



VISION GREENWOOD COMMUNITY VISION REPORT

GREENWOOD, MISSOURI MAY 2025

This report summarizes the outcomes from the visioning phase of the Vision Greenwood comprehensive master planning process. This visioning phase ran from September 2024 – April 2025 and transitioned to the next phase of the project at the Vision Greenwood Future Summit on April 26, 2025. Beginning in September, the engagement process has included a Community Survey, 10 key stakeholder interviews, a Community Benchmark Report, a two-session Think-Tank Workshop, a Think-Tank Report, a Community Visioning Session and a Community Update, a Heatmap Survey, 10 project newsletters, social media postings, and a postcard mailing to all residences in Greenwood. This engagement process was designed to provide an open, inclusive, and transparent platform for community members to help create a shared community vision that will guide decision-making over the next ten years.

These reports and the associated data analysis are available on the project portal:

lab2.future-iq.com/vision-greenwood

REPORT PREPARED BY:



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OVERVIEW OF THE COMPREHENSIVE MASTER PLANNING PROCESS

"The best [thing] about Greenwood is that it's our home. The people who live here are what make it feel that way."

- Portal Information Request Participant

Vision Greenwood is a visioning and comprehensive master planning project that will update the City of Greenwood's 2008 Comprehensive Master Plan (CMP).

This update began with the development of a new Community Vision for Greenwood. Public involvement and input were a critical component of the visioning process, with a focus on public engagement throughout the city and strategic visioning around the future of Greenwood's Main Street/Highway 150 and other growth areas. Following the community visioning, the 2008 CMP will be examined and updated to reflect current community priorities. Throughout the process, citizens and community partners will be asked to join with the city to identify priorities and establish a list of goals and action steps for implementation. This input will inform the development of an actionable implementation section that will outline and prioritize strategies for achieving the Comprehensive Master Plan's new goals and objectives.

The Vision Greenwood project is a robust, inclusive, and forward-looking planning process.

The project's objective is to produce the Vision Greenwood Comprehensive Master Plan, which aims to position the city on a continued path of becoming a resilient and vibrant community. The process will also explore the current and future strategic positioning of the city and create an enduring and collaborative roadmap to the future. A fundamental premise is that the world is changing fast, and the city needs collaborative and decisive thinking to help envision how it will thrive over the next 10 years.





1.0 | INTRODUCTION – SUMMARY OF THE VISIONING PROCESS

In creating the Vision Greenwood Community Vision, stakeholders worked together to explore the community and how it could evolve in the future. The eight-month visioning process began in September 2024 and will end in April 2025. On April 26, the city is hosted a public Future Summit. Participants learned about the outcomes from the comprehensive master planning process thus far, and set the stage for an implementation plan. The Future Summit was the bridging event that will launch the next phase of the comprehensive master planning process.

VISION GREENWOOD

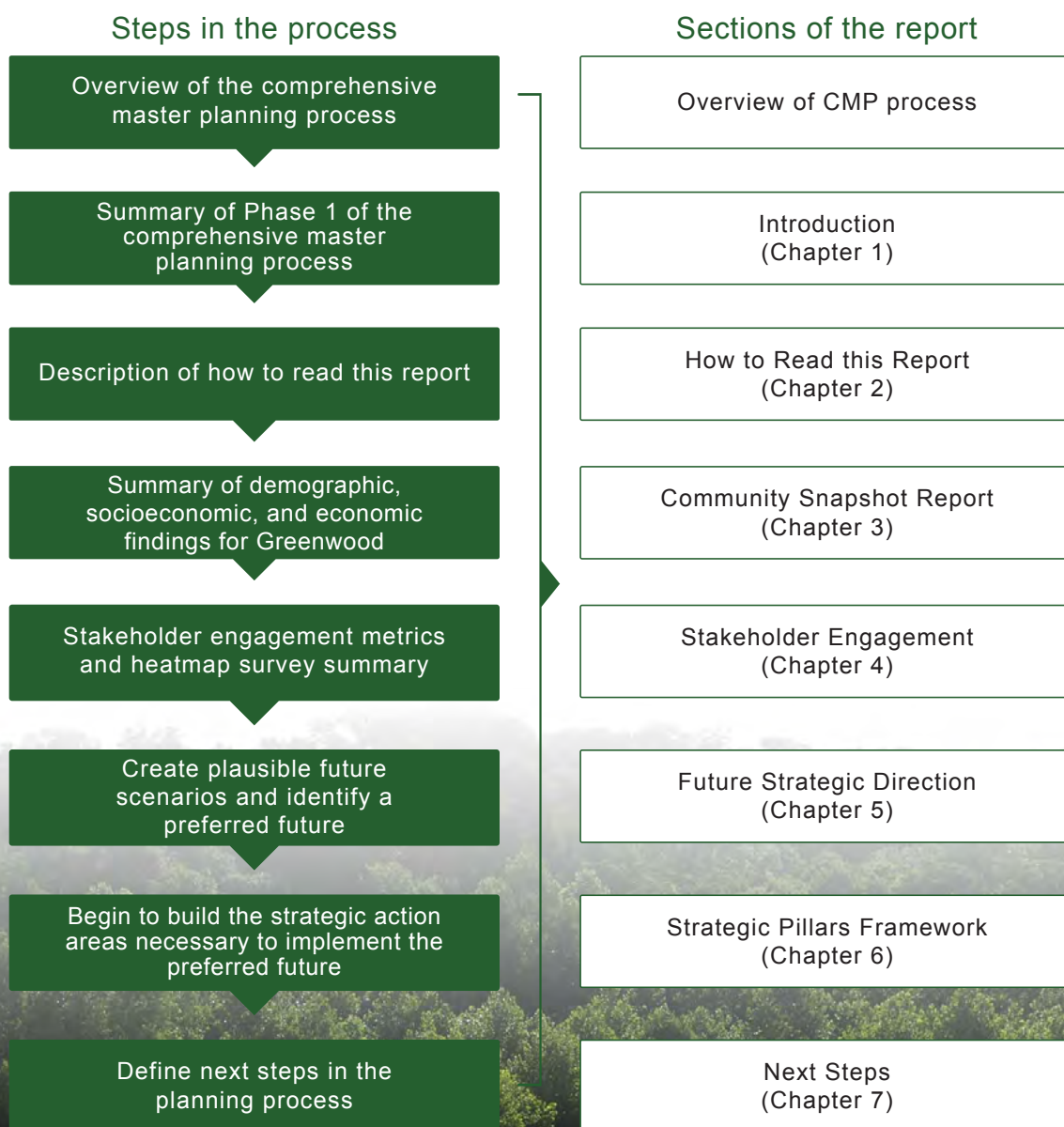
CITY OF GREENWOOD, MISSOURI | COMPREHENSIVE PLAN UPDATE PROCESS



»»»» 2.0 | HOW TO READ THIS REPORT

This report lays out the findings from each key step in the visioning process. The process moved from background analysis and exploration, to identifying key priorities for the future of Greenwood. More details about the overall planning process may be viewed on the Vision Greenwood project portal at lab2.future-iq.com/vision-greenwood/.

This work represents robust ‘future gazing’ where stakeholders considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future for Greenwood. This understanding helps lay the groundwork for figuring out what next steps to take in the next phase of comprehensive master planning process. The preferred future identified through this process presents an exciting and compelling vision for how Greenwood could evolve as a community looking out to 2035.





