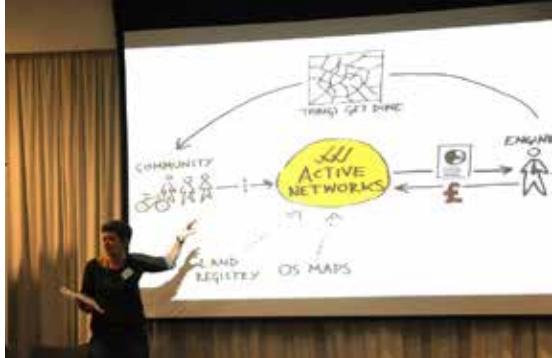




MASSIVESMALL.COM/PENDIUM
SMARTURBANISM.ORG.UK

URBAN INNOVATION CENTRE



CATAPULT

Future Cities



GEOVATION HUB
LONDON



**“ WE NEED TO THINK OF CITIES
NOT JUST AS ARTIFACTS BUT
AS SYSTEMS BUILT MORE LIKE
ORGANISMS THAN MACHINES ”**

Michael Batty, The New Science of Cities

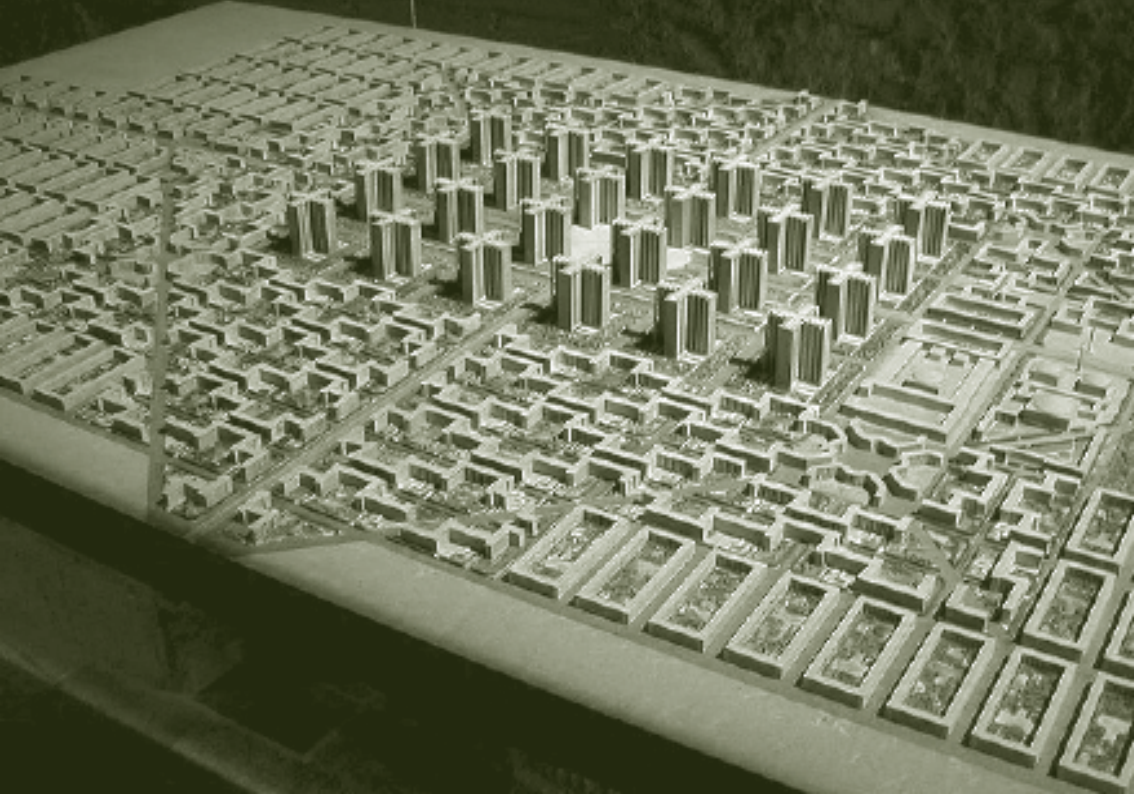
**HOW DID WE EVER THINK WE
COULD CONTROL SOMETHING
AS COMPLEX AS A CITY?**

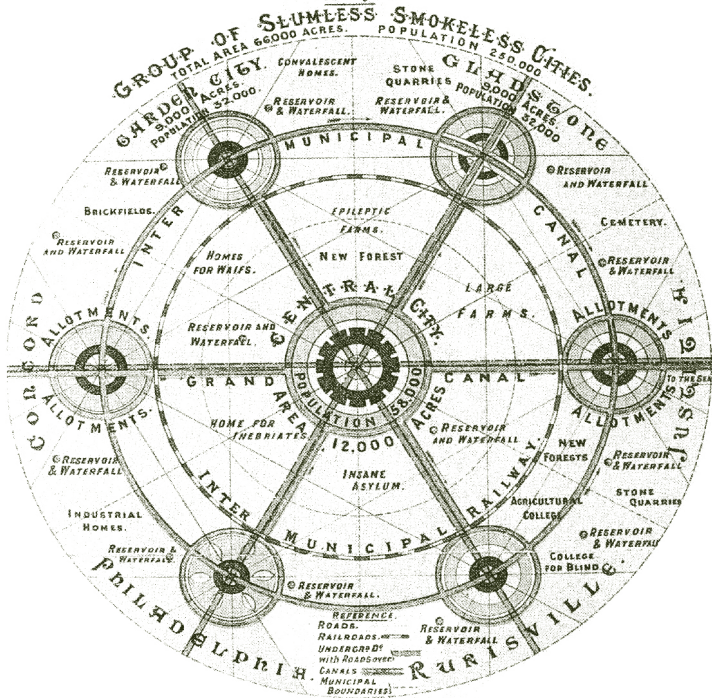


UTOPIA

VS

COMPLEXITY









NEWS | **VIDEO** | **PEOPLE** | **VOICES** | **SPORT** | **TECH** | **LIFE** | **PROPERTY** | **ARTS + ENTS** | **TRAVEL**

[UK](#) ▾ / [World](#) ▾ / [Business](#) ▾ / [People](#) / [Science](#) / [Environment](#) ▾ / [Media](#) ▾ / [Technology](#) / [Education](#) ▾ / [Images](#) /

News > UK > Home News

Housing crisis causes surge in sheds with beds



URBANISATION



GOVERNMENT EFFECTIVENESS



BREAKING NEWS

**THE SYSTEM
ISN'T BROKEN.
IT WAS BUILT
THIS WAY!**



ORGANISED COMPLEXITY

PUT DEMOCRACY BACK INTO URBANISM

BIG CHANGE

IT'S EASIER TO BUILD STRONG CHILDREN THAN MEND A BROKEN MAN

BE A RADICAL INCREMENTALIST

XXS MARK MASSIVE SMALL CHANGE

A FORCE FOR CHANGE ACTIVE CITIZENSHIP



GOVERNMENT EFFECTIVENESS

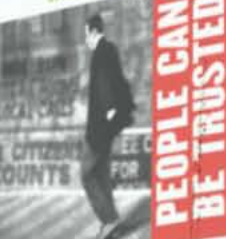


BUILD COMMUNITY



NOW. MANAGE IN THE PRESENT

PEOPLE CAN BE TRUSTED



SHOW THE WAY

URBAN ETHICS



SCALABILITY



REDUCTIONISM A CRIME AGAINST URBANITY



LET US DISCOVER THE ANTIDOTE TO BIGNESS



LOCAL



CITY SUPERSTAR

CIVILIA

THE PEOPLE WHO THINK THE SYSTEM WORKS WORK FOR THE SYSTEM

HOW DID WE THINK WE COULD CONTROL SOMETHING AS COMPLEX AS A CITY?

VIVA LA EVOLUTION



URBAN SOCIETY

= COMPACT URBANISM

+ SOCIAL CAPITAL*

MASSIVE SMALL DECLARATION

The urban antidote to bigness

These declarations define and govern the Massive Small Project. They outline the thinking, principles and behaviours needed to meet the future challenges of urban society. They are usually read aloud, each point should not be considered in isolation to the others. They will evolve as new challenges arise.



A NEW COLLABORATION

Putting democracy back into urbanism

Government alone cannot effectively tackle the increasingly complex problems of rapid urbanisation. We must harness people's latent creativity, harnessing the collective power of many small ideas and actions to make a big difference. To release this potential, we must trust people to do the right thing. By shaping their environment to their needs, people form the building blocks of urban society - our neighbourhoods, districts and quarters. Using grassroots leadership, governments can show the way. We need to reorganise the social contract between government and its citizens - between top-down and bottom-up systems, developing more democratic processes that will foster an open and collaborative relationship.



OPEN TO CHALLENGE

Operating in the sweet spot of creativity

We must never allow our thinking to freeze into a static doctrine. No group or individual can possess the complete view needed for working with complexity. Our thinking is structured to avoid the danger of group-think and the myth of the single hero. Our theory is compatible with and values diversity, complexity and change, makes use of conflict and paradox constructively and enables self-analysis and correction at its very core, by always being open to challenge. It freely travels the fine line between chaos and order - the place where innovation flourishes and we leverage the power of complex systems. Our theory embraces feedback from different sources, integrating new perspectives, enhancing itself over time. It never parts from the reality of the city and people's experience of it. The focus is always practical, where theory meets practice.



EVOLUTION NOT REVOLUTION

Small changes make a big difference

We must rediscover the art and process of urban evolution, harnessing the collective power of people and unleashing the potential of billions of bottom-up actions. We do not need to start again - we just need to begin balancing the roles and responsibilities of all people, building on their strengths. In some instances this means a far greater involvement by governments. In others cases, it means some simplification and streamlining to allow people to take greater responsibility in the system. Above all this must never justify unbridled laissez-faire approaches and unprincipled deregulation.



