



2025

# ANNUAL REPORT



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[www.trianglesudbury.ca](http://www.trianglesudbury.ca)





# Looking Ahead, Growing Together

Dear families, partners, supporters, and members of our Board,

We are proud to share the 2025 Magic Triangle Annual Report — a reflection of the meaningful milestones and collective achievements that shaped our year.

As Executive Director and President of the Board of Directors, we continue to be inspired by the heart of this organization: our dedicated team, resilient families, engaged leadership, and committed partners. Together, you create the strong foundation that allows Magic Triangle to grow and evolve in meaningful ways.

Over the past year, we have strengthened our programs, supported our teams, and deepened partnerships to better serve children and families across our communities. At the same time, we have been intentional in positioning our organization to build a strong and sustainable future.

As we look ahead, our focus remains on investing in our people, strengthening our capacity, and continuing efforts that support a thriving early years sector — particularly within our Francophone communities in Northern Ontario.

To our Board of Directors — thank you for your leadership and guidance.

To our staff — your commitment, care, and adaptability make this work possible every day.

And to our families and partners — thank you for your trust and collaboration.

Together, we will continue helping shape the future of early years services in our region.

With sincere gratitude,

Julie Marsh  
Executive Director

Michelle Morin  
President, Board of Directors



# Our Purpose and Guiding Principles



This means creating spaces where children feel safe to explore, families feel welcomed, and educators feel supported and valued.

children → programming  
families → community  
educators → employee  
experience



## OUR MISSION, VISION & VALUES

At Magic Triangle, we believe in the power of relationships, belonging, and shared growth.

Our mission is to foster a strong sense of belonging by educating and empowering our staff, children, and families within a nurturing and collaborative environment.

Our vision is a community where authentic relationships support well-being and self-fulfillment, and where every individual feels valued and supported.

Our work is guided by our core values:

### *Integrity*

We act with honesty and accountability

### *Respect*

We value each person and their unique contributions

### *Inquisitive*

We remain curious, reflective, and open to learning

### *Transparency*

We communicate openly and build trust

### *Exemplary*

We strive for quality and continuous improvement





# Our Growth Journey

## OUR GROWTH

Magic Triangle has grown into a multi-site organization that plays an important role in supporting children, families, and educators across the Greater Sudbury area.

Over time, our work has expanded beyond the delivery of programs to include strengthening our systems, supporting our workforce, and building meaningful partnerships. This evolution reflects both the changing needs of our communities and our commitment to continuous improvement.

Today, our focus is on building strong and sustainable foundations — ensuring that our governance, operations, and internal processes support the long-term success of our organization and the people we serve.





# Growing Together with Purpose

## HOW WE WORK

Magic Triangle operates across multiple sites, offering a range of services that support both children and families, as well as the educators who make this work possible, including:

- Licensed child care programs
- EarlyON (ON y va) family support programs
- Workforce development and professional learning opportunities
- Community engagement and partnership initiatives

Our structure allows us to remain deeply connected to our communities, while working collaboratively across teams to ensure consistency, quality, and innovation.

As we continue to grow, we remain committed to:

- Enhancing the employee experience through supportive environments and professional growth opportunities
- Strengthening family and community connections through inclusive and responsive programming
- Building strong governance and operational practices that support sustainability and impact

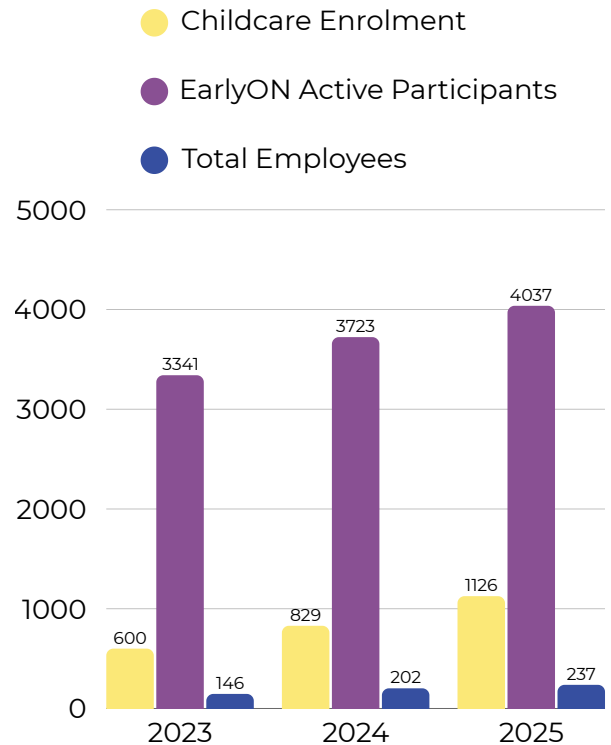
Together, these efforts allow us to create environments where children, families, and educators feel a true sense of belonging — and have the opportunity to thrive.