3.0 | COMMUNITY BENCHMARK REPORT – SUMMARY OF KEY FINDINGS

The Vision Greenwood comprehensive master planning process blends vision setting and engagement with a data-driven approach, balancing the qualitative aspects and sentiment of the community with specific metrics to quantify the city's economy and future opportunities. Key findings from the 2025 Community Snapshot Report include:



Greenwood, Missouri, with a 2023 population of 6,123 and a 17.3% growth since 2010, has experienced consistent but moderate expansion.



Demographically, Greenwood benefits from a relatively young median age of 37.3 years and a high median household income of \$104,638, positioning it in the upper-middle tier among nearby communities.



The city has a robust labor market with one of the lowest unemployment rates at 1.4% and a strong participation rate of 77%.



The local labor market is predominantly driven by professional and managerial roles, supported by key sectors such as educational services, healthcare, and professional services. This strong economic base is complemented by a low poverty rate of 2.6% and a healthy balance between male and female populations.



Greenwood leads with a 97.3% healthcare coverage rate and the lowest overall crime rates among its peers.



Leading with 99% broadband access, Greenwood demonstrates exceptional digital connectivity, providing a solid foundation for future business development and innovation.



Greenwood has a uniform single-family market with a 90.1% homeownership rate. Its moderately priced housing—at a median value of \$263,300 with balanced property taxes—offers stability, though high rental rates and a lack of multi-family options may limit affordable choices for younger or lower-income residents.



Greenwood's overall livability (score: 52) exceeds state and national averages. However, a low housing score (35) highlights significant affordability and availability challenges.



A heavy commuter pattern—with over 3,000 residents traveling outside while only 44 both live and work in Greenwood—coupled with a moderate 28-minute average commute and a 15.1% work-from-home rate, indicates a reliance on external job markets.



To read the Vision Greenwood Community Benchmark Report, please visit:
https://future-iq.com/wp-content/uploads/2025/04/Greenwood-Community-Snapshot-V5.1_Final.pdf.

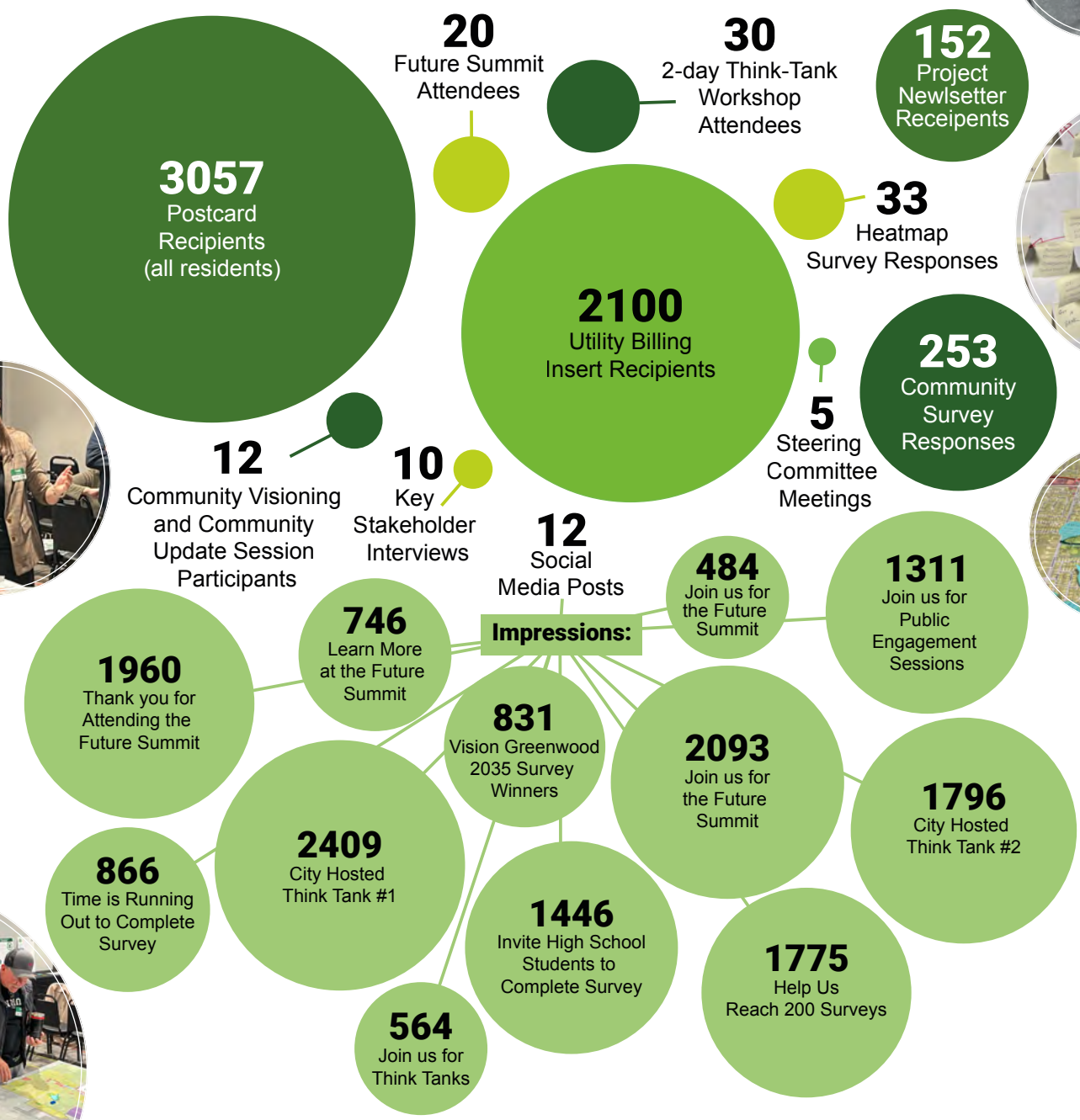


4.1 | STAKEHOLDER ENGAGEMENT METRICS

Throughout the visioning phase, the Vision Greenwood comprehensive master planning process has been built on extensive stakeholder input. The engagement and data-driven methodology progressively focused the discussion on emerging key themes and stakeholder aspirations for the future. The purpose of the process was to arrive at a 'point of consensus' that represents the shared vision for the future of Greenwood. The result is a Community Vision with Strategic Pillars that guide the city on the path to that preferred future.

