ARGOS

INDIANA

GROW • CONNECT • CREATE

2040 Comprehensive Plan



ARGOS INDIANA
GROW • CONNECT • CREATE
2040 Comprehensive Plan

APPROVED BY THE:

ARGOS PLAN COMMISSION - AUGUST 4, 2026

ARGOS TOWN COUNCIL - AUGUST 26, 2026

PREPARED FOR:

TOWN OF ARGOS

PREPARED BY:

MACOG
Michiana Area Council of Governments

ACKNOWLEDGMENTS

STEERING COMMITTEE

Name	Organization & Title	Represents
Gary Neidig	President	ITAMCO
Ron Lee	Business Owner	Bin There Dumped That
Jon VanDerWeele		Argos Citizen
Mandy Campbell	Remax Realtor	Argos Citizen
Keegan Campbell	Chief Operating Officer	Ameri-Can Engineering
Mark Dean	Fire Chief	Argos Fire Territory & Argos Parks Board
George Null		Plan Commission & BZA
Joseph Ruffing	Town Utilities	Town of Argos
Erica Partin	Council Member	Town Council
Pam Davis	Office Manager	MCEDC
Greg Hildebrand	Executive Director	MCEDC
Paul Stearns		Redevelopment Commission
Jena VanDerWeele		Argos Citizen
Alyssa Overmyer	Assistant Banking Center Manager	1st Source Bank
Kerri Martin		Red Door Marketing
Jon Alcorn	Teacher	Argos Jr-Sr High School
Jacki Alcorn	Business Owner	Primitive Star Quilt Shop
Ed Barcus	Council President	Town Council
Lisa Mullaney	Clerk Treasurer	Town of Argos
Mark VanDerWeele	Development Director	Town of Argos
Jamie Lindstrom	Utilities & Street Superintendent	Town of Argos

TOWN COUNCIL APPROVAL

RESOLUTION NO. 2026 - 04

A RESOLUTION OF THE ARGOS TOWN COUNCIL ADOPTING THE ARGOS 2040 COMPREHENSIVE PLAN

WHEREAS, the Town Council of the Town of Argos, Indiana, is empowered to approve a Comprehensive Plan for its area of jurisdiction by the provisions of Indiana Code § 36-7-4-500 *et seq.* entitled "500 Series – Comprehensive Plan";

WHEREAS, the Town of Argos organized a Steering Committee and solicited input from the public to guide the development of the Argos 2040 Comprehensive Plan and establish a vision for the Town's future;

WHEREAS, the Town of Argos and the Steering Committee, based on examining existing conditions and analyzing public input developed the Argos 2040 Comprehensive Plan to be the local policy to guide future growth and development;

WHEREAS, the Argos Plan Commission and the legislative body in preparing and considering land use proposals, are tasked under Indiana Code § 36-7-4-603 to pay reasonable regard to: (1) the comprehensive plan; (2) current conditions and the character of current structures and uses in each district; (3) the most desirable use for which the land in each district is adopted; (4) the conservation of property values throughout the jurisdiction; and (5) responsible development and growth;

WHEREAS after proper legal notice and a public hearing was held as provided by applicable law, the Argos Plan Commission has reviewed and certified their approval of the Argos 2040 Comprehensive Plan on the 4th day of August 2026, to the Argos Town Council as it was determined the Plan meets all requirements as mandated in the Indiana Code;

WHEREAS, pursuant to Indiana Code § 36-7-4-509, upon certification, the Town Council shall consider the proposed Argos 2040 Comprehensive Plan for approval, rejection, or amendment; and,

WHEREAS, the purpose and intent of this resolution is to approve the proposed Argos 2040 Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Argos, Indiana as follows:

Section 1. Pursuant to Indiana Code§ 36-7-4-509, and effective immediately, the Argos 2040 Comprehensive Plan, as certified by the Argos Plan Commission, is hereby approved.

PASSED AND ADOPTED this 26th day of August 2026.

Ed Barcus, President

Shawn Harley, Vice President

Erica Partin

Charles R. Snead

Bob Byers

ATTEST:

Lisa Mullaney
Clerk-Treasurer

PLAN COMMISSION APPROVAL

RESOLUTION NO. 2026-PLAN-02

A RESOLUTION OF THE ARGOS PLAN COMMISSION APPROVING THE ARGOS 2040 COMPREHENSIVE PLAN AND CERTIFYING THE PLAN TO THE ARGOS TOWN COUNCIL

WHEREAS, the Plan Commission of the Town of Argos, Indiana, is empowered to recommend a Comprehensive Plan for its area of jurisdiction by the provisions of Indiana Code § 36-7-4-500 *et seq.* entitled "500 Series – Comprehensive Plan";

WHEREAS, the Town of Argos organized a Steering Committee and solicited input from the public to guide the development of the Argos 2040 Comprehensive Plan and establish a vision for the Town's future;

WHEREAS, the Town of Argos and the Steering Committee, based on examining existing conditions and analyzing public input developed the Argos 2040 Comprehensive Plan to be the local policy to guide future growth and development;

WHEREAS, after proper legal notice, the Argos Plan Commission held a public hearing on the proposed Argos 2040 Comprehensive Plan on August 4, 2026; and,

WHEREAS, the purpose and intent of this resolution is to approve the proposed Argos 2040 Comprehensive Plan and to certify the plan to the Argos Town Council for its consideration.

NOW, THEREFORE, BE IT RESOLVED by the Plan Commission of the Town of Argos, Indiana as follows:

Section 1. Pursuant to Indiana Code § 36-7-4-508(a), the proposed Argos 2040 Comprehensive Plan is approved. Pursuant to Indiana Code § 36-7-4-508(b), the proposed Argos 2040 Comprehensive Plan is now certified to the Argos Town Council for consideration.

CERTIFIED AND APPROVED this 4th day of August 2026.

Ray Trump, President
Argos Plan Commission

ATTEST:

Lisa Mullaney
Clerk-Treasurer

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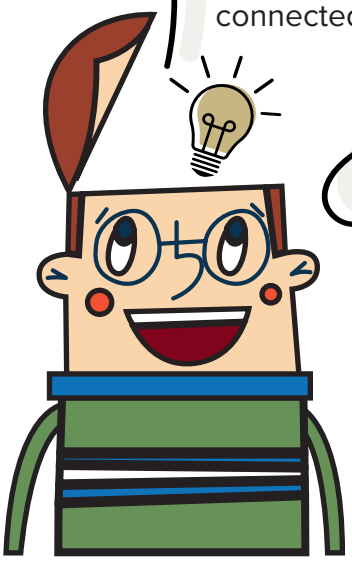
EXECUTIVE SUMMARY

BUILDING ON A DECADE OF SUCCESS

Over the past decade, Argos has achieved significant milestones that have strengthened its small-town character and improved the quality of life for residents. Spurred from a decade of planning, first with the adoption of the 2030 Comprehensive Plan in 2017 and second, following the 2019 Marshall County Crossroads regional Stellar Initiative, the Town has made substantial investments in revitalizing its downtown, adding new housing, expanding its infrastructure systems, and enhancing its parks.

With so much implemented, in late 2024, the Town sought the need to update its comprehensive plan, looking ahead to 2040. A guiding theme through the process, tagged "What's the BIG IDEA about Argos," pushed the community to think about why anyone would want to live and do business in Argos. Thus, the Argos 2040 Comprehensive Plan reflects the community's "BIG IDEAs"—their desires, aspirations, and priorities to "Grow, Connect, and Create."

The Argos 2040 Comprehensive Plan provides guidance for decision-making, investments, and development initiatives over the next 15 years. It identifies goals, strategies, and actionable steps to advance the town's vision, while serving as a reference for residents, elected officials, planners, and community partners. The plan also identifies the preferred characters for key areas in Argos and the types of uses that are encouraged to occur in these areas, visualized in the Future Character Areas Map. By embracing the plan's vision and core values, Argos can continue to thrive as a safe, welcoming, and connected community that meets the needs of current and future residents.



OUR "BIG IDEA" TO GROW, CONNECT, CREATE

VISION

Grounded in its rural charm and small-town values, Argos will be a community where people feel safe, supported, and connected—invested in high-quality parks, award-winning schools, sustainable growth, and opportunities to live well.

CORE VALUES

1

Intentional, Balanced Growth

Argos values smart, sustainable development that preserves its small-town, rural identity while preparing for future opportunities. Growth should be balanced, supporting housing, jobs, and infrastructure in ways that reflect the town's character and long-term goals.

2

Accessibility and Connectivity

A connected community is a thriving community. This value focuses on making it easier for residents and visitors to move around, access essential services, and engage with everything Argos has to offer—whether by foot, bike, vehicle, or online.

3

Quality of Life and Wellbeing

Argos is a welcoming, safe, and close-knit community where residents feel at home living, working, and raising a family. This value emphasizes strong public services, vibrant community spaces, a rich local culture, and opportunities that support the overall wellbeing of everyone who calls Argos home.

WHAT'S THE BIG IDEA FOR ARGOS?

Grow, Connect, Create

Grow

Sustainable, balanced growth that respects the town's rural character.







Connect

Enhanced connectivity and accessibility across neighborhoods, parks, schools, and key destinations.



Create

A strong emphasis on quality of life, wellbeing, and community engagement for residents of all ages.

A forward-looking roadmap that integrates input from residents, local stakeholders, and community partners.







1 PLANNING FOR ARGOS' FUTURE

What's the BIG IDEA about Argos? This is a common question any community asks themselves on why anyone would want to choose to live and work in their community. This is not meant to be confused with a negative connotation, but was realized as a positive inspiration for the theme of this plan. Town leadership asked themselves this question many times early in the process, and it was a question presented for residents and stakeholders to answer to collect their "BIG IDEAs" for Argos in 2040.

