

Child Care Solutions Activation Plan Report

Mankato and North Mankato, MN December 2024

Acknowledgments

This Activation Plan for child care integrates the collaborative contributions that preceded its development. It acknowledges the collective efforts of various organizations and individuals who have long been committed to child care in the Mankato and North Mankato Region including surrounding communities.

We extend special recognition to the Greater Mankato Growth and Southern Minnesota Initiative Foundation for convening the community for this important process, which has included local employers, child care centers, in-home/family child care providers, early education professionals, and various community representatives. Their commitment and insight have been instrumental in shaping this plan, reflecting the spirit and needs of the local community.



***The process of creating a Child Care Solutions Activation Plan was
underwritten and supported by Southern Minnesota Initiative Foundation.***



Facilitated and Authored By

This Child Care Solutions Activation Plan was guided and written by Jeff Andrews and the team at Business of Child Care.

Executive Summary

The Mankato-North Mankato Child Care Solutions Activation Plan lays out a practical and actionable strategy to address critical child care challenges in the region. Developed through extensive community engagement and informed by data, this plan provides a roadmap for improving access, quality, and coordination in the child care system.

In early 2024, Greater Mankato Growth, supported by the Southern Minnesota Initiative Foundation, launched an effort to better understand the child care landscape in Mankato, North Mankato, and surrounding communities. This process identified significant challenges, including workforce shortages, geographic disparities in access, and the lack of a centralized resource to support providers and families. Stakeholders from various sectors—employers, educators, families, and child care providers—came together to develop solutions aligned with the region’s unique needs.

This report presents a targeted set of priorities designed to address the most pressing issues while strengthening the foundation for long-term progress. Three main initiatives are identified, each designed to improve specific aspects of the child care ecosystem while complementing existing programs and resources.

Strategic Focus Areas

The Child Care Solutions Activation Plan outlines three key initiatives to address the region’s challenges:

1. **Organize: Establish the Mankato Area Child Care Association**

This initiative focuses on creating a regional hub to coordinate child care resources, advocacy, and provider support. The association will play a vital role in raising awareness about the value of child care, building partnerships, and providing technical assistance to providers.

- **Key Functions:** Advocacy campaigns, fundraising efforts, provider engagement, and regional collaboration to align efforts and address shared challenges.
- **Investment: \$89,000**, which includes \$39,000 for initial operations and program development and \$50,000 to establish a regional child care fund.

2. **Support: Build and Enhance the Child Care Workforce Pipeline**

A targeted workforce development initiative to recruit, train, and retain early childhood professionals. This program focuses on enhancing existing education and training resources while providing direct support to new family child care (FCC) startups.

- **Key Functions:** Curriculum enhancements, internships, mentorship programs, and outreach campaigns to attract new professionals to the field.

- **Investment: \$34,000**, which includes funding for workforce training, start-up grants, and technical assistance for FCC providers.

3. **Launch: Micro-Focus Hosted Spaces**

This initiative creates small, community-based solutions to expand child care capacity in underserved neighborhoods and workforce-aligned areas. Family child care providers will receive funding and technical support to establish licensed spaces that address geographic gaps and specific family needs.

- **Key Functions:** Start-up grants, space preparation, technical support, and partnerships with employers and local organizations to meet workforce demands.
- **Investment: \$150,000**, which includes funding for space assessments, start-up costs for FCC providers, and outreach efforts.

Investment Overview

The total investment required to implement the three initiatives is **\$273,000** and distributed as follows:

- **Mankato Area Child Care Association:** \$89,000
- **Workforce Pipeline Development:** \$34,000
- **Micro-Focus Hosted Spaces:** \$150,000

These investments focus on enhancing existing efforts and ensuring that resources are effectively allocated. The financial commitments outlined here are intended to complement ongoing programs, avoiding duplication of services. Ongoing operational costs or infrastructure modifications are not included in these estimates.

Projected Impact

The Child Care Solutions Activation Plan is designed to produce measurable results over the next 12 months, with key outcomes including:

- **Establishment of a Central Resource Hub:** A regional association to centralize advocacy, coordination, and provider support.
- **New Workforce Opportunities:** Addition of 15 new professionals to the child care workforce, including 10 employees and 5 FCC providers.
- **Expanded Capacity:** Creation of 60 new licensed child care slots in underserved neighborhoods and areas aligned with workforce needs.

- **Enhanced Provider and Community Support:** Improved engagement with providers and underrepresented communities, ensuring that new solutions reflect local needs.
- **Employer and Community Partnerships:** Development of partnerships to align child care with workforce and family priorities, supporting local economic stability.

Conclusion

The Mankato-North Mankato Child Care Solutions Activation Plan offers a clear path to addressing immediate challenges in the child care system while building a foundation for future improvements. By prioritizing enhancements to existing resources and focusing on practical, community-driven solutions, this plan ensures meaningful progress toward creating a more accessible, sustainable child care landscape.

Through strategic investments and a commitment to collaboration, this plan supports families, empowers providers, and strengthens the regional workforce. These efforts are essential to fostering economic growth and improving the overall well-being of the community. With thoughtful implementation and continued engagement from stakeholders, this plan positions the Mankato region to meet the evolving needs of its families and businesses in coming months and years.

Background

In early 2024, Greater Mankato Growth initiated conversations with the support of Southern Minnesota Initiative Foundation to gain a deeper understanding of the child care environment in the Mankato and North Mankato region. Through this process, it became evident that an intentional approach was required to produce an updated assessment of current conditions and a forward-looking plan for addressing regional challenges and opportunities related to or arising from current child care conditions.

Initial review of past and existing efforts combined with data analysis across Blue Earth County and Nicollet County reveals key demographic trends and child care capacity challenges that influence local conditions. The trend highlights illustrated below our sourced from the community data evaluations that are included at the end of this report and were prepared as part of preparation efforts for this work.

General Demographics of Blue Earth and Nicollet Counties

Blue Earth County, located in south-central Minnesota, has a population of 70,006, with Mankato serving as the largest city and a central hub for economic and community activities. The county's demographic profile includes:

- **Median Age:** 31.6 years, which is younger than the state average of 39 years.
- **Children Under Five:** 5.1% of the population, slightly below the state average of 5.7%.
- **Household Size:** An average of 2.40 persons per household, closely aligned with state trends.
- **Per Capita Income:** \$35,182, lower than the state average of \$44,947, indicating potential financial constraints for families with young children.

In Nicollet County, with a population of 34,242, North Mankato and Saint Peter are key cities. Key demographic indicators for Nicollet County include:

- **Median Age:** 37.1 years, closer to the state average.
- **Children Under Five:** 4.8%, reflecting a smaller proportion of young children compared to both the state and Blue Earth County.
- **Household Size:** An average of 2.41 persons per household, similar to Blue Earth County.
- **Per Capita Income:** \$41,658, higher than Blue Earth County but below the state average.

