

SEPTEMBER 2026



LEGACY LEDGER

BACK TO SCHOOL SEASON

*A Preview of Your Q4 Talent
Pipeline Problem*

RESEARCH UNDERScores CHILD CARE'S GROWING ECONOMIC STAKES

*New research is clear: this isn't just a
household issue anymore—it's a
workforce problem and a real hit to local
economic competitiveness.*

ONE TRAIL. TEN YEARS. A LEGACY THAT OUTLIVES US.

*A decade in the making, the Hawpatch Trail breaks
ground spring 2027—connecting communities,
boosting local economic opportunity, and building
something your grandchildren will still be using.*

Full story inside on page 7.



Fostering Community Connection. Driving Business Success.

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The LaGrange County Chamber exists to champion local businesses, strengthen leadership, and build generational prosperity across our communities.

Whether you're a business owner, community leader, entrepreneur, or resident, there's a place for you here.

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CELEBRATING OUR NEWEST MEMBER FROM AUGUST

Mark Your Calendars

SEPTEMBER

- 10 Member Luncheon
- 22 Small Business Workshop
- 29 Table for 10

OCTOBER

- 8 Member Luncheon
- 15 Legacy Launchpad
- 20 Connect with the Candidates
- 28 Woman2Woman Roundtable

NOVEMBER

- 11 Power of the Purse (Lunch & Dinner Event)
- 12 Member Luncheon
- 13 LCIC Open House (Chamber/EDC)
- 20 Coffee with the County
- 24 Table for 10



SCAN HERE

for full calendar of events
and registration links



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WHY GET INVOLVED?

Strong communities don't happen by accident. They are built by people willing to invest, collaborate, and lead.

The Chamber brings together businesses, nonprofits, educators, and residents to shape the future of LaGrange County.

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NEW RESEARCH UNDERSCORES CHILD CARE'S GROWING ECONOMIC STAKES

For years, local employers and working parents in LaGrange County have understood the day-to-day challenges created by a shortage of affordable, accessible child care. However, new national research and data suggest those challenges are no longer just a household concern—they represent a major workforce issue and a direct factor in local economic competitiveness.

The Numbers Behind the Squeeze

A recent national survey by the First Five Years Fund (FFYF) reveals that 82% of likely voters view the cost of child care as a central component of overall cost-of-living concerns. Furthermore, 76% describe the availability and expense of child care as a major problem or crisis.

For working parents, the pressure is immediate. When asked to identify their largest household cost burdens, 38% named child care, placing it practically on par with groceries (40%) and trailing only housing (56%).

A Workforce Issue Hiding in Plain Sight

For the LaGrange County business community—spanning manufacturing, agriculture, healthcare, small business, and retail—the most significant takeaway from recent studies is how child care availability impacts the local labor pool:

- **Ripple Effects Across the Team:** Nearly 40% of all survey respondents indicated that their own ability to work is negatively impacted by the child care challenges of their coworkers (due to unexpected absences, schedule shifts, or open positions remaining unfilled).
- **Workforce Retention:** Almost half of working parents report that child care hurdles directly impact their work attendance, ability to take on overtime, or capacity to seek promotions. One in five parents face these disruptions on a regular basis.
- **Unlocking Local Talent:** Economic modeling suggests that expanding accessible, high-quality child care options directly increases labor-force participation.

In rural communities, bridging this gap is one of the most effective ways to attract and retain talented employees.

When parents cannot find care or secure schedules that align with local shifts and business hours, employers feel the ripple effect through reduced hours, missed shifts, and turnover.

Finding Practical Solutions for Our Community

Addressing child care is a complex economic equation. Providers face narrow operating margins and high overhead, while working families balance tight budgets. Increased public subsidies are only part of the conversation—research points to several additional avenues:

1. **Regulatory & Policy Reforms:** Streamlining certification processes to lower barriers for new home-based and community-based providers while maintaining safety.
2. **Alternative & Home-Based Care Models:** Supporting diverse care options that cater to local work schedules, including non-traditional shifts.
3. **Employer-Driven Solutions:** Exploring flexible work arrangements, dependent care FSAs, or collaborative regional care partnerships.

What This Means for LaGrange County Chamber Members

Access to talent remains one of the primary drivers of growth for businesses choosing to expand or invest in LaGrange County. Ensuring working parents have reliable, affordable options for their young children is essential to keeping our local economy strong.

As your Chamber, we continue to keep a close eye on workforce trends and policy discussions that affect your operations. Child care is no longer just a family topic—it is a critical driver of local economic health, talent attraction, and business retention.

Adapted from Chamber Business News ("New research underscores child care's growing economic stakes," Aug. 19, 2026).