ARGOS' BIG IDEA

Building on a decade of planning and implementation, over the last five years, the Town has made many investments to transform the quality of life and appeal to want to live and work in Argos. Notable investments include the creation of Nickel Plate Square, nestled in the heart of downtown, a strategic move to reinvigorate downtown as a destination. Nickel Plate Square features a new passive park and community center that looks like a scaled-down train depot honoring Argos' rich railroad history. Park and trail improvements have expanded recreational opportunities, supported by the completion of an updated Parks Master Plan. Infrastructure upgrades, including improvements to streets, utilities, and broadband access, have enhanced the town's connectivity and readiness for future growth. Additionally, housing developments such as Deerfield Meadows have expanded residential options on the south side, off of Kenilworth Road.

With so much implemented, the Town sought to update its comprehensive plan, looking ahead to 2040. A guiding theme through the process was identified by answering this key question: "What's the BIG IDEA about Argos?"

The answer to this question reflects the community's "BIG IDEAs"— their desires, aspirations, and priorities to "Grow, Connect, and Create."

Argos is committed to building a future that preserves its small-town charm while preparing for opportunities to enhance the quality of life for current and future residents, and help businesses grow and thrive. The BIG IDEA about Argos is not one but a collection of ideas from its residents and stakeholders that expresses how they want to "Grow, Connect, and Create."

GROW

- Sustainable, balanced growth that respects the town's rural character.

CONNECT

- Enhanced connectivity and accessibility across neighborhoods, parks, schools, and key destinations.

CREATE

- A strong emphasis on quality of life, wellbeing, and community engagement for residents of all ages.
- A forward-looking roadmap that integrates input from residents, local stakeholders, and community partners.

PURPOSE OF THE 2040 COMPREHENSIVE PLAN

A Comprehensive Plan is a planning document that outlines goals and strategies for locally elected officials, government staff, and Board members, such as the Plan Commission, Board of Zoning Appeals (BZA), and the Redevelopment Commission, to evaluate site plan proposals and to inform decision-making about transportation, utilities, land use, recreation, business development, and housing. Comprehensive Plans are meant to be broad in scale to help the Town and stakeholders evaluate the community from a "30,000-foot level," but also are specific in addressing the major opportunities and challenges that will impact the Argos community and surrounding area.

Since the adoption of the "Argos 2030 Comprehensive Plan" in 2017, the Town embarked on another planning effort that was a unified county-wide strategic investment plan, known as the "Marshall County Crossroads." From this initiative, many of the strategies of the 2030 Comprehensive Plan were implemented, seeing transformative quality of life improvements in Argos. Thus, in 2024, the Town leadership recognized a need to update the comprehensive plan to reflect a refined vision and action plan for the next 10 to 15 years.

This update serves as a roadmap to guide decision-making for the next 10 to 15 years. The 2040 Comprehensive Plan is complete with a Priority Action Program—a punch-list of strategies identified by the community as the top priorities to make the most impact in the next three years, and an Action Program—the overall list of strategies to implement over the next decade. Strategies focus on creating vibrant destinations and expanding infrastructure, housing, parks, trails, and recreation.

Updating the Comprehensive Plan underscores Argos' dedication to remaining a desirable place to live, work, and play. The Argos 2040 Comprehensive Plan offers an opportunity to assess the community's strengths, identify synergies, and address local and regional challenges. Guided by its vision and core values, Argos envisions a future marked by sustainable growth, connected and accessible infrastructure, diverse housing options, vibrant destinations, expanded recreational opportunities, enriched cultural identity, and a thriving downtown.

ARGOS' PLANNING JURISDICTION

The 2040 Comprehensive Plan provides goals and strategies to guide future investment opportunities within Argos' planning jurisdiction of its town limits and its 2-mile zoning boundary. For future planning purposes, the 2-mile zoning boundary is known as the extraterritorial planning area. Planning in the 2-mile area is not an annexation initiative, nor does the Town have taxing authority on landowners, but it is meant to support the Town's ability to control zoning and development.

The ability to plan in the 2-mile area encouraged the community to think about their "BIG IDEA" for Argos in 2040. This supported a broadened vision and ensured a holistic planning approach to consider the future development opportunities, the impacts on the Town's services and infrastructure capacities, and the impacts on Argos Community Schools. A critical outcome from this approach identified the preferred characters for key areas in Argos and the types of uses that are encouraged to occur in these areas, visualized in the Future Character Areas Map.



PLANNING PROCESS

Overview

In October 2024, Town leadership entered into an agreement with the Michiana Area Council of Governments (MACOG) to lead the update of the 2040 Comprehensive Plan. MACOG is a regional planning organization committed to fostering collaborative partnerships to create strategic, actionable plans and be a conduit to access various grant opportunities to solve interlocal issues and enhance the quality of life of those living, working, and visiting in Elkhart, Kosciusko, Marshall, and St. Joseph Counties.

To initiate the project, MACOG met with a core-project leadership team and guided them to identify stakeholders such as Town leaders, community organizations, institutions, business leaders, and residents to volunteer and serve on the project's steering committee and the engagement committee. These three teams made up a broad representation of the community that oversaw the development of the 2040 Plan to ensure it reflects the community's "BIG IDEA."

The Plan officially kicked off in January 2025 by first organizing the engagement committee to create the brand and marketing plan. This included creating the Plan's logo, tag line, and a style guide. The committee decided on modifying the Town's current logo to integrate the tagline "Grow, Connect, Create." With the branding and marketing plan complete, the next step was to organize a kickoff meeting with the Steering Committee in February 2025. This meeting reviewed the role of the committee and established what their "BIG IDEA" was for Argos in 2040. From then on, MACOG facilitated monthly steering committee meetings, which went through the five-step planning process (shown on the next two pages). Monthly meetings were held at the beginning of each month with the Project Lead Team to review the content of the agenda for the steering committee meetings.





5-STEP PLANNING PROCESS

1

Define the Vision and Core Values

The first step in the planning process involved a series of vision-building activities with the steering committee and the broader community. This took on the form of the steering committee completing the "Envision our Future" activity, and the public completing the "Envision Survey" and the "BIG IDEA" feedback frame. The underlying question that the steering committee and the community answered was "What's the BIG IDEA about Argos?" So each representative group had the opportunity to identify their "BIG IDEAs" for Argos in 2040 that ultimately shaped the creation of the vision statement and core values, and later the goals and strategies.

2

Define the Major Opportunities and Challenges

After the vision and values were defined, the second step the steering committee identified was the major opportunities and challenges. Answers to the "Envision our Future" activity and the public's "Envision Survey," and the "BIG IDEA" feedback frame shaped what's working today to achieve the vision and the barriers that exist today. Supplementing this was an analysis of demographic, housing, and economic data that became a community profile of Argos, outlined in Chapter 2. The community profile guided the steering committee to define the major opportunities and challenges organized under the three core values.





3

Define the Plan

The third step has two sub-parts. The first sub-part involved the steering committee to identify the goals—what needs to be accomplished to implement the "BIG IDEA"—organized by the three core values. A second round of engagement was offered in November 2025, but was specifically tailored for stakeholders (subject matter experts) to attend two Focus Group Workshops. The purpose of the Workshops was for stakeholders to identify the action strategies, the timeframe for implementation, the lead entity, and the supporting partners that will achieve the "BIG IDEAs." The result was the Action Program, see Appendix A. A third round of engagement was open to the community from April 13 to May 1, 2026, to review the Action Program and identify the top three priorities to implement in the next three years. The results created the Priority Action Program in Chapter 4.

The second sub-part involved the steering committee to create the Future Character Areas Map, visualized in Chapter 3. The Future Character Areas present a clear vision for Argos' growth, guiding development to appropriate locations while preserving the distinct qualities that define each area. By defining Argos through these character areas, we reveal the distinct look, atmosphere, and purpose of the intended land uses.

4

Create the Plan

The fourth step involved compiling and organizing all of the input from the previous activities into the draft Argos 2040 Comprehensive Plan. A 30-day public review period was offered in June 2026, providing an opportunity for the community to review the draft and ensure it hits their "BIG IDEAs." The draft Plan was accessible for review online at https://engage.macog.com/argos-2040, and printed copies was available at Town Hall and the Public Library.

5

Adopt the Plan

The final step in the plan development is the formal adoption of the Plan. The

The draft Plan was presented to the Argos Planning Commission on August 4, 2026, and received a favorable recommendation for the Town Council adoption. The final Plan was then presented and approved by the Town Council on August 26, 2026.

OUR "BIG IDEA" TO GROW, CONNECT, CREATE

VISION

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PROJECT TIMELINE

Months	Phases	Tasks
1–3	**DISCOVER** who you are	***Task 3 - Information Gathering*** • Field Tour & Assessments • Stakeholder Interviews • Discovery Report
4–7	**ENVISION** where you can go	***Task 4 - Visioning & Strategy Development*** • Vision Statement & Core Values • Future Concept Maps
8–10	**PLAN** how you can do it	***Task 5 - Plan Development & Adoption*** • Priority Action Program • Implementation Guide • Draft Plan • Final Plan Adoption
11–12	**IMPLEMENT** what you can be	***Task 6 - Plan Implementation*** • Establish & Convene the Implementation Advisory Committee

Task 1 - Project Management & Administration & Task 2 - Community Outreach & Engagement







COMMUNITY ENGAGEMENT SUMMARY

Engagement with residents and stakeholders was critical to guide the development of the 2040 Plan. Multiple rounds of engagement activities were offered throughout the planning process. The first round of engagement activities ran from April to December 2025, which had residents and visitors complete the Envision Survey and BIG IDEA feedback frame. This included engaging with High School and Elementary school students, asking them to share their "BIG IDEAS" for Argos in 2040. The results from the first round established the vision, core values, and what the community wants to see accomplished by 2040. In November 2025, a second round of engagement involved Focus Group Workshops that had key stakeholders identify the action strategies to achieve the goals, which led to the creation of the Action Program. Then from April 13 to May 1, a third round of engagment was offered, in which residents and stakeholders were asked to complete a Goals Prioritization Survey. The results helped identify the top priorities that should be implemented in the next three years upon the adoption of the 2040 Plan, known as the Priority Action Program.