These demographic differences provide insights into the diverse needs of families in these counties and help shape strategies for addressing child care challenges.

Child Care Centers and Family Child Care in Mankato and North Mankato

Child care services in Blue Earth and Nicollet Counties are concentrated in Mankato and North Mankato, leaving outlying communities underserved. Even within these cities, access varies between neighborhoods, with some areas offering fewer providers and limited services. These gaps present challenges for families, particularly those in underserved neighborhoods or nearby rural areas, making it more difficult to secure child care.

- **Blue Earth County:**

- Total child care centers: 24, serving up to 1,782 children.
- Mankato: 16 centers with a licensed capacity of 1,307 and 34 family child care providers accommodating 410 children.
- Family child care providers countywide: 68, supporting up to 824 children.

- **Nicollet County:**

- Total child care centers: 16, serving up to 1,152 children.
- North Mankato: 9 centers with a capacity for 709 and 14 family child care providers serving 168 children.
- Family child care providers countywide: 31, supporting up to 376 children.

The concentration of child care services in Mankato and North Mankato contrasts with limited options in smaller towns like Lake Crystal and Saint Peter. Expanding access in underserved neighborhoods and rural communities is critical to addressing these disparities.

Change in Census Reporting for Children Aged 0–4 by School District

Shifts in the population of children aged 0–4 across school districts in the two counties highlight differing trends:

- **Blue Earth County:** The population of children aged 0–4 has decreased by 8.8% between 2021-2022 and 2023-2024, with Mankato seeing a decline from 3,010 to 2,714 children over this period, and a 20.1% decrease since 2019-2020. Smaller towns like Eagle Lake and Mapleton have also experienced declines, reflecting broader demographic shifts.
- **Nicollet County:** In contrast, the number of children aged 0–4 increased by 12.3% during the same period. North Mankato has shown steady growth, with a total of 715 children in this age group, up from 628. This growth indicates a rising need for child care services in Nicollet County, especially in rapidly growing areas like North Mankato.

These trends highlight the importance of tailoring child care solutions to meet the specific needs of each county and school district.

Additional Resources

For a more detailed view of community demographics, infant/toddler vs. preschool population trends, and child care availability, please refer to the full community data evaluation reports included at the end of this report.

The Process

The development of the Child Care Solutions Activation Plan for Mankato and North Mankato involved a collaborative, community-driven process. Initiated by Greater Mankato Growth in partnership with the Southern Minnesota Initiative Foundation and facilitated by Business of Child Care, this effort engaged a broad cross-section of stakeholders, including employers, child care providers, educators, workforce leaders, and families.

Through a series of listening sessions and alignment meetings held in October 2024, participants provided valuable insights into the region's child care environment, identifying both challenges and opportunities. These efforts culminated in a follow-up Solution Pathways Review, which confirmed the final direction and priorities for addressing child care needs in the region.

Key Problems and Challenges

The following inventory outlines the problems and challenges identified during community listening sessions and the Solution Pathways Review. These challenges highlight barriers that impact families' access to affordable care, providers' ability to sustain operations, and employers' workforce participation.

- **Lack of Affordable and Accessible Child Care**
 - High costs remain a significant barrier for families, particularly those with lower incomes. Many families rely on unlicensed informal care, which lacks access to resources and support.
- **Geographic and Transportation Barriers**
 - Child care services are concentrated in specific areas, creating access challenges for rural and underserved neighborhoods. Limited transportation options further restrict families needing care during mid-day or non-standard hours.
- **Staffing and Workforce Shortages**
 - Providers face recruitment and retention issues due to low wages, limited benefits, and a high-stress work environment. An aging provider population highlights the urgent need for workforce pipelines to attract younger professionals.
- **Misalignment with Non-Traditional Work Schedules**
 - Families working evening, overnight, and weekend shifts struggle to find child care options that align with their schedules. This creates gaps for industries like healthcare and manufacturing.

- **Regulatory and Administrative Burdens**
 - Complex licensing requirements, inconsistent regulatory interpretations, and costly training requirements place operational strains on providers, particularly smaller family child care businesses.
- **Limited Support for Informal (FFN) Care Providers**
 - Informal family, friend, and neighbor (FFN) care remains a critical resource, especially for families in poverty. However, these providers operate disconnected from formal networks, lacking access to training, tools, and pathways for licensure.
- **Financial Instability for Providers**
 - Providers face inconsistent payment structures, low reimbursement rates, and limited sustainable funding opportunities, making it challenging to expand or maintain operations.
- **Gaps in Infant and Toddler Care Capacity**
 - High demand for infant and toddler care creates waitlists and limits workforce participation for parents of young children. Current infrastructure does not meet the community's needs.
- **Oversupply of Preschool Slots**
 - There is a mismatch between the oversupply of preschool-aged care slots and the shortage of infant and toddler care, leaving critical gaps in the system.
- **Special Education and Early Intervention Deficiencies**
 - Children lack timely access to early intervention and special education services, impacting kindergarten readiness and creating additional challenges for families and schools.
- **Community Mistrust and DHS Modernization**
 - Previous regulatory changes have created distrust between providers and the Department of Human Services (DHS), underscoring the need for supportive reforms that rebuild confidence.
- **Public Awareness and Community Understanding**
 - There is a lack of public understanding about the costs, complexities, and value of child care. This limits advocacy, investment, and broader support for sustainable solutions.

Challenges and Opportunities defined as Desired Outcomes

Following the identification of problems, challenges, and opportunities, participants were asked to reframe each into a desired outcome—a clear vision of what success would look like if conditions were improved. This approach allowed stakeholders to focus on practical solutions and actionable goals, answering the question: *What would the situation look like if it were different or better?* The resulting desired outcomes reflect the collective priorities of the community and serve as a foundation for driving meaningful progress.

