

The Housing Passport

Moving People, Projects,
and Public Will Toward
Housing Solutions

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WINGED WOLF
INNOVATIONS

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Facts Are Necessary, But Rarely Sufficient

- Housing Solutions move or stall because of
 - Values
 - Trust
 - Identity
 - Fear
 - Timing
 - Relationships
 - Perception of the Future



Make the Case

HEAR

- What does the stakeholder value, fear, or want to protect?

CONNECT

- What authentic shared aspiration can you name?

SHOW

- How does this specific housing solution advance that aspiration?

INVITE

- What reasonable next steps are you asking them to take?





Let's Try It!

“Our roads, schools, and services are already stretched. Why should we add more housing?”

At your table in 90 seconds:

- Identify the underlying concern.
- Select a shared value.
- Develop 1 strong opening sentence.



Case-Making in Action

THE HOUSING PASSPORT

Neighborhood Opposition – Sagebrush Commons

Your challenge

Respond to neighborhood concerns in a way that protects trust, acknowledges what residents value, and creates a credible path forward.

REMEMBER THE FRAMEWORK

HEAR

CONNECT

SHOW

INVITE

Seven-minute round: Read → Build → Pitch → Decide → Record

Scenario and task card

Sagebrush Commons (Fictional Scenario)

Scenario

Your team is proposing a 48-home rental community on a vacant parcel near an established residential neighborhood. The homes are intended for local service workers, healthcare employees, older adults on fixed incomes, families, people with disabilities, and other households increasingly unable to afford housing in the area.

CONCERNS RAISED AT THE NEIGHBORHOOD MEETING

- Traffic and parking on neighborhood streets
- Safety and property values
- Building height and density
- Loss of neighborhood character
- Whether approval promises will still be kept after construction

Some comments reflect genuine concerns about growth and accountability. Other comments include assumptions about the people who may live in the housing.

YOUR TASK

Make the case for moving Sagebrush Commons to the next stage of neighborhood review.

- Acknowledge what the stakeholder wants to protect
- Connect the project to a shared neighborhood aspiration
- Use relevant project information without overwhelming the audience
- Avoid reinforcing stereotypes about future residents
- Invite a specific and credible next step

Proposed next step

Ask the stakeholder to participate in a follow-up neighborhood design and accountability meeting before the public approval hearing.

Use one or two facts that matter most to this stakeholder. Do not try to use every fact.

PROPOSED HOUSING

- 48 rental homes
- Mix of one-, two-, and three-bedroom homes

SITE AND DESIGN

- Buildings would be two and three stories
- Taller portions would be located farther from existing single-family homes
- Input is still possible on lighting, fencing, landscaping, and common outdoor areas

TRAFFIC AND PARKING

- Primary vehicle entrance would be on the larger adjoining street
- Current concept includes on-site resident and guest parking
- Parking-management plan has not yet been finalized

MANAGEMENT AND ACCOUNTABILITY

- Proposal includes professional property management
- Neighbor reporting process for ongoing property-management concerns is not yet finalized

COMMUNITY BENEFIT

- Creates additional homes near employment, services, and transportation
- The project alone will not solve the community housing shortage

CREDIBILITY REMINDER: DO NOT PROMISE

- That traffic will not increase
- That no problems will ever occur
- That property values are guaranteed to rise or remain unchanged
- That every neighborhood request will be accepted

A credible case acknowledges uncertainty and explains how concerns will be addressed.

HEAR

CONNECT

SHOW

INVITE

Move from technical facts to trust-building meaning.

Stakeholder / Decision-Maker card

PRIVATE ROLE

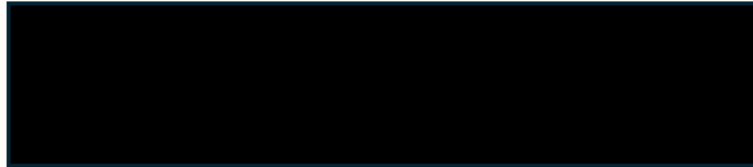
Do not read this card aloud.

YOUR ROLE

You are Pat, a longtime homeowner who has lived near the proposed site for 24 years. You care deeply about the neighborhood and plan to remain there. You do not see yourself as opposed to all housing, but you believe this proposal may be too large for the location.

WHAT YOU SAY PUBLICLY

"I have lived here for more than two decades. We already deal with speeding, parking, and pressure on local services. Forty-eight apartments will change this neighborhood. I am worried about safety, property values, and whether the developer will disappear after the project is approved."

WHAT IS UNDERNEATH YOUR CONCERN**Experience shaping your reaction**

Stakeholder / Decision-Maker card

WHAT WILL NOT PERSUADE YOU

A large black rectangular redaction box covering the content area for 'WHAT WILL NOT PERSUADE YOU'.

WHAT MAY CREATE MOVEMENT

A large black rectangular redaction box covering the content area for 'WHAT MAY CREATE MOVEMENT'.

Important perspective

A black rectangular redaction box covering the content area for 'Important perspective'.

HEAR

CONNECT

SHOW

INVITE

Listen for the framework, then choose the outcome that matches the movement created.