FREEDOM WITHIN CONSTRAINTS

Limiting choice to create infinite possibilities

Without deliberate and simple boundaries within which people are free to organise and improve, choices enable the growth of highly responsive environments and provide a place's inhabitants with a full progression to life. Our top-down urban planning, design and delivery systems exist solely to offer a common platform with its equitable framework of choices - design options, procurement routes and entry levels to the system - for the individual, collective or institutional habit. We advocate a range of details and catalysts for urban change to help this process.



A WHOLE-WORLD VIEW

Towards urban viability and resilience

We understand that the human habitat exists as a dependent sub-system of the environment. It cannot be isolated from the natural habitat. We must build the foundations for viable urban life and a responsible urban society that takes us to a point where we are no longer destabilising the surrounding system. We must not be caught up in a narrow, prohibitive top-down view of the problem but rather we must see the relationship between urban interventions and the global system. Enabling people to control their own habitat is an essential part of building the resilience that will be needed as we enter a period where global issues are increasingly felt locally.



COLLECTIVE WISDOM

Smart citizens make smart cities

We believe that data and technology should augment human intelligence. We must trust intuitive wisdom, not just data, to inform our decisions. We must be open to the possibility that our current assumptions and practices are flawed and that a better way exists. We must be willing to learn from others and to adapt our thinking and actions accordingly.



ENABLING LEADERSHIP

From command-and-control to facilitation

We must challenge and reform the rigid command-and-control systems that inhibit people's ability to adapt their place to their needs. This depends on new forms of leadership that can work in the interface between top-down and bottom-up systems. A new generation of civic leaders and professionals must see their responsibility as agents of urban change, building social capital and promoting self-organisation at every opportunity. In the public sphere, responsibility and accountability must be devolved to the lowest levels - fundamentally changing the scope and purpose of practice from reaction to strategic enabling.



A CODE OF ETHICS

Responsibility to your charge

True professionalism and civic leadership must be built on trust and commitment to do the right thing. Like any calling that fundamentally affects the lives of others, any member of the urban professions, any elected official and anyone in a position of authority in the city, must be bound by commonly accepted behaviours. In time this should be defined by the collective creation of codes of ethics equivalent to the medical profession's Hippocratic Oath or its Declaration of Geneva. In signing up to these principles, they accept their duty and responsibility in the present and future well-being of the inhabitants of the city they have charge over.

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A CODE OF ETHICS

Responsibility to your charge

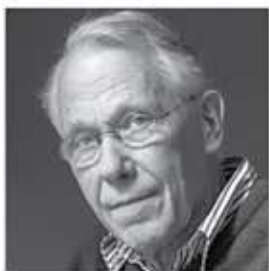
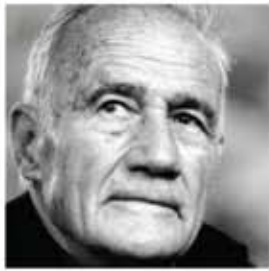
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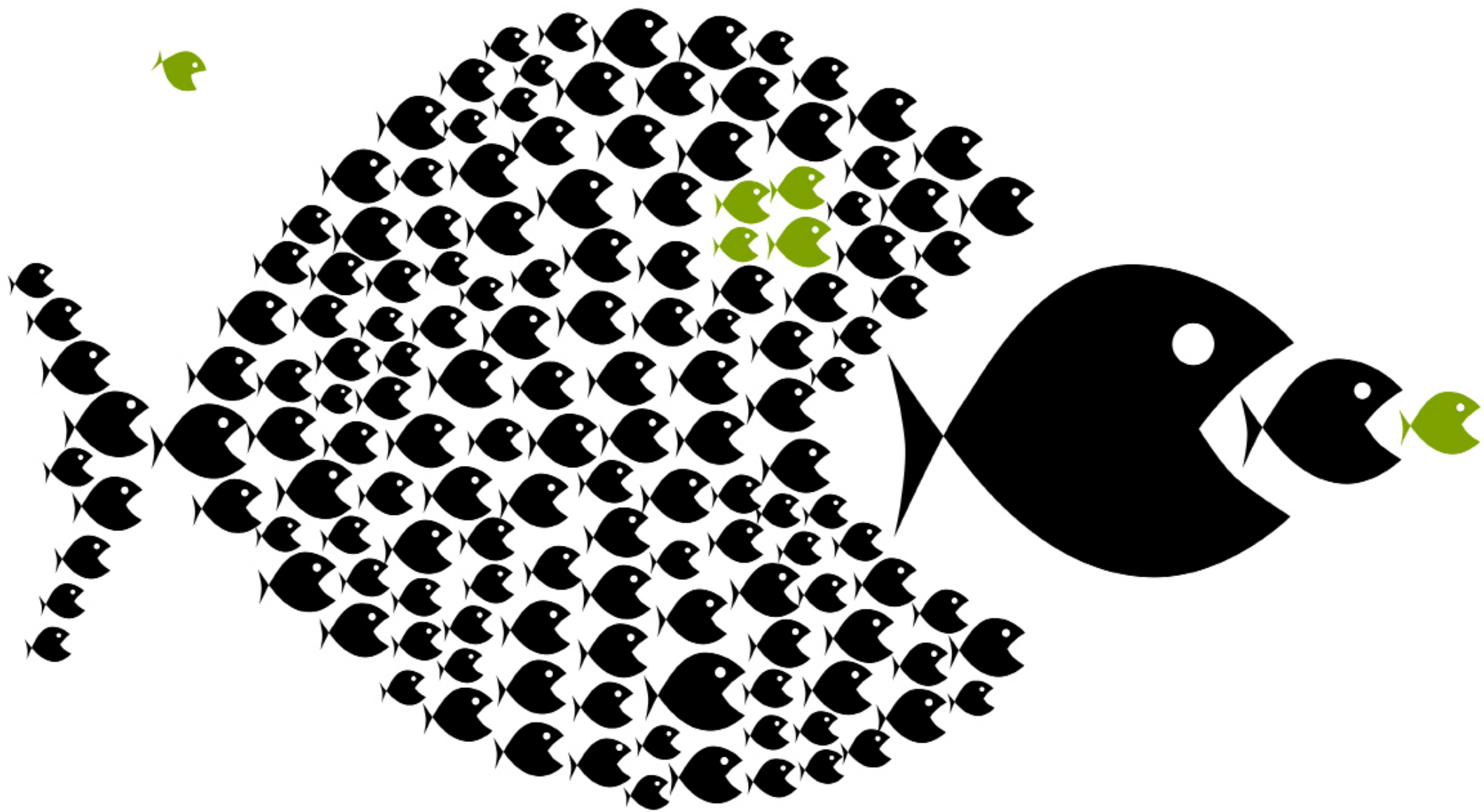
Responsibility to your charge

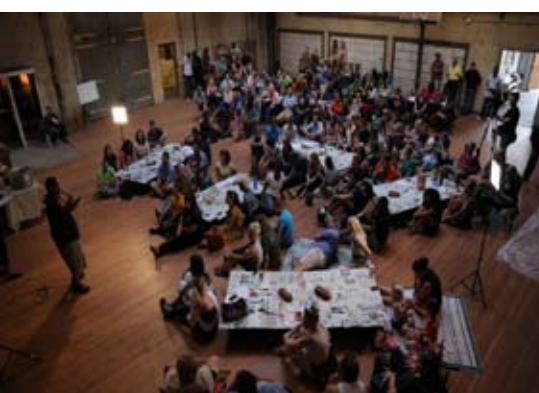
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**WHENEVER THEIR
IS A PROBLEM....
SOMETHING IS
TOO BIG**

