ANDREW PERRY

IFARADA

Centre for Excellence

Strategic Plan (2026-2031)

January 2026



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01 OVERVIEW

Introduction

- Strategy Project Refresh Goals
- How we Measure Success



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Strategic Refresh: Project Goals

Three goals were identified at the beginning of the Ifarada Strategic Refresh project:

1. **Level Setting** – Build a shared understanding of how we support our clients, families and community.

2. **Customer Insight** – Redefine/confirm Ifarada's 'client' personas to ensure our programs and communications focus on what matters most.

3. **Measurement & Alignment** – Refine benchmarks to confirm we're meeting client needs, aligning touchpoints (e.g. social media, website, messaging, etc.) and providing organizational stability.

Approach:

We held four workshops 2 with board members and 2 with internal team members to gather their ideas and perspectives in addition to issuing an online survey to gather additional information regarding goals, priorities and metrics to track.

This report summarizes those discussions.



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How do you measure success?

Six to ten months from today, we will consider our strategy/marketing successful if…

"Success will look like our community knowing exactly where to turn for support—and actually reaching out.

We'll see it in the success of our events, in the numbers and feedback we collect, and in the trust we build through referrals and participation in our dedicated spaces."

"I'll measure success through stories of transformation—case studies and testimonials that show real impact.

When we can point to tangible examples of lives changed because people found and used our services, that's meaningful marketing."

"For me, success will mean seeing students consistently connected to the right resources.

If, in six months, more students are not only aware of our services but are regularly engaging with them, we'll know our marketing efforts are working."

"I'll know we're successful when more people are showing up, participating, and connecting in grassroots ways."

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How do you measure success?

Six to ten months from today, we will consider our strategy/marketing successful if…

"For me, success is about continuous learning and growth—seeing how our approach creates real impact.
… and building a culture of ongoing improvement."

"I'll measure success internally—by how our organization evolves in its ways of working. Beyond numbers, it's about outcomes that shift paradigms, improve wellbeing, and leave things better than we found them, while maintaining continuous engagement."

"I'll measure success by how many youth we engage in our programs and the positive changes they experience —building connections, friendship, and a stronger sense of community."

"Marketing success means avoiding 'marketing myopia'—not just selling services but truly serving. I'll know we've succeeded if our staff feel supported and our clients are genuinely satisfied."

"Success will be clear when our marketing helps us reach people in meaningful ways—expanding awareness, deepening trust, and showing up consistently for our community."

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OVERVIEW

Organization

- Organizational Highlights
- Strategic Focus: 2026 and Beyond
  - Guiding Principles
  - Strategic Priorities
  - 2026 Marketing Goals
  - Overall Marketing Assessment
  - Metrics & Key Indicators



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Organizational Highlights

Strengths

Ifarada's strengths lie in its capable, culturally grounded team and its identity as a Black-owned, community-rooted organization. Its Afrocentric, compassionate approach builds deep trust and connection with clients. The organization's holistic, non-judgmental care model and focus on anti-Black racism and culturally responsive support distinguish it from traditional service providers.

Opportunities

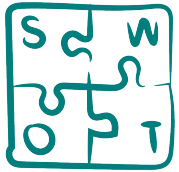
The growing demand for youth mental health supports post-COVID, along with increasing public and government recognition of culturally responsive care, presents major opportunities. Ifarada is well-positioned to focus on its niche in culturally informed mental health, strengthen partnerships, and leverage ongoing funding and advocacy momentum to expand impact.

Weaknesses

Gaps exist in youth mentorship, men's wellness, and Indigenous-focused programming, as well as limited partnerships within Durham Region. Strengthening community outreach, cross-cultural knowledge, and program diversity will enhance Ifarada's capacity and visibility.

Threats

Competition for funding remains a key challenge, particularly with larger institutions capturing a disproportionate share of mental health dollars. Additionally, limited corporate partnerships and dependency on short-term funding streams could constrain growth. Diversifying funding sources and emphasizing impact storytelling will be critical to sustainability.



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Strategic Focus: 2026 & Beyond

Equity, Holistic Care and Empowerment.

Mission:

To build foundations rooted in ***kumbukumbu***—the memory and wisdom of our ancestors. Guided by ***ubuntu*** and ***wahkohtowin***, we cultivate strength through collective knowledge, cultural pride, and shared healing. Through leadership, empowerment, and wellness programs, we strive to uplift communities—honouring the teachings of the past as we shape liberated futures.

Vision:

A thriving community guided by ***ubuntu*** and ***wahkohtowin***, where wellness, belonging, and connection flourish; where our roots are honoured, our stories affirmed, and our collective resistance blooms into vibrant community life.

Strategic Focus:

To bring our mission and vision to life, we commit to the following strategic priorities:

1. **Haki, Usawa na Uwajibikaji wa Kitamaduni**
   Justice, Equity & Cultural Accountability

2. **Afya Kamili Yenye Msingi wa Utamaduni**
   Holistic, Culturally Grounded Wellness

3. **Uwezeshaji wa Jamii na Kujitawala**
   Community Empowerment & Self-Determination

4. **Ushirikiano kwa Athari ya Pamoja**
   Relational Partnerships for Collective Impact

5. **Uendelevu, Kujifunza na Kujali**
   Organizational Sustainability, Learning & Care

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The Heart of Ifarada

The word cloud represents the spirit and values at the center of Ifarada. Each word reflects the principles Ifarada lives and works by — leadership, healing, equity, community, and cultural safety.

Together, these words form more than a picture; they create a heartbeat of resilience, empowerment, and belonging.

Drawn from English, African, and Indigenous traditions, the word cloud symbolizes interconnection, wisdom, and love — a collective vision of wholeness, transformation, and justice that guides everything that you do.



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Ifarada's 7 Guiding Principles

These seven principles affirm that Ifarada's work is rooted in **empowerment, compassion, and community transformation**—ensuring that all people feel seen, safe, and supported.