BACK TO SCHOOL SEASON IS A PREVIEW OF YOUR Q4 TALENT PIPELINE PROBLEM

Every August, the same thing happens. A handful of shift leads go back to class. A few parents shift their hours around school drop-off. Scheduling conflicts spike, and somebody on your operations team spends a week patching the calendar together. Then the patch holds, everyone exhales, and the pattern gets filed away as a seasonal nuisance.

That filing is the mistake.

August staffing disruption isn't a scheduling problem wearing a calendar disguise. It's your Q4 workforce plan, stress-tested six weeks early, for free, whether you asked for the test or not. The question worth asking isn't "how do we cover next week's shifts?" It's "what does this month tell us about whether our current plan can carry the volume everyone is already forecasting for October, November, and December."

Most operations teams never ask that second question. They solve the immediate gap and move on. By the time Q4 arrives and the real strain hits, they're already living with the Q4 talent pipeline problem they could have caught in August. Nobody just reads the results.

The Staffing Crunch You Already Recognize

You know the shape of it. Student employees cut their hours or leave entirely. Parents renegotiate their availability around new school schedules. Managers who normally float between departments get pulled into direct coverage instead. None of it is really about August.

The National Retail Federation projects that retailers will bring on between 265,000 and 365,000 seasonal workers for the coming holiday period, a number that could mark the lowest seasonal hiring level in fifteen years even as the organization's outlook on robust spending during the holiday season forecasts holiday sales growth of 3.7 to 4.2 percent, enough to push total spending past \$1 trillion for the first time.

Read that pairing carefully. Demand is expected to climb. The labor pool employers are counting on to meet it is expected to shrink. That gap doesn't open in November. It opens now, and August is where you can still see it forming.

What August Actually Tests

Every operations leader has a Q4 plan. Fewer have tested whether it survives contact with reality. August does the testing anyway, forcing four questions most workforce plans never answer in advance.

- Can your current staffing model absorb a ten to twenty percent swing in available hours without breaking service levels?
- Do your cross-training and coverage protocols actually work when triggered, or do they exist mainly as a policy document nobody has rehearsed?
- How fast can you identify a coverage gap and close it, measured in days rather than in the moment someone finally notices a shift is empty?
- Does your plan depend on a small group of people who happen to be available right now, rather than a structure that holds regardless of who's in the building that week?

If August answers any of those questions with a shrug, Q4 will answer them with a much more expensive shrug. The stakes in November and December are simply higher: more volume, tighter timelines, less room to recover from a bad week.

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Capacity Is Not Capability

Here's where most workforce plans quietly mislead the people relying on them. Headcount and capacity aren't the same thing, and August is where the gap becomes visible.

A department can look fully staffed on paper while a few experienced people shift to school-compatible schedules. Coverage still checks out on the roster. But average handle times creep up, newer team members need more coaching than usual, and the people who know the work best end up absorbing everyone else's questions on top of their own. Nothing on the schedule changed enough to explain it. What changed is the ratio of people who can do the work to people who are simply present for it.

That distinction matters more in Q4 than it does in August. Counting heads tells you whether the schedule is full. It doesn't tell you whether the team can execute, and Q4 is where that difference finally shows up in the numbers.

The Planning Gap Behind the Symptom

The deeper issue isn't seasonal. It's structural, and the data explains why the Q4 talent pipeline problem keeps arriving on schedule every year.

McKinsey & Company's HR Monitor 2026 found that only 11 percent of organizations plan their workforce with a long-term perspective, with most planning still built around short-term headcount rather than the capacity and capability an organization will actually need in the months ahead. That's not a talent acquisition problem. It's a planning-horizon problem, and it explains why the same surprise keeps arriving every August like it's the first time.

Gartner's research on talent management ties that same readiness gap to a measurable performance cost. Businesses whose talent isn't prepared for shifting demands see overall performance fall by 26 percentage points compared with businesses whose talent is. Readiness is the thing the capacity-versus-capability gap is actually measuring, and August is usually the first point in the calendar year where that gap starts costing you something you can see.

Turning A Seasonal Signal Into A Planning Tool

Leading operations teams don't wait for August to end before acting on what it shows them. They treat the month as a live-fire exercise for the plan they're about to lean on.

Start by measuring the gap, not just closing it. When a shift goes uncovered, log why: availability, a training gap, a scheduling blind spot, or a structural shortage the team has been quietly absorbing for months. That log is the beginning of an honest Q4 forecast.

Then pressure-test your coverage model before you need it. If your cross-training plan has never been triggered under real conditions, trigger it now, while August makes a failure just information instead of a missed December deadline.

Build slack into the structure itself rather than into any one person's willingness to cover extra hours. A plan that depends on a few people saying yes to overtime is a plan that breaks the first time one of them says no. Diversify where flexibility lives across the team so no single person's availability becomes a single point of failure.

