# HOW TO MAKE DESIGNING POLICY

1. Download the PDF and take it to a print shop.

2. Have them print the file according to these specifications:

<table>
<thead>
<tr>
<th>PAGES</th>
<th>PAPER</th>
<th>COLOR/BLACK-WHITE</th>
<th>DOUBLE OR SINGLE SIDE</th>
<th>FINISHING**</th>
</tr>
</thead>
</table>
| 2-3        | 8.5x11 70 lb. white | Color             | Double               | -Trim using printers marks
                                      |                     |                   | -Accordion fold into 4 equal panels with "Designing Policy Instructions" as cover** |
| Instructions | (100 brightness is best.) |                   |                      |                                                  |
| 4-5        | 8.5x11 70 lb. white | Color             | Double               | -Trim using printers marks
                                      | (100 brightness is best.) |                   | -Fold in half lengthwise, then accordion fold into 4 equal panels with "Designing Policy Case Study" as cover** |
| Case Study |                  |                   |                      |                                                  |
| 6          | 8.5x11 70 lb. white | Color             | Single               | -Trim using printers marks
                                      | (100 brightness is best.) |                   | -Fold in half lengthwise, then accordion fold into 4 equal panels with "Designing Policy Board" as cover** |
| Case Study |                  |                   |                      |                                                  |
| 7-30       | 8.5x11 80 lb. or higher white cardstock. | Color | Double*** | -Trim using printers marks*** |
| Cards      |                  |                   |                      |                                                  |

**Printing Helpful Hints:**

* Make sure your printer centers the prints of double sided pages such that the trim marks on both sides line up, and both sides are facing the same way up.

**Some printers may be hesitant to cut or fold for you, so find out if they're willing to do this finishing for you. You can also do the cutting yourself using a cutting mat and utility knife (with care!) and the folding yourself as well.

***You'll want to take extra care to make sure the cards are printed such that the trim marks on both sides line up, and both sides are facing the same way up.

3. Read the instructions and start to play.
   You can use a wide rubber band to keep the cards and folded items together when you're not playing.
Social impact designers seek to tackle quality of life issues. Streetscape improvements; compelling, improbable public spaces; progressive and innovative housing solutions; design solutions that successfully challenge the status quo expand the possibilities of how we live. But scaling up success of design projects usually requires addressing the frameworks and context of the work, often navigating a daunting and frustrating path from physical design to governing policy. Yet for designers to have a larger impact on end users, we must take on regulatory barriers, and advocate for policy change that can amplify improved outcomes.

Designing Policy is equally a game and a thought generator. It is here to help you navigate a project, its design, and relevant policies. This exercise will help you identify the opportunities to be found in various scales along the process and timeline of a project. Who are the stakeholders that accelerate or put the brakes on your efforts? How might you address challenges and responses that arise? What intangible ‘wild card’ occurrences might alter the path to success for you? Designing Policy is your project team’s toolkit to identify each of these points on your map!

Included in the card deck are:

(33) Challenge Cards: These are actions, questions, or barriers in your path to achieving your goal. The (39) Challenge Cards include (13) Safety, (13) Support, and (13) Cost cards.

(24) Response Cards: These will facilitate support for your work or solutions to the challenges that may be presented. The (24) Response Cards include (8) Safety, (8) Support, and (8) Cost cards.

(10) Wild Cards: These are unforeseen opportunities and challenges that may change the trajectory of your narrative.
ABOUT THE DECK

(8) Start Cards: Define your issue to be solved by a design intervention here.
(8) Goal Cards: Define your desired policy outcome here.

NOTE: Some cards may appear more than once.

OBJECTIVE

Draw, play and address a total of (3) Challenge Cards to be paired with a matching Response Card. Each category (Cost, Support, and Safety) must be represented, and a Cost Challenge Card must be paired with a Cost Response Card, a Support Challenge Card paired with a Support Response Card, and a Safety Challenge Card paired with a Safety Response Card. You may draw cards that you need to address but do not necessarily lead you to your end goal.

