



COMPREHENSIVE PLAN

July 26, 2018



STATEMENT OF CONTRIBUTORS

Planning and Zoning Chairman
H. LeeAllen Smith

I believe that this document should be treated as an ongoing process. It lays out the general direction that the Planning and Zoning Commission, and the committees that have spent their time and energy to develop, believe is the proper direction. Things will change as the city grows and this document is not set in stone, changes in various parts are imminent.

As a former Alderman, I feel that it is vital that every member of the Centralia Board of Alderman, current and newly elected, Planning and Zoning Commission, the Park Director, and city department foremen, should read The Centralia Comprehensive Plan 2025 so they will have a general idea as to the direction the city should be moving in future growth and a better understanding of why this direction is important.

I would also like to personally thank everyone for their hard work on this plan.

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Don Bagley, Vice Chairman - 2020
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Date: June 7, 2018.

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Chapter 1- Introduction

Purpose of the Plan

The intent of the *Centralia Comprehensive Plan* is to convey to the citizens of Centralia, a plan for the orderly development and redevelopment of the City and its vicinity. The plan includes an inventory of the current condition of the community, provides insights to the current conditions, and recommends action to help the continued orderly growth and development of the City over the next 15 to 20 years. As Centralia looks to the future, it can choose to react to community issues and challenges, or it can recognize the community opportunities and challenges and direct appropriate actions. Although a plan such as this can neither predict the community's needs with exactness nor accurately anticipate all of the factors which must



Figure 1-History of Centralia mural

ultimately enter into specific decisions, its use establishes a reference which can be used to facilitate the decision-making process and assure constancy of direction into the future. The plan provides a rational basis for determining priorities when various activities compete for money, time, and manpower.

Statutory Authority for Planning

The plan is particularly important in arriving at consistent decisions with respect to land use, and the implementation of the community's longer range goals with respect to the physical development of the community. Municipalities in Missouri are considered to be governmental subdivisions of the State and, as such, are empowered to adopt planning and zoning for the general purposes of enhancing the health, safety, and welfare of their residents. The basic authority of preparing a city plan is found in RsMO Chapter 89.350 and 89.360. These statutes proscribe that the *plan* shall be made with the general purpose of guiding and accomplishing a coordinated development of the municipality and the procedure for adoption of the plan by the City.

89.350 Plan, prepared how—purposes.

In the preparation of the city plan, the [Planning] commission shall make careful and comprehensive surveys and studies of the existing conditions and probable future growth of the municipality. The plan shall be made with the general purpose of guiding and accomplishing a coordinated development of the municipality which will, in accordance with existing and future needs, best promote the general welfare, as well as efficiency and economy in the process of development.

89.360 Adoption of plan, procedure.

The [Planning] commission may adopt the plan as a whole by a single resolution, or, as the work of making the whole city plan progresses, may from time to time adopt a part or parts thereof, any part to correspond generally with one or more of the functional subdivisions of the subject matter of the plan. Before the adoption, amendment or extension of the plan or portion thereof the [Planning] commission shall hold at least one public hearing thereon. Fifteen days' notice of the time and place of such hearing shall be published in at least one newspaper having general circulation within the municipality. The hearing may be adjourned from time to time. The adoption of the plan requires a majority vote of the full membership of the planning commission. The resolution shall refer expressly to the maps, descriptive matter and other matters intended by the [Planning] commission to form the whole or part of the plan and the action taken shall be recorded on the adopted plan or part thereof by the identifying signature of the secretary of the [Planning] commission and filed in the office of the commission, identified properly by file number, and a copy of the plan or part thereof shall be certified to the council and the municipal clerk, and a copy shall be available in the office of the county recorder of deeds and shall be available at the municipal clerk's office for public inspection during normal office hours.

The plan is also referenced in the Centralia City Code in Chapters 2 and 30.1. In Chapter Two the Planning and Zoning Commission are tasked with the creation of the Comprehensive Plan as their first listed duty:

Section 2-81 Powers and duties.

[Ord. No. 717 § 6, 8-8-1960; Ord. No. 1345 § 1, 2-16-1987; Ord. No. 1423 § 1, 3-21-1988; Ord. No. 1520 § 23, 1-15-1990]

The Commission shall have the power and it shall be its duty to do the following:

- A. Prepare a comprehensive City plan for the future development of the City, which said plan may include recommendations on the following matters: development and use of land; location, length, width, arrangement, acceptance, vacation, removal and extension of streets, alleys, bridges, viaducts, parks, parkways, playgrounds or other public grounds or improvements; the platting of public property into lots, plots, streets or alleys; public and private utilities; transportation; channels of communication of any kind; public buildings and other facilities; the design and placing of memorials, works of art, power and*

lighting plants, streetlighting, sign posts, telephone poles, street name signs, billboards and projecting signs; the elimination of railroad grade crossings, and all other things pertaining to the welfare, housing, appearance or beauty of the City, or any portion thereof.

B. Make recommendations in connection with the execution and detailed interpretation of the City plan, and make such changes and adjustments in the plan as may be deemed desirable from time to time.

In Chapter 30.1 the Comprehensive Plan is referenced as a standard by which all new development should be judged.

Section 30.1-26 Conformance With comprehensive plan. [Ord. No. 2765 § 1, 5-19-2014]

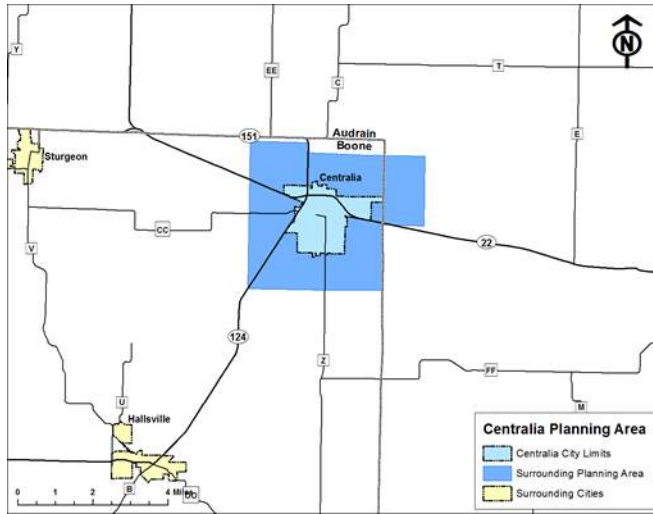
*It is the intent of this Chapter that subdivisions be designed and developed in conformance with the **City General Comprehensive Plan** adopted by the Board by Resolution on February 16, 1987, and as amended. In the review of sketch plats and preliminary plats, the Commission may direct changes in the size and location of proposed streets and in the proposed land use of subdivisions. Such changes shall be made whenever the Commission finds that a proposed subdivision does not follow the intent of the **General Comprehensive Plan** and creates impediments to its implementation. **Emphasis added.***

In short, the Comprehensive Plan is the underpinning of all land development in the City. In fact the legal basis for Zoning law dating back to the first key Supreme Court cases, presumes that Zoning decisions are made with the city plan as the bedrock. The constitutionality of zoning (*Village of Euclid v. Ambler Realty 1926*) is centered on the idea that property rights are protected by a presumption of plan that protects certain less intense uses, such as single family residences from intrusions by higher intensity uses like commercial businesses and factories.

The City of Centralia reviewed and updated parts of this plan over the years, most recently updating the Subdivision Regulations in 2014. However a full review of the Plan had not been done since 1987. Although technically the City Comprehensive Plan was 30 years old, it would be inaccurate to say that Centralia has not done any planning in 30 years.

Study Area

Centralia is the second largest city in Boone County, after the county seat of Columbia. The City has a population of 4,192 (2016). Centralia is located in the northeast corner of Boone County. A portion of the Centralia's city limits is located in Audrain County which is directly east and slightly north of the current limits.



Geographically, this plan covers the boundaries of the City of Centralia, as well as, an approximate 1.5 mile planning area surrounding the City limits (Exhibit 1- Centralia City Limits and Planning Area).

Exhibit 1- Centralia City Limits and Planning Area

Plan Development Process

A comprehensive development plan defines a shared vision and presents a unified action program that will implement the city's goals. The plan is designed as a working document that both defines future goals and provides a flexible implementation program that can respond as demographic and economic environments may change over time.

The present City of Centralia Comprehensive Plan was adopted in 1987. City staff completed a draft update of the plan in 2014, but the draft was not adopted by the City. This draft document was used extensively as a reference in the preparation of the 2018 plan update.

The plan is developed through a series of steps: analysis of existing community conditions; formulation of goals and objectives; preparation of a plan to document community values and guiding principles; adoption of the plan; and finally, implementation of action items in the Plan.

When the comprehensive planning program is initiated by a City, it is used as a tool to guide the development of the community in an orderly, economical, and rational manner. It is not the solution to the community's problems, but a method to begin the process of improving many aspects of the quality of life in the community.

How to Use This Document

This document serves as the foundation and official guide for future growth and development in Centralia. As with most plans, the Centralia Comprehensive Plan is intended to be a working document which City officials, planning commissioners, residents, business owners, and developers use to guide future development and land use decisions for the City of Centralia. Readers of the plan are encouraged to monitor the accomplishments the community achieves as they are accomplished. Most importantly, users are encouraged to refer to the plan often, to continually monitor the progress of the plan and to ensure that Centralia is growing and expanding in a manner consistent with the overall vision and elements set forth by the plan.

The following chapters define the vision, goals and objectives for Centralia, prescribe the elements of the plan and set forth a strategic action plan to be consulted as Centralia strives to realize their vision. Below is a brief description of each chapter and how each section may be used:

Chapter 2: Community Overview. This chapter presents a demographic profile of the community.

Chapter 3: Planning Process, Vision and Goals. This chapter describes the process used in developing the plan and provides the foundation for future decisions.

Chapter 4: Land Use and Transportation. The land use chapter is a central focus of the plan. It depicts location of proposed land use activities, roadway improvements, and suggested growth areas.

Chapter 5: Utilities. This chapter describes the existing utility infrastructure and discusses future growth needs of the City.

Chapter 6: Community Facilities and Emergency Management. This chapter includes a current inventory of facilities such as schools, parks, and other public and semi-public uses.

Chapter 7: Economic Development. Chapter Seven provides an overview of the community's economic development profile, sets policy direction for economic growth, and identifies strategies, programs, and projects to improve the economy.

Chapter 8: Community Resiliency. This chapter includes recommendations for the community to implement to enhance the community's ability to rebound from economic or natural disaster events.

Chapter 9: Implementation- This chapter is designed to identify and prioritize tasks necessary to accomplish the plan's overall vision.



Chapter 2- Overview

History / Setting

In 1853, North Missouri Railroad surveyors staked a line from St. Louis to Hudson City, later to be called Macon. Where the staked right-of-way crossed the old stage road of the Paris and Jefferson City Road, three men planned a town. These men – Middleton G. Singleton, Thomas January, and Hon. James S. Rollins – bought the land in May 1857, and laid out the first plat. Centralia derives its name from its midway position between the railroad's terminals of St. Louis and Ottumwa, Iowa.



Wabash Station

Late in the fall of 1857, the first house was built. (The plat was not officially recorded until February 19, 1875 – after the Town of Centralia was incorporated on March 13, 1867.) The second building was a hotel, followed by a blacksmith shop, then more houses. By the end of the second year, Centralia had 25 dwellings, two stores, and a saloon. Then the railroad came to town and with it a post office.

Centralia was torn by divided loyalties during the Civil War. Because of an overwhelming sympathy to the Southern cause, Federal troops were frequently stationed in this area. At first there was limited military activity, mostly guerrilla actions occurring in the area. Then guerrilla activity increased in 1864, and the darkest page of Centralia's history took place on September 27, 1864. In what we now know as The Centralia Massacre and the Battle of Centralia, between 140 and 170 Union soldiers were killed either at the back of a train or during the ensuing battle southeast of town. Only three or four guerillas lost their lives in the battle. The State of Missouri has designated both sites as parts of the "Grey Ghosts Trail". Centralia has also



Allen Street in Centralia, Missouri

garnered the attention of Civil War re-enactors. Full-scale, costumed mock battles have been staged, attracting thousands of participants and visitors. (<http://www.columbiatribune.com/6a73333a-4d24-585c-87a6-6057e84df26b.html>)

The City served as a junction for railroad passengers transferring from the main lines to the spur railroad to Columbia. Thousands of college students regularly changed trains in Centralia on their journeys to and from the University of Missouri, Christian College, and Stephens College. The Norfolk and Western Railway (now Norfolk Southern Railroad) determined in the mid-1980s that it would abandon its spur to Columbia. To preserve access to coal for its electric power plant, the City of Columbia purchased the tracks and now operates the Columbia Terminal Railroad (COLT). COLT's switching of freight cars occurs in Centralia and a Trans-load center has been built in northern Columbia.

Fifty years after the first house was built in Centralia, the A. B. Chance Company was founded by its namesake (Albert Bishop Chance) in 1907. The subsequent 111 years of Centralia history was closely tied to the success of this business, that was the largest employer in Boone County for many years and remains the largest manufacturer in Boone County.

A.B. Chance invented the first helical anchor for utility poles, the Never Creep Anchor, and that became the start of the company's success. By World War II, Chance Co. was manufacturing a wide variety of items used by the electric utility industry. Chance Co. required that its managers, engineers, and white-collar employees lived in the Centralia zip code. These employees were the civic, cultural, and religious leaders of the City. Centralia grew an economic base which would have otherwise dissipated to Columbia, Mexico, and Moberly.



Chance Company passed from father (A.B. Chance) to son F. Gano Chance in 1939. During the next 21 years with Gano Chance at the helm, Chance Co. built four additional factories in the U.S. A.B. Chance Co. developed an international reputation for quality and during the tenure of Gano Chance the company developed a very productive Research and Development operation in Centralia. The company remained locally owned and operated until it was sold to Emerson Electric in 1975. By this point A. B. Chance Co. had operations in several other countries and had exceeded \$100 million in sales. In 1987, then President Leif Lomo helped orchestrate a

leveraged buyout that returned the company to private ownership with local control. The company grew to 1,200 employees locally. Although some estimates say the peak employment, prior to the Emerson Electric purchase was as high as 1,600, this was the peak level of employment post 1975. Then in March 1994, A.B. Chance Co. was sold to the Hubbell Co, becoming a part of Hubbell Power Systems. The economic health and the population tracked somewhat along the lines of A. B. Chance employment numbers, at least through the twentieth century.

Despite being owned by Hubbell, the Chance name still has a major cachet in the electric distribution industry and a product line still bears the Chance name. Through most of the Twentieth Century, Centralia's economic health was intimately tied to Chance. The company's contributions of property and other taxes in addition to income from wages were crucial to support of local government. In the last decades, Centralia has become more a part of a regional economy—no longer just a company town. Improved highway routes facilitate commuting to and from Columbia. Centralians work for a great number of companies and Hubbell employees reside in a great number of other cities. However the values espoused by Albert Bishop Chance still influence the City's emphasis on educational attainment and self-reliance.



Hubbell Distribution Center, Centralia, MO

Demographic and Economic Profile

As Centralia plans for its future, the first step is to understand its demographic and economic trends. The following pages provide a demographic overview of Centralia. Population, race, age, income, poverty, cost of living, unemployment, local school enrollment, educational attainment and housing are all looked at in detail. These factors provide a foundation for understanding the local community dynamics in place and projecting future growth in the community.

Population

The population of Centralia has fluctuated over the years. The community experienced a significant population increase following World War II, during the post war boom. In Centralia, this coincided with expansion at A. B. Chance Co. However, in the seventies and eighties, the population began to shrink as students left for college and non-Chance jobs. By the end of that eighties, Chance was adding new jobs and Highway 124 between Hallsville and Centralia made

for easier commuting to Columbia’s growing job market. The success of A.B. Chance, now Hubbell Power Systems, and the growth of Columbia has led to twenty-five years of population growth in Centralia.

Centralia Population 1940-Present (Sources: U.S. Census, 1940-2010)

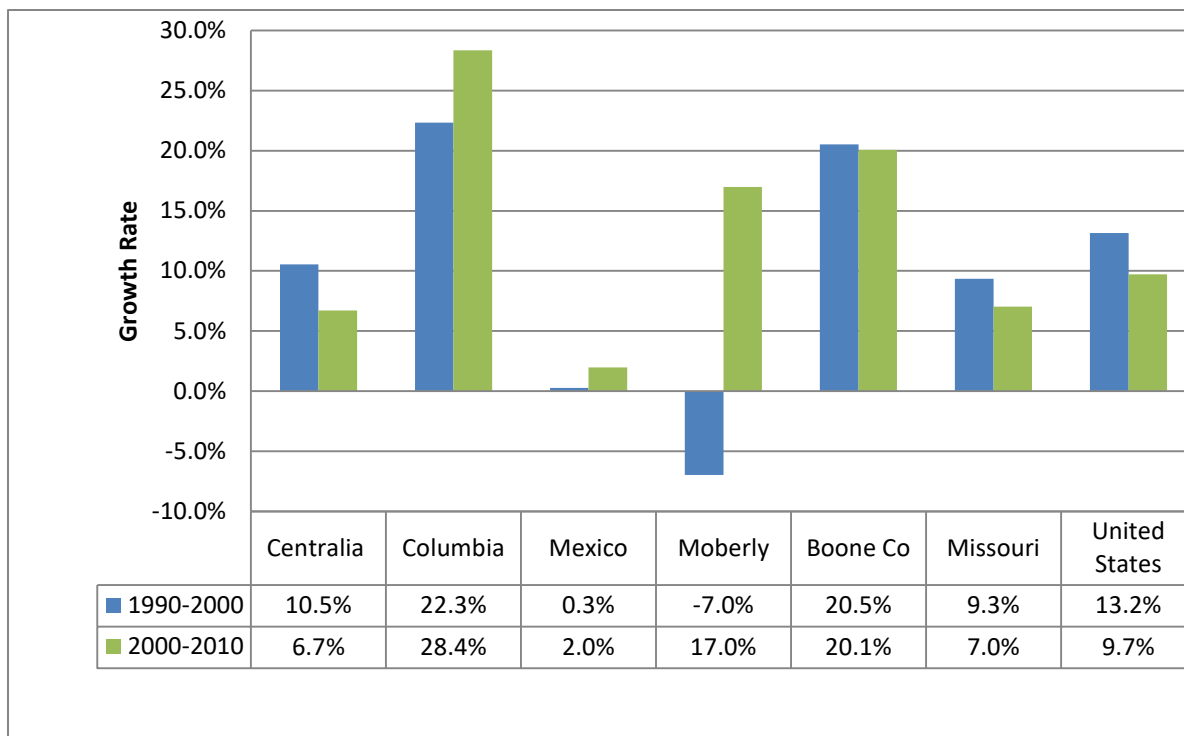
Year	1940	1950	1960	1970	1980	1990	2000	2010	2015
Population	1,996	2,460	3,200	3,623	3,537	3,414	3,774	4,027	4,159

According to U.S. Census estimates, Centralia’s average annual growth rate from 2011 to 2015 was 0.85%. Assuming that this growth rate continues, the following are population projections for Centralia from 2020 to 2040. Over the last three years, however the number of single family homes being built has been accelerating. A more optimistic 1.2% growth rate is included.

Centralia Population Projections

Year	2020	2025	2030	2035	2040
Population (0.85% growth)	4,339	4,526	4,722	4,926	5,139
Population (1.2% growth)	4,388	4,658	4,944	5,248	5,571

Growth Rate Comparison



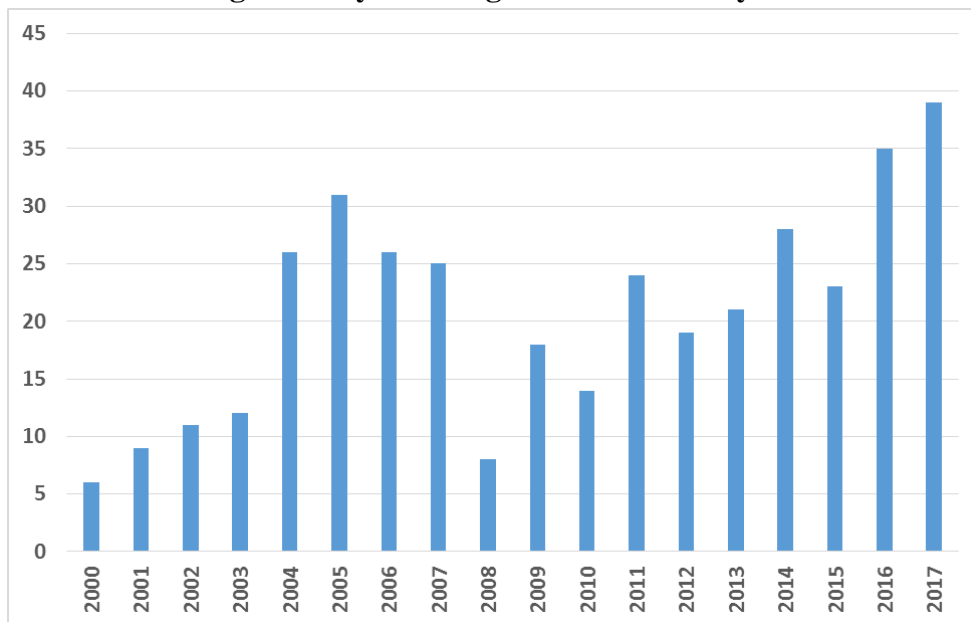
Source: U.S. Census, 1990-2010

Centralia’s population growth rates are similar to the State of Missouri’s overall population growth since 1990. The surrounding communities of Mexico and Moberly have experienced a lower overall percentage growth when compared to Centralia.

Housing Starts

Single-family dwelling (SFD) permits have accelerated over the past three years, but they have been steady over the last fifteen years with new SFD permits exceeding 20 permits issued for eleven of the last fifteen years. In the 2016 and 2017 SFD permits exceeded 30 units. These data suggest that U.S. Census estimates might be low.

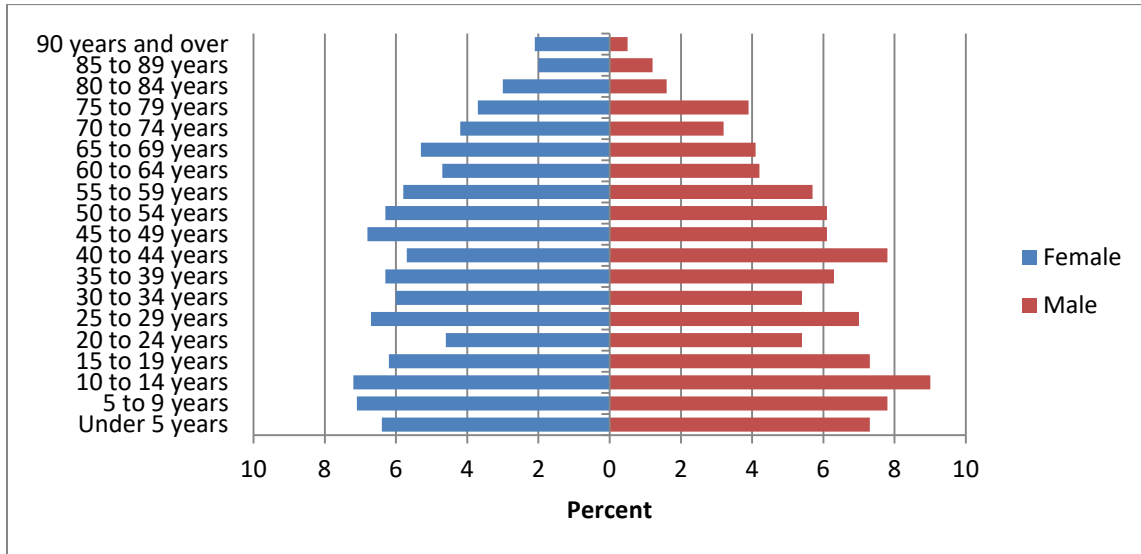
Single Family Dwelling Permits Issued by Year



Age

The age distribution of Centralia shows a high level of residents age 15 and younger with a sharp decline of residents age 20 to 24. This decline is not surprising given the lack of higher education opportunities in Centralia and the distance to area higher education. The numbers also show an increase in residents age 25 to 29. In fact, the percentage of Centralia's population age 25-44 is similar to the same age bracket statewide. This suggests that while many residents leave the community after graduating high school, the community is attractive to families with school age children.

Centralia Age Distribution



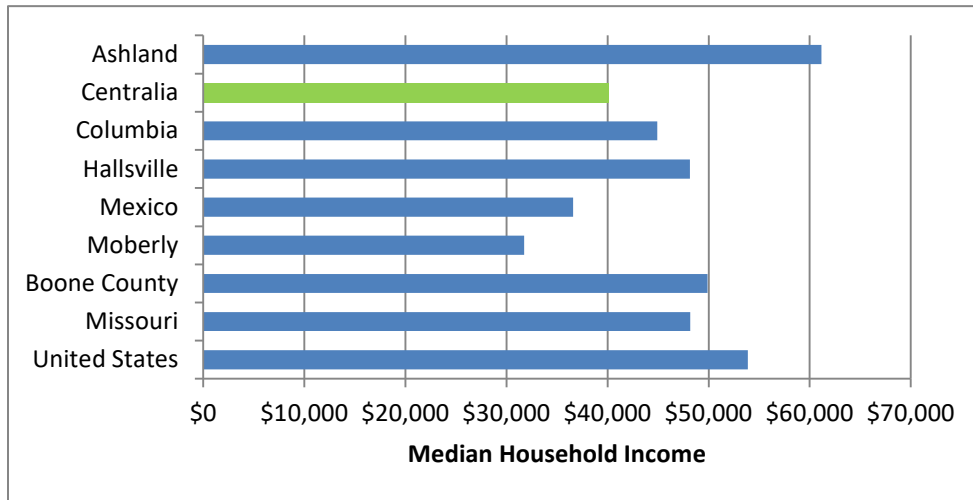
Source: US Census 2010

Data analysis and discussions with subcommittees suggest that the quality school system, low crime rate and quality of life in Centralia are encouraging people to return to the community when they are ready to start families. These same factors are also encouraging families that are migrating to the Columbia area for career opportunities to choose Centralia as their adopted hometown.

Household Income

Income levels give us an important glimpse into the earning power of an area's residents. Median Household Income in Centralia is low at \$40,114. It is also lower than Boone County and other small Boone County communities like Ashland and Hallsville. However, Centralia has a higher MHI than the nearby communities of Mexico and Moberly.

Median Household Income Comparison

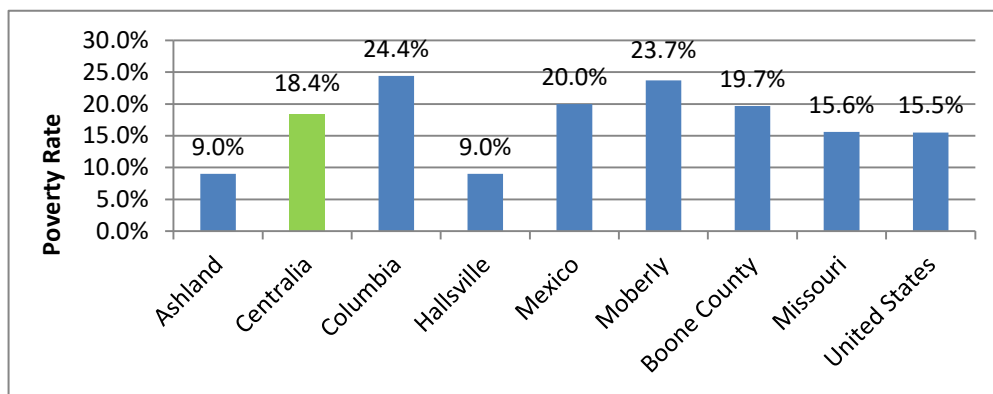


Source: American Community Survey, 2015 5-year estimates

Poverty

The rate of poverty is an important statistic to consider in conjunction with income levels because they jointly help paint a full picture of the economic conditions for the entire population of a community. For instance, a community may have a high median household income, but that number may be skewed by a high concentration of wealth at the top of the economic ladder.

