

APPENDIX - ACTION PROGRAM

The following Action Program is the complete list of the goals and strategies identified and prioritized by the Steering Committe, Focus Groups, and Plymouth's residents. The Action Program provides the time frame for completion, the lead entity, involved partners, and the priority level for implementing a strategy. The action strategies are organized by Plymouth's core values.

Appendix A outlines the Action Program, the complete list of the goals and strategies that supplements the Priority Action Plan listed in Chapter 4. The Action Program was developed and prioritized by the Focus Groups, the Steering Committee, and Argos' residents. The Action Program provides the time frame for completion, the lead entity, involved partners, and the priority level for implementing a strategy. The action strategies are organized by Argos' three core values.

1. **Intentional, Balanced Growth**
2. **Accessibility and Connectivity**
3. **Quality of Life and Wellbeing**

The goals of the Action Program were first identified by the Steering Committee with the action strategies, time frame, partners, and priority levels were identified by the Focus Group members during the Focus Group Workshops. It was finalized by the Project Lead Team and the Steering Committee to ensure they are realistic and achievable. Argos residents and the Focus Group members then had the opportunity to review the Action Program to establish the top priorities or projects for the Priority Action Program that the Town and the Implementation Advisory Committee will implement in the next three years.

Goal 1: Preserve Argos' small-town character and rural identity by encouraging new development to locate in areas already served by infrastructure.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Review and amend the Zoning Ordinance to align with the vision of the Future Character Areas Map.	Short term	Town	MACOG & Planning Firm	High
Acquire additional industrial properties to expand existing industrial park.	Mid term	Town	ACDC & Redevelopment Commission	High
Redevelop Stevens property as residential development.	Short term	Town	Redevelopment Commission	High
Invest in necessary utility infrastructure improvements to support the current and future users and future development opportunities. • Develop a Master Utility Study to understand the systems' deficiencies and list of recommendations. • Develop a Utility Asset Management Plan to coordinate a schedule and budget for regular maintenance and major upgrades. • Create utility extension policies to support future development opportunities. • Work with developers to assist in funding infrastructure improvements necessary to accommodate new development.	Ongoing	Town	Town Utilities Department, Other Utility Providers, Redevelopment Commission & Marshall County	High
Conduct site studies on vacant or dilapidated properties and spaces to determine the feasibility of reusing or redeveloping sites to support new shops, eateries, or other local businesses.	Ongoing	Town	Redevelopment Commission	Medium
Educate the Town's Plan Commission and the Board of Zoning Appeals on the vision and goals of the Comprehensive Plan.	Ongoing	Town	MACOG	High
Encourage new industries and businesses to first consider locating in targeted development and redevelopment areas, where adequate infrastructure exists.	Ongoing	Redevelopment Commission	Town	Medium
Increase business attraction to the Industrial Park by constructing shell buildings to better attract prospective industries versus land available for development.	Startup - Long-term & Ongoing	Town	MCEDC	High
Reevaluate the lifespan and boundaries of the current TIF districts and how to market for future development.	Ongoing	Redevelopment Commission	Town	Medium

Goal 2: Cultivate a strong and vibrant downtown to reinforce its role as the center for community and economic activity.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Review and amend the Zoning Ordinance to add a downtown overlay district to align with the vision of the Future Character Areas Map.	Short term	Town	MACOG & Planning Firm	High
Create a Downtown Merchant Association to focus on revamping downtown buildings.	Short term	ACDC	Town	Low
Create a Downtown Master Plan to guide redevelopment efforts.	Short term	Town	Redevelopment Commission	High
Redevelop the downtown by attracting new growth. • Explore the opportunities to purchase downtown buildings, when available. • Develop and publish an Available Property/Building Inventory. • Conduct site studies on vacant or dilapidated properties and spaces to determine the feasibility of reusing or redeveloping sites to support new shops, eateries, or other local businesses.	Short term	Town	Redevelopment Commission, MCEDC, ACDC & Local business owners	High
Manage and market the Downtown Façade Grant Program and pursue Facade Improvement grants.	Short term	Town	ACDC & Redevelopment Commission	High
Explore opportunities to utilize the Nickel Plate Square facility more often.	Short term	Town Parks Department	Town & ACDC	Medium
Repurpose the Town's B & R Building.	Long term	Town		Medium

Goal 3: Expand the inclusion of diverse and attainable housing options that meet the needs of all ages and income levels.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Explore the feasibility to add attainable housing options of single-family and multi-family residences in any feasible locations.	Ongoing	Town	MCEDC, Redevelopment Commission & ACDC	High
Add age-restricted housing options for seniors.	Mid term	Town	Redevelopment Commission & Developers	High

Goal 3: Expand the inclusion of diverse and attainable housing options that meet the needs of all ages and income levels.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Create an inventory of vacant or blighted properties.	Ongoing	Town	Redevelopment Commission	Medium
Create and market a Home Repair and Preservation Program. • Pursue OCRA's Owner-Occupied Rehab Program and applicable Community Development Block Grant Programs on improving dilapidated homes.	Ongoing	Town	ACDC	High
Support ACDC and local realtors to educate prospective homeowners on available programs, incentives, and financial assistance.	Ongoing	ACDC	Local Realtors & Town	Medium
Incentivize housing developers with tax abatements for construction of new attainable housing options of single-family and multi-family residences to expand housing choice for all types of residents and age cohorts.	Ongoing	Town	Redevelopment Commission	Medium

Goal 4: Attract, develop, and retain a skilled workforce and diversity of employers and job opportunities.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Continue to support existing industrial businesses and add new businesses. • Conduct a survey of existing local businesses and industries to garner their challenges and needs to support their expansion or startup efforts. • Develop a business strategy guide for potential new business owners and entrepreneurs who ask about starting a business. • Establish a mentorship program as a resource to business owners starting a new business, understanding how businesses can thrive or survive.	Short term	ACDC	Town & MCEDC	High
Pursue advertising or marketing efforts to promote Argos regionally.	Short term	Town	ACDC & MCEDC	High
Partner with Argos Community Schools and local businesses to offer trades courses.	Ongoing	Argos Community Schools	Town	High

Intentional, Balanced Growth

Goal 4: Attract, develop, and retain a skilled workforce and diversity of employers and job opportunities.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Partner with MCEDC and SBERP to develop a Marshall County entrepreneurship program to guide new business owners through the startup process and grow.	Ongoing	MCEDC	Town & SBERP	High
Partner with MCEDC and SBERP to create a list of available sites for development, to identify targeted industry sectors, to create a marketing strategy, and to prepare an incentives package to offer for business development and recruitment.	Ongoing	MCEDC	Town & SBERP	High

Accessibility and Connectivity

Goal 1: Coordinate transportation improvements and land development to ensure they are compatible and supportive of one another.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Enhance the accessibility to the industrial parks to ensure businesses have direct connections to US 31.	Long term	Town	Redevelopment Commission, MACOG, Marshall County & INDOT	High
Ensure the US 31 and SR 10 area is accessible and safe for all users.	Long term	Town	Redevelopment Commission, MACOG, Marshall County & INDOT	High
Develop an Argos Gateway Plan that seeks to enhance the attractiveness of the entrances on major corridors, i.e., US 31, SR 10, and Michigan Street, by adding the Town's name on the new overpass or welcome signs.	Long term	Town	Redevelopment Commission, MACOG, Marshall County & INDOT	High
Continue to update and implement the Road Asset Management Plan to prioritize road improvements and eligibility for grant opportunities.	Ongoing	Town	MACOG	
Continue to pursue Community Crossings Match Grant monies to improve road segments identified in the Road Asset Management Plan.	Ongoing	Town	MACOG	
Continue to update and implement the ADA Transition Plan to prioritize sidewalk and curb ramp improvements.	Ongoing	Town	MACOG	

Accessibility and Connectivity

Goal 2: Create safe, logical, and accessible walking and biking connections linking neighborhoods and community amenities.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Create a Trails and Sidewalk Master Plan to identify routes to parks, the school, downtown, and healthcare services, and to guide long-term maintenance and upkeep. • Add lighting, benches, bicycle racks, and trash receptacles on trails.	Short term	Town Parks Department	MACOG, INDOT & Marshall County Parks Board	High
Continue to conduct a Trails Feasibility Study to implement the Trails Master Plan by designing and engineering the trails network.	Ongoing	Town Parks Department	MACOG, INDOT & Marshall County Parks Board	High
Create Trails Maintenance and Sidewalk Maintenance Plans to coordinate with the Town's Utility Department.	Ongoing	Town Utilities Department	Town Parks Department	High
Add sidewalks where gaps exist to improve safe, continuous connections between parks, neighborhoods, and community amenities.	Short term	Town	Town Parks Department	High
Pursue federal and state grants to help offset the construction costs for trails or sidewalks.	Ongoing	Town	INDOT, IDNR & MACOG	Low
Establish incentives to encourage developers to incorporate trails and sidewalks in their site plans to help fill gaps.	Mid term	Town		Low

Goal 3: Promote local and regional public transit opportunities to enhance accessibility to essential services.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Conduct a Transportation Assessment Study to establish a customer base, their needs, and destinations.	Long term	Town	Marshall County, MACOG & Marshall County Council on Aging	Low
Create a Ride Share Program.	Long term	Marshall County Council on Aging	Town	Medium

Accessibility and Connectivity

Goal 4: Expand the access to affordable and quality broadband fiber for high-speed wi-fi connections.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Partner with RTC to expand public wi-fi.	Ongoing	Town	RTC	Medium
Market access to the town's high-speed internet on all town mailings, print, and advertising.	Ongoing	Town	RTC	Low

Quality of Life and Wellbeing

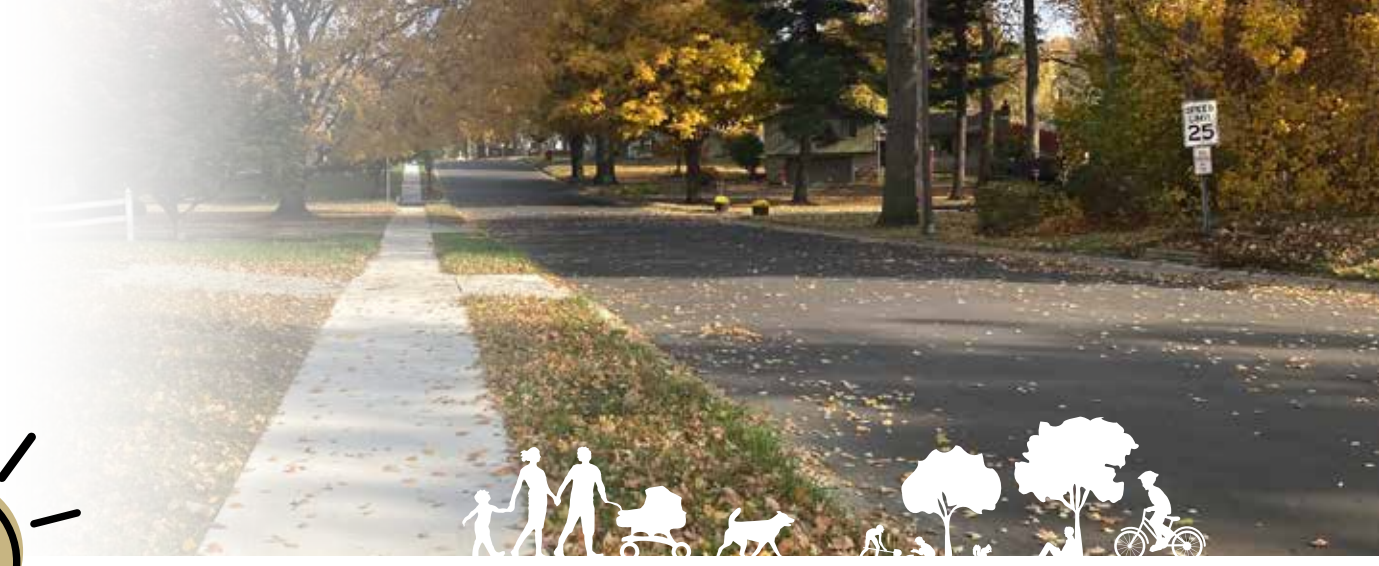
Goal 1: Create inviting destinations, parks, and community events that can be enjoyed by all residents and visitors.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Create annual tournaments or sports clubs for recreational events to activate parks and engage residents of all ages.	Short term	Town Parks Department	Community Members, Local & Regional Sport Clubs	Medium
Continue to update and implement the Parks Master Plan by applying for recreational grants and crowdsource fundraising to maintain parks and upgrade playground equipment. • Expand Community Park onto the newly acquired park property, including amenities and community gathering spaces based on public input. • Install signage, banners, and storyboards in parks and public spaces explaining park names, significant local events, and historic sites. • Hire or designate a Recreation/Program Coordinator (potentially combined with the Event Coordinator role) to plan, promote, and manage year-round recreational programming for all ages. • Explore the feasibility to hire a full-time Parks Coordinator. • Hire or contract an Event Coordinator under the Parks Board to organize year-round programming, coordinate with youth sports, the Fire Department, disc golf groups, and other community partners, and manage promotion of events.	Ongoing	Town Parks Department	Town	High
Continue the efforts and grow Argos' festivals and community events, as well as encourage neighborhood-based activities.	Ongoing	Town Parks Department	Town	Medium

