended by the police.

Finally, on June 19th 2008 (*id*, p.5), DC reported that from January 1st to June 18th of that year, there were 85 cases of homicides in Florianópolis, against 72 of the same period of 2007. Most of the victims were young men, between 14 and 20 years old, 85% of them had some relation with drug trafficking, and 90% were caused by fire weapons.

- Transportation System

In Florianópolis, the municipal public transportation system is responsibility of the SMTT – Secretaria Municipal de Transportes, Mobilidade e Terminais – and IPUF – Instituto de Planejamento Urbano de Florianópolis. DETER – Departamento Estadual de Transportes e Terminais – is responsible for inter-municipal transportation and INFRAERO – Empresa Brasileira de Infra-Estrutura Aeroportuária – for the air traffic.

Actually, since it is private, public transportation is a collective service done by buses, with the exception of the boats in Lagoa da Conceição. The system is operated by private companies (Canasvieiras Transportes Ltda., Insular Transportes Coletivos, Transol Transportes Coletivos, Transporte Coletivo Estrela, Biguaçu, Enflotur and Jotur, the three latter for inter-municipal itineraries). The role of SMTT and DETER is to plan, to monitor, and to intermediate all issues related to transportation.

Since 2003 the system works in an integrated way. Before that all the lines converged to the city center. Nowadays there are 6 integration terminals connected by direct or semi-direct lines. This new model is supposed to provide more speed and convenience for users and also to discharge the center from heavy traffic (INSULAR, 2010).

The city is divided into 6 different fare regions: Central, North, East, South, Center-South and Center-Continent. Each of these regions has a different fare price. Based on the use of electronic cards the user is able to use the integration-tariff, i.e. he can change from one region to the other, paying only the highest pass of them. If the lines used are from the same region, the user can change the line once without paying anything more for it. There are also the so-called Social Lines which circulate in the poor communities in the hills (*ibid*).

The implantation of this model in 2003 caused a lot of protests among the users who complained mostly about the waiting time in the new terminals and about the necessity to change the lines to what they were not used.



Illustration 100: Public Transportation Fare-Regions Map
 Source: INSULAR, 2010

The system also counts with the executive transport (*‘amarelinhos’*). The fares are more expensive and the buses are more comfortable and go to areas where the conventional ones do not go and stop anywhere. The objective is to convince people not to go by car to the city center, providing a more comfortable service, capable to substitute the advantages of individual cars.

The main objectives and projects of SMTT are to promote the restructuring of the management body in order to create a municipality of transport and transit that manages urban mobility in the city. It furthermore works to bid on the public transportation system and taxis, school and tourist buses, to implement a new regulatory framework (adequacy of the legislation) for the system, to promote the qualification of the technical staff of the managing agency, and to instruct bus drivers, taxi service and school transport. Besides that, the efforts of SMTT are dedicated to the development of a community education program for mobility and transit insurance, to a modification of the paying model for operators of public transportation, to the integration of planning and the operation of transportation with the metropolitan area, and to the creation of an integrated network of communication with internal and external users. Moreover, the following objectives are in the focus of SMTT: strengthening the marketing of urban mobility, creating economic times, strengthening community involvement, promoting Braille panels in passengers’ terminals, creating a seal of quality of taxi service, building the binary Antonio Vieira Edú Street with Romualdo de Barros Street, expanding the amount of the "White Lines" Center (Mauro Ramos and Beira Mar Norte), the Mainland (Fúlvio Adulcci Streets and Gaspar Dutra) at Ponte Pedro Ivo and other places that need to be disciplined, promoting the humanization of the Paulo Fontes Avenue, expanding the number of shelters for passengers in the municipality, and, finally, creating shopping service terminals (SMTT, 2010).

DETER's function is to plan, to supervise, and to monitor the implementation of the public inter-municipal road transport of passengers, delegated to private companies in form of license or permission (DETER, 2010). Its task is also to project and maintain the transport of passenger terminals for buses or boats in cooperation with the municipalities. In Florianópolis the Rita Maria Inter-Municipal Bus Terminal is managed by this institution.

INFRAERO – Brazilian Airports – is a governmental company with 37 years of experience in airport operations and commercial management. It operates 67 airports, 81 air navigation stations and 32 international freight terminals which account for 97% of the regular air traffic in Brazil. The company holds airports located all over the country and has a nationwide work force of some 23,000 employees (both in the company proper and under third party contracts). According to INFRAERO, the Brazilian airport infrastructure which matches international standards is being updated to meet the increasing demand for the near future. Those investments are realized by using the company's own revenues, derived mainly from air cargo processing fees, commercial fees from leased spaces on airport premises, boarding/landing/parking fees, and revenue from telecommunication and air navigation services (INFRAERO, 2010). In Florianópolis, this institution controls the Hercílio Luz Airport and air traffic affairs.

On the analyzed period there were some reports about the problems of this infrastructure item, already starting at the beginning of the tourist season. On December 18th 2007 (DC, p.43) the reporter Thaís Shigeoka described the movement at Rita Maria Terminal before Christmas holiday and said the movement may be 20 to 30% higher than the year before. According to Luiz Fernando Costa, manager of the terminal, this augment was due to the increment of tourism, caused by the attention Florianópolis had received in the national media.

On the next day, another report (*id*, p.36) by Lucas Amorim announced the auction for the project of the superficial metropolitan train, with a single line from Barreiros (São José) to the UFSC campus in Trindade. On the one hand, Valter Gallina, secretary of Regional Development of the Great Florianópolis, said that the project was crucial to solve the traffic problems of the city. On the other hand, architects and engineers interviewed by DC support the idea but think it is more important to consider an integral transport plan for Florianópolis and its neighboring cities. The project is supposed to be concluded in 2010.

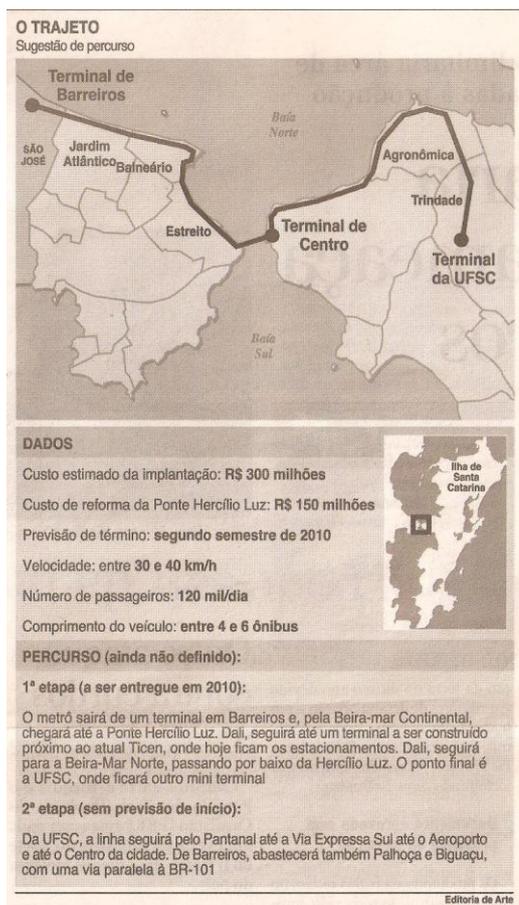


Illustration 101: The superficial train project
 Source: DC, December 19th 2007, p.36

On January 19th 2008 (*id*, Edition 7950) the Secretary of Transports and Terminals of Florianópolis, Norberto Stroisch Filho, announced an augment of 4% for the bus fares. He said it was smaller than the inflation index and that the city has one of cheapest fares of the country.

On March 18th 2008 (*id*, p.21) the reporter Luciana Ribeiro described the situation of one of the integration terminals (TIJA – Terminal de Integração do Jardim Atlântico) on the mainland. It costed R\$ 5.5 million and was inaugurated in 2003. In April 2005 it was deactivated. PMF announced a contract with DETRAN for 5 years. It will be used as an official place for drivers’ practical exams.

On March 30th 2008 (*id*, pp.4 and 6) the secretary affirmed that the transport system offered quality for its users and that it was ready to attend new demands. He was proud to say that a citizen could go from Rio Vermelho to the city center (42 km) for R\$ 1.98. However, Ildo Rosa, president of IPUF, argues that for a family of 4 people this would represent almost R\$ 16.00 (return fare) and therefore it is still cheaper to use private cars within the city. The system does not stimulate the use of public transportation means. Ildo Rosa explains that the

institute has a lot of ideas and projects to diminish the traffic problems of the city. However, some are complex and seem to have become legends. About the superficial train, supposed to be concluded in 2010, he alerted that it should have another itinerary where the demands are higher than on the Beira-Mar Avenue.

On May 15th 2008 (*id*, pp.1 and 14) tourist traders were concerned about the failure of the auction process for the construction of the new airport passengers' terminal. They argued that the old one was already on the limit, and the delay on the construction of the new one would compromise the development of tourism, according to Wilson de Macedo, president of ABIH-SC (Associação Brasileira da Indústria de Hotéis em Santa Catarina). INFRAERO said not to know the reasons of the failure, but it would open a public consultation to investigate why the enterprises had given up on it. In any case, the deadline for the inauguration of the new terminal was kept for 2010.

On May 16th 2008 (*id*, p.21) INFRAERO announced it would comment the case to the press. Depending on the definitions taken by the institutions, ABIH-SC said it would complain directly in Brasília and expose the difficulties that the sector has faced because of the limitations of the airport.

On the next day, May 17th 2008 (*id*, p.16), INFRAERO had still neither an explanation for the failure of the process nor a date for a new auction. Ten days later, on May 27th 2008, the super-intendant of the airport, Maria Edwirges Madeira, still had no answer about the new auction, as it had been promised.

On May 29th 2008 (*id*, p.20) INFRAERO announced a collective interview to clarify the questions about the new airport and guaranteed that the process had not stopped, and that other projects would begin even with the failure of the auction.

On June 4th 2009 (*id*, p.16) the institution announced that a new auction would be published until the 19th of that month, for the infrastructural works for the construction of the new airport, with an initial budget of R\$ 1.6 million for the first phase and the inauguration in July 2010.

Another report in the same edition (*id, ibid*, p.17) described the project and the construction phases of the new terminal which will have a capacity for 2.7 million passengers/year, three times more against the 980,000 of the old one.



Illustration 102: The new airport terminal project
Source: DC, June 4th 2008, p.17

On June 17th and 18th 2008 (*id*, pp.24 and 23) the syndicate of drivers of the public transport system decided to start a strike for undetermined time. The drivers claimed for 10.9% of salary supplement, while the enterprises offered only 7%, and because PMF agreed to pay R\$ 590,000.00 monthly in subsidies for the inflation index and the increase in the price of diesel. Two days later, on June 19th 2008 (*id*, p.35), the syndicate accepted the proposal of the enterprises.

5.1.4. Public Spaces

- Roads System

Planning the road system is a matter of IPUF – Instituto de Planejamento Urbano de Florianópolis. The execution of these plans and the maintenance are responsibility of SMO – Secretaria Municipal de Obras – and DEINFRA – Departamento Estadual de Infra-Estrutura.

SMO is divided into 13 intendances: the Operational Department Island/Center, the Operational Department Island/North, the Lagoa da Conceição, the Barra da Lagoa, Ingleses, Ratones, Cachoeira do Bom Jesus, Canasvieiras, Santo Antônio de Lisboa,

Campeche, Pântano do Sul, Ribeirão da Ilha, and Rio Vermelho (SMO, 2010). There is no intendance on the mainland and only three of them are in the southern region, whilst 6 are in the North.

DEINFRA is an organ of the State of Santa Catarina created by the complementary law no. 244 of January 30th 2003, following the merger of the Department of Highways, DER, with the Department of Buildings and Water Works, DEOH. These organs become extinct by the current government. Its purpose is to implement the policies formulated by the state government through the Ministry of Infrastructure. According to the principles and guidelines established in the complementary law no. 382/2007 (DEINFRA, 2010), these policies are: the infrastructure for transport, buildings, and waterworks of Santa Catarina including the activities of administration, planning, design, construction, operation, maintenance, restoration, replacement, the expansion capability and suitability of goods as well as works and services of interest to the state.

Concerning Florianópolis, one of the tasks of DEINFRA is the restoration of the Hercílio Luz Bridge which was totally interrupted for traffic on January 22nd 1982. Then, on March 15th 1988 it was re-opened for the traffic of pedestrians, bicycles, and motor bikes. However, on July 4th 1991 it was interrupted again and has been close until today. On August 4th 1992 the bridge became part of the municipal heritage and, on May 13th 1997, a property of the State of Santa Catarina (*ibid*).

According to this institution the first phase of the bridge recuperation process started on February 2nd 2006 in partnership with PROSUL and CREMATE enterprises, and was supposed to end on August 5th 2008. Thereafter, the second and final phase was also supposed to begin and to be concluded in 2010 which should be able to support the traffic of vehicles, pedestrians, and the superficial metropolitan train, another project of DEINFRA (*ibid*).

Another project for 2010 is the bicycle plan for Florianópolis of IPUF whose name is “Smart Routes”. It is a project that aims at promoting the policy of transport in bicycle lanes on major routes of the city in order to ensure a safe space for cyclists in cycle paths, cycle tracks or via shared lanes (IPUF, 2010a).

According to IBGE (2010b) in 2008 Florianópolis had a fleet of private cars of 160,367 units, for a population of 408,161 inhabitants in 2009, which means around one car each 2.55 residents, not counting the vehicles of the neighboring cities and the ones of tourists during the season.

On December 17th 2007 (p.22) DC registered a 13km traffic jam on SC-401 Road that makes the connection between the Central District and the North of the Island. It started at 3 p.m. and around 7 p.m. it began to flow. It was caused by the great amount of people going to the beaches on Sunday.

On December 19th 2007 (*id*, p.37) the mayor Dario Berger announced and guaranteed the conclusion of the continental Beira-Mar Avenue for September of the following year. The works started on March 23rd 2006 (anniversary of the city) and the objective was to connect the center to BR-101 Road (the federal road crossing the country from North to South), diminishing the movement on BR-282 Road which crosses the state in direction to the West, towards Argentina. Residents of Estreito expect the valorization of this area.

On January 3rd 2008 (*id*, Edition 7934) DC said that one of the negative sides of the high flow of tourists in Florianópolis are the traffic problems, and one of the projects of PMF was stuck: the duplication of Deputado Antônio Edu Vieira Street in Pantanal because of bureaucratic reasons. Carlos Schwabe, municipal secretary of works, explained that the project depended on an authorization of UFSC because a part of it would have been on the campus. Another problem was the credit: the financing by FONPLATA (Fundo para o Desenvolvimento da Bacia do Plata) was in US dollars, and with the de-valorization of this currency, the estimated costs of 20% for the municipality were then around 50%. The secretary also said that until this problem would be solved, PMF would invest in improvements on this street, however, without giving any deadlines for the beginning of the works.

On January 8th 2008 (*id*, Edition 7939) DC registered one of the problems tourists had faced, namely to find a place to park, besides the traffic jams. One of them, Rosa Bulcão, said this was a serious problem on the beaches: "People park their cars even on the sand stripe". For Carlos Eduardo Medeiros, director of operations of IPUF, this question was especially serious in Forte, Armação, Pântano do Sul, and the Mole beaches. Jurerê Internacional had no problems, he said.

On the same day (*id*, Extraordinary Edition) the reporter Fábio Bianchini put the traffic as the main complaint of tourists. He interviewed 26 people, and 18 pointed the long queues and the long time spent to drive from one place to the other. Norberto Stroisch, municipal secretary of transports and urbanism and public services, pointed the traffic as a real problem of Florianópolis whose solution would demand great amounts of funds and work, and many were subject of environmental laws and organs which did simply not authorize them, like the Rendeiras Avenue in Lagoa da Conceição. Another tourist complained about

the lack of signs. For the director of operations of IPUF, Carlos Eduardo Medeiros, it was deficient on the beaches but not in the central district.

On February 2nd 2008 (*id*, Edition 7964) the Epitáfio Bittencourt Avenue towards Brava Beach was occupied by soil and stones from the hill because of the heavy rain during the night. There was no traffic jam, however, because the weather was not good and only a few people went to the beach. The same happened on the Manoel de Menezes Avenue between Barra da Lagoa and Mole Beach. Drivers had to take the way to Rio Vermelho and SC-401 road to the city center.

On February 8th 2008 (*id*, Edition 7970) the viaduct of Capoeiras in the continental part of Florianópolis which was expected to be inaugurated in September 2007 was, however, postponed to March 2008. The project costed R\$ 4.49 million and was supposed to improve the traffic conditions in the area where around 15,000 cars circulate daily and jams are frequent, especially between 7 and 9 a.m., and 5 and 7 p.m.. It would have substituted a roundabout which connects the quarters of Capoeiras, Bom Abrigo and Estreito, and the accesses to the center and São José.

On February 15th 2008 (*id*, Edition 7977) the state law no. 14.373 was approved by the Assembly by which consortium enterprises for public services would have 48 hours to cover holes on the streets after the conclusion of the works. The fine was stipulated at R\$ 1,000.00 for one day of delay.

On February 17th 2008 (*id*, Edition 7979) the reporter Fábio Bianchini interviewed Tom Paladino, a North-American architect and urban planner, who was in Florianópolis for the launch of the project Cidade Universitária Pedra Branca in Palhoça. In his opinion, the city should invest in the public transportation system and on the use of bicycles: "Here I would not use my bike. Bicycles have to dispute space with cars and, of course, bikers will always loose, yet with the speed people drive here."

On February 20th 2008 (*id*, Edition 7983) DEINFRA announced an auction for improvements in the lateral security of the Colombo Salles and Pedro Ivo Campos Bridges.

The discussion about the recuperation works of the Hercílio Luz Bridge and the surrounding area as well as the possibility to transform the insular head into a cultural corridor was reported on February 22nd 2008 (*id*, Edition 7985), while on the mainland the idea would be to build a museum and a school of arts, an archive about the bridge, and a reception center for tourists. Moreover, it reported the recuperation process: the first phase, initiated in 2006, was supposed to be finished in August 2008 and would cost R\$ 20 million; the auction for the

second one was opened to refurbish the central interstice, with estimated costs of R\$ 167 million. This phase was supposed to begin until the end of 2008 and to be finished in 2010 with the opening of the Bridge for cars and buses, except for heavy trucks.

On February 24th 2008 (*id*, Edition 7987) DETRAN published that more than R\$ 40 million were collected in Florianópolis and Joinville in the period of January 2007 to February 2008, because of transit fines. The main infractions were high speed, driving through red light, parking and surpassing in prohibited areas, and driving without license. The revenues were used for educational programs and to cover the expenses of the department.

In the same edition (*ibid*), experts questioned the application of money from the transit fines. They said there was no transparency and that the institutions did not show reports about the use of the revenues. Gidel Dantas Queiroz, who has been one of the directors of the national department of traffic (DENATRAN), said that the money was not used to maintain the roads and educational programs. According to him, the users were fined but the government did not apply the resources to what they should.