Envision Survey

74
Responses





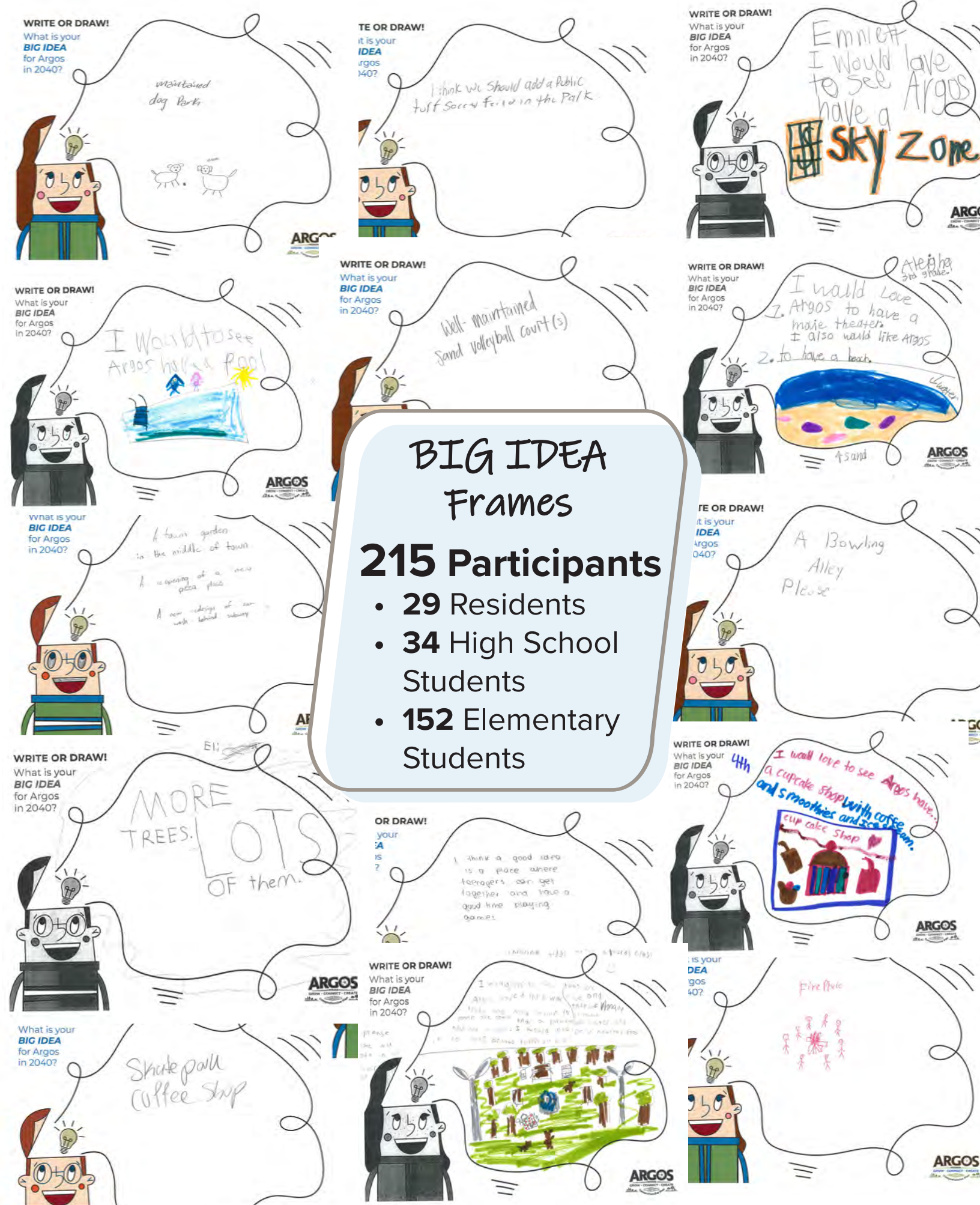
Goals Prioritization Survey

50
Participants

Focus Group Workshops

18
Participants





BIG IDEA Frames

215 Participants

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



2

DEFINING ARGOS TODAY

A COMMUNITY PROFILE OF ARGOS

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. The community is anchored by Argos Community Schools, a single-campus K–12 school system known for its strong academic performance and close student–teacher relationships. The school plays a central role in daily life and serves as a focal point for families and community identity. Argos also benefits from locally owned and operated utilities, including electric, water, and wastewater services, providing reliable infrastructure and long-term flexibility to support future growth. The town is well-served by high-speed broadband internet, with multiple providers offering reliable connectivity to support residents, businesses, and community institutions.

Argos offers an impressive system of parks and public spaces that reinforce its reputation as a “town within a park.” Community Park, William L. Foker Park, and Memorial Park provide green space, recreational amenities, and opportunities for residents of all ages to gather, play, and stay active. Nickel Plate Square, the newest park, opened in 2022 and was made possible by the 2019 Marshall County Crossroads Stellar initiative. Nickel Plate Square has become a signature downtown destination—honoring Argos’ railroad history while creating a welcoming passive park to host community events and everyday use.

Community life in Argos is further enriched by annual traditions and events, including the Argos Summer Kickoff Festival, TGIF nights at Nickel Plate Square, Easter in Argos, and activities hosted at the Marshall County 4-H Fairgrounds. Together, these events strengthen social connections and draw visitors to town throughout the year.



Public safety and civic services are a point of pride for the community. The Argos Police and Fire departments provide responsive service and actively engage with residents, contributing to a safe and supportive environment. The Argos Public Library serves as another important community hub, offering educational resources, programs for all ages, and spaces for learning and connection.

These assets—schools, parks, public services, downtown spaces, and community traditions—form the foundation of Argos' identity today. The Argos 2040 Comprehensive Plan builds upon this strong base, positioning the town to thoughtfully address future challenges and opportunities while preserving the character and sense of belonging that make Argos a place residents are proud to call home.

ASSETS, OPPORTUNITIES, AND CHALLENGES

This Chapter is organized by the three core values and summarizes Argos' strengths (assets), areas with potential (opportunities), and issues needing attention (challenges).

Intentional, Balanced Growth

Argos is poised to see new growth in housing and jobs, anchored by strong regional partnerships and a stable workforce. Recent successes in residential projects like Deerfield Meadows and the completion of Colonial Estates are testaments to the Town's commitment to expand housing choices. However, to fully realize this potential, Argos must address critical challenges, including updating the zoning ordinance, adding more retail and service businesses in the downtown, and at gateways. By focusing on redeveloping blighted properties, expanding housing options, and supporting businesses to thrive, the Town can bolster its economy while carefully preserving its essential small-town charm.

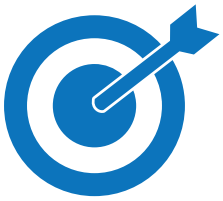
ASSETS

- Active partnerships with the Argos Community Development Corporation and the Marshall County Economic Development Corporation.
- Convenient access for major employers to US 31, SR 10, and rail services.
- Nickel Plate Square.
- A good start of an inventory of commercial businesses in downtown.
- A good mix of major employers and wage offerings.
- New Deerfield Meadows housing development.
- Completion of Colonial Estates subdivision.
- Apartments, senior Garden Courts, and mobile home areas are full.
- Low layoff rate.
- Low development costs.



OPPORTUNITIES

- The Town has a Development Director to oversee and manage community and economic development, and Town services.
- Partner with the Argos Community Schools, employers, MCEDC, and the South Bend-Elkhart Regional Partnership on career pathways education, training, and bolstering support for entrepreneurs.
- There's land to expand the existing industrial parks.
- Several properties in downtown can be redeveloped and repurposed to higher-quality uses.
- Integrate mixed residential types in downtown and in targeted areas characterized in the Future Character Areas Map.
- New housing developments are in the pipeline.
- TIF Districts.



CHALLENGES

- The Zoning Ordinance needs to be updated to implement the Future Character Areas Map.
- Need to educate the Town's Plan Commission and the Board of Zoning Appeals on the vision and goals of the Comprehensive Plan.
- Need to preserve Argos' small-town charm while allowing modest and sustainable future growth.
- Need to ensure destinations are connected through proper transitions in land uses, the character of development patterns, bicycle and pedestrian facilities, and attractive streetscapes.
- Limited retail and service-based businesses in downtown, at gateways, and at US 31 and SR 10.
- There are several blighted properties.
- Need to attract more and retain local businesses and increase support to entrepreneurs.
- Need to add diverse housing choices to support the needs in the housing market.
- Continuing to support the workforce.
- Need to offer diverse advanced manufacturing and technology businesses.
- Limited Town capacity to implement the Comprehensive Plan.
- Limited Town capacity to manage community and economic development activities.





Accessibility and Connectivity

The Town is currently positioned for growth, anchored by high-quality municipal services, affordable utilities with ample capacity for new customers, and community protection services provided by the Argos Police and Fire Territory. While the community has successfully expanded broadband access, significant opportunities remain to further enhance connectivity through public Wi-Fi and strategic infrastructure projects. Key priorities include collaborating with INDOT and Marshall County to improve the US 31 and SR 10 intersection and establishing new road connections outside of town. However, the Town must also address critical challenges, such as reconstructing key roadways to ensure major employers maintain easy highway access and filling existing gaps in the sidewalk and trail networks to improve connections to destinations.