# Investing in Our People

Our growth reflects more than numbers — it reflects the strength of our team and the systems we are building together. As we continue to expand our programs and reach more families, we remain focused on investing in our people and creating supportive, consistent environments where educators can grow and succeed. Through efforts like the development of our Orientation Nord training centres, we are strengthening staff retention, building confidence in new roles, and supporting a more stable and connected workforce across our sites.



**In 2025, we saw a 63% staff retention rate. While this reflects ongoing challenges across the early years sector, it has strengthened our focus on workforce development, team connection, and long-term retention strategies. Through initiatives like Orientation Nord, enhanced onboarding, and expanded professional supports, we are building a stronger, more stable workforce for the future.**



## 01 Stronger Onboarding

Supporting new educators with structured, consistent onboarding so they feel confident and prepared from day one.



## 02 Ongoing Learning & Support

Providing continuous professional development and coaching to help educators grow in their roles and feel supported over time.



## 03 Connection & Belonging

Creating opportunities for collaboration and shared learning, helping educators feel connected to their team and the organization.

**These efforts are strengthening the stability, confidence, and connection of our workforce. By investing in how we support and develop our educators, we are creating consistent, high-quality experiences for children and families across all our programs.**





# Where Learning and Connection Happen

Across Magic Triangle, our programs bring our mission to life each day — through meaningful relationships, responsive environments, and experiences that support children, families, and educators.

Our approach is grounded in connection, curiosity, and collaboration. Across all programs, we focus on creating spaces where children feel a strong sense of belonging, families feel welcomed, and educators feel supported in their roles.

Over the past year, we have continued to strengthen our programs by supporting our teams, enhancing our environments, and building on practices that promote quality and consistency across our sites.

The highlights that follow offer a glimpse into the experiences, connections, and growth that shape our programs and communities.



# Infant, Toddler & Preschool Programs

Building on this work, our Infant, Toddler, and Preschool programs provide children with a strong foundation for lifelong learning through nurturing, responsive, and play-based environments.

Grounded in *How Does Learning Happen?* and informed by *Early Learning for Every Child Today (ELECT)*, our educators create experiences that support children's well-being, engagement, expression, and sense of belonging.

## **A Focus on Relationships, Routine, and Consistency**

Strong relationships are at the heart of our programs. Educators build trust with children and families while creating environments where every child feels safe, valued, and included.

Consistent routines support children's sense of security and help foster self-regulation, confidence, and independence.

## **Engagement Through Play and Exploration**

Children are supported through meaningful, play-based experiences that reflect their interests and encourage active engagement.

Educators observe and respond to children's cues, creating opportunities for exploration, creativity, and discovery.

## **Reflective Practice and Courageous Conversations**

Our teams engage in ongoing reflection, documentation, and courageous conversations to strengthen their practice.

Through collaboration and shared learning, educators continue to enhance the quality and intentionality of their programs.

## **LOOKING AHEAD**

As we continue to grow, we are focused on deepening consistency in practice, strengthening engagement, and supporting educators in creating meaningful, responsive experiences for every child.





# School-Age Programs

In addition to these efforts, our School-Age programs provide children with opportunities to build independence, strengthen social skills, and develop meaningful connections within a supportive and engaging environment.

Grounded in *How Does Learning Happen?* and informed by *Early Learning for Every Child Today (ELECT)*, our programs continue to support children's well-being, engagement, expression, and sense of belonging beyond the early years.

## **Building Authentic Relationships and Team Connections**

Educators support children in building authentic relationships with peers and adults, fostering a strong sense of community.

Through team-building opportunities, children develop respect, empathy, and a sense of belonging.

## **Supporting Conflict Resolution and Social Growth**

Children are supported in developing conflict resolution skills through guidance, discussion, and problem-solving.

Educators help them navigate social situations, express themselves, and build independence.