- **Centralized Child Care Support Hub**
Establish a centralized resource hub to provide training, administrative support, and tools for child care providers. The hub would streamline operations, improve access to shared resources, and support providers in navigating regulatory and financial challenges.
- **Workforce Development Pathways**
Develop local workforce pipelines by partnering with schools and training institutions to provide certifications, internships, and career exposure for aspiring early childhood professionals. These pathways will address staffing shortages and create a sustainable talent pool.
- **Support for Family, Friend, and Neighbor (FFN) Providers**
Enhance informal child care networks through targeted training, resources, and licensure pathways. Strengthening FFN care will improve safety, quality, and accessibility for families who rely on this essential resource.
- **Employer Engagement in Child Care Solutions**
Collaborate with employers to align child care solutions with workforce needs. Employer-based contributions, such as near-site care, stipends, or investments in flexible care options, will address affordability and accessibility challenges.
- **Micro-Investments in Targeted Child Care Projects**
Implement small-scale investments to expand capacity in high-need areas, such as rural or underserved neighborhoods. Priorities include increasing infant and toddler care slots and addressing non-traditional hour care needs.
- **Transportation Solutions for Child Care Access**
Develop transportation strategies to address geographic barriers and ensure reliable access to child care. Solutions could include partnerships with transit providers, targeted route adjustments, or subsidized fare programs for families.
- **Financial Stability for Providers**
Promote sustainable funding models to support provider stability. Strategies include consistent reimbursement rates, funding opportunities for private centers, and financial incentives for expanding infant and toddler care.

- **Public Awareness and Advocacy Campaign**
Launch a community-wide campaign to build public understanding of the value and importance of child care. This effort will elevate the profession, highlight its economic impact, and garner greater community and policy support.
- **Special Education and Early Intervention Improvements**
Strengthen early intervention pathways to ensure children receive timely developmental support. This will improve school readiness and reduce the long-term strain on educators, families, and community resources.
- **Balancing Care Supply to Meet Demand**
Realign child care offerings to address the oversupply of preschool slots and the shortage of infant and toddler care. This will create a balanced system that meets the evolving needs of families in the region.

Lead Team Alignment and Solution Pathways Review

The Lead Team, made up of community stakeholders, played a critical role in reviewing the challenges and opportunities identified during the listening sessions. Through real-time collaboration and focused discussions, the team aligned on a set of actionable priorities to address the region's most pressing child care needs. Their work ensured that valuable input from providers, families, and workforce representatives was translated into practical solutions that reflect both immediate demands and long-term objectives.

The Solution Pathways Review served as a final step to validate these priorities, confirming the alignment of solutions with the broader needs of the community. This process emphasized addressing workforce shortages, improving provider support, and expanding access to infant and toddler care while maintaining a focus on flexibility and sustainability.

The resulting priorities reflect a shared commitment to creating a more accessible, resilient, and responsive child care system for Mankato and North Mankato. These priorities were designed to align resources with impact, ensuring meaningful progress toward addressing gaps and building a stronger foundation for child care in the region.

Lead Team Focus Areas

1. Establish a Centralized Child Care Support Hub to provide operational, administrative, and resource assistance for providers, improving efficiency and sustainability.
2. Create Workforce Development Pathways through education partnerships, targeted training, and certification programs to address staffing shortages and strengthen the child care workforce.
3. Strengthen Support for Informal (FFN) Providers by offering tools, training, and resources to improve safety, quality, and reliability for families relying on informal care.
4. Develop Employer-Based Solutions to align child care offerings with workforce demands, including near-site care, stipends, and flexible care options for non-traditional schedules.
5. Prioritize Micro-Investments in High-Need Projects to address specific geographic and demographic gaps, with a focus on expanding infant and toddler care capacity and improving rural access.
6. Launch a Community Awareness and Advocacy Campaign to build public understanding of the value of child care and garner greater support for providers and families.

Focus on Desired Outcomes

The insights gathered during the listening sessions and lead team alignment meetings have identified three key outcomes essential for advancing child care solutions across Mankato and North Mankato. These outcomes provide a clear framework to address existing challenges while building a more sustainable, accessible, and community-driven child care system that supports families, providers, and employers.

1. Organize: Establish the Mankato Area Child Care Association

The establishment of a regional child care association will serve as a central resource for supporting providers, families, and community stakeholders in Mankato, North Mankato, and surrounding communities. By streamlining coordination and resources, this association will play a vital role in strengthening child care infrastructure, addressing gaps, and advancing regional priorities for child care and early education.

Key functions of the association include:

- **Community Awareness and Advocacy:** Leading public campaigns to raise understanding of child care's importance, emphasizing its economic and social value, and elevating the role of providers within the community. Advocacy efforts will focus on securing broad support for sustainable child care solutions across the region.
- **Fundraising and Asset Development:** Developing and managing dedicated funds to support both current and future child care and early education needs. This includes initiatives to sustain existing providers, expand access to care, and fund targeted improvements where gaps are most pronounced.
- **Coordination and Facilitation:** Serving as a regional hub for collaboration with local organizations, employers, and agencies to align child care-related activities and goals. This includes facilitating partnerships, sharing resources, and ensuring efforts are coordinated to maximize impact across the area.
- **Provider Engagement and Support:** Intentionally engaging existing providers to address current operating outcomes and provide assistance in realigning services and offerings to meet the changing dynamics of the community. This support could include funding opportunities, technical assistance, and access to tools for evaluating and adapting to evolving needs.

While the association may operate within an existing organization, its focus and function will center on becoming the regional entity for child care support and leadership. By addressing needs within Mankato, North Mankato, and neighboring communities, the association will provide a unified structure to drive long-term progress and meet the evolving needs of families, providers, and local economies.

2. Support: FFN & Workforce Development Focus

Building on and enhancing existing workforce development efforts will be critical to addressing staffing shortages while strengthening informal family, friend, and neighbor (FFN) care providers. This dual approach ensures that child care—both formal and informal—remains reliable, safe, and responsive to the diverse needs of the region's communities and neighborhoods.

- **Workforce Development:** Facilitated efforts will focus on enhancing and updating local workforce pathways by leveraging existing programs and partnerships with schools, training institutions, and community organizations. Emphasis will be placed on the development of family child care pathways, recognizing the value of smaller, community-based solutions that meet the needs of neighborhoods alongside larger-scale centers. Visibility at the community level will be prioritized to encourage participation, certifications, and career entry into the child care sector. This work will complement parallel efforts by local education entities and the Minnesota Department of Education (MDE), including initiatives addressing wage-related compensation challenges and workforce sustainability.
- **FFN Provider Support:** Targeted outreach will engage extended families such as grandparents and guardians, culturally representative care providers, and informal networks that often form due to cost barriers. Support will include training opportunities, tools, and access to resources that improve quality of care and safety. Strengthening FFN providers ensures these essential, community-driven care options remain a vital part of the child care ecosystem.

By aligning with existing regional and state-level workforce development initiatives, this outcome supports the creation of a sustainable talent pipeline for early childhood professionals while reinforcing the importance of smaller, family child care solutions within neighborhoods and communities across the region.

3. Launch: Micro Focus Hosted Spaces

Micro-focus hosted spaces will offer smaller, community-specific child care solutions that address both geographic gaps and specialized needs. These projects will prioritize family child care models, which can operate either in homes or dedicated small-scale facilities, to serve targeted areas where access is limited.