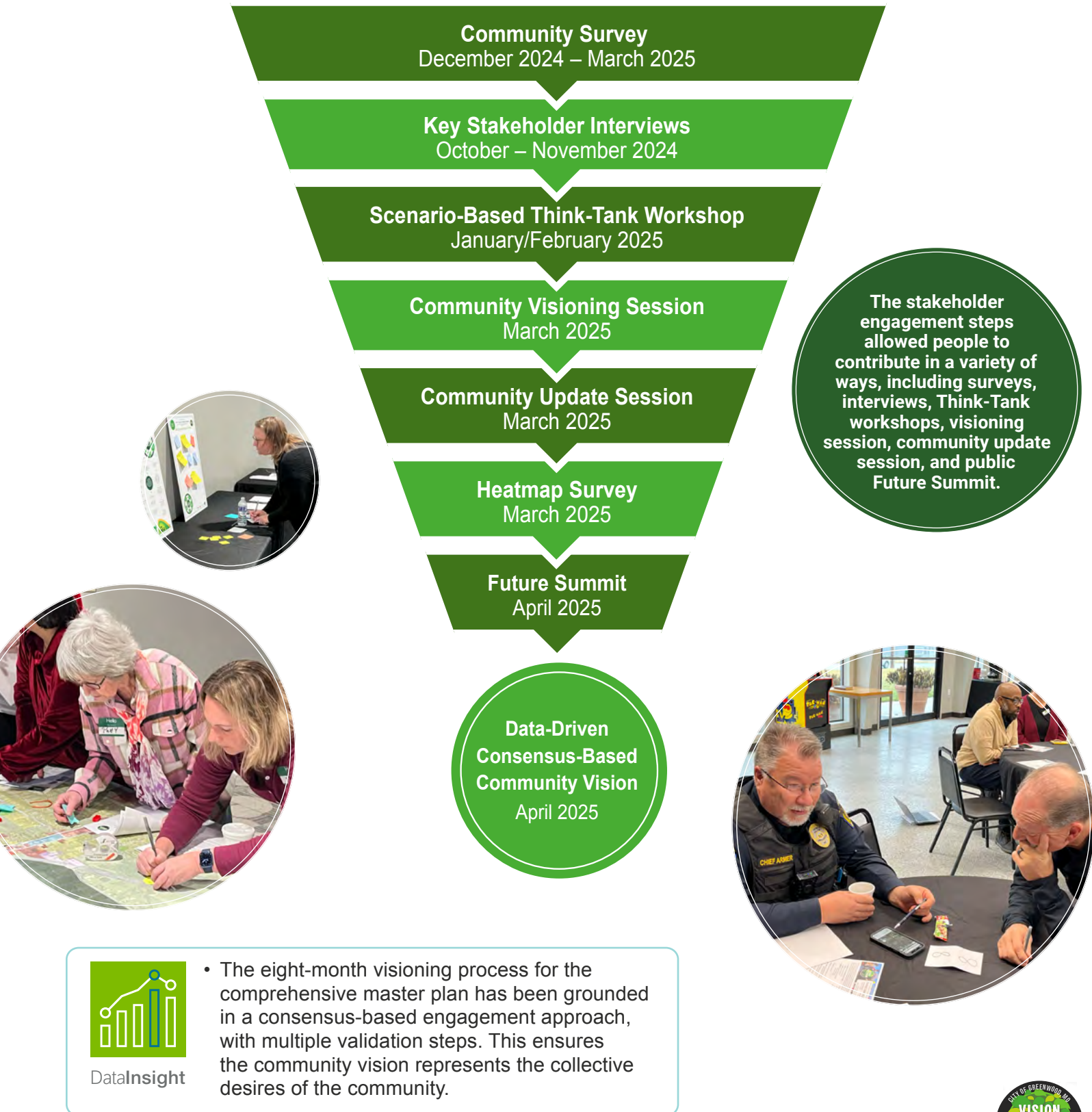
A key feature of the engagement and planning process was the mixture of surveys, newsletters, interviews, and in-person sessions to reach the broadest range of stakeholders as possible.

The Vision Greenwood comprehensive master planning process has involved a wide, deep and transparent engagement process. Reports and survey results were published on the Vision Greenwood project portal, and the project was widely promoted across the city.



»»»»» 4.2 | STAKEHOLDER ENGAGEMENT STEPS

The visioning phase of the Vision Greenwood comprehensive master planning process has included numerous opportunities for stakeholders to have input. This engagement process was intended to create a unified community vision that will serve as foundational support for the final Comprehensive Master Plan.



5.1 | IDENTIFYING THE PREFERRED DIRECTION FOR GREENWOOD

To identify the preferred future or vision for Greenwood, stakeholders participated in a scenario-planning workshop called a Think-Tank. This two-day scenario-based Think-Tank was conducted in-person on January 31 and February 1, 2025. Approximately 30 people attended the Think-Tank. The Think-Tank was intended to build coherency around a vision for the future of Greenwood that will guide stakeholders looking out to 2035.

The scenario planning process provides a method to explore plausible futures and consider the implications of various future scenarios. The Think-Tank workshop aimed to:

- **Deepen the understanding and examination of how external events and local conditions could shape decision-making**
- **Identify and understand the key influences, trends, and dynamics that will shape the organization looking out to 2035**
- **Outline the results from the Vision Greenwood Community Survey**
- **Create and describe four plausible long-term scenarios for Greenwood**
- **Explore alignment around a shared future vision**

The scenario planning process encourages curiosity and collaboration by providing a way to explore plausible future scenarios from a speculative standpoint.

The scenarios developed during the planning process are important to provide a framework to discuss future possible outcomes and implications for Greenwood's comprehensive master planning for the next 10 years. In addition, the Think-Tank deliberations assisted in identifying key actions for the city and in exploring how various agencies and organizations might collaborate to best contribute to future policymaking. The process involved exploration of local trends and forces of change and the development of a scenario matrix defining four plausible scenario spaces for the future. The event concluded with discussion of the scenarios and selection of a preferred scenario. For additional information and details on the visioning process, please read the **Vision Greenwood Think-Tank Report**.

"I'm glad we have a mayor and board that are focusing on the infrastructure needs. Once that's in place, the town will be able to grow in the right direction."