## **Reflection and Documentation**

Educators engage in documentation and reflection to better understand children's experiences and interests.

This supports intentional, responsive programming that remains meaningful for school-age children.

## **LOOKING AHEAD**

As our programs evolve, we will continue to strengthen relationships, support social development, and create environments where children feel confident, capable, and connected.





# Supporting Families and Community Connections

Over the past year, our EarlyON programs have focused on building capacity within our teams while strengthening connections across our communities.

Through intentional collaboration, shared learning, and ongoing support, we have continued to grow as a unified team, creating consistent and welcoming experiences for families across all sites.

This work has allowed us to deepen relationships with families, strengthen partnerships within the community, and enhance the way we work together as an EarlyON team.



## STRENGTHENING CONNECTIONS

- 01. Within our Team**  
Building a more connected and collaborative EarlyON team through shared practices, communication, and support.
- 02. With Families**  
Creating welcoming, inclusive spaces where families feel supported, valued, and connected.
- 03. Across the Community**  
Strengthening partnerships with local organizations to better support families and expand access to services.

## WHAT THIS MEANS

These efforts are creating stronger, more consistent connections for families across our communities. By working collaboratively within our team and with partners, we are building a more responsive and supportive network for families.





# Strengthening Our Organization

Within the agency, Magic Triangle has continued to strengthen its organizational structure to better support educators, leaders, and overall program quality across our sites. These changes reflect our commitment to investing in our people and building systems that promote consistency, collaboration, and long-term sustainability.

## STRENGTHENING OUR STRUCTURE

### Resource Educators

Supporting educators and site leads directly through coaching, guidance, and shared practices to enhance program quality and consistency.

### Early Learning Site Supervisors (ELSS)

Providing hands-on leadership within programs, supporting educators in real time and strengthening day-to-day operations across sites.

### Administrative Associates

Supporting site leads with scheduling, documentation, and administrative tasks, allowing more time for leadership, team support, and program quality.

### Human Resources Department

Establishing a dedicated HR function to support recruitment, onboarding, employee relations, and overall staff experience across the organization.

## WHAT THIS MEANS

By strengthening the systems that support our teams, we are creating the conditions for educators to thrive, leaders to lead effectively, and programs to grow in quality and consistency.





# Pedagogy & Quality



At Magic Triangle, our approach to pedagogy is grounded in the principles of How Does Learning Happen?, and the ELECT framework. Together, these approaches guide how we create responsive, inclusive, and engaging environments where children, families, and educators can learn and grow together.

Over the past year, we have continued to strengthen quality across our programs by investing in our teams and creating opportunities for shared learning, reflection, and growth. Through professional development, mentorship, and collaboration, educators have been supported in deepening their understanding of pedagogy and enhancing their daily practice.

Key initiatives included our agency-wide symposium in January 2025, featuring Martin Liberio, which provided a valuable opportunity for staff to reflect on practice and strengthen alignment with our pedagogical approaches. We also partnered with Community Care Resources (CCR) to further support inclusion across our programs, helping teams respond to diverse needs with confidence and care.

Our collaboration with the City of Greater Sudbury has supported the continued growth of our leaders through goal setting and reflective practice, encouraging a strong growth mindset across our teams.

In addition, we worked alongside the City and community partners to support the development of the Student Mentorship Program, helping to strengthen pathways into the early years workforce.

We also continue to actively contribute to the Early Years Planning Network (EYPN), participating in committees and collaborative initiatives that support alignment, shared learning, and continuous improvement across the sector.

## WHAT THIS MEANS

These efforts are strengthening the quality and consistency of our programs. By investing in pedagogy and supporting our educators, we are creating environments where children feel a strong sense of belonging and are supported in their learning and development.





# Our People

Our team is at the heart of everything we do. Across our centres, educators, support staff, and leadership teams work together to create responsive, high-quality environments for children and families.

With a dedicated workforce made up of full-time, part-time, and casual staff, we continue to foster a team grounded in care, collaboration, and professionalism.

**“In the spirit of collaboration, we foster a sense of belonging by educating and empowering our staff, our children and our families in a nurturing environment.”**

## RECOGNIZING DEDICATION AND COMMITMENT

We are proud to recognize the ongoing dedication of our team members. Years of service reflect not only experience, but also the strong relationships and sense of belonging built within our centres.