In Centralia, 18.4% of residents live below the Federal poverty level, which exceeds both the state and national poverty rates. This is consistent with Boone County as a whole, which also exceeds both the state and national poverty rates. However, some of the other small communities in Boone County - Ashland and Hallsville - have much lower poverty rates.



Source?

Cost of Living

The cost of living index (COLI) allows us to compare cost of living in various cities and every states across the country. The overall index is also broken down into subcategories including cost of groceries, housing, utilities, transportation, healthcare and miscellaneous. .

Although COLI numbers are not available for Centralia, numbers are available for Missouri and the Columbia Metropolitan Statistical Area (Columbia MSA), which includes all of Boone County. These numbers show us that Missouri has a much lower cost of living than the national average. While the cost of living in Boone County is a little higher than the Missouri average, it is still less expensive than the national average. Housing data, discussed in a later section, is available for Centralia and documents that housing prices are considerably less in Centralia than Boone County as a whole.

Cost of Living Comparison

Location	Index	Grocery	Housing	Utilities	Trans.	Health	Misc.
Columbia MSA (Boone County)	92.5	97.0	80.7	100.8	90.3	100.2	97.8
Missouri	89.9	96.5	73.8	101.9	93.1	97.2	95.1
United States	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: US Census 2010

Unemployment

The unemployment rate is an important economic indicator for an area. It allows us to gauge the strength or weakness of an area's economy, and there is an abundance of historical data that can be used to analyze economic trends over time. While there is not unemployment data available for communities the size of Centralia, we do have data for Boone County that we can use as a proxy measure.

The most recent available data on current unemployment rates (November 2017) shows that unemployment in Boone County is 2.5%. That is almost 2% less than the unemployment rate for Missouri and the nation as a whole. This is consistent with historical trends showing that Boone County consistently has an unemployment rate roughly 1-3% lower than Missouri and the rest of the nation. The current unemployment rate for Boone County is around what it was before the Great Recession.

Seasonally Adjusted Unemployment Rate - November 2017

	Boone County	Missouri	United States
Unemployment Rate	2.5%	3.4%	4.1 %

Sources: Bureau of Labor Statistics, Local Area Unemployment Statistics; Missouri Research and Economic Research Center (MERIC)

Local Schools

Public school systems are an integral part of any community. They serve as a meeting ground for both school and non-school activities and through their facilities and professional staff, offer resources that support and enrich community life. The quality of the school system in a community is often the deciding factor in securing new residents and sometimes a new industry or business. Centralia has long benefitted from an outstanding public school system. Residents are well aware of the advantage that this provides and have supported measures to improve school facilities and attract professional staff.

The Centralia R-VI School District serves Centralia and the surrounding area of more than 200 square miles. The district stretches approximately 24 miles north to south and 16 miles east to west. Centralia R-VI is organized into four buildings: Chance Elementary, Pre-Kindergarten through 2nd grade; Centralia Intermediate School, 3rd grade through 5th grade; Chester Boren Middle School, 6th through 8th grade; and Centralia High School, 9th grade through 12th grade. The District also operates Champion Academy in a separate building.

The following tables and charts identify enrollment numbers for the Centralia R-VI School District and each of its buildings since 2009 when Centralia Intermediate opened. After experiencing several years of growth in overall district enrollment, enrollment numbers peaked in 2014 and have trended slightly downward over the last two years. District enrollment numbers in 2016 are almost identical to what they were in 2010.

Centralia R-VI School District Enrollment (2009-2016)

Year	2009	2010	2011	2012	2013	2014	2015	2016
Enrollment	1,304	1,333	1,346	1,354	1,382	1,407	1,389	1,334

Source: Missouri DESE, Missouri Comprehensive Data System, December 2016

Part of the overall enrollment decline can be attributed to a sharp forty-student drop at Chance Elementary School between 2015 and 2016; however, a one year drop in enrollment is not an immediate cause for concern, especially since the overall district totals are on par with 2010 numbers.

The recent defeat of a bond issue by the voters of Centralia should put community leaders on notice that support of Centralia schools is not automatic. City government leaders need to be aware that the school district's ability to attract families affects the City's growth.

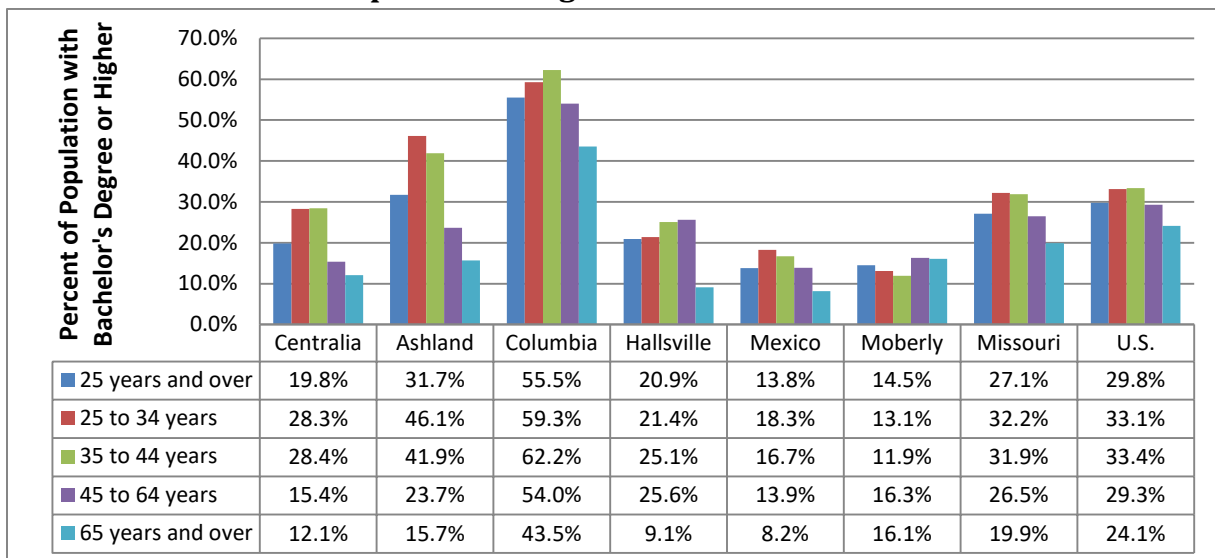
Educational Attainment

The percentage of the overall Centralia population (25 years and over) with a Bachelor's degree or higher is at 19.8%. This number is roughly 7% lower than Missouri and 10% lower than the nation as a whole. This number is also roughly 1% lower than neighboring Hallsville, but 5-6% higher than neighboring Mexico and Moberly.

Breaking down the Bachelor's degree attainment numbers by age brackets reveals some interesting trends. When looking exclusively at 25 to 34 year olds, Centralia's Bachelor degree attainment jumps to 28.3%. Centralia is only 4% lower than Missouri and 5% lower than the nation as a whole. Centralia is also 7% higher than Hallsville, 10% higher than Mexico and 15% higher than Moberly.

Subcommittee discussions have suggested that although young people in the community leave to pursue higher education, Centralia has had some success at attracting some of these young people back to the community once their education is complete. This data is consistent with these subcommittee comments. It may also be evidence that Centralia is an appealing residential community to individuals migrating to the region for career opportunities in Columbia that would prefer to live in a smaller community.

Comparison of Higher Education Attainment

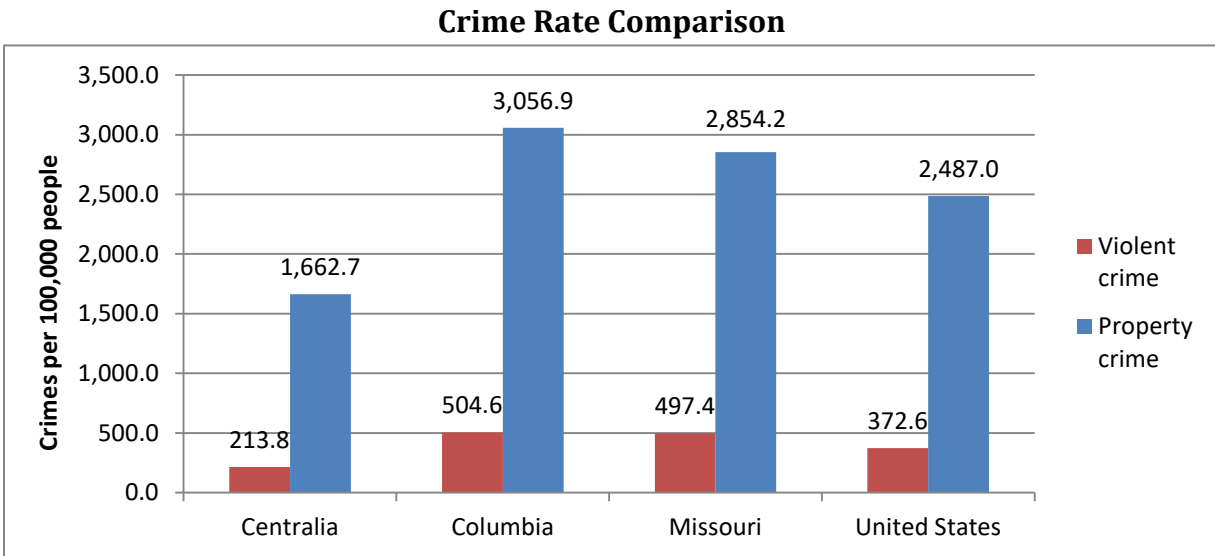


The percentage of the overall Centralia population (25 years and over) with a high school diploma or higher is at 88.3%. This number is roughly equal to Missouri and 1.6% higher than the nation as a whole. The high school diploma or higher attainment numbers show a similar trend as the Bachelor's degree or higher attainment numbers. There is a sharp increase when looking exclusively at the 25 to 34 year old age bracket. Among Centralia residents age 25 to 34, 97.2% have a high school diploma. That is 6.5% higher than Missouri and 8.4% higher than the nation as a whole.

Crime

Maintaining a safe community is an important priority for Centralia. Current residents enjoy living in a safe community, and a low crime rate is an important factor for young families that may be looking to move out of a larger urban environment. Crime rates in Columbia, for example, are higher than the national average, and there is a growing perception that Columbia is

becoming a dangerous place to live. Centralia's violent crime and property crime rates are significantly lower than Columbia's.



Source - FBI Bureau of Statistics

Housing

The age and condition of Centralia's housing stock and the availability of lots for residential construction are critical indicators of the City's future viability. This section will describe the present housing inventory, occupancy patterns, and construction trends. Such data helps with the understanding of Centralia's potential for residential growth and its potential for expansion of its retail/commercial markets.

U.S. Census numbers give us an idea of how many Centralia residents own their own home, the rental housing market and the vacancy rate of housing units in the community. With an owner occupancy rate of 67.4% and a renter occupancy rate of 32.6%, Centralia's numbers are similar to the state and national rates owner and renter occupancy rates. Centralia has low vacancy rates when compared to the state and national numbers, however, this may be in part to the low numbers of seasonal/recreational housing in Centralia.

Housing Units and Occupancy

	Centralia		Missouri	U.S.
	Number	Percent	Percent	Percent
OCCUPANCY STATUS				
Total housing units	1,755			
Occupied housing units	1,601	91.2%	87.6%	88.6%
Vacant housing units	154	8.8%	12.4%	11.4%

TENURE				
Occupied housing units	1,601			
Owner occupied	1,079	67.4%	68.8%	65.1%
Owned with a mortgage or loan	733	45.8%	47.1%	45.4%
Owned free and clear	346	21.6%	21.7%	19.7%
Renter occupied	522	32.6%	31.2%	34.9%
VACANCY STATUS				
Vacant housing units	154			
For rent	37	24%	27.6%	27.6%
Rented, not occupied	15	9.7%	1.3%	1.4%
For sale only	40	26%	13.1%	12.7%
Sold, not occupied	10	6.5%	3.3%	2.8%
For seasonal, rec., occasional use	9	5.8%	23.8%	31%
For migratory workers	0	0%	0.1%	0.2%
Other vacant	43	27.9%	30.9%	24.4%

Source: U.S. Census, 2010

When comparing the types and sizes of households in Centralia, we discover that the community is similar to the state and nation as a whole in these regards. The split between family and non-family households in Centralia is essentially identical to the national breakdown. The number of persons in a household and average household and family size are also very similar to state and national numbers.

Household Type and Size

	Centralia		Missouri	U.S.
	Number	Percent	Percent	Percent
HOUSEHOLD TYPE				
Total households	1,601			
Family households	1,063	66.4%	65.3%	66.4%
Nonfamily households	538	33.6%	34.7%	33.6%
HOUSEHOLD SIZE				
Total households	1,601			
1-person household	453	28.3%	28.3%	26.7%
2-person household	521	32.5%	34.6%	32.8%
3-person household	277	17.3%	15.6%	16.1%
4-person household	212	13.2%	12.5%	13.4%
5-person household	83	5.2%	5.7%	6.5%
6-person household	34	2.1%	2.1%	2.6%
7-or-more-person household	21	1.3%	1.2%	1.9%
Average household size	2.47	-	2.45	2.58
Average family size	3.01	-	3	3.14

Source: U.S. Census, 2010

Municipal Government Operations

Centralia operates under a Mayor-Council-Administrator form of government, the first Fourth Class city in Missouri to adopt that form of government. The City employs 33 full-time employees and dozens of part-time employees, most of them for seasonal work for the Park Department. These employees run Centralia's multi-faceted public service operations, which include central services, public safety services, and public works and utility operations.

Twenty-four hour police and dispatch service is provided by a police department consisting of a chief, seven full-time and two to four part-time officers, four full-time dispatchers, two or three part-time dispatchers, and a code enforcement/animal control officer. Fire and emergency management services come from a volunteer fire department made up of 20 – 24 trained fire fighters. They are supplemented through both statutory and informal mutual aid agreements with the City of Columbia and the Boone County Fire Protection District. BDFPD has a fire house immediately adjacent to the west city limits.

The City also is responsible for electric, water, wastewater, street and storm sewer maintenance. Trash disposal and curbside recycling collection were contracted out to Dayne's Disposal Service, a private contractor, in October of 2016. Dayne's hauls to the Love Transfer Station east of Mexico. Prior to this, the City employees collected the City trash and hauled it to the City of Columbia's sanitary landfill. More detail about these services can be found in Chapter Five. Centralia watches over two older landfill sites which have been closed under regulations of the State of Missouri.

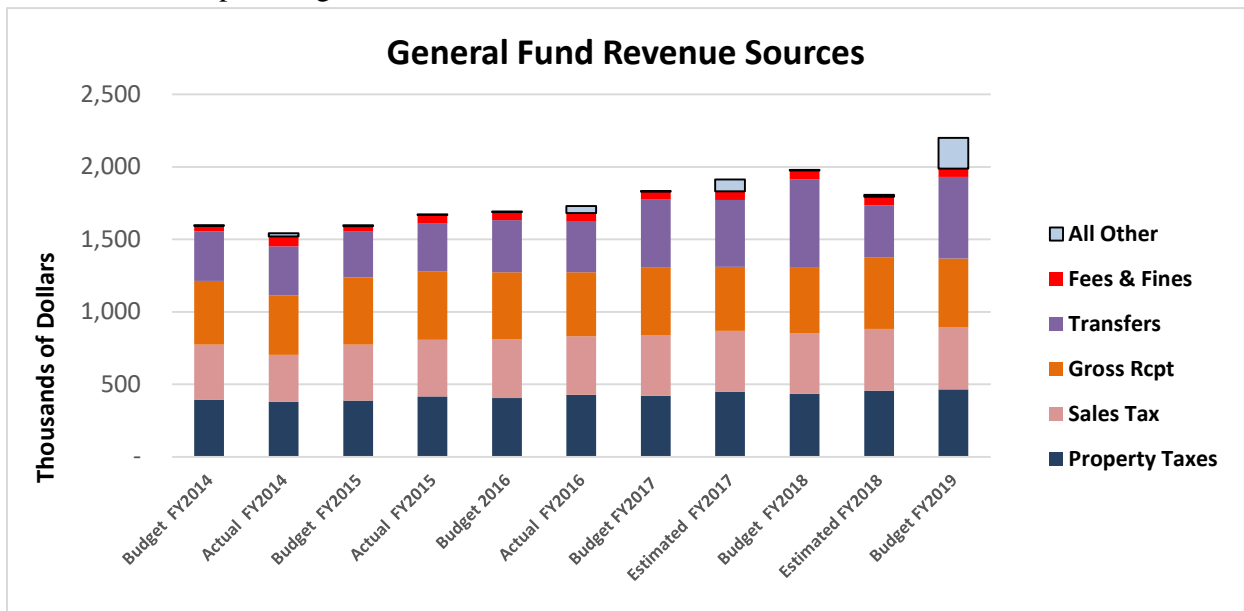
Centralia operates a modern treatment plant to soften and chlorinate ground water from three deep wells. Treated water is stored in a massive clear well and two water towers (which total 3/4 million gallons of capacity). The City's combined water and sewer department also operates two 2-cell treatment lagoons. Wastewater from these lagoons can be pumped to an "overland flow" site for additional treatment or to a series of storage ponds and eleven pivot irrigation systems for crop cultivation by local farmers. The water and sewer employees also construct water distribution mains for new subdivisions.

Since the turn of the century, the City of Centralia has operated and maintained its own electric distribution system. A crew of five, trained in the Missouri Public Utilities Association apprentice program, performs routine maintenance, line construction for new subdivisions, and responds to emergency conditions. The electric department has benefitted over the years through tools, equipment, and professional advice from the former A. B. Chance Co. (now Hubbell). The City also owns and maintains two electric substations. The City purchases all of its power and capacity from outside sources. The current full- requirement contract for electric energy with NextEra Power Marketing runs through May 31, 2020. The City owns a concurrent contract for 10.5 Megawatts of capacity with Big Rivers Electrical Cooperative. Negotiations for another three years to run until May 31, 2023 are underway. Electric transmission to the Centralia substation is presently provided by from Ameren/UE, which is also the natural gas supplier to the area

The annual City budget is divided into four types of funds: the General Fund, Special Revenue Funds, Enterprise Funds and Internal Service Funds. Each fund is treated as a separate entity and transfers between funds are budgeted and approved by the Board of Aldermen. Any additional

transfer would require Board action. The city is audited annually as required by State Law and the audit is sent to the Office of the Missouri State Auditor (RSMo 105.145 and CSR 40-3.030). It is also required by bond holders and other entities. The City audits have been conducted under Generally Accepted Accounting Practices, which require at least end of the year accrual so that all expenses approved during an April 1 – March 31 fiscal year are recorded in that year, regardless of when the cash actually transfers, giving the City a better year-to-year comparison.

The General Fund supports the administration, police, fire, streets and storm water functions. All of these activities are combined and supported by a 1-cent sales tax, 5% gross receipts taxes on local utilities (including the City’s electric utility), transfers from the electric and water fund for administrative expenses, grants, fees, fines and other minor contributions. The revenues total about



\$1.8 million annually, but more recently the City has been very active in pursuing grant funds. Expenditures for the General Fund have been exceeding revenues for the past three years due mainly to a growth in the police budget and administration. The City needs to find new revenue sources or make large cut backs in expenditures.

The Enterprise funds are another name for the four separate utility funds; Water, Sewer (or Wastewater), Electric, and Sanitation. Each fund is run independently and essentially like a private business. Therefore water bills only fund water activities; electric bills fund the electric utility, and so forth. Revenues for these funds are sufficient to cover expenses and adequate fund balances are available in all four funds. More details are seen in Chapter 5.

The Special Revenue Funds are each independently supported by revenues and include the Library Fund, the Park funds, the Transportation Capital Projects Fund, the Cemetery funds and a fund for Public Safety Capital projects, The Library Fund is funded mainly by property tax and is merely a pass through account on the City’s ledger, as the Library is completely independent by state law. The park activities are split into the Park Maintenance/Areas Fund, which is largely supported by property tax and user fees, the Pool Fund which is partially funded by user fees and subsidized from the other park funds; and the Recreation Center Fund which is funded entirely by user fees and a

fourth fund which is funded by sales tax and largely used to pay off the debt service of the pool upgrades in 2016 and the recreation center.

The Internal Service Funds aggregate expenses for services and materials and charged the out to other City operations and pay for internal and external expenses. The Cashiering and Collecting Activity is charged out to the utilities and administration for time spent by the City Clerk's staff for collecting utility and license fees. The departments are charged a percentage of this time based on a formula. The Equipment Maintenance Fund is funded by charges made to operating departments for use of vehicles and large equipment according to a formula based on historic costs and actual miles or hours of operating for each vehicle or piece of equipment. These funds pay for the bulk fuel, automobile insurance, and repairs and similar charges. A large fund balance has built up and has been used for vehicle purchases. Reviewing and revising this formula might relieve some stress on the General Fund.

Chapter 3- Planning Process, Community Vision and Goals

Planning Process

The Centralia Comprehensive Plan was created under the guidance of a planning steering committee, comprised of interested residents and Centralia officials. The committee was a key contributor to the plan, helping to identify issues and develop plan goals.



City Administrator Matt Harline addressing the planning group

Engaging the public is an integral part of the comprehensive planning process. The process of developing a community vision and plan began on September 15, 2016 at City Hall in Centralia. City leaders (Mayor Tim Grenke / City Administrator Matt Harline) met with 28 citizens to discuss the likes and dislikes about Centralia, and their hopes for the future. Mid-MO Regional Planning Commission staff assisted in explaining the planning process, and

indicated that four sub-committees meetings that the process would be utilized for more in-depth discussion on land use, economic development, transportation, community facilities/emergency management, and utilities, public works and the environment. A total of 15 subcommittee meetings, and three meetings of the full committee were held from September through November, 2016. The goal of these meetings was to identify current issues and to recommend possible future actions. Continued planning outreach meetings with local civic groups such as the Rotary and Kiwanis Clubs were held in early 2017.



Photos 2-3. Planning Committee discussions

During the planning committee meetings, city leaders and planning participants identified key issues that were considered as a strength or weakness for Centralia. The list of strengths and challenges identified from this discussion is found in Table 1.

Table 1 - Community Strengths and Challenges

Strengths

- ▶ Hubbell
- ▶ Parks, Recreation Center and Pool
- ▶ Library
- ▶ Excellent Schools
- ▶ Low Property Costs
- ▶ Short Commute Times
- ▶ Low Crime Rate
- ▶ Downtown/The Square (character but can be improved)
- ▶ Rail
- ▶ Water, sewer and electric utilities generally good condition
- ▶ Enhanced Enterprise Zone (EEZ)
- ▶ The Historic Civil War Battlefield

Challenges

- ▶ Storm water control
- ▶ Lacking inventory of available buildings and sites
- ▶ Entrepreneurship training
- ▶ No hotel/motel
- ▶ Need for day care

Also utilized in the planning process were citizen surveys undertaken in 2015, 2016, and 2017 by the City of Centralia. Surveys indicated that the library service as the most supported or favorable service in the community. Refuse collection was also ranked favorably, but this service was privatized in the fall, 2016. Sidewalks were cited as an area of concern by residents. A follow-up survey was conducted from March-May to solicit additional input for the comprehensive plan's goals and direction. The follow-up survey in 2017 resulted in a total of 454 respondents. In the 2017 survey- citizens cited sidewalk maintenance, implementing an active demolition program to remove unsafe structures, the widening of State Highway 124 between Centralia and Hallsville as areas of need. Recreation pursuits should include the development of a citywide walking trail, and development of an aquatic center. Survey data corroborated recent citizen survey and past studies.

The plan was developed with the expectation that Centralia will continue to grow in a manner that balances the opportunities and challenges of growth with the desire of most of residents to

preserve the community’s character and independence. The plan assumes that the City expects to exert influence over the timing and character of such growth.

Vision and Goals:

The planning discussions laid out the following vision and primary goals for Centralia:

Vision:

Centralia “anchored in history” is the community’s guiding theme. Centralians take pride in a community that provides a lifestyle choice treasured by residents. The Centralia Comprehensive Plan recognizes the community values and vision *that encourages maintaining the community’s historic and rural character while encouraging development and investment in Centralia that fits within the character and lifestyle of residents. The City of Centralia will maintain its strong educational system, continue to celebrate its history and cultural assets, be a safe community and strive to build a strong job and tax base for the community.* Strong local governance that uses best practices in conducting city business to ensure efficient and effective use of public resources, and promotes effective partnerships with neighboring governments, public agencies, non-profit organizations, and private entities to support mutual interests and achieve our vision.



Photo: Community Square and Gazebo

Subcommittee: Economic Development

GOAL: Develop a sound local economy which attracts investment, increases the tax base, and creates employment opportunities for Centralia residents.

ACTIONS:

1. Support tourism attractions- historic battlefield, Anchor Festival, BBQ contest, lighted tractor parade, Avenue of Flags, other events promoted by the Chamber of Commerce, and other civic organizations.
2. Enhance the downtown area through innovative strategies (i.e.-Main Street program) while preserving the character and integrity of historic structures.
3. Designate a single point-of-contact for economic development inquiries to insure consistency in information being provided for potential economic development initiatives.
4. Develop an inventory of available land and buildings properties suitable for development. Utilize the Missouri Location One database.
5. Foster entrepreneurship in the community by advancing partnerships with REDI (Columbia-Boone County Regional Economic Development Incorporated), and the Small Business and Technology Development Center.
6. Continue to develop “as-needed” technical/mechanical training programs to support local employers in the area. Partners include Centralia Vocational School, Davis Hart Vocational Technical School (Mexico), Moberly Area Community College.



Lighted Tractor Parade



Anchor Driving – Anchor Festival



Grand Champions – BBQ Contest

THE FUTURE: New business opportunities exist and training programs are in place to support existing businesses and employment training needs, local support of the existing business is a community priority, and a coordinated economic development program is in place.



Subcommittee: Community Facilities / Emergency Management

GOAL: Continue to provide residents with efficient services and quality facilities. Property taxes are maintained at a stable level by controlling debt, maintaining facilities and equipment, and carefully planning municipal facilities. Ensure the safety and welfare of all citizens through superior police and fire protection services, medical facilities, and library. The Centralia R-6 School District will continue to provide superior and efficient public education opportunities, and enhance and diversify vocation technical training opportunities.

ACTIONS:

1. Continue efforts and promote community support for a superior public education for students of the Centralia R-6 School District.
2. Continue efforts to maintain Centralia as a safe community, including a low incidence of crime.
3. Continue to strive to increase citizen involvement and sense of community inclusion.
4. Continue to investigate ways to assure that appropriate healthcare options, including mental healthcare, are provided for the entire community.
5. Provide extensive recreational opportunities for the community, including investigating the feasibility of constructing a community aquatic center.
6. Continue discussions with Daniel Boone Regional Library, and State Legislators regarding the outdated designated Centralia Library District area, and the need to expand the Centralia library taxing area to match the city limits.
7. Work with Boone County Emergency Management personnel to review and implement response protocols for natural and man-made hazard events. This includes continuing of operations planning for both public and private sectors in cooperation with the Chamber of Commerce, and Boone County Emergency Management.

THE FUTURE: Best management practices are utilized by City officials and community leaders resulting in a high quality in public services to residents. Leadership invests in public safety needs.

Subcommittee: Land Use and Transportation

(Land Use)

GOAL: Insure the City has the necessary tools in place- (comprehensive plan, future land use map, zoning regulations) to guide growth and regulate the type, location, and intensity of future development activity. The City should strive to utilize land to its highest potential while encouraging compact, (but not overcrowded) development to efficiently utilize community facilities. Strive to offer quality, diverse, and safe housing choices in the community for residents of all income levels.