Goal 2: Establish collaborative local partnerships and create volunteer opportunities that enhance civic engagement and foster a sense of belonging.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Organize a Volunteer Committee to create and manage volunteer programs, i.e, "Friends of the Park," staffing, and events, i.e., a Community Involvement Day, park cleanup days, and landscaping/planting days.	Short term	Town Parks Department	ACDC, Town & Argos Community Schools National Junior Honor Society	High
Use the Town's app as a centralized communication hub to share volunteer opportunities, events, and community news.	Ongoing	Town	Community Organizations & Local Businesses	High
Explore opportunities and provide support for youth to serve in community leadership capacities.	Long term	Town	Argos Community Schools	Medium

Goal 3: Celebrate Argos' history and identity through preservation, public art, and storytelling.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Partner with the Marshall County Historical Society and regional arts organizations to host educational events, guided history walks, add exhibits, and storytelling programs to highlight Argos' story.	Short term	Town	Marshall County Historical Society, ACDC, Heartland Art Center & Argos Library	Medium
Coordinate with countywide cultural and heritage organizations to ensure Argos is included in regional programs, tours, and promotional materials.	Ongoing	Marshall County Museum	Town, Heartland Art Center & Argos Library	Medium

Goal 4: Attract high-quality, essential healthcare and wellness services that meet the community's needs.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Identify and recruit essential healthcare and wellness services not currently available in Argos by minimizing barriers to locating and operating in the community.	Ongoing	Town		Medium
Partner with Woodlawn Hospital to explore opportunities to attract specialty healthcare providers (doctors, specialists, technicians, and nurse practitioners) or other related healthcare facilities.	Ongoing	Woodlawn Hospital	Town	Medium

Goal 5: Encourage healthy, active lifestyles by providing access to recreational activities, educational, and community programs.				
Strategies	**Time Frame** Short term < 2 years Mid term 3-5 years Long term >5 years Ongoing	**Lead Entity**	**Supporting Partners**	**Priority Level**
Partner with Argos Community Schools to create shared-use agreements allowing adult and community recreation programs—such as open gyms, indoor walking, adult leagues, and fitness classes—in school facilities.	Short term	Argos Community Schools	Town Parks Department	Medium



B APPENDIX - COMMUNITY PROFILE

Understanding Argos today is essential to planning for its future. The Community Profile provides a snapshot of the demographic, housing, and economic conditions that shape daily life in Argos and influence the community's long-term opportunities and challenges. By examining trends in population, housing, employment, income, and other key indicators, the Town can better understand where it stands today and make informed decisions about where it wants to go in the future.

Argos is a close-knit small town in Marshall County defined by strong community pride, family-oriented neighborhoods, and an exceptional quality of life. With a population of approximately 1,800 residents and a relatively young median age, Argos is home to a vibrant mix of families, students, workers, and long-time residents who value safety, connection, and small-town living. Originally established in 1859, the community traces its roots to the early settlement of Marshall County and has maintained its rural character and strong sense of identity throughout generations of growth and change.

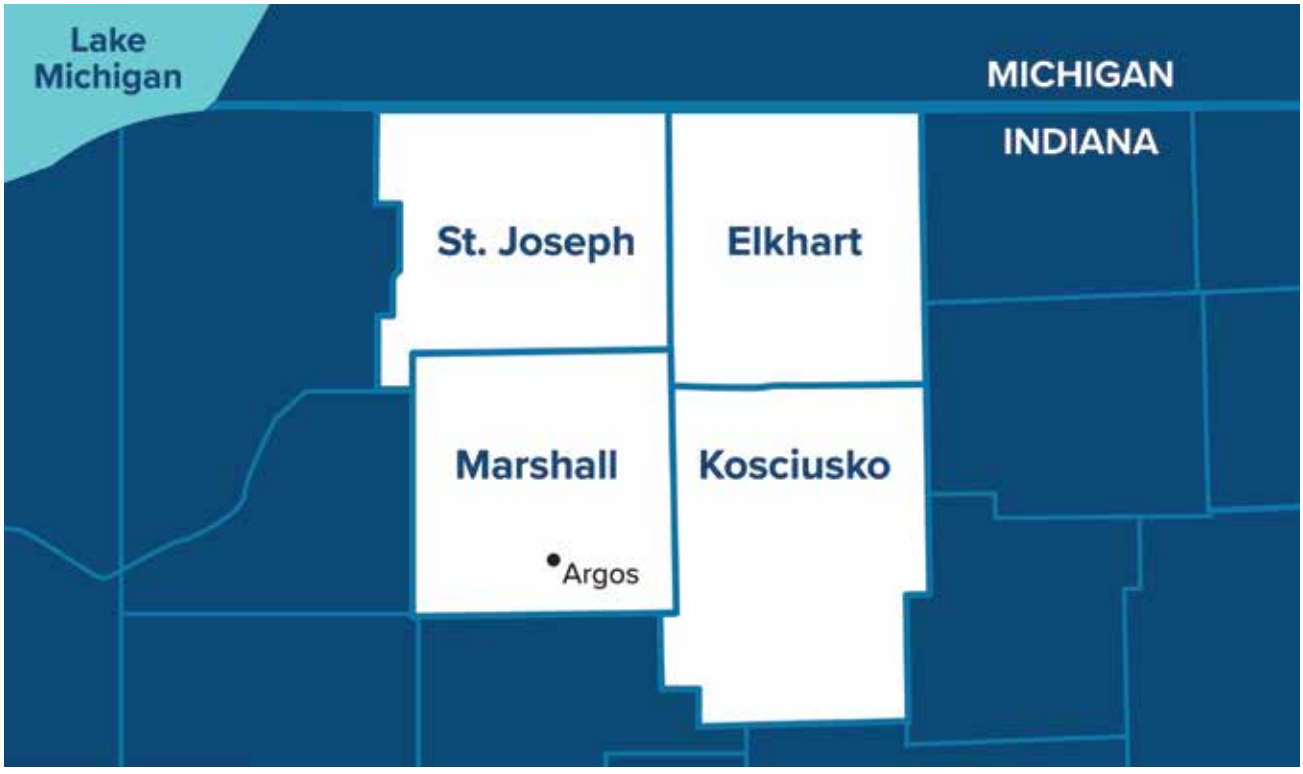
The community is anchored by Argos Community Schools, a single-campus K–12 school system recognized for academic excellence and close student-teacher relationships. Residents also benefit from locally owned and operated electric, water, and wastewater utilities, reliable broadband access, an extensive park system, and a variety of civic and community organizations that contribute to the town's high quality of life. Annual events such as the Summer Kickoff Festival, TGIF at Nickel Plate Square, and the Marshall County Fair further strengthen community connections and celebrate the traditions that make Argos unique.

Analyzing existing conditions helps identify community strengths, emerging needs, and potential barriers to future growth and investment. These trends provide important context for evaluating how Argos can preserve its small-town character while enhancing quality of life, supporting economic opportunity, and planning for future development.

The information presented in this profile was gathered from sources including the U.S. Census Bureau, Indiana Department of Local Government Finance, Indiana Department of Education, Bureau of Labor Statistics, and other state and local data sources. Together, these indicators establish a framework for understanding the community and helped inform the vision, core values, goals, and recommendations contained throughout the Argos 2040 Comprehensive Plan.

REGIONAL CONTEXT

Argos is located in northern Marshall County at the intersection of U.S. 31 and State Road 10, just south of U.S. 30. As one of Marshall County's small-town communities, Argos plays an important role in the region by offering a high quality of life, strong schools, local services, and a welcoming small-town atmosphere. Its strategic location provides residents and businesses with convenient access to regional transportation networks while allowing the community to maintain its rural character and close-knit identity.



Argos is well-positioned within the broader North Central Indiana economy, with direct access to major employment centers in Marshall, St. Joseph, Elkhart, and Fulton counties. The community benefits from its proximity to key transportation corridors, including U.S. 31, SR 10, and nearby U.S. 30, which support regional commuting patterns, freight movement, and economic activity. These connections allow Argos to participate in a diverse regional economy anchored by manufacturing, agriculture, logistics, healthcare, and education while continuing to provide the small-town lifestyle that residents value. As Argos plans for the future, its location within both Marshall County and the larger region presents opportunities to attract investment, support workforce growth, and strengthen connections to jobs, services, and amenities.



DEMOGRAPHIC TRENDS

Understanding demographic trends is essential to planning for Argos' future. Population characteristics, educational attainment, school enrollment, age distribution, and other demographic indicators help provide insight into the community's strengths, challenges, and opportunities. Together, these metrics illustrate how Argos has changed over time and help identify future needs related to housing, infrastructure, economic development, public services, and quality of life.

OCRA COMMUNITY VITALITY INDICATORS

The Indiana Office of Community and Rural Affairs (OCRA) identifies five Community Vitality Indicators that help rural communities evaluate their long-term health and sustainability. These indicators include Population Change, Educational Attainment, Public School Enrollment, Net Assessed Value, and Per Capita Income. Collectively, they provide a snapshot of a community's ability to attract and retain residents, support workforce development, maintain a strong tax base, and remain competitive within the broader region.

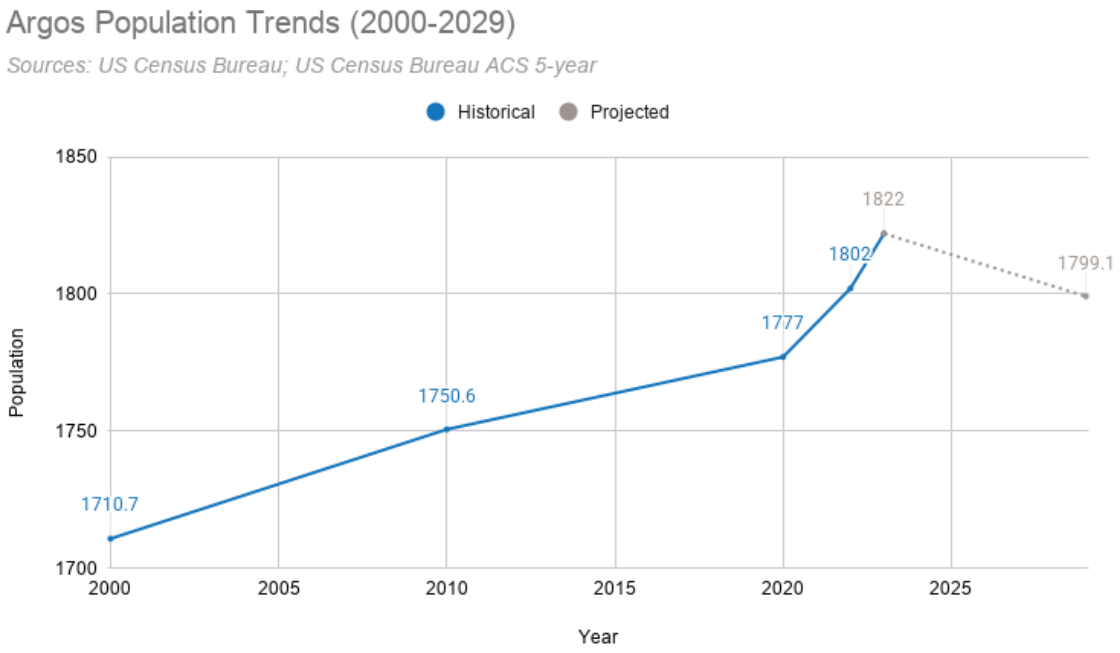
The following sections examine three of these indicators related to demographic conditions in Argos. Net Assessed Value and Per Capita Income are discussed later in the Economic Factors section of this profile.

Population Change

Population trends provide a useful indicator of a community's overall vitality and can help identify future needs for housing, infrastructure, and public services.

Between 2000 and 2010, Argos experienced a slight population decline, decreasing from 1,710 residents to 1,688 residents. This trend reversed during the following decade as the town grew by 5.3 percent, reaching a population of 1,777 residents in 2020. Growth has continued since the 2020 Census, with the American Community Survey estimating a population of 1,822 residents in 2023.