ASSETS

- Quality community protective services with the Town's Police Department and the Walnut Township Fire Territory.
- High-quality Town services from Town Departments.
- The Town's utility systems have the capacity to support future customers.
- Expanded access to high-quality broadband services.
- Affordable utilities.



OPPORTUNITIES

- Coordination with INDOT and Marshall County to improve the US 31 and SR 10 intersection.
- Future road connections outside of town.
- Expand access to more public wi-fi connections.



CHALLENGES

- Maintain easy access for major employers to US 31 and SR 10.
- Several key roads need to be reconstructed or realigned for better connectivity.
- Need to fill gaps in the trail and sidewalk networks.



Quality of Life and Wellbeing

The foundation of Argos' quality of life and wellbeing rests on having quality education from Argos Community Schools, the public library, and leveraging its mantra of being known as "a town within a park." Argos is defining itself as a premier destination for sports tournaments and outdoor recreation in its high-quality parks. By leveraging the recently updated 5-Year Parks Master Plan, the Town aims to expand its splash pads and trail networks while partnering with the Marshall County Parks Board to expand connections to parks and recreation. However, the town does have its challenges. To ensure long-term vitality, the Town is focused on overcoming challenges such as upgrading its parks, helping Argos Community Schools with student retention, honoring its history and cultural assets, improving public communications, revitalizing the 4-H Fairgrounds, and bolstering volunteerism and instilling a deep sense of pride.

ASSETS

- Active Argos Public Library, Argos Community Schools, and the Argos Community Development Corporation.
- High-quality parks and walking trails.
- An active Parks Board to oversee Argos' parks and recreational amenities and programs.
- An updated 5-Year Parks Master Plan that outlines the major needs and strategic direction to enhance Argos' parks, recreational amenities, and education programs.
- Access to quality local and regional medical facilities.
- The Town has a community and events center called the Gallery on West.
- Affordable cost of living.
- Train depot and rail history.
- Premier sports tournament destination.
- Quality community events.
- Access to quality higher education institutions in the region.
- Access to the Marshall County 4-H Fairgrounds.

OPPORTUNITIES

- Add new parks, as shown in the Future Character Areas Map.
- Expand trail and sidewalk connections.
- Expand the splash pad area in Community Park.
- Quality education and small class sizes at Argos Community Schools.
- Encourage the youth to volunteer and get active with the Town leadership.
- Partner with the Marshall County Parks Board to explore opportunities on how to offer connections to the County's and the Town's parks.

CHALLENGES

- Need to offer more sports tournaments and events.
- Upgrade and replace playground equipment.
- Need to expand public art and art fairs.
- Continuing to support Argos Community Schools to not lose student population.
- Need to better utilize and expand the Marshall County 4-H Fairgrounds to be a premier destination.
- Need to preserve and honor our community's history.
- Need to expand the volunteer base.
- Need more support from the community and have a sense of pride.
- Ensure the medical needs of the community are met.
- Improve public notifications and have a central landing page.





3 DEFINING ARGOS' FUTURE

Argos is committed to building a future that preserves its small-town charm while preparing for opportunities to enhance the quality of life for current and future residents, and help businesses grow and thrive. This Chapter visualizations Argos' "BIG IDEA" of their plan to "Grow, Connect, Create." As outlined in the Introduction under the section of Argos' Planning Jurisdiction, the community carefully thought through future development opportunities within Argos' planning jurisdiction of its town limits and its 2-mile zoning boundary, known as the extraterritorial planning area. The ability to plan in the 2-mile area encouraged the community to think about their "BIG IDEA" for future development in Argos by 2040.

The future planning process to develop the map was a collaborative effort, shaped by the input of the steering committee, focus group stakeholders, and residents. It was first drafted by the steering committee in March 2026, using the input from the previous engagement activities as guiding inspiration. A critical outcome from this approach defined Argos' future with the preferred characters and the types of uses that are encouraged to occur in these areas. Then it was refined by a series of meetings with the Project Lead Team to ensure ideas are realistic and achievable. Lastly, it was presented back to the community in the third engagement round between April 13 and May 1, 2026. Residents' ability to see Argos in 2040, defined by the character areas, allowed them to gain a better understanding of the uniqueness and look and feel of each area. Concluding this Chapter is a portrayal of the necessary future infrastructure and connections to maintain access and connectivity in Argos. This is intended to be a guide for the Town to coordinate with federal and state partners and apply for funding opportunities.

DEFINING THE FUTURE CHARACTER AREAS

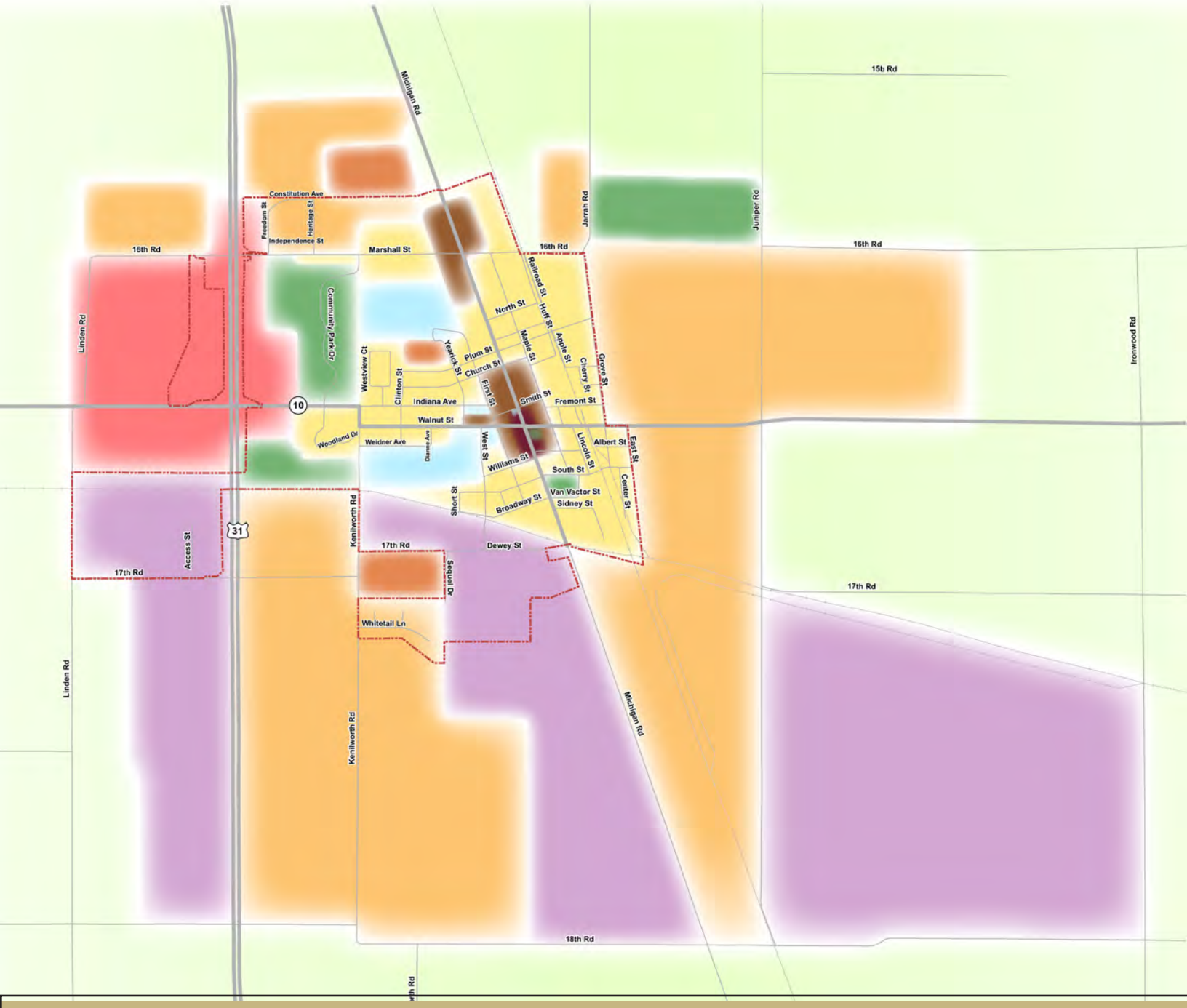
Industry standards for developing the future land use map for a comprehensive plan can be done in one of two ways. The first is the traditional approach, where each parcel in a community is assigned a land use color to dictate what the intended future land use ought to be for each parcel. While this is an acceptable approach because it exactly portrays the intended use, it more often than not causes false expectations for property owners, leaves little room for flexibility, and makes zoning administration burdensome. The purpose of the Future Land Use Map is to be a policy guide to help implement the 10 to 20-year visions of a comprehensive plan. It is not a legal-regulatory map like zoning maps are authorized to do. While detailed, parcel-level mapping should be accompanied by clear, written policies to ensure it is not mistaken for a finalized zoning change, the future has never been a fixed condition. Coloring a specific parcel gives the implication that it will change, when in reality it's meant to be a possibility.

For these reasons, the most acceptable approach is to generalize areas in a community into character areas. This paints the community with a broad brush, allowing greater flexibility for future development, lessens the potential for misinterpretation, and allows zoning to be a useful tool to implement the community's vision.