ACTIONS:

1. Use the City’s Comprehensive Plan, zoning district regulations, and Future Land Use map as a reference in the evaluation of proposed zoning changes.
2. Regulate land use and development in critical areas such as natural drainage ways and flood plains.
3. Evaluate adopting infrastructure development regulations that have compatible standards between Centralia and Boone County.
4. Development should be encouraged in those areas that best utilize existing utilities. Annexations should consider the need and the economic feasibility to extend necessary and required utilities.
5. Pursue adopting a planned unit development zoning district for residential development to allow for innovative subdivisions, where there are constraints or special opportunities.

THE FUTURE: In 2025, the City of Centralia has utilized the Comprehensive Plan to maintain the rural and historic character of the community. Consideration of protecting and respecting personal property rights while continuing to permit residential and business development is undertaken. The Land Use Plan and Transportation Plan have been adopted and are always considered with new development.

(Transportation)

GOAL: To achieve a well maintained, convenient and efficient transportation network for all modes of transportation – commercial, residential, and multi-modal (bike/pedestrian).

ACTIONS:

1. Continue a capital improvements program designed for the construction, improvement, and maintenance of the City transportation system.
2. Improve the street asset management program to assist in a quality, cost-effective maintenance schedule for the existing street system infrastructure.
3. Work with Missouri Department of Transportation (MoDOT) and the Mid-Missouri Regional Planning Commission to advocate for improvements to Mo. Highway 22/Jefferson Street intersection, and the widening of Mo. Highway 124.
4. Insure that all residents, including seniors and disadvantaged populations have viable transportation options.
5. Develop a pedestrian walkability (trails/routes) plan. This should include priority routes, a community sidewalk inventory, and the development of a maintenance plan to insure the safe conditions of the sidewalks.
6. Insure the availability of adequate parking space, at appropriate locations to serve public, private, commercial, and industrial interests of the community.

THE FUTURE: The condition of the transportation network is in a good condition, opportunities for pedestrian and biking opportunities have been expanded in the community, and the availability of alternative transportation services for healthcare, employment, and shopping has been developed.

Subcommittee: Utilities, Public Works, and the Environment

GOAL: To provide functional and efficient public utility systems that continue to strive for the most cost effective and efficient delivery of water, electric, sewer, and storm water systems.

ACTIONS;

1. Update the 1984 engineering study to evaluate the existing drainage system to determine future needs during the 25 year, 24 hour storm duration event, and implement improvements to the stormwater system based on the storm design data.
2. Continue to monitor, inspect and repair inflow and infiltration (I & I) issues with current collection system.
3. Comply with evolving State and Federal requirements regarding wastewater treatment and effluent disposal requirements.
4. Continue ongoing efforts to bury electric lines in areas that are hard to access or susceptible to storm damage.
5. Pass and implement the improvements proposed with the 2018 Water/Sewer Bond issue,

Community Resiliency

GOAL: The City of Centralia will be prepared to utilize existing resources and processes to respond to, withstand, and recover from adverse situations.

The City of Centralia will consider community resiliency in its decision-making processes. This includes social, economic, and disaster The Community will advance mitigation efforts, and engage in preparedness and response exercises for emergency preparedness.

ACTIONS:

Economic

- Continue to strive to increase income opportunities for Centralia families. A community commitment to an economic development program that includes retention of existing industries (employers), entrepreneurship, and linkages to key partners such as REDI (Columbia/Boone County Regional Economic Development Incorporated), and area technical training providers is critical.

Social

- Due to its aging population, the community should continue to strive for quality health care availability in the community. In addition, transportation availability to regional facilities should be readily available.

Infrastructure

- Redundancy of utility operations is encouraged. Secondary power sources (including backup generators) should be identified and implemented. Continued emphasis to bury electrical lines when opportunity exists.

Environmental

- Continued floodplain management administration and investigate implementation (and funding support) for storm water management.

Emergency Management

- Begin implementing continuity of operations planning and training for private and public sector businesses, employers, and facilities. An annual emergency management training exercise should be conducted in cooperation with Boone County Emergency Management, and the State of Missouri Emergency Agency.

Chapter 4 - Land Use and Transportation

Background

Land Use is the central element of a comprehensive plan as it establishes the recommended overall physical land uses of the city. The land use plan is a statement of policy, and public and private decision makers reference this information as a tool to guide future development activities. This chapter reviews existing land use in Centralia, and presents a land use inventory according to existing zoning districts such as residential, commercial, or industrial. The recommended Future Land Use Map is also included depicting a recommended guide for an appropriate and compatible land use arrangement.

During the planning process, the Land Use and Transportation Subcommittee, public comments, and city officials reviewed maps, documents and other data. From these discussion the following themes emerged from discussions which provide key policy direction for developing the goals and objectives of the Land Use and Transportation element. These themes are reflective throughout the *City of Centralia Comprehensive Plan*.

- Plan for appropriate and compatible land uses particularly in transitioning areas and in the area immediately surrounding the City of Centralia that may potentially be annexed;
- Coordinate the provision of adequate public services;
- Prioritize resources to provide a safe, economical and well maintained street system, and continued advocacy for safety improvements on the State maintained road network;
- Development of a Sidewalk Plan to prioritize pedestrian traffic that continues to promote a safe, accessible pedestrian transportation network – emphasizing safe routes to schools, recreation, commerce, and public facilities;
- Review zoning and development policies and ordinances to provide for growth, efficient land use and the supporting infrastructure needed.

These discussion themes led to the following land use goal and accompanying action items being identified:

GOAL: Insure the City has the necessary tools in place (comprehensive plan, future land use map, zoning regulations) to guide growth and regulate the type, location, and intensity of future development activity. The City should strive to utilize land to its highest potential while encouraging compact, (but not overcrowded) development to efficiently utilize community facilities. Strive to offer quality, diverse, and safe housing choices in the community for residents of all income levels.

ACTIONS:

1. Use the City's Comprehensive Plan, zoning district regulations, and Future Land Use map as a reference in the evaluation of proposed zoning changes.

2. Regulate land use and development in critical areas such as natural drainage ways and flood plains.
3. Evaluate adopting infrastructure development regulations that have compatible standards between Centralia and Boone County.
4. Development should be encouraged in those areas that best utilize existing utilities. Annexations should consider the need and the economic feasibility to extend necessary and required utilities.
5. Pursue adopting a planned unit development zoning district for residential development to allow for innovative subdivisions, where there are constraints or special opportunities.

THE FUTURE: In 2025, the City of Centralia is consistently utilizing the Comprehensive Plan to maintain the rural and historic character of the community. The Plan is taken into consideration to protect and respect personal property rights while continuing to permit residential and business development when development is proposed.



Emerald Pointe Subdivision

Existing Land Use

The present City of Centralia corporate area is 2.84 sq. miles or 1,816 acres. The largest land use designation is residential consisting of over 56% of area zoned for this purpose. Figure 4.1 depicts the land use percentage by existing zoning district in Centralia in 2017.

Combined Current Zoning	Acres	Square Miles	% of Total
Residential	1016	1.58	56.1
Commercial	181	0.28	10
Industrial	369	0.58	20.4
Public Lands	218	0.34	12
Other	32	0.05	1.5

Figure 4.1 Land Use in Square Miles by Zoning District

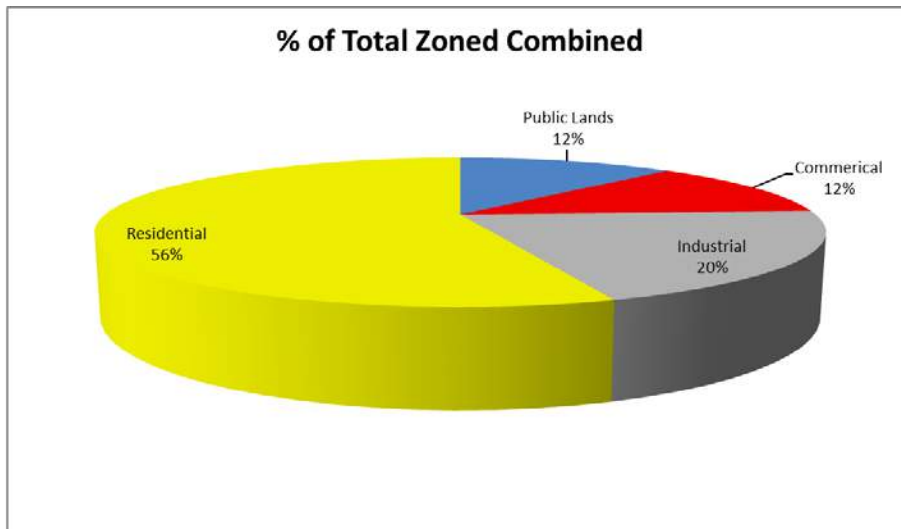


Figure 4.2 Land Area Per Cent by Zoning District

Residential uses comprise the largest land use category, accounting for 56% of total land area with over 1,000 acres designated for residential use. Single-Family Residential District is the largest land use designated use in the City with over 43% or over 780 acres designated for single family residential use.

Commercial development uses represent approximately 10% of the current zoned land area in Centralia. This category includes offices, retail stores, services etc. Commercial areas in Centralia are concentrated in the downtown district and the Highway 22 corridor.

Industrial uses (excluding utilities and transportation infrastructure) constitute over 20% of the total zoned land area. These areas for the most part are located to the north of Norfolk Southern Railroad and include the Hubbell Manufacturing complex. A developing area is located north of Highway 22 at Randolph Road.

Educational and park uses cover approximately 12% of land area. Included in this category are schools, parks, cemeteries, library, government offices and buildings and churches.

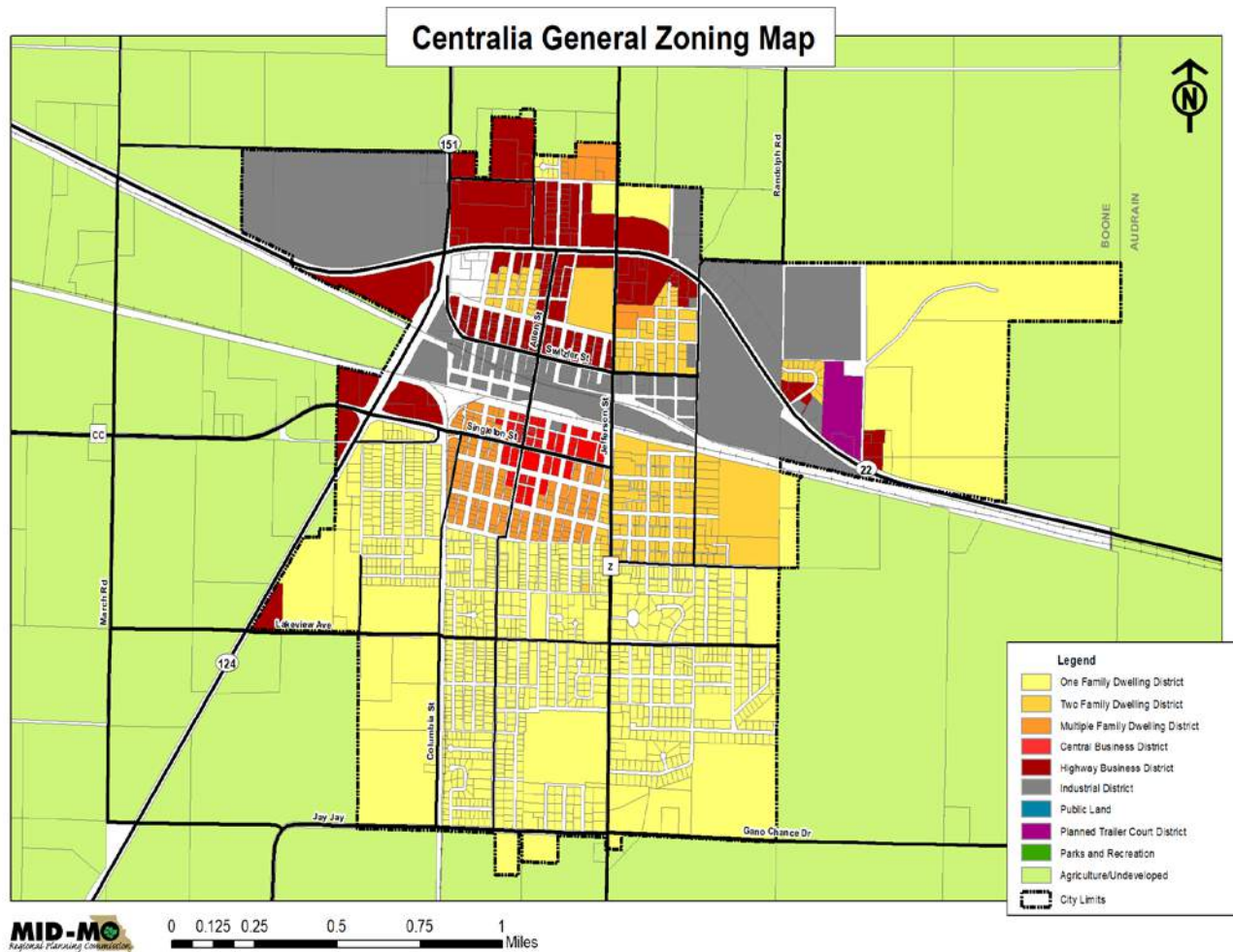


Figure 4.3- Existing Generalized Zoning Districts

Future Land Use

One of the major responsibilities of the City of Centralia Planning and Zoning Commission, as cited in the Missouri statutes, is to plan for the physical development and land use in the city. The preparation of the comprehensive plan fulfills this responsibility, with the Future Land Use Map an important tool to utilize in land use decision making. The Land Use Map serves as a guide to lead development into desirable patterns and to provide sufficient land for each type of use. It should be stressed that the Future Land Use Plan is a guide only and does not prohibit other types of development in areas designated for specific uses in the plan.

Recognition must be given to the fact that changing conditions will likely necessitate alternate development in some areas. It also should be recognized that the majority of development takes place as the result of private investment rather than that of governmental units. As a result, it is

necessary for the plan to remain flexible to allow for changes that will benefit the community as a whole. Deviations from the Future Land Use Plan may take place, within limits, in order to allow growth that is beneficial to the community and in general conformance with the intent and purposes of the comprehensive plan. If, in the future, actual development in the area deviates significantly from the Future Land Use Plan, then it may be necessary to re-examine the Plan and make necessary changes.

The Plan should seek to group similar land uses together to avoid mixing incompatible and conflicting uses. It should also discourage sprawling development while at the same time avoiding overcrowding. The plan should, above all, promote the general health and welfare of the citizens of the community.

In the preparation of the future land use component of this Comprehensive Plan, the following guidelines were used:

- Residential uses in the City should be located on land that is suitable for such development. It should be free from natural hazards, such as flooding or subsidence, and should be evaluated to facilitate the delivery of utilities to the area. These areas should be near collector streets which connect to major thoroughfares for convenient access to commercial and industrial areas, but residential streets should not be part of the thoroughfare system.
- Commercial areas should be convenient with easy access to residential areas and major thoroughfares. Strip commercial development should be discouraged; however, it is sometimes unavoidable. Where strip commercial uses do occur, the development of “clusters” of commercial areas within the strips should be encouraged. Adequate off-street parking should be provided for patrons of commercial establishments, and off-street loading and unloading facilities should be provided in these areas. Commercial areas should be screened from adjacent residential areas whenever possible
- Manufacturing or industrial developments require easy access to major transportation arteries. In many instances, individual industries require land in addition to what is needed for their actual plant site. This additional land may be needed for future expansion or use as a buffer between the industry and other land uses in the area. Due to the requirements of industry, it is recommended that sufficient acreage be set aside to accommodate new and expanding industries. This land should be in relatively large acreage industrial parks where the necessary utilities are available.

While it is anticipated the future development in Centralia over the next 10 - 15 years will be at a moderate pace, it is still difficult to predict. While the Planning and Zoning Commission may seek to guide certain development into specified areas, it may not always be possible. It must be recognized that the majority of development that occurs is the result of private investment and not government action, and therefore the driving force follows the schedule of the developer, not the City.

While the City of Centralia may have the power to guide development in the direction it desires in the Future Land Use Plan through the zoning process, it can also have the effect of stifling development due to inflexibility in dealing with rezoning requests. There are times when a development is of sufficient value to the City and surrounding area that it may be desirable to shift areas in the Future Land Use Plan to accommodate the growth. These are decisions that will have to be made on a case-by-case basis, within the framework of the overall values of the Plan. The important point to consider is that the Future Land Use Plan is a guide only and subject to change.

Figure 4.4 presents the anticipated future development areas in the City of Centralia. Residential use is projected largely to the south and east in the community. Not all depicted residential land will be developed during the plan period, but at this time it is the recommended best use of these areas. However, the potential for land development in the northeast part of Centralia, following the construction of Randolph Road, should not be overlooked.

The population projections indicated in Chapter 2 represent a projected population of 4,529 by 2025, an increase of 337 individuals. Projections were made using an average growth rate of .8% mirroring the growth rate from 2011 thru 2015 years. Based on a density of 6 units per acre for a single family residential subdivision and an average dwelling size of 2.5 individuals- a resulting need for 22.4 acres is necessary for residential development. This includes existing platted lots (preliminary and final plats as of April of 2018). At present there exists sufficient areas for residential development in the south, east, southeast, and southwest areas of Centralia.

Commercial development is expected to continue along the Highway 22 corridor, and an expanded downtown area. The majority of any other commercial growth will be the result of infill of vacant lots and the conversion of residential uses that lie in commercially zoned areas.

The demand for industrial development is linked in part to industrial attraction factors such as infrastructure capacity (including rail), labor force, and available land (rather than exclusively to population growth). Accessibility to major corridors such as Highways 22 and 124, the presence of a large labor shed (Columbia MSA), and strong public infrastructure, all make attraction and expansion of industrial facilities a possibility for Centralia. Areas depicted for industrial uses are located to the north of the Norfolk Southern Railroad.

Annexation

Voluntary annexations of several properties have brought into the City land sufficient to offer broad new choices for residential and commercial purposes. There are few compelling reasons for the City to initiate any large involuntary annexation in the foreseeable future as present undeveloped areas either with or adjacent to the existing corporate limits will accommodate future land use needs.

The majority of properties shown in the plan study area are areas which can be voluntarily and independently annexed into the City because the properties are contiguous and compact to existing municipal city limits. Some parcels will require approval from the Missouri State Highway Commission where state highway-right-of-way exist. Properties to the south of town roughly delimit the land which can be served by City sewer mains without adding new lift stations.

Two significant annexations have occurred in recent years. One is that of the northwest sewer treatment plant area. Annexation has included more than 90 acres north of Highway 22 and west of Highway 151. The other is an additional eight acres south of Rowland Road. This property would be opened up by the proposed relocation of the south end of Randolph at Highway 22 and by the logical extension of deeply-buried sewer main along the new route.

Development of areas surrounding Centralia needs to occur in a sequenced manner that avoids sprawl. To achieve this, Centralia's regulatory control is aided by Boone County development regulations and by the lack of available sewer service. At present, the extension policies of the Public Water Supply District No.10 supports annexation, but will require negotiated buy-out of defined service areas.

Boone County and the City of Centralia limit urban or suburban density development through subdivision regulations which require fire hydrants and large water mains for fire flow. PWSD No.10 will not underwrite the expense of such mains to new subdivisions, so such developments must be close to the Centralia City water system. Similarly, development of private sewer systems is discouraged. Impermeable soil conditions preclude septic tanks, allowing only individual lagoons of sites of 2.5 acres or more.

The boundary of water service territory between the City and PWSD No. 10 is considered fixed because the District has outstanding bonds which are guaranteed by the Federal government. Courts have ruled that districts have the right to rely on current customers to assure adequate debt service to repay those bonds. To provide water service the City must reimburse the District for that potential lost revenue slated for debt service. Centralia's policy is to "buy" service territory from PWSD No. 10. To date, the City and District have worked out territorial acquisitions on a case-by-case basis in an amicable manner.

The City also seeks to annex land prior to development, so as to avoid territorial service issues with Ameren/UE and Boone Electric Cooperative for provision of electric service. The control of land use comes from provision of utilities, and early annexation ensures unity of utility service.

Some property owners may wish Centralia to provide municipal utilities, yet do not have contiguity to the City in a way that would allow them to petition for annexation. Particularly in the case of industrial tracts, the City may find it prudent to extend utilities services. In such cases, the Board of Aldermen should confirm in advance that territorial issues with PWSD No.

10 and the appropriate electric supplier are resolved. The City would then extend service, but only on condition that written and binding agreements are executed stating that the area involved be annexed to the City by the time such city service(s) begin or as soon thereafter as legally possible.

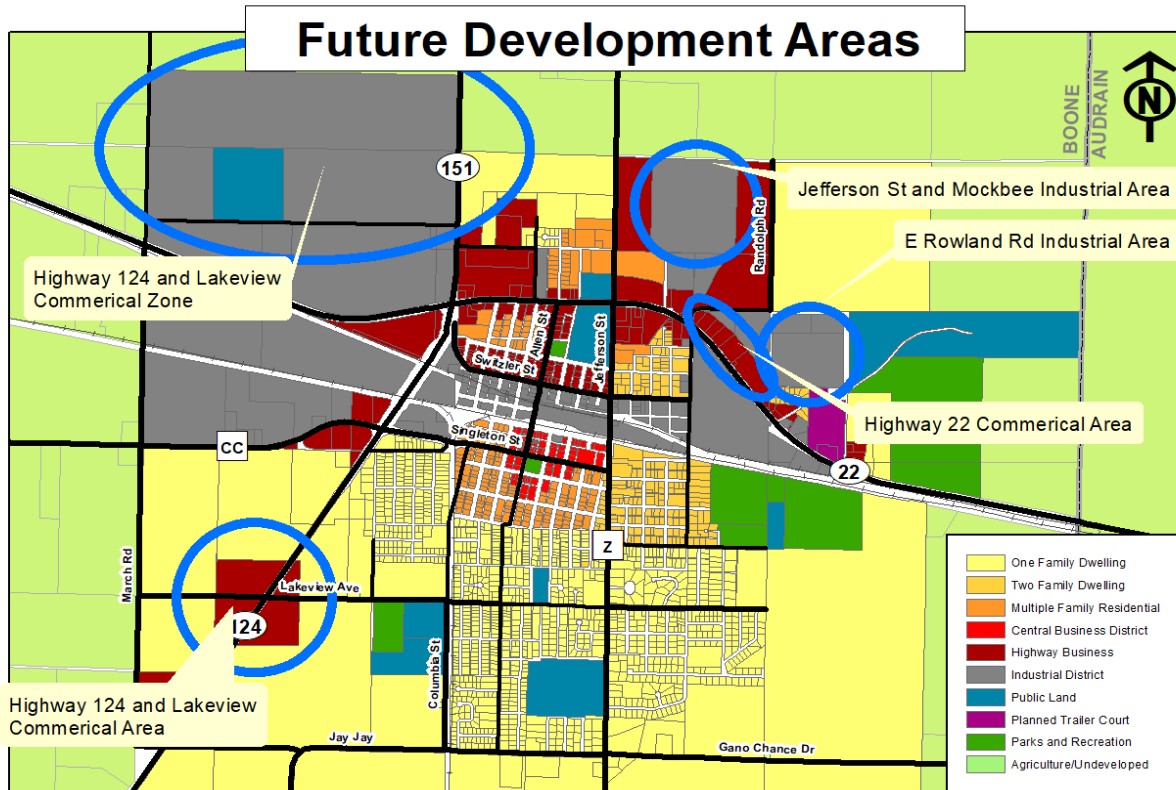


Figure 4.4 Future Land Use Plan (conceptual)

For the southeast quadrant of the City, the boundary between Boone County and Audrain County is one mile east of the present City limits. North of Highway 22, the City sewer lagoons and City limits actually extends into Audrain County. At present, Audrain County lacks both zoning and subdivision regulations. This could make it tempting for some developers to select land near the county line, but in Audrain County, to avoid Centralia and Boone standards and gain a competitive advantage, Centralia officials should make it clear that they will not extend utility service and will not annex developments in Audrain County unless they are in compliance with the City’s subdivision and design standards. Pressure for such annexation does not seem a likely contingency for the next decade, but the cost of retroactive upgrades to streets and utilities is strong incentive for annexation prior to development.

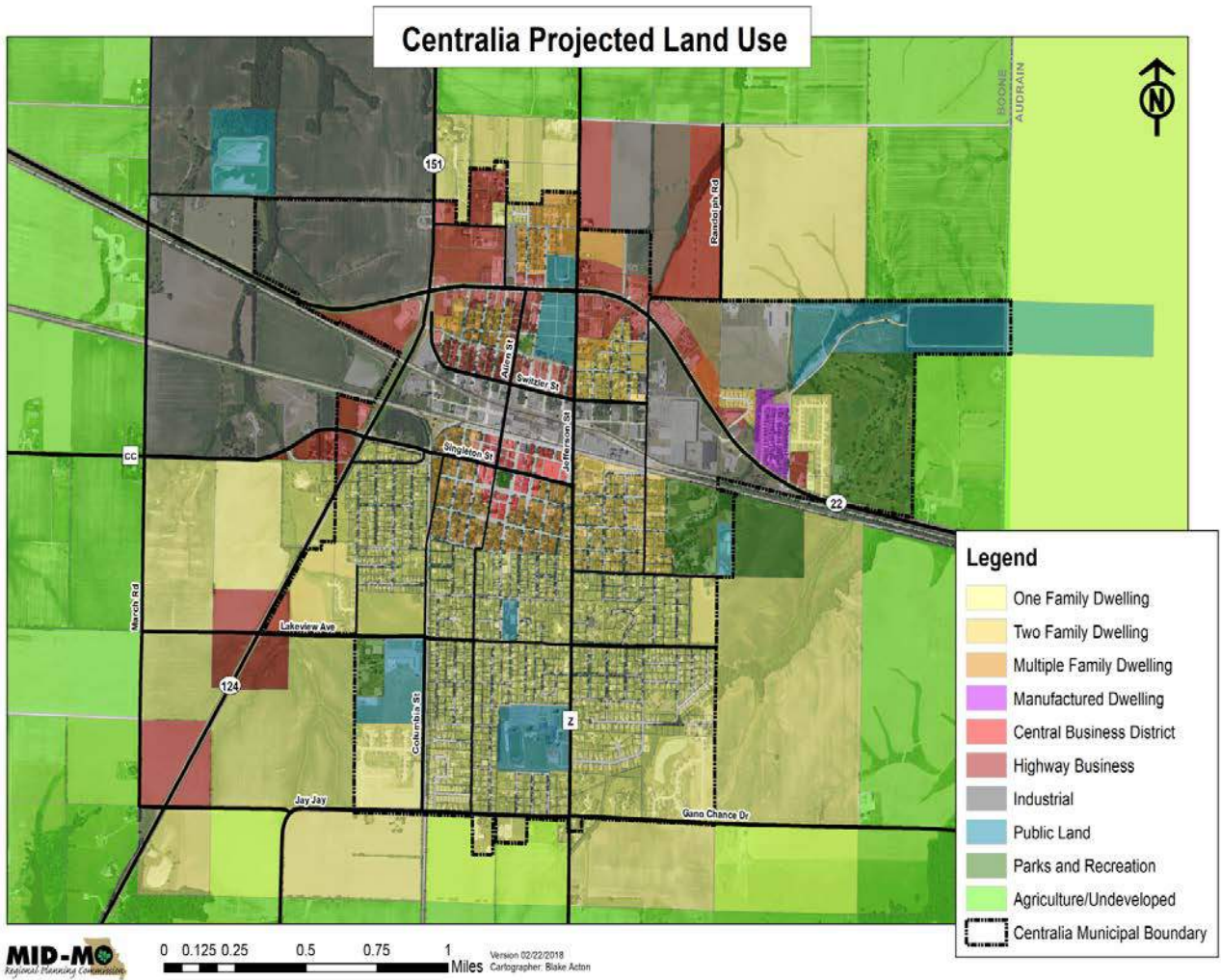


Figure 4.5 Projected Land Use

Development Tools (Regulatory Control)

As this plan designates existing and proposed areas of growth and a recommendation for the general scheme of land-use that should be applied as the area develops and redevelops, it is necessary for the City to utilize land use regulatory controls in its administrative processes. Tools used by the City to compliment the Comprehensive Plan include subdivision regulations, zoning ordinances, sign codes, regulatory codes, flood plain development regulations, and the Major Street Plan. All of these development tools play a role in guiding development in an orderly, efficient, and economic manner and should be reviewed for necessary revisions as conditions in the community may warrant.