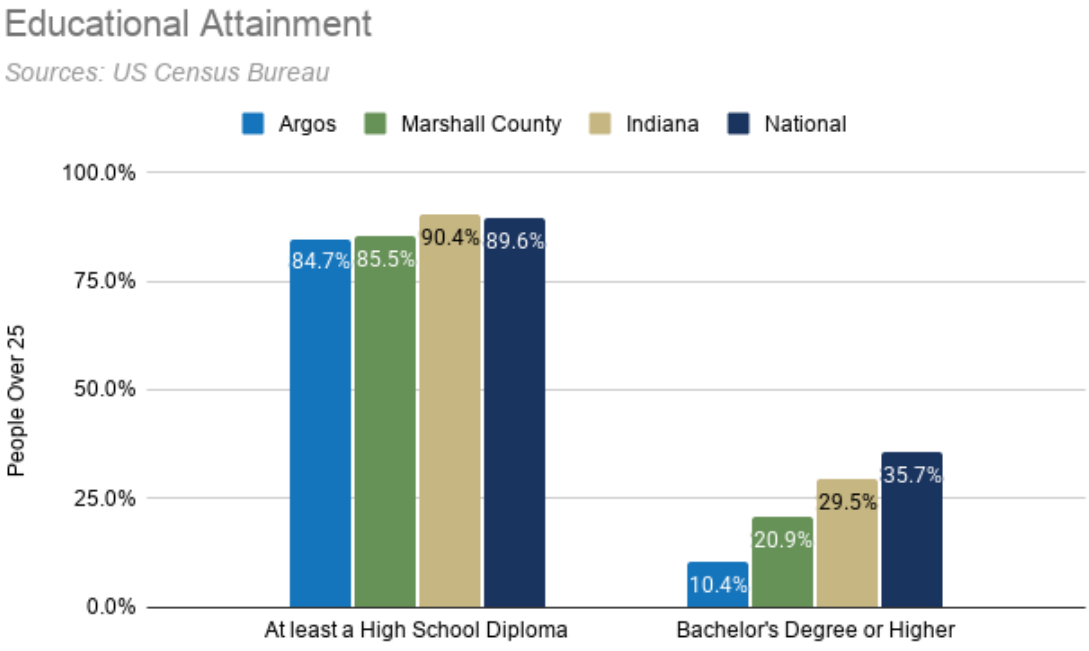
Overall, Argos has demonstrated stable population growth over the past decade. While growth has been modest, it suggests continued demand for housing and reinforces the importance of planning for future infrastructure, services, and community amenities.



Educational Attainment

Educational attainment is an important measure of workforce readiness and economic opportunity, and long-term community vitality.

While this remains slightly below the Indiana average (90.4 percent) and national average (89.6 percent), it exceeds the percentage of residents holding only a high school diploma in Marshall County (37.1 percent compared to 42.4 percent in Argos). Educational attainment levels have remained relatively stable over time, with the percentage of residents holding at least a high school diploma decreasing only slightly from 85.5 percent in 2010.



Argos has also experienced modest growth in residents obtaining higher levels of education. In 2023, 10.4 percent of residents age 25 and older held a bachelor's degree or higher, compared to 9.4 percent in 2010. While this figure remains below Marshall County (20.9 percent), Indiana (29.5 percent), and national (35.7 percent) averages, the increase demonstrates gradual progress and reflects opportunities to continue strengthening workforce development, career pathways, and lifelong learning opportunities. As industries and employers increasingly seek skilled workers, educational attainment will remain an important factor influencing Argos' economic competitiveness and future growth.

Public School Enrollment

Public school enrollment can provide insight into broader demographic trends and the presence of school-aged families within a community.

Enrollment at Argos Community Schools has remained relatively stable over the past several years, with overall growth occurring between 2020 and 2026. Student enrollment increased from 606 students in 2020 to 654 students in 2026, representing an increase of approximately 7.9 percent. While enrollment experienced a temporary decline in 2024, the district quickly rebounded and has returned to levels comparable to and exceeding those observed prior to the decline. This overall stability reflects Argos' ability to attract and retain families and supports the community's reputation as a desirable place to live and raise children.

Beyond enrollment figures, Argos Community Schools continues to invest in programs and facilities that support student success. The district's goals for the 2025-2026 school year include expanding classroom technology through student and teacher devices, enhancing building security, strengthening special education services, completing facility improvement projects, and supporting alternative education and career pathway opportunities for students. The district also demonstrates strong student engagement, with 75.8 percent of students maintaining at least a 94 percent attendance rate—well above the Indiana average of 64.6 percent.



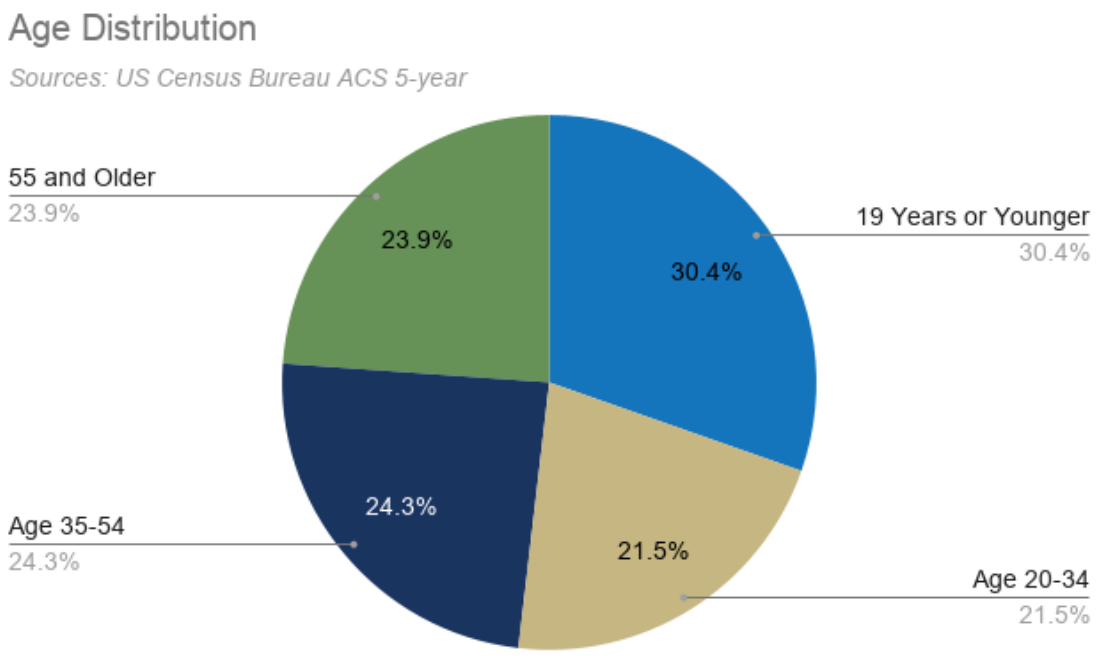
These efforts reinforce the school's role as a major community asset and contribute to Argos' ability to attract and retain families seeking a high-quality educational environment.

AGE DISTRIBUTION

Age distribution helps illustrate the composition of a community and can influence future housing, transportation, recreational, and service needs.

Argos maintains a relatively balanced age distribution. In 2023, approximately 30.4 percent of residents were 19 years of age or younger, while 21.5 percent were between the ages of 20 and 34. Residents between the ages of 35 and 54 accounted for 24.3 percent of the population, while adults age 55 and older represented 23.9 percent.

Since 2010, Argos has experienced growth among both younger residents and older adults. The population of residents age 19 and younger increased by 5.9 percent, while the population of adults age 55 and older increased by 15.6 percent. The growth in the 55 and older population suggests that residents are choosing to age in place, reflecting the community's stability, quality of life, and strong sense of place. During the same period, the median age decreased from 37 in 2010 to 34.1 in 2023, indicating a slightly younger overall population profile despite this growth. These trends suggest that Argos continues to support residents across multiple life stages while maintaining a balanced and relatively stable age distribution compared to many rural communities.



POPULATION PROJECTIONS

Population projections provide a useful planning tool for anticipating future needs related to housing, infrastructure, public services, and community amenities.

Argos experienced modest but consistent population growth between 2010 and 2023, increasing from 1,688 residents to an estimated 1,822 residents. Based on historical trends and available projections, the town's population is expected to remain relatively stable over the coming years. Current projections estimate Argos' population will reach approximately 1,799 residents by 2029.

While significant population growth is not anticipated, the projected stability of the community is an encouraging sign. Maintaining a stable population can help support local schools, businesses, public services, and housing demand while allowing the community to focus on enhancing quality of life, attracting new residents, and supporting sustainable growth opportunities.

HOUSEHOLD CHARACTERISTICS

Household characteristics provide insight into how residents live, the types of housing they may need, and the services and amenities that support daily life. Trends related to household size and composition can influence housing demand, neighborhood development patterns, and community planning priorities.

AVERAGE HOUSEHOLD SIZE & COMPOSITION

Household size and composition provide insight into how residents live, the types of housing they may need, and the community services that support daily life. In Argos, the average household size has gradually decreased over the past two decades, reflecting broader demographic trends occurring across Indiana and the nation. The average household size was 2.67 persons in 2000, increased slightly to 2.70 persons in 2010, and declined to 2.58 persons in 2023. This figure is generally consistent with state and national averages, indicating that household sizes in Argos remain typical of many small communities.

While households are becoming slightly smaller, Argos continues to maintain a strong family-oriented character. In 2023, approximately 73.8 percent of households were married-couple households, an increase from 62.8 percent in 2010. This percentage is slightly higher than state and national averages and generally consistent with Marshall County, highlighting the community's appeal to families and long-term residents. During the same period, single-male households increased modestly from 6.3 percent to 9.0 percent, while single-female households decreased from 21.0 percent to 17.2 percent.

Together, these trends suggest that Argos remains a community rooted in family households while also supporting a variety of household types. As the community plans for the future, maintaining a diverse range of housing options will help meet the needs of families, young adults, older residents, and individuals at different stages of life.

INCOME & ECONOMIC WELLBEING

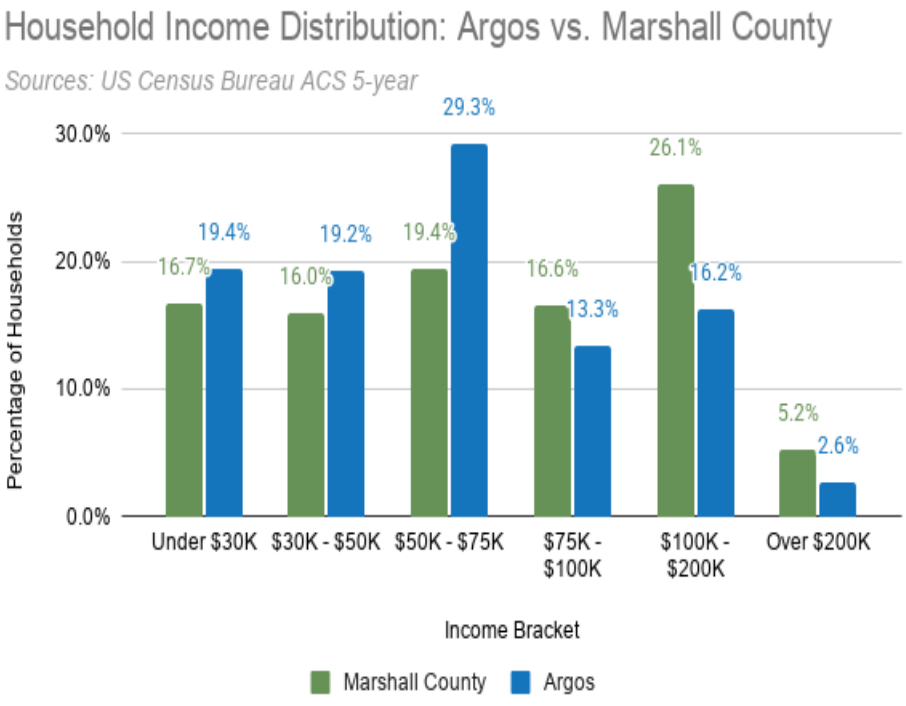
Household income and poverty indicators help illustrate the economic conditions experienced by residents and provide context for future planning efforts related to housing, workforce development, and community services.

Household income

Household income is an important indicator of a community's economic wellbeing and its ability to support housing, local businesses, and quality-of-life amenities. In Argos, the median household income increased from $43,837 in 2010 to $60,214 in 2023, representing an increase of approximately 37 percent over the past decade. While this growth is encouraging, Argos' median household income remains below Marshall County's median household income of $68,041, Indiana's median household income of $70,051, and the national median household income of $78,538.

Income distribution data indicates that most households in Argos fall within lower- and middle-income categories. In 2023, approximately 40.5 percent of households reported incomes below $50,000, while 45.3 percent reported incomes between $50,000 and $99,999. Together, these households represent most of Argos residents and underscore the importance of maintaining housing affordability, workforce opportunities, and pathways for economic mobility. The accompanying chart compares household income distributions in Argos to those of Marshall County, providing additional context on how local income levels align with the broader region.

Although household incomes have increased, poverty remains an important consideration for the community. In 2023, approximately 18.6 percent of Argos residents were living below the poverty level, compared to 10.8 percent in Marshall County. This difference of nearly eight percentage points suggests that economic challenges are somewhat more pronounced in Argos than in the surrounding region and highlights the importance of continued investment in economic opportunity, workforce development, and affordable housing.



COMMUNITY DIVERSITY & ACCESSIBILITY

A welcoming and inclusive community ensures that residents of all backgrounds and abilities can participate fully in community life. Understanding demographic diversity and accessibility needs helps inform future planning decisions and community investments.

Race and Ethnicity

Argos has historically been a predominantly White and non-Hispanic community. In 2023, approximately 94.1 percent of residents identified as White, while 2.6 percent identified as Hispanic or Latino, compared to 4.2 percent in 2010. Other racial and ethnic groups represent smaller shares of the population, reflecting limited but gradually evolving diversity over time. When compared to Marshall County, where approximately 11.4 percent of residents identify as Hispanic or Latino, Argos reflects a lower level of racial and ethnic diversity than the broader region.

Disability

In 2023, approximately 15.1 percent of Argos residents reported having a disability, compared to 11.9 percent in Marshall County. This higher-than-average rate underscores the importance of ensuring that community assets—including housing, transportation networks, parks, public facilities, and programs—are accessible to residents of all abilities.