Argos took this approach to craft its future "BIG IDEA" to help implement its vision for 2040. By defining Argos through character areas, we reveal the distinct look, atmosphere, and function for each area. This will better guide the development of the intended land uses. Visualized on the Future Character Areas Map, we can see a clear vision for growth, guiding development to appropriate locations while preserving the distinct qualities and characteristics that define each area. This supports a broad yet achievable vision and ensures a holistic planning approach to guide the possibilities for future development.



FUTURE CHARACTER AREAS MAP



Legend

- Town Limits
- Streets
- Railroad

Proposed Character Areas

- Downtown
- Employment Center
- Regional Commercial
- Integrated Mixed-Use
- Mixed Residential Neighborhood
- Suburban Neighborhood
- Traditional Neighborhood
- Rural Management
- Parks & Open Spaces
- Civic & Institutional

THE FUTURE CHARACTER AREAS

Argos is envisioned to be defined by ten character areas. Each area is a generalized portrayal of the preferred types of development that are envisioned to occur. A description for each area outlines the look, feel, and intended use. The Town's Plan Commission and BZA can use the map as the guiding policy to amend the Zoning Ordinance to ensure development standards achieve the vision and don't create unnecessary hardships.

Downtown

As the heart of Argos, Downtown honors our heritage while fueling a vibrant future. The area features 2- to 3-story buildings that blend modern live-work spaces, essential retail, offices, and recreational amenities. With tree-lined sidewalks and inviting streetscapes, we've curated a premier destination—a civic and economic anchor where community identity and local commerce thrive in harmony.



Employment Center

Argos' Employment Center is a premier location for employers to grow and thrive. Convenient access to U.S. 31, S.R. 10, and rail service, this hub blends manufacturing and corporate innovation with nearby housing and parks—building a resilient workforce and a vibrant community. Residential development is encouraged to locate nearby to support current and future workforce housing needs. Site designs are encouraged to have a vegetative buffer with a trail connection, where feasible, to nearby parks, neighborhoods, and community amenities to help provide a separation between residences and employment centers.





Regional Commercial

Argos' Regional Commercial strengthens our local economy, blending small-town charm with controlled growth. Located at US 31 and SR 10, these areas feature single and multi-tenant buildings, anchored by a mix of grocery stores, retailers, and offices. We prioritize shared access and connections within sites to ensure smooth traffic flow and reduce impacts on major roads.



Integrated Mixed-Use

The Integrated Mixed-Use character area is defined by its versatility, blending single-family homes, townhomes, boutique retail, and services. These areas present themselves as destinations that blur the line between "live" and "work," offering entrepreneurs and residents the freedom to innovate. With buildings oriented toward the street, parking located behind, and ample walking and biking connections to our neighborhoods, parks, and schools, library, and essential services, we create destinations that honor our small-town charm while embracing the future.



Mixed Residential Neighborhood

The Mixed Residential Neighborhood character area reflects Argos' desire to expand housing options. By blending single-family detached homes, townhomes, and apartments, we can support every life stage. We offer opportunities for our local workforce to live near their workplaces and for long-time residents to age in place. New developments are encouraged to incorporate sidewalks, trails, and parks to enhance the quality of life, while remaining rooted in Argos' small-town and rural character.



Suburban Neighborhood

The Suburban Neighborhood character area supports single-family detached homes on larger lots, allowing for privacy and accessory structures. Future development should prioritize preserving a percentage of the tree canopy and open space, while incorporating vegetative buffers and trails, where feasible, to help separate residences from commercial and employment centers. These neighborhoods are intended to balance modern living preferences and maintain a transition between Argos' developed areas and its rural surroundings.



Traditional Neighborhood

The Traditional Neighborhood character area honors Argos' history by preserving its oldest neighborhoods. These areas are defined by single-family detached homes on smaller lots, featuring tree-lined grid streets and sidewalks. A seamless network of sidewalks, and trails where feasible, links homes to parks, schools, the library, and other civic spaces, reinforcing a high quality of life and a timeless sense of place.



Rural Management

The Rural Management character area honors the preservation of our rural landscapes and agricultural heritage. These areas are defined by farmlands, livestock operations, open space, and multi-acre residential properties. We achieve this by prioritizing responsible land management and protecting our scenic landscapes, preserving the "rural edge" that defines our town's charm. This commitment ensures a picturesque, rural landscape where living and farming thrive together for generations.



Civic & Institutional

The Civic & Institutional character area encompasses public and community-serving facilities that support daily life and strengthen Argos' sense of place. These essential facilities include Argos Community Schools, the Public Library, Town Hall, emergency services, community centers, and other civic buildings that serve residents and visitors.



Parks & Open Spaces

Embodying the vision of a "town within a park," the Parks & Open Spaces character area is the cherished heart of our community. We envision becoming a premier destination for outdoor enthusiasts, featuring premier parks, sports fields, and trails, serving as a hometown anchor for families and individuals. This is our commitment to a breathtaking, walkable hometown where the beauty of nature defines our future and welcomes every visitor.



FUTURE TRANSPORTATION AND INFRASTRUCTURE CONNECTIONS

The Future Transportation and Infrastructure Connections section serves as a guide for Argos' Thoroughfare Plan and where future infrastructure connections should be to support future development opportunities. This section will guide Argos and regional economic development partners, i.e., MCEDC, to encourage developers to first consider investing in the town limits where current infrastructure systems exist to maximize the available capacities, where feasible.

The following outlines the proposed transportation and infrastructure improvements, illustrated on the Future Transportation Connections and the Future Bicycle & Pedestrian Maps.

Transportation Improvements

The Thoroughfare Plan illustrates Argos' current roadway network, categorized by functional classifications that are assigned by the Indiana Department of Transportation (INDOT). INDOT assigns the functional classification based on the level of street accessibility, the character of the road, traffic volumes, and travel speeds. The following are the road functional classifications in Argos:

- Other Principal Arterials;
- Major and Minor Collectors; and,
- Local.

The current and proposed road classifications, illustrated on the Future Transportation and Infrastructure Connections Map, are intended to be compatible with the future character areas to provide safe and efficient travel by all modes of transportation and for recreational use via trails and sidewalks. Future improvements aim to enhance the mobility and accessibility between the character areas with adequate street designs, and the provision of landscaping, lighting, street furniture, and bicycle and pedestrian facilities. This contributes to Argos' quality of life, character, and appeal to attract and retain its residents and businesses.

Principal Arterial Roads

Principal Arterial roads receive their classification as these roads are intended to carry volumes of traffic with minimal disruptions, i.e., traffic control devices, driveway access, and higher travel speeds. The principal arterial road in Argos is US 31, providing direct connections to regional communities. The intersection of US 31 and SR 10 is the prominent gateway into town, where the majority of people enter and leave Argos. Thus, it's critical that this area is safe, accessible, and appealing to leave a good lasting impression—with unique entry signs, landscaping, lighting, trails and sidewalks, and compatible development. Enhancements to US 31 should focus on improving traffic flow, reducing congestion, enhancing safety for motorists, cyclists, pedestrians, and supporting economic development. Trails and sidewalks should be designed so that they are separated from vehicular traffic to enhance users' safety.

Collector Roads

Collector roads receive their classification because these roads provide access between arterial and local roads. They commonly are the main links to destinations, shopping centers, employment centers, parks, civic institutions, and neighborhoods. The major collector roads in Argos are SR 10, Michigan Road (Old US 31), and portions of Linden Road, and also serve as the main gateways into town. These roads should have appealing entrances with welcoming signs, landscaping, trees, curbs and gutters, lighting, highly visible pedestrian crossings, sidewalks, or trails. Portions of Linden Road and 16th Road are classified as minor collector roads that serve as key links for major employers and residents to access US 31, SR 10, and Michigan Road.

Local Roads

Local roads are the lowest classification and are intended to provide access to individual properties. Local roads are intended to carry low volumes of traffic at low speeds and may have multiple driveway accesses in addition to cross-street intersections. In older neighborhoods, driveway access from an alley system is highly encouraged to be maintained. The street design is encouraged to have adequate curb and gutters, street trees, landscaping, street furniture, street lighting, highly visible pedestrian crossings, and the provision of sidewalks, on-street bike lanes, or trails where feasible.