On March 2nd 2008 (*id*, Extraordinary Edition) a hole with 1.5m of diameter on one of the lanes of SC-401 Road caused 26km of jam on Sunday, in the direction to the center. The hole was due to the rupture of the drainage tube under the road. Population was oriented to deviate using the road towards Rio Vermelho. On Monday afternoon (DC, Extraordinary Edition) the lane was fixed but the police said it would be interrupted again for asphalt conclusion on the next day.

On March 5th 2008 (*id*, Edition 7997) the editorial board exposed its vision on the traffic problems of Florianópolis: “The explosion in the number of circulating cars cannot be faced only by the municipalities which must recourse to other instances to revolutionize the collective transports, focusing on the superficial metropolitan train (tram)”.

On March 6th 2008 (*id*, p.40) Dario Berger announced the inauguration of the Capoeiras viaduct on March 20th, after 2 years and two weeks and final costs of R\$ 5 million.

On March 6th 2008 (*id*, p.37) DETRAN/SC announced it had suspended the license of 982 drivers between 2007 and 2008, 67 of which by excess of points¹⁵⁸. However, it was estimated that still 1.2 thousand of drivers had more than 20 points because there was no

¹⁵⁸ The Brazilian Transit Code is based on the Constitution, respects the Vienna Convention and the Mercosur Agreement, and was adopted in 1998. By this new code, drivers accumulate points according to the infractions they commit. A sum of 20 points implies in the suspension of the license for a determined period and educational penalties.

common system among the CIRETRANS (Circunscrições Regionais de Trânsito), bringing a sense of impunity into the traffic.

On March 9th 2008 (*id*, p.33) DC published a special report about the situation of the bridges. According to the reporter Nanda Gobbi, after 4 months since security problems on the lateral guard-rails were detected, nothing was defined for the future changes and works in the two bridges, which together supported a daily flow of 135,000 vehicles between the Island and the mainland. The augment in the fleet had aggravated the problem of traffic on the bridges. In 1997 there were 107,040 vehicles and 9,195 motorbikes; in 2003 the amount grew to 133,165 and 18,714, respectively, and in March 2008 there were 161,200 vehicles and 29,202 motorbikes registered in Florianópolis, not counting the other vehicles from São José, Palhoça, and Biguaçu which circulated in the city, too.

On March 17th and 18th 2008 (*id*, p.1 and 4-5) the reporter Nanda Gobbi said the price for the not concluded duplication of SC-401 Road may be expensive for the state. A lack of shoulders, pedestrian bridges, bike lanes, and marginal roads for local traffic were one of the problems of the Road. According to the president of DEINFRA, Theophanes de França Júnior, SC-401 had no conditions to receive more vehicles. During the year, there was a traffic of around 15,000 cars every day on the 20km between Itacorubi and Canasvieiras Beach; during the season, it went up to 22,000 and provoked long jams. The duplication works were done by Engepas, which had initially the right to charge tolls. However, after many discussions, the toll was prohibited and Engepas lost the right to control the road which passed to the state government, because the North of the Island was not only a tourist place, but also the residence of many inhabitants of Florianópolis to whom the road was the only access, i.e. there were no alternative ways. The government was then responsible for a new auction to restart the works and to decide about the toll charging. Traders and residents complained about the lack of security of this road since there were no shoulders and not even an determined place for buses to stop. According to them, another problem was the “cover-holes” operation: “It simply does not work. A weak rain is enough to damage the asphalt again and to bring back the holes”, said Edson Tavares de Lima, a bus driver.



Illustration 103: SC-401 has never been ready and my cost R\$1 billion to the state
Source: DC, March 17th 2008, p.1

On March 20th 2008 (*id*, pp.28) the Capoeiras viaduct was inaugurated, as promised by the mayor 2 weeks before. It costed R\$ 5 million, divided between the state (70%) and PMF (30%). On the next day, the headline of DC Cover sheet said: “Urban funnel and road chaos: inaugurated yesterday, Capoeiras Viaduct has not solved the queues in the region”.



Illustration 104: Urban funnel and roads chaos
Source: DC, March 21st 2008, p.44

On March 24th 2008 (*id*, p.26) another problem of the road system of Florianópolis and of most of Brazilian cities was reported by Nanda Gobbi: the control of parking lots by

“*flanelinhas*”¹⁵⁹. In some areas of the city the official fiscals could not work because *flanelinhas* simply dominated those places. In Florianópolis, DC had registered at least 10 zones, mostly in the central district. The situation was even more drastic in the evening, near bars and restaurants. Drivers who complained or simply refused to pay might have their cars damaged.

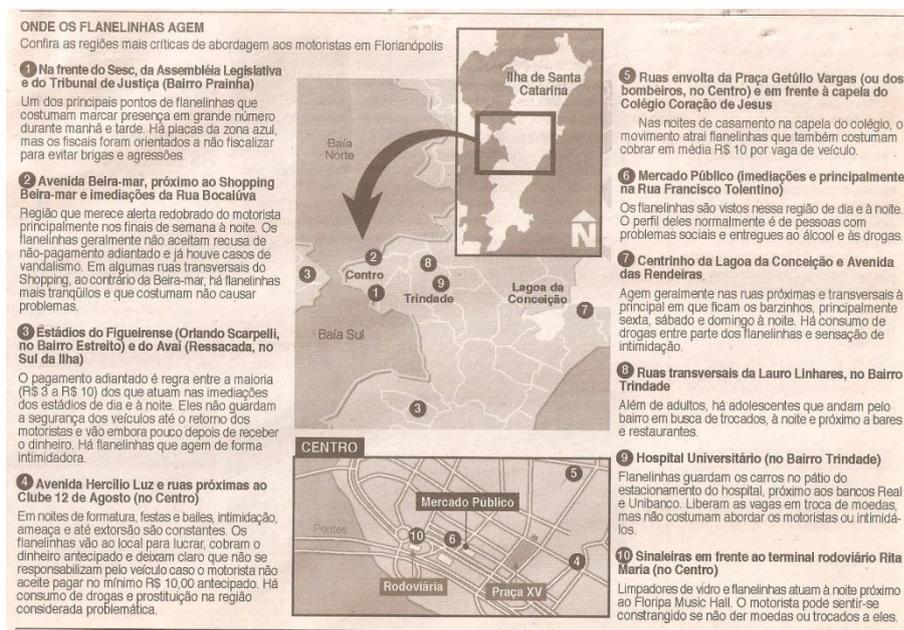


Illustration 105: Where “*flanelinhas*” act
Source: DC, March 24th 2008, p.26

On March 25th 2008 (*id*, p.21) PMF acknowledged mistakes in the project of the Capoeiras viaduct. Some drivers complained about access problems and the higher speed of vehicles which was not a problem before. Five days after the inauguration SMO (Secretaria Municipal de Obras) admitted the possibility of changes to already improve the system.

On March 30th 2008 (*id*, p.36) the opening of a new access from Beira-Mar Avenue to one of its marginal roads had been subject of complaint by residents who considered it dangerous.

On March 30th 2008 (*id*, pp.4-6) DC published another especial report about the traffic problems of the city with the following headline: “Little by little the capital stops”. The use of private cars was pointed out as a cultural problem and IPUF considered the possibility to charge fees for the traffic of vehicles in the city center. IPUF commissioned a study about the traffic in partnership with UFRGS (Universidade Federal do Rio Grande do Sul), by which 33

¹⁵⁹ “*Flanelinhas*” are informal workers who help drivers to find a parking lot, to maneuver and guard vehicles in the public ways. Their payment is normally obtained by intimidation or coercion, which is a crime according to the Brazilian Constitution. The name comes from the association to the use of pieces of flannel to clean the car windows.

points of the city were analyzed. Credit facilities had helped people to buy new cars, a fact that also aggravated the problem.

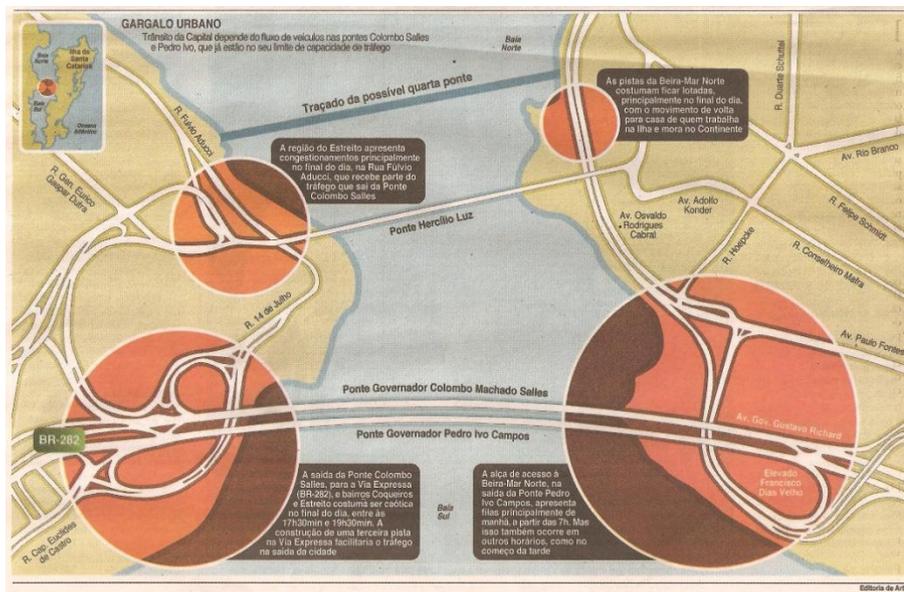


Illustration 106: Urban “bottle-necks” in Florianópolis
Source: DC, March 30th 2008, p.6

On April 2nd 2008 (*id*, p.28) the military police made an attempt to lighten the queues on the bridges, but the alterations only provoked problems in other points of the city. The Capoeiras viaduct was still considered critically. On the next day (*id*, p.3) a new attempt was made, but presented no improvements.

On April 16th 2008 (*id*, p.26) four Dutch experts in the policies for the use of bicycles were in Florianópolis. Jeroen Buis, a traffic engineer, believed that the government would have to change the road system by making use of one-way streets and diminishing the speed limit for cars. He also said that the use of bikes should be connected to the public transport system, i.e. the buses.

On April 20th 2008 (*id*, p.36), exactly one month after the inauguration of the Capoeiras viaduct, the problem persisted and the drivers and residents complained about it: the traffic was still too slow and the indemnifications had not been paid by PMF yet, respectively. Carlos Schwabe, municipal secretary of works, said that the viaduct was working properly, the problem was that many drivers were using this new way as an alternative to the slow traffic during rush hours of the express way (BR-282).

On May 11th 2008 (*id*, pp.32-33) DC published an especial report about the Hercílio Luz Bridge, a heritage of Santa Catarina and main “post-card” motif of Florianópolis, which completed 82 years and was still closed. It was firstly closed in 1982. Then, in 1988 it was

opened for bikers and coaches. In 1991 it was again totally interrupted and the governor, Wilson Kleinübing, liberated US\$ 500.00 for a pavement change, with the re-opening planned for 6 months later. However, after 17 years (in 2008), the works were still not finished. The second and most expensive phase (R\$160 million) was supposed to begin in July 2008 and to be finished in July 2010, together with the superficial metropolitan train (tram).

On May 14th 2008 (*id*, p.26) another report about the works on the Hercílio Luz Bridge said the recuperation process was working as expected and had been concluded successfully and on the schedule.

On May 15th 2008 (*id*, p.37) dirt escaped from a broken dyke of the landfill works for the continental Beira-mar Avenue. The dirt was spread over Quinze de Novembro Street and invaded some residences with a height of 30cm. The execution of the project was the responsibility of Sul Catarinense by contract with PMF. The company was expected to clean the houses and to pay the damages.

On June 3rd 2008 (*id*, p.25) a small report mentioned the works that had been done with regards to the critical situation of the Capoeiras viaduct. The new improvements would cost R\$ 25,000.00. According to the engineer of Continent Secretary, Jairo Abreu, it would not solve the problem but soften the current situation.

On June 4th 2008 (*id*, p.19) shopping centers recovered the right to charge clients for parking. According to the State Constitution, such commercial places had to provide free parking space for clients during a period up to 90 minutes, provided that the client presented a receipt of consuming over 10 times the price than the fee for this period. Clients who had not reached this value were obliged to pay the fees.

On June 17th 2008 (*id*, p.30) the works for the bicycle lane between Joana de Gusmão Hospital and Beiramar Shopping Center began. The lane is 1m wide and is separated from the other traffic lane by large nails.

- Beaches

Monitoring the environmental conditions of the beaches of Florianópolis is a task of FLORAM – Fundação Municipal do Meio Ambiente – and FATMA – Fundação Estadual do Meio Ambiente. IPUF and SMO are responsible for planning and building the related infrastructure.

FLORAM is a public nonprofit entity, established by the municipal law no. 4.645/95, which aims at the implementation of environmental policies in Florianópolis. Other tasks are

gardening services and tree planting in public areas and leisure, monitoring and the control of activities causing harm to the environment, and promoting the awareness of environmental protection through joint actions in environmental education (FLORAM, 2010).

FATMA, as already described for the sewage system, is the state agency for environmental issues. Since 1876 it has been monitoring the quality of the sea water for human bathing along the state's coast, weekly during the summer season and monthly during the rest of the year (FATMA, 2010). On the official website of this institution there are 120 reports about the bathing conditions in the state, from the year 2007 up to 2010. The reports are done through the analysis of water samples in terms of the quantity of bacteria. Following the report results, signs are installed in the examined points, indicating the quality for users, as the illustration below. As the reports are done weekly or monthly, the indication may be changed, in conformance with the conditions.



Illustration 107: Water Quality in Lagoa da Conceição in March 2008
 Source: HASSENPFUG'S ARCHIVE, 2008

On January 3rd 2008 (DC, Edition 7934) there was an augment in the amount of medusas in the beaches of Florianópolis. More than 100 cases of burning were registered in Campeche, Joaquina, and Mole, the open-sea beaches. The animals were brought to coast by cold streams.

On January 8th 2008 (*id*, Edition 7939) tourists complained about waste on the beaches and the lack of collection by COMCAP. COMCAP said the problem was that tourists simply threw waste on the sand, and the collection was complicated and dangerous. Another point was about the amount of bins: there were 400 in 2006 and only 287 in 2007. COMCAP argued that the population had stolen and broken the bins.

On January 23th 2008 (*id*, Edition 7954) Gert Schinke, president of Instituto para o Desenvolvimento da Mentalidade Marítima, explained the situation of some beaches of Florianópolis: owners of restaurants complained and protested about the prohibitions to park on the sand stripe, arguing that they would lose their clients. Then, instead of bucolic post-card landscapes there was a sea of cars with deafening music and grill facilities. At the end there were hills of waste and the deception of tourists and residents who had sought for tranquility and security at the seaside. He concluded saying he defended that the Public Ministry should totally prohibit the access of cars to the sand, as already done in Mole.

On January 28th 2008 (*id*, Edition 7959) a report highlighted the tranquility at the sea, caused by the a smaller quantity of tourists on the Island in comparison to the end of 2007.

On February 8th 2008 (*id*, Edition 7970) the reporter Nanda Gobbi said the sea of Daniela beach was expelling the visitants. Tourists, residents, and traders complained about the reduction of the sand stripe on the right side of the border with only 3m of width. The reason was the erosion over the mangrove which had also destroyed the sand stripe and the trees. The complains mostly came from from traders, especially restaurant owners, arguing they had lost 50% of the normal movement because of this “non-attractive” beach.

Again, on February 25th 2008 (*id*, Edition 7988), after the beginning of the scholar year, the beaches of Florianópolis seemed to be a bit more empty with a superior amount of inhabitants than tourists. The inhabitants interviewed by DC said they preferred the beach like it was: “peaceful”.

On February 29th 2008 (*id*, Extraordinary Edition) FATMA had published the 14th bathing conditions report, by which 28 of the 62 analyzed points of Florianópolis were considered improper. The institution said the augment of the number of improper places might also have been due to the heavy rains of the previous days. The classification as improper meant that the place was contaminated by sewage (more than 1,000 fecal coliforms each 100 ml of water) in at least 2 of the 5 collected samples.

On March 6th 2008 (*id*, p.44) DC said the beaches were still in vacation mood, and some tourists were enjoying the last days of the season. Two days later, another report said the beaches were still crowded because of the high temperatures, especially by residents. On March 10th 2008 (*id*, p.33) the same was reported again: crowded beaches, but tourists as a minority.

On March 25th 2008 (*id*, p.44) the reporter Nanda Gobbi related the efforts of Ken Love, a 67-year-old American who lived in Canasvieiras. During his free time he cleaned the beach with

a metal detector, localizing up to 50cm in depth. He said the beach was now much cleaner than at the beginning of his job.



Illustration 108: Metal Hunter
 Source: DC, March 25th 2008, p.44

On March 26th 2008 (*id*, p.45) Jurerê was elected the best beach of the country in 2007. Valdir Walendowski, president of SANTUR; said: “The prize (*Os Dez Mais do Turismo 2007*) is an acknowledgment of the work the state and private actors have done and shows how Santa Catarina is as a tourist product”.

On April 7th 2008 (*id*, p.23) Tatyana Azevedo reported the launching of the “Blue Flag” program. The program was a certification of the Foundation for Environmental Education, given to beaches which respected international environmental protection criteria. PMF received the proposal officially and promised to implant the program. Mole was indicated as the first candidate to receive the certificate in Florianópolis.

From April 8th to 10th 2008 (*id*, pp.45, 4-5, 23) four reports were published about the “red tide” (Algal bloom¹⁶⁰), verified in the South and North Bays, and the consequences to shellfish culture activities of the city. Around 40 culture farms were economically damaged by the phenomenon, causing the prohibition of the consume of shellfish. On April 11th 2008 (*id*, p.16) the commercialization was partially authorized again.

¹⁶⁰ An algal bloom is a rapid increase or accumulation in the population of *algae* in an aquatic system. In the case of the “red tide” it consists of the accumulation of toxic algae. The reproduction levels are stimulated by the augment of nutritional elements in the water, together with salt, light, and temperature conditions.

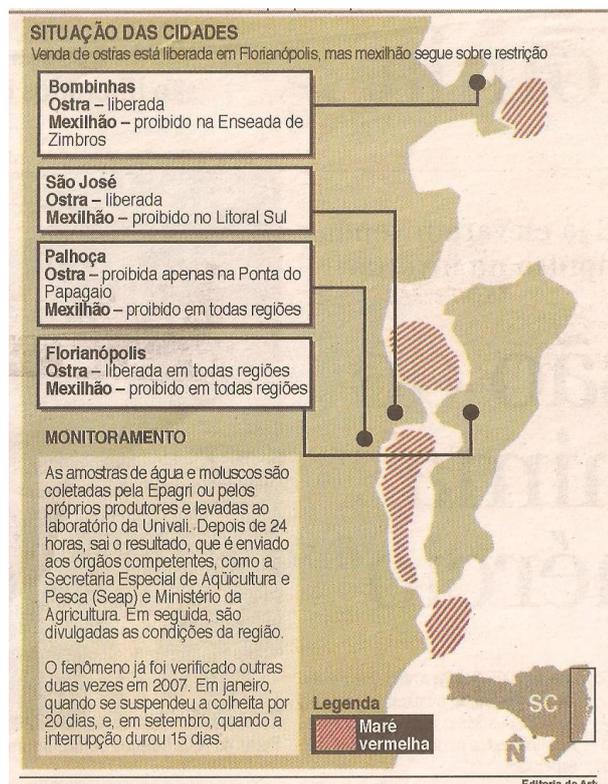


Illustration 109: “Red Tide” in Florianópolis

Source: DC, April 11th 2008, p.16

On April 17th 2008 (*id*, p.42) Ângela Bastos reported the judicial order to demolish Bar do Seu Chico, a small building in Campeche Strand, which had been opened in 1980. The bar was built on an environmental preservation area and was therefore considered illegal. Residents complained about the decision. The mayor Dario Berger explained that PMF was only executing a superior order and that the denounce was made 8 years before, during the mandate of the previous mayor.