HOUSING TRENDS

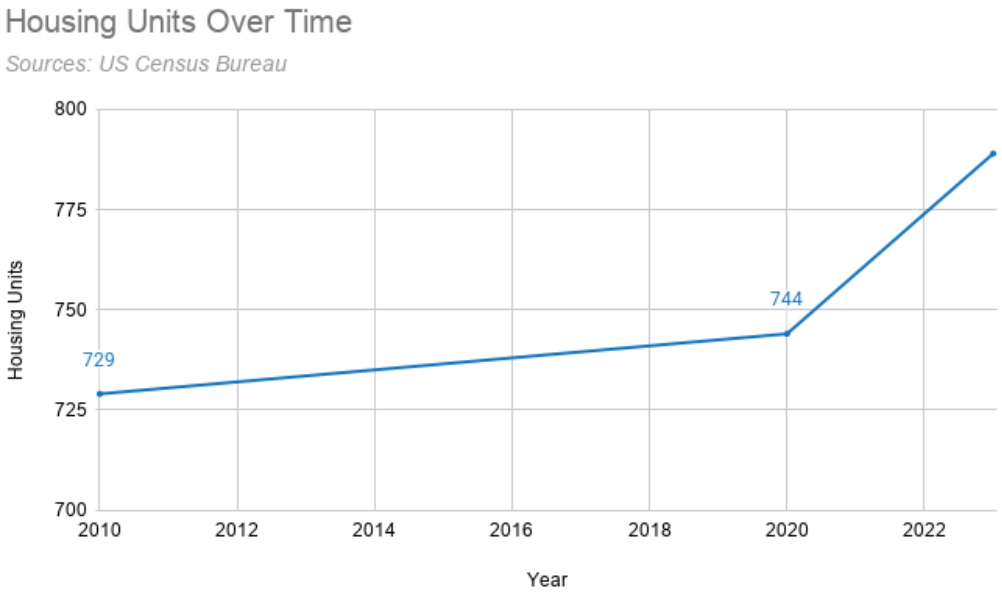
Housing trends help illustrate Argos' overall housing conditions and availability, providing important context for future planning efforts related to growth, housing choice, affordability, and long-term community stability. Understanding these patterns supports informed decisions about how the community can continue to meet the needs of current and future residents.

HOUSING OVERVIEW

Argos' housing stock has experienced steady but modest growth over the past decade, reflecting gradual development patterns consistent with a small-town community. The total number of housing units increased from 729 units in 2010 to 744 units in 2020 (a 2.1 percent increase), and further grew to 789 units in 2023 (a 6 percent increase from 2020). This continued growth indicates ongoing residential demand and incremental expansion within the community.

Overall, housing occupancy rates in Argos have remained relatively stable, with minor fluctuations that mirror broader county trends. These patterns

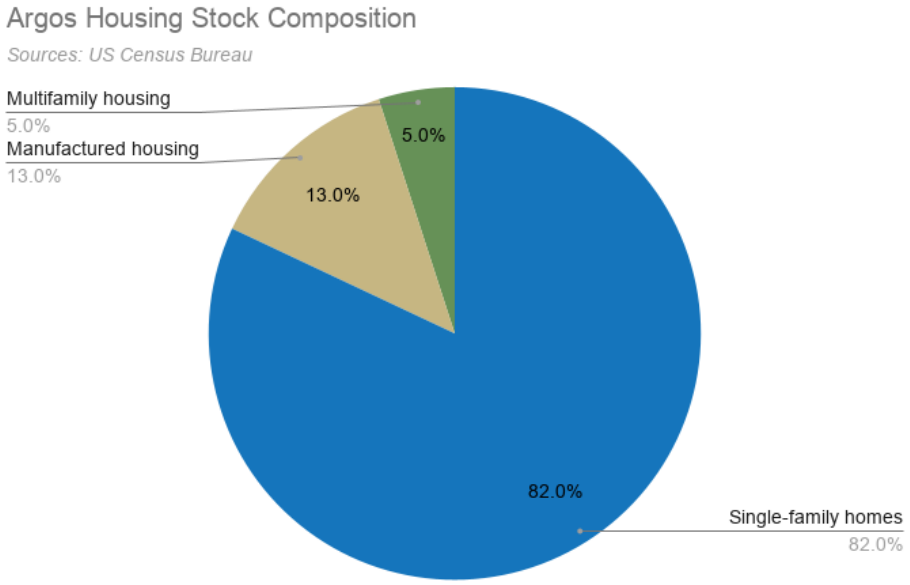
reflect a largely established housing base supported by gradual new development, reinvestment, and turnover within existing neighborhoods.



Housing Types

Argos' housing stock is primarily composed of single-family homes, which account for approximately 82 percent of all housing units. This is consistent with Marshall County as a whole, but notably higher than both the state and national averages, reflecting Argos' traditional small-town residential character and development pattern.

Manufactured housing represents the second largest housing type in the community at approximately 13 percent of total units. This is more than double the share found in Marshall County, Indiana, and the nation, highlighting the importance of this housing option within Argos' overall housing mix.



Multifamily housing makes up nearly 5 percent of the housing stock in Argos, a rate that is approximately half that of the county and significantly lower than both state and national levels. While limited in scale, this segment provides an important option for renters and smaller households.

Housing Tenure

Homeownership remains the predominant housing tenure in Argos. In 2023, approximately 69.1 percent of housing units were owner-occupied, while 30.9 percent were renter-occupied. Although owner-occupancy has declined slightly since 2010 (72.1 percent), it remains strong and is notably higher than both state and national averages.

Rental housing has correspondingly increased over time, reflecting broader regional and national trends toward greater housing flexibility. Within Marshall County, similar patterns are observed, reinforcing the idea that housing tenure shifts are occurring at a regional scale rather than being unique to Argos. Notably, housing availability in Argos reflects a relatively tight market, particularly on the rental side, where the vacancy rate is effectively 0 percent in 2023. In contrast, the homeowner vacancy rate is 5.8 percent, indicating that while ownership opportunities remain available, rental housing is significantly more constrained. Together, these trends suggest continued demand for a broader range of housing options to better balance supply across both ownership and rental markets.

Housing Age & Condition

The housing stock in Argos is generally older, with a median year built of approximately 1963–1964. This is slightly older than both Marshall County (1973) and the State of Indiana (1977), reflecting a more established residential base and fewer large-scale subdivision developments compared to surrounding areas.

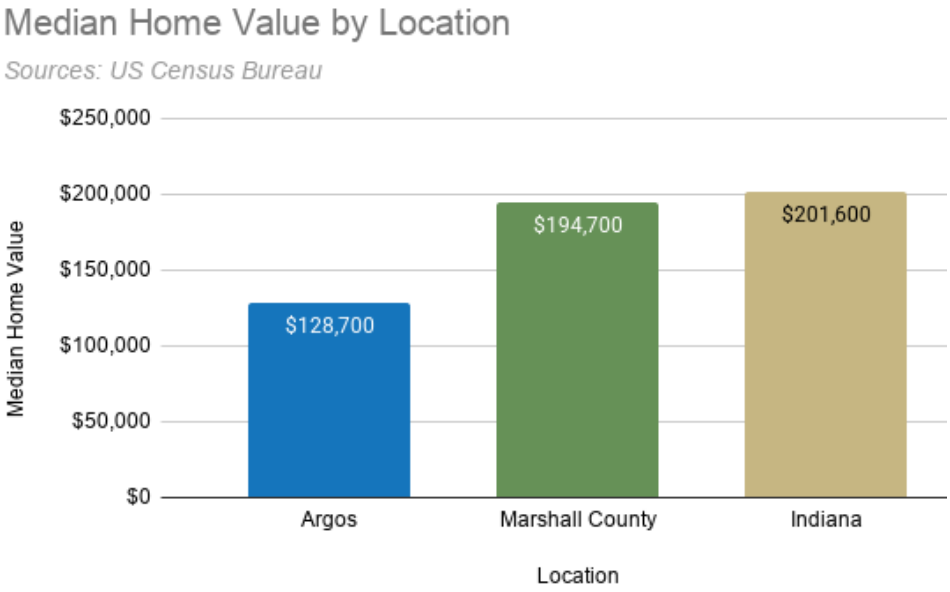
While older housing contributes to the community's established character, it also presents ongoing considerations related to maintenance, reinvestment, and long-term housing quality. At the same time, recent residential activity, including expansions at Colonial Estates and new developments such as Deerfield Meadows and infill lots near the school, signals renewed investment in the housing stock and the introduction of newer housing options into the community.

Residential Construction Activity

Residential development in Argos has occurred at a measured pace, with gradual increases in housing units over time. Growth from 2010 through 2023 reflects steady development activity rather than large-scale expansion, consistent with the town's size and available development capacity.
With the support of Argos Redevelopment and the Argos Community Development Corporation, residential opportunities are beginning to expand more intentionally. Existing developments such as Colonial Estates continue to grow, while new housing activity is emerging in key areas of the community. This includes approximately six residential lots planned near the school and the Deerfield Meadows subdivision on the south side of Argos, which will add 32 single-family homes across roughly 21 acres.

Together, these projects reflect a strengthening development pipeline and a renewed focus on expanding housing options in strategic locations. Collectively, they signal increasing momentum in residential development and a growing capacity to meet future housing demand in a coordinated and community-oriented manner.

Housing Affordability



Housing affordability in Argos remains relatively strong compared to broader regional trends, though pressures are emerging in alignment with rising home values and income disparities. The median home value in Argos is approximately $128,100 to $129,300 (2023–2024), which is lower than both Marshall County ($184,500–$204,900) and the State of Indiana ($201,600). This positions Argos as a comparatively more affordable housing market within the region.

Despite this relative affordability, approximately 13.9 percent of households are considered cost-burdened, meaning they spend 30 percent or more of their income on housing costs. While this rate is lower than Marshall County (approximately 20 percent), it still represents a meaningful share of households experiencing housing cost pressure.

The median household income in Argos ($60,214) remains below both county and state levels, highlighting the importance of maintaining a balance between housing costs and income growth to ensure long-term affordability and stability.

Future Housing Considerations

Looking ahead, several key housing considerations emerge for Argos. Continued focus on workforce housing will be important to support local employers and meet growing regional demand, particularly as new residential development opportunities begin to expand within the community.

As demographic trends shift, there will also be increased need for housing that supports aging in place, including accessible design and smaller-scale housing options that allow residents to remain in the community throughout different stages of life. Expanding overall housing diversity—across unit types, densities, and price points—will be essential to maintaining affordability and ensuring Argos remains accessible to a broad range of households.

Together, these considerations provide a framework for guiding future residential development in a way that aligns with community character while supporting long-term stability and growth.

ECONOMIC FACTORS

Argos' economy reflects a small but stable local labor market that is closely tied to broader regional employment trends within Marshall County and northern Indiana. While the community maintains a relatively compact employment base, it benefits from strong regional access, established local employers, and ongoing public and private investment that support long-term economic stability and growth.

ECONOMIC DEVELOPMENT INCENTIVES

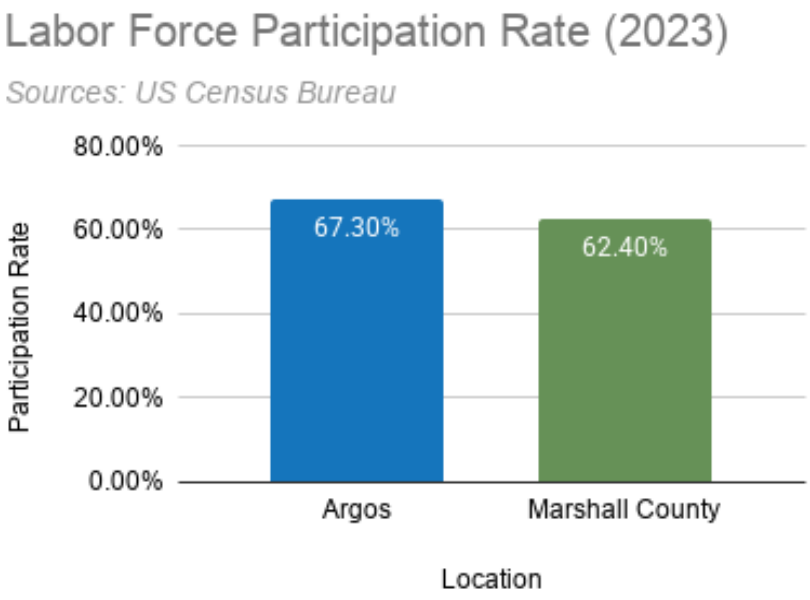
Economic development activity in and around Argos is supported by a range of local and regional incentive tools. The Marshall County Economic Development Corporation utilizes programs such as New Markets Tax Credits, Opportunity Zones, build-to-suit development options, Economic Development Revenue Bonds, and tax abatements for real and personal property to encourage private investment.

Locally, the Argos Redevelopment Commission administers three Tax Increment Finance (TIF) districts that support reinvestment in infrastructure and redevelopment. These districts collectively include a net assessed valuation of approximately $1,357,600 and generate roughly $619,280 in annual revenues. These funds are reinvested into targeted improvements that enhance site readiness, support redevelopment, and strengthen long-term economic competitiveness within designated areas of the community.