Road Improvements

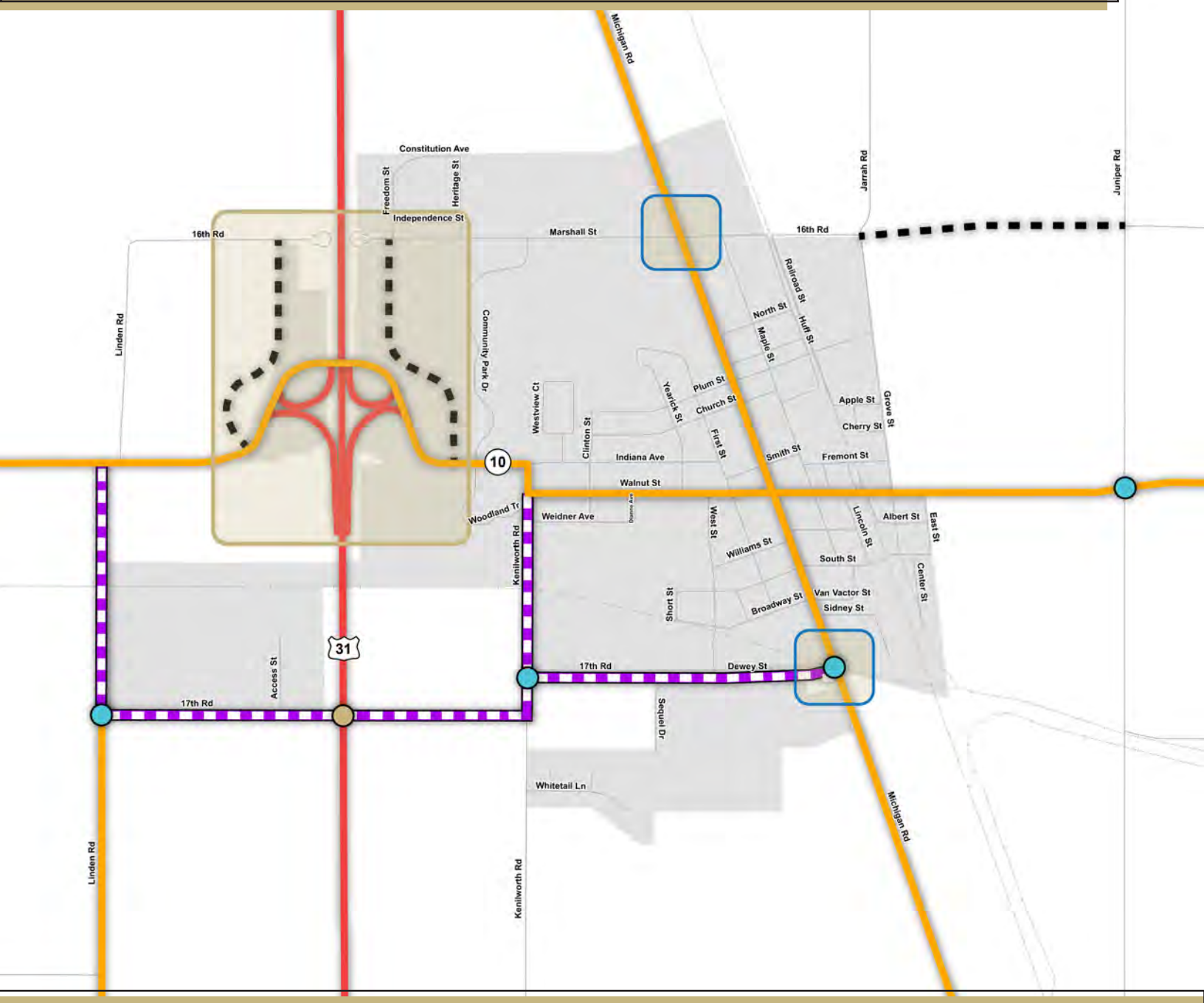
The Town would like to see new principal arterial and local roads built and enhanced to increase connectivity and the movement of people and goods. The Town envisions a new interchange at the intersection of US 31 and SR 10. The area surrounding the intersection is characterized as Regional Commercial, Employment Center, suburban neighborhood, traditional neighborhood, and parks and open spaces. Thus, this is an essential project that needs to happen to improve the safety of motorists and pedestrians and support future development. Linden Road, Kenilworth Road, and 17th Road are encouraged to be upgraded for businesses to maintain easy access to US 31 and SR 10. A grade separation at US 31 and 17th Road is planned for enhanced safety and accessibility. The Town envisions continuing 16th Road on the northeast side of town between Jarrah Road and Juniper Road.

Intersection Improvements

To support economic development in town, there's a pressing need for traffic management and intersection improvements. This necessitates a collaborative effort involving residents, the Town, the County, and INDOT. In addition to the new interchange at US 31 and SR 10, the Town has highlighted the following intersections needing improvements.

- Linden Road and 17th Road.
- Kenilworth Road and 17th Road/Dewey Street.
- Michigan Road and 17th Road/Dewey Street.
- SR 10 and Juniper Road.

FUTURE TRANSPORTATION CONNECTIONS MAP



Legend

Town Limits

Railroad

Road Functional Classification

- Other Principal Arterial
- Major Collector
- Minor Collector
- Local

Proposed Improvements

- New Local Roads
- Road Improvements
- Intersection Improvements
- Grade Separation
- Gateway Enhancements
- Interchange/ Gateway Enhancements

**An interchange is planned at US 31 and SR 10. The final design is being configured by INDOT.*

Infrastructure Improvements

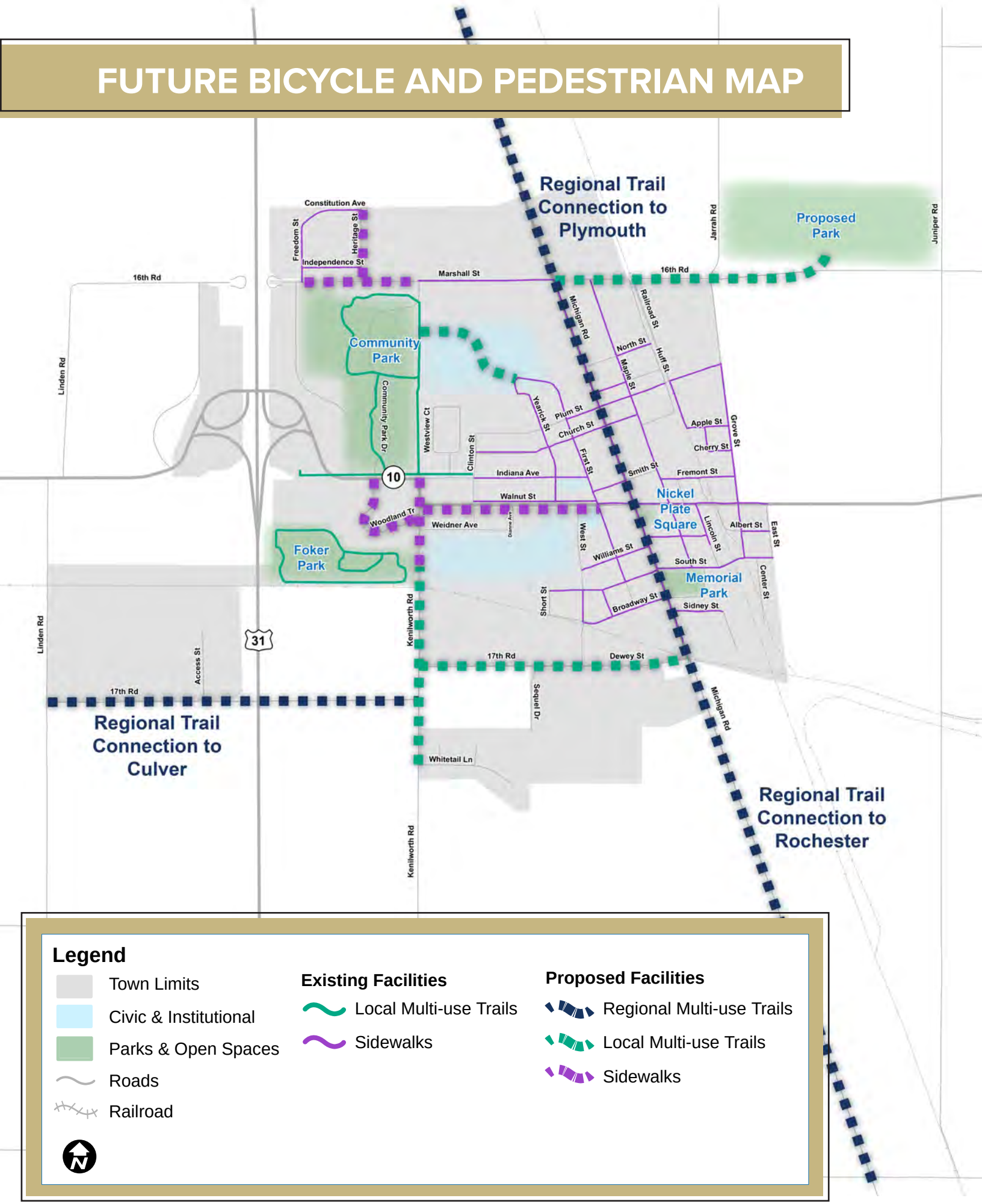
The Town of Argos has maintained an excellent full-service utility provider for water, wastewater, storm water, and electric, and has high-quality public safety services for Police, Fire, and EMS. The Town's continued investment in its utility infrastructure systems over the past decade has ensured ample capacity to handle future growth. Enhancing its utility infrastructures is crucial for Argos to grow and connect. One of the top priorities identified by the Argos community is for the Town to invest in necessary utility infrastructure improvements to support the current and future users and future development opportunities.

Trails and Sidewalks

Another top priority identified by the Argos community is for the Town to enhance sidewalk and trail connections to its parks, schools, and the library, illustrated on the Future Infrastructure and Bicycle and Pedestrian Maps. The action strategies outlined in this Plan seek to continue to fill gaps in the sidewalk network and add trail connections between neighborhoods, destinations, parks, schools, and the library. It is also encouraged to create trail connections to regional communities, recreational, and cultural destinations in Marshall County. The Town's role is to oversee the provision of these facilities in new public and private development and to assist with the completion of connections and links between areas that are not currently served.



FUTURE BICYCLE AND PEDESTRIAN MAP



Legend

- Town Limits
- Civic & Institutional
- Parks & Open Spaces
- Roads
- Railroad

Existing Facilities

- Local Multi-use Trails
- Sidewalks

Proposed Facilities

- Regional Multi-use Trails
- Local Multi-use Trails
- Sidewalks



4 IMPLEMENTING OUR "BIG IDEA"

PRIORITY ACTION PROGRAM

With a forward vision in place, now comes the dedication to implement Argos' "BIG IDEA." Chapter 3 visualizes the Town's vision of the desired future character areas, and this Chapter outlines the roadmap for implementing how the Town will "Grow, Connect, Create."

At the foundation of implementation is Argos' Priority Action Program. The Priority Action Program outlines the top priorities the Town will implement in the next three years. These priorities are the key to transforming Argos' quality of life.