LEOPOLD KOHR



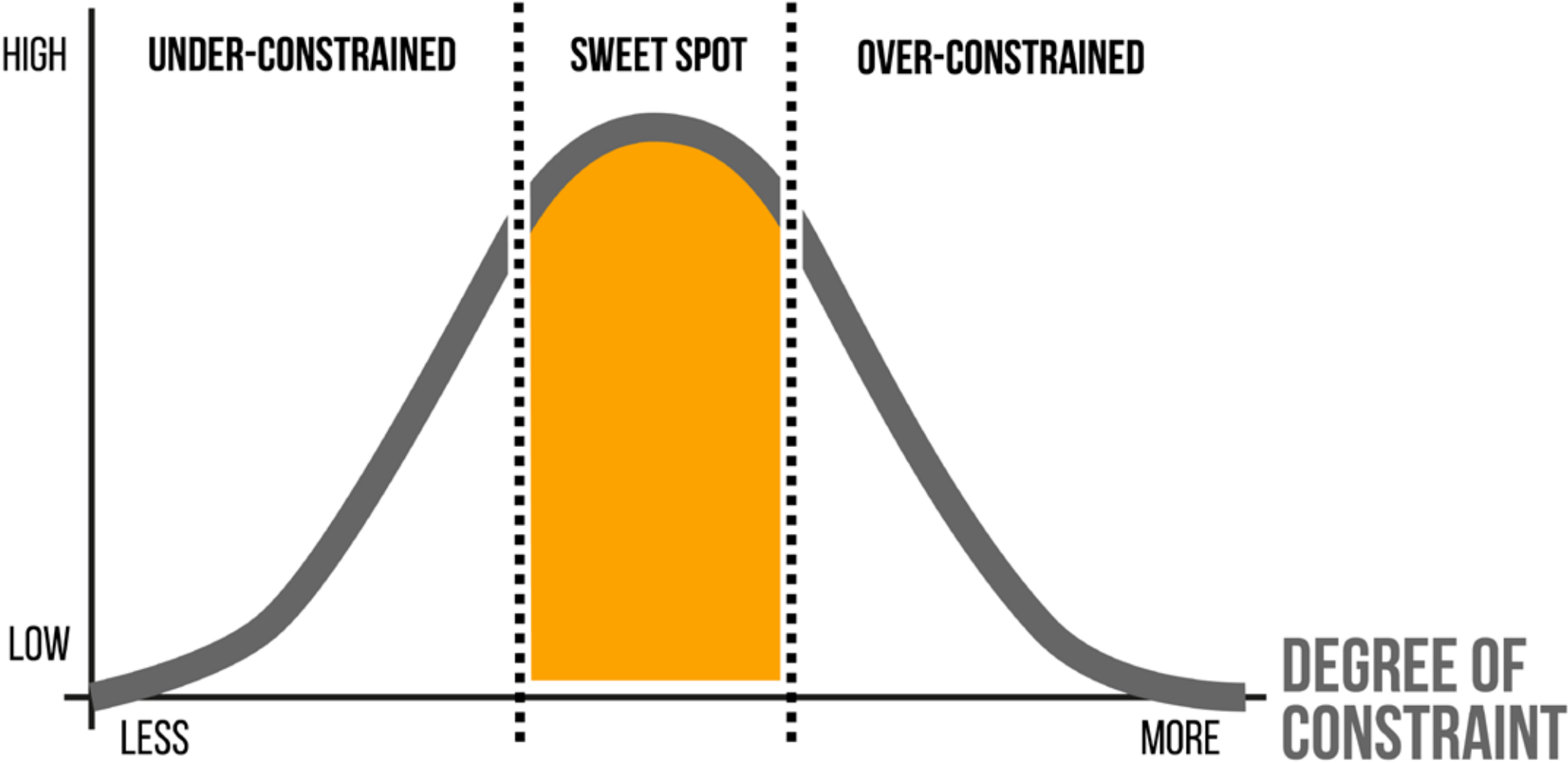


SCALE UP



SMALL CHANGE

POTENTIAL FOR INNOVATION/ RESPONSE

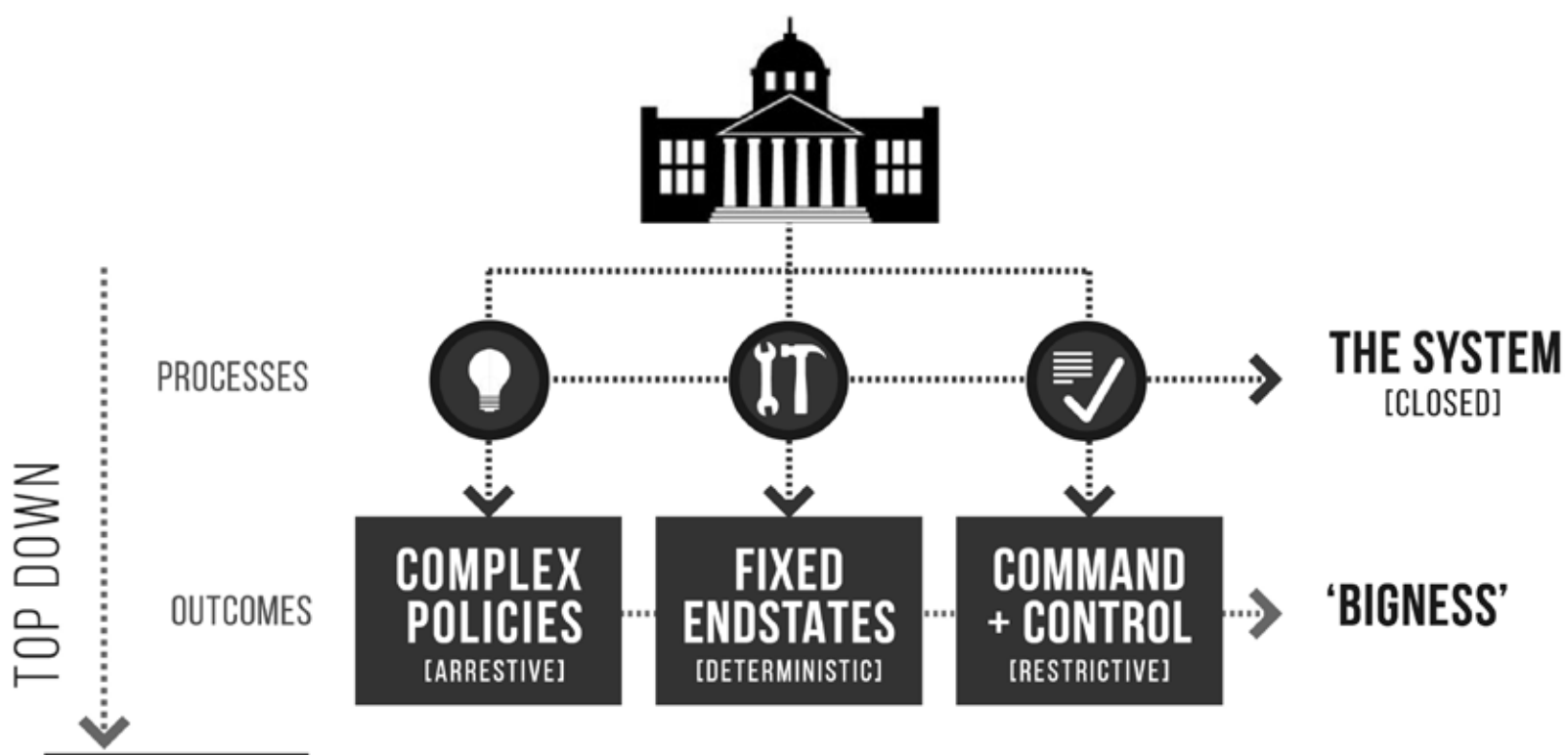


BE A RADICAL INCREMENTALIST

[BUILD URBAN SOCIETY IN 12 EASY LESSONS]