On April 23rd 2008 (*id*, p.27) the decision for the demolition of Bar do Seu Chico was delayed and FLORAM and lawyers discussed the possibility of the maintenance of the bar, with some adaptation works in order to avoid environmental damages.

On April 25th 2008 (*id*, p.26) the commercialization of shellfish in Florianópolis was totally authorized.

On May 7th 2008 (*id*, p.33) an extra-tropical cyclone brought more than 50 tons of waste (mostly organic) to the beaches of Florianópolis. COMCAP mobilized as special group to clean the places several times because the waves kept bringing more and more residues.

On June 18th 2008 (*id*, p.27) a tide higher than the average caused damages in some of the beaches of the Island. In Campeche some walls were destroyed and in Lagoa da Conceição wooden side-walks were also broken.

- Squares and Parks

Planning of squares and parks in Florianópolis is the responsibility of IPUF, the execution and maintenance is that of SMO and gardening of FLORAM. All the institutions have already been described in the previous items.

According to PMF (2008), Florianópolis has 73 squares, 15 public parks and 6 plazas with a total area of around 567,872 m², distributed between the Island and the mainland. The squares, parks, and plazas located on the island are under the responsibility of FLORAM, whilst the ones on the mainland are under that of the Regional Secretariat of the Continent. Among the squares, the XV de Novembro in the city center distinguishes with its centenary fig tree and the landfill of the South Bay, being a public area with 600,000 m², too (PMF, 2008b).

From December 2007 to June 2008 only one report was directly about the public spaces of Florianópolis. On March 3rd 2008 (DC, Edition 7995) Júlia Antunes Lorenço related the situation of the Botanical Garden project, the first one in the state, after one year of its approval. The garden is supposed to be built in an area of 220 hectares in Itacorubi where the training center of Epagri (Empresa de Pesquisa Agropecuária e Extensão Rural de Santa Catarina) is localized nowadays. It will cost R\$ 2 million and depends on state funds. The inauguration is planned for the end of 2010.



Illustration 110: Botanical Garden Project
Source: FLORIPAMANHÃ, 2007

After all these problematic situations described above, what are the implications of the bad performance of some urban features of Florianópolis within the tourist activity itself?

5.2. Tourism

SANTUR provides a brief study about the tourist demand in the city of Florianópolis, executed by the planning department of this institution in cooperation with PMF. For the study data was used from previous years for January and February (2005, 2006, 2007 and 2008), mainly taken from the hotel sector, estimating the levels for 2009. In 2009 there was no research done. The available official data about the tourist activity in the municipality are summarized in the following tables:

Origin	2007	2008	2009
National	637,629	629,378	652,055
International	143,095	146,996	146,386
Total	780,583	776,374	798,441

Table 114: Origin of Tourists by SANTUR
Sources: SANTUR, 2009

Revenues in R\$	2007	2008	2009
National	483,980,454.61	443,611,034.78	474,725,446.67
International	148,155,831.93	147,356,227.96	139,293,402.85
Total	632,136,286.54	590,967,262.74	614,018,849.52

Table 115: Created Revenues by SANTUR
Sources: SANTUR, 2009

Other data were on accommodation means, occupation rates, the period of stay, and generated revenues per day. No deeper study about the demand like profile and satisfaction degree has been done by SANTUR.

On December 17th 2007 (DC, p.7) the governor Luiz Henrique da Silveira and the mayor Dario Elias Berger attended the inauguration of the Costão Golf, a part of the Costão do Santinho tourist complex which is owned by Fernando Marcondes de Mattos. According to the latter, Florianópolis could become part of the golf tourism route, attracting rich people during the whole year. Authorities confirmed the importance of this venture for the development of tourism in the city.

In the same edition (*id, ibid*, p.15), the hotel sector was optimistic about the occupation rates for the last weeks of the year and during the season, expecting the demand to be superior than in 2006.

On December 19th 2007 (*id*, p.25), Rafael Martini presented a research done by EMBRATUR, by which Florianópolis has become the third best Brazilian leisure destination for foreign tourists (15.1%), only behind the cities of Rio de Janeiro (30.2%) and Foz do Iguaçu (17.1%).

On December 21st 2007, DC published the first Summer Magazine, a special edition about the tourist attractions of the state. On the pages 14 and 15 there was a map of Santa Catarina denominated the “Enchanted Mosaic” with small icons representing the offers of each region. About Florianópolis it said it is the “Island of Magic and of Azoreans, mixing the bucolic atmosphere of fishermen villages and the frenetic movement of the state’s capital. The northern beaches, with better infrastructure, receive more tourists. In the South, the colonial architecture is a spectacle for appreciators of historical buildings. Nightlife happens in Lagoa where the most sought bars and restaurants are.” This publication had 8 ads about real estate ventures, 7 of them in Florianópolis.

On the edition of December 24th and 25th 2007 (*id*, p.34), Thaís Shigeoka said the beaches were crowded because of the sunny and hot days during the holidays. At the same time, she registered traffic problems because of the great number of tourists. In the same edition and on the same page (*ibid*) another report explained the new rules of occupation of the sand stripe by bar and restaurant tables and chairs. The measure was supposed to organize and to assure space and security for users. In another report (p.19), Estela Benetti said EMBRATUR and SANTUR have agreed to work together to improve the communication with the neighboring countries since the state has become a preference for foreign tourists. On page 22 the Florianópolis Convention and Visitors Bureau (FCVB) said the city could keep the same number of events of 2006 what can be considered as positive and good not only economically, but also because it permits a larger publicity about the city.

On December 28th 2007 (*id*, pp.4, 6-7 and 14-15) the second edition of the Summer Magazine was published. It presented Campeche and Jurerê as the best beaches and informed about the program of Floripa Tem¹⁶¹ (Floripa Has), whose objective is to transform Florianópolis to the main tourist point of Brazil. This insert had 7 real estate market ads, 6 of them in Florianópolis.

On December 30th 2007, Estela Benetti (*id*, p.19) said that SANTUR had an expectation of 5% to 10% more tourists in the coast cities in comparison to the same period of the previous year and who would spend around 20% more. In the same edition (*id, ibid*, p.18), Ariadne Niero related the inflation of prices caused by the number of tourists: at the seaside, a beer before Christmas costed R\$ 3.00 and thereafter up to R\$ 7.00. According to Elisabete Baesso, the president of the Association of Housewives and Consumers of the Great Florianópolis (ADOCON), the problem is that this inflation happens every season and some prices do not come back to normal after the season is over.

¹⁶¹ The “*Floripa Tem*” campaign has been produced by RBS since 2007 and has gained the prize for the best multimedia project by the Association of Sales and Marketing Directors (ADVB/SC).

On January 3rd 2008 (*id*, Edition 7934) the Federal Highway Police registered a high flow of Argentinean cars towards the coast of Santa Catarina coming from the border of Rio Grande do Sul. However, the flow seemed to be lower than in the previous year, around 29% smaller, due probably to the currency exchange index, which was not favorable to the neighbors.

On January 5th 2008 (*id*, Edition 7936), ABRASEL/SC (Brazilian Association of Bars and Restaurants) said that 78% of the entrepreneurs expected a better movement than in the previous year, with an increase of profit of 44%, because tourists with a higher level of income were expected. However, ABRASEL/SC pointed out traffic jams and a lack of parking lots as the main problems faced by tourist cities in the state. Another report in the same edition (*ibid*) explained that tourists from São Paulo were the majority and that restaurant and bar owners were happy about the profit.

On January 6th 2008 (*id*, Edition 7937) tourists said the city was beautiful, but too expensive. They also complained about the services and prices of products sold on the beaches. The interviewed group from Minas Gerais believed the city was not prepared to receive so many people especially during the end of the year.

In the same edition (*ibid*), Simone Kafruni informed the beginning of the season was the best in history of tourism in accordance to the sector tradesmen. On January 7th 2008 (*id*, Edition 7938), Nanda Gobbi said it was the moment for the new flows of tourists to arrive, the ones who stayed for 7 to 14 days, and people from Argentina, Chile, and Uruguay, too.

On January 8th (*id*, Edition 7939) tourists complained about the prices in the city: “The problem is that some bars inflate the prices as the demand increases. Once I went to this bar, and while I was waiting in the queue, the prices have been arisen three times...”, explained Juliano Pelisari from Campo Grande (MS). ABRASEL/SC defended this policy, arguing it was the fruit of the balance between demand and offer, and this practice of setting different prices for different times and places was normal in every place of the world. According to this institution, consumers are responsible to accept the prices or not. Another report in the same edition (*ibid*) said foreign tourists found difficulties in Florianópolis, because the tourist sector was not able to speak English. Valdir Walendowski, president of SANTUR, said that North-American tourists have come to Florianópolis because of advertisement efforts since 2003, and higher level facilities were already prepared to receive this public and have profit from it.

On January 10th 2008 (*id*, Edition 7941) Lucas Amorim announced that Argentineans should substitute the majority of tourists from São Paulo and Rio Grande do Sul. According to

SANTUR, the de-valorization of the Peso to the Real would mean fewer expenses with souvenirs, but not with accommodation and food.

On January 11th 2008 (*id*, Edition 7942) tourists who landed in Hercílio Luz Airport were welcomed by two young ladies in typical Bavarian dresses and have received a small brochure, the tourist passport, and a stripe with an image of the state's patroness, Saint Paulina. It was part of the reception program of SANTUR, launched on the previous day by SOL, whose focus was to attract foreign tourists who are supposed to have a higher level of income and spend more money in the state.

On January 21st 2008 (*id*, Edition 7952) Estanislau Emilio Bresolin, president of Hotels, Restaurants and the Similar Federation of Santa Catarina (FHORESC), exposed his point of view about the polemic on the limitation of tourism in Florianópolis. To him it was absolutely impossible to regulate the number of people who visit the city, and the best measure would be to limit the construction of buildings, including the ones for tourist purposes, what would indirectly limit the amount of tourists. He concluded saying that the tourists they want are the ones with a high level of income and that the city should invest in infrastructure to receive them with quality rather than to create means to stop the flows. According to him, without infrastructure it is not viable to receive such great amounts of tourists, although tourism is fundamental for the region, involving more than 50 economic activities. It is, without any doubt, as he says, the one which distributes the profits in a more democratic way.



Illustration 111: Overpopulation of Canasvieiras during the High Season
Source: DC, Edition 7971, 2008

On January 24th 2008 (*id*, Edition 7955) EMBRATUR launched a new three-month advertising campaign about Santa Catarina in Argentina, Chile, England, and Germany. The campaign costed R\$ 6.749 million.

On January 29th 2008 (*id*, Edition 7960) three reports were published about tourism. The first one by Grazielle Dal-Bó said the movement of tourists during the month was at least 8% smaller than expected and SHRBS (Syndicate of Hotels, Bars, Restaurants, and similar of Florianópolis) had no explanation for it. Other reports said ABIH/SC considered the year 2007 as positive, with an average occupation of 48.1% among the associates of the state. According to the president of this institution, Wilson Luiz de Macedo, the achievement of the prize of Viagem and Turismo Magazine, whose readers elected Santa Catarina the best state for tourism, increased the responsibilities of the sectors involved. The last report said that tourists were happy because the city was “more empty”. They said less people meant they would have the chance to get to know other places, with less traffic jams.

On February 3rd 2008 (*id*, Edition 7965) PMF said the rain registered during the previous week would affect the forecast of 400,000 expected tourists for the holiday. The infrastructure damages were smaller than expected, however, besides the more than 300 occurrences, the water supply and road systems were affected and streets were full of holes and dirt.

On the same day (*id*, Edition 7965), the reporter Alexandre Lenzi described that many hotels of Florianópolis have registered cancellations because of the rain during the previous week. Tarcísio Schmitt, president of SHRBS, expected a Carnival with lower levels of occupation, maximum 70%, because the damages and the bad weather forecast were publicized in the national media.

Another report (*id*, Edition 7965) by Grazielle Dal-Bó said shopping centers profited from the bad weather since tourists have changed the beaches for the shopping malls. While some celebrated the increase of sales, shops from the northern part of the Island complained about the injuries.

On February 6th 2008 (*id*, Edition 7968) Simone Kafruni registered the bad performance of the tourist season 2007/2008. Two traders of Ingleses Beach in Florianópolis affirmed this was the worst season ever: “There was only a peak over Christmas and New Year’s Eve (...) Besides that, PMF made us the favor of executing works during the high season”, said one of them. Another report said there was still hope to save the season with the presence of new tourists after Carnival (Carnival is normally at the end of the season), especially from Argentina and Uruguay.

On February 7th 2008 (*id*, Edition 7969) the editorial board of DC published the article: “Season gave lessons”. It said tourist traders, real estate agencies, and citizens were disappointed with the results of that season, and blamed it on the weather conditions.

However, the board said the problem was that cities had no adequate infrastructure to support such natural occurrences and that the adopted tourist model had failures, beginning with the promotion of an excellence image which did not correspond to the reality. They completed saying that in Florianópolis the infrastructure is normally not enough already during the year, and according to official estimative, 3 million tourists should visit the city during the months of January and February: they would join the normal population who already suffered from the bad performance of the road system as well as the water and energy supply, with a lack of policemen and the amazing lack of sewage treatment. It finished the article by saying that it conveyed to solve the chronic problems the city had instead of promoting the state intensively inside the country and abroad, with the objective to attract the number of tourists as large as possible.

In the same edition (*ibid*), Laudelino José Sardá, journalist and professor, published the article “Enough allegories” and argued that “hyper-valorized real estate properties, obsolete restaurants and bars, frustrating summer seasons... everything has turned the magic into allurement”. He concluded saying that, as a consequence, violence has grown, *favelas* have been spread, and buildings were accumulated on the beaches whilst PMF improvised solutions with simple works. To him it was about time for the city to define a serious development proposal with severe laws and honest politicians, compromised with environmental protection.

On February 9th 2008 (*id*, Edition 7971) the reporter Mariana Ortiga said Carnival was over, but the beaches of Florianópolis were still full of tourists. However, in another one, 53% of the sector confirmed their disappointment, arguing that the flow of tourists was much lower than expected.

On February 21st 2008 (*id*, Edition 7984) Florianópolis illustrated the annual edition of Guia 4 Rodas with 100 thousand copies distributed inside the country and abroad. The work was executed and commissioned by EMBRATUR. An image of Florianópolis was put on the cover sheet of the guides for the Latin-American target group.

On March 5th 2008 (*id*, Edition 7997), although the season was not as good as expected, INFRAERO published an increase in the number of landed passengers at the Hercílio Luz Airport. The number increased 9.16% in January and 12.84% in February in comparison to the previous year, totalizing 40,000 more passengers, most of them from Argentina. This was a result of SANTUR campaigns in the neighbor country, affirmed Flávio Luiz Agustini, director of marketing of this institution.

On March 18th 2008 (*id*, p.13) SANTUR announced an expectation of tourists from Uruguay during Easter holiday, 10% higher than in 2007, and hotels waited for an occupation of 60%. Six days later, on March 24th 2008 (p.16), the expectations were confirmed and the sector was happy about the occupation levels achieved.

On March 30th 2008 (*id*, p.20) the reporter Simone Kafruni said, according to Gilmar Knaesel, State Secretary of Tourism, the main challenge of this activity in the state was the road system since 92% of the tourists travelled by car. Another report on the same page by João Werner Grando said the last season consolidated the state as the main tourist destination of the country. This consolidation was due to the efforts of government and private actors to create and promote tourist products.



Illustration 112: Traffic of Lagoa da Conceição
Source: DC, Edition 7972, 2008

On April 19th 2008 (*id*, p.19) the the reporter Grazielle Dal-Bó said that for 5 years Florianópolis had been a tourist destination not only because of its natural beauties but also because of events. The news were that events would also happen during the high season and not only the other months of the year.

On April 29th 2008 (*id*, p.15) SANTUR announced that the state received 300,000 more tourists, around 7.3% more than the data of 2007. The president of SHRBS, Tarcísio Schmitt, said the numbers represent the reality, however, in Florianópolis only 21% of the tourists stay in hotels or guest houses. The other 79% stay with family or friends, or rent houses. In total, the sector of this city has ca. 30,000 beds.

On May 15th 2008 (*id*, p.1) the auction process problems for the construction of the new passengers' terminal for the Hercílio Luz Airport was reported by the trade as an obstacle for the development of tourism.

On May 19th 2008 (*id*, p.13) it was said that the city received 40,000 more tourists for events in comparison to 2007. Nevertheless, in another report (*id*, p.11), Valdir Walendowski, president of SANTUR, considered the capacity of Centrosul, the events and convention center of Florianópolis, as a problem for the activity. According to him, many people simply choose other cities because of the size of this facility. The organization of Futurecom, for example, an international fair for telecommunications and information technology, opted to transfer it to São Paulo, due to the lack of infrastructure.

On May 24th 2008 (*id*, p.13) the editorial board of DC again manifested its opinion about the tourist activity of the state. It said it would be necessary to invest in infrastructure, public services, and training in order to transform it into an international quality destination. If the state wanted to attract tourists of a higher level of income it should be aware that probably these tourists are also more exigent in terms of quality. It concluded saying that the lack of sanitation and the bad conditions of the roads and transport systems have brought injuries and delayed the tourist development of Santa Catarina. But how is the situation of the above described problems, projects, and tourism in 2010?

5.3. Situation in 2010

In this session, the situation of projects expected to be concluded in 2010 will be investigated in order to check whether they have really been (started and) finished, and, if so, whether they have worked as expected.

On May 28th 2009 the governor Luiz Henrique da Silveira was considered unguilty of the accusations of illegal use of the communication media of the state for self-political promotion (JORNAL DE SANTA CATARINA, 2010), and on March 25th 2010 he resigned state government to be a candidate for the Federal Senate (A NOTÍCIA, 2010). In almost the same period Valdir Walendowski became the president of SOL – Secretaria Estadual de Turismo, Cultura e Esporte – on April 22nd 2010.

On March 31st 2010 the mayor Dario Elias Berger and the former Secretary of Tourism, Mário Roberto Cavallazzi, among others, were indicted by the Public Ministry of Santa Catarina in the scope of the case “Andrea Bocelli” (MP/SC, 2010b). The mayor was also indicted by the Federal Public Ministry because he approved the construction of the Continental Beira-Mar Avenue (Landfill) without proper environmental licenses required by the federal responsible organs (FLORIPAMANHÃ, 2010b).