Key areas of focus include:

- **Geographic Alignment:** Developing hosted spaces in neighborhoods and communities with identified gaps in care to ensure local families have access to reliable child care solutions.
- **Specialized Community Needs:** Partnering with local businesses and community groups to align care solutions with workforce requirements, such as offering flexible care hours for shift workers or bilingual preschool programming to meet cultural and language-specific needs.

These efforts will prioritize smaller-scale, family-oriented child care projects as immediate solutions while setting the foundation for larger capacity-building initiatives—such as expanding infant and toddler care—through future phases. These desired outcomes provide a foundation for the Child Care Solutions Activation Plan, fostering a resilient and accessible child care landscape in Mankato and North Mankato.

Pathways to Solutions: Desired Outcomes and Action Plans

Approach to Desired Outcomes and Investment Expectations

The following Desired Outcomes and Action Plans provide a foundational framework for addressing the most pressing child care challenges across the Mankato and North Mankato region. These outcomes reflect the priorities identified through extensive community engagement, data analysis, and stakeholder input, creating a roadmap for meaningful action and sustainable impact.

Each Desired Outcome is designed to outline high-level solutions, initial activation steps, and corresponding financial investments required to drive progress. Investment estimates are based on prior experience and scaled assumptions and serve as a starting point for aligning resources with the needs of the community. These estimates do not include ongoing operational costs for new capacity being created, nor do they account for any additional construction, facility updates, or physical alterations that may be required. As each initiative evolves, these preliminary steps will often require further refinement to create actionable, consumable plans for implementation.

It is important to note that these overviews serve as a general guide to initiating progress. While the steps outlined here represent clear paths forward, they are not exhaustive; larger initiatives will necessitate detailed breakout strategies to translate vision into specific, achievable actions. By approaching these outcomes as dynamic and adaptable, the region can prioritize immediate needs while building a foundation for long-term success.

Establishing the Mankato Area Child Care Association

The Mankato Area Child Care Association will serve as a central, regional entity to strengthen child care infrastructure across Mankato, North Mankato, and surrounding communities. Acting as a resource hub, the association will consolidate support for providers, families, and stakeholders while advancing efforts to address unmet needs and micro-solutions within the community. By streamlining resources, fostering collaboration, and engaging the broader region, this association will play a critical role in addressing immediate challenges and supporting long-term improvements in the child care sector.

Purpose and Key Functions

The association's primary functions, along with specific areas of initial focus, include:

- **Community Awareness and Advocacy:** Leading campaigns to raise awareness of child care's economic and social importance while advocating for resources, policies, and local investment.
 - *Initial Focus:* Launch a targeted advocacy campaign utilizing social media, culturally representative media, and other outlets to elevate child care issues, highlight providers' contributions, and promote local solutions.
- **Provider Engagement and Technical Assistance:** Supporting existing child care providers by addressing operational challenges, helping to realign services to meet changing community needs, and creating meaningful connections to resources.
 - *Initial Focus:* Facilitate partnerships between providers and local business groups to align child care offerings with workforce demands. Extend outreach to connect providers with technical resources, funding opportunities, and shared services.
- **Fundraising and Asset Development:** Developing and managing dedicated funds to support current needs and create new opportunities for child care growth.
 - *Initial Focus:* Launch a fundraising initiative to raise \$100,000 for targeted investments, such as establishing new family child care programs or micro-solutions aligned with specific unmet needs in the community.
- **Coordination and Facilitation:** Serving as the regional hub for collaboration, aligning efforts among child care providers, families, employers, civic organizations, and community leaders.
 - *Initial Focus:* Establish a regular cadence of monthly advisory or board meetings to provide direction and oversight. Host community-building activities such as a provider appreciation event or a summer early education picnic to strengthen engagement and support across the region.

Activation Steps

1. **Form a Leadership Team with Regional Representation:** Establish a core team or advisory board representing child care providers, families, employers, education leaders, and community officials. This leadership group will ensure the association's priorities reflect the diverse needs of the region.
2. **Define Mission and Objectives:** Using insights from listening sessions and workshops, clearly define the association's mission and set actionable objectives. Priorities will focus on addressing unmet needs, improving provider operations, and promoting micro-level child care solutions within neighborhoods and communities.
3. **Regional Governance and Organizational Structure:** Formalize a governance structure with clear roles and representation from stakeholders representing the whole community including existing providers. A board of directors will oversee strategy, operations, and financial transparency while maintaining regular communication with the broader community.
4. **Incorporation and Fund Development:** If no existing nonprofit entity can host the association, complete the legal steps to establish a 501(c)(3) structure. This will allow the association to pursue grants, secure contributions, and manage funds to sustain operations and investments.
5. **Develop and Launch a Provider Support Program:** Create initiatives to engage existing providers, offering tailored technical assistance, professional development, and access to funding opportunities. Programs will prioritize addressing micro-level needs and unmet gaps within the community, such as non-traditional hour care or geographic-specific solutions.
6. **Create a Regional Action Plan:** Develop a phased action plan outlining short-term and long-term priorities, initial activities, and engagement strategies. This plan will serve as a foundational roadmap for the association's operations and allow for flexibility as needs evolve.
7. **Develop Marketing and Communication Strategies:** Build a comprehensive communication strategy to promote the association's mission, goals, and services. This includes designing branding materials, launching a website, and sharing regular updates through newsletters, local media, and community events.
8. **Secure Initial Funding:** Execute the \$50,000 fundraising initiative through grants, business partnerships, and local campaigns to support existing child care providers and address targeted needs in the community.
9. **Launch the Association:** Organize a formal launch event to introduce the association, share its mission and goals, and build momentum for community partnerships. Engage families, providers, and businesses to create strong, sustained buy-in.

10. **Monitor and Evaluate Progress:** Implement a system to track activities, assess impact, and collect community feedback. Regular evaluations will ensure the association remains responsive to the region's needs and continuously improves its services and engagement.

Financial Investment Overview

To successfully establish and activate the Mankato Area Child Care Association, targeted investments are required to support its core functions, initial operations, and strategic focus areas over the next 12 months. This investment will ensure the association can effectively coordinate regional activities, provide immediate support to providers, and develop long-term solutions to meet the evolving needs of families, providers, and the broader community.