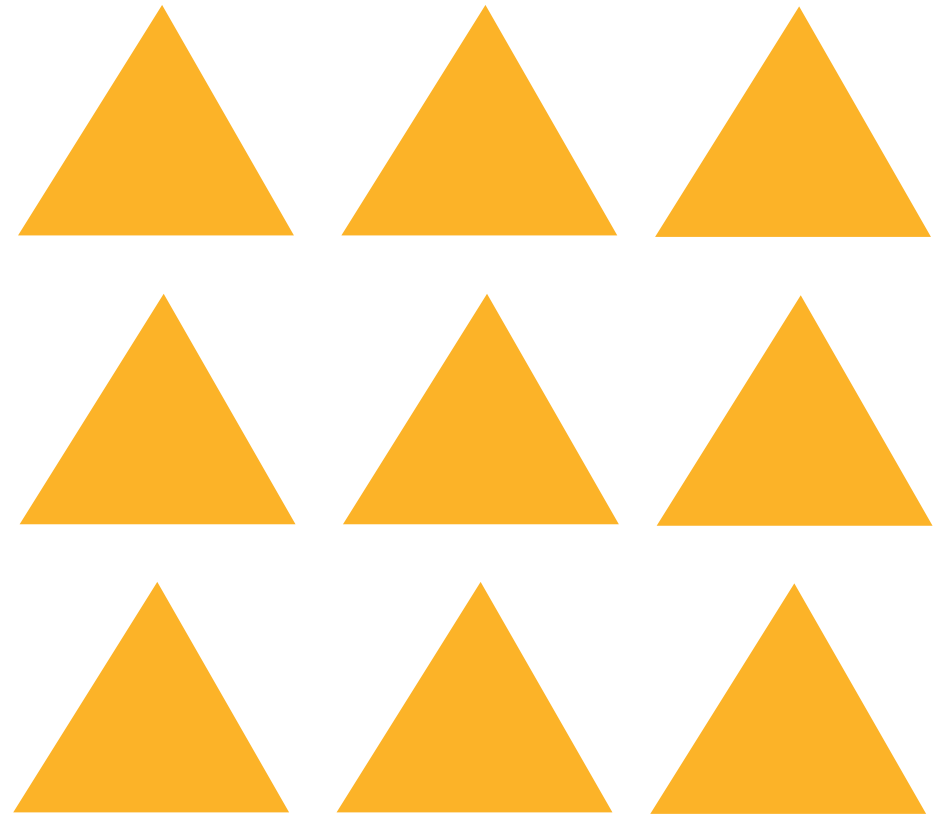
KELVIN CAMPBELL
AND ROB COWAN







**PROBLEM
MOUNTAIN**



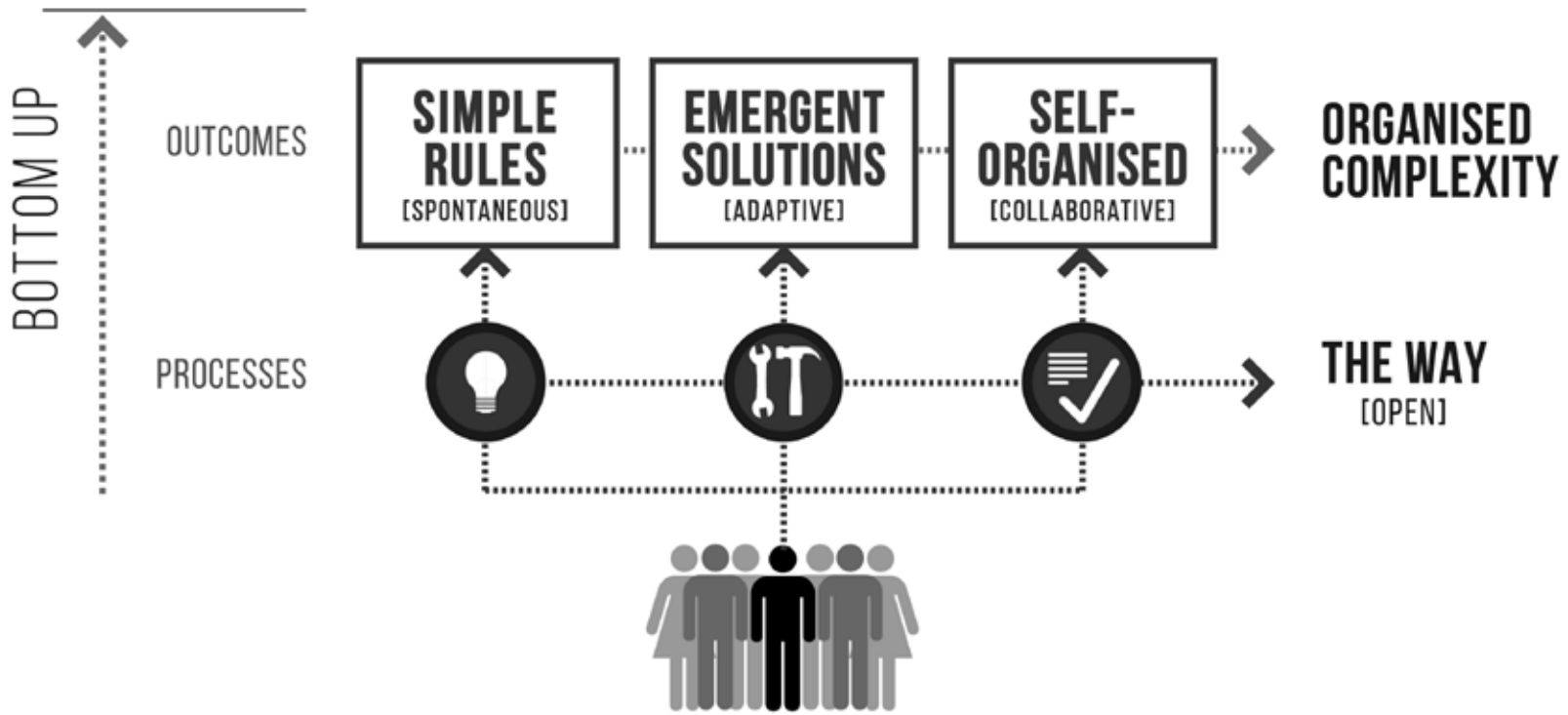
**PROBLEM
MOLEHILLS**

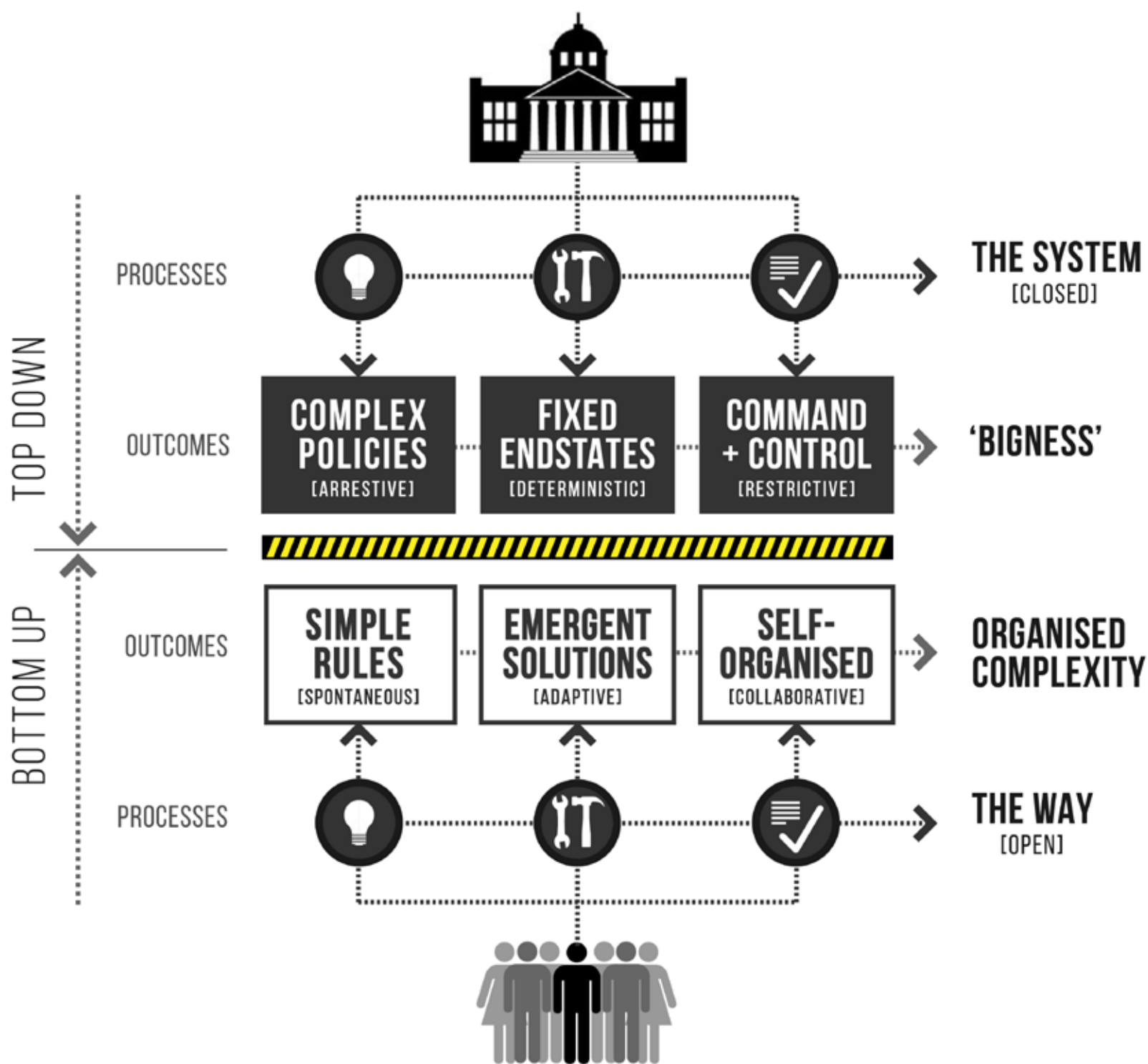
Jane Jacobs

ORGANISED

COMPLEXITY

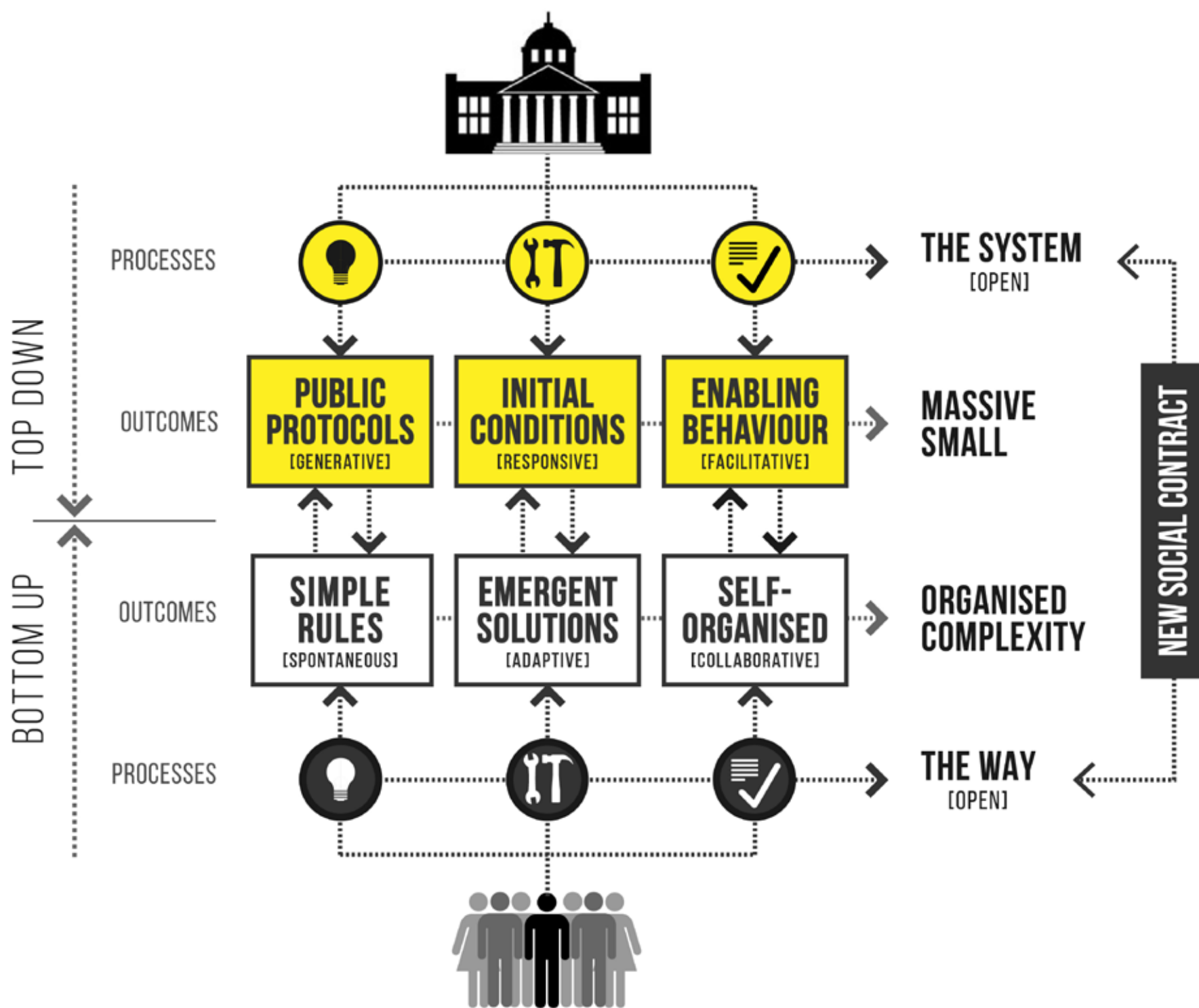






**SIMPLE, CLEAR PURPOSE
AND PRINCIPLES GIVE
RISE TO COMPLEX AND
INTELLIGENT BEHAVIOUR.
COMPLEX RULES AND
REGULATIONS GIVE RISE
TO SIMPLE AND STUPID
BEHAVIOUR.**

—DEE HOCK





**COMPLEX
POLICIES**



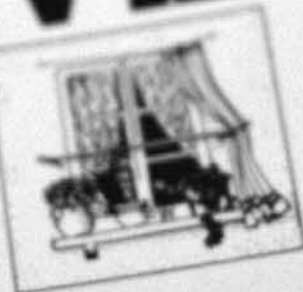
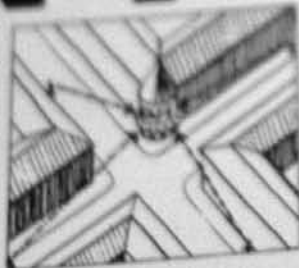
**SIMPLE
PROTOCOLS**

OPEN

A rectangular neon sign with the word "OPEN" in a stylized, outlined font. The sign is illuminated with a vibrant green light. The letters are formed by thick neon tubes. The background is dark, making the glowing sign stand out. The sign is mounted on a dark surface, possibly a wall or a sign panel.