Note: If this is your first time playing Designing Policy, it may be helpful to read through the provided Case Study example.

STEP 1

Separate out the Start and Goal Cards. Divide the remaining cards into two shuffled card stacks -- one stack with the Challenge Cards and another stack with the Response Cards + Wild Cards. Lay out the provided board.

STEP 2

Fill out your Start Card and your Goal Card and place them on the board.

List your project’s Stakeholders in the space provided on the board. Stakeholders can include your opponents as well as allies. Be conscious that the role of these players could shift over the course of the quest for policy change.

STEP 3

Record your Design Intervention on the board. Think of this as a discrete action that provides an example as to why a shift in policy is needed and how it can help get you from your Start Card to your Goal Card.

STEP 4

Assign (1) player to act as the Recorder to document the conversation on the Board.

Each player draws (1) Challenge Card and reads it aloud. Place your card down so everyone can see it. As a group, interpret its meaning, consider questions, and discuss possible solutions to issues or ways to use the information.

STEP 5

Each player draws (1) Response or Wild Card from the stack, reads it aloud, and places it down. Brainstorm about the opportunities or challenges your project faces on the cards.

If you draw a Wild Card, follow the instructions on the card to advance the game, and place it down.

STEP 6

Repeat Step 4 and Step 5 until (3) pairs of cards are created that match (1) Cost Challenge Card with (1) Cost Response Card, (1) Safety Challenge Card with (1) Safety Response Card, and (1) Support Challenge Card with (1) Support Response Card that helps craft your narrative from design intervention to policy change. Depending on the instructions of the Wild Card drawn, a Wild Card may supplant a Response Card. Use the pairs of cards to outline possible outcomes of your storyline from design intervention to policy change. Consider how to leverage the stakeholders relevant to your cause, and how the Cost, Safety, and Support categories might be able to cross-reference each other.

You may not use all cards drawn. This is OK. Set them aside. As your conversation advances, you may want to revisit some of these cards.

STEP 7

Look back at the narrative and pairs of cards you have created. The goal of this process is to prepare and equip your project team with the ability to address the opportunities and challenges that come with policy change. Reflect and evaluate your decisions and path forward!
In Portland, Oregon, a community building group wanted to create informal gathering spaces within the community. They brought this vision to the community and garnered enough public support to rely on neighborhood stakeholders throughout the process. There was a lot of pushback from the Portland Bureau of Transportation. It took insider information to tactically demonstrate the design proposal, and it garnered attention and support from a city council member, allowing the group to engage government stakeholders. Ultimately, City Council and the Mayor asked for a value analysis and supported the vision when the community group conducted a survey showing that quality of life indicators improved, achieving government livability goals without costing the city any money. Ultimately, this led to the city adopting ordinances for codified community street beautification in the right of way and a sanctioned intersection repair program with community liaisons.
There are safety concerns specific to your proposal that the city council may be concerned about. What are they?

PBOT rejects the proposal for painted street intersections, but the community group believes neighborhood public gathering space is the key to building social infrastructure in the community.

The temporary tea house structure was built without pulling a building permit.

Government officials do not grasp the value of your design. Name the added value of what you’re doing (economic, social, etc).

There are concerns about how your intervention will be affected by, be subject to, or encourage crime. Name them. Are they justified?

Potentially, the painted sidewalks could be vandalized.

The community group receives a city insider tip to implement the painted intersection and ask for forgiveness later. The group arranges a legal block party and paints the intersection as a pilot during the event. PBOT notifies the group that it will be fined, but Council Member Hale becomes an ally.

Who is going to pay for supplies?

The tea house is shut down, but alternatively, painted street intersections could encourage community gathering spaces without involving a building permit.

The group arranged a legal block party and paints the intersection as a pilot during the event. PBOT notifies the group that it will be fined, but Council Member Hale becomes an ally.