The following financial breakdown highlights key investment areas to achieve the association's goals:

1. Community Awareness and Advocacy Campaigns

- **Purpose:** Raise awareness about the importance of child care, elevate providers' contributions, and advocate for regional solutions to improve access and sustainability.
- **Cost: \$6,000**
- **Details:**
 - Develop and implement a multi-channel campaign utilizing social media, culturally representative media, local outlets, and community presentations: **\$4,000**
 - Highlight success stories of providers, families, and regional initiatives to build engagement: **\$2,000**

2. Provider Engagement and Technical Assistance

- **Purpose:** Actively engage existing providers to strengthen current operations, assist with service realignment to meet community needs, and connect them to technical resources and business supports.
- **Cost: \$8,500**
- **Details:**
 - Conduct one-on-one provider consultations and workshops: **\$5,000** (10 sessions at \$500 each)

- Facilitate connections to business groups and shared service networks: **\$2,000**
- Develop provider toolkits and outreach materials: **\$1,500**

3. Fundraising and Asset Development Initiative

- **Purpose:** Launch an initial fundraising effort to secure \$50,000 in dedicated funds to address critical gaps and unmet regional needs. These funds will directly support family child care (FCC) startups, micro-solutions, and targeted provider investments.
- **Cost: \$10,000**
- **Details:**
 - Develop and execute a fundraising strategy: **\$4,000**
 - Host outreach events and business sponsorship efforts: **\$3,000**
 - Grant writing and donor engagement: **\$3,000**

4. Coordination and Facilitation of Regional Activities

- **Purpose:** Provide ongoing leadership and coordination to align local child care efforts, ensure community engagement, and support long-term solutions.
- **Cost: \$9,500**
- **Details:**
 - Facilitate monthly advisory board meetings: **\$4,000** (12 meetings at \$333 each)
 - Organize provider-focused events such as appreciation days or summer picnics: **\$5,500**

5. Development of Marketing and Communication Infrastructure

- **Purpose:** Build a strong identity for the association, ensuring visibility, accessibility, and consistent communication with stakeholders across the region.
- **Cost: \$5,000**
- **Details:**
 - Design branding materials (logo, website, brochures): **\$3,000**
 - Create newsletters and social media outreach tools: **\$2,000**

6. **\$50,000 Regional Child Care Fund**

- **Purpose:** Establish and manage a dedicated fund to support existing child care provider needs and critical unmet needs across the region. This fund can be distributed as grants or forgivable loans.
- **Cost: \$50,000**
- **Details:**
 - FCC startup grants to create new child care businesses: **\$30,000** (5 providers at \$6,000 each)
 - Micro-investments for geographic or culturally specific programming: **\$20,000**

Total Financial Investment: \$89,000

- **Direct Program and Operations Investment: \$39,000**
- **Dedicated Regional Fund: \$50,000**

Projected Key Deliverables

With this investment, the Mankato Area Child Care Association will achieve the following within 12 months:

1. **Increased Public Awareness and Advocacy:** Implementation of a regional awareness campaign to elevate child care's role in supporting families, providers, and the economy.
2. **Strengthened Provider Engagement and Technical Support:** Workshops, consultations, and targeted resources to help providers realign services, improve sustainability, and address evolving needs.
3. **Launch of the \$50,000 Regional Fund:** Direct funding to support provider stability and micro-level solutions tailored to community-specific priorities.
4. **Established Regional Leadership and Coordination:** Regular advisory board meetings, strategic collaboration with stakeholders, and community-building activities such as appreciation events and family engagement initiatives.
5. **Improved Regional Communication and Engagement:** Development of branding, outreach tools, and consistent communication to ensure visibility and accessibility for providers, families, and partners.

This financial investment provides the foundation for establishing a sustainable and impactful Mankato Area Child Care Association, ensuring meaningful support for providers, families, and communities across the region.

Build and Enhance the Child Care Workforce Pipeline

The development of a regional child care workforce pipeline will address staffing shortages, strengthen career pathways, and improve family child care (FCC) business opportunities. By leveraging and enhancing existing workforce development programs, this initiative will create accessible, community-aligned pathways into the early childhood education sector. This effort will build on regional and state-level strategies while responding to the unique needs of Mankato, North Mankato, and surrounding communities.

The pipeline will focus on recruiting new professionals, retaining existing providers through career growth opportunities, and expanding family child care solutions to meet micro-level needs in neighborhoods and underserved areas.

Purpose and Key Functions

The workforce pipeline will be designed around three interconnected components:

1. **Enhancing and Aligning Existing Workforce Development Efforts**

The initiative will build on established education programs, technical training, and state-supported strategies to streamline pathways for students and aspiring child care professionals. Efforts will focus on recruitment into the sector while advocating for sustainable wage solutions to support retention.

- *Initial Focus:*

- Partner with local high schools, technical colleges, and workforce development agencies to align child care programs with community needs.
- Advocate with state-level partners, such as MDE, to address workforce compensation challenges and promote wage stabilization policies.

2. **Practical Career Pathways and FCC Support**

The program will combine classroom learning, professional certifications, and hands-on experience to prepare participants for meaningful careers in child care. Family child care (FCC) development will serve as a cornerstone for addressing unmet needs in communities.

- *Initial Focus:*

- Develop structured internships and practicum opportunities in partnership with local child care providers.
- Establish mentorship programs to connect students and new FCC providers with experienced professionals for guidance and support.

- Provide resources, technical assistance, and small business start-up grants for FCC development, emphasizing solutions such as bilingual programming, non-traditional hour care, and geographic gaps in underserved areas.

3. **Employer Engagement and Partnerships**

Employers will be actively engaged to align workforce development efforts with regional economic needs and to invest in child care solutions that benefit their employees and the broader community.

- *Initial Focus:*

- Encourage local employers to sponsor workforce pipeline programs, support internships, or collaborate on workplace-based child care solutions.
- Partner with businesses to raise awareness of family child care options and explore tailored child care solutions for non-traditional work schedules.

Activation Steps

1. **Align with Local Education and Workforce Partners:**

Collaborate with high schools, technical colleges, and training institutions to integrate child care pathways into existing curricula. Work with regional workforce development boards to connect child care career opportunities with broader economic goals.

2. **Enhance Existing Curriculum and Certification Programs:**

Adapt proven child care training models, such as the Child Development Associate (CDA) credential, into academic and technical programs. Establish dual-credit opportunities for high school students to gain certifications while meeting graduation requirements.

3. **Establish Internships and Mentorship Programs:**

Partner with child care providers to offer internship placements, giving students hands-on experience and real-world exposure to early childhood education. Develop peer mentorship programs to support aspiring FCC providers and build professional connections.

4. **Expand Support for Family Child Care Development:**

Provide technical assistance, business planning resources, and start-up grants to individuals interested in launching FCC businesses. Focus on community-specific solutions, such as care for extended hours, bilingual preschool offerings, or care in underserved neighborhoods.