BENTLEY ALDOCK MURRAY MCGOYEN SMITH

RESPONSIVE ENVIRONMENTS



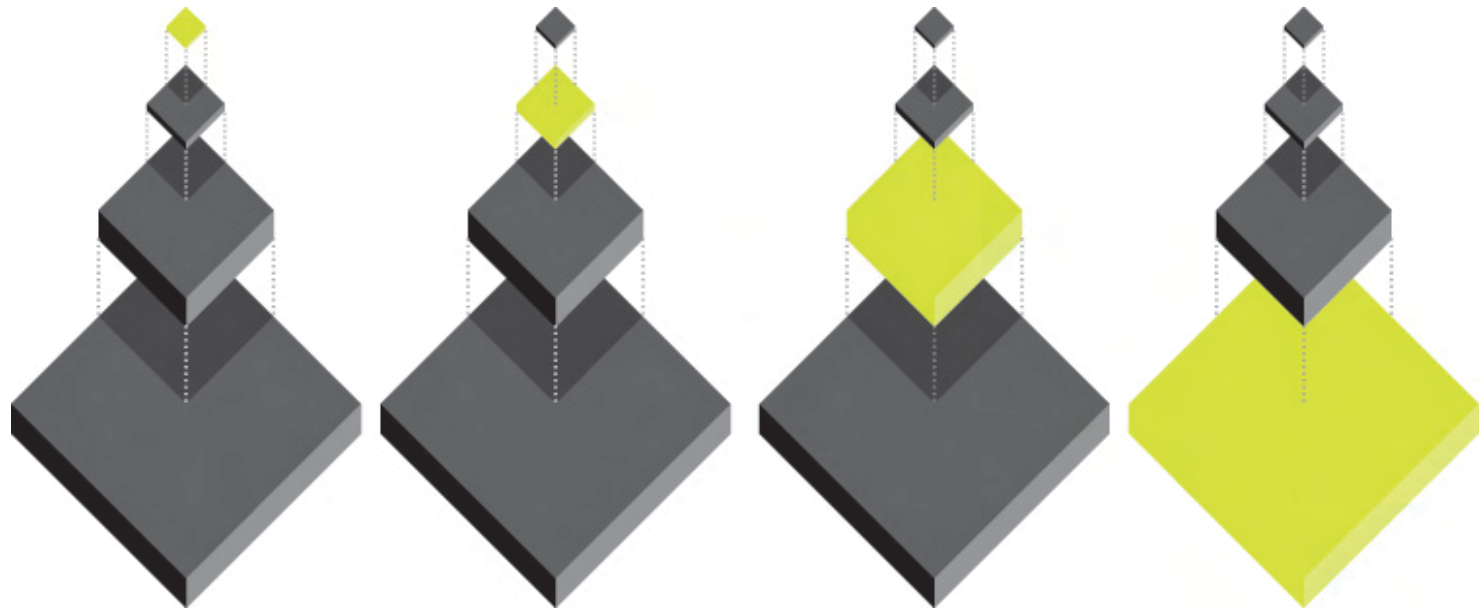
A MANUAL FOR DESIGNERS

uncharitable,
merciless, "n
night is the m

collaborate

together, "tear
lyrics and mus

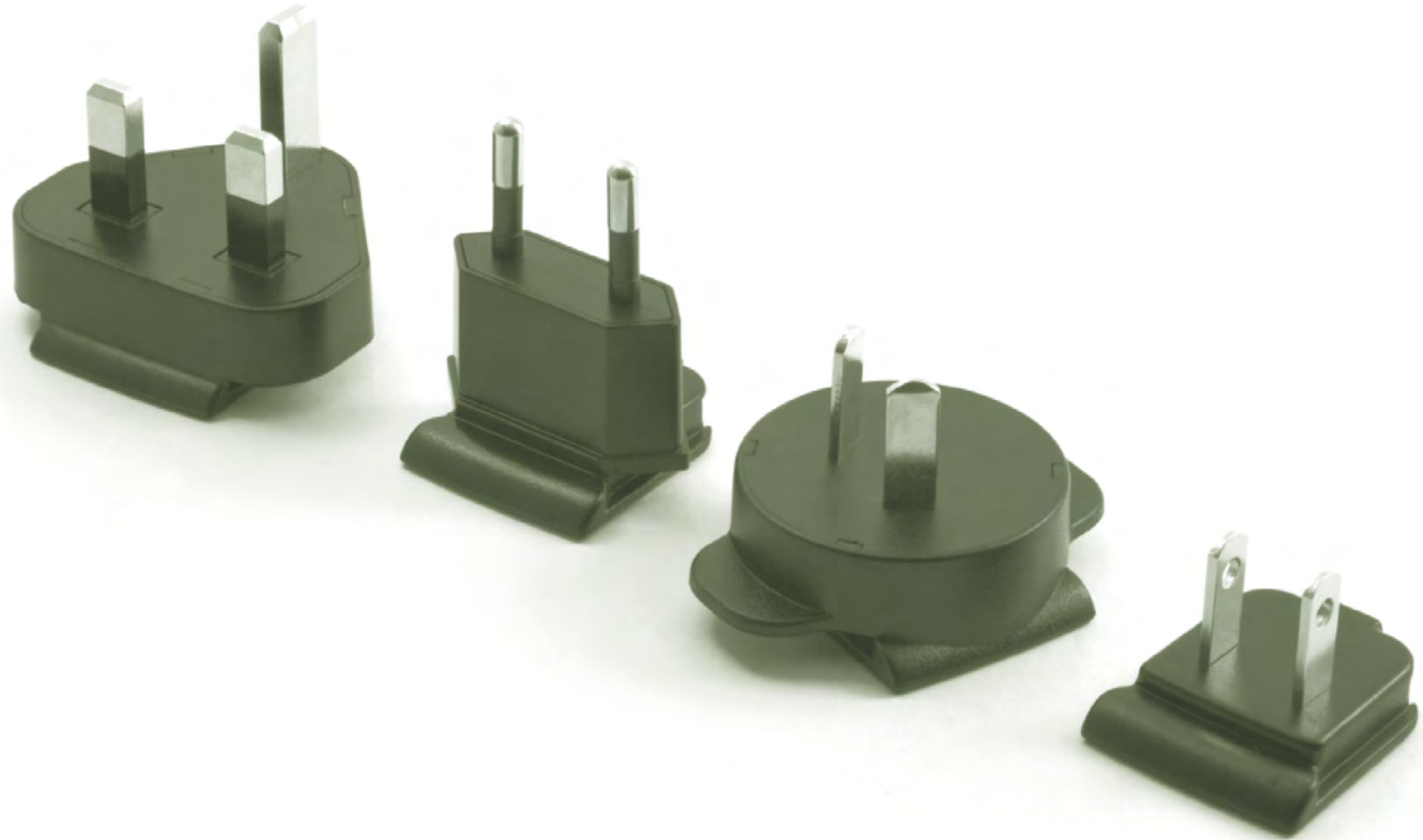
DRIVERS OF CHANGE



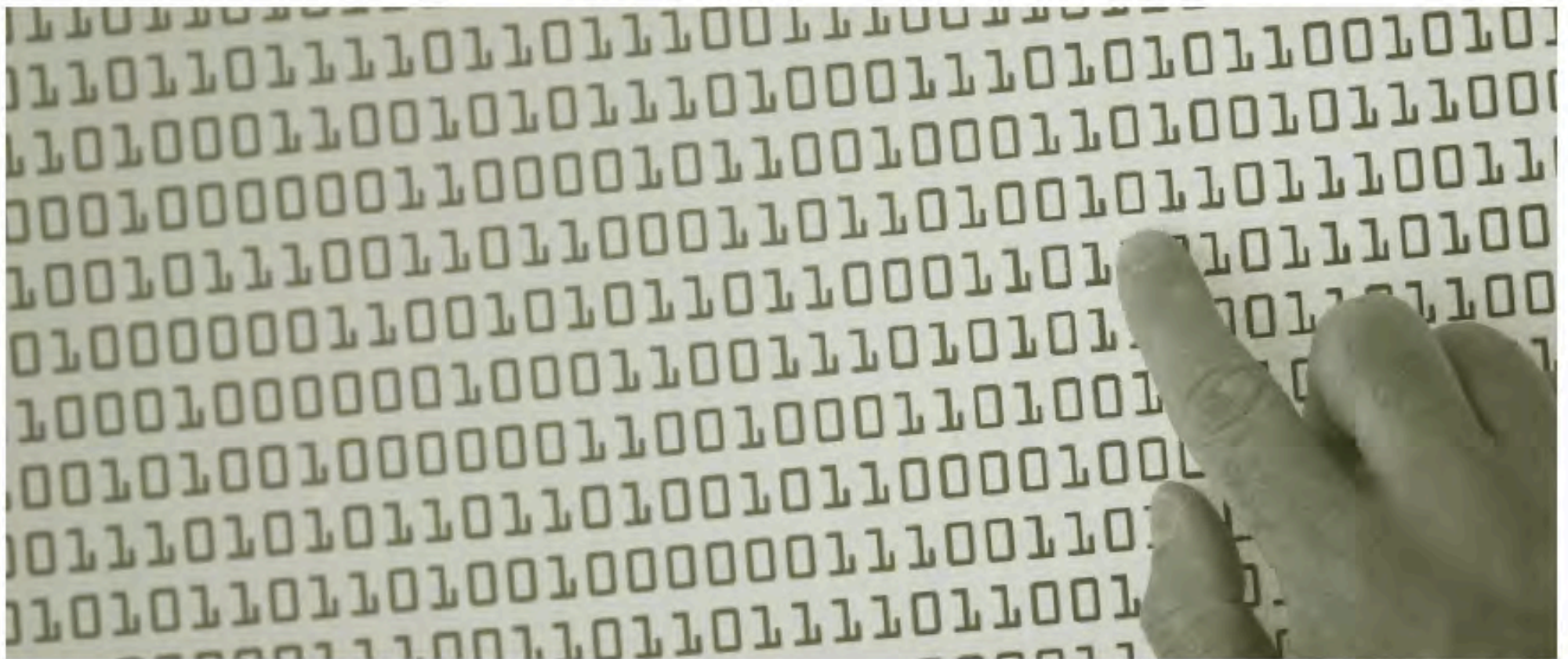
SCALABILITY



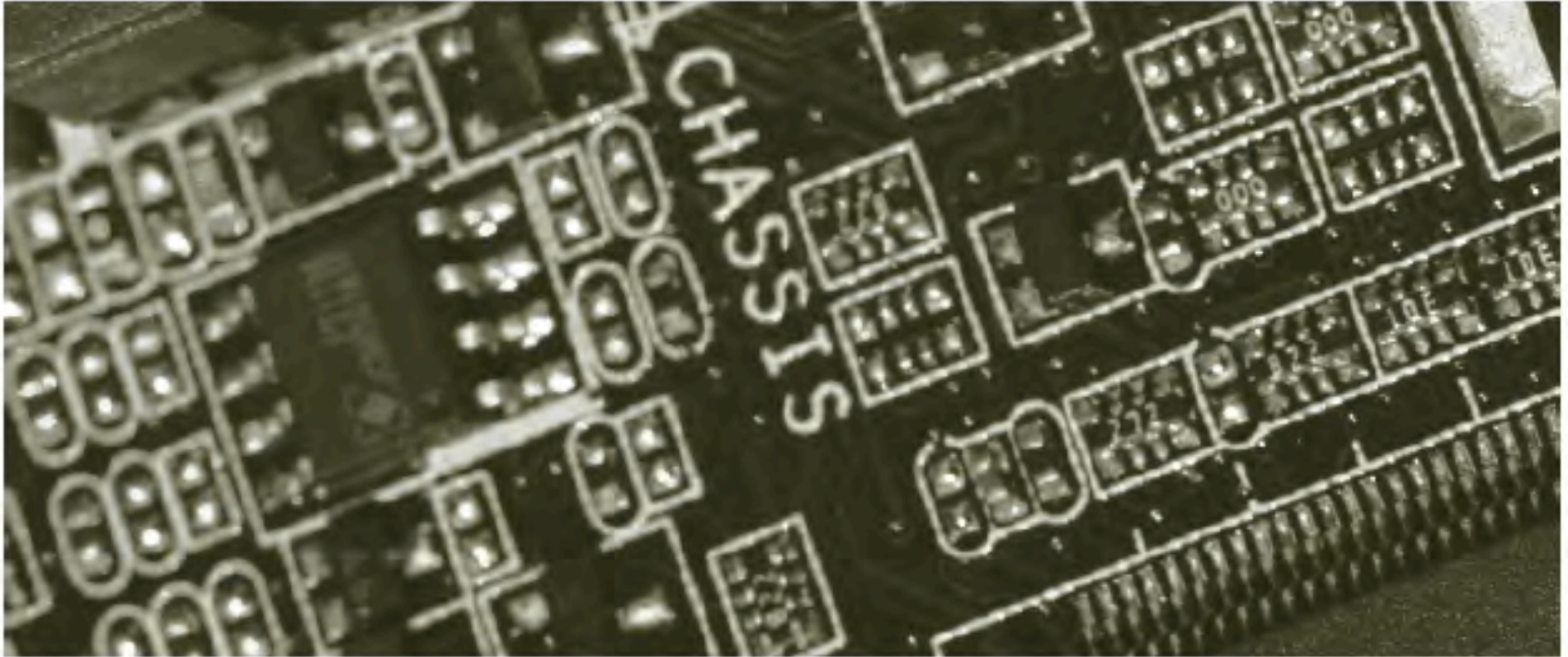
REPLICABILITY



INTERCHANGEABILITY