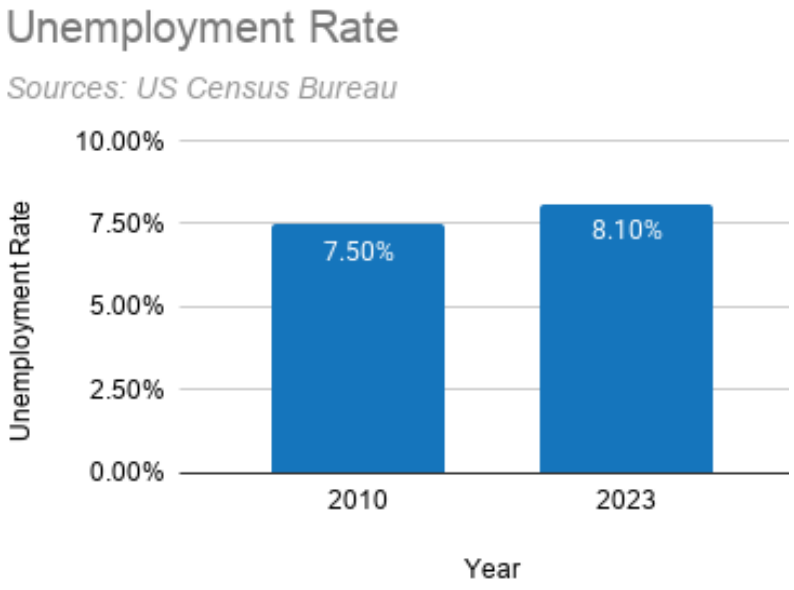
EMPLOYMENT TRENDS

Labor Force & Employment

Argos' labor force participation rate was 67.3 percent in 2023, higher than Marshall County's 62.4 percent, indicating strong workforce engagement among residents. The unemployment rate has remained relatively stable over time, increasing slightly from 7.5 percent in 2010 to 8.1 percent in 2023. While modest, this increase contrasts with lower countywide unemployment rates, reflecting differences in local employment access and commuting dynamics.



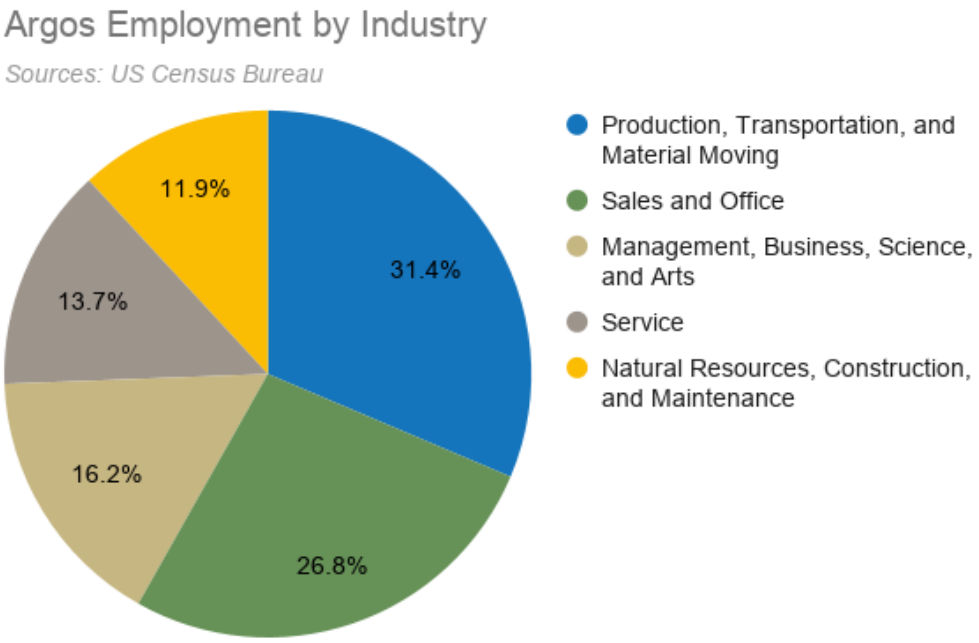
Overall, employment trends in Argos reflect a stable but evolving local economy, with workforce participation remaining strong even as residents continue to rely on broader regional job markets.



Major Industries

Argos' employment base is concentrated in production, service, and office-based occupations. In 2023, Production, Transportation, and Material Moving accounted for the largest share of employment at 28.8 percent, followed by Sales and Office at 24.6 percent, Management, Business, Science, and Arts at 14.9 percent, Service at 12.6 percent, and Natural Resources, Construction, and Maintenance at 10.9 percent.

At the occupation level, production and administrative support roles remain the largest employment categories, followed by sales occupations. Overall, this industry and occupation mix is consistent with Marshall County's broader employment trends, reflecting a regional economy grounded in manufacturing and production while also supporting service and office-based employment sectors.



Commuting Patterns

Commuting patterns indicate that Argos functions as both a residential community and a participant in the broader regional labor market. In 2023, the average commute time for residents was 22.2 minutes. Approximately 70.1

percent of workers commute 24 minutes or less, while 29.9 percent travel 25 minutes or more.

Most residents commute by driving alone (81.8 percent), followed by carpooling (8.5 percent). Smaller shares of residents walk (3.9 percent), bicycle (2.8 percent), or work from home (2.5 percent). Very limited shares use other transportation modes.

These patterns reflect strong regional connectivity, with residents relying heavily on automobile access to reach employment centers throughout Marshall County and surrounding areas.

Economic Development Assets

Argos benefits from a range of physical and infrastructure assets that support its economic development potential. The community's location provides direct access to major regional corridors, including U.S. 31, State Road 10, and U.S. 30, offering strong connectivity to nearby employment centers and regional markets.

The presence of rail access and proximity to regional freight and logistics networks further strengthens the town's suitability for industrial and employment-focused development. In addition, locally owned utilities—including electric, water, and wastewater services—provide reliable infrastructure capacity and flexibility for future growth.

These assets are supported by a stable local workforce and strong regional labor pool connections, positioning Argos to accommodate a range of future employment and investment opportunities.

OCRA COMMUNITY VITALITY INDICATORS

Net Assessed Valuation

Argos' Net Assessed Valuation was $57,779,869 in 2025, reflecting a 37.02 percent increase since 2021. This steady growth indicates continued investment and development activity within the community. Argos represents approximately 1.5 percent of Marshall County's total assessed valuation of $3.73 billion.

Per Capita Income

Per capita income in Argos has increased from $19,334 in 2010 to $24,776 in 2023, representing a 28.1 percent increase. During the same period, median household income rose from $43,837 to $60,214, a 37.4 percent increase. These trends indicate gradual but steady income growth, reflecting broader improvements in local and regional economic conditions.

KEY FINDINGS & PLANNING IMPLICATIONS

The Community Profile, Housing Profile, and Economic Profile together provide a data-driven snapshot of Argos' current conditions and long-term trends. Several clear themes emerge that help frame future planning priorities.

First, Argos is a stable but gradually growing community with modest population increases since 2010 and a relatively young median age that has remained consistent over time. While overall growth has been incremental, recent housing activity and steady residential development signal renewed momentum. At the same time, demographic shifts—particularly growth in older age cohorts—suggest increasing demand for housing, services, and infrastructure that support aging in place alongside continued attraction of younger households.

Second, housing conditions reflect both strength and constraint. The community maintains a strong single-family housing base, but also a higher-than-average share of manufactured housing and a limited supply of multifamily units. Housing growth has been steady but modest, with new subdivisions and infill development indicating a strengthening pipeline. However, tight rental market conditions—paired with very low vacancy rates—suggest ongoing unmet demand for rental and workforce housing options. The relatively older housing stock further highlights the importance of reinvestment and rehabilitation alongside new construction.

Third, Argos' economy is closely tied to regional systems. The labor force remains strong and engaged, though unemployment levels are higher than the county average and many residents commute to jobs outside the community. Employment is concentrated in production and manufacturing-related sectors, consistent with broader county trends. Economic development incentives and TIF districts provide important tools for reinvestment, while steady increases in assessed value and income levels indicate gradual economic strengthening.

Finally, Argos benefits from a strong foundation of community assets—including schools, utilities, parks, and broadband access—that support quality of life and future growth. However, the data also points to key planning considerations: expanding housing diversity, strengthening local employment opportunities, improving connectivity and infrastructure, and ensuring that future growth aligns with community character.

Together, these findings underscore a central planning theme: Argos is well-positioned for thoughtful, managed growth that builds on its strengths while addressing targeted gaps in housing choice, economic opportunity, and long-term community resilience.



C

APPENDIX - PUBLIC ENGAGEMENT

Community engagement was a foundational component of the Argos 2040 Comprehensive Plan. Throughout the planning process, residents, students, business owners, community organizations, elected officials, and other stakeholders were provided multiple opportunities to share their perspectives on the future of Argos. This input helped ensure that the Comprehensive Plan reflects the community's priorities, values, and aspirations while providing a framework to guide future decision-making and investment.

The engagement process was structured around key milestones aligned with plan development and supported by the Argos 2040 Engage Page, which served as a central hub for project information, updates, and participation opportunities. The first phase of engagement occurred between spring and fall 2025 and focused on understanding community strengths, challenges, and long-term aspirations. During this phase, residents and visitors participated in the Envision Survey and the Argos BIG IDEA activity, which invited participants to share their ideas for what Argos should look like and become by 2040. Students from Argos Elementary School and Argos Junior-Senior High School also contributed by sharing their own visions and ideas for the future of their community.

A second phase of engagement occurred in fall 2025 and included stakeholder interviews and a Focus Group Workshop involving community leaders, stakeholders, and local partners. These targeted engagement activities provided detailed insight into community needs, opportunities, and priorities while helping identify the goals, strategies, and implementation actions necessary to achieve the community's long-term vision. Feedback gathered during this phase directly informed the development of the Comprehensive Plan's Action Program.

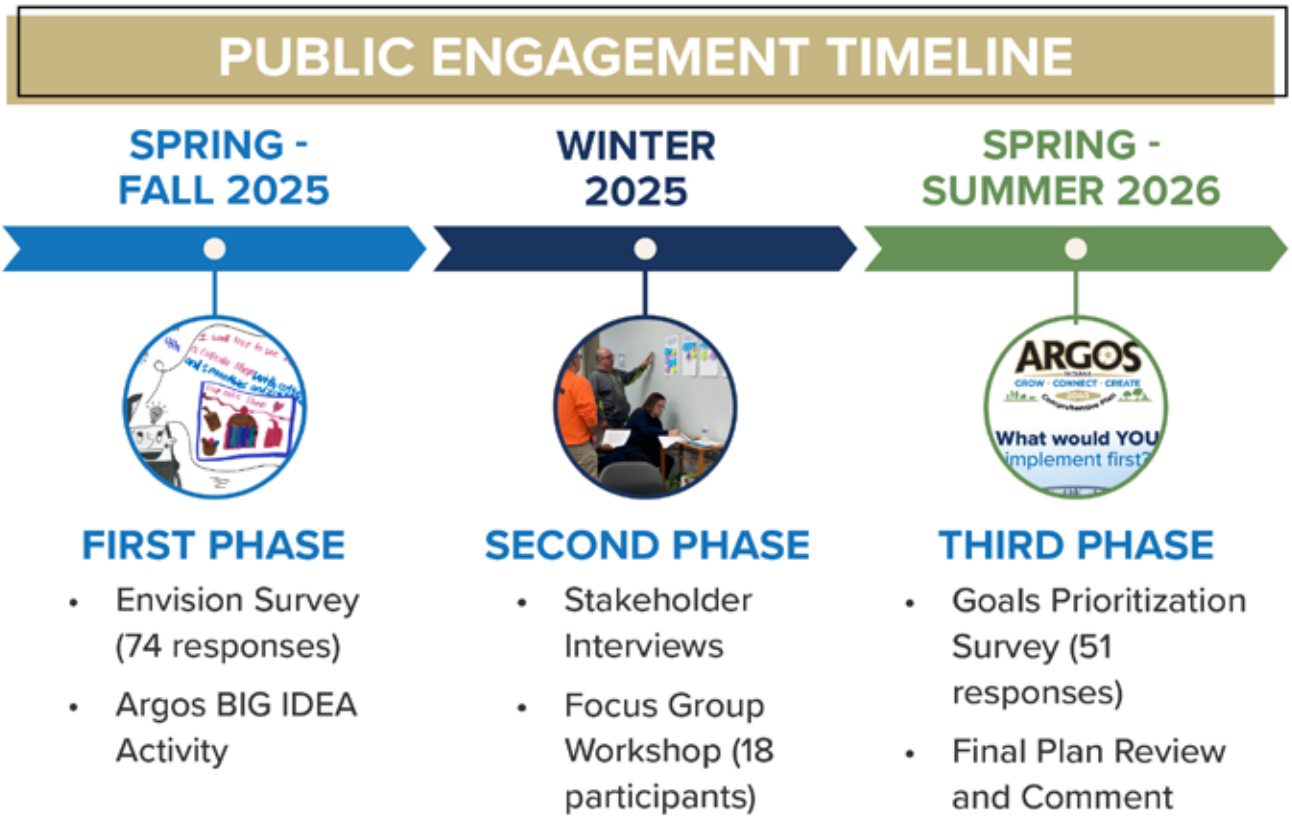
The final phase of engagement occurred between spring and summer 2026 and included both a Goals Prioritization Survey and a public review period for the draft Argos 2040 Comprehensive Plan. Residents and stakeholders were asked to

evaluate and prioritize goals and action strategies identified through earlier phases of engagement. The results of the Goals Prioritization Survey were used to establish the Priority Action Program, which identifies key actions for implementation during the first three years following plan adoption.