5. **Engage Employers to Support Workforce Development:**

Build relationships with local businesses to sponsor programs, fund student internships, or create employer-aligned child care opportunities. Engage employers in advocacy efforts to support sustainable wage solutions for the child care workforce.

6. **Promote Awareness and Community Engagement:**
Develop outreach campaigns to inform students, families, and educators about the value of child care careers and the opportunities within the workforce pipeline. Use targeted messaging through school events, social media, and community platforms to raise visibility and engagement.
7. **Monitor Success and Collect Data:**
Implement systems to track enrollment, certification completion, internship placements, and career transitions. Monitor long-term retention rates, workforce compensation trends, and FCC business outcomes to measure program impact.
8. **Plan for Scalability and Long-Term Growth:**
Explore opportunities for expanding the workforce pipeline to include continuing education for current providers, advanced certifications, and potential replication in neighboring communities. Develop a long-term vision for aligning workforce initiatives with regional child care demands.

Projected Key Deliverables

The workforce pipeline will create a sustainable foundation for addressing child care staffing needs while expanding family child care solutions that meet specific micro-level demands. Key outcomes include:

- **Strengthened Workforce Capacity:** A steady flow of trained professionals prepared to work in child care centers, home-based programs, and family child care businesses.
- **Expanded Family Child Care Business Opportunities:** New family child care providers offering culturally responsive programming, flexible care options, and solutions for underserved neighborhoods.
- **Employer Alignment:** Local businesses investing in workforce development and benefiting from improved child care solutions for their employees.
- **Increased Retention:** Advocacy and support for wage stabilization efforts to retain qualified professionals and reduce turnover.
- **Measurable Impact:** Data-driven progress to ensure program success, scalability, and long-term sustainability across the region.

By enhancing existing workforce efforts, supporting FCC development, and engaging employers, this initiative will strengthen the child care sector and ensure a pipeline of qualified professionals who can meet the diverse needs of Mankato, North Mankato, and surrounding communities.

Financial Investment Overview

To further enhance and implement the child care workforce pipeline, targeted investments are required to address staffing shortages, support family child care (FCC) startups, and align local efforts with regional and state-level strategies. This initiative will strengthen career pathways and expand family-based solutions, ensuring the community has access to a well-supported child care workforce.

The following financial breakdown highlights key investment areas to achieve the program's goals:

1. Curriculum Enhancement and Certification Access

- **Purpose:** Develop or enhance curriculum for early childhood education pathways and provide access to certification programs, such as the Child Development Associate (CDA) credential or equivalent qualifications.
- **Cost: \$3,500**
- **Details:**
 - Evaluate and adapt existing training resources: **\$1,000**
 - Coordinate dual-credit courses for high school students: **\$1,500**
 - Subsidize certification fees for 10 participants: **\$1,000**

2. Internship and Mentorship Stipends

- **Purpose:** Support hands-on learning opportunities by compensating child care providers who host interns and mentor aspiring FCC providers.
- **Cost: \$4,500**
- **Details:**
 - Internship stipends for providers (10 interns at \$300 each): **\$3,000**
 - Mentorship stipends for FCC development (5 mentors at \$300 each): **\$1,500**

3. Family Child Care (FCC) Start-Up Grants

- **Purpose:** Provide funding to support the launch of new family child care businesses, covering licensing fees, equipment, safety updates, and other start-up costs.
- **Cost: \$15,000**
- **Details:**
 - Grants of \$3,000 each for 5 family child care providers to establish licensed operations aligned with community needs.

4. Workforce Development Outreach and Awareness Campaign

- **Purpose:** Raise awareness of child care career opportunities to encourage enrollment and engagement among students, parents, and community members.
- **Cost: \$4,000**
- **Details:**
 - Create promotional materials for schools, social media, and community outreach: **\$2,500**
 - Host informational sessions at schools and community events: **\$1,500**

5. Program Coordination and Technical Support

- **Purpose:** Provide administrative support to manage pipeline activities, monitor progress, and deliver technical assistance to participants.
- **Cost: \$7,000**
- **Details:**
 - Staff time for coordinating internships, training, and FCC startup processes: **\$5,000**
 - Tracking participation, outcomes, and feedback to refine the program: **\$2,000**

Total Financial Investment: \$34,000

Projected Outcomes

With a total investment of **\$34,000**, the workforce pipeline will achieve the following outcomes within 12-18 months:

1. 15 New Workforce Entries

- **10 Child Care Employees:** Participants prepared for employment in child care centers, early education programs, or as assistants in family child care settings.
- **5 New Family Child Care Providers:** Individuals launching licensed family child care businesses, increasing local capacity and flexibility for families needing accessible, culturally responsive care.

2. **Cost Per Workforce Entry**

- The average investment per new workforce participant is approximately **\$2,267**, ensuring a high return on investment for addressing immediate staffing and care capacity needs.

3. **Workforce Stability and Economic Impact**

- Newly employed child care professionals will contribute to workforce stability, reducing staffing gaps and turnover for local providers.
- New family child care businesses will provide flexible, community-aligned child care solutions, addressing unmet micro-needs such as extended hours, geographic gaps, and bilingual programming.

4. **Increased Awareness and Engagement**

- Outreach efforts will build visibility for the child care workforce pipeline, encouraging long-term interest and enrollment from local students, community members, and culturally diverse participants.

5. **Data-Driven Success Tracking**

- Program implementation will include data tracking to measure participation rates, program completion, career transitions, and new family child care business launches. Regular evaluation will ensure continued alignment with workforce and community needs.

Launch: Micro-Focus Hosted Spaces

The development of Micro-Focus Hosted Spaces will address immediate child care access gaps by prioritizing small, community-specific child care solutions. These projects will focus on supporting family child care (FCC) providers, who can operate either in homes or identified community spaces. By targeting geographic gaps and aligning care options with specific family and workforce needs, these solutions will offer tailored, flexible child care that meets the unique dynamics of Mankato, North Mankato, and surrounding communities.

This approach emphasizes the strengths of smaller-scale, sustainable models as a foundation for improving access while supporting underrepresented areas and providers.

Purpose and Key Focus Areas

1. Geographic Alignment

Micro-focus hosted spaces will address child care deserts and underserved neighborhoods, where families currently lack reliable access to licensed child care. These spaces will reduce travel distances, support local communities, and strengthen equitable access.

2. Specialized Community Needs

Hosted spaces will be designed in collaboration with employers, cultural groups, and community stakeholders to address specific family needs, including:

- **Flexible Care Hours:** Supporting families working non-traditional shifts (evenings, weekends, or split schedules).
- **Bilingual or Culturally Responsive Programming:** Ensuring care options meet cultural and language-specific needs in diverse communities.
- **Part-Time and Micro-Level Solutions:** Tailored to seasonal demands, short-term care, or small neighborhood-based needs.