In addition, the Steering Committee discussed the usefulness of adding a planned residential zoning district, to allow for innovative use of land where flood areas or other constraints may

prevent logical development without some trade-offs. While the City can require developers to install and convey public infrastructure in the development process, the law does not allow the City to make exceptions or concessions to the basic zoning law in exchange for additional infrastructure or to accommodate physical constraints unique to the land being developed. Planned districts make this possible within reasonable limits.

Transportation Plan

Overview

The existing transportation grid system that was laid out with the initial plat for the City of Centralia was a very workable one, and one that has provided for continued cross-town accessibility. However, the City is constrained by the location of the Norfolk Southern Railroad and the Kansas City Railway, which divides the City north and south. Additional at-grade crossings for streets at the railroad tracks are highly discouraged by the State of Missouri and railroad operators. The Columbia COLT short-line railroad is also available, but is currently not used by any business in Centralia.

There is an estimated 33.7 miles of roadway in the City, within the City of Centralia. The City is responsible for all roadways, except those maintained by the Missouri Department of Transportation. These include State Highways 22, 124, 151 and State Routes CC, and Z.

GOAL: To achieve a well maintained, convenient and efficient transportation network for all modes of transportation – commercial, residential, and multi-modal (bike/pedestrian).

ACTIONS:

1. Continue a capital improvements program designed for the construction, improvement, and maintenance of the City transportation system.
2. Improve the street asset management program to assist in a quality, cost-effective maintenance schedule for the existing street system infrastructure.
3. Work with Missouri Department of Transportation (MoDOT) and the Mid-Missouri Regional Planning Commission (MMRPC) to advocate for improvements to Mo. Highway 22/Jefferson Street intersection, and the widening of Mo. Highway 124.
4. Ensure that all residents, including seniors and disadvantaged populations have viable transportation options.
5. Develop a pedestrian walkability (trails/routes) plan. This should include priority routes, a community sidewalk inventory, and the development of a maintenance plan to insure a safe condition of the sidewalks.
6. Insure the availability of adequate parking space, at appropriate locations to serve public, private, commercial, and industrial interests of the community.

THE FUTURE: The condition of the transportation network is in a good condition, opportunities for pedestrian and biking opportunities have been expanded in the community,

and the availability of alternative transportation services for health care, employment, and shopping has been developed.

Major Street Plan

In the planning process, one of the most important elements is providing for the securing of major roads and rights-of-way for travel and for utilities. Congestion, loss of time, and safety hazards are a drain on the economy of the community. It is essential that a community have a free and efficient pattern for the movement of all types of vehicles.

A Major Street Plan is based on the functional classification of the existing streets and proposed future streets, considering the above criteria. Four functional categories of streets are used in Centralia's Major Street Plan:

1. **Arterial Streets** are those streets designed primarily to facilitate inter-city travel and also help major movements of through traffic within the City. State Highway 22, 124, and 151 are arterial streets within Centralia. Arterial streets are designed to Missouri Department of Transportation standards for high-volume traffic.
2. **Sub-arterial Streets** are streets with both inter-city traffic and high volumes of intra-city traffic with a minimum of stops and with lower speed zones. Sub-arterial streets include Highway Z and CC, Singleton, Lakeview, Switzler, Randolph, Allen, Columbia, Gano Chance, and Jefferson.
3. **Collector Streets** are streets which carry moderate intra-city traffic between city neighborhoods or which serve to channel traffic from local-residential streets to sub-arterial and arterial streets. These streets include Adams, Booth, Howard Burton, Hickman, Fountain, and Fairgrounds.
4. **Residential (Local) Streets** are streets used to serve abutting properties mainly in residential areas. Through traffic on them should be discouraged by way of curve-linear design, traffic calming features, and provision of adequate collector and sub-arterial streets.

Figure 4.6- Major Roadway Plan depicts the location of Centralia's arterial, sub-arterial, collector, and local street network.

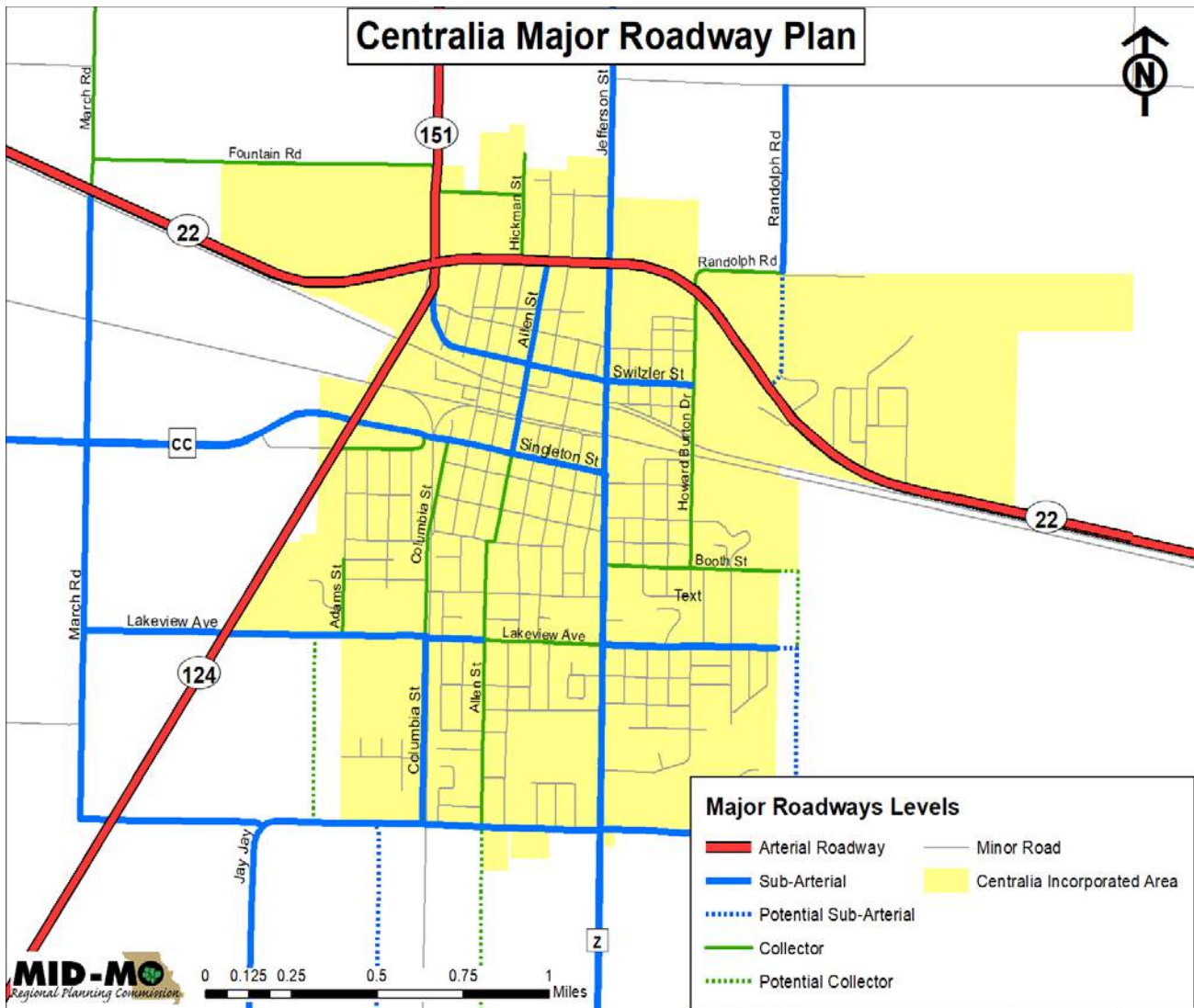


Figure 4-6. Major Roadway Plan

Street Inventory and Condition

The City of Centralia maintains an inventory of streets and conditions. The inventory is annually updated, and reviewed during the budget process. The inventory describes the street, width, length, pavement type and condition ranking. Streets in Centralia are generally considered in good condition.

Figure 4.7 depicts areas on major roadways requiring repair. As these roadways carry higher traffic volumes, it is recommended that priority be given to these areas when preparing annual maintenance schedules.

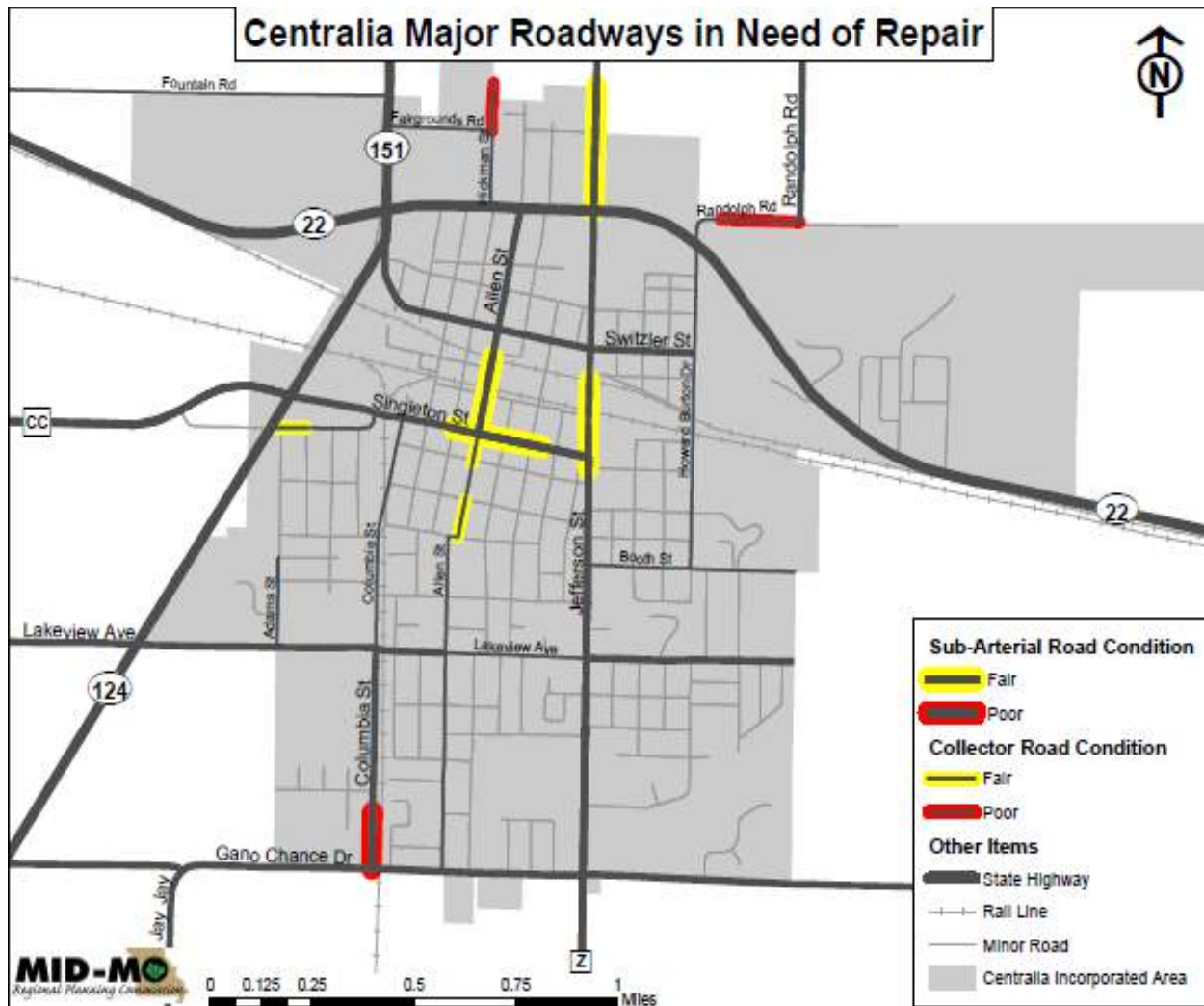


Figure 4.7 Major Roadway Improvement Priorities

Appendix A depicts the street condition inventory map and spreadsheet of current conditions.

Transportation Network Improvements

It is important to identify a work program for the continued enhancement of the transportation system in the community. The planning process identified the following transportation improvements as identified on Figure 4.8 Transportation Network Improvement Priorities.

Transportation network improvement priorities include:

- Safety improvements at the intersection of State Highways 22, 124, and 151.
- Randolph Road extension south to Highway 22
- Safety improvements at Highway 22 /Jefferson Street intersection.
- Highway 124 and Lakeview intersection (safety improvements)

- Jefferson Street widening from Cox St to Gano Chance St.
- Downtown street improvements as required.
- Chester Boren Middle School passenger drop off/pickup area.
- Gano Chance and Jay Jay intersection improvements.

Centralia Transportation Improvements

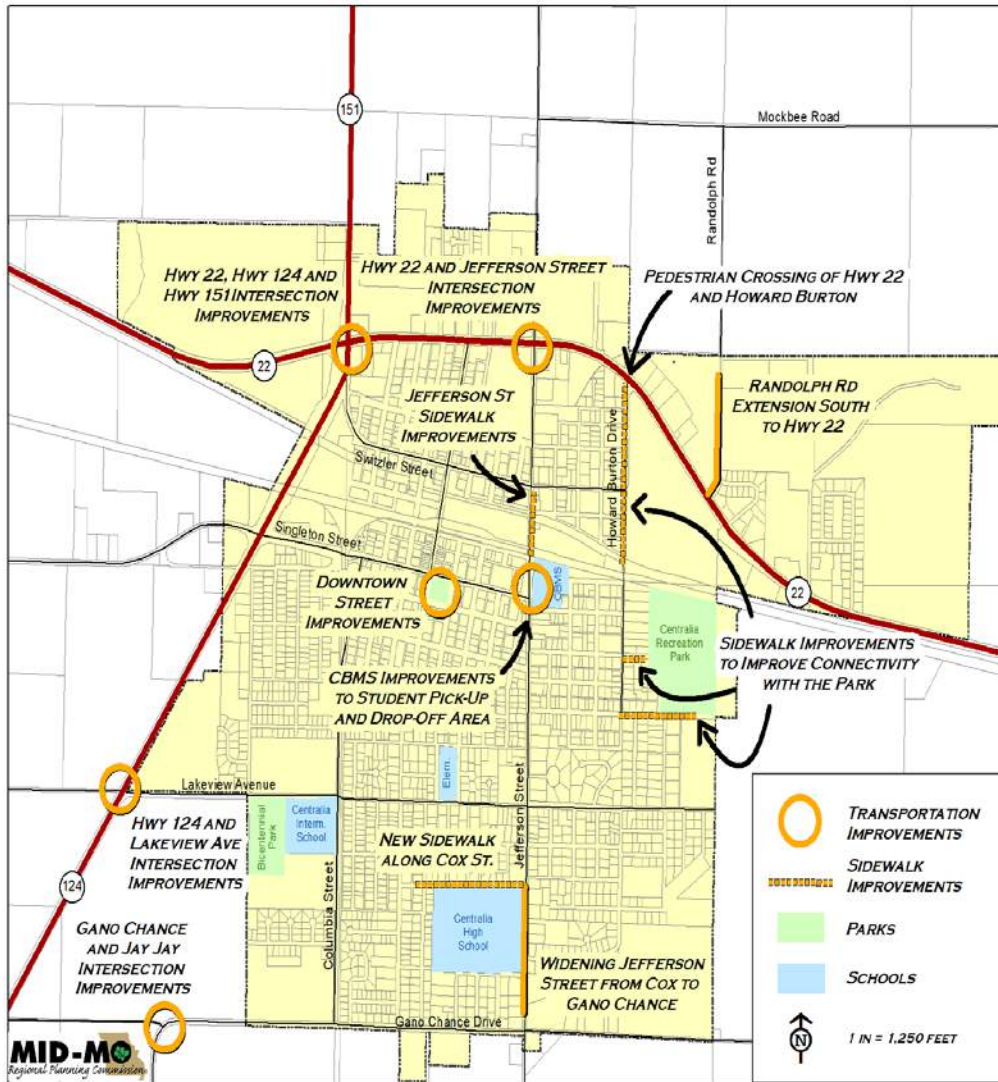


Figure 4.8 Transportation Network Improvement Priorities

Future Transportation Improvements - Funding

In general, safety improvements, pedestrian accessibility, and future extensions of existing streets will all be required in the future. Funding sources for these projects will all be by the City

of Centralia, MoDOT (state system improvements), available transportation grant programs, or the creation of improvement or development districts.

The City of Centralia receives approximately \$500,000 annually to address transportation system needs. Sources and amounts of these funds are shown below.

Annual Centralia Transportation Revenue (2016)

Revenue Type	Amount	Source
Transportation Tax	\$209,191	Local- City
County Road Tax Replacement Fund	\$138,216	Boone County
Motor Vehicle State Sales Tax	\$52,455	State (Local Share)
Motor Fuel Tax	\$108,705	State (Local Share)
Total	\$508,567	

Figure 4.9

The City of Centralia is within the Missouri Department of Transportation (MoDOT) Central District. MoDOT addresses transportation improvements through its annual maintenance and safety improvement programs. Larger improvement projects on the State system are identified and prioritized through planning processes of the Mid-Missouri Regional Planning Commission and MoDOT. MoDOT also has a cost-share program where the local government provides a minimum of 50% of the transportation project cost.

The primary sources for grant funds to assist with financing for transportation improvements is through the Missouri Department of Transportation’s Transportation Alternative Program. This program provides federal funds through a competitive selection process for transportation-related activities and cannot be used for routine highway and bridge construction. The projects can be stand-alone, or part of an ongoing transportation project. These projects can include, but are not limited to pedestrian and bike facilities (including sidewalks), Safe Routes to School (infrastructure and programs), and the Recreational Trails Program. Local public agencies are reimbursed for eligible project costs at a rate of 80 percent of project costs with the local agency providing a 20 percent match.

Another grant funding source may be through the Missouri Department of Natural Resources Recreational Trails Program (RTP) grants, and the Land and Water Conservation Fund. The RTP grant will fund recreational trail construction and requires a 20 per cent match. MoDNR

also has a land and Water Conservation Fund grant which could fund recreation land development- i.e. multi-use path in the city park.

New developments including transportation improvements are also made through private development activity. The City of Centralia Codes (i.e. Subdivision Development Regulations) outlines requirements for public infrastructure improvements. The developers finance the interior and adjacent streets, sewer lines, and other public infrastructure directly serving the subdivisions and developments they build. The developers then donate and the local government accepts the public infrastructure, and the local government becomes responsible for their operation, maintenance, and replacement.

Special assessment debt and financing districts are other possible methods that could be utilized to fund transportation. Special Assessments are levied on private property for the construction or improvement of nearby or neighboring streets, roads, water, sewer lines, and other public infrastructure specifically benefitting the assessed private property. The levied special assessments are often based on a property's front footage or area, and are typically paid off with interest, over a period of years. In Missouri, these financing districts include community improvement districts, transportation development districts, and neighborhood improvement district.

Sidewalks

Sidewalks in Centralia are generally sufficient in their location and extent to encourage and adequately serve pedestrian traffic. But, citizen surveys have cited the need of maintenance for deteriorating sidewalk areas.

In 2014, the Mid-Missouri Regional Planning Commission completed a sidewalk inventory for all sidewalks in Centralia as shown by Figure 4.10 - Sidewalk Conditions, sidewalks were categorized as good, fair, or poor. A "good" condition indicated that the sidewalk is unlikely to hinder mobility of the average pedestrian. The survey indicated 57 % of sidewalks to be in good condition, with the 43% in fair or poor condition. The current City sidewalk system is 98,766 linear feet or 18.7 miles.

The City continues to budget funds to address sidewalk improvements, replacement, and accessibility needs. At this time, the City does not have a comprehensive Sidewalk Plan. Connectivity and ADA compliance are high priorities for the City.

Recommended sidewalk projects include:

1. New sidewalk additions to the Centralia Recreation Park.
 - o North side of Booth Street to City Pool, and
 - o Sidewalk addition to Head Street into park.
2. Sidewalk addition to Cox Street (from Jefferson St. to Allen St.)
3. Howard Burton Street for connection to and possibly across Highway 22
4. Jefferson Street to Highway 22 (north from Southgate St.)
5. Connecting path from Mo. Highway commercial district to residential areas to the East.

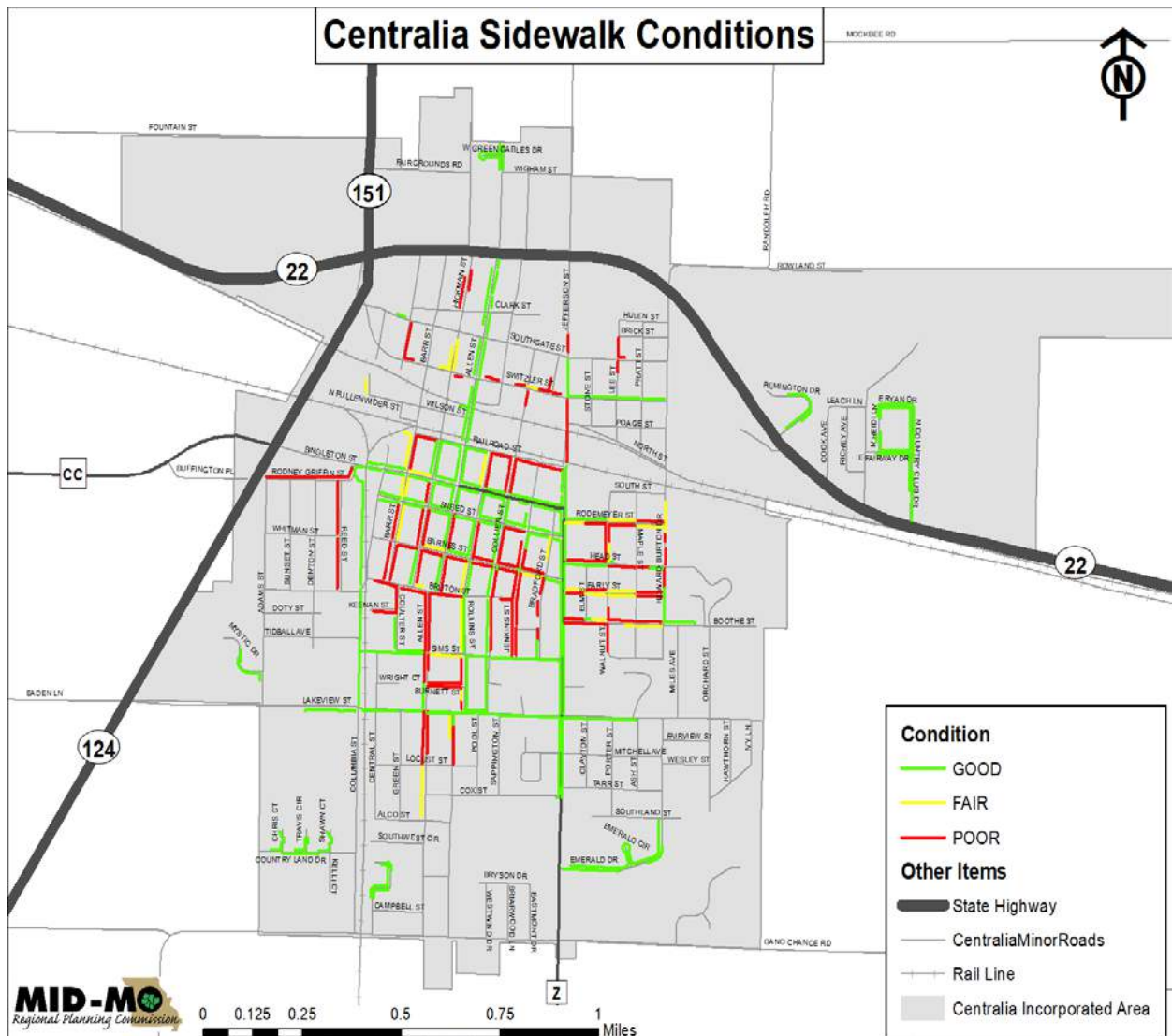


Figure 4.10 Sidewalk Conditions

Additional sidewalk condition maps can be found in the Appendix.

Chapter 5 – Utilities

Background

The City of Centralia provides and maintains electric, water, sewage, and solid waste collection (under contract) utilities, public streets, stormwater control, a municipal cemetery, planning and other general government services, 24-hour police protection and dispatching, and fire protection through a volunteer force. Currently, natural gas is supplied by Ameren/UE, a private investor-owned utility. The City purchases wholesale electric power from NextEra Power Marketing under a full-requirements contract through May of 2020 and redistributes that power to its citizens. The Hubbell/Chance Company purchases its electricity direct from Ameren/Missouri, however an interconnection with the City system exists to provide for emergency exchange between the two systems, should such be necessary.

The City endeavors to constantly identify gaps and deficiencies in service provision and service levels. Most important to a General Comprehensive Plan is the frequent inspection and maintenance of municipal infrastructure to find aging problems while they can be corrected less expensively. Upgrades are periodically needed to improve service, meet expanding mandates, provide predictable excess capacity, eliminating potential blockages, and providing a basis for economic development and industrial recruitment.

Below are descriptions of most City utilities, with emphasis on existing and needed facilities and infrastructure. This is followed by an analysis of available financial resources and funding opportunities. Additional detail for many items is also provided in the section devoted to the Capital Improvement Plan.

Preliminary analysis has shown that much of the utility infrastructure is already in place to accommodate existing needs and growth, should it occur. During the Comprehensive Planning process the following goal and actions were formulized.

GOAL: To provide functional and efficient public utility system continue to strive for the most cost effective and efficient delivery of water, electric, sewer, and stormwater systems.

ACTIONS:

1. Prioritize and implement water treatment upgrades as recommended by an engineer's evaluation report in 2017.
2. Implement sewer treatment system upgrades mandated by the NPDES permit issued by the Missouri Department of Natural Resources (DNR) with the assistance of and engineer.
3. Prioritize utility extensions into predetermined City growth areas.
4. Update the 1984 engineering study to evaluate the existing drainage system to determine future needs during the 25 year, 24 hour storm duration event, and implement improvements to the stormwater system based on the storm design data.

5. Continue to monitor and inspect inflow and infiltration (I and I) issues within the current collection system. Prioritize collection line replacements and or upgrades of older clay tile wastewater collection lines.
6. Continue ongoing efforts to bury electric lines in areas that are hard to access or susceptible to storm damage.
7. Implement an LED street lighting replacement schedule.
8. Prioritize adding redundancy to utility operations: water, wastewater treatment, and electric utilities to enhance community resiliency preparedness. Secondary power structures (including backup generators) should be identified and implemented.

THE FUTURE: Public utility systems that are well-maintained and provide cost effective service delivery to consumers. State-of-the art technology is incorporated when applicable to increasing efficient delivery of services. Redundancy of operations is in-place to enhance emergency preparedness.