Through opportunities such as our annual Employee Recognition Awards (ERA), we celebrate the meaningful contributions our staff make each day.



**Jennifer-Rose Quenneville is presented with the Employee of the Year Award at our November 21, 2025 Employee Recognition Awards Gala**

**We remain committed to supporting a strong, connected team and creating environments where staff feel valued, supported, and inspired in their work.**





# Community & Partnerships



Collaboration remains at the heart of our work. Through strong partnerships with local organizations, school boards, and municipal services, we continue to enhance the quality and reach of our programs for children and families.

We are especially grateful for our ongoing partnership with the City of Greater Sudbury. In 2025, we benefited from the support of Community Pedagogical Consultant Melissa Moulton, as well as Professional Practice Consultants Chantal Trottier and Charlotte Beaulieu from Child and Community Resources. Their collaboration has supported reflective practice, strengthened program quality, and guided our teams in aligning with evolving best practices. As a result of this work, we look forward to continuing to champion system-wide growth and innovation in early learning.

We also continue to collaborate with school boards as well as community organizations and other local partners. These relationships support smooth transitions for children, shared resources, and increased access to services for families.

Family and community engagement remains a key priority across all of our sites. Through monthly Family Engagement Events and other opportunities to connect, we continue to create welcoming spaces where families feel a strong sense of belonging and connection within our centres.

We are grateful for the many partners who contribute to the strength of our programs. While not all are named here, each plays an important role in supporting children, families, and our community.

**“When you prioritize emotional safety over academic achievements, it supports the whole child, and that’s when real learning begins.”**

Nicole Steinman - parent - Magical Nook site





# Financial Overview

Our organization continues to operate with a focus on sustainability, transparency, and responsible stewardship of public and community resources.

Revenue is supported through a combination of parent fees, government funding, and grants, allowing us to deliver high-quality programs while maintaining accessibility for families.

A significant portion of our funding continues to come through the Canada-Wide Early Learning and Child Care (CWELCC) system, which remained stable through 2025. This continued investment supports affordability for families and stability across the childcare sector.

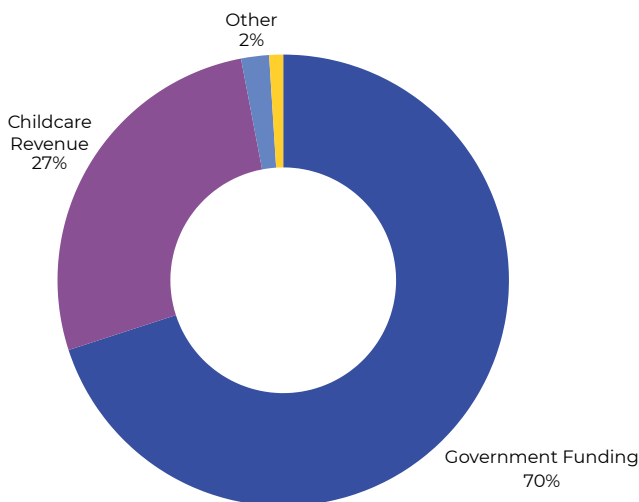
We also gratefully acknowledge the support of the Government of Ontario through PAFO funding for Orientation Nord. This investment has strengthened our capacity to support educator training, onboarding, and program quality across our organization.

In 2025, Magic Triangle experienced significant financial growth, with total estimated revenues reaching \$14.6 million, compared to \$10.8 million in 2024. This increase reflects expanded services, increased government investment, and continued demand for early years programming.

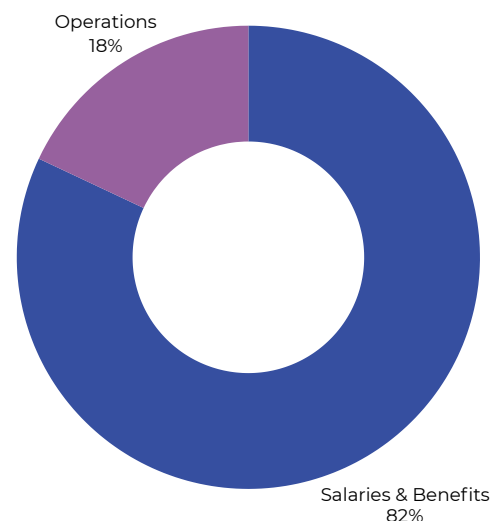
The organization maintained a strong financial position, with expenses closely aligned to revenues and an estimated surplus of \$624,117. The majority of expenditures (over 80%) were invested directly in salaries and benefits, reinforcing our commitment to supporting a qualified and stable workforce.