Extend that same logic to leadership, not just frontline coverage. Harvard Business Review's analysis of middle-market leadership talent points out that middle-market organizations are especially exposed here, since they rarely have the layers of management larger companies use to absorb a leadership gap. If your ability to execute depends on two or three specific managers being available, August will show you that risk months before Q4 makes it expensive.

Finally, treat the diagnostic as recurring rather than seasonal. August will come again next year, and so will the same test. The teams that get better each cycle are the ones that write down what broke, why, and what they changed, so the next seasonal swing is a known quantity instead of a fresh surprise.

Solving Your Q4 Talent Pipeline Problem

By the time Q4 makes the gap expensive, the decision that mattered already happened in August. The organizations that come out of the holiday season ahead of plan aren't the ones with the most people. They're the ones that read the signal early and built a structure that didn't need a miracle to hold.

Originally published by Aspirations Consulting Group "Back to School Season Is a Preview of Your Q4 Talent Pipeline Problem" by Jerry Justice.

ONE TRAIL. TEN YEARS. A LEGACY THAT OUTLIVES US.

HOW A DECADE OF COMMUNITY EFFORT BROUGHT THE HAWPATCH TRAIL FROM VISION TO GROUNDBREAKING—AND WHAT IT MEANS FOR THE FUTURE OF LAGRANGE COUNTY

After more than a decade of planning, negotiation and community support, the Hawpatch Trail is finally moving from vision to reality.

Construction on the first phase of the long-awaited trail is expected to begin in spring 2027, marking a significant milestone for LaGrange County Trails and the many community members who have helped bring the project to this point.

The Hawpatch Trail is planned as a 12-foot-wide multi-use trail connecting communities throughout LaGrange County and, ultimately, neighboring counties. Phase one will run from 75 West to 500 West outside of Topeka. Phase two will extend from downtown Topeka to County Road 1200, while phase three will continue from 75 West to the Noble County line.

When the larger vision is complete, the trail will connect with routes in Noble and Elkhart counties, creating a continuous regional route through Topeka, Wolcottville, Rome City, Kendallville, Millersburg and beyond.

But the trail is about much more than recreation.

According to Jeff of LaGrange County Trails, the project will provide a safer transportation option for residents who bike to work, including members of LaGrange County's Amish community. It will also connect local residents to a much larger regional trail network, giving cyclists and pedestrians new ways to travel throughout the county and beyond.

The project also represents a significant economic and tourism opportunity. Communities with established trail systems have seen increased interest in nearby property and new businesses that serve trail users. For LaGrange County, the Hawpatch Trail could become another reason for visitors to explore the area



FULL STEAM AHEAD



and another asset for residents considering where they want to live, work and raise their families.

There is also something inherently different about experiencing the county from a trail. As Jeff put it, traveling by bike or on foot allows people to experience their surroundings in a completely different way—to notice the flowers, hear the birds and see parts of LaGrange County that often go unnoticed from a vehicle.

Getting to this point, however, has been anything but simple.

The project began more than 10 years ago when a group of local residents came together with a goal of developing bike trails in LaGrange County. After incorporating as a nonprofit, the group focused on acquiring portions of the former Wabash Railroad corridor. Negotiations with Norfolk Southern took four to five years, complicated further by the railroad's relocation of its real estate division and the COVID-19 pandemic.

LaGrange County's Major Moves funding ultimately provided \$1.5 million to purchase the property, while the LaGrange County Community Foundation helped secure a \$225,000 matching grant and a \$5 million Lilly Endowment grant supporting construction of phases one and two. Local fundraising and support from county government, the Chamber, EDC, CVB and countless community members have also played a role.

One example of that community support came last year, when approximately 2,000 people attended a

Topeka haystack supper that raised \$75,000 for the project.

“This has really been a community effort,” Jeff said.

The community will have another opportunity to shape the project this fall. LaGrange County Trails will host two identical public meetings to gather input on trail amenities, including crossings, rest areas and other design elements. Engineers will be available to answer questions, and preliminary plans for phases one and two will be available for residents to review.

The meetings will be held Tuesday, September 1 at 6 p.m. at the Topeka Library and Thursday, September 10 at 3 p.m. Community members are encouraged to attend either meeting, provide input or simply learn more about the project.

While phase one is funded and construction is on the horizon, the work is not finished. Completing phase two will require an additional investment of several million dollars, and LaGrange County Trails plans to launch a future fundraising campaign.

For Jeff, that investment is about thinking well beyond today's residents.

The goal is to build something that remains useful for generations—much like the county's park system.

“It’ll be a legacy,” he said. “It’ll be there for hopefully 100 years. People will be using it. Your grandchildren, your great grandchildren.”