- Community Survey Request Participant

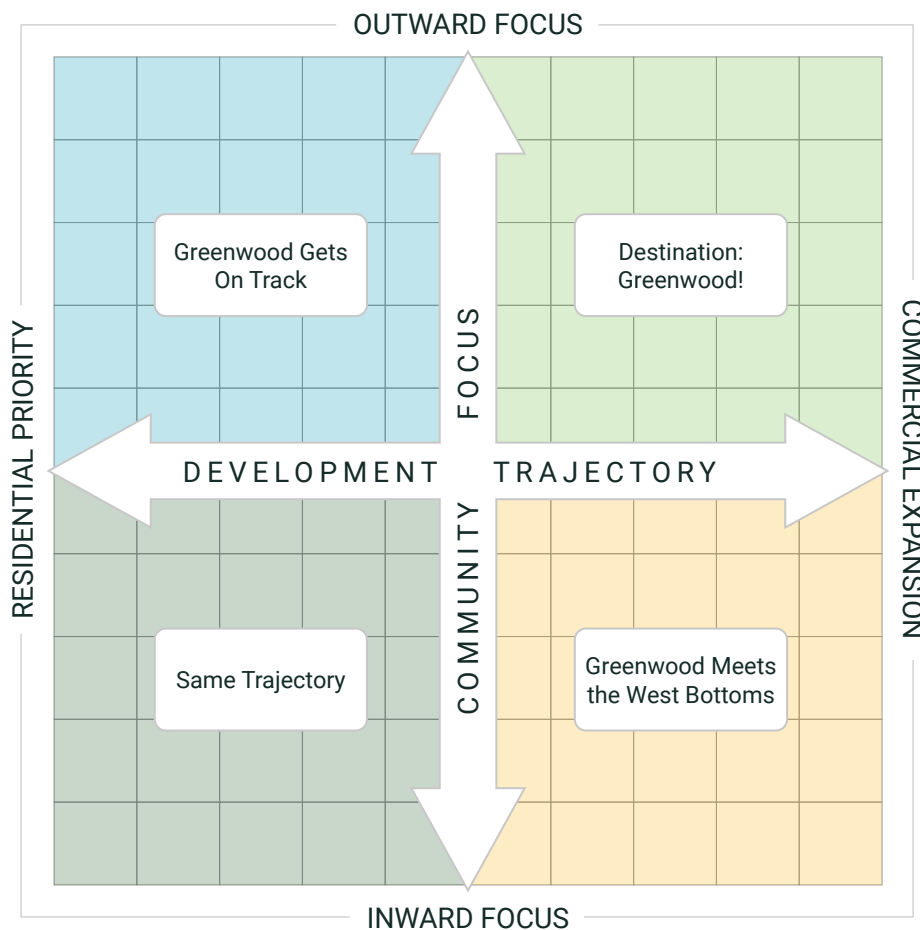


5.2 | SCENARIOS OF THE FUTURE – FRAMEWORK FOR EXPLORATION

During the Vision Greenwood Think-Tank, four different scenarios were created. The scenarios were created using the scenario matrix framework that was built around the two macro themes of **Community Focus** and **Development Trajectory**. An in-depth scenario planning process over two days enabled the development of four potential future scenarios. For more details on the Vision Greenwood Think-Tank, please refer to the published **Vision Greenwood Think-Tank Report**.

The scenario development process at the Think-Tank provided stakeholders the opportunity to examine the implications and consequences of different and plausible future directions for Greenwood.

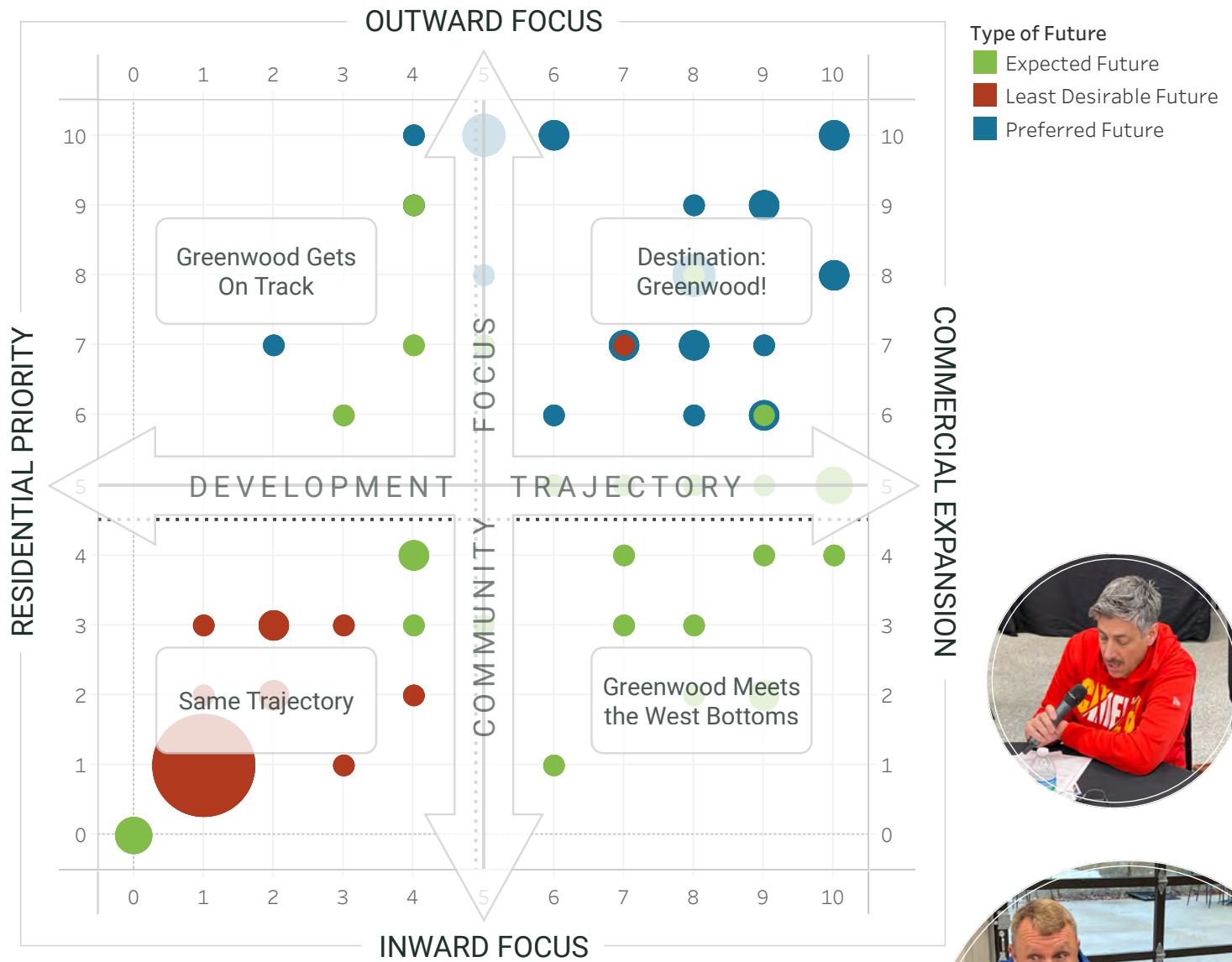
The community and City work in a very collaborative and cooperative manner with local institutions, such as school, churches and business groups, to leverage funding and expand impact. The City also takes a key role in working with surrounding cities and governments on regional initiatives.



The community and City focus almost exclusively on internal issues and needs of the city-controlled assets and amenities. Staff and Council invest their time on local topics and engaging with local people through the existing City systems and communication platforms. Funding for initiatives is largely from internal sources.

5.3 | IDENTIFYING EXPECTED AND PREFERRED FUTURES

With the four plausible futures for Greenwood, Think-Tank, Community Visioning Session, and Community Update participants were asked to plot their least desirable, expected, and preferred futures for Greenwood in a 2035 using a 100-grid diagram. The results from each participant formed heatmaps that showed the preferences by color coding and size of bubble denoting how many people chose each section of the grid. The chart below shows the combined heatmaps from 33 people.



DataInsight

- The size of the circle denotes the number of responses in that square of the grid. The larger the circle, the more responses.
- The Least Desirable Future was firmly based in Scenario D – Same Trajectory. The bottom left-hand side of this quadrant had the most responses regarding this being the least desirable future for Greenwood.
- The Preferred Future falls primarily within Scenario B – Destination: Greenwood!



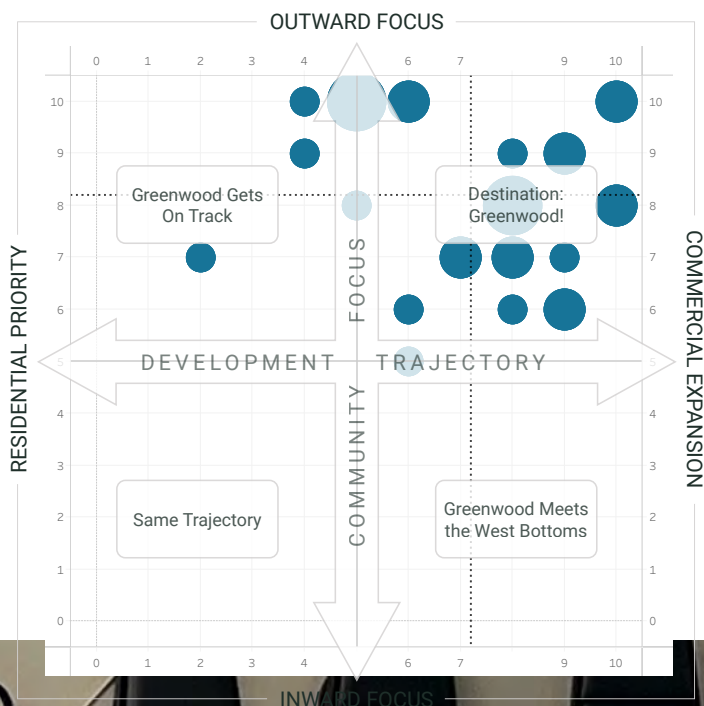
5.4 | DESCRIPTION OF PREFERRED FUTURE – 'DESTINATION: GREENWOOD!'