Grounded in the teachings of **Ubuntu** (*"I am because we are"*) and **Sankofa** (*"to go back and fetch what is good"*), and guided by Indigenous understandings of **All My Relations and 7 Grandfathers**, we honour the interconnectedness of people, spirit, and land and the importance of living in harmony with all.

7 Guiding Principles:

1. **Sankofa** *(Roots and Identity)*
2. **Usawa** *(Equity & Collective Liberation)*
3. **Uongozi wa Maono** *(Transformative Leadership)*
4. **Sawubona** *(Self-Determination & Belonging)*
5. **Mate Masie** *(Lifelong Learning & Wisdom)*
6. **Kina Gchi Nishnaabe N'dowaa** *(Inclusion & Interconnection)*
7. **Uponyaji/Mino Bimaadiziwin** *(Healing in Community)*



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Ifarada's 7 Guiding Principles (cont'd)

1 **Sankofa (Roots and Identity):** "*Se wo were fi na wosankofa a yenkyi*" — It is not taboo to go back for what you have forgotten. We remember who we are by honouring our past, reclaiming culture, and carrying forward our resistance.

2 **Usawa (Equity and Collective Liberation):** We commit to dismantling systemic racism and the legacies of trauma that harm individuals and families. Through equity, justice, and trauma-informed care, we invest in healing and generational transformation.

3 **Uongozi wa Maono (Transformative Leadership):** We lead with vision, integrity, and courage-grounded in the wisdom of our Elders, ancestors, and the deep roots that sustain our communities. Leadership grows from connection, not position.

4 **Sawubona (Self-Determination and Belonging):** We live the spirit of *sawubona*—"I see you." We honour the right of every person to be seen, to define their own path, and to belong fully within community. Through mutual recognition and care, we strengthen dignity and connection.



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Ifarada's 7 Guiding Principles (cont'd)

5 **Mate Masie (Lifelong Learning and Wisdom):** *"What I hear, I keep."* We honour *Mate Masie* as the practice of deep listening and understanding. Learning is a lifelong journey—rooted in ancestral knowledge, lived experience, and the stories that shape our collective wisdom. Through reflection and attentive presence, we bridge generations and nurture growth.

6 **Kina Gchi Nishnaabe N'dowaa (Inclusion and Interconnection):** We honour the sacred worth of every being. Through *Kina Gchi Nishnaabe N'dowaa*—All My Relations—we affirm that inclusion is not an act of accommodation but a recognition of our shared humanity, interdependence, and the gifts each person brings to the circle.

7 **Uponyaji / Mino Bimaadiziwin – (Healing in Community):** We heal together, restoring balance and harmony through *uponyaji* and walking in *Mino Bimaadiziwin*, the good life. Healing emerges from love, relationship, and our shared responsibility to one another.



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Equity, Holistic Care and Empowerment.

Ifarada's strategic direction for 2026-2031 builds on our foundation of ***equity, collaboration, and community resilience***. Together, these five Strategic Priorities translate Ifarada's seven Guiding Principles into focused areas of action. Each priority is informed by one or more guiding principles, recognizing that our values are interconnected and often expressed together.

Strategic Priorities:

1. **Haki, Usawa na Uwajibikaji wa Kitamaduni**
   Justice, Equity & Cultural Accountability
2. **Afya Kamili Yenye Msingi wa Utamaduni**
   Holistic, Culturally Grounded Wellness
3. **Uwezeshaji wa Jamii na Kujitawala**
   Community Empowerment & Self-Determination
4. **Ushirikiano kwa Athari ya Pamoja**
   Relational Partnerships for Collective Impact
5. **Uendelevu, Kujifunza na Kujali**
   Organizational Sustainability, Learning & Care

Ifarada's 7 Guiding Principles

1. **Sankofa** (Roots and Identity)
2. **Usawa** (Equity and Collective Liberation)
3. **Uongozi wa Maono** (Transformative Leadership)
4. **Sawubona** (Self-Determination and Belonging)
5. **Mate Masie** (Lifelong Learning and Wisdom)
6. **Kina Gchi Nishnaabe N'dowaa** (Inclusion and Interconnection)
7. **Uponyaji/Mino Bimaadiziwin** (Healing in Community)



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1. Haki, Usawa na Uwajibikaji wa Kitamaduni.

Justice, Equity & Cultural Accountability

Ifarada will advance equity and social justice by embedding anti-racism, anti-oppression, and culturally affirming practices across all programs, partnerships, governance structures, and leadership pathways.

We will center communities most impacted by systemic inequities and work to dismantle barriers within service delivery, policy, and decision-making systems.

Guiding Principles Reflected

- GP1 Sankofa (Roots & Identity)
- GP2 Usawa (Equity & Collective Liberation)
- GP6 Kina Gchi Nishnaabe N'dowaa (Inclusion & Interconnection)

Goals:

- Host a bi-annual equity and healing conference to mobilize dialogue and action (2026, 2028, 2030).
- Expand program offerings centering on Indigenous healing approaches *(e.g. consultations with Indigenous leaders, land-based healing, talking circles, traditional ceremonies.).*
- Ensure 75% of leadership is held by women, Black, Indigenous, racialized, and/or 2SLGBTiA.

Additional Considerations:

- Equity is operationalized through policy, leadership representation, and community-led accountability mechanisms.
- Community education, advocacy, and participation in regional and provincial bodies support systems-level change.
- Equity outcomes will be tracked through leadership composition, program reach, and policy engagement.

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2. Afya Kamili Yenye Msingi wa Utamaduni

Holistic, Culturally Grounded Wellness

Ifarada will strengthen access to integrated mental, emotional, physical, and spiritual wellness supports through culturally grounded therapeutic services, crisis response, and healing-centered community initiatives. Programming will reflect Africentric and Indigenous worldviews that honour the whole person and promote long-term wellbeing.

Guiding Principles Reflected

- GP1 Sankofa (Roots & Identity)
- GP5 Mate Masie (Lifelong Learning & Wisdom)
- GP7 Uponyaji / Mino Bimaadiziwin (Healing in Community)

Goals:

- Host community healing circles rooted in Africentric and Indigenous approaches.
- Secure multi-year and longer-term funding.