On May 29th 2010 the Spanish architect and urban planner Josep Acebillo gave a lecture at the Municipal Chamber about the “new urban paradigms”, and his experience as the planner

of Barcelona for the Olympic Games of 1992 (*id*, 2010d). Two months before, on March 19th 2010 (DC, Extraordinary Edition), residents of several parts of Florianópolis demonstrated against the new master plan, arguing that this plan, although theoretically democratic and based on popular participation, is fruit of an illegitimate process and the communitarian proposals were not taken into account.

Now, in terms of infrastructure, the works of integration project of the water supply system has not been concluded (and probably not even stated). A report of *Diário Catarinense* by Nanda Gobbi on May 13th 2010 (*id*, Edition 8804) showed that according to the NGO Instituto Trata Brasil the sewage collection and treatment rate of Florianópolis decreased from 56% in 2007 to 40%, em 2008. Besides that, a research commissioned by CREA-SC (Conselho Regional de Engenharia e Arquitetura) confirmed that around 43.47% of the effluents of the sewage treatment stations of the municipality (analyzed in 2007 and 2008) thrown back to the sea did not present the required legal quality.

On May 19th 2010 (*id*, Extraordinary Edition) heavy rains caused floods, blackouts, and a shortage of water in several parts of the city. No plan nor works have been developed to improve the pluvial drainage system situation, as for solid waste management.



Illustration 113: Water Quality and Pluvial Drainage in Lagoa da Conceição
Source: PERSONAL ARCHIVE, 2010

In terms of the electricity distribution system, the construction of the sub-station Ilha-Centro 2 in Agrônômica (central district) was finally approved on May 20th 2010 (OBRAS CELESC, 2010). Some of the works in Maciço do Morro da Cruz within the PAC program were initiated in March 2010, like the municipal park (FLORIPAMANHÃ, 2010c). However, a report of November 19th 2009 (DC, Edition 8628) accused PMF of demolishing illegal houses in the

area without noticing their owners. This same report said only 30% of the public housing construction were accomplished at that time.

On the one hand, public lighting apparently presented no bigger problems or improvements during this period. On the other hand, public security seemed to have an even worse performance. A report on March 31st 2010 (*id*, Extraordinary Edition) demonstrated that the State of Santa Catarina had the lowest rate of assassinations of the country, but Florianópolis presented a different trend: from 1997 up to 2007 this rate increased by 211.5%, while the medium index of the other capital cities decreased by 4.4%. In any case, some parts of the city seem to be more secure than others, like Jurerê Internacional, where the military police monitors the area with cameras and where are more policemen in the streets.



Illustration 114: Security in Jurerê Internacional
Source: PERSONAL ARCHIVE, 2010

Other evidence of this explosion of violence in Florianópolis is the campaign “Crack, nem pensar”, launched by the RBS Group in June 2009 in order to prevent more people from experimenting with drugs and also preventing the increase in the number of users. In 2009 the project has shown the devastating effect of crack and the physical and psychological harm to those who try (ZERO HORA, 2010b).

In terms of the public transportation system, several projects to improve this urban aspect like the superficial metropolitan train (tram) and a new passengers’ terminal for the airport were planned to be concluded in the year 2010. Within two years there were no improvements in the system but the fares have been augmented. On May 14th 2010 (DC, Edition 8805) around 4,000 students protested against it, monitored by 500 militar policemen.

On May 7th 2010 (*id*, Edition 8797) INFRAERO, the state government, and PMF signed an agreement for the construction of the new airport. Accordingly, the works should begin in May 2011 and be finished in 2014, before the FIFA World Cup.

Concerning the road system in 2010, the BR 101 road is still under construction, with 141.4 km completed of a total length of 238.5 km (101SUL, 2010). Nevertheless, the state government and PMF continue to invest in this item and in advertising their efforts and achievements. For the city center, for example, two squares have been planned: in both cases squares on top of underground parking areas, each one with a capacity of 400 parking lots (DC, Edition 8724).



Illustration 115: Government Propaganda about Roads System
Source: PERSONAL ARCHIVE, 2010

However, the Hercílio Luz Bridge, the main icon of the city, is still deactivated and supposed to be given back to the population only in 2012, two years later than the last deadline given by DEINFRA (*id*, Edition 8803). There is yet no deadline for the project, the works and the conclusion of the tram.

FATMA's balnability reports diagnosed the point 39 of measurement in the Lagoa da Conceição in January 2010 as proper for bathing. This same point was improper in 2008. The conditions of the flow of sewage towards the Lagoon, however, does not seem to have changed in these two years.



Illustration 116: Water Quality in Lagoa da Conceição in January 2010
Source: PERSONAL ARCHIVE, 2010



Illustration 117: Water Quality Control of FATMA
Source: PERSONAL ARCHIVE, 2010

On May 13th 2010 (*id*, Extraordinary Edition) DC reported damages of some beaches of the Island caused by the heavy rain during that week. Sea water reached 3 houses and destroyed walls and sidewalks in the South of the Island, aggravating the already poor infrastructure of the beaches. The Botanical Garden of Florianópolis, supposed to be concluded in 2010, became a project only in July 2010 whose implantation has still no clear deadline neither to be started nor to be finished (DC, Edition 8811).

Finally, in terms of tourism, Santa Catarina has received around 25% more tourists during the season 2009/2010 and Florianópolis registered an accommodation means rate of 15% higher during the same period of the previous year (CLIC RBS, 2010). On March 31st 2010 SOL and SANTUR published the tourist marketing plan of the state for the next 10 years, the Plano Catarina, elaborated by Chias Marketing (DC, Edition 8760).

In 2010 Letras Brasileiras produced more advertising material about the state and Florianópolis whose contents do not differ from the analyzed ones (LETRAS BRASILEIRAS, 2009). Jurerê Internacional has invested in advertising campaigns as well, untied from the rest of the city and adopting the slogan “the place to be” (TAM NAS NUVENS, 2010).

Last but not least, after a meeting in Nassau (Bahamas) on May 2009, the FIFA’s Executive Committee confirmed the 12 host Cities for the 2014 FIFA World Cup Brazil: Belo Horizonte, Brasília, Cuiabá, Curitiba, Fortaleza, Manaus, Natal, Porto Alegre, Recife, Rio de Janeiro, Salvador, and São Paulo (FIFA, 2010). In spite of all the efforts of tourist trade and other institutions, Florianópolis was not chosen because of its lack of infrastructure and other facilities.

5.4. Summary

In this last chapter, the performance of some of the urban features of Florianópolis was examined. All these items are considered here as key-elements concerning to the “right to sustainable cities” predicted by the Brazilian City Statute and understood as having direct effects on the environment of the Island, which is the main object of the tourist activity, and on the slogans produced by the advertising campaigns. The objective was to obtain quantitative and qualitative indicators that can be measured. Therefore, interviews with experts and a qualitative content analysis were the used methods. The main sources were the official websites of the responsible institutions, official publications and newspaper reports. In total, more than 400 newspaper reports were consulted, from which 256 were included in the text, for the period between December 17th 2007 and June 22nd 2008, with an average of 1.35 reports for each covered day. Reports of the years 2009 and 2010 are not included in this average.

Thus, it began with a brief explanation about the context in which the city was in (2007-2008) in terms of national and state politics, urbanism, municipal administration and the real estate market. Then, it described the performance of the selected urban features, providing, on the one hand, the official version, and, on the other hand, the media version. Thereafter, it checked the implications of this performance in the tourist activity of the city and the situation of these aspects and projects in 2010.

During the analyzed period, Florianópolis was under a context of improper and spread use of advertisement at state and municipal levels. Politicians were involved in processes of corruption either because of illegal connections to the real estate market and tourism actors or because of a bad administration of public funds. The State of Santa Catarina had more than 100 cities with slogans, all of them proposed and approved by state deputies. People

openly discussed the directions of the urban and tourism developments as well as the consequences of both in the future of the city and in the environment of the Island. Florianópolis presented crucial projects to prepare the city for the FIFA World Championship in 2014 and started the open meetings for the elaboration of a new master plan, based on the public participation required by the City's Statute. Above all, it experienced a great real estate market boom and faced the risk of construction prohibition in Itacorubi Basin, a proposal that was severely and efficiently rejected by the actors of this sector. Within this frame, the main outcomes are:

(5.1) The water supply system revealed problems mainly during the tourist season, coinciding with the hottest months of summer, due to the lack of integration among the four and already old sub-systems of the Island. Besides that, its main source, the Pilões River, has suffered from pollution, which turns treatment difficult and expensive. The integration of the system would theoretically mean a better distribution since the central district does not receive so many tourists as the North of the Island, for instance. However, the connection project has no prevision to be concluded. In the meanwhile, tourists and inhabitants suffer from constant lacks of water and the responsibility, even though CASAN says the contrary, has been transferred to the resident population.

(5.2) Sewage collection tubes and treatment stations were still under construction in some parts of the city. Official data and reports pointed out only 48% as the supply rate of this item in Florianópolis. The other 52% of produced sewage were treated in domestic septic cesspit systems whose final product is thrown into the pluvial drainage canal and tubes, when not totally raw to rivers and seawards. While the works are not complete, mangroves and beaches get polluted: ironically, the latter are the main tourist attraction of the city.

(5.3) The pluvial drainage system is not sufficient, old (from the 1940's) and has simply not been pre-lanned since the 1970's. As a consequence, the city has suffered from frequent floods, since the conditions of some fragile but much occupied areas like Itacorubi Basin already turn the outflow of water difficult. The main problem is the lack of improvements projects and works. The responsible municipal secretary argues that such works would disturb the routine of the inhabitants too much, as if floods would not. In the meantime, the soil gets more and more impermeable by the urban occupation, diminishing its absorption capacity.

(5.4) The solid waste management system seems to have a good performance, although the transportation costs seem to be expensive for the municipality. The collection also seems to be efficient; the treatment, however, is hard to evaluate. For citizens, the situation is

comfortable: produced waste is disposed far from their eyes and noses, in the municipality of Biguaçu, 40 km away from Florianópolis. In any case, the recycling collection should be more frequent in order to change the habits of the population.

(5.5) Regarding the electricity supply system, the main problem was that the whole Island has been supplied by only one cable under one of the bridges. A sub-marine cable and new substations were under approval, so that the risk of blackouts would be discharged. During summer, the city suffers from this imminent risk, since tourists and air-conditioning equipments drastically increase the energy consumption.

(5.6) The great demographic growth of Florianópolis in the last 2 decades also caused an increase of the demand for public housing settlements. The difference of speed between the growth of the demand and the offers has generated illegal occupation of environmental protected areas (it also has been done by high income housing construction), like hills and dunes, generating the so-called "*favelas*". Such areas are not protected by chance: either they are improper for human occupation or they are crucial for the maintenance of the ecologic system of the Island. Again, paradoxically, the natural features seem to be the main theme of the advertising campaigns, which have also contributed to the rapid demographic growth.

(5.7) A great conclusion could not be taken from public lighting: it seems to be enough in some places like the central district but insufficient in others like in the South of the Island. However, an interesting question could be taken from this analysis: the manipulation of data and the misuse of market researches to make advertisement about its performance. PMF argued that the three private enterprises responsible for this service simply wanted to show the results of their efforts. Anyway, if aware of the manipulation or not, it has permitted such ads probably because any kind of positive publicity is reflected also in the acceptance level of the municipal administration.

(5.8) Again, the large demographic growth has provoked an explosion of violence, especially caused by drugs traffic, too. Prisons and policemen are not enough to contain the crime. During summer, special operations seem to diminish the occurrences, according to the official numbers and DC reports. If such data can be trusted and if DC publishes the occurrences during the season in the same proportion as during the rest of the year, is another question. Clear is that the police seems to be unequally concentrated in the city, protecting people in direct proportion to their income level.

(5.9) The public transportation system is, actually, private, however moderated and subsidized by PMF. It is only done by buses (with the exception of the boats in Lagoa da

Conceição), which are expensive, noisy, pollute the environment, and are not efficient in terms of traffic jams mitigation. The fares are expensive and the schedules not frequent enough. Bus drivers' strikes disturb the city deeply and end up in agreements between syndicate, PMF and enterprises, normally with advantages for the companies, legitimized by the population's necessity of transportation. There are several projects to improve this urban aspect, as for the superficial metropolitan train (tram) and a new passengers' terminal for the airport, the latter planned to be concluded in the year 2014, both pre-conditions for the election of Florianópolis as one of the host cities of the FIFA World Championship in 2014.

(5.10) Roads have received great attention of municipal and state governments, but mainly focusing on pavement renewal, since asphalt is considered a symbol of progress. Sidewalks and underground tubes (water, sewage, electricity, pluvial drainage) are not provided by such works, since importance is given to car drivers' instant satisfaction and to visible facilities like viaducts and tunnels which may become icons of one's administration. The projects, however, do not always solve the problems as expected, perhaps because of incompetence or because projects were not up-to-date at the end of the construction works anymore.

The enormous fleet of Florianópolis is a consequence of the already described inefficient public transport system and has generated even more circulation problems. During summer, long queues were the most complaints of tourists and residents, because to this already huge fleet tourists' cars were added: 90% of the tourists of Florianópolis arrive on the Island by car. Another obvious problem is the lack of parking places. The Hercílio Luz Bridge, the main icon of the city, is still deactivated and supposed to be given back to the population in 2012, together with the tram, with the promise of a reduction of traffic problems.

(5.11) Beaches are certainly the main attraction of the Island. However, most of them have been heavily occupied, suffer from sewage pollution and lack in infrastructure. The urban occupation before and after the Balnearies Master Plan of 1985 has kept the same pattern: an occupation of the sand stripes, the destruction of the vegetal protection and the obstruction of the access of the population, since the sea view is a real estate commodity. "Blue Flag" is a (commercial) reaction of traders of some beaches to prove the purity of the sea water and an attempt to attract tourists, overcoming an initial general collapse of the image of the city as a whole.

(5.12) Public spaces like squares and parks are almost forgotten in Florianópolis: a city without public spaces but roads. The main project related to this item was the construction of

the Botanical Garden in Itacorubi, whose project is supposed to be concluded in 2010 and whose implantation has no planned deadline.

Obviously, the performance of these 10 items influences the performance of tourism in the city. On the one hand, tourism has counted with intensive advertising campaigns mainly commissioned by SANTUR, whose goal is to attract tourists as many as possible. On the other hand, the bad performance of water and sewage supplies as well as the transportation and roads systems has slowed down the development of this activity and caused damages to the environment, and the fact that Florianópolis was not chosen by the FIFA to be one of the host cities in 2014 reaffirms this statement. Most solutions and projects expected to be ready in 2010 were, in this year, still promises.

Finally, the results of this chapter suggest the validity of the hypothesis H1b of this research, that the city marketing campaigns tend to hide the urban performance of Florianópolis, and again of the hypothesis H1c, that such campaigns have been supported by some political and private actors who are mainly interested in the development of tourism and the real estate market in the city. Moreover, the most causes of problems and planned or adopted solutions reveal the kind of urban and tourist plannings done in Florianópolis: both activities are not done by experts but mostly by politicians. It also shows that advertising campaigns are the cheapest way to attract visitors, with the fastest return for the money invested.

Now, with a general notion about the city of Florianópolis, the contents of its advertising campaigns, the awareness and satisfaction of tourists and residents, and the performance of some of some of its urban features, it is time to check the validity of all hypotheses. This is the subject of the next part, *Conclusion*.

CONCLUSION

It is time to check the validity of the hypotheses of this research. However, it is important to recapitulate some information. The research questions were: Is there a gap between the promise and the performance of the city of Florianópolis? If so, can tourists and residents recognize it? And finally, how can this gap be demonstrated? Accordingly, the hypotheses were: (H1) yes, there seems to be a gap, since the promised city is a result (H1a) of city marketing campaigns which advertise its natural features and at the same time (H1b) hide its urban performance, (H1c) supported by some political and private actors, mainly interested in the development of tourism and the real estate market. To complete, the last answers were: (H2) yes, tourists and more intensively residents can recognize this gap and (H3) this gap can be demonstrated when the content of the promise (advertising campaigns) is compared to the performance of some of its urban aspects. Altogether, this procedure was supposed to configure a conformity assessment for cities. Last, in the case this gap was confirmed, (H4) it would indicate the practice of a “make-up urbanism”.

As a consequence, the general objective of this research was to propose a conformity assessment approach applicable to cities, whereas the specific objectives were to verify the content of the advertising campaigns about Florianópolis (self-perception), to verify the awareness of its consumers (others' perception) about the existence of this gap, and to examine the performance of some of its urban features (facts).

For this reason, several methods were needed: literature and legislation reviews, semi-structured and structured interviews with experts and inhabitants, an urban centrality development analysis, a qualitative discourse analysis of advertising material (including images), a qualitative content analysis of newspaper reports, and a questionnaire survey. Its main sources were: books, scientific articles, dissertations, laws, plans, codes, maps, official websites, statistical data, newspaper reports and advertising material like brochures, videos, maps, and newspapers' supplements.

This dissertation was divided into two main parts and in 5 chapters. *Part I: Theoretical Framework and Research Object* included the two first chapters. In the first one, *Cities for Sale*, the concept of city marketing, as well as the Brazilian practices and the applicable legislation were reviewed. Chapter 2, *Florianópolis*, presented the research object generally in terms of geography and urban aspects, urban centrality development and urban planning system. *Part II: Conformity Assessment for Cities* included the three other chapters.

Chapter 3, *Promise*, characterized the promoted image of Florianópolis, investigating the tourist planning system as well as the origins and the contents of advertising campaigns. Chapter 4, *Consumers' Satisfaction*, tested the awareness of citizens and tourists to this gap through their satisfaction degree. Thereafter, chapter 5, *Performance*, examined the efficiency of some aspects of the city of Florianópolis, starting with the political and demographic contexts to the evaluation of infrastructure and services items, implications to tourist activity and the situation of projects in 2010. In this second part, each chapter presented a different point of view about the same object: others' perception, self-perception and facts, respectively. Summing up, chapter 1 identified the research gap L1; chapter 2 identified the research gap L2; chapter 3 indicates the validity of the hypotheses H1a and H1c, chapter 4 of the hypothesis H2 and, finally, chapter 5 of the hypotheses H1b and H1c. Altogether, the hypotheses H1, H3 and H4 seem also to be valid, too.

Thus, the research first of all confirms that there is a gap between the promise and the performance of Florianópolis (Brazil). Secondly, it shows that the promised city is a result of city marketing campaigns which advertise its natural features whereas at the same time hiding its inefficient urban performance. This gap demonstrates a conflict between Island and city, i.e. between natural and built landscapes. It is supported by some political and private actors, mainly interested in the development of tourism and the real estate market in Florianópolis. Third, it also demonstrates that this gap is already recognized by tourists and, more intensively, by its residents. Although the degree of satisfaction of tourists and inhabitants about Florianópolis is high, there already seems to be a conflict between the Island and the city: on the one hand, tourists like the landscape and the natural resources of the Island of Santa Catarina which have also been explored by its advertising campaigns; on the other hand, they don't like its urban features, exactly the images they take from the city. In terms of marketing, this situation presents a very high risk of image campaign collapse.