Water System

The Water Department has three principal components—the water supply, the treatment facilities, and the distribution system. The water distribution system is generally in good condition. The water treatment plant, constructed in 1981, is 36 years old and physically in good condition in regards to the concrete basins and buildings. The treatment plant capacity is 1.2 mgd. On a peak day the plant operates at approximately 60% of the design capacity. The system has sufficient capacity and water pressure to maintain an ISO 5 rating.



Figure 5.1 Southeast/Panther Tower on Lakeview St.

The minimum design standards for community water systems require that “the total developed ground water obtained from drilled wells shall be equal to or exceed the maximum day demand.” The plant has adequate capacity to meet current peak day demands while using only one well. Each of the City’s three wells meet those criteria.

Centralia gets its water from three deep wells. All three wells have been refurbished from 2010 to 2012. No. 3 was drilled in 1959 and refurbished in 2010. The refurbished well has a productive capacity of 950 gpm (or 1.37 million gallons day), equal to Well No. 4 (refurbished in 2010 and lowered in 2017) and Well No. 6 (drilled in 1996 and last overhauled in 2012). The recent improvements to the wells allow the City to achieve a firm capacity of up to 2.56 million gallons/day through the joint operations of any two of the wells.

Peak and Average Flows

Year	Peak Usage	Annual water sold in gallons	Annual water sales
2014	855,000	164,942,216	\$525,095
2015	999,000	157,239,799	\$538,034
2016	922,000	131,803,330	\$490,246

Figure 5.2 Water well Statistics

Elevated and ground storage tanks:

- 500,000 gallon elevated storage tank: The 500,000 gallon tank is called the N.E. tower and is located on N. Howard Burton / North Street.
- 250,000 gallon elevated storage tank: The 250,000 gallon tank is called the S.W. tower or Panther Tower and is located on Lakeview just west of Adams Street.
- Water Plant clear well: This 330,000 gallon ground storage tank is located on the east side of the Water Plant on Booth Street.

The water plant and wells have capacity to serve a population of two to three times Centralia’s general size (depending on new industrial users). The life expectancy of the plant is more than 20 years.



Figure 5.3 Centralia Water Treatment Facility on East Booth St.

The water distribution system is in good condition. An engineering study has identified several upgrades that would be desirable to increase fire flows and pressures and expand service delivery to any new customers with large water need. All of these costs should be built with operating revenues and with no increase in water rates. The City is implementing water plant improvements insure longevity and maximum operational capacity of the plant and distribution system. Estimated costs are found in Figure 5.4. Funding for these improvements will be funded from the sale of bonds approved in the April 2018 bond election.

Cost Estimate- Water Treatment Improvements

Description	Amount (\$)	Importance Rank
Replace SCU Equipment	\$ 525,000	1
Removal and Installation of SCU Equipment	\$ 300,000	1
Air Actuators for Filter Valves (16 Total)	\$ 45,000	1
Flow Meters (5 New + Install 1)	\$ 75,000	1
Filter Surface Wash Equipment	\$ 20,000	2
Installation and Piping/Valves	\$ 50,000	2
New Lime Slaker	\$ 125,000	1
Removal and Installation	\$ 10,000	1
New Coagulant Feed System	\$ 30,000	1
Heating and Ventilation		
Item #1 HVAC in Control Building.	\$ 35,000	1
Item #2 HVAC in High Service Building.	\$ 12,500	1
Item #3 New Air Dryer for air compressor.	\$ 4,500	1
Electrical System		
Item #4 Electrical in Control Building	\$ 35,000	1
Item #5 New VFD's for HSPs and Backwash	\$ 42,500	2
Item #6 New Emergency Power System	\$ 145,000	1
Item #7 Control Bldg exterior Ltg	\$ 4,500	2
Item #8 High Service Pump Bldg Ext Ltg	\$ 4,500	2
Item #9 Control Bldg Interior Ltg	\$ 8,000	2
Item #10 High Service Pump Bldg Interior ltg	\$ 8,000	2
Instrumentation and Controls	\$ 50,000	1
Subtotal	\$ 1,530,000	
Construction Contingency (15%)	\$ 230,000	
Construction Total	\$ 1,760,000	
Other Project Costs (25%)	\$ 440,000	
Total Project Cost	\$ 2,200,000	

Rank 1: Must Do, Highly Recommended

Rank 2: Optional, Less Critical

Figure 5.4 Water Improvement Plan (Source Bartlett & West 2017 Study)

Wastewater System

The City of Centralia sewer system has a gravity flow system which transmits raw wastewater to two different two-cell lagoons. The main purpose of this department is to maintain a smooth flow of wastewater through mains, prohibit blockages which affect the customer service, and to meet the DNR rules and guidelines for effluent treatment. This system also has the ability to pump treated wastewater to farmer's ponds for irrigation on agricultural croplands.

Collection System:

The City of Centralia's sanitary sewer system consists of 37.5 miles of lateral, collector, and interceptor sewer mains and approximately 650 manholes.

Treatment System

- Northeast Wastewater Treatment Facility: This facility is a two-cell lagoon with aeration equipment, spray irrigation pumps and a 40-acre overland flow field in size. Design population capacity of 6,600.
- Northwest Wastewater Treatment Facility: This facility is a two cell lagoon with spray irrigation 40-acres in size. Design population capacity of 1,460.
- Irrigation ponds: The City has ability to pump to three farmers' storage cells. The sizes of these ponds are 21.9, 4.99, and 5.32 acres. These ponds serve 11 City-owned and farmer-maintained center-pivots that irrigate over 1,000 acres of agricultural land.

This system allows the City to eliminate the need to discharge to local creeks in times of high rainfall and infiltration. The overland flow fields will be eliminated as they will no longer meet DNR standards under the new permit. Therefore the City will have to identify new land resources and install application equipment to make up for 200 million gallons of treated effluent that were run through the overland flow fields in peak years. This part of the improvement plan and will be funded by the bonds sold under the authority available from the April 2018 bond election.

The City purchased an in-line sewer camera in July 2007 that will help identify any sewer main line problems. In the last decade, the City has achieved a considerable reduction of inflow and infiltration that would use up treatment plant capacity. Improvement to the City's waste-collection system requires continual monitoring and inspection in order to limit infiltration and inflow issues. The City is also initiating line replacement (especially in clay tile areas) which will reduce infiltration and yield additional capacity. Large diameter interceptor sewers are now positioned to allow growth in almost any direction. Further development south of Gano Chance Drive and west of the COLT Railroad may require the addition of a new lift station.

Plans have also been made for an extensive overhaul and expansion of the sanitary sewer wastewater treatment system, including new effluent disposal arrangements to conform to the latest state requirements. The system will be able to treat 200 million gallons per year.

Electric

The City electric utility has distribution facilities sufficient to meet the needs of population growth for the next two decades. The City has multi-year contracts for wholesale power supply and an allocated share of 2 megawatts available from the Prairie State Energy Campus to guarantee its base load needs. The system has two substations, allowing for redundancy of power delivery. Extension of electric lines to new areas of development is performed by existing department personnel. The City also maintains a designated reserve fund sufficient to fund replacement vehicular equipment or lines damaged by a large-scale event. Centralia participates in a mutual aid compact with other cities through the Missouri Public Utilities Alliance.

The City distributes power to approximately 2,100 customers in and around Centralia. Centralia's electric system is served by a 34.5kV transmission line owned and maintained by Ameren Missouri. The power is delivered to the substation on North Jefferson Street. The City also has a second substation at 510 W. Wilson St. that was put into service in November 2010. Both substation transformers are 10MVA units. The City distributes power through overhead and underground lines at a system voltage of 4160Y/2400 volts to the residential and commercial areas located in and around Centralia.

Present day-to-day operations include line maintenance and replacement and an ongoing effort to bury electric lines in areas that are hard to access, or susceptible to storm and tree damage. The City should consider prioritizing burial of feeder lines and main “electric line” corridors. The City is also working to add redundant circuits in order to minimize customer outages. Extending service out of the 600 amp circuits in the Wilson Street substation is a priority. Only two of six circuits are currently in use. In 2016, conduit was installed under both the Norfolk Southern and Kansas City Southern railroad tracks on the east and west ends of town.

The City is also responsible for maintaining streetlights. Energy efficiencies can be improved by retrofitting high pressure sodium lights with LED bulbs and fixtures. The City is pursuing a project to make this a reality.

Stormwater

Because of its present population, Centralia is not yet subject to Federal and State mandates for governing control and water quality protection of stormwater run-off. Such requirements may not come until the City exceeds a population of 10,000 people. The City has subdivision standards which require developers to manage stormwater within the boundaries of each particular development. It is suggested that the City give careful attention in the development of a storm water management program by evaluating best management practices for handling stormwater prior to implementation.

A 1984 comprehensive engineering study detailed more than \$1.8 million in storm sewer improvements required to bring the City's storm drainage problem under control. The plan

called for construction of concrete channels, mains and laterals down to 15 inches. More than half of the work described has been installed, using target grants from the State of Missouri and support from the General Fund. More detailed basin studies are available to guide efforts to extend the system. This type of work can easily be done in smaller increments, initiated as annual funding permits. Besides work on large storm sewer mains, the City supports the installation of smaller-diameter pipe in front of some individual properties, when the adjacent owner contributes to the expense. The City has developed a GIS data layer on an inventory of underground storm water collection system, allowing the City to focus on addressing current problem drainage areas. The present focus of the Street Department is to address improvements in the south- and east-central portion of the City.

Should stormwater issues reach a community health and safety threshold, the City may investigate the implementation of a storm water utility as a capital funding source. Subject to voter approval, the funds would be used to replace inefficient neighborhood collection systems, in an orderly fashion.

Financial Analysis

The City maintains dedicated reserve fund balances for the water, sewer, and electric utilities. These balances are maintained in order to replace equipment or the collection and distribution networks in emergency events. Through April of 2016 reserve fund balances ranged from 37% of annual budget (electric) to 135% (wastewater/sewer). While these reserve balances provide short-term emergency needs, enterprise wide investments for long-term operational efficiency will likely require revenue bond funding for structure implementation.

	FY2013	FY2014	FY2015	FY2016
Water FB	\$358,117	\$459,063	\$569,149	\$556,816
Water Revenues	\$624,004	\$592,152	\$572,574	\$608,689
Water Expenditures	\$500,172	\$471,952	\$584,907	\$534,217
	71.6%	97.3%	117.4%	104.2%
Sewer FB	\$113,848	\$147,455	\$211,249	\$262,551
Sewer Revenues	\$249,682	\$250,848	\$242,447	\$252,971
Sewer Expenditures	\$186,358	\$217,792	\$179,045	\$194,898
	61.1%	67.7%	118.0%	134.7%
Electric FB	\$1,486,205	\$1,304,656	\$1,341,176	\$1,206,365
Electric Revenues	\$3,112,691	\$3,153,325	\$3,319,682	\$3,329,275
Electric Expenditures	\$2,978,659	\$3,125,355	\$3,214,603	\$3,225,328
	49.9%	41.7%	41.7%	37.4%
Sanitation FB	\$90,790	\$76,404	\$88,452	\$126,700
Sanitation Revenues	\$407,002	\$412,568	\$416,180	\$445,678
Sanitation Expenditures	\$371,755	\$367,233	\$394,246	\$418,579
	24.4%	20.8%	22.4%	30.3%

Figure 5.5 Utility Fund Balance Analysis

Chapter 6- Community Facilities and Emergency Management

Background

Centralia's community facilities include its parks, schools, library and local government building and other assets. These community facilities enhance the quality of life of its residents in numerous ways. The parks provide green space and opportunity for physical exercise, the library allows access to knowledge and ideas, medical facilities safeguard health for residents, and police and fire department services provide public safety.

Parks and Recreation

Goal: Provide adequate recreational and open-space facilities for all citizens through the improvement of existing facilities, the preservation of open space for future needs when appropriate, and investigate providing additional facilities per community recommendation.

Actions:

1. Investigate expanding the recreational center and/or building an indoor aquatic center.
2. Promote the utilization of the community's scenic, natural, and historical attractions as a recreational/cultural, as well as an economic development asset.
3. Promote setting aside new and/or used public land for the purpose of recreational and open space facilities.
4. Upgrade existing park equipment to provide enhanced quality recreational experience.
5. Undertake planning to identify a potential walking trail system in the community.

The Future: The community continues to prioritize and provide exceptional recreational facilities and opportunities for residents.



Community Playground

Overview

The Centralia Park Board consists of nine members who are appointed by the Mayor, and approved by the Board of Alderman to govern and maintain the park system.

Centralia's parks and play areas are considered a focus of the community. An over-all purpose of municipal recreational programs is to promote the use of existing facilities, both privately-owned and publicly-owned, including those of the school district and the State of Missouri—and to extend to each person within the community the appropriate venues and opportunities whereby that individual may participate, enjoy, and benefit from such opportunities during leisure hours. Providing for public recreation areas and playgrounds is commonly accepted as both a municipal service for a city's population, and also as an attraction to non-residents; thus an adjunct to economic development and tourism efforts.

One focus of the comprehensive planning process is to identify the size and location of a community's recreational facilities, and compare these facilities to accepted national standards. This serves as a guide when determining the space needs for recreation in the Centralia area. A general standard is for the community to provide 2 acres of open space per 100 residents. Based on this goal and a 2016 population of 4192 – the City should strive toward having 83.8 acres available. At present- a total of 66.1 acres of recreation space is identified. However, this recommended standard is offset by additional public and privately owned recreational opportunities being available within a short distance of the community.

The recreation standards also reference three types of recreational areas that should be considered for the community; playgrounds, parks, and playfields.

Playgrounds are areas which may serve all age groups, although they are principally designed for 5 to 18 year groups, within a one-half mile distance from the user's residence, and should consist of a site of one to five acres. Whenever possible, the playground should be adjacent to or near a school.

Existing Playgrounds

1. City Recreation Park – three playgrounds
2. Chance Elementary School – two playgrounds
3. Jaycee Park – one playground
4. Chester Boren Middle School – one playground
5. Nathan A. Toalson / Bicentennial Park – one playground

All portions of Centralia are presently within one-half mile travel distance of a playground, except for the area north of the railroad lines and east of Howard Burton Drive.

Parks are facilities designed for all age groups. Specifically, they should offer specialized facilities for various age groups, with particular attention being given to facilities for small children who should be under the supervision of parents or seniors or young adults. Parks should be spacious enough to offer areas both passive and active recreational pursuits.

Playfields are principally designed or organized for an age group of four years and up and offer facilities for baseball, softball, tennis, and other types of active sports that require considerable ground area. Provisions should be made for night lighting.

Existing Parks

1. Jaycee Park	1.9 acres
2. Downtown City Square	1.4 acres
3. City Recreation Park	27.9 acres
4. Chance Gardens	0.6 acres
5. Nathan A.Toalson/Bicentennial Park	<u>10.3 acres</u>
 Total Existing Parks	 42.1 acres

Other- Existing Playfields

1. Centralia High School	14.0 acres
2. Town & Country Tri-Center	10.0 acres
3. Centralia Golf & Social Club	<u>675.0 acres</u>
Total	699.0 acres

TOTAL EXISTING RECREATION AREAS: 741.1 acres

Of the above, 41.5 acres are municipal public recreation areas concentrated in four parks. The City of Centralia’s Park Board oversees the operation and maintenance of this park system, which includes an outdoor, lighted municipal swimming pool (at City Recreation Park), five lighted shelter houses, four lighted ball diamonds, one unlighted ball diamond, two outdoor lighted tennis courts, four outdoor lighted basketball courts, five playground areas, one sand volleyball court (at City Recreation Park), two fishing areas (at City Recreation Park), one skate park (at Toalson/Bicentennial Park), and acres of picnic area and open space. The Centralia Golf and Social Club a nine-hole course offers golfing opportunity for the local community.

Recreation areas outside the city limits presently offer further opportunities for leisure-time activities. West of Centralia approximately five and one-half miles is the location of Tri-City Lake which has been stocked by the State Conservation Commission to provide a fishing and

picnic spot for anglers. East a distance of approximately 9.7 miles on Highway 22 is the Arthur Hills Golf Course. About 15 miles southwest of Centralia, on Highway 63, is the 1010-acre Finger Lakes State Park, offering fishing, swimming, canoeing, trails, tent or trailer camping, and motor-cross. About 30 miles northeast of Centralia, power-boating, fishing, swimming, camping, hiking, and picnicking are available at the 18,600-acre Mark Twain Lake, under the management of the U. S. Corps of Engineers. Adjacent to the lake is the 1174-acre Mark Twain State Park. A full variety of recreational opportunities exist in the City of Columbia, and the more-intensively developed Lake of the Ozarks is about an hour and forty-five minute drive to the South from Centralia.



Centralia Recreation Center at 802 West Lakeview St.

Centralia Library

The Centralia Public Library is located on South Jefferson Street, near to three of the City's schools. It is a relative new facility, built to accommodate a large computer room and expansive collection of books and other media items. It has received national acclaim as a five star library, one of only two in Missouri.



The Library is operated by the Centralia Library District, which is distinct from the City. The library district boundaries were fixed by statute in the 1965 city limits. Thus, the library's tax base cannot grow except by improvement and redevelopment of older areas of town. It has an adopted policy of serving all citizens in the Centralia region, even though many of the newest subdivisions are technically part of the Daniel Boone Library District. Continued discussions with the Daniel Boone Library District, and elected county and state officials regarding an amendment to the existing state statute to allow the library district boundaries to more closely align with its service area is a priority. The Centralia Public Library works in close cooperation with the school libraries of each of the Centralia public schools.

Centralia Schools

Centralia has long benefitted from an outstanding educational system. The residents are well aware that this is a distinct advantage to the community and have consistently supported measures to improve the facilities and attract a fine professional staff. The Centralia R-6 School District serves not only Centralia, but an area of more than 200 square miles stretching approximately 24 miles north and south and 16 miles from east to west. The Centralia school systems is integrated into the life of the community. The school system provides other important functions in addition to its primary focus of education, including offering meeting facilities for both school and non-school activities. The quality of the school system in a community is often the deciding factor in securing new residents (and sometimes a new industry or business). The school system is undertaking a long-range planning process in 2018.

Facilities

The Chance Elementary School occupies a full block bordered by Lakeview Street, Sims Street, Collier Street, and Rollins Street. In recent years, the school has been supplemented by acquisition of adjacent properties. The school property is surrounded by an established residential neighborhood, with little flexibility for closing streets and expanding the campus.

The Centralia Intermediate School is located at the southwest corner of Lakeview Street and Columbia Street, adjacent to the Nathan A. Toalson/Bicentennial Park. It serves grades 3, 4, and 5. The site benefits from its proximity to the park and to the Centralia Recreation Center.

The Chester Boren Middle School is located east of Jefferson Street, just south of the Norfolk Southern Railroad tracks. Although not as physically constrained as the elementary school, it also is somewhat limited in its ability to expand.

The Centralia High School is situated to the west side of Jefferson Street, south of Cox Street. The school site occupies about 30 acres and is also the location for the football and track athletic fields. The most recent addition to this campus was a building devoted to industrial and agriculture vocational arts and to science and technology.

District Enrollment

Overall school district enrollment has remained fairly constant from 2009 through 2016 – with a low enrollment of 1,304 to a high of 1,407. District enrollment numbers in 2016 are almost identical to what they were in 2010. Part of the overall enrollment decline can be attributed to a sharp forty student drop at Chance Elementary School between 2015 and 2016; however, a one year drop in enrollment is not an immediate cause for concern, especially since this the overall district totals are on par with 2010 numbers.

Centralia R-VI School District Enrollment, by Building (2009-2016)

	2009	2010	2011	2012	2013	2014	2015	2016
Chance Elementary	309	312	299	294	318	326	320	280
Centralia Intermediate	285	287	301	316	338	319	308	311
Chester Boren Middle School	314	328	336	310	299	327	351	338
Centralia High School	396	406	410	434	427	435	410	405

Source: Missouri DESE, Missouri Comprehensive Data System, December 2016

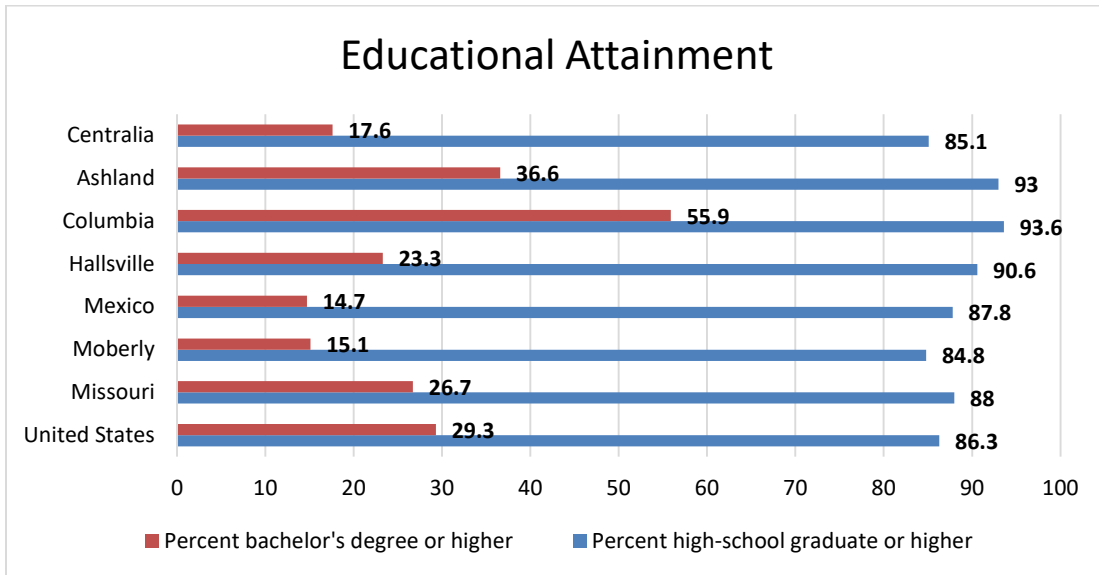
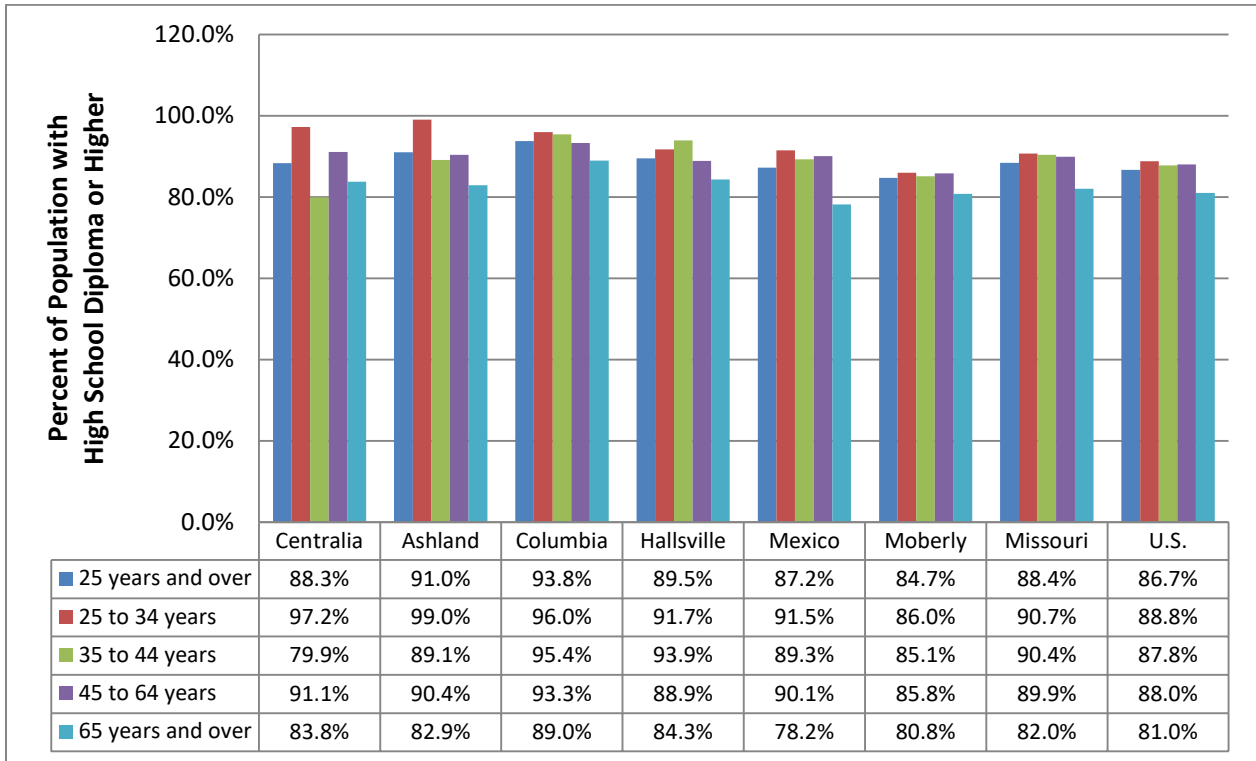
Educational Attainment

The percentage of the overall Centralia population with a Bachelor's degree or higher is at 17.6%. This number is roughly 9% lower than Missouri and 12% lower than the nation as a whole. This number is slightly higher than the neighboring communities of Mexico and Moberly.

Subcommittee discussions have suggested that although young people in the community leave to pursue higher education, Centralia has had success at attracting some of these young people back to the community once their education is complete. This data is consistent with these subcommittee comments. It may also be evidence that Centralia is an appealing residential community to individuals migrating to the region for career opportunities in Columbia who would prefer to live in a smaller community.

The percentage of the overall Centralia population (25 years and over) with a high school diploma or higher is at 88.3%. This number is roughly equal to Missouri and 1.6% higher than the nation as a whole.

Comparison of High School Diploma Attainment



Property Valuation

Following a recently completed state-wide property reassessment, the present valuation for the city is \$41,769,461 and for the total school district is \$77,424,854. On the basis of a total enrollment of 1351 pupils, there is an assessed valuation of \$57,309 backing each child enrolled in the school system. The district school-tax levy is a most favorable rate for the AAA classification at a tax rate of \$4.05 per \$100 of assessed valuation. However, the school district's financial position is highly subject to State appropriated funds and mandates.

If school enrollment in the district increases at a rate of 1% per year, roughly proportional to expected growth in the general population, then total enrollment would be 1420 in five years, 1492 in ten years, and 1648 in twenty years. The addition of the intermediate school should be sufficient to accommodate likely growth in student population. The School District has devoted attention to regular building maintenance, and buildings should be functional for the next twenty years with some capital expenditures. The building designs should enable the District to be flexible in apportioning of grades between the four campuses to meet changes in student age demographics.

Other than an increase in the rate of City growth or exterior events: such as location of a new major employer with high employee needs, the prime factors which could affect the adequacy of the school facilities would be changes in state or federal standards regarding class size limits, curriculum requirements, or new programs for some or all of students. Such changes could increase school space needs and require further construction or remodeling. The trend in property value increases benefits the School District.

Health Care

The Centralia Family Health Clinic operates out of a county-owned building on East Highway 22. Citizens who require more specialized care or hospitalization have a choice among Boone Hospital Center (in Columbia), the Audrain Medical Center (in Mexico), and the University of Missouri Health Care (also in Columbia). Ambulance service is stationed 24/7 in the same building as the Clinic and is a joint operation of Boone Hospital Center and the University of Missouri Health Care. Centralia also supports one doctor and two dentists in private practice.

The possible end of an agreement between Boone County and BJC Health for management of Boone Hospital Center may affect the operation of the clinic on Highway 22. City leaders need to stay involved in these discussions to make sure that the Centralia community has adequate access to health care. The City should also stay involved in the Live Well Boone County planning process for the health care needs of all Boone County.