Additional Considerations:

- Programs prioritize prevention, early intervention, and trauma-informed care.
- Cross-sector collaboration with health and social service partners reduces access barriers.
- Multi-year funding enables continuity of care and sustained community impact.

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3. Uwezeshaji wa Jamii na Kujitawala

Community Empowerment & Self-Determination

Ifarada will empower individuals, families, and youth to lead their own healing and development journeys by grounding all programming in cultural identity, intergenerational wisdom, and community connection. We will ensure community members are active co-designers of programs, services, and solutions.

Guiding Principles Reflected

- GP3 Uongozi wa Maono (Transformative Leadership)
- GP4 Sawubona (Self-Determination & Belonging)
- GP5 Mate Masie (Lifelong Learning & Wisdom)

Goals:

- Host youth and parent advisory councils, and elder circles.
- Secure 10% of Board and/or leadership positions for team members under 30 years old.
- Access funding centering on youth leadership, training, and civic engagement.

Additional Considerations:

- Youth, parent, and Elder advisory structures ensure programs reflect lived experience.
- Access to safe, culturally responsive spaces supports dignity, trust, and engagement.
- Investments in youth leadership and civic engagement build long-term community capacity.

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4. Ushirikiano kwa Athari ya Pamoja

Relational Partnerships for Collective Impact

Ifarada will deepen reciprocal partnerships with grassroots organizations, schools, health agencies, and local governments to strengthen coordinated responses to community wellness, equity, and resilience. Guided by relational accountability, we will co-develop initiatives that create shared impact.

Guiding Principles Reflected

- GP3 Uongozi wa Maono (Transformative Leadership)
- GP4 Sawubona (Self-Determination & Belonging)
- GP6 Kina Gchi Nishnaabe N'dowaa (Inclusion & Interconnection)

Goals:

- Host annual Family Wellness Fairs' bringing together families and communities.
- Support community organizations by participating on vendor booths 10-15x per year.
- Increase source of referrals to self-referrals, community organizations, and the police.

Additional Considerations:

- Partnerships emphasize co-creation, shared learning, and resource mobilization.
- Participation in networks and coalitions supports systems change and knowledge exchange.
- Collaborative initiatives increase reach, efficiency, and sustainability of services.

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5. Uendelevu, Kujifunza na Kujali

Organizational Sustainability, Learning & Care

Ifarada will strengthen organizational sustainability by investing in inclusive governance, financial resilience, staff and volunteer wellness, and continuous learning. Rooted in ancestral wisdom and reflective practice, we will build systems that support long-term community stewardship and organizational excellence.

Guiding Principles Reflected

- GP3 Uongozi wa Maono (Transformative Leadership)
- GP5 Mate Masie (Lifelong Learning & Wisdom)
- GP7 Uponyaji / Mino Bimaadiziwin (Healing in Community)

Goals:

- Achieve accreditation as a leading culturally responsive organization at Canadian Centre for Accreditation.
- Secure multi-year funding grant for centre operations representing 80% of annual operating budget.
- Access funding and rental fees for Harmony Wellness Centre to maintain building for another 5 years and/or transition to an affordable centre.
- Access funding for applicable renovations.

Additional Considerations:

- Multi-year funding supports stable operations and program continuity.
- Accreditation and professional development enhance accountability and service quality.
- A care-centered organizational culture supports retention, effectiveness, and impact.

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2026 Marketing Goals

Ifarada's marketing in 2026 and beyond should ***grow awareness***, ***amplify community voices***, *and* ***strengthen engagement***.

1. Increase Awareness & Visibility

- Strengthen presence so the wider community knows us
- Expand social media reach: Instagram, TikTok, LinkedIn
- Build recognition across Durham and beyond

2. Utilize Storytelling & Community Voice

- Share success stories, testimonials, and lived experiences
- Highlight diverse wellness journeys
- Build dignity, belonging, and trust through storytelling

3. Foster Engagement & Connection

- Boost online and offline engagement
- Cultivate inclusive spaces where community feels seen
- Strengthen relationships with companies, schools, and partners



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Overall Marketing Assessment

The overall sentiment is that marketing activities have had limited success for Ifarada. There is great opportunity to improve effectiveness to build community awareness, share success stories and drive deeper engagement.

Strengths

1. **Strong Brand Positioning** – The website and social media consistently highlights equity, holistic care, and culturally-informed services, clearly showing its mission and values.
2. **Cultural Relevance** – Use of African proverbs, Africentric language, and Indigenous-informed approaches makes the brand distinct and authentic.
3. **Program Diversity** – Wide range of programs (counselling, mentoring, group programs, leadership) are clearly listed with engaging descriptions.
4. **Calls to Action** – Visible links for donations, program enrollment, youth advisory, and event sign-ups encourage engagement.

Opportunities

1. **Visual Storytelling & Social Proof** – Add more real images, testimonials, or short videos of participants and community moments to make the brand feel more personal.
2. **Highlight Outcomes** – Expand “Our Impact” with stories behind the numbers (case studies, success stories, quotes).
3. **SEO & Content Marketing** – Blog exists but could be updated more frequently with thought leadership on culturally responsive care, boosting visibility.
4. **Simplify User Journey** – Clearer navigation for different audiences (parents, youth, professionals, donors) could help visitors find what’s most relevant to them faster.



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Metrics & KPIs

The following are some metrics or key performance indicators that were identified as important for Ifarada to track and measure success over the next period.

The metrics suggested take into consideration the goals across their main areas of focus: funding, clients, marketing, staffing and program delivery (i.e. operations).