The 'Preferred Future' narrative was generated from the work carried out in the Vision Greenwood Think-Tank. The name given to the scenario by participants was 'Destination: Greenwood!'

This scenario forecasts a future where the community and city actively collaborate both internally and with surrounding communities to leverage funding resources to build economic resiliency. There is an intentional focus on diversifying commercial areas and development with special attention to the Downtown area. A collaborative approach to community development brings together local institutions and surrounding communities to work on regional initiatives. Completion of the Rock Island Trail connects Greenwood to the region and trailhead services develop to cater to riders and patrons from across the region. Investment is made by MoDOT and the State to fund road improvements. The city's businesses diversify to support a growing population, new interests and needs within the community. Greenwood finds its niche that attracts both visitation and growth. The Downtown flourishes and development includes a Public Square that becomes the City Center. City Hall, Fire, and Police are relocated to the Square, including new retail, a farmer's market, and other amenities. The Millennial population is attracted to Greenwood with new and affordable types of housing, greater mobility options, and mixed use areas. Residents enjoy greater connectivity, economic opportunity, and quality of life amenities.

SCENARIO SNAPSHOT

- Greenwood Public Square becomes City Center and city services and City Hall move to the new City Center
- Business base is diversified and Greenwood finds its niche
- Mobility and connectivity are prioritized for Greenwood residents
- Housing options are expanded and mixed use commercial increases
- Rock Island Trail connector develops trailhead services
- Millennial population grows as new jobs come to Greenwood
- City collaborates with surrounding communities to save tax dollars by combining services and programs



6.0 | STRATEGIC PILLARS FRAMEWORK

The key organizing framework for the Community Vision is its five Strategic Pillars. The pillars were developed following the Key Stakeholder interviews, the Community Survey, Think-Tank, Steering Committee meetings, Community Visioning Sessions, and the Future Summit. The pillars represent the major theme or topic areas that underpin the preferred future for Greenwood, Destination: Greenwood! The community ideas for action are structured around these five key strategic pillars which are the fundamental building blocks that support the vision for the city.

The strategic themes and ideas for action for the Strategic Pillars will be further developed in the next phase of the comprehensive master planning process.



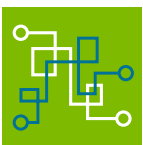


6.1 | PILLAR 1: ENGAGEMENT AND COLLABORATION

Objective: Strengthen Greenwood's regional position and local community fabric.

6.1.1 | IMPORTANCE OF ENGAGEMENT AND COLLABORATION

The City of Greenwood has been working to expand its engagement with residents and build stronger more effective communication. This is a critical step to strengthen the relationship of trust between the city and residents and help create more community-driven decision making. In addition, the City of Greenwood aims to build stronger relationships with surrounding municipalities and institutions. This helps bring more resources to the table and create collaborative approaches on important topics such as roads, trails and amenities.

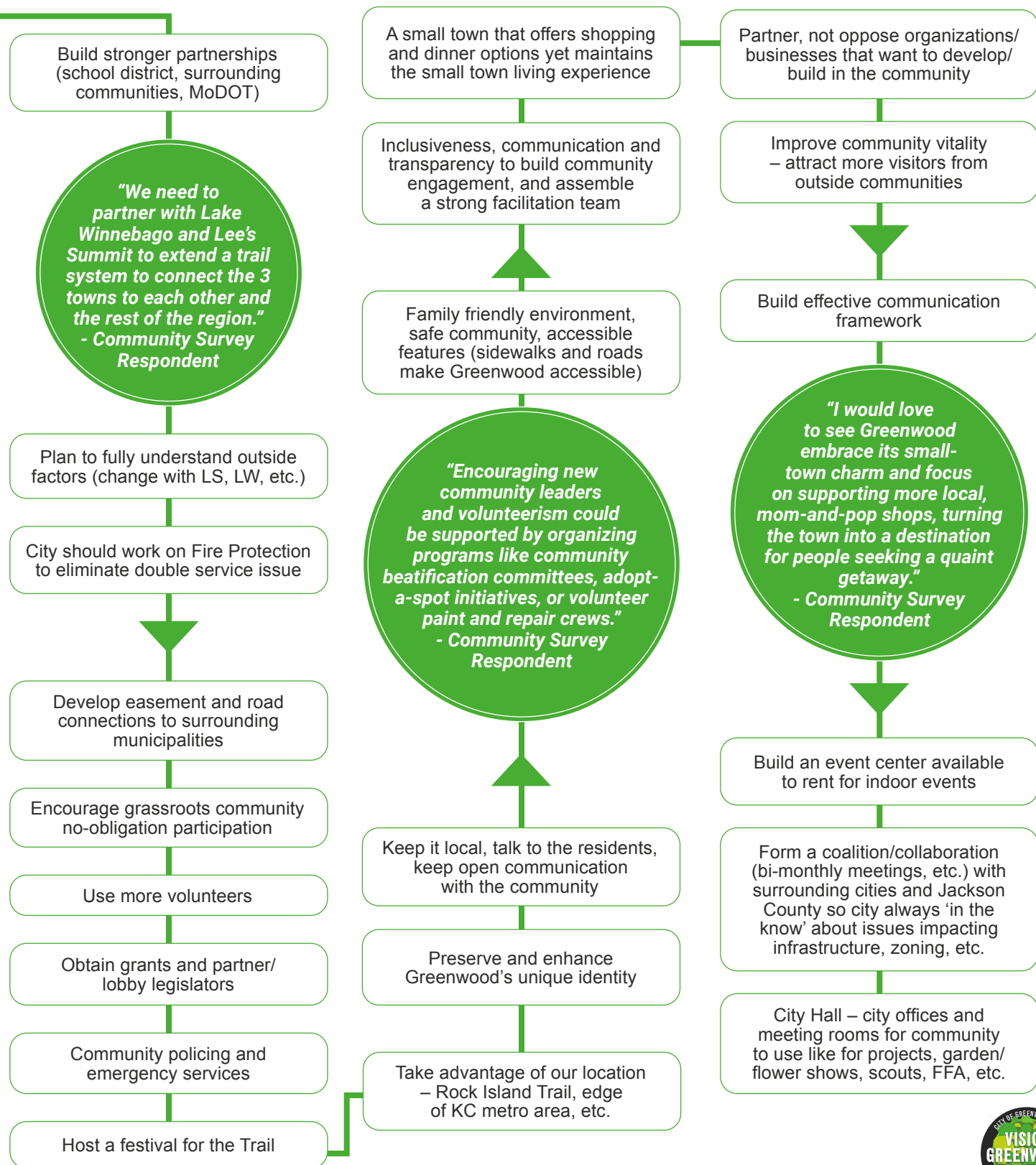


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- The rapid growth in the neighboring communities (like Lee's Summit) place added development pressures on communities like Greenwood. This provides opportunities for Greenwood to share in economic growth and new commercial developments.
- Greenwood is likely to evolve to be more integrated into the urban environment, as development pushes east. Managing this will be important, to ensure the values and charm of Greenwood is retained.