3. Provider Engagement and Inclusion

The program will intentionally engage existing providers, aspiring family child care operators, and underrepresented community groups to identify opportunities for new hosted spaces. These efforts ensure inclusivity and responsiveness to local dynamics and gaps.

4. **Space Identification and Preparation**

A critical early step will involve identifying appropriate spaces to host family child care providers. These spaces may include underutilized homes, community buildings, or employer-supported locations. Spaces will be assessed to ensure they meet licensing requirements and align with identified priorities.

Activation Steps

1. **Engage Existing Providers and Communities**

- Connect with current providers to assess interest, challenges, and readiness to expand.
- Conduct targeted outreach in underrepresented areas to ensure cultural, geographic, and socioeconomic inclusivity.

2. **Identify and Prepare Spaces for Hosting Family Child Care Providers**

- Work with community organizations, employers, and stakeholders to identify and prepare spaces suitable for family child care providers. Ensure spaces meet licensing standards and local accessibility needs.

3. **Develop the FCC Hosted Spaces Program**

- Finalize program guidelines, including start-up support, milestone-based funding, and targeted eligibility for geographic or needs-aligned providers.

4. **Offer Start-Up Grants and Technical Assistance**

- Provide milestone-based funding of up to \$20,000 per provider to support up to 10 licensed slots (\$2,000 per slot). This is a recommended value, local determinations may be different based on desired level of support and funding availability.
- Deliver technical assistance for licensing readiness, space preparation, and business planning to ensure provider success.

5. **Facilitate Employer and Community Partnerships**

- Collaborate with local businesses and employers to align hosted spaces with workforce needs, such as non-traditional care hours or location-specific solutions.

6. **Launch Hosted Spaces and Monitor Progress**

- Officially activate micro-focus hosted spaces, supporting providers as they establish operations and serve families. Track milestones, outcomes, and provider needs to ensure ongoing success.

Financial Investment Overview

To establish Micro-Focus Hosted Spaces, targeted investments are required to create small, community-specific family child care (FCC) solutions that address geographic gaps and workforce-aligned care needs. This approach prioritizes flexibility and sustainability while expanding capacity in underserved areas.

The following financial breakdown highlights key investment areas to achieve the program's goals:

1. Space Identification and Preparation

- **Purpose:** Identify and prepare appropriate spaces for family child care providers, ensuring compliance with licensing requirements and alignment with community needs.
- **Cost: \$12,000**
- **Details:**
 - Conduct space assessments and suitability reviews: **\$5,000**
 - Support safety updates and environmental improvements: **\$7,000**

2. Family Child Care Start-Up Grants

- **Purpose:** Provide milestone-based funding to FCC providers for start-up costs, such as equipment, safety updates, and licensing fees.
- **Cost: \$120,000**
- **Details:**
 - Grants of \$20,000 each for 6 providers to create up to 10 initial licensed slots each (\$2,000 per slot). In Minnesota, most new family child care providers are limited to 10 slots in year one, with expansion based on licensing to 12-14 in year two and beyond.

3. Technical Assistance and Mentorship

- **Purpose:** Provide guidance and support to new FCC providers, ensuring successful business operations and licensing compliance.
- **Cost: \$8,000**
- **Details:**
 - Business planning and licensing application assistance: **\$5,000**
 - Mentorship programs to connect new providers with experienced professionals: **\$3,000**

4. Employer and Community Partnerships

- **Purpose:** Facilitate partnerships to align hosted spaces with family and workforce needs, such as flexible hours or specialized programming.
- **Cost: \$6,000**
- **Details:**
 - Employer engagement to identify workforce-specific child care needs: **\$3,000**
 - Community partnerships to support culturally responsive or bilingual programming: **\$3,000**

5. Outreach and Recruitment Campaign

- **Purpose:** Recruit new providers and raise awareness about hosted spaces among families, employers, and the broader community.
- **Cost: \$4,000**
- **Details:**
 - Social media and culturally representative outreach efforts: **\$2,000**
 - Local events and promotional materials: **\$2,000**

Total Financial Investment: \$150,000

Projected Key Deliverables

With this investment, the program will achieve the following within 12 months:

1. 6 New Family Child Care Providers Established

- Each provider will offer up to 10 licensed slots, creating a total of 60 new child care slots in priority neighborhoods and workforce-aligned areas.

2. Targeted Geographic and Specialized Impact

- Hosted spaces will reduce child care access gaps in underserved areas while addressing specific needs, such as flexible hours for shift workers or bilingual programming for culturally diverse families.

3. Equitable Provider Representation

- Outreach efforts will prioritize underrepresented communities and culturally representative providers, ensuring inclusive opportunities for new child care businesses.

4. Employer / Provider / Community Partnerships Formed

- Local employers and community organizations will collaborate to align hosted spaces for providers with workforce demands, supporting family stability and workforce participation.

5. Sustainable Start-Up Support

- Providers will receive comprehensive technical assistance, mentorship, and funding to establish successful, sustainable family child care businesses.

Next Steps and Future Vision

The launch of Micro-Focus Hosted Spaces will provide an immediate and scalable solution to address child care gaps across Mankato, North Mankato, and neighboring communities. By focusing on smaller, community-specific solutions, this initiative establishes a replicable model for targeted capacity-building that can evolve with changing family, workforce, and community needs.

Overall Initiative Investment Overview

The initiatives outlined in this plan represent a unified strategy to address critical child care challenges across Mankato, North Mankato, and surrounding areas. By prioritizing enhancements to existing efforts and focusing investments on scalable, actionable strategies, this approach creates a pathway to meaningful progress while building on the strengths of current programs and resources.

These efforts are designed to achieve measurable outcomes that address key priorities: regional coordination through the Mankato Area Child Care Association, workforce expansion through the development of a child care pipeline, and increased capacity through micro-focused hosted spaces. Together, these initiatives target the root causes of accessibility gaps, workforce shortages, and geographic disparities, ensuring an impactful, community-driven response.

The \$273,000 investment is distributed across the three initiatives to maximize immediate impact while setting the stage for sustainable, long-term improvements. These funds are carefully allocated to supplement and expand upon existing initiatives, leveraging resources to enhance outcomes rather than duplicating efforts. While this financial framework provides a solid foundation, future phases will require additional resources for ongoing operations, expanded capacity, and infrastructure adjustments where needed.

Key deliverables include:

- Establishment of a centralized regional hub for advocacy and coordination.
- Development of a pipeline to add 15 new child care workforce professionals, including FCC startups and center employees.
- Creation of 60 new licensed child care slots in underserved areas through targeted investments.
- Strengthened partnerships with businesses, providers, and underrepresented communities to align solutions with local needs and priorities.