Marketing

Brand Awareness* (monthly traffic, referral traffic, time spent,.)	
Event Attendance (Capacity)	90%
Social Media #of Followers FB/Instagram	10% ↑

Revenue & Profitability

Funding Breakdown	
Funding Received*	+$2 M
# Funders Secured	~8
# Partnerships	~16-20

Operations & Program Delivery

Programs Delivered	~30/yr
Program Delivery - development of staff to provide lens to support cultural understanding	50% of staff
Programs supporting additional demographics: Males, Elders, Indigenous circles	2-3
Program Capacity	90%

Clients

# of Clients served	40%↑
Client Satisfaction*	+85%
Client Demographics	
Impact Indicators	

Staff & Organizational Health

Recruitment Targets	
Employee Satisfaction*	80%
Staff Retention Rate	80%
Board Engagement	
Diversity of Staff and Leadership	

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Snapshot: Business Goals Overview

Ifarada's business goals over the next 2-5 years span four key areas: **1. funding, 2. clients, 3. marketing and 4. operations and program delivery:**



FUNDING/ PARTNERSHIPS

- Funding Goal: 8 Funding Partners representing $2 million in annual support
- Partners Goal: Secure 16-20 partnerships for referral activities

CLIENTS

- Geographies Goal: Service the larger Durham Population
- Customer Satisfaction Goal: Rate 85%
- Repeat Clients Goal: Customer Retention 75%

MARKETING

- Improve awareness and visibility
- Increase engagement on social media and expand to TikTok
- Leverage case studies and storytelling to connect with community

PROGRAM DELIVERY, STAFFING & OPERATIONS

- Develop staff members to support current programs/activities with Indigenous lens
- Employee Satisfaction Goal: 80%
- Employee Retention Goal: 80%
- Create/attain thriving coworking spaces for clinicians, therapists and social workers

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2 OVERVIEW

Client Personas

- Target Market Recap
- Client Personas
  - Young Men - Independent Isaiah
  - Individual Client Parent - Resilient Renee
  - Government Funder - Impact Sandra



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Target Market Overview

Ifarada originally created personas for Parents (individual counselling clients) and Funders (corporate and Government). Over the past several years, priorities have shifted: removing corporate funders and adding male clients as a key audience in addition to the Parents of individual counselling clients. The top cities to focus on remain to be: Oshawa, Whitby, Clarington and Ajax.

AUDIENCE COMPOSITION:

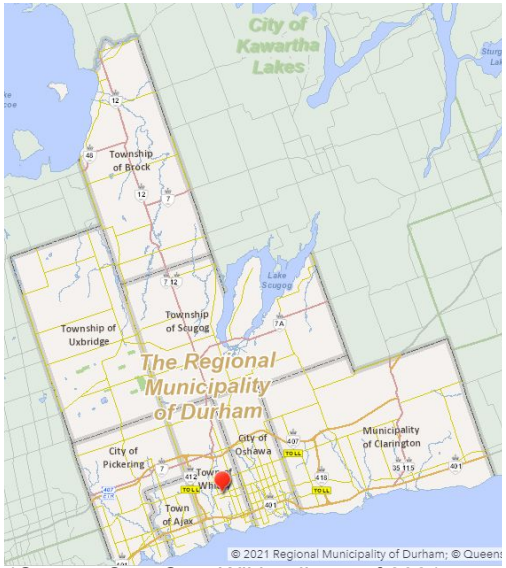
Target Personas
Young Men (aged 16-25) *new persona*
Individual Counselling Client Parents
Government Funders
School Boards

SERVICE SPLIT TARGET:

Pillar/Area	% Focus
Individual counselling *(Ifarada)*	25
Group counselling *(Kujenga / Ifarada)*	25
Family Focused Workshops *(e.g. Kujenga / Ifarada)*	25
Mentorship *(Ifarada)*	25

GEOGRAPHIC FOCUS:

City	Population
Ajax	**126,666**
Brock	12,567
Clarington	**101,427**
Oshawa	**175,383***
Pickering	99, 186
Scugog	21,581
Uxbridge	21,556
Whitby	**138,501**
Total	**696,867**



*Source: StatsCan, Wikipedia as of 2021

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Client Personas

Three personas represent Ifarada's focus: 1. The **youth** seeking identity and belonging 2. The **parent** balancing survival and care for children and 3. The **funder** focused on impact and outcomes. Together, these lenses keep Ifarada grounded in real needs while aligning services and storytelling to achieve measurable community impact.



Independent Isaiah

For young men (16–25)

Represents striving youth seeking belonging, identity, and stability—looking for mentorship, cultural connection, and real pathways to independence.



Resilient Renee

For parents and caregivers

Represents hard working mothers and caregivers balancing financial pressures and family responsibilities—prioritizing children's wellbeing and seeking culturally brave/safe, flexible supports they can trust.



Impact Sandra

For government funders & policy stakeholders

Represents decision-makers committed to equity and accountability—investing in programs that demonstrate measurable impact, cultural responsiveness, and lasting community outcomes.

**Note:Personas are fictional and directional. Layer cultural/subgroup nuances and review/update regularly.*

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Independent Isaiah

Independent Isaiah

For young men (16–25) in Durham Region

Represents striving youth seeking identity, stability, and respect—looking for practical mentorship, cultural connection, and pathways to work, school, and independence.

> "Sometimes it feels like no one understands what I'm going through. I don't want to waste my time if it won't help. I feel like I'm supposed to have it all figured out, but I don't even know where to start."

*Note: Personas are fictional, directional, and should be updated regularly.

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Independent Isaiah*

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"I want to stand on my own, find a good job, and feel proud of who I am."

SITUATION, BACKGROUND & ROLE

Age/Context: 16–25, living in Ajax or Pickering (suburban Durham Region). Many live at home or in shared apartments; parents may have postsecondary education but family dynamics are often strained.
Stage of Life: Transitioning from youth to adulthood—balancing independence with family and community pressures.
Daily Role: Often students, job seekers, or working entry-level jobs. Daily life involves navigating school, work stress, and social pressures while seeking identity and direction.
Psychographics: Values independence, success, and belonging. Seeks financial stability, respect, and confidence but may feel disconnected or unsupported.

GOALS, NEEDS & CHALLENGES

Challenges:
- Struggles with identity, confidence, and self-worth.
- Family conflict or instability, feeling unsupported.
- Barriers to employment, housing, and financial independence.
- Peer and social pressures, fear of judgment, stigma around needing help.