6.1.2 | IDEAS FROM THE COMMUNITY

The following bullet points are potential ideas for actions that emerged from the CMP community engagement process thus far. These ideas were gathered from participants at the Think-Tank, Steering Committee meetings, stakeholder interviews, public events, Community Visioning Sessions, survey respondents, and the Future Summit. Participants were asked for specific ideas on actions the community could take under this pillar to achieve the preferred future, 'Destination: Greenwood!.'



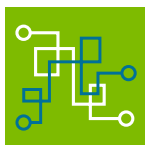


6.2 | PILLAR 2: HOUSING AND RESIDENTIAL DEVELOPMENT

Objective: Plan for housing varieties and supporting infrastructure.

6.2.1 | IMPORTANCE OF HOUSING AND RESIDENTIAL DEVELOPMENT

Greenwood is defined by its residential housing and development pattern. This is a very important part of the future planning, to ensure that the character of neighborhoods and the quality of housing is sustained. There is potential to help encourage more housing developments and options that can provide different alternatives for people, such as smaller retiree housing and young professionals. The primary focus is on family housing and maintaining good quality options.



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- Greenwood has significant potential for more housing growth over time. It offers an attractive 'small town' experience, and relatively good access to major economic centers and a quality school district.
- The planning process can help guide how this development can occur in a way that helps build community connections and fosters a sense of neighborhoods.



6.2.2 | IDEAS FROM THE COMMUNITY

Comp Plan should outline what kind of single-family housing is desired

Housing opportunities for mixed use residential in keeping with community needs

Limit rental houses

Different tax standard for AirBnB

Build lofts over shops

Improve signage and ingress lighting

"I think of Greenwood as a bedroom community... this means low crime rates, well maintained neighborhoods, ample green space and a charming downtown area."
- Community Survey Respondent

Get a restaurant, brewery or winery

Improve the look of buildings

Maintain strict business model – no more Dollar Generals

Become a spa destination

Prioritize programs or initiatives to improve the upkeep of homes and public spaces

Transition the old school into the new Town Square/ City Hall/Farmers market

Allow specialty shops only in Greenwood

A walking trail and sidewalks as well as better maintenance of roads



Foster a cleaner more maintained appearance – particularly in residential areas

Improve infrastructure of roads/buildings/overall 'face of Greenwood'

Ensure new developments respect Greenwood's character by prioritizing aesthetics, walkability, and maintaining the city's historic and quaint vibe

Prioritize maintaining and updating our infrastructure to meet modern expectations and include bike/golf cart accessibility

Build variety of housing to accommodate young people and seniors downsizing

Consider policies or incentives that encourage property maintenance and beautification efforts

"Balancing growth of both residential and commercial growth for generating sufficient tax revenue will be crucial."
- Community Survey Respondent

Absolutely no apartments – duplexes ok; townhouses as condos

Focus housing on zoning – not multi-family; Explore Accessory Dwelling Units and how zoning can support a shift without going all multi-family

Maintain single family homes; no apartments, no multi-tenant

Implement use and lodging taxes

Bed and Breakfast and/or Air BnB

Focus on zoning vs. multi-family (MIL suites, tiny houses and other backyard or small living)

More affordable multi-family housing for young and seniors

Duplexes should have 2-car garages to reduce parking on-street congestion; apartments not preferred; condos ok

Senior housing, community activities (pickleball, etc), walking trails, connection, duplex, tiny homes

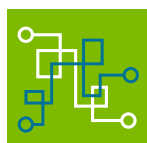


6.3 | PILLAR 3: ECONOMIC DEVELOPMENT AND MAIN STREET REVITALIZATION

Objective: Attract new businesses and prioritize Main Street / Downtown development.

6.3.1 | IMPORTANCE OF ECONOMIC DEVELOPMENT AND MAIN STREET REVITALIZATION

Greenwood has incredible potential to build main street and ‘downtown’ economic activity. The location already acts a destination with the cluster of antique stores. The Comprehensive Planning process will help create ways to reimage this area, and for it to become more of a community amenity. The full Main Street running through the community has the potential for significant infill, growth and revitalization.