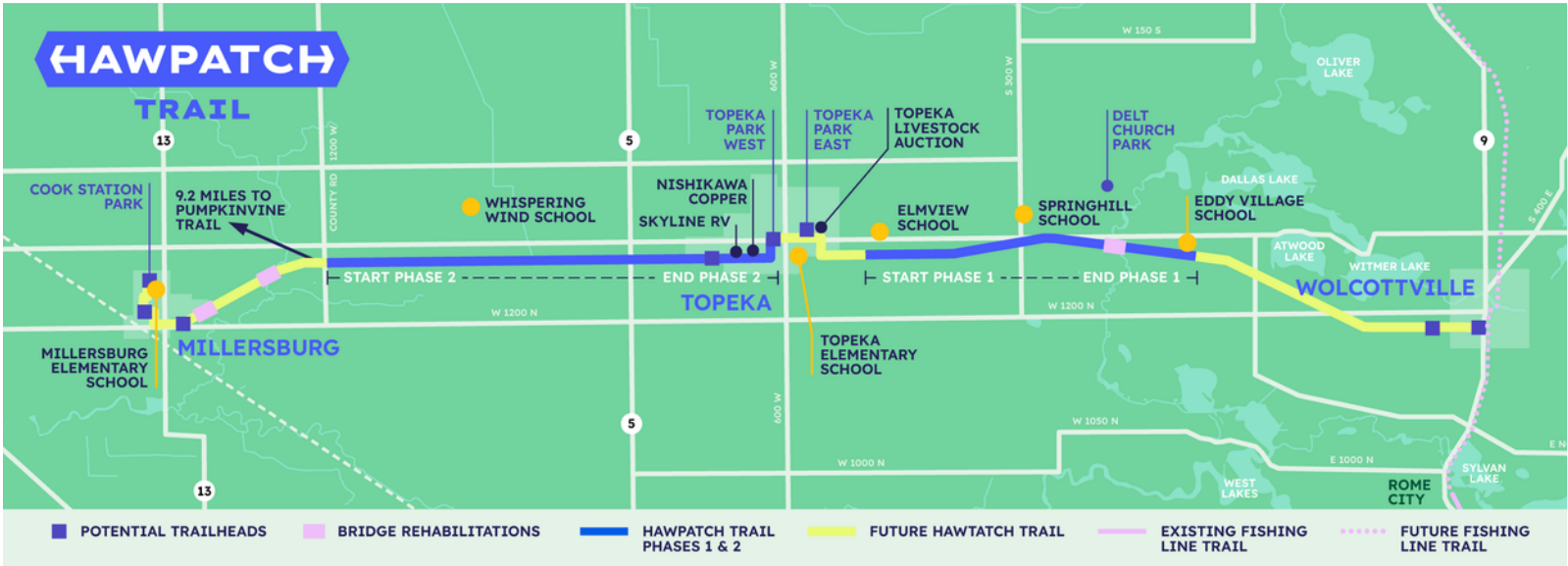
“

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”

– Jeff Wingstrom, LaGrange County Trails

The Hawpatch Trail may have taken more than a decade to reach the starting line, but the next chapter is just beginning. And if the vision of LaGrange County Trails becomes reality, the trail won't simply connect places on a map—it will connect people, communities and generations for years to come.



Beyond The Front Door

Did You Know?

- **Doctors here prescribe groceries.**
 - Through the hospital's "Food Pharmacy," patients with chronic conditions get prescriptions for free, fresh produce along with hands-on cooking classes.
- **You can do rehab without changing rooms.**
 - The Continuing Care Program uses "swing beds," allowing patients to transition from acute surgery care to skilled rehab in the exact same bed.
- **It features a high-speed flight hub.**
 - The campus helipad serves as a key landing zone for the Parkview Samaritan air ambulance, airlifting critical rural cases in minutes.
- **You can get a heart scan for \$99.**
 - Anyone can schedule a non-invasive HeartSmart CT scan to check for blocked arteries for a flat \$99—no doctor's referral needed.
- **There's a mental health program just for seniors.**
 - The LifeBridge program provides specialized outpatient behavioral therapy tailored specifically to older adults navigating life transitions.
- **Your phone might be told to "shh".**
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Biz Spotlight



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YOUR BUSINESS. YOUR COMMUNITY. YOUR LEGACY.

LaGrange County didn't get here by accident. Every generation of business owners, volunteers, and neighbors before us built something worth passing on, and now it's our turn to keep that going.

That's what the Chamber's Legacy Campaign is all about. It's an investment in the connections, opportunities, and leadership that keep LaGrange County strong for the businesses and families who call it home today, and the ones who'll call it home fifty years from now.

Want to be part of building what's next? Reach out to the Chamber to learn how you can invest in LaGrange County's future.

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YOUR BUSINESS. YOUR COMMUNITY. YOUR LEGACY.

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Adapted from Chamber Business News ("New research underscores child care's growing economic stakes," Aug. 19, 2026).

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