Goals:
- To secure employment and financial security.
- To transition successfully into adulthood (education, work, housing, relationships).
- To find mentorship, positive male role models, and community belonging.
  To build confidence through cultural pride and identity.

Aspirations: A "successful adult" with independence, stability, and a sense of pride in heritage and self.

DECISION MAKING PROCESS

Triggers: Family conflict, financial stress, personal crisis, or encouragement from a mentor/peer.
Influences:
- Trusted adults (coaches, mentors, elders, church leaders) - often a limited circle of adults.
- Friends/peers, particularly slightly older role models.
- Digital influences: TikTok, YouTube, social media trends.

Information Sources:
- Community hubs (barbershops, sports spaces).
- In-person outreach, word of mouth.
- Short-form, relatable digital content.

Trust Factors: Prefers informal, authentic communication. Trusts programs that are culturally relevant, practical, and visibly led by relatable figures.

BEHAVIOR

Traits: Stubborn, proud, hesitant to seek help, fears embarrassment or being judged. Often feels lost, jealous of peers' success, or uncertain where to start.
Social Context: Concerned about how friends perceive their choices. May delay seeking help until a crisis point.
Engagement with Services: Prefers one-on-one mentorship, cultural and athletic programs, and opportunities that feel relevant (job training, housing support, cultural reconnection). May try programs cautiously and needs consistent encouragement to commit service in operations.

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Resilient Renee

Resilient Renee

For Parents and Caregivers

Represents hard working mothers balancing the demands of parenting, work, and financial pressures while striving to create stability for their children. She is resilient but often stretched thin, prioritizing her children's wellbeing over her own needs.

"I just want my kids to have a safe place where they can talk and be themselves.

Between work, bills, and everything else, I barely have time for me-but my kids' well-being comes first. "

**Note: Personas are fictional, directional, and should be updated regularly.*

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Resilient Renee*



"I sometimes feel overwhelmed and stressed with the issues I face daily around life's stresses that it got me thinking, how the kids must feel with everything happening in today's world."

SITUATION, BACKGROUND & ROLE

Age/Context: 30–40 in Durham; primary caregiver of 2–4 kids; single/divorced or co-parenting; works in healthcare/education/public service; time & budget tight.
Stage of Life: Mid-career, rebuilding stability; balancing work with heavy caregiving; navigating schools/health systems and inequities.
Daily Role: Range of employment and professional situation, school runs, appointments; coordinates co-parenting/benefits/transport; evenings/weekends for kids; little self-care; leans on church/community.
Psychographics: Values safety, dignity, cultural fit; pragmatic, child-first; seeks confidential, flexible, step-by-step support; cost/time sensitive but loyal once trust is earned.

GOALS, NEEDS & CHALLENGES

Goals: Safe outlets for kids; practical parenting tools; stability at home and school; services that fit her schedule/budget.

Needs: Culturally responsive care; clear next steps; evening/weekend or virtual options; low-friction booking and reminders; confidentiality.

Challenges: Systemic racism and stereotyping in schools (biased expectations, disproportionate discipline/streaming, referral bias); navigating complex school/health systems; divorce/separation and caregiving load; stigma around help-seeking; practical barriers (time, transport, childcare, cost); waitlists/coverage limits; advocacy fatigue; limited access to culturally matched providers.

DECISION MAKING PROCESS

Triggers: School/doctor concerns, visible behaviour changes, crisis, trusted recommendation

Influences: Friends/family, other moms, clinicians; website/social proof; testimonials

Criteria: Comfort/fit and trust first; accessibility (evenings/weekends), affordability/coverage, confidentiality, proximity/transport

Channels: Referrals, internet search, community/church networks; prefers text reminders and simple links to book

BEHAVIOR

- Time-poor, child-first; may cancel when crises arise
- More likely to commit when welcomed by staff who "get it" and reflect her community
- Responds to clear, step-by-step guidance and visible progress; appreciates check-ins
- Becomes a loyal advocate once trust/results are established

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Impact Sandra

Impact Sandra

Government Funders & Policy Stakeholder

Represents decision-makers who allocate public funding to programs with proven impact. Sandra is motivated by equity, accountability, and measurable results, seeking partnerships with organizations that reflect the diversity of Durham Region and address service gaps.

> "We're looking to invest in programs that deliver measurable outcomes for youth and families in the community."
>
> "Equity and culturally responsive care are priorities-we need to support organizations that reflect the diversity of Durham Region."

Note: Personas are fictional, directional, and should be updated regularly.

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Impact Sandra*

***Note:** Demographics vary widely (mid to senior roles across municipal/provincial/federal). The points below focus on the shared context and behaviours that drive decisions.

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"Demonstrating impact through data and stories is critical for sustained funding."

SITUATION, BACKGROUND & ROLE

Age/Context: Broad demographic; public servants in program, policy, and finance roles overseeing youth mental health/community services/ED&I portfolios. Operate within compliance, audit, and public-accountability frameworks.
Stage of Life/Career: Senior managers and up, tasked with stewarding public dollars and delivering equitable, measurable outcomes aligned to policy priorities.
Daily Role: Cyclical budget and RFP timelines; reviews proposals, sets KPIs, monitors grants, prepares briefing notes, manages risk, conducts site visits, and reports to leadership/auditors—time-constrained and template-driven.
Psychographics: Evidence-first, equity-minded, and risk-aware. Values clarity, comparability, cost-effectiveness, data/privacy governance, and transparency. Trust signals: audited financials, strong governance, credible partners, and proven track record.