.....THROUGH TYPOLOGY



.....OR THE INVISIBLE CHASSIS

MP³
AUDIO

PH³
BUILD

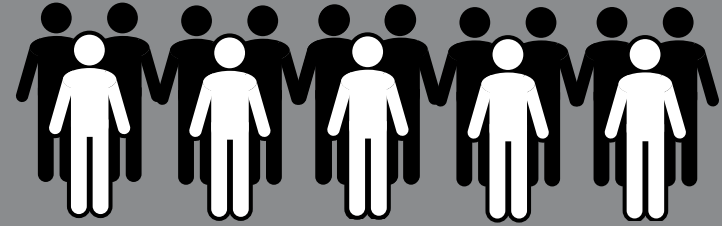


**FIXED
ENDSTATES**



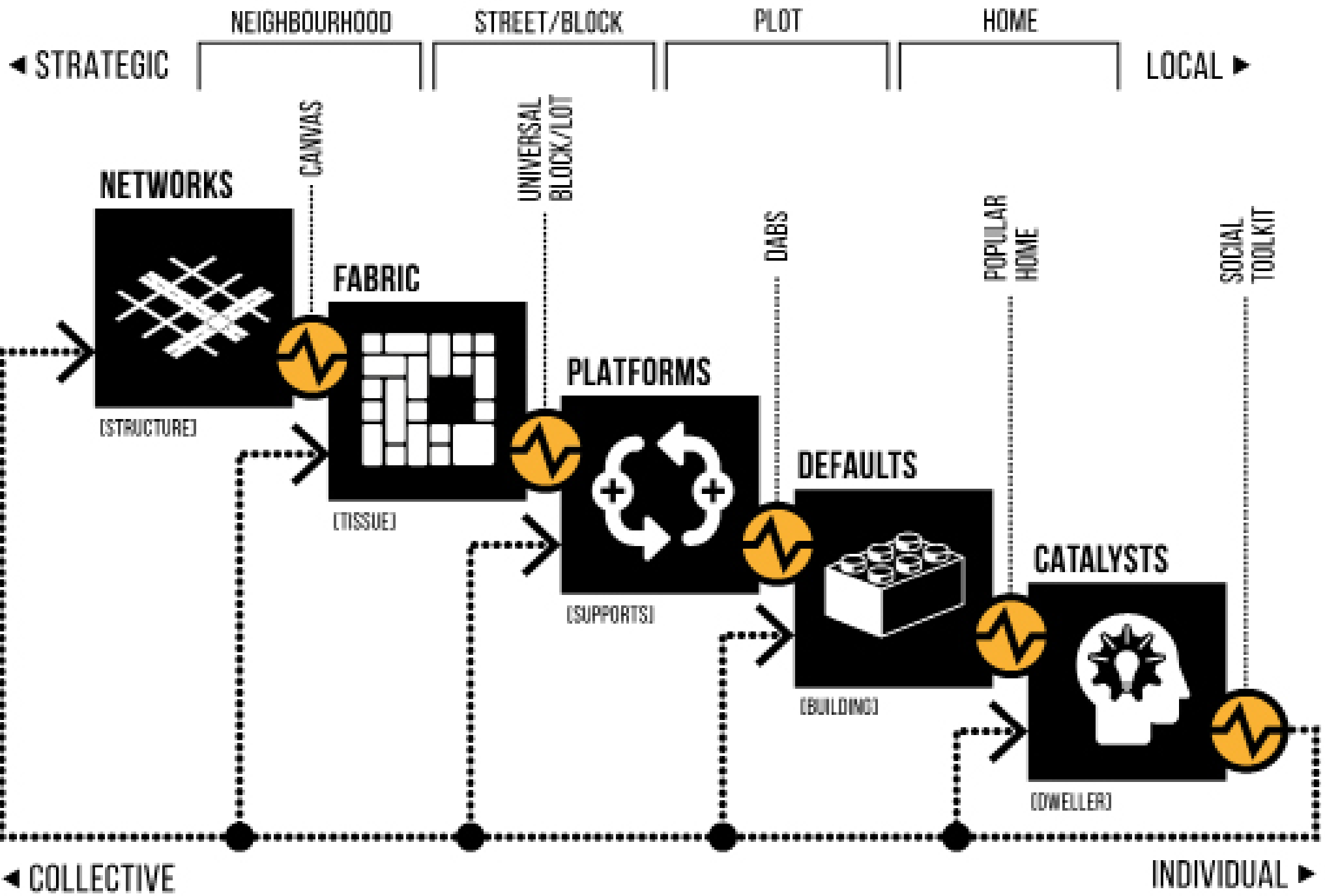
**INITIAL
CONDITIONS**

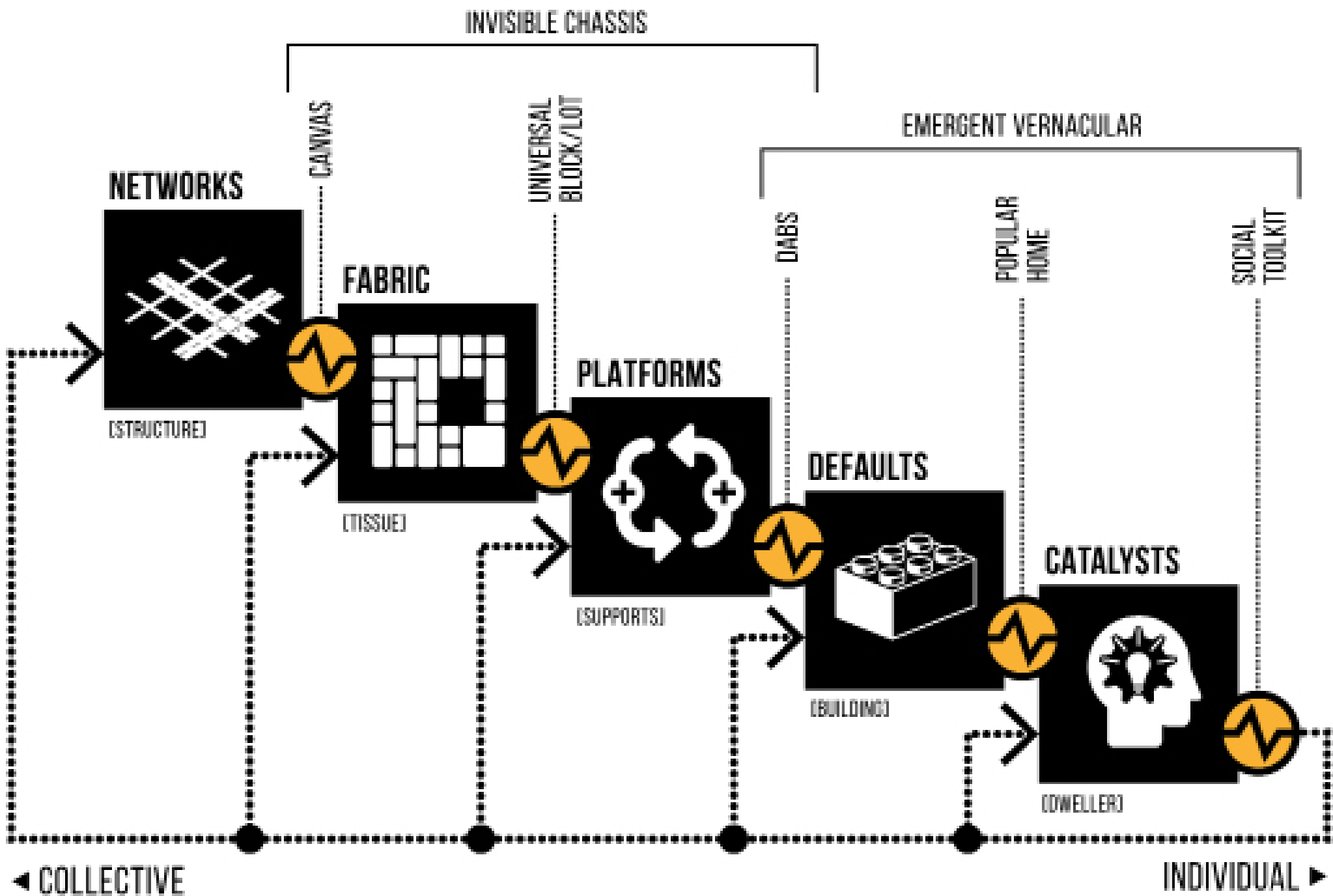
EARLY INTERVENTION > < **RESPONSIVE ACTION**



20%

80%





COMPLEXITY THAT WORKS
IS BUILT UP OUT OF
MODULES THAT WORK
PERFECTLY, LAYERED ONE
OVER THE OTHER.