The Hercílio Luz Bridge seems to be an appropriate symbol for this gap: it has a great potential as a tourist attraction as to improve the performance of the city in terms of mobility; however, in reality, besides its monumental and symbolic role as heritage, it has no function and represents the lack of technical and political will towards its recovery or even corruption in such instances. This bridge represents the gaps between promise and performance and between tourism and urban plannings in Florianópolis.

In addition, the present research shows that the chosen methods can work as a kind of conformity assessment for cities and tourist destinations. And last but not least, since this research validates the existence of a gap, it also indicates the practice of "make-up

urbanism". Make-up urbanism is an analogy of make-up of products at the urban level: urban propaganda and concentration of efforts to enhance the "packages" – visible, cosmetic, cheap and rapid improvement works on the city's surface and not on the "contents" –invisible, deeper, expensive and long term solution for the city real problems of the city. The governments use urban planning to embellish some parts of the city to convince tourists and citizens of the efficiency of their public administration. Urban propaganda seems to be a more appropriate term to city marketing, since it has political and ideological backgrounds, simulating a city and dissimulating its reality, using the words of Baudrillard (1983), giving legitimacy to the policies which aim at the maintenance of the social order. "Make-up" also denotes the search for reconciliation in the urban space and for consensus among the population about the importance of tourism, legitimizing any kind of policy to develop this sector.

The "black-carpet" operation for instance, one of the programs of the current mayor, Dario Berger, is a clear example of such practice. Its objective is to bring asphalt to most of the existing streets of the city but not to create new ones. Moreover, it focuses on pavement improvement and not on the invisible and expensive underground infrastructure, like sewage and pluvial drainage tubes and electricity cables. Streets cleaning, gardening, curbs painting, Christmas' decoration, parades and public concerts are other examples of "make-up urbanism" and urban propaganda, within a "*panis et circenses*" political context, in which the State of Santa Catarina already has a kind of (misleading) propaganda production tradition. Furthermore, "make-up urbanism", as for the make-up of products, is illegal according to the Brazilian Consumers' Protection and Defense Code. Producers of advertising material may claim that the right to free intellectual expression is guaranteed by the Constitution (Title I, Chapter I, Art. 5, §IX). Even so, commissioners and actors who make use of such material as propaganda should answer for their actions.

It is also necessary to clarify the limitations of this research. Firstly, the analyzed time frame was too short (only 6 months), even though it comprehended 3 months of high tourist season and 3 months of low season. Secondly, the samples of tourists and residents are non-representative. This was due to feasibility issues and the impossibility to reach tourists in a post-purchase situation, since 90% of them visit Florianópolis by car. Thirdly, answers from tourists and inhabitants are not totally impartial but biased, since they have been exposed to the contents of the campaigns and political speeches before the enquiry. For example, although tourists pointed the Hercílio Luz Bridge as the main image they take from Florianópolis, it is hard to identify in how far this fact is already a result of the advertising

campaigns. The same seems to be appropriate for residents' unanimous answers about the importance of tourism for the city's economy.

Although the practices of "make-up urbanism" seems to be clear for the case of Florianópolis, this phenomenon cannot be generalized as a Brazilian or even international tendency. This conformity assessment approach can, nevertheless, be applied to other case studies in order to verify if this definition would be valid for other contexts, too. Thus, the application of this CAC with a longer time frame analysis and representative samples in several other cities and tourist places would be the recommendation of this research for further investigations.

Nevertheless, the importance of this research lies in the attempts to fill in two disciplinary lacunas. The conformity assessment approach could fill a theoretical gap and perhaps promote changes in the consumers' defense codes including cities as subjects of such laws. Additionally, this research contributed to the creation of knowledge about Florianópolis and above all, its practical relevance lies in alerting different types of actors (politicians, urban planners, tourist planners, tourists, and residents) to the fact that the performance of Florianópolis must be improved in order to avoid the destruction of the natural beauties of the Island of Santa Catarina and, consequently, the collapse of tourism itself. Moreover, the transfer of this approach to other cities would help explaining a (common) contemporary urban phenomenon and therewith would appeal for more ethical conduct and transparency in the practices of city marketing.

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APPENDIX A

A.1. Interviews with Experts – Model A

Bauhaus-
Universität
Weimar

Part I – Your Profile

- a) Name:
- b) Position/Formation:
- c) Institution:
- d) Address:
- e) Phone:
- f) E-mail:



Part II – Tourist Planning

- 1) How is the process of tourist planning in the city of Florianópolis? Which are the phases of this process?
- 2) Who are the actors and the institutions involved in this process?
- 3) Which are the objectives of this process?
- 4) Which are the methods for its implantation?
- 5) Which are the plans (or policies) resulted from this process? (And the limitations?)
- 6) Which are the expected results? And which have been already achieved?

Part III – City Marketing

- 1) Is there an official policy of city marketing in Florianópolis? And extra-officially?
- 2) How is the process?
- 3) Who are the actors and the institutions involved in this process? And are there any publicity agencies involved in this process? Which ones?
- 4) Which are the objectives of this city marketing?
- 5) Which is the planned image for Florianópolis?
- 6) Which are the expected results? And which have been already achieved?

A.2. Interviews with Experts – Model B

Bauhaus-
Universität
Weimar



Part I – Your Profile

- a) Name:
- b) Position/Formation:
- c) Institution:
- d) Address:
- e) Phone:
- f) E-mail:

Part II – Advertising Campaigns

- 1) How is the process of creation of a city publicity, tourist or marketing campaign? Which are the phases of this process and the methods for its implantation?
- 2) How can the actual publicity campaign of the city of Florianópolis be characterized?
- 3) Which are the objectives of this campaign? Which are the slogans?
- 4) Who are the actors and the institutions involved in this process?
- 5) Which are the medias used? (TV, radio, brochures)
- 6) Which are the expected results? And which have been already achieved?

Part III – Extra Questions

- 1) What is the vinculum between the agency and the State and the Municipal Tourism Offices?
- 2) How did it happen? (History – auction?)
- 3) How can the previous campaigns be characterized?
- 4) Who were the actors and the institutions involved in this process?
- 5) Which were the expected results? And which have been achieved?

A.3. Tourists Questionnaires

Bauhaus-
Universität
Weimar



Your Profile

- a) Sex: Male Female
- b) Age (years): _____
- c) Education: Basic School High School University
- d) Origin: National International (Country: _____)
- e) Visit: First time Second time Third time More than four times
- f) Motive: Leisure Business Education Other _____
- g) Stay: Until 3 days From 3 until 7 days
 From 1 until 2 weeks From 2 week until 1 month More than 1 month
- h) Accommodation: Hotel Guest House Rented House
 Family/ Friends Other _____
- i) Transportation in the Island: Public Transportation Taxi Car Van
 Bicycle By Feet Boat Other _____

Your Trip – Introduction

- 1) Why Florianópolis?
- 2) What have you most liked during your stay in Florianópolis?
- 3) And what have you least liked?
- 4) Which image do you take from the city? Why?

About the Infrastructure of the City

- a) Water:
- Very Good Good Fair Bad Very Bad Don't Know

Comments:

b) Sewage:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

c) Electricity:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

d) Public Lighting:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

e) Security:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

f) Transportation System (vehicles, stops, frequency, lines, information and signs):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

g) Roads System (pavement, signs and traffic):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

About its Public Spaces

h) Beaches:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

i) Squares and Parks:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

Your Trip – Conclusion

5) Have you had any contact with any publicity material about Florianópolis before your trip?

Yes No

6) Which ones?

TV Newspapers Magazines Tourist Guides Brochures
 Internet Other _____

7) How would you evaluate your trip?

Very Good Good Fair Bad Very Bad Don't Know

Comments:

8) Are you planning to come back?

Yes No

Comments:

9) What for?

Leisure Business Education Other _____

Thank you very much for your attention!

A.4. Inhabitants Semi-Structured Interviews

Bauhaus-
Universität
Weimar



Your Profile

- a) Sex: Male Female
- b) Age (years): _____
- c) Education: Basic School High School University
- d) Origin: National International (Country: _____)
- e) Residence (Years): _____
- e) Residence (Zone): _____
- i) Transportation in the City: Public Transportation Taxi Car Van
 Bicycle By Feet Boat Other _____

Your City – Introduction

- 1) Why Florianópolis?
- 2) What do you most like about Florianópolis?
- 3) And what do you least like?
- 4) Which image do you have from the city? Why?

About the Infrastructure of the City

- a) Water:
- Very Good Good Fair Bad Very Bad Don't Know

Comments:

- b) Sewage (collection and treatment):

- Very Good Good Fair Bad Very Bad Don't Know

Comments:

c) Drainage System:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

d) Waste System (collection and treatment):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

e) Electricity:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

f) Public Housing:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

About its Public Services

g) Public Lighting:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

h) Security:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

i) Transportation System (vehicles, stops, frequency, lines, information and signs):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

About its Public Spaces

j) Roads System (pavement, signs and traffic):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

k) Beaches:

Very Good Good Fair Bad Very Bad Don't Know

Comments:

l) Squares and Parks (quantity and quality):

Very Good Good Fair Bad Very Bad Don't Know

Comments:

Your City – Conclusion

5) Have you ever had any contact with any publicity material about Florianópolis?

Yes No

6) Which ones?

TV Newspapers Magazines Tourist Guides Brochures
 Internet Other _____

7) In general, how would you evaluate your city?

Very Good Good Fair Bad Very Bad Don't Know

Comments:

8) Do you think the tourism is important to Florianópolis?

Yes No

Comments:

9) How would you foresee the future urban development of Florianópolis?

Very Good Good Fair Bad Very Bad Don't Know

Comments:

Thank you very much for your attention!

APPENDIX B

B.1. Research Documents

SPSS Purchase Receipt

www.fachbuchwelt.de

Käufer:
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Artikel	Menge	Einzelpreis	Gesamtpreis
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		Zwischensumme	65,90 EUR
		Versandkosten	3,00 EUR
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B.2. Interviews

Bauhaus-
Universität
Weimar



Parte I – O Seu Perfil

Nome do Entrevistado: Valdir Rubes Walendowsky

Cargo/Formação: Diretor de Marketing

Instituição: SANTUR – Órgão Oficial de Turismo

Endereço: Rua Felipe Schmidt, 249 - 9º andar, CEP: 88010-902, Florianópolis/SC Fone: 55 48 3212-6300 - Fax: 55 48 3222-1145

E-mail: santur@santur.sc.gov.br / dimark@santur.sc.gov.br

Parte II – O Planejamento Turístico

1) Como se dá o processo de planejamento turístico do Estado de Santa Catarina?

R. O planejamento do turismo no estado foi executado através de consultoria contratada, sendo que foi elaborado envolvendo as áreas de cultura e esporte sendo denominado de PDIL- Plano de Desenvolvimento Integrado do Lazer.

2) Quais os atores e instituições envolvidos neste processo?

R. Toda a cadeia produtiva do turismo tais como: ABIH, ABRASEL, ABEOC, ABAV, Conventions Bureau, Sindectur, Prefeituras, Faculdades de Turismo, Secretarias de Desenvolvimento Regionais, Secretarias de Turismo, Instituições Culturais e ambientais.

3) Quais as etapas deste processo?

Elaboração de questionários, reuniões de planejamento, elaboração de relatórios, priorização e hierarquização das ações.

4) Quais os planos (ou políticas) derivados deste processo?

R. Favor acessar o site www.sol.sc.gov.br PDIL

5) Quais os objetivos destes planos?

R. Identificar projetos e ações para o desenvolvimento, fortalecimento do turismo no Estado. Formatação de novos produtos, qualificação da mão de obra, definição de investimentos em infraestrutura e atração de turistas durante o ano todo para as nove regiões Turísticas de Santa Catarina.

6) Quais os métodos utilizados para a sua implantação?

R. Após a definição os projetos são priorizados pelos Conselhos de Desenvolvimento Regional existentes em cada Secretaria de Desenvolvimento Regional, usando recursos do FUNTURISMO, do orçamento do Estado e também do Ministério do Turismo.

7) Quais os resultados esperados? E quais os resultados já obtidos?

R. Esperamos atrair turistas durante o ano todo em todas as regiões, diminuindo a sazonalidade, gerando emprego e renda. O fluxo de turistas vem aumentando a cada ano, temos novos produtos formatados e a mão de obra cada vez mais qualificada. Também esperamos atrair mais empreendimentos turísticos para Santa Catarina.

Parte III – O Marketing Turístico

- 8) *Existe uma política oficial de Marketing para o Estado de Santa Catarina? E extra-oficial?*
- 9) *Como se dá este processo?*
- 10) *Quais os atores e instituições envolvidos neste processo?*
- 11) *Existem agências de publicidade envolvidas? Quais?*
- 12) *Quais são os objetivos deste Marketing? Que imagem se projeta para o Estado?*
- 13) *Quais os métodos utilizados para a sua implantação?*
- 14) *Quais os resultados esperados? E quais os resultados já obtidos?*

8 – *A Política de Marketing Turístico está definida no plano 15, plano de ação do atual governo.*

9 – *A Política de Marketing Turístico do Estado de Santa Catarina é executada pela SANTUR – Santa Catarina Turismo S.A., Órgão Oficial de Turismo do Estado, vinculada a Secretaria de Estado da Cultura, Turismo e Esporte.*

10 – *Secretarias Municipais de Turismo, Entidades de Classe e “trade” Turístico Estadual.*

11 – *A Agência de Publicidade oficial é a ONE W.G.*

12 – *O Estado é promovido com foco em sua diversidade geográfica, étnica, cultural e gastronômico e em seus diversos segmentos existentes em relação aos atrativos turísticos.*

13 – *Diversas ações são implementadas, dentre elas destacam-se:*

- *Produção de material promocional do Estado de Santa Catarina (guias, revistas, folhetos, mapas turísticos, banners, folders, show cases, posters, vídeos, CD Roms, DVDs, etc...);*
- *Produção de campanhas promocionais e anúncios comerciais do produto turístico catarinense, na mídia dos principais mercados emissores do país e do exterior;*
- *Realização de Workshops (Encontros Comerciais) entre empresários catarinenses, operadoras e agências de viagens dos principais mercados emissores do país e do exterior;*
- *Participação em eventos (Feiras de Turismo) dirigidas à operadoras e Agências de Viagens dos principais mercados emissores do país e do exterior;*
- *Participação em eventos com grande concentração de público, nos principais mercados emissores do país;*
- *Realização de “Fam Tours” com jornalistas e agentes de viagens dos principais mercados emissores do país e do exterior;*
- *Apoio aos Convention & Visitors Bureaux instalados no Estado, para captação de eventos;*
- *Produção e divulgação do calendário de Eventos do Estado de Santa Catarina;*
- *Apoio institucional e financeiro aos principais eventos turísticos realizados no Estado;*
- *Ativação de escritórios de representação em Porto Alegre, São Paulo e Brasília (Casas de Santa Catarina);*
- *Seminários para capacitação de agentes de viagens no mercado nacional e internacional;*
- *Desenvolvimento e constante atualização de um site com alta tecnologia (Portal Oficial do Turismo Catarinense) sustentado numa política e-marketing;*

- *Desenvolvimento de novos produtos turísticos;*
- *Desenvolvimento de novos roteiros;*
- *Receptivo aos navios de cruzeiros que aportam em Santa Catarina.*

14 – Os resultados obtidos com a política de marketing turístico do Estado, proporcionam o aumento do fluxo de turistas que demandam a Santa Catarina, como comprova o Estudo da Demanda Turística, que a SANTUR realiza anualmente e que pode ser verificado no site: www.santur.sc.gov.br.

Parte I – O Seu Perfil

- a) Nome: Roberto Torres
- b) Posição/Formação: Diretor de Atendimento
- c) Instituição: OneWG Multicomunicação
- d) Endereço: Rod SC 401 – Km 05 – nº 4850 – Unid30
- e) Fone: 48 - 3953-4500
- f) E-mail: beto@onewg.com.br



Parte II – A Campanha Publicitária

- 1) *Como é o processo de criação de uma campanha de city marketing ou marketing turístico? Quais são as fases deste processo e os métodos para a sua implantação?*

O processo de criação de uma campanha turística segue basicamente o mesmo processo de desenvolvimento de qualquer produto.

Inicialmente vem a fase de levantamento de dados e informações sobre o produto/equipamento turístico foco da campanha. Tabela Swat, pontos fortes e fracos, análise da concorrência (outras cidades, estados ou países), comparação entre os principais concorrentes e avaliação dos diferenciais competitivos e fraquezas, determinação do target a ser atingido e pesquisa sobre seus hábitos de entretenimento e viagem (desde como se faz a escolha do destino, passando pelas expectativas e sonhos a serem realizados), quais os meios de contato que este consumidor tem com a mídia, relações do destino com o trade turístico (será que este destino está sendo oferecido e porque?), etc..

A partir deste emaranhado de informações desenhamos a estratégia e o planejamento estratégico. Onde, quando e como agir para cada público, em cada meio de comunicação, em cada tipo de contato.

Depois que este planejamento demonstrou o caminho a ser seguido, só então, partimos para a criação efetiva da campanha.

Os principais meios de captação de informações são as pesquisas especializadas (quantitativas e qualitativas), o ministério de turismo, os Conventions Bureaus, os órgãos estaduais de turismo e o trade turístico (associações de hotelaria, bares e restaurantes, etc...)

- 2) *Como pode ser caracterizada a campanha publicitária promovida pela One W.G. para o estado de Santa Catarina, em especial, para o município de Florianópolis?*

As campanhas concebidas para o turismo catarinense sempre tiveram como objetivos primários aumentar o número de turistas vindos de outros estados e países; mas também o foco em aumentar o turismo pelos catarinenses dentro do Estado de Santa Catarina, ou seja, do turismo regional. Levar o morador da serra para o litoral e vice-versa.

Nosso foco sempre foi o estado e suas macro-regiões turísticas. Usando para tanto suas principais cidades, praias, atrações esportivas e radicais, gastronomia, serra e aparelhos de alto padrão.

Nesta caminhada nunca focamos especificamente em uma cidade ou região. Portanto, em nossas campanhas não trabalhamos uma característica especial para o município de Florianópolis.

Entretanto, temos um cliente que é um dos mais importantes e luxuosos destinos turísticos do Brasil. Jurerê Internacional. Que fica em Florianópolis, mas que tem sua campanha própria, descolada da cidade.

3) *Quais eram os objetivos desta campanha? Quais os slogans?*

São diversas campanhas feitas para o estado em aproximadamente sete anos de atendimento da conta da Santur. Os objetivos sempre foram os mesmos, mostrar que Santa Catarina tem opções de turismo para o ano todo e para todo o tipo de turista. Que tem aparelhos turísticos de alto padrão prontos para receber este turista exigente e um povo amigável que adora receber visitas em casa.

Cito alguns slogans usados:

Santa Catarina. Os melhores lugares do mundo são assim

Santa Catarina. Tem tudo isso e muito mais.