GOALS, NEEDS & CHALLENGES

Goals: Fund scalable, culturally responsive interventions that deliver measurable outcomes for youth/families

Needs: Clear logic models, KPIs, data collection plans, participant demographics, risk management, budgets, and governance clarity

Challenges: Limited budgets; high scrutiny; need for comparability across grantees; strict procurement and audit requirements

DECISION MAKING PROCESS

Triggers: Policy priorities, budget cycles, community needs assessments, service-gap analyses
Influences: Evidence and evaluations; prior performance; endorsements from community partners; alignment with strategic plans
Criteria: Outcomes/KPIs, equity impact, cost-effectiveness, organizational capacity, data/privacy safeguards, reporting cadence
Channels: Formal RFP/portal submissions, briefing notes, site visits, presentations; expects concise decks and standardized templates

BEHAVIOR

- Formal, risk-aware, deadline-driven; prefers concise, comparable materials
- Looks for credibility signals: audited financials, board governance, qualified staff, partnerships, prior results
- Values multi-year planning with staged milestones; expects timely reports and transparent variance explanations
- Becomes a champion when delivery, evidence, and accountability are consistent over time

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Marketing Implications



Young Men (Aged 16-25)

Messages:

- Focus on **strength, leadership, and balance** rather than vulnerability.
- Use language around *"mental fitness," "growth," and "resilience"* instead of clinical framing.
- Emphasize *"for men, by men"*, mentorship, and peer support.

Channels:

- Instagram, YouTube, TikTok (short, motivational video content).
- Partnerships with barbershops, gyms, sports teams, and community hubs.
- Podcasts or online discussions about manhood, purpose, and mental strength.

Collateral Needs:

- Digital ads and posters featuring confident, relatable men.
- Short videos or reels with success stories or "day-in-the-life" transformations.
  QR-linked resource cards distributed through barbershops, churches, and cultural events.



Individual Client - Parent

Messages:

- Emphasize **support, understanding, and empowerment** for both parent and child.
- Use language like *"We see you. We support your child's growth and your family's journey."*
- Highlight culturally responsive care, youth programs, and family-strengthening outcomes.
- Centre hope and reassurance: *"You're not alone — healing starts here."*
- Highlight holistic healing (therapy, wellness circles, family support).

Channels:

- Facebook and Instagram (trusted by parents for community info).
- Local school newsletters, parent associations, and community centres.
- WhatsApp groups and email newsletters for program updates.
- Collaboration with pediatricians, educators, and churches.

Collateral Needs:

- Family-oriented program brochures and digital flyers (youth counselling, mentorship, parenting workshops).
- Success-story videos or testimonials from other parents.
- Simple intake guides or "how to start" one-pagers.
- Infographics explaining holistic, culturally grounded approaches to child and youth care.



Government Funder

Messages:

- Focus on **impact, legacy, and measurable change.**
- Use language that positions Ifarada as a trusted equity partner driving community transformation.
- Showcase outcomes: "Here's how your support changed lives."

Channels:

- LinkedIn, newsletters, and community press.
- Speaking engagements, panels, and thought-leadership features.
- Strategic partnerships (corporate, municipal, philanthropic).

Collateral Needs:

- Impact reports and infographics.
- Partnership/sponsorship decks and testimonials.
- Short video spotlights on Ifarada's programs and outcomes.

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3 OVERVIEW

Competition

- Overview
- Durham Health/ Wellness Landscape Recap



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Competitive Overview

The healthcare and arts-and-culture landscape in the Durham Region remains largely unchanged over the last 3-5 years. Ifarada continues to operate alongside key organizations such as Tropicana (Scarborough), Durham Family & Cultural Centre, and Family Services Durham (Ontario)—all of whom play important roles in the ecosystem. However, none offer the same holistic, culturally grounded approach that Ifarada brings to its clients—one that integrates mental health care, community programming, and cultural heritage into a unified model of healing and empowerment.

Ifarada's deep connection to sister organizations—Kujipenda, Wonderfully Made Girl, and Kujenga—further strengthens its position, allowing for shared learning, cross-promotion, and integrated service delivery across identity, wellness, and empowerment initiatives.

Looking ahead, three core opportunities continue to support Ifarada's growth and impact:

1. **Collaboration** – Expanding partnerships and joint programming with aligned organizations.
2. **Visibility – I**ncreasing brand awareness and community recognition through storytelling and advocacy.
3. **Capacity Building** – Strengthening organizational infrastructure to meet the rising demand for culturally informed care and creative programming.

01 COLLABORATION WITH PARTNERS TO DEEPEN CREDIBILITY /DRIVE REFERRALS

02 VISIBILITY - INCREASE BRAND AWARENESS & ENGAGEMENT

03 CAPACITY BUILDING TO MEET COMMUNITY NEEDS

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Recap: Healthcare Landscape in Durham

Competitors	Type	Value Proposition	Channels	Industry or Customer Focus
IFARADA Centre for Excellence	Not for profit	Promoting **Healthy Families**, Embracing Equity and **Celebrating Diversity,** Cultivating Resilience	• Website • Facebook • Instagram • Twitter	Marginalized community Durham region
TROPICANA COMMUNITY SERVICES	Charitable status	Engage, Educate, Empower, Elevate, and Celebrate Helping people in need lead successful and positive lives.	• Website • Twitter • Facebook • Instagram • LinkedIn	Black community Geography: Scarborough + beyond
Durham Family & Cultural Centre	Not-for-profit / Registered charity	Empowering lives and building community through culturally responsive programming that supports Black and racialized children, youth, parents, and families — including counselling, parenting support, mentorship, education, and youth development.	• Website • Facebook • instagram	Black community
DURHAM REGION	Government Organization	Family Services Durham (FSD) provides individual, couple and family counselling to people who live or work in Durham Region. Offer help for a variety of problems.	• Website • Facebook • Instagram • Twitter • Youtube	Durham Region

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4 OVERVIEW

Brand Strategy

- Recap:
  - Promise
  - Positioning
  - Personality
- Persona Messaging Pillars
  - Independent Isaiah
  - Resilient Renee
  - Impact Sandra



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Recap: Brand Promise

Grounded in Ifarada's core strengths, the brand promise below captures what clients can consistently expect, reflecting a positioning and personality that remain unchanged in this strategic refresh.