Kevin Kelly

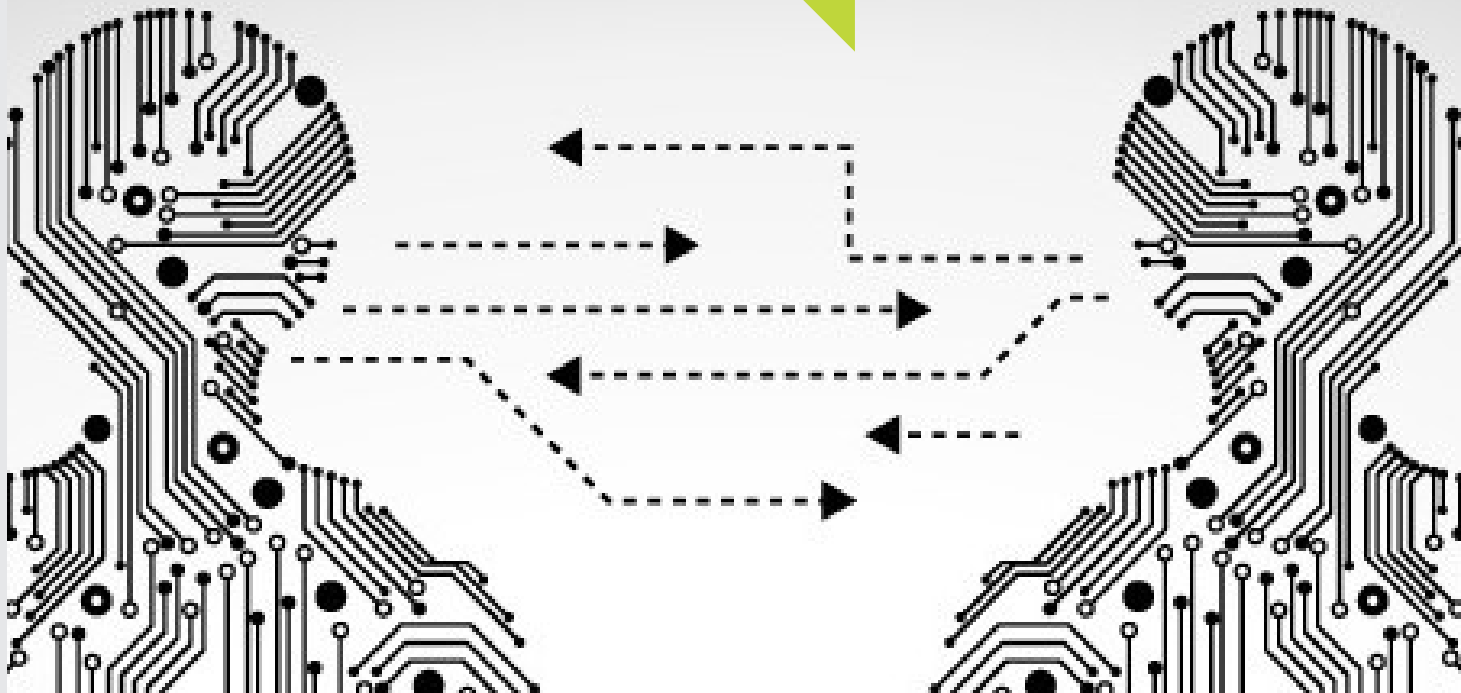


**COMMAND
+ CONTROL**

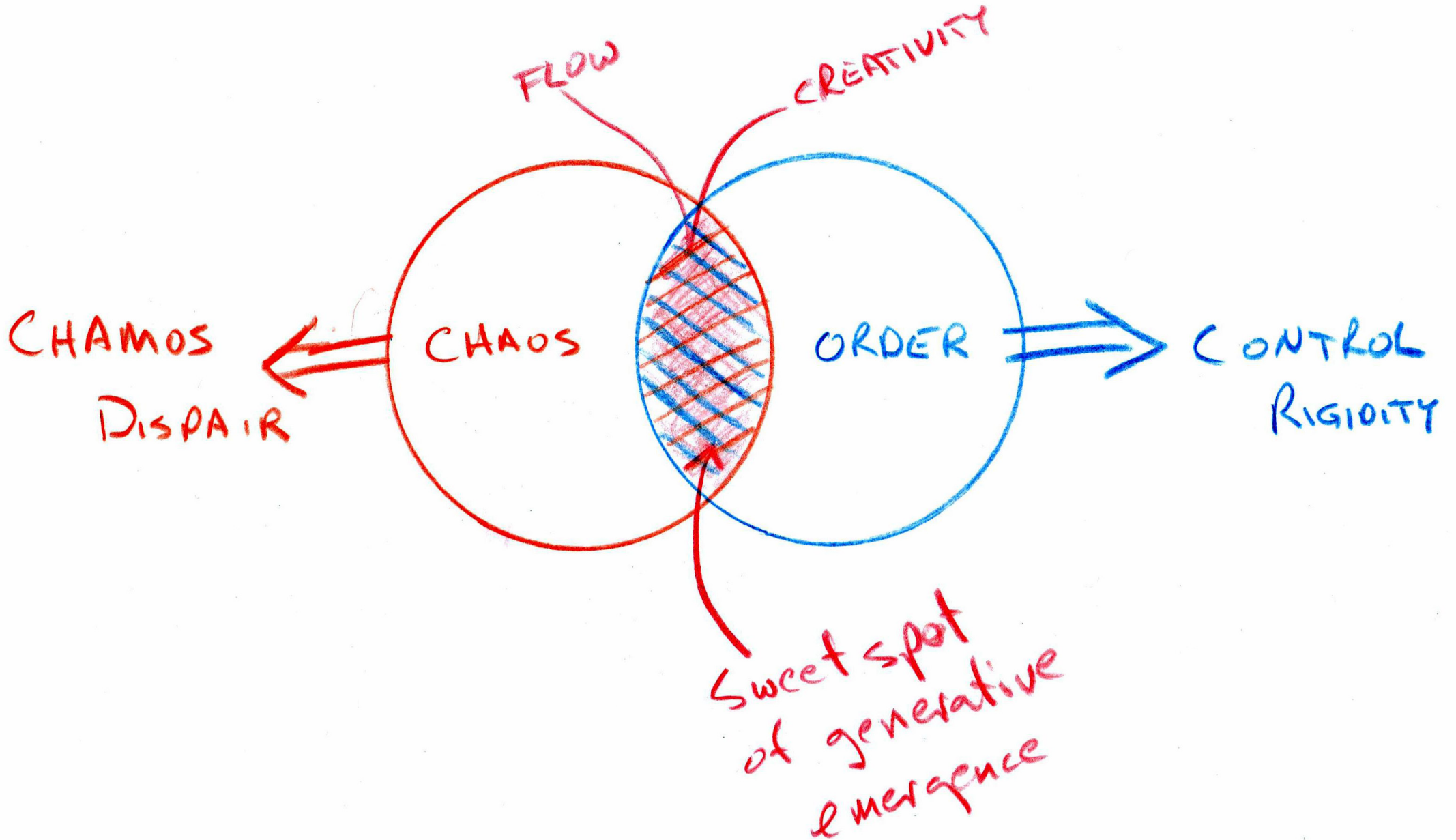


**ENABLING
BEHAVIOURS**

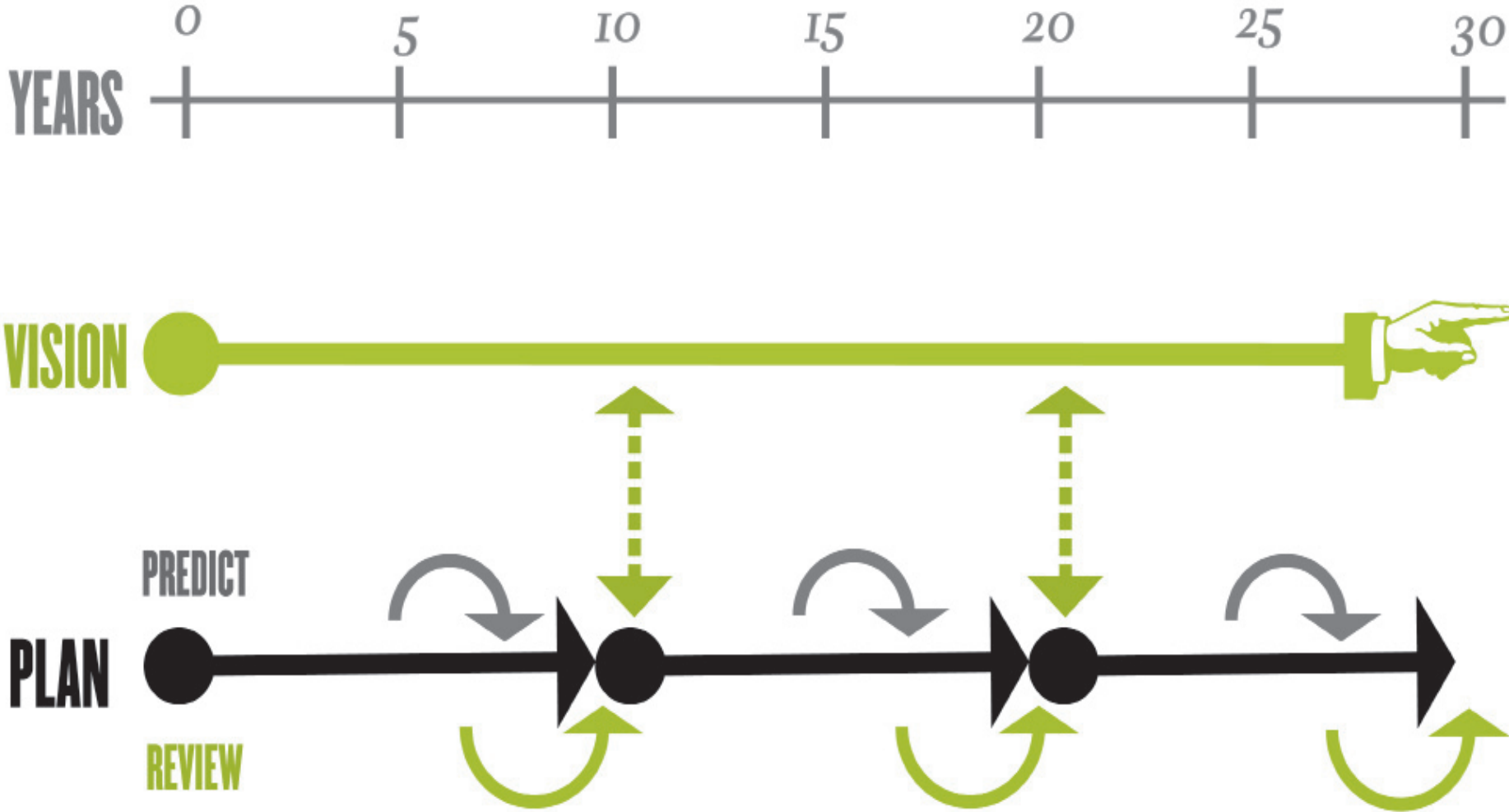
**SMART CITIES SOUND ALRIGHT,
WHAT ABOUT SMART CITIZENS?**



THE CHAORDIC PATH



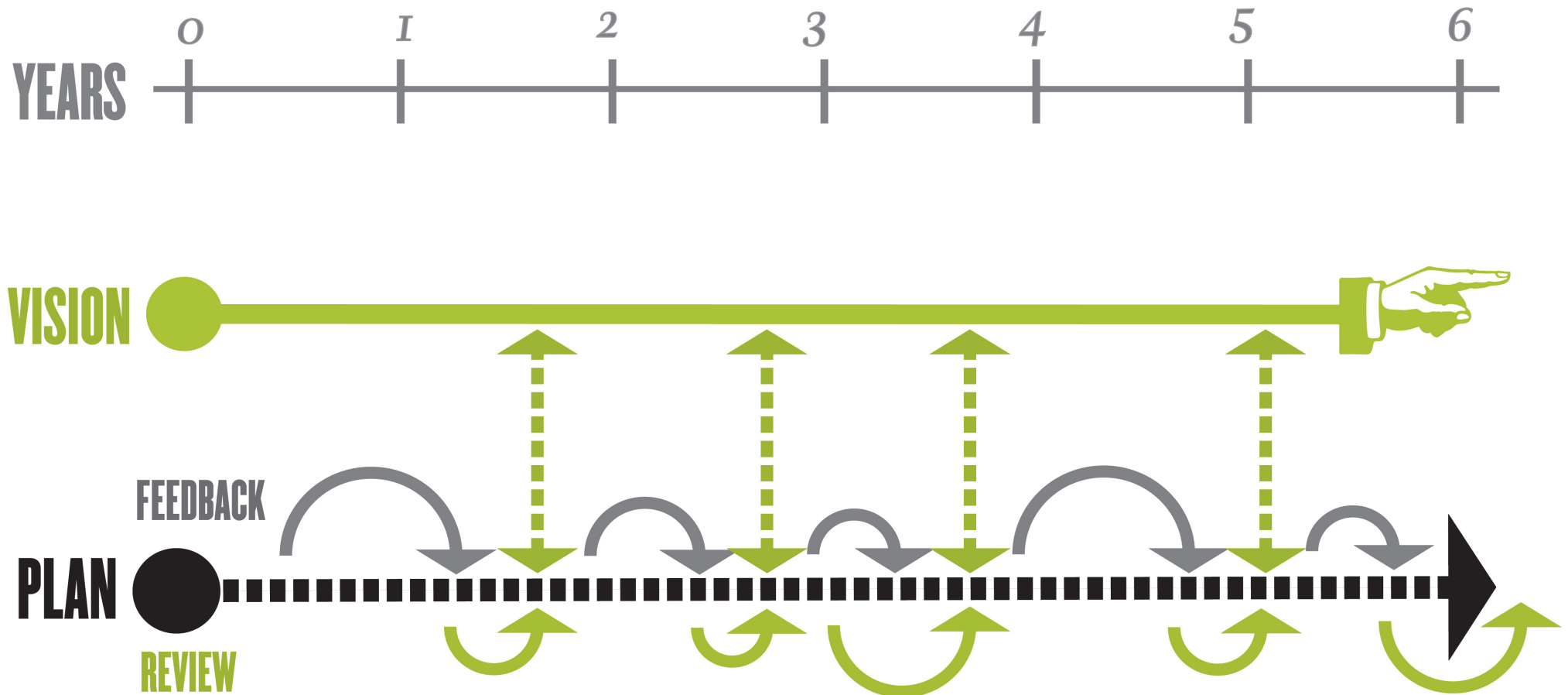
PREDICT AND PLAN



MANAGE THE **PRESENT**:
THE PAST IS SPENT AND DONE
THE **FUTURE** UNCERTAIN

Marcus Aurelius

CONTINUOUS FEEDBACK/REVIEW