Follow-up and outcome guide

PRIVATE

STEP 1: LISTEN FOR THE CASE-MAKING FRAMEWORK

HEAR

Identify what you are trying to protect without dismissing you or validating stereotypes

CONNECT

Name an authentic shared goal, such as safety, stability, responsible growth, or accountability

SHOW

Explain how Sagebrush Commons could advance that goal using credible project information

INVITE

Offer a specific and realistic next step

STEP 2: ASK ONE FOLLOW-UP QUESTION

- Accountability: Who will neighbors contact if management or maintenance problems occur after the housing opens?
- Neighborhood input: What is one part of the plan that residents can still meaningfully influence?
- Traffic and parking: What will happen if parking begins spilling onto neighborhood streets?
- Trust: Why should we believe that these commitments will still matter after the project is approved?
- Stigma and safety: You say this will be safe, but how do you know who will live there?

For the stigma and safety question, reward responses that support fair treatment of future residents while addressing management, design, and accountability. Do not reward a response that accepts the assumption that lower-income residents are inherently dangerous.

Follow-up and outcome guide

STEP 3: SELECT THE OUTCOME

Green: Moved forward

Choose green when the case creates enough confidence to take the proposed next step. Green does not mean every concern is resolved, full support is achieved, or the pitch was perfect.

- Acknowledges connection to the neighborhood
- Names safety, stability, responsible growth, or accountability as shared value
- Uses relevant facts, avoids unsupported promises, and avoids stigma
- Invites a specific follow-up design and accountability meeting

Orange: Moved forward with friction

Choose orange when there is some movement, but not enough confidence without additional information or conditions.

- Response is respectful but vague
- Shared values are named, but project connection is weak
- Invitation is simply keep talking without a clear process
- Strong case but does not explain how resident input will matter

Complete: I might move forward if the group strengthened _____.

Red: Stalled

Choose red when the response fails to create enough trust or alignment to continue.

- Dismisses concerns or labels the stakeholder
- Relies almost entirely on statistics
- Treats assumptions about future residents as facts
- Makes unsupported promises or provides no credible next step

Complete: The case stalled because _____.

Then explain the outcome in one sentence.

Did It Move?

GREEN

Moved Forward with enough trust for the next step

ORANGE

Moved Forward with Friction; more is needed

RED

Stalled; not enough trust or alignment to continue

Green does not mean full agreement

A meaningful green outcome may simply mean Pat is willing to attend the follow-up meeting, review the accountability plan, and delay final judgment

Your Housing Passport Challenge

- Move a housing solution through real-world pressure points
- Understand the stakeholder perspective
- Make the case using shared values
- Receive an outcome and capture the learning
- **Goal:** enough understanding, confidence, or alignment for a credible next step





Your Three-Round Path

- Round 1: New Challenge
- Round 2: New Challenge
- Round 3: Reframe & Retry or Advanced Bonus Challenge

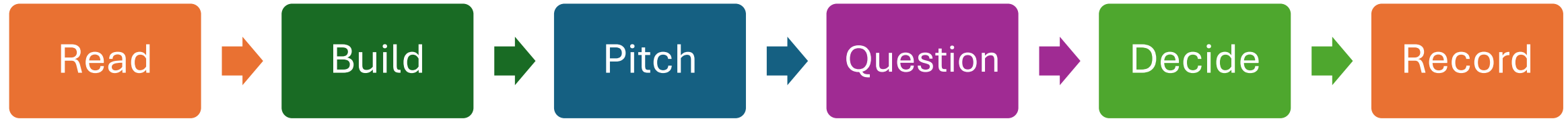
Your Table Roles

- **Table Captain:** Read, pace, protect private materials, reassemble
- **Stakeholder/Decision Maker:** listen from the role, ask one question, choose the outcome
- **Spokesperson:** Deliver the case in plain language
- **Case Team:** identify the concern, shared value, relevant facts, and next step

***Volunteer Stakeholders May Travel With Selected Packets**



Each Seven-Minute Round



HEAR: What matters?

CONNECT: What do we share?

SHOW: How does this help?

INVITE: What next step?



Your Outcome

GREEN

Moved
Forward with
enough trust
for the next
step

ORANGE

Moved
Forward with
Friction;
more is
needed

RED

Stalled; not
enough trust
or alignment
to continue

Record and Reflect

- Place your sticker.
- Identify what mattered most.
- Why did the case move or stall?
- Which step could have been strengthened?
- What is the next move?



Activity Norms

1

Score from
the
stakeholder
perspective

2

Use credible
information,
and name
unknowns
honestly

3

Do not
reinforce
stereotypes
or promise
zero impact

4

Share
airtime and
keep the
response
focused

5

Aim for
movement,
not instant
conversion

Activity Rounds 1-3 Flow

Step	What to Do
1. READ	Captain reads the scenario. Stakeholder reads the private role.
2. BUILD	Case team chooses what to HEAR, CONNECT, SHOW, and INVITE.
3. PITCH	Spokesperson makes the case in plain language.
4. QUESTION	Stakeholder asks one brief follow-up question from the private handout.
5. DECIDE	Stakeholder selects green, orange, or red and explains why.
6. RECORD	Everyone completes the Passport entry.

Group Debrief



Quick Reference Guide



What was most
impactful for you?



Move your Next Step from Idea to Action

HEAR · CONNECT · SHOW · INVITE

For public agencies, developers, funders, service providers, advocates, and community partners ready to move beyond the blueprint.

WHO WE ARE

Winged Wolf Innovations is a consulting, training, and technical assistance partner for housing, homelessness, and human service systems.

WHAT WE HELP MOVE

- Facilitation and stakeholder engagement
- Systems planning, design, and strategic roadmaps
- Program development and compliance support
- Training, TA, and implementation coaching

Invite us into the pressure point you need to move next.

wingedwolf.org | contact@wingedwolf.org





Questions?





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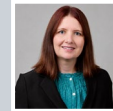
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