

The

**MASSIVE SMALL
DECLARATION**

An antidote to BIGness

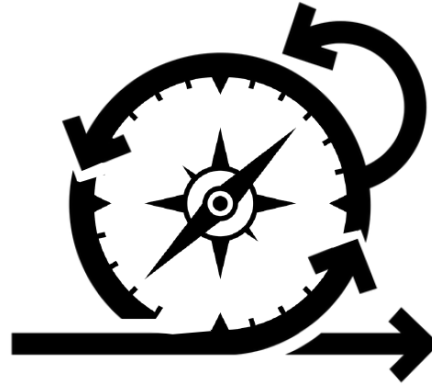
These declarations define and govern the Massive SMALL Project:

- They outline the thinking, principles and behaviours needed to meet the future challenges of urban society.
- They are mutually reinforcing: each point should not be considered in isolation to the others.
- They will constantly evolve as new challenges arise.



CLAUSE 1: A NEW COLLABORATION

We need to put democracy back into urbanism by building a new social compact between government and its citizens, trusting people to do the right thing. This can be done by using protocols that generate simple rules and putting in place essential conditions. Governments can show the way by providing enabling leadership.



CLAUSE 2: RADICAL INCREMENTALISM

With the future uncertain, we must stop fixating on specific, imposed end states for our cities. Instead we must manage in the present. Focusing on catalysts and small beginnings, and intervening in a precisely targeted ways, will stimulate growth and change. We learn by doing.



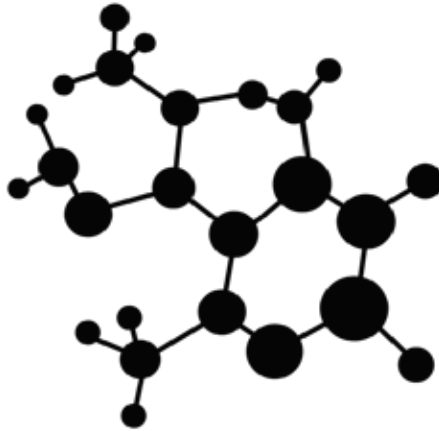
CLAUSE 3: FREEDOM WITHIN CONSTRAINTS

We must create infinite possibilities by limiting choice, defining clear and simple boundaries within which people are free to organise and improvise. Structured choices allow the growth of highly responsive environments and provide a place's inhabitants with a full progression in life.



CLAUSE 4: EVOLUTION NOT REVOLUTION

Small changes make a big difference. We must rediscover the art and process of urban evolution by unleashing the potential of countless bottom-up actions. We need to balance the roles and responsibilities of all players, building on their strengths and weaknesses.



CLAUSE 5: COLLECTIVE WISDOM

Smart citizens make smart cities. Data and technology should augment human intelligence, not seek to replace it. We must trust intuitive wisdom, avoiding the twin traps of reductionism and determinism. We must recognise cities as constantly changing organisms, not mechanistic models capable of highly processed control.



CLAUSE 6: ENABLING LEADERSHIP

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, building social capital and promoting self-organisation at every opportunity.



CLAUSE 7: A CODE OF ETHICS

True professionalism and civic leadership must be built on trust and commitment to do the right thing and must be bound by commonly accepted behaviours. In signing up to these principles, professionals and civic leaders accept their responsibility to the well-being of the inhabitants of the city they have charge over.



CLAUSE 8: A COMMON PLATFORM

Rational discourse depends on shared understanding. We advocate a common language to help everyone in the system share knowledge and take joint action. Using this common language, we must promote openness, shared working, and joint ownership of ideas and solutions across the sectors.



CLAUSE 9: A WHOLE-WORLD VIEW

The total human habitat exists as a dependent subsystem of the environment. It can not be isolated from the natural habitat, particularly when global issues are increasingly felt locally. Accordingly, we must build the foundations for viable and resilient urban life, and a responsible urban society that enables people to influence their own habitat.



CLAUSE 10: OPEN TO CHALLENGE

Our thinking must avoid group-think and the myth of the single hero; foster diversity, complexity and continuous change; embrace different sources, integrate new perspectives and constantly evolve: embedding self-analysis and self-correction at its very core and always being open to challenge. The focus is praxis: where theory meets practice.

PROTOCOL *(noun)*

The accepted or established code of procedure or behaviour in any group, organization, or situation.