The community group asked for monetary and material donations to paint the street intersection. The city liked that this was adding to the city’s livability goals without using taxpayer dollars.

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What are the project-specific cost concerns that your governing body might have regarding your proposal?

Who is going to pay for supplies?
In Youngstown, OH, the comprehensive planning effort sought to address urban contraction by “right-sizing” the city to address issues of blight and revitalization. Youngstown, OH adopts a new, progressive zoning code.

In Portland, OR, a community group sought to create informal gathering spaces to improve social capital. Portland, OR adopts new ordinances for codified street beautification in the right of way.

In Detroit, MI, there is a desire to reclaim streets for the pedestrian/human-scale. Detroit, MI adopts a model that encourages the right-sizing of the streets.
SAFETY
CHALLENGE
Residents are claiming that construction will be an eyesore and invite crime. Are they justified? Have you considered this?

SAFETY
CHALLENGE
The community has concerns about the safety of your intervention. Why would they be concerned? What could these concerns be?

SAFETY
CHALLENGE
Residents are claiming that construction will be an eyesore and invite crime. Are they justified? Have you considered this?

SAFETY
CHALLENGE
There are safety concerns related to traffic and parking. What agencies are concerned and what do they think is the problem?

SAFETY
CHALLENGE
There are safety concerns specific to your proposal that the city council may be concerned about. What are they?

SAFETY
CHALLENGE
Residents and business owners think the capital improvements will detract from the quality of life. What factors are they citing and why?

SAFETY
CHALLENGE
There are safety concerns specific to your proposal that the city council may be concerned about. What are they?

SAFETY
CHALLENGE
Residents are claiming that construction will be an eyesore and invite crime. Are they justified? Have you considered this?
SAFETY

CHALLENGE

The community has concerns about the safety of your intervention. Why would they be concerned? What could these concerns be?

CHALLENGE

SAFETY

There are concerns about how your design intervention will impact the environment. How will you identify and mitigate these concerns?

CHALLENGE

SAFETY

What project/place-specific private interests are at play and can affect your proposal’s success? What can you do about it?

CHALLENGE

SAFETY

What are place-specific concerns that you foresee others voicing about SAFETY and what can you do about them?

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What are place-specific concerns that you foresee others voicing about SAFETY and what can you do about them?

SUPPORT

CHALLENGE

Government officials do not grasp the value of your design. Name the added value of what you’re doing (economic, social, etc).

CHALLENGE

SUPPORT

Your proposal seems drastic and untested. How do you legitimize this? How do you foresee this as a challenge?

CHALLENGE

SUPPORT

The city council rejects your proposal, and you’ve reached an impasse. What are the paths forward?
The community feels disenfranchised or marginalized, and doesn’t see the point in your work. Why do they feel this way?

What are place-specific concerns that you foresee others voicing that could erode SUPPORT and what can you do about them?

Residents find your proposal confusing and don’t like change. What are they confused about and what do they like about the status quo?

Residents don’t understand the policies surrounding your proposal. What are they and why are they difficult to understand?

What are place-specific concerns that you foresee others voicing that could erode SUPPORT and what can you do about them?

Only a narrow band of community members are willing to engage with your project. Participatory work is misrepresented. Who is being left out and why?

The proposal is presented to the public, but voters reject your proposal, and you’ve reached an impasse. What are the paths forward?

There is a strong thread of NIMBYism in your community. Who is protesting your project?
There is a strong negative sentiment from powerful unions (or other special interest groups). Which groups are these and why?

A private developer who you are working with already has ideas on what to build. Without any community engagement, people get upset. What do you do?

The city/state does not want to pay for the upgrades you’re proposing. Who will pay for capital costs?

Consider ongoing maintenance costs. Who will pay for them?

What are the project-specific cost concerns that your governing body might have regarding your proposal?

Residents are against your plan because they think it is a waste of taxpayer money. What in your proposal is being funded by taxes?