We promise:

To provide **accessible** innovative, and **client-centred**, in person or virtual counselling services focusing on **holistic mental health care** that is provided by facilitators that **reflect the community's experiences** and understanding within a **safe and comfortable environment.**



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Recap: Brand Positioning

Drawing on its core strengths, insights, and similar competitive landscape, Ifarada stands apart through its holistic model of care—one that connects mental health, community, and cultural identity. With practitioners who understand their clients' lived realities, Ifarada delivers tailored, empathetic, and culturally grounded support.

A **grassroots** effort, looking through the lens of **cultural identity**, Ifarada offers a community informed approach to mental wellness for marginalized individuals by community professionals who have **lived similar experiences.**

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Recap: Brand Personality

Ifarada is compassionate and bold.

Personality Archetype		Personality Traits
A cross between: Celebrity archetype • Oprah - gives away cars!! Caring, compassionate, giving, warm and welcoming. • Debbie Allen - charismatic, creative, exciting, progressive and entrepreneurial. • Richard Branson - Innovative, problem solver, mission focused, hard working and persistent.		**Compassionate** (sympathetic, understanding, caring) **Creative** (innovative, visionary, clever) **Empowering** (bold, strong, persistent) **Resilient** (wise, flexible, experienced)



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Key Marketing Messages - by Persona

Key messages are used across marketing collateral and communications. They expand on Ifarada's key points of value and differentiation and include table stakes messaging seen by competitors. Messages should be tailored by persona to ensure they resonate with each segment:



Independent Isaiah
For young men (16–25)

Messaging should focus on **strength, leadership, and balance** rather than vulnerability.



Resilient Renee
For parents and caregivers

Messaging should emphasize **support, understanding, and empowerment** for both parent and child.



Impact Sandra
For government funders & policy stakeholders

Messaging should highlight **impact, legacy, and measurable change.**

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INDEPENDENT ISAIAH

Potential Messaging Pillars

IFARADA
Centre for Excellence

AREA	CORE MESSAGE	EXAMPLE COPY
1. Belonging & Identity	*You are not alone—your voice, culture, and story matter.*	“We see you, we hear you—your story and culture are the foundation of your strength.” “Find belonging through connection to heritage, community, and self.”
2. Pathways to Independence	*Practical tools for success in school, work, and life.*	“From mentorship to employment support, we help you build real-world skills for the future.” “Step into independence with guidance, resources, and opportunities to thrive.”
3. Real Role Models	*Connect with mentors who’ve been where you are.*	“Learn from elders who’ve faced the same struggles—and succeeded.” “Your path forward is clearer when you walk alongside mentors who understand your journey.”
4. Empowering & Nurturing Spaces	*A space to grow without fear or pressure.*	“This is a space where you can be yourself—no judgment, just support.” “Share openly, learn freely, and know you can be ‘yourself’ here”

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RESILIENT RENEE

Potential Messaging Pillars

IFARADA
Centre for Excellence

AREA	CORE MESSAGE	EXAMPLE COPY
1. Compassionate, Culturally Relevant Support	*A place where your family's experiences are understood and respected.*	"You don't have to explain who you are or where you come from—we already understand." "Culturally restorative spaces for you and your children to share, heal, and grow."
2. Support for Children's Emotional Health	*Helping kids find their voice and strength in today's world.*	"Give your kids a supportive outlet to talk about what matters—racism, stress, and the challenges of growing up." "Programs that help children process life changes in a healthy, positive way."
3. Empowering Parents	*Practical tools and a community that supports your journey.*	"You don't have to carry the load alone—connect with mentors, peers, and trusted supports." "Parenting workshops, peer groups, and one-on-one counselling to strengthen your confidence and resilience."

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IMPACT SANDRA

Potential Messaging Pillars

IFARADA
Centre for Excellence

AREA	CORE MESSAGE	EXAMPLE COPY CONTENT
1. Impact & Outcomes	*Investments that deliver measurable, equitable results.*	3–5 KPIs tied to youth and family outcomes, with baselines, targets, and quarterly reporting. Clear logic model linking activities to outcomes; success stories paired with data.
2. Equity & Cultural Safety	*Culturally responsive care that reaches underserved communities.*	Programs designed with and for Black and Indigenous youth in Durham; staff reflect the communities served. Culturally affirming, holistic, equity-focused care with language support available.
3. Partnership & Capacity	*Proven capacity, scalable through partnerships.*	Partnering with schools, health centres, and community organizations to extend our reach, client referrals and impact. Qualified staff, proven supervision model, and clear delivery milestones.”

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5 OVERVIEW

Funding Needs

- Summary
- Annual Budget



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Funding Needs Summary

Ifarada seeks continued investment to sustain and strengthen its operations, with four key funding priorities:

1. **Program Expansion:** Increase therapeutic, mentorship, and leadership program capacity.

2. **Staff Development:** Develop and retain a diverse, culturally responsive program delivery team of wellbeing professionals, facilitators, and team leads.

3. **Facility Growth:** Maintain community space at the Harmony Wellness Centre in Pickering.

4. **Research & Evaluation:** Engage in ongoing research and policy development to measure impact, evaluation, and inform best practices. Share knowledge through journal publications and conference presentations.



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Annual Budget

AREA	ANNUAL SPEND	DESCRIPTION
Staffing and Salaries	$1,000,000	Executive Director, 3 Team Leads, 6 Youth & Family Wellbeing Professionals, 4 Youth Interns/Administrative roles, 1 Project Facilitator, and 10 Summer Youth Interns.
Administrative Costs	$225,000	Subscriptions, financial monitoring, human resources, office expenses, and general operational supports.
Building Maintenance, Utilities, and Taxes	$60,000	Ongoing upkeep, municipal fees, and essential facility-related costs.
Contractors	$250,000	Honoraria and fees for Elders, facilitators, cultural practitioners, specialized trainers, and professional development providers.
Program & Project Costs	$465,000	Materials and supplies, meals and participant support, annual retreats, venue rentals, youth community grants, and an emergency support fund.
Total:	**$2,000,000**	