Santa e Bela Catarina. Turismo e lazer o ano inteiro

4) *Quais eram os atores e as instituições envolvidas neste processo?*

Dependia de cada campanha e de cada objetivo. Já usamos o Guga, Cristiana Oliveira, Teco Padaratz, Cacá Diegues, Fernando Scherer, Mariana Weickert, Pedro Paulo Diniz, entre outros.

Toda a campanha sempre era trabalhada em conjunto o trade turístico, importante ferramenta de fomento e impulsão do turismo. Junto com os Conventions & Visitors Bureau de cada região e a Sindetur potencializávamos as campanhas em todas as regiões do estado.

5) *Quais as meios de comunicação utilizados? (TV, rádio, brochuras?)*

Depende de cada tipo de campanha. Mas em termos gerais podemos dizer que:

- Campanhas nacionais ou regionais: Uso de TV, TV cabo, Rádios, Jornais, Revistas especializadas em turismo, revistas de entretenimento, revistas de bordo, muito material para o trade turístico, materiais promocionais para feiras, ações promocionais diferenciadas (como colocar um aplique gigante na ponte Rio-Niterói ou empenas gigantes com bonecos pendurados praticando esportes radicais nos prédios de São Paulo)

- Campanhas interacionais: Revistas Especializadas em Turismo (as mais importantes de cada país target), Revistas de bordo das empresas estrangeiras, brindes, sacolas, livros e materiais promocionais para as principais feiras de turismo do mundo e mídia aeroportuária.

No caso das ações internacionais vale ressaltar a importância das feiras e dos acordos com as grandes operadoras. Sem estes acordos não seria possível a parada de transatlânticos no estado ou a venda de pacotes turísticos em outros países.

6) *Quais eram os resultados esperados? E quais foram alcançados?*

Os resultados sempre foram o aumento do turismo no estado de Santa Catarina e o aumento do turismo em todas as regiões do estado, não somente no litoral.

Os resultados obtidos foram surpreendentes. Em 2003, antes das campanha da OneWG, cerca de 2,1 milhões de turistas visitavam Santa Catarina. Em 2007, após as ações e campanhas desenvolvidas, este número pulou para 2,94 milhões. Ou sejam, 40% de incremento.

7) *Qual é (era) o vínculo entre a agência e o governo estadual (SOL, Santur, Setur?)?*

No caso do turismo catarinense, a agência desenvolveu a maioria das campanhas através da Santur, que é um organismo mais técnico e especializado e que não atendemos mais, mas continua criando ações para o desenvolvimento do turismo regional através da Secretaria de Estado de Turismo, Cultura e Esporte (SOL).

8) *Como aconteceu o contato? (licitação, indicação?)*

Licitação Pública. Tanto para atender a conta da Santur como da Secretaria de Turismo. Vale explicar que, apesar da Santur responder à Secretaria de Turismo, as licitações de suas contas são independentes e suas verbas publicitárias são claramente definidas por órgão.



Parte I – O Seu Perfil

- a) Nome: *Fernando Gondran Carvalho da Silva*
- b) Posição/Formação: *Engenheiro*
- c) Instituição: *CASAN*
- d) Endereço:
- e) Fone:
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Parte II – Água

1) Como é feito abastecimento de água no município de Florianópolis?

O município é subdividido em bacias, sendo estas abastecidas por fontes próprias. A principal fonte vem do continente, barragem do rio pilões, abastecendo a região continental e o centro de Florianópolis. Há tb outras bacias, como no norte da Ilha, abastecida por poços; sul da ilha, abastecido pela água captada na lagoa do Peri.

Nos últimos anos houve um esforço em conectar essas bacias por uma rede de adutoras e reservatórios, constituindo o sistema integrado de abastecimento de água, com o objetivo principal de suprir a alta demanda das bacias norte e sul na alta estação.

2) Qual é o percentual do município abastecido por este serviço?

Grande parte da ilha, quase sua totalidade, possui abastecimento de água, ficando de fora apenas nos locais realmente isolados.

3) Quais são os seus problemas?

Equipamentos antigos, infraestrutura mal cuidada e administrada, desperdício de recursos, utilização para fins políticos

4) Existem áreas mais abastecidas que outras? Quais?

Na alta estação ainda ocorre falta de água nas praias.

5) Existem planos para a sua melhoria? Quais?

Alem da implantação do sistema integrado, há tb projetos para levar água a população carente que vive nos morros.

6) Quando e como serão implantados?

Alguns já devem estar prontos, como o projeto do maciço do morro da cruz, onde a pressão da rede foi aumentada pela instalação de boosters automáticos.

7) *Existe uma disponibilidade financeira suficiente? (Qual a origem?)*

Não, mas muitos projetos receberam dinheiro do PAC, e de instituições estrangeiras. (JBIC – banco japonês)

8) *Quais são os atores e as outras instituições envolvidas neste processo?*

9) *Quais são os resultados esperados? E quais já foram alcançados?*

Parte III – Esgoto

1) *Como é feita coleta e o tratamento dos esgotos no município de Florianópolis?*

O sistema é tb dividido em inúmeras bacias, sendo depois tratados nas ETEs.

2) *Qual é o percentual do município abastecido por este serviço?*

Contando com os últimos projetos, já deve ter quase 50% de atendimento

3) *Quais são os seus problemas?*

Falta de planejamento das cidades, mudanças no plano diretor, relevo acidentado, pressões políticas

4) *Existem áreas mais abastecidas que outras? Quais?*

5) *Existem planos para a sua melhoria? Quais?*

6) *Quando e como serão implantados?*

7) *Existe uma disponibilidade financeira suficiente? (Qual a origem?)*

8) *Quais são os atores e as outras instituições envolvidas neste processo?*

9) *Quais são os resultados esperados? E quais já foram alcançados?*



Parte I – O Seu Perfil

- a) Nome: *Wilson R. Cancian Lopes e Flavia G. Orofino*
- b) Posição/Formação: *Gerente Assessoria Técnica – Eng. Mecânico, e Assessoria Técnica - Eng. Sanitarista*
- c) Instituição: *Companhia Melhoramentos da Capital - COMCAP*
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Parte II – A Coleta do Lixo

1) Como é feita a coleta de lixo no município de Florianópolis?

A limpeza pública é de responsabilidade da prefeitura e é realizada pela Comcap (Companhia Melhoramentos da Capital), empresa de economia mista municipal. O sistema de coleta de lixo atende 95% dos moradores da cidade.

Coleta Convencional

- 1. Realizada porta a porta, através de coletores compactadores, com capacidade de 10/15 e 18 m³. Obs. Todos os coletores compactadores possuem lifter para coleta de containers.*
- 2. Realizada com Microtratores em áreas de difícil acesso.*

Coleta Seletiva (Coleta Diferenciada)

Através de caminhões com carreceria tipo baú, realizada porta a porta. Ação intensa de catadores e outros sem contabilização oficial.

Coleta de Materiais Volumosos

Através de caminhões caçambas executada um vez ao ano em todos os bairros do município.

2) Qual é o percentual do município abastecido por este serviço? Quais as localidades atendidas?

Lixo coletado misturado – Coleta Convencional: atinge 95% com coleta porta a porta os demais 5% são atendidos com lixeiras comunitárias e multirão de limpeza.

Coleta seletiva em Florianópolis ocorre 01 vez por semana na maioria dos bairros e duas vezes por semana nos bairros Santa Mônica, Jardim Anchieta, Córrego Grande e Estreito - atendendo 90% dos bairros e 87% da população do Município de Florianópolis.

Paralelamente à atuação da Comcap, é intensa a ação dos catadores de materiais recicláveis. Por mês, são recolhidas 1,2 mil toneladas de materiais recicláveis na Capital, somada a coleta seletiva da Comcap e o resultado dos catadores organizados no Centro e daqueles que atuam isoladamente nos bairros.

3) Quais são os seus problemas?

- Ruas sem condições de trafego para os caminhões de coleta:*
 - Ruas sem saída ou estreitas.*

- *Congestionamento no verão.*
 - *Lixo colocado fora do dia e horário da coleta.*
 - *Lixeiras inadequadas.*
 - *Distância dos pólos geradores ao Centro de Transferência.*
 - *Divulgação dos serviços e conscientização da população.*
- 4) *Quais são os planos para a sua melhoria?*
1. *Solicitação para a Câmara de Vereadores não oficializar ruas onde os caminhões não possam trafegar.*
 2. *Lei n.º 113/2003, que estabelece que a partir de abril de 2008, que todos os condomínios deverão possuir obrigatoriamente contentores (containers) para apresentar o lixo para a coleta.*
 3. *Esta sendo preparado a reedição do livro – Considerando Mais o Lixo, para conscientização na participação da Coleta Seletiva. Além de panfletos educacionais.*
 4. *Projetos e Plano Piloto de coleta de materiais orgânicos para a compostagem.*
 5. *Construção de uma unidade de transbordo na região Norte da Ilha.*
 6. *Renovação e ampliação da Frota de caminhões coletores.*
- 5) *Quais são os métodos para a sua implantação?*
- *Projetos*
 - *Captação de Recursos junto aos órgãos federais*
 - *Convencimento dos administradores públicos.*
 - *Divulgação e conscientização do público alvo.*
- 6) *A disponibilidade financeira é suficiente? Qual a sua origem? E qual exatamente é a quantia?*
- *Recursos disponibilizados pelo governo federal. Ministérios das Cidades – Secretaria Nacional de Saneamento.*
 - *Orçamento do próprio Ministério e Financiamento através do tesouro Nacional dos Recursos do Fundo de Garantia do trabalhador – FGTS.*
 - *Financiamentos 2007/2008:*
 - *Já contemplado – Ministério das Cidades/Saúde – FUNASA – 985.000,00*
 - *Em andamento – Fundo Municipal de Saneamento – 3.000.000,00*
 - *Em andamento – Ministério das Cidades/Secretaria do Tesouro Nacional – Financiamento através do FGTS – 7.200.000,00*
- 7) *Quais são os atores e as instituições envolvidas neste processo?*
- *Engenheiros da Assessoria Técnica da Comcap.*
 - *Economista do Dep. Administrativo da Comcap.*
 - *Jornalista da Comcap.*
 - *Técnicos da Secretaria de Habitação e Saneamento.*
 - *Técnicos do Instituto de Planejamento Urbano.*
- 8) *Quais são os resultados esperados? Em que localidades? E quais já foram alcançados?*
- *Redução dos custos de Transporte.*

- *Melhoria na qualidade do Atendimento.*
- *Redução do tempo do lixo exposto nas ruas.*
- *Conscientização da população quanto ao seu papel como gerador de resíduos.*
- *Redução da quantidade de resíduos enviados ao Aterro Sanitário.*
- *Os projetos atendem a todo o Município.*
- *A mensuração de resultado deve ser a partir de 2009.*

Parte III – O Tratamento do Lixo

1) Como é feito o tratamento de lixo no município de Florianópolis? Quais as técnicas utilizadas?

Todo o lixo coletado de forma misturado é levado até o Centro de Transferência de Resíduos Sólidos (CTReS), no bairro do Itacorubi, de onde segue para o aterro sanitário localizado no município de Biguaçu, distante 45km, de propriedade privada. O serviço de transporte e aterramento é pago pelo município, à razão de 78 R\$/tonelada.

Os materiais recicláveis da coleta seletiva são doados pela Comcap para associações de catadores.

O lixo pesado (volumoso – sofás, geladeiras, fogões, etc...) é levado para o Aterro de Inertes da Comcap, localizado no Bairro Saco Grande.

2) Qual é o percentual do município abastecido por este serviço? Quais as localidades atendidas e por quais técnicas?

- 100 % dos resíduos coletados de forma convencional são levados para tratamento no Aterro Sanitário.

- Os resíduos coletados de forma seletiva são levados para triagem em três Associações de Recicladores, formados por catadores e/ou população de baixa renda.

3) Quais são os seus problemas?

A cidade de Florianópolis, devido estar situada em uma ilha, com grandes áreas de Preservação Permanente e sua urbanização realizada de forma acelerada nos últimos anos, possui poucas áreas disponíveis para o tratamento dos resíduos, construção de galpões para se realizar a triagem dos materiais seletivos e implantar centros de compostagem.

4) Quais são os planos para a sua melhoria?

Estabelecer dentro do novo Plano Diretor Participativo, em elaboração, a garantia de áreas de saneamento (ASE).

Estabelecer dentro destas áreas Centrais de Compostagem para os resíduos orgânicos, centros de transferência e galpões de triagem do lixo seletivo.

5) Quais são os métodos para a sua implantação?

- Participação efetiva de técnicos da Comcap junto da equipe do IPUF – Instituto de Planejamento, que trabalha na elaboração do novo plano.

- Projetos e convencimento dos poderes públicos e privados da necessidade de redução dos materiais enviados para o Aterro Sanitário.

6) A disponibilidade financeira é suficiente? Qual a sua origem? E qual exatamente é a quantia?

- A disponibilidade financeira somente junto aos órgãos federais.

- O grande problema é a disponibilidade de áreas públicas para implantação dos projetos.

Os valores citados na parte I são também para investimento em tratamento – Compostagem e Reciclagem.

7) Quais são os atores e as instituições envolvidas neste processo?

- Engenheiros – Comcap;

- Arquitetos – IPUF;

- Professores – UFSC

8) Quais são os resultados esperados? Em que localidades? E quais já foram alcançados?

- Redução dos quantitativos enviados para o Aterro Sanitário;

- Redução dos valores pagos a empresa proprietária.

B.3. Transcription of Interviews

Bauhaus-
Universität
Weimar



Parte I – O Seu Perfil

- a) Nome: Ildo Raimundo da Rosa
- b) Posição/Formação: Diretor-Presidente
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Parte II – O Planejamento Urbano

O IPUF está buscando por soluções em cidades da Europa, por exemplo, como a implantação de um sistema de ciclovias e estuda a possibilidade de usar PPP para a implantação destes projetos.

Fala do novo plano diretor, que deve estar de acordo com as expectativas da população e dá o exemplo do elevador de Capoeiras, como um equívoco do planejamento urbano, alvo de críticas. Diz que o importante é se ter um diagnóstico preciso da situação da Ilha, coisa que ainda não foi feita. Explica que o município possui uma planta base cartográfica totalmente superada, e que o IPUF vem se esforçando para atualizá-la desde 2006, ano que ele assumiu a diretoria desta instituição.

“Essa base cartográfica de 1997 do distrito sede, totalmente analógica e distorcida, gerou muitas ações judiciais. O instituto tem se concentrado nessa atualização como uma ferramenta para atualizar também o cadastro fiscal da prefeitura e cobrança do IPTU. Para isso, uma empresa foi contratada através de um consórcio para executar essa atualização usando GPS.”

“Essa nova base cartográfica será usada para verificar o zoneamento das áreas de preservação, principalmente da parte insular, que corresponde a quase 70% do território da Ilha. Assim, o espaço para crescer fica limitado a cerca de 20%, descartando-se as ruas. Para Rosa, é preciso trabalhar com novos conceitos, como a capacidade de carga, estudos de impacto de vizinhança... Nós não podemos ficar só no uso e parcelamento do solo, que é a ferramenta usada nos planos diretores tradicionais. Os estudos de viabilidade estão longe de serem eficazes, como propostos pelo Estatuto da Cidade. O estudo dos pólos geradores de tráfego são muito tênues... e aí nós vemos que Florianópolis é a única capital de estado onde as ferramentas do Estatuto da Cidade ainda não foram regulamentadas. Não existem leis, por exemplo, que contemplem habitações de baixa renda. Então o quê que se fez? Se sublimou... não tem lei? Não tem baixa renda. Só que nós temos 62 bolsões de pobreza. Situações que não são atuais, são históricas.”

Explica o projeto de regulamentação do Maciço do Morro da Cruz e a lista de prioridades da Secretaria de Habitação na época do PAC. E a ministra, apesar de ser de outro partido (PT), enquanto que o prefeito na época era do PSDB, de forma lúcida concedeu recursos para esse projeto.

“O projeto é composto por 17 sub-projetos, incluindo o do Morro do Mocotó, e a participação da população dá legitimidade e fiscaliza o emprego dos recursos. Além disso, existem medidas que não se resumem ao espaço construído: o título de propriedade significa, por exemplo, crédito para os moradores. Essa pessoa passa a ter um endereço certo e a a partir daí nós podemos pensar em regularizar a rua, regularizar o bairro, então aí já se começa a tentar combater a informalidade. Ou seja, de uma iniciativa imaterial, um papel, já se começa a resolver questões cruciais.”

Fala do projeto Reserva da Biosfera em ambiente urbano, que faz uso de uma divisão de núcleos de preservação, áreas de transição e áreas urbanizáveis. Esse conceito tem sido usado em Florianópolis no Parque do Maciço do Morro da Cruz, criando uma área intermediária APL fundamental para a delimitação da APP. Essa base tem sido considerada no novo plano diretor.

“A grande dificuldade da elaboração deste plano diretor participativo é a falta de cultura participativa do Brasil: o poder por muitos anos não foi sequer representativo: sufrágio universal já foi uma conquista. Agora falar em protagonismo, em participação efetiva... aí já é demais. O brasileiro é muito comodista. Mas esse problema nós conseguimos resolver em parte. Nós temos mais de duas mil pessoas discutindo o plano diretor. A diversificação dos olhares sobre a cidade é algo interessantíssimo. Mas por outro lado, existe uma dominação pelas elites, que faz parte da cultura brasileira, e elas têm outro tempo.”

“Tu nem imaginas o problema que vai ser esse zoneamento ambiental... nós compusemos a nova planta cartográfica. O primeiro passo é jogar toda a legislação federal e estadual em cima dessa planta. (...) O nosso trabalho aqui... tu imaginas, um órgão que tem 30 anos, que nunca fez um concurso público... o pessoal que foi contratado na época foi baseado em impressões e favorecimento, essa é a verdade, e acostumado a uma dinâmica de trabalho diferente, por que o que menos se fazia aqui era planejar. Porque a burocracia, a cultura burocrática dos município brasileiros é uma coisa superada, arcaica. E aqui, por exemplo, um estudo de viabilidade perante a SUSP demora... depende do parecer do servidor. Agora, nós estamos falando em pegar o geoprocessamento, colocar os planos dentro e você mesmo poder verificar a viabilidade em tempo real, da tua casa, do teu terreno e acabou. Por que aí nós vamos acabar com um sistema que está implantado, que é essa cultura do favorecimento, do jeitinho, que é muito brasileira. (...) Nós chegamos ao cúmulo de termos um sistema de regularização, principalmente de estabelecimentos comerciais e médicos... o único lugar do Brasil que adota o sistema de alvará ex-offício é Florianópolis. Primeiro que não é alvará; e segundo que o ex-offício tem um fator gerador de natureza tributária, servindo com um habite-se. Então a pessoa tem um comércio e esse comércio tem que sujeitar ao plano diretor.... acontece que aqui ninguém faz isso. O cara vai lá na receita, diz que tem um estabelecimento, a receita entende isso como um fato criador de natureza tributária, emite um registro, ele pega aquilo, emoldura, bota na loja e o fical chega e ele mostra o quadro. Aí você se surpreende: existem alguns casos, como o Colégio Energia na Rua João Pio Duarte e Silva no Córrego Grande. Aquele colégio mata a rua inteira. (...) Agora pergunta o que aconteceu com Energia, pergunta como é que ele funciona: de acordo com o plano diretor, ele teria que ter acessibilidade, vagas de garagem (...) Nós temos cerca de 24.000 estabelecimentos comerciais funcionando hoje na Capital, dos quais 18.000 funcionam extra-offício. Agora nós encaminhamos um projeto para a Câmara, propondo que isso acabe, colocando-se algumas condicionante para que se possa regularizar esses estabelecimentos, (...) para estancar o processo. Porque esse processo hoje já supera e muito o processo oficial. Um exemplo concreto é o Shopping Iguatemi: 85% das lojas têm alvará ex-offício, porque o contador recomendou que seria mais barato e rápido fazê-lo assim. Isso significa que em pouco tempo nós teremos 100% dos estabelecimentos funcionando ex-offício, ou seja, teremos 100% da cidade funcionando de maneira errada, irregular. (...) Esse é um traço comum entre as cidades do terceiro mundo: elas têm um diagnóstico preciso mas se sentem impotentes para enfrentá-lo... é essa a sensação que eu tenho hoje, a mais absoluta impotência... um órgão sucateado, um órgão que está tentando sobreviver a partir de uma

perspectiva inovadora, mas que raramente isso se reflete na vontade política, porque na hora que vai para o gestor, a visão do gestor é de curto prazo. A visão do gestor é o que ele vai inaugurar, é onde ele vai botar placa, porque ele já está pensando no próximo mandato. E isso aí é mortal. Nós temos que traçar uma perspectiva de cidade para os próximos 20 anos, 30 anos.”