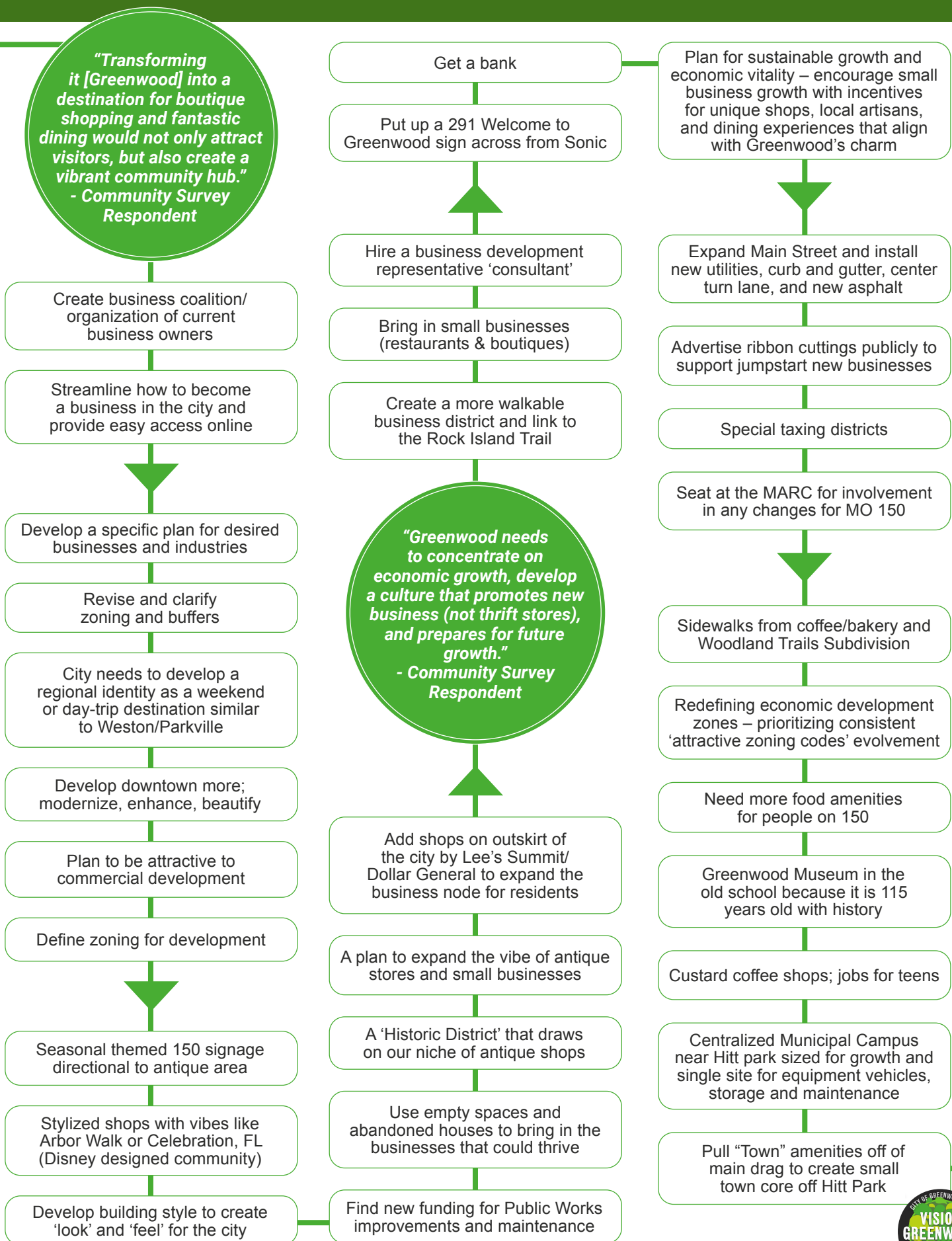


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- Gateway development will help introduce people to the ‘Greenwood experience’. This can help strengthen the community and family-orientated feel and vibe.
- The Main Street in many small communities is an important social gathering space and can help anchor the development plans for a city. There are several interesting potential catalysts to re-energize the Greenwood Downtown space, such as future developments with City Hall and the School District.



6.3.2 | IDEAS FROM THE COMMUNITY



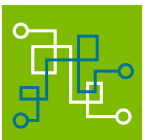


6.4 | PILLAR 4: SERVICES AND AMENITIES

Objective: Plan for housing varieties and supporting infrastructure.

6.4.1 | IMPORTANCE OF SERVICES AND AMENITIES

As a family-oriented community, Greenwood amenities such as trails, parks and sporting facilities are vitally important. There is potential to connect the community to the larger region with interconnected trails, that will enhance mobility and the appeal of Greenwood. The city and public spaces can create important gathering places for residents and families.

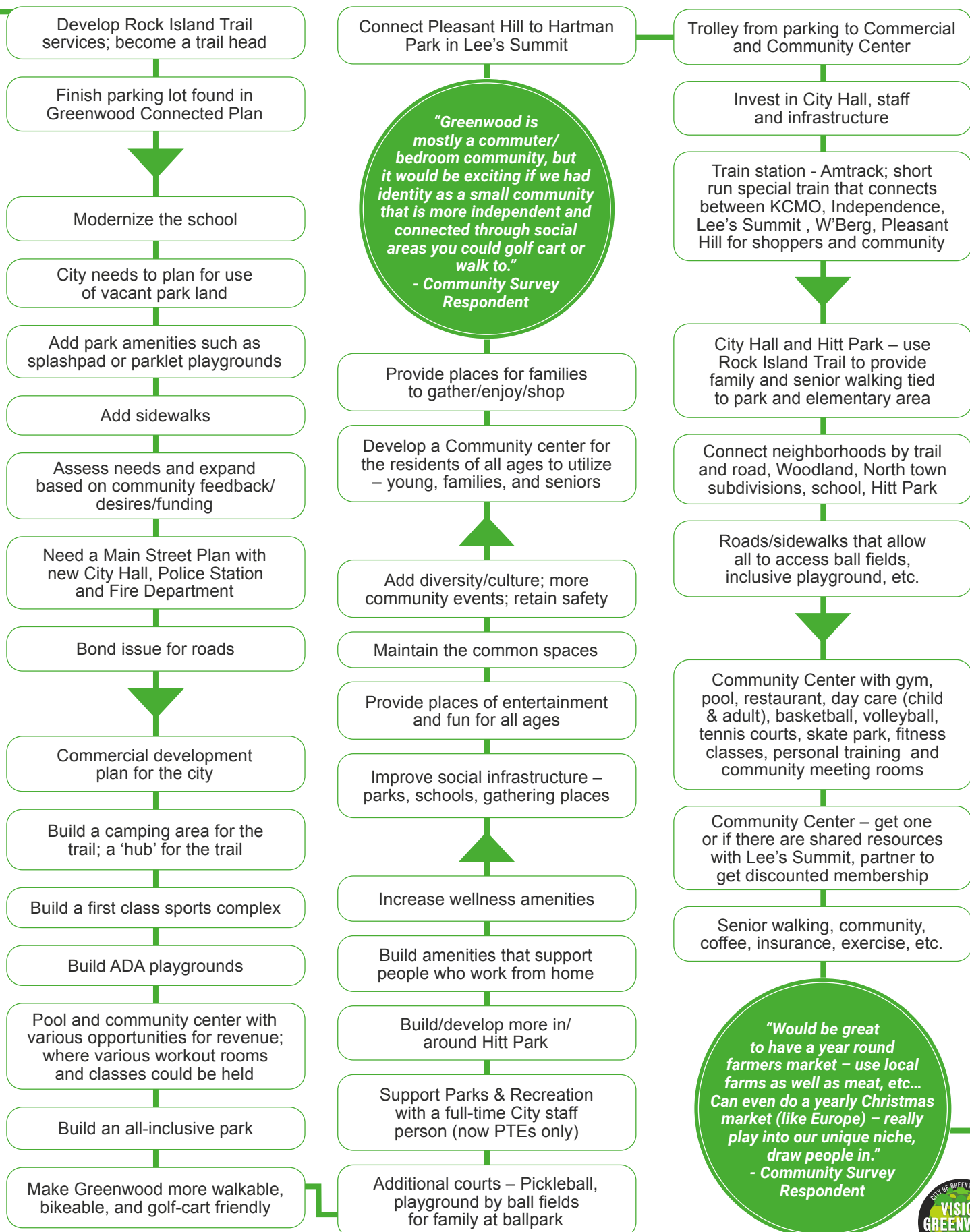


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- The recreational amenities in Greenwood will always be an important part of the value proposition of the community.
- Public infrastructure like sporting amenities can be expensive to build and maintain. Developing a viable investment plan will be critical.



6.4.2 | IDEAS FROM THE COMMUNITY



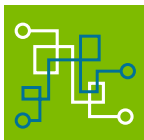


6.5 | PILLAR 5: ENVIRONMENT AND GREEN SPACES

Objective: Protect Greenwood's rural qualities and green spaces.

6.5.1 | IMPORTANCE OF ENVIRONMENT AND GREEN SPACES

Greenwood is a community where green spaces and the visual environment are very important to residents. The community has significant green space, but these are not all well inter-connected via trails and access points. The trees and tree cover in green space areas, combined with open grassed areas help create visual appeal and the aesthetic of the community.