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6

OVERVIEW

Appendix

- SWOT Recap
- Strategic Focus & Guiding Principles Alignment
- Website Audit



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SWOT Recap

	helpful	harmful
internal (or present)	**STRENGTHS** • Capable team • Black owned and run • Trust and relationship community • Afrocentric space • Supportive staff • Effective communications • Holistic and recognize anti black racism • Culturally responsive care - compassionate towards black youth • Empowering growth • Love and compassion towards diversity • Non judgemental support in support provided in schools	**WEAKNESSES** • Community needs - boys programs, youth mentorship • Social support • Anti-black racism: Access to resources (shame and unworthy) • Wellness worker - mens support • Indigenous focused youth programs • Trained and have knowledge expertise/ Indigenous backgrounds, experiences, North America, Caribbean - knowledge • Build partnerships with communities in Durham • Educational workshops/ school partnerships • Lakeridge - Indigenous Culturally Safety classes • Indigenous counselor/ traditional healers to the space • Including artwork, language, images (space, materials)
external (or future)	**OPPORTUNITIES** • Youth mental health (post covid) at an all time high • Opportunity to focus on niche in market • Addiction high • Strong continuing support - 4 years public funding	**THREATS** • Filtering more dollars through hospitals etc. (corporate organizations) - doesn't always reach the people that best need the support • Large funders experiencing strain on funding source • Don't do corporate partners for funding

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Strategic Focus & Guiding Principle Alignment

STRATEGIC PRIORITY	GUIDING PRINCIPLES REFLECTED
1. Equity, Justice & Cultural Accountability	Usawa · Sankofa · Kina Gchi Nishnaabe N'dowaa
2. Holistic, Culturally Grounded Wellness	Uponyaji / Mino Bimaadiziwin · Mate Masie · Sankofa
3. Community Empowerment & Self-Determination	Sawubona · Uongozi wa Maono · Mate Masie
4. Relational Partnerships & Collective Impact	Kina Gchi Nishnaabe N'dowaa · Sawubona · Uongozi wa Maono
5. Organizational Sustainability, Learning & Care	Mate Masie · Uongozi wa Maono · Uponyaji / Mino Bimaadiziwin

Ifarada's 7 Guiding Principles

1. **Sankofa**
   (Roots and Identity)
2. **Usawa**
   (Equity and Collective Liberation)
3. **Uongozi wa Maono**
   (Transformative Leadership)
4. **Sawubona**
   (Self-Determination and Belonging)
5. **Mate Masie**
   (Lifelong Learning and Wisdom)
6. **Kina Gchi Nishnaabe N'dowaa**
   (Inclusion and Interconnection)
7. **Uponyaji/Mino Bimaadiziwin**
   (Healing in Community)

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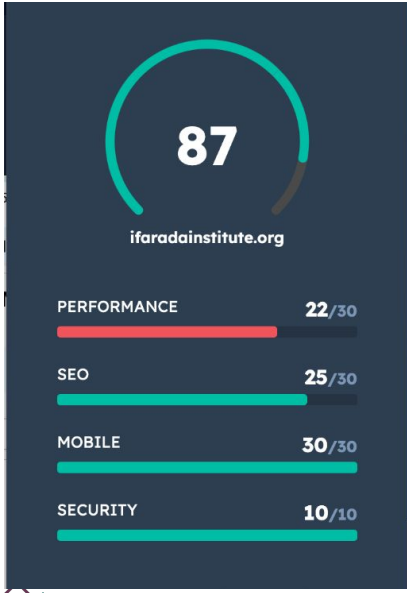
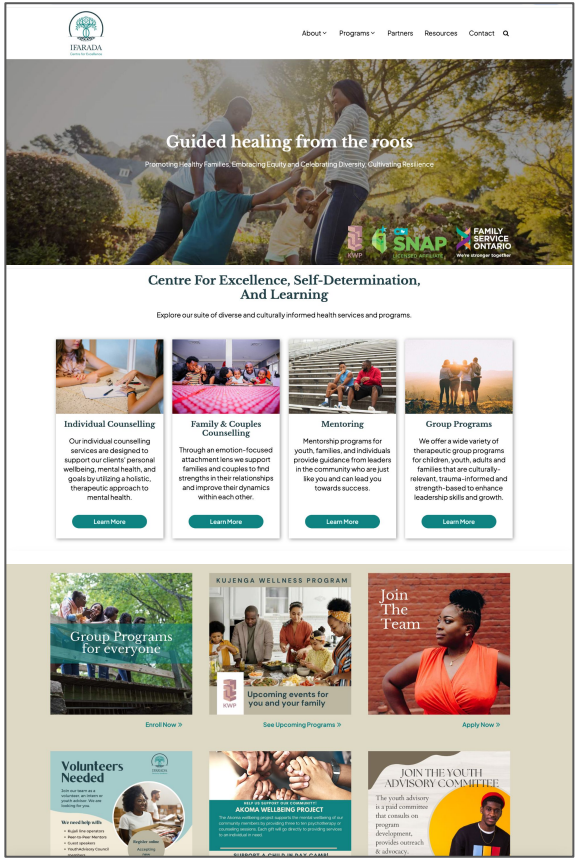
APPENDIX: WEBSITE AUDIT

Ifarada Website





Score
87%

Technical Evaluation:

- Performance 22/30
- SEO 25/30
- Mobile 30/30
- Security 10/10

Technical Performance:

- Site uses HTTPS, which addresses the security baseline requirement
- Navigation is clear and intuitive
- Content-rich pages, well-structured programs with clear headings, sub-menus and filters which is good for SEO and user experience.

Content/User Experience:

- Program descriptions are specific and detailed - aiding conversions
- Good use of imagery and visual hierarchy

Opportunities:

- Optimize image sizes to increase page load speed
- Clear calls to action
- Fresh content (e.g. blogs/programs) to engage and draw users back

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About Andrew Perry

Andrew Perry (AP) is a strategic marketing & communications studio that partners with purpose-driven organizations to turn audience insight into clear strategy, actionable messaging, and measurable impact.

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