“O IPUF não tinha computadores para trabalhar com programas de CAD. O Macrostation, que é uma coisa já superada, aqui era o máximo. (...) do Macrostation nós partimos para o CAD, por causa do geoprocessamento, que os técnico não sabiam manejar. Então aqui em 2003 se recebeu um geoprocessamento caríssimo e simplesmente não se conferiu se era correto ou não. (...) E a prefeita, pra não se incomodar, compartimentou... quando alguém solicitava um documento, ela dizia que não podia fornecer e que aquilo era material da prefeitura e que custava muito caro... porque se você batesse um GPS e fosse conferir, ia ver que aquilo tava errado.”

O objetivo do geoprocessamento é solucionar conflitos urbanos, por meio de uma limitação clara entre as áreas ou zonas urbanas, facilitando as decisões judiciais, independentemente de pareceres que podem dar margem a facilidades pessoais. A indefinição e a imprecisão atuais das áreas de preservação têm favorecido as ocupações irregulares e posteriores legalizações.

“Eu estou lutando para que o órgão de planejamento consiga a sua autonomia, porque as pressões são muito fortes. Eu tive sorte porque a minha porta não foi política, então eu ocupo o cargo dentro de uma visão mais técnica e mais de trabalho e de resultado. Porque se eu tivesse essa composição política que historicamente se fez do IPUF, isso seria trágico, porque o quê que acontece quase que diariamente? O prefeito assume um compromisso com um bairro qualquer, vem pra cá e a gente vê que não tem como fazer nada ali, porque todas as condicionantes ambientais e de ocupação não foram levadas em conta, aí você tem que dar um parecer contrário.”

“A comunicação entre o IPUF e as outras secretarias é muito ruim. O IPUF não é um órgão de fiscalização. Não existem fiscais do IPUF, assim como o órgão responsável pelo patrimônio histórico. Nós temos cerca de 600 bens tombados como patrimônio histórico municipal. E isso tudo tem que ser protegido com ferramentas totalmente inadequadas (...) o que se pode oferecer a um proprietário para que ele preserve um edifício histórico num contexto de boom imobiliário de Florianópolis? Nós temos a lei de índice construtivo (...) que tem gerado diferentes alturas em regiões de mesmo zoneamento, o que é uma vergonha, assim como as modificações pontuais de zoneamento e a Beira-Mar é um exemplo claro disso. O índice construtivo, um crédito, é uma deformação da transmissão do direito de construir. Isso é uma vergonha. Não existe nem controle, e nós estamos aplicando isso há 15 anos em Florianópolis.”

“Nós temos um trabalho em conjunto, sim, com a Secretaria de Habitação. Todos os planos dessa secretaria devem ser rebatidos no IPUF. Só que com o tempo, a burocracia e o sucateamento do IPUF, atrapalham bastante.”

O Itacorubi é uma grande preocupação do IPUF, e por isso é que foi proposto o defeso, como uma “medida rápida, cuja intenção era estancar o processo de degradação de 8 bairros que são os cruciais da cidade (...) os grandes empregadores estão todos concentrados ali na região e os grandes biomas, as grandes necessidades da área ambiental também estão ali! E tudo o que realmente tem que ser preservado. (...) a mobilidade é totalmente incompatível com a Capital. O crescimento da frota é o dobro do crescimento vegetativo. (...) Os índices de motorização da Capital são talvez os mais elevados da América Latina. E isso sem contar a frota sazonal, que vem na temporada.”

“A questão da violência é realmente preocupante.”

“Florianópolis não tem um hospital decente. Oxalá tu não precises!”

“O centro administrativo da Capital não existe, porque desde a década de 70 que os maiores investimentos da cidade têm sido feitos no sistema viário: viadutos, pontes... para a União sobram recursos, para os municípios não tem nada. E a classe política brasileira é podre.”

“Compusemos um núcleo gestor, da forma mais democrática possível, incorporamos a base territorial, que são 13 distritos, e a partir daí definimos a metodologia. E a metodologia se deu em duas grandes etapas: na primeira etapa nós definimos 3 eixos básicos – sustentabilidade alavancada na mobilidade urbana, no meio ambiente e no saneamento básico – o parcelamento e o ordenamento do solo devem ser adaptadas às essas questões. A partir daí nós traçamos diretrizes. Percebemos que nos núcleos dos distritos havia demandas de curto, médio e longo prazo, e diretrizes. Para que as diretrizes pudessem ser sistematizadas, nós compusemos oficinas de trabalho, cada uma delas com um técnico do IPUF orientando. As oficinas era compostas por representantes da sociedade civil. Uma primeira leitura das demandas e sistematização das diretrizes para o macro-zoneamento deverá ser feita em julho de 2008, em uma audiência pública municipal para homologá-las e discutir outras diretrizes, aquelas que transcendem a realidade do distrito, que é a segunda etapa do processo. (...) Esse é o processo de estudo, de trabalho... agora, nós trabalhamos com uma geopolítica que é a legal, mas não é a real. Nós temos hoje 12 distritos na Capital, essa é a geopolítica oficial... Nós desmembramos o distrito sede entre a parte insular e a parte continental, então temos 13 (...) e formamos 5 grandes bases (Norte, Sul, Leste, Centro e Continente) e em cada uma nós colocamos uma secretária, equipamentos de ponta, computador, acesso ao IPUF, estagiários... então formamos as 5 bases e cada núcleo distrital tem uma base, que são espaços de discussão da população, da participação. A idéia é que o processo não se extinga com o plano diretor, com a Criação do Conselho da Cidade, previsto na Lei e que até agora ainda não foi criado em Florianópolis, que é uma ferramenta de execução. (...) As futuras modificações ao plano diretor, depois de aprovado, deverão ser aprovadas por este conselho. Do contrário, este plano será alterado rapidamente. Aliás, o plano atual sofreu 420 modificações. (...) O de 85, dos Balneários, foi mais modificado ainda.”

“Os projetos serão desenvolvidos por PPPs. Os projetos até existem, mas o problema é a execução e a manutenção. Os espaços públicos de Florianópolis são vistos de uma maneira totalmente depreciada. As pessoas não têm a noção do espaço público como um espaço comum. As ruas são pistas de rolamento, não são áreas de encontro. Então nós estamos fazendo um projeto de orla... a borda nossa é muito mal tratada. Os nossos espaços mais nobres foram totalmente deformados. Quando tu pegas um governo que propõe uma usina de tratamento de esgoto na cabeceira de uma ponte, que é a entrada da cidade, qual foi o conceito que ele teve do aterro e da orla? O pior possível! Se tu fazes aquele trambolho do Centro Sul e não pões uma janela com vista para o mar, qual foi o conceito que ele teve de borda? Qual foi o sentido? Uma pessoa pode ir num evento no Centro Sul ou no Cacupé e vai ser a mesma coisa! (...) Então isso demonstra claramente que a gente tem que avançar em cima de conceitos que te tragam uma nova visão, uma nova leitura de cidade. E isso é cultura e cultura é tempo... A gente tem que começar mostrando. O poder público tem a capacidade de indução e a possibilidade de gestão e tem que tomar a iniciativa de mostrar isso, pra mudar isso. (...) O contrato do Centro Sul é outra vergonha... contrato por 23 anos é quase que gratuito.”

“O setor hoje de tecnologia fina arrecada mais, o dobro, do que o turismo. (...) E o turismo tem essa capilaridade de gestão que faz com que por vezes, numa época de temporada, o pescador lá do Pântano também tenha o seu lucro, e alugue a sua casinha... só que a gente faz o turismo de uma forma ainda muito artesanal. Não se tem um conceito moderno de como fazer a gestão do turismo. Nós temos um receptivo municipal falido, decadente. São profissionais que fizeram um curso da Embratur há 30, 40 anos atrás... nós tivemos que removê-los do portal turístico porque eles subiam nos ônibus embriagados. (...) Não se tem interesse num turismo massivo, mas não se tem escolha. No verão, as pessoas se dirigem a Florianópolis. Não temos como impedi-las. (...) O turismo se reflete em toda essa dinâmica

que nós conversamos. A questão da segurança é importante para o turismo, a questão do urbanismo, da mobilidade, tudo isso é turismo. A questão do saneamento básico é turismo! Do abastecimento de água é turismo!”

“Eu vejo uma secretaria de turismo no âmbito do município extremamente sucateada, sem uma política clara, e muito atrelada às políticas do Estado ainda. (...) Então o turismo de Florianópolis fora da temporada é feito com aquela visão de 6, 7 eventos. (...) fora esse eventos, é tudo muito complicado. A estrutura da Secretaria de turismo é arcaica, superada e que trabalha de forma totalmente aleatória e a curto prazo, muito concentrado na temporada sem um planejamento. No próprio aeroporto o receptivo é só do governo do Estado; da prefeitura não tem ninguém.”

Parte I – O Seu Perfil

- a) Nome: Valdir Walendowski
- b) Posição/Formação: presidente
- c) Instituição: SANTUR – Santa Catarina Turismo S.A.
- d) Endereço: Beira-Mar Shopping
- e) Fone:
- f) E-mail:



Parte I – A Palestra

(Apresentação por Bárbara Erig)

CV do palestrante: Valdir Walendowsky é engenheiro civil pela FURB e tem especialização pela UNISUL em Gestão de Administração em Marketing.

(Introdução)

“Bom, boa noite a todos, é um prazer estar aqui. Poder participar com vocês desse momento... ela falou... um ano, parece que estou como um astro de rock, com a agenda totalmente lotada. Mas como os eventos são pausados e pontuados em dias específicos (...) a gente tem uma atividade não só interna da SANTUR, mas também externa também muito grande... até porque, antes de assumir a presidência, eu era diretor de marketing e o nosso negócio não é ficar dentro da sala do escritório, e sim tá fazendo o que a nossa função não nos limita, mas ela faz com que a gente cada dia mais tenha que fazer a promoção do Estado de Santa Catarina e trabalhar pra que a gente possa cada vez ter um sucesso maior fora de SC, principalmente. Então essa questão de conciliar data em função disso. Se a gente tivesse só localizado em Florianópolis, trabalhando todos os dias aqui, ficava muito mais fácil, mas as oportunidades sempre, (elas) aparecem e a gente quando pode, não só no Estado, fazendo um trabalho como esse, mas também fora de Florianópolis, fora de Santa Catarina, às vezes fora do Brasil também, a gente se disponibiliza pelo nosso Estado. Isso que é importante: esse é um trabalho que a gente vem fazendo pra buscar cada vez mais uma alternativa pro Estado de SC e até a última que a gente fez como palestrante foi na ITB em Berlim, agora em Março, que é o maior evento do setor do mundo, aonde nós fomos convidados. Santa Catarina foi o único Estado do Brasil convidado pra participar daquele congresso falando sobre turismo com sustentabilidade na América Latina, então éramos nós junto com a TUI, que é uma das maiores operadoras do mundo, falando sobre isso, então foi um momento muito interessante que certamente, cada vez mais vai fazer com que o Estado seja importante no mercado alemão. E até hoje recebi uma ligação dizendo que por esse motivo, a gente já vinha “namorando” com a TUI há algum tempo, mas pelo motivo da gente estar no congresso junto com a TUI, sendo convidado pela organização da ITB, a TUI nos vai abrir agora pela primeira vez, espaço no seu book de vendas para 2008/2009, pela primeira vez SC vai estar presente, vendendo o nosso destino num mercado fantástico: eles não vendem só no mercado alemão. Eles vendem para toda a Europa, então é muito importante esse tipo de relacionamento que a gente tem que fazer também como parte integrante do processo de dia-a-dia da promoção do destino turístico de Santa Catarina. Mas eu quero também agradecer e dizer pra vocês que... a gente é uma

equipe pequena, né? A SANTUR e a própria secretaria também, e todos fazem parte desse processo... não “é” eu como presidente, ou antes, como diretor de marketing, o responsável por todo esse processo de desenvolvimento na questão da promoção e na melhoria do destino SC como um grande produto turístico. Então a equipe tem um trabalho... A SANTUR já tem 30 anos, ela é bastante madura e a secretaria que começou em 2003, mas tá associada hoje a um trabalho conjunto fantástico e que certamente a gente vai falar mais um pouco sobre isso. Mas vamos lá.”

(Desenvolvimento)

“Esse é o tema da nossa palestra (imagem do PowerPoint). Então em 2003, quando a gente entrou no governo, e nós entramos com uma clara evidência de que a gente tinha que trabalhar e fazer com que o nosso Estado “seje” o estado número 1 em qualidade de vida do Brasil. Então o objetivo principal é esse. Um segundo objetivo é a missão de cada vez mais trazer divisas pra SC, melhorar a economia do nosso estado e, conseqüentemente, gerar mais postos de trabalho. Então essa é a trilogia que nos leva, cada vez mais, a perseguir esses resultados e nós nunca vamos estar contentes em ficar parados esperando que as coisas aconteçam, então sempre vai ter que ser melhor: cada dia, cada mês, cada ano que passa, a gente quer o melhor pro estado de SC. Então em 2003 houve a criação da Secretaria de Turismo, Cultura e Esporte (SOL), que é um modelo muito interessante em nível de Brasil, até porque a cultura e o turismo estão inteiramente ligados na questão do turismo: a gente não pode mais fazer uma distinção entre o turismo, a cultura e o esporte no mundo, tá, como exemplo: o último exemplo de evento na área esportiva em SC, que foi o torneio onde o Guga se despediu. Então foi um evento esportivo, mas que deu uma mídia fantástica para o Estado deu uma mídia fantástica para o Brasil, e deu uma mídia fantástica principalmente pra Florianópolis, então dentro dessa lógica é que a gente vê hoje essa questão. São eventos culturais também. Então não existe mais hoje... nós mesmos, um exemplo do qual nós participamos, no Brasil e no Exterior, a gente hoje entende cultura como um produto muito intenso em Santa Catarina, e até porque nós fomos colonizados por 23 etnias, nós somos o estado do Brasil com o maior número de colonizações diferentes (...) e hoje a gente tem aqui esse poder e esse gancho de poder levar essa questão (...) e atrair as pessoas em função disso. Esse negócio é tão importante hoje, essa questão cultural, que eu gostaria de saber daqui quem sabe o que que é, ou de onde veio, “daonde” é a raça bucovina. Alguém sabe nessa platéia? Levanta o dedo... uma pessoa só... duas “levantou” o dedo. Então: nós temos bucovinos em SC! Bucovinos “é” uma raça que veio da Romênia, tá? (...) Então são essas coisas diferentes, que nós vamos falar um pouco mais adiante também, que nós podemos falar ao mercado de turismo não só do Brasil, como ao mercado também do exterior.”

“Essa questão do trabalho com a Secretaria, onde num modelo, que também é modelo para o Brasil, e em 2003 foi criado o Ministério do Turismo, a EMBRATUR, que era o órgão que coordenava todas as políticas e a promoção do turismo do Brasil, passou a ser o órgão que faz a promoção internacional do Brasil. Então o MTur, com a política nacional faz a promoção nacional e a EMBRATUR ficou com a promoção internacional e a política de turismo internacional. Em Santa Catarina, a Secretaria fez o maior número de “atuação” na questão das políticas e desenvolvimento do turismo de SC, e a SANTUR, ligada à Secretaria, na promoção do destino SC no mercado nacional e internacional. Então esse é o trabalho que a gente tá fazendo com muita seriedade. Também houve um avanço muito significativo com a criação dos fundos: fundo do turismo, cultura e esporte. Nós somos o único estado do Brasil que tem FUNTURISMO, a criação das regionais, “aonde” nós conseguimos uma capilaridade maior no estado de SC e fazer com que realmente o turismo seja estendido a todo o estado, de uma forma “onde” nós possamos hoje cada vez mais agregar novos produtos turísticos, novos destinos turísticos e ter sempre que fazer cada vez mais pra tirar a sazonalidade de SC e fazer do estado de SC um estado de turismo o ano todo. (...) E na questão da criação das regionais e da regionalização, “onde” o MTur de 2003, “ele” passou a fazer política regionalizada no Brasil, até 2003 era PNMT (Política Nacional de

Municipalização do Turismo), era uma turismo municipal, e o governo passou a ter uma política regional. Como nós já estávamos fazendo isso com a criação de 8 regiões turísticas, nós fomos o primeiro estado do Brasil a ter esse trabalho com o Ministério, ajudando o Ministério a fazer as políticas de regionalização do turismo no Brasil e que continua se fazendo ainda e é um programa que não vai parar.”

“As nove regiões turísticas, adiante, estão aí e... tínhamos 8 em 2003 e a região do Sul do estado, “ela” foi dividida em Sul Catarinense e Caminho do Cânions, “aonde” o próprio Sul escolheu o nome... (...) esse foi um trabalho interessante e fez com que o MTur colocasse o estado com número 1 nessas políticas, porque a gente adotou a regionalização, fizemos o “dever-de-casa” do MTur, e a gente acompanha o ministério até hoje, inclusive produzindo material informativo de promoção de Santa Catarina, como vocês puderam ver, para todo o estado. Nós passamos a adotar uma política também de promoção baseada nessa questão da regionalização, com materiais iguais, quer seja na região litorânea, que sempre foi a região mais desenvolvida do E. de SC, mas todo o resto também tem um material igual, eu digo em número de páginas, a quantidade de fotos, e a promoção é igualitária para todo o E. de SC. E isso fez com que realmente, quando o MTur, em maio de 2004, quando foi feito o primeiro Salão Brasileiro do Turismo, que foi feito em 2004, em 2005 e agora esse ano (2008) vai se repetir novamente, nós passamos a ter essa questão bastante definida pelo MTur: sempre nós somos chamados pra qualquer atividade relacionada com as políticas de turismo dentro do Brasil, entendeu?”