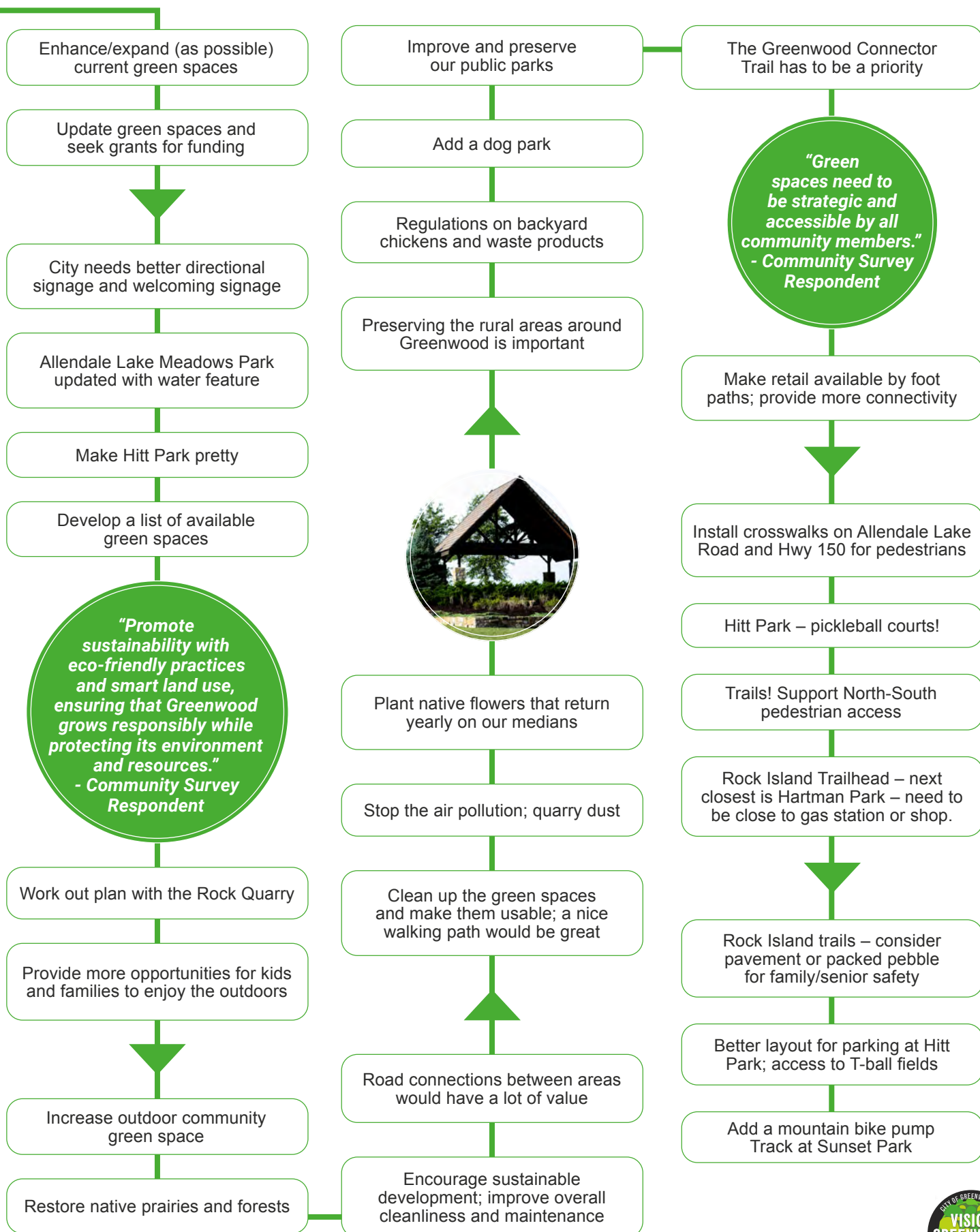


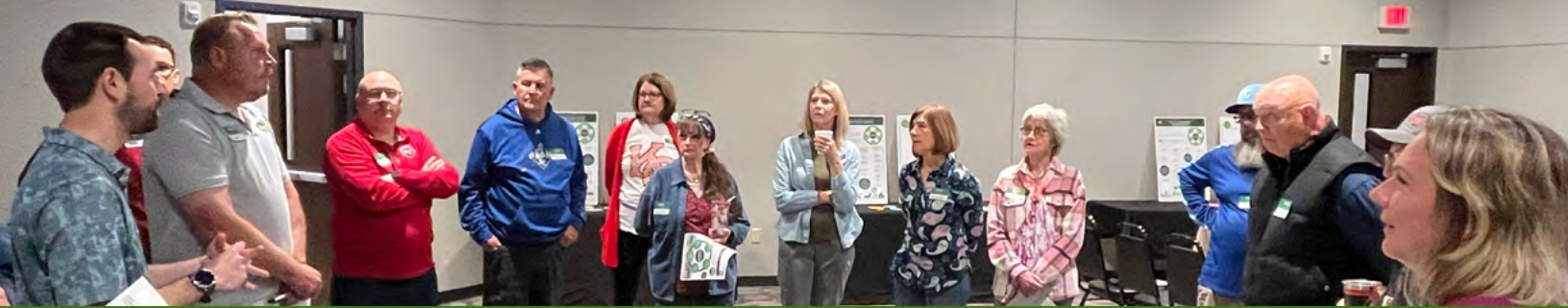
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- The community has an opportunity to enhance the green spaces, parks and trails, to amplify the quality of life for residents.
- Green spaces are a key part of Greenwood's community value proposition, and help boost the quality of life and livability of the community.



6.5.2 | IDEAS FROM THE COMMUNITY





7.0 | NEXT STEPS

Following the Vision Greenwood Future Summit, this Community Vision Report was written and posted to the project portal. This information will be used to inform the Vision Greenwood Strategic Pillar Task Force members who will meet over the next two months.

VISION GREENWOOD

CITY OF GREENWOOD, MISSOURI | COMPREHENSIVE PLAN UPDATE PROCESS



- May-June 2025: Strategic Pillar Task Forces meet virtually to develop the five strategic pillars for the Comprehensive Master Plan.
- June-August 2025: Develop the Future Land Use Map, StoryMap, and Zoning Map. Distribute Prioritization Survey to confirm and prioritize the strategies and action steps for the strategic pillars. Develop Implementation Matrix for each strategic pillar focused on action steps for the strategies.
- August-September 2025: Finalize Comprehensive Master Plan document, Council adoption of the Plan, and final Future Summit.

"The future is very bright for the City. The possibility of a new Elementary School and new Playground at Hitt Park is going to be really great for this community."

- Community Survey Request Participant





8.0 | ACKNOWLEDGEMENTS

The Vision Greenwood Comprehensive Master Plan Steering Committee was formed to help guide this project. These dedicated individuals meet monthly to guide the consultant teams and participated in the Think-Tank Workshop. We would like to acknowledge the Steering Committee members.

STEERING COMMITTEE MEMBERS



**Phillip
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Community members have engaged in this visioning process with great enthusiasm. Their passion and interest have ensured discussions are open, thoughtful, and reflective of the myriad of perspectives that exist within Greenwood. This dedication is also reflective of the deep commitment participants have to the future of the city.

We would like to thank Fellowship Church for providing the event space for the Think-Tank Sessions in January/February and the Future Summit in April. We would also like to thank Impact Nutrition for hosting the Community Visioning Session in March.

Additionally, our appreciation is extended to the Greenwood Board of Aldermen and in particular to Stephen Larson and LeeAnn Moore who meet on a weekly basis with the project team and provide the local expertise that helps guide this project. Their time and dedication are greatly appreciated.



»»»» 9.0 | FOR MORE INFORMATION

For more information on the Vision Greenwood comprehensive master planning project, please contact:



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These reports and the associated data analysis are available on the project portal:

lab2.future-iq.com/vision-greenwood



»»»» 10.0 | CONSULTING TEAM – ABOUT FUTURE IQ, JS&A, AND WGI

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com.

For this project, Future iQ has partnered with the economic development and planning firm of Jon Stover & Associates (JS&A), and the planning firm of WGI. To learn more about JS&A, visit www.stoverandassociates.com. To learn more about WGI, visit www.wginc.com.

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