Following completion of the draft Comprehensive Plan, the document was made available for public review and comment prior to formal adoption. This final step provided an opportunity for the community to confirm that the Plan accurately reflected input received throughout the planning process, identify any remaining refinements, and provide feedback before adoption. The review period served as an important final step in ensuring transparency, accountability, and continued community ownership of the Plan.

In total, the engagement process included 74 responses to the Envision Survey, 215 participants in the Argos BIG IDEA activity, stakeholder interviews with community leaders and local institutions, 18 participants in the Focus Group Workshop, and 51 responses to the Goals Prioritization Survey. Collectively, these engagement efforts helped shape the Vision Statement, Core Values, Goals, Future Character Areas, Action Program, and implementation priorities contained within the Argos 2040 Comprehensive Plan.

The graphic below provides an overview of the engagement timeline and participation opportunities offered throughout development of the Plan. The sections that follow document each engagement activity, summarize key findings, and demonstrate how community input influenced the recommendations and priorities contained in the Argos 2040 Comprehensive Plan.



First Phase of Public Engagement (Spring 2025 – Fall 2025)

ENVISION SURVEY & ARGOS BIG IDEA ACTIVITY

Envision Survey

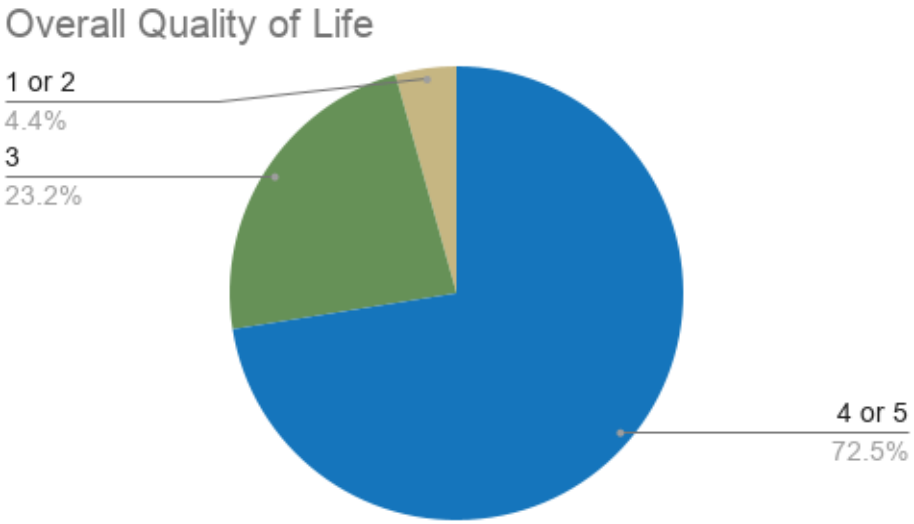
Survey Overview

The Envision Survey was conducted during Spring–Fall 2025 and received 74 responses from residents and stakeholders. The survey was designed to capture community perceptions of Argos today and identify priorities for its future by asking respondents to evaluate key strengths, challenges, and quality-of-life conditions, as well as to rank priorities across major planning topic areas including quality of place, economic development, parks and recreation, infrastructure and public services, and transportation. Respondents were also asked open-ended questions about what they value most about Argos, how they would describe the community today, and what they envision for its future in 2040.

Collectively, the survey established early priorities that helped guide the development of the Argos 2040 Comprehensive Plan by identifying the community's most important issues, opportunities, and desired future investments. Together, these responses helped frame how residents define Argos today while also shaping the direction for how the community should evolve by 2040.

Overall Quality of Life

Overall, responses reflect a generally positive perception of quality of life in Argos. A combined 72.46 percent of





Envision Survey Topics Included:

- Community strengths and assets
- Key concerns and challenges
- Quality of life rating
- Open-ended community values
- Vision for Argos in 2040 (one word + BIG IDEA)
- Prioritization of:
  - Quality of place
  - Economic development
  - Parks and recreation
  - Infrastructure & public services
  - Transportation
- Optional demographic questions

respondents rated quality of life as a 4 or 5 out of 5, while 23.19 percent selected a neutral rating of 3. Only a small share of respondents rated quality of life below average, indicating broad satisfaction with life in the community.

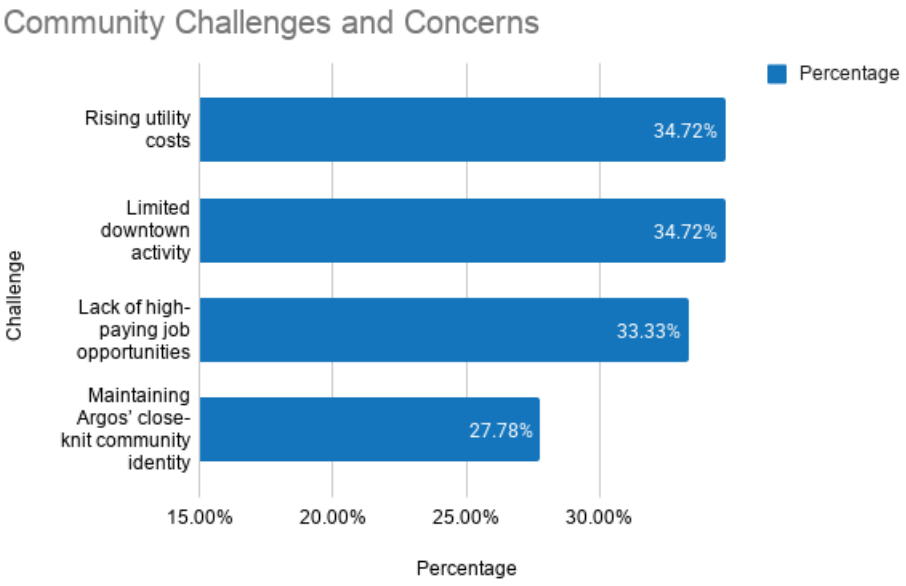
Community Strengths and Positive Attributes

Respondents consistently identified parks and recreational opportunities (63.89 percent), small-town character and close-knit community feel (52.78 percent), and high-quality schools (50 percent) as Argos' strongest assets. Open-ended responses reinforced these themes, highlighting community connectedness, safety, public services, local events, and proximity to larger regional destinations.



Community Challenges and Concerns

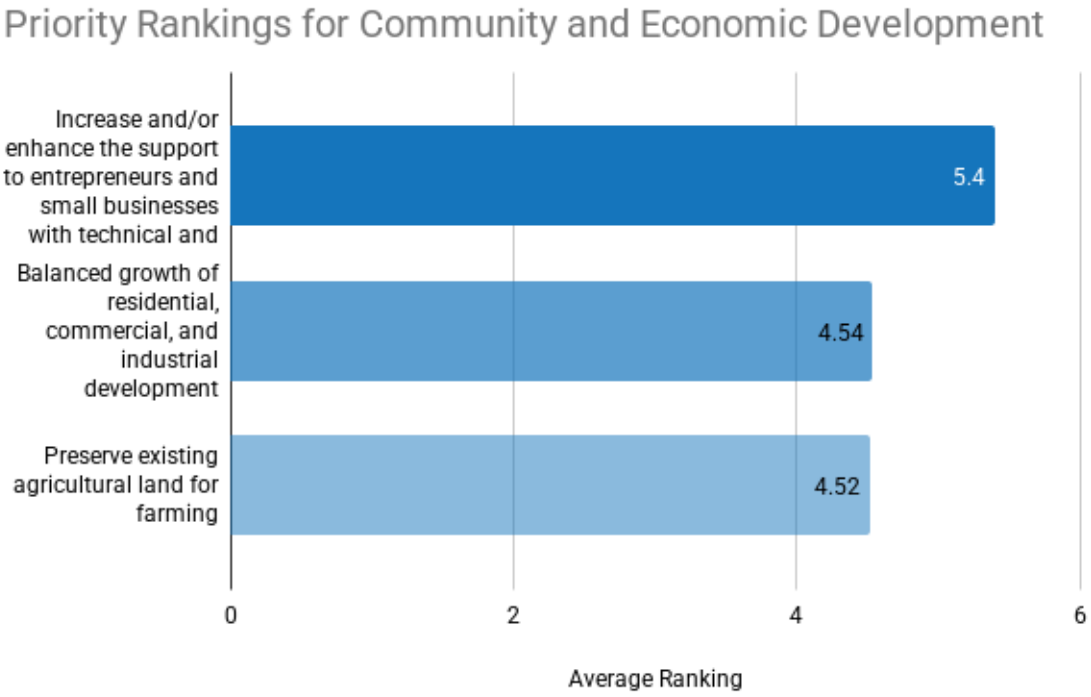
Key concerns reflect both local conditions and broader regional pressures. The most frequently cited challenges included rising utility costs (34.72 percent) and limited downtown activity (34.72 percent), followed closely by a lack of high-paying job opportunities (33.33 percent). Concerns about maintaining Argos' close-knit community identity (27.78 percent) further underscore the importance of balancing growth with preservation of character.



Community Priorities for the Future

Quality-of-place priorities emphasized strengthening downtown vitality and local commerce, with increasing small-scale and local retail ranking as the top priority (64.29 percent ranking it first). Additional priorities included supporting downtown revitalization, enhancing community events, improving roadway corridors as destination spaces, strengthening community gateways, and expanding public art and cultural amenities.

From an economic development perspective, respondents prioritized small business support, balanced residential and commercial growth, and expanded workforce housing and training opportunities.



Parks, recreation, and connectivity-related priorities highlighted continued investment in walkability and trail connections, with respondents prioritizing educational programming, expanded trail systems, and improved pedestrian and bicycle connectivity to key destinations.

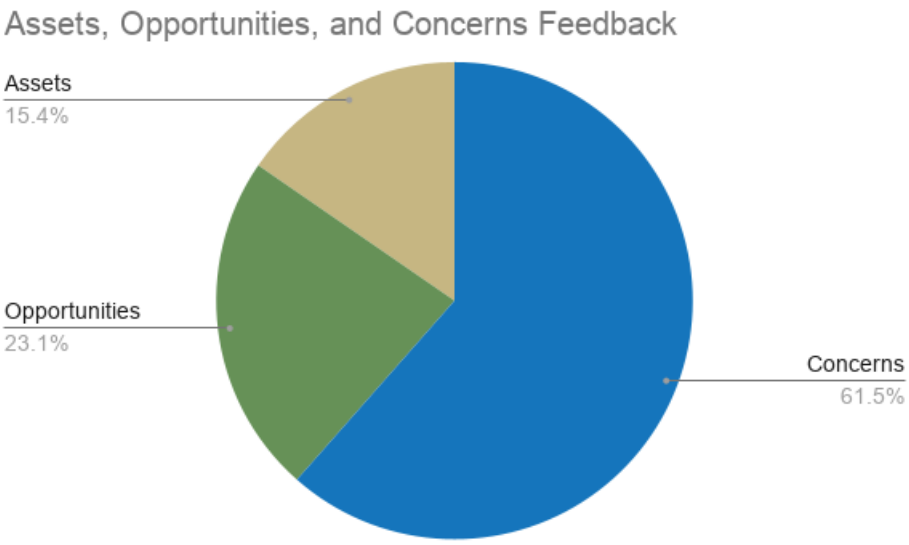
Infrastructure and service-related responses underscored continued importance of strong schools, reliable utilities, public safety services, and improved broadband access, while transportation priorities emphasized road maintenance, sidewalk connectivity, and improved safety at key intersections.

Community Visioning Insights

When asked to describe Argos in 2040 in one word, common responses included “growing,” “thriving,” “home,” and “revitalized,” reflecting optimism for the future while maintaining strong community identity.



Responses from the community-identified assets, opportunities, and concerns further reinforced these themes, with concerns representing most of the input (61.5 percent), followed by opportunities (23.1 percent) and assets (15.4 percent). Key assets included the public library and community park, while opportunities centered on downtown revitalization, increased use of existing facilities, and improved event programming. Concerns primarily focused on downtown conditions, infrastructure maintenance, traffic circulation near the school, and upkeep of public spaces such as parks and the cemetery.



Planning Influence

Collectively, the Envision Survey results provided a foundational understanding of community priorities and perceptions. These findings directly informed the development of the Vision Statement and Core Values by reinforcing key themes such as small-town identity, strong community connections, quality schools, and access to parks and recreation. The results also helped identify early tensions between growth, infrastructure capacity, and preservation of community character, shaping the overall direction of the Argos 2040 Comprehensive Plan.

Argos BIG IDEA Activity

Activity Overview

The Argos BIG IDEA Activity served as a companion engagement effort to the Envision Survey and invited residents, visitors, and students to share their ideas for what Argos should become by 2040. Participants were asked a simple but forward-looking question: **“What is your BIG IDEA for Argos in 2040?”** The activity was designed to encourage creative thinking and capture aspirations that may not emerge through traditional survey questions.