9-BAND STEREO GRAPHIC EQUALIZER



FX SEND

0.00

-3

-6

-10

-15

-20

64-BIT A/D & D/A CONVERTER

AUX

AUX 1 SEND

SURROUND

SOURCE

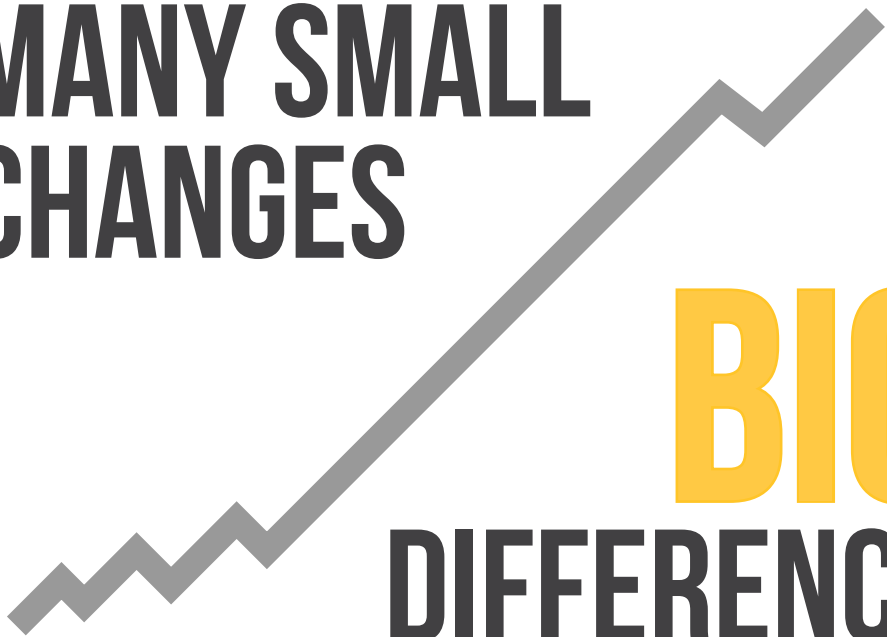
SOLO

0 MAX SURROUND

CD/T

▲ MAIN
▼ MONIT

**MANY SMALL
CHANGES**



**BIG
DIFFERENCE**

**It is not the strongest
species that survive,
nor the most intelligent,
but the ones most
responsive to change.**

- Charles Darwin



**VIVA LA
EVOLUCIÓN**