Emergency Management

Public Safety

Centralia employs its own Police Department with a chief and 7.25 FTE patrol positions budgeted. The City also has a full-time School Resource Officer, and a Code Enforcement Officer for nuisance abatement and animal control. The Department has its own dispatch center, with round-the-clock staffing. The dispatchers are electronically connected to the Joint Dispatch Center in Columbia, where 991 calls are received and redirected to Centralia if appropriate. Dispatchers also handle after-hours calls from City customers with utility service disruptions.

Fire Protection

Centralia has an all-volunteer Fire Department. The department is authorized to have up to twenty-two firefighters. It has one fire station south of the railroad tracks, two pumper engines, one tanker engine, a brush rig, and a heavy duty rescue vehicle.

The Boone County Fire Protection District has a station just outside Centralia city limits on the west. Many of the District's volunteers are also volunteers in the Centralia Department. Both Centralia and District firefighters respond to medical emergencies. District firefighters have received extra training and are qualified to handle serious cases until ambulances arrive. District firefighters also have access to equipment necessary to handle a hazardous material situation.

Disaster Preparedness

In emergency planning it is the responsibility of local government (City of Centralia) to provide for a comprehensive emergency management program that meets the emergency needs of those who either have been or might be affected by an emergency or major disaster event. The chief executive officer is ultimately responsible for emergency management activities within the boundaries of the jurisdiction. For Centralia, the Mayor has this responsibility.

When the emergency exceeds the local government's capability to respond, assistance will be requested from the state government. If additional assistance is needed beyond state capabilities, the state will coordinate requests to the proper federal agencies. The four pillars used for emergency management planning are: mitigation, preparedness, response, and recovery.

Mitigation efforts undertaken by the City include planning activities in the development of the *Boone County Hazard Mitigation Plan*, the *Boone County Emergency Operations Plan*, and the *Centralia Emergency Operations Plan*.

The Boone County Hazard Mitigation Plan 2015 provides an overview of potential disasters (natural and man-made) and discusses actions to reduce risks to lives and property. The City of Centralia participates in the Boone County Hazard Mitigation Plan planning process and has identified the following actions as high priority actions:

- Continue monthly testing of outdoor warning sirens in compliance with procedures of the Office of Emergency Management
- Develop a Continuity of Operations Plan (COOP)
- Encourage underground electric and telecommunication lines, where feasible
- Continue floodplain management administration

Preparedness is defined as a period of time during which activities are undertaken by individuals/departments to increase their readiness posture during periods of heightened risk.

The City of Centralia and the Boone County Emergency Management Department would partner in an emergency situation in dispensing emergency public information. The City of Centralia provides its own dispatching: the 911 calls are first received by Public Safety Joint Communications and relayed to Centralia for dispatch.

Initial warning information is received from the NAWAS/MULES, Storm Sentry and NOAA weather radio located in the PSJC Operations Center. This also includes warning information from the National Weather Service office in St. Louis. The warning information, in turn, is dispersed throughout the County. The outdoor warning sirens (5) located in the City of Centralia are activated by the city but can be activated by the Office of Emergency Management, if needed.

In addition to City Hall and the Recreation Center, the City has shelter agreements at the following locations:

Centralia Middle School, 110 N. Jefferson
Centralia High School, 849 S. Jefferson
Centralia Chance Elementary, 510 S. Rollins
Centralia First Baptist Church, 101 S. Collier
Centralia First Christian Church, 229 South Rollins Street
Centralia Good Shephard Lutheran Church, 120 W. Gano Chance Road
Centralia Holy Spirit Catholic Church, 404 South Rollins Street

Response activities and coordination are outlined in the emergency operations plans. This plan will outline actions to be taken by local government officials and cooperating private or

volunteer organizations to: establish capabilities for protecting citizens from the effects of disasters; respond effectively to the actual occurrence of disasters; and provide for recovery in the aftermath of any emergency involving extensive damage within the county. The City also participates actively in the Local Emergency Planning Committee

Boone County Office of Emergency Management provides additional coordination resources to assist the City of Centralia as may be necessary. They can also provide additional training- such as continuity of operations planning upon request. An action the City and Boone County Emergency Management should undertake would be to create and maintain a map that shows the locations of energy facilities, with notes on ownership, criticality, routes for electricity, natural gas, liquid fuel pipelines, etc. with the assistance of the asset owners (e.g., utilities, pipeline owners, etc.). It is also important to have a physical copy available so it is accessible in following a hazard event when access to digital copies may not be possible.

In recent years, the Boone County Emergency Management director has also been appointed by the City to be its Emergency Management Director.

Chapter 7 – Economic Development

Background:

Centralia is a dual-faceted community. On one hand, it is a town that has independently grown from an agricultural center and railroad stop to a self-sufficient manufacturing based small town. On the other hand, highway improvements and the rapid growth of Columbia as a regional trade center, has opened Centralia to more diverse employment opportunities, a demand for lower-cost housing, and giving Centralia aspects of a residential community. The community still benefits from a diverse economic trade area that extends beyond Boone County into the rural areas of Randolph and Audrain Counties.

Hubbell Power Systems Inc. has long been the major employer in Centralia. With an employment base of approximately 900, Hubbell is the principle driver of the Centralia economy. Census data indicates that approximately 16% of employment in the community is manufacturing related. The public sector also provides a substantial amount of local employment with over 21% of total employment when combining public and educational services sectors.

The City is an active member Centralia Chamber of Commerce and the Regional Economic Development Incorporated (serving Boone County and Columbia). The City has an Industrial Development Authority, and an approved Missouri Enhanced Enterprise Zone.



Hubbell Power Systems, formerly A. B. Chance. Hubbell manufactures electric utility transmission and distribution products, as well as products for the telecommunication, construction, pipeline and consumer markets. CHANCE remains a product line with a reputation for high quality products and performance establishes it as a leader in the industry.

GOAL: Develop a sound local economy which attracts investment, increases the tax base creates employment opportunities for Centralia residents, and generates public revenue. Continue to strive to make Centralia attractive to good and stable employers, as well as, preparing workers and the community to be more self-reliant.

ACTIONS:

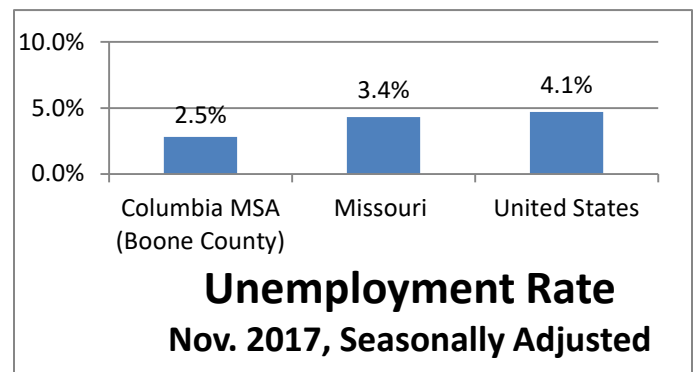
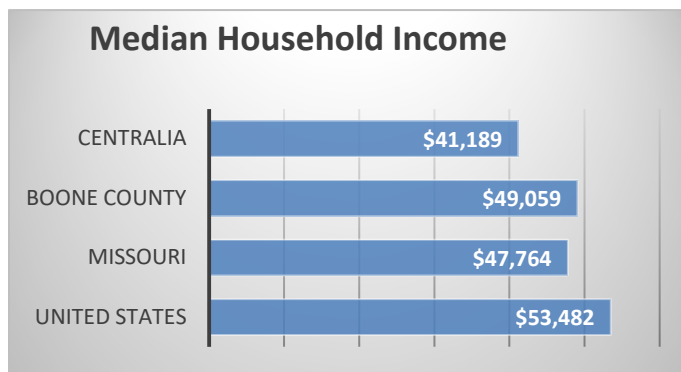
1. Develop a formal City of Centralia economic development program and strategy. Key participants in the formulation of the program include the City Council, Chamber of Commerce, employers, and the school district. Consider formalizing economic development activities as part of the City Administrator's job responsibilities, or designating a single-point-of contact for economic development activities. The individual should be tasked with providing regular updates to appropriate community stakeholders such as the Centralia Chamber of Commerce, the City of Centralia, the Industrial Development Authority, and the Centralia School Board.
2. Support tourism attractions such as the historic battlefield, Anchor Fest, the annual holiday tractor parade, and other events promoted by the Chamber of Commerce and other civic organizations.
3. Enhance the downtown area through innovative strategies (i.e.-Main Street program) while preserving the character and integrity of historic structures.
4. Maintain updated land use inventories and associated characteristics of commercial, industrial and other employment related land uses to assist in economic development planning and coordination with REDI and other economic development partners, and the development community. Prioritize supporting development of existing vacant and underutilized industrial and commercial lands before designating additional lands for these purposes when possible.
5. Foster entrepreneurship in the community by advancing partnerships with REDI (Columbia-Boone County Regional Economic Development), and the Small Business and Technology Development Center.
6. Continue to develop "as-needed" technical/mechanical training programs to support local employers in the area. Partners include Centralia Vocational School, Davis Hart Vocational Technical School (Mexico), Moberly Area Community College.
7. Enhance media contacts and develop a branding / marketing effort to promote Centralia as a place to live and do business.
8. Encourage and coordinate "continuity of operations" planning for local employers in both private and public sectors.
9. Investigate the feasibility of adding a rail spur north of Highway 22.

THE FUTURE: New business opportunities exist and training programs are in place to support existing businesses and employment training needs local support of the existing business is a community priority. A coordinated economic development program is in place, and local businesses and public employers are prepared to respond and recovery from disaster events.

Key Indicators

- **Population and Growth:** Moderate growth.
- **Age Distribution:** Low number of 20 to 24 year olds.
- **Income:** Below average
- **Cost of Living:** Low
- **Cost and Availability of Utilities:** All utilities, including high-speed internet are available. Water and Sewer costs are very low, the others are average or below
- **Education:** Good schools
- **Educational Attainment:** High School- average, College- below average
- **Unemployment:** Low
- **Commuting:** 75% commuting out of town, short commute times
- **Housing:** Single family, \$50,000 to \$149,000
- **Crime:** Low crime
- **Tax Revenue:** Trends look good

Key demographic indicators indicate that Centralia has an existing labor force (age 16 and above) in excess of 2,000. The median household income is less than the State average, and the majority of workers commute for employment. Centralia continues to primarily be a residential community, with census statistics indicating an estimated 75% of the workforce commute outside the community for employment. The majority of the workers travel less than 35 minutes. Survey data also indicates that there are many people who currently commute but would like to work closer to home if jobs were available. The largest employments sectors are manufacturing, retail trade, and healthcare and social assistance.



Figures 7.2 and 7.3 Median Household Income and Unemployment Rate

Taxes as Economic Indicators

The City of Centralia continues to exhibit a stable economy. Sales tax revenues for the community have modestly exceeded inflation rates since 2000. A comparison of the total sales tax average from 2001- 2005 period (\$293,895) to the total sales tax average from 2013-2017 (\$400,857) reflects a total increase of 36.39% or an average increase of 3% per year. The average inflation rate for the United States from 2000 to 2017 is 2.36%.

As the sales tax is one of the primary revenue sources to fund City operations, it remains very important for the community to promote buying locally.

Centralia Tax Revenue (FY2001-FY2017)

FY	General Fund	
	All Prop Tax	1% Sales Tax
FY-2001	\$264,908	\$278,515
FY-2002	\$280,224	\$266,214
FY-2003	\$284,448	\$305,400
FY-2004	\$294,477	\$309,193
FY-2005	\$298,078	\$310,151
FY-2006	\$246,134	\$327,186
FY-2007	\$390,042	\$341,924
FY-2008	\$342,738	\$343,645
FY-2009	\$346,139	\$336,681
FY-2010	\$359,286	\$329,646
FY-2011	\$338,416	\$339,774
FY-2012	\$392,286	\$372,993
FY-2013	\$376,179	\$382,557
FY-2014	\$381,828	\$386,294
FY-2015	\$406,186	\$434,305
FY-2016	\$418,912	\$381,131
FY-2017	\$450,099	\$418,383
FY-2018	\$466,689	\$422,572

Figure 7.4 General Fund Property Tax and Sale Tax Revenues

Economic Development Committee Discussions

Committee members noted the many strengths of the Centralia community and expressed that quality of life factors should be promoted to attract economic investments and new residents. Among these factors are an attractive and well-maintained community, high level of public safety, accessible and responsible local government, affordable housing options, good public school and library, high quality park and recreation opportunities, and affordable, well-managed

essential public infrastructure. The committee noted that needs that were not being met in the community included – manufacturing specialty skills (welding), a new hotel, and expanded day-care opportunities.



Figure 7.5 City Square

Economic development is often divided into three silos: attraction of new business, retention and expansion of existing business, and small business development (entrepreneurship). Committee discussion notes that data indicates that 80% of new job creation is primarily through existing business expansions and entrepreneurship rather than through business attraction to the community. Committee members held discussion with representatives from the Missouri Small Business Technology Center (SBTC) regarding resources available to existing and new business development. Committee members suggested promoting a career type event at Centralia High School with Hubbell, Moberly Area Community College’s mectronics program and Missouri State Technical College to discuss the value of technical and vocational training. The Committee also discussed coordinating an annual “pitch” competition to facilitate entrepreneurship activity. Columbia College was referenced as a potential partner as they have an existing entrepreneurship program.

REDI representatives discussed the importance of having updated community information available for recruitment activities. Available sites and buildings, utility rates, demographic information, are examples of data that needs to be maintained and easily accessed.

Centralia has land available for industrial and commercial use. These areas are located adjacent to or in close proximity to Mo State Highway 22 and rail access to two national rail lines and a spur line into Columbia (Norfolk Southern Railroad, Kansas City Southern Railway, and the COLT Railroad owned by the City of Columbia). The northeast quadrant of the community located between State Rte CC and State Highway 151 should be prioritized as an area to accommodate commercial and industrial use and employment. Larger tracts designated

for this more intensive land use with rail access and utilities is an attractive site opportunity for companies looking to relocate and/ or expand facilities.



Figure 7.6 The Norfolk Southern Railroad offers economic development opportunities.

Centralia can help insure a continued stable to strong economy by working on a formal economic development plan program. The plan should address should issues such as: designated point-of-contact for economic development activities, business retention support/funding, cooperative city/chamber activities such as shop local campaign, and promotion of tourism attraction and community events, developing an entrepreneurship networking group/program, developing a workforce council comprised of key area employers and education/workforce development organizations.

Development Tools and Resources

Enhanced Enterprise Zone (EEZ). The City of Centralia has a designated Enhanced Enterprise Zones certified by the Missouri Department of Economic Development. The EEZ allows the City (EEZ Board) to offer local incentives to expanding businesses within this zone – up to a 70% abatement on property assessment on new development for 10 years on eligible projects. The Centralia EEZ zone encompasses most of the corporate limits of Centralia, excepting an area in the southeast part of the City, plus a large area of land in Boone County adjacent to north and northwest Centralia (see Figure 7.7 below). Zone designation is based on certain demographic criteria, the opportunity to create sustainable jobs in a targeted industry and a demonstrated impact on local industry cluster development.

The Industrial Development Authority Board of Centralia (IDB) is a local quasi-governmental corporation organized under Chapter 349 of the Revised Statute of Missouri. The IDA was formed to facilitate the issuance of tax-free industrial development bonds for the development of commercial, industrial, agricultural and manufacturing facilities in the county. The IDA is governed by a five member board that is appointed by the City of Centralia.

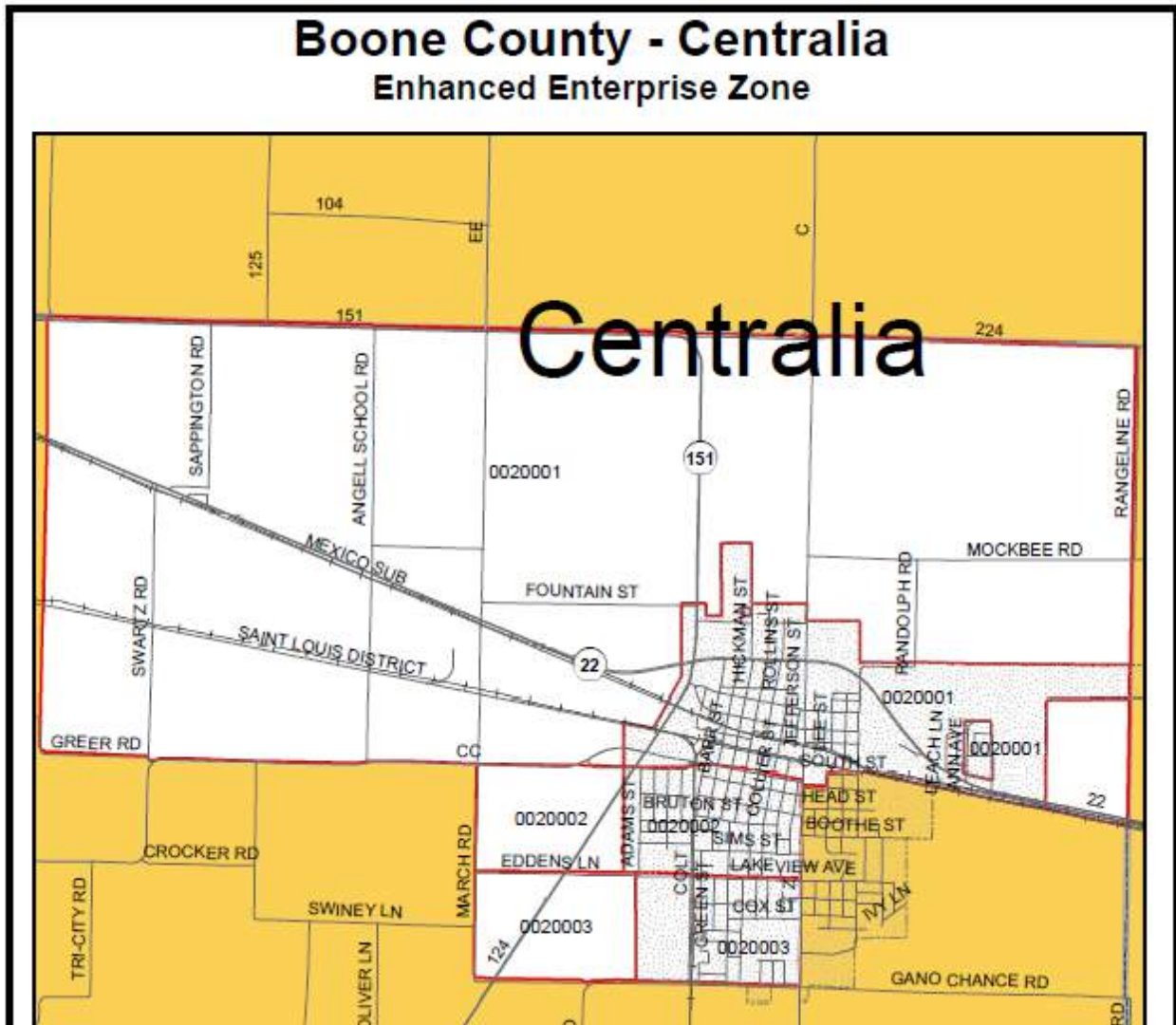


Figure 7.7 EEZ District Map

REDI is a collaborative partnership committed to attract, expand and grow business opportunities to create high-quality jobs in Columbia and Boone County. REDI coordinates the area’s economic development activities to enhance the Region’s economic base while preserving its exceptional quality of life, REDI is funded by the City of Columbia, Boone County, the University of Missouri and more than 100 local businesses and municipalities (including the City of Centralia). Centralia appoints an ex-officio member of the REDI Board. REDI services and resources can and should complement Centralia’s economic development efforts particularly in business recruitment efforts.

SBTDC Missouri Business Development Program. The Missouri Small Business Development Center Program delivers up-to-date counseling, training and technical assistance in all aspects of small business management. SBDC Services include assisting small businesses with financial, marketing, production, organization, engineering and technical problems and

feasibility studies. Special SBDC programs including international trade, technical, and procurement assistance, venture capital formation and rural development, assistance to small businesses applying for Small Business Innovation and Research (SBIR) grants from federal agencies. The SBDC also makes special efforts to reach members of socio-economically disadvantaged groups, e.g., veterans, women, and the disabled. Assistance is provided to both current or potential small business owners.

Centralia Chamber of Commerce: The Centralia, Missouri Chamber of Commerce is organized to advance the general welfare and prosperity of the Centralia Area so that its citizens and all areas of its business community shall prosper. The Chamber assumes the coordinating roles for the nationally known Anchor Festival, KCBS sanctioned BBQ Contest, promoting shop local campaigns, distributing welcome packets to new residents, and connecting the needs of the business community to public officials.

Key Findings:

- Centralia does not have a city-wide economic development policy.
- Approximately 32 % of Centralia's land is zoned for industrial and commercial uses.
- At present, 75% of Centralians commute outside of the community for employment.
- Cost-of-living is well below national average (Columbia Statistical area). Unemployment rate of 2.5 % (Boone County) is below state (3.5) and national averages (4.1%)
- Economic development opportunity exists through continued and enhanced promotion of historic and cultural assets and community events.
- Average annual sales tax revenues have exceeded inflation since 2000.
- The workforce (16 and over) has increase to 2,109 in 2015 from 1,708 in 2009.

Chapter 8- Community Resiliency

“*Community resilience is a measure of the sustained ability of a community to utilize available resources to respond to, withstand, and recover from adverse situations*”.

Background

Economic resilience is the ability of a region or community to withstand and recover from economic shocks such as natural disasters, downturn in an industry that the community is reliant upon, the closure of a major employer, or any other national or global impact shift. Resilient local and regional economies are those that adapt to changing conditions.

According to the National Academy of Science there is not currently an agreed upon or accepted standard to measure resilience. However, the University of Missouri Institute of Public Policy (IPP) has been developing indexes of vulnerability and resilience in four categories- social, economic, infrastructure, and environmental resilience (Dabson *et al* 2016). This index data is not available at the local (city) level, but every county can be classified as being in one of four quadrants as shown in above.



Counties (and communities within) in the red quadrant with high vulnerability and low resilience may be candidates for priority attention. IPP’s preliminary analysis indicates that Boone County (including Centralia) resiliency is very strong (low vulnerability-high resilience) for the economic and social categories. Factors considered in the economic category include: labor force participation rate, economic diversity (compared to national average sectors), and entrepreneurship. However, the environmental category for Boone County is indicated as high vulnerability and low resilience. Environmental resilience will include the likelihood of storm events, of which Missouri has a high number. Missouri and Boone County have high probability and a high severity of being impacted by tornados and severe storms (thunderstorms). Infrastructure for Boone County is considered to have high vulnerability (again- high number of storm events), but also indicate a high resilience capacity being in place.

Boone County

Economic



Low vulnerability, high resilience

Infrastructure



High vulnerability, high resilience

Environmental



High vulnerability, low resilience

Social



Low vulnerability, high resilience

Centralia Community Resilience Strategies

Economic

- Continue to strive to increase income opportunities for Centralia families. A community commitment to an economic development program that includes retention of existing industries (employers), entrepreneurship, and linkages to key partners such as REDI (Boone County Regional Economic Development), and area technical training providers is critical (imperative). Considering establishing a Business Workforce Council, with top-level representation from business from key employers, educational and workforce institutions, and chamber of commerce

Social

- Due to its aging population, the community should continue to strive for quality health care availability in the community. In addition, transportation availability to regional facilities should be readily available.

Infrastructure

- Redundancy of utility operations is encouraged. Secondary power sources (including backup generators) should be identified and implemented. Continued emphasis to bury electrical lines when opportunity exists.

Environmental / Emergency Management

- Begin implementing continuity of operations planning and training for private and public sector businesses, employers, and facilities. An annual emergency management training exercise should be conducted in cooperation with Boone County Emergency Management, and the State of Missouri Emergency Agency.
- Continued floodplain management administration, and investigate implementation (and funding support) for storm water management.

Chapter 9 - Implementation

A key function of the implementation strategy is to identify the primary actions that should be undertaken to implement the community's vision, goal, and actions listed in the comprehensive plan. The following implementation matrix provides a list for use by the Board of Alderman, City staff, the Planning Commission, and residents to ensure that these actions are implemented in a timely and orderly manner within the annual realities and constraints of budget and personnel limitations. All other actions not listed within the matrix are viewed as having ongoing characteristics that are applicable on a sustained or continual basis. The plan should be utilized in the city's annual budget and work program preparation.

Economic Development

Develop a sound local economy	Primary Action: Designate a single-point-of-contact for economic development inquiries and coordination. Responsibility: (Primary) Mayor/Board of Alderman. (Secondary) Chamber of Commerce.
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Land Use

Insure City utilizes necessary tools to manage land use development	<p>Primary Action: Adopt updated comprehensive plan and future land use map. Use these tools in decision making-processes. Responsibility: (Primary) Planning Commission, Board of Alderman.</p> <p>Primary Action: If not adopted at one time with the full Comprehensive Plan, key parts of the Plan should be adopted in the Summer 2018 – these key parts are the Future Land Use Plan, the Major Street Plan and the Sidewalk Plan.</p>
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Utilities

Secure funding to implement water treatment plant upgrades as recommended in Bartlett and West engineering report (2017).	Primary Action: Implement bond issue approved by voters in April 2018. Responsibility: Mayor/Board of Alderman
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<p>Insure safe drinking water and wastewater treatment and effluent discharge.</p> <p>Promote redundancy of water and wastewater treatment systems.</p>	<p>Primary Action: Comply and implement State requirements regarding wastewater treatment and effluent discharge. Primary Action: Identify critical utility infrastructure delivery system needs that warrant redundancy.</p>
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Emergency Management

<p>Formulate continuity of operations planning For private and public sector business and service delivery. Conduct an annual emergency management exercise.</p>	<p>Primary Action: Implement by Centralia city administration, Boone County Office of Emergency Management, Centralia Chamber of Commerce.</p>
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Transportation

<p>Utilize cost-share opportunities with the MoDOT for improvements at the intersections of Highways 22, 124, and 151; and at the intersection of Highway 22 and Jefferson Street.</p> <p>Undertake improvement of the current asset management program to utilize data driven decision making in maintaining the transportation infrastructure.</p> <p>Develop a comprehensive sidewalk plan which includes funding options for maintenance, and design of a community trail network.</p>	<p>Primary Action: Identify funds and appropriate timeline to participate in cost-share program during annual budget process, and complete MoDOT application.</p> <p>Primary Action: Utilize planning commission, city volunteers, and consultant to develop community trail options.</p>
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Appendix A- Public Involvement Community Survey

Citizens' Survey

The Comprehensive Plan Update of 2017 – 2018 was well overdue. Initiated by Lynn Behrns in 2014, the document serves a legal purpose as described before, but for the document to be truly useful it requires the guidance and input of the citizens of Centralia. The primary way the citizens affected the Plan was through the four subcommittees whose reports are included in the earlier chapters. But it was also necessary to give all other citizens a chance to impact the survey through a survey.

During the last Comprehensive Plan update in 1987 a survey was administered and 1,143 responses were received. Some of the same questions were used directly or modified, but many of the questions were specific to this Plan and came out of the discussions of the Subcommittees. Moreover, in order to keep the survey shorter, demographic data and specific questions about what kind of shops people used in town or out of town people used were deleted. The survey was conducted both by handwritten surveys distributed with the City Newsletter in April, and online with the use of the Survey Monkey application. A total of 454 responses were submitted; 171 handwritten and 283 entered online.

This summary of the data follows the outline of the Survey which in turn was divided up largely along the lines of the four subcommittees: Land Use & Multi-modal Transportation; Utilities, Public Works & the Environment; Community Facilities & Emergency Management; and Economic Development & Financial Resources. However, for expediency, some questions had overlapping questions, especially where there is competition for resources between different options.

In this appendix the responses to each questions are frequently aggregated for analysis, but the raw data is included. Some attempts to draw obvious conclusions are made and some comparisons to the 1987 Survey are included as well. Appendix A contains all of the raw data and all of the written comments and a copy of the actual survey is included as well.