The following financial data reflects estimated year-end figures for 2025 and will be finalized upon completion of audited financial statements.

## WHERE OUR FUNDING COMES FROM



## EXPENSE BREAKDOWN



**The majority of resources are invested directly in people, reflecting our commitment to quality care and workforce support.**





# Leadership and Accountability

Our organization is guided by a dedicated Board of Directors who provide strategic direction, oversight, and accountability in support of our mission and values.

Board members bring a diverse range of skills, perspectives, and community connections, strengthening our ability to respond to the evolving needs of children, families, and the broader community.



## BOARD OF DIRECTORS

### PRESIDENT

Michelle Morin

### VICE-PRESIDENT

Stéphanie Hall

### SECRETARY/TREASURER

Anne Despatie

### ADVISOR

Jennifer Andrew

Denise Bélanger

Laura Donnelly

Christine Mayotte

Devin Shyminsky

### BOARD LIAISON

Maryse McDavid



## GOVERNANCE HIGHLIGHTS

Throughout 2025, the Board of Directors continued to support the organization through:

- Ongoing policy review and updates to ensure alignment with best practices and regulatory requirements
- Active involvement in strategic planning and organizational development
- Continued oversight to ensure compliance with the Child Care and Early Years Act (CCEYA) and other applicable legislation

## LOOKING AHEAD

The Board remains committed to strong governance, thoughtful leadership, and supporting the organization's continued growth and sustainability.





# Strengthening Our Operations

## GROWTH AND EXPANSION

In September 2025, we proudly opened our Notre Place site, bringing together three existing locations into one newly unified space. This transition allowed us to strengthen program delivery, enhance consistency across teams, and create a more connected experience for children, families, and staff.

By consolidating these sites, we have created a modern, purpose-driven environment that supports collaboration, improves operational efficiency, and provides greater opportunities for high-quality programming. This transition also created a more seamless and consistent experience for families accessing our programs.

We also took an important step forward with the purchase of a new site, The **Studio**. This space is being thoughtfully developed to support senior school-aged children through STEM-focused programming.

We anticipate opening between July and September 2027, creating new opportunities for innovation, engagement, and extended learning within our community.

Together, the opening of Notre Place and the development of The Studio reflect our commitment to thoughtful, long-term growth. These initiatives demonstrate a balanced approach—strengthening existing programs while creating new opportunities for innovation—ensuring we continue to meet the evolving needs of children, families, and our community.





# Strengthening Our Operations continued

Throughout 2025, our organization continued to strengthen internal systems and expand our capacity to support children, families, and staff.

## **STRENGTHENING HUMAN RESOURCES**

With the development of our Human Resources department, we have made meaningful improvements to internal policies and practices.

This work has strengthened clarity, consistency, and alignment across the organization, while enhancing our ability to support staff in a responsive and effective way.

## **ENHANCING SYSTEMS AND PROCESSES**

We continue to improve internal systems, including payroll and HR processes, to ensure greater efficiency and accuracy across our operations.

These enhancements support a more streamlined experience for staff and contribute to the overall effectiveness and sustainability of our organization.



**These operational improvements allow us to better support our teams and enhance the quality of programs offered to children and families.**





## LOOKING AHEAD

As we look ahead, we remain committed to strengthening the quality of our programs, supporting our workforce, and deepening connections with families and community partners.

# Our Priorities for the Year Ahead

## WORKFORCE DEVELOPMENT

We will continue to invest in our people through enhanced onboarding, ongoing professional learning, and opportunities for mentorship and growth. Building a strong, supported workforce remains central to the continued success of our programs.

## QUALITY IMPROVEMENT

We look forward to continuing the new Quality and Inclusion model, strengthening reflective practice and enhancing program quality across all sites.

## EXPANSION AND GROWTH

Our focus on thoughtful growth will continue, including the development of The Studio, which will expand programming opportunities for senior school-aged children and support innovation within our organization.

## FAMILY ENGAGEMENT

We remain committed to creating meaningful opportunities for families to connect, participate, and feel a strong sense of belonging within our centres and broader community.

**Together, we will continue to grow with purpose, strengthening our communities and supporting children and families for years to come.**