A total of 215 individuals participated in the BIG IDEA activity, including 29 residents, 34 Argos Junior-Senior High School students, and 152 Argos Elementary School students. Student participation was intentionally incorporated into the planning process because today’s students will become the future residents, workforce, community leaders, and families of Argos. Their ideas provided valuable insight into how younger generations envision the future of the community and what amenities, opportunities, and experiences they hope Argos will offer in the coming decades.



BIG IDEA Frames

215 Participants

- **29** Residents
- **34** High School Students
- **152** Elementary Students

Examples of completed BIG IDEA frames can be found on Page 14 of the Comprehensive Plan.

Community BIG IDEAS

While individual responses varied widely, several recurring themes emerged across residents, elementary students, and high school students. Collectively, participants envisioned an Argos that offers additional amenities, recreational opportunities, housing choices, and local businesses while maintaining the strong sense of community that exists today.

Resident responses were particularly focused on expanding retail and dining opportunities and enhancing recreational amenities. These two themes generated the greatest amount of interest and community support, reflecting a desire for additional local conveniences, community gathering spaces, and activities that improve quality of life. Housing diversity, economic development, infrastructure improvements, and preservation of community character also emerged as recurring topics. Student responses similarly emphasized recreation, entertainment, community gathering spaces, parks, and amenities that would make Argos an attractive place to live, learn, work, and play in the future.

Key Themes

Recreation, Parks, and Community Gathering Spaces

The strongest theme across all participant groups was the desire for additional recreational amenities and community gathering spaces. Frequently suggested ideas included swimming pools, waterparks, dog parks, sports fields, walking trails, skate parks, community gardens, teen-centered gathering spaces, and enhanced park facilities. Elementary and high school students overwhelmingly identified recreation and outdoor activities as priorities, while residents also expressed support for new amenities that would improve quality of life and create destinations for residents and visitors alike.

Local Businesses, Retail, and Dining Opportunities

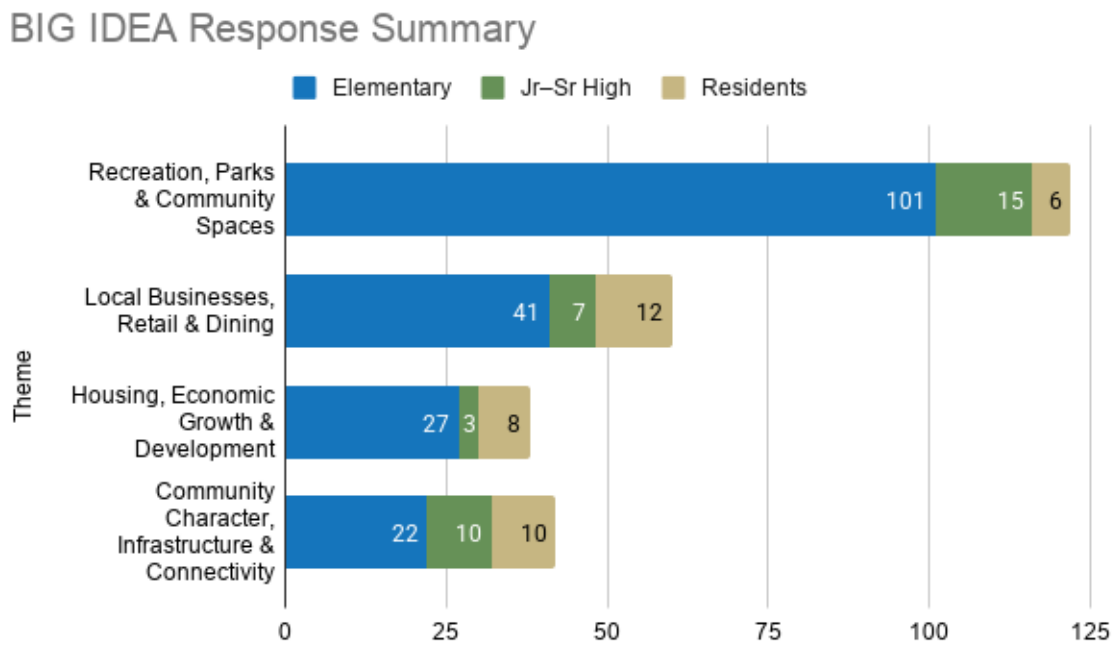
Residents expressed strong interest in attracting additional retail, dining, and service businesses to Argos. Grocery stores, restaurants, coffee shops, hardware stores, and other everyday commercial services were among the most frequently identified ideas. Students similarly expressed a desire for additional shopping, dining, and entertainment options. Together, these responses indicate a community interest in strengthening local commerce, increasing convenience, and reducing the need to travel to neighboring communities for goods, services, and recreation.

Housing, Economic Growth, and Community Development

Housing emerged as another important theme, particularly among resident participants. Several responses highlighted the need for additional apartments, multifamily housing, and attainable housing options to support young adults, families, and older residents. Participants also identified opportunities to strengthen the local economy through business attraction, entrepreneurship, workforce development, and expanded employment opportunities. These responses reflect a desire for thoughtful growth that supports both residents and the local economy.

Community Character, Infrastructure, and Connectivity

Participants also emphasized the importance of maintaining Argos' small-town character while investing in improvements that enhance daily life. Suggestions included sidewalk and bicycle improvements, roadway and safety enhancements, beautification efforts, community gathering spaces, and preserving the qualities that make Argos unique. Several residents specifically noted the importance of balancing future growth with community character, reinforcing a desire for intentional and well-managed development.



Planning Influence

The BIG IDEA Activity provided a unique opportunity to capture community aspirations in a creative and open-ended format. While the Envision Survey identified existing strengths, challenges, and priorities, the BIG IDEA Activity encouraged participants to think about what Argos could become by 2040. The responses reinforced many of the themes identified throughout the broader engagement process, including housing opportunities, business and downtown development, expanded recreational amenities, improved connectivity, and preservation of community character. The activity also elevated the perspectives of Argos youth, ensuring that the Plan reflects both current community priorities and the aspirations of future generations. Collectively, these ideas helped inform the Vision Statement, Core Values, Goals, and future investments identified throughout the Argos 2040 Comprehensive Plan.

Second Phase of Engagement (Summer – Fall 2025)

STAKEHOLDER INTERVIEWS & FOCUS GROUP WORKSHOP

Stakeholder Interviews & Partner Input

Purpose

Stakeholder interviews were conducted during the summer and fall of 2025 to gather targeted input from community leaders, service providers, and local institutions. While formal interviews served as a core engagement tool, additional informal conversations and coordination with local partners and related planning efforts also contributed to this phase of engagement.

Unlike broader public engagement activities, these discussions provided in-depth insight into community facilities, public services, infrastructure, land use, housing, and parks and recreation, particularly in areas requiring technical expertise or operational knowledge. This format helped surface strengths, challenges, emerging needs, and opportunities that may not have been fully captured through community-wide surveys and workshops alone.

Participants represented key community functions including public safety, infrastructure, land use and development, housing, parks and recreation, and community services.

Participants

Stakeholder	Organization / Topic Area
Mark Dean	Fire Department & EMS
Rod Rudd	Police Department
Lucas Carter	Argos Public Library
Jamie Lindstrom	Streets, Sidewalks, and Utilities Infrastructure
Ray Bouchard	Zoning Officer
Mark VanDerWeele	Director of Development

FIRE DEPARTMENT & EMS
Key Takeaways

- The Argos Fire Department operates as a combination department with both full-time and volunteer personnel, serving approximately 60 square miles and providing mutual aid to neighboring communities.
- The Department maintains one fire station, two ambulances, seven fire apparatus, and a command vehicle.
- Emergency response times average approximately five minutes, meeting the National Fire Protection Association (NFPA) response standard.
- The Department provides fire suppression, emergency medical services, search and rescue operations, mutual aid assistance, and fire prevention education programs within Argos Community Schools.
- Stakeholders indicated that the community's water system provides sufficient capacity to support fire suppression needs.
- The primary challenge identified was recruiting and retaining personnel, particularly volunteers, to ensure adequate staffing levels and long-term operational sustainability.
- Additional recruitment incentives and workforce development efforts were identified as potential opportunities to strengthen emergency response capacity in the future.

POLICE DEPARTMENT
Key Takeaways

- The Argos Police Department provides law enforcement services within the Town and portions of the surrounding area through mutual aid partnerships when needed.
- The Department is staffed by four full-time officers and eight part-time officers operating from its facility on Walnut Street.
- Average emergency response times are approximately three minutes, supported through dispatch services provided by Marshall County.

- Stakeholders noted strong working relationships with residents and described the community as highly supportive of local law enforcement efforts.
- The Department utilizes social media and community communication channels to keep residents informed and engaged.
- Unlike many communities, police leadership indicated relatively few operational concerns due to positive community relationships and effective budget management.
- Continued support for public safety services and maintaining community trust were identified as important priorities moving forward.

ARGOS PUBLIC LIBRARY
Key Takeaways



- The Argos Public Library serves residents within Green and Walnut Townships and functions as an important educational, technological, and community resource.
- Library services include traditional collections, digital resources, internet access, technology assistance, printing and copying services, meeting space, and educational programming for all ages.
- The library maintains approximately 17,000–18,000 physical materials and provides access to additional digital resources through online platforms.
- Stakeholders emphasized the library's role as one of the community's primary gathering spaces and one of the few places offering regular youth-focused activities and programming.
- Strong partnerships exist between the library, schools, and public safety departments to support community programming and outreach efforts.
- The primary challenges identified were the need for additional space and funding to continue expanding services and meeting community demand.
- Continued investment in library facilities and programming was identified as important to maintaining quality-of-life amenities for residents.

STREETS AND TRANSPORTATION
Key Takeaways

- The Town utilizes its PASER Asset Management Plan and Community Crossings Matching Grant (CCMG) funding to prioritize roadway improvements and maintenance activities.
- Argos has successfully secured significant CCMG funding over multiple years, allowing the Town to invest in roadway infrastructure and accessibility improvements.

- A new roadway, Sequel Drive, is currently under development to support future growth and development opportunities.
- Sidewalk improvements are funded through a combination of local investment and CCMG resources, with a new 50/50 sidewalk cost-share program established in 2025 to assist property owners with sidewalk repairs.
- ADA accessibility improvements are incorporated into transportation projects and guided by the Town's ADA Transition Plan.
- Stakeholders identified expanding eligibility for funding programs to support new sidewalk construction as a key opportunity for improving connectivity throughout the community.
- Continued investment in roads, sidewalks, drainage infrastructure, and pedestrian accessibility will remain important as the community grows.

HOUSING AND LAND USE

Key Takeaways

- The Town's Zoning Ordinance was comprehensively updated in 2021 and generally aligns with the vision of the 2016 Comprehensive Plan. The ordinance includes tools such as Planned Unit Developments (PUDs), site plan review, agricultural zoning protections, environmental standards, and multiple residential zoning districts.
- Housing was identified as one of Argos' most significant long-term opportunities and challenges. Community leaders noted a need for additional housing options, particularly move-in-ready homes, multi-family housing, and rental units that serve a variety of ages and income levels.
- Property maintenance and code enforcement are administered through local ordinances and zoning enforcement procedures, with violations typically addressed through notices, opportunities for correction, and legal action when necessary.
- The Town currently has one senior housing development, Garden Court Apartments, which provides age- and income-restricted housing opportunities.
- Development regulations require public infrastructure and stormwater considerations as part of the development review process. It is noted that future ordinance updates may be appropriate to support housing flexibility, infill development, redevelopment, and long-term economic development goals.
- While no residential developments have received final approval, the Town is actively working with developers on potential subdivision projects and anticipates future growth opportunities.



- Looking ahead, key challenges include expanding housing supply, balancing residential and commercial growth, maintaining infrastructure, and preserving Argos' small-town character. Opportunities include residential growth, downtown revitalization, redevelopment, industrial expansion, future annexation to accommodate development demand, and periodically evaluating the Zoning Ordinance to ensure it continues to support and implement the community's long-term vision.

PARKS & RECREATION

Reference: Argos Five-Year Parks and Recreation Master Plan (2026–2031)

- The Park Board serves as the primary governing body for the parks system, responsible for establishing policy direction, guiding long-term priorities in coordination with the Town Council, and overseeing financial stewardship through annual budgets and reports that outline operational needs, maintenance requirements, and capital priorities.
- Funding is primarily supported through local general funds, with limited supplemental revenue sources and reduced external funding resulting in increased reliance on phased local investment strategies.
- The Town operates and maintains its parks through internal coordination, routine maintenance schedules, and contractor support as needed, with several facilities experiencing ongoing needs related to aging infrastructure and modernization.
- The system includes a range of amenities across parks, with recent investments improving ADA accessibility and site conditions in select locations, while older parks continue to present ongoing maintenance and upgrade needs.