“Bom, a decisão de adotar uma política de atuar no estado, em todas as regiões indistintamente com o material de promoção, vocês vão poder ver também no nosso material em VT, o quê que representa hoje o E. de SC como um todo, nessa questão das regiões, dos produtos, da segmentação, enfim, falando sempre no estado com um todo. A nossa participação em eventos foi e será sempre muito importante, as parcerias com operadores de turismo, com agências de viagem... isso fez parte desde o início da nossa “estratégia” de conquistar mercados, que antes a gente não tinha condições de conquistar. Eu sinto com exemplo a Arg (?) que é uma entidade da Alemanha que trabalha pela promoção do turismo da América Latina, e nós somos o único estado do Brasil dentro dessa entidade (...) e agente desenvolve uma atividade então bastante intensa que dessa forma a gente consegue atingir esse mercado de uma forma mais considerável, em função de que o mercado alemão é um dos mercados mais difíceis: o alemão é muito exigente; (...) eles são muito seletivos com relação a destinos turísticos e pra que a gente pudesse então de uma forma definitiva entrar nesse mercado através de uma parceria como essa com Arg. O presidente da Arg a gente conseguiu trazer no ano passado a SC pra visitar o nosso estado (...) um dos fatores também que influenciou a TUI foi o fato do presidente dessa entidade ser muito conhecido na Alemanha. Ele é uma pessoa fantástica...”

“Com relação ao USTour(?) também que é uma entidade que congrega as 40 maiores operadoras dos EUA, pra vocês terem uma idéia, pra entrar nesse grupo, é exigido que se tenha um depósito em cash de 1 milhão de dólares, e deixar num fundo para as operadoras. Nós trouxemos eles através de uma ação conjunta com a EMBRATUR, e com um trabalho também muito forte que a gente faz nos EUA (...) A gente conseguiu inserir o nosso estado nesse circuito. Por quê? Eu vou contar uma historinha agora (...) o mercado californiano é um comprador do produto turístico de SC. E por que foi escolhida a Califórnia? Porque é o estado mais rico dos EUA. (...) Nós também atuamos no mercado argentino. Nós atuamos sempre em parceria nos mercados estrangeiros, pra evitar gastos com mídia, promoção e partir de operadores que já têm nome nesses países, a gente passa a ter um caminho muito mais curto e despender muito menos recursos do que a gente necessitaria.”

“A questão da imprensa: a gente sempre tem um carinho muito grande, um relacionamento muito grande com a imprensa de SC, com a imprensa nacional e com a imprensa internacional. A questão do trade turístico: um relacionamento com todas as entidades: a ABAV, a ABIH, os Convention Bureaux, enfim, todos que fazem um trabalho “aonde” tem interferência na venda, na promoção e nas políticas do turismo em SC, todas as entidades

elas passam a fazer parte integrante e hoje até todas essas entidades têm um assento no conselho estadual de turismo. Essa é mais uma evolução também: a criação da secretaria, a SANTUR fazendo a promoção, a regionalização, as regionais, o fundo e agora a criação do conselho, a gente fecha um ciclo muito interessante nessa questão da prática dos trabalhos do turismo, “seje” na questão governamental, mas também nas entidades do setor privado e a gente dentro dessa lógica é o único estado do Brasil a ter todos esses mecanismos para que a gente possa melhorar cada vez mais o turismo, que é a política do Brasil.”

“Querida falar também das agências de propaganda que já trabalharam com a SANTUR (...) a gente sabe que as agências trabalham de um modo geral em vários segmentos, mas às vezes, nunca, no início, quando se começa um trabalho não se sabe tudo o que “nós” necessitamos para que a gente consiga fazer o trabalho que a gente quer. Então esses momentos de integração são muito importantes, para que as empresas que trabalharam conosco conseguissem entender e decifrar de uma maneira cada vez melhor, o que que a gente precisa ter na questão nossa da promoção, quer seja na questão do material impresso, quer seja na questão de áudio-visual, de banner, enfim (...) de entender o que é o turismo. Não é a questão da gente mostrar qualquer paisagem de SC, a gente tem que saber que cada mercado “aonde” nós atuamos, nós temos que levar o que o nosso público quer comprar. Não é o que nós queremos ou que nós gostamos, nós precisamos ter materiais compatíveis com aquilo que o mercado quer comprar. Buscando sempre fazer o melhor possível, as imagens (...) posso dizer hoje que o melhor material de turismo dos estados do Brasil de hoje é o nosso. Nós batemos qualquer um, nós podemos ir a qualquer lugar desse país, que a agente sempre apresenta o que tem de melhor em material e em quantidade suficiente pra nunca faltar. O material que a gente faz é um material de alta qualidade, é um material de biblioteca, tá? Não é só um volume onde a pessoa pega e joga no lixo. A gente sempre primou por isso também. E sabe que isso faz parte do nosso trabalho. (...) por isso a gente tem esse material de primeiro nível, e cada vez mais vai inovando nessa questão.”

“A questão do site também (...) e realmente o nosso site é muito interessante. A gente sempre busca dar resposta rapidamente ao mercado, por email, por correspondência, etc.”

“Quanto mais produtos nós tivermos, melhor pra cobertura do mercado, por isso nós trabalhamos o estado com um todo.”

“Os produtos não estão prontos. Nós lidamos com municípios e o município tem total autonomia com relação ao que “ele” quer fazer. Todo município tem plano diretor. Então nem a nível estadual e a nível federal a gente pode atuar direto e “botar” o dedo em cima do que a gente quer. Então isso às vezes é muito complicado. Então essa parte toda, essa política, aí que entram as secretarias pra fazer esse “meio-de-campo” todo e levar pro nosso público essa questão do produto. Poder ofertar coisas palpáveis: como eu compro, onde eu compro, como eu chego, como eu faço contato... esse é o grande negócio.”

(Faz uma citação de Josef Chial, dizendo que este é o enfoque sob o qual a empresa trabalha.)

(Descreve os mercados emissores)

“Eu falei pra vocês da quantidade de peças feitas no ano passado: foi quase 1 milhão de peças. Tudo material de primeira qualidade, então eu desafio um estado do Brasil a (apresentar) a qualidade do material como o nosso. Eu desafio. Todos foram preparados para a promoção e/ou a segmentação turística. Nós temos materiais em 15 línguas: aonde alguém do estado de SC vai por esse mundo, vai com material na língua do país. Árabes, chineses, coreanos, poloneses, russos, enfim... a gente disponibiliza isso inclusive para o mercado, para as empresas que necessitam desse material do estado. A gente disponibiliza. A distribuição desse material no Brasil e no exterior é feita através de feiras, eventos, operadoras, agências de viagens... nós fornecemos também para embaixadas.”

(Fala que a SANTUR trabalha há 30 anos com pesquisas mercadológicas seguindo a metodologia da OMT, e que os números são confiáveis. Dá os números da temporada e explica que os dados são significativos. E pergunta que outra instituição é capaz de dar o número exato de turistas como a SANTUR o faz. E também que outro lugar neste mundo consegue trazer um número de turistas igual ao de sua população em um ano? E fala que isso é o resultado do trabalho da instituição.)

(No próximo slide apresenta os recursos gerados pelo fluxo de turistas.)

(Mostra as capas dos almanaques regionais. O material é assim denominado.)

(Mostra os roteiros turísticos regionais.)

(Explica que os turistas que chegam pelo Aeroporto Hercílio Luz, Terminal Rita Maria e de navios são recebidos com algum material promocional.)

(Fala do passaporte como uma idéia fantástica e única e que tem encantado as pessoas e funciona como um mini-guia.)

(Mostra outros materiais.)

(Passa a falar da participação da SANTUR em eventos no Brasil e no exterior, tanto de público intermediário como final e da colaboração do trade na divulgação do estado.)

(Descreve o Guia para o Profissional do Turismo, material preparado para o trade, agências de viagem e operadoras de turismo. É um meio de atuação perante os intermediários, dando cursos de capacitação, dentro e fora do país. O material é complementado com o áudio-visual (DVD) que dá uma visão do estado como um todo.)

(Apresenta o primeiro vídeo sobre as regiões turísticas.)

(Explica que não é fácil incluir todas as atrações em apenas 8 minutos, mas que é fruto de um trabalho de pesquisas da SANTUR e é necessário conhecer bem o estado para poder representá-lo melhor. E completa dizendo que todo o material é produzido no próprio estado e que os profissionais altamente capacitados. Esse material não é para a Televisão, porque ficaria acima do orçamento da SANTUR.)

(Apresenta os vídeos feitos para a TV, mais curtos. Em italiano, por Domenico de Masi)

(Apresenta o próximo vídeo: curtas para a TV, com atores e atrizes famosos.)

(Explica o vídeo, comparando SC aos melhores lugares do mundo.)

(Depois fala que o trabalho da SANTUR é feito com amor pelo estado e com o objetivo de ser o melhor estado do Brasil. Fala do prêmio da revista Viagem e que o desafio é continuar. E que o trabalho é fruto de uma decisão do governo e da iniciativa privada de priorizar o turismo como indústria. E mostra a capa da revista num slide.)

(Coloca como desafios: a elaboração do plano de marketing 2020 com a SOL, que depende da parceria com uma empresa; um novo site; buscar novos parceiros; maximizar o uso dos recursos com ferramentas eficazes e baratas; parceria com atores locais; e trabalhar a segmentação dos produtos (uma nova “estratégia”).)

(Mostra alguns segmentos turísticos a serem desenvolvidos e o desenvolvimento das empresas locais e não de fora.)

(Mostra o vídeo da segmentação)

(Explica o vídeo como uma amostra do que tem sido feito.)

(E conclui dando as tendências do turismo mundial e da sociedade de consumo como desafios para o turismo de SC também.)

(Agradece e diz que representa a empresa, a SOL e o governador.)

B.4. Curriculum Vitae

Personal Data

Name: Adriana Gondran Carvalho da Silva



Birth: 22.04.1979

Place of Birth: Florianópolis (Brazil)

Nationalities: Brazilian and Portuguese

Current Address: Trierer Str. 34, 99423 Weimar (Germany)

Phones: (03643) 406327 and (0176) 83233577

Email: adriana.silva@uni-weimar.de

Academic Career

03/2004 – 11/2005	Master in Tourism and Hotel Management Universidade do Vale do Itajaí, UNIVALI, Itajaí, Brazil Title of the Master Thesis: “Espaços Públicos, Turismo e o Resgate da Cidadania no Balneário de Canasvieiras” Supervisor: Prof. Dr. Francisco Antônio dos Anjos
03/1997 – 05/2002	Graduation in Architecture and Urbanism Universidade Federal de Santa Catarina, UFSC, Florianópolis, Brazil Title of the Final Project: “Centro de Hospedagem e Turismo – Canasvieiras/ Florianópolis” Supervisor: Prof. Dr. Lisete Assen de Oliveira

Scholarships

08/2009	DAAD/BUW – Summer Academy (German as Foreign Language)
04/2006 – 09/2009	DAAD – Doctoral Scholarship
11/2007	EU-Fellowship Program “Future Urban Research in Europe – FUTURE” – Culture and the City in Sweden.
09/2007	BUW – IFHP Congress in Copenhagen
02/2007	BUW – Field Research in Brazil
08/2006	DAAD/BUW – Summer Academy (English)
06/2006	BUW – Porto University Summer School
02/2006 – 03/2006	DAAD – German Intensive Course for Scholarship holders at Leipzig University
09/2004 – 09/2005	One-year research scholarship at Universidade do Vale do Itajaí (UNIVALI) for the project “Panorama dos Espaços Públicos do Norte da Ilha de Santa Catarina”
12/2004	DAAD – German Winter School 2005 at the Albert-Ludwigs-University, Freiburg

Academic Activities

10/2007 – 03/2008	Lecturer at the Bauhaus University Weimar. Seminar: The Latin-American Cities through “Space-Time”, Weimar (Germany)
03/2005 – 03/2006	Lecturer at Universidade do Sul de Santa Catarina (UNISUL). Seminars: Introduction to Product Design and Informatics I and II, Florianópolis (Brazil).
07/2005	Guest-Lecturer at Faculdades Barddal. Seminar: Historic development of Buildings and Environmental Technology, Florianópolis (Brazil).
08/2004 – 12/2004	Intern-Lecturer at Universidade do Vale do Itajaí (UNIVALI), Seminar: Urban Planning, supervised by Prof. Dr. Francisco Antônio dos Anjos and Prof. Dr. Lisete Assen de Oliveira, Balneário Camboriú (Brazil).

Professional Activities

03/2010 – 04/2010	Researcher at the project „Brasil-Municípios“, coordinate by Dr. Laura Colini.
Seit 10/2009 –	Student assistant at NH – ProjektStadt Weimar
10/2009	<i>Free-lancer</i> AutoCAD drawer at FCA Architects Weimar
10/2002 – 10/2008	Independent Architect at my own office ARQUITETE - Projetos Arquitetônicos in Florianópolis, Brazil
2000 (6 months)	Internship at Marchetti+Bonetti - M+B (architecture office), in Florianópolis, Brazil)

Visited Seminars and Colloquiums

SS 2006	Reflexive Urbanistik	Prof. Dr. Hassenpflug	Approved
SS 2006	Wohnungspolitik	Prof. Dr. Welch Guerra	1,0
WS 2006/2007	On Urban Centrality	Prof. Dr. Hassenpflug	Approved
WS 2006/2007	Speakers' Corner	Jörn Weinhold, M.A	1,3
WS 2006/2007	Promovieren im Bereich Urbanistik	Prof. Dr. Welch Guerra	Approved
SS 2006	IPP PhD Candidates Colloquium at IfEU		Presence
WS 2006/2007	IPP PhD Candidates Colloquium at IfEU		Lecture
SS 2008	III. International PhD Candidates Colloquium at Helsinki University		Lecture
WS 2009/2010	IPP PhD Candidates Colloquium at IfEU		Presence

Publications

Carvalho da Silva, A. G. (2010) *Evaluation of Tourists' Satisfaction in Florianópolis (Brazil)*. In: CIT 2010 – International Congress on Tourism: Porto (Portugal).

Carvalho da Silva, A. G. (2009) The (Latin) American Capital of Culture. In: Eckardt, Frank & Nyström, Louise. *Culture and the City*. Berliner Wissenschaftsverlag: Berlin (Germany).

Carvalho da Silva, A. G. & Tomadoni, C. (2009) Las Ciudades Latinoamericanas a través del "Espacio-Tiempo". In: *Revista Gestión y Ambiente*, Tema Central: Ciudades Latinoamericanas, Volume 12 N°1 de Mayo de 2009, pp. 07-12. Universidad Nacional de Colombia: Medellín (Colombia).

Carvalho da Silva, A. G. (2009) Moradia na Alemanha e no Brasil: os exemplos de Freiburg e Florianópolis. In: Lara, Fernando L. *Global Apartments: Studies in Housing Homogeneity*. Lara: Austin (USA).

Carvalho da Silva, A. G. (2007) A imagem da cidade de Florianópolis: realidade ou ilusão? In: Feijó, Glaucio Vaz & Régis, Jacqueline F.da S. (eds.) *Festival de Cores: Dialoge über die portugiesische Welt*. Calepinus Verlag: Tübingen (Germany).

Carvalho da Silva, A. G. (2007) City Images and Urban Realities. In: *Futures of Cities – IFHP 2007 Student Congress*. Royal Danish Academy of Fine Arts, School of Architecture, Copenhagen (Denmark).

Carvalho da Silva, A. G. (2007) The city of Freiburg as an example for the City of Florianópolis. In: *2nd International Congress on Environmental Planning and Management*. Technische Universität Berlin: Berlin (Germany).

Carvalho da Silva, A. G. (2007) The Role of Great Events in the Post Industrial Urban Planning: the EXPO'98 of Lisbon. In: *2nd International Congress on Environmental Planning and Management*. Technische Universität Berlin: Berlin (Germany).

Carvalho da Silva, A. G. (2007) A Moradia na Alemanha e no Brasil: os exemplos de Freiburg e Florianópolis. In: *ARQUITEXTOS 085 – Textos Especiais 420 – Junho 2007*. Available at <<http://www.vitruvius.com.br/arquitextos/arq000/esp420.asp>>.

Carvalho da Silva, A. G. & Anjos, F. A. (2006) Aproximação metodológica entre o Urbanismo e a Geografia e sua aplicação no Balneário de Canasvieiras. In: *Seminário Planejamento Urbano no Brasil e na Europa – um diálogo ainda possível?* UFSC: Florianópolis (Brazil).

Carvalho da Silva, A. G. (2005) A Formação sócio-espacial do Balneário de Canasvieiras - Florianópolis/SC. In: *Anais do I Seminário Nacional sobre Regeneração Ambiental de Cidades - Águas Urbanas*. FAU/UFRJ: Rio de Janeiro (Brazil).

Carvalho da Silva, A. G. (2005) Análise da Infra-Estrutura Básica do Balneário de Canasvieiras. In: *International Congress on Environmental Planning and Management - Environmental Challenges of Urbanization*. UnB: Brasília (Brazil).

Carvalho da Silva, A. G.; Rodrigues, D. & Costa, H. (2004) Patrimônio Histórico-Cultural: Um Estudo de caso da Rua Conselheiro Mafra. In: *VIII. Encontro Nacional de Turismo com Base Local*. Positivo: Curitiba (Brazil).

Carvalho da Silva, A. G. (2001) Roteiro para Projeto de Espaços Públicos em Entornos Residenciais no Município de Florianópolis. In: *Reunião Anual da SBPC*. UFBA: Salvador (Brazil).

EHRENWÖRTLICHE ERKLÄRUNG

Ich erkläre hiermit ehrenwörtlich, dass ich die vorliegende Arbeit ohne unzulässige Hilfe Dritter und ohne Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Die aus anderen Quellen direkt oder indirekt übernommenen Daten und Konzepte sind unter Angabe der Quelle unmissverständlich gekennzeichnet.

Bei der Ausführung von Interviews mit Einwohnern hat mir die nachstehend aufgeführten Personen in der jeweils beschriebenen Weise unentgeltlich geholfen:

1. Rafael Scarduelli.

Weitere Personen waren an der inhaltlich-materiellen Erstellung der vorliegenden Arbeit nicht beteiligt. Insbesondere habe ich hierfür nicht die entgeltliche Hilfe von Vermittlungs- bzw. Beratungsdiensten (Promotionsberater oder anderen Personen) in Anspruch genommen. Niemand hat von mir unmittelbar oder mittelbar geldwerte Leistung für Arbeiten erhalten, die im Zusammenhang mit dem Inhalt der vorgelegten Dissertation stehen.

Die Arbeit wurde bisher weder im In- noch im Ausland in gleicher oder ähnlicher Form einer anderen Prüfungsbehörde vorgelegt.

Ich versichere ehrenwörtlich, dass ich nach bestem Wissen die reine Wahrheit gesagt und nichts verschwiegen habe.

Weimar, den 11. Januar 2011.

Adriana Gondran Carvalho da Silva