The development of the Priority Action Program involved multiple rounds of engagement with stakeholders and residents. The Steering Committee first identified the goals that needed to be accomplished. Then, stakeholders were asked to attend two Focus Group Workshops that identified the action strategies, the timeframe for completion, key partners, and the priority level. The result formed an overall Action Program, outlined in Appendix A. The Action Program was reviewed and refined by the Steering Committee and the Project Lead Team to ensure strategies are realistic and achievable. With the Action Program in place, we sought input from our community to identify the top priorities the Town should implement in the next three years. Residents and stakeholders had the opportunity to participate in the Goals Prioritization Survey between April 13 and May 1, 2026, and attend an Open House on April 22 to share their top priorities. We received input from 51 participants, with 4 attending the Open House.

Concluding engagement, the Steering Committee thoroughly reviewed the community's top priorities and concurred with the public's votes. The Committee decided that the Priority Action Program should entail preserving Argos' small-town character and rural identity, expanding its housing options, coordinating transportation improvements, and creating parks and trails. The result is the Priority Action Program with a focused list of strategies or projects the Town will implement in the next three years. The Town now has a clear direction for immediate action. As priorities change or future conditions evolve, the Town has a comprehensive framework of goals and strategies in the Action Program, detailed in Appendix A, to shift its focus for implementation.



PRIORITY ACTION PROGRAM

Note: **Bolded strategies are the top projects/strategies the Town will implement within 3 years.**

Intentional, Balanced Growth



Goal: Preserve Argos' small-town character and rural identity by encouraging new development to locate in areas already served by infrastructure.

Action Strategies

- **Review and amend the Zoning Ordinance to align with the vision of the Future Character Areas Map.**
- **Acquire additional industrial properties to expand existing industrial park.**
- Redevelop Stevens property as residential development.
- **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.
- 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.
- **Educate the Town's Plan Commission and the Board of Zoning Appeals on the vision and goals of the Comprehensive Plan.**
- Encourage new industries and businesses to first consider locating in targeted development and redevelopment areas, where adequate infrastructure exists.

- Increase business attraction to the Industrial Park by constructing shell buildings to better attract prospective industries versus land available for development.
- Reevaluate the lifespan and boundaries of the current TIF districts and how to market for future development.



Goal: Expand the inclusion of diverse and attainable housing options that meet the needs of all ages and income levels.

Action Strategies

- **Explore the feasibility to add attainable housing options of single-family and multi-family residences in any feasible locations.**
- **Add age-restricted housing options for seniors.**
- Create an inventory of vacant or blighted properties.
- **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.
- Support ACDC and local realtors to educate prospective homeowners on available programs, incentives, and financial assistance.
- 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.





Accessibility and Connectivity

Goal: Coordinate transportation improvements and land development to ensure they are compatible and supportive of one another.

Action Strategies

- **Enhance the accessibility to the industrial parks to ensure businesses have direct connections to US 31.**
- **Ensure the US 31 and SR 10 area is accessible and safe for all users.**
- 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.
- Continue to update and implement the Road Asset Management Plan to prioritize road improvements and eligibility for grant opportunities.
- Continue to pursue Community Crossings Match Grant monies to improve road segments identified in the Road Asset Management Plan.
- Continue to update and implement the ADA Transition Plan to prioritize sidewalk and curb ramp improvements.



Goal: Create safe, logical, and accessible walking and biking connections linking neighborhoods and community amenities.

Action Strategies

- **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.
- Continue to conduct a Trails Feasibility Study to implement the Trails Master Plan by designing and engineering the trails network.
- Create Trails Maintenance and Sidewalk Maintenance Plans to coordinate with the Town's Utility Department.
- **Add sidewalks where gaps exist to improve safe, continuous connections between parks, neighborhoods, and community amenities.**
- **Pursue federal and state grants to help offset the construction costs for trails or sidewalks.**
- **Establish incentives to encourage developers to incorporate trails and sidewalks in their site plans to help fill gaps.**



Quality of Life and Wellbeing



Goal: Create inviting destinations, parks, and community events that can be enjoyed by all residents and visitors.

Action Strategies

- Create annual tournaments or sports clubs for recreational events to activate parks and engage residents of all ages.
- **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.
- Continue the efforts and grow Argos' festivals and community events, as well as encourage neighborhood-based activities.







Goal: Establish collaborative local partnerships and create volunteer opportunities that enhance civic engagement and foster a sense of belonging.

Action Strategies

- 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.
- Use the Town’s app as a centralized communication hub to share volunteer opportunities, events, and community news.
- **Explore opportunities and provide support for youth to serve in community leadership capacities.**

EVALUATING OUR ACTION PROGRAM

Performance Evaluation Program

The success of implementing the “BIG IDEA” weighs on three pivotal factors: first, having a plan of action; second, lasting partnerships with residents, community leaders, and regional organizations for everyone’s commitment to help the Town implement the “BIG IDEA”; and third, evaluating and monitoring the progress of the Priority Action Program. This provides key decision-makers, including the Town Council, the Argos Plan Commission, and our residents, with timely and comprehensive insights into project advancements and milestones.

Having a mechanism that regularly reviews the progress of the projects, the Town can foresee if priorities need to shift or if efforts need to pivot in a different direction. By routinely assessing our progress, we are better equipped to adapt to evolving community needs and capitalize on emerging resources. To solidify accountability, progress updates will be standing items on the agendas of the Town Council and the Argos Plan Commission. This ensures that the Plan’s progress remains at the forefront of discussions, enhancing transparency, accountability, and the overall effectiveness of our community’s growth and development journey.

IMPLEMENTING OUR ACTION PROGRAM

Establishing Key Roles

This section distinguishes the key roles for the Implementation Advisory Committee, the Town Council, the Argos Plan Commission, and the community, each having an accountable role to implement the Plan.

Implementation Advisory Committee

In our commitment to turning our vision into reality, the Argos Steering Committee elected to create an Implementation Advisory Committee. This Committee serves as the cornerstone of our implementation efforts, tasked with overseeing the implementation of the strategies identified in the Priority Action Program and the supporting strategies outlined in the Action Program in Appendix A.

The Town's Director of Development will be the facilitator and organizer for the Committee, and the Committee will identify champions to manage the implementation of the strategies. The Committee will meet monthly to ensure active involvement upon adoption of the Plan in its infancy. Later, the Committee can evaluate and decide to transition to meet quarterly, as there is a steady momentum and more strategies are achieved. The Town's Director of Development will be the spokesperson reporting on the progress of implementation to the Town Council and the Argos Plan Commission, as standing updates on their respective agendas.

Town Council

While the Advisory Committee is the primary implementer, the Town Council also serves a vital role. Regular updates from the Advisory Committee provide the Town Council with valuable insights to inform decisions regarding budget priorities and future development plans. This collaborative approach fosters alignment and ensures that the Town's actions remain in harmony with the Comprehensive Plan's vision. Additionally, the Town Council can communicate the vision of this Plan to Town Departments and Town Boards to ensure all are aware of the Town's direction in implementing the Plan's strategies. This approach can allow the Town Council to be open and transparent with residents and recruit their involvement to be part of the Advisory Committee or a subcommittee, fostering unity and taking pride in the community they live in.

Argos Plan Commission

Another key role is the Argos Plan Commission. The Plan Commission has the crucial responsibility to direct the physical growth and development of Argos by reviewing developers' site development plans and guiding them to create plans that align with the vision of this Plan—the Future Character Areas. The Plan Commission makes formal recommendations to the Town Council. The Plan Commission is also the formal governing body that develops the Comprehensive Plan and amends the Plan as priorities need to shift, and administers and directs any updates to the Zoning Ordinance.

The Community

The Argos community will continue to have a vital role in the success of the Plan. The Advisory Committee, the Town Council, and the Plan Commission will continue to share the "BIG IDEA" within the community to create a shared sense of purpose and unity. To inspire community ownership, we'll celebrate achievements along the way, fostering community ownership and pride, inspiring active participation. Residents are encouraged to stay actively involved and participate in Council or Plan Commission meetings to ensure their input is heard. In essence, the community's active engagement transforms them from passive observers to indispensable contributors, driving the Plan's success from taking a project idea to reality.

Education and Training Investments

Recognizing that knowledge is power, we underscore the importance of investing in education, training, and providing essential resources to our Town Council, Plan Commission, and Board of Zoning Appeals. Informed decision-making is the cornerstone of successful implementation. By keeping our decision-makers well-informed about best practices and industry developments, we equip them with the tools necessary to make decisions that align with our comprehensive plan. These investments are essential for the plan's successful implementation. The Town's Director of Development and the Advisory Committee will help facilitate the education with these governing bodies to ensure long-term success.

IMPLEMENTATION TOOLS

Zoning Ordinance

The Zoning Ordinance serves as a key tool to implement Argos' vision. The zoning map and regulations must mirror the Comprehensive Plan's Future Character Areas map to ensure that each development decision contributes harmoniously to the desired uses and function of the character areas.

Collaboration with the Argos Plan Commission and the Board of Zoning Appeals is essential. The Zoning Ordinance governs land subdivision, regulates land uses in terms of scale, intensity, and appearance, and implements the Comprehensive Plan's land use policies. This collaboration ensures that development decisions align with the vision outlined in the Comprehensive Plan's Future Character Areas Map.

While the Comprehensive Plan provides long-term growth and development guidance, the zoning ordinance operates at the parcel level, dealing with daily development issues to ensure consistent realization of the Comprehensive Plan's vision. However, challenges may arise as the Zoning Ordinance navigates changes in the real estate market, evolving community preferences, and local decision-makers' perspectives.