In the end, all decisions that follow along the guidelines of this plan must be supported by the citizens of Centralia and their elected officials with the best information made available by staff and other sources. Therefore, the citizens' survey and the work of the Subcommittees is the backbone of the future of the City of Centralia's growth, development and response the challenges it will face.

The surveys were completed between March 22 and June 11, 2017.

TRANSPORTATION

Question 1. Please indicate whether you consider each of the following transportation needs to be a high, medium or low priority. Also, please rank the needs from 1 to 7, with 1 representing the most important priority.

Transportation Needs	Priority Level		
	High	Medium	Low
Widening of Highway 124 between Centralia and Hallsville.	226	121	91
Improvements to the intersection of Highway 22 and Jefferson Street to improve safety and congestion issues.	222	159	57
Improvements to the intersection of Highway 124 and Lakeview Avenue, including a deceleration lane on Highway 124 and a turn lane on Lakeview Avenue to turn onto Highway 124.	157	189	92
Improvements to the student drop-off/pick-up area in front of Chester Boren Middle School on Jefferson Street.	173	172	87
Widening of Jefferson Street near the high school (from Cox St. to Gano Chance Dr.) to three lanes with a turn lane as the middle lane.	70	179	186
Overlays to all downtown streets.	111	181	141
Better public transportation to the region (Columbia, Mexico, Hallsville) for elderly or others without access to a car	95	180	164

Transportation Needs	Weighted Average Rank*	Weighted Average Priority [†]	Times listed as priority #1	% listing as priority #1 - #3
Widening of Highway 124 between Centralia and Hallsville.	1.62	3.00	176	63.33%
Improvements to the intersection of Highway 22 and Jefferson Street to improve safety and congestion issues.	1.69	3.01	74	67.23%
Improvements to the intersection of Highway 124 and Lakeview Avenue, including a deceleration lane on Highway 124 and a turn lane on Lakeview Avenue to turn onto Highway 124.	1.80	3.50	39	54.81%
Improvements to the student drop-off/pick-up area in front of Chester Boren Middle School on Jefferson Street.	1.85	3.57	61	49.13%
Widening of Jefferson Street near the high school (from Cox St. to Gano Chance Dr.) to three lanes with a turn lane as the middle lane.	2.07	4.77	13	22.72%
Overlays to all downtown streets.	2.16	4.53	48	32.10%
Better public transportation to the region (Columbia, Mexico, Hallsville) for elderly or others without access to a car	2.27	4.98	25	26.05%

Weighted Average Rank* High = 1.0, Medium = 2.0, Low = 3.0. Scores are added for each question and averaged. The lowest score is the highest aggregate priority. **Weighted Average Priority[†]** Averages the priority given to each option.

One of the difficulties the surveyors faced was that not all respondents who filled our handwritten surveys were willing to cooperate with the attempt to force choices for priorities. We received several surveys where people were unable or unwilling to assign a first priority to only one choice or assigned the same level priority to multiple choices. A full explanation of how those responses were handled is found in Appendix A.

With that caveat in mind, it seems clear that the projects that involve State owned streets are the ones that are the top priorities for Centralia respondents. This does *not* mean that the responses are not useful to directing City efforts. The Missouri Department of Transportation (MoDOT) relies heavily on the input from local authorities to set priorities. Between the time the surveys were completed and the writing of this report, MoDOT has met with the City concerning the intersection of MO HWY 22, MO HWY 124, and MO HWY 151 which meet at the intersection where Dollar General and Forrest Chevrolet are located. The data collected in the Comprehensive Plan process, including the survey, was important information in the discussion.

While there was not a question asked about this particular intersection (MO HWY 22, MO HWY 124 and MO HWY 151) widening of MO 124 was listed as the #1 priority the most and was both the lowest (most important) Weighted Average Rank and the highest (most important) Weighted Average Priority. There was significant discussion about this intersection in the Land Use and Transportation Subcommittee.

Among the projects that are completely within City control, traffic control at Chester Boren Middle School is the highest priority, with overlaying downtown streets behind. The lowest priority, the widening of Jefferson Street in front of the High School, was one that the Land Use & Transportation Subcommittee felt was a very important, but it finished last in terms of it being the #1 priority or the number of times scored a top-three highest priority.

These data indicate that continued work with MoDOT on 124 should be pursued and the City may wish to look into submitting a proposal for a TEAP (Traffic Engineering Assistance Program) grant at the next funding cycle.

COMMUNITY FACILITIES AND EMERGENCY MANAGEMENT

COMMUNITY FACILITIES AND HOUSING

Question 2. How do you feel about the following statements about future community facilities for Centralia? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree. Also please rank which facility you think is most important, with 1 representing the most important priority and 5 the least important priority.

Park & Recreation Priorities	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree
Centralia should expand the Recreational Center.	116	138	139	29	20
Centralia should build an indoor aquatic center.	154	125	86	45	33
Centralia (the school system or the City) should build a Fine and Performing Arts Facility.	71	94	178	65	34
Centralia should develop a walking trail system across the City (using some existing sidewalks)	133	165	85	39	22
The City needs to add additional park land/playing fields	30	69	181	117	44

Park & Recreation Priorities	% Who Agree or Strongly Agree	Times listed as priority #1	Weighted Average Rank*	Weighted Average Priority†	% listing as priority #1 or #2
Centralia should develop a walking trail system across the City (using some existing sidewalks)	67.12%	96	2.21	2.78	44.78%
Centralia should build an indoor aquatic center.	62.98%	123	2.26	2.61	56.31%
Centralia should expand the Recreational Center.	57.47%	77	2.31	2.73	47.31%
Centralia (the school system or the City) should build a Fine and Performing Arts Facility.	37.33%	45	2.76	3.54	24.68%
The City needs to add additional park land/playing fields	22.45%	21	3.17	3.94	13.66%
Weighted Average Rank* Strongly Agree = 1.0, Agree = 2.0, Neutral or No Opinion = 3.0. Scores are added for each question and averaged. The lowest score is the highest aggregate priority.					
Weighted Average Priority† Averages the priority given to each option. .					

In this case, the highest priority depends greatly on which analysis you believe gives the best answer to policy makers. Developing a walking trail system or building an aquatic center are arguably the top two priorities with expanding the Recreation Center close behind. In fact expanding the Recreation Center is listed as the #1 or #2 priority more often than the walking trail system. What is also clear is that obtaining additional park land is currently the lowest priority by far among respondents.

Although great deference should be given to the citizen input, an aquatic center would have an extremely high cost of construction (upwards of \$7 million), as well as high maintenance costs. An awareness of the popularity of this idea is still useful to the Park Board and Parks Department staff as they look at future expansion. Moreover, the current lack of support for obtaining additional park land is useful information.

Question 3. How do you feel about the following statements about Centralia's housing policy? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree.

Housing & Code Enforcement	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree
Centralia would benefit from adopting inspections and minimum standards for rental properties.	186	146	84	20	9	74.61%
The City should make demolishing derelict houses a higher priority.	226	147	57	10	5	83.82%

Improving code enforcement has been noted as a high priority, or at least an area where citizens have graded the City down in previous surveys. In addition to the high percentage of respondents who agree or strongly agree with the idea of more emphasis being put on demolition of buildings and instituting minimum standards for rental properties, there were twelve surveys that included additional comments with language about building code and health code enforcement needing to be improved. There was also one that wanted some legal, non-conforming manufactured homes to be removed.

EMERGENCY PREPAREDNESS

Question 4. How do you feel about the following statements about Centralia's emergency preparedness? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree.

Emergency preparedness	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree
Centralia should increase efforts to bury power lines in order to help prevent power outages during severe weather.	147	178	83	25	0	75.06%
Centralia is sufficiently equipped with shelters for severe storms and emergencies, such as a tornado.	30	161	133	93	16	44.11%
Centralia's outdoor warning siren system adequately warns of impending storms.	74	241	61	49	7	72.92%
Centralia is prepared to respond to a major storm/disaster.	35	148	154	69	21	42.86%

Utilities, Public Works and the Environment

In this section we include the survey of city services that includes service in the utilities and other activities of the City.

Utility policies & fees	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree
The City should make it a priority to purchase electricity that comes from renewable sources such as wind and solar, even if it means slight rate increases.	55	112	129	87	47	38.84%
I would be willing to pay a few dollars per month for a storm water utility if it would improve storm drainage in town	62	141	123	67	35	47.43%
I would be willing to pay an additional \$2.50 per month on my monthly trash bill, and buy leaf bags for a curbside yard waste collection system	25	51	104	125	126	17.63%

Question 6. How well do you think the City provides basic services. Please mark Excellent, good, neutral/no opinion, Fair, or Poor.

Please rate city services	Excellent	Good	Neutral or No Opinion	Fair	Poor	% with Favorable Opinion*
Centralia Public Library	194	161	66	5	4	82.56%
Electric Utility	125	225	46	24	9	81.59%
Fire Services (includes EMS service by the City volunteer fire department)	160	188	64	13	5	80.93%
Park Maintenance	117	221	58	25	6	79.16%
Water Utility	100	238	59	20	11	78.97%
Centralia Recreation Center	150	171	97	10	2	74.65%
Sanitary Sewer Utility	74	235	82	25	13	72.03%
Police Services	106	197	65	30	25	71.63%
Trash Collection	66	193	61	65	43	60.51%
Recycling Collection	31	117	156	56	70	34.42%
Stormwater/ Storm Drainage	14	127	107	105	75	32.94%
Street Maintenance	10	109	35	163	113	27.67%
Sidewalk Maintenance	4	67	52	147	162	16.44%

It is notable that the trash service, while still receiving a majority of favorable opinions, it is significantly lower than when the City had the service in house (99% and 97% favorable ratings in 2014 and 2015 respectively). There were many people who were upset over the early hours of

the service and some who felt that the City should not be getting rid of jobs. Overall, other than the Trash Collection, scores track very closely with previous surveys and are generally favorable.

Economic Development & Financial Resources

BUSINESS & ECONOMIC DEVELOPMENT

Question 7. What percentage of your shopping do you do in Centralia?

Less than 25%	92	21.55%
25% to 50%	171	40.05%
51% to 75%	121	28.34%
76% to 100%	43	10.07%

Question 8. Over the past five years, have you increased or decreased the percentage of your shopping that you do in Centralia?

Increased	182	42.62%
Decreased	61	14.29%
Stayed about the same	184	43.09%

Question 9. How often do you purchase items online?

At least once per week	65	15.08%	3-4 times per year	43	9.98%
At least once per month	153	35.50%	1-2 times per year	38	8.82%
5-7 times per year	81	18.79%	Do not make any purchases online	51	11.83%

People typically over-report good behavior. In past citizen surveys 50% of people who answered the question in the 2016 survey reported that they set materials out for curbside recycling. The same year the observed actual rate was closer to 11%. On question #13, 72% of respondents report that it is important or very important to participate in municipal elections, but typically 15% or 20% actually vote. So the fact that 86% of respondents reported increasing or maintaining the amount of shopping they do in town runs contrary to the relatively flat sales tax revenues. But it does make it clear that the *want* to support local merchants.

Question 10. Please rank from 1 to 7 the importance of attracting the following types of businesses or industries to Centralia, with 1 being the most important. If you wish to add one "other" type of business or industry then please rank from 1 to 8.

Business/Industry	Priority 1	Priority 1 - 3	Priority 1 - 3	Weighted Average
More or Better Restaurants	100	68.77%	68.77%	2.94
Manufacturing Companies	118	58.21%	58.21%	3.23
Shopping/Retail	47	58.11%	58.11%	3.32
Day care	81	47.92%	47.92%	3.86
Hotel/Motel	65	46.49%	46.49%	4.09
Service Industries	26	38.61%	38.61%	4.24
Grocery Store	33	21.38%	21.38%	5.34
Other (respondents were asked to fill in the blank for their preference. 192 responses were received)	11	23.44%	23.44%	5.77

Other Responses from Question 10:

Bowling Alley, Bar/night life, Bar, Rental property, Taxi, Redbox, Bring back Dairy Queen, Pharmacy, Fine arts/entertainment industry/concerts, Entertainment (2), Need a lumber yard that stays open on Sunday, Steak and Seafood Restaurants, Outdoor bow shooting range, Bowling Alley, Medical Services, Family Physician, Doctor, Department Store, Infrastructure, Movie Theater, Comics/ Gaming/Hobby Store, Preschool, Full-time Preschool, Job generating/keep people employed.

Similar answers were grouped but two answers were identical. Unfortunately the online survey did not allow for a fill-in-the-blank answer.

Question 11. How do you feel about the following statements about Centralia’s existing or possible economic development programs? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree.

Economic development programs	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree
The Purchase with a Purpose campaign has been helpful in promoting local shopping.	32	126	209	45	17	36.83%
The development of the Enhanced Enterprise Zone (EEZ) with tax abatement opportunities was valuable.	11	57	310	32	13	16.08%
Downtown Centralia needs more events to bring in shoppers.	83	207	105	27	7	67.60%
Centralia should invest money in improving the appearance of downtown buildings because it would increase business.	102	143	119	55	10	57.11%

Two clear messages can be found in the data for economic development programs in Centralia. The first is that the existing programs are not well understood or known. The second is that people are interested in seeing more downtown events.

SCHOOLS AND EDUCATION

Question 12. How do you feel about the following statements about Centralia’s schools and other educational opportunities? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree.

Schools & community education	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree	% With of favorable opinions
I am satisfied with Chance Elementary School	116	147	129	15	2	64.30%	93.93%
Centralia Intermediate School	128	138	135	7	1	65.04%	97.08%
Chester Boren Middle School	97	135	154	18	5	56.72%	90.98%
Centralia High School	95	145	144	20	4	58.82%	90.91%
Champion Academy	76	83	234	8	6	39.07%	91.91%
The Centralia R-VI School District Administration	86	149	133	20	21	57.46%	85.14%
The Centralia R-VI School District communicates well with parents and community members.	98	137	141	24	10	57.32%	87.36%
The Centralia R-VI School District should consider opening a daycare.	82	89	126	62	54	41.40%	59.58%
The Centralia R-VI School District facilities and grounds are well kept.	109	220	63	18	4	79.47%	93.73%
Students in grades 6-12 should have a personal electronic device (tablet) provided by the School District.	57	90	137	81	51	35.34%	52.69%
Students at Centralia R-VI schools are prepared for college.	56	171	154	23	7	55.23%	88.33%
Students at Centralia R-VI schools are prepared for careers.	43	156	166	38	10	48.18%	80.57%
Centralia R-VI schools are an asset to the Centralia Community.	187	159	61	5	2	83.57%	98.02%
There is a need for adult education in the Centralia area.	75	164	151	19	7	57.45%	90.19%
There is a need for more fine and performing arts opportunities for adults and children outside of school activities.	72	127	151	47	17	48.07%	75.67%
The public school system and the City have a mutually beneficial and cooperative relationship.	75	175	151	10	3	60.39%	95.06%

Because of the large number of people who expressed no opinion or a neutral opinion a separate column was added to find the percentage of those with a favorable opinion of those who

expressed a definite opinion. It is possible that those members of the community that do not have children in school, or do not kids in a particular school, are reluctant to express an opinion. A particularly clear example of this is Champion Academy where 57.5% of all responses were neutral or no opinion. Champion Academy is the alternative school set up by the district to keep kids in school who have had problems in the standard school setting. Of those who has a definite opinion 91.9% were favorable but only 39.1% of the total responses replied they agreed or strongly agreed that they were satisfied with Champion Academy.

GENERAL CITY OPINIONS

Question 13. How do you feel about the following statements about Centralia’s customer service and communication with citizens? Please mark strongly agree, agree, neutral/no opinion, disagree, or strongly disagree.

Customer service	Strongly Agree	Agree	Neutral or No Opinion	Disagree	Strongly Disagree	% Who Agree or Strongly Agree
I know how to find information about City services and operations.	68	234	65	38	11	72.60%
I find it easy to use the City web site to find information.	50	160	129	61	16	50.48%
City employees are generally polite and professional.	99	205	64	35	15	72.73%
I make sure that I vote in municipal elections.	136	166	93	17	4	72.60%
Overall I feel safe in Centralia	176	216	18	4	1	94.46%
Centralia is a good place to raise a family	226	165	23	3	0	93.76%

These data show that overall citizens of Centralia (if the respondents are typical) have a very favorable impression of the city as being safe and a good place to live. The City also does a decent job of getting out information, according to respondents, but the web site only received 50.5% favorable responses, and 31% of respondents were neutral or had no opinion.

Policy makers should make themselves aware of these results as the level of participation (454 respondents) suggest this report represents the community opinion well.

Comments

These comments are directly copied from comments added in the space provided in the on-line survey and added in the margins or at the end of the written survey,

8 – Get rid of this new trash company. You have continued to lie about that cost of this company. Now our rates are rising yet again. Saying you are still looking for money from storm damage. Easy fix. Have a fund on our electric bill for damages \$2-5 per customer. Let us know the running balance and when funds are removed. Look the budget is fixed. We as a community are prepared to vote everyone out. Start listening to us and stop listening to pencil pushers.

9 – Highway 22 and 124 is also a dangerous intersection. A stop light would be fantastic!

12 – I think the 2nd Saturday at the library is an EXCELLENT program and should be expanded so that other places (ex. Rec Center) could provide activities for our kids as well. Having an event each weekend at some location would be a great contribution to the youth of Centralia.

29 – We need a 24hr hospital/clinic in Centralia.

31 – Need a push to cleanup/demolish non useable buildings. Also like to see rental housing have some codes. To many houses in Centralia need to be tore down or remodeled. Ruined down buildings and houses don't help the future growth and economy of Centralia.

46 – The new trash company is ridiculous and I very much hate it that Centralia no longer has it's own trash service. Not only is the recycling schedule inconvenient but the amount of things they DON'T pick up is ridiculous. I would rather pay a little more and have the city's trash service again than deal with these guys. Buying trash bags to bag EVERYTHING in the can is ridiculous and only adds to the trash problem. Also I think that it should be looked into for the schools to have city bus routes for some of these kids. Some kids have no choice but to walk to and from the CIS and that's quite a distance from the other schools. Small towns like Paris have in town bus routes that are just added onto the regular bus routes and that helps tremendously.

47 – Over the phone/ online payments for utilities needed.

48 - Update in technical infrastructure would allow for further development, leading to more potential than what was listed (internet providers and coverage). Having a master plan of the city and outlying areas beyond the Economic Development plan, specific zoning areas for development. Development of the south side of the town should be addressed outside of widening the intersection at Lakeview, residential is increasing there more rapidly and seems to be under served with utilities and street repair.

75 – Tear down old run down empty house I would rather see empty lots that could be old then old ugly empty run down homes.

76 – How about turning the Chance mansion on the corner of Jefferson Lakeview into a beautiful bed and breakfast? I would like to see the tennis courts redone people who play more tennis if it was a nice Court.

77 – I believe the top priority should be to pave the 3 gravel roads inside city limits, especially Columbia Street. It is ludicrous that there are gravel roads inside city limits let alone one that has high traffic.

84 – You need to offer the option of paying city utility bills online

88 – On the streets. I think that the city needs to worry about some of the streets in residential neighborhoods that have been neglected for the past 25-30 years than to worry about what the downtown has, which for the greater part fine. All I hear is downtown, downtown, downtown - please worry about the residents more. I would love to see a Walmart or similar store so that we don't have to go out of town for the most part to shop. Quit worrying about the schools, these kids may be prepared for college, but they aren't prepared to take care of themselves because no one wants parents to be responsible adults, unless it's convenient. For that matter, the school doesn't want to be responsible either. I feel like the wrong questions were asked about the school. Are they responsible to the community? Heck no and that should really be a stronger word. I have neighbors moving because of the school and their will to alienate others - alienation on purpose it seems. Do I think the school is respectful to the community? Heck no, again a stronger word should be used. As far as the parks? Is there something wrong with the rec center? Many times I've been in there and I see nothing wrong with it, so why does it need improving. So no, I don't agree with rec center improvements. Again, I also do not agree with it being used for after school day care, once again, parents aren't responsible for their children, dump them different places, just like this. This is a bad, very bad, message to this generation of parenting. Pop those kids out and make sure everyone else is raising your kid and not you. Do I agree with a walking path be built either around town or at the city park. You freaking betcha!!!! These folks in this town it seems would rather be hit by a car walking down the street obliviously instead of using existing sidewalks, most of which are in good repair. I could use stronger words here too, since those folks don't seem to care. The sidewalks that are in disrepair, REPAIR them, use some of the street money like you did for Lakeview and Jefferson (which didn't need all the excess lighting or widened streets). There's nothing wrong with trash collection, except for when it doesn't get picked up, which is half the time. Dayne's or whom ever you are using was the worst choice I've seen yet. The street in front of the intermediate school is fine, it's the ridiculous parents that still have to hand hold their kids which is the problem. Though I never could figure out why parking wasn't put on the OTHER side (south side) of the street instead of to the North. That didn't seem to have a lot of thought put into it when it was designed. No one uses it for that very reason, it's on the wrong side of the street. Just redesign the parking and I think you'd see a huge change in societal behavior there, which would help everyone. Not only that it would straighten out the road going to Hwy 124. Not totally sure I understand why people think 124 needs to be widened. You can't control people on their cell phones, that's a law that should be on the books probably more so than seat belts. You can't make people pay attention by changing the road and the problem is not a road problem, it's a people problem.

89 – You need to do something about all the houses that have junk just laying around. It looks awful especially all the houses on Allen Street.

120 – It would be beneficial for the economic growth and beautification of the city to demolish non inhabitable houses and buildings.

161 – The new trash service has been very good. I would love to see a walking trail in Centralia to promote health and local shopping. I would love to see more park lands in Centralia, for health benefit and local promotion. I prefer the idea of a local boutique inn as opposed to a chain hotel with a pool, it doesn't seem to promote the 'shop local' community endeavour...why is nothing being done with the buildings already standing in Centralia? I strongly agree with an alternative student entrance for CBMS..the congestion there is terrible. I asks strongly agree with widening hwy 124..it is apparently unsafe. Thank you for your time.

168 – Streets need repaired citywide not just downtown. Also enforce building codes. Way to many delapetated buildings left to rot. Looks bad and very dangerous

250 – Schools are good from an educational standpoint. The facilities are in desperate need of updates. No hot water in the high school bathrooms? Come on! Parks are good. Do not add until we can take care of what we have better. Drainage is an issue in Centralia. You have ordinances on barking dogs and parked cars but people keep building

houses at street or ditch level. Force builders to learn how water flows and hold them accountable for poor building plans. This goes for public buildings too. CIS was almost built right.

272 - Downtown Centralia will never be the retail/shopping district it once was. The 1950's/1960's are long gone and not coming back. Get over it. Shopping habits, behavior, and expectations have changed. Hwy 22 has emerged as Centralia's retail /shopping corridor in large part. Note that several local businesses formerly in or near downtown have relocated to Hwy 22 in recent years. What does that tell you? Hwy 124 from, say, Lakeview to Hwy 22 may hold possibilities for additional retail/shopping/services investment. With the burgeoning interest in "local food" and organic or near-organic products, and with local producers already active on a small scale, perhaps a single consolidated "farmers market" on Hwy 22 would be a draw. Columbia has had success building one complete with a website. Centralia has a good quality of life. Strong contributors to this perception include excellent public schools, excellent parks, pool, and rec center, and a great public library. Nice neighborhoods with affordable housing and decent in-town shopping and services (2 good grocery stores, etc.) are draws as is proximity to Columbia with a reasonable drive on reasonably good roads. I'm impressed at the amount of "urban renewal" I see around town with housing. Newer houses mixed in as older ones are demolished. Kudos to those responsible for this. The city needs to do a much better job with derelict houses and standards/inspections for rental properties. Great idea to build a city-wide walking/running/biking trail or network. Obviously a potentially big project that would take time but the vision to plan for it is important. Connect the city parks, run a trail alongside the railroad tracks to Columbia, etc. I see the strip of land between S. Columbia St and the railroad tracks with potential for a small city park connected to a trail network. Centralia has a very strong link with Columbia, and that should be leveraged. Long term regional planning should look at exploiting the existing railroad between the two cities. Development of light-rail commuter transit between the cities, and including Hallsville, could be a boon to the region in many ways given that many residents in that corridor work in Columbia or travel there for shopping and services. Scarce tax dollars spent on ever-increasing expansion and maintenance of highways might be better spent developing efficient and affordable public transportation. Such a commuter link would go a long way toward addressing the need for improved public transportation to Columbia in northern Boone County and the surrounding area. Fantasy? It doesn't have to be with vision, advocacy, and sufficient public support. At the very least, the notion should be raised with regional planners.

326 – We need to get some business to downtown. The downtown is looking pretty bad. The downtown area need the roads repaired. Also, the city need to fix the street down Jefferson. I am really glad they put new sidewalks on Jefferson by the high school. It's good to be able to walk on them. City needs to get rid of the old house falling down and update the law about vehicle that are sitting around (that are not licensed with the current tax (specifically on Denton St.). Centralia is a pretty town, we just need to improve on tall grass, old trash house and vehicle sitting in the yards that don't run. Thank you for the survey.

332 – Some intersections (for example Jefferson and Lakeview) are very bumpy Hoarder houses need something done - fencing them is not enough (house on Kellogg Dr. and Allen St) They bring value down on homes and neighbors are frustrated. Cat has no leash law - several cats that are in our neighborhood that have tags and owner doesn't even live with them so they roam free.

353 – A cities responsibilities is to streets, code enforcement, emergency, utility services, business and development, schools and education. It is not a cities responsibility to provide entertainment in arts and recreation that is for the private sector to step in. Is is the city responsibility to enforce sidewalk improvements and enforce the appearance of buildings. Those are the owner responsibility. You need to enforce.

416 – Are there codes for maintenance of homes? There are homes that are clearly not maintained, houses with significant vehicles/stuff in yards (heavy equipment/RV/dumpsters) but nothing seems to be done about it – corner Lakeview/Green? Trailers on Lakeview? Brings all property values down...looks like we have no pride in our community. Would like to see codes if they are present enforced, or codes established.

422 – Streets are badly needing repaved. Needs to be an ordinance prohibiting houses from letting trash and etc. from running from the front door clear out in yard. Clean up or be prosecuted

436 – Cleaning the leaves out of city runoff water drains before spring would help. I'm not talking about people's culverts, I mean the steel grates. Get rid of Narragansett building!

454 – Centralia needs to be aware of what is being taught in our schools. We do not want common core ideas and sexual ideas put into our children's heads. Make sure each child knows the constitution before graduation. The downfall of our country depends on it

In addition one citizen submitted two pages of comments with their name on them.