This strategic investment reflects more than just a financial commitment—it is a blueprint for creating a resilient, accessible child care system that meets the needs of families, providers, and the regional workforce. Through collaboration, alignment, and thoughtful implementation, this plan lays the groundwork for lasting change, supporting economic stability and enhancing the quality of life for families across the Mankato region.

Community Data Evaluations

Child Care Community Background Evaluation

Community Focus: Nicollet County, MN



Why is this Important?

Efforts achieve better outcomes when there is a clear geographical focus to align investments with impact.

The focus of this initiative is outlined in the map to the left and on the communities and ZIP codes listed below:

Focus on North Mankato, MN 56003

Other Communities in the General Service Area:

Courtland	56021	Nicollet	56021
Lafayette	56054	Saint Peter	56082

Nicollet County, Minnesota

Population: (2023) 34,242

% Under 5
(Local Area vs. State Average)
4.8% / 5.7%

Avg Household Size:
(Local Area vs. State Average)
2.41 / 2.46

Median Age:
(Local Area vs. State Average)
37.1 / 39.0

Per Capita Income:
(Local Area vs. State Average)
\$41,658 / \$44,947

Current State of Child Care in Nicollet County



Why is this Important?

The WHOLE Community Approach incorporates a strong understanding of current child care offerings and potential needs in the local area. All child care options are important as families need and desire different outcomes. However not all options meet the needs of all families. View an interactive map of licensed child care in Blue Earth County and Nicollet County in September 2024 at www.businessofchildcare.com/northmankatomn

Local Child Care Capacity

Child Care Center		
Nicollet	1	36
North Mankato	9	709
Saint Peter	6	407
Total Child Care Center	16	1152

Family Child Care		
Courtland	2	24
Nicollet	3	38
North Mankato	14	168
Saint Peter	12	146
Total Family Child Care	31	376

Certified Child Care Center	
Nicollet	1
North Mankato	3
Total Certified Child Care Center	4

Length of License

Nicollet County			North Mankato MN		
5 years & Less	7	23%	5 years & Less	5	36%
20 & More	9	29%	20 & More	5	36%

Potential Need for Child Care

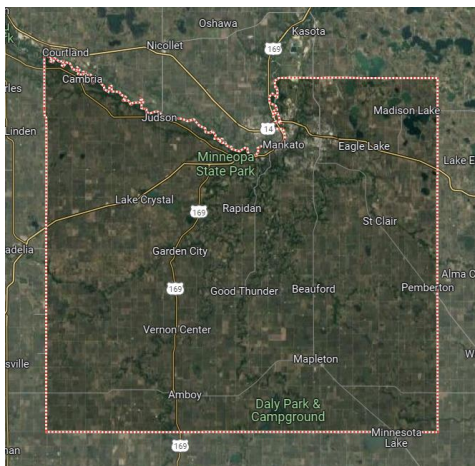
Data Year	District	Age 00	Age 01	Age 02	Age 03	Age 04	Total	22-23	21-22
23-24	507	21	19	16	23	21	100	110	98
23-24	508	143	143	143	143	143	715	725	628

12.3% Increase Since 21-22



Child Care Community Background Evaluation

Community Focus: Blue Earth County, MN



Why is this Important?

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Focus on Mankato, MN 56001

Other Communities in the General Service Area:

Amboy	56010	Good Thunder	56037	Mapleton	56065
Eagle Lake	56024	Lake Crystal	56055	Pemberton	56078
Garden City	56034	Madison Lake	56063	Vernon Center	56090

Blue Earth County, Minnesota Population: (2023) 70,006

% Under 5
(Local Area vs. State Average)
5.1% / 5.7%

Avg Household Size:
(Local Area vs. State Average)
2.40 / 2.46

Median Age:
(Local Area vs. State Average)
31.6 / 39.0

Per Capita Income:
(Local Area vs. State Average)
\$35,182 / \$44,947

Current State of Child Care in Blue Earth County



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Local Child Care Capacity

Child Care Centers		
Eagle Lake	2	96
Garden City	1	42
Good Thunder	1	87
Lake Crystal	1	90
Madison Lake	1	97
Mankato	16	1307
Mapleton	1	8
Pemberton	1	55
Total Child Care Center	24	1782

Family Child Care		
Amboy	2	24
Eagle Lake	6	70
Janesville	1	12
Lake Crystal	14	176
Madison Lake	1	12
Mankato	34	410
Mapleton	6	74
New Ulm	1	12
Saint Clair	3	34
Total Family Child Care	68	824

Certified Child Care Center	
Eagle Lake	1
Mankato	7
Total Certified Child Care Center	8

Length of License

	Blue Earth County		Mankato MN	
5 years & Less	15	22%	7	21%
20 & More	22	31%	9	26%

Potential Need for Child Care

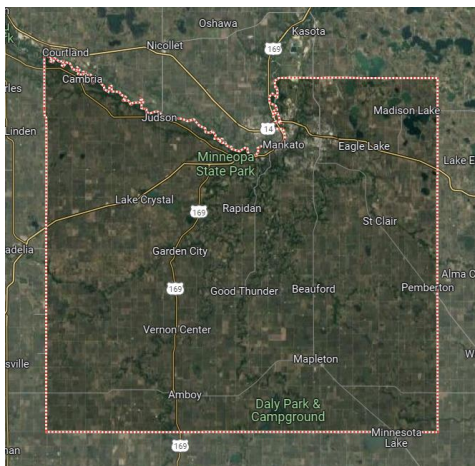
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23-24	75	5	14	14	7	19	59	80	73
23-24	77	414	498	518	581	703	2714	2853	3010
23-24	2071	52	56	51	59	80	298	296	271
23-24	2135	48	56	62	76	68	310	258	296

8.8% Decrease Since 21-22



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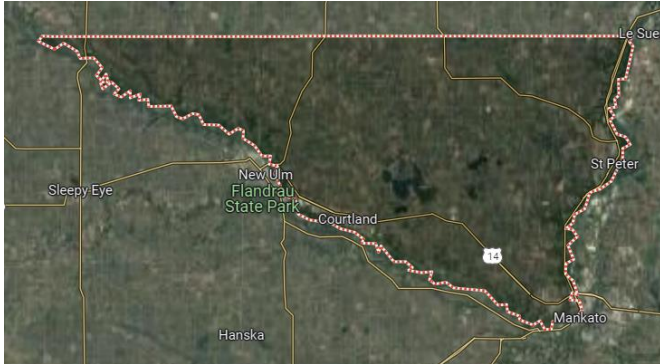
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Child Care Community Background Evaluation

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