- The Parks Master Plan is being updated concurrently with the Argos 2040 Comprehensive Plan to ensure alignment between long-range community goals and implementation priorities for the park system.
- Future priorities emphasize improved pedestrian and trail connectivity between parks, neighborhoods, schools, and downtown; ADA accessibility upgrades; and targeted enhancements that improve usability, safety, and overall system cohesion.
- Parks and recreational amenities are widely recognized as a key community asset supporting recreation, youth programming, informal gathering, and overall community identity, with existing facilities providing a foundation for expanded programming such as environmental education, wellness activities, and multi-generational events serving a broad range of users.
- Key system-wide challenges include aging infrastructure, gaps in pedestrian and trail connectivity, and ongoing ADA accessibility needs, along with limited external funding that increases reliance on local budgeting and phased capital investment.

Planning Influence

Stakeholder input helped translate broader community priorities into implementation considerations across key topic areas, including infrastructure, land use, housing, parks and recreation, and public services. These perspectives helped refine how priorities could realistically be carried out through existing systems, coordination with partners, and long-term capital planning.

Together, stakeholder input supported validation of community priorities and informed the Vision Statement, Core Values, Goals, and Action Program within the Argos 2040 Comprehensive Plan.





Final Phase of Engagement (Spring - Summer 2026)

GOALS PRIORITIZATION SURVEY & FINAL DRAFT REVIEW AND PUBLIC COMMENT PERIOD

Goals Prioritization Survey

Survey Overview

The Goals Prioritization Survey represented the final phase of active community engagement and was conducted between April 13 and May 1, 2026. Building upon the Vision Statement, Core Values, Goals, and Action Program developed through earlier phases of engagement, the survey asked residents and stakeholders a simple but important question: “What would you implement first?”

Participants were asked to review the 13 goals organized under the Plan’s three Core Values—Intentional, Balanced Growth; Accessibility and Connectivity; and Quality of Life and Wellbeing—and rate each goal on a scale of 1 to 10 based on how important they believed it was for the Town to prioritize. Survey participants also had the opportunity to review the supporting action strategies associated with each goal. The survey received input from 51 participants and was supplemented by a public Open House attended by four community members.

Results Summary

The survey results provided clear direction regarding the community’s highest implementation priorities. Under the Core Value of **Intentional, Balanced Growth**, respondents identified preserving Argos’ small-town character and rural identity while directing growth to areas served by infrastructure as the highest priority. Expanding diverse and attainable housing options for residents of all ages and income levels also emerged as a leading priority.

Within **Accessibility and Connectivity**, respondents placed the greatest emphasis on coordinating transportation improvements and land development to ensure they support one another, followed closely by creating safe, logical, and accessible walking and biking connections between neighborhoods and community destinations.

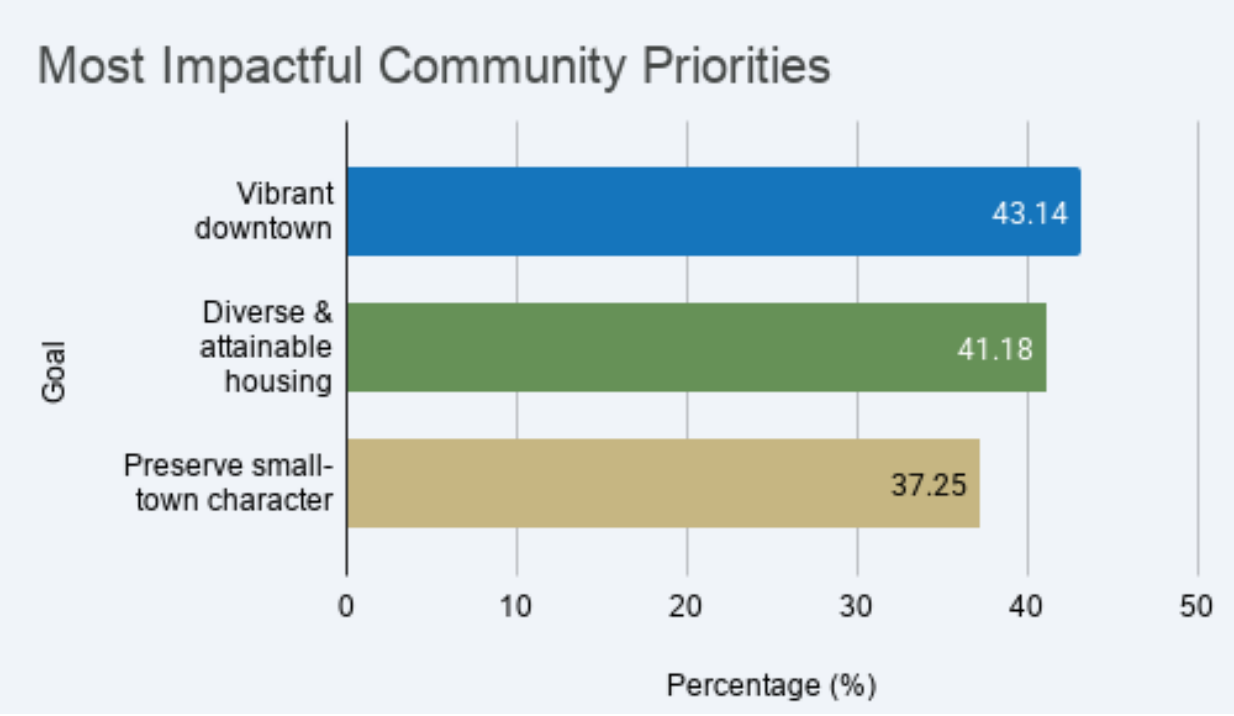
For **Quality of Life and Wellbeing**, respondents prioritized creating inviting destinations, parks, and community events that can be enjoyed by residents and visitors, as well as strengthening local partnerships and volunteer opportunities that foster community involvement and a sense of belonging.

When viewed across all three Core Values, the three highest-rated goals were:

- Coordinate transportation improvements and land development to ensure they are compatible and supportive of one another (7.68 average rating out of 10).
- Cultivate a strong and vibrant downtown to reinforce its role as the center for community and economic activity (7.66 average rating out of 10).
- Attract, develop, and retain a skilled workforce and diverse employers and job opportunities (7.51 average rating out of 10).

Survey participants were also asked: **"If you could improve Argos' quality of life over the next three years, which goals would be most impactful?"** Respondents could select up to three goals. The most frequently selected goal was **cultivating a strong and vibrant downtown** (43.14%), followed by **expanding diverse and attainable housing options** (41.18%) and **preserving Argos' small-town character and rural identity** (37.25%). Notably, all three of these priorities fall under the Core Value of Intentional, Balanced Growth, indicating strong community interest in managing growth thoughtfully while investing in housing opportunities and strengthening the community's historic downtown. Collectively, these responses suggest residents view growth not simply as expansion, but as an opportunity to enhance quality of life while preserving the characteristics that make Argos unique.

These results demonstrated strong community support for balanced growth, transportation coordination, downtown revitalization, workforce development, and continued investment in quality-of-life amenities.



Priority Action Program

The Goals Prioritization Survey served as the final engagement step in establishing the Priority Action Program. While the Steering Committee identified the goals and Focus Group participants developed the supporting action strategies, the survey provided residents and stakeholders an opportunity to determine which actions should receive the greatest attention during the first three years following plan adoption.

Survey results were reviewed alongside recommendations from the Steering Committee and Focus Group participants to identify a focused set of near-term implementation priorities. The findings reinforced the importance of preserving Argos' small-town character, expanding housing opportunities, coordinating transportation improvements, strengthening downtown vitality, and investing in parks, trails, and community destinations.

The survey results directly informed the development of the Priority Action Program contained in Chapter 4. By identifying the goals and strategies viewed as most important and impactful by the community, the survey helped establish a clear roadmap for implementation while ensuring that the Plan's early actions remain aligned with community priorities. The resulting Priority Action Program provides direction for the first three years of implementation while remaining supported by the broader Action Program framework included in Appendix A.

Final Draft Plan Review & Public Comment Period

Overview

Following completion of the draft Argos 2040 Comprehensive Plan, residents and stakeholders were provided an opportunity to review and comment on the draft document between June 8 and July 7, 2026, prior to formal adoption. The draft Plan was made available both online through the project Engage Page and in person through printed copies placed at key community locations, including Town Hall. To encourage participation and accessibility, comment forms were also available in both online and printed formats throughout the review period.

Key Purpose

The public review period served as an important final validation step in the planning process. Residents and stakeholders were encouraged to review the draft document to confirm that it accurately reflected the priorities, concerns, and aspirations expressed throughout earlier engagement activities. The review period also provided an opportunity to identify any remaining refinements, corrections, or concerns before the Plan was finalized and considered for adoption.

In addition to gathering final feedback, the review period helped ensure transparency and accountability by allowing the community to evaluate how their input had been incorporated into the Plan's Vision Statement, Core Values, Goals, Future Character Areas, and implementation recommendations.

Planning Influence

Feedback received during the review period was considered by the Steering Committee and Project Team prior to adoption of the Plan. Beyond any specific revisions, the review process served as an important opportunity to validate that the Vision Statement, Core Values, Goals, Future Character Areas, and implementation priorities accurately reflected the input gathered throughout the engagement process.

The public review period also reinforced transparency, accountability, and community ownership of the Plan by allowing residents and stakeholders to see how their ideas and feedback had been incorporated into the final document. As the final engagement activity prior to adoption by the Plan Commission and Town Council, the review period helped confirm community support for the Plan's recommendations and ensured that the Argos 2040 Comprehensive Plan remained a community-driven roadmap for future decision-making, investment, and growth.

Engagement Tools: Argos 2040 Engage Page

Throughout the development of the Argos 2040 Comprehensive Plan, the project utilized an online Engage Page that served as a central project hub and evolving planning dashboard. The Engage Page functioned as both an informational resource and an interactive engagement platform, providing residents, stakeholders, and the broader public with information about the planning process, project progress, and opportunities to participate.



The site housed key project resources, including the previous Comprehensive Plan, project materials, engagement summaries, online comment forms, and opportunities for residents and stakeholders to sign up for project updates. It also provided access to public engagement activities such as the Envision Survey and Goals Prioritization Survey. As the planning process progressed, the Engage Page was used to share draft plan elements, including the Future Character Areas Map and other planning recommendations, allowing the public to stay informed and engaged throughout the development of the Plan.

A project timeline documented completed milestones, current activities, and upcoming phases of work, allowing users to track the Plan's progress throughout development. By centralizing project information, updates, and engagement opportunities in one location, the Engage Page supported transparency throughout the planning process and provided a convenient way for residents and stakeholders to remain informed and engaged, regardless of whether they participated in surveys, workshops, meetings, or other engagement activities.

Performance Summary

- 2,582 Views
- 2,217 Visits
- 1,781 Visitors
- 375 Contributions
- 132 Contributors
- 26 Followers

111 Total Downloads

- Argos 2030 Comprehensive Plan: 63 downloads
- Draft 2040 Comprehensive Plan: 35 Downloads
- Draft 2040 Comprehensive Plan Appendix A: 13

Engagement Summary & Plan Integration

WHAT WE HEARD

Across all engagement activities, including stakeholder interviews, focus group workshops, the Envision Survey, and the BIG IDEA Activity— consistent priorities emerged that align closely with the Plan's three Core Values.

- Intentional, Balanced Growth
    - Participants emphasized the importance of managing growth in a way that strengthens Argos' long-term sustainability. Key themes included expanding housing options for a range of incomes and household types, supporting local economic development, and reinforcing downtown as the community's primary center for activity and investment.
- Accessibility and Connectivity
    - A strong and consistent priority across engagement activities was improving how people move through and experience Argos. Residents and stakeholders highlighted the need for safer sidewalks, stronger pedestrian and bicycle connections, and improved linkages between neighborhoods, schools, parks, and downtown.

- Quality of Life and Wellbeing
    - Participants placed high value on investments that enhance everyday quality of life. Parks, recreation amenities, community gathering spaces, and local events were frequently identified as important priorities. Equally important was preserving Argos' small-town identity, sense of community, and overall character while planning for future growth.

HOW COMMUNITY INPUT SHAPED THE PLAN

The themes identified through public engagement directly informed the structure and direction of the Argos 2040 Comprehensive Plan.

- Vision Statement reflects the community's shared aspiration for a vibrant, connected, and welcoming small town that grows thoughtfully while preserving its identity.
- Core Values were directly derived from recurring themes related to balanced growth, connectivity, and quality of life priorities expressed throughout engagement.
- Goals and Objectives translate community input into actionable priorities focused on housing, downtown development, transportation, recreation, and economic opportunity.
- Future Character Areas reflect feedback on desired development patterns, downtown vitality, and the importance of maintaining neighborhood and rural character.
- Priority Action Program is grounded in both stakeholder-driven strategies and community-ranked priorities, ensuring near-term implementation reflects public input and feasibility.

Together, these engagement efforts ensure the Argos 2040 Comprehensive Plan is firmly rooted in a clear, consistent community vision and translates public input into actionable direction for future decision-making and investment.

CONCLUSION

The Argos 2040 Comprehensive Plan reflects the voices, aspirations, and priorities of residents, stakeholders, businesses, students, and community leaders. Through multiple rounds of engagement, participants helped identify what makes Argos unique today and what investments and initiatives will be most important for the future. The resulting plan serves as a community-driven roadmap that guides decision-making while remaining grounded in the values and vision expressed throughout the engagement process.