Residents are upset because they think government should be focusing on other issues. What time and public resources are being spent on your proposal?

Businesses are concerned about the impacts this intervention will have on foot traffic and sales. Identify possible impacts and how they can be mitigated.
Developers/owners are concerned that your proposal will negatively impact their investment. Who are nearby owners and why would they be concerned?

A nearby private developer thinks your proposal will help the value of their investment. How do you leverage this?

What are place-specific concerns that you foresee others voicing about COST and what can you do about them?

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</thead>
<tbody>
<tr>
<td>Demonstration project. What does a demonstration project prove and who are you targeting?</td>
<td>Quality of life value-add analysis. How do you measure qualitative information and what can you do with this information?</td>
<td>Precedent projects and data. What case studies are similar to your proposal and how can those examples help your argument?</td>
<td>Environmental Impact Study. How can you use this tool to support your work? What metrics are you looking at and why?</td>
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Lobbying. Who are key individuals and organizations that you need on your side? How can you lobby them?

Collaboration with community partners. Identify potential community partners. Why are these partnerships important?

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Economic value-add analysis. Who can perform a value-add analysis and what data and metrics would be helpful for you?

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Educational tool. Who do you want to educate and how are you going to do that?

Creative community engagement. What are strategies and activities you can employ to reach those who are difficult to engage?

Educational tool. Who do you want to educate and how are you going to do that?
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</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td>Private investors. Identify large sources or private investment and discuss what would need to happen for buy-in.</td>
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</tr>
<tr>
<td><img src="image3.png" alt="Image" /></td>
<td><img src="image4.png" alt="Image" /></td>
<td>Grant writing. Identify potential grants and your strategy for applying them.</td>
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</tr>
<tr>
<td><img src="image5.png" alt="Image" /></td>
<td>Fundraising. Discuss the possibilities and challenges of fundraising through private donors. How viable is this option?</td>
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<td><img src="image7.png" alt="Image" /></td>
<td><img src="image8.png" alt="Image" /></td>
<td>Government funding. Can resource (tax) allocation be funnelled towards your project? How would this process work and what do you need to do?</td>
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<tr>
<td>WILD CARD</td>
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<tr>
<td>Use this card to respond to 1 Challenge of your choice</td>
<td>Play an additional Support Response Card</td>
<td>Play an additional Support Response Card</td>
<td>Play an additional Cost Response Card</td>
</tr>
<tr>
<td>You found an ally in the government who can provide insight and support to advance your cause. How do you build on this stakeholder’s efforts? What about other possible allies?</td>
<td>There is an unexpected changeover within government administration and the headway you’ve made is lost. How do you regroup?</td>
<td>The city shuts down your action/intervention. How do you proceed? What avenues could the government use to shut down your work?</td>
<td>The investor who was providing capital funding withdrew. What are your next steps? Identify investors who might help and which are vulnerable.</td>
</tr>
<tr>
<td>Play an additional Response Card of your choice</td>
<td>Play an additional Support Response Card for additional engagement</td>
<td>Respond to 1 Challenge Card of your choice</td>
<td>You MUST play a Support: Government Card</td>
</tr>
<tr>
<td>You were awarded a grant that will provide funding, but only if the granter can dictate the design and implementation. What do you lose/gain when accepting the funds? Do any of your funds come with strings attached?</td>
<td>The city loves your proposal and wants it to have a longer shelf life. How do you capitalize on the momentum? How flexible are you and your proposal?</td>
<td>Special interests believe your proposal might further their mission. How do you prove and leverage this?</td>
<td>State government is at odds with the city government and your proposal is shut down. How do you proceed?</td>
</tr>
</tbody>
</table>
The city doesn’t want to move on your proposal, and requires others to make interventions that unintentionally help your cause. How do you leverage this unexpected help? What might this help look like and how would you use it?

SUPPORT RESPONSE
Collaboration with community partners. Identify potential community partners. Why are these partnerships important?