Capital Improvement Plan

The Capital Improvement Plan serves as a dynamic roadmap requiring regular review and updates to reflect evolving community needs, priorities, and funding opportunities. It serves as a vital link between the planning process and the budget process, guiding community leaders in making informed decisions for the future based on specific goals and resources.

Argos adopts an annual comprehensive capital improvement plan. Developed in close partnership with financial advisors, this Plan outlines a vision for essential upgrades and developments. Quarterly updates ensure its adaptability and responsiveness to changing community needs.

The Town has implemented a structured review process for the Capital Improvements Plan, typically conducted in the first half of the year to align with the upcoming budgeting cycle. This thorough review enables prudent financial decision-making and efficient allocation of resources, fostering the continued growth and prosperity of Argos.

Land Exaction Tools

Other implementation tools the Town can enact, if approved by the appropriate governing bodies, are Impact Fees, Fee-In-Lieus, dedicating land, and developer agreements. An impact fee is a land exaction tool the Town can use to implement public infrastructure and facility projects. Impact fees are intended to require developers to pay a fee, prior to acquiring building permits, to help offset the cost impacts from the new development in order for the Town to efficiently serve the community for public safety, utility services, parks, and transportation. These fees are established based on the capital and operation effects of new development.

Fee-in-Lieus are another land exaction tool to implement public infrastructure and facilities. They operate differently than impact fees in that they are not based on the impacts of development but the requirement for developers to construct public infrastructure or facilities to serve the area. Fees can be subject to the final site plan approval, and the Town may work with a developer to pay a fee-in-lieu of constructing the public infrastructure or facility so long as the infrastructure or facility is proportionate and reasonably tied to the development area. Fee-in-lieus can be applied for constructing bicycle and pedestrian facilities like sidewalks, trails, and parklands. Currently, the Town does not have impact fee or fee-in-lieu policies but could coordinate with Marshall County to review and determine the feasibility of enacting them.



Collaborative Public-Private Partnerships (PPPs)

Argos can greatly enhance its public infrastructure and amenities through strong public-private partnerships (PPPs). These partnerships involve collaboration between the Town and private entities to finance, develop, and manage public infrastructure or services. By leveraging private sector expertise and resources, the Town can undertake projects that may otherwise be financially challenging, sharing risks and costs while delivering public services efficiently and effectively.

Partnering with developers is a crucial aspect of enhancing public infrastructure systems and amenities. Together, the Town and developers can explore various avenues, such as available grant opportunities or land exaction methods, to facilitate the construction of essential infrastructure. This may include road improvements, utility upgrades, and the creation of parks, trails, and other public facilities. Land exaction tools like impact fees, fee-in-lieu arrangements, or dedicating portions of site plans for public facilities can be considered to support community needs.

This collaborative approach not only offsets costs for both the Town and developers but also ensures a unified vision for development. By leveraging diverse funding mechanisms and fostering collaborative efforts, Argos can effectively achieve its vision for sustainable growth. This strategy guarantees that development is managed responsibly and aligns closely with the Plan's goals and objectives.

TOWN REVENUE SOURCES

General Fund

Argos' General Fund is vital for financing the Town's operations and services, drawing revenue from various sources such as property taxes and permit fees. This fund encompasses several key departments, including the Clerk, Police, and Utility Departments, each with its own budget. These budgeted funds are allocated for personnel, supplies, professional services, other services, and capital expenditures. Annually, the Town Council adopts a comprehensive budget covering all town funds. This ensures that the town's financial resources are effectively managed and allocated to meet the needs of the community.

Tax Increment Financing (TIFs)

The Argos Redevelopment Commission has established three Tax Increment Finance Districts (TIF) and oversees the activities and use of the TIF funds. TIF monies can fund the infrastructure improvements to support redevelopment within the given TIF Districts. The three Districts are labeled as Argos 1, Argos 2, and Argos 3. The Argos 1 District includes the parcels that front US 31 on the west and east sides between SR 10 and Marshall Street/16th Road. The Argos

2 District includes two parcels for the Dollar General and the newly constructed truck stop on the south side of SR 10 east of US 31. The Argos 3 District are the three parcels owned by Sequel Wire located on the south side of 17th Road/ Dewey Street between Sequel Drive and Michigan Road.

Economic Development Income Tax (EDIT)

The Economic Development Income Tax (EDIT), also known as the County Economic Development Income Tax (CEDIT) is an optional tax available to all counties in Indiana. Revenue is divided among the county, cities, and towns, and must be used for economic development or public infrastructure projects. Currently, Marshall County has not adopted an EDIT.

Wheel Tax (Local Option Highway User Tax)

A wheel tax, also known as a local option highway user tax, is a tax imposed by local governments on registered vehicles, based on the number of wheels or the weight of the vehicle. Typically collected annually during vehicle registration, this tax generates revenue dedicated to local transportation projects. Funds from the wheel tax are channeled towards essential initiatives such as road maintenance, repairs, and improving the local transportation network. It ensures that individuals who use the roads in a community contribute financially to the upkeep and development of the transportation infrastructure, promoting sustainable funding for crucial transportation enhancements. Currently, neither Argos nor Marshall County employs a wheel tax.

Motor Vehicle Highway (MVH)

The Motor Vehicle Highway (MVH) is a designated fund maintained by the Town to finance road and highway-related projects and expenses. Revenues for this account are primarily derived from various sources such as fuel taxes, vehicle registration fees, and other related charges. The funds in the MVH are allocated and utilized to support the construction, maintenance, repair, and improvement of highways, roads, and other transportation infrastructure. Essentially, the MVH serves as a crucial financial pool dedicated to ensuring the functionality, safety, and enhancement of the motor vehicle transportation network within a given jurisdiction.

POTENTIAL GRANT OPPORTUNITIES

Economic Development Administration (EDA) Public Works & Economic Adjustment Assistance Program

EDA's Public Works and Economic Adjustment Assistance Programs provide communities with resources to address their various economic needs. EDA supports infrastructure and economic development projects that lead to job creation and retention, an increase in private investment, advances innovation, enhances manufacturing capacities, and workforce development. More information is provided on the EDA's funding opportunities webpage.

Indiana Department of Transportation (INDOT)

Argos actively engages with the Indiana Department of Transportation (INDOT) to access federal transportation programs and grant opportunities designed to bolster community development. INDOT administers a range of grant programs, including a rural call for new local projects, which offers valuable assistance to towns like Argos in executing transportation initiatives. These projects encompass road reconstruction, bridge reconstruction, and safety enhancements for sidewalk and ADA improvements.

One notable program Argos has utilized is INDOT's Community Crossings Match Grant Program (CCMG). CCMG has been instrumental in streamlining the management of road and bridge assets for local governments, helping assess pavement conditions and structural integrity, and facilitating the development of asset management plans.

Indiana Office of Community and Rural Affairs (OCRA) Programs

The Office of Community Rural Affairs (OCRA) oversees the allocation of funds for various grant programs, notably for the Community Development Block Grant (CDBG) Program. This program provides financial assistance to local governments and nonprofits for construction and planning projects. Communities wanting to apply for a CDBG grant must meet one of the three national objectives: 1) benefit to low and moderate-income (LMI) persons; 2) prevention or elimination of slum and blight conditions; or 3) urgent need. If a project aligns with the LMI national objective, then the project must benefit at least 51% of LMI residents in the project area. More information can be found on OCRA's webpage.

Indiana Housing Community Development Authority (IHCDA) Programs

The Indiana Housing Community Development Authority (IHCDA) offers various grant opportunities aimed at assisting communities in creating safe, affordable, and high-quality housing options. IHCDA supports a wide range of housing solutions, from temporary shelters to homeownership assistance, by partnering with housing developers, lenders, investors, and nonprofit organizations. One notable grant program is the CreatINg Places Grant, which utilizes a crowdsource funding mechanism. Communities can apply and launch project campaigns seeking public donations, with IHCDA matching funds raised for successful campaigns up to $50,000.



United States Department of Agriculture – Rural Development Program

The USDA Rural Development Program offers a range of support to rural communities with populations of up to 20,000 residents. Through its Community Facilities Direct Loan and Grant Program, communities can access funding for constructing or enhancing essential community facilities like hospitals, schools, public safety buildings, and community centers, as well as initiatives related to local food systems and other community-based projects. Additionally, the program offers the Rural Business Development Grant Program, providing technical assistance and training to small rural businesses with fewer than 50 employees and less than $1 million in gross revenue, covering feasibility studies, business plans, start-up loans, workforce development, and economic development support.

United States Fire Administration

The United States Fire Administration (USFA) offers a number of fire service grants that the Argos Fire and EMS Departments could pursue to offset costs for equipment, staffing, and fire prevention measures. One grant program New Carlisle may be eligible for is the Assistance to Firefighters, used to purchase equipment, protective gear, and vehicles, as well as training initiatives.

Indiana Department of Natural Resources

The Indiana Department of Natural Resources (IDNR) offers several community facilities grants, such as the Fire Management and Recreational Trails Program. Fire Management grants are a 50/50 match that helps volunteer fire departments purchase vehicles and equipment. The Recreational Trails Program (RTP) is a state-matched grant to aid local communities in land acquisition and/or developing multi-use trails. The RTP reimburses a local community up to 80 percent of the project expenses upon project approval. This could be a potential resource the Town could pursue to help construct trail projects.

Land and Water Conservation Fund

The Land and Water Conservation Fund (LWCF) is administered by IDNR and is available for local communities that have a state-approved Park and Recreation Board and Five-Year Parks Master Plan. The LWCF is a state match grant that provides 50 percent of the costs for land acquisition and/or development of parks and recreational facilities upon project approval.


TOWN OF ARGOS