1987 Citizens' Survey Results

*** COMMUNITY ATTITUDE SURVEY ***

THE FUTURE OF THE CENTRALIA R-VI AREA

February-March 1985

(NOTE: For this compilation of results, questions in original survey have been paraphrased. Results are expressed in percentage of valid responses. In tabular data, "-" indicates rounding up of less than 1.0 but more than 0.5; "+" indicates rounding down of less than 1.0 but more than 0.5)

SECTION ONE (Total Number of Respondents to Section One of Questionnaire, but not to every question, was 1143)

ORIENTATION

	No. of Respondents	Percentage
1. Location of Respondents:		
a. Inside city limits of Centralia	953	85%
b. Rural farm outside of Centralia	76	7
c. Rural non-farm outside City of Centralia	87	8
2. Location of county respondents residing outside of Centralia		
a. Audrain	103	38
b. Boone	162	60
c. Monroe	6	2

NOTE: In question two, the number claiming to live outside the city limits of Centralia exceed those making such a claim in question one. It is probable that since 109 claim to live in Audrain and Monroe counties (question two) and that 163 live outside Centralia City limits (question one), the difference, or 54 persons live in Boone county outside of Centralia. Therefore, the results as restated are:

Audrain	103	63
Boone	54	33
Monroe	6	2

3. The degree to which respondents were the head of their household: 1095 57

ECONOMIC DEVELOPMENT

	Percentage of Respondents	Strongly Agree	Agree	Neutral or no Opinion	Strongly Disagree	Disagree
1a. Efforts should be made to stop Centralia population decline and reverse it:	98.10%	42%	44%	10%	2%	2%
b. With concerted efforts, Centralia residents can reverse trend of population decline:	96.85	20	50	22	6	2
c. Centralia should make strong effort to attract more industries to area:	98.07	58-	35	4	2	1
d. Minimum wage jobs in Centralia would attract those now traveling to other areas to work:	97.64	19	35+	11	26	9
e. Many job opportunities exist in Centralia area:	96.06	3	6	11	48	32
f. If area farmers do not do well, then business men & merchants in area do not do well:	97.2	32	46	12	7	3
g. Centralia should accept being a bedroom community and not waste resources trying to attract new industry:	96.24	2	6	7	45+	40
h. In preparing for future, Centralians should be as concerned about making their present income go further as they are in increasing it:	96.94	26	55-	11	6	2
i. A 75% increase in electric rates over next 4 years will have major impact on local economy:	97.2	49-	34	9	5	3
j. Community should not ignore or take for granted existing area farmers and industry:	97.55	48-	44	5	2	1
k. It would be good if Centralia would grow:	97.2	46	45	6	2	1
l. City and Chamber of Commerce should make joint effort to improve local economy:	97.9	39	50	8	2	1
m. People in Centralia area should hire a person full time to try and secure new business and industry and to improve existing business and industry:	96.85	13	26	34-	19	8
n. City Council should budget tax money for economic development in the Centralia area:	95.8	12	45	27	11	5
o. Government programs have been a great help to the small family farm:	96.06	6	16+	36	28	16
p. Big corporations will take over agriculture leaving the small farms to those not depending on farming for a living:	95.8	18	38	27	12	5

	Percentage of Respondents	Would Attend	Would Not Attend	Had No Opinion
2. If the Boone County University Extension Service & Missouri Dept. of Economic Development sponsored a short course in Economic Development, the respondent would attend:	96.68%	25%	41%	34%

BUSINESS

1. An average of 91.93% of respondents buy the following items in Centralia Area as indicated:	Percentage of Respondents	Always	Most of the Time	Once-in-a-while	Never	Do Not Buy These Items
Appliances, large	94.58%	22%	20%	23%	25%	12%
Appliances, small	87.49	13	27	31	21	8
Autos/trucks	92.65	22	17	21	25	15
Books	91.34	3	8	27	38	24
Clothing, women	91.69	2	10	47	29	12-
Clothing, men	93.44	2	10	48	26	11
Clothing, children	88.63	1	6	34	24	35-
Drugs, non-prescription	93.53	14	23	39	17	7
Drugs, prescription	86.88	29	21	25	15	10-
Farm Mach./implements	88.54	1	1	3	8	87-
Farm Supplies	88.8	4	5	5	6	80
Floor Covering	91.25	7	9-	16	38	30
Furniture, household	93.44	9	15	32-	27	17
Furniture, office	86.88	2	2	8	14	74
Gifts	93.44	5	21	60	12	2
Groceries	95.71	24	43	29	2	2
Hardware, large	92.3	15	25	30-	14	16
Hardware, small	91.78	18	33-	34	7	8
Home Heating Fuel	88.98	41	8	6	8	37
Jewelry	91.34	5	10	35-	26	24
Lawn and Garden Supplies	93.09	13	24	35	14	14
Lumber and Building Supplies	92.74	18	23	28	14	17
Motor Oil	93.88	24	39	25	5	7
Office Supplies	88.89	4	8	13	9	66
Paint and Wallpaper	93.35	13	20	27-	19	21
Records, Cassette tapes	90.11	1	2	8	57	32
Shoes, women	91.86	1	5	19	56	19
Shoes, men	91.43	3	7	22	51	17
Shoes, children	88.45	1	3	20	36	40
Fabric and Sewing Supplies	91.25	2	9	34	26	29
Toys	90.2	2	4	37	29	28
Others	21.35	6	9	16	22	47

2. Of the total respondents, the percentage shown believe that people shop for goods out of town for the reason listed.	Ranking	No. of Responses	Percentage Choosing
Lower prices	1	985	86%
Wider Selection	2	983	86
Not Available in Centralia Area	3	859	75
Was Out of Town for Another Reason	4	579	51
Poor Attitudes of the Local Merchants	5	366	32
Better Service	6	300	26
More Convenient	7	196	17
Enjoy the Bright Lights and Excitement of a large Shopping Center	8	193	17
Privacy (So everyone in town does not know "my" business)	9	136	12
Other	10	85	7

3. If in need of the following services, the respondents would obtain them in the Centralia Area to the degree indicated:	Percentage of Respondents	Always	Most Of the Time	Once-in-a-while	Never	Don't Know
Ambulances	96.41%	73%	13%	3%	2%	9%
Appliance repair	94.23	37	30	19	7	7
Attorney-at-law	94.58	31	16	14	19	20
Auto Body Shop	93.61	44	22	15	6	13
Auto Mechanic	93.61	49	24	14	5	8

Banking	96.33	58	17-	9	13	3
Barber	91.78	44	12	10	13	21
Beautician	90.90	36	12	15	12	25
Building Contractor	90.2	22	14	10	8	46
Carpenter	91.51	26	18	12	7	37
Cold Storage Locker	91.43	38	9	6	5	42
Dentist	93.09	48-	18	11	16	7
Doctor	94.4	29	27	26	14	4
Dry Cleaning	94.31	51	15+	13	9	12
Electrician	92.39	43	18	10	6	23
Entertainment	89.94	3	5	33	43	16
Financial Management	88.71	14	9	10	20	47-
Funeral	95.36	56	10	4	7	23
Insurance	93.96	50	24-	9	9	8
Interior Decorator	89.06	5	4	6	15	70
Jewelry/watch repair	92.39	27	18	21	15	18
Laundry	89.41	27	10	11	8	44+
Loans	90.20	38	17	11	13	21
Machinist	89.06	13	9	8	8	62
Mason	88.01	13	7	7	8	65-
Nurse	88.10	15	9	10	10	56
Nursing Home	88.45	17	7	6	9	61
Optometrist	91.08	21	12	16	32	19-
Painter	89.85	20	12	10	8	50
Photographer	88.98	12	8	17	20	43
Plumber	93.00	46	19	13	5	17
Printer	89.50	23	13	12	11	41+
Recreation	89.76	10	17	42	18	13
Restaurant	92.56	5	10	53	24	8
Stock Broker	88.54	4	3	4	20	69
Surgeon	89.76	3	3	6	53	35
Tax Shelter	86.97	14	6	9-	17	54
Tire Service	91.16	37	24	23-	6	10
Veterinarian	90.99	41	14	11	7	27-
Welding	88.36	27	13	10	5	45
Other	11.02	13	9	6	10	62

Average: 28.85% 13.58% 13.54%

(Average of 55.97% obtain some degree of service in Centralia Area.)

4. Of the total respondents, the percentage shown believe that people shop out of town for services for the reason listed:	Ranking	No. of Responses	Percentage Choosing
Not Available in Centralia Area	1	829	73%
Lower Prices	2	794	73
Was Out of Town for Another Reason	3	433	69
Reputation of the Provider of the Service	4	381	33
Better Service	5	374	33
Local Office Not Open When "I" Can Shop	6	338	30
Poor Attitude of the Local Provider of the Service	7	292	26
More Convenient	8	190	17
Privacy (so everyone in town does not know "my" business)	9	108	9
Other	10	31	3

5. The frequency respondents purchased items by mail is as listed:	Percentage
At least once per month:	11%
5-7 times per year:	20
3-4 times per year:	21
1-2 times per year:	30
Do not make any purchases by mail:	18

6. Over the past five years, respondents have changed their mail order buying practices as listed:	
Increased:	25%
Decreased:	11

		Remained about the same: 64					
		No. of Responses	Strongly Agree	Agree	Neutral or no Opinion	Disagree	Strongly Disagree
7.	Respondents indicated their opinions about Centralia businesses and the business area as compared to other communities, Centralia downtown is attractive:	1108	9%	44%	21%	21%	5%
	Parking spaces in downtown area are adequate:	1108	10	56	11	18	5
	Centralia has good restaurants:	1105	3	11	21	36	29
	Centralia merchants contribute generously to the betterment of Centralia and the Centralia area:	1096	10	34	38+	13	5
	Centralia merchants generally provide good service for what they sell there:	1108	12	57	18	10	3
	Centralia merchants keep business hours that meet my needs if "I" chose to shop:	1108	12	47	11	23	7
	Improving appearance of business buildings would attract more customers:	1084	10	28+	33	24	4
	The Centralia Chamber of Commerce is an efficient and effective organization:	1089	6	28	52	10	4
8.	Respondents (1103) make the indicated portion of their total purchases in Centralia:		Purchases Made in Centralia				
	Less than 25%		31%				
	25-50%		35				
	51-75%		24				
	76-100%		9				
9.	With respect to type of finances available locally, the respondents believe as indicated:	No. of Respondents	Available	Not Available	No Opinion		
	Auto loans	1061	66%	11%	23%		
	Business loans	1026	41	13	46		
	Home Improvement loans	1040	57	12	31		
	Home loans	1047	62	12	26		
	Small loans	1048	64	11	25		

CITY GOVERNMENT

		No. of Responses	Satisfactory	Not Satisfactory	No Opinion
1.	Respondents believe the following bodies are performing their duties as indicated:				
	Centralia City Council:	1077	33%	40%	27%
	Centralia Park Board:	1077	72	9	19
	Centralia Library Board:	1075	64	6	30

* INTERPRETIVE NOTE: At the time of this survey, a controversy existed over the council's firing of the police chief. This unquestionably affected the rating of the city council.

		No. of Responses	Very Good	Satisfactory	Needs Improvement	Poor	No Opinion or Don't Know
2.	The respondents rate the following Community Services and Facilities:						
	Cable TV	1069	12%	30%	21+	8%	29%
	Day Care Service	1040	3	9	16	12	60
	Storm Drainage (gutters, etc.)	1076	2	7	30	47	14
	Electricity	1074	13	57	13	6	11
	Fire Protection	1093	38	48-	4	1	9
	Newspaper	1089	20+	50	19	7	4
	Parking Facilities	1081	12	57	20	8	3
	Police Protection	1087	10-	42	28	13	7
	Library Service	1084	28	45-	9	13	15
	Sidewalks	1084	3	23	38	31	4
	Street Lights	1089	11	56	22	8	3
	Streets	1066	3	19	46	30	2
	Telephone	1087	14	57	19	6	4
	Trash Pickup	1092	23	57	8	3	9
	Water	1080	23	60	6	2	9
	Sewer	1077	9	36	28	18	11

Ambulance	1088	34	45	3	2	16-
Animal Control	1079	11	41	18	14	16
Natural Gas	1079	19	53	6	3	19
Recreation Program	1080	17	37	18	12	16+

	No. of Responses	Adequate	Not Adequate	No Opinion
4. Respondents indicate the adequacy with which City Ordinances are enforced:	1091	34%	25%	41%
6. Respondents indicate the adequacy of transportation (private plus public) for their needs within Centralia:	1090	44	17	39
7. Respondents rate the adequacy of community facilities to meet the civic, social, and recreational needs of "their" age group:	1090	35	37	28

8. Respondents ranked Centralia needs in the following order by choosing only five needs considered the most important to the future of the area:	Ranking	Percentage Choosing
Better ... Opportunities	1	13.0%
More Industry	2	12.5
Storm Drainage System	3	12.2
Better Streets	4	8.0
Sewer System Improvements	5	7.6
More Retail Businesses	6	7.1
More and Better Sidewalks	7	6.4
Better Planning for its Future	8	5.4
Better City Government	9	4.4
Wider Selection of TV Channels	10	3.9
Public Restrooms in Central Downtown	11	3.8
Residential Growth	12	3.1
Senior Citizens Center	13	2.7
More Agri-business Concerns	14	2.7
More Attractive Community	15	1.9
Better School System	16	1.7
Other	17	1.3
Uniform Street Shoulder Plan	18	1.2
More Active Chamber of Commerce	19	1.1

	No. of Respondents	Agree	Disagree	No Opinion
9. The crossing at Rollins and Highway 22 should be made safer for both pedestrians and vehicles wishing to cross Highway 22.	1045	32%	23%	45%

EDUCATION

	No. of Respondent	Yes	No	No Opinion
1. Respondents have children in school:	1103	39%	61%	na
2. Respondents have had children in school within past five years	1089	46	54	na
3. There should be different high school diplomas for students completing different courses of study such as for college	1081	23	38	39%
4. There should be a special certificate granted for students who complete a prescribed college preparatory course of study at a high level of accomplishment	1075	50	20	30
5. The school district should establish written academic standards which must be met before student is promoted from grade to grade in the elementary school	1075	50	21	29-
6. The student, parent, and school counselor should cooperatively plan a tentative written four-year program of study for the student prior to entering high school	1070	40	27	33

7. For the subjects listed below, the courses offered by Centralia High School are:	No. of Responses	Too Many	About Right	Too Few	Don't Know or No Opin
English	989	3%	52%	4%	41%
Social Studies	984	3	53	3	41+
Mathematics	988	2	43	15	40
Science	983	2	45	11	42
Computer Science	987	2	20	27	51+
Vocational-Technical	985	1	33	17	49
Fine Arts	990	3	39+	10	48
Foreign Language	988	3	31	18	48

8. The Quality of the programs listed below that are offered by the public schools is satisfactory:	No. of Responses	Yes	No	No Opinion				
General Academic Program	963	56%	7%	37%				
Vocational-Technical Program	958	37	14+	49				
College Preparatory Program (advanced math, science, composition, etc.)	963	34-	18	48				
Basic Skills Program in the Elementary School	966	56	10	34				
Athletic Program	956	61	8	31				
Music Program	963	60+	5	35				
Speech Program	951	48	6	46-				
Other High School Activities (such as FFA, FHA, Key Club, etc.)	920	56	5	39				
	No. of Responses	Yes	No	No Opinion				
9. Should all students be required to pass the Basic Essential Skills Test (BEST) prior to graduating from High School?	1048	71%	10%	19%				
10. Should a student who fails the BEST be retained in the eighth grade?	1036	45+	27	28				
11. Should the school day be longer?	1060	10	71	19				
	No. of Responses	180 Days	190 Days	200 Days	No Change			
12. Should the school year be extended from the present 174 days to that indicated:	1005	6+%	6%	4%	84%			
	No. of Responses	Yes	No	No Opinion				
13. Should school be started before Labor Day to assure school being out before Memorial Day?	1053	30-%	43%	27%				
14. Does the Centralia School District require enough homework at the present time?	1043	51	11-	38				
15. Should the schools have teacher tenure?	1038	20	34	46				
16. "I" am willing to provide more financial support to the public school system for improvement of the academic program.	1043	39	25	36				
17. "I" am willing to provide more financial support to the public school system for improvement of the vocational program.	1044	31	31	38-				
	No. of Responses	Excellent	Superior	Average	Below Average	Poor	Very Poor	No Opinion
18. Respondents rate the public school system (kindergarten through twelfth grade) as indicated:	1042	20%	31%	31%	2%	1%	0+%	15%
	No. of Responses	Too Much	Too Little	About Right	No Opinion			
19. Respondents believe athletics in the Centralia R-VI School District are emphasized as indicated:	1048	42%	42%	2%	14%			
CHURCHES	No. of Responses	Agree	Disagree					
3. Lack of transportation prevents respondent from attending church:	1027	2%	98%					
	No. of Responses	<u>Number of Churches in Centralia Area</u>						
		1-2	3-6	7-9	10-13			
4. Respondents can give location directions for the indicated number of churches:	1006	14%	45%	31%	10%			
	No. of Responses	Agree	Disagree	Maybe				
5. If additional interdenominational church services were held in the area, the respondent would attend:	1010	11-%	57%	32%				
7. Respondent is a member of a Centralia Area Church:	1071	64	36	na				
	No. of Responses	Weekly	Monthly	4-6 Times per Year	1-3 Times per Year	Never		
8. Respondent attends church:	1025	50%	9%	8%	14%	19%		

SECTION TWO (Total number of Respondents to Section Two of Questionnaire, but not to every question, was 1123)

HEALTH AND MEDICAL

	No. of Responses	Yes	No	No Opinion		
1. The number of doctors practicing in Centralia is satisfactory:	1096	49%	36%	15%		
2. The medical services available in Centralia are satisfactory:	1093	51	35	14		
	No. of Responses	Centralia	Columbia	Mexico	Moberly	Other
3. Respondents go for medical treatment to:	1031	46%	30%	23%	0+	1%
4. During late night hours, respondents obtain medical service at:	974	17	44	38	0+	1
	No. of Responses	Yes	No	No Opinion		
5. Local people can support an additional doctor in Centralia:	1076	48%	27%	25%		

LEISURE TIME OPPORTUNITIES

	No of Responses	Excellent	Good	Needs Improvement	Don't Know		
1. Respondents rate facilities & program under direction of Centralia Park Board:							
Playground Equipment	1041	13%	48%	22%	17%		
Shelter Houses	1047	15	57	15	13		
Baseball Fields	1033	19	52	9	20		
Baseball Field Lighting	1038	20	51	8	21		
Softball Field	1024	17	52	8	23		
Swimming Pool	1038	23	53	9	15+		
Swimming Program	1028	21	47	9	23		
	No. of Responses	Agree	Disagree	No Opinion			
2. Winter recreation program sponsored by Park Board and Centralia School System should be continued:	1037	48	3	49			
	No. of Responses	Excellent	Good	Fair	Poor	Very Poor	No Opinion
3. Respondents rate overall parks & recreation programs and facilities in Centralia Area as:	1064	17%	55%	14%	1+	1%	12%
4. Respondents rate Centralia Historical Society Museum as:	1065	23	40	5	1	31	0+
	No. of Responses	Number of Visits To Museum During 1984					
		One Per Month	6	4	1 or 2	None	
5. Respondents visited museum during 1984 the indicated number of times:	1066	3%	3%	10%	29%	55+	
	No. of Responses	Yes	No	No Opinion			
6. Respondents value the museum as a place for preserving Centralia history:	1070	78%	14%	18%			
8. Respondents favor a special tax to support an expanded program at the museum:	1073	11	64	25			
9. Respondents favor the Historical Society sponsoring special educational events for school-age children:	1063	58	12	32			
10. Respondents currently have a card from the Centralia Public Library:	1086	46	52	2			
	No. of Responses	Ranking	Percentage Choosing				
11. Respondents rank the order in which they read the listed types of material from the Centralia Public Library:							
None	1143	1	40%				
Fiction	1143	2	31				
Adult	1143	3	24				
Non-fiction	1143	4	23				
References-information	1143	5	22				
Paper-back	1143	6	14				
Magazines	1143	7	11-				
Youth	1143	8	9				

Other	1143	9	4						
12. Respondents in the percentage shown rank the order in which they would like to see the listed types of adult fiction books added to the library collection:									
None	1143	1	30						
Historical	1143	2	17						
Mystery	1143	3	15						
Romance	1143	4	14						
Western	1143	5	12						
Science-fiction	1143	6	8						
Paperbacks	1143	7	7						
Other	1143	8	4						
13. Respondents in percentage shown rank the order in which they would like to see the listed types of adult non-fiction books added to the library collection:									
None	1143	1	28						
Travel	1143	2	14						
Science	1143	3	11						
Child Abuse	1143	4	11						
Child Rearing	1143	5	10						
Finance	1143	6	10						
Geography	1143	7	7						
Sports	1143	8	7						
Other	1143	9	5						
Engineering	1143	10	5						
Martial Arts	1143	11	4						
14. Respondents in percentage shown rank the order in which they would like to see the listed types of juvenile books added to the library collection.									
None	1123	1	28%						
Adventure	1123	2	21						
Pre-school Books	1123	3	21						
Mystery	1123	4	11						
Science-fiction	1123	5	9						
Non-fiction	1123	6	7						
		No. of Responses	Repair	Construct New Building	No Opinion				
15. Respondents believe library building repairs should be dealt with as indicated:	1000		42+	21%	37%				
		No. of Responses	Private Contributions	Library Operating Funds	Other				
16. Those respondents who believe the library building should be repaired believe the repairs should be financed by:	564		38-	53%	9%				
	No. of Responses	Nothing	Under \$25	\$25 to \$50	\$51 to \$100	\$101 to \$250	\$251 to \$500	\$501 to \$1000	Over \$1000
17. Those respondents who favor private contributions to finance the repair of the library building would give as indicated:	511	44%	31%	18%	6-	1%	0%	0%	0+
18. Those respondents who favor private contributions to construct a new library building would give as indicated:	499	50	22	15	8	3	1	0+	1
		No. of Responses	Yes	No					
19. Respondents believe that if physically unable to come to the library, they would use a "shut-in" service as indicated:	656		54%	46%					
AGRICULTURE		Responses							
1. Does anyone in respondent's household operate a farm?	1053		8%	92%					

	No. of Farmer Households	Ranking	Percentage Choosing			
6. How respondents describe their farm operations:						
Cash grain	80	1	40%			
Mixed live stock and grain	80	2	40			
Cow-calf	80	3	24			
Hogs	80	4	20			
Sheep	80	5	11			
Feeder cattle	80	6	10			
Other	80	7	4			
Dairy	80	8	3			
	No. of Responses	None	One	Two	Three	Four or More
7. The number of members of respondent's farm household working off the farm for wages or salary more than 100 days in 1984 were as indicated:	70	47	34	13	6	0
	No. of Responses	Percentage of Total Income from Farm	Percentage of Respondents			
8. The percentage of respondents having the proportion of family net income shown is indicated:						
	57	100%	23%			
	57	99	7			
	57	95	2			
	57	85	5			
	57	80	3+			
	57	75	3+			
	57	50	7			
	57	33	2			
	57	30	3+			
	57	25	7			
	57	20	7			
	57	10	8+			
	57	8	2			
	57	6	2			
	57	5	4			
	57	3	7			
	57	2	2			
	57	1	2			
	57	0	4			
	No. of Responses	Lower than \$10000	\$10001 to \$20000	\$20001 to \$40000	\$40001 to \$100000	Over \$100000
9. Of farm households responding, the indicated percentage valued their farm output as shown:	51	35%	16%	18%	8%	23+%
	No. of Respondents	Percentage of Farm Operations Owned	Percentage of Respondents			
10. The farmer respondent owns the indicated percentage of the total farm operation, including land, equipment, and inventory:						
	52	100%	52%			
	52	99	2			
	52	90	2			
	52	85	2			
	52	75	4			
	52	70	2			
	52	60	2			
	52	50	9+			
	52	40	4			
	52	25	2			
	52	20	4			
	52	15	2			
	52	9	2			
	52	8	2			

84	2	0.2
85	8	0.8
86	1	0.1
88	2	0.2
89	1	0.1
90	5	0.5
91	2	0.2
94	1	0.1

10b. SUMMARY OF RESPONDENTS BY AGE BRACKET:

Age Bracket	Respondents	Percentage
14-17	65	6
25-34	221	21
35-44	217	20
45-54	149	14
55-64	138	13
65-74	114	11
75-84	55	5
85-94	20	2

(Age Bracket: 65 and over is 17.8%)

11. Sex of Respondents:

No. of Respondents	Male	Female
1082	43%	57%

12. Highest grade respondent completed in school:

	No. of Respondents	Percentage
Less than eighth grade	1068	2%
Eighth grade	1068	7
Some high school	1068	14
High school graduate	1068	45
Some college	1068	16
College graduate	1068	10
College post graduate	1068	6+

13. Respondents household income bracket:

No. of Responses	Household Income	Percentage
872	Under \$10000	17%
872	10001-15000	13
872	15001-20000	15
872	20001-25000	12
872	25001-30000	14
872	30001-35000	10
872	35001-40000	7
872	over 40000	12-

14. Respondent is a registered voter:

No. of Respondents	Yes	No
1088	79%	21%

15. Respondent owns real estate in Centralia:

1078	63	37
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16	16	1.5
17	14	1.3
18	11	1.0
19	8	0.8
20	12	1.1
21	16	1.5
22	6	0.6
23	15	1.4
24	13	1.2
25	12	1.1
26	14	1.3
27	23	2.2
28	21	2.0
29	37	3.5
30	20	1.9
31	18	1.7
32	26	2.4
33	21	2.0
34	25	2.4
35	31	2.9
36	28	2.6
37	27	2.5
38	22	2.0
39	14	1.3
40	25	2.4
41	14	1.3
42	20	1.9
43	16	1.5
44	24	2.3
45	13	2.2
46	13	1.2
47	21	2.0
48	16	1.5
49	16	1.5
50	16	1.5
51	11	1.0
52	15	1.4
53	16	1.5
54	12	1.1
55	19	1.8
56	16	1.5
57	7	0.7
58	12	1.1
59	18	1.7
60	9	0.8
61	13	1.2
62	16	1.5
63	16	1.5
64	12	1.1
65	23	2.2
66	11	1.0
67	14	1.3
68	10	0.9
69	9	0.8
70	13	1.2
71	5	0.5
72	12	1.1
73	8	0.8
74	9	0.8
75	11	1.0
76	5	0.5
77	6	0.6
78	8	0.8
79	8	0.8
80	6	0.6
81	3	0.3
82	3	0.3
83	3	0.3

	52	2	2			
	52	0	7+			
	No. of Respondents	Yes	No	Sometimes		
11. Respondents believe operating capital loans are adequately available in Centralia:	66	38%	38%	14+		
GENERAL	No. of	Less than	5-10	11-25	26-50	Over 50
1. Respondent has lived at present address:	1078	33%	28%	29%	10%	0%
2. Respondent has lived in Centralia R-VI School District:	1066	15	19	36	26	4+
	No. of Respondents	Ranking	Percentage Choosing			
3. Respondent's household receives money from indicated sources:						
Wages and/or Salary	1123	1	61%			
Social Security or Other Public Pension	1123	2	24			
Investment Income	1123	3	22			
Self-employment Income	1123	4	20			
Farm Income	1123	5	8			
Private Pension or Retirement Program	1123	6	6			
Income from Rental Property	1123	7	6			
Public Assistance	1123	8	3			
Other	1123	9	2			
	No. of Respondents	Ranking	No. in Household	Percentage Choosing		
4. Percentage of households with indicated number living in household:	1051	1	2	32%		
	(Average is 3.12 persons per household)					
	No. of Respondents	Ranking	Number Employed	Percentage Choosing		
5. Number of persons in respondent's household who are:						
Employed Full Time:	1123	1	1	41%		
	1123	2	2	28		
	1123	3	3	2		
	1123	4	4	0+		
Employed Part Time:	1123	1	1	18		
	1123	2	2	3		
	1123	3	4	0+		
	1123	4	3	0+		
Unemployed and Looking for Work:	1123	1	1	1		
	1123	2	2	3		
	1123	3	3	0+		
	No. of Responses	Yes	No			
6. If employed, respondent works outside boundaries of Centralia School District:	744	32%	68%			
7. If working outside Centralia School District, respondent rides in a car pool:	321	23	77			
8. Of those working outside Centralia School District and <u>not</u> riding in a car pool, the indicated percentage would be interested in a car pool:	290	22	78			
	No. of Responses	Percentage Choosing				
9. Those working outside Centralia School District work at location indicated:						
Columbia Area	252	58%				
Mexico Area	252	23				
Moberly Area	252	4				
Other	252	15				
	Age	Number	Percentage			
10. Age Distribution of 1060 Respondents:	14	22	2.1%			
	